

# The Steps To Accountability<sup>®</sup>

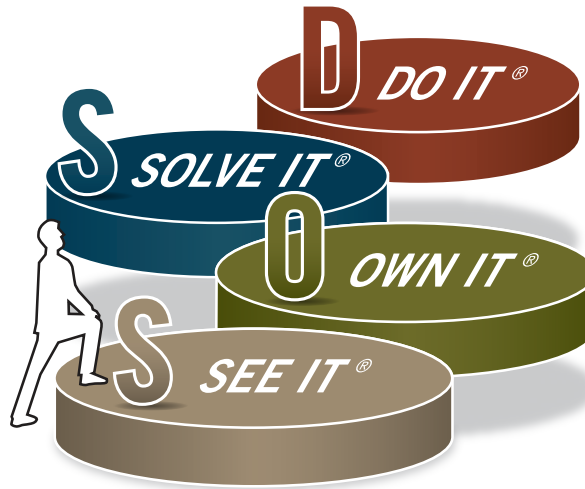


Refresh your understanding of the models with video segments.

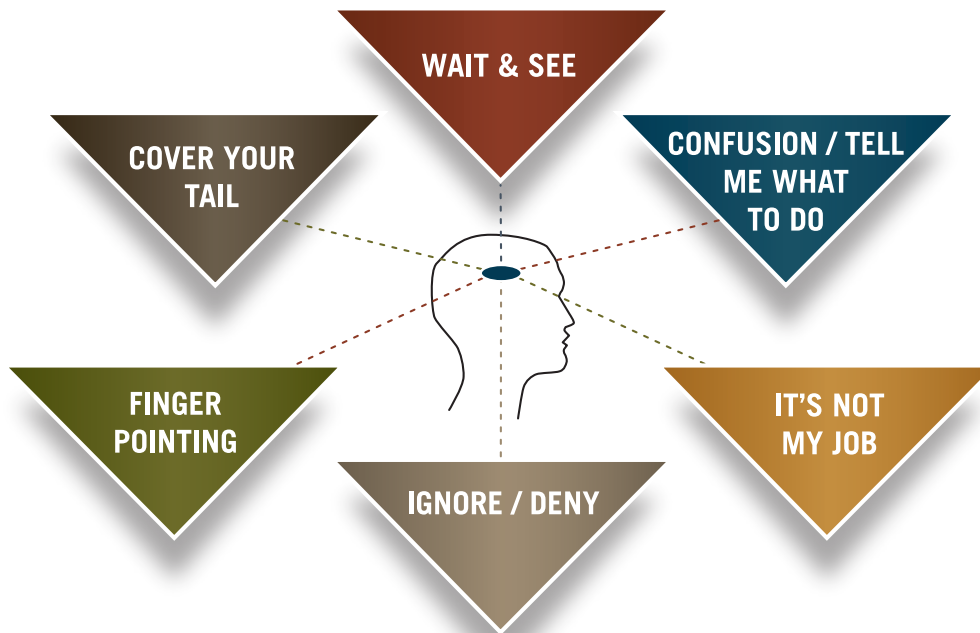
[PILtools.com](http://PILtools.com)



## ABOVE THE LINE<sup>®</sup> ( The Steps To Accountability<sup>®</sup> )



— THE LINE —



## BELOW THE LINE<sup>®</sup> ( The Blame Game )

self TRACK

culture TRACK

others TRACK

THREE TRACKS TO CREATING GREATER ACCOUNTABILITY

# Below The Line® Excuses

The result we are working with is \_\_\_\_\_.  
List the Below The Line excuses you would actually hear people say to get yourself, the team, and the organization off the hook for not achieving the result.



Ignore/Deny (Justify being unaware.)

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It's Not My Job (State whose job it is.)

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Finger Pointing (List who or what else could be blamed.)

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Confusion/Tell Me What To Do (Identify conflicting priorities.)

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Cover Your Tail (Document or prove why you are not responsible.)

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Wait & See (Legitimize the need for more time.)

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Remember, a convincing excuse may be as good as getting the result!

## Defining the Steps To Accountability®



I am accountable to See It by obtaining the perspectives of others, being open and candid in my communication, asking for and offering feedback, and hearing the hard things so that I openly see the reality of the situation.



I am accountable to Own It by being personally invested, learning from both successes and failures, ensuring that my work is aligned with Key Results, and acting on the feedback that I receive.



