

# Building a Culture of Accountability



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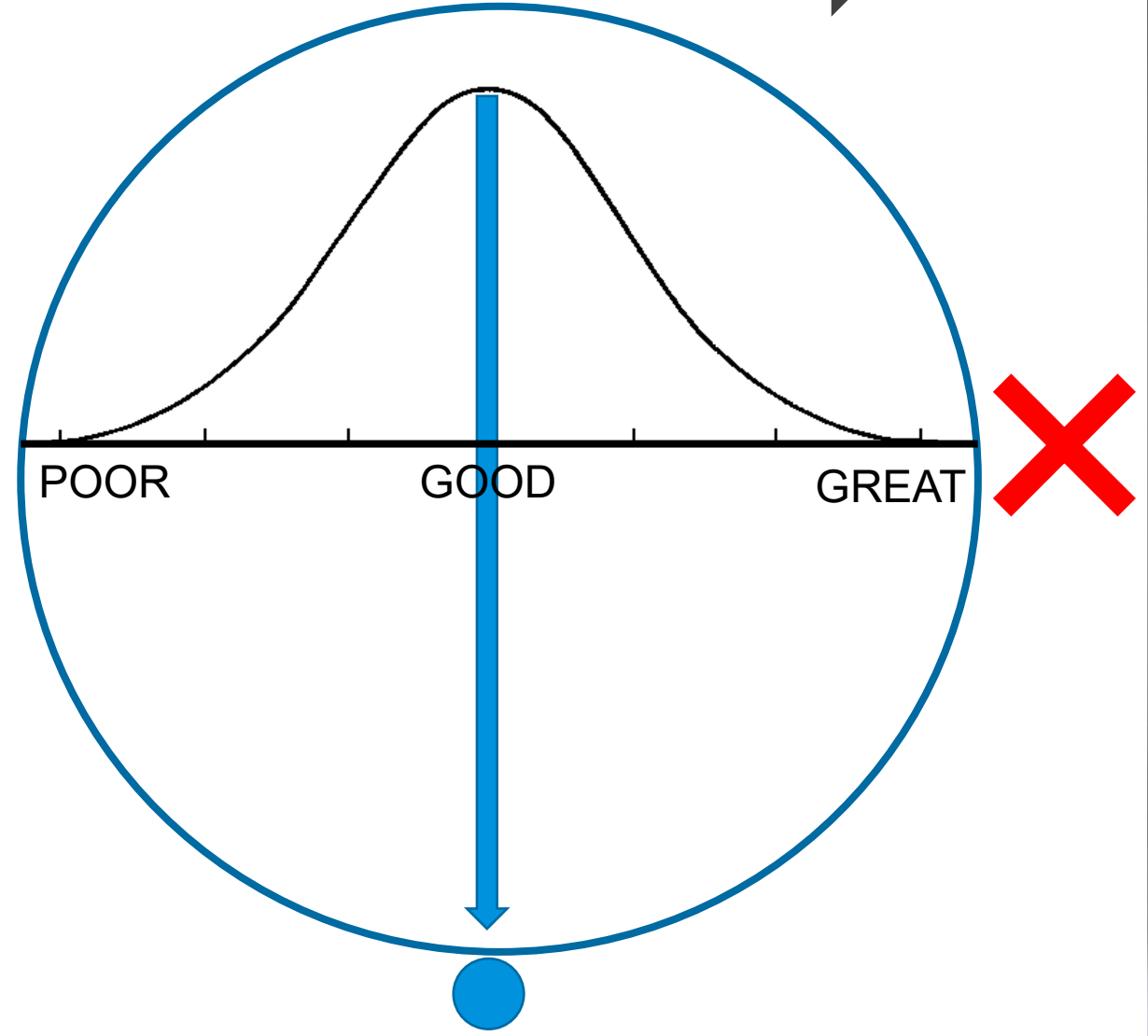
# What to Expect

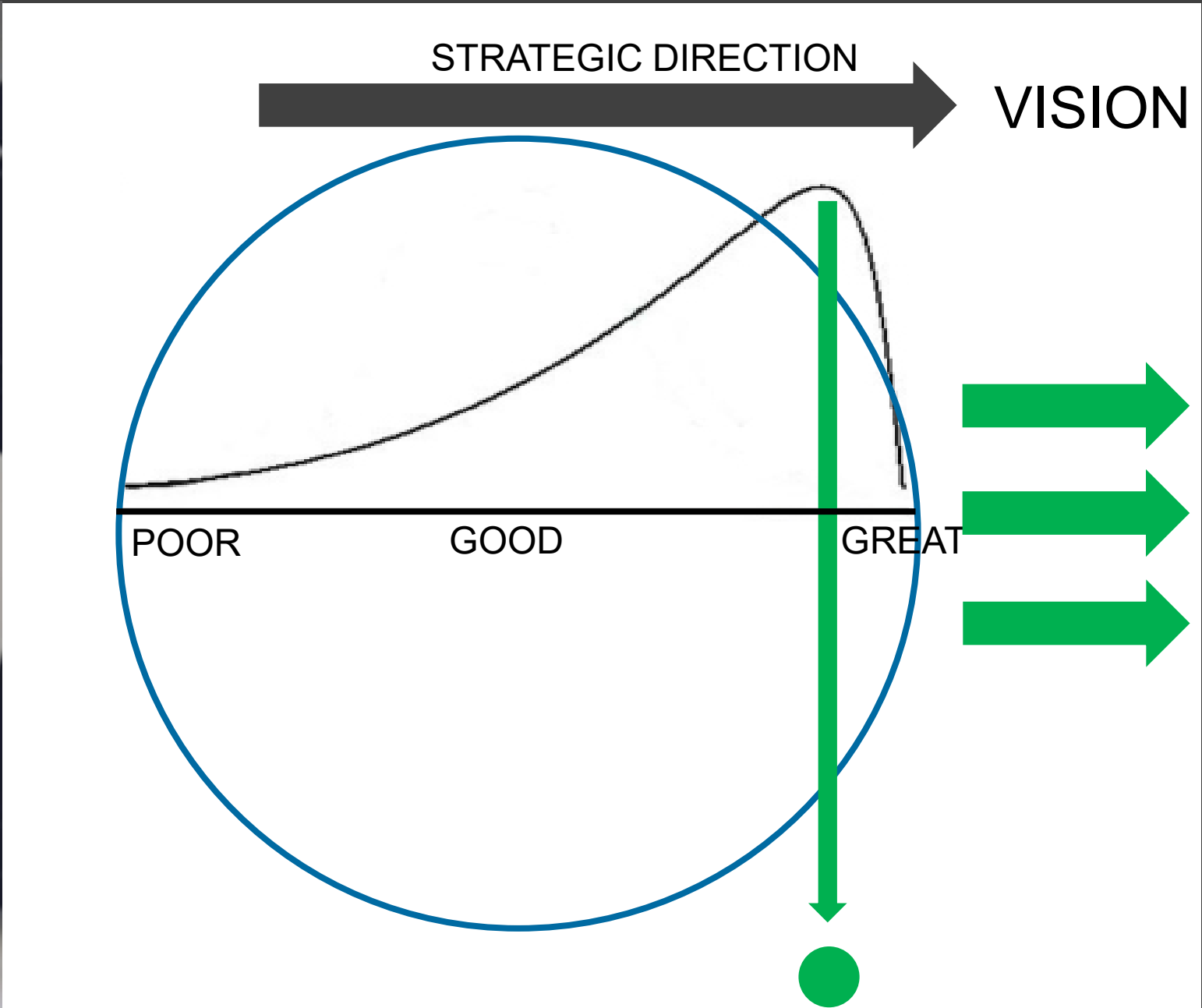
- 1 Reimagining & Redefining Greatness
- 2 Establishing New Ways of Working
- 3 Embedding a Culture of Accountability

