

"One's philosophy is not best expressed in words; it's expressed in the choices one makes."

– *Eleanor Roosevelt*

Thriving through Change & into Accountability

An introduction for Moving Self & Others through Opposition & into Exploration & Investment



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Boyer Consulting, LLC

Change & Accountability

Outcomes

Habit Wake-up Call

"Our character is basically a composite of our habits.

Because they are consistent, often unconscious patterns, they constantly, daily, express our character."

- *Stephen Covey*

- ❑ Define and explore change and accountability through a visual framework
- ❑ Identify specific behaviors and language people experience during change and the impact on an organization's culture and results
- ❑ Explore participant best practices for effectively staying "In the Game" on a day-to-day basis given the realities of constant change



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"We Need More Accountability"

Career Quest

Sure glad that hole isn't on our end



WHAT is it?

(How do we change its reputation?)

HOW do we develop it?



TRUECar[®]

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Change & Accountability Framework & Habits

IDEAL:

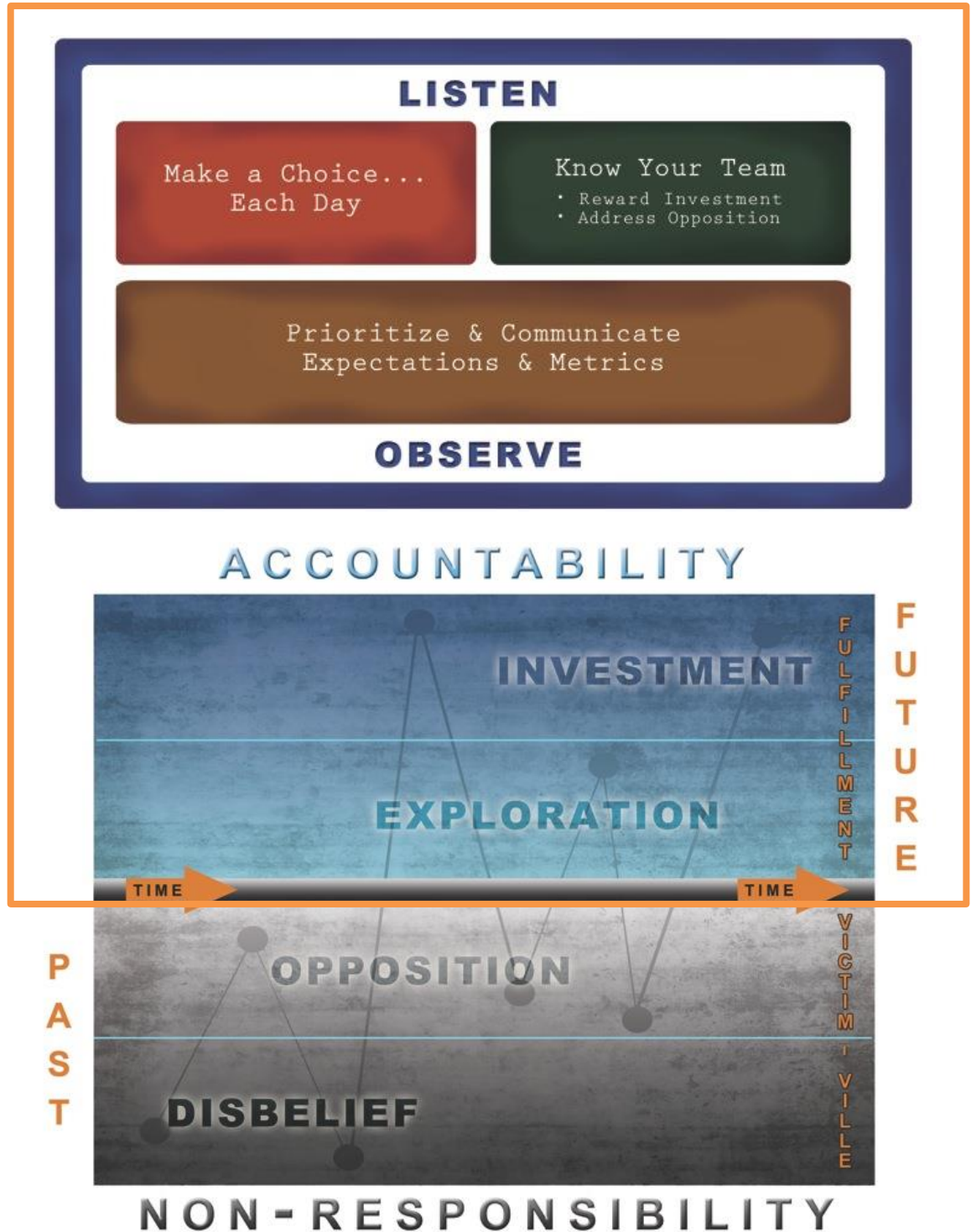
Each of us process and move through a framework of 4 phases to achieve accountability.

REALITY:

The Change & Accountability Framework is never static. It's an on-going everyday cycle, not a one-time or clean process!

