



See It

Own It

Solve It

Do It

This newsletter will be published weekly to incorporate new ideas and lessons learned on our accountability journey.

Tip of the Week: **Using Feedback Daily**

Feedback is the oxygen that fuels accountability. What am I doing well? How can I improve? Look for opportunities this week to make feedback part of your routine communication. Some examples could be:

- At the end of your staff meeting – “What do we like about this meeting?” “How could we make it a better/more productive meeting?”
- At the end of a conference call – open it up to the group, “Does anyone have feedback for me?”
- During a store visit – Ask the associates, “What do you appreciate about working for Smart & Final?” “What could we do better?”
- Invite someone from a different department to your staff meeting and ask them for feedback on how your department could support their department better.

Stories wanted!

Each week I will feature a story about how we are using these practices at Smart & Final. Please send me your story!!! All stories will receive a Starbucks gift card, whether published or not!

Smart Alliance Speaker Uses Examples Related to See It, Own It, Solve It, Do It

This week at Smart Alliance we had Mike Mullane, a three time space shuttle astronaut talking about teamwork. He had several key principles that tied very closely to accountability.

- 1) Normalization of Deviance – He defines this as when a group doesn’t “see” a problem and so the problem becomes the norm. He used the example of how the Challenger tragedy could have been averted but they failed to “see” the problems with the O ring before the disaster occurred.
- 2) Responsibility -- which is all about "Own it" Mike talked about a time when he was on his first training mission with a very experienced pilot in a fighter jet and he reported that they had to return to base due to low fuel and the pilot decided to try one more exercise before returning. Mike said that he did not push back even though he thought it was a bad decision. They didn’t make it back to the airport and had to be ejected from the plane as it crashed. He learned a lesson and developed a motto, “Never become a passenger and always be a passionate team member”. Every opinion counts, and good leadership is empowering others to speak up. (Feedback)
- 3) Courageous Self-Leadership -- is "Do It". His key points are setting your goals high, pushing the envelope, finding the limit (most would be surprised at what is actually achievable), and going after the goal with great tenacity.

Next Accountability Workshop – Thursday, July 14th