Hardwiring Accountability into Your Workforce

Through Coaching for Great Performance

NOTE TO LEADERS · PERSONAL ACCOUNTABILITY

The information included in this Cascade Learning Kit provides you with the sample content for teaching your staff about the impact of personal accountability and how to ask more accountable questions. The information is meant to be a guideline for your group sessions, and you are encouraged to customize the content to better meet the needs of your specific department.

MATERIALS NEEDED

All material shared at the training is available (provide location information).

TIME NEEDED

Most departments should be able to complete the cascade learning activity within 10 minutes.

LEADER'S SCRIPT

SAY	I recently attended a workshop delivered by Reality-Based Leadership and would like to share some of what I learned there with you today.
ASK	**First let me ask, when you think about your work and life in general, for you personally what keeps you from achieving amazing results?**
DO	***Listen for statements that lack personal accountability. This will allow you to tie the participant statements to the content you learned in your session.***
SAY	The responses do typically fall into two categories: people and circumstances. However, the reason we are not succeeding today is NOT because of people or circumstances. The true source of our results and our pain can be linked to thinking incorrectly about our circumstances, or thinking poorly about people.
SAY	Today, we want to take the concepts of the Reality-Based philosophy and apply them directly to our department by identifying opportunities for improvement and by developing some strategies to better meet your needs and the overall needs of our organization.
SAY	Let's first talk about personal accountability. The best way to describe personal accountability is to first fully comprehend its opposite: learned helplessness. Learned helplessness is the belief that you have no impact on the outcomes you achieve. It is believing that outcomes are out of your control.
DO	***Spend about 2-3 minutes sharing an area where you suffer from learned helplessness. Examples include weight loss, managing financing, building functional relationships with your family, etc.***
ASK	**Does anyone have an area of your life where you have tried something again and again but haven't gotten positive results in the past so you just don't try nearly as hard anymore?**
DO	***Listen to responses.***
SAY	It happens to all of us at some point or another. But did you know that happiness is actually correlated to the amount of personal accountability we accept in our life?
SAY	Happier people have found ways to restore agency and impact back to themselves, which improves their level of contentment. There are ways to eliminate learned helplessness from your life and be more personally accountable. One strategy is to focus on the questions we ask.

Hardwiring Accountability into Your Workforce (continued)

SAY One of the most powerful strategies is to develop a better line of questioning. Certain key words signal when a question is coming from a victim context instead of a place of accountability. The word "why" is a clear indicator. We must hone in and rewrite our questions when they sound like this:

Feel free to change the questions to ones that are more applicable in your area

- "Why doesn't anyone tell me anything?"
- "Why do things keep changing?"
- "When will they get it?"

ASK **Why do these questions indicate a lack of personal accountability?**

DO ***Listen to responses.***

SAY There is no answer to these questions and they give control to another person, which decreases happiness. A better line of questioning, one rooted in accountability, does this:

- Start with "what" or "how"
- Must include the word "I"
- End with some action verb

SAY So let's re-write the questions to be more accountable questions.

DO ***Assist the group with rewriting the questions just as you learned in the session.***

SAY For example, our questions might become:

- "What can I do to get the information I need?"
- "How can I adapt to the changes happening around me?"
- "What can I do to help others understand?"

SAY One great question that is the epitome of restoring accountability is "How can I help?" When we are feeling frustrated by the circumstances around us or the people we are interacting with, I want us to start asking, "How can I help?" and then following the simple instructions once we answer the question.

SAY I am committing myself to asking more accountable questions and will help you do the same as we move forward. The goal is to make our company more productive because we do waste valuable time asking poor questions. The goal is, also, to help make you more engaged and happy working here. Let's try it out.

SAY If you are interested, you can learn more through the free resources and self-assessments at www.realitybasedleadership.com. There you'll find tools and self-assessments you can use to learn more about personal accountability and the other competencies that lead to better business results and happier employees. I especially think you might be interested in the Modern Leader Assessment.

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Session Feedback

Cascade Learning Tool · Personal Accountability

We want to know what information you cascaded down to your staff and what your employee's top takeaways were from the information you shared. Each participant is expected to share what they have learned from your session.

YOUR NAME

DEPARTMENT NAME

Did you share any of this information with all employees across shifts?

☐ Yes ☐ No

What was the most significant feedback you received from your staff?

How will you measure success?

What remaining questions does your team have regarding what you learned at the conference?

Rate the effectiveness of the session you conducted with your employees.

◯ Highly Effective ◯ Somewhat Effective ◯ Not Effective

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