



## **Accountability & Ownership**



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## **Our Objectives:**

- Understand the connection among trust, accountability & ownership on your team
- Use conversations to drive accountability and optimize results on your team.

## Accountability

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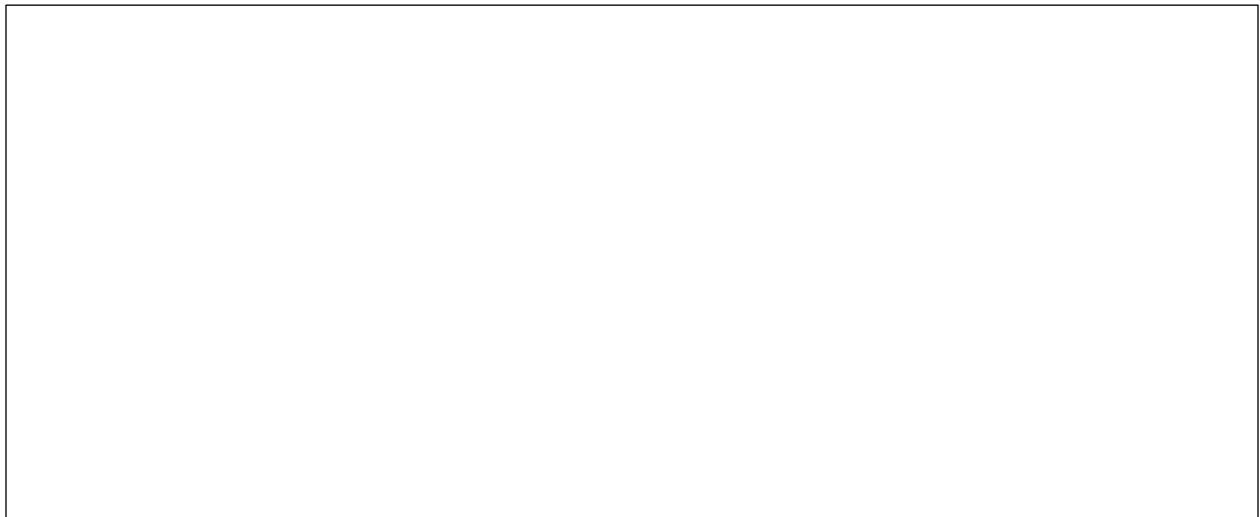
What is accountability?

Components of accountable relationships:

- Roles
- Expectations
- Feedback
- Measurement
- Evaluation
- Rewards
- Recognition
- Consequences

How are accountability and mindset connected?

An Accountability Conversation I Need to Have:

A large, empty rectangular box with a thin black border, intended for the user to write an accountability conversation. The box is positioned below the text 'An Accountability Conversation I Need to Have:' and occupies a significant portion of the page's width and height.

## How do I have the Accountability Conversation ?

### **Step 1: Create the Framework.**

- Make a list of what it is that you need the person to do.
- Narrow down your list to only the essential two or three things.
- Craft your launch. How will you start off this accountability conversation so that you convey a focused approach as well as positive intent?

### **Step 2: Address the Performance Issue.**

- Write out the specific behaviors that have caused you to need to talk with this person. Note: This becomes “your story,” so write it as a narrative. It is, after all, your story that needs to be told to this person.
- Have at least two or three specific examples that demonstrate situations in which the undesirable behaviors have occurred. Real life examples are hard to argue with, and these examples help demonstrate what you mean.

### **Step 3: Identify the Impact.**

- Be prepared to share the results, positive and/or negative, of this behavior.
- What’s the impact? Why does this matter?
- What are some potential implications...Positive: ...if the behavior changes?  
Negative: ...if the needle doesn’t move enough in the right direction?

### **Step 4: Build Personal Accountability.** *The most important step of all*

- Resist the temptation to “spoon feed” solutions to the person. If you do that, you minimize the impact and the point of the entire conversation.
- Ask questions that begin with “What” or “How.”
- Include a pronoun (i.e., you, I, we, us). Which pronoun you use depends on the situation, but be careful here. Saying “you,” for instance, makes it appear that you’re pointing your finger right at the person. However, there are times (such as if this is the 2nd or 3rd time you’ve had to have this conversation) where “you” might certainly be appropriate.
- Examples of questions:
  - What might you do differently in the future so that you can accomplish ...?
  - How can you change your work habits so that you can meet deadlines in the future?
  - How might we go about preventing this from occurring again?

#### **Step 4 Cont'd:**

- What are some ways you might better communicate, more specifically, with the team?
- How can I be a resource for you?
- Wait for responses; don't "fill in" when there's silence.
- Instead: Repeat the question if needed.
- Watch for someone to slip around an answer. S/He responds, but really doesn't answer your question. Ask the same question again. (And again, if needed...)

