

Creating a Culture of Accountability in 21st Century Lean Companies

A MetaMark Learning Program

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Purpose and Outcomes

Purpose and Workshop Outcomes

Purpose:

The purpose of this program is to provide the skills and tools for building personal accountability and effective communication for 21st century companies

Workshop Outcomes:

As a result of this program you will be able to:

1. Recognize reactive vs. responsive behaviors in yourself and others
2. Learn new ways to acknowledge problems and mistakes and provide feedback and support
3. Gain perspective for what drives ineffective or 'bad' behaviors
4. Learn skills and tools for safely intervening even in the most difficult situations
5. Practice using new skills and tools in actual situations

Command & Control

Old World

Parent



Child

Boss



Worker
Relationship

New World

Adult



Adult

Boss' Focus

Tell people what to do

Supervise

Discipline

Worker Focus

Do what you are told
or risk consequences

Boss' Focus

Create an adult culture

Mentor

Coach

Worker Focus

Self-management
or I can be trusted to do my job

Content vs. Context

Content:

Data

Facts

Key Concepts

Context:

The physical environment plus conscious and unconscious thoughts, feelings, and values that surround content

...and give meaning to behavior

Definition of Personal Accountability

I am responsible for the impact of my actions, intended or not intended that result from my choices, conscious or unconscious.

Personal accountability is a high state of human function in which a person has freedom of choice in any given situation, based on the absence of need for emotional approval, taking care of (rescuing), blame, justification or denial. These behaviors are all survival-based choices.

To be accountable means operating from the perspective that, “I am the source of my experience.” That does not mean that you run the universe. Things happen to each of us that we don’t cause or control. We can choose how we experience external events and how we respond to them. Accountability requires that you recognize that how you experience and respond to events and situations is more influenced by your personal history and perspective than by the event.

Axiom of Accountability

People are whole and complete and always at choice.



Survival Behaviors

Need for Emotional Approval

- Acting emotionally needy
- Asking others to do your job
- Battering-up
- Over-praising
- Playing the helpless victim

Taking Care of/Rescuing

- Making excuses for someone else
- Coming to another's emotional defense
- Avoiding telling the truth because "he/she can't handle it"
- Doing another person's job for them

Blame

- Put downs/Insults
- Aggressive push back
- Shaming
- Talking behind someone's back
- Intimidation

Justification

- Making excuses
- Acting like "It's not my fault"
- Defensiveness
- Acting misunderstood

Denial

- Over-politeness
- Acting bewildered
- Saying no in the face of evidence
- Pretending you are unaffected
- Lying
- Withdrawal
- Projection on others

Aspects of Being Human

Human beings are very unique because of our capacity to 'experience' ourselves and the world around us. We can also analyze our experience and consciously alter our behavior in response to what we experience.

Five Areas of Human Experience

1. Physical
2. Intellectual
3. Emotional
4. Spiritual
5. Sub-Conscious

Five Basic Emotions

1. Glad
2. Mad
3. Sad
4. Afraid
5. Ashamed

Problem Solving in Two Worlds

Problem solving in the
world of surviving

Problem solving in the
world of thriving
(accountability)

Assumption:

Scarcity

Enough



Experience:

Fear

Trust & Love



Challenge:

Problems to Solve

Problems to Solve



Approach:

Me vs. You

Me & You



Point of view:

My problem is you
Your problem is me

My problem is me
Your problem is you

Skills for Effective Communication

SELF-AWARENESS

Self-awareness is the ability to distinguish one's own actions and emotions from those of others. Mastering this ability protects a person from projecting his/her (unconscious) thoughts, feelings and biases onto others and makes it possible to see the truth in situations.

TOLERANCE

Tolerance is the ability to encounter challenging or even undesirable situations and behave in a neutral way even when you are uncomfortable. Mastering this ability allows one to analyze any situation and discover an appropriate response.

TRANSPARENCY

Transparency is the willingness to be seen as you are, including your history, mistakes and biases. It allows others to experience congruence in your thoughts, feelings and actions and creates trust. It means that colleagues know you and can trust you to be yourself and let them know where you stand. It gives you permission to reveal how you see a situation, what you want to have happen, and what you are going to do.



