Creating a Culture of Accountability

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Learning Objectives

- Agreement on Approach
- Metrics & Measurables
- Training & Coaching
- Creating the Culture
Outside Intelligence LLC

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Make better business decisions
THE MANN GROUP
A New Generation of Change
Leading Change
Why Would You Need to Change Something?
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.*
How do we foster Accountability?
GENTLE PRESSURE RELENTLESSLY APPLIED

LEADING CHANGE

1. AGREEMENT ON APPROACH
   Alignment

2. METRICS FOR ASSURANCE
   Transparency

3. TRAINING AND COACHING
   Skills

4. CULTURE OF ACCOUNTABILITY
   Integrity

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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)*
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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
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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”
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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.)
Thank you!

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