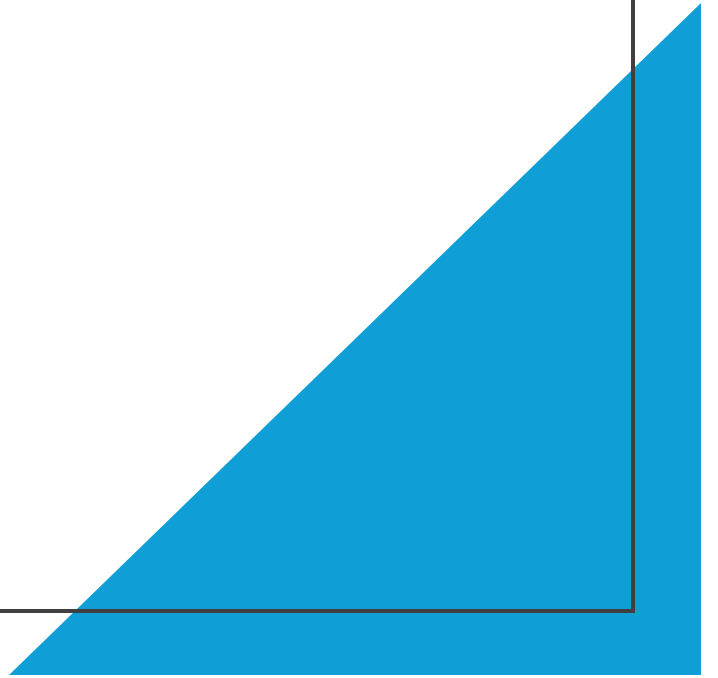# Operational Excellence: Why Accountability Beats the Org Chart Every Time

@Pete Connor

1. Introduction: Shifting Philosophy for Operational Success

- Personal anecdote: The impact of an inspiring leader and a pivotal book on operational efficiency.

- Goal: Eliminate obstacles to fast flow approach to workforce management and process improvement, rooted in accountability over traditional hierarchy.
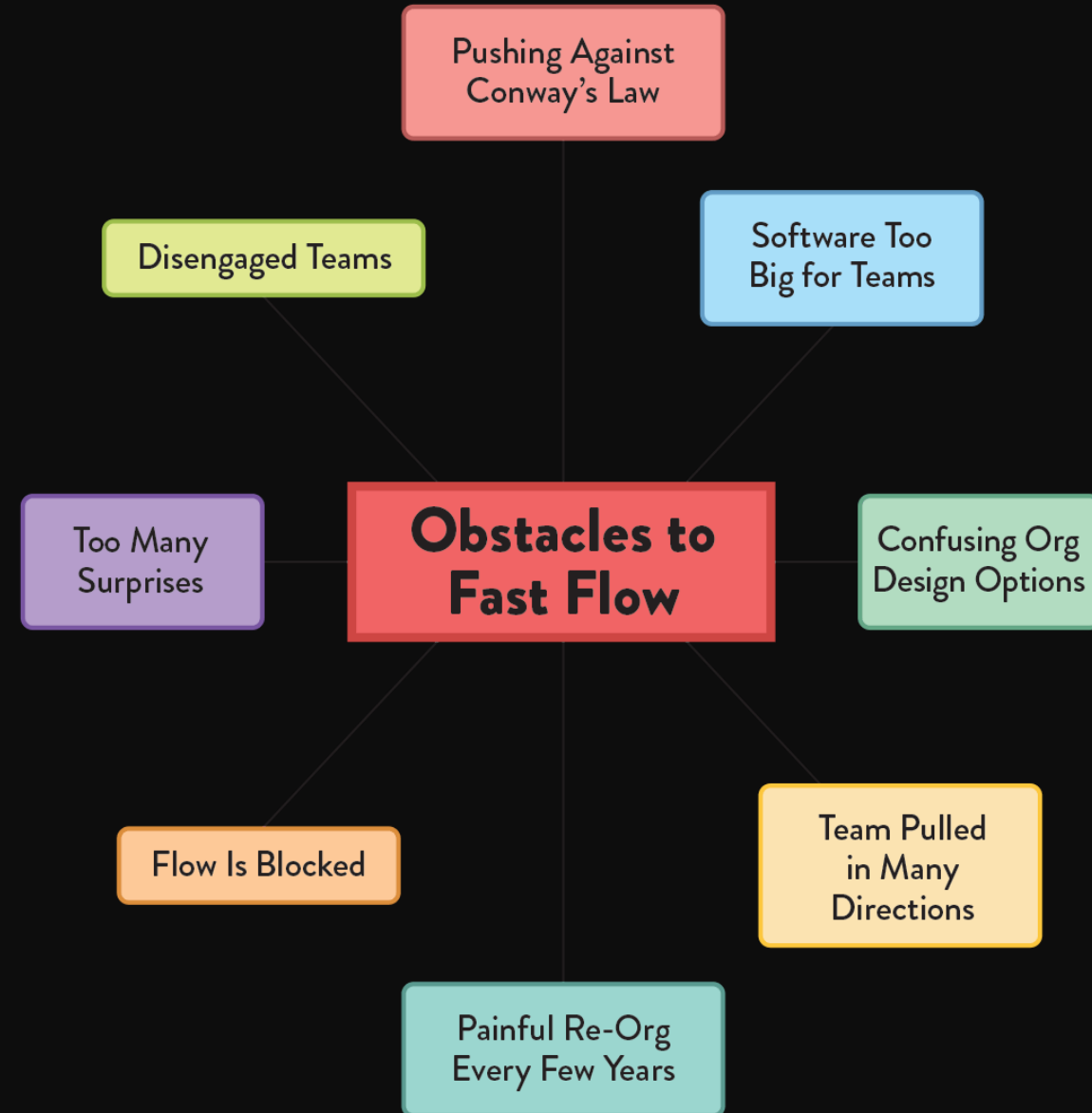
2. The Problem with Traditional Org Charts

