

# **See It, Own It, Solve It, Do It: A Framework for Individual and Organizational Accountability**

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# The Iceberg Illusion

Success is an iceberg

SUCCESS!

WHAT PEOPLE SEE

WHAT PEOPLE DON'T SEE

Persistence



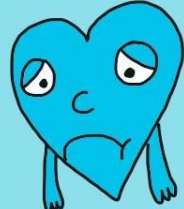
Failure



Sacrifice



Disappointment



Dedication



Hard work



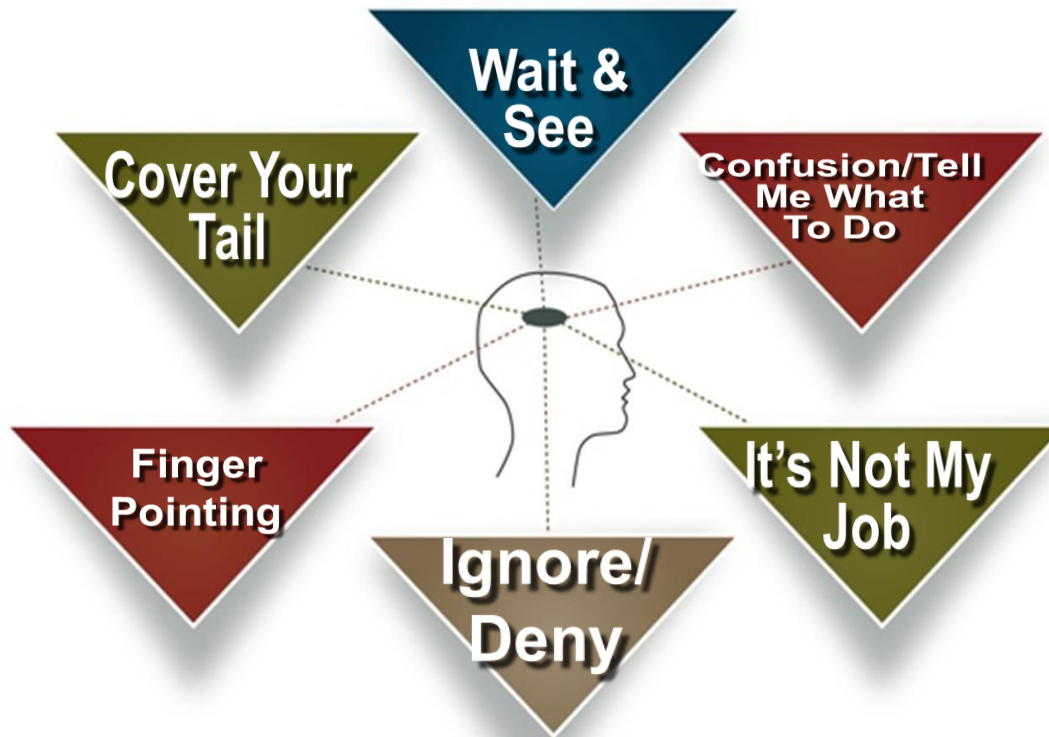
Discipline



@sylviaaduckworth

# The Oz Principle

THE LINE



BELOW THE LINE®

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THE OZ PRINCIPLE®  
ACCOUNTABILITY TRAINING

The CULTURE of  
ACCOUNTABILITY® PROCESS

The ACCOUNTABILITY  
SEQUENCE® TRAINING

Connors, R.,  
Smith, T., &  
Hickman, C.  
(2004). *The Oz  
principle:  
Getting results  
through  
individual and  
organizational  
accountability.*  
New York:  
Penguin  
Group.



# Below the Line

- Ignore/Deny –
  - From where I sit, I don't see a problem
- It's Not My Job
  - That's not what I'm paid for
- Finger-Pointing
  - Those people are to blame
- Confusion and Tell-Me-What-To-Do
  - You actually expected me to deliver
- Cover Your Tail
  - I warned you this was a problem
- Wait and See
  - Things will get better as the year progresses

# Definition of Accountability

- We often hear people describe accountability as something that happens to them when things go wrong.
- It's a personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results
  - You ask yourself, "what else can I do to make progress, overcome obstacles and achieve the result?"
  - You actively engage and deeply pursue solutions.

# Above the Line – See It

- Obtain perspective of others
- Being open and candid in my communications
- Asking for and offering feedback
- Hearing the hard things





# Above the Line – See It

- Finding the courage to see it entails:
  1. Recognize when you fall Below The Line
  2. Realize that remaining Below The Line not only ignores the real problem but leads to increasingly poor results
  3. Acknowledge and accept reality



# Group Exercise

- Think of a time when you fell below the line.
- In this example did you feel defeated, powerless, were the victim?
- Keep this in mind as we continue.

