



## My Boss Sucks At Accountability: Now What?

CEO to CEO Inc.

By Robert Sher

Some act like this.....



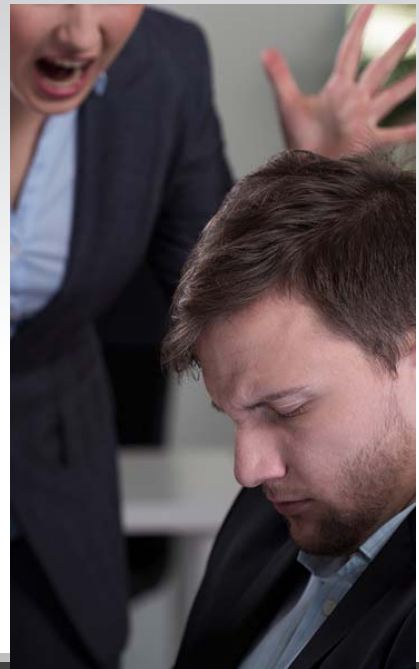
When we know the situation is this....



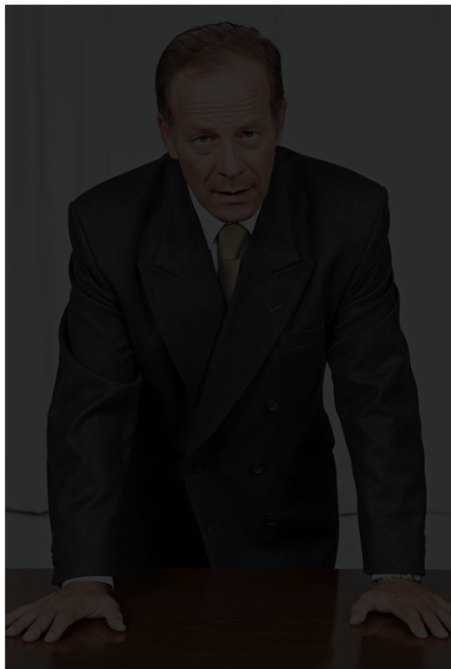
When few are accountable, *It is often left to one.*  
*How can they compete?*



Is this the accountability  
 we want?



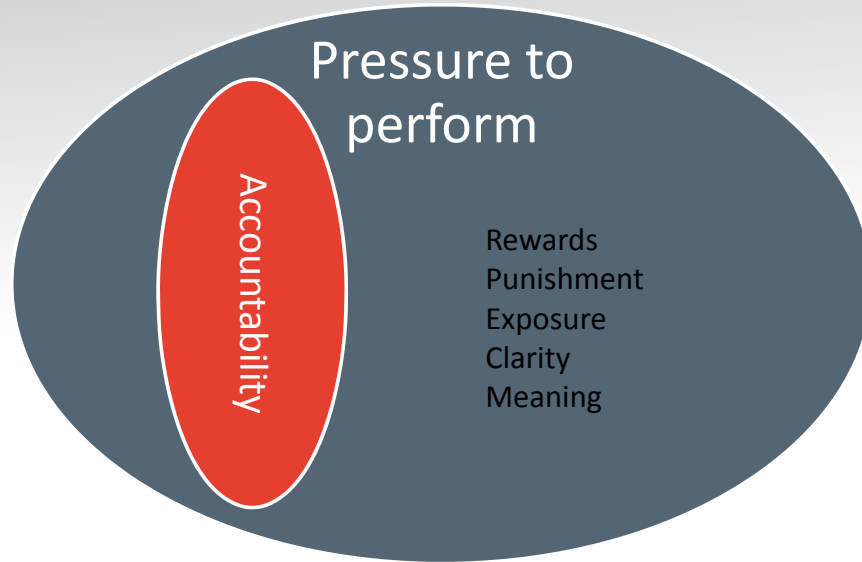
# Common Approaches



**The Real Driver of Performance:**

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## Levers for Performance



**Would You Let This Team Down?**



## Do You Truly Have A Team?

### Group or Team?

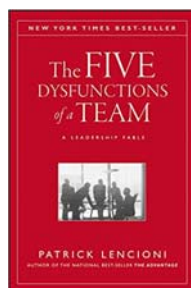
**Teams have:**

- 1. An express, common goal.
- 2. They work shoulder to shoulder.
- 3. When one fails, they all fail.





