

October 2020 Culture Conversation

Accountability - Continued

Accountability at Nebraska Medicine and UNMC College of Medicine

What it is:

- Being committed enough to the mission of these organizations that one is always asking oneself, and sometimes others, “what more can I do to achieve desired outcomes for my patients, my team and/or my customers?” and acting on the sound answers to that question.
- Acting on facts and assumptions of positive intent. – Remember “What do you know for sure?”
- Willingness to help others who are struggling with achieving desired outcomes. Remember “What did you do to help?”
- Taking ownership for your actions and outcomes, both good and bad.
- Through your role, take ownership of the work of your team and the organization.
- Being resilient in the face of challenges with a continuous focus on the positive outcomes you want to achieve.
- Continuously learning

What it isn't:

- Engaging in drama about whether others are being accountable – Remember “Stop Judging, Start Helping.”
- Letting your actions be guided by stories (i.e., victim, villain, helpless) that you don't know to be true.
- Focusing energy on things that are outside of your control.



Personal Accountability Reflection Questions

What is my reaction to the concept of Accountability? When I hear that word, where do I go on the mood elevator? Is that where I want to be/should be?

If need be, how can I change my mood/energy in response to this concept? How do I need to see it differently?

What kind of stories (victim, villain or helpless) do I typically tell myself when I don't achieve what I want or produce the outcomes needed as a member of my organization or at home?

Am I willing to see additional elements to the situation that may have to do with: My own contributions or lack thereof; the rational reasons for others behaviors; small steps that I could take to move forward towards what I want or what is needed?



High Personal Accountability Statements

- When in a victim story, ask: What am I pretending not to notice about my role in not achieving desired results in this situation?
- When telling yourself a villain story, assume positive intent by asking: Why would a reasonable, rational person do what she/he did in this situation?
- When telling a helpless story, ask: What is one small thing I can do to move towards the desired outcome?
- What are three things I can do to help or do differently?
- What filters may I be using that may be preventing from seeing the whole picture or potential solutions?
- What would great look like in this situation?
- Who else needs to know about the accountable actions I am



Accountability Ladder



Powerful

Make it Happen

Find Solutions

"Own it"

