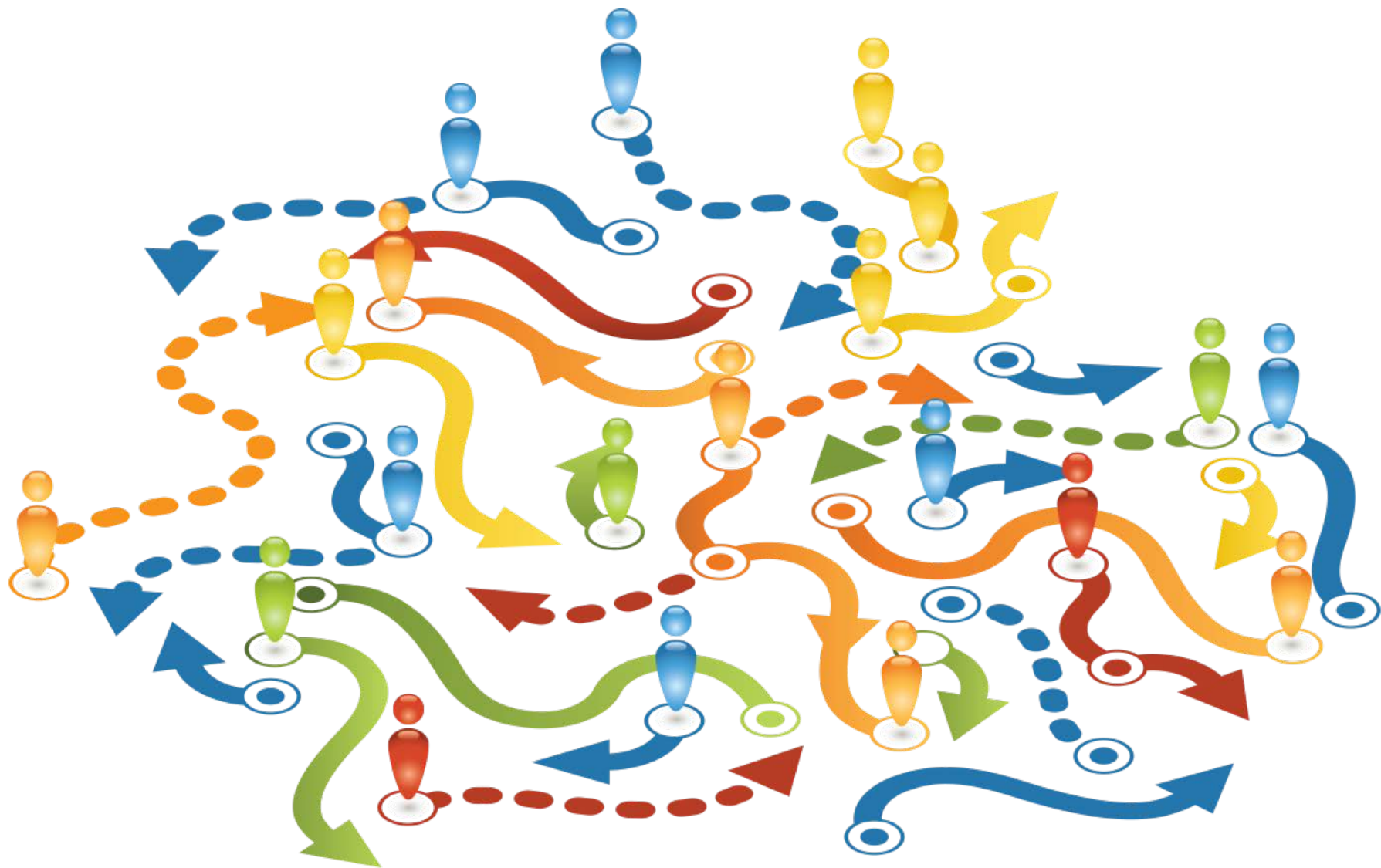


ACCOUNTABILITY AND CONFLICT

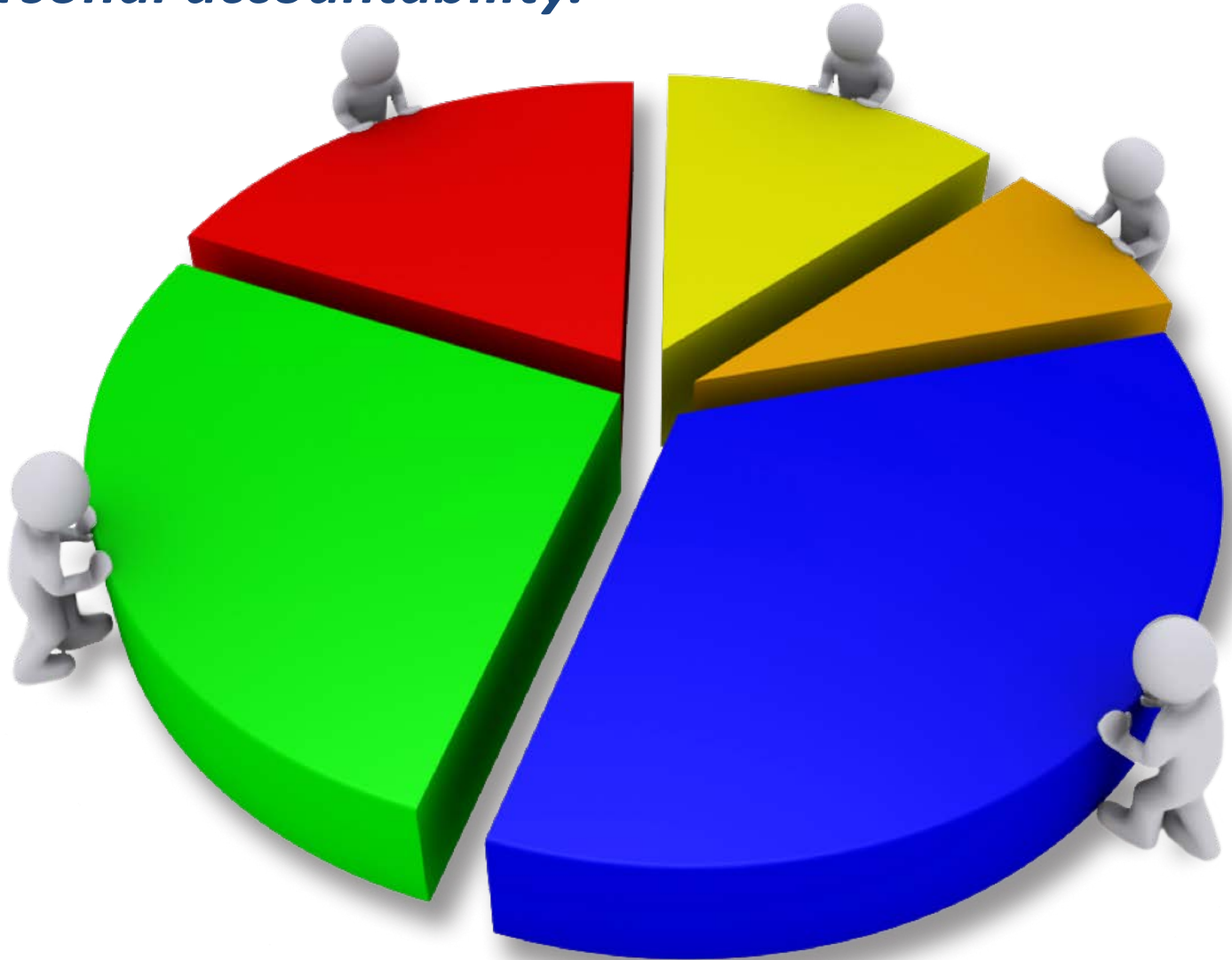
WOMEN IN MANUFACTURING
December 9, 2020



Presented by Linda Galindo,
author of *The 85% Solution, How Personal
Accountability Guarantees Success*



