

Managers can hold employees accountable by building accountability actions into their daily schedule, such as providing timely feedback and measuring progress toward goals.

But ownership is not something that managers can demand. It's intrinsic, rather than extrinsic like accountability. Employees choose whether to own their work, their department's goals and their organization's mission.

An insight into Accountability

The accountability system is used to ensure that all employees understand what their managers expect from them, what excellence looks like in action, how they are performing against their targets. Managers hold employees accountable so projected results are met. They do this through a system of actions including:

- Clarifying and aligning roles – ensuring that the right people are doing the right work.
- Defining, communicating and describing expectations so that all employees know what excellence looks like

in terms of performance and behaviors.

- Providing timely, candid, and clear feedback about how employees are performing.
- Measuring work and processes against the highest priority goals. Great metrics tell people the score.
- Evaluating employees periodically to give them a good picture for their overall contributions to the organization and to define development plan items.
- Rewarding performance and outcomes that are in alignment with your expectations and definitions of excellence.
- Recognizing great effort and work, including excellence in teaming and collaboration.
- Providing meaningful consequences for performance that continues to not meet standards.

In summary, accountability is a safeguard to financial and productivity goals; a mechanism that is best utilized as a navigating tool or periodical health check. The fault with the accountability system is that when poorly utilized (only managing tool), it

can systematize work and condition working behaviors to simply comply with reporting metrics that in no way represent or secure long-term growth for the organization. Your employees can become disengaged and turn into executors that don't think for themselves, a piece of the puzzle. Eventually they'll leave the organisation.

An insight into Ownership

Ownership is not something that managers can demand – employees choose whether to OWN their work, their department's goals, and their organization's mission. Managers need to create a work environment that improves the likelihood of high employee engagement and ownership. Employees choose to feel and display ownership. Ownership happens when employees give discretionary effort and put 100%+ to a task. These moments transcend the basic employee-employer relationship and show a higher level of connection and commitment. You cannot force ownership to happen, but you can create an environment where ownership is more likely to flourish. Elements of the ideal environment include:

- Challenging work and interesting problems to solve.
- Connection to the work, the team, and/or the industry/organization.

Stronger connections are those that bring people together.

- A feeling of being cared for. Managers who show they care and make their employees feel special will earn more employee ownership.
- Collaboration and partnership. When people work together to seize an opportunity or solve a problem, they tend to engage and feel more pride for their work (increasing connection, too).
- Opportunities to grow as a person and in a profession. Your employees want to feel like they are expanding their skills and staying up to date in their chosen field.
- Autonomy to make choices that affect their work.
- A feeling that their work has meaning and is important to the

organization.

- Work and workplaces that are fun and lighthearted.

Managers can improve ownership by creating a workplace that is intrinsically collaboratively. The level of engagement in these organisations are generally quite high, employee turnover quite low and leadership material is plentiful. Strategy is discussed openly at all organisational levels and business acumen and experience is a much valued asset.

In Summary

The goal is to have a balanced approach but as a leader, which ever your style may be: **Don't ever stop inspiring others!**
