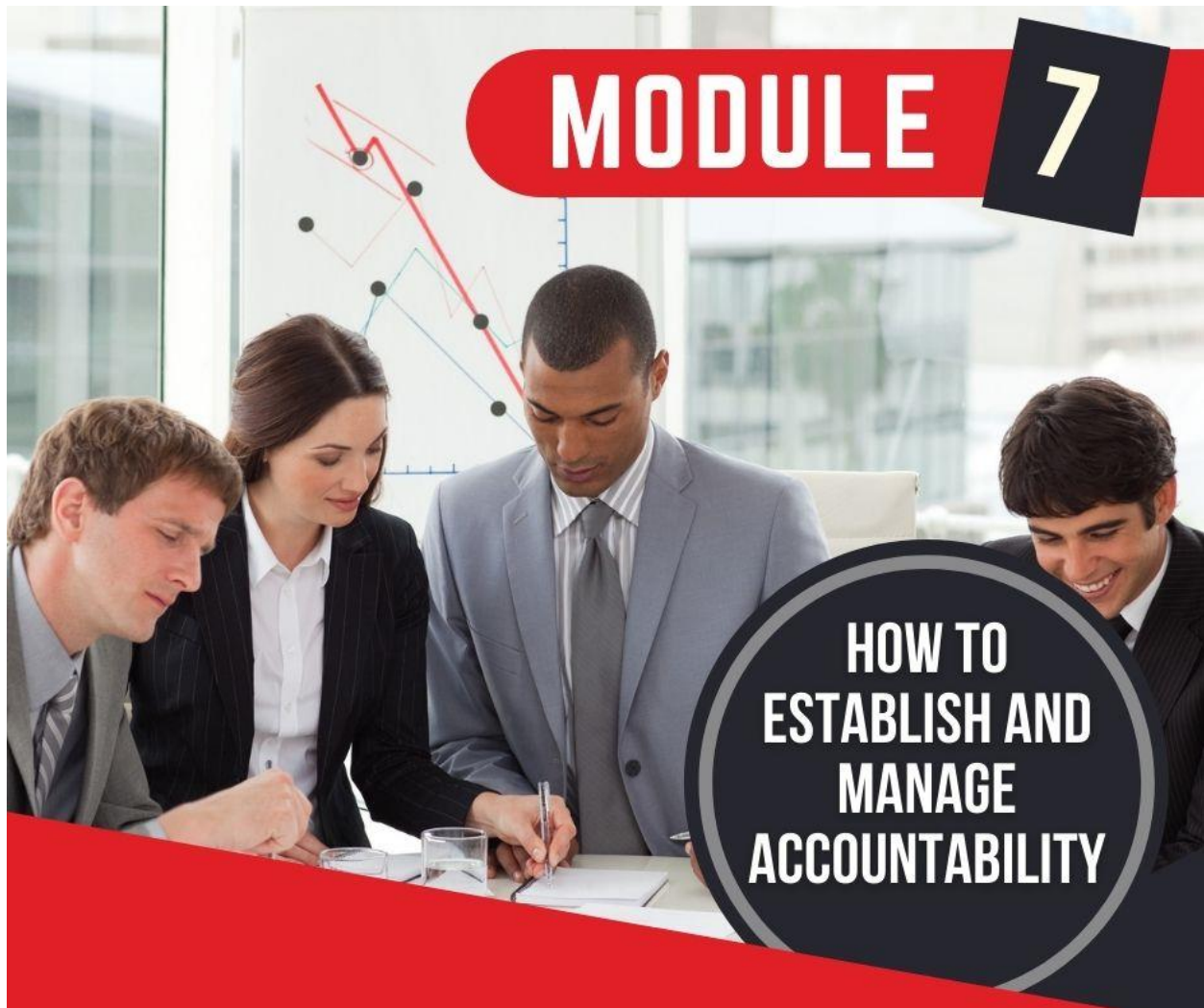




Our Conviction & Commitment

You will clarify your purpose and build confidence, competency, and character to have greater influence and impact. You will gain a greater understanding of leadership, fundamental leadership capability, and the foundational leadership attitude and skills needed to "BEcome" a strong effective leader that empowers others.



