

Effortless
Accountability:

*How to Build
the Workplace
Culture You
Need*



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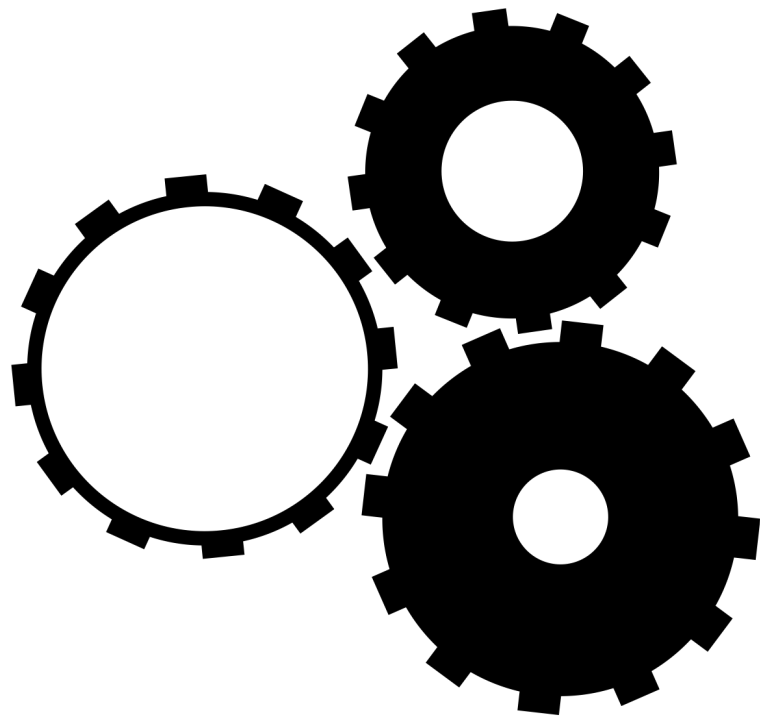


These are our **Leadership Principles**. We urge you to study, practice, and internalize these leadership principles every day.

- Purpose Driven
- Customer Obsession
- Commitment to Long-term Excellence
- Long-Term Thinking
- Passion for Creativity, Innovation and Invention
- Learn and Grow
- Hire and Develop the Best
- Think Big
- Just Get It Done
- Frugality
- Earn Trust
- Empower our People
- Be a Servant Leader
- Seek Win-Win-Win Strategies and Solutions
- Have Courage: Disagree and Commit
- Are Right, a Lot
- Share Fate with Self-Responsibility



Just Get It Done!



HOW?

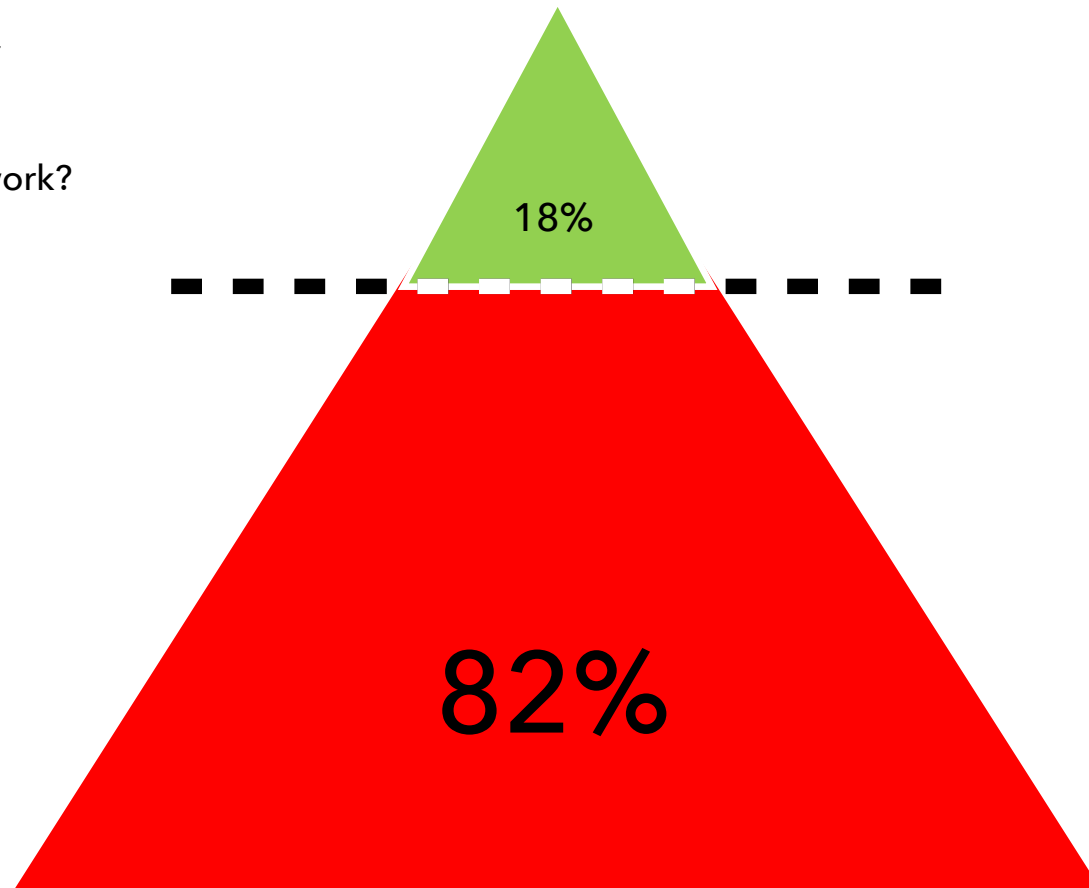


Results Focus vs. People Focus



Effortless Accountability

How can you empower people to **proactively take ownership** of their work?



Source: HBR



“One of the most important tasks of a manager is to eliminate his/her people’s excuses for failure.”

Robert Townsend, former CEO, Avis



"I didn't know."

**"I didn't
know how."**



ACCOUNTABILITY

1. Create clear expectations
2. Review them consistently
3. Address performance issues immediately



A Antecedent

Behavior: 20% caused
by antecedent

B BEHAVIOR

80% by consequences.

C Consequences

Excerpted from *Unlock Behavior, Unleash Profits* by Leslie Wilk Braksick, Ph.D. McGraw-Hill (2007).



You get to choose your decisions.

**You don't get to choose
your consequences.**

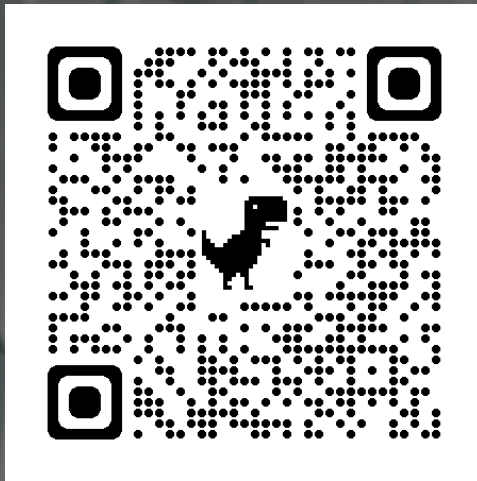


Coaching for Leaders

1. In the absence of clear expectations, you cannot create a culture of accountability.
2. If they don't trust you, they won't listen.
3. People can't (won't) respond to generalizations (“get focused” or “I need you to...”)
4. **People who think**, change more effectively. *Ask questions; explain the why.*
5. Change takes time and repetition.

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Thanks!

