

Chapter 1

The Need For AccountAcution

Not too long ago a bank president called me and asked me if I could develop some great customer service training for his tellers. With confidence I said, *"Sure, we've developed excellent customer service training for many organizations and one fortune 500 company even said our training resulted in a million dollar impact!"* I asked why he felt training was needed for the tellers. Our conversation went like this:

Bank President: "Because they are missing opportunities all over the place. They don't cross sell and just don't do what they are suppose to do to serve the customer. I see it happen all over and I'm very frustrated."

Ted: "Well, okay, we can develop some training, but as much as I'd enjoy training your people all the time, let's solve the root of the problem. Tell me Mr. President, why are you hiring tellers who don't have customer service skills knowledge... maybe we should revamp your hiring approach so you don't have to bring in training every couple of years."

Bank President: "That's ridiculous Ted, we already hire tellers with two to three years experience and find out about their customer service experience in the interview."

Ted: "Oh, I see. Okay. Well, since they already KNOW customer service, training may be a good refresher for them, but it's not going to get them to do their job. Let's get to the right root-solution. Send me all the performance reviews of the tellers, done by the teller supervisors, showing that supervisors have rated the tellers low for not performing what they KNOW how to do in the customer service part of their job."

Bank President: "Well, I could send' em to ya, but I've seen all the reviews in the bank and the reviews of the tellers by their supervisors are usually pretty good."

Ted: "Ah HA! So they are not doing their job but the supervisors are not sending that message. Well, let's get that solved."

Bank President: "YES! Fix them for me would you? Train the supervisor group."

Ted: "Well, we can help with that, but first I want to read the poor performance reviews of the supervisors by the managers indicated that the supervisors are not doing their job, not having the tough talks with tellers about lack of performance."

Bank President: "Well, all those manager reviews of the teller supervisors are good."

Ted: "Oh, well then send me the senior manager reviews of the managers telling them that they are bad managers and no raise, etc. for not accurately performance managing their managers."

Bank President (with emphasis now): "TED, all the Senior Manager reviews of the managers ARE GOOD!"

Ted (matching his emphasis): "Oh, well tell me then Mr. President, WHO REVIEWS THE SENIOR MANAGERS?"

He lowered his voice into a half joking and half serious tone...

Bank President: "Um, I don't like where this conversation is going..."

And we both chuckled out loud.

This is a huge concern in many organizations. Somebody wants to throw training at something, or money in \$ome way at what they think is the problem. They often want to

do this with little, or no, cause and effect evidence. The failure to focus on root cause issues (including the potential that the person at the top is potentially the root cause of the problem) produces frustrating results. Constantly focusing on symptoms without solving root causes of poor performance is my definition of "organizational insanity."

Organizational insanity exists at such magnitude in most organizations that the simple focus on a proven accountability and execution approach can dramatically improve both individual performance and organizational outcomes. All you have to do to test for the potential opportunity is ask one simple question of anybody in the organization below the senior management team: *"What is happening, or not happening that if the shareholders knew they'd want it immediately fixed?"*

You'll get an answer from about every person you ask, and almost always it's legitimate and not just emotion or personal bias. One caveat, you need to ask this of people who are not in your own company. There's likely too much risk for them to speak the truth to their own senior managers. Ask it at a barbecue, ask your relatives ask others about companies other than yours...then extrapolate...if there are that many things that could be fixed in other companies, then there are a similar amount in your area of your company!

What's worse than the legitimacy of organizational insanity is that it's almost always fixable. In fact, if people (especially managers) would do the job we hired them to do, that they said they could do and brought a resume full of supposed evidence that they could do it, then the problem of organizational insanity would be largely

resolved. That's right, no big resources required to fix it...no huge capital investments in training or equipment, no major project management approach to implement to get it fixed. Simply get those of us in management positions to do what we already said we would do as managers. But then again, maybe that's not a simple thing to get done?

We've implemented our Voice Of the People GAP Metrics™ system with 33 metrics ranging from employee engagement, to process improvement, to teamwork, to accountability. We've got thousands of employee data points measuring organizations big and small over several years now and unfailingly the NUMBER ON WORST METRIC of the 33 is accountability. When we do operational scans™ to dismiss the unrealistic and bias issues we hear over and over concrete examples of how people are being paid money to NOT do their job. It's at the top, it's in the middle, and it's right down to the entry level employee on the line.

