



## Building Accountability Video Guide

Begin your “Building Accountability” training by watching [“Unique Perspective on Accountability”](https://lakeregional.com/accountability) at [lakeregional.com/accountability](https://lakeregional.com/accountability). Read the below quotes and questions to help prepare you for your small group work. You do not need to write answers. Your group will discuss a few of these questions together.

### The Great Art of Management

“What I’ve seen in great leaders and great managers is people who really have this ability to create accountability in others.”

**Think About It:** How does “building accountability” instead of “holding people accountable” tie back to our conversation in Values-Driven Leadership about extrinsic rewards (carrots and sticks) versus intrinsic rewards (pride in oneself and pride in one’s work)?

### Coaching Conversations

“When it’s really effective, the managers are asking questions that are changing the thinking of the people doing the work, so that they then become new leaders and execute in a different way.”

**Think About It:** How can asking questions be a way of providing support?

### Agreeing on Goals

“Accountability only exists in a context. Accountability to what? Accountability to what we’ve agreed we’re going to get done. ... The real question is, ‘What are trying to accomplish, and what’s getting in our way of accomplishing that?’”

**Think About It:** Why does the accountability conversation need to start with the question, “What do we want to accomplish,” quickly followed by, “And what’s standing in our way?”

### Get Out of the Negative Spiral

“If any portion of your thought process is, ‘What happens if this doesn’t work?’ then you’re spending time thinking about something that’s not helping. ... When you get into that negative spiral ... people can’t even imagine positive consequences.”

**Think About It:** The statement, “We’re going to hold you accountable,” looks ahead to failure. Usually, it’s answering the question, “What happens if this doesn’t work?” Why isn’t that helpful? How do you reframe the conversation?

### Your Starting Point

“The starting point for the leader is to look around the room at your team and only see people who want to be accountable and want to succeed.”

**Think About It:** Why do you have to start with seeing only people who want to be accountable to goals you hold in common?

### **Their Dignity is at Stake**

“There is a dignity to creating accountability in others that doesn’t exist in holding others accountable.”

**Think About It:** How is your view of the person different when you approach them with the goal of building accountability rather than the goal of holding them accountable?

### **Your Passion**

“My greatest passion in leadership is to ensure that people have the opportunity to realize as much of their own capability as they possibly can, based on their abilities and their ambition.”

**Think About It:** How does being passionate about supporting others’ success help you build accountability?

### **Instilling Confidence**

“[We need] more people to have the confidence to say, ‘I think there’s a better way.’ ... And then having managers who have the confidence to listen.”

**Think About It:** Do you encourage your team to ask why? Do you want them to help us change the way we do things?