

Accountability and Performance Improvement

Participants will learn:

- a clear definition of 'accountability'
- to take ownership and responsibility, be self-critical
- the importance of using initiative and being pro-active
- to avoid the 'blame game'
- to define key result areas
- to be aware always of their job description and objectives

- 🕒 2 hours + debrief
- 👥 4-24 participants working in 1, 2, 3 or 4 teams
- ❓ Staff at any level
- £ £395 ex vat

A flexible, three-part activity designed to give participants a fuller understanding of accountability and its benefits to individual performance.

Participants study details of a small company 'Classic Cards' that designs and markets greeting cards. It has problems. The group, divided into pairs of teams (A&B), study a team brief. One team has the 'Staff' brief, containing comments from company staff about the state of the business. The other paired team study the 'Managers' brief. The teams' task is to identify problems in the company, try and work out the causes and suggest a way forward.

The two teams then come together to share findings and views. What emerges is an understanding of the weak corporate culture at 'Classic Cards' where the staff are unclear of their roles and responsibilities. Both staff and management are full of excuses. They blame everything - from each other to external forces such as the state of the economy. No-one is being pro-active, or taking ownership or adopting a 'can-do' attitude.

Teams now prepare short presentations on their findings and suggestions. This serves to consolidate ideas about what accountability really means in terms of day-to-day operations in the work place.

Usefully participants recognise a lot of issues from their own workplace and later they can address these in Action Plans. But first, to extend the learning and put it into clearer context, teams are asked to work on a number of handouts that allow them to consider:

- Their job descriptions: when last looked at? Main points?
- Their key result areas: what are the major parts of their job?
- Their objectives: short and long term?
- Their boundaries: to whom do they report? To whom can they delegate?

With a clear understanding of their roles and responsibilities staff now have a framework in which they are able to be accountable – and move forward to improve performance at work, their own self-worth and the success of the organisation as a whole.

MANAGERS TEAM BRIEF

CLASSIC CARDS

Classic Cards specialises in greeting cards: birthdays and anniversaries, Valentine cards, Mother's and Father's Day, Christmas cards, Get Well cards and the like. In terms of card design the company has a split between very modern, contemporary styles that appeal to young people and very traditional, slightly nostalgic cards that appeal mostly to the older generation. Either way the cards are bright and functional without garish or other complex additions such as pop-up or sound.

The firm is based in Nottingham where it has management offices and a distribution warehouse. The cards are designed at this site but printed in Eastern Europe. They are then shipped to Nottingham for storage and distribution.

Also based at Nottingham is the sales function. Sales staff travel to different regions across the UK:

- Scotland and the North
- East Midlands
- West Midlands and Wales
- South East
- South West
- London

Client's include specialist card shops, supermarkets, giftware and major supermarkets.

With the downturn in the economy, sales have not been as buoyant as they once were but people are still buying them, just sales prices have remained stable and in some cases.

So far there have been no substantial new orders and is considering how best to:

Overleaf are some comments from the staff in terms of consultants appointed by the firm.

STAFF TEAM BRIEF

CLASSIC CARDS

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Client's include specialist card shops, supermarkets, giftware and major supermarkets.

With the downturn in the economy, sales have not been as buoyant as they once were but people are still buying them, just sales prices have remained stable and in some cases.

So far there have been no substantial new orders and is considering how best to improve efficiency in the printing area.

Overleaf are some comments from staff. They were interviewed recently by a team of consultants appointed by the newly appointed Managing Director.

Organisational Chart

Managing Director

- Creative Director
 - Head of Design
 - Purchasing Staff
- Production Director
 - Production Manager
 - Admin Staff
- Sales Director
 - Sales Manager
 - Sales Staff
- Operations Director
 - Operations Manager
 - Customer Services
 - Export
 - Warehouse Manager
 - Warehouse Staff
- Finance Director
 - Finance Manager
 - Accounts Staff
- Quality Director
 - Admin Staff
 - Sales Staff

Accountability and Performance Improvement

Trainer's Role

- 1 Divide group into pairs of teams (3-4 people per team) and issue one with the 'Staff' Brief and the other with the Manager Brief.
- 2 After 20 minutes put the pairs together pairs together to share findings and knowledge and prepare presentations on the state of the organisation.
- 3 After 30 minutes observe the presentations. Issues all relate to problems caused by lack of accountability and poor performance from individuals and management.
- 4 Lead a debrief on the key issues that emerge. Have teams identified root causes – and suggested appropriate ways to solve the problems?
- 5 Trainer's Notes provide full guidance.
- 6 Additional handouts enable you to extend the learning and draw up individual Action Plans to improve overall accountability and performance back at work.

Northgate TRAINING GAMES

Accountability and Performance Improvement



Trainer's Notes

Testimonials



JE Rowland, Royal Devonport Dockyard (Babcock Intl Group Plc)

Everything produced by Northgate is well designed, of the highest quality and promotes a great deal of useful debate.



Juan J Losada, Tesoro Consulting, California

This activity worked very well. It helped my participants to practice the accountability concepts, reflect on their own situations and to be more aware about the importance of accountability in their workplace.
J. Losada, Tesoro Consulting, California

Pack Contents

- Trainer's Notes
- PDF files for printing handouts
- Team Brief – Managers
- Team Brief – Staff
- Organisation chart
- Handout: What would *you* do?
- Handout: Key results areas
- Handout: Boundaries & lines of control
- Handout: Future goals
- Handout: Common enemies

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■ Phone 01225 484990 ■ Fax 01225 484399 ■ Email sales@northgatetraining.co.uk ■ Web www.northgatetraining.co.uk

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