I call this Organizational Insanity! Organizational insanity, whereby we are willfully facilitating exactly what our shareholders/stakeholders would dread, is rampant these days and has no demographic boundaries. What's worse, the employees will give us these examples of organizational insanity all over the place but have told us they will only directly tell their boss about 50% of the truth. Thus the boss always thinks things are better than they are because 50% of the stuff is not presented!

This book is aimed at the managers of any size organization that desire to rapidly improve teamwork, individual accountability, and organizational performance. It is designed to equip you with a better approach than

Organizational Insanity. This toolbox is also aimed at giving managers an understanding of what the rest of your organization wished they could show you, but may not be comfortable showing you because of the inherent risk. If you are a manager or supervisor, good for you for looking hard at these issues! But if you are a senior leader, take stock, this is a peek under the water at a giant iceberg and you can use these tools to improve the course of your ship, Captain!

If we would have produced the customer service training, as requested by the CEO in our above story, the outcome would be fairly predictable wouldn't it? I can hear it now rolling around in the president's, and participants' heads. *"Gee whiz I spent a lot on that darn training and yet the people still don't perform. Darn those stupid consultants!"* or *"Why am I at this training? I already KNOW how to do customer service. This is remedial and boring. I think I'll enjoy the doughnuts and a half day off work"* or worse yet, *"What a stupid management team! We have to spend money on consultants like this when we could use that money to give us all a raise!"*

If we would have delivered the training, none of the aforementioned probable results would have improved the poor customer service performance long term...because...none of them focused on the root cause of the problem which was a lack of accountability all the way up and down the organizational ladder. That lack of accountability, translated into positive consequences for poor performance and a lack of negative consequences for poor performance. That's right, rewards for sluffing off and nothing bad when you sluff off.

Behavior science has long since proven that “any behavior that is followed by a positive consequence will tend to be repeated.” I often kid about this with clients by saying it this way, “People are like water and electricity and kids, they will flow to the path of least resistance!” My paraphrase on it is not exactly accurate but you get what I mean. It often holds true even when you see people going to exhaustive and painful lengths. I’ve seen family relationships where two people are not talking to each other for years and years, and they would rather put 10 times the effort into continuing to maintain that stance rather than the 1/10th effort it would take to simply make up. However, the pride involved and the emotional scars have made the other 9/10ths emotional effort worth 100 times that much to them...thus...the path of least resistance for both the required effort, and PRIDE/EMOTIONAL effort, is to force themselves to win the silent treatment game. The path of least resistance is to WIN, rather than to solve the problem, which might take less non-emotional effort and pain for them and others involved.

So how do we take the behavior science concept of “any behavior that is followed by a positive consequence will tend to be repeated” and turn that into organizational results?

AccountAcution is the combination of Accountability that, when implemented, drives Execution.

Accountability INTO Execution.

**AccountAcution =
Accountability → Execution!**

Organizations that want to gain competitive, long term advantages over their competition must insure that their results are better than their starting point. They must go from point A average current state, to point B better.



If an organization goes from point A to point A, the approach was less than useless, it was a NEGATIVE impact on the finances, energy, resources, time, and productivity of the organization. Not neutral, or a waste of money, but much worse!

Hard on the Process, Easy on the People?

Organizations need to get this type of point A to point B performance to remain competitive in the future of a people and services centered economy. I'm sure you have experienced the opposite of AccountAcution whether at work or in your personal life. I'm sure you have experienced implementing non-results-oriented training only to see the negative performance continue. I'm sure you've seen people transferred that were problem employees, only to hand the headache off to another department.

While your department may show gains because of the transfer, the other department shows losses and the net impact of the organization is point A to point A.

I have a long standing joke with a fellow consultant who focuses on project management process and is fond of saying *"Be hard on the process and easy on the people."* His statement is right on when process is un-clarified, broken, or unproven...however, I always make him laugh when I say *"But what about the person who takes the 15 proven to work processes in a row and then slows it down, doesn't do it, or otherwise finds a way to screw it up? What about the lineman on a football team who knows how to block, knows who he is suppose to block, but that guy is a 275 pound monster all star linebacker who is going to hurt him so the lineman runs to the water cooler the minute the ball is snapped...how do you get hard on the process there? Do you give that lineman more blocking training, do you re-teach him the blocking scheme for the 500th time since you go over it 30 times a day in practice?"* It's a joke, it's not the process that is the problem MOST of the time.

