



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

Accountability

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

DEI & ACCOUNTABILITY

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

- 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 work, including flowcharts, sketches, and photographs. A semi-transparent white box is overlaid on the left side of the image, containing text.

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

A hand-drawn illustration with the word "FEEDBACK" in large, bold, black letters in the center. Surrounding the text are various icons: megaphones, thumbs up, speech bubbles with "LIKE", a group of people, a computer monitor, a smartphone, a network diagram, gears, stars, and a small brown object at the bottom center.



DEI & FEEDBACK


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

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

“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!*

FOUR ELEMENTS OF HIGH-QUALITY FEEDBACK

Here's what I observed

Here's the impact

Here's what's next

Help me understand





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?

A photograph of two people sitting on a grey couch in a modern, warmly lit room. On the left, a woman with short grey hair and glasses, wearing a white button-down shirt, is looking towards the other person. On the right, a person with short, curly brown hair, wearing a dark blue turtleneck, is gesturing with their hands while speaking. The background features vertical wood slats and a green plant in a pot.

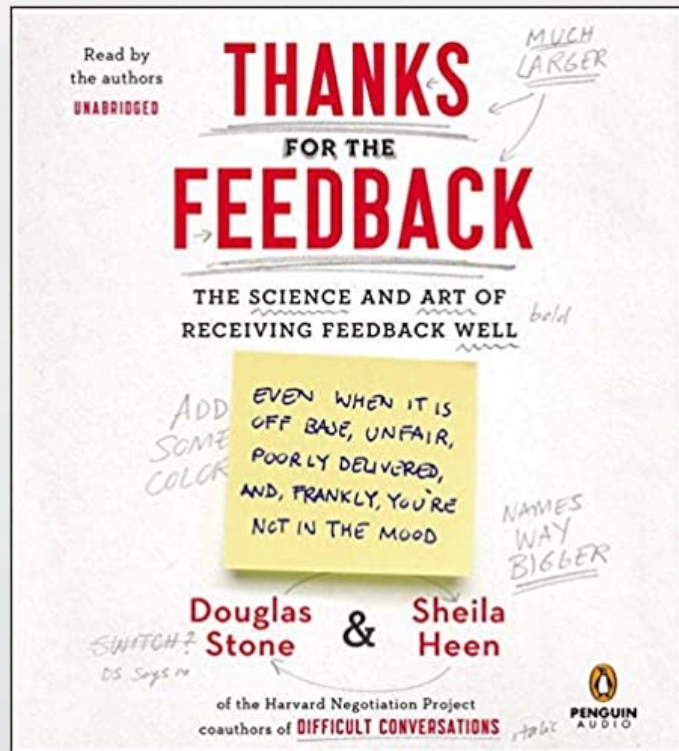
FEEDBACK & PRACTICE

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



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