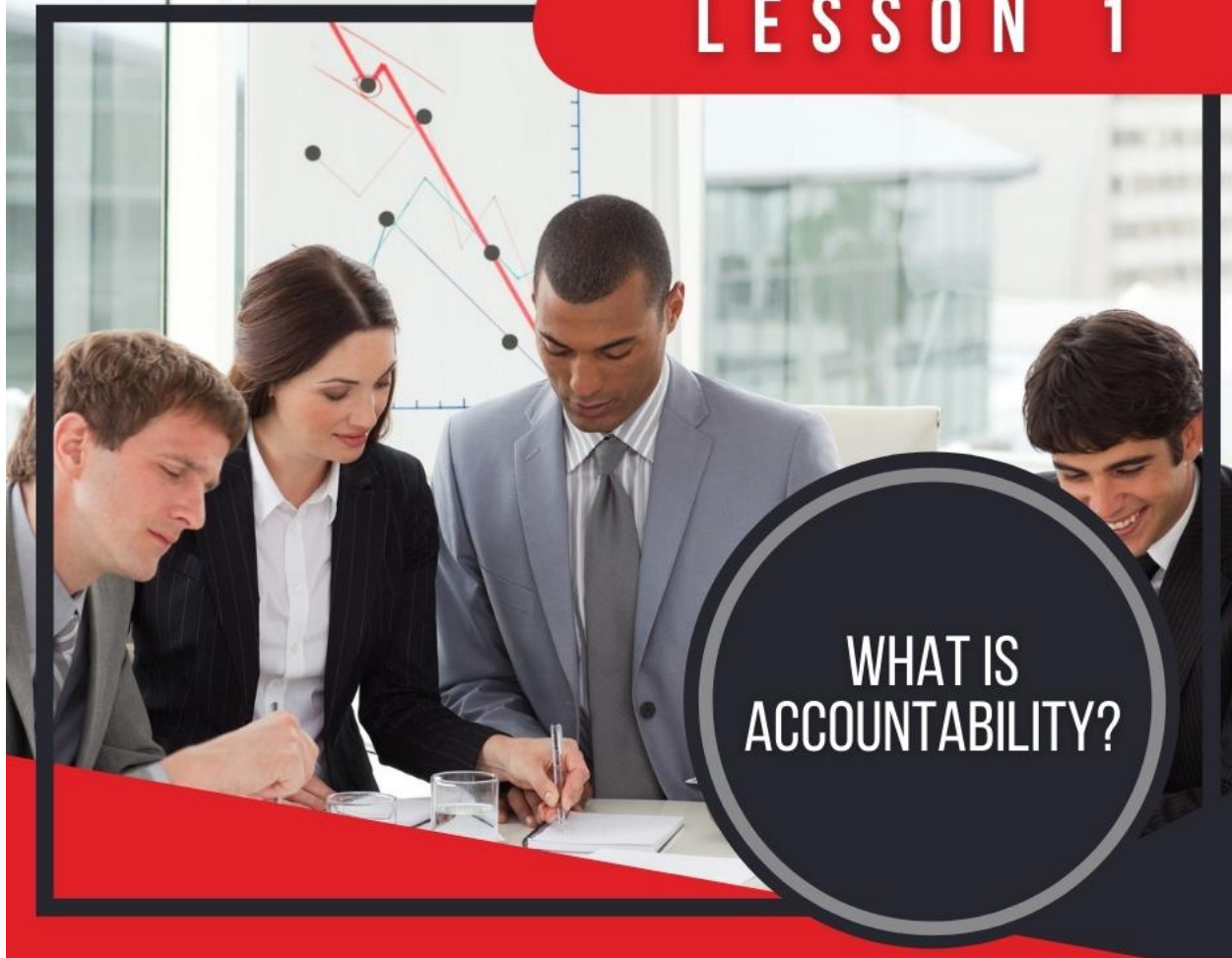


Objectives:

- Have a clear understanding of accountability and why it is needed.
- Learn a model to establish and grow accountability.
- Learn tips and tools to make accountability easy to manage.



LESSON 1



By the end of this lesson, you will be able to:

- Explain what accountability is.
- Explain connection between accountability and responsibility.
- Understand why as a leader accountability is important.



What is Accountability?

Accountability is the glue that ties commitment to the result.

Bob Proctor

Why Accountability?

- Expectations _____
- Importance _____
- Outcome _____
- Eliminates _____

Barriers to Accountability

- Accountability is seen as _____
- Accountability takes _____
- Accountability takes _____ and _____

Accountability Definition

To demonstrate the means and skills to:



Responsibility Definition

The means and the skills to _____

What is Accountability?

The _____ to take _____ and give an account of
one's _____ and provide _____
for one's areas of _____.

Accountability and Responsibility

- Responsibility has to be _____.
- Accountability _____.
- Interfering with _____ can _____.



Leader Expectations

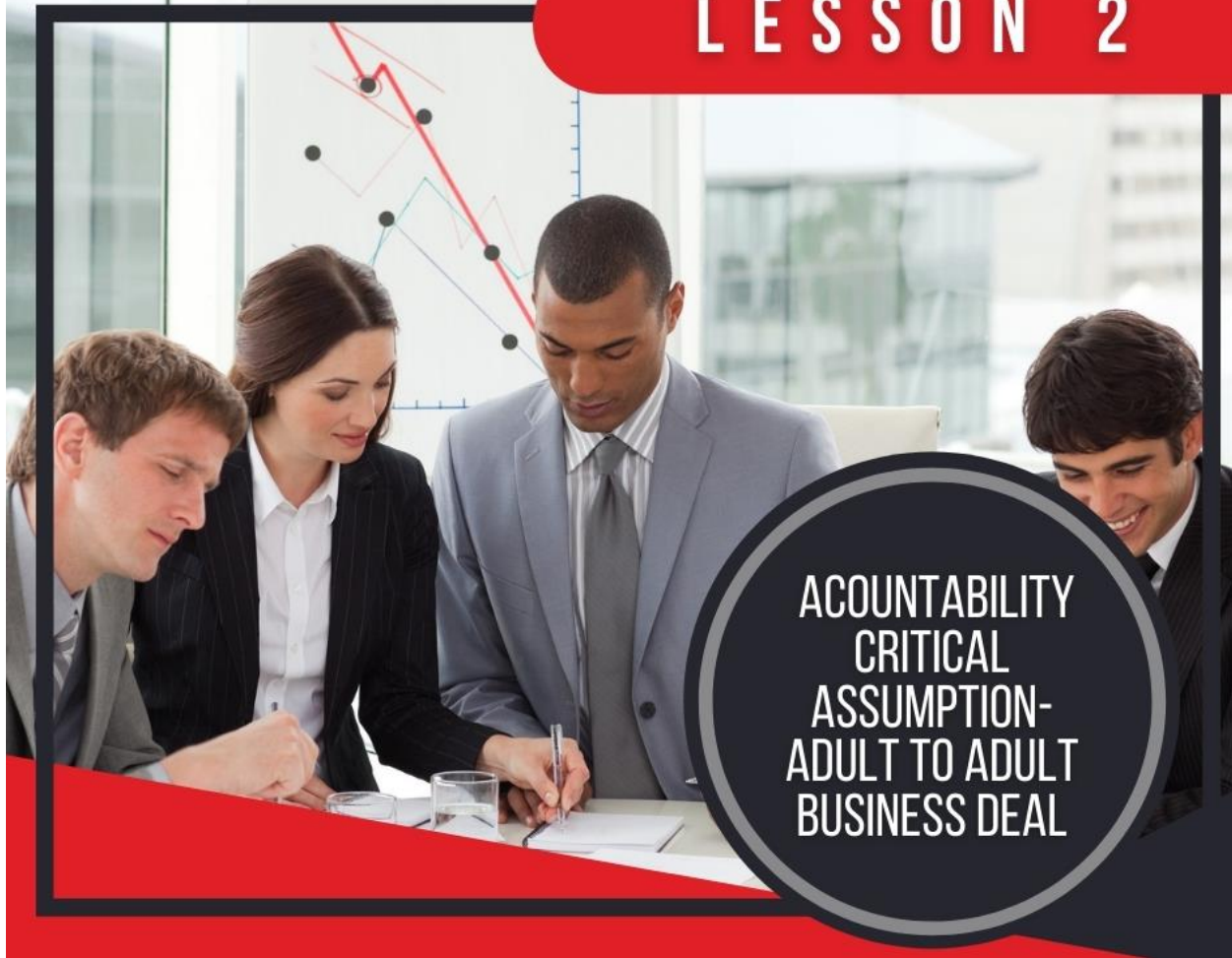
- Be a model of accountability.
- Optimize our human resources.
- Hold yourself and other human resources accountable.

Self-Reflections

1. How do you define accountability and responsibility?
2. How have you personally demonstrated accountability and responsibility to others?
3. How well do you meet the leadership expectations for holding others accountable?
4. Why is accountability important to you?



LESSON 2



By the end of this lesson, you will:

- Have a better understanding of how mutual respect, mutual commitment, and common objectives are critical to accountability.