In fact, it's not that the lineman in my example doesn't know what to do. The problem is he knows EXACTLY what he is suppose to do! It's not what he doesn't know, or the process that doesn't work, it's what he DOES KNOW that's causing the problem. He doesn't want to do a hard part of his job, so he's going to do something else. I'm sure you've been around kids that caused slow downs in the check out line with negative behavior. If that behavior never worked before, they'd never use it, but because they know it has worked, they will use it and push it relentlessly until they get it to work again. Behavior rewarded will continue or increase.

The application of AccountAcution is focused on maximizing limited resources and getting advantage where others fail. It's about changing the behavior of our most important asset, those already employed! That's what organizations need. It's about changing the way we LEAD people so that they are more interested in driving the organization forward than they are in finding ways to take a break or stretch 4 hours of work into 8 hours of time. The application of AccountAcution is about improving energy, not draining it. It's about separating managers that don't really want to lead people or aren't competent from the real people-leaders.

We have the opportunity to take disengaged people with capacity and energy available and to improve their performance. You may think we are trying to squeeze people? We're not, engaged people actually get more energy out of being fully engaged! Your top performers crave accountability and having meaningful, productive, progressive work. The only folks who might be de-energized by AccountAcution are either poor performers or managers who don't want to do the real job of leading people. If we could improve the engagement of people within an organization to be more productive, we can make significant team gains.

What DOESN'T AccountAcution Look Like?

In order to finish this book, which I've been developing the content for over ten years, I left the mainland. I did this to retreat from a busy life of 4 children in activities, client calls and engagements, and the otherwise hectic pace of normal life so that I could come to an inspiring ocean view cottage in the Caribbean. The culture here is laid back, very peaceful. It has lots of strengths if you are looking to hang loose and write.

However, I went to the drive thru of a local fast food chain restaurant to get some lunch. When I pulled up there were two cars in front of me. Not a problem right? About 20 minutes later, I finally arrived at my turn at the order menu and had three cars behind me now so I couldn't leave. I was trapped. I sat for at least 10 minutes and then they took my order and I pulled around. The same two cars that were in front of me were now still in front of me at the food window. Finally, I arrived at the window. I could see my bag sitting right there on the counter and watched with awe as the girl took a cell phone call from what appeared to be her boyfriend. I could hear most of the conversation. She made no effort to end the call, or get my bag and hand it to me.

I kept telling myself, *"Relax, it's the islands 'mon!"* After about 10 minutes the call ended and I thought, *"Great, here comes my food!"* Nope, she made another call (yep, MADE a call, not took one coming in). The supervisor walked up, *"Finally,"* I thought, *"I will get my meal now. I'm starving."* The supervisor asked the girl how her boyfriend was, then walked away! I got my cold meal about 1 hour after I arrived in line with only two cars in front of me. Maybe they were short staffed? Maybe it was call-your-friends

day at work? I don't know, but 3 cars per hour in the drive thru is what AccountAcution is NOT! However, it's exactly what failing to focus on culture and leading people can produce.

At the end of the day I asked the question to some locals about what the deal was with the fast food situation. They laughed and said, "*We don't have FAST food ANYWHERE on this island!*" So why doesn't somebody fix it I inquired? The processes are clearly in place all over the world at the exact same restaurant chain! Why doesn't some project management consultant come fix this? The answer is, because it's not as easy as just fixing a system, or firing a non-performer and hiring a new employee. The system is fine and the same as others with eons shorter cycle times. If you fire and rehire, you'll likely get the exact same cell-phone-toting type out of the pool of available candidates due to the island wide work ethic. So what's the answer? They told me, and I'm in total agreement, you'd have to change the culture of the whole island.

Fortunately, we don't have to change the culture of the entire population of a country or even a city, but we can change that culture within an organization!

Leading results through people is active. It's something that has to start at the top. Your Human Resources Department probably won't do it for you. Most of HR has historically been ineffective at measurement of the culture or anything other than compliance tasks. Your Supervisors and Management will only do it if the Leadership above them is there setting the expectation.

This book will give you the step by step training manual on how to approach Accountability and turn it into Execution.

We get started in Chapter 2 with a powerful tool called the Formula for SPEED which is the foundation to all positive people outcomes. Then in later chapters we'll cover:

- Self Accountability along with a pre flight checklist,
- Peer to Peer Accountability where we have the tough talks and the process for that...and finally
- The approach to downward accountability when and if you have to go that far!

