


“If you’re looking for new ways to drive accountability and improve individual and organizational performance, read this book.”

– Daniel Pink, author of *Drive* and *To Sell Is Human*

Accountability



The Key to
Driving a
High-Performance
Culture

GREG BUSTIN



A Soundview
Executive
best
business
book

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GREG BUSTIN brings clarity to the murkiest, thorniest issues that stand between average results and exceptional performance.

As a sought-after consultant and speaker, Greg works with CEOs, presidents, partners and leadership teams throughout the U.S., Australia, Canada, New Zealand and the UK delivering private workshops and leading strategic planning sessions.



He helped turn around the Dallas office of an international consulting firm, leading it to unprecedented levels of success before founding his own management consultancy in 1994...so he's walked in the shoes of CEOs and made plenty of tough decisions. Greg has worked with leadership teams at a Who's Who list of companies, including Burger King, Fujitsu, OGE Energy Corp., PepsiCo, Prudential, Nucor, Quaker and Trammell Crow Company. He's dedicated his career to working with CEOs and their leaders and has led more than 200 strategic planning sessions that combine passion, pragmatism, humor and tough love to equip leaders to achieve immediate, tangible and sustainable performance improvement.

Greg's views about leadership have been published in *The Wall Street Journal*, *Chief Executive*, *Fast Company*, *Forbes*, *Inc.*, *Investor's Business Daily*, *Leader to Leader*, *Texas CEO* and other major publications. He is the author of four books. ***Accountability: The Key to Driving A High-Performance Culture*** (McGraw-Hill) was selected by Soundview as a Best Business Book, and Dan Pink, bestselling author of *Drive*, says, "If you're looking for new ways to drive accountability and improve individual and organizational performance, read this book."

When Greg's not consulting, speaking, coaching or writing, he enjoys music, football and wine...usually not at the same time. His wife Janet is the former president of the Dallas office of DDB Worldwide, and their daughter Jordan is following in her mother's footsteps at ad agency Leo Burnett in Chicago.

Follow Greg on LinkedIn, @GregBustin, or contact him at 214.720.3707 or at greg.bustin@bustin.com.

Driving high performance

- What's the best work team experience for you ever?

- What was the team's mission?

- What were the characteristics of this team?

Addressing under-performance

➤ Performance issue _____

➤ Name of under-performer _____

1. _____.

2. _____.

3. _____.

4. _____.

5. _____.

?

?

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A new way to think about accountability

Accountability is not punishment: _____

Tracking performance is not micromanagement: _____

Accountability answers an essential question: _____

The keystone of each of the Seven Pillars of Accountability: _____

7 Pillars of Accountability™

Character

Our values are clearly defined and communicated. Values shape our character: We do what's right for our customers, employees, suppliers and investors...even when it's difficult.

Unity

Every employee knows and supports our mission, vision, values and strategy and knows their role in helping to achieve them.

Learning

We are committed to continuous learning so we invest in ongoing training and development.

Tracking

We have reliable, established systems to measure the things that are most important to us.

Urgency

We make decisions and act on them with a sense of purpose, commitment and immediacy.

