Holding People Accountable
(Without Losing Them)

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HR Source is a membership-based Employers Association.

We partner with you to address your HR needs.

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"People are the only true source of competitive advantage."

The Great Resignation

- **2021:**
  - An average of 3.98 million workers left their jobs every month.
  - By the end of 2021, over 47 million Americans left their jobs – a new record!

The Great Resignation

- **2022:**
  - About 50.5 million workers quit their jobs, besting the prior record.
  - Most people quit to take new jobs, not to leave the workforce altogether.

Talent Scarcity

Demographic Changes are REAL!

- **Baby Boomers** – 8-10,000 are leaving the workforce every day for at least the next 10 years
- **Birth Rate** – Has been decreasing over the last 15 years. Currently 1.64 (births per woman) Need 2.1 to maintain current size of workforce

Pool of talent is shrinking…

So, I Can't Hold Them Accountable, Right???

- Accountability has been tabled.
- Employers fear the backlash.
  - Micromanaging
  - Unfair treatment
  - Others?
- Address it by increasing pay.
  - A higher wage will foster loyalty.
  - $78,645

So, I Can't Hold Them Accountable, Right???

~~So, I Can't Hold Them Accountable, Right???~~ WRONG!

- We need MORE accountability!

- HOW do we hold people accountable – without losing them???

- **82% of leaders struggle to hold others accountable.**

How???
Clear Expectations

- Employees want to know:
  - Exactly what's expected.
  - When those expectations have been met.
  - How to get better.

How???

Set Them Up to Succeed

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- Employees need the necessary:
  - Tools
  - Resources
  - Training

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How???
The Most Important Resource

- Employees need time:
  - Access to peers, mentors
  - Access to their supervisor

The Ultimate Accountability

- Employees need to be allowed to take ownership of their work – they need to feel *empowered.*

The Ultimate Accountability

- Employees need to be ~~allowed~~ **trusted** to take ownership of their work – they need to feel *empowered.*

- What's more important, the "What" or the "How"?

The Ultimate Accountability

- Employees need to see how what they do makes a difference.
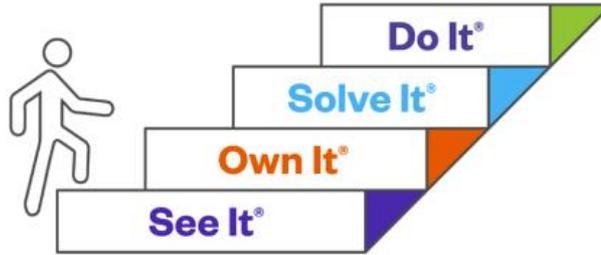- What is the "Why" for your employees?

Create Positive Experiences – Support, Not Fear

- Fear of failure
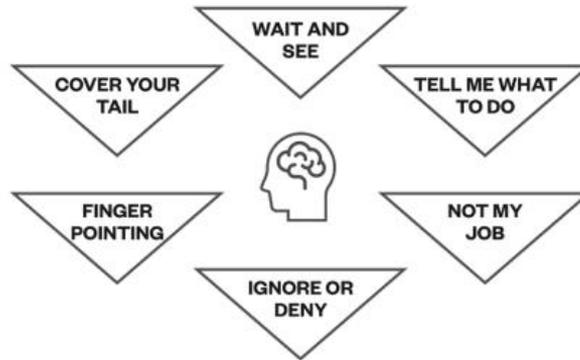
➤ Use mistakes as learning opportunities

Ongoing Communication

- Employees need:
  - Rewards
  - Recognition
  - Acknowledgement

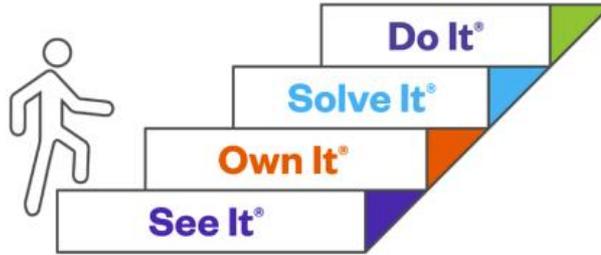 - Clear feedback if expectations aren't being met

Culture Partners

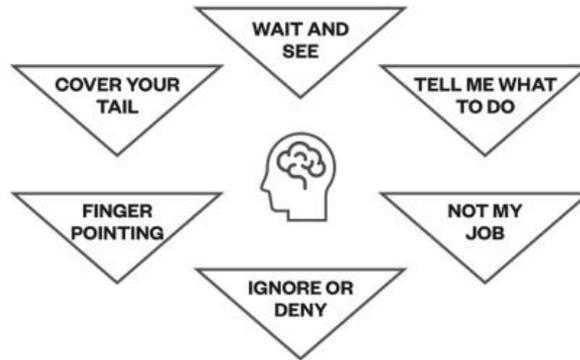Culture Partners

Focus on Community

- Employees need to *want to* avoid the blame game.

- Individuals are responsible for breaking down silos and engaging in community

Having Those "Difficult" Conversations

1. Ask for their help - invite them to improve.
2. Describe the gap.
3. Describe the impact of the behavior.
   - On the team
   - On your customers
   - For them personally
4. Gain their agreement.
5. Discuss solutions.
6. WILL they do it?

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Model Accountability

- Feedback
- Investment
- Creativity/Risk
- Follow-through

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Thank You!

Any questions?

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