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
- Apply tools, skills, & abilities to complete assigned work
- Assess results & give feedback
- Give clear instructions, set clear expectations

PLAN
DO
CHECK
ACT

ACT
CHECK
DO
PLAN

Circle流转
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.
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
FEEDBACK
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?
FEEDBACK & PRACTICE

Share your feedback plan
Get feedback
Practice!
RECEIVING FEEDBACK

THANKS FOR THE FEEDBACK
THE SCIENCE AND ART OF RECEIVING FEEDBACK WELL

Douglas Stone & Sheila Heen

of the Harvard Negotiation Project
coauthors of DIFFICULT CONVERSATIONS

Read by the authors UNABRIDGED

Much larger

Even when it is off base, unfair, poorly delivered, and, frankly, you're not in the mood

Add some color

Names may be larger

ALTSa}

LESSONS IN LEADERSHIP
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