Chapter 1 IN-ACTION:

1) Go ask people outside your company this weekend, or at social events the following question: *"Is there is anything going on in their view of the company they work for...either that's happening (like 4 hours of work for 8 hours of pay) or that's not happening (like we should be having routine maintenance regularly or strategic planning once a year but we skip it and thus have no road map or goals or performance reviews) that if the shareholders/owners knew about it they'd want it fixed?"*

Another way of asking this is...*"What's going on at your organization that is below the table or above the table but not being dealt with? Behavior that's either intentionally hidden from leadership or is in the open and nothing is done except constant complaining?"* See what you find out? Be aware that if you ask people without much relationship they may be weary of your motives, thus you may need to pry, and assure them you are doing some research, not trying to spy for their boss! Be transparent as to why you're asking, and some will open up and tell you what they won't even tell their own company.

Keep this information documented as we'll combine it with the IN-ACTION from chapters 2 and 3 to use in subsequent chapters to implement the AccountAction approach.

Chapter 2

Planned Relationship Management

Planned Relationship Management

In order to get the results of Accountability → Execution = AccountAcution in your organization you may have to make some changes in your current resource allocations. Ultimately, every outcome of AccountAcution in an organization can be “back loaded” into a core relationship/trust element that is the basic principle input before we can expect more global results.

To get every important outcome in your organization you must invest in building trust! Who do you get great speed with, great results with that you do not trust? The opposite of trust is slow, stop, or backwards, right? In order for people to be accountable, they must, at some level, want to be there. They must want to be part of the organization or team, and see something in it for themselves. People are relational and will respond to anything you work on with them in concert with the relationship level you have with them.

Therefore, to get trust, you must invest in relationship. Tell me, who do you wholly trust, really trust, like with your kids or nephews or most prized possession...that you don't have a good relationship with?

To get relationship, you must invest time. Makes sense doesn't it? So, who do you have a great relationship with that you've never spent much time with?

So, the relationship INPUT side of AccountAcution is:

Invest time...to get relationship

Invest that relationship...to get trust

Invest that trust...to get SPEED

Time→Relationship→Trust =
SPEED

The value of relationship and trust is going to be a requisite ingredient in getting drastically improved results in AccountAcution.

I was working with an international avionics company the other day and the senior VP came up to me at break with this issue.

VP: "Ted, help me with this one, I got tangled in an argument the other day with a brand new VP of another division on something we both have ownership in and we saw it differently. I tried to listen, see his point, do all the stuff you teach, but his approach was wrong."

Ted: "So what did you do? Surely this is complex, and you can't just let what you believe might be a wrong approach prevail going forward?"

VP: "It's more complex than I can tell you! Well, after a month of us not reaching consensus, I had to just take it to our boss and get a judgment, and my way won. But I don't really feel good about it, I mean, I knew I was right, but I think I may have failed somewhere in the approach to it all, I need to handle it better next time."

This VP is on to something. Fortunately, this VP is as sharp as they come and is willing to work on what was not there

to begin with...a relationship and thus trust. In this case, the other VP was new, and therefore the relationship opportunity had no time to even get established. But ultimately, after the “winning answer” had been judged, it’s the relationship that lingers. The VP had been on to that, but just couldn’t pinpoint it.

Acknowledging that there may have been no time to invest in relationship and trust due to the newness of the other VP on the front side, I asked what he had done to go back and revisit the relationship since this event or what he planned on doing. His eyes focused to a bit of a squint, and he didn’t really seem confident in a response, so I asked, *“Well, is it really even that important that you work together, get results, or is this a distant situation and very rare that you have to hammer things out?”* He replied that all VPs needed to work together and demonstrate ongoing teamwork, so the relationship was important at a significant level.

I could see his wheels turning at this point, and just encouraged his thought process as we parted, *“Well, if you really believe the relationship is important, then a follow up with that new VP to discuss things and to get to know him will probably serve you both well in the future.”* He nodded and I could see his resolve to follow up. He discovered why it still didn’t “feel” right and resolved in his mind right then, that he would work on rebuilding what was lost.

What did he lose? Why would he need to rebuild anything? The boss selected his answer as correct, right? Well, he won the battle, but probably didn’t build any relationship bank account. In fact, he and the new VP are probably in a relationship deficit. Thankfully, this sharp VP recognized this instead of letting his ego gloat over the

win. He was almost remorse over the win, and now he has had the epiphany to connect why a win felt so bad. It's all about relationship and the formula for SPEED where $\text{Time} \rightarrow \text{Relationship} \rightarrow \text{Trust} = \text{SPEED}$.