Adult Business Deal

Adult:

Business:

Deal:

- The organization commits to:

- In return the individual gives:



Adult Business Deal Help Establish Common Objectives

The organization:

-
-
-
-
-
-
-
-
-

The individual:

-
-
-
-
-
-
-
-
-



The Adult Business Deal

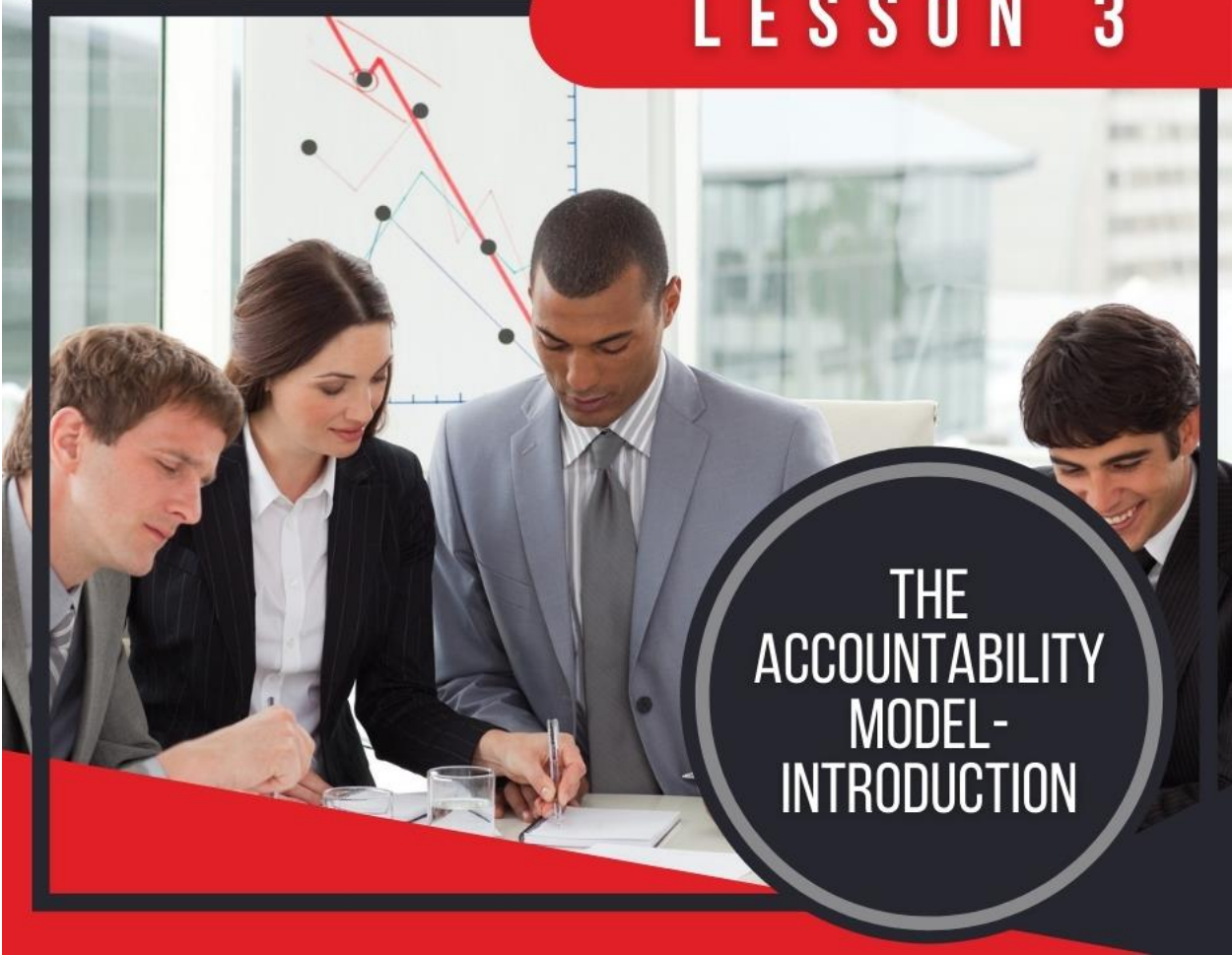
- The organization and the individual are counting on each other.
- Both say, “You can count on Me”.
- This promotes mutual perpetual accountability!

Self-Reflection

1. Have you seen the Adult Business Deal function in your organization?
2. How have you seen the Adult Business Deal not function in your organization?
3. Do you support this arrangement as a leader? Why or Why not?