- **Visual Hierarchy**: Traditional org charts are cluttered and only shows who reports to whom. They do not drive results.

- **Question**: How often do org charts help in day-to-day operations?

- **Key Insight**: It's accountability, not hierarchy, that drives success.
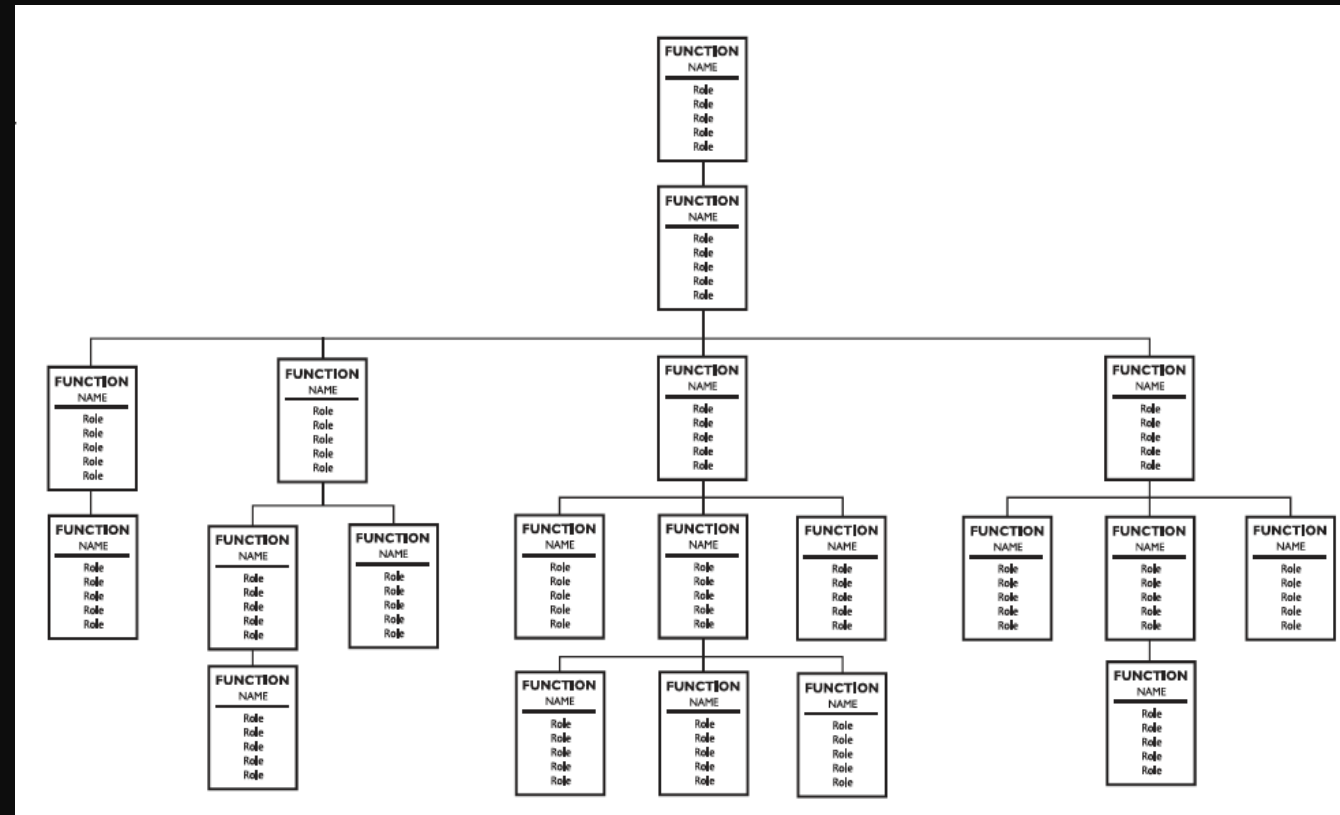
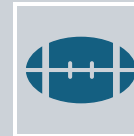# 3. Accountability Over Hierarchy: Focus on Functions, Not Titles

