

Accountability: A Journey Down The Yellow Brick Road

*March 21, 2012
Auckland New Zealand*



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AAMHP and mhanz Conference 2012
Challenging the Boundaries*

Self Assessment – Accountability (Part 1)



Sharing YOUR Story



The Start of My Journey ... My Story ...



Objectives

Define Accountability (Traditional vs. Alternative)

Distinguish between Accountability and Victimization

Discuss the 4 *Steps to Accountability*

List best practices associated with each *Step to Accountability*

Identify what you, as leaders, can do to create a Culture of Accountability within your work environment(s)



Accountability – A Flawed Definition

The Oz Principle®
Accountability Question

"Who is
accountable
for achieving
the result?"

The Typical
Accountability Question

"Who is
accountable for
failing to
achieve the
result?"

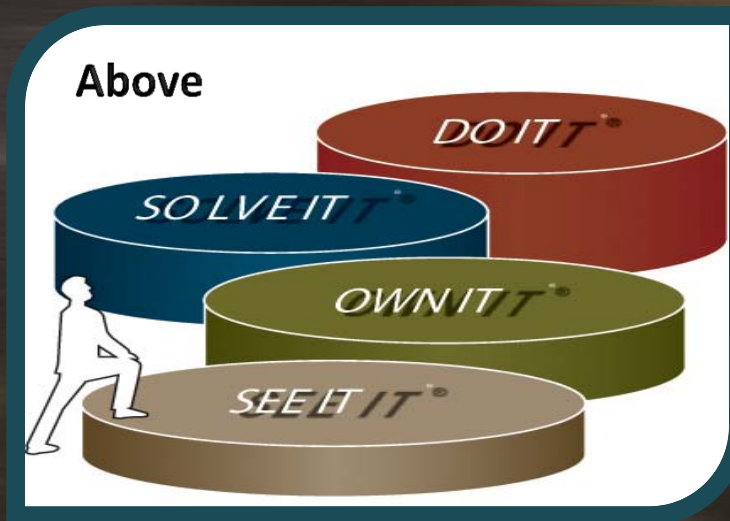
**The
RESULT**



The "OZ" Principle



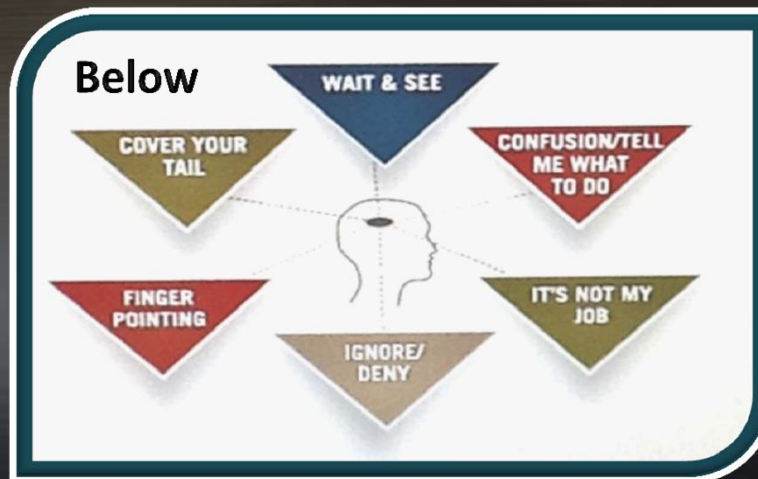
Above



The Line



Below



Victimization



Feeling captive
by your
circumstances



"If it were me,
I'd do it
differently"



Fail to confront
the toughest
issues you
face



Discussions of
problems
focus more on
what you
cannot do,
rather than
what you can
do - "



Spend a lot of
time talking
about things
you cannot
change



Frequently
waste time and
energy "boss
or colleague
bashing"