STRATEGIC DIRECTION



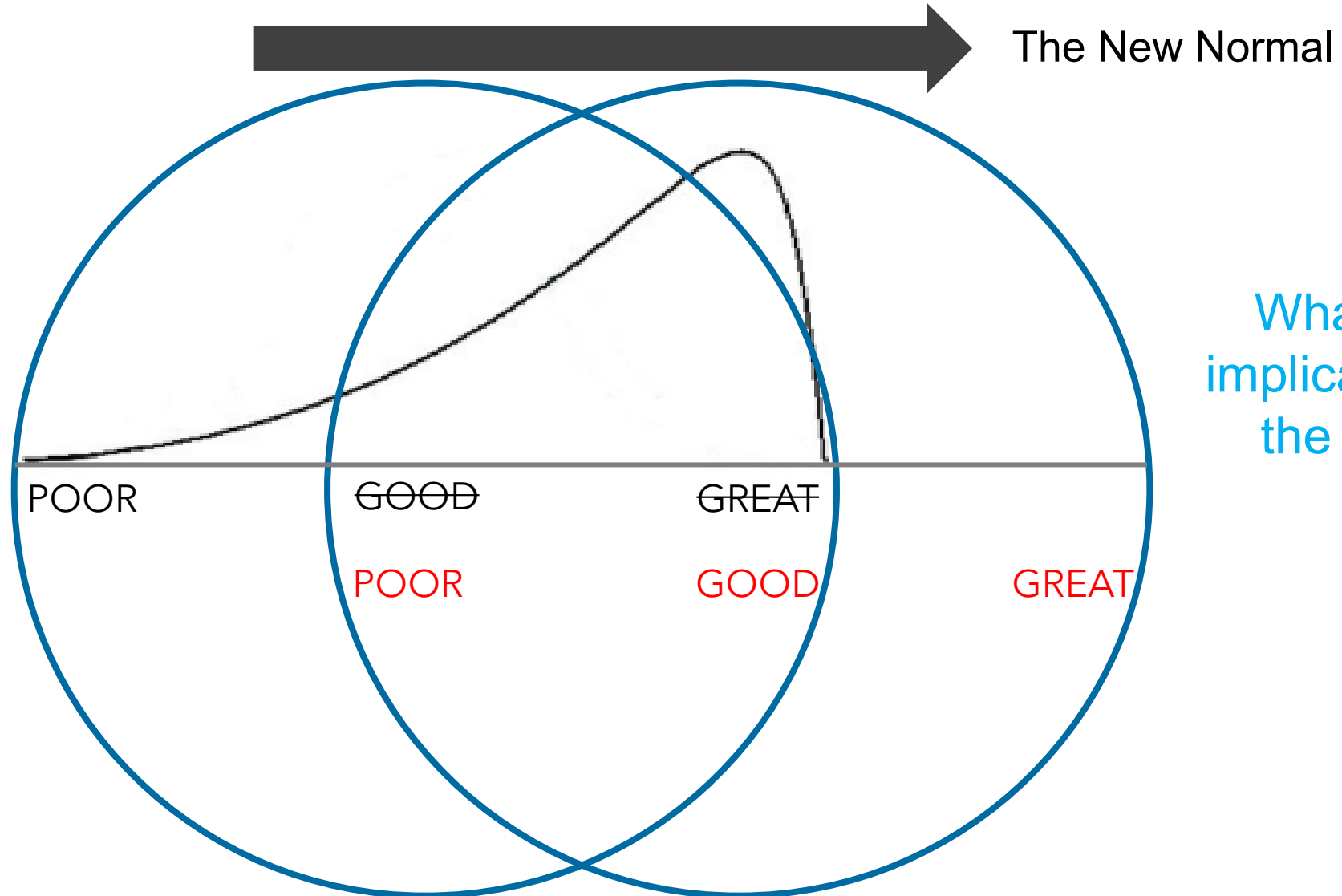
VISION







# What is the new “great?”



What are the implications for the business and your team?



