

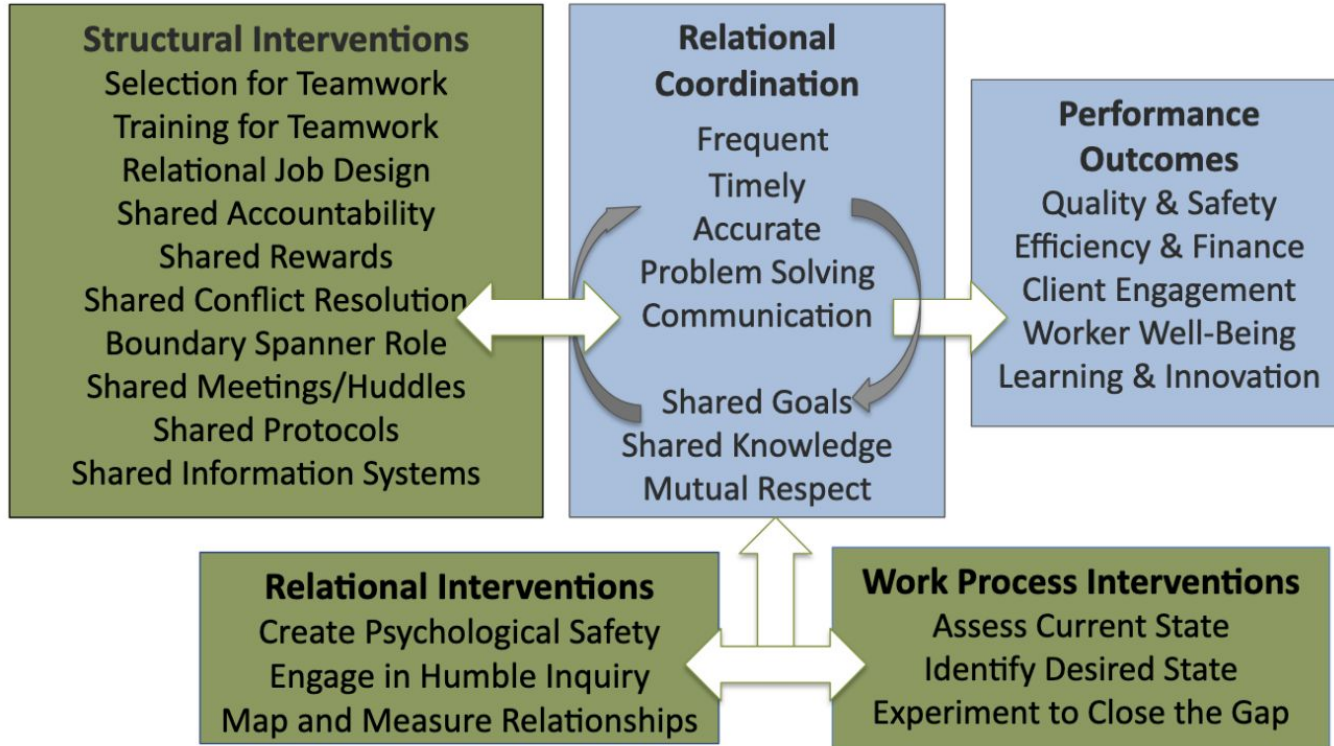
Shared accountability

What It Is: Shared accountability is an approach to performance management that encourages collaborative rather than competitive or siloed behaviors between jobs that are interdependent.

Why It Matters: Organizations are a web of interdependent tasks. Coordination is needed among multiple jobs to achieve most performance outcomes. A siloed approach to target setting is one of the main barriers to collaboration. Shared accountability is relevant for any role that requires interdependent work - whether frontline employees, mid-level managers or the top management team. Shared accountability is even relevant for coordinating with external partners and suppliers.

How To Do It: Guided by results of the Org Structures Assessment Tool, identify jobs that need greater shared accountability. Determine which roles need to coordinate with which other roles to achieve desired outcomes. Then create a performance management matrix for each role with individual goals, team goals and overall organizational goals - or a RACI that shows shared accountability across roles. This process is usually led by HR departments with input from line managers.