#### **Step 5: Agree on Next Steps.**

- If needed, you can certainly add to the solutions the person offered in Step 4. Do that if the person missed something you need to add.
- This last step helps you confirm what was heard. Therefore, ask the person something like, "What have we decided to do?" and/or "What agreements have we reached today?"
- Confirm: "How much time should elapse between now and when we should get back together to talk about how things are going?"

Notes on Accountability Conversations:

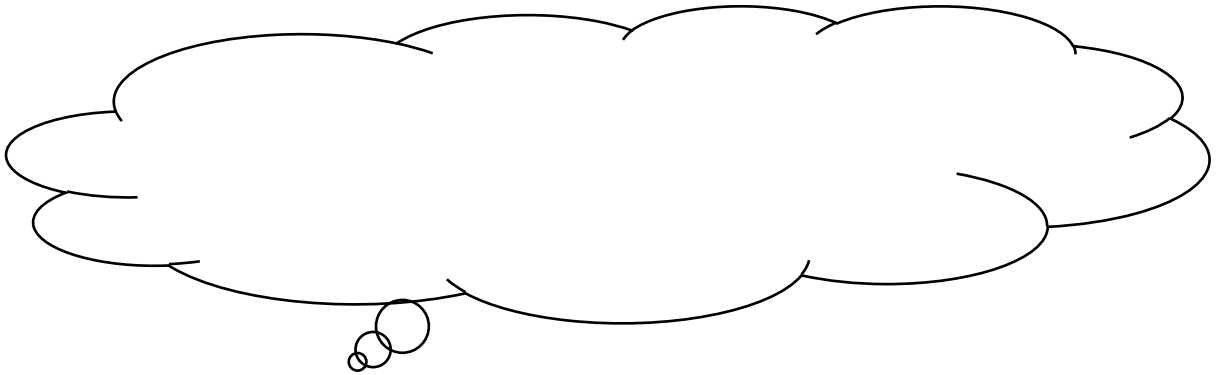
# Accountability Conversation Practice

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## Use the 5 Steps to prepare your accountability conversation (pgs. 4-5).

1. Think about the accountability conversation you need to have.
2. Prepare your conversation.
3. Share your “launch” statement with your breakout group.

Place your launch statement in the cloud. Share your launch statement with your breakout group.



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Notes from Breakout Group:

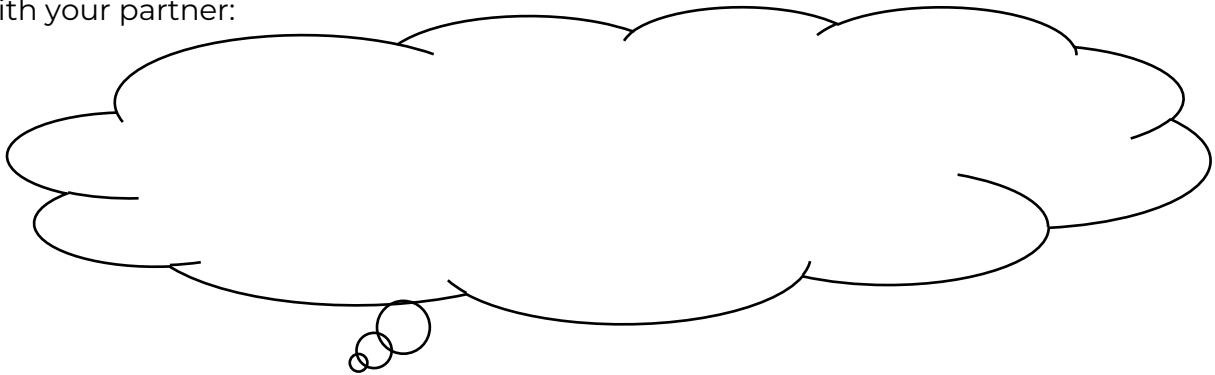
## Accountability Conversation Practice 2

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**Use the 5 Steps to prepare and deliver your accountability conversation using the scenario below.**

You have a team member who is very committed to their role and always willing to help others—a real team player. But, there is a performance issue—they are falling short on some of daily tasks assigned to them. You notice others on the team have been picking up the slack for at least a few weeks and they are starting to get resentful.

Place your launch statement in the cloud to begin your accountability conversation with your partner:



### **Conversation Debrief:**

What went well?

What can I do better?

What questions can I ask?

Remember the 3 principles for asking questions:

- Begin with “what” or “how”
- Use “I” statements
- Focus on action