## Do They Trust Each Other?



Trust precedes helping

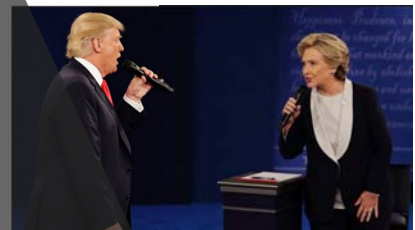
## Do They Engage in Constructive Conflict?

### Silence rarely becomes commitment

- Silence is not agreement.
- Disengagement becomes apathy or resistance.
- The goal of conflict is not consensus.
- Conflict and discussion does take time.
- Conflict is scary; many fear it.
- Silos create lack of broad business knowledge.



**Conflict doesn't  
need to be this!**



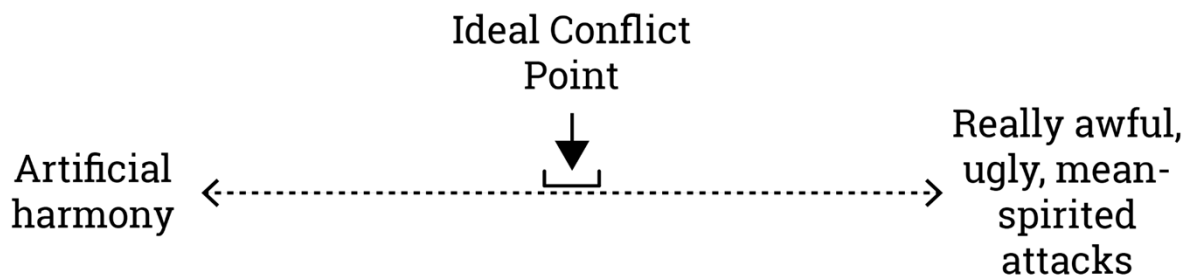
**Conflict finds  
strongest ideas**



- RULE 1: Refuse to Use Destructive Conflict Tactics
- RULE 2: Choose to Gain the Skills to Conflict Constructively
- RULE 3: Focus on Feelings First, then Move to the Specific Issue
- RULE 4: Focus on One Issue at a Time
- RULE 5: Identify Patterns of Behavior that Reveal Root Cause of Issue
- RULE 6: Think Win/Win
- RULE 7: Learn to Calm Yourself
- RULE 8: Learn to Calm Your Partner
- RULE 9: Be Congruent in Your Communication
- RULE 10: Seek Closure and to Resolve the Specific Issue ASAP



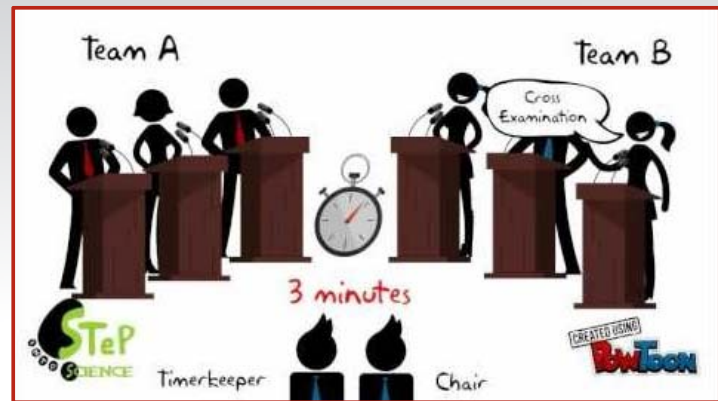
## 10 Rules for Constructive Conflict



## Lencioni's Conflict Continuum

## Good Debate Has Structure

- A defined topic
- Advanced study, fact finding
- Time-bound
- Rules of engagement
- Cross and rebuttals



**The Holy Grail: True Team Commitment**

Clarity

## Does Everyone Know *Who Will Do What by When?*

### Operational Plan

Plans clarify and individualize commitment

**Planning Unit: ERC**

**Mission**

Within the next 3 years grow ERC into a 40 person, \$1 million revenue business, including consulting and CMP, providing environmental permitting & reporting, water, noise, vibration, odour analysis, abatement and compliance consulting services to clients in commercial, industrial and institutional sectors.