Shared accountability is part of the Relational Model of Change



Other structures in the Relational Model of Change

- Selecting & training for teamwork
- Relational job design
- Shared accountability & rewards
- Shared conflict resolution
- Boundary spanner roles
- Shared meetings & huddles
- Shared protocols
- Shared information systems
- Shared space

A summary of the evidence:
Bolton, R., Logan, C., & Gittell, J. H.
(2021). [Revisiting relational
coordination: A systematic review](#).
*The Journal of Applied Behavioral
Science*, 57(3), 290-322.

Gittell, J. H. (2016). [Structural interventions](#) in *Transforming relationships for high performance: The power of relational coordination*. Stanford University Press.

Identify needs using the Org Structures Assessment Tool

Structures

Nurses

Case
managers

Physicians

Residents

Physical
therapy

Respiratory
therapy

Selecting for Teamwork

Training for Teamwork

Relational Job Design

Shared Accountability

Shared Rewards

Conflict Resolution

Boundary Spanner Role

Shared Meetings & Huddles

Shared Protocols

Shared Info Systems

Shared Space

 WEAK SUPPORT

 MODERATE SUPPORT

 STRONG SUPPORT

Selecting for Teamwork	Strong Support	Strong Support	Weak Support	Weak Support	Moderate Support	Moderate Support
Training for Teamwork	Strong Support	Strong Support	Moderate Support	Moderate Support	Strong Support	Strong Support
Relational Job Design	Moderate Support	Moderate Support	Weak Support	Weak Support	Strong Support	Strong Support
Shared Accountability	Moderate Support	Weak Support	Moderate Support	Moderate Support	Moderate Support	Weak Support
Shared Rewards	Weak Support	Weak Support	Weak Support	Weak Support	Weak Support	Weak Support
Conflict Resolution	Strong Support	Strong Support	Moderate Support	Moderate Support	Strong Support	Strong Support
Boundary Spanner Role	Strong Support	Weak Support	Weak Support	Weak Support	Moderate Support	Weak Support
Shared Meetings & Huddles	Strong Support	Strong Support	Weak Support	Weak Support	Strong Support	Strong Support
Shared Protocols	Strong Support	Strong Support	Moderate Support	Moderate Support	Strong Support	Strong Support
Shared Info Systems	Strong Support	Strong Support	Strong Support	Strong Support	Strong Support	Strong Support
Shared Space	Weak Support	Weak Support	Moderate Support	Moderate Support	Moderate Support	Weak Support

Performance management needed at different levels of aggregation

- ◆ Organizations are a web of interdependent tasks
- ◆ Coordination is needed among multiple jobs to achieve most performance outcomes
- ◆ How to develop shared accountability among people whose tasks are interdependent?
- ◆ Performance management systems can be designed to encourage workers to coordinate other roles to achieve performance outcomes

Accountability systems often reflect a fundamental belief in competition as an effective motivator

- ◆ Without competition, no motivation
- ◆ Leaders have been socialized to believe it
- ◆ Forced distribution of evaluations
- ◆ Published rankings
- ◆ Contests between individuals or departments

When is competition helpful? Harmful?

“Performance management shouldn’t kill collaboration” by Gardner & Matviak

- ◆ A siloed approach to target setting is one of the main barriers to collaboration
- ◆ Scorecard as one solution
 - ◆ Component 1 - overall shared goals
 - ◆ Component 2 - team/regional goals
 - ◆ Component 3 - individual goals
 - ◆ Component 4 - long range goals



Performance Management Matrix

Four Levels of Goal Setting (Gardner & Matviak)



Job Title:

Organization:

	Goals	Who's Involved	Metrics	% Weight for Evaluation and/or Bonus
Organizational goals				
Team goals				
Individual goals				
Longer-term goals				

- Make a copy of this performance management matrix, then complete it for your HR Portfolio job, based on the job description you have created or are creating
- Find a colleague and walk them through your performance management matrix.
- Explain your rationale for the different goals and request their feedback

Shared accountability using RACI

RACI is a model that describes the participation of various roles in completing tasks or deliverables for a project or process. The four key responsibilities most typically used are: responsible, accountable, consulted and informed. RACI is often used to define roles and responsibilities in cross-departmental projects.

The RACI model is also known as a responsibility assignment matrix or linear responsibility chart.

Shared accountability using RACI

Responsible: Those who complete the task.

Accountable: The one ultimately answerable for the correct completion of the deliverable or task, ensuring the prerequisites of the task are met, and delegating the work to those *responsible*.

Consulted: Those whose opinions are sought, such as subject-matter experts, and with whom there is two-way communication.

Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication.