I keep everyone aligned to the overall direction of an organization through personal accountability.



2 points 2 tools 45 min.

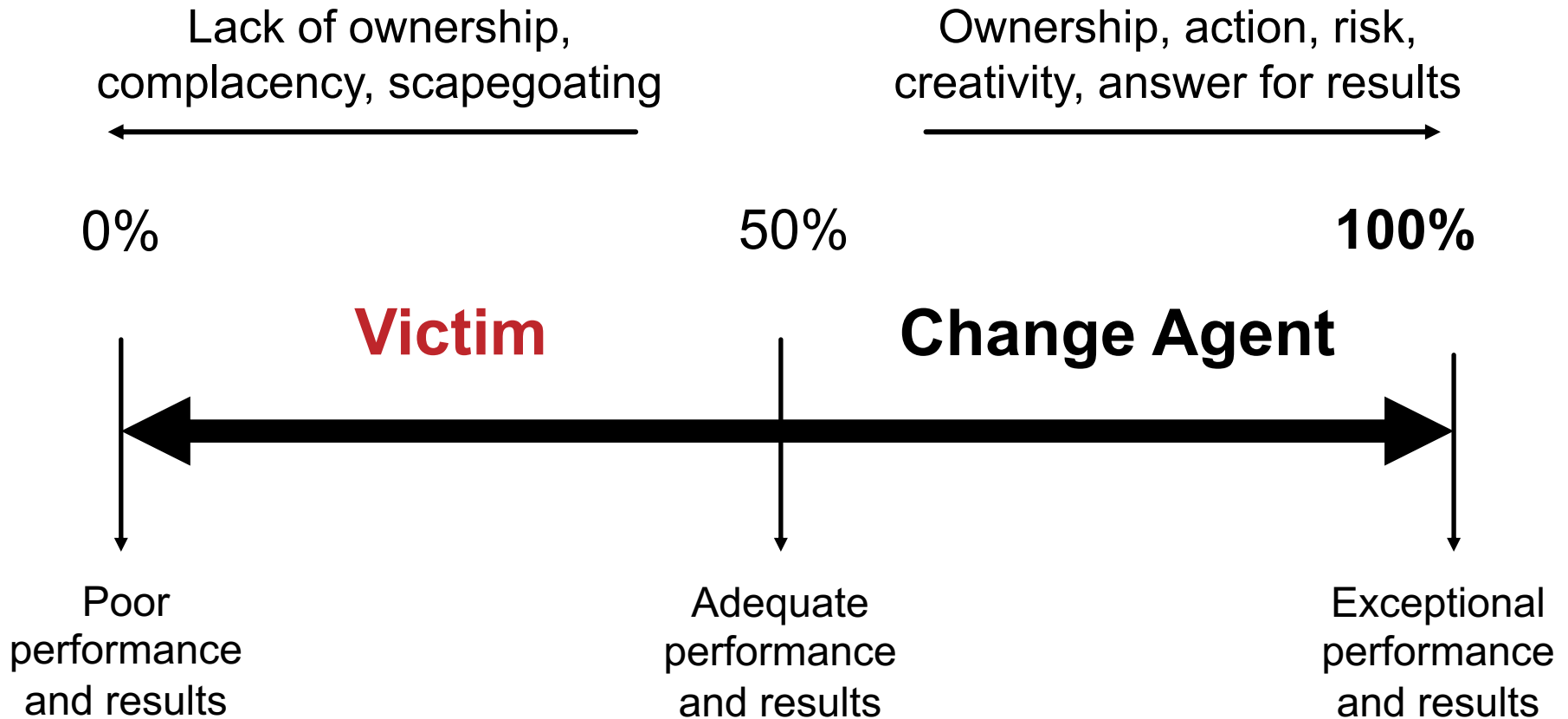
1. The more personal accountability in your life, the less conflict you will experience.
2. The source of all conflict is a missed expectation.

