

Team Accountability System

Creating shared ownership for rapid results

WWW.TOLEROSOLUTIONS.COM

ACHIEVING SUCCESS THROUGH PEOPLE



Are you experiencing any of these challenges?

- After agreeing on strategy, poor execution as leaders fragment by doing their own thing without coordinating.
- Silo functional thinking creates operational breakdowns and inhibits effective execution of goals.
- Resistance to change and minimal ownership of and commitment to change, impacting adoption.
- Ineffective and time-wasting meetings failing to resolve obstacles or leading to outcome driven decisions.
- Improvement efforts don't address cross-organizational communication and systemic breakdowns.
- Team building improves relationships but fails to drive sustainable high performance.
- Too many or conflicting priorities with lack of accountability.
- Culture issues impacting performance.
- Reduced agility and innovation.
- Increased turnover.

To create a culture of accountability you must first create accountable teams.

Rapid Breakthrough Results

A 3,000-person division...

restructured from a decentralized to a centralized organization in 9 months (50% ahead of schedule), increasing morale, and decreasing costs by over \$2 Million.

A medical center...

went from operating in the red with low employee satisfaction to being profitable, significantly increasing employee engagement, and improving patient satisfaction in 9 months.

A bio-pharma manufacturing plant...

with a reputation of low trust with Corporate, poor safety scores, and resistance to change became the benchmark plant for safety, increased quality metrics, and being highly cooperative and responsive to their changing marketplace.

A municipal government...

in Canada saved millions of dollars within 6 months. It changed its culture from being highly siloed and competitive to positive, high engagement with shared ownership between levels and functions.

The B STATE Team Accountability System changes the game for:

- Executive and senior leadership teams
- Middle manager teams (powerful culture shifts for organizations of 200 to 3,000 employees)
- Functional teams (HR, IT, Finance, Program Management)
- Customer and supplier leadership teams
- Acquisitions or merged organizations



B STATE = Breakthrough State

What's Not Apparent Is How Unbelievably Fast It Is

Teams produce measurable, breakthrough results, and culture change *in just 3-6 months.*

- Our assessment conducted over a few days focuses on the root causes and understanding your business, without spending months collecting needless data that you already know.
- In implementation, you spend 2 days working on your business to accomplish what would normally take 2 - 3 months.
- You leave fully set up with real priorities, shared ownership, new positive behaviors, a new meeting structure, and a road map that guarantees results.
- We support you to rapidly implement and integrate the system into your regular routine without extra meeting time.
- A one-day evaluation session (3 - 6 months later) provides you the measures, refinements, and strategies for continuing moving forward rapidly.

How Teams Produce Such Rapid Results?

- The accelerated approach to assessment takes only a week for “root cause” analysis rather than months of unnecessary data collection.
- Instead of solving current breakdowns, the team creates new habits and behaviors of execution together.
- The team turns their old meetings into execution focused time for surfacing and resolving breakdowns and obstacles to success.
- Teams begin communicating with “one voice,” minimizing mixed messages and ensuring the messaging strategy is agreed before leaving a meeting.
- The team transforms silo thinking and behavior into “shared ownership” where everyone is dedicated to living the agreed to behaviors and removing any obstacle to success.
- The system optimizes team culture and operational excellence to produce breakthrough business results.
- Rather than being perfection-oriented, the team uses an agreed to and iterative process for change.
- The team now leverages people, time, and resources to remain outcomes driven and optimize quality results.



The Implementation Process

Each step of the process uses an outcome-driven approach to minimize time and maximize deliverables and results.

Step 1: Understanding your business, external drivers, challenges, and constraints to ensure we keep the implementation targeted and practical (1 - 4 day assessment)

Step 2: Implement the Team Accountability System (2 Days)

Because it is a working session, team participants identify their:

- Shared team priorities and project plans to create breakthrough results.
- 10 to 15 core Team Habits and Behaviors of Collective Execution to optimize operational excellence with measurements and improvement goals.
- Team Agreements for improving the team's trust, support, ability to manage conflict, and other factors critical for team effectiveness.
- Most important, it's all measured and tracked in outcome-driven (B STATE) meetings without adding additional time for the team.

