

hold yourself to account

Networking?

Clubs?

Coaching?

Mentoring?

informal

formal



**Board
constitution and
role?**

**Ownership
structure?**

Job description?

**Business planning and
performance review?**

What methods have you used to hold yourself to account?

What benefits or challenges have you had in doing so?

What advice would you give someone working with the likes of?

- a coach, a mentor, a non-exec?
- a business planning and review process?
- a club or something similar?
- a board?
- shareholders? employee ownership? external? Family?

How might you use something like the Compass Meeting to hold you to account? For what? How?

themes arising – hold yourself to account

Held to account for what and to who?

- ultimately to yourself and for the purpose, values and vision of the business - but also to your customers, staff, suppliers, etc.
- having a plan with some longer term goals is critical part of being held to account – it must be reviewed and changed regularly
- being the best CEO/MD/business owner that you can be
 - how can I become more comfortable in my skin as a leader of the business?
 - what am I being paid for? what value do I bring to the business now and in the future?
 - how clearly defined is my role? how do others rate my performance in my role? to what extent do I model the desired values and behaviours of the business?

themes arising – hold yourself to account

You must do it, it is without doubt beneficial

- left to your own devices you will repeat patterns and get stuck
- constructive challenge from an outside, objective view can enhance your clarity of vision, strategic direction and ability to lead
- coaching can really help you reflect on what is happening and what you want to happen - mentoring can help you access knowledge and experience on how to make it happen
- it might seem counter-intuitive for a business owners drive for independence but used well it will actually promote this independence

But

- if you have a board you must invest time into the relationships – personality clashes can distract and detract - the relationship between Chair and CEO is a critical one
- finding the right people is hard and potentially harmful – take your time picking the right one – be clear about what you are looking for
- you get out what you put in

themes arising - hold yourself to account

But, whatever the method it must continually encourage progress - to challenge and to promote learning

- recognise and change behavioural patterns that inhibit progress
- sometimes all it takes is a dumb question to stop you in your tracks
- to avoid complacency, we need fresh perspectives as business grows - we must refresh the process of accountability
- regularly review, adapt and agree the terms of reference for the relationship
- recognise the informal processes that you all ready have – find ways to use them better
- must do it but have a choice of methods – choose one and make it work for you