LESSON 3



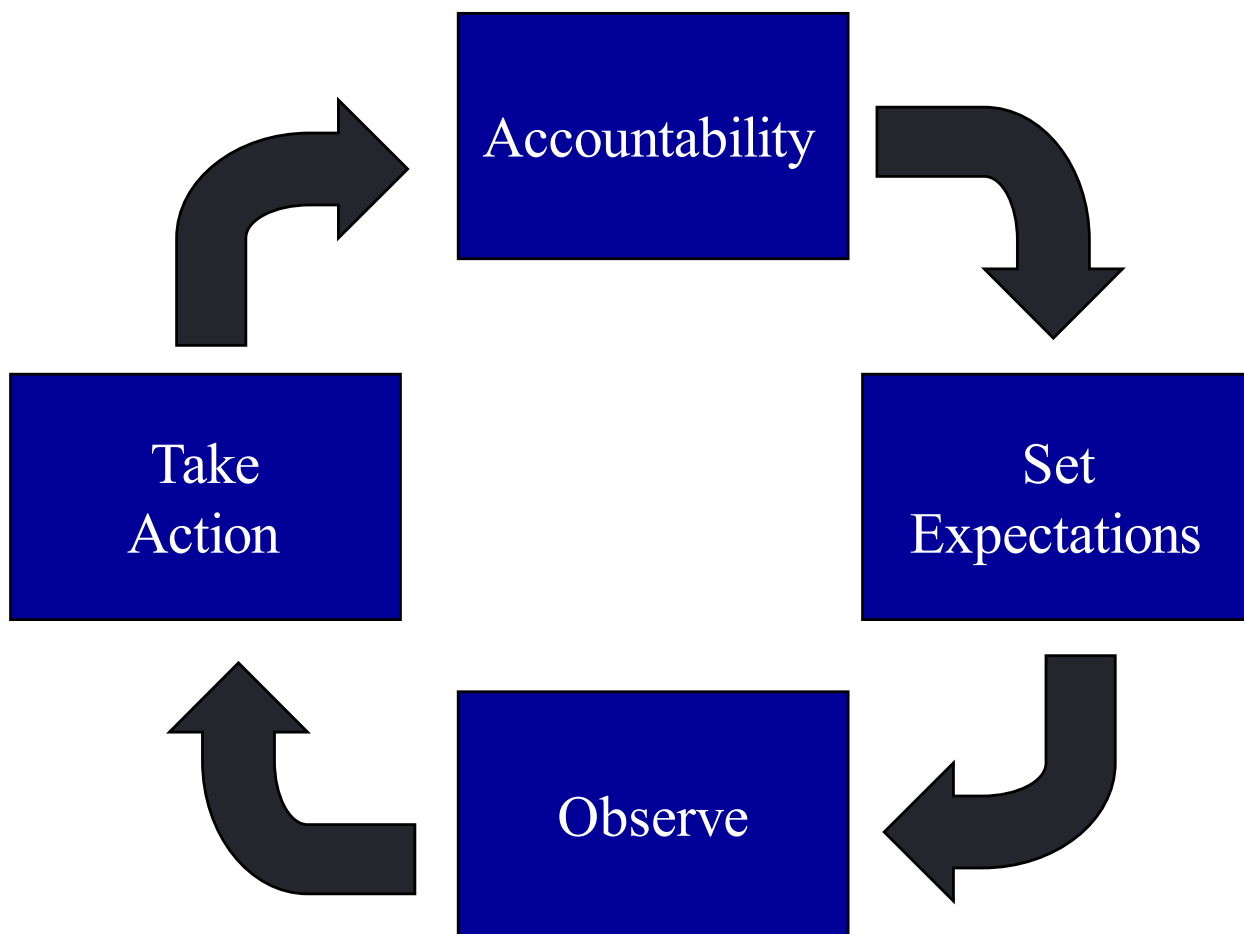
THE
ACCOUNTABILITY
MODEL-
INTRODUCTION

By the end of this lesson, you will have:

- An understanding of the Accountability Model.
- Understand the purpose of each component of the model.



Accountability Model



Establish accountability and you will create an organization in which:

- People know what is expected.
- People feel compelled to do what is expected.
- People will help other people do what is expected.
- People will align their natural decision-making tendencies toward that of leadership.



- They will become more “self-directed”.

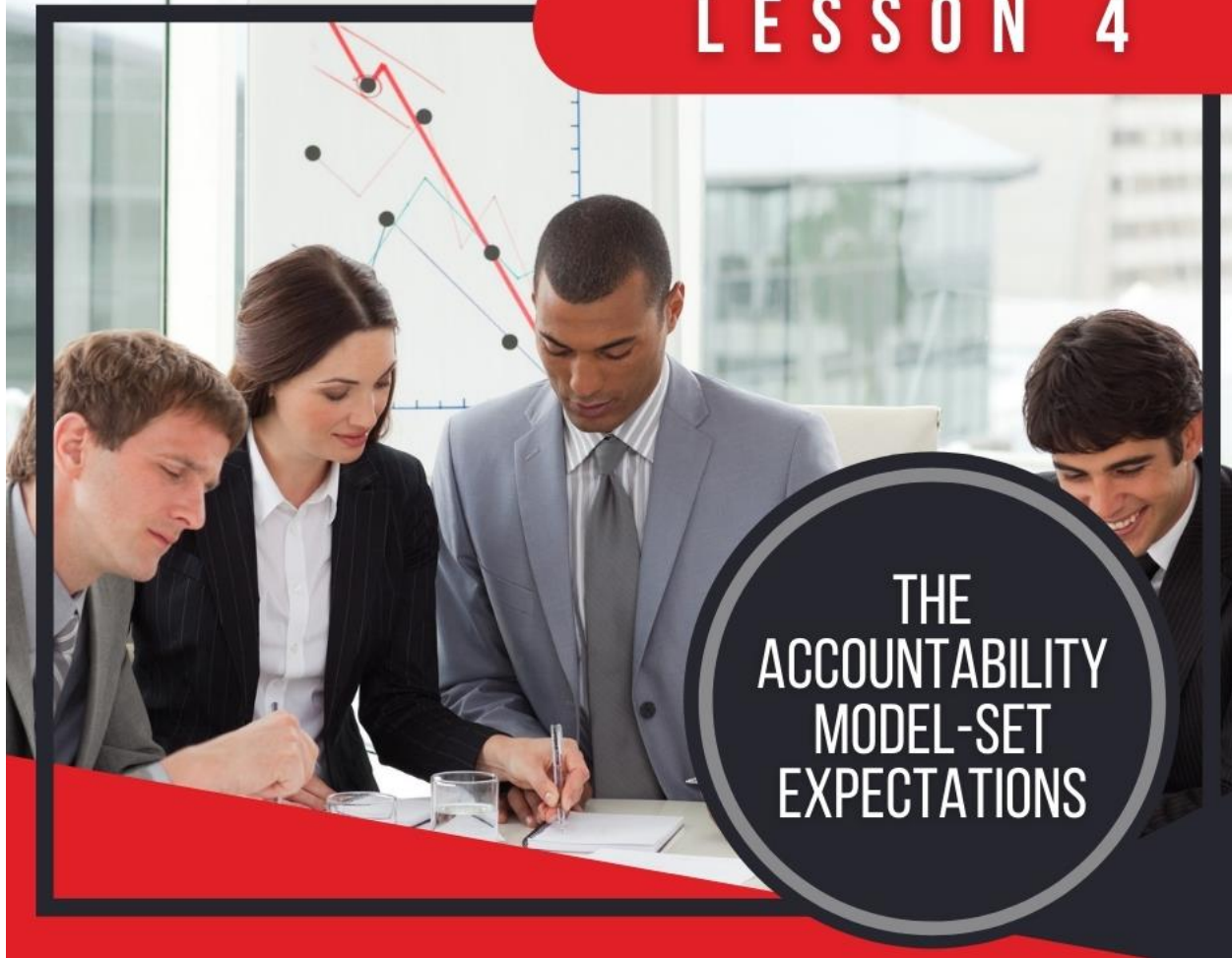
Establishing accountability is the Leader’s responsibility

Self-Reflection

1. What methodology have you used for understanding the accountability process?
2. How well do you execute accountability?
 - a. Strengths?
 - b. Opportunities?
3. Do you have experience with leader(s) who execute accountability very well? If so, what can you learn from them?



