Financial Disclosure:

- Casebolt Consulting: We occasionally consult with ophthalmology groups
- Patty is a paid member of the Care Credit Ophthalmic Strategic Council

"Life is about accepting responsibility, and it’s time my father started being held accountable for my deficiencies." - Jarod Kintz

"It is wrong and immoral to seek to escape the consequences of one’s acts." - Gandhi

"Because if you can prove you are a victim, all rules are off. You can lash out at people. You don’t have to be accountable for anything." - Brandon Stanton

"Take accountability… Blame is the water in which many dreams and relationships drown." - Steve Maraboli
Accountability: What Is It?

Effective relationships/teams are built on trust...

Trust = Openness + Accountability

Self-awareness + Self-disclosure

Communicating Accountably

ME
Unaware
Aware
Hold
Know
YOU

politics
indian
police
95
sugarcoat

Accountability 101

- Point of View
- Defenses
- Feedback – Direct, giving and receiving
- Making and Keeping Agreements
- Language of Accountability
- Accounting for vs. Blame

Point of View

- Each of us is 100% responsible for the relationship/situation and neither of us is to blame
- Everyone on the team is 100% responsible for what is going on in the team. If two people are having a problem, it is the whole team’s problem, because everyone on the team has a story about it, a role in it, and in some way is affected by it
- Empowerment requires accountability. Playing the victim is disempowering
- How I Do Anything is How I Do Everything
**Defenses**

- What anyone does when they feel attacked/threatened
- Behaviors to mitigate. Aspirin, treats the symptoms
- What we don’t like dealing with in others
- Not problem solving
- Unawareness – happens quickly
- Accountable: You are in charge of your defensiveness
- Antidote: Feedback

**Accountable Feedback**

- Direct
- Never anonymous
- Specific
- No judgment/no blame
- What you see and what you want
- Often in a group setting
- 1% Rule
- Get/give from whom? Everyone
- Clear about intentions
- What if the other person won’t change?

**Unaccountable Feedback**

- Hinting/indirect
- Borrowing credibility – speaking for others
- Blaming/attacking
- Generalities
- Shaming/labeling
- Withholding
- Sarcasm
- Being too nice - pretending

**Making and Keeping Agreements**

1. **Who** will do
2. **What**
3. By **when**?

- Renegotiating
- Consequences for broken agreements (trust)
**Language of Accountability**

- I vs. we
- Can’t vs. won’t
- I don’t have time
- You make me feel
- They don’t listen
- This meeting is boring
- I have to vs. choose to

**Accountability vs. Blame**

- Not a longer word for blame
- Blame: Who is at fault. Who did this? How do they get punished?
  - Metaphor: Courtroom
- Account for: Count up, see what is there. What happened?
  - Metaphor: Knights of the Round Table
- What was my role in this situation happening just this way? What did I do or not do that contributed?

**Symptoms of Lack of Accountability**

- Broken promises/deadlines
- Low trust
- Politics and manipulation
- Blaming instead of problem solving
- Having the same conversations over and over
- Ineffective meetings – off topic, check out, interrupting, late start, discussion vs. decision, low value added conversation, parking lot meetings
- Poor morale – resentment
- Camps – Us vs. Them
- Looking good vs. admitting ignorance
- Triangulation/gossip

**Accountability on the Ground**

- Model it. “A leader is someone who goes first.”
- Clear Job Description
- Getting Things Done - David Allen
- Like post op: 1 day, 1 week, 3 months
- Feedback – Regular. Stop/start/continue.
- Effective meetings
- Train others how to treat you
- Say: What you see, what you want
- Check out your stories
- Responsible for their own effectiveness. Seeks out feedback: “How am I to work with?”
**New Role Questions:**

1. What do I want from _________ in this role?
2. Why do I feel _________ will do well in this role?
3. What concerns do I have about _________ in this role?

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**Model Accountability Exercise**

- A leader is someone who goes first.
- Always deal with the accountability of the people in the room.
- Who on your team most needs developing?
- What is your role in their current performance? What have you done or not done that is contributing?
- What behaviors do you want them to stop/start/continue?
- What are your payoffs for having it exactly the way it is now? What to you gain, or what do you avoid?
- If we were to ask them, what would they say your feedback is?
- By when will you give them your feedback?
- How will you follow up? Are there consequences or not?

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**Accountability on the Ground**

- Model it: Behavior, example, confirmation

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**Simplified Supervision:**

- First time: Check for understanding (competence)
- Second time: Willingness (attitude)
- Third time: Now it is about the manager

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**Summary**

**Accountability: What Is It?**

Effective relationships/teams are built on trust...

