

Feedback and Accountability Conversations



Accountability Starts with Feedback

Today's objectives:

- Review the barriers to receiving feedback.
- Practice delivering feedback (the SBI feedback model) to recognize desired behaviors and constructively redirect undesirable behaviors.
- Practice using accountability conversations to drive ownership and optimize results.

What is Feedback?	Types of Feedback
Information given to a person with the intention of improving his/her performance.	<ol style="list-style-type: none">1. Appreciation2. Evaluation3. Coaching

Barriers to Receiving Feedback
<p>Truth</p> <p>Relationship</p> <p>Identity</p>

The SBI Method



Notes:

The SBI Method—Practice

Write down two pieces of feedback you need to give using the SBI model. One constructive and one positive. You will share feedback as part of your post-session work and discuss the outcome in the next session.

Situation:

Behavior (Observable):

Impact:

Positive Feedback I need to give:

Situation:

Behavior (Observable):

Impact:

Corrective Feedback I need to give:

Accountability Conversations

Accountability is “a personal choice to rise above one’s circumstances and demonstrate the ownership necessary for achieving desired results to See It, Own It, Solve It, and Do It.”

Roger Connors et al., The Oz Principle

What is Accountability?	A Four-Step Conversation
	<ol style="list-style-type: none"><li data-bbox="646 520 911 552">1. The Micro-Yes<li data-bbox="646 724 857 756">2. Data Point<li data-bbox="646 928 894 959">3. Show Impact<li data-bbox="646 1131 976 1163">4. End on a Question

Use the space below to plan your accountability conversation. Begin with your SBI statement and then brainstorm 2-3 open-ended questions you will use to create accountability for the scenarios on the next page.

Accountability Conversation Scenarios

In your group, rotate between these roles:

- 1 person is the speaker
- 1 is the employee/receiver
- 1 is the observer

Choose from the 5 scenarios below. Each round will be 10 minutes.

Role-Play Scenarios:

1. Missed Deadlines

A team member frequently turns in work late, affecting the team's ability to meet deadlines. You've heard them blame workload but haven't seen them take steps to reprioritize. Use the SBI model to give feedback, then shift into a performance conversation using the accountability model.

2. High Performer, Low Team Awareness

An employee consistently exceeds their personal goals but tends to interrupt teammates or take over during meetings. Colleagues have begun to disengage. Use feedback to build awareness and an accountability conversation to align behavior with team culture.

3. Declining Engagement

A typically reliable employee has seemed distracted lately. They've been quiet in meetings and missed two recent follow-ups. You want to address performance concerns and uncover any underlying issues using both models.

4. Resistance to Feedback

You've given feedback several times about a specific behavior, but the employee always deflects or shifts blame. This time, you need to use the SBI model and then escalate into a firm accountability conversation that resets expectations and next steps.

5. New Responsibility Struggle

A recently promoted team member is struggling to delegate and is overwhelmed. Their performance is slipping, and their direct reports are confused about priorities. Use this opportunity to deliver developmental feedback and guide a forward-focused conversation.

Notes:

Your Leadership Mission

Who are you? Knowing who you are and what you stand for is at the core of your actions. Clarity in your beliefs provides a firm foundation to consistently base your decisions and actions.

Your Leadership Mission Statement

Identify your leadership focus. What type of leader do you want to be? What qualities (character traits, values) do you want to possess?	
Pinpoint behaviors that support your focus. What actions or habits support the qualities you want to possess? What can you do daily that supports those qualities?	
Define your influence. How will living out this mission impact others?	
Be emotional. What will living out this mission feel like?	
Keep it positive. Can you shift any negative statements that you've written into positive statements?	
Keep it balanced. Is this leadership mission consistent with who you are and want to be in other areas of your life (e.g., home)? Is it in line with the mission and vision of the organization?	

Craft Your Leadership Mission Statement. Use the *most meaningful* points from your work from above to craft your one sentence mission statement.