LESSON 4

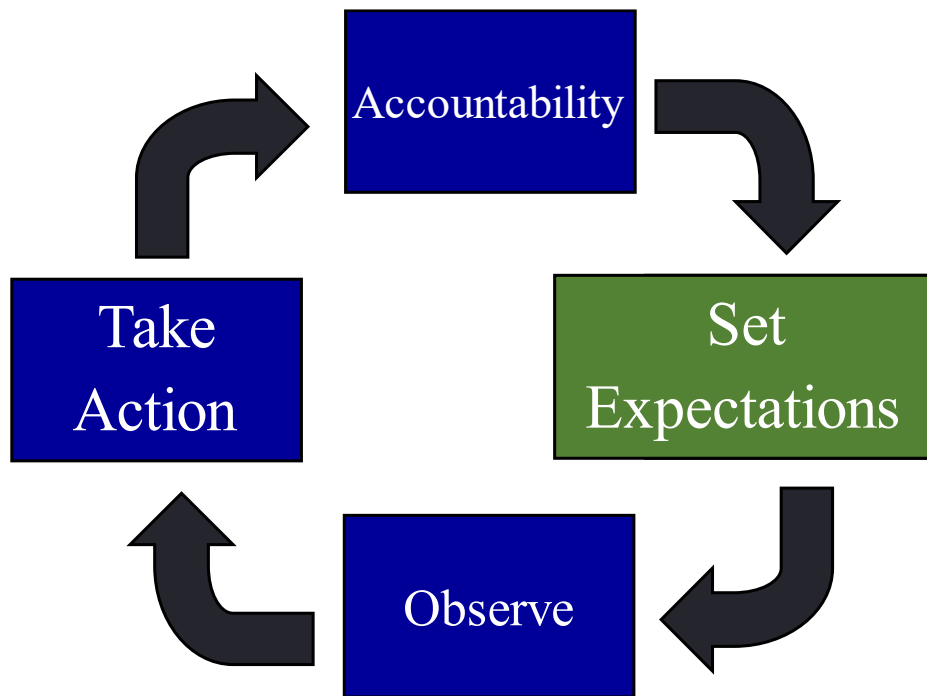


By the end of this lesson, you will be able to:

- Set clear expectation.
- Determine principles vs. rules.



Set Expectation



Expectations:

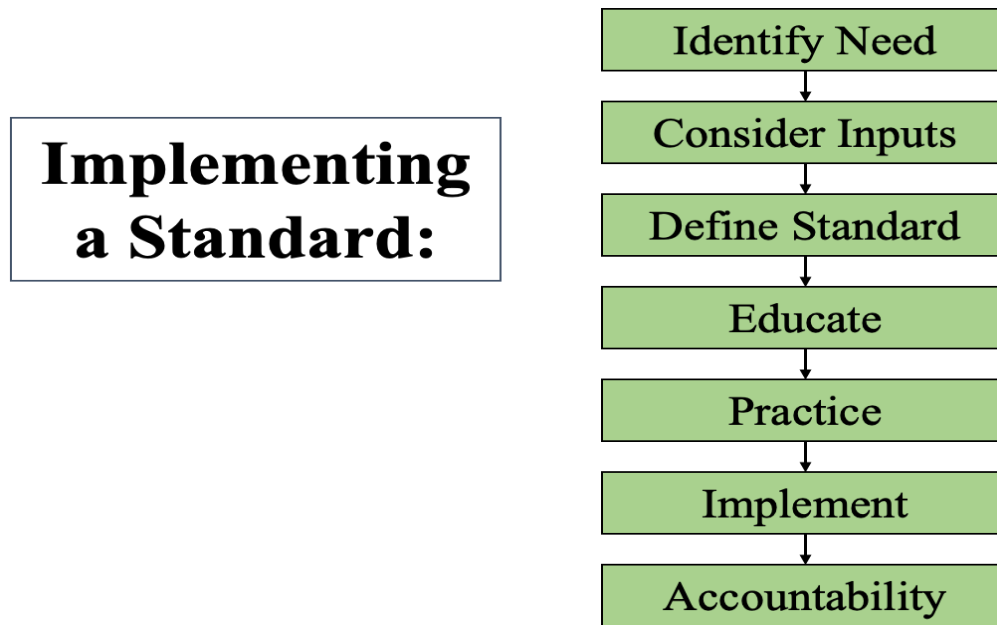
- What do you want people to do?
- How do you want people to act?
- What are the rules or boundaries?

Expectation Format:

- Standard
- Principle
- Rule



Standard



Principle

A Principle is an internally generated fundamental belief that describes how we behave.

Rule

A rule is an externally generated statement that describes how we are expected to behave.



Expectation Setting

The “SMART” Model

- S _____
- M _____
- A _____
- R _____
- T _____

Expectations Setting Attributes

- A statement describing overall contribution to business objectives.
- Accurately describes individual’s key focus areas.
- Expectations consistent with the individual's skill level.
- Accurately describes how expectations will be measured.
- Linkage of individual measures to work plan.
- Magnitude of the work must be realistic for the individual to complete.
- Observe and take action frequently.



Where do you spend your time?

1. Set Expectations
2. Ensure Understanding
3. Hold Accountable

Case Study

Teenage driver wants use of family car:

