

## Developing Management Effectiveness

### ***Accountability for results***

As a leader, director, manager do you set tasks – things for people to do, or do you describe the results that need to be delivered and then let the people get on with achieving as they best know how?

Effective managers set and hold to account for results, whereas supervisors allocate and police tasks.

### **Are you a manager or a supervisor?**

How do you define and then describe the result to be achieved? Do you tell your site manager he has to make a profit and then let him get on with it? Is that good enough?

How much profit, by when and at what cost? (shattered relationships - client, subcontractors, design team, low spec, poor workmanship, quality etc.)

Do the results you set pass the SMART test?

**Specific** – exactly how much profit, specifically state the figure £xxxK or the margin and your terms for instance: in accordance with the Employers Requirements and with [named] relationships strengthened.

**Measurable** – how will you **know** if the result is being or has been delivered, what are the measures

**Agreed** – if the person supposed to be delivering the result does not [really] agree to it then it will not happen or at least it will be hard work for you in getting it delivered.

**Realistic** – ditto, if the result is unrealistic it wont happen. There is a huge temptation to set an impossibly high target based on your experience that people have underperformed in the past, knowing that they will deliver less and the less is what you wanted anyway. Such an approach leads to carrot and stick – which is frustrating for both parties and do you really want to be wielding a stick all the time? Easier just to be straight about it, describe what is really needed.

**Timed** – by when does this result need to be delivered, again without the kidology. If you don't set a time, chances are it wont happen (at all) especially in these busy busy times – it will go to the bottom of their 'action list' to be done when they have 'more' time!

So that's the result side handled, now what about accountability – what's that about?

Simple, accountability means '**counting on**' – *I am counting on you to deliver this result.....*

The person then knows exactly (providing it's a SMART result) what is expected of them and by when and can be held to account for the delivery.

A note of caution – framing and defining SMART results is challenging for the manager, needs thought and planning, though with practice it gets much easier. If initially the results are not being delivered avoid blaming the accountable person – chances are the result was not very SMART in the first place!

### ***Accountability for results or responsibility for tasks?***

As a manager you have a choice - set accountabilities for results or allocate responsibility for tasks.

A task may get done though it may lead to a different result (not the one you expected) therefore the intelligent and most effective way to manage is to set accountability for results.