01 :

# Reimagining & Redefining Greatness



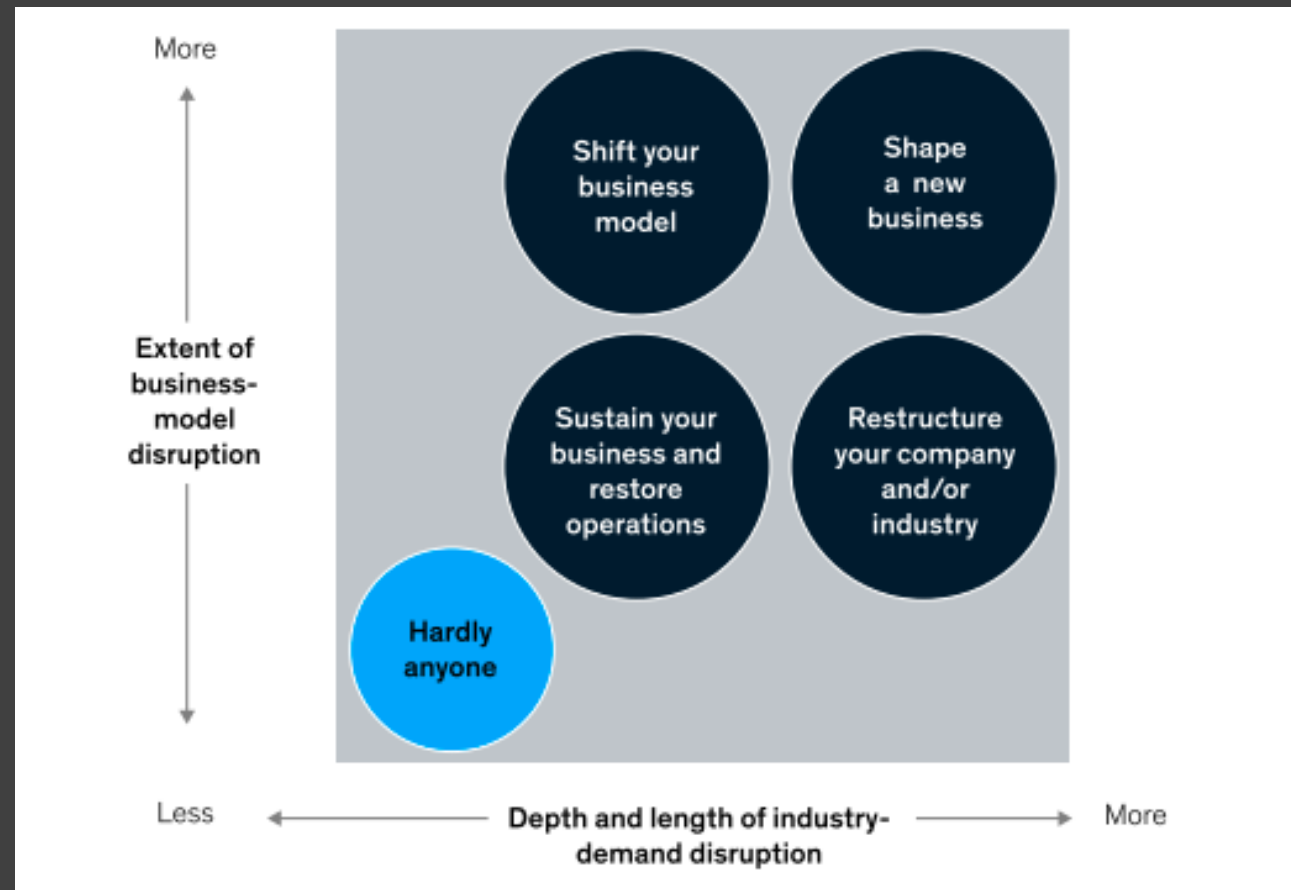
# Rethink Your Business

Successful companies will reinvent the role of operations in their business and create new value through greater responsiveness to customers.

This includes:

- Accelerated product development
- Customer-experience innovation
- Being more interconnected and removing hierarchical barriers

Strategic planning across multiple scenarios is needed to accelerate decision making and action



# Great Businesses Take Shape in Three Dimensions

Right now, we have the opportunity to challenge everything about our business.

We should challenge:



Who we are

How we operate

How we grow





# The Big Strategic Questions...

How can you accelerate your journey toward becoming faster, better for customers, employees, and society at large?

1. How has the mindset of your customer changed?

2. Are you clear on how you will continue to create value?

3. What are the handful of business priorities that will serve as your North Star?



02 :