PLANNED RELATIONSHIP MANAGEMENT says that you will think about what needs to happen in the results (SPEED), what is it you really want/need and what is it the other person wants/needs, and then you will commit to build the trust, through building the relationship, by spending the time necessary for you to have a positive trust relationship account.

This is a bigger and bigger issue with the more global we become. Leaders with people who are far away, across town, across the state, or even across the world have to MAKE a plan for when they will spend some time working on relationship. If they don't, the accidental conversation about little league on the way out to the parking lot just does not happen. It's easy to see where geographic distance can create a major need for PLANNED relationship management. However, in today's high tech world, we can have unmaintained relationship management with people in the same building, or even on the same floor or even in the same department.

I know that you want to get to the mechanics of how to break down and implement AccountAcution, but bear with me that this input side to those outputs is worth understanding as a topic all on its own. It's like the prime

to a pump...if you just start that pump up, it might do nothing and you might accuse the pump of being worthless...but if you prime it with the right level of input, it can really take off from there. Without the proper prime, it gets more difficult to get it going.

I can trace almost every single problem back to this input failure at some level. Let me say that again, it's that important. **YOU CAN TRACE ALMOST EVERY POOR OUTCOME IN ANY SITUATION TO A BREAKDOWN IN EITHER TIME, RELATIONSHIP, OR TRUST.** Whether a situation at home, with a colleague, with a person on your staff, or with your boss...it comes down to this basic formula. The good news is, if you have problems, you can begin to get better results by fixing whatever is broken in the formula for SPEED!

I have had thousands of people in my leadership seminars and frequently have them rank a list of reasons why they aren't getting results from their team. I have not kept track, but I can honestly say that a clear winner in that list is almost always this reason, *"The employee doesn't agree with their boss on how, why, and/or what to do."*

Do you see how this issue of disagreement is an aspect of Trust? They are deliberately underperforming because they don't trust their supervisor's way. They are half-heartedly doing it the boss' way because they don't agree. The relationship and trust for them to agree, or see it differently so they will produce with maximum effort, has not been addressed. Thus the poor output, productivity, and eventually the profits and financial statements can be traced back to this lack-of-trust relationship with the supervisor.

The Formula For SPEED in Action

Establishing relationship at the level it needs to be established is a matter of planning to DO IT! That's why we call it Planned Relationship Management. The elements of Planned Relationship Management are the beginning of AccountAcution and simply involve assessing your TIME spent at the appropriate level for the RELATIONSHIP to be at the appropriate level to get the TRUST to the appropriate level needed for results. The "appropriate level" is emphasized over and over because you don't need the same depth and magnitude of these three elements with everyone.

The elements of time, relationship, and trust are universal but the level of need is not universal, but rather situational. Generally, however, the deeper the need for significant results, the more intense the need for investments in each element of the formula for SPEED.

This case study is from an executive I've coached for years who was very tactically competent but never really valued relationship much. This example illustrates how the inputs of time, relationship, and trust can be built very situationally, at an appropriate (in this case low) level, and generate major differences in outcomes and even financial impact to the executive, their company and all stakeholders.

Case Study

TIME-→RELATIONSHIP-→TRUST = RESULTS = SPEED

I am the Director of Materials for the Americas Region of a Fortune 500 company. I have known Ted for 10+ years and consider myself to have been a beneficiary of his Formula for Speed. Ted has spent countless hours coaching me on career management but one particular instance is crystallized above all others. I had been with my current company for approximately two years and I was confident that I had proven to be a difference maker based on the drastic improvement in the site's metrics and financial results directly under my leadership. However, I was lamenting to Ted how I felt I was underappreciated and my career progress was not reflective of my contributions to the company. Ted then asked me the question that has since changed my professional mindset and to this day I ask in every interview that I conduct....."What do you feel is more important—the management of results or the management of relationships?" I responded that as a manager, I am responsible to drive results. Ted replied that whereas managers focus on results, leaders focus on relationships that in turn yield even greater results.

As a result of Ted's Formula for Speed, I have been able to better appreciate the importance

of relationships and their roles in not only business, but also crisis management.

