Reality Vet

The Accountability Pathway Workbook

Reality Vet Coaching & Consulting

Introduction:
Welcome to the Accountability Workbook, designed to diagnose and troubleshoot why there is a lack of follow-through or recurring expectations that are being unmet by either the team or an individual. This process will help you learn to create accountability and foster a culture of accountability within your veterinary practice.

This workbook is based on the information provided in the article "Accountability Isn't a Four-Letter Word" and will guide you through the process of setting clear expectations, avoiding common missteps, and creating a positive and productive work environment.

Expectation vs. Reality:
Before diving into the seven steps to accountability and common missteps, take a moment to reflect on your current situation. Write out the expectation you have for your team or a specific team member, and then describe what is actually happening.

Expectation:

Reality:

Total Accountability Pathway Score: _____/ 35

What gaps did you identify in the assessment below?

Action Plan: What are the next steps to close the gaps and improve accountability and follow-through?

Pathway to Accountability Assessment:
Instructions: For each of the seven steps, assess the status and presence of each on a scale of 1 (needed improvement) to 5 (excellent):

1. Communicating the Purpose of Expectations: _____
   - Has the purpose and reasoning behind the expectation been clearly explained?
   - Does the individual or team understand how this task contributes to the practice's success?

2. Ensuring Expectations were Clear: _____
   - Are tasks, timelines, processes, and outcomes clearly defined?
   - What tools are in use or needed to define them?
     - Conversation
     - Policies
     - SOPs
     - Employee handbook
     - Job descriptions
     - Duties checklists
     - Other
   - If needed, were collaborative conversations completed to ensure alignment?

3. Providing Necessary Resources: _____
   - Does the individual or team have the following resources to ensure success?
     - Technical skill, ability, knowledge
     - Specific training
     - Time
     - Tools, supplies, or equipment
     - People
     - Other
   - Have you assessed the adequacy of the resources available for this task?

4. Leading by Example: _____
   - Do you and/or your managers model the behavior and work ethic you expected from your team?
   - Do you and your managers demonstrate personal accountability through your own actions?
   - Do you hold everyone on the team equally accountable for expectations?

5. Assessing Performance: _____
   - Are you checking in to assess follow-through informally?
   - If needed, are formal evaluations being completed or scheduled?
   - If applicable, how is follow-through and performance being tracked or measured?

6. Planning Follow-Up Discussions: _____
   1. What follow-up discussion have been held regarding this expectation?
   2. Are additional follow-up discussions needed and scheduled?

7. Providing Feedback: _____
   - Have you provided both positive recognition and constructive feedback?
   - What specific behaviors and outcomes require feedback?
   - Have you celebrated successes and/or offered rewards when appropriate?
   - Will any negative consequences, such as corrective action, be needed?

Common Missteps:

1. Unclear or Unspoken Expectations:
- Failing to establish specific, measurable, and achievable goals
- Not communicating desired outcomes and performance standards
- Lack of written documentation of expectations

2. Unrealistic Expectations:
- Setting unrealistic goals, timelines, or tasks outside team members' skill set or experience level
- Leading to overwhelm, discouragement, and decreased motivation and productivity

3. Inadequate Training or Resources:
- Failing to provide necessary training, skill development opportunities, or allocate sufficient time and budget for professional development
- Hindering team members' ability to perform effectively

4. Micromanaging:
- Excessively monitoring or controlling team members' work
- Eroding trust and autonomy, limiting ownership and decision-making

5. Not Following Up:
- Failing to regularly check in, assess progress, offer support, adjust expectations, or follow through on commitments
- Undermining accountability and eroding trust

6. Inadequate Feedback:
- Not providing regular, constructive feedback or recognizing successes
- Failing to address performance issues in a timely manner
- Leaving team members feeling unsupported and uncertain about their performance

Creating a Culture of Accountability:

1. Review the seven steps to accountability and identify areas where you can improve.
2. Assess which common missteps you may be prone to and develop strategies to avoid them.
3. Schedule a team meeting to discuss the importance of accountability and share your plan for implementing the seven steps.
4. Set up regular check-ins with team members to assess progress, provide feedback, and adjust as needed.
5. Celebrate successes and recognize team members who demonstrate accountability and contribute to the practice's success.

Conclusion:

Creating a culture of accountability takes time and commitment, but the benefits are well worth it. By following the seven steps outlined in this workbook and avoiding common missteps, you can foster a positive and productive work environment where your team thrives. Remember, accountability is not about blame or punishment; it's about setting clear expectations, providing support, and working collaboratively towards shared goals. Embrace accountability as a tool for growth and success and watch your veterinary practice flourish.