Personal Accountability High = Conflict Low

1. The higher the personal accountability in your life, the less conflict you will experience.



PERSONAL ACCOUNTABILITY IS UP FRONT OWNERSHIP FOR RESULTS GOOD OR BAD (MINDSET)



The Problem-Solving Worksheet

www.lindagalindo.com/blog (bottom of the page)

1. Identify the problem.
2. Do I own the problem?
3. What am I doing/not doing?
4. What are the barriers?
5. What will I do differently?
6. What support will I need?





Personal Accountability High = Conflict Low

2. The source of all conflict is a missed expectation.

#1 complaint about managers?
Unclear expectations.

Every leader starts here.



Personal Accountability High = Conflict Low

List all YOUR expectations for a relationship to work:

Trust

Sense of humor

Respect

Love me

Honesty

Value me

Communication Skills, Competence

Personal Accountability High = Conflict Low

Cross off the *unnecessary* ones:

Trust

~~Sense of humor~~

Respect

~~Love me~~

Honesty

Value me

Communication, Skills, Competence

Personal = upset / conflict

Professional = communicated and mutually
agreed to

Cross off the *unnecessary* ones:

Trust

~~Sense of humor~~

~~Respect~~

~~Love me~~

Honesty

Value me

Communication, Skills, Competence

Long list / Short list

Cross off the *unnecessary* ones:

Trust

~~Sense of humor~~

~~Respect~~

~~Love me~~

Honesty

Value me

Communication, Skills, Competence

Be Accountable for Your Expectations

”I’m upset because yesterday when that comment was made in the meeting I expected to be told privately that my plan was not chosen as agreed. Instead I was informed in the meeting in front of everyone. I’d like feedback on whether I understood the agreement and how to handle this in the future.”

Have a “You”- Ectomy

You might be right...and probably are. But, not effective.