**Objectives**

- Achieve 2016 revenues of \$4.0M up from \$3.0M, including Consulting and CMP.
- Achieve 2016 Noise Revenues of \$140K.
- Earn Net Income in 2016 of \$450K up from \$100K.
- Achieve 2016 gross margins of 37% up from 31%.
- Increase average number of new accounts setup per month by 10% by August 1, 2015.
- Increase utilization in 2016 to 57% up from 52% by May 1, 2016.
- Increase satisfaction scores to 90% for external customers.
- Achieve 10 BD activities per month starting November, 2015.

**Strategies**

- Engage all employees through increased awareness of business performance.
- Improve efficiency and throughput by focusing on functional roles.
- Align BD with ERC strengths.
- Integrate with other Pinchin groups via shared best practices in BD and cross-selling.
- Be sales focused through employee training and communication.
- Increase ERC Best Workplaces average overall scores to 90% in 2016 up from 85%.

**Action Plans**

- Implement a new structure to deliver better business results by May 1, 2016.
- Implement a succession plan for ERC by May 1, 2016.
- Formalize a process to support regions implementing ERC services by September 1, 2015.
- Implement a plan to increase business development and market intelligence by May 1, 2016.
- Execute a plan to organically grow ERC acoustic services by May 1, 2016.



### Roadmap: *1 per leader*

1. Future state
2. Why we exist
3. KPIs
4. Operational strategies
5. Projects

## Client Example: Operating Plan Portal

One Page Plans									
My Plan	All Plans	Scorecards	Progress Reports	Status	Point,Click,Plan!	Help	Log Out	My Plan	All Plans
Scorecards	Progress Reports	Status	Point,Click,Plan!	Help	Log Out	My Plan	All Plans	Scorecards	Progress Reports
Company 2016									
Manitoba	NE Ontario	SW Ontario	GTA-BBE	GTA-EDR	GTA-ERC	Tech Serv.	Bus Dev	Support Serv.	
-Mould & Haz -Environ D&R -Building Sci -Kenora -Sales	-Ottawa -Kingston -Sudbury -Sault Ste M	-GHA Region -GHA EDR -GHA HAZ -GHA MLD -WAT OHS -SWO PAR -SWO EDR	-Hazard Mat -Mould & Air -Haz Mat/Rad -Occup H & S -Peterborough -Bldg Science	-Remediation -Due Dillgnc -Insurance	-Compliance -Environment -Emission R/C	-Asbestos -Microbiology -Bldg Science -Mould & Air -Environ D&R -Hazard Mat -Prop Cond -Radon -Emission R/C -Occup H & S		-Human Res -Fin & Admin -Systems Supp -Bus Process	

**Will They Hold Each Other Accountable?**



## Accountability starts with Helping

### Regular Meetings: Where Teams Ensure Accountability

- **Monthly presentation** of each leader's results, visible to full leadership team. Includes budget results.
- **Integrated readjustments** only when essential.





## Each Action Plan has a progress report each month

**Progress Reports: GTA-ERC**

ONE PAGE PLAN

My Plan | All Plans | Scorecards | **Progress Reports** | Status | Point, Click, Plan! | Help | Log Out

