



# RESTORING ACCOUNTABILITY

---

How to master the strategic planning process to  
craft an *actionable* strategic plan



# STEP 1: CLARITY

---

**Restoring Accountability**



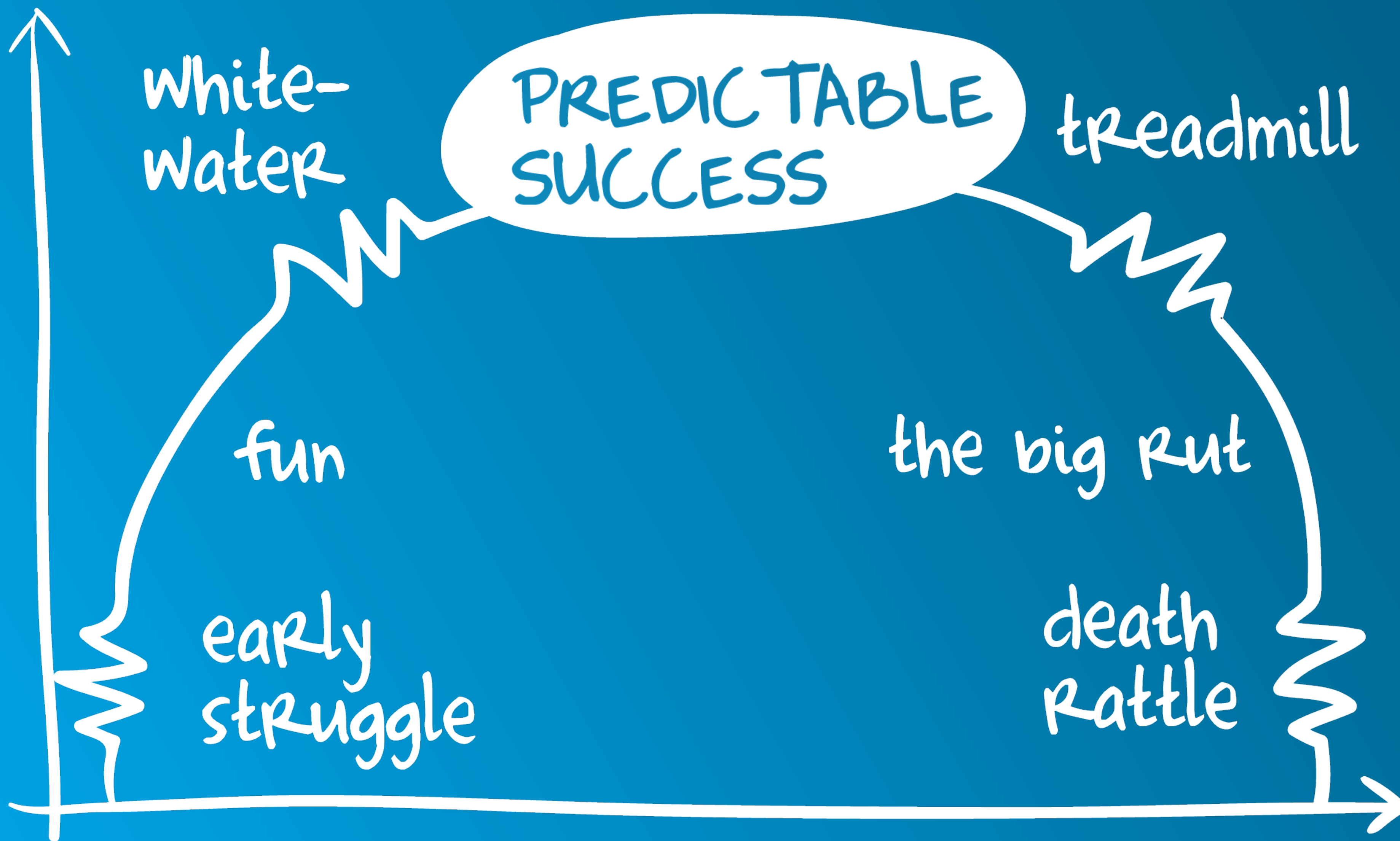
---

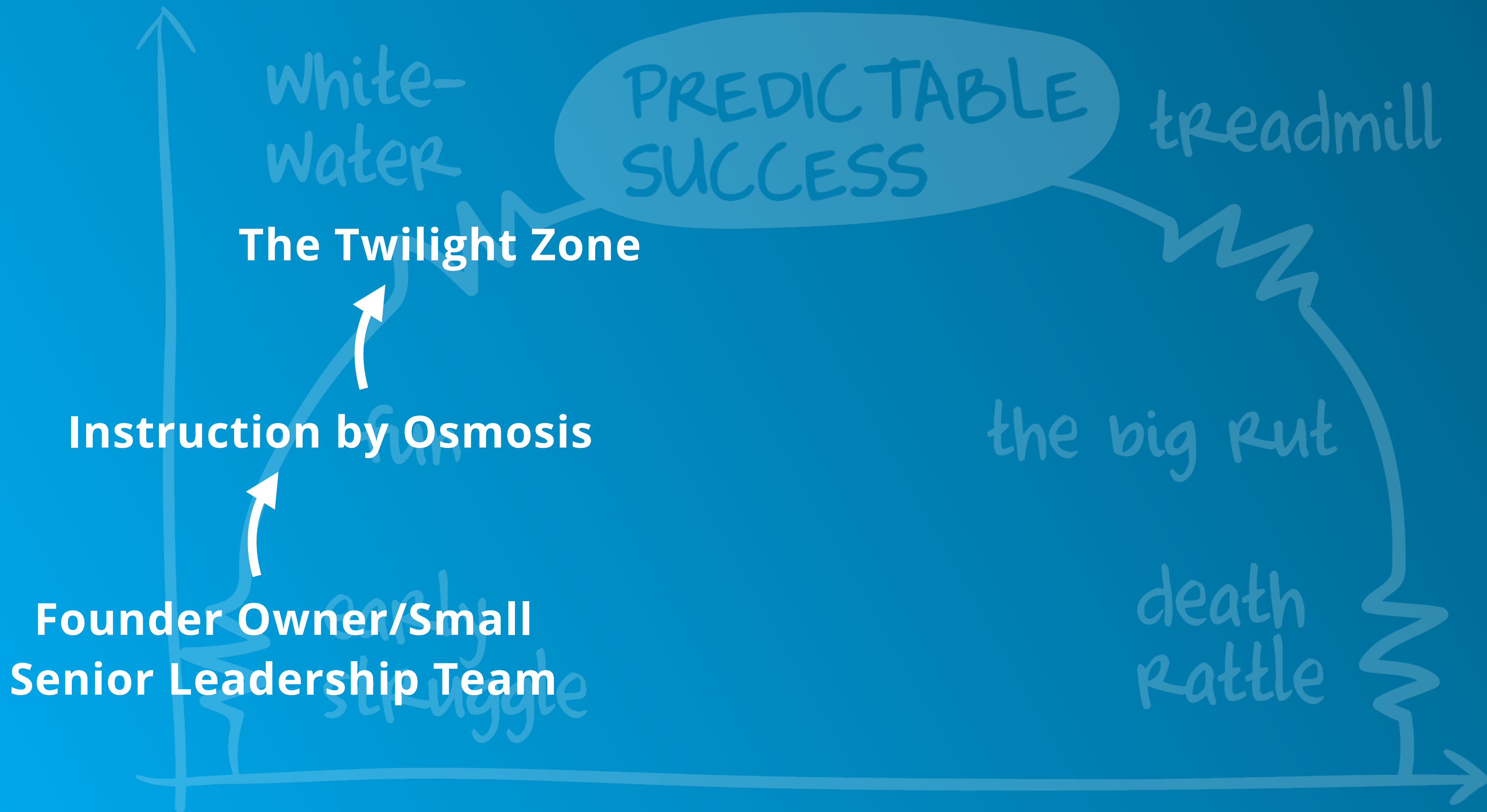
How clear are the communications within your team or organization about *material* instructions and requirements?

