

# THE **SPECIFICS** OF ACCOUNTABILITY

Expectations.

Coaching.

Language.

## Team Discussion Guide



## **Purpose**

To reinforce a performance culture by equipping leaders with simple concepts and actionable tools that **boost personal and team accountability.**

## **Description**

Learning bursts in the form of three 20-minute turnkey modules that facilitate learning, discussion and application of accountability tools.

The three module topics address **The Specifics of Accountability:**

- Module #1 - **Specific Expectations**
- Module #2 - **Specific Coaching**
- Module #3 - **Specific Language**

Each module consists of:

- Short introductory video
- *Leader's checklist* to help you facilitate team discussion
- Handout that includes a summary, application exercise and a tool.

The three modules are designed to be incorporated into existing team meetings.

## **Process**

Refer to the *Leader's Checklist* page for each video for a list of things to do before and after watching the video.

To help you prepare, read the accompanying two very short book excerpts for background on the concepts the three videos will address:

1. *Boost Accountability with Specifics* from [Stick with It: Mastering the Art of Adherence](#).
2. *Inspire Future Leaders* from [7 Moments... that Define Excellent Leaders](#).

## **Suggested Schedule**

Week 1 – Watch and discuss the **Specific Expectations** video. Give team handouts (pgs. 5 -6).

Week 2 – Discuss the results of the **Specific Expectations** application exercise using the questions provided.

Week 3 – Watch and discuss the **Specific Coaching** video. Give team handouts (pgs. 9 -10).

Week 4 – Discuss the results of the **Specific Coaching** application exercise using the questions provided.

Week 5 – Watch and discuss the **Specific Language** video. Give team handouts (pgs. 13 - 14).

Week 6 – Discuss the results of the **Specific Language** application exercise using the questions provided.

## Module 2

### THE **SPECIFICS** OF ACCOUNTABILITY

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# Specific Coaching

## *Leader's Checklist*

**1. Before viewing** the video, ask your team:

- ✓ How do you ensure your coaching is specific for your team?

**2. Watch the [Specific Coaching video](#).** (6:17 mins)

**3. After viewing** the video:

- ✓ Ask your team:
  - What comments or questions related do you have?
  - How can you apply the tools discussed in the video to communicate specific coaching and boost accountability?
  - What are challenges you have had in communicating specific coaching?
  - What are successes you have had or best practices you have seen to ensure specific coaching?
- ✓ Copy the handout on pgs. 9 and 10 and give a copy to each member of your team.
- ✓ Set a specific date during which you will discuss your team's experience with the *Application* exercise.

**4. During your next meeting** discuss the results of the *Application* exercise using these questions:

- ✓ What challenges did have while working on the *Application* we discussed last meeting?
- ✓ What successes did you see while working on the *Application* we discussed last meeting?
- ✓ What benefits did you observe from being more specific about your expectations?
- ✓ How can you ensure that you apply this tool on an ongoing basis?

# Specific Coaching

## The Specifics:

- ✓ An excellent coach:
  - sets expectations,
  - provides tools/resources,
  - observes and measures performance,
  - asks questions to identify improvement opportunities,
  - gives constructive feedback and
  - recognizes positive performance.
- ✓ Proactively address small issues (molehills) before they become big issues (mountains).
  - Remember, the needs of your team are bigger than your own discomfort in addressing those needs.
- ✓ Move down the Learning Pyramid (*see next page*) to increase retention and prevent re-coaching on the same issue.

## Application:

1. Reflect on a recent coaching instance. Considering how you coached the employee, on which level of the learning pyramid level was the employee?
2. How could you adjust your approach next time to move further down the pyramid and prevent re-coaching?
3. Choose an employee who requires coaching. Challenge yourself to move down the Learning Pyramid to coach this employee. Be prepared to discuss the results.