# Above the Line – Own It

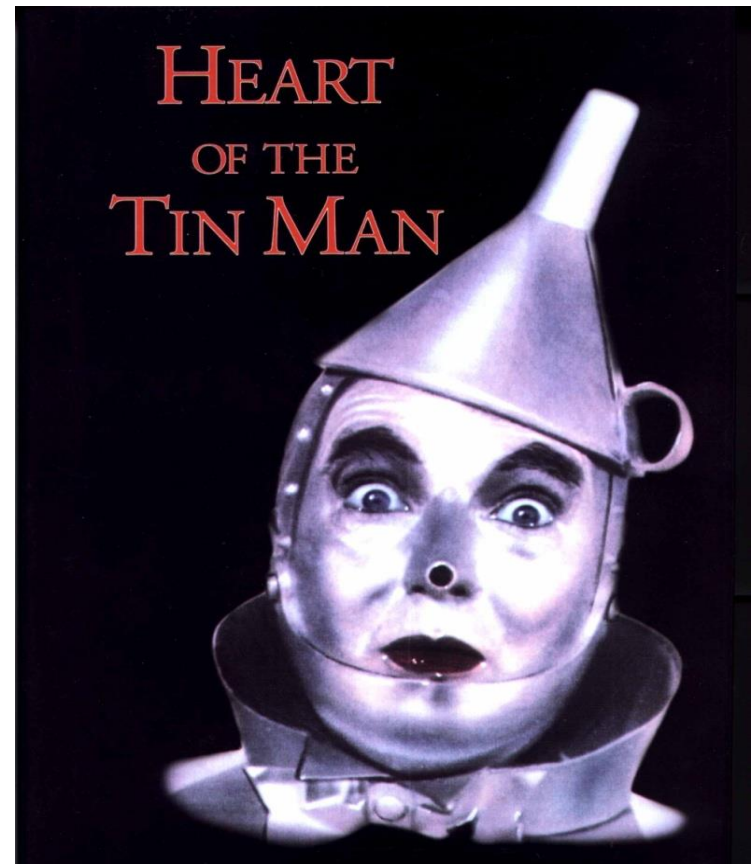
- The *Own It* step is a critical step, but it can also be a difficult one.
- Making the tie between our own actions and the results we are getting, particularly when those results are not what we want, can take some real heart.

# Above the Line – Own It

- Here are some questions you can ask yourself to help you make the tie:
  1. What am I pretending not to know about the impact of my role in the outcomes I am getting?
  2. What are the extra steps that I would take next time when faced with similar circumstances?
  3. What advice would I give someone else about how to move forward when faced with the same set of conditions?

# Above the Line – Own It

- Being personally invested
- Acknowledging my involvement
- Creating and maintaining a sense of alignment
- Committing to both my personal and my team's objectives



# Above the Line – Solve It

- The Solve It step can be the most difficult step to take as you continue your progress Above The Line.
- The *Solve It* attitude and behavior stem from continually asking the question: “What else can I do?”

# Above the Line – Solve It

- Here are some additional Solve It questions:
  1. Do you stay engaged in solving a problem when things get difficult
  2. Do you persistently ask the Solve It question: “What else can I do to achieve the desired results?”
  3. Do you take the initiative to explore, search, and question when solutions elude you?
  4. Do you stay conscious by challenging your current assumptions and beliefs about how you do things?
  5. Do you create new linkages in order to arrive at innovative solutions
  6. Do you try to discover new ways of thinking about problems.

# Above the Line – Solve It



- Constantly asking, what else can we do?
- Actively redefining boundaries
- Creatively dealing with obstacles
- Staying focused on results