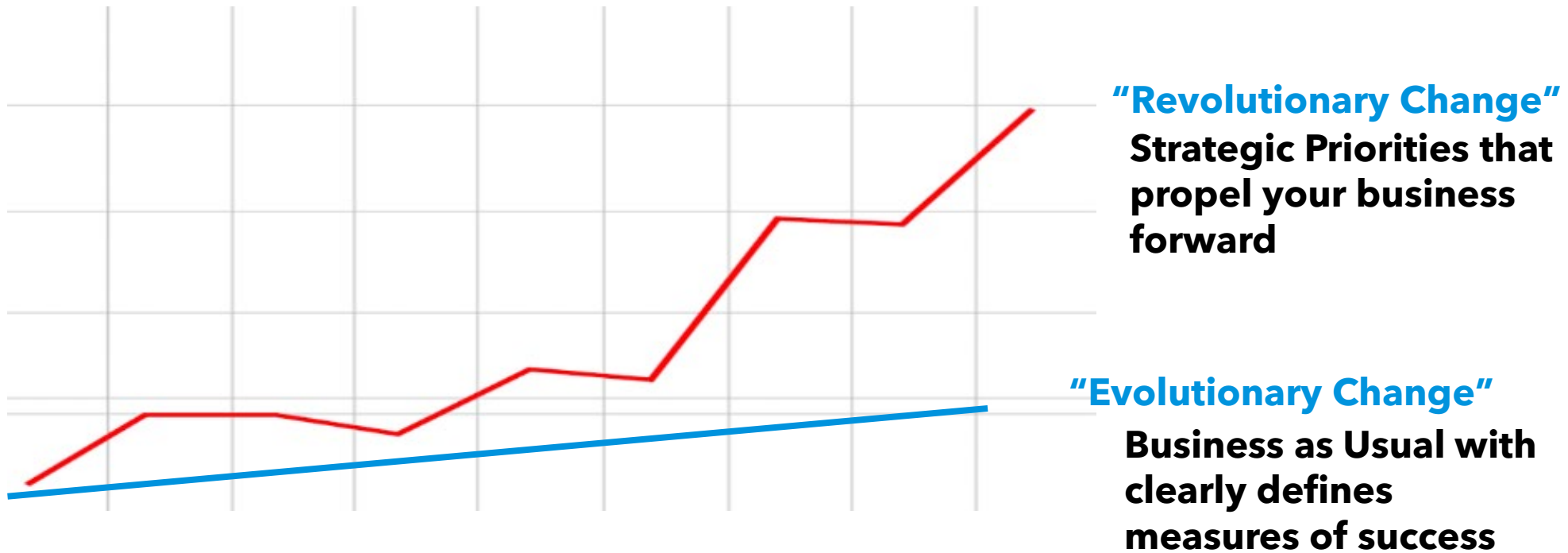
# Establishing New Ways of Working



# A Framework for Understanding Business Priorities

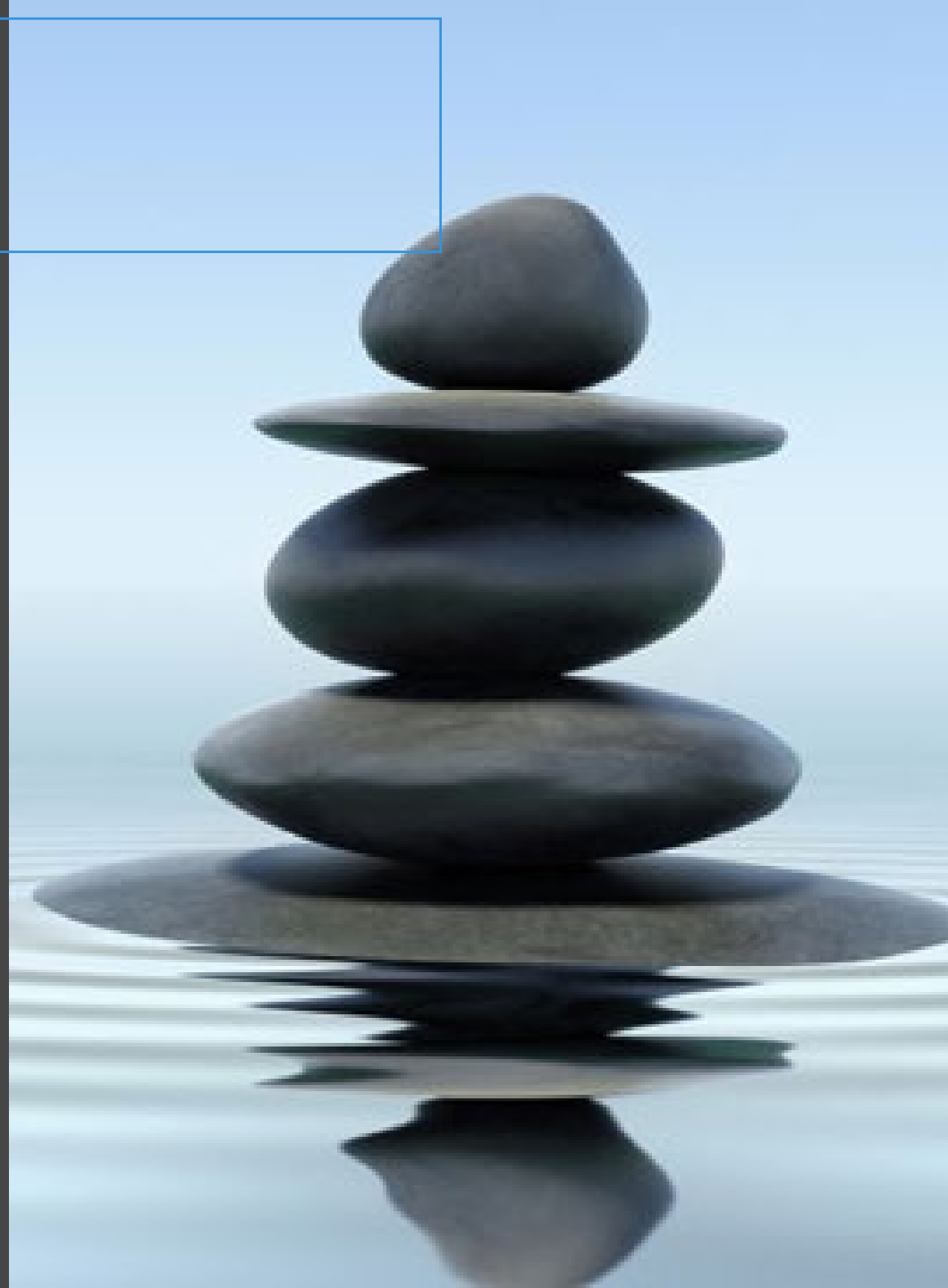


# A Framework for Understanding Business Priorities



# Defining Greatness

*How many people spend their time*



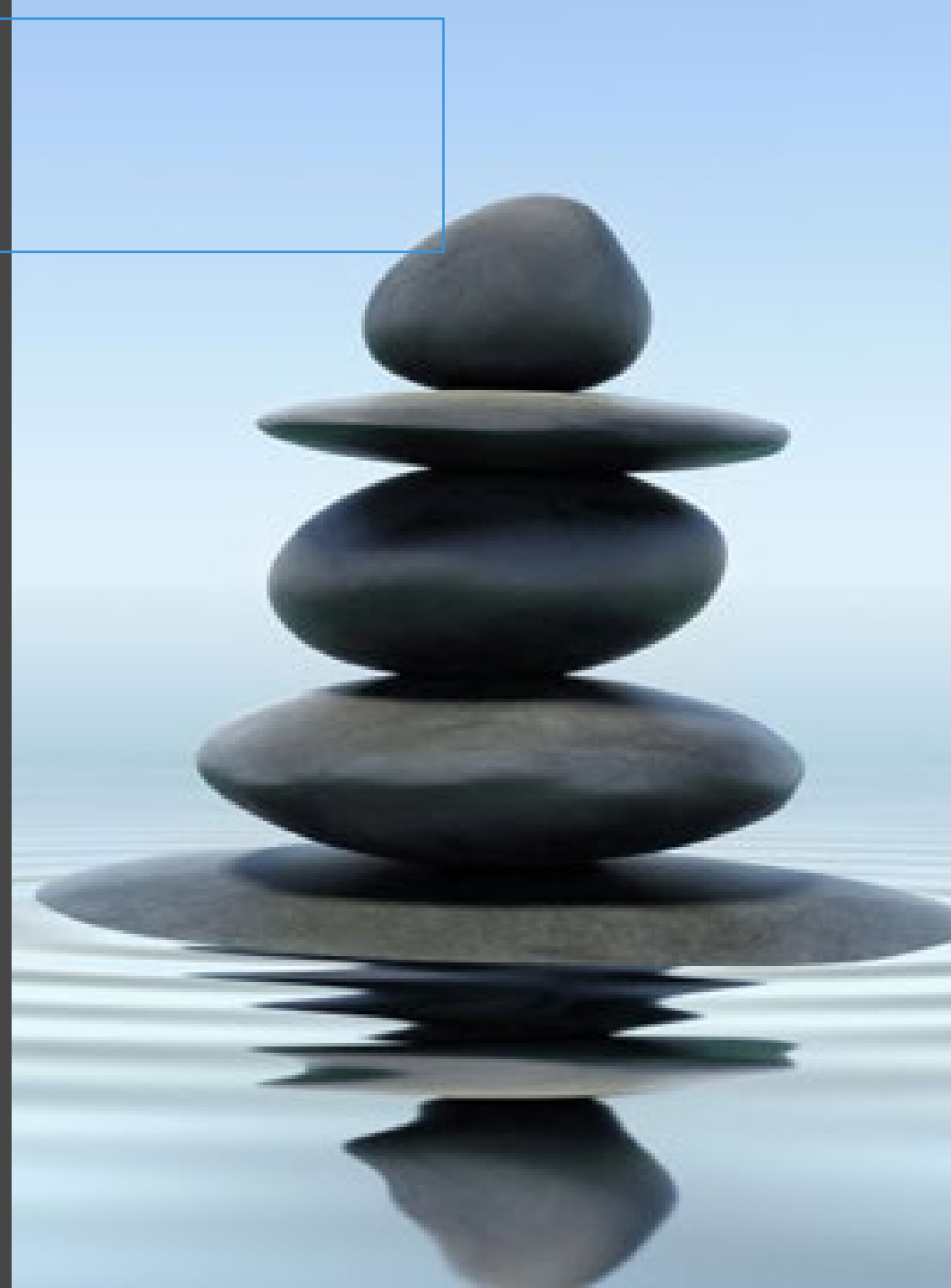


# Defining Greatness

*The shift to focusing on what matters most*



WHAT we need to  
focus on and HOW  
we behave.



# Analyse the Work that Everyone is Doing

Great	Good	Poor	Missing
Adding <u>future</u> value to the business	Adding <u>current</u> value to the business	Work that could be <u>done by others</u> or is <u>not critical</u> right now	<u>Critical work</u> that has not been a focus or we don't have the skills / time to deliver
Actions			
Define measures of success and add to success profiles	Define measures of success and add to success profiles	Stop, delegate or coach others	Incorporate into success profiles

# Defining Great for Every Role in the Business

Creating a Success Profile for each role provides clarity on what is expected from every person in alignment with current business priorities

## Key Responsibilities (Rocks)

- Brand Awareness
- People & Culture
- Customer Experience
- Financial Performance
- Strategy Execution

## Measures of Success

- Operating profit target
- Develop digital strategy
- Strategy execution
- Establish and embed key strategic partnerships
- The team has the right capabilities for growth

This provides the foundation for creating a culture of accountability

# Sample Success Profile Extract

*As a guideline there should be 3-5 Key Responsibility Areas, these define where 90% of your time should be spent*

Key Area of Responsibility	Measures of Success
<p><b>Strategy</b></p> <ul style="list-style-type: none"><li>• Engages the leadership team in the annual strategic planning process</li><li>• Creates an annual business plan that outlines business objectives, milestones and targets</li><li>• Works across divisions to ensure divisional plans are in place that link directly to the strategy</li><li>• Establishes 90-day business day plans and conducts 90 day reviews with the management team</li><li>• Communicates effectively and regularly across the business to ensure all staff are aware of the Company's mission, values and strategic goals</li></ul>	<ul style="list-style-type: none"><li>• Three year rolling strategic plan and annual business plan in place by May each year</li><li>• Deliver on all key milestones in the annual business plan</li><li>• Quarterly business update communicated to the broader team</li></ul>

*Measures of Success should be focused on what can be controlled, measured and are most impactful. These should be reviewed annually to ensure alignment with business goals*

# We Have Changed The Way We Work

What are the new ways of working that will underpin your future success?