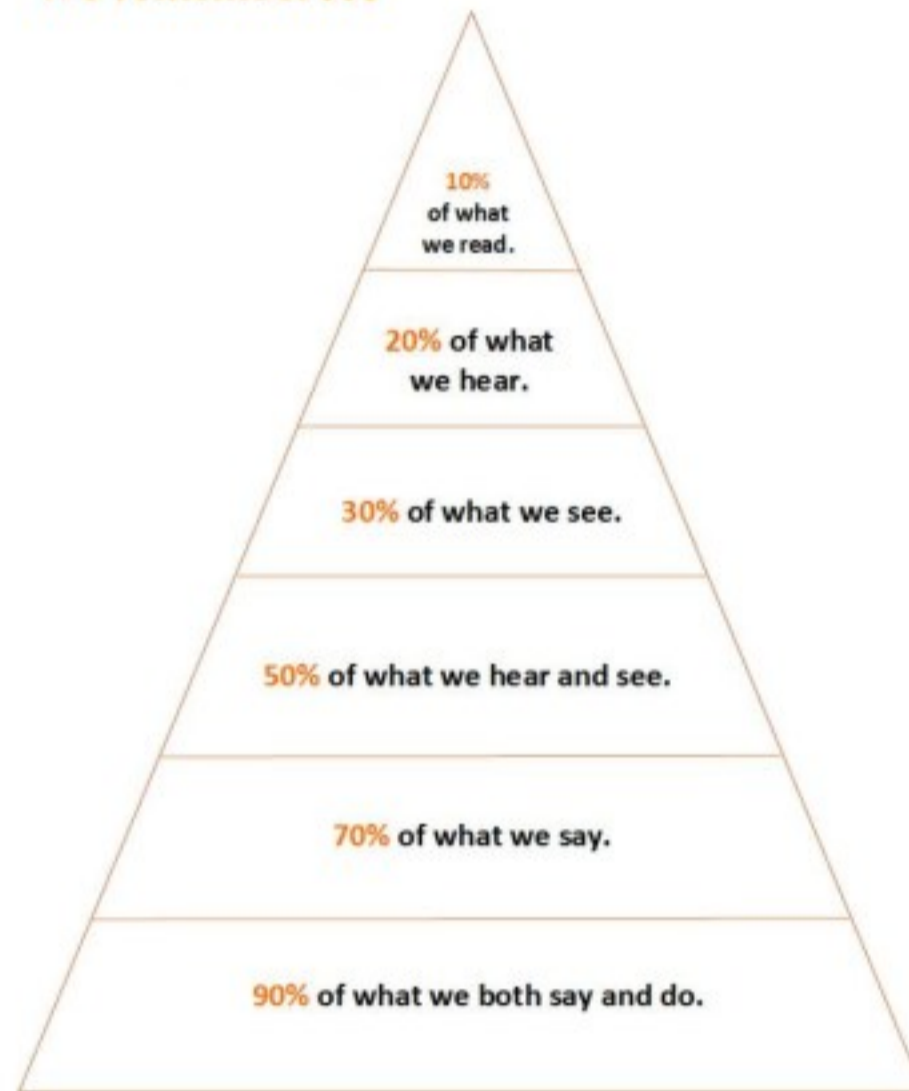
## Links to Additional Resources:

- ✓ [Leadership Integrity](#) (video: 1:06 mins)
- ✓ [Performance problem? Whose problem is it anyway?](#) (video: 1:56 mins)
- ✓ [7 Moments... that Define Excellent Leaders](#) (book)

# Specific Coaching

## Learning Pyramid

*We remember...*



I coached...	to...	by doing this...	% of Coaching Remembered
<i>Rose</i>	<i>... understand the new reporting procedures.</i>	<i>Giving her the memo that explained the new procedures.</i>	10% (read)
<i>Donna</i>	<i>... make a more convincing presentation for a new headcount.</i>	<i>Having her observe my next presentation.</i>	50% (hear and see)
<i>Jay</i>	<i>... be reduce the wait time for our customers.</i>	<i>Asking him to read and explain the best practices procedure. Then I observed him implement it and gave him feedback.</i>	90% (say and do)
<b><i>My Example:</i></b>			