![Trust Diagram](image)
Expectations of Managers at MEC

Introduction:
Managers and supervisors hold a very special place at MEC. They either have the very best jobs or the very worst, depending on your point of view as well as the particular day you ask. On one hand, they are more involved in business planning and have a say in how things are done. Rats they are experienced in satisfaction that comes with facing and solving tough challenges, and so is a bigger stage. On the other hand, there’s no question of “middle management” and that’s because, you’re in the middle. It between doctors and staff, patients and staff, was employed staff members, at your department and some other. These jobs are literally in the middle of everything. They can be fun, challenging, tiring, frustrating, and all that, all before lunch time.

Due to the importance of these roles, this guide was developed to clarify and support managers in achieving career success here. What follows are notes on many topics. Feedback about any or all of this is welcome.

There are two overall concepts, broken into many different parts below. Managers have two priorities:

1. Develop, every person working for you, every day.
2. Redesign processes.

Human Resources
Developing people is one of the most important functions for any manager. For those who continually grow feedback, set clear expectations, train, encourage, and hire the best possible people, success will generally follow. “Tough, but fair” is probably the best way to summarize what is needed. More specifically:

- No free ride. Assume that your staff is capable of keeping their commitments, doing the job according to our standards, and generally competent to handle their own lives. Assuming the opposite makes you their parent, which has “tongue” written all over it. Don’t assume they are self-drilled doing their jobs. Many managers become the personal problem they and our. This can greatly affect the job, but is seldom very helpful and much time can go away. Consider that it is stronger to assume that others can handle their lives. Some taking life also take the form of finding another person to whom to report about what you want and use. Or it results in promoting them from one environment or challenging assignments. Complaining managers, when confronted with some new challenges, will often use to “We team can’t possibly do one more thing or they will quit, hence serious breakdowns, etc.” A more productive approach is to accept that things have changed, and start problem
being aggressive, rude, or patronizing. You simply need to shut your door and bang. This takes attention and practice for most supervisors. The easiest way to do this is to ask the person to repeat what they have heard you say. If they don’t hear, then try again. Keep doing this until you both agree on what you are asking for.

Training New Staff. Everyone on a team is a factor in training. Most experienced employees have tremendous amount of stress and many to learn it is the supervisor’s job to make sure that happens. Too often, training consists of showing the employee the way to do things once or twice, and not being happy when it happens. Ideally, training will consist of a mixture of lecture/tutoring, classroom training, written protocols, workshops, and field training. Field training is hands-on training where a trainer does the job and the trainee is expected to do it. Skills transfer often doesn’t happen because you just show them and they don’t learn very well.

Appreciation. One sure way of getting employees to repeat behaviors that you think are important is to give them some sort of tangible reward and/ or material recognition. This includes offering them a gift, positive verbal feedback, and/or some type of symbolic recognition.

Supporting the Organization. Managers are expected to support the goals of the organization. This includes encouraging their employees to contribute and communicate this attitude to your staff. This doesn’t mean you will agree with everything, but it does mean that you will support your organization.

Orientation. Orientation is a shared process between the employee, the manager, and the HR department. Set the expectation that the employees that they that their process is a positive one, you expect them to monitor their orientation and to speak up about any gaps, questions, or misunderstandings. If you are no good at leading or giving feedback.

Motivation. This component will not say what you probably expect. Don’t bother trying to motivate people. Reasons are internally motivated, by task and by goal. Efforts to motivate others are usually perceived as manipulative, and taken too far to the point of losing the original reason for the motivation. Be clear about your expectations, verbally and in writing. Make your job easier by helping them solve stressors and problems and empowering systems. Pay them to work, and to take care of them, and to respect them by talking simply and directly without over-explaining or withholding. Stay out of their personal lives. That’s quite a trick. If you are not motivated, and reasonably competent, you will fall and go do good work.

See Yourself as Part of a Team.

Senior management/Accountability. Are you a manager. Other managers and supervisors are responsible for their role in their area and manager is accountable for their area and responsible for you. What they may not understand is that other managers and direct reports only get to their position by being repeatedly challenged and learning to articulate, refine, and often change based on challenges and feedback from others. In short, you start to see 'support' as assistance in becoming the right person you can possibly be the result of challenging. Remember the goal is to get you to be what others want you to do. If you don’t do your job, don’t try to do your job, and the effect of doing your job, do you recommend the same to your employees? That must mean that you will be sharing the work of others. You plan your internal dialogues to make certain you are not seeing other managers, departments, and decisions as ones ever over别人的。

You represent MRC, not your department. Managers often fall into the trap of seeing becoming so obsessed with line or a customer to see the job to protect their people from those other similar managers. This is a trap so we need to work on your decision. You are an MRC manager, first, and happen to be in the department you are in.