The Accountability Chart
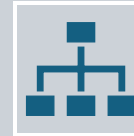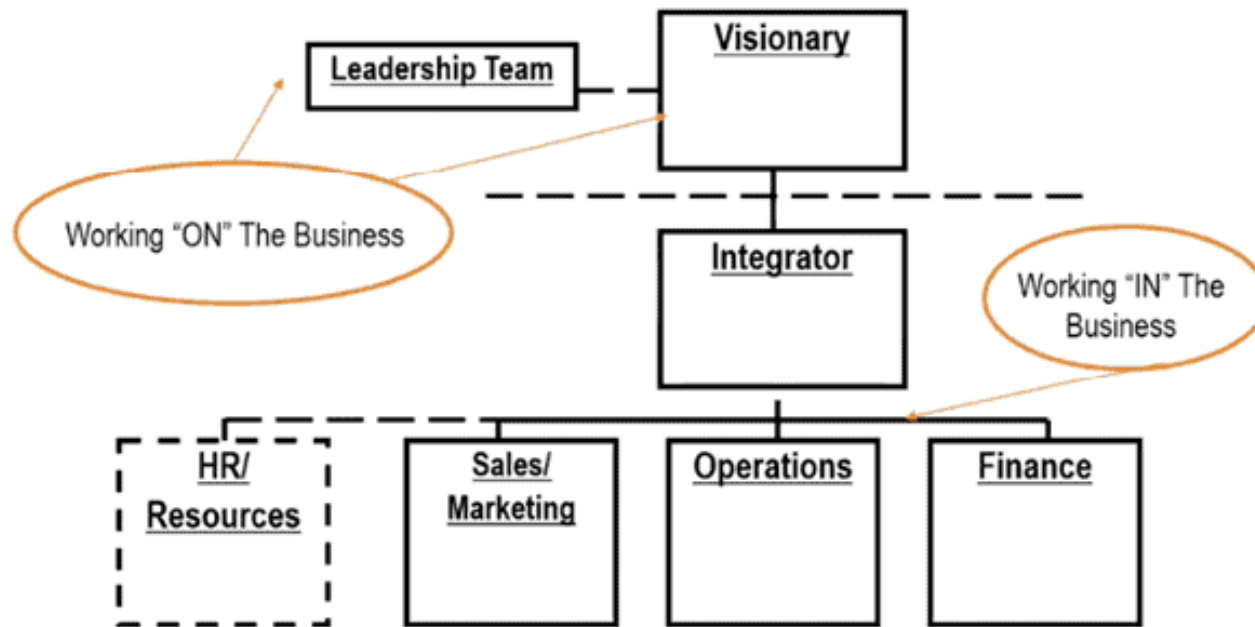
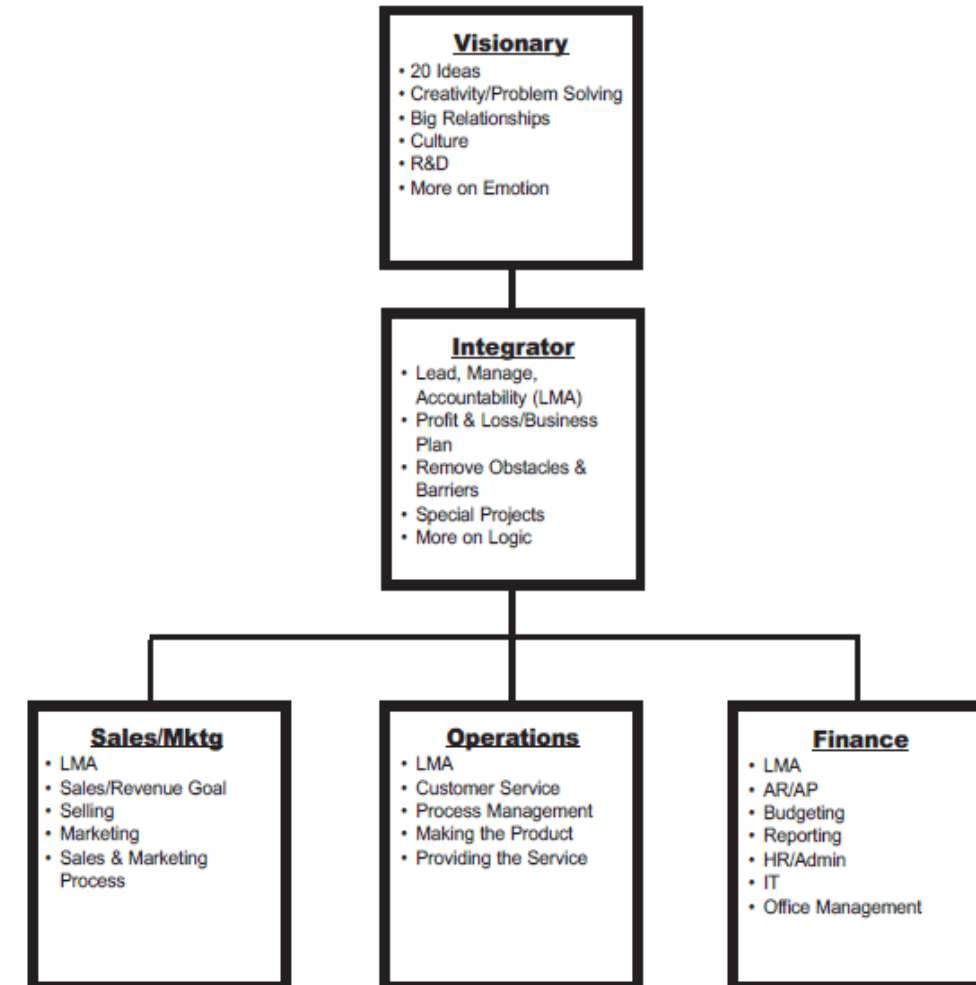**Shift in Focus:** Instead of titles and reporting lines, prioritize clarity around responsibilities.