---

**RESTORING ACCOUNTABILITY**







# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

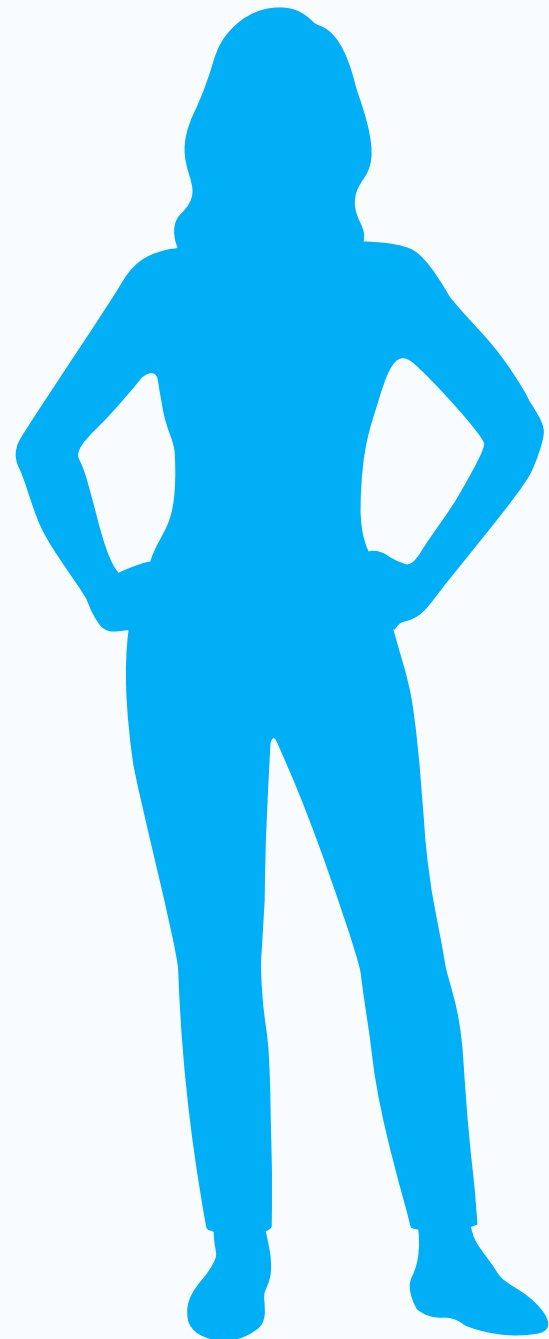
- Step 1: Clarity





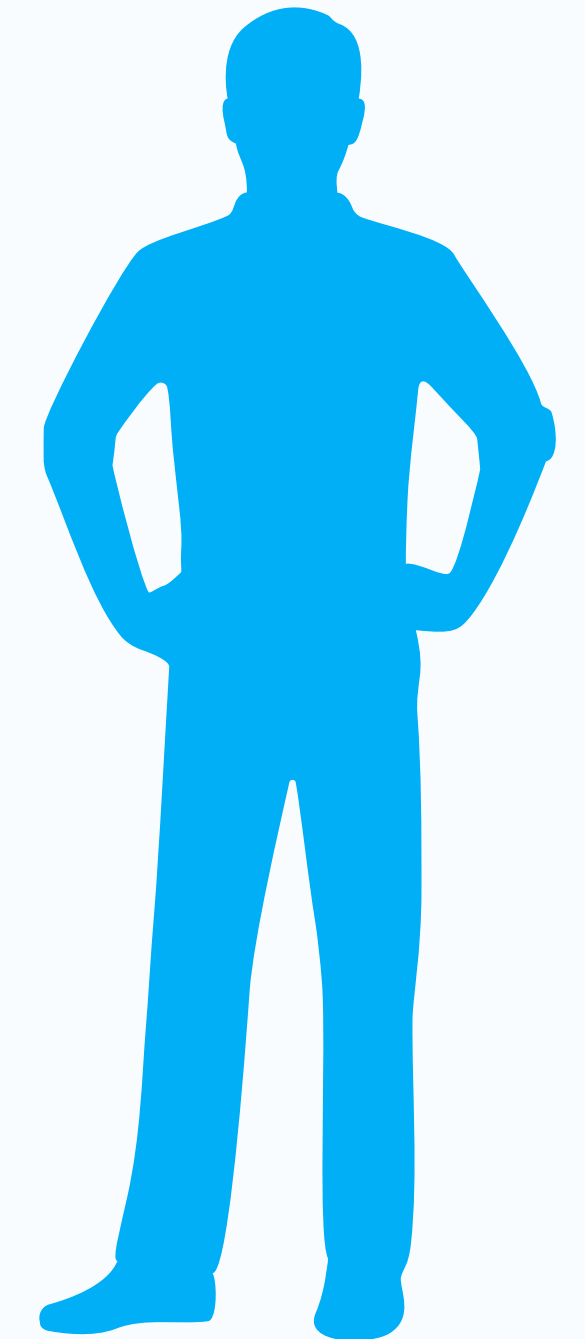
# EXAMPLE: CUSTOMER SERVICE ISSUE

**MANAGER**



"Any invoice or order form with incorrect details should be sent straight back to the sales person responsible and should not be processed. They have to fix it before sending it back for re-entry."

**EMPLOYEE**



Do you really mean every invoice with any error in it however small or easily fixed?

Do you really mean send it back to the sales person physically, or should I call them?

What if it came from the sales manager?