Converting to Reducing Your Own Defensiveness.

Accountability/Communication. By now you should be crystal clear about the philosophical direction of MRC with respect to accountability. You are not expected to be perfect, but are expected to always strive in the direction of taking responsibility for your own defensiveness, and acting less and less like a victim. Here are some particular issues that will help you reduce your overall level of defensiveness:

Attitude

Problem solving. Managers are public to solve problems. Once that are happening. Once their might happen. Once that happens before that will do things done. Often the quickest way to accomplish that is to ask for help. Don’t waste 2 hours trying to solve something that someone else could do in a 30 second phone call. Assume one of your most important responsibilities is to develop a broad network of trusted sources of information.

Dont (Be) Judge. Committed negativity is nearly always fatal to high performance and often to employment. Always consider that if what other people are saying about you it is valid. You are part of a team and are expected to take in the feedback of others.

Listening. Leaders who listen well listen better at problem solving and generally feel help their team more. Not listening is truly easy to do -- it’s interrupting, talking or using the term “you are not doing enough” to express what you are doing wrong. Forgetting to stop and listen, and forgoing self-disclosure. Listening is really important to the other people, rather than a set of behaviors. However, the observable behaviors of listening include this: what is your head saying? “This is what I think you are feeling.” “This is what I think you are doing.” “This is what I think you are saying.”

Get feedback. Successful managers at MRC are not only open to feedback, they seek it out, and give it away. From patients, from doctors, from their staff, from other managers. They don’t take offense, they don’t complain. They learn to get feedback, and how to find feedback interesting, in the sense of data you didn’t have before.

Give feedback. All MRC. Coaches learning to listen to what is true for you. What do you want? What do you want? What do you want? Speak from these areas. Your staff can’t know how to work with you without this information. Approach feedback with a positive attitude, a tenacious coach wouldn’t get you by saying you’re such an idiot, but you need some more practice.” It’s theoretically possible that 2 statements are true. That’s not the point. The point is: these statements aren’t very helpful. Instead: 1 notice that you made your own bad decision, I will offer a tip that might help you.

Look for MRC and other training opportunities. You are expected to be closely in touch with how the individual on your team are doing, and aware of their training needs. Also the overall relationship functioning on the team. Take the initiative to propose appropriate trainings to your team.

Your attitude helps set the tone for the reactions you hear, and the reactions you give. Your attitude is a powerful tool for influencing others. It is also a tool for influencing yourself. Your attitude shapes your thinking and your behavior, and your thinking and your behavior shape your attitude. So, if you want to change your attitude, start by changing your thinking patterns and behavior patterns. If you want to change your thinking patterns and behavior patterns, start by changing your attitude. This cycle of influence is a powerful force in determining your effectiveness as a leader.
Redesign systems

While problem solving isexplained else, it’s more accurate to say that what is successful long term is seeing your role as a systems redesign engineer. This is the difference between pulling out the fuses, which is important, but then looking at the firefighter and what system changes might be needed to prevent future fires from happening. Beyond that, it is looking for ways to make systems and processes more efficient.

Redesigning systems is a slow way of making improvements. Generally involves gathering a lot of data, directly observing the current process even if you are already familiar with it, mapping out the current way things are done, and talking to all the people who are involved in the process now.

The trap for managers is that the fires are horses. No process engineer has ever gotten their own job for preventing fires. So this won’t strike your ego. But this approach is far more successful over time, even if it is much less exciting.

Personal and Professional Growth

above, a concern breaks up against an age time. We all want to be needed, to be important, to be significant. Why is it the world inside to make ourselves unnecessary? First, acknowledge that this is simply a flaw. A fact of human nature. People largely losing their jobs because they believe they are unnecessary or that they are not appreciated.

What is the best way of doing it? Re również, you are self-employed in a system that you don’t have the ability to change. You are part of it. And you are part of the system.

Despite, ‘There’s no such thing as you are the only one who can save yourself. Pay attention to how you are feeling. When do you need to add or subtract so that you can be in your optimal operating condition? Are you asking for help, getting the very best where you can, and utilizing it?’