## Emerging New Ways of Working:

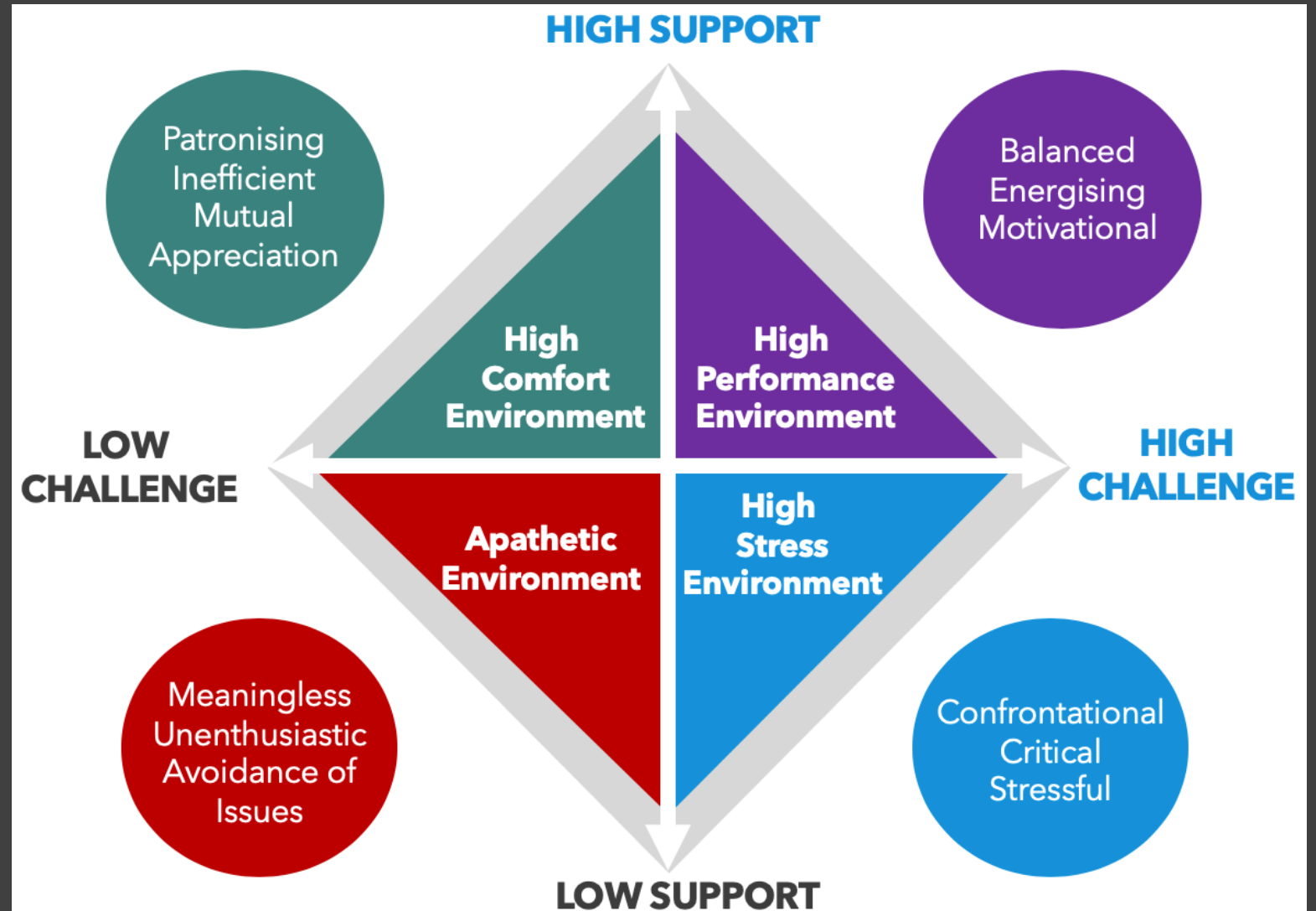
- Strategy is a priority
- Role refinement based on what the business needs
- Personal ownership and a culture of accountability
- External orientation
- Leadership that is both supportive and demanding





# A High-Performance Team Environment

Do your leaders and managers have the capabilities to create a high performance environment?



# We Have Changed The Way We Work

How do we determine the ideal culture moving forward and re-establish expectations?

## Emerging New Ways of Working:

- Turbo charged decision making
- The best talent is deployed to business priorities, regardless of hierarchy
- Flatter structures that are agile and mobilise fast
- Workforce safety and protection





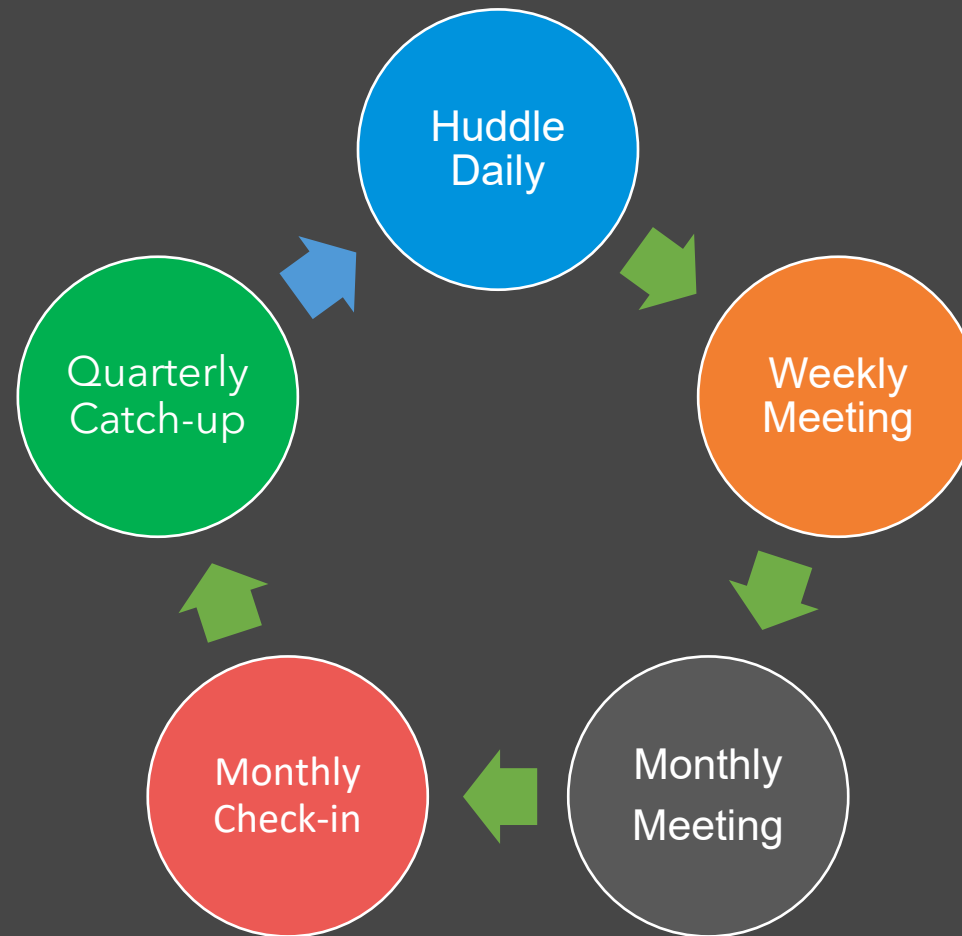
03 :