“

---

If it is important to you to restore accountability to your team or organization, the very first thing you should do is introduce *clarity*, precise, absolute clarity, in every *material instruction*, request or requirement you have of your team members

---

**RESTORING ACCOUNTABILITY**





“

---

A material request is anything that is important enough for you to be concerned if it is not implemented properly.

---

**MATERIAL REQUEST DEFINED**



# **OVER-COMMUNICATE CLARITY**

## **STEP-BY-STEP INSTRUCTIONS**

1. Put every instruction in writing
2. Clarify exactly what it is you expect the individual to do (take your time)
3. Print it out and take it with you (training wheels)
4. Have them repeat it back in their own words



# OVERCOMING TEAM UNEASE

## STEP-BY-STEP INSTRUCTIONS

1. Have a 1-on-1 with each of your team members
2. It's not about them, it's about restoring accountability in the whole team or organization
3. The first step is for you to be very clear
4. Be the first: Model the behavior you want



# **OVER-COMMUNICATE CLARITY**

## **STEP-BY-STEP INSTRUCTIONS**

1. Put every instruction in writing
2. Clarify exactly what it is you expect the individual to do (take your time)
3. Print it out and take it with you (training wheels)
4. Have them repeat it back in their own words



**I DON'T HAVE  
TIME FOR THIS  
YOU DON'T HAVE  
TIME NOT TO DO  
THIS**

1. 4-6 times a day
2. 5 minutes (even 60 minutes) spent clarifying will save you weeks of problems, frustrations, setbacks, and delays
3. View the time as an investment that generates an enormous return



# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

- Step 1: Clarity - Put your instructions in writing
- Step 2: Agreement







# STEP 2: AGREEMENT

---

**Restoring Accountability**

# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

- Step 1: Clarity - Put your instructions in writing
- Step 2: Agreement



# CLARITY VS AGREEMENT

- Clarity is a precursor to agreement, but it doesn't ensure agreement.
- Make the act a physical written agreement



# **PURSUIING OVERT AGREEMENT**

## **STEP-BY-STEP INSTRUCTIONS**

1. Put every instruction in writing
2. Clarify exactly what it is you expect the individual to do (take your time)
3. Print it out and take it with you (training wheels)
4. Have them repeat it back in their own words
5. Have them sign it



# DISCUSSION BEST PRACTICES

- Include all affected parties
- Have everyone in the same room at the same time
- Allow room for push-back
- Have everyone literally sign off on it



# OVERCOMING TEAM UNEASE

## STEP-BY-STEP INSTRUCTIONS

1. Have a 1-on-1 with each of your team members
2. It's not about them, it's about restoring accountability in the whole team or organization
3. The first step is for you to be very clear
4. Be the first: Model the behavior you want





# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

- Step 1: Clarity - Put your instructions in writing
- Step 2: Agreement - Pursue overt, physical agreement



# **WARNING**

## **FOR**

### **ENTREPRENEURIAL**

#### **VISIONARIES**

You may be tempted to think:

*I'm the boss, they work for me. When I say it needs to be done, it should just be done.*

**It just doesn't work that way.**



# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

- Step 1: Clarity - Put your instructions in writing
- Step 2: Agreement - Pursue overt, physical agreement
- Step 3: Reporting





# STEP 3: REPORTING

---

**Restoring Accountability**

# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

- Step 1: Clarity - Put your instructions in writing
- Step 2: Agreement - Pursue overt, physical agreement
- Step 3: Reporting



# REPORTING

## SHINE A SPOTLIGHT REGULARLY ON FOLLOW-THROUGH

If you don't put in place a regular reporting in of what happened as a result of that change, then it won't happen.

- If there's no spotlight on the issue, it won't happen
- Trust but verify
- Give them a secure structure
- You need a regular process in place to follow-up and ensure follow-through







# STEP 4: TRANSPARENCY

---

**Restoring Accountability**

# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

- Step 1: Clarity - Put your instructions in writing
- Step 2: Agreement - Pursue overt, physical agreement
- Step 3: Reporting - Shine a spotlight regularly on follow-through
- Step 4: Transparency



“

---

Transparency is the ability for all parties to access the raw data and basic information that's used to assess the results of what you've done together as a team.

---

**TRANSPARENCY DEFINED**



“

---

The accountability of your team will break down if there is a lack of agreement regarding the final results.