Access to all the information you don’t need. This probably belongs in the personal growth discussion but it’s here because it can impact your productivity so much. If you want to feel nurtured, and feel a close substitute for that, you will never be able to not enough to get that feeling of being nurtured fully satisfied. That because, and the fact that it’s hard and nurturing is a different thing. If you try to satisfy one of substituting another, you will be completely frustrated. Not to mention having independence or becoming overweight.

Abilities are really good at this. We all taxi to different extremes in many ways. Addictions of all sorts are great examples.

Keying your attention. The way you kill your self-esteem is not keeping your agreements. See Thore Bantin’s handout on Making and Keeping Agreements.

Setting. On the one hand, that all managers must have is sorting. Which pieces of information belong with what others? How will you organize the information for easy accessibility? What? The better you become at sorting and organizing, the more quickly you can access information when needed.

Struggle. Of all the topics you might spend your time on at work today, which would be the most effective, given your short and long term goals? This is a critical part of managing your own stress. Working more and more on important, but not urgent matters is much less stressful than working on urgent matters, whether or not they are important as well.

Saying that, your job is to work on things that are urgent but not important. You really don’t have to much time at work. When you choose to do so is about what is more important to you than what you choose to do. Things effectiveness is that to your success, as well as your happiness and health. Not spending time with people who have any sort is generally a waste of time, unless you are actually spending for some new service. The solution is, whether you initiate the contact or not.

Personal, political importance afterwards. Pay attention to your relationships. When do you have the most concentration? Do your long and/or intense work there. Less energy after lunch? Schedule a bunch of small events that will keep you moving. Make rooms in your department to get on your feet.

### Marketers

Take advantage of opportunities to increase your skills or get updated with new information. Talk to your friends. Talk to speakers afterwards. Other alternatives what they thought about the meeting. Etc. curiosity.

### Redesign

Not everyone knows how to do this, but if you do, the opportunities are limitless. This is ever easier in this internet age where almost anything you might want to know is instantly available online provided you are capable to your continuous learning by one new fact every month.

### Personal Growth

How the difficulties that managers get into are already related to basic competences. They are almost always related to the many variations of defensiveness and the resulting miscommunications that are natural. For instance, if you are one of your defenses is that you always hope to be right, you will train your team to withhold information that would threaten you in that way. Or you may have no need of making public around that topic rather than effective problem solving.

This is all to say that for the most part we get in our own way. The difficulty is inside us. Learning to recognize exactly how we do this and making appropriate changes is hugely important to us, as we ever overlook in our own way. Your effectiveness will increase over time if you commit to accepting responsibility for your own growth and taking actions and risks over time to address your own issues.

### Networking

It is your responsibility to develop a network of people you trust. This is more likely to happen if you make a conscious effort. How many people are in your Contacts folder? Go and add all new resources in the next year? Of course you could.

### Sauce Documents

Prevent you from Missouri, the ‘show me’ state. Develop an insatiable love for going to the primary source of information. If you have a question about what is allowed the OHSW Medical Board, go to other website. Read the actual statute. Question about Missouri? Go to the SM website, or sign up for a webinar form (SM). This is one of those ‘go show me’ fact paradoxes. If you try the time to really understand on issue once, you probably won’t have to do it again and again, thus saving time in the long run.

### Personal Productivity

### Work on your systems, not just the work.

Always ask two questions – 1) How do I get done what needs to be done, and 2) what systems do I need to improve to maintain to make this more efficient in the future? If you are doing things the same way you did 2 years ago, you are either the most efficient person on the planet and need no improvement, or you are not keeping up.

### Make smart if necessary

The concept here is continually reassess decisions, making protocols, documentation, and the skill of those who work for you so that you need less and less often for questions about operations. However, like the firefighting discussion

A huge study of successful companies and what they do to become by Standard and Poor researcher. One of the most important success factors was that in nearly every case, the company got the wrong people off the bus and the right people on the bus before they ever become great. The inside joke is that having the wrong people in your business is toxic, and will almost certainly present you have achieving greatness.

### The C-Watch

### Michael Gretler.

A manifesto for working on systems and documenting systems that will enable small and large companies to work without consuming the owner’s time.

### Whole Dec. Ann Blackburn

A very quick read by prolific author, Blanchard, discussing the profound impact of personal stabilization.

### The Knowing Thing Gap

Jeffrey Hull and Robert Sutten.

These Stanford professors explore the astonishing gap between what companies know they ought to do based on the available evidence and what they actually do, which is usually far less effective. They propose 50 rules to help make things happen in organizations.

### Judge

Richard Thaler and Cass Sunstein.

The reason for this book is because it is so easy to make small changes in choices can be impactful by making seemingly small changes. For instance, if new employees are automatically enrolled in payroll deductions for a company’s 401(k) plan, overall participation is profoundly improved vs. making employees sign up in order to participate.