Common Behaviors/Clues

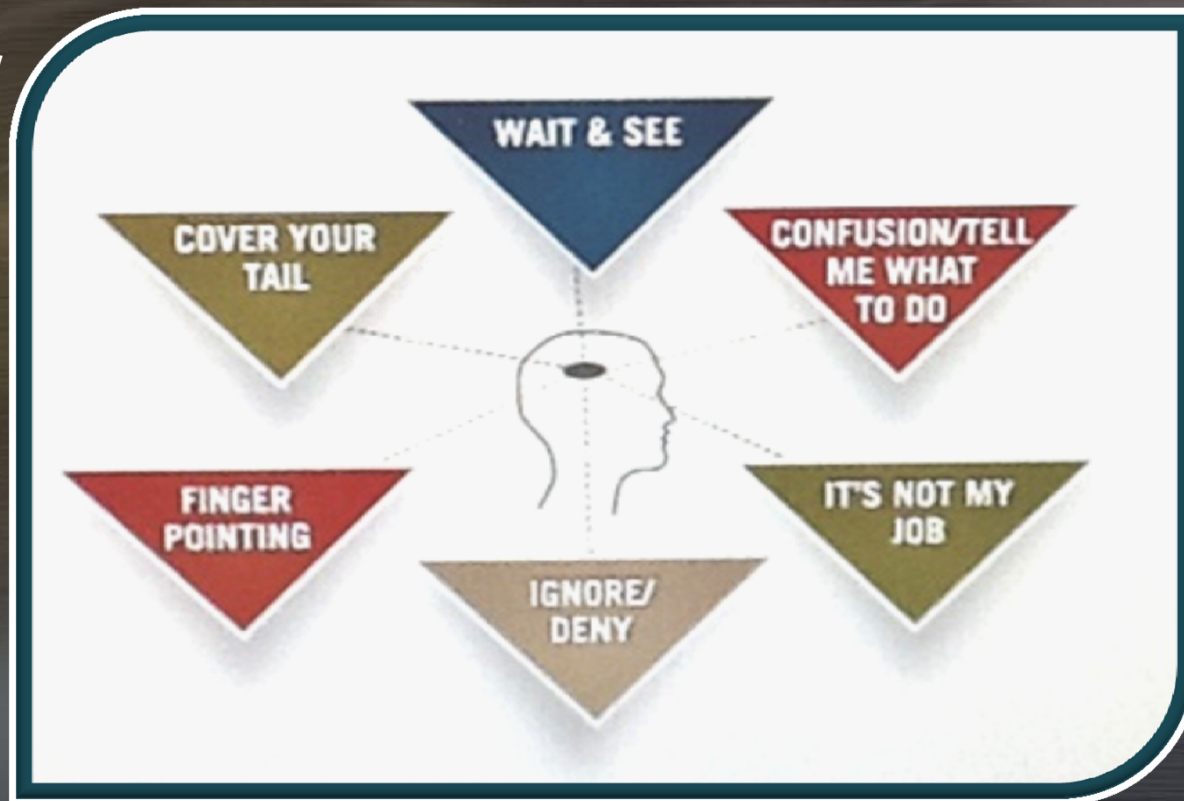


The Victim Cycle (Working Below The Line®)

