

**I don't know the key to success,
but the key to failure is trying to
please everybody.**

Bill Cosby

ACCOUNTABILITY RURAL STYLE

THE UP

THE DOWN

Managing in Micro-Environments

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THE UP

COMMUNITY



LOCAL ELECTED
OFFICIALS



BOARD / PHYSICIANS



CEO

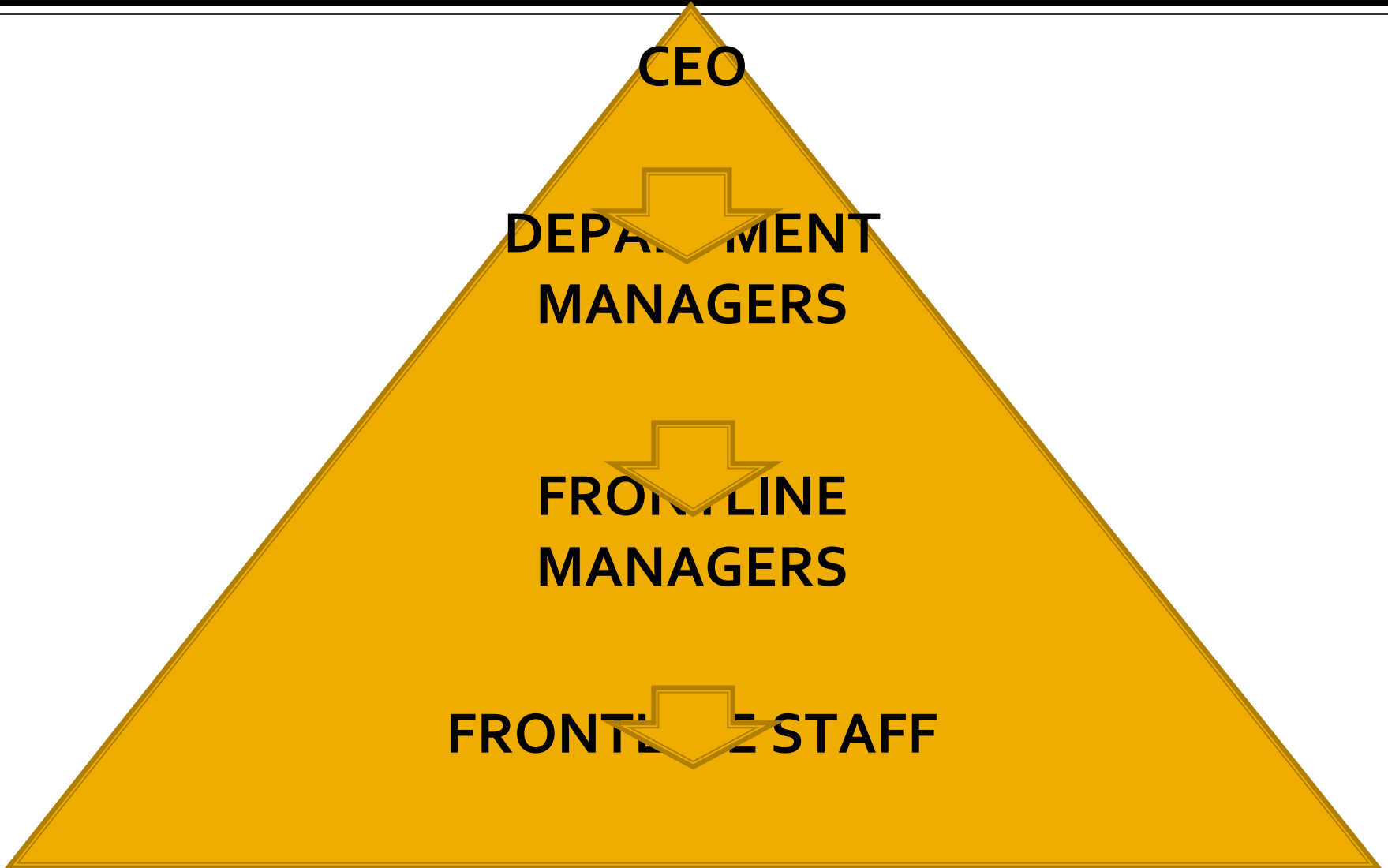
THE DOWN

CEO

DEPARTMENT
MANAGERS

FRONTLINE
MANAGERS

FRONTLINE STAFF




THE SQUEEZE

COMMUNITY
LOCAL ELECTED OFFICIALS
BOARD/PHYSICIANS

CEO

DEPARTMENT MANAGERS
FRONT LINE MANAGERS
FRONT LINE STAFF

BOARD'S VISION

- Keep elected officials happy
- Keep board & doctors happy
- Keep the community happy
- Keep employees happy 
- Hold employees accountable
- Improve operational efficiencies
- Assemble the best people for the job