### Optometrical Leadership

John Priore in collaboration, with chapters by Keith Cassidley and Paul In piedi.

This book has a variety of topics addressing leadership in optometrical practice.

### John Peters’ Little Green Book of Optometrical.

The basic primer covering basically every aspect of managing an optometrical practice.

### Supervisor Made Easy.

### article in Summer 2012 Administrative Executive by Keith Cassidley.

An exploration of the Boston White approach to basic supervision.

### Can’t We All Just Get Along?.

### article in Fall 2013 Administrative Executive by Keith Cassidley.

Face issues differences between employees using ACT principles.

### Be A Duck.

### article to be published in Winter 2014 Administrative Executive by Keith Cassidley
People have to be led and managed. That’s a reason for it. Used it for 15 years and we’re still using it. As long as it serves its purpose. It’s not necessarily the best thing, but it works for us. If you’re not going to do it, you’re not going to do it. It’s not necessarily the best thing, but it works for us.

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THE LANGUAGE OF ACCOUNTABILITY

This article originally appeared in the Sep/Oct 2015 issue of Administrative Eyewitness and is reprinted with permission.

"Can't We All Just Get Along?"

This article originally appears in the Fall 2015 issue of Administrative Eyewitness and is reprinted with permission.

The Language of Accountability

Kirk Cardwell

The importance of accountability in the workplace cannot be overstated. Accountability is the act of taking responsibility for one’s actions, decisions, and outcomes. It is the foundation of trust, integrity, and ethical behavior. When accountability is lacking, it can lead to a culture of blame, finger pointing, and lack of responsibility.

In the workplace, accountability is not just about doing things right; it’s also about doing the right thing. It’s about owning up to mistakes and taking responsibility for them. Accountability requires that we be transparent in our actions, communicate openly and honestly, and be willing to accept the consequences of our decisions.

However, accountability is often lacking in the workplace. People may avoid taking responsibility for their actions, or they may blame others when things go wrong. This can create a culture of fear and distrust, which can ultimately lead to a breakdown in teamwork and collaboration.

To foster a culture of accountability, it’s important to lead by example. As leaders, we must take responsibility for our own actions and encourage our team members to do the same. This involves setting clear expectations, providing feedback, and celebrating successes and failures.

Ultimately, accountability is about trust. When people feel that they can rely on their teammates to do what they say they will do, and when leaders hold themselves and others accountable, a culture of trust is established. This trust is essential for building a strong and effective team.

Kirk Cardwell

Running the Practice

Advanced Administration

Kirk Cardwell

"Can’t We All Just Get Along?"

Kirk Cardwell

What can you do to effectively intervene and return the focus to working on work rather than working on people?

Running the Practice

Advanced Administration

Kirk Cardwell

"Can’t We All Just Get Along?"

Kirk Cardwell

What can you do to effectively intervene and return the focus to working on work rather than working on people?

Who am I? What am I trying to do? What am I saying? What are the consequences of my actions? How do I know if I’m doing well?

Kirk Cardwell

Building your own skills

To build your own skills, start by identifying the areas where you feel you need improvement. This could be anything from communication, leadership, or problem-solving skills. Then, set specific, measurable, achievable, relevant, and time-bound (SMART) goals to improve in these areas.

For example, if you want to improve your communication skills, you could set a goal to practice active listening in a certain number of meetings or conversations. You could also seek feedback from your peers or superiors to identify areas for improvement.

Another way to improve your skills is to attend workshops or training sessions. Many organizations offer training programs to help employees develop new skills or enhance existing ones.

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Kirk Cardwell
In our clinic, we try to express our thoughts and feelings to our patients. We do this by reading their minds and seeing the way they think. We do this because we want to understand their problems.

The nurses were involved in my treatment. They had me do a series of tests and asked me questions. I was told that I could not return to work for two weeks. The nurses were very kind and we had good conversations.

I felt relieved being a nurse. I also felt a natural sense of increased trust in the people who reported to me as they had tried telling me.

I was happy being a nurse. I also felt a natural sense of increased trust in the people who reported to me as they had tried telling me.

The benefit of getting real feedback is that it is free to others. We perceive it not as being better than believing the stories we make up to explain their thought and behavior toward us.

Our goal is to improve our team's performance. We want to be successful, and we want to be a team that others admire. We want to have fun while doing it.

The benefit of getting real feedback is that it is free to others. We perceive it not as being better than believing the stories we make up to explain their thought and behavior toward us.