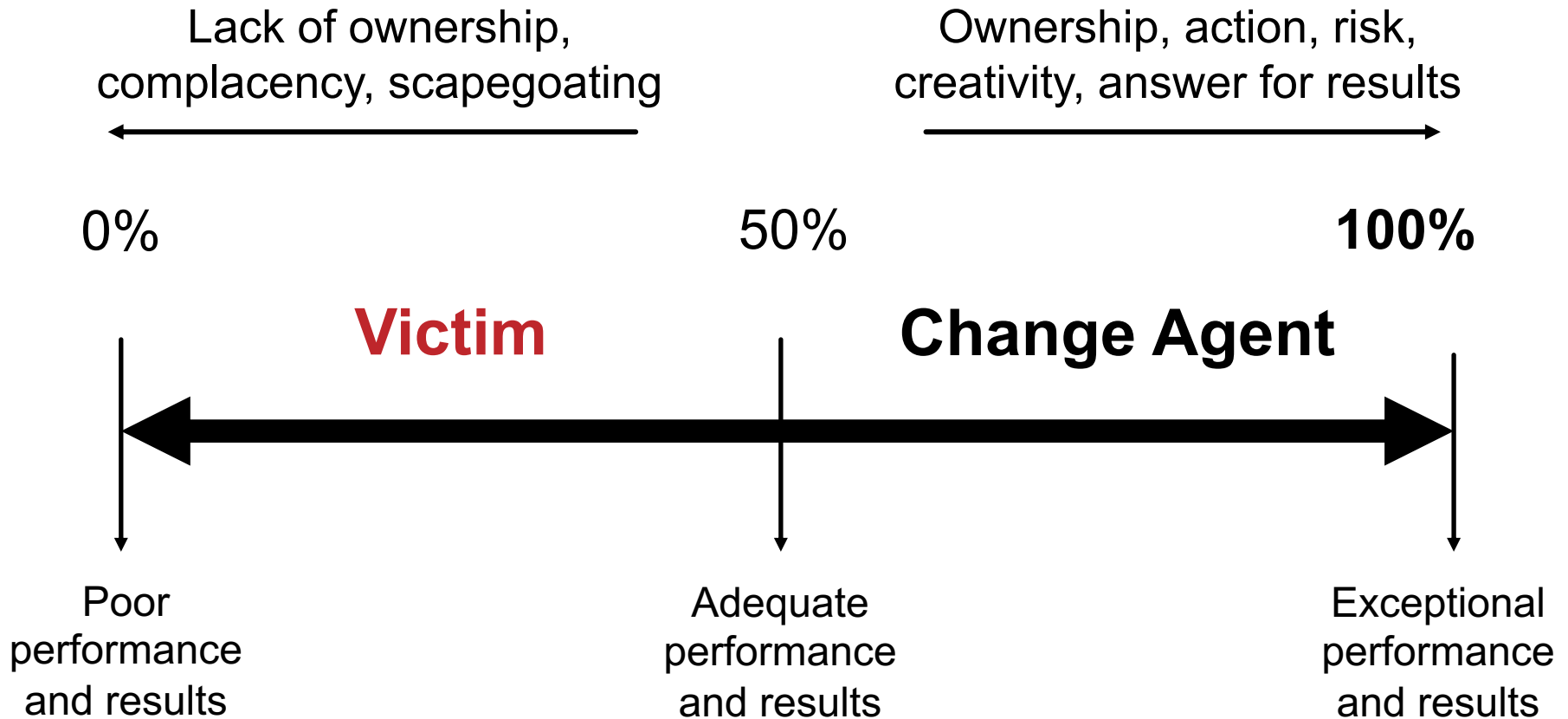
“I told you I wanted the training role and you said, ‘I’m not going to stop you from applying, so do what you want’. **I didn’t know how to take that.**

My team knew I wanted that role and when the list came out for candidates, I wasn’t on it.”

Did you apply for the role? No.

I harbored resentment, did meeting-after-meeting, dug in, stayed mad.

PERSONAL ACCOUNTABILITY IS UP FRONT OWNERSHIP FOR RESULTS GOOD OR BAD (MINDSET)



Personal Accountability

- A personal willingness **“after the fact”** to answer for outcomes produced.
- Evaluate / After
- No fault, no blame, no guilt.

OUTCOME: I did not get the role.

Missed expectation(s)?

I expected to get the role.

I expected to you to consider my communication that I wanted the role.

I expected you to know my skill level and competence for the role **[after 2 months]** as our new boss.

I expected you to read my mind and to take hints from my team that I was best for the role and they support and value me, unlike you.

THE CLEAR AGREEMENT FORM

OWNER: _____

<p>1. What is the TASK? What is the task or project I am taking ownership of?</p>	
<p>2. What is the OUTCOME/DELIVERABLE? <u>Consider:</u></p> <ul style="list-style-type: none">▪ Level of detail?▪ Format?▪ Measures or standards?▪ Customer/end-user of information, product, or service?	
<p>3. What ACTIONS will I take to complete the task, project, outcome, or deliverable? <u>Consider:</u></p> <ul style="list-style-type: none">▪ Others involved?▪ Authority needed?▪ Assistance needed?▪ Resources needed?	
<p>4. What are the BY WHENs? What are the deadlines for this task, project, or deliverable?</p> <p>How do we agree to renegotiate deadlines if needed?</p>	
<p>5. What are the STAKES associated with this task, project, or deliverable?</p> <ul style="list-style-type: none">▪ Benefits of completing?▪ Consequences of not completing?▪ Who will be impacted?	

If you don't like conflict let the Clear Agreement hold the Accountability.

Up front clarity. Ask questions. Raise your own hand. No meeting-after-meeting.