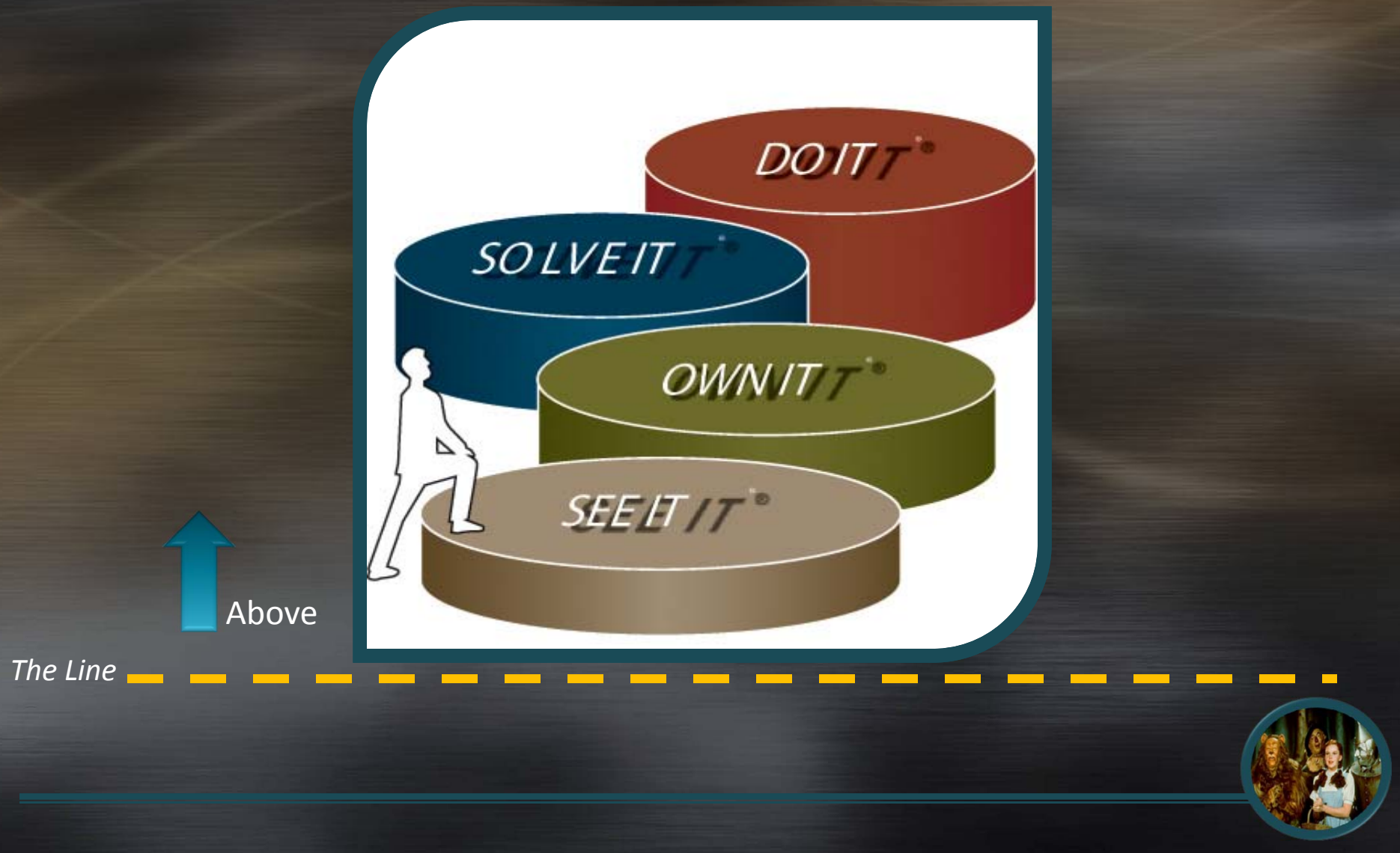
The Line



Below



Steps to Accountability (Working **Above** The Line®)



SEE IT – Acknowledge the Problem

Get the
perspective of
others

Ask for and offer
feedback

Be realistic

Be honest with
yourself; admit
mistakes

Consider all the
facts



OWN IT– Take Responsibility for It

Be personally
invested

Ask how I
contributed

Answer for
personal
commitments

Act on feedback

Align my work with
the results the
organization is
trying to achieve



SOLVE IT– Determine What I can Do

Ask myself,
“What else can
I do?”

Create New
Linkages

Stay Conscious

Take initiative to
explore, search
and question



DO IT– Take Action

Clarify your
own
responsibilities

Report
proactively

Relentlessly
follow up

Willing to
take risks

Measure
Progress



Leadership – From Above the Line®

Model
Accountability

Allow others to
vent from time to
time – Below the
Line

Recognize victim
stories when you
hear them

Expect others to
coach you to go
Above the Line
when necessary

Understand the
uncontrollables



Steps To Accountability™ - Best Practices

See It™

Obtaining the perspective of others

Open and candid communication

Asking and offering feedback

Quickly recognize when you get stuck in Victim cycle

Own It™

Being personally invested

Learning from failures and successes

Aligning work with desired company results

Acting on feedback received

Solve It™

Constantly asking "What else can I do to achieve desired results?"

Overcoming cross-functional boundaries

Creatively dealing with obstacles

Taking the necessary risk – explore, search, and question

Do It™

You clarify your own responsibilities and accountabilities

Don't give up easily and not easily overcome by obstacles

Commitment to getting results does not vary – although circumstances change

Staying *Above the Line* by not blaming others



Self Assessment – Accountability (Part 2)



Sharing YOUR Story...
Another Version



“People hold inside themselves the power to rise above their circumstances and get the results they want”

- Conners R, Smith T, and Hickman, C.
The Oz Principle



QUESTIONS?



References

- Connors, Roger, Tom Smith, and Craig R. Hickman. *The Oz Principle: Getting Results through Individual and Organizational Accountability*. New York, NY: Portfolio, 2004
- Evans, Henry J. *Winning with Accountability: The Secret Language of High-Performing Organizations*. Dallas, Texas, 2008
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- Davis, Debra T. (May 19, 2010). Individual Accountability
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