



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

ACCOUNTABILITY-BASED MANAGEMENT
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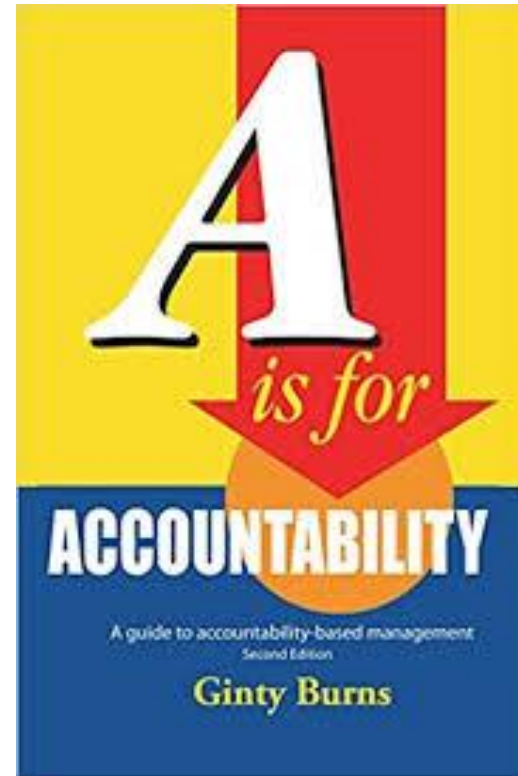
ABC's of Accountability-Based Management

A is for.... Accountability

B is for.... Boundaries

C is for.... Capability

and G is for....Goals



Accountability-based Management

1. The guiding principles, ethics and values of the organization determine how work gets done
2. Reliance on vertical and horizontal-based relationships to perform work
3. People fit their roles perfectly
4. Everyone's accountability matches their authority
5. Everyone knows what's expected of them and by when
6. Everyone can see how they contribute to the organization's goals



A is for ACCOUNTABILITY

- Means you can be called upon to answer for your actions and the outputs produced by those you manage
- Managers determine the goals for their direct reports, monitor their work and provide them with the resources they need to perform actions
- People understand what they and others are accountable for
- When expectations are not met there are consequences

ALL Employees Are Accountable For:

- Doing their best
- Supporting organizational values and goals
- Working cooperatively with others
- Carrying out assigned work
- Informing their manager if progress is better or worse than expected
- When in doubt, asking their manager for clarification



Managers Are Also Accountable For:

- The work of their direct reports
- The results or impact of their direct reports' behavior
- Building and sustaining an effective team
- Continuous improvement
- Providing effective managerial leadership: consider an open door policy



Accountabilities of Managers-Once-Removed

- Ensuring managers exercise sound managerial leadership
- Establishing work levels and organizational structure
- Coaching and mentoring direct reports
- Succession planning
- Maintaining effective cross-boundary relationships

B is for BOUNDARIES

Managers clearly define what their employees can and cannot do

Everyone understands their own and others' boundaries and decision-making authorities

Managers encourage their direct reports to use discretion, creativity and innovation within their boundaries

Boundaries are wide enough to allow people to do their work effectively



C is for CAPABILITY

- Employee capability matches the complexity of the work for their assigned role
- Managers ensure that direct reports have the knowledge and skills to effectively perform their work
- Managers-once-removed provide career development and mentoring to grow the overall capability of the team



G is for GOALS



- All employees understand the organization's mission and related strategy
- All employees have approved workplans with clearly defined goals that are appropriate for their roles
- Everyone understands how their goals contribute to the organization's mission and strategy
- Work performance is evaluated on both what was achieved and how they did it

Thank you for your time today