

Embedding Accountability



OUR FAST-PACED WORK ENVIRONMENT

Implementing strategy in a work environment means change. In more turbulent environments, change can be a relentless process of mergers, rationalisation and downsizing that results in new directions, new structures, changed roles and more agility. Some of this is welcome and necessary. Some not so. This is particularly so when the change impacts negatively on the person leading or on the receiving end of unwelcome change. Unrelenting pressure makes this even more difficult to cope with.

BLAME LEADS TO "VICTIMS" & "AGGRESSORS"

Where there is undesired change or sustained pressure like this, people often deflect their anxiety by blaming others. Blame leads to defending and attacking, and the quality of listening and problem solving disappears. People feel helpless and react emotionally as "victims" or as "aggressors". Left long enough, alienation increases and engagement decreases. Workplaces become toxic and the capacity for business performance is significantly hindered.

COMPANY RESPONSIBILITY

Organisations have an ethical responsibility to support their staff to cope on a personal level with demanding, complex and fast moving workplaces. Leaders in turn have this responsibility for their team members.

EMBEDDING ACCOUNTABILITY

How do we, regardless of the workplace turbulence, move from blaming to embedding accountability? How do we enable organisations and leaders to fulfill responsibilities to support their staff, while enabling staff to step-up and deliver on their KPIs accountabilities?

The solution to embedding accountability lies in boosting the factors that enhance personal resilience to enable taking accountability. This calls for a three-pronged approach:

- *At the business level:* Create a platform for cross-functional co-operation. This is achieved through our **Navigating Interdependencies** workshop.
- *At the leadership level:* Train leaders how to coach their team members' uncertainty, disengagement and resistance, to take accountability for meeting their KPI's. This is achieved through our **Coaching Resilience for Accountability** workshop.
- *At the professional and team members level:* Train personal resilience to cope with unrelenting pressure and how to actively engage with change even when unwelcome. This is achieved through our **Resilience for Accountability** workshop.

NAVIGATING INTERDEPENDENCIES WORKSHOP

Overview: The workshop is designed for heads of functions and their immediate managers, and helps them to identify misunderstandings and breakdowns arising from tight interdependencies between them.

The workshop process helps delegates move away from finger-pointing and blame to problem-solving. They come to understand what each function needs from the others to meet and deliver on their accountabilities. Having understood what is required of them, each function negotiates what is feasible for them to commit to delivering. Barriers and obstacles are identified and resolved in the open forum.

By the end of the workshop, each function and each person personally, makes commitments about managing their interdependencies to achieve ongoing optimal organisational operation.

Aim: Participants commit to practical plans to meet functional dependencies through enhanced co-operation.

Target Audience: Heads of functions or business units and their immediate managers.

Business Briefing: We start by getting a full briefing on the relevant organisational and departmental issues, and customise the workshop to address these needs.

Workshop Content: In the workshop, delegates consider what it feels like to work in the other functions. They explore in practical detail what each function needs from the other functions to meet their departmental accountabilities. Each function negotiates what is required of them and also what is feasible for them to deliver.

Outcome or Core Deliverables: Delegates walk away with each function and each person having made personal commitments for ongoing optimal organisational operation.

Numbers of Participants: No minimum or maximum

Duration: Half-day

Method of Delivery: In-person workshop

COACHING RESILIENCE FOR ACCOUNTABILITY WORKSHOP

Overview: The workshop teaches leaders how to coach their team members' uncertainty, disengagement and resistance, so as to take accountability for meeting their KPI's, despite complex, fast-moving and pressurised business environments.

Leaders assess their team members against our Strategy-fitness Assessment, and then use the outcomes to practice the coaching conversations they need to have, using three resilience coaching templates and a process-breakdown coaching template. Leaders also identify how well their team is flourishing, and strategies to enhance this behaviour.

At the end of the workshop, leaders have plans and competence to assist their team members to take accountability to deliver on their key performance indicators, even if it's in the midst of organisational turmoil or personal hardship.

Aim: Enhance the leader's ability to coach team-members' personal resilience to take accountability for meeting their KPIs, despite difficult, fast-moving and complex business environments.

Target Audience: Leaders who are responsible for implementing strategy and business plans. Competent leaders who want to be even more effective through coaching.

Business Briefing: We start by getting a full briefing on the relevant organisational and departmental issues, and customise the workshop to address these needs.

Workshop Content: Leaders assess their own teams' resilience against our Strategy-fitness Assessment. Three resilience coaching templates covering different resilience problems are used to practice coaching conversations to deal with actual resilience deficits they are experiencing amongst their team members. The Strategy-fitness Assessment also identifies how well their team is flourishing. The leaders draw up plans to enhance this desirable behaviour.

Outcome or Core Deliverables: Delegates walk away with practical coaching tools to enhance their team members' capacity to accept accountability:

- Assessed their team's resilience that impact on Strategy-fitness.
- A four-step process to change negative thinking in their team.
- A four-step process to deal with loudly negative people.
- A Personal Change process to assist people to make life changes that stick.
- A process-breakdown coaching template with the emphasis on fact-finding, learning and improving.
- A personal, real-life action plan to enhance their team's strategy-fitness.

Ensuring the Sustainability of Learning: After the workshop, the leaders participate in three group phone-in coaching sessions with the facilitator to deal with any application issues or problems. Thus, the sustainability of the concepts and skills learnt in the workshop is ensured

Number of Participants: 3 to 12

Duration: 1 full day in a group or remotely via 3 on-line sessions of 2.5 hours each

Method of Delivery: In-person workshop or remotely (via Zoom)

RESILIENCE FOR ACCOUNTABILITY WORKSHOP

Overview: The workshop teaches team members and professionals practical tools and techniques to boost personal resilience to deliver on their key performance accountabilities.

The workshop covers research-based building blocks of resilience and helps delegates deal with sustained pressure and unwelcome change – both at work and home. Delegates learn to break out of reacting automatically in victim-mode and aggressor mode; how to get what they need even in fraught situations; a process to change negative thinking; and deal productively with unpleasant, monster feelings.

At the end of the workshop, delegates leave the training with practical real-life action plans to take accountability for delivering on their KPIs without being overwhelmed.

Aim: Enhance people's resilience to deliver on their KPI accountabilities despite difficult work and life circumstances.

Target Audience: Professionals, team leaders and team members. It's for strong people to become even stronger.

Business Briefing: We start by getting a full briefing on the organisational and departmental issues, and customise the workshop to address these needs.

Workshop Content: In the workshop, delegates learn key personal resilience skills to deal with unwanted change and sustained pressure; learn to recognise and break out of toxic-interaction traps.

Outcome or Core Deliverables: Delegates walk away with practical tools to cope with and recover well from work and home ups and downs

- Learn how to change the story of their lives
- Understand their strengths and how to use them in times of difficulty
- Develop strategies to deal productively with unpleasant, monster feelings
- Learn how to get what they need, even in fraught situations
- Learn a three-step process to change negative thinking
- Learn how to deal with and break out of destructive interactions including victim-mode and aggressor-mode.
- Delegates leave the training with practical real-life action plans to take accountability for delivering on their KPIs without being overwhelmed.

Reinforcement of Learning: Delegates each receive a copy of the 311-page Building Resilience Handbook, written by Rod Warner, packed with additional step-by-step guides, practical exercises and inspirational stories to reinforce what they learn in the workshop.

Number of Participants: 3 to 18

Duration: 1 full day in a group or remotely via 3 on-line sessions of 3 hours each

Method of Delivery: In-person workshop or remotely (via Zoom)