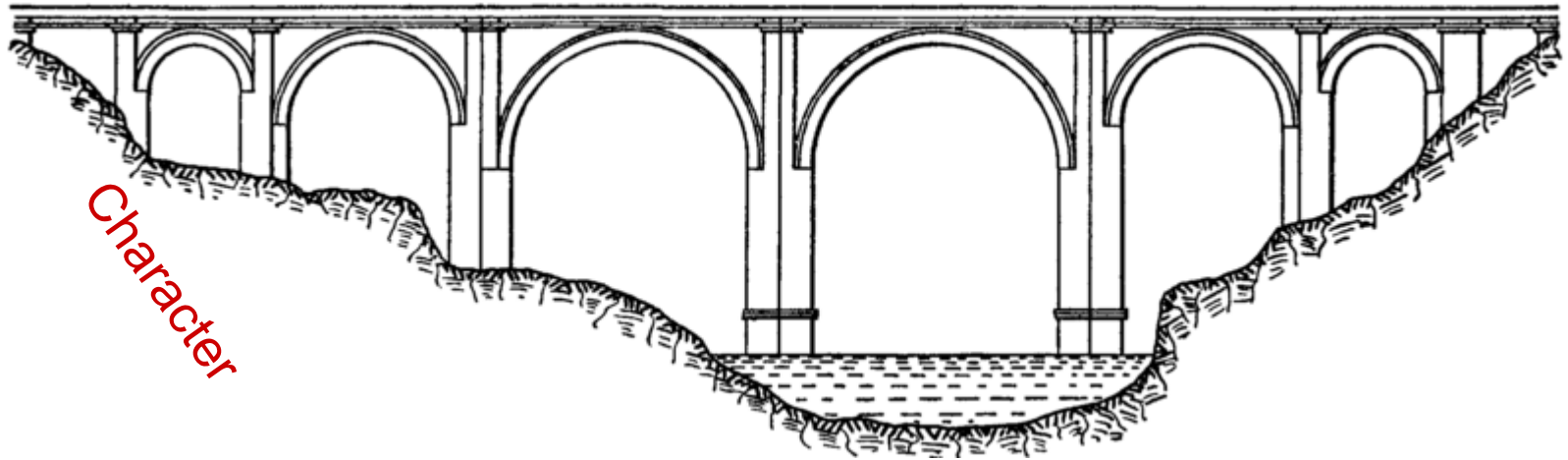
Reputation

We watch results to reward achievement and address under-performance, earning us a reputation – internally and externally – as an organization whose behavior matches our values.

Evolving

We continuously adapt and change our practices to grow our marketplace leadership position.

