

A leader's greatest potential to contribute [to people they lead and their outcomes] is granted by followers who perceive a leader as "BEING leader." Unlike the title "Manager," the title "Leader" is earned (over time) and determined (by people who WANT to follow that person). If you just DO manager stuff — make sure people follow the rules and do their jobs — that's insufficient to be granted leader status by those who must adhere to the rules and get the job done, often with "attitude."

Being leaders creates a world of individuals who get stuff done with grace, dignity, trust, extraordinary engagement, and values that inspire employees to give their all because they are connected to a common cause, inspired by their leaders.

As a manager, you might get adherence to the rules, just not that extra hour of discretionary effort or engaged discovery that leads to a new product idea. For some managers who expect results without providing the human touch, this is a tall order. Today, more than ever, managers need to primarily be coaches to their direct reports. "BEING" is contextual, meaning it is a place that someone comes FROM, like a created potential such as being generous or granting being to another. You can carry the title "manager" and not be BEING leader.

Without "BEING" a leader, followers won't follow with their hearts. Oh, they will give lip service to their managers, and do as they are told because their livelihood depends on it. The damage of lack of BEING leader can be seen in low employee engagement.

When you have worked for either an extreme, a great leader, or a lousy manager, you

Pamela Stambaugh

Proving That Leadership Accountability Does Pay!

By Judith A. Habert

Photos by Dawn Nicoli/Nicoli Productions



know the difference. A manager can make employees feel as if they are easily replaceable, and this attitude makes for not only a tense work environment but also a lack of growth because, let's face it, if you don't feel valued, getting up every morning with a positive attitude certainly becomes quite difficult and maybe even impossible.

If you are like me, I know you have wondered why there is such a wide gap between the bosses we love and those we fear? Who makes these managers realize that they are accountable, not only to their boss and/or a Board of Directors but to those who work day in and day out for them?

Enter Pamela Stambaugh. Her company, Accountability Pays, Inc., began over 25 years ago with the goal of coaching managers to become great leaders.

With 70% of disengaged employees, a statistic that hasn't changed for the 20 years Gallup has been measuring it — it's well known — books have been written about it: People leave people! They don't leave organizations!

CEOs and those in executive positions who find and engage the services of Accountability Pays, Inc. today have been preceded by a long list of satisfied clients. Having been an executive coach and Vistage chair for many years, Pamela understands that one main obstacle between manager and leader is a manager's inability or unwillingness to admit they need help.

Pamela shares, "I sometimes experience resistance from executives, foremost because they don't want to admit that they need help. These individuals, both male and female leaders, have to be willing to admit that they are the source of the lack of

productivity and performance of those who work for them. The hierarchical, command and control way of managing won't work today with the new demands of employees, who want a great job and a great life."

Admitting their deficits — for example, doing the same things and expecting a better result — is often the first step, but they also have to be willing to do the work required because, without their willingness to change their behavior — which is much harder than learning new information — their chances of improving their company, the work environment, and the success of their company are unlikely."

Dr. Peter Drucker, business guru, said, "Culture eats strategy for breakfast," and culture flows from the top of the organization through example.

The problem that Pamela has faced is that often, those who need the help are not the ones who want it. "Eric Schmidt, former CEO and executive chairman of Google, said, 'Every leader should have a coach.' When this advice is treated as fact, coaching can be a pivotal contribution to employee satisfaction through better leadership, which can affect the bottom line and the organization's growth.

No matter what position you hold, having someone who holds you accountable for being a leader rather than a manager produces measurable results in your team. By being impartial and *asking you hard questions so you see your strengths and weaknesses for yourself*, empowers even good leaders to become great leaders. Excellent coaching is not a fast process; behavior change takes time, practice, and self-discovery.

As Pamela explained, "Everyone needs to bounce ideas



off of someone, *help them do a gut check, get honest with themselves*. I myself have a coach, and I know the importance of it, but it's not just the coaching; it's the continuity of practicing what's needed. Not

unlike athletes, musicians, and even chefs *who cannot be great without practice, without trial, and error*, a great chef will often test a recipe and adjust it many times before serving it."



