

# The GSC Advantage

## Personal Accountability

Every place I go, if I'm in an organization long enough, I'll hear people lament about the lack of accountability. Specifically, I hear things like: "They just don't seem to care enough, I guess." "Those action items never get done - I don't know why we even identify them." "I have trouble getting people to be committed to achieving the things they are responsible for." "Everyone wants to blame someone else - it is never their responsibility."

These comments come from every level, and they are referring to people both above them organizationally, as well as those that may work for them. In other words the concern is widespread and includes everyone.

People are concerned because a lack of accountability is frustrating, but they also know that tremendous productivity and efficiencies can be gained when more people are accountable for completing their tasks, commitments and expectations.

Accountability is an important thing.

Unfortunately, inherent in most all of the comments above and in the many conversations I've had is that people think the accountability gap is about someone else. "They" aren't accountable. "They" need to improve. The focus is on fixing the behavior of others.

While this might be true, this is the wrong place to put the focus, at least at first.

Take a Look in the Mirror

If you want greater accountability around you, start by being more accountable yourself. If you want to engender and create greater accountability in those around you, you can start by being a good role model. You can be 100% accountable yourself.

Being accountable is about figuring out how you can make things better. Other people's actions aren't in your control, and many events aren't in your control either, but your response to these situations and events is completely in your control. You can choose to be 100% accountable and responsible for your response.

Kevin Eikenberry, [Personal Accountability](#)



# Team Accountability

Why is accountability so important?

Accountability is an odd thing. Many workers do their best to avoid it because it has often been used as ammunition for blame or punishment. The truth is that accountability is unavoidable. In the workplace everyone is accountable to someone. In a traditional organization workers are individually accountable to their bosses. In a high performance organization, team members are individually accountable to each other and mutually accountable to their customers. But rather than a negative force, research indicates that holding people accountable for their results has very positive effects: greater accuracy of work, better response to role obligations, more vigilant problem solving, better decision making, more cooperation with co-workers, and higher team satisfaction - in short, higher overall performance.

[The Accountability Hot Potato](#)

# Organization Accountability

A new, more encompassing framework of accountability is needed. In today's environment, accountability should mean:

*earning and maintaining stakeholders' trust by using the resources entrusted to the organization to effectively and efficiently deliver results that matter.*

If organizations are to achieve this, accountability must permeate the culture at all levels of the organization. Being accountable must be more than a series of agenda items to be ticked off or just the responsibility of the Board and CEO/Executive Director. It becomes a way of working and should affect the way the organization is:



- governed and managed;
- forms partnerships, structures policies and systems;
- allocates and accounts for resources;
- engaging stakeholders.

[Culture of Accountability](#)

