

Establishing Accountabilities

by John Petrie, Director, Conway Management Canada

As in many things in life, clear expectations will help you achieve the results you are looking for. The same is true in working with people in continuous improvement. A performance contract is a useful tool that states both clear expectations and consequences. It builds a strong working relationship and delivers results. One of our Canadian clients shared with us this simple but excellent example of a contract with a yard worker.

Expectations "I want the lawns looking like this. I want the flowers looking like that. Are you clear on what result is needed?"

Why it matters If the lawns and gardens don't look great, customers will think we don't grow good flowers and they will buy elsewhere.

Constraints "I won't be able spend much time with you, but if you have questions, need resources or need help, come and find me."

Beliefs "I trust you to do the job."

Consequences "If you do what we agreed on you can expect steady work and raises. If you don't, we will be parting company."

Accountability is a two way street: the subordinate contracts with the boss to deliver the results; and the boss contracts to provide help and support to the subordinate.

Do You Have A Story To Tell?

Conway Management has worked with many of our readers for months or years. Many of you exemplify the very success we hold as a goal for ourselves and our customers.

You may be a candidate for a Conway Management case study story. In our relationship with editors and writers who cover the issues of business today, case studies are important because these editors and writers look for relevant examples of organizations using continuous improvement and **The Right Way To Manage®**.

If we use your organization as a case study, your organization can be positioned as a leader with commitment to continuous improvement and operational excellence. Conway Management's role would be as a provider of some of the tools and help in your success.

If you are interested in speaking to the media about your successes or in developing a case study or in submitting an article to this newsletter, please contact: Kimberly S. Haines at 800-359-0099 ext. 31.