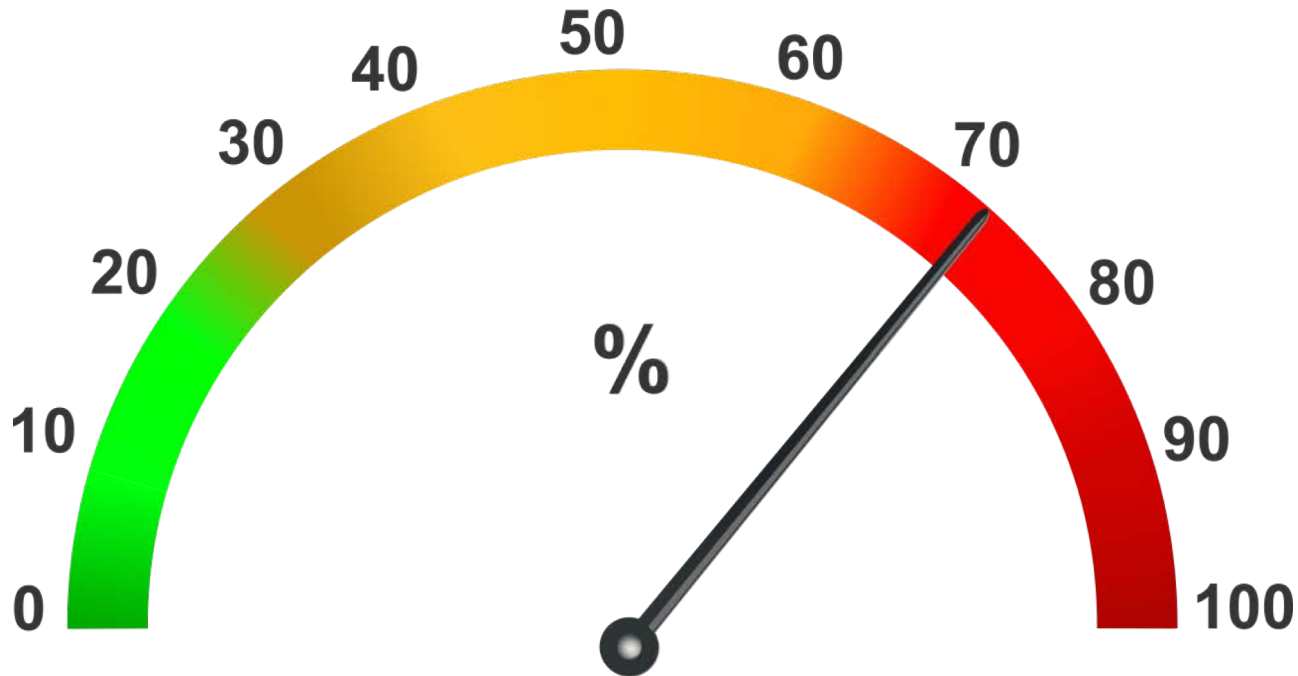
Why are you writing this down?!

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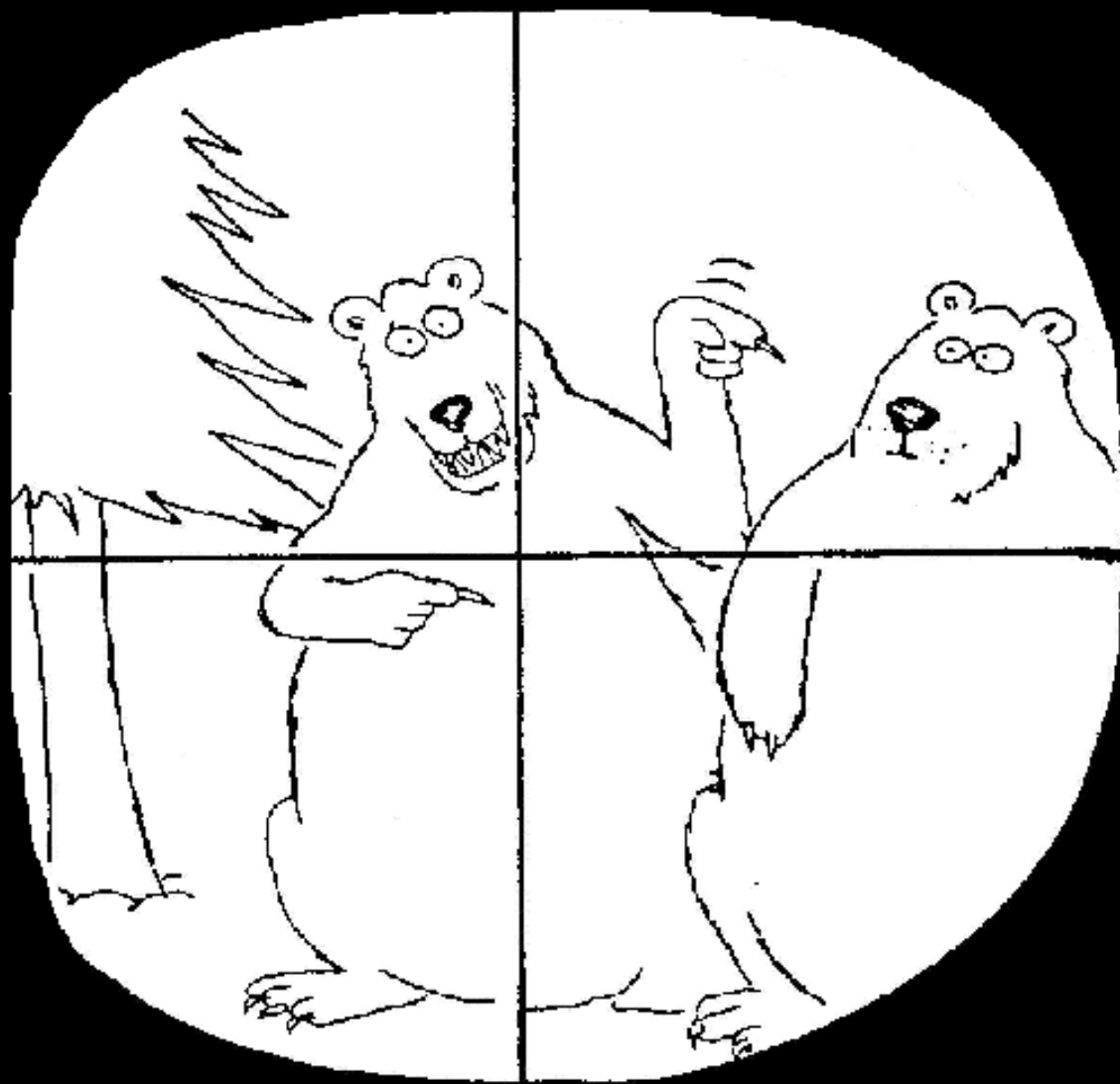
- Are you PIP'ing me?
- Don't your trust me?
- Are you a micro-manager?
- We have project managers, GANT charts, RACI for this.
- Good grief, another form, app, thing I have to keep track of?
- What is this Clear Agreement thing anyway?

