

Exercise: Structure, Process, Behavior

Instructions

Look back once more at the Taking Over exercise. Were there any instances where you took the monkey because it wasn't clear whose responsibility it was?

Those are the places to look at organizational **structure, process, and behavior**. What can you change to make the lines of ownership unmistakable?

Structural problem examples are:

- When an employee does not have the authority that goes with the things you are holding them accountable for.
- When there are dotted line reporting relationships that confuse people.

Process problems are things like:

- There is no established process, so expectations aren't clear
- Some of the steps in a process are outside your organization's control.

Behavior examples include:

- You, the manager, are hesitant to call people out and hold them accountable.
- You assign more work than you realistically expect your employees to be able to do.

Identify specific needs – things you can change to more effectively foster a culture of accountability.

Example:

| Employee | I took over work because | Structure, process, or behavior need |
|----------|---|--|
| Robert | <i>I took over and completed the grant application that he was working on</i> | <i>Process: Need more formal training for Robert on grant applications so he can bring up the quality of work.</i> |
| Tariq | <i>I took over and completed the slide deck for our next board meeting.</i> | <i>Structure: It was not crystal clear to Tariq that he was the owner of this and that if he didn't do it, it wouldn't get done.</i> |
| Robert | <i>I called the 5 potential funders Robert was supposed to be calling.</i> | <i>Behavior: I should not have called the funders myself. Next time I can be stronger on holding Robert accountable.</i> |
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Notes

There's a pattern of unclear accountability here. Even if I ask someone to do something, they know that I will step in and do it for them if I sense that it may not get done on time or at good enough quality. Behavior is the main driver in my case.

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