

Chapter 10

Accountability in the Workplace

Hats worn by today's supervisors

- **Role model**
- **Boss**
- **Adviser**
- **Disciplinarian**
- **Teacher**
- **Friend**

Three supervisory roles

Coach

- Tries to improve performance and abilities
- Sets goals
- Provides advice on how to achieve goals

Counselor

- Helps employees address performance problems stemming from personal circumstances

Mentor

- Acts as a role model
- Provides opportunities for personal and professional growth

Principles for coaching

1. Clarify your coaching role
2. Engage employees' interests and passions
 - Offer “stretch” assignments
3. Be a conversation partner
 - Have regular, frequent discussions about performance
4. Define business results
5. Clarify performance expectations

(continued)

Principles for coaching (*continued*)

- 6. Build dynamic capability**
 - Help employees prepare for change
 - Help employees learn to learn
- 7. Recognize “teachable moments”**
- 8. Use multiple coaching media**
- 9. Provide recognition and rewards**

Chapter 3

Ethics

“Government is a trust, and the officers of the government are trustees: and both the trust and trustees are created for the benefit of the people.”

Henry Clay

Ethics is “the practice of applying a code of conduct to day-to-day actions.”

The toughest choices you will make as a supervisor are not between right and wrong but between right and right.

Characteristics of an ethical organization

- **Everyone treated with honesty and respect**
- **Frequent, open, honest, and compassionate communication**
- **Fair and competitive bidding procedures**
- **Fair and objective criteria for employee recruitment, hiring, evaluation, and promotion**
- **Confidentiality**
- **Provision of needed training, resources, and supervision**
- **Reflection of honesty and integrity**

Having professional ethics means

- **Considering appearances when making decisions about what to do**
- **Striving to do your best as a supervisor**
- **Publicly supporting your organization's decisions**

Ethical tool kit

- **Advice of your supervisor or department head**
- **Ethical Action Test**
- **Kid (or Parent) on Your Shoulder Test**
- **Newspaper Headline Test**
- **Golden Rule Test**

