



Accountability & Feedback

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12 Lean Management Principles

RESPECT FOR PEOPLE

1. Communicate well
2. Celebrate wins
3. Grow & learn continuously
4. Ensure personal safety
5. Foster employee security
6. Challenge/engage everyone

CONTINUOUS IMPROVEMENT

7. Create quality at the source
8. Eliminate waste
9. Perform value-added activities
10. Live standardized work
11. Operate just-in-time
12. Flow & pull continuously

DEI & ACCOUNTABILITY

- ✓ Accountability supports diversity
- ✓ Accountability promotes equity
- ✓ Accountability builds inclusion

Accountability

- The quality or state of being accountable
- Responsibility
- **“You can count on me”**

- Make decisions based on feedback

- Give clear instructions, set clear expectations

ACT

PLAN



CHECK

DO

- Assess results & give **feedback**

- Apply tools, skills, & abilities to complete assigned work

POLL

Plan, do, check, act –
which part of the
accountability cycle is
hardest for you?

PLAN:

Clear instructions & expectations

Clarity: directly communicate expectations to individuals

Specificity: give dates and specific criteria for success

Priority: explain importance and urgency relative to other tasks

Write. It. Down.

A person with dark hair, seen from the back, is looking at a wall covered in various papers, diagrams, and photos. The person is wearing a grey and black striped sweater. The wall is a collage of creative and professional work, including flowcharts, photos of people, and architectural drawings.

DO:

Are you accountable?

Create a deadline buffer

Schedule deadline reminders

Have the conversation

CHECK:

Are they accountable?

Give feedback quickly – refer to clarity,
specificity, priority

Get curious, explore together

Explain the impact

Anticipate resistance, plan your
response





ACT:
Can you commit?

It starts with you

Use your PDCA

Believe in better


[illegible]

THREE KINDS OF FEEDBACK

Appreciation

Coaching

Evaluation



Appreciation: To see,
acknowledge, connect,
motivate, thank

“Do you see me?”

Coaching: To help the receiver expand knowledge, sharpen skill, improve capability; or, to address the giver's feelings or an imbalance in the relationship

“How do I (or how does this) get better?”

Evaluation: To rate or rank against a set of standards, to align expectations, to inform decision making

“Where do I stand?”



POLL

Think about a time when
you got the wrong kind of
feedback.

THREE KINDS OF FEEDBACK

Appreciation

Coaching

Evaluation

*To ACE feedback,
we need to give all three!*

OBSERVATION

Appreciation

Here's what I observed: "You volunteered to cover the hotline over the week between Christmas and New Years."

Coaching

Here's what I observed: "You submitted your report one day after the deadline."

Evaluation

Here's what I observed: "You've met expectations for all the job proficiencies except one."

A top-down view of several small potted succulents in various shapes and sizes, including Echeveria and Sedum, arranged on a light-colored surface. The plants are in different colored pots, some white and some gold.

IMPACT

Appreciation

Here's the impact: "We were able to honor your teammates' leave requests and make sure the hotline was covered over the holiday."

Coaching

Here's the impact: "The team wasn't able to include your data in the monthly report out, so our total numbers were not accurate."

Evaluation

Here's the impact: "Your technical work is high quality, but your teammates find it difficult to collaborate with you."

WHAT'S NEXT

Appreciation

Here's what's next: "Let's talk about when you'd like to take leave, and make sure we prioritize that."

Coaching

Here's what's next: "Let's talk about the barriers that kept you from submitting on time and work together to remove them for the future."

Evaluation

Here's what's next: "Let's talk about how you feel when you collaborate with the team and find ways to make it a more positive experience."



HELP ME UNDERSTAND...

Appreciation

Help me understand: “...how you like to be recognized.”

Coaching

Help me understand: “...what tools you use to keep track of deadlines and prioritize your work.”

Evaluation

Help me understand: “...your collaboration style – are you more comfortable working one-on-one with colleagues, or in a larger group?”



REACTION

How is the feedback receiver likely to react?

How do you want to respond?

Facing resistance?

Get curious!

POLL

What kinds of reactions
have you experienced?

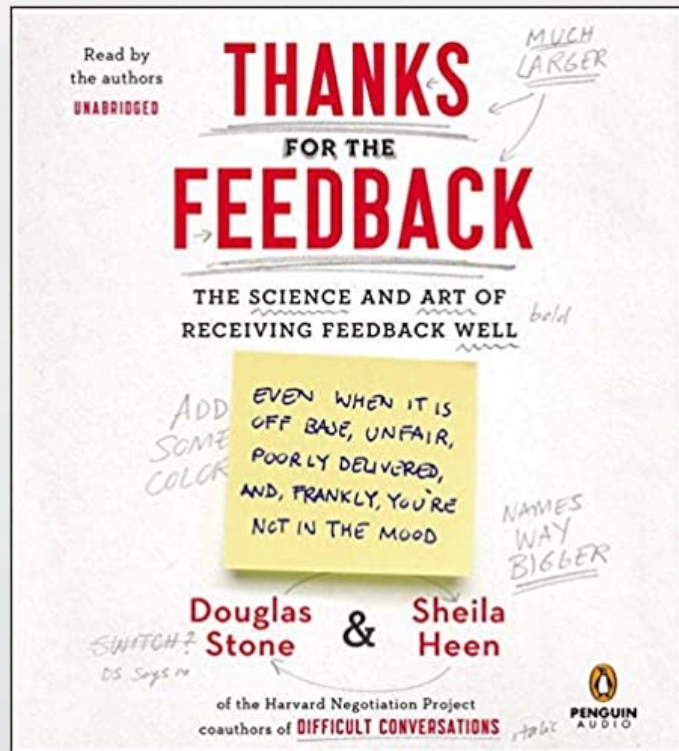
FEEDBACK & PRACTICE

Share your feedback plan

Get feedback

Practice!

RECEIVING FEEDBACK



WRONG SPOTTING

“I didn’t ignore the email you sent on Monday. You actually sent it the Friday before.”

“Maybe you heard anger, but everybody else knows that’s just me being passionate!”

“Don’t just tell me I’m a bad listener if you can’t tell me what you want me to do differently – it’s not helpful.”



TAKING FEEDBACK WELL –

*EVEN WHEN IT IS OFFBASE, UNFAIR,
POORLY DELIVERED, AND, FRANKLY,
YOU'RE NOT IN THE MOOD*

Grow the space between
stimulus & response

Don't have a reaction...

...choose a response



WHEN YOU'VE ALREADY STEPPED IN IT

It's never too late!

Hit the reset button!!!



SEEK FIRST TO UNDERSTAND

Practice the pause

Move past the label

Get curious



DEI & FEEDBACK

- ✓ Good feedback practices support diversity
- ✓ High quality feedback promotes equity
- ✓ Taking feedback well is an essential practice of inclusion



ACCOUNTABILITY & FEEDBACK

Set up for success
Your accountability
Their accountability

Appreciation, Coaching, Evaluation

Make a plan!
Anticipate resistance

Pause, move past the label, get curious

thank
you