7 Pillars of Accountability™

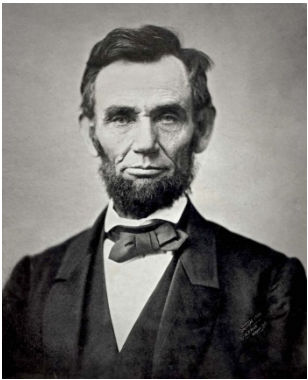


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Accountability insight

Character – leadership challenge

Take a fresh look at our values

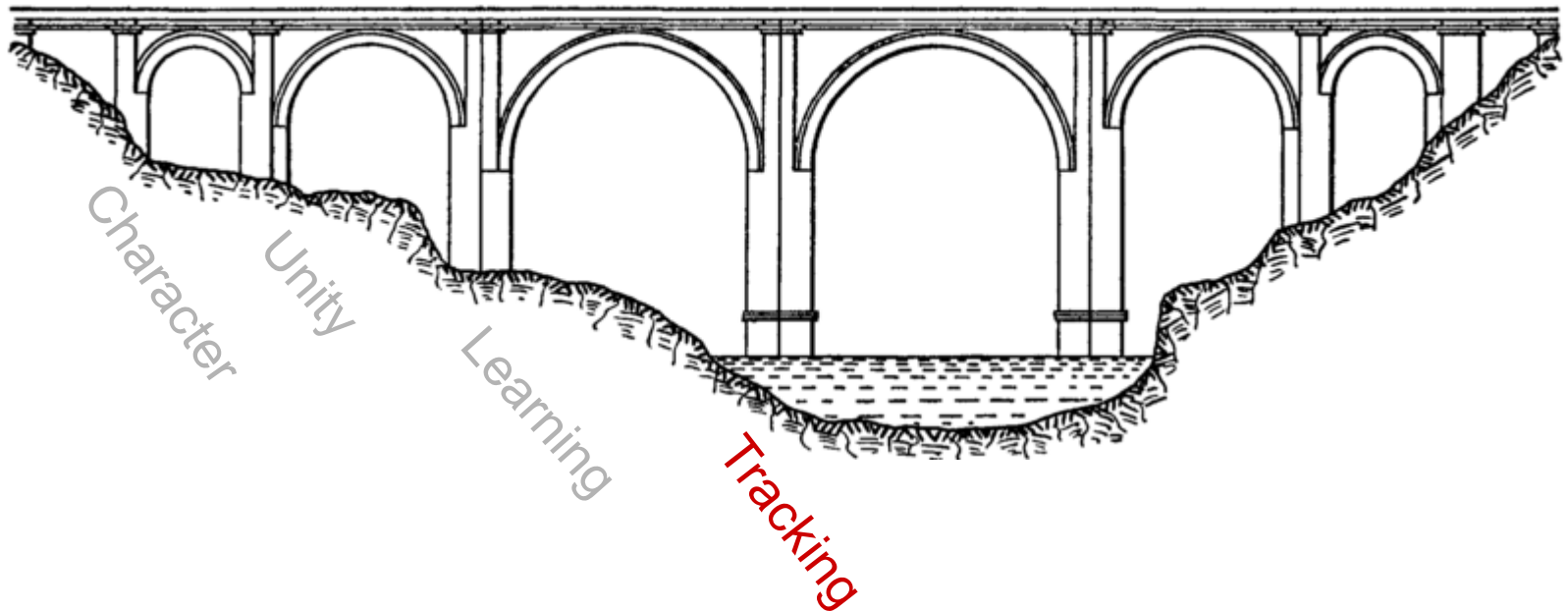


“Nearly all men
can stand adversity,
but if you want to test
a man’s character, give
him power.”

~ Abraham Lincoln

1. Are they meaningful?
2. Are they memorable?
3. Are they measurable?
4. Do they provide clear insight about how we win?
5. Do they reflect our real behavior?
6. Are they in writing for all to see?
7. Do they provide clear guidance for our decision-making?

7 Pillars of Accountability™



We have reliable, established systems to measure the things that are most important to us.

