

From Avoidance to Accountability

**A Paradigm Shift That
Leads to Thriving Teams**



M3 MINISTRIES
MAKING | MATURING | MISSIONING



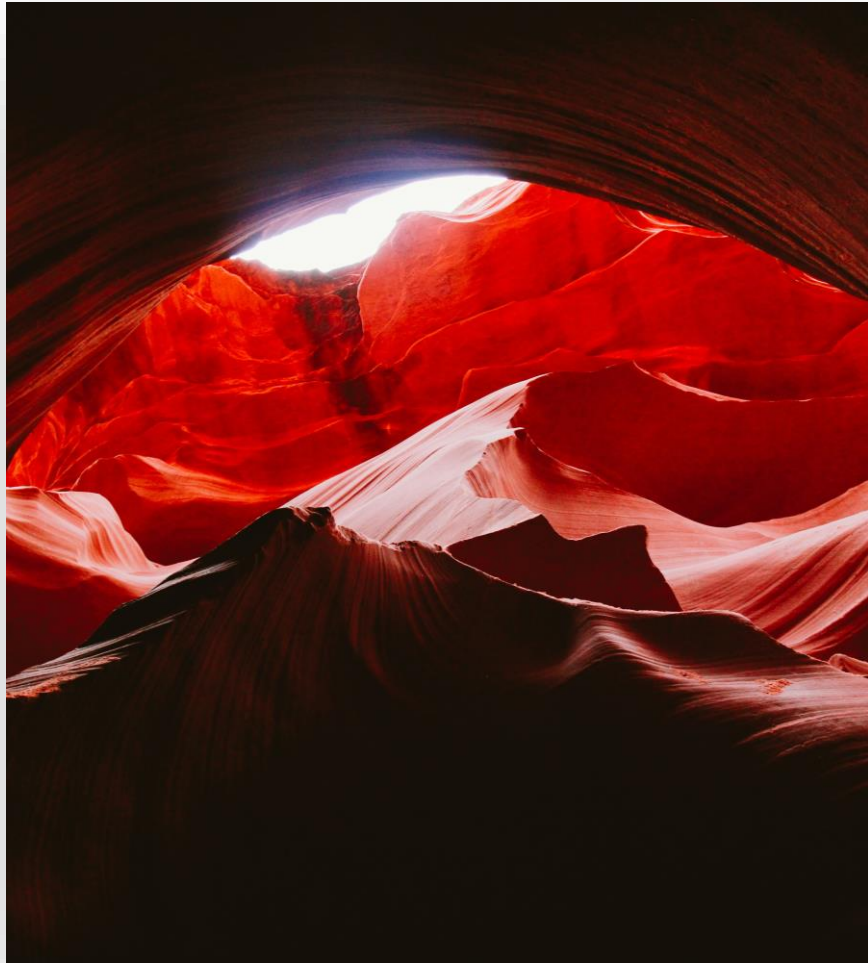
ALL

**ORGANIZATIONAL
CHANGE MUST PASS**

THROUGH

THE DOOR OF

CULTURE



Breaking Open Culture

“A culture is a pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness.”

–Edgar Schein

Key Ingredients for Missionary Renewal

The Best of
Human
Organizational
Leadership
Principles

Deep
Understanding of
Discipleship and
Evangelization

Cooperation with
the Supernatural
Dimensions of Life
in Christ





**FROM
AVOIDANCE TO
ACCOUNTABILITY**

A Culture of Avoidance

- Avoids difficult conversations about performance, focus, and fruitfulness because we want to be "nice" and don't want to hurt other people's feelings.

Leads to a lack of accountability, sustained dysfunction, bitterness, woundedness and poor morale

- Often won't press forward on a strategic direction or execute a solid vision because of the perceived difficulties of change or the fact that it might mean having difficult conversations or unpleasant consequences for particular people

A Culture of Accountability

- **Sees the role of leadership as discerning and pastoral, concerned with fruit and effectiveness. In this kind of culture, leaders have difficult conversations and confront reality as an act of charity and service to the parish as a whole.**

Leadership teams move toward high-functioning by building trust and then embracing constructive disagreement

- **Does not tolerate passive-aggressiveness, “800-pound gorillas,” or resistance to strategic direction**

But commits to dealing with these things professionally and pastorally



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The Truth About Trust

- **Trust is the foundation of all fruitful and effective teams**
- **Most of us are not very open, and we rationalize being that way. By and large, we don't trust one another.**
- **Without trust, even with a competent work force, work will feel hard.**
- **Anytime you have two people working together you have issues and problems. You can either stuff it or work it out, cover it up or clear it up.**
- **An organization is as toxic as its secrets.**
- **Trust-building calls for facing and dealing with real issues in a real way.**



- In an organization where trust prevails, I can find out how you feel about me, my work, and how it is to work with me anytime I want to know. From there, we work things out.
- Conversations and meetings go in circles because people are not being straight. Indirectness is collusion.
- It takes a long time not to say something

accountability



LOADING...

Definition of Accountability

- Definition:

On a personal level, a willingness to be held responsible for the integrity between words and actions.

On a team level, a willingness for team members to call out their peers on performance or behaviors that might hurt the team.

All About Accountability

- **In every relationship, each of us is 100% responsible for the relationship or situation, and neither of us is to blame.**
- **It is useful to assume that, in any instance, you are doing the best your prevailing awareness allows**
- **Absolutely accept responsibility (not blame) for everything that is happening in your life.**

All About Accountability

Whenever an issue or problem arises in a team or organization, it creates tension in individuals and will transfer a sense of responsibility to individuals. The rule of thumb is

Whoever owns the tension, owns the problem and will automatically feel and take on the responsibility for the issue.

Strategies for Staying Accountable

- **Ask yourself: “In what ways am I creating the very situation that I say I don’t like?”**
- **Ask yourself: “What payoff am I getting for letting the situation be the way it is?”**
- **“I don’t have time” is unaccountable. “I don’t want to make time” is accountable and more accurate**

The new definition of “support”:

Everyone is 100% responsible for what is going on in the team. If two members of a team are having a work relations problem, it's the whole team's problem because everyone has a story about it, a role in it, and is affected.



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Questions?