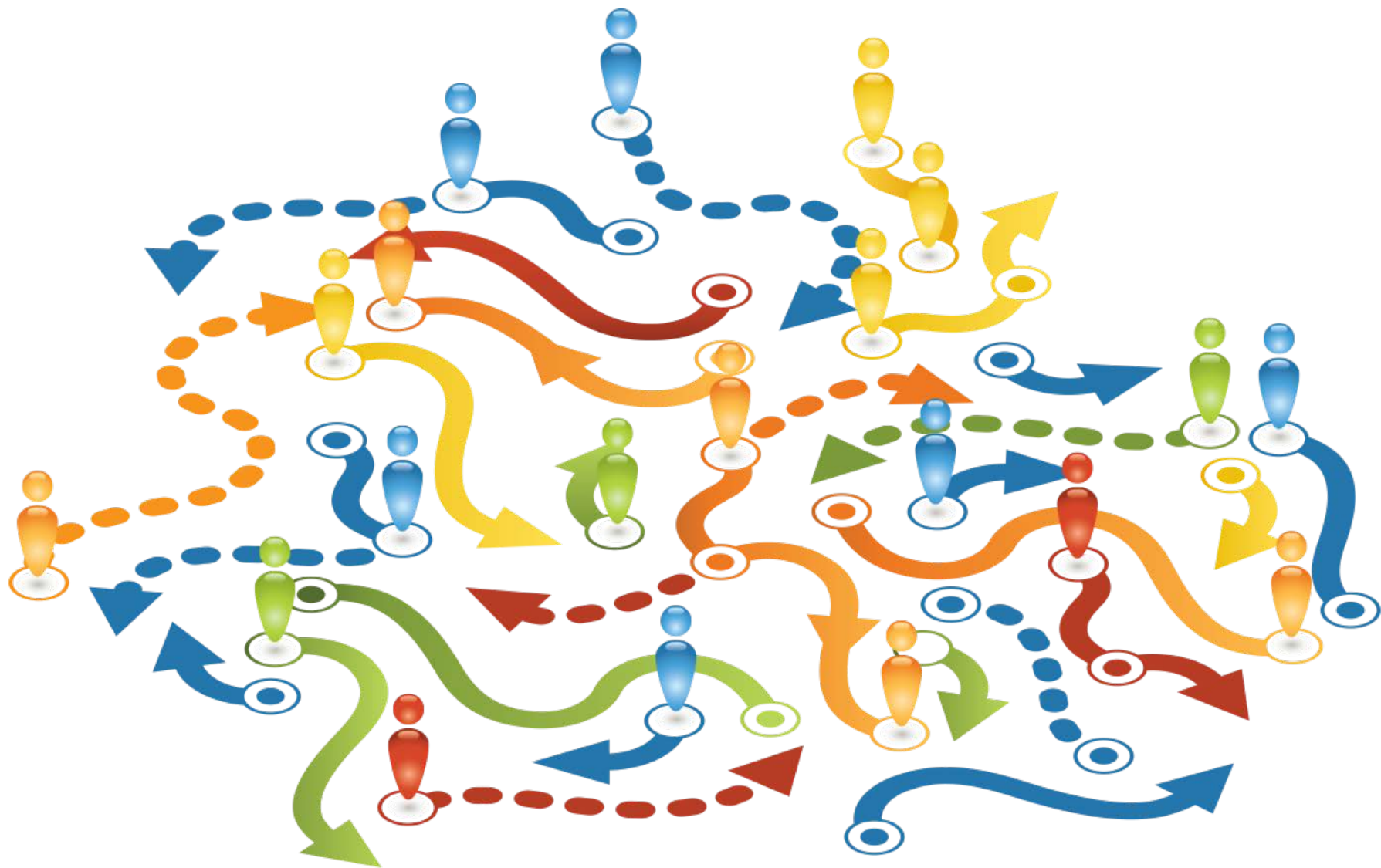


On a Scale of 0-100%...