Analogy: Like a football team—roles must be clear for the team to succeed.

Core Principle: The structure should emphasize accountability for outcomes, ensuring every team member understands their responsibilities.
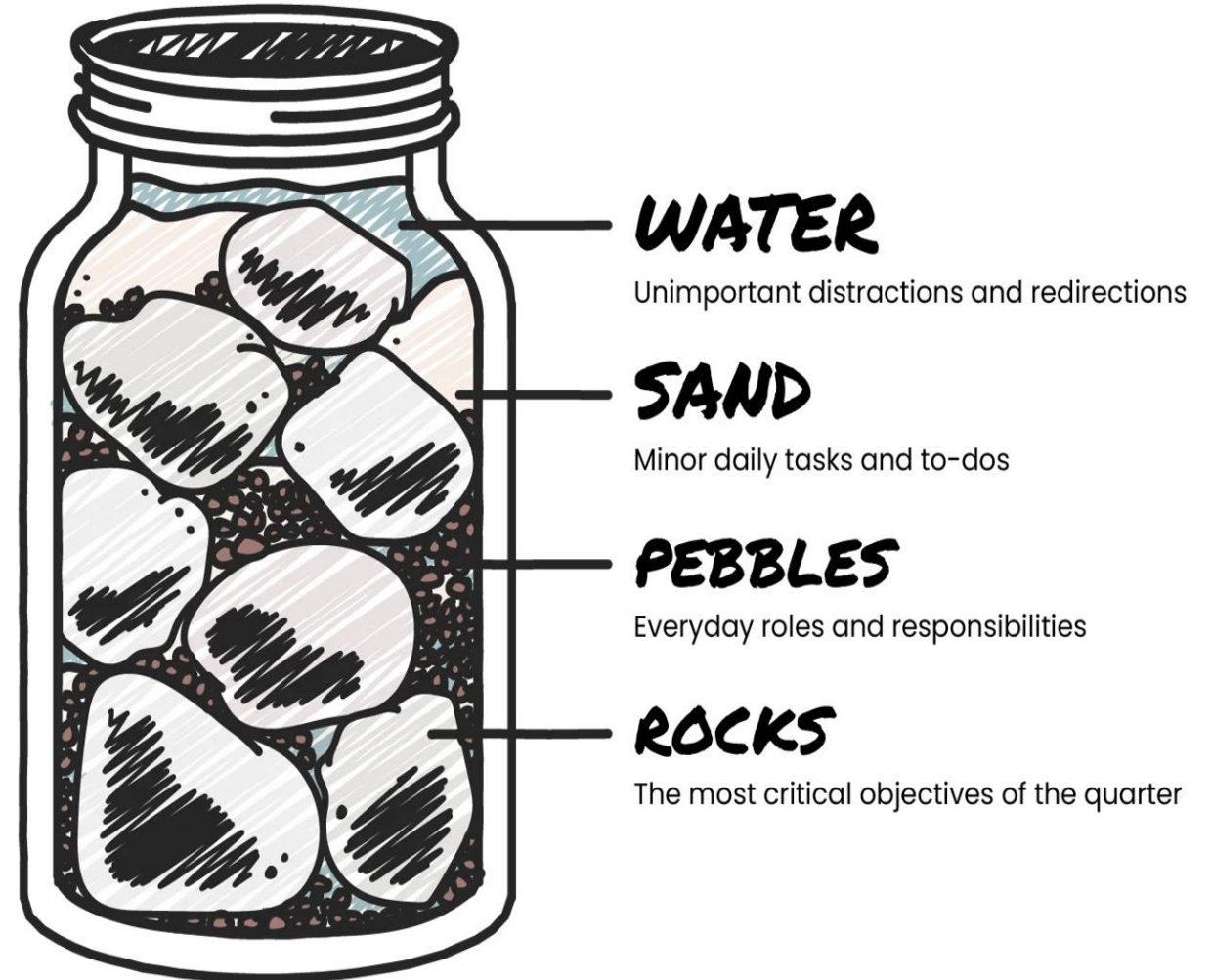
4. Right People, Right Seats: Ensuring Accountability in Action

- **Concept**: It's not just about filling roles but ensuring that the right people are in the right roles.

- **Analogy**: A relay race—every person needs to be capable, committed, and driven.

- **Critical Question**: What needs to be done, and who is the right person to do it?

Visionary
- 20 Ideas
- Creativity/Problem Solving
- Big Relationships
- Culture
- R&D
- More on Emotion

Integrator
- Lead, Manage, Accountability (LMA)
- Profit & Loss/Business Plan
- Remove Obstacles & Barriers
- Special Projects
- More on Logic

Sales/Mktg
- LMA
- Sales/Revenue Goal
- Selling
- Marketing
- Sales & Marketing Process

Operations
- LMA
- Customer Service
- Process Management
- Making the Product
- Providing the Service

Finance
- LMA
- AR/AP
- Budgeting
- Reporting
- HR/Admin
- IT
- Office Management

## 5. Driving Results: Short-Term Goals for Long-Term Success with "Rocks"

- **What are "Rocks"?**: Three to five priorities that align with long-term goals and are tackled within 90 days.