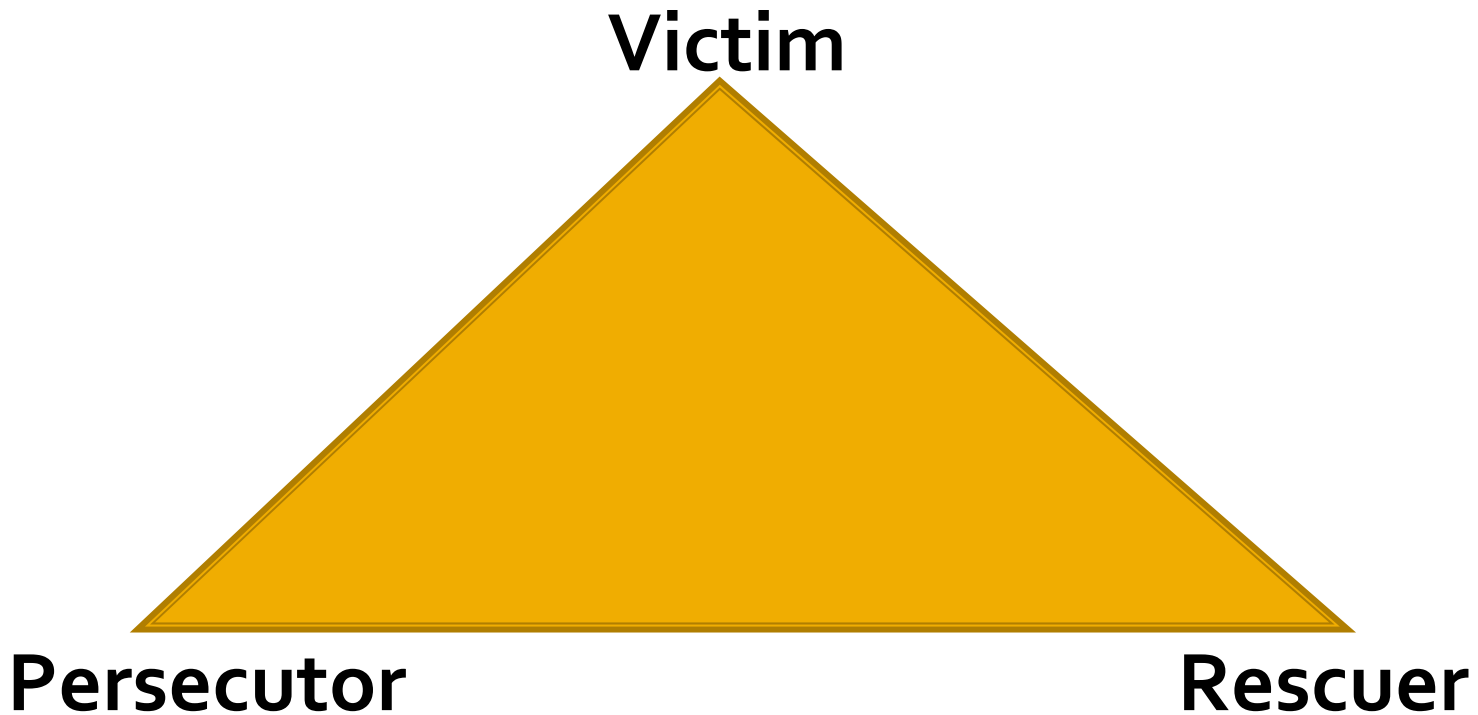
The Mission You Chose to Accept

**Manifest Board's Vision
While Upsetting No One**

Managing the Squeeze

- Discourage Board Members from involving themselves in operations
- Discourage Board Members from developing *rescuer* relationships with hospital staff
- Discourage staff from complaining to Board Members or politicians