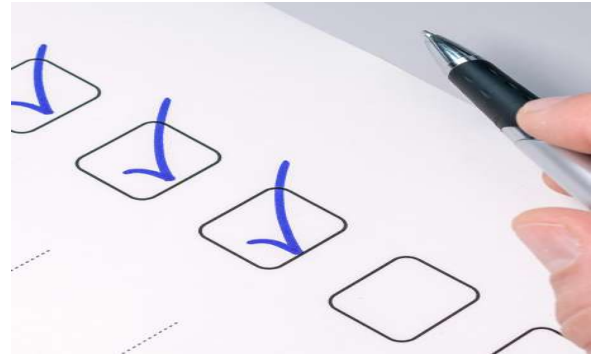
Step 3: Facilitate the first meetings with on-going coaching

To ensure meetings reflect the mindset and behavior changes committed to by the team, while coaching the team leader to lead those meetings afterward. And, provide continual coaching for the team leader and project leaders to ensure they keep up with commitments or learn to adjust their commitments with the team.

Step 4: Team evaluation and refinement (1 day)

Rarely does any team process use multiple measurements to assess progress and make adjustments. The Team Accountability System measures project deliverables, business outcomes, team execution based on agreed-upon behaviors, and team relationships based on 15 qualities of effective teamwork identified and validated with over 20 years of cross industry experience. These measures are correlated to determine the sustainability of results and lead to root cause analysis for refining the team process. This process repeats every 6 months to continue evolving the team in response to new business challenges and opportunities.

...all within 3-6 months



Each Participant Receives

- Participant workbook for the implementation session
- Participant workbook for the evaluation and refinement session
- A set of MS Word Templates to support the system
- *B STATE - A New Roadmap for Bold Leadership, Brave Culture, and Breakthrough Results*, book
- A pocket-sized Personal Accountability Model card
- Typed results for each working session
- 1 Personal Accountability Poster for the team meetings

What You Can Expect

- Deliverables are on schedule and budget
- Team habits of execution improve by 60 -80%
- Team relationships improve in 15 key areas by 15 - 35%
- Shared ownership and accountability
- Increased innovation and agility
- Improved customer experience
- Enhanced communication
- Rapid conflict resolution
- Breakdown of silos
- Increase in trust

Frequently Asked Questions

Does this work for different or mixed cultures?

It works surprisingly well all over the world. It has been implemented in Europe, the Middle East, China, Japan, South America, Australia, and mixed groups from four continents.

Can you implement this for virtual teams?

Yes. It is a different process and timing with different preparation, but any time you can use technology to hold a virtual meeting, you can do this.

How does this work with an Agile approach?

It's supportive of an Agile approach. The Team Accountability System immediately sets up the shared ownership and accountability supporting the teamwork required for success.

Does it last? I have done enough that haven't.

Yes. Teams have used the system for 5-15 years to continually evolve and achieve results, without any additional support, even with changes of team members and leaders.

What happens when you get a new leader or team member? Do you have to start over?

That is where the system shines. There is a simple process for integrating new team members and including their experiences and hopes in what the team has built. Even new leaders, with new expectations and direction, have found it a benefit and use it to move forward. It's a great system for onboarding new team members.

Is there any time it doesn't work?

Yes. There are three situations: 1) the team does not meet to take action, 2) they don't utilize their meetings properly, or 3) the leader "declares" they use the system. The first two are rare, and with a single session, we can get them back on track. The third we test for before doing the session.

What about a change in the market or business?

Teams that have used the system to pivot their business. It sets the team up to recognize and rapidly adjust as an organization to these external drivers and events.

Client Experiences

"We accomplished in one day what would have taken us at least 3 months."
–**Healthcare**

"Instead of learning about each other's styles, we learned about each other's needs for success, and we are committed to each other's success in addition to our own success. This is true ownership!" –**Utility**

"We became a unified team by working on real issues and getting real work accomplished. It felt good to rise above our differences to our common cause as a team." –**Manufacturing**

"We have a clear path to success and the means to support and trust each other, and it all happened in one day. It was easy and graceful, and we have the reference point for high performance."
–**Retail**

"I came in stressed and burned out, and now I feel rejuvenated. A major load was lifted today now that we are all aligned and actively supporting each other to be successful." –**Medical Facility**

"So often these activities give us more work to do. Not this process. We are just doing our work differently to be more efficient, more focused, and more results-oriented." –**Government**

Take your organization from...