# Embedding a Culture of Accountability



# Our Accountability Cadence

## *Leadership Team Example*



# Personal 30-Day Plans



## My 30-Day Plan - NAME

### My Overall Goal

- My contribution / overriding focus

### My Why

- Why am I doing this and why does it matter

### My High-Performance Habits

- My habits and rituals that will underpin my success

1

**Focus Area 1**  
Key deliverables

2

**Focus Area 2**  
Key deliverables

3

**Focus Area 3**  
Key deliverables

Focus Areas

### My Development Goals

### Measures of Success



# Bringing the 30-Day Plan to Life

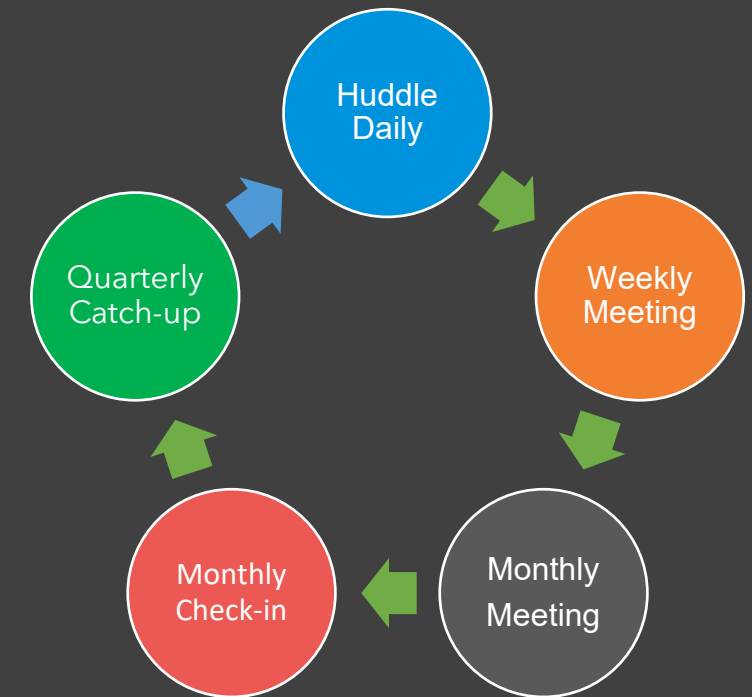
- Is focused on outcomes, not hours worked
- Is discussed with the manager and shared with the team to ensure alignment
- Pinpoints accountability for the things that matter most
- Forms the basis for accountability conversations



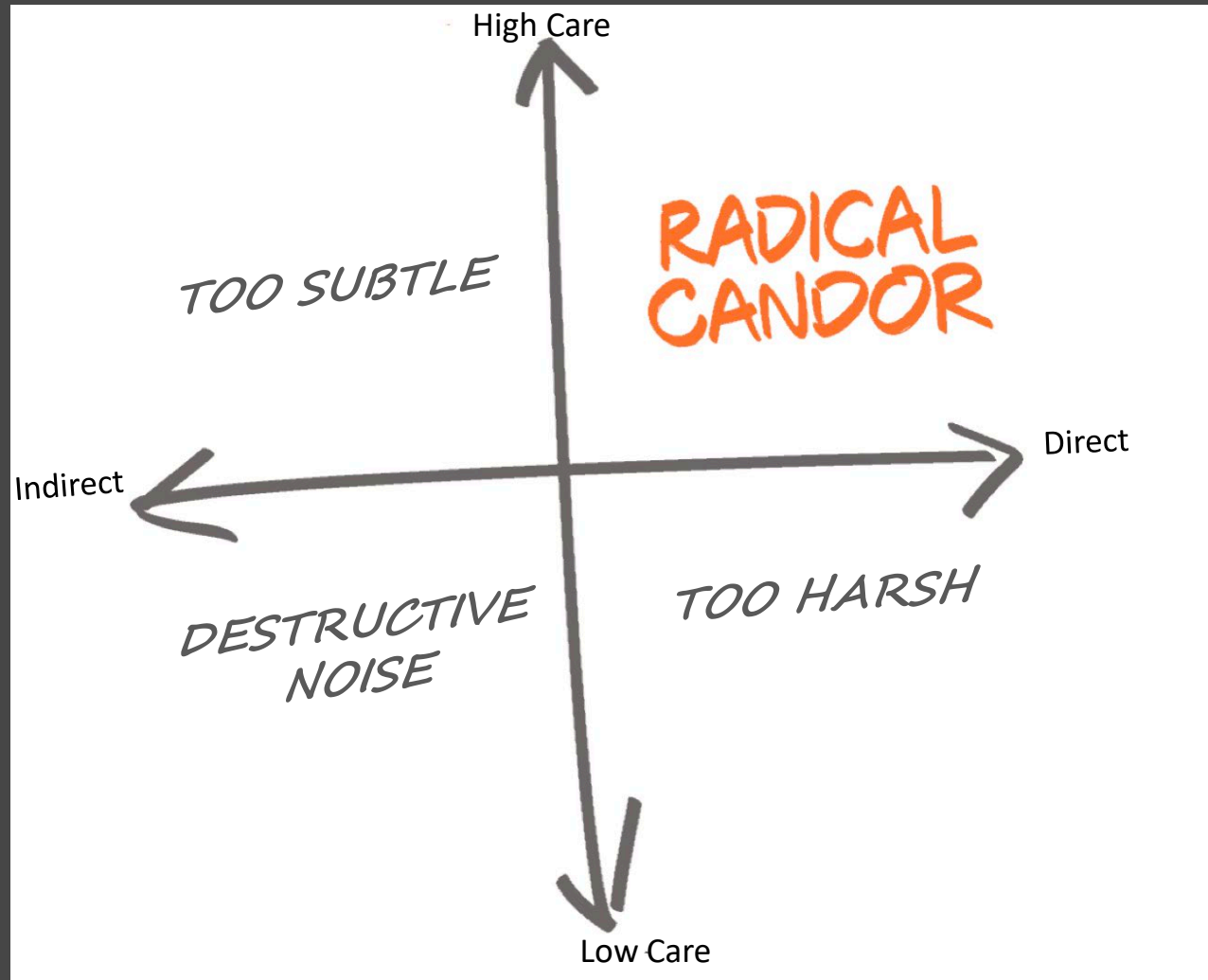
# Embedding the Disciplines of Accountability

Short, focused, employee-led and regular accountability conversations are essential to embed a culture of accountability.