Two New Courses from Accountability Pays Inc.; Both Tested for Efficacy

I was very excited to hear about a new course that Pamela will be starting in September for senior and emerging leaders. The course, called ‘Pro Leadership Mastery’ was years in the making through five different small cohorts of senior and emerging leaders who experienced the course and provided feedback, both by pre- and post-testing their behavior changes, and by conducting a ‘Stake in the Ground’ project within their company.

“I created the initial course coming out of Covid. And I think that was the pivotal moment when I realized that it was time to design a course unlike any other. It was no longer enough to be just an executive coach. And I say this because every-

body and their uncle were calling themselves executive coaches.” Pamela has always been in the field of executive coaching and is certified by the International Coach Federation.

Although Pamela has been working in this field for two and a half decades, she has always been on the cutting edge in her field. “I have observed, over my 25 years of executive coaching, that results-oriented, driven leaders can eschew who they are **BEING** and focus their team demands on **DOING** to **HAVE** the results they expect from their team. This is short-sighted, and research has confirmed my observations.”

Gallup research is conducted every year globally, and the cost of employee disengagement continues to grow because, as noted above, engagement drops to the bottom line! In aggregate, the continuing 70% disen-

agement cost is \$8.8 trillion dollars, or 9% of global GDP!

Pamela launches the second new offering, Success Accelerators + Action Multipliers® on June 17 of this year, 2024. Manna Development DBA Panera Bread took that on as a pilot project for the “Success Accelerators + Action Multipliers” for Time Challenged Leaders, to demonstrate the value of long-term management coaching.

Get the People Right, Success Happens, Get the People Wrong, Painful Setbacks & HIGHER COSTS

In today’s economy, organizations will be hesitant to employ an outside expert to fix what they cannot rectify in-house. The reality is that fixing man-

agement problems will turn out to be a huge money saver in the long run.

“Manna Development, which piloted the ‘Success Accelerators + Action Multipliers’ course, has a lot of heart, and the executive team has been together for 22 years. Their ‘Share the Dough’ program, a charitable entity, helps employees in catastrophic events, sponsors families during the holidays, and provides scholarships to those in need.

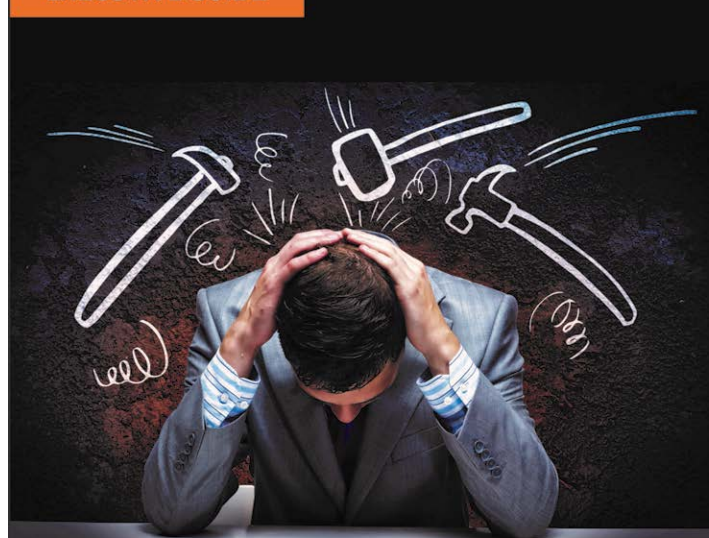
“I have had the opportunity to work with Meghan Atilano, the Executive Director of HR and Training at Manna Development. She said yes to this year-long coaching of their operations team that included their finance manager, whose department had a huge turnover turnaround from participating in the ‘Success Accelerators + Action Multipliers’. The finance department diminished turnover from 60% to 30% and saved \$70,000 in just eight months, a change attributed to this 52-week coaching program.”

Accountability Pays Inc. now offers three *results-oriented packages, inclusive of assessing, pre-testing and post-testing*. Each is designed to be stand-alone or sequential, for developing leaders and, therefore, their teams for greater productivity, performance, and profitability.

The first of these, **High-Five Team**, involves assessing and developing the team. The leader utilizes self-assessment and leader assessment from direct reports. Additionally, the team assesses itself as a team and then re-aligns priorities based on that feedback. This is a 2-3 month experience.

