

# culture

## The CULTURE of ACCOUNTABILITY® PROCESS

### The BUILDING an Accountable Culture Track®

This proven approach to accelerating cultural transition is based on Partners In Leadership's New York Times No. 1 Bestselling leadership book, *Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results*. The Partners In Leadership Culture of Accountability Process enables organizations to define and create needed shifts in the way their people go about achieving results and create a Culture of Accountability. Central to the Partners In Leadership's methodology is the proprietary process for developing desired Cultural Beliefs,® which embody the key shifts that must occur for an organization to achieve its Key Organizational Results.

The primary tool used to achieve this accelerated culture change is The Results Pyramid,® a simple yet powerful model that captures the essence of organizational culture change. Utilizing the key culture management tools essential to implementing the new Cultural Beliefs, people at every level in the organization participate in making this needed culture a reality. This collective organizational effort accelerates the shift to a Culture of Accountability. Any organization or team can use this high-impact, results-oriented process to transform itself and greatly improve organizational results.

#### PURPOSE OF THE CULTURE OF ACCOUNTABILITY® PROCESS

To accelerate the transition to a Culture of Accountability where people at every level of the organization think and act in the manner necessary to achieve Key Organizational Results.



Partners In  
Leadership®

THE ACCOUNTABILITY TRAINING COMPANY

*"The transformation of corporate culture—perhaps the most important single leadership challenge facing organizations today—has largely eluded the recent wave of performance improvement innovations. Partners In Leadership takes an impressive step in outlining how their processes for cultural change work not only in theory, but also in practice. They provide hands-on, concrete tools for helping organizations fulfill their potential."*



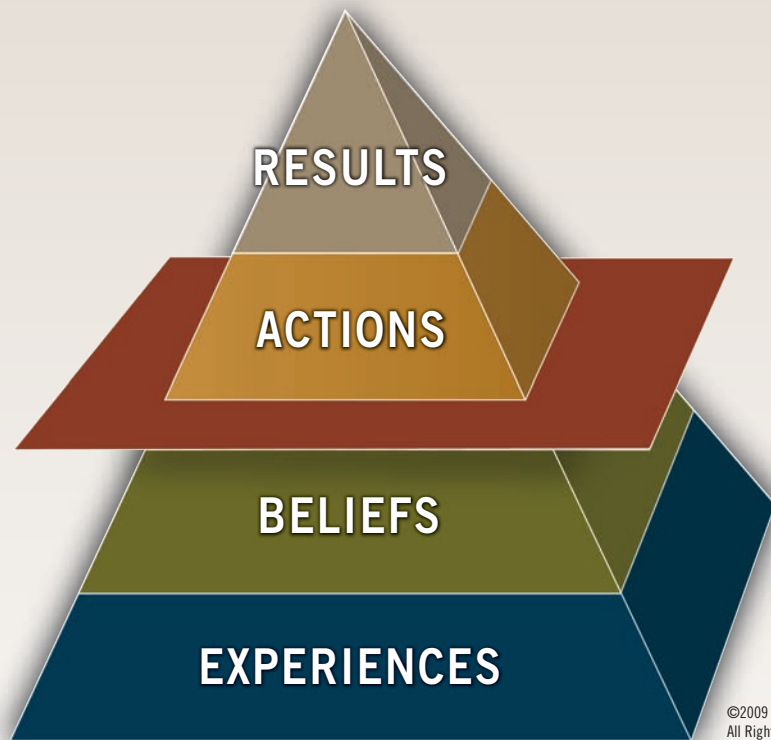
### Process Objectives

- Apply **The Results Pyramid®** to accelerate change in the organizational culture and create a **Culture of Accountability**.
- Increase the leadership effectiveness of the management team in leading the cultural transition.
- Assess the widely held existing beliefs and past experiences, which provide the basis for the current culture.
- Develop both individual and organizational capability in implementing the key **Culture Management** tools essential to accelerating change.
- Implement **Focused Feedback®** throughout the organization as a vehicle for personal improvement in living the new culture.
- Identify and implement the **Cultural Beliefs** needed to create the changes needed in the culture.
  - Align the organization around the **Key Organizational Results**.
  - Create greater individual and organizational accountability for results using the **Steps To Accountability®**.

**Sidney Taurel**  
Chairman and CEO  
Eli Lilly and Company

## The Results Pyramid®

At the heart of the No. 1 bestselling book on accelerating culture change through accountability, *Change the Culture, Change the Game* is The Results Pyramid—the classic model that organizations throughout the world have used to create a culture of greater employee ownership and engagement for achieving Key Organizational Results.



