Driving Accountability Through Effective Organization and Business Routines

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Successful Operations Have a Simple Recipe

- These 3 ingredients drive EXECUTION
- Great ideas are common, great execution is not
- Great execution eats strategy for lunch!

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Creating a Culture of Accountability

- Good culture without accountability = happy people who eventually quit
- A great business culture is not possible without accountability
- Accountability is the manifestation of who you are and what you stand for
- It's not a bad word!

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Creating Accountability

- Clearly define expectations
- Define responsibility
- Organize to facilitate responsibility
- Help the team see the path to success
- Eliminate excuses
- Reward execution
- Be transparent and communicate often
- Create a sense of ownership

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Accountability, Responsibility, and Control

- Effective execution and a culture of accountability require all three
- Accountability without Responsibility = Excuses
- Accountability or Responsibility without Control = Excuses
- Excuses = Poor Execution and Bad Culture
- Examples
  - Production Director accountable for feed cost with no responsibility or control over the feed mill
  - Contract growers accountable for a mortality target with no responsibility or control over the sow farm or pig flow decisions

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Effective Organizational Design Facilitates Accountability and Results

- Organizational Design – the creation of roles, processes, and structure to achieve the organization's goals
- Organizational Design is not just Organizational Structure
- Organizational design is the map for getting things done in your business
- Without an effective, functional design, chaos and confusion can ensue

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Organizational Design – Keep It Simple

- Organizational Design can be easily overcomplicated
- Keep it simple and use as few layers as you can to be effective
- Always remember who is doing the work and keep decision making close to them
- Choose your leaders carefully and make changes infrequently
- Communicate the design to the entire team and ensure they know where they fit

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Use Routines to Drive Accountability

- The person responsible and/or accountable for a metric or outcome should be the one to report on it
- Create a countermeasure culture – reporting a red metric without a plan to fix it is a waste of time
- Ask questions and encourage candor
- Make sure everyone is engaged in the discussion and understands their part in the whole – peer pressure can be very healthy for driving accountability
- Recognize success

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Pulling It All Together – The Art of Operations Leadership

- Create a culture of accountability – if accountable is who you are, you will be set up for success
- Organize your business to make accountability simple and ownership natural
- Communicate through effective, useful routines that provide your team with the information and feedback they need to be successful
- Operate with a sustainable sense of urgency and empower people to make decisions that will help accomplish your vision

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THANK YOU!

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