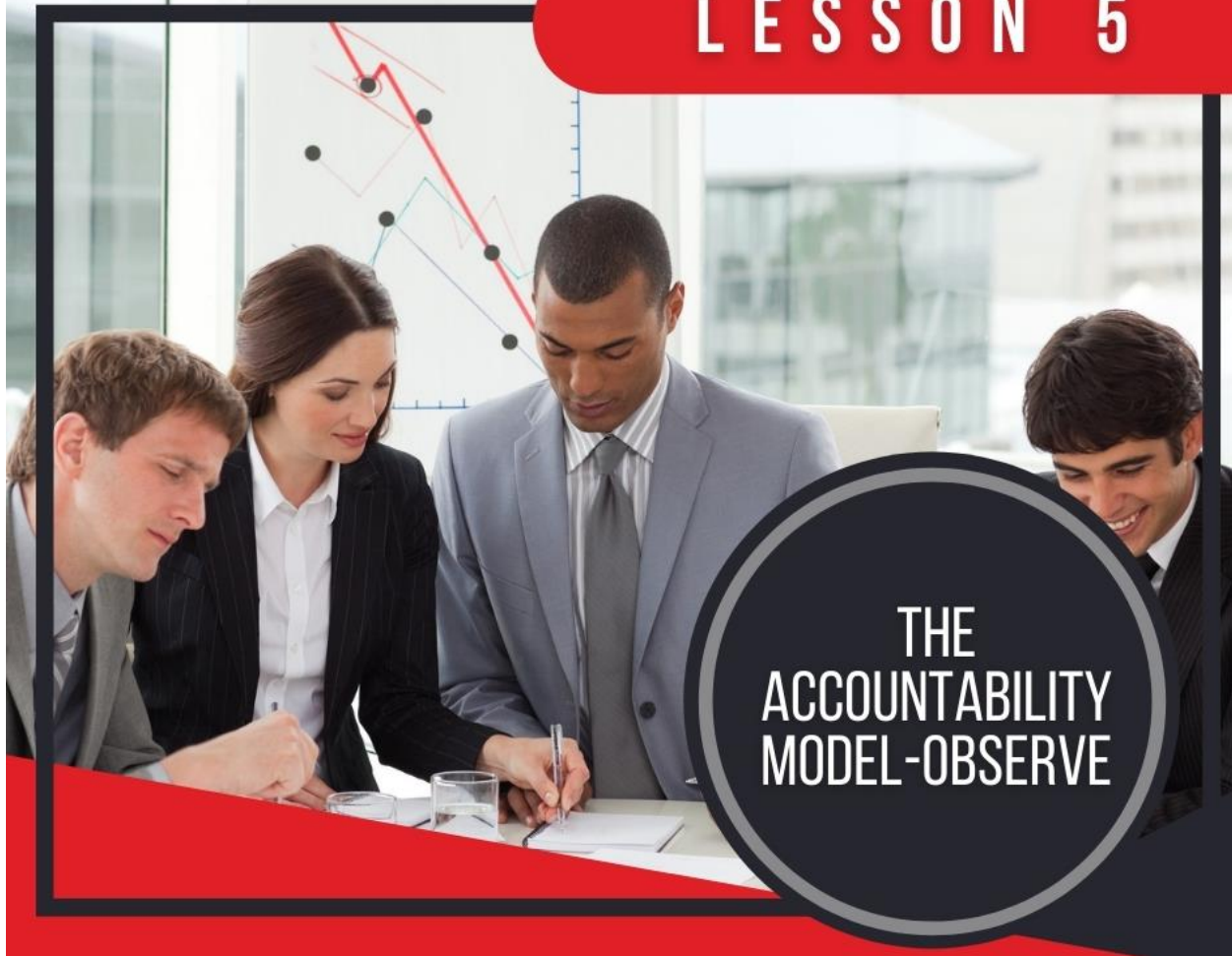
Set Expectations: _____

Ensure Understanding: _____

Hold Accountable: _____



LESSON 5

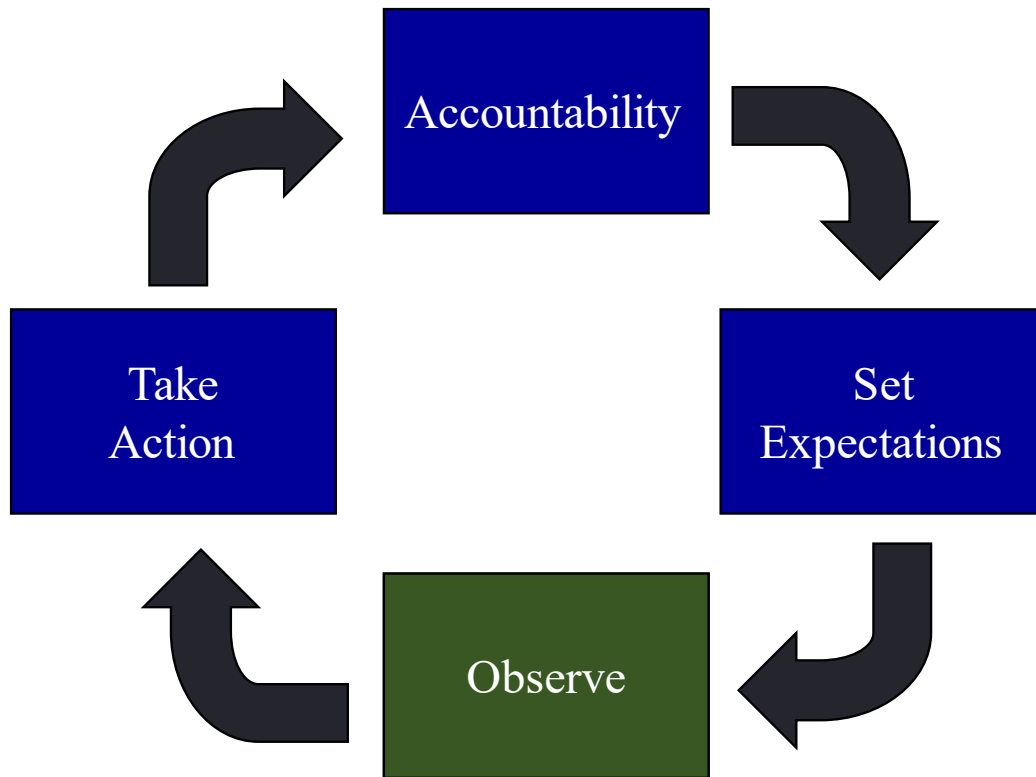


By the end of this lesson, you will understand:

- How and where to observe the contribution of followers.
- The essential role observation plays in accountability.