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*“The process has assisted leaders in creating hundreds of millions of dollars of increased value in the way of gained market share, increased sales and profits, and decreased costs. The principle is simple: change your culture and you will change your results!”*

*“An organization’s culture determines the results it achieves. Either you will manage your culture, or it will manage you!”*

**Roger Connors and Tom Smith,**  
*The New York Times Bestselling  
Authors of Change the Culture,  
Change the Game*

The Results Pyramid is an easy-to-remember and ready-to-use model that explains how to make culture change happen effectively, accurately, and efficiently in an organization or team. While many change initiatives focus on what people need to do differently, The Results Pyramid helps leaders add emphasis on how people need to think differently. Once leaders learn how to shape beliefs by providing new experiences, they find that their efforts make a much stronger and longer lasting impact on their company’s culture. With Partners In Leadership’s Culture of Accountability Process, leaders learn how to tap the powerful technology around creating experiences—experiences that truly make a difference.

Accountability produces results.

**Mike Eagle**  
Vice President  
Eli Lilly & Co.,  
Global Manufacturing

*“Management today is more complex than ever, and the literature is full of techniques with many gimmicks. Accountability Training is so fundamental, and easily understood, that I believe it can have a positive impact in any organization. I will continue to encourage its application in every organization with which I am affiliated.”*

## Steps in the Culture of Accountability® Process



Partners In Leadership Executive Facilitators conduct the Culture of Accountability Process Workshops using an interactive and engaging methodology that helps participants experience the results-producing power of the models and methods introduced in *Change the Culture*, *Change the Game*. Workshop participants receive:

- A copy of The New York Times Bestselling book, *Change the Culture, Change the Game*
- The Culture of Accountability Process Workbook
- The Results Pyramid 8.5x11 Wall Chart
- The Steps To Accountability 8.5x11 Wall Chart
- Focused Recognition Cards
- Focused Feedback Scorecard

The Partners In Leadership Culture of Accountability Process is a powerful approach to speeding up culture change and boosting morale. There are four basic steps for implementing the Process in your organization. Each of these steps are tailored to meet the unique needs of the client:

- STEP ONE** Develop the Cultural Beliefs Workshop
- STEP TWO** Present the Cultural Beliefs Workshop to Management
- STEP THREE** Present the Cultural Beliefs Workshop to All Employees
- STEP FOUR** Ensure on-going Accountability and Sustainability

Partners In Leadership is expert at planning and customizing the Culture of Accountability Process client implementation to meet unique needs and accommodate their specific organizational design.

### STEP ONE: DEVELOP THE CULTURAL BELIEFS® WORKSHOP

This workshop creates alignment at the senior management team level around the Key Organizational Results that the culture needs to produce, as well as the shifts needed in the way people at every level need to think and act in the culture to achieve those results. This initial process includes:

**Organizational Assessment:** This assessment consists of both telephone interview and on-line surveys and anonymously captures perceptions of the current “beliefs” and “experiences” of the organization and key management teams. They also identify the specific cultural shifts that must occur in order to achieve key business results.

**Executive Debrief, Coaching and Planning:** Partners In Leadership provides an Executive Presentation of the findings and recommendations to the organizational leader.

**One or Two-Day Develop the Cultural Beliefs Workshop:** In either a one or two-day format, largely determined by whether or not the Executive Team has completed The Oz Principle® Accountability Training,® Partners In Leadership Executive Facilitators guide the team to examine the shifts the management team, as well as the rest of the organization, needs to make in the way they think and act in order to produce desired business results.

Accountability produces results.

**Craig L. Hendrickson**  
President & CEO  
Overlake Hospital Medical Center

*“Partners In Leadership presents practical, useful, and easy to apply techniques for holding others accountable. They give you a thoughtful and straightforward approach to this complex subject of developing a Culture of Accountability. Working with this process has improved our communication and teamwork and helped us achieve important results for our leaders, managers, employees, and, most importantly, our patients. Their tools have even made the journey fun!”*



*“Orbital TMS began the Cultural Transition Process with a two-day event where my entire staff was introduced, trained, and certified as Partners In Leadership facilitators. What a process! The material and practical exercises led each of us to evaluate ourselves individually, as well as how we related to each other. We followed the two-day event with the personal training of every TMS employee. Seven months later we are a different organization. The organizational boundaries that prohibited our progress are gone. The indifference to one another’s problems has been replaced with cross-functional ownership. The disparate view of how TMS works has been replaced with a set of TMS specific beliefs that guides our actions. And, most importantly, we are aligned to hit our goals. I’ve never looked back at my investment in your process. It has yielded a significant return.”*

**David L. Mathisen**  
President  
Orbital Transportation  
Management Systems

## **STEP TWO: PRESENT THE CULTURAL BELIEFS® WORKSHOP TO MANAGEMENT**

This powerful one-day Present the Cultural Beliefs Workshop helps the rest of the management team participate in the cultural transition. Culture change accelerates when the change occurs in the context of intact teams. These one-day Management Team Workshops at the functional management team level are instrumental in creating ownership, buy-in, and accountability to follow-through with the Cultural Beliefs and implement the key culture management tools that produce and accelerate change.

