ACCOUNTABILITY AND GOAL SETTING

Agenda

- Introduction
- Functional competencies
- Strategic goals/Personal development goals
- SMARTER goals model
- Creating accountability
- Follow up techniques for enhanced accountability
- Manager’s Role
Activities

- Paint a Picture
- Create a Smart Goal
- Ensuring Clear Expectations
- Continuous Improvement
- Preliminary Goals

GPC Performance Management Process

GPC Strategic Plan
- Vision
- Mission
- Goals
- Core Values

Performance Management Process
- Planning
- Managing
- Evaluation and Goal Setting
Performance Management at GPC

Performance Management Training

Performance Conversations
Information Gathering
Recognition
Feedback
Enhance/Improve Performance

Supervisor's Role in Communication and Recognition
Team communication
Day-to-day feedback and recognition
Optimism and emotional intelligence

Performance Management Overview

Goal Setting and Accountability
Employee strategic goals
Personal development goals
Holding employees accountable

Improving Problem Performance
Coaching for performance improvement
Plans/goals for improving performance
Disciplinary action
The Secret of Successful Organizations

- Install accountability on the front end to
  - Nurture better relationships
  - Eliminate surprises
  - Increase job satisfaction and job performance
  - Improve productivity and effectiveness

The Power of Intention

- Focus on helping individual perform at a higher level.
- Focus on helping the individual succeed.
- Remember the role of the coach is to help the individual and the team succeed!
Advantages of Frontloading Accountability by Setting Goals and Expectations

- Performance increases.
- Resources better allocated when everyone knows their role.
- Job satisfaction increases.
- Trust grows and relationships are strengthened.
- Outcomes improve qualitatively and quantitatively.

Clear Expectations
Clear Expectations

- Paint a picture.
- Are measureable.
- Clearly understood by receiver and sender of request.
- Replace ambiguity with specificity.
- Paint a Picture-ACTIVITY

SECTION TWO

GPC Strategic Plan
GPC Strategic Plan

- We will strengthen student success.
- We will create and foster a culture of teamwork, leadership, quality service and continuous improvement.
- We will enhance the economic, social and cultural vitality of our communities.
- We will expand access and enrollment capacity.

PEAR Institutional Effectiveness Model—How Everything Fits Together at GPC

- PLAN-Establish college priorities and goals linked to vision and mission. Establish department, unit and discipline goals linked to college priorities.
- EXECUTE-Deliver programs and services.
- ASSESS-Assess goal achievement.
- REFLECT-Analyze and use results to plan further improvements. Make changes as required.
GPC Unit Plans/WEAVE Online

- Goals
- Outcomes/Objectives
- Measures and Findings
- HANDOUT

Functional Competencies

- Competency is behavior/skill required for success.
- Functional competency is behavior/skill related to job type or department.
- Competency establishes expected behavior/skill level.
- Examples of functional competencies HANDOUT
SECTION THREE

Goals

Strategic Goals

- Aligned to support the strategic plan.
- Based on the goals of the department/work group.
- Specific tasks and activities.
Personal Development Goals

- Enhance knowledge, skills, abilities and behaviors.
- Improve work performance in current role.
- Enhance ability to compete for future opportunities.
- Aligned with a competency or a core value.
- Improvements result from reading, taking classes, attending seminars, hands-on practice, project or task team work.

Setting Goals

- Descriptive title
- Identify results
- Include measurement criteria to determine successful completion
- Date expected to be completed
- Indicate which competency, core value or strategic goal it supports
Getting Specific

- Date and time specificity creates clarity.
- Deadline is when work is due.
- Timeline is when the work will get done.
- Timeline is more important than deadline. Time management is critical.
- Include relevant information and details.
- Paint the picture of the outcome.

Clear Expectations Through SMARTER Goals

- S-Specific-break down into specific pieces
- M-Measurable-quantitative or qualitative way to identify change or improvement
- A-Attainable-resources, materials, skills, time available
- R-Results Oriented and move us closer to the outcome or goal. Aligned with the strategic plan. Describes what the process or service will look like and/or how the customer will be impacted after the goal is complete.
- T-Trackable and Time-oriented-set milestones/follow up dates and expected completion date
- E-Ethical-Legal, moral and in alignment with core values
- R-Recorded-Record or persons should be in place from which/whom the employee may seek guidance.
- Create a SMARTER Goal PRACTICE ACTIVITY
Ensuring Clear Expectations

- Determine if individual can reflect the essence of what you said.
- Ask “How do you interpret what I just said?”
- Ask “What does this look like to you when it is done?”
- Clear Expectations PRACTICE ACTIVITY

Establishing Ownership

- Each task has one owner.
- Buck stops with project owner (manager) even if you delegate every task.
- Model ownership yourself.
- Competency first, bandwidth(time) second.
ACCOUNTABILITY

Moving Strategy to Reality

- Willingness to accept responsibility for one's actions
- Commitments that “in the eyes of others” have been kept.
- Continually asking “How am I doing?”
- Sender and receiver provide crystal clear expectations. Both are responsible.
- About high performance not fear or stress.
Creating Accountability

- Clear expectation
- Getting specific
- Establishing ownership
- Going public

Going Public/Sharing Accountability

- Accountability begins when someone else knows about task.
- Establish accountability partner to check-in.
- Accountability goes upstream and downstream.
- Go first and share your commitments with others downstream.
- Communicate the truth (with tact and diplomacy!) upstream.
- Accountability builds relationships. Develop relationship capital in good and bad times.
What to Ask When Things Go Wrong

- Did I communicate clear expectations?
- Did I include the right people in initial discussions?
- What could I have done better?
- Continuous Improvement PRACTICE ACTIVITY

Follow Up Techniques for Enhanced Accountability

- Schedule tasks/actions as meetings on your calendar and commit to them like other meetings.
- Use calendar tool in Windows to document dates to check in or track progress.
- Review the timeline periodically to ensure it is still reasonable.
- Share accountability by checking in and encouraging/coaching between milestones.
- Develop relationships.
- Use the language of specificity.
The Manager’s Role in Accountability

- Frontload expectations with clear expectations, clear dates/times, clear ownership and shared understanding.
- Use your power to focus on the solution (reverse a negative direction).
- Look in the mirror and self-evaluate.
- Align thoughts and feelings with desired outcomes/goals.
- Model what you wish to achieve.

The Sky’s the Limit!
Next Steps

- Develop list of preliminary goals for yourself (without detail today-add detail when get back to office)
- APPLICATION ACTIVITY
- Develop goals with your team/team members.
- Review your calendar-How did recent commitments compare to language of specificity?
- Make corrections where specificity is lacking-add missing information and details; paint the picture of a successful outcome.
- Share your commitments so others can hold you accountable.
- Model accountability with others.

Something to Think About

Start a crusade in your organization-Have the courage to learn, the vision to lead and the passion to share.

Winning with Accountability
Henry Evans, Dynamic Results