DYSFUNCTIONAL RESCUE TRIANGLE



SOLUTION = STAY OUT OF THE TRIANGLE

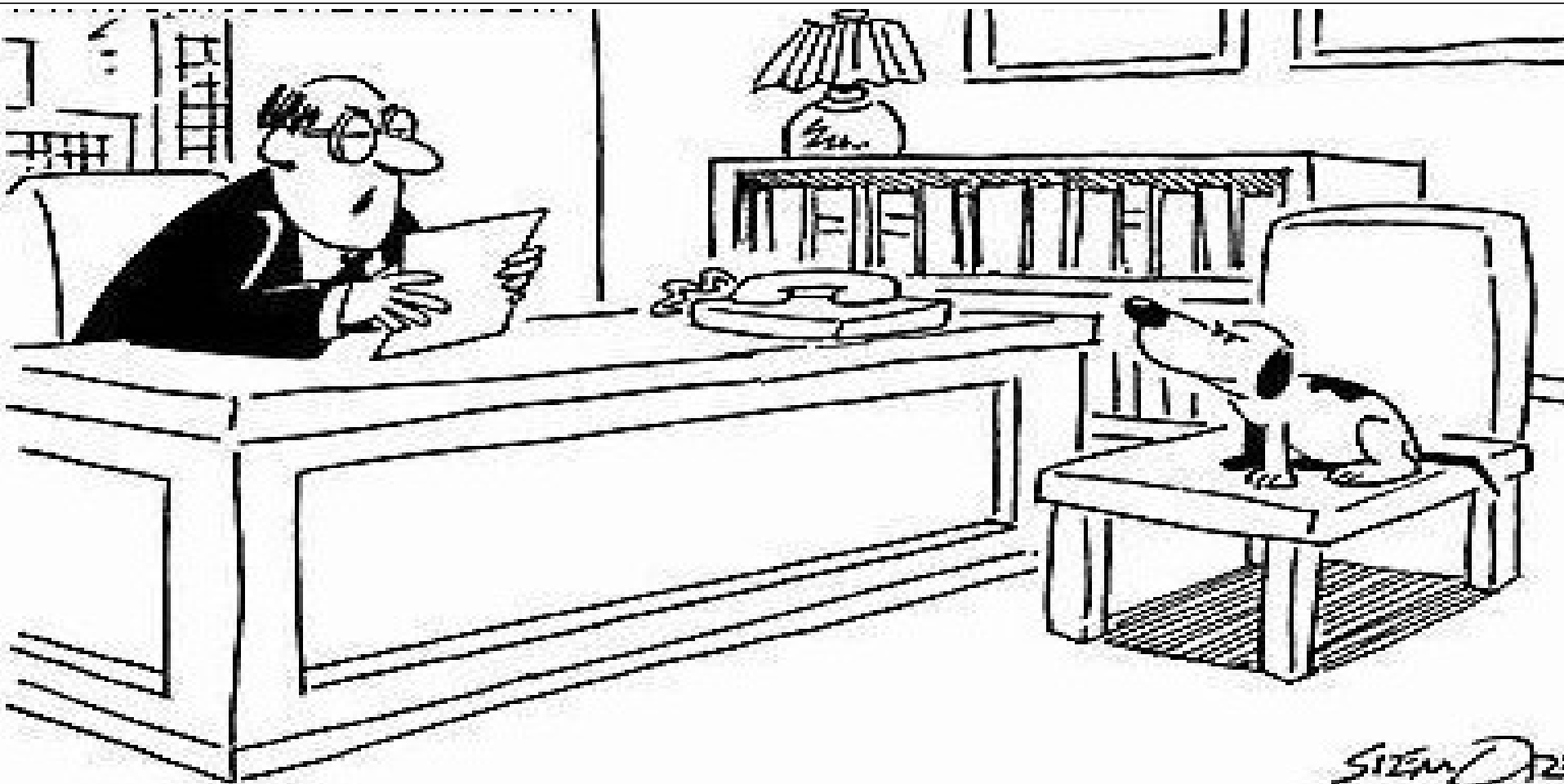
THE UPSIDE'S COMMON DYSFUNCTIONS

- **Board involved in operations rather than governance**
- **Lack of strategic plan**
- **Lack of systematic follow-up on execution of strategic plan**
- **Leadership fails to assign rewards or consequences for plan's execution**

MANAGING "THE UP"

- **Examine Board appointment process**
- **Determine individual Board Member's motivation**
- **Identify formal and informal Board leaders**
- **Develop a written agreement with the Board defining the CEO's limits of authority**
- **Assist Board in developing a set of measurable goals for the you**

ACCOUNTABILITY



STEVE MEYERS

"The complaints against you are as follows: You don't return calls, you don't encourage your staff, and you're nobody's best friend."

ACCOUNTABILITY

A successful man is one who can lay a firm foundation with the bricks others have thrown at him.

David Brinkley

THE DOWNSIDE'S COMMON DYSFUNCTIONS

DECISION MAKING AND RESPONSIBILITY

- Too many employees reporting to CEO
- A disconnect between Department Managers' decisions and hospital's goals
- Department Managers unaware of their contributions to the Hospital's success

Stroudwater and Associates

MANAGING "THE DOWNSIDE"

- Foster an entrepreneurial attitude with Department Managers
- Develop a system of recognition
- Identify *Sacred Cows* early and develop an understanding with Board for their management
- Develop positive relationships with subordinates of *Sacred Cows*

Improving Downside Accountability

- Communicate nature of project and have employees express their clear understanding
- Reach agreement with employee on project timeline
- Set date for review of project with employee
- Have employee sign an agreement stating they understand the due date and nature of the assignment
- Instruct employee to notify you in writing at least one week prior to deadline when unable to meet deadline
- Follow up with written communication of project date to employee

DESIGN THE PROCESS WITH EMPLOYEE IN MIND

- Model good accountability practices with your managers by holding them accountable
- Provide an example of work product. e.g. spreadsheet, table, previous report
- Always express gratitude for projects well done
- When repetitive reminding is required, your accountability process is broken

THE DOWNSIDE

**A desk is a dangerous place from which
to view the world**

John Le Caré

ACCOUNTABILITY

**Effective leadership is putting
first things first**

**Effective management is having
the discipline to carry it out**

Stephen Covey

ACCOUNTABILITY

**There is a fine line between
reckless and courage**

Paul McCartney

IT IS UP TO YOU TO HOLD THE LINE!

THANKS !!

Questions?

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