



Guide to Assessing Accountability in Your Organization

Purpose

You have a plan, now you need to ensure the right people are in the right roles so you can execute and meet goals. Each member of the executive or management team should complete this chart with who they think is accountable for key functions of the business. You should also indicate how progress is measured and what are the anticipated outcomes. Ideally, you'd complete this either before or after your strategic planning session.

You'll likely see different people have different ideas of who's accountable for what and that should start a productive conversation around organizational accountability. Doing this exercise takes assumptions out of the equation and identifies roadblocks to execution.

Bottom Line

Make sure the workload is spread evenly with one person accountable for each item. When decisions are finalized, share this with the entire team.

This should be transparent and accessible to all in a central location like your Align strategic tools.

Source: *Mastering the Rockefeller Habits 2.0 Scaling Up*, Verne Harnish

Now What?

Take action if you notice one or more of the following scenarios:

No one is accountable for a function

This isn't necessarily a call to action to start the hiring process. Consider all available company resources and assess if someone internally—not necessarily in management—can take the lead on monitoring and reporting on this function. If not, then maybe it's time to outsource or consider new resource options.

One individual is accountable for more than three functions

Being multi-faceted comes with the territory of working at a scaling company. But if one name shows up more than three times, one of their accountabilities won't get the support it needs. Not to mention burnout. Each person should have no more than two to three functions.

More than one individual is accountable for one function

Only one person can be truly accountable. When you attempt to "share" accountability it creates confusion, room for assumptions and no one knows who to go to when problems arise. Things will get overlooked.

Definitions to Consider

Accountability:

one person that oversees, monitors and reports on progress of a given function. He/she is the owner of the function and should be sounding the alarm when things are at risk.

Key Performance Indicators (KPIs):

these are leading indicators that track the health of your day to day functional performance. This is what drives your results. Make sure the person accountable has the skillset to deliver on the KPI.

Results/Outcomes:

results are often line items on your financial statement, but they don't always have to be. Examples of results can be revenue, expenses, sales targets or website conversions.