Acknowledge Reality

Wait and Hope

Excuses

Blame Others

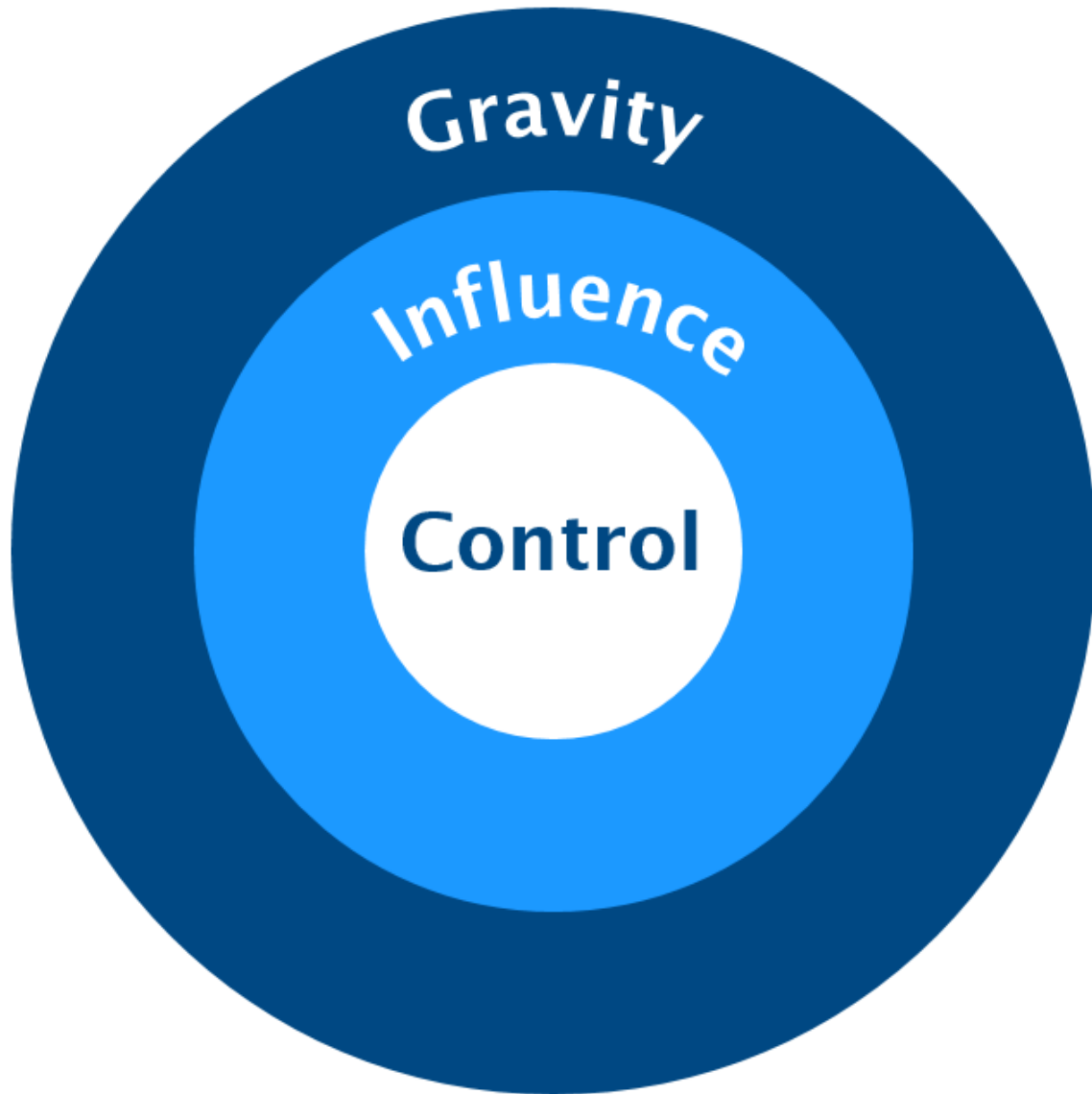
Unaware

What do you tend to spend the most time and energy worrying about and blaming others for?

What more can I do to get the results?

What can you do to spend more time at the higher levels of the ladder?





Accountability Ladder Assignment

understand the concept



The Accountability Ladder is a tool to help us become more aware of when we are feeling accountable and when we are not. When we are not getting results, we often blame our circumstances or other people and we feel powerless. Using the ladder as a tool helps us refocus on: What more can I or we do to get the results?

reflect



- *How does operating at the lower levels of the Accountability Ladder impact your performance and your mood?*
- *How would spending even more time on the higher levels of the ladder improve performance and your mood?*

practice

- MAKE A POINT TO BE MORE AWARE OF WHEN YOU ARE FRUSTRATED, IRRITATED, AND COMPLAINING ABOUT THINGS.
- NOTICE WHICH LEVEL OF THE ACCOUNTABILITY LADDER YOU ARE ON WHEN THIS HAPPENS.

BE
EXTRAORDINARY
TOGETHER.



Connecting the Dots between Culture and Safety

Culture Conversation: Accountability Ladder

- Our colleagues and our patients are “counting on us” to be accountable and to strive for highly reliable processes and workflows
- When thinking about the concept of accountability, evaluate the Zero Harm Tools.
 - Have you followed through with your commitment to keep your colleagues and our patients safe?
 - Have you slowed down in the moment by using the STAR (Stop, Think, Act, Review) tool?
 - Have you avoided risky behaviors and practices by getting yourself out of auto pilot or ensuring you are validating and verifying before moving to the next task?
 - Have you taken steps to speak up for safety by submitting an SOS report or using the CUS (Concerned, Uncomfortable, Stop) tool in the moment?

<https://vimeo.com/395800670>

BE EXTRAORDINARY **TOGETHER.**

Culture Considerations and Conversation Starters

Accountability

- Try incorporating “accountability” questions into your interactions. Here is a list of examples:
 - What more could I have done, or could I do, to achieve desired outcomes in this situation?
 - What did I do that led to success and what can I learn from that for the future?
 - What did I do that contributed to failure and what can I learn from that for the future?
- Teams should work together to make sure accountability for what should be done, by whom, by when and to what extent is clear
 - Ask clarifying questions
 - Practice repeat back to make sure accountability is clear in the minds of all present
- Remove emotion from the situation when reflecting. Practice “What do I know for sure?” Stories can take you off track. Sticking to the facts usually clarifies the most productive next steps
- As leaders and co-workers we need to recognize and call out accountability when we see it
- Get your heart right when giving feedback to others about lack of accountability. If your heart/motivations are right, then your head will be right and you will choose the right words to have a productive conversation with the other person/people
- Giving each other recognition and/or productive feedback builds good relationships and teamwork

UNMC  **Nebraska Medicine**

