**Crucial Accountability:**

*How to Hold Others Accountable for Violated Expectations, Broken Promises or Bad Behavior*

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When coworkers make promises do you sigh in relief or do you start biting your nails? Do you make plans, set goals, give assignments, and hope that maybe people will deliver?

If you live in a “culture of maybe” where predictability, consistency, and integrity drop while your blood pressure rises, it’s time to undergo rapid change and experience real results. Whether it’s a broken promise, violated expectation, or just plain bad behavior, those who can hold others accountable help their organization thrive. With crucial accountability skills you’ll be able to deal with violated expectations early, discuss disappointments without encountering defensiveness, and solve accountability problems without damaging the relationship. Focused accountability is one of the few true “magic bullets” for your team’s success.

**Never walk away from another touchy, controversial, or complex accountability issue again.**

In this session we will review some of the basic skills outlined in the book *Crucial Accountability* (available in the NAHC bookstore) and deeply taught in the one or two day seminar by the same title (see www.crucialaccountability.com) Note that this book goes along with another best seller, *Crucial Conversations,* by the same authors.

**What is Accountability?**

**Holding another person accountable, face to face, for broken promises, violated expectations or bad behavior.** There is a gap between what is expected and what the person is doing.

The end result is a change: “who does what, by when and how do we follow up?” Either the gap is closed or steps might be taken to “free up their future.”

**Why do we not hold others accountable?**

1. **A lack of skills.** We don’t know how to do it directly but safely
2. **Fear:** we are afraid of damaging the relationship, or of how they will react, or of our ability to handle a potential confrontation. But remember, if you don’t talk it out you WILL act it out. And acting it out is worse in the short and long run than addressing the issue head-on and solving it.

**Crucial Accountability Break-Out Handout**

A crucial accountability differs some from a crucial conversation: it occurs when you need to safely hold someone accountable who has clearly violated an expectation, exhibited poor performance, or shown just plain bad behavior. These are some of the most difficult conversations that need to be held: but if you do not talk it out and solve it, you will surely act it out and make the problem worse.
1. What is a crucial **accountability** that you really need to hold with someone in your organization? Think of a situation where someone has truly failed to meet your expectations or whose performance or behavior is holding your team back:

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2. How are you or others **ACTING** it out rather than talking it out and handling the needed confrontation?

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3. Think CPR! Is the problem with **Content**, **Pattern** or **Relationships**?

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4. Describe the Gap: In a clear statement, using facts **NOT** stories, exactly describe the gap between what is expected and what is being delivered:

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5. Outline the communication you will have with this employee, including specific questions you will ask, specific points you will emphasize, the phrasing you will use, and how you will bring the communication to resolution so that tasks and expectations are clear/unambiguous.

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