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walk a CLEAR  
path to  
SUCCESS

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CRYSTAL CLEAR CONSULTING

ISSUE 1

## MINDING YOUR OWN BUSINESS

### STEP 1: ADMITTING YOU HAVE A PROBLEM

Welcome to the first issue of *Minding Your Own Business*, the newsletter designed to help you prioritize, economize, and standardize your business. Each issue will focus on one of the [12 Steps to Business Prosperity for the Workaholic](#).

In this first issue, we are focusing on Step 1: Admitting You Have a Problem. This step is all about accountability.

#### LACK OF ACCOUNTABILITY

Lack of Accountability, at the Key Management levels, is costing companies their "bottom line". This comes about when there is no definition of where the buck stops or who is responsible for the outcome. Innocent bystanders who are forced to work outside their areas of expertise and authority have to do what they are told and are often the scapegoats. Their Key Managers have become adept at (CYA), as they have learned the skills of survival in the corporate American jungle, from their predecessors. This insidious corporate problem has almost become the "norm" in our workplace today, and it's eating us alive. A friend of mine called it, "D.A.W.L." (Denying Accountability Without Lying). This mode of operating is becoming popular and eroding our corporate culture. Employers are losing valuable resources and don't even know what hit them, as they believe what the D.A.W.Lers are telling them. I believe it's even spreading into the high schools...How is this possible? Can it be stopped?



**LEARN MORE ABOUT THE  
12 STEPS**

The future of  
your "Great"  
company will  
be "Built to  
Last"

JIM COLLINS

#### CONCLUSION

Could these problems have possibly been avoided if management had taken a "pro-active stance to be accountable? Regardless of the answer, we must learn from these situations and take action. With renewed sense of accountability, there can be an understanding of what the "consequences" are for one's actions. To mold desired behavior, rewards must be tied to company goals. Performance measures must be pre-established in order to set the criteria for desired behavior and the basis for evaluations. Managers need to train and be trained on how to delegate, coach, evaluate, and communicate effectively and be accountable to their employees and employers alike.

#### RECOMMENDATIONS

Implement Management Procedures that include the following:

- Create a "Functional" Organizational Chart, clearly delineate the reporting relationships ([see Step 4](#)).
- Adapt and promote the "How can we learn from this" and discourage the "how can we deny accountability and blame someone else" approach. Incorporate this attitude into a management training program.
- Prepare detailed "Functional" Job Descriptions, for Key Management Positions.
- Implement an employee evaluation program.
- Create a company "performance based" incentive plan
- Train management on how to communicate effectively and create an employee suggestion program (ongoing)

#### COST/BENEFIT

**COST:** The time to design the management structure and train personnel on the new procedures.

**BENEFIT:** The future of your "Great" company will be "Built to Last" - Jim Collins