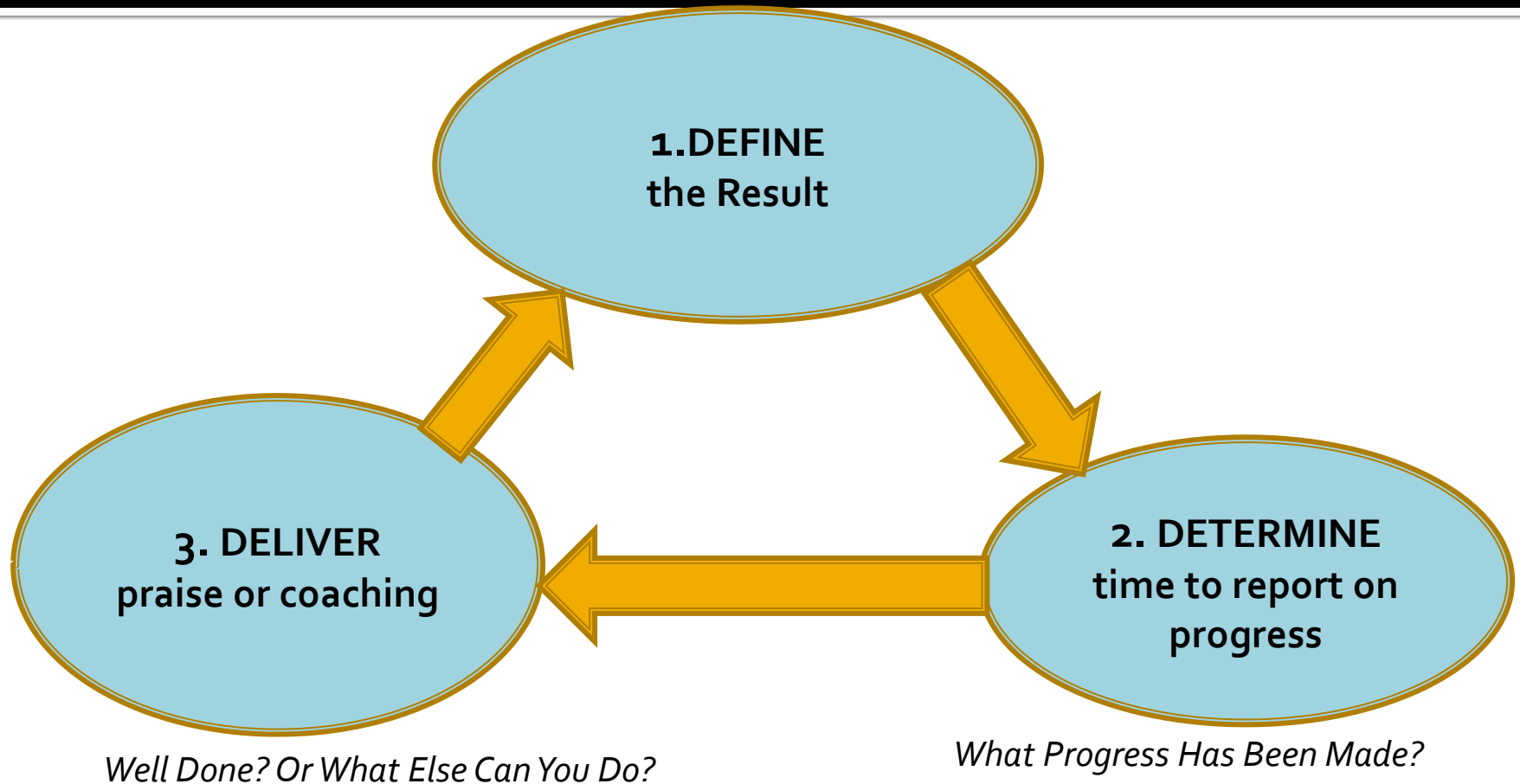


# Above the Line – Do It

- Reporting proactively
- Relentlessly following up
- Doing the things I say I'll do
- Measuring my progress toward achieving the intended result



# Holding People Accountable



Connors, R., Smith, T., & Hickman, C. (2004). *The Oz principle: Getting results through individual and organizational accountability*. New York: Penguin Group.

# Moving Above The Line



## Key Shifts

<u>From</u>		<u>To</u>
Externalizing	→	Internalizing The Need For Change
Blaming Others	→	Taking Accountability
Doing The Job	→	Achieving The Result
Working In Silos	→	Collaborating
Telling People What To Do	→	Engaging The Hearts And Minds Of People

# Moving Above The Line

- Externalizing vs. Internalizing the Need for Change
  - People have a tendency to externalize the need for change.
  - People inherently struggle, however, with the ability to define themselves within the problem.
- Blaming Others vs. Taking Accountability
  - Instead let's take all of the time, energy and resources employed in the Blame Game and channel them into a consistent focus on the organizational results.

# Moving Above The Line

- Working in Silos vs Collaborating
  - Organizational structures have long been set up with silos to create specialization and focus.
  - The goal in breaking down silos is not to destroy a department's ability to make decisions for their respective areas, but rather to eliminate the issues that caused conflicting priorities, lack of information flow, and duplication of efforts and resources.