I am accountable to Solve It by constantly asking, "What else can I do?", collaborating across functional boundaries, creatively dealing with obstacles, and taking the necessary risks.



I am accountable to Do It by doing the things I say I'll do, staying Above The Line by not blaming others, tracking progress with proactive and transparent reporting, and building an environment of trust.

## success story

### Putting culture to the test...

**The Results:** 85% of test locations up 8 points in same store sales, translating into a 50 million dollar bottom line company-wide impact.

**The Story:** A large, well-known retail client was hit hard by the downturn in the economy after experiencing several years of solid business results. Although the company had put several initiatives in place to improve results, all of them were failing to deliver. Realizing that they had not yet tried working with the culture, the brand leadership team decided to implement a 50-store pilot of the Culture Track Training to test the premise that culture would produce the bottom-line results they needed to achieve.

The team determined that anything less than a 2% improvement in same store sales would trigger a "no-go" decision. Improvement that fell between the 2 and 5-point range would indicate a need for further validation. But improvement of 5 percent or more would support an automatic "go" decision and full scale launch of the change effort. They precisely spelled out the specific standards the pilot would have to meet.

The pilot effort was implemented in each of the 50 stores. Working with The Results Pyramid® to accelerate culture change and focusing on the beliefs they needed their associates to hold, store managers began to see immediate signs of impact. The result: an 8-point gain in same-store sales and customer count in just 5 weeks! On top of that, 85% of all test locations produced those results.



# See It, Own It, Solve It, Do It® Best Practices



Best Practices	Grade
1. Obtaining the perspectives of others	
2. Being open and candid in my communication	
3. Asking for and offering feedback	
4. Hearing the hard things so that I openly see the reality of the situation	



Best Practices	Grade
1. Being personally invested	
2. Learning from both successes and failures	
3. Ensuring that my work is aligned with Key Results	
4. Acting on the feedback that I receive	



Best Practices	Grade
1. Constantly asking, "What else can I do?"	
2. Collaborating across functional boundaries	
3. Creatively dealing with obstacles	
4. Taking the necessary risks	



Best Practices	Grade
1. Doing the things I say I'll do	
2. Staying Above The Line by not blaming others	
3. Tracking progress with proactive and transparent reporting	
4. Building an environment of trust	

**From**  
**C<sup>1</sup>**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**C<sup>1</sup>—Current culture that produces R<sup>1</sup>**

**To**  
**C<sup>2</sup>**

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\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**C<sup>2</sup>—Needed culture that produces R<sup>2</sup>**





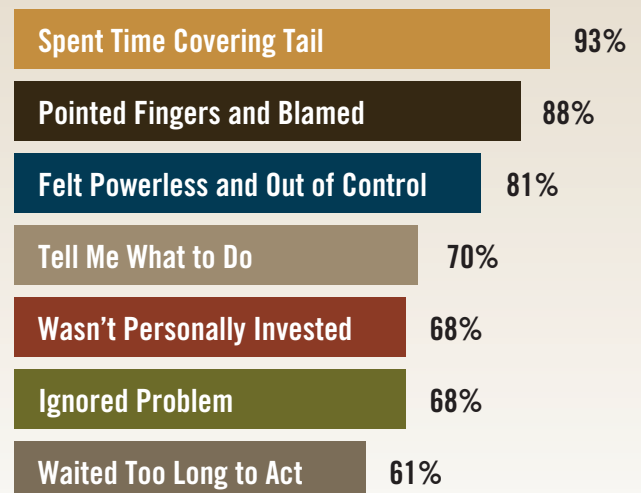
## How to Recognize When You Are Below The Line®

- You find yourself blaming others and pointing fingers.
- You don't listen when others tell you, directly or indirectly, that they think you could have done more to achieve better results.
- Your discussions of problems focus more on what you cannot do, rather than on what you can do.
- You feel you are being treated unfairly and you don't think you can do anything about it.
- You spend a lot of time talking about things you cannot change (e.g., your boss, shareholders, the economy's performance, government regulations).
- You cite your confusion as a reason for not taking action.
- You find yourself saying:
  - "It's not my job."*
  - "There's nothing I can do about it."*
  - "All we can do is wait and see."*
  - "Just tell me what you want me to do."*
- You find yourself spending valuable time crafting a compelling story detailing why you were not at fault.