Linda Dri M

**Progress Report Summary**

**#1: Implement a new structure to deliver better business results by May 1, 2016.** [View History](#)

**September - GREEN** - Last Updated: 08-Oct-2015 **25% Complete**

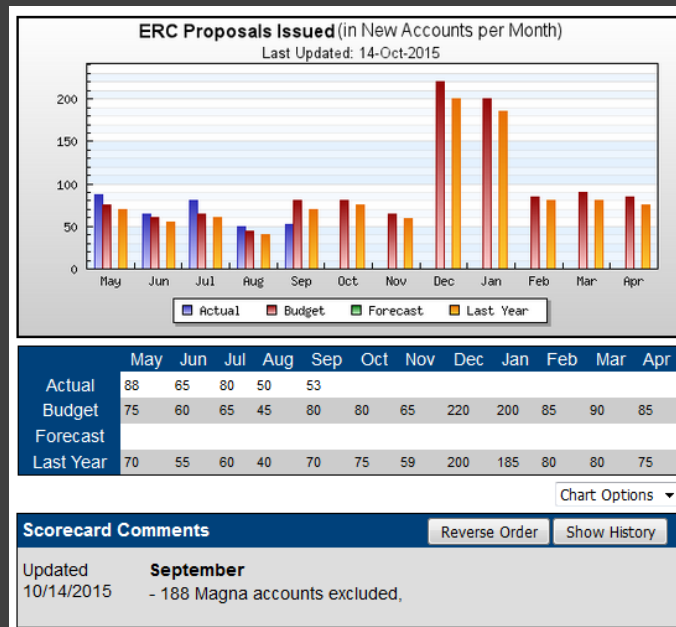
- design of reorganization complete
- discussions with HR complete
- update / feedback from ERC management complete
- draft job descriptions complete

**#2: Implement a succession plan for ERC by May 1, 2016.** [View History](#)

**September - GREEN** - Last Updated: 08-Oct-2015 **10% Complete**

- reorg plans for Phil and Mike to take on a coaching position within ERC
- key staff in the process of being chosen as part of the new structure

Each  
Objective/KPI  
has a graph  
and a comment



## Accountability to the Team: Peer Pressure

- Observing shortfalls
- Asking why
- Discussing options/solutions
- Requesting help
- Giving help
- Asking for more effort, better results

All this, even before the boss arrives!



## But My Boss Doesn't Get It

- 
- Do this with your own team
  - Choose smaller projects with peers who do get it.
  - Get a coach for your boss
  - Get a new boss





## Summary

- Accountability comes from the team; the boss is backup.
- Be sure you truly have a team, not a group.
- Build vulnerability-based trust, so team members will ask for help.
- Indulge in productive conflict to gain commitment & passion for success.
- Create clarity and exposure for each team member.
- Review progress and hold each other accountable in a supportive manner.

## What is your next right step?

*"Knowledge without action is futile." -Abu Bakr*

**Complimentary 60 minute consultation**

*No expectations / No obligation / No cost*

Agenda:

1. ID your biggest challenge/opportunity
2. Focus in on the best strategy to address it.
3. List and choose the tactics that will make a difference.
4. Choose the right next steps to take now.

We enjoy helping eager, pro-active leaders who seek to turn the knowledge gained in this presentation into action, but we have limited capacity to do so. If you want to do this work with us at no cost or obligation, call or e-mail Preety *before end of business on the day you participated in this session* to schedule your meeting: [p.adams@ceotoceo.biz](mailto:p.adams@ceotoceo.biz) / 925-817-8969

## Wrap Up



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## Our Services

- **CREATING A LEADERSHIP TEAM THAT WORKS POWERFULLY TOGETHER**  
*We help you think through changing your leadership team to be higher performing.*
- **IMPROVING STRATEGIC AND OPERATIONAL PLANNING**  
*We help companies develop strong planning processes, to both guide and operationalize strategy.*
- **FACILITATING OFFSITE, RETREAT, AND BOARD MEETINGS**  
*We help you plan the event to ensure everyone gets heard and the meeting produces tangible, actionable outcomes for the business.*
- **BUSINESS COACHING: MAKING BETTER DECISIONS FASTER**  
*We often act as the personal coaches to the CEO and to executive team members.*
- **GETTING EQUITY PARTNERS ALIGNED**  
*We help you align objectives around common goals.*
- **SUCCESSION PLANNING AND OWNERSHIP TRANSITIONS**  
*We help you ensure a smooth transition from one leadership stage to the next.*
- **BUYING AND SELLING COMPANIES**  
*We coach you through acquisitions and exits.*