Tools for Effective Communication

NOTICE AND RESPOND

The conscious choice to recognize incongruity and strong emotion in yourself and others in any situation and take action to find out what is actually true about the incongruity or emotion.

SPEAK AUTHENTICALLY

The ability to talk about how you experience a situation or to express what is true for you or about you without blaming, shaming, defending, or denying.

SET CONTEXT

The ability to consciously establish a safe enough environment for people to transform how they think, communicate and behave.

ASK UNWEIGHTED QUESTIONS

The ability to ask questions without assuming or implying an answer and without sarcasm.

MAKE UNWEIGHTED STATEMENTS

The ability to state the facts of a situation without adding interpretation or judgment and without attributing motives to others.



My Challenging Situation

Activity

In this activity you will identify a current relationship/situation that is not working for you. It needs to be a situation that has importance to you and can be with a customer or supplier, your boss, your partner, or someone who works with or for you. Often this is a situation that has bothered you for a while. Maybe you've just not known how to approach the other person or you've been concerned about how they will react, especially if they have great influence on your life or job. You do know that it would be a great relief if you can resolve things in this situation.

Take a moment to describe this situation or relationship as it is now. What would happen if you can resolve this problem? You will have an opportunity to use the new skills and tools you've just learned to address this situation in a new way. Be assured that any work we do with you on this situation will be done in full confidentiality. This next activity will let you practice having the needed conversation in this situation with support and coaching.

Operating Agreements

Operating Agreements define how adults intend to behave with each other. They are helpful in organizations in which most day-to-day decisions occur in staff-to-staff relationships in which neither party is the 'boss' of the other. Their purpose is to create a safe environment for communication and build a highly functioning team. They also provide discipline, accountability, mutual respect and a correction mechanism for mistakes and behavioral issues. Operating agreements replace the top-down rules that are characteristic of hierarchical work environments and promote adult-to-adult relationships and behavior.

Overall Operating Agreement

By accepting my role in a Lean Project, I acknowledge that I am part of a team whose objective is to facilitate planning and control, maximize value and minimize waste throughout the design & construction process and deliver outstanding project outcomes every time for everyone.

To accomplish this objective, I agree to:

1. _____

2. _____

3. _____

4. _____

5. _____

Operating Agreements

Operating Agreements: Examples

Following are example operating agreements.

For the customer fulfillment group at a manufacturing facility (included customer service, scheduling, logistics, purchasing and shipping departments).

Overall Agreement: As a member of the (customer service, logistics, etc.) department, I accept that I am part of a team whose objective is to ensure that our customers receive excellent products and experience timely and quality service.

To accomplish this objective, I agree to:

1. Immediately notify my colleagues about problems that can cause a delay in keeping an agreement or a delay in delivery to a customer
 2. Recognize the degree of urgency in each situation by providing prompt, reasonable responses to colleagues who request information from me
 3. Recognize that it is my responsibility to learn how to access information in our ERP and other production systems and ask for support/training as needed
 4. Provide and accept direct and respectful feedback to/from others concerning misunderstandings, mistakes, broken agreements, reactive behaviors, etc.
 5. Treat every colleague as if providing good customer service is as important to them as it is to me. I will acknowledge if I temporarily waver from this behavior and will hold colleagues accountable to the same standard
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Operating Agreements

For a team of health care providers at a hospital (nurses, etc.).

Overall Agreement: By accepting my job and salary at (Customer Name), I acknowledge that our work involves dealing with patients and families in a state of physical and emotional survival. This requires that I and my fellow staff members behave as mature and accountable adults in often challenging situations. I recognize that maintaining a positive emotional state and mental attitude are an essential part of my job and responsibility. Based on that, I make the following operating agreements:

1. I will demonstrate the same level of maturity and responsibility in relationships with colleagues that is required in dealing with our patients
2. I will provide feedback to others and accept feedback from others around performance issues
3. I will be proactive in developing solutions to the problems I encounter in providing services to patients and in dealing with fellow staff members/subordinates
4. I recognize that people in highly stressed situations sometimes behave based on reactive emotions. I acknowledge that my emotions are about me, that recognizing them is my responsibility, and that my behavior and actions are a choice I make based on what is the right thing to do in each situation