### The Price Paid for Lack of Accountability

The price that is paid by both individuals and organizations for a lack of accountability can be significant. Research shows that the vast majority of people, at all levels of an organization, engage in these ineffective behaviors in their daily work. In a complex and challenging business environment, no organization can afford to pay the price for a lack of accountability. Unfortunately, people in most organizations only worry about accountability when something goes wrong, resulting in a "run for cover" mentality when anyone mentions the word. By introducing a new view of accountability, a positive and principled view, accountability for results becomes something that everyone embraces as a helpful step in making things happen. Greater accountability eliminates the time and energy spent in unproductive behavior that produces wasted effort and confusing distractions.

Percentage of survey respondents who engage in these unproductive behaviors:



SOURCE: Partners In Leadership Accountability Workplace Study, 2012

## How to Recognize When You Are Above The Line®

- You invite candid feedback from everyone about your own performance.
- You recognize when you are dropping Below The Line and act quickly to avoid the traps of the Blame Game.
- You look first at what you are doing, or not doing, that is getting in your way of progress.
- You take the initiative to clarify your own responsibilities and accountabilities.
- You don't waste time or energy on things you cannot control or influence.
- You constantly ask yourself the question, "What else can I do to achieve the result?"
- You proactively report on the progress you are making on results.
- You keep your commitments, hold to agreements, and deliver on the promises that you have made.



# Above The Line® Leadership Checklist

- 1  I **DO** model accountability and set an example.  
 I **DON'T** hold others accountable without holding myself equally responsible.
  
- 2  I **DO** allow people to drop Below The Line from time to time to vent their frustrations.  
 I **DON'T** let victim stories and Below The Line excuses go unchecked, uncoached, or unresolved.
  
- 3  I **DO** use accountability as a way to empower people toward results.  
 I **DON'T** use accountability as a hammer to nail people when I catch them functioning Below The Line.
  
- 4  I **DO** expect people to coach me to get Above The Line when necessary.  
 I **DON'T** expect people to coach me if I am not seeking their feedback.
  
- 5  I **DO** practice what I preach.  
 I **DON'T** get caught thinking that accountability is something everyone else should work on.

## The Most Important Person To Hold Accountable

The most important person to hold accountable is yourself! That's the power of personal accountability. That's what happens, every time, when people are faced with difficult circumstances or tough obstacles, and they make the choice to operate Above The Line. When we hold ourselves accountable, it is empowering. When someone holds us accountable the wrong way, it feels threatening. Making the choice to operate Above The Line and to be accountable has an enabling effect on everyone around you. Nothing can take the place of your good example when it comes to operating Above The Line.



# Applying the Training: The Steps To Accountability®

Grade yourself on each best practice below and identify the one needing the most improvement.

BEST PRACTICE	GRADE
<b>SEE IT®</b> Obtaining the perspectives of others	
Being open and candid in my communication	
Asking for and offering feedback	
Hearing the hard things so that I openly see the reality of the situation	

The **See It** Best Practice I most need to improve on is:

I will accomplish this by: \_\_\_\_\_

<b>OWN IT®</b> Being personally invested	
Learning from both successes and failures	
Ensuring that my work is aligned with Key Results	
Acting on the feedback that I receive	

The **Own It** Best Practice I most need to improve on is:

I will accomplish this by: \_\_\_\_\_

<b>SOLVE IT®</b> Constantly asking, "What else can I do?"	
Collaborating across functional boundaries	
Creatively dealing with obstacles	
Taking the necessary risks	

The **Solve It** Best Practice I most need to improve on is:

I will accomplish this by: \_\_\_\_\_

<b>DO IT®</b> Doing the things I say I'll do	
Staying Above The Line by not blaming others	
Tracking progress with proactive and transparent reporting	
Building an environment of trust	

The **Do It** Best Practice I most need to improve on is:

I will accomplish this by: \_\_\_\_\_

List two current business issues where you are Below The Line (consider your current projects, daily tasks, and organizational goals). Ask, "What else can I do?" to make progress and move forward.

Below The Line Issue	What else can I do?





# Tool 1: Focused Feedback

I would like to meet with:



### Focused Feedback IS...

- Feedback given around the Key Results.
- Feedback that is focused on how people demonstrate the Cultural Beliefs.

### Focused Feedback IS NOT...

- General feedback of a non-specific nature.
- A dialogue in which the person offering feedback is forced to provide examples in order to legitimize their perspective.