Sources include:

- Cynthia Scott, Changeworks Global, LLC; Right Management & Anderson Consulting
- Kubler-Ross, William Bridges & Peter Drucker;
- Leadership Challenge material
- The Work by Byron Katie
www.thework.com



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4 Accountability Habits

Accountability Agents

People who alter human capability or organizational systems to achieve higher degrees of output or performance

Key to Success

As leaders, we must acknowledge these habits require daily dialogue, both with ourselves and our work partners, they are NOT a step by step process or a "once and done" conversation

Habits:

- Create **awareness** of unconscious habits and **support** moving self and others from Disbelief and Opposition (Non-Responsibility perspective) into Exploration and Investment (Accountability Perspective)
- Provide a **common/consistent language and approach** for leaders and their organizations
- Offer ingredients, **NOT** a recipe!

Today's Focus:

Listen & Observe

You are what you repeatedly do.
Excellence is not an event -
it is a habit.

~Aristotle

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Accountability Habit: LISTEN & OBSERVE

Framework Application

Within the Change & Accountability Framework, write in the behaviors/actions and language (verbal & body) that you would expect to see and hear in each of the 4 phases?

"Corporations are like protean bacteria; you hit them with accountability and they mutate and change their names."

— Doug Anderson

Remember:

What gets
Rewarded,
gets Repeated
(+ or -)

Habit Wake-up Call

"Each day you lead by example. Whether you realize it or not, or whether it's positive or negative, you are influencing those around you."

- Rob Liano



"MISS WILCOX, SEND IN SOMEONE TO BLAME."

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Accountability Habit: LISTEN & OBSERVE

...What am I really being asked to invest in?

...What's the company direction & definition of success? Does it inspire my investment?

A.
C.
T.

Discussion & Application:

Assessment – Today & On-going:

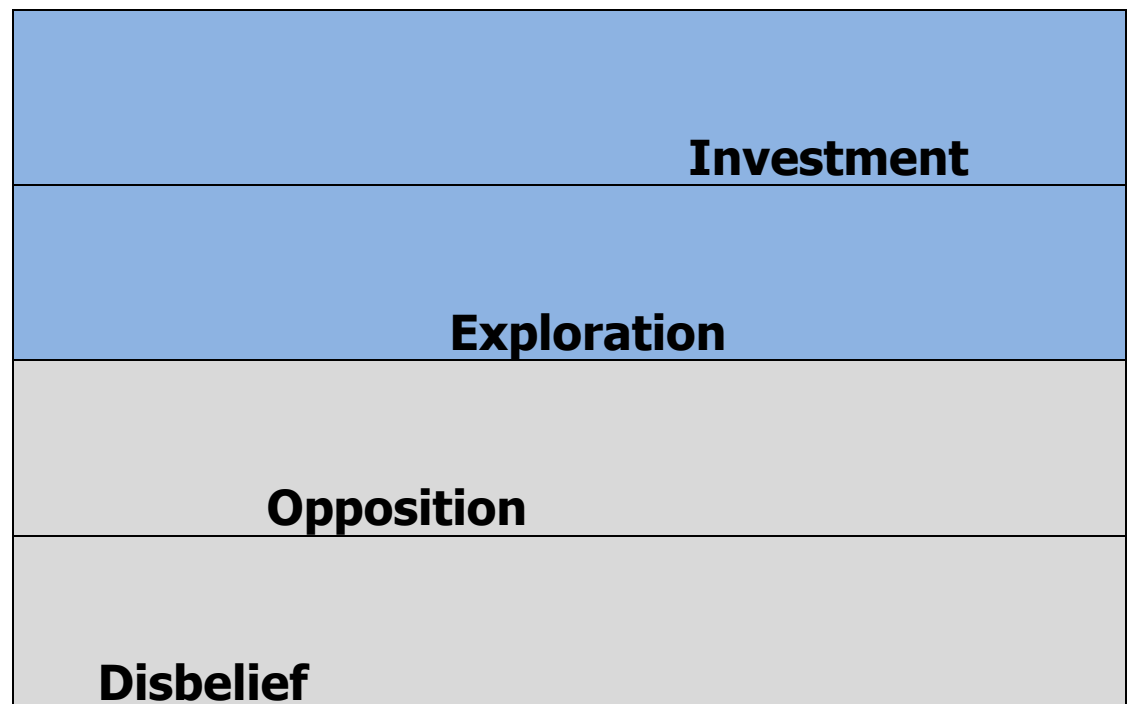
Based on your "Investment" to current organization direction & your individual expectations (goals & metrics)

1. Where are you on the change and accountability framework and why?
2. Where are your direct reports and why?
(Or Peers if no direct reports)

Remember:

Each of us can be in different phases at the same time!
Ex. "Investment" in the org mission, but in "Opposition" to a current change, person, etc.

What Phase?



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Accountability Habit: LISTEN & OBSERVE

Lessons in Leadership

What actions can you take as a leader with your team AND with your department and/or organization to influence a shift toward Exploration and Investment?

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Application & Discussion

Best Practices - What keeps you "in the game?"

What ideas and tips can you share as peers to show up in exploration and investment (Accountability Perspective)?