Observe



To observe: _____

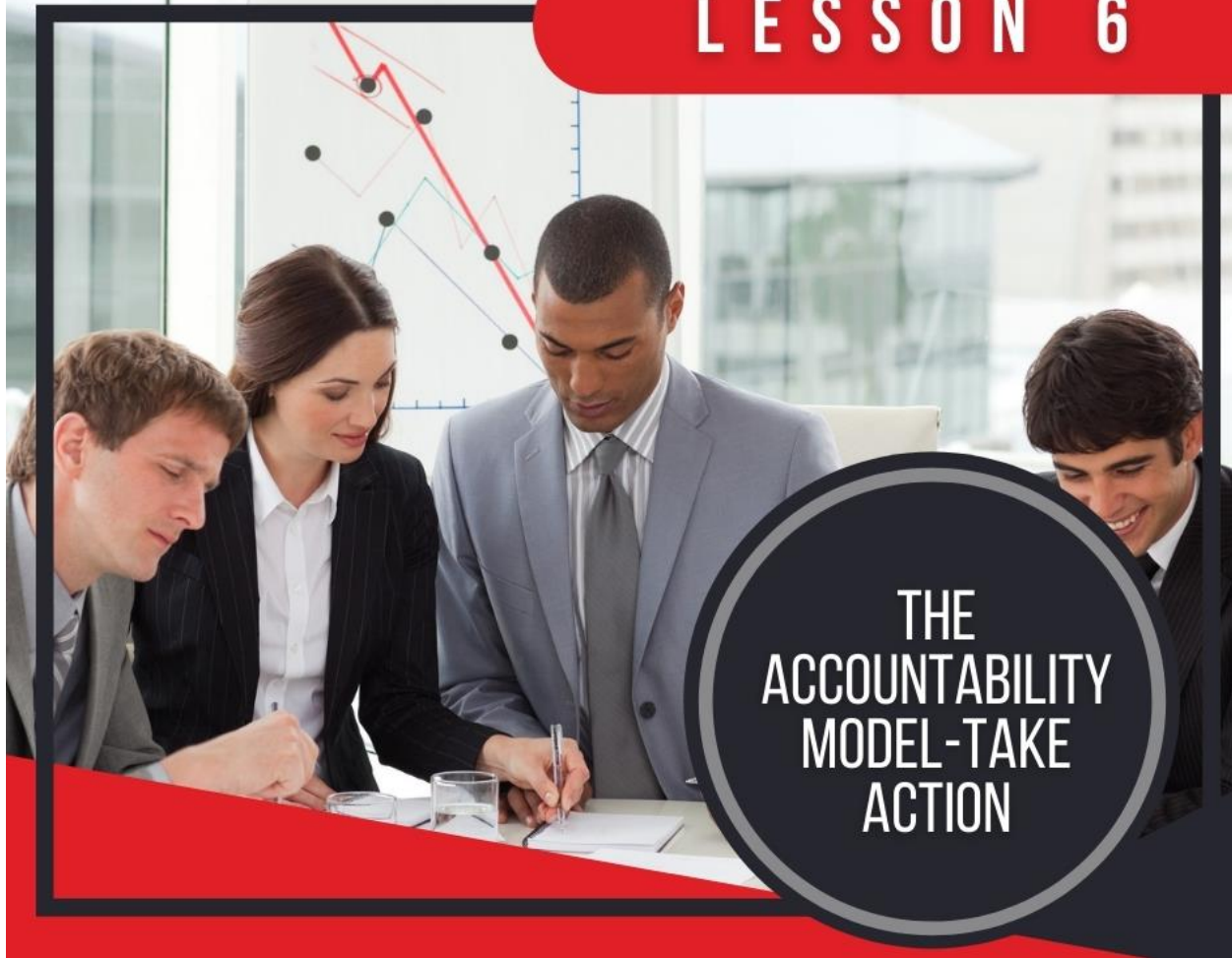
Observation is Essential

Observation can occur many ways:

- Through relationships
- Time in work areas (casual observations)
- Scheduled/Unscheduled 1:1's
- Appropriate discussions with others



LESSON 6

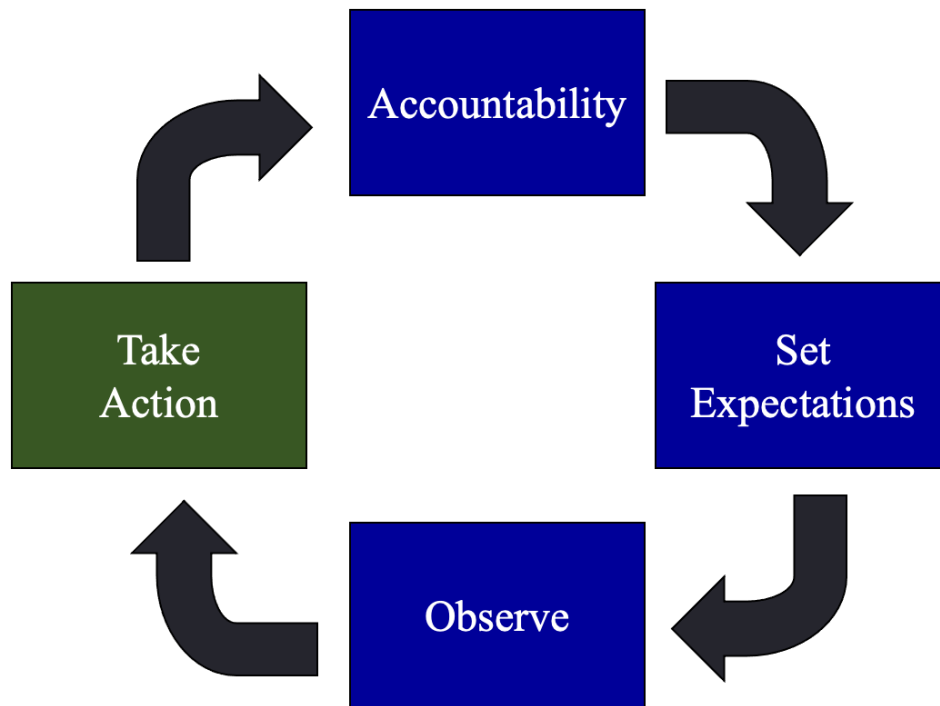


By the end of this lesson, you will have:

- An understanding of what actions to take to adjust the behaviors of followers.
- An understanding of the essential role taking action plays in accountability.



Take Action



Goal of taking action

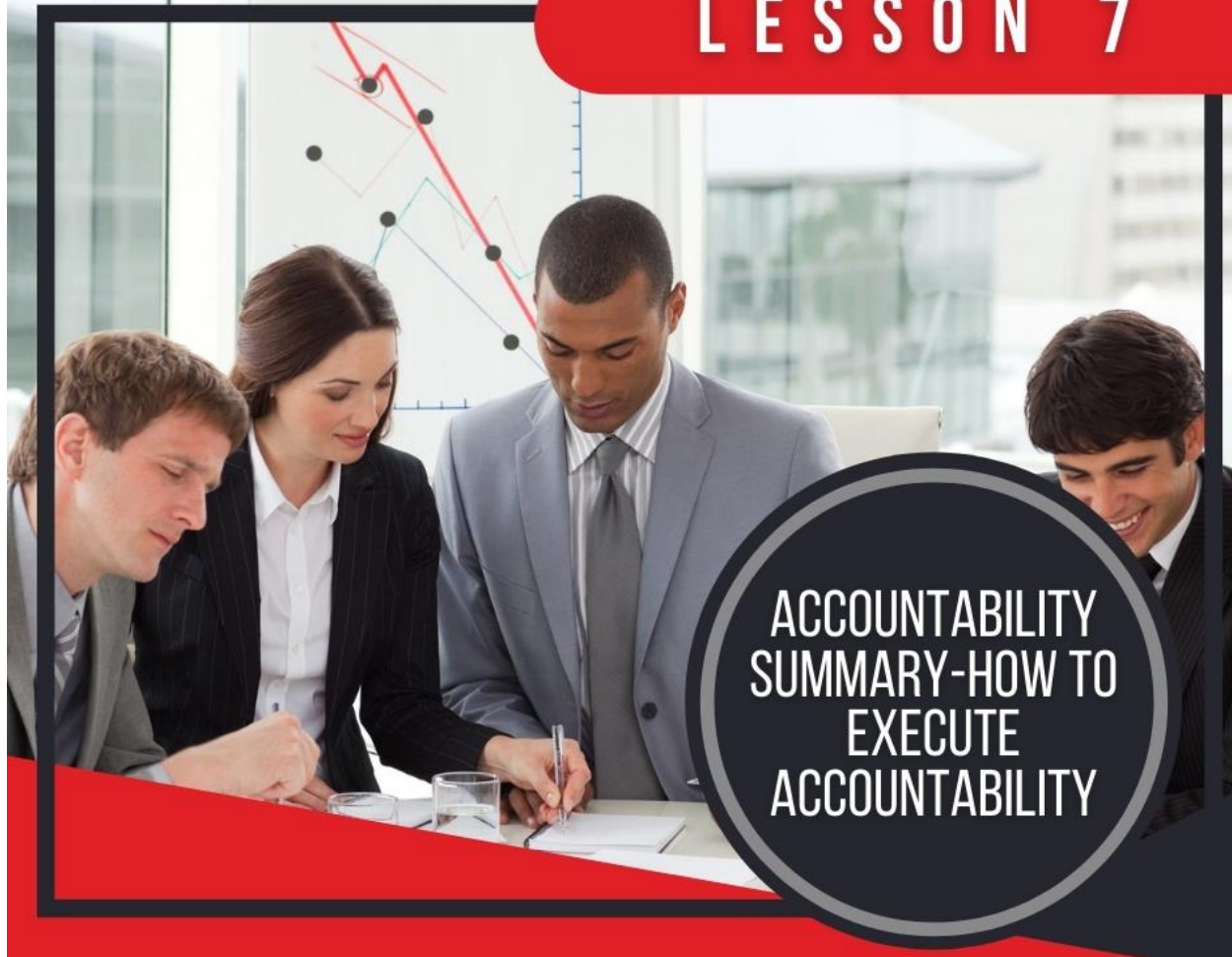
- Reinforce desired behavior.
- Change undesirable behavior.
- Change the system that prevents individuals or teams from exhibiting desired behaviors.