---

**THE IMPORTANCE OF TRANSPARENCY**

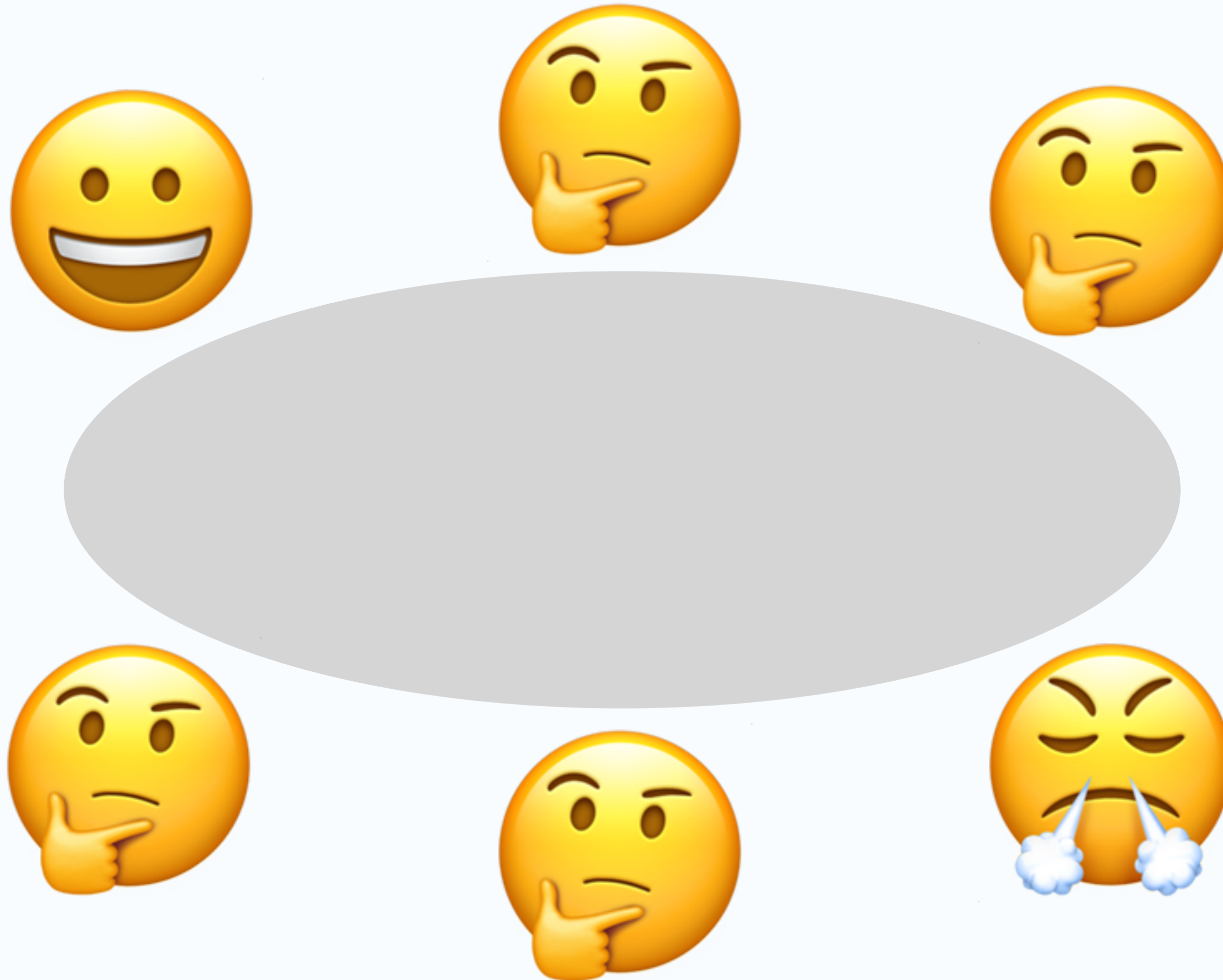


# EXAMPLE

The number of incorrect invoices has dropped from 82% to 45%

Customer service scores are up 15%!

But, the experience in the field is worse, orders are taking too long to process!



# ACHIEVING TRANSPARENCY

## YOU MUST HAVE AGREED DATA AND STATISTICS

Ensure that the team comes together with agreed data and statistics

- Typically data needs to be distributed ahead of time
- The time to clarify or challenge the data is *before the meeting*
- Let everyone say their piece



# 4 SIMPLE STEPS TO RESTORE ACCOUNTABILITY

- Step 1: Clarity - Put your instructions in writing
- Step 2: Agreement - Pursue overt, physical agreement
- Step 3: Reporting - Shine a spotlight regularly on follow-through
- Step 4: Transparency - Ensure broad and timely access to raw data

