

PMI Maine
10/29/2021

Project Manager's Tool Kit: Holding
People Accountable Whether They
Report to You or Not!

Presented by:
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1

How We Roll



Patience
See something, please say something
Interrupt, Text me at **262-993-4883**, chat
Question – Q/A
Share
Comfort zone
Actively Participate
Learn and have fun!

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2

2

Poll Question #1



What industry do you represent?

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3

3



Poll Question #2



Please share the number of years you have been working in Project Management.

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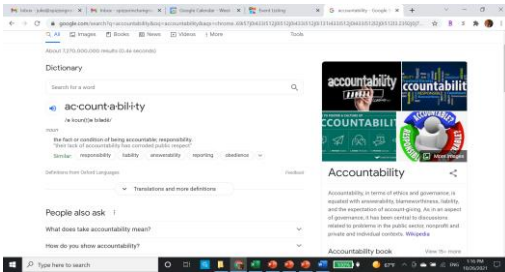
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4

4



Accountability



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Poll Question #3



What do you think of when you hear "accountability"

Or "hold people accountable"?

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6

6



Accountability is...



- ✓ The way in which I fulfill my responsibilities and commitments AND help others fulfill their responsibilities and commitments
- ✓ Commitments that in the eyes of others have been kept
- ✓ Eliminating surprises and increasing job satisfaction and performance
- ✓ "Willingness of team members to remind one another when they are not living up to the performance standards of the team." Patrick Lencioni

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7

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Accountability is NOT



- ✓ Punishing people for making mistakes
- ✓ Finger pointing/placing blame
- ✓ Assertion of power
- ✓ After the fact

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8



Accountability Barriers



Old Mindset	New Mindset
Punishment	Prevention
Blame	
Fear/awkward/conflict	
Not my job	

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9

9

Accountability Barriers



Old Mindset	New Mindset
Punishment	Prevention
Blame	Development/guiding behaviors
Fear/awkward/conflict	
Not my job	

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10

10

Accountability Barriers



Old Mindset	New Mindset
Punishment	Prevention
Blame	Development/guiding behaviors
Fear/awkward/conflict	Increasing job satisfaction and performance
Not my job	

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11

11

Poll Question #4



Would others say you.....

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12

12



Accountability



Old Mindset	New Mindset
Punishment	Prevention
Blame	Development/guiding behaviors
Fear/awkward/conflict	Increasing job satisfaction and performance
Not my job/ I shouldn't have to	Eliminating ambiguity & surprises

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13



Poll Question #5



What is the top reason people do not like holding people accountable?

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14

14



Accountability

Commitments that in the eyes of others have been kept



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15

15

● ● ● | Why people fail to do what they said they will do

1. They don't know what to do
2. They don't know how to do it
3. They don't know why they are supposed to be doing it.
4. They can't do it
5. They won't do it.



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16

16

● ● ● | Why people do not hold others accountable

- ✓ Fear of retribution/conflict
- ✓ I do not have the authority/I don't want to be seen as a micro manager
- ✓ Easier to do it myself
- ✓ They should know I am counting on them
- ✓ I'm not exactly sure how to do it effectively



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17

17

● ● ● | Accountability

“Willingness of team members to remind one another when they are not living up to the performance standards of the team.”

Patrick Lencioni



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18

18

Front load accountability

- ✓ Eliminate surprises
- ✓ Engage in dialog
- ✓ Eliminate excuses



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19

19

Accountability is SIMPLE

Source: Brian Cole Miller

- S = Set Specific Expectations
- I = Invite Commitment
- M = Measure Progress
- P = Provide Feedback
- L = Link to consequences, rewards, impact
- E = Evaluate effectiveness



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20

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21



Poll Question #6



How would others rate your ability to consistently state specific expectations?

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Accountability is SIMPLE

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23

23



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24

24

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25

25

Poll Question #6



How would others rate your ability to consistently provide feedback?

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27

27

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28

28

S = Set specific expectations



- ✓ Avoid vague, ambiguous, general language
- ✓ Provide sample layout, outlines, details
- ✓ Include behavior that you want to see, and behavior you don't want to see
- ✓ Don't ask "Do you have any questions?" or "Do you understand?" - Ask specific questions

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29

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Words that can cause problems

- ✓ Sometimes
- ✓ Often
- ✓ Frequently
- ✓ A few
- ✓ Several
- ✓ When you get a chance



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30

30

Small Group Thinking Challenge



What are other words/phrases that are not specific that we have to stop using?

Word/Phrase to remove	Replace with

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31

I = Invite commitment



- ✓ Share how the work will benefit them/how the work will make a contribution/difference
- ✓ Ask them how they feel about the work/expectations set
- ✓ Ask them if they can commit to completing the expectations on time
- ✓ Ask them to contact you (ahead of time) if they run into any obstacles/roadblocks
- ✓ Ask for their verbal commitment

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32

32

Clear commitment



Person 1 : "That sounds pretty good"

YOU: "Will you accomplish the task(s) on time?"