## **STEP THREE: PRESENT THE CULTURAL BELIEFS® WORKSHOP TO ALL EMPLOYEES**

The one-day Present the Cultural Beliefs Workshop helps people at all levels of the organization develop ownership and buy-in for the new culture. Partners In Leadership brings vast experience in tailoring the training content and delivery of this one-day workshop to meet the specific needs of most any client workforce or geographic-specific requirement.

**Train-The-Facilitator (TTF):** Partners In Leadership Executive Facilitators will train and certify line leaders from various levels of the organization as Internal Client Facilitators who can subsequently conduct the one-day Present Beliefs workshop throughout the organization.

## **STEP 4: ENSURE ON-GOING ACCOUNTABILITY AND SUSTAINABILITY**

Partners In Leadership provides a number of proven best practices for ensuring that an organization will sustain the Culture of Accountability Process over time and integrate it into every aspect of the organization. Some of these activities include: 90-Day Follow-up Implementation Meetings, executive coaching and feedback, integration activities, and on-going training throughout the organization.

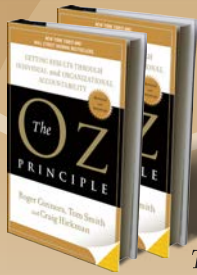
Every consulting and training effort addresses client needs and deliverables. Partners In Leadership’s Culture of Accountability Process is a proprietary approach that has been refined over the last two decades and embodies their proven technology for accelerating the transition to a Culture of Accountability that is focused on achieving the business results clients must obtain.

Accountability produces results.

*“One of the most remarkable benefits that I personally felt from the Culture of Accountability process was the shift in some of the senior leader’s mindset and attitudes and ability to be a part of the team. They are very bright talented people but we weren’t on the same page and today to see them on the same page, see them productive is very satisfying.”*

**Brad Mason**  
Group President  
North America Orthofix, Inc.

# The Three Tracks to Creating Greater Accountability®



## self

*The OZ PRINCIPLE®*  
ACCOUNTABILITY TRAINING®

### The TAKING Personal Accountability Track™

This Track lays the foundation of personal accountability for achieving organizational results. The training introduces the Steps To Accountability and is based upon The New York Times Bestselling book, *The Oz Principle: Getting Results Through Individual and Organizational Accountability*.

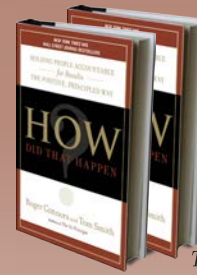


## culture

*The CULTURE of*  
ACCOUNTABILITY® PROCESS

### The BUILDING An Accountable Culture Track®

This Track builds on the foundation of the Self Track by accelerating the transition to a Culture of Accountability®. The process introduces The Results Pyramid and is based upon The New York Times Bestselling book, *Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results*.



## others

*The ACCOUNTABILITY*  
SEQUENCE® TRAINING

### The HOLDING Others Accountable Track®

This Track completes the comprehensive program for implementing greater accountability at every level of the organization. The training introduces The Accountability Sequence and the groundbreaking approach to holding others accountable presented in The New York Times Bestselling book, *How Did That Happen? Holding People Accountable for Results the Positive, Principled Way*.

## About Partners In Leadership

Partners In Leadership is a widely respected international management consulting and training company and the premier provider of Accountability Training® services around the world. They have assisted thousands of companies and hundreds of thousands of people, from the executive suite to the front-line workforce, in understanding how to create greater accountability for key business results on their teams and in their organizations. Partners In Leadership's Three Tracks to Creating Greater Accountability helps organizations achieve:

- Performance Improvement
- Leadership Development
- Teambuilding/Alignment
- Change Management
- Personal Development
- Accelerated Culture Change

Partners In Leadership's Accountability Training services are used in more than 50 countries by companies in most major industries. Their clients include all 13 of the "most admired" pharmaceutical companies in the world, almost half of the Dow Jones Industrial Average and nearly half of the Fortune 50 largest companies.



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