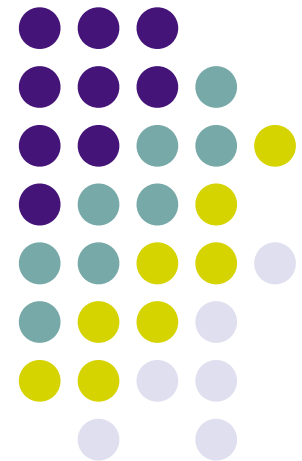
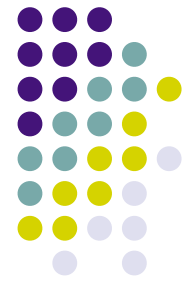


Developing Accountability Through Performance

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Pitsel & Associates Ltd.





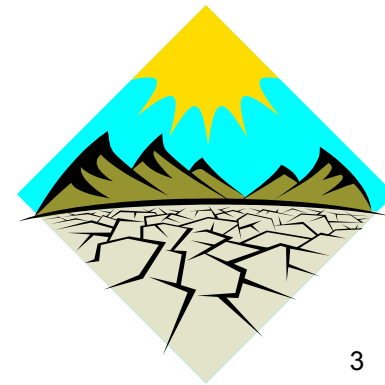
Introduction

- **What is Accountability in the Workplace?**
- **What is Performance Management?**
- **How Can Performance Management increase Accountability?**

ACCOUNTABILITY



“Any political party which takes credit for the rain must not be surprised when its opponents blame it for the drought.”





**Accountability and Responsibility
should not be polite words for
“screwed up”**

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DEFINITIONS – ACCOUNTABILITY



- **“Being obliged to answer for one's actions, to an authority that may impose a penalty for failure.”**
- **“The ability to identify who or what was responsible for taking a particular action.”**

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- **“To be answerable for the results of an assigned action. Accountability is associated with delegated authority and is distinct from responsibility. A supervisor can assign responsibility but cannot give away his/her accountability; the manager is ultimately accountable”**

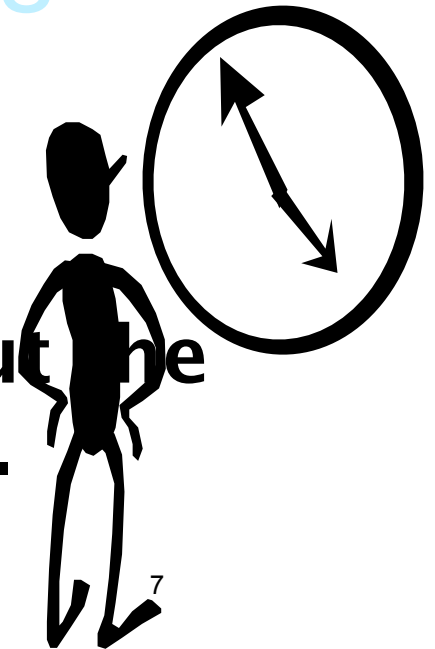
Corporate Signs of Lack of Accountability

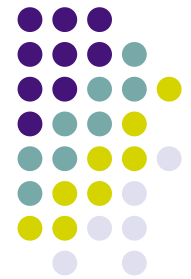


- **Finger-pointing at others for mistakes they made.**

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- **Blaming others for not meeting deadlines.**
- **Complaining to colleagues about the way management "runs things".**





SIGNS

- **Fighting with coworkers about whose "responsibility" it really is.**



- **No consequences (of note) for lack of accountability, or for accepting responsibility**



SIGNS

- **Putting off tasks that they don't want to do but are the most important to running a successful and profitable business.**
- **Playing the victim. "Why does this always happen to me?, It's not my fault, nobody told me . . . "**



- **Playing organizational politics, "No one cares what I think, only what the boss thinks."**
- **Feeling entitled because of length of service.**
- **Demonstrating the We/They and Us vs. Them mentality when "working"**

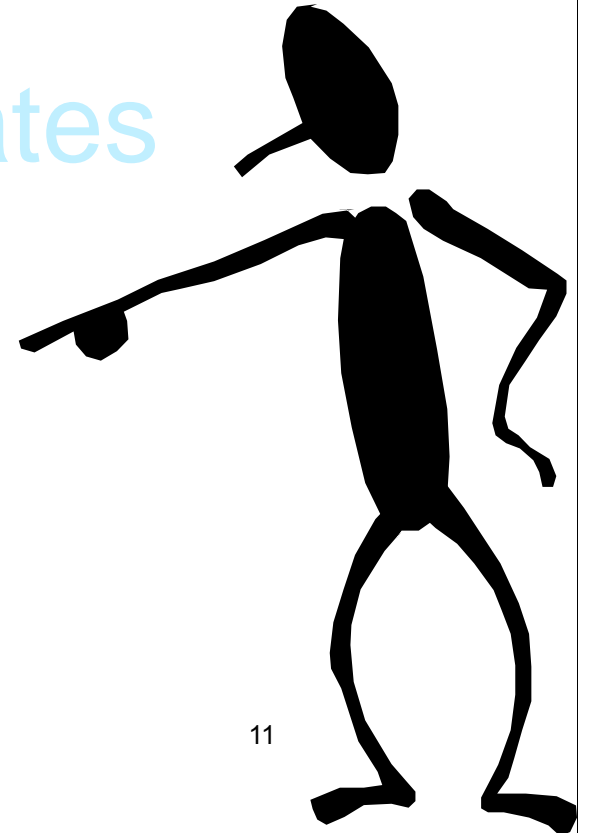
RESPONSIBILITY



RESPONSIBLE = **Able to respond**

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NOT

“Who can we blame?”

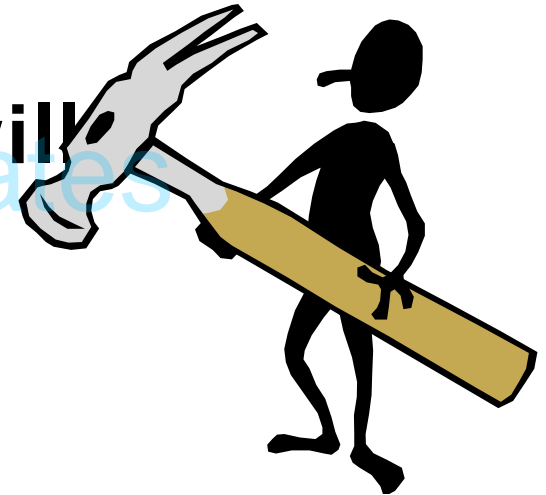


THE MAIN TASK



How can we create a work environment where people will

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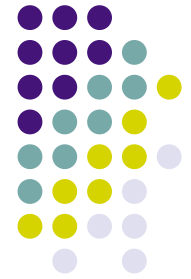
- Do what they are paid to do?
- Fix problems when they arise?
- Accept personal ownership for their work and output?

PERFORMANCE MANAGEMENT



A structured system to ensure that company and employee performance goals are in alignment. It starts with goals and finishes with consequences.

PERFORMANCE MANAGEMENT



What it is NOT:

It is not: © Pitsel & Associates

- A once a year interview with staff
- A CYA memo in case of a lawsuit
- Blame Gaming –(a one-way discussion of how an employee made mistakes)

PERFORMANCE MANAGEMENT



The Performance Appraisal meeting comprises only PART of a Performance Management System. It is an important part, but only a part.

BENEFITS of a PERFORMANCE MANAGEMENT SYSTEM



- **Shared clarity over expected job results**
- **Builds a closer alignment between business strategy and recruitment**
- **Assures feedback to staff on job performance issues**
- **Identifies performance standards**