A simple example of this is when I found myself at the Dallas-Ft. Worth airport on the morning that London hijackers were detained with explosive liquids in their carryon luggage, thus resulting in controlled chaos in American airports as the TSA agents were deciding what needed to be done. I had checked my luggage and had stood for 30 minutes in the security checkpoint line when a TSA representative started walking down the line calling my name. He informed me that I had to accompany him for a secondary search of my checked luggage due to the volume of liquids inside and that I would need to leave the line. I could not afford another 30 minutes without surely missing my flight!

At this point my mind raced--I had an important business meeting to attend in San Francisco with Hewlett Packard and could not afford to miss my flight.....I saw the confusion, frustration, and emotional reactions of many travelers around me as they were asked to exit the security line for secondary searches of their checked luggage or to dump all liquids in their carryon luggage into the trash.....What were my options?.....How should I react?

Consistent with Ted's principles, I asked myself, "Do my emotions control me or do I control my emotions?" "What is it that I want to accomplish in this situation?" (make my flight) and what is it that the TSA representative wants to accomplish?" (follow the directions of the new travel guidelines communicated to him within the last 1-2 hours). What relationship do I need here with my goals, and the TSA representatives goals and therefore between the two of us?

Thus, focusing on what I could control, I quickly walked with the TSA agent to my luggage and casually asked how he was handling the day's unexpected directives and the details of the new guidelines (investing some time). I calmly explained my situation to him regarding my flight departure time and the importance of the business meeting and mentioned that if there was anything that could be done to assist me in still making my flight I would certainly appreciate it.

I reviewed the contents of my luggage with the TSA agent and modified them to the newly implemented guidelines. During this time, I noticed that others who had been asked to review the contents of their checked luggage had been, for the most part, belligerent and condescending toward the agents. They had no time for this, no time for the TSA agents, and

certainly desired no relationship with them. When their luggage review was completed, they walked back to the end of the security checkpoint line to wait an additional 60 minutes.

When my luggage review was finished, I thanked the agent and wished him good luck for the rest of what promised to be a very stressful day and began to walk back to the security line resigning myself to likely missing my plane. He stopped me and said, "I really do appreciate your patience on a day like this, let me see what I can do to help you make that flight." The TSA Agent walked with me to the front of the now 60+ minute line and informed the checkpoint personnel of the situation thus allowing me to immediately pass through security and still make my flight.

As I boarded the plane and sat down in my seat, I thought to myself that this situation was a literal confirmation of the Formula for Speed. Ted has always emphasized the crucial need to manage the intangibles (i.e. emotions, relationships, composure, conversations, situations) as a prerequisite to attaining a desired tangible reward (i.e. professional recognition, productivity improvement, promotional opportunities, or something as simple as making a flight!). In this instance, simply by investing some time, and being

concerned enough about a TSA agent with a tough job, I recognized a cost avoidance of several thousand dollars based on potential lost personal productivity, customer dissatisfaction, and goodwill that if lost could possibly not be retrieved.

During the course of my personal and professional life, the definition of speed assumes many forms. Regardless of how it is defined at any one point in time, I am now enjoying its benefits far more often after having embraced Ted's concepts of Time, Relationship, Trust = SPEED!

The Final Word on Planned Relationship Management

The point of planned relationship management is NOT that it's contrived, fake, or only because you have to. The point is, that you make it your INTENT TO HAVE A REAL RELATIONSHIP at the appropriate level. You therefore plan to have a RELATIONSHIP that will drive results in balance with the level that you need to be able to have accountability happen for those same results. Thus, if you care about the results, you realize you need to care about the people involved, genuinely...as people not just as a means to your end.

I coach youth football and have a passion for the sport of football. In the past I have not liked soccer at all. I never learned the rules, therefore I didn't understand it, and I've never had the desire to participate in that sport in any fashion. Until, my middle son somehow became a natural at the sport. All of the sudden I find myself at soccer games and without any help from me (because I knew nothing), he is one of the better players on his little league soccer team! Parents are complimenting him and I'm responding with *"Oh, did he do something good?!"* So I've now taken a renewed look at the sport. I like it now, and I want to learn, and I'm very interested in the rules and strategy.

You might observe me at a game and even think I love soccer now, and I genuinely do like the sport now where I didn't before. I want to help my son pursue his interest, help coach, learn the game, help other players with the sport, all of it. But I don't love soccer, I LOVE MY SON! And therefore, I will genuinely invest time in sharing a genuine interest in something he genuinely likes because I want us to have real relationship, and real trust, and real SPEED overall in our life as father and son!

