

DRIVING ACCOUNTABILITY THROUGHOUT A BUSINESS: 24 STEPPING STONES ©Performance Keys 2011
Please contact Steve Clark on 0408 754 976 for discussion and/or further explanation on any aspect of the 24 Stepping Stones.

ACCOUNTABILITY takes place because the business asks questions of itself which of themselves demand responses; that's the key

Build or put the following key elements in place		How does this help to build Accountability HLA = High level accountability	Feedback on relevance to business (1/10)	How satisfied are you with your progress today? (1/10)	Looking at the next 3-6 months how would assess the priority in terms of getting this area into shape (High, Medium, Low)
1	Corporate Values				
1.1	Vision for the business that is shared with key stakeholders	Identifying and documenting a commitment to a high level purpose, vision and direction for the business that progress can be measured			
1.2	Statement of values, principles, beliefs including codes of conduct	The internal and external world know what's important, what you stand for and provides an indication of how decisions will be made			
2	Corporate Framework				
2.1	Org Chart with major responsibilities	A properly crafted organisation chart identifies outcome responsibilities, not just names and titles			
2.2	Authority levels and decision making matrix	Just who is responsible for decision making is made clear including the limits of that authority. Provides clarity and accountability			
2.3	Job Descriptions & KPI's	Output responsibilities and how they are to be measured provides HLA			
2.4	Policies, systems and procedures	They specify what's important in terms of polices and to what standard they should be performed; company best practice			
2.5	Performance appraisals	This is the ultimate accountability; the formal process of evaluation how well a person has been meeting their KPI's and other business objectives			
2.6	Training and professional development program	Having a documented plan in place that both individual and company commit to is HLA			
2.7	Compliance checklist	Ensures that all statutory, legal, legislative, WH&S and environmental obligations are being met			
3	Strategic Planning				
3.1	Strategic or long term	Any written plan by it's very nature offers strong possibilities for HLA			
3.2	Business or current years plan	Properly crafted annual goals with action steps and responsibilities provides HLA			
3.3	Budgets	Ongoing financial targets provide a scorecard for planning and performance management purposes			
3.4	Marketing and Sales	Again, done well this is a direction and commitment to action with sales activity plan in particular providing HLA			
3.5	Web Strategy	Clear understanding of the online strategy and how it needs to dovetail into the business plan			
4	Operations / Activities				
4.1	Dashboard/One page scorecard	Knowing what should be completed on a week to week basis is a HLA			
4.2	Perfect week	Designing your week to complete certain tasks at certain times and measuring performance and adherence is HLA			
4.3	Daily dozen	The daily dozen is a series of 'trigger' steps that lead to positive outcomes and builds momentum and if recorded daily is HLA			
4.4	Board of Management (BOM)	The MD or business owner is responsible for reporting on performance to this board or failing that 'the invisible chairperson' which is a concept as well as a person.			
4.5	Calender of events	This ensures important activities do not 'fall through the cracks' or get forgotten in the course of being busy			
5	Meetings				
5.1	Weekly meeting with self	This is an individual's 'promise' for the following week and 'reflection' on the past week which if taken seriously is a very HLA			
5.2	Meetings with standard agendas	The meeting itself sets the platform for discussion and the agenda makes sure what should be discussed is in fact being discussed			
5.3	Weekly meeting with partner/peer/buddy	This just adds an extra dimension or layer or accountability and objectivity to the weekly meeting with self			
6	Monthly reporting	This is the formal reporting process and with a well constructed agenda guided by business goals and other key issues will definitely be HLA			
6.1	Profit and Loss	Ditto: Operational Performance			
6.2	Balance sheet	Ditto: Cash flow and asset managements			
6.3	Variance reporting	Ditto: re major variations positive or negative			
6.4	General: People; Goals; Compliance etc	Ditto: The balance of the total business			
7	Feedback & Review				
7.1	Staff feedback/360	What your people think of each other, the business and the leadership provides valuable HLA			
7.2	Customer surveys/feedback	What your customers think of your product and customer service is vital HLA			