Reinforce desired behavior

- _____
- _____
- _____
- _____



LESSON 7



By the end of this lesson, you will be able to:

- Execute accountability to deal with gaps in expectations in a way that gets results and keeps the person whole.
- Execute accountability in a way that communicates “I am counting on you!”



Holding someone accountable

- Holding someone accountable means to check results against expectations and adjust accordingly.
- It is not a “scapegoat” process.
- It is the glue that makes things happen.

Lack of Accountability Systems

Unsatisfactory or deteriorating work often takes these forms:

- Inconsistent productivity
- Wide variation in quality of work
- Poor attendance
- Frequent lateness
- Neglectful attitude toward assignments and deadlines
- Moodiness, depression, anxiety
- Blaming others
- Irritability
- Avoidance of co-workers and leaders



Reason to Execute Accountability

- Addressing an employee with poor work performance can be an uncomfortable task.
- Your silence might allow incidents to become habits.
- Ignoring the situation is not helping the employee.
- A responsible leader can be the best friend to a troubled employee.

Preparation

Prepare for communication of the gap and expectations:

- Clarify the _____
- Clarify YOUR _____
- Clarify the _____
- Be _____
- Behavior _____
- Timely (NOTE: Check with the person, determine the appropriate time, and schedule a meeting.)



Address any feelings you may have or might have:

- *I was angry*
- *I felt helpless*
- *I was sad*
- *I felt hurt*
- *I felt let down*
- *I felt guilty somehow*
- *I felt disappointed*
- *I felt pity*
- *I was scared -- Fear of physical harm*
- *I doubted myself*
- *I felt good*

Steps to holding someone accountable



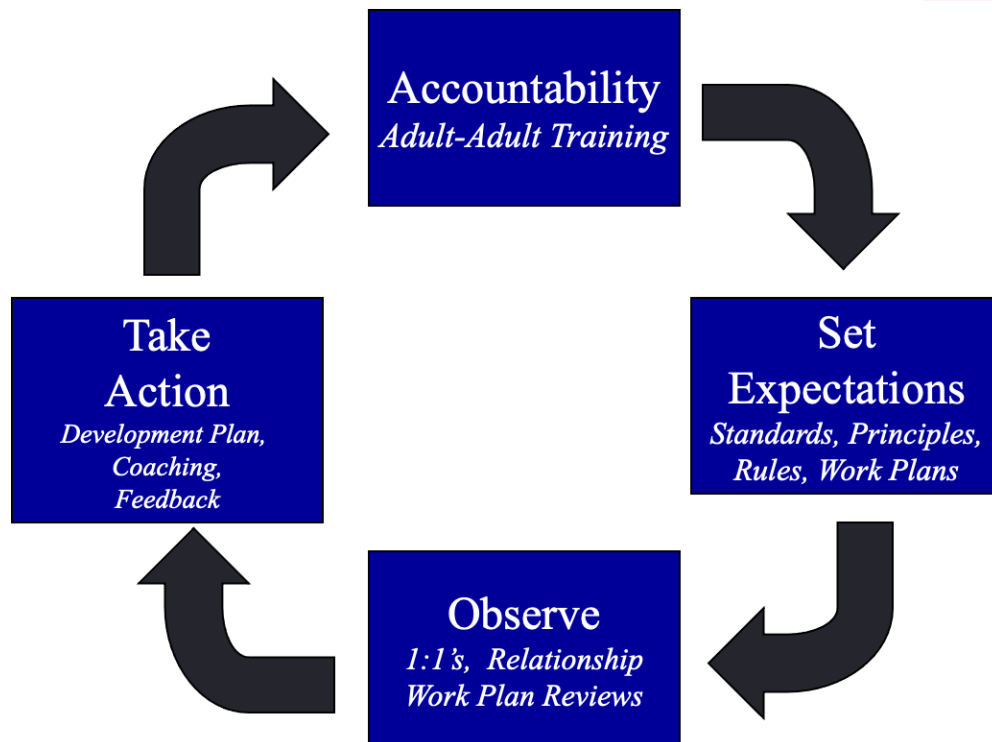
1. Build rapport
2. State why you are meeting
3. Explain what was done
4. Explain why it was correct/incorrect
5. Listen for “what happened”
6. Seek alignment of the gaps
7. Explain the consequences
8. Review how to do it correctly
9. Align on support
10. Explain consequences of future actions
11. Reset expectation
12. Clarify next steps and follow-up

Build your confidence

- Role play prior to the meeting with someone you trust.
- Focus on the desired state.
- Capitalize on building rapport.
- Hold yourself accountable for the person’s success.

The Accountability Model





Self-Reflection

1. What actions do you need to take to establish accountability in your organization?
2. As a leader, what do you need to continue to do, stop doing, or start doing to improve your effectiveness at executing accountability?

Module 7 Personal Thought Summary



1. What is accountability?
2. What is the relationship between accountability and responsibility?
3. What is the leader's role in accountability?
4. What are the blocks in the accountability model?
5. Where do you need to practice holding others accountable more?

Weekly Debrief Questions or Comments

- 1.
- 2.
- 3.

