LAPD
Solutions

The ARCHWAY Approach®

"The Archway Approach" has many uses, but the main reason the archway approach was created was to give leaders, managers and organisations an understanding of how to manage their people in terms of their decision-making by taking more of a holistic approach.

The Archway Approach starts with key thinking, including Accountability and Responsibility and then the word that MUST follow those is the word that is usually missing, and that is Consequences. After that, it is about the overarching view from up top, the reason behind the action being taken, and about aligning with our values and encouraging authenticity.

We are all accountable/responsible to someone for what we do, but why are there rarely consequences for poor performance or not adhering to the organisation's values and culture?

It can also be used as a sense-checking approach to planning and implementing change in our teams and organisations and for new projects.

Feel free to use the term "Archway Approach" and share our thinking so others can use it.

Accountability:

Our definition of accountability is that the accountable person carries the ultimate responsibility for the team or organisation's goals regardless of who was responsible for this or that.

People we delegate to may be held responsible for tasks, but we are accountable to our superiors for the overall result, even if we didn't make a mistake that was made by someone we delegated to.

Responsibility:

Our definition of responsibility is that we are responsible for a task as a defender in a football team is responsible for their performance. However, the team manager will ultimately be held accountable for that player's performance. Therefore, responsibility can rest with many, but accountability usually falls on one person.

Consequence:

This word often fails to accompany the words "Accountability" and "Responsibility". But if we do not bring consequences to bear when people have not done what is required of them, other consequences will be felt across the team and the organisation.

If a person's poor performance is not addressed immediately in a supportive manner, and using our aptly named "Consequence Conversation", the knock-on effects will impact far more people and may cause saboteurs or people to leave altogether. As we know to our cost, people really do leave because of other people.

LAPD Solutions   03000 303 007   www.lapd.solutions

Holistic:

Here, we mean that any decision taken to implement changes by the team must include a health check first to see how the decision could impact all stakeholders. In other words, any other team or even the organisation as a whole.

It would be foolish to implement a change which negatively impacts another team as that will cause ill feelings. Better to discuss things with the other team, and even if it does add a step or two to their existing processes, it will be fully understood why the changes help achieve the organisation's goals.

Why:

Why are we making this decision, and what caused us to have to make this decision in the first place?
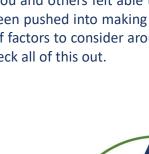
Also, ensure that we are all equipped to deal with "why" questions from anyone else, especially from clients or customers who should have been considered in the Holistic aspect above.

Alignment:

Have we checked carefully that our decision is in line with not only our organisational values but our moral and ethical values, too? Test this out with individuals, as we all have various views on matters. A healthy balance is critical to maintain motivation.

If we risk going against people's values, we run the risk of creating workplace saboteurs, which brings a whole new complication.

You:

Does this sit well with you and every member of the team? When you consider this whole process, have you and others felt able to be authentic and true to your own beliefs, or have you been pushed into making a decision that does not sit well with you? There are a lot of factors to consider around Ethical and Authentic leadership, so take the time to check all of this out.