

“Today’s Challenge:
Sustainable Execution”

Creating a Culture of Integrity and Accountability

McGhee Productivity Solutions’
Objective Accountability Program



Execution is today’s leadership buzzword, often cited as the key to surviving in today’s economy. How are companies doing at this all-important effort to actualize strategy? When *Harvard Business Review* surveyed over 1000 companies in fifty countries, over 60% of employees rated their organizations as weak at execution, answering “no” when asked if strategic decisions are quickly translated into action.

Why does successful execution continue to elude organizations from start-ups to the Fortune 500s? Most companies have some kind of strategic planning process and a system for assigning goals and objectives, even connecting them to their annual performance reviews. But it’s at this point that the plan usually stalls.

For the plan to succeed, it has to come off the shelf and into the workspaces and calendars of every employee. As a manager, you need accurate, current data to track progress against goals and to stay on course. As a leader, you must operationalize your vision so that transformation can occur, bringing what’s possible into reality. Accomplish all of this, and you’ve not only achieved the business results you want, you’ve also established a business founded on principles of increased alignment, focus, integrity and accountability. This is where the distinctions of McGhee’s Objective Accountability Program (OAP) begin to emerge.

Integrating strategy into the infrastructure of your organization requires an operational focus – the ‘hard’ stuff – with clear, measurable objectives. This is what allows large numbers of individuals to be in alignment, focusing on the work that’s required to drive desired results. Otherwise, employees operate at the level of team and individual in a reactive way, hoping that the desired results will happen.

Learning and transformation occur when behaviors and beliefs are examined in the context of business results. This is the ‘soft’ stuff, and it’s the difference between yet another change management effort and a program that can help leaders focus organizational energy to deliver results that are sustainable.

McGhee’s Objective Accountability Program (OAP)

McGhee’s OAP is significantly different than most planning processes. It empowers organizations to achieve their meaningful goals and dramatically increase performance while working in alignment and balance – all in a framework that allows year-to-year sustained performance. The OAP is comprised of three major components: the Strategic Team Plan (STP), the Accountability Program (AP) and the Sustainability Plan (SP).

The Strategic Team Plan (STP)

The first output of the OAP is an annual Strategic Team Plan (STP), which includes specific objectives and projects for each functional area, each with clearly defined metrics. This plan dramatically increases organizational focus on what is required, at every level in the organization, to achieve the current year's goals.

The STP also produces a new operating paradigm and guidelines for success – themes for transformation. The work includes a 'soft' aspect of introspection, both understanding and learning from the behaviors that drove results in the prior year, and identifying the shifts that need to occur to improve performance against the long-term plan. In this way, prior year issues can become strengths going forward.

Results, whether they're created by individuals, teams and/or organizations, came from a paradigm, a way of being, that is driven by belief systems. When these paradigms are exposed, it's possible to consciously shift the behaviors resulting from these beliefs, thereby changing the outcome. The challenge is how to reveal these beliefs so that they can be transformed.

The OAP provides the solid structure and management processes to create an environment that allows soft skills to emerge naturally. This allows leadership to flourish – inspiring and coaching an organization to cause and create desired results – versus directing individuals who are reacting and responding to external factors.

In the usual approach, the leader tells the team what to do. The shift that McGhee creates establishes a team that is empowered, inspired, and accountable; they let leadership know what is required so that the team can do what they said they would do. This is servant-based leadership and the path to sustainability.

The Accountability Plan (AP)

"What if the true measure of a leader were not how successfully he or she influenced a community or organization to follow his or her vision, but how well the leader got people to face and resolve their problems – which requires difficult changes in values, beliefs or behavior?" says Ron Heifetz, Harvard Professor, Author - *Leadership Without Easy Answers*.

Following the STP process is the creation of an Accountability Plan (AP). This is the method by which the STP is operationalized, thereby providing a framework for communication and reporting of results. This is the structure within which the leadership team can hold themselves and their teams accountable.

The AP includes 1:1 meetings, reviews, and metrics to track the progress of each objective on a monthly and quarterly basis. This methodology provides data to constantly know where you are; the key is what you do with this information. In many companies, it is used as negative motivation, resulting in undue pressure and

an increase in silos. At McGhee, the information provides “dials” which can then be used to inform, coach and, when necessary, course correct.

Sustainability as a “Way of Work”

This third component of the OAP is designed to support your organization in implementing the OAP year-after-year on its own. A McGhee Executive Consultant guides you through all three phases via coaching and on-site facilitation. Also available is the Executive Coaching Program, which provides deeper learning on how to resource your own power as a leader to cause and generate transformation in yourself and others to achieve high performance results.

“This program evolved from years of working with Fortune 500 Executives who lacked clarity on their objectives and how to link them to the mission/vision of their companies. They weren’t able to effectively cascade objectives into their divisions. They also often lacked simple communication tools and data to know where they were in the execution of their plans,” says McGhee’s CEO and Author, Sally McGhee. “The role of the leader is to serve both the organization and the vision. It’s not about serving people OR the vision; it’s about accomplishing the vision, through the organization, through the people.”

“There are a lot of worthy causes. A leader has a lot coming in every day. The question is, where are you going to focus your team to create success for the organization this year? You need a process that allows the company to sustain itself whether or not you or the rest of the leadership team stays in place,” says Sally.

Much of the success of the OAP goes back to the four key values that emerge – alignment, focus, integrity, and accountability. Why are these so important? Companies aligned on a vision, operating in integrity, and who regularly hold themselves accountable while staying true to their values are driving the biggest gains in the stock market.

On values, author Patricia Aburdene states in her updated *Megatrends 2010*, “What is remarkable and largely unheralded is that corporate morality often correlates with superior financial performance.”

For more information on how McGhee can help you implement an OAP in your organization, please contact us at <http://www.mcgheeproduktivity.com>.

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McGhee Productivity Solutions, Inc. (McGhee) provides consulting services, tools and education to increase productivity and work/life balance. Based in Denver, CO, McGhee integrates its proven methods and protocols with Microsoft technology to deliver innovative action-management strategies to individuals and organizations worldwide. From the boardroom to the knowledge worker, the McGhee approach maximizes technology investments, improves job satisfaction and drives sustainable productivity throughout an organization. CEO Sally McGhee is the author of the popular book series [Take Back Your Life! Using Microsoft Outlook to Get Organized and Stay Organized.](#)