

Care and Growth

Holding People Accountable

CONTENTS

1. Principles of Accountability

Holding people accountable for what they personally influence. Identifying what a person personally influences with regard to a given result area. The distinction between responsibility and accountability.

2. Leadership Diagnostics

The relationship between control and exceptions. Seeing exceptions as an opportunity to learn. Diagnosing the command issues that are the real causes of exceptions. Remediating means, ability or accountability issues in the line. The operational review meeting.

3. Establishing Accountability

How to identify the contribution of a role. Defining accountabilities and responsibilities within a given reporting cycle. Setting standards.

4. Assessing Accountability

Watching the game. Using leadership diagnostics to track the contribution of leaders.

5. Performance Review

Giving feedback. Agreeing means, ability and accountability requirements.

THE PROGRAMME

The approach which we have been advocating at Schuitema emphasises that the key problem facing leaders at work is to establish a sense of legitimacy for their leadership. What we have discovered is that these relationships are only seen to be legitimate if subordinates see their leaders acting consistently with the two criteria of *Care and Growth™* at work. We have also demonstrated that growing people means to give people the *Means*, the *Ability* and the *Accountability* to do what is required of them.

The two day *Care and Growth™* introductory programme gives participants an insight into these criteria as well as tools to diagnose their current leadership in terms of these criteria. The *Care and Growth™ Applied* workshops are four workshops that follow on the initial two day programme which are concerned with incrementally developing practical application skills consistent with the *Care and Growth™* model.

The *Holding People Accountable* programme examines the implications for accountability from the point of view of *Care and Growth™*. A key consequence of the shift of the leader's attention from outcome to process is that there is a shift from holding people accountable for results to holding people accountable for the appropriateness of what they contribute. This shift in what people are held accountable for affects two key areas, namely, how leaders deal with exceptions (things that either go disastrously wrong or dramatically right), and performance management.



Schuitema

Business Transformation Through People Growth

Telephone
+27 (0)16 590 1201

Email
info@schuitema.co.za

Website
www.schuitema.co.za