Short term - What actions (or ingredients) do you take that keep you in the game DAILY? Ex. Exercise or other hobbies outside of work, time with your team, "Walking the halls," lunch/break, humor, adding value, etc. *"Find your ski break!"*

Long term - How do you define your own personal motivation and/or opportunity for being here? What keeps you in the game long term?

Support –

- Be proactive: What support must you ask for from your work partners and outside work to keep you on track with your daily actions (or ingredients)?
- How do you know when you're in "Opposition?" What can you do for yourself?
- How can your mentor and/or manager support you when you find yourself in "Opposition?"

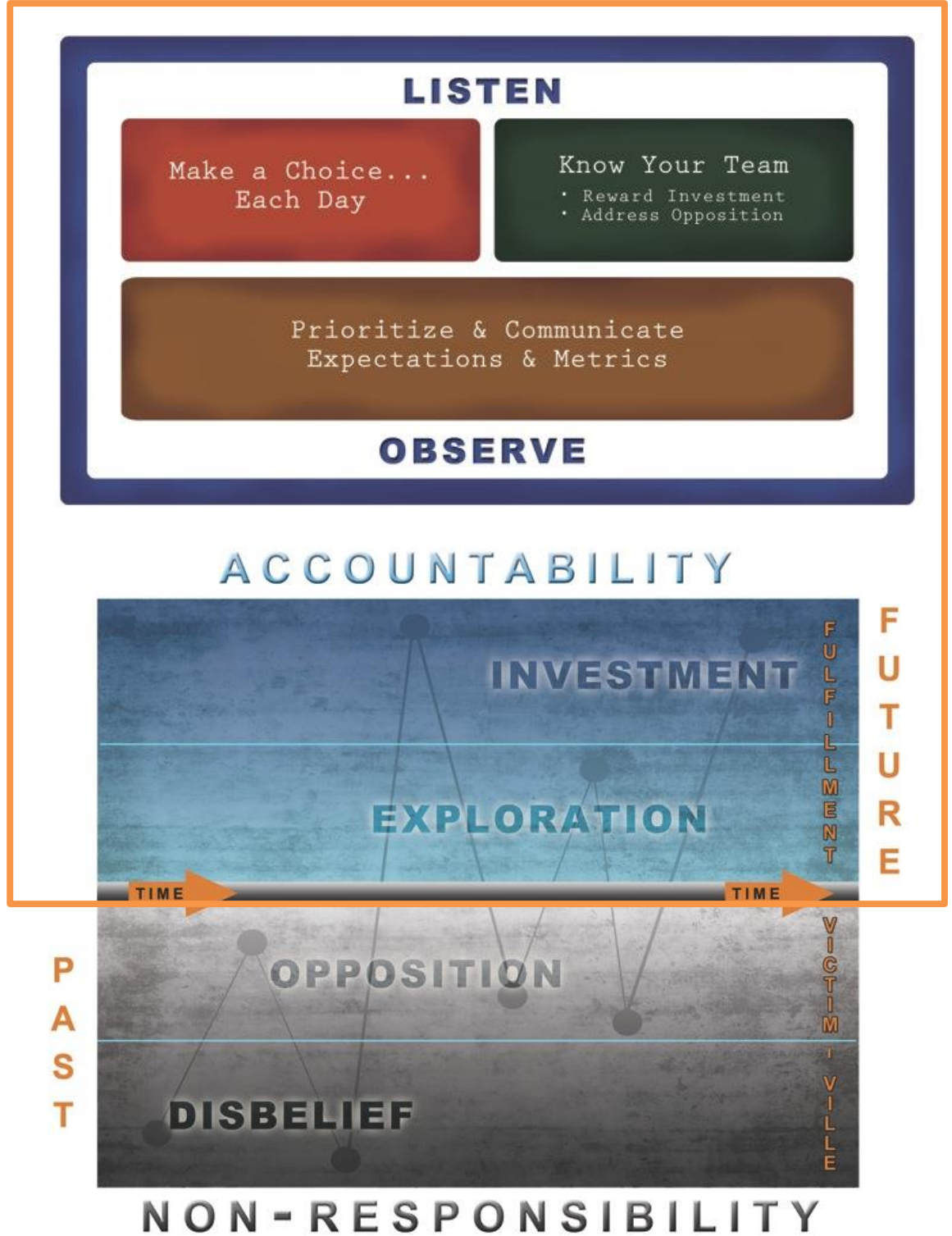
Do you know how: Your manager would answer? Your direct reports?

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Change & Accountability Framework & Habits

"Your success in life isn't based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business."

— Mark Sanborn



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Summary & Application

Accountability Habit:

- **Listen & Observe**

- Where are you on the Change & Accountability Framework? Where are your direct reports (or peers) and what's the impact to culture and results throughout the organization?
- What Best Practices keep you in the game short term and long term? What support must you ask for inside and outside of work?

Habit Wake-up Call

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Insights & Action:

In reviewing today's content on change & accountability, my top **TWO** insights are:

TWO Key actions:

1. Meet with my mentor within 2 weeks to review p.10
2. (Write in 1 action to implement: Ex. Meet with my manager and direct reports to debrief p.10 by...; Teach the Framework to my team by...)