



CONNECTING THE  
*Outdoor Industry*

# Creating a Culture of Accountability

**Scott Papich**

Principal , Outside Intelligence LLC





# Learning Objectives

- **Agreement on Approach**
- **Metrics & Measurables**
- **Training & Coaching**
- **Creating the Culture**



CONNECTING THE  
*Outdoor Industry*



Outside Intelligence  
LLC

Scott Papich  
Principal

*Make better business decisions*



AMERICA OUTDOORS  
*Where Outfitters Thrive*





# CONNECTING THE *Outdoor Industry*



THE MANN GROUP  
A New Generation of Change



**AMERICA OUTDOORS**  
Where Outfitters *Thrive*



# Leading Change



CONNECTING THE  
*Outdoor Industry*

# Why Would You Need to Change Something?



CONNECTING THE  
*Outdoor Industry*

**You Are Not Getting  
the Results You Expect  
(ie: *the CULTURE you want*)**





# Working “Culture” can be cultivated around various attributes:

Honesty  
Efficiency/Speed  
Flexibility  
Transparency/Openness

Innovation  
Premium Service  
(etc.)  
*Accountability*





# What is Accountability?

1. *To acknowledge what is expected, or what you aim to accomplish.*
2. *And then to take responsibility for getting it done; or else improving.*



## Example Scenario:

*XYZ company is determined to be known as the most respected fly fishing guide service within 200 miles.*

*One of the core values our team is known for, and respected for, is our industry-leading, environmentally- and socially-conscious Catch & Release methodology. It's something we stand for.*

*We want each of our guides to excel at healthy Catch & Release. It is good for the fish, good for the business, good for the industry.*

*What's more, we believe taking responsibility for healthy C&R contributes to each guide's reputation as a top notch professional.*

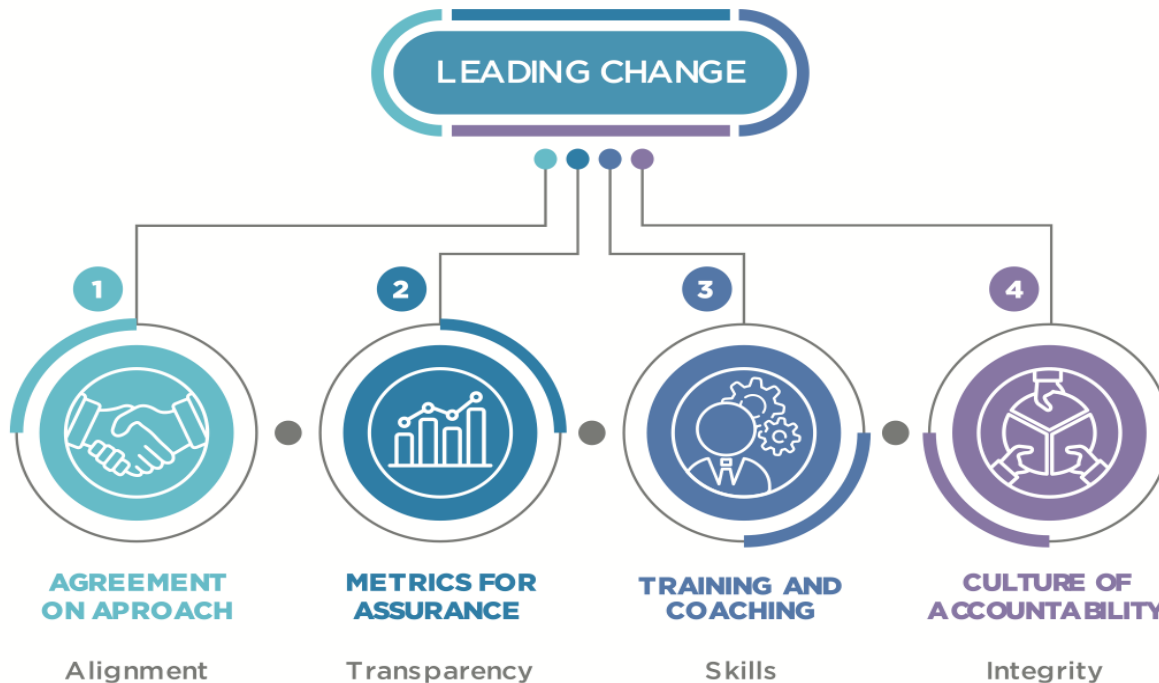


CONNECTING THE  
*Outdoor Industry*

# How do we foster Accountability?



## GENTLE PRESSURE RELENTLESSLY APPLIED





# Agreement on Approach

- Assuming “buy in” is a mistake
- Dialog in a safe environment  
(*Ground Rules*)
- One on one
- Human Nature (*make it personal*)
- Get “Enrollment” (*at least verbal*)







# CONNECTING THE *Outdoor Industry*

## GENTLE PRESSURE RELENTLESSLY APPLIED





# Metrics for Assurance

- “What gets measured gets managed”  
- *Peter Drucker*

What is MEASURE-ABLE?

\$ / trans is great POS metric ...

But “Observable” actions count too

- “Dashboard approach”  
Prioritize 3-4 measurables that matter  
(*not the 30 metrics you look at in your P&L:  
YOY-%, Gross Mgn, G&A%, EBITDA, etc.*)
- “Manage activity not numbers”  
Inform, coach, encourage...  
Do NOT beat people up with scores





# CONNECTING THE *Outdoor Industry*

## GENTLE PRESSURE RELENTLESSLY APPLIED





# Training and Coaching

- If the team is on board, but results are not measuring up — maybe you have a training issue
- The manager's role is “Coach” (or Player-Coach)
- And it's OK to coach one-on-one in certain instances *(many valuable players improve best with 1-on-1 help)*
- Don't forget your “Ground Rules”





# CONNECTING THE *Outdoor Industry*

## GENTLE PRESSURE RELENTLESSLY APPLIED







# Culture of Accountability

- “*They’re adults, and they should know better*”

Not so true. Adults do what you incent, train & motivate them to do. Be explicit.

- CAUSE vs HOPE:

Hope is wonderful, but it’s not a strategy. You **MAKE** change happen - you make the **GROUND RULES** clear if you want accountability.

- Follow up regularly

Talk often with team members about their measurables; Respect their feedback; Remain positive; Coach them on fulfilling their potential.  
*(Gentle, Relentless, 1-on-1, incremental progress)*





## Leveling Up:

Have you ever been part of a team where no one wanted to let the group down? That is an “exceed-expectations,” organic culture of accountability.

And often it comes down to leadership –

**LEADERSHIP by EXAMPLE** (more so than Leadership by Title)

*... Team members lead each other; they improve & they over-deliver.  
But it only happens if the boss also genuinely leads by example.*

Deliberate every day about how you lead & help & motivate others; about “enlisting” them in what you are trying to build; and about holding yourself openly accountable -- to the clients, to the community, and to your team.

*Hire people who want to learn, and be their best, and be part of the best team.  
Then coach, inspire, measure, follow-up, listen, reward and demonstrate.*

*(Yes, it's complicated. But it may be the most worthwhile part of your work.)*



# CONNECTING THE *Outdoor Industry*



Scott Papich  
Outside Intelligence LLC





# Thank you!

Please complete the session evaluation for this presentation in the 2019 America Outdoors mobile app.

We appreciate your feedback!