Accountability insight

Tracking – leadership challenge

Make performance visible

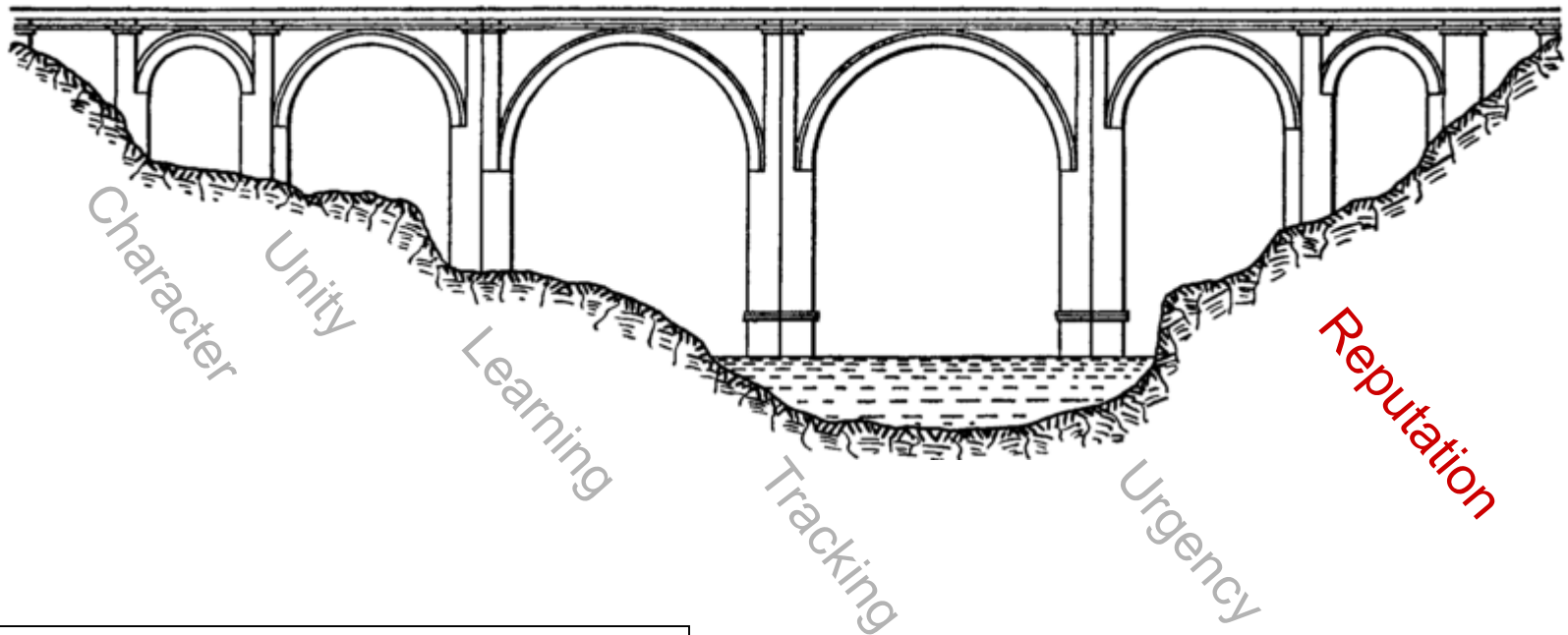


“Facts do not cease to exist because they are ignored.”

~ Aldous Huxley

1. Are we measuring what matters?
2. What soft indicators (speed of decision-making, fun, pride, etc.) should we consider tracking?
3. Do our systems convert data into timely, accurate and actionable information?
4. How do our people connect what they're doing to what we're measuring?
5. Have we established checkpoints to track progress in the life of a task or project?
6. Do we set deadlines...or guidelines?
7. How do we communicate organizational performance? Individual performance?

7 Pillars of Accountability™



We watch results to reward achievement and address under-performance, earning us a reputation – internally and externally – as an organization whose behavior matches our values.