The second, **Pro-Leadership Mastery**, is a six-month cohort-based program, designed

EXECUTIVE GUIDE



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...and People Suffer TOO!

This Executive Guide features practical solutions that effective leaders can use to re-establish strong accountability in winning organizations.



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to specifically develop leadership traits, practice being Accountable, Awake, and Aware as a leader, *develop* listening skills, and *execute* a “Stake in the Ground” project within his/her company.

The **Success Accelerators + Action Multipliers**® for Time-Challenged Leaders are 52 weekly Leadership Mindfulness practice sessions, requiring between 15 and 30 minutes per session. Individual and/or group coaching is included based on a needs assessment survey, which initiates the dialog about the program’s value.

A Deep Dive into the Impacts of Personal Drama, an Example of Workplace Challenges

Pamela often delves deeply into topics of great concern to managers who can see themselves in these situations, to awaken the desire for a better relationship with their team that improves productivity and performance and makes work more fun! Managers may be conflict averse, thus amplifying by negligence the impact of interpersonal drama that occurs in teams.

Here is an example of personal drama, its impact, and the lessons to be learned, as follows:

1. The Cost of Ignoring Personal Drama can be High, so be Awake and Aware!

- Recognize the adverse impact of power struggles and “blame games” on your team’s productivity and performance.
- Acknowledge the culture killing consequences of unresolved conflicts, such

as often long-term diverted attention from desired outcomes and misalignment on team purpose.

- Be open-eyed about the notion that these issues will resolve themselves (they usually won’t) without the leader’s intervention, emphasizing the leader’s responsibility to take action.

2. The Truths about Toxic Situations

- Human beings have a tendency to make ego-based disconnects that become the root cause of most interpersonal conflicts.
- The dangers of escalating conflicts increase when individuals seek validation from other team members, which exacerbates tensions within the team.
- Watch for the dynamics of the classic “drama triangle” a cycle of victim, persecutor, and rescuer, and its potential to complicate matters and hinder team-work.
- Reluctance to report and/or address conflict is manifesting these days as “Quiet Quitting” and “Great Disenfranchisement.”
- If tension is present but you don’t know where it’s coming from, skip to the fifth topic here, **Transforming Conflict into Opportunity**, and take action.

3. An Antidote for Personal Drama

- Practice the “sunshine rule” by gathering the entire team together in a room to address the conflict.
- Encourage self-reflection and accountability among team members, with an

honest “no make wrong” focus on self-responsibility and humility.

- Provide guiding questions for each party’s preparation. Examine one’s role in the situation and seek resolution rather than blame. A key unifying question is, “What do we all agree upon?”
- Reiterate the need to park egos and refocus on the team’s purpose and collective goals.
- Remind team members to seek the leader for help and arbitration in times of stress to prevent conflicts from escalating.

4. Identifying True Team Players and Emotional Maturity

- Accept the possibility of someone threatening to quit as a result of a conflict.
- Recognize such threats as a revealing moment to assess true team players versus those who prioritize personal agendas.
- Embrace the opportunity to fill any vacancies with individuals who exhibit good EQ (emotional maturity) and embody collaboration and teamwork.

5. Transforming Conflict into Opportunity

- View seemingly disastrous situations as opportunities to clarify purpose and foster team commitment.
- “Culture eats strategy for breakfast” is a famous quote from legendary management consultant and writer Peter Drucker. Acknowledge the temporary challenges of addressing conflicts head-on by calling

out that courage is required, while also emphasizing the long-term benefits of direct communication and culture building.

- Acknowledge to your team the strengthening effect of handling conflict, and your growth as a leader in navigating and resolving conflicts effectively. Be transparent about that.
- Be committed to enforcing the value of a self-responsible and collaborative team, where each member actively contributes to the resolution of conflicts and collective success. (Consider that these traits could be values of your organization!)

If you want to turn your business into a well-oiled machine, prevent issues before they occur, or simply make your work environment one where employees experience being a part of something greater than themselves and want to give their discretionary effort for YOU, their leader, schedule a conversation with Pamela. Click on the link below to access her booking calendar! <https://pamela-stambaugh.youcanbook.me>.



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