

Project Accountability

“Achievable, Effective, and Enjoyable”

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Agenda

- Definitions and level set
- Project Sponsor
Accountability
- Rewarding Performance
- Releasing from
Performance
- Development for
Performance
- Accountability, the
Value Proposition



A few definitions....

1. Accountability includes a spectrum from positive to coaching to development consequences for individual performance

2. Responsibility vs. accountability

- ❑ Responsibility may be delegated. The **Responsible person** actually completes the task, is responsible for action/implementation. Responsibility can be shared. The degree of responsibility is determined by the individual with the “Accountability”.
- ❑ Accountability is not delegated. If it is, it could be abdication. The **Accountable person** is ultimately answerable for the activity or decision including “yes” or “no” authority and veto power. Only one accountable person can be assigned to an action.



4. Technical, financial, team interactions, executive communications
5. What does the PMBOK say about accountability?

Project Sponsor is Accountable

“Buck Stops Here”

- Who holds the project sponsor accountable?
- The project manager role in sponsor accountability. What are key warning signs?
- For the project business case - strategic connection.
- Sponsor holds the project manager accountable, but needs to be actively involved him/herself.
- Sponsor role is to lead and help the project to success.
- Delegation is not equal to detachment or abdication.



Project Sponsor is Accountable

1. Are project results obtainable?
2. Before you sign up for a project (if you get a choice) make sure that the project objectives are clear & obtainable.
3. Are the project deliverables – S.M.A.R.T?
 - Some good and bad examples
 - Can you picture it? Do you have the end in mind?
4. Have you structured the project for success?
5. Do you have the relationship with Project Sponsor that will help propel the project to success or drag it down?
6. Is the Project Sponsor in the boat with you?

Project Sponsor is Accountable

- **Developing the team**

for success:

1. Aligning the team to accomplish the goal
2. Goal should be *why* the project is important to the firm.
3. How is the world different if we accomplish what we set off to do?

- **Developing the team**

to perform:

1. Get to know each other
2. Use the Forming, Storming, Norming, Performing phases of team building
3. Set quick wins to establish team work
4. Celebrate, Celebrate, Celebrate! [small successes & milestones]

Accountability

Rewarding Performance

1. Achieving accountability requires
 - Goal
 - A Plan with resources
 - Predetermined consequences
2. Consequences
 - Suitable
 - Timely
 - Certain
3. Insurance for positive performance
 - RACI
 - Task List
 - Schedule



THE REWARD

Unique to the receiver
Individual vs. Team recognition
Measurement

Rewarding Performance

~ Best Practices ~

	Informal	Formal
Meets or exceeds goal/expectation	<ul style="list-style-type: none">• Ignore• Personal praise• Public recognition• Stretch assignment for development• New responsibilities• Celebration• Time off	<ul style="list-style-type: none">• Cash/gift certificate• Merchandise• Points (formal rewards program)• Training/development• Bonus % increase• Salary increase• Promotion
Does not meet goal/expectation	<ul style="list-style-type: none">• Ignore• Verbal feedback• Verbal reprimand• Remove responsibilities• Coaching	<ul style="list-style-type: none">• Written reprimand• Disciplinary action• Performance improvement plan• Bonus % decrease• Suspension• Demotion• Termination

An example from Transformation Associates, Inc.,
Consulting Technology Training

Rewarding Performance

~ Best Practices ~

Things to consider in defining rewards:

1. What are opportunities by which a person can grow personally or leave a legacy?
2. Where are opportunities to be part of a team that is shaping strategic decisions?
3. What are some **creative and fun** ways to reward outstanding work?
4. Managers often avoid the conflict from addressing poor performance and are reluctant to give praise for fear it will lead to complacency. True or False?
5. When a project fails some managers say “we learned from it and have moved on”. What is the impact of this on project accountability?

*If the manager
is pulling the
strings, he
can't blame the
puppet for a
bad
performance.*

Accountability and Releasing from Performance

1. Permanent
2. Temporary
3. Reassignment to another activity/project
 - Effective reassignments
 - Communicating it to the team
4. Performance documentation
5. Verbal and written reprimands
6. Performance appraisals
 - Frequency
 - Content
7. Assess impact and consequences to the person, the team, and the project
8. Engage Human Resources as/if required



Accountability and Releasing from Performance

1. Delayed or immediate responses
2. Public vs. Private accountability responses
3. Legal implications
 - Documentation
 - Verification
4. When accountability backfires
5. Other issues



Accountability and Development for Performance

1. Why invest in development?
2. Degree of development needed
3. Assess capacity to change performance
4. Discipline as part of development; degree of severity
5. Partnering with the functional manager
6. Developing a Performance Improvement Plan
7. Post project feedback



The Value Proposition for Increased Project Accountability

What does project accountability offer?

Motivation

Delivery

Success

Results

Stakeholder Satisfaction

1. Pentagon spends \$34 million on unused military base in Afghanistan
2. GAO - U.S. Government Accountability Office
3. Other examples



**Accountability
is the glue
that binds the commitment
to the results**

Accountability Summary

- Project Sponsor
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- Rewarding Performance
- Releasing from
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- Development for
Performance
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the Value Proposition