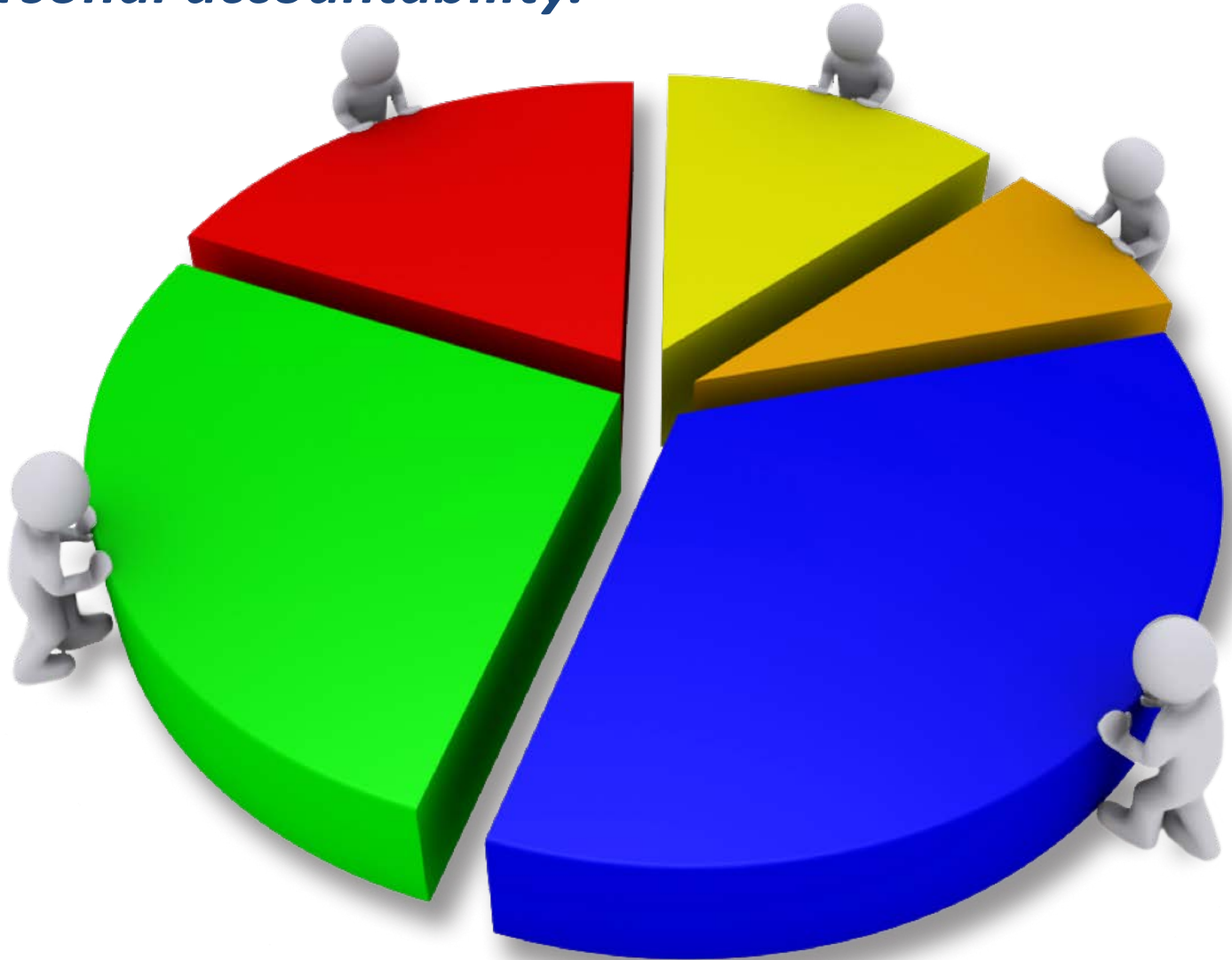


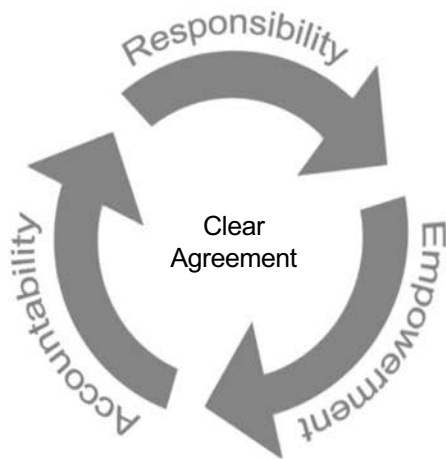
How much is up to *you* and how much is influenced by outside conditions?





I keep everyone aligned to the overall direction of an organization through personal accountability.





The “*before*” phase: **RESPONSIBILITY**— A “before the fact” mindset of personal ownership and commitment to a result.

The “*during*” phase: **EMPOWERMENT**— To take action and risk in order to ensure the achievement of the result.

The “*after*” phase: **ACCOUNTABILITY**— a personal willingness “after the fact” to answer for outcomes produced. No fault. No blame. No guilt.

Clear Agreement is at the center

Accountable Person? Watch your Language!

Talk to, not about
No meeting-after-the meeting
No rescue, fix, save

Victim

- They wouldn't let me...
- Yeah, but...
- I tried...
- I'll do what I can, but I can't help some things...

Change Agent

- I need to get some clarity about this.
- Can you help me figure out how to...?
- I'll ask for assistance.
- I'll move through barriers to achieve my commitment...

The Business Case for Accountability

If you don't hold your underperformers **accountable**, you punish your best performers.

"It's just easier to do it myself."