- **Examples in Contact Centers:**

  - Reducing Average Handling Time by 10%.

  - Increasing Customer Satisfaction by 5%.

  - Improving First Call Resolution by 15%.

- **Benefit**: Ensures focus on what matters most.

WATER
Unimportant distractions and redirections

SAND
Minor daily tasks and to-dos

PEBBLES
Everyday roles and responsibilities

ROCKS
The most critical objectives of the quarter

6. Clarity and Transparency: The Power of an Accountability Chart

Improved Communication: Clear accountability leads to better communication and transparency.
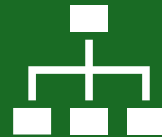
Highlight Gaps: Accountability charts help identify unfilled responsibilities or overloaded roles.

Example: In past roles, shifting from a traditional org chart to an accountability chart quickly exposed operational gaps.

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Example: In past roles, shifting from a traditional org chart to an accountability chart quickly exposed operational gaps.

7. Conclusion: Accountability as a Competitive Advantage

FINAL THOUGHT: TITLES DON'T DRIVE SUCCESS—ACCOUNTABILITY DOES.

CALL TO ACTION: EMPOWER YOUR TEAM BY PLACING THE RIGHT PEOPLE IN THE RIGHT ROLES AND SETTING CLEAR, ACHIEVABLE GOALS.

KEY TAKEAWAY: CLARITY AND ACCOUNTABILITY LEAD TO REAL, MEASURABLE RESULTS.