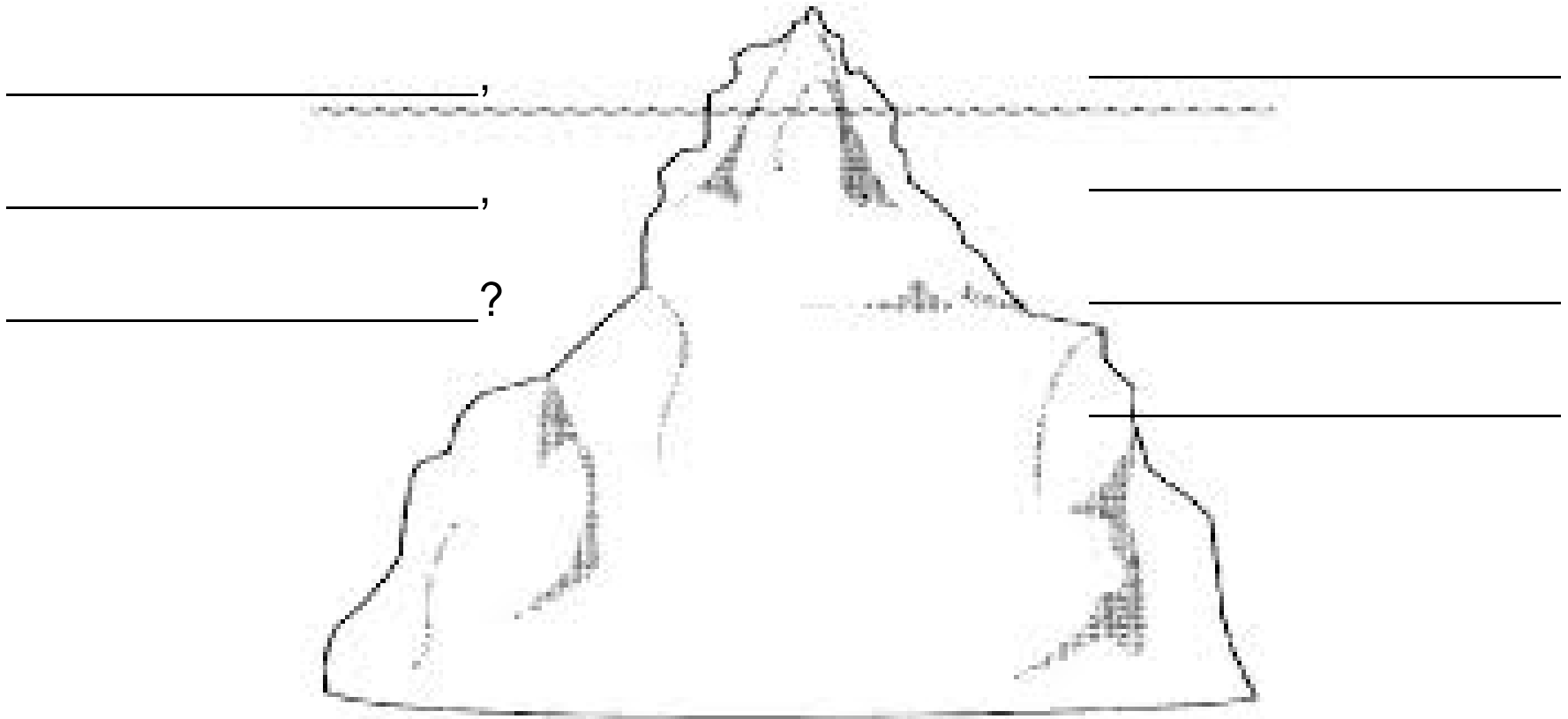
Accountability insight

7 Questions to Ask and Answer

1. How important is this person to the organization?
2. Is this person capable of doing what is required to get his or her performance back on track? [skill]
3. Is this person willing to do what is required to get his or her performance back on track? [will]
4. How much of my time am I willing to invest?
5. How much of the organization's time am I willing to invest?
6. What's my Plan B?
7. How committed am I to executing the "If/Then" contract?

Your conversations with underperformers

What do they



Iceberg conversations

- ➡ “How would you describe the situation?”
- ➡ “What am I – your supervisor – missing?”
- ➡ “Are the expectations clear?”
- ➡ “If you could do it again, what would you do differently?”
- ➡ “What’s does top performance look like?” “Have you done your best?”
- ➡ “What’s the impact of your performance on the organization?”
- ➡ “What’s *your* plan for getting your performance back on track?”
- ➡ “What’s your first step?”
- ➡ “If you were me, what action would you take?”
- ➡ “What can I do to help you achieve the expected result?”

All players must understand established standards and expectations.

All leaders must measure performance against those standards.

Reputation – leadership challenge

Address performance consistently



**“Many a man’s
reputation would
not know his character
if they met on the street.”**

~ Elbert Hubbard

1. Does our reputation inside the organization match our reputation outside?
2. How do we celebrate milestones and victories?
3. Does everyone know the difference between a mistake and under-performance? How do we respond to each?
4. What’s our process for addressing under-performance? Is it clear? Consistent?
5. How much time am I willing to invest in an under-performing employee? How much time can the organization afford to invest in an under-performing employee?

Free Tools + Recommended Reading

Free tools and articles at www.bustin.com/resources including:

- Migration Chart™ (a one-page planning and accountability template)
- Identity Pyramid™ (a one-page exercise to confirm your firm's focus)
- 7 Fs (a one-page personal goal-setting guide encompassing 7 significant areas of life)
- “Leading With Questions” by Greg Bustin (*Leader To Leader*, Winter 2015 issue)
- “Cultural Malware” by Greg Bustin (*Texas CEO*, January-February 2015 issue)

Recommended reading:

- *Lead The Way: Charting A Course to Win* by Greg Bustin (Wheatmark, 2008)
- *That's A Great Question* by Greg Bustin (Wheatmark, 2011)
- *The E Myth Revisited* by Michael Gerber (Harper Collins, 1995)
- *Managing for Results* by Peter Drucker (Harper Collins, 1964 and 1986 [revised])
- *Small Unit Leadership* by Col. Dandridge Malone, USA (Retired) (Presidio Press, 1983)
- *Plain Talk: Lessons From a Business Maverick* by Ken Iverson (John Wiley & Sons, 1998)
- *Five Dysfunctions of a Team* by Patrick Lencioni (John Wiley & Sons, 2002)
- *Man's Search for Meaning* by Viktor Frankl (Beacon Press, 1959, 2006)
- *Drive: The Surprising Truth about What Motivates Us* by Dan Pink (Penguin, 2009)
- *Winning Every Day* by Lou Holtz (Harper Collins, 1999)