# Moving Above The Line

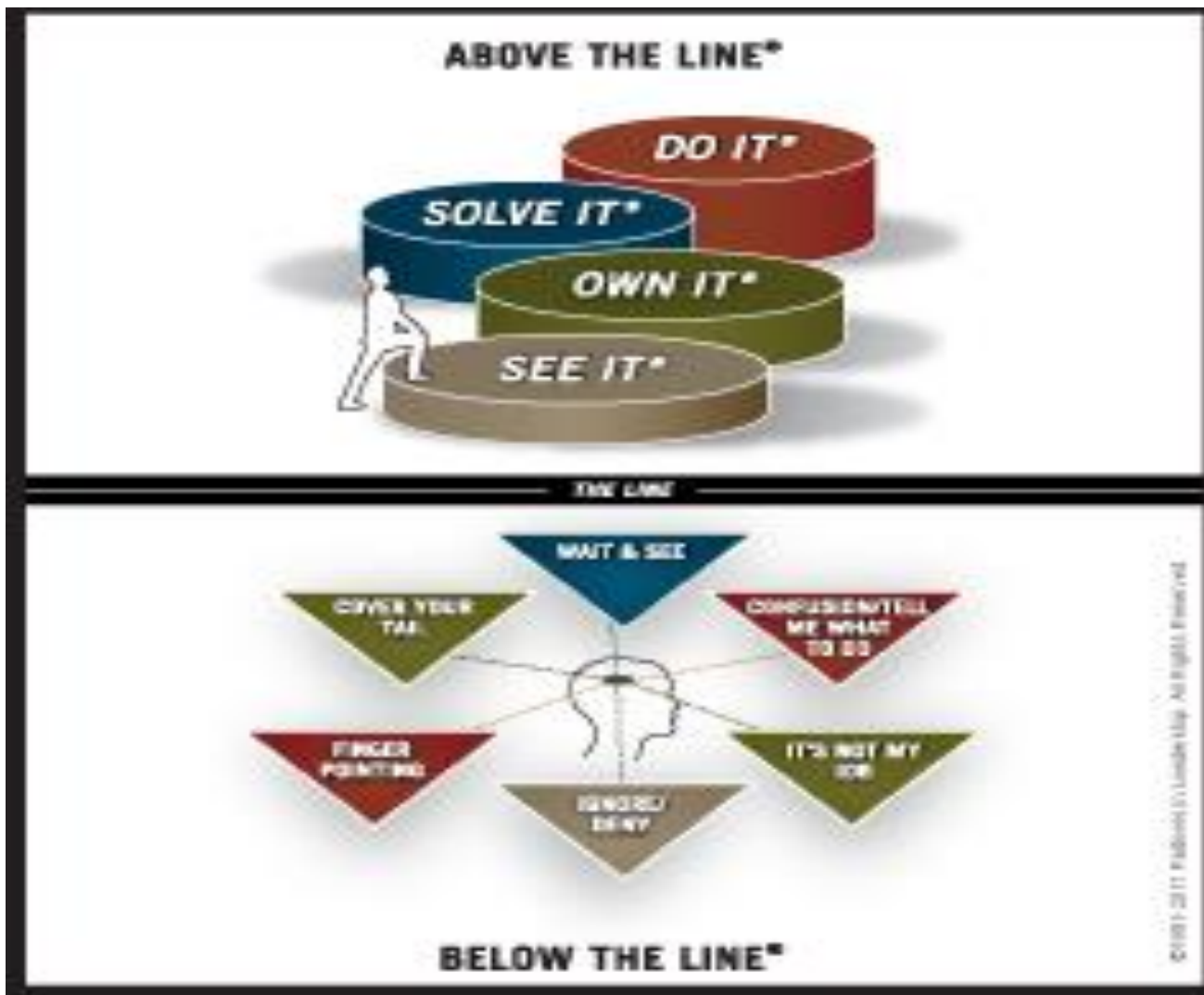
- Doing the Job vs. Achieving the Result
  - Doing the job and Achieving the Results are NOT mutually exclusive
  - A key shift is creating accountability around organizational results
- Telling People What to Do vs. Engaging the Hearts and Minds of People
  - The “Tell Me What to Do” Culture is a culture where people check their brains at the door, punch the clock, and check off the list of activities that define their job.
  - This activity-oriented mentality tends to be minus any proactive approaches to getting results because, “No one is telling me what to do”
  - A critical shift is engaging the hearts and minds of people instead of just their hands and feet.

# Group Exercise

- Let's go back to the time you fell below the line.
- See It!
- Own It!
- Solve It!
- Do It!



# The Oz Principle



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# Questions??