The level of relationship you gain through your intent to do it (planned relationship management) will be interactive with your ability to get results through AccountAcution.

The formula for SPEED is like a magnifying input to AccountAcution. You might implement some of the principles of AccountAcution in a rigid and unfeeling way, without regard to relationship, only looking at something like positional power (I'm the boss, so DO WHAT I SAY) to justify why somebody should respond to you with accountability and you will likely get very SLOW results if any.

People don't care how much you know...until they know how much you care! ~unknown

The Formula For SPEED allows us to share the truth of difficult realities in a sense of human love, respect, and relationship. It's both the balance and the magnifying aspect of AccountAcution. If we lean towards always just trying to relate, if we only focus on relationship there will be a tendency to never deal with difficult accountability. We will too often not do what's RIGHT, but rather what's easy which is to want to keep the joy of the relationship up by overlooking the need for difficult accountability. However, if all we ever bring is a hammer, with no balance of relationship, concern, or genuine trust invested then we will get another poor result.

Balance & Magnify



While writing this book, I've had many good leaders respond with almost a level of concern. They say, "*Ted, I agree more accountability is needed, but just be sure you don't forget the human part, be sure you don't overdo the hammer. Ted, just be careful you don't come across too harsh!*" I can't tell you how much I appreciate their concerns, and their counsel. In fact, I dedicate this chapter to them. Anybody who knows me, knows that I am a long term relationship investment guy. Anybody whose seen my leadership seminars has seen the Formula For SPEED and its huge relationship centric value. Everybody has

heard me say Leadership is a VERB not a position and that you lead people and manage things/process. So I think the track record on this side of the scale is well established.

However, I must say, that the vast majority of mistakes being made in leadership today are being made on the *“be hard on the process not the people”* side and not enough balance is being brought to the *“when the process is proven, then bring positive AND NEGATIVE consequences side.”* There are two sides to the scale, and therefore, either side overdone is a problematic ditch. Too much nice, no accountability is a ditch. All hammer down accountability with no relationship is a ditch. Most are in the too much nice ditch, very few are in the too much hammer ditch and thus the need for this book. The outcome of our Voice Of The People (VOP) metrics confirms that accountability for poor performance is by far the biggest problem.

The VOP GAP Metrics didn't say there's not enough care by the supervisor, or not enough being set up for success, or not enough resources to do the job, or not enough focus on process improvement or project management...they ranked those all much higher thus they see that those things ARE there, maybe even to a fault! Employees are seeing that it's a person who has been cared about, who has been set up for success, trained, resourced, put into a process and what they need is some AccountAcution. What they are getting is another implementation of a project management system which won't be significantly different than the last two project management systems we currently have available.

This miss on the root cause is FRUSTRATING to the entire team! The team is losing faith, and trust in leadership is sliding because they see them sidestepping the obvious issue, which is accountability and execution.

Effective leadership of a culture and of the most valuable asset of any organization...its people... brings a balance between effective relationship and effective results/accountability approach. A balance between setting people up for success, and then letting them own the success or the failure if that's the path they choose. Finally, effective leadership is about providing the most valuable asset, our people, with appropriate positive consequences for positive performance and results, and negative consequences for negative behavior and negative results.

By ensuring the principles of Planned Relationship Management are in place (Time, Relationship, Trust) we will have primed the pump and established a basis for a culture of Leadership and AccountAcution.

Without this lynchpin in place, if we fail to get Leadership demonstrating the values of relationship and trust, then the wheels fall off any organization and all bets are off wherever results are concerned. I didn't say you couldn't get good results, it's just that we have no approach basis to ensure long term success and no visibility to understand how we might improve or continue. The rest of this book will delve into a structured approach to gain visibility as well as an understanding on where to focus your improvement efforts.

The thesis is about really LEADING in the organization for long term improvement and success.

Chapter 2 IN-ACTION:

Buy the book online to get the Chapter 2 In Action as well as all of the other tools and processes to improve your team. For a limited time the online toolbox is included!

[Buy The Book and Online Toolbox!](#)

www.AccountAcution.com

Performance Resources Consulting, LLC

www.resourcezone.net

Email: CService <at> accountacution.com

1930 St Andrews Ct

Cedar Rapids, IA 52402

319 431 6845

©2009 Ted L Garnett, All Rights Reserved. Duplication or distribution in any form is illegal.