Person 1 : "You know I'll try my best"

YOU : "I know I can count on you to work hard."

Will you commit to achieving the task(s) on time?"

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33

33

Sample Commitment discussion starters



- ✓ On a scale of 1 to 10 how *committed* are you ?
- ✓ Is the work for this project on your priority list /calendar for actual completion by...?
- ✓ What obstacles do you think could derail this? What will you do if/when they come up?
- ✓ Do you have everything you need to achieve the deadline/results on (date)?
- ✓ Do I have your commitment to do X by Y?

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34

Poll Question #8



Which "invite commitment" phrase do you need to start using?

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35

M= Measure progress



- ✓ Conduct "midpoint check-ins"
- ✓ Discuss rough drafts/outlines
- ✓ Share concerns, obstacles, detours

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36

36



Measure progress



It is critical to keep the mid point check in date!

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37

37



P = Provide feedback

- ✓ Specific
- ✓ Objective/measurable
- ✓ Focused on the behavior not the person
- ✓ Long lived
- ✓ Future oriented



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38

38



Feedback versus praise/criticism

Praise/Criticism	Constructive Feedback
You did a great job on that project. Nice job.	I appreciate you scheduling and conducting the weekly review meetings and sending out the meeting notes weekly with the following week's agenda. I also liked how you reviewed the project plan with each team member weekly and got their verbal commitment to each date. I believe your actions were the reason we hit the goal. I would encourage you to continue to make the time for each of those tasks as they are very valuable to the team.

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39

39

Feedback versus praise/criticism

Praise/criticism	Constructive feedback
That won't work	I have a few concerns, can we walk thru each step again?

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40

40

L= Link to consequences /rewards/impact

✓ Consequences/rewards/impact

✓ Two types

- Tangible
- Intangible



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41

41

Small Group Thinking Challenge



Brainstorm tangible or intangible impacts that you can share with people to link the work you commonly rely on others to complete

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42

42

E = Evaluate effectiveness



- ✓ Were the goals achieved on time and in a quality/stress free manner?
- ✓ Did you skip any of the steps? S-I-M-P-L-E
- ✓ What do you need to do differently in the future?

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Poll Question #9



Which of the SIMPLE steps of accountability do you struggle with most?

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44

44

Results of no accountability


- ✓ People get lazy/give up too soon
- ✓ Lots of wasted time with start-stop, start-stop, start-stop
- ✓ People lose confidence
- ✓ People make mistakes/take shortcuts
- ✓ Loss of energy, enthusiasm, & momentum
- ✓ People stay in the "Safety Zone"
- ✓ Challenges/roadblocks are not overcome
- ✓ No real feedback and opportunities to learn from mistakes/grow



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45

45

6 words for stopping blame 

Boss: "Pat, the report I needed from you is past the deadline."
 Pat: "Well I can't possibly control that because Bob in Accounting didn't give me the numbers I needed to finish the report."

"Let's discuss what we CAN control."

Boss: "OK, I hear that, but I don't want to talk about Bob. Let's discuss what we CAN control."
 Pat: "I told you, I don't control anything. It's Bob's fault, not mine."
 Boss: "I don't want to talk about Bob. Let's discuss what we CAN control. What could you have done (that was within your control) to meet the deadline?"

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46

46

Accountability & engagement



97% of employees surveyed said they could be more productive
 49% said they could increase productivity by 50% or more

The affect (emotional behavior) of the leaders plays a major role in team performance.

Source: The Business Case for EI, Joshua Freedman

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47

47

Accountability & engagement

A worldwide study of engagement shows that the managers who fuel engagement:

- ✓ Hold people accountable consistently and equally across the board
- ✓ Delegate and use team members' talents
- ✓ Don't withhold recognition
- ✓ Foster a sense of community and belonging
- ✓ Provide feedback and coaching



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48

48



Accountability

COMMUNICATION



Accountability is:

90% communication and
10% problem solving

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49

49



Accountability

Accountability is not just a mindset;
it's a skill.

Simple does not mean easy!



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50

50



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Julie, please contact me:

- I have questions for you
- I want more information on customized training programs
- I want to learn more about your coaching services
- Other

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51

51



THANK YOU

Thank **YOU** for allowing me the privilege of spending this time with you.

It has certainly been my pleasure!

Please do not hesitate to call me if I can be of assistance to you, your company or other professional associations to which you belong in delivering soft skills training, coaching or the development and implementation of strategy.

*Please feel free to connect
or follow me on LinkedIn*



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52