	Agenda
<b>Daily Huddle</b>	<ol style="list-style-type: none"><li>1. Good news / gratitude statement</li><li>2. Focus for today</li><li>3. My critical metric</li><li>4. What do I need help with?</li><li>5. What has changed since yesterday?</li></ol>
<b>Weekly Team Meeting</b>	<ol style="list-style-type: none"><li>1. Good news / gratitude statement</li><li>2. Progress on personal 30-day plan</li><li>3. Review of team / business critical metrics</li><li>4. What do we now know? What are the opportunities/risks?</li><li>5. What is getting in our way?</li></ol>



# Delivering Constructive Feedback



# The Characteristics of Constructive Feedback

## Provide Direct Feedback (SBI)

High Level of Care (share your intention for providing feedback)

1. **Situation** - Be specific. Describe time, location and circumstances that help the feedback receiver understand the context
2. **Behaviour** - Describe the specific behavior you want to give feedback about. Stick to action verbs – “say, do, go,…” don’t judge
3. **Impact** - Describe the impact of the behavior on other people. Don’t interpret and evaluate

### *Situation*



Anchored in time and place;  
Be specific

### *Behaviour*



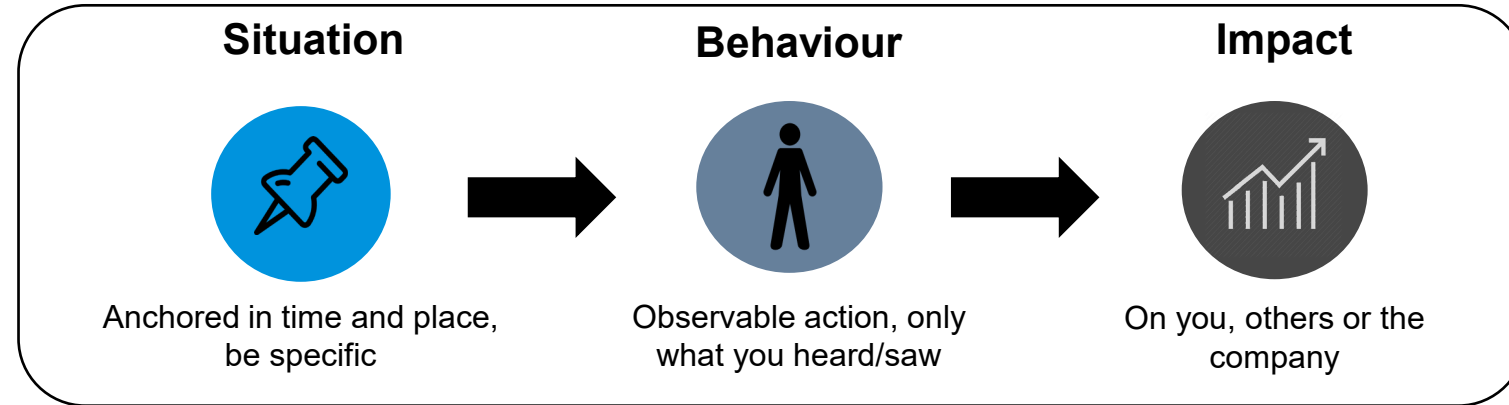
Observable action;  
Only what you heard/saw

### *Impact*



On you, others, task or company

# The Characteristics of Constructive Feedback



**Seek to Understand**



**Ask open questions:**

How? What? Why?

**Focus on the Solution**



**WWW**

Who will do What by When?



A top-down view of a wooden desk. On the left is a silver laptop with a black keyboard. In the center is a white spiral-bound notebook. To the right of the notebook is a small wooden clothespin. At the top of the frame are sprigs of lavender and a green apple. A dark grey semi-transparent rectangle is overlaid on the right side of the image, containing white text.

04 :

# Key Takeaways



# Key Takeaways

01

Redefine greatness for your business

02

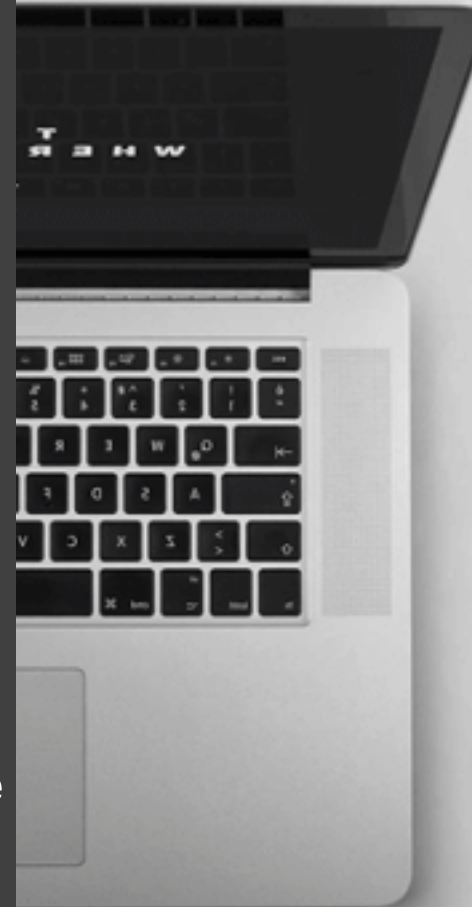
Embed your new ways of working to create a competitive advantage

03

Determine your accountability cadence

04

Train your teams to have constructive feedback conversations







# Our Core Capabilities

The TalentCode HR team comprises:

- Human Resource Directors and Professionals
  - Organisational Psychologists
  - Executive Coaches
  - Strategy Consultants and Advisors
- We work across all areas of business strategy, people and culture to support leaders to improve the performance and productivity of their people and enhance business performance.



# TalentCode HR Pty Ltd



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greatness starts here