Rescue, fix, and save.

NO!

How do I get them to be accountable?

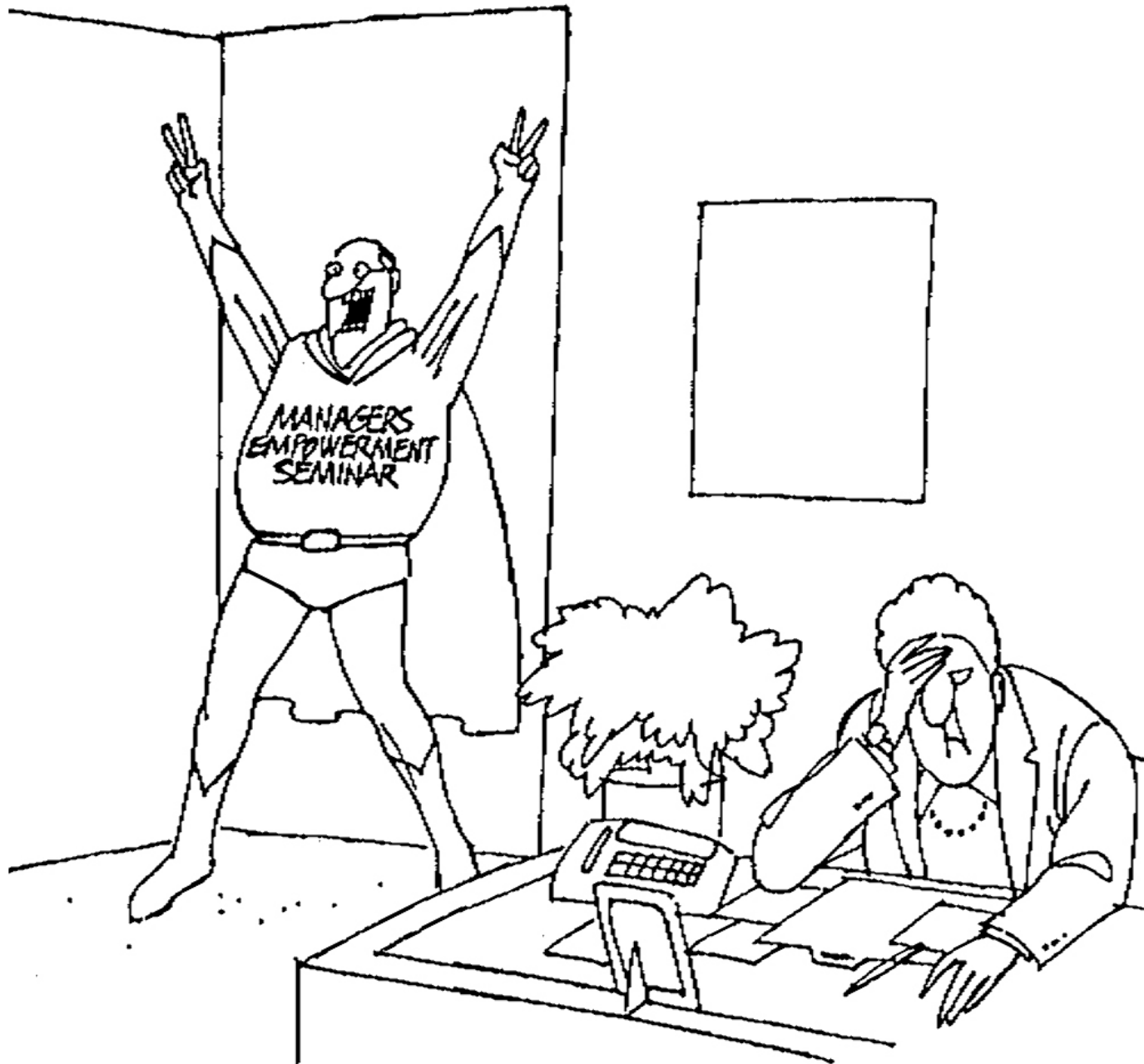
You cannot
mandate
accountability
you can only
demonstrate it.



What is appropriate escalation?



LINDA GALINDO **THE STRAIGHT TRUTH**

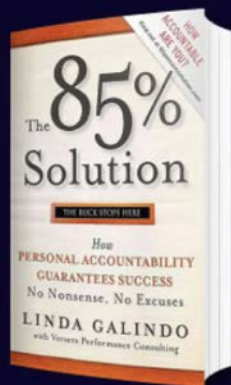


QUESTIONS?

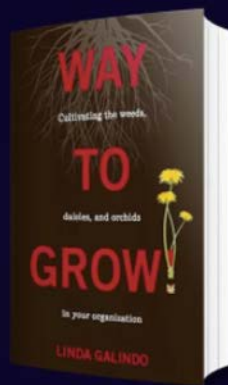
**ACCOUNTABILITY AND CONFLICT
MANAGEMENT**

Resources?

*The 85% Solution:
How Personal Accountability Guarantees
Success — No Nonsense, No Excuses*



*Way to Grow:
Cultivating the Weeds, Daisies,
and Orchids in Your Organization*



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LINDA GALINDO THE STRAIGHT TRUTH