No option called Coordinate. But you could use C to indicate Coordinate rather than Consult, if there's interdependent work requiring coordination.

Sample RACI Chart

Tasks	Job 1	Job 2	Job 3	Job 4
Task 1	A	R	I	C
Task 2	A	R	I	C
Task 3	A	C	R	I
Task 4	A	C	R	I
Task 5	A	I	C	R
Task 6	A	I	C	R

How do individual and team goals link to the organization's goals?

Org performance outcomes -
overall goals



Job A
sub-goals

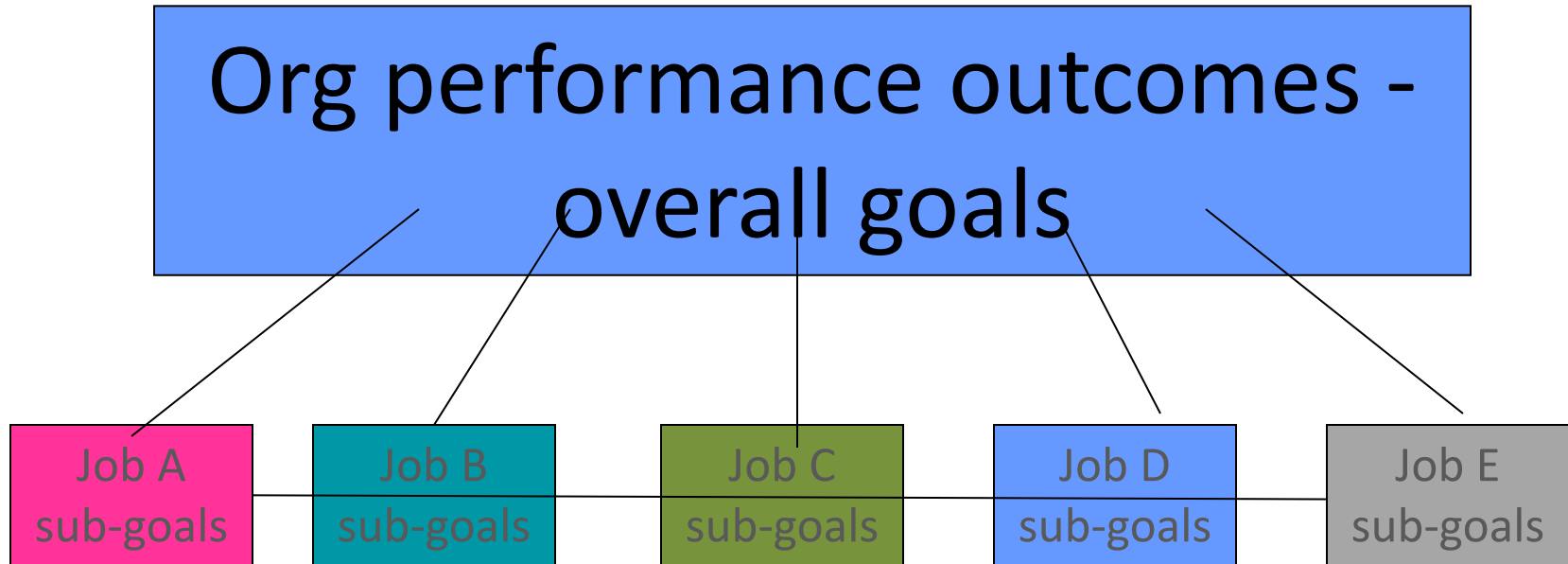
Job B
sub-goals

Job C
sub-goals

Job D
sub-goals

Job E
sub-goals

Linking individual and team goals to overall organizational goals



Results-based measures can be *combined* with process measures

- ◆ Results-based measures don't always give useful information about what went right or what went wrong
- ◆ Can be frustrating and stressful because people can't control outcomes directly
- ◆ Need process measures as well that reveal how the process is working at a level where it can be fixed

Combining results-based measures with process measures at Southwest Airlines

“Headquarters wants to hear about our performance, but what they really want to know about is employee morale. They know if you don’t treat people right, they will get you back in other ways.”

Evidence from research

Find summary here:

Bolton, R., Logan, C., & Gittell, J. H. (2021). [Revisiting relational coordination: A systematic review](#). *The Journal of Applied Behavioral Science*, 57(3), 290-322

Shared Accountability Tools

[Performance management matrix](#)

[RACI matrix template](#)

[RACI model](#)