

## Why

To send a message that people can and should be involved with the company and its purpose as a whole.

## What

Stress and discuss the fact that people have a general responsibility to the organization (and vice versa!) and not only to the tasks in their job description. In reality this means that it is impossible to say “there is a problem and someone should do something about it” and to leave it at that!

## How

State total responsibility as a core value (or connect it to existing values) and have an open discussion about how to shape total responsibility in practice. Total responsibility should NOT come across as a punishment but as an upgrade! It gives people the “power” to intervene in all kinds of things, always in a constructive way of course. So, the context must be presented more in the sense of “because you guys know this company and you see what works and what doesn’t, I’m asking you to take responsibility for our company as a whole.”

Discuss how they can signal issues and what possibilities there are for getting involved with the different problems they see.

## When

When you want to give a strong symbolic and real message about the level of responsibility you expect from people.

## Critical success factors

As previously stated, total responsibility must be presented as an upgrade and not a punishment.

Total responsibility only works when you and the company also show that you have a strong general responsibility towards co-workers. Responsibility can never go one way. So, you have to take co-workers seriously, respect them, listen to them and accept solutions that fit the given set of criteria (management funnel).

The ways in which total responsibility can be shaped in practice must be discussed with co-workers.

## Possible workshop exercise

Simulate a team session in which you communicate total responsibility and together look at what this could mean in reality.