



High Performing Teams During Times of Change

Article 4 of 5: Accountability

Why Should I Read This Article?

With the implementation of PPI, you will likely be faced with challenges and disruption in your teams. How can you prepare in advance, or recognize the signs of team dysfunction?

The focus of this article is on describing the presence of below the line accountability and what you as a leader or individual team member can do to resolve it.

What Does This Article Describe?

In this fourth of five article's on Patrick Lencioni's Five Dysfunctions of a team, you will learn about and begin to understand some of the common indicators that cause team accountability to slip and tactics to resolve it.

As each article builds upon each other we suggest you read this article fourth in the five part series.



High Performing Teams During Time of Change | Dysfunction #4 - Accountability

Avoidance of Accountability

Team accountability refers to the willingness of team members to call their peers out on their performance or behaviors which might damage the overall effectiveness of the team.

Everyone plays a crucial role in developing your team's ownership in collaborative goals as well as leading each member to feel responsible for their contributions to your team's success.

When experiencing change, understanding not only our own

but your team members accountabilities allows us to have the important conversations about what needs to be improved in order successfully implement new processes, technologies or responsibilities.

By reviewing the below indicators of the absence of accountability you will be able to have open and transparent conversation with colleagues that are not confrontational – as they stick to the facts of improving results.



Indicators of the Absence of Accountability

Different Standards of Performance



Team is experiencing discourse because some members' performance standards are higher than others resulting in some members doing more work.

Mediocrity



Team's overall standards of performance too low, the overall objective will fail to reach its full potential and result in the team not achieving expected results.

Missed Deadlines



By missing deadlines within a process, the team creates bottlenecks which slow down future processes and eventually delay the overall objective.

Leader as Sole Source of Accountability



Relying on the leader to be the sole source of decision making creates an unhealthy balance of accountabilities within the team.

What you can do

Establish respect and expectations among the team to enable accountability.

Identify individual strengths and weaknesses among team members' expectations and focus on maximizing outputs.

Anticipate potential problems quickly by conducting regular team assessments. This will allow you to assess, solve and mitigate issues.

Outline effective governance and decision making authorities of your team and empower them to self discipline.