TAKE RESPONSIBILITY



The ARC method is a way of attributing responsibility.

"This method can make a process more effective by identifying individual ownership and personal responsibility for all parties involved at each step. ...so that everyone knows what is expected of them & what they can expect from others!"

1. Do you use it in your work?
2. Can you explain how it works?
3. Can you complete the information below?

Accountable - owns the task

Responsible –

Contributor –

Many people find it hard to explain the difference between 'Accountable' and 'Responsible' as they are often used to mean the same thing.

In fact you can delegate responsibility, but you can't delegate accountability to anyone. If someone gives you a job to do, you can get someone else to do it, but you are still accountable to produce the results. If the job isn't done right the only person to blame is you, because even though you've delegated the responsibility, you are still accountable.

You are responsible for something before it happens and accountable after it has happened.

I TAKE responsibility and I am HELD accountable

Questions:

1. Do you find these two words are confusing or interchangeable?
2. What do they mean to you in your daily work?
3. Are you accountable or responsible for any tasks?
4. Do you find that people generally try to avoid taking responsibility?
5. How many tasks do you contribute to?
6. Do you know who your contact is for every different part of your job?
7. How many different contacts do you have (people who are accountable or responsible for tasks you contribute to).
8. Is it always clear to you who is accountable or responsible for a task
9. How many projects do you deal with from beginning to end, handling all parts of the process?
10. Do you take the ARC model into consideration when planning projects or completing tasks?

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What do these words really mean and where do they come from?

Accountability means the obligation imposed or regulation on a person for keeping accurate record of property, documents, results or funds. It comes from late Latin *accomptare* (to account), a prefixed form of *computare* (to calculate),

Responsible means answerable for ones actions. The word comes from the Latin word *responsus* meaning answer.

Contribute means to give or supply in common with others; give to a common fund or for a common purpose. It comes from the Latin *contribuere*, contribt-, *to* bring together : com-, *com-* + *tribuere*, *to* grant.

ACCOUNTABLE: This person is the *owner* of the task. The buck stops here.

RESPONSIBLE: This person is the *driver/ doer* of the objective. They are given and take responsibility. They do it themselves or they get it done through others, but it gets done.

CONTRIBUTOR: This person makes *vital contribution(s)* that enable the accomplishment of the objective, or support the process. This is an essential role, providing support and adding value to the results.

Now compare the official descriptions of each role with the meanings of the words above. Do you think they are slightly different?

Often, and by their own admission, IKEA words have **their own meaning**, which is not the same as in English and which is only really understood by people who have been working for some time at Ikea.

To quote **Ingvar Kamprad**: *"The words we use may be misinterpreted, not only by outsiders but by our new co-workers as well. In an everchanging world, they may acquire values which they were never originally intended to have. »*

1. What are the effects of **this** long-term in your organisation?
2. Do you see examples of people misunderstanding or misusing words?
3. Have you sometimes found that you were misunderstanding an IKEA word?
4. Do you think words are important in your company and in business in general? Do you think its important to identify the correct terms for things, or is it good to re-invent your own language in an fast moving multi cultural environment?

Words

(Use linking words and expressions to answer the questions.)

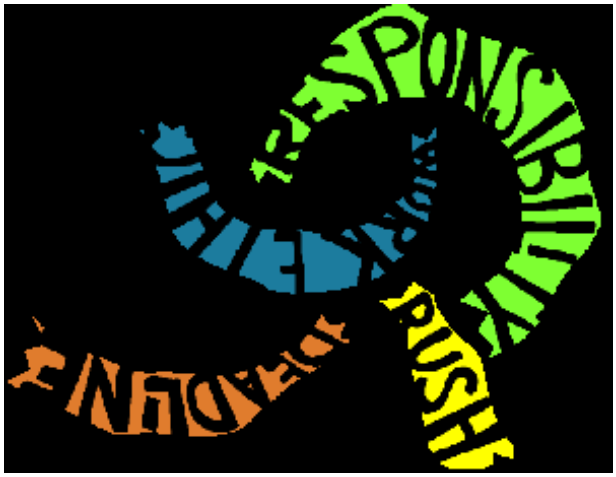
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At IKEA you refer to a person as "*a responsible*", or "*an accountable*". These two words are adjectives used to describe people or situations and they **can't** be used with the indefinite article to designate a person. In English we say, the person responsible for, or the person accountable for. So these are **neologisms**, new words invented by IKEA for IKEA. But if you all understand them then it works!

We would also use these **words** to describe someone responsible:
manager, line manager, overseer or supervisor.
To talk about someone who provides a link in the company on a specific project – contact.

Here are some ENGLISH expressions – with their prepositions…

- To be held accountable
- To oversee
- To be accountable for something
- To be made responsible
- To be responsible for something
- To contribute to
- To own a project
- To be the owner of a project
- To take ownership of a project



As you can see they all have specific verbs or prepositions, which go with them. Try using **each of them** to talk about your current work project.

How to learn the correct prepositions to go with each verb:

The prepositions used in French to go with similar verbs, are different from those used in English, this means that you need to LEARN the correct preposition WITH the verb. (*For example* we don't say, to be responsible *of*, we say to be responsible FOR).

Don't just learn what the verb means – learn what it means and what preposition it goes with. So when you write down a new verb, if it goes with a preposition, you should note that down too.

Note it
Recognise it when you see it again
Use it correctly

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Now using the list below fill the gaps in the text with the correct prepositions.

IKEA is a very big company, which consists…… several linked sister companies and is present all over the world. The owners of the company really care……Their values. They look……their projects and try to think……ways to implement them according to these values. They spend a lot of money and time……creating methods and training materials so that projects will be implemented according to these values. This however ultimately depends……the words they use. The words they choose have to be translated……English into other languages and so it's challenging for the translators if the words in 'Swenglish' don't really mean anything in English. In order to protect the values of the company long term ……being changed by future generations of co-workers and managers, it's important to explain the meaning of these special IKEA words……workers across the globe. They have to be explained in a way everyone can understand whatever their nationality. People also need to be warned….. the dangers of their words being misinterpreted. So many different stores and companies belong …… this big multinational company, it's difficult to keep believing…. a family run business, with strong values. However the fact is that IKEA, more than any other company in the world has been able to provide their workers….. better social advantages and better team spirit and working conditions. We can congratulate them….. that. The future however depends… their values being handed down to new workers and being well understood in an multi cultural, international context and genuinely cared…….

accuse someone **of** something
agree with someone / something
agree to do something
agree on something
apply for
apologise for something
ask someone **to** do something
ask someone **for** something
believe in
belong to
blame someone **for** doing something
blame something **on** someone
borrow something **from** someone
care about something
care for someone
take care of something / someone
complain to someone (**about** something)
concentrate on something
congratulate someone **on** something

consist of something
depend on someone

explain something **to** someone
listen to someone
look at something
look for something / someone
look after someone
pay someone **for** something
prefer someone / something **to** someone
protect someone **from** something
provide someone **with** something
regard someone **as**
rely on someone / something
search for someone / something
spend money / time **on**
think about someone / something
think about / **of** doing something
think of something
translate from something **into** somethng
wait for someone
warn someone **about**