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ChoiceWords

Thoughts on Leading Accountability

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Dear Stephen,

In this issue of the *ChoiceWords*, our primary article focuses on how you can drive accountability for results. We also explore some important questions in our Effective Question Column. And, we make an announcement about our company's ownership.

Please provide feedback so we can give you what you want that adds to your professional and personal life.

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Featured Articles:

22 Actions You Can Take to Lead Accountability for Results

The Effective Question: How do you rate yourself in these 22 areas?

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22 Actions You Can Take to Lead Accountability for Results

If you want accountability for those results that everyone owns but no one person controls - profitability, customer service, compliance and growth - you have to lead and nurture it in yourself and others. Assuming that accountability just happens can be a fatal flaw. Presented here are 22 actions you can take today to lead and increase accountability in your sphere of influence and control. If you leave out any one of these 22 actions your chances of

driving accountability in others will be compromised.

Take Effective Control of Yourself:

1: Model what you expect of others.

2: Live up to your commitments.

3: Self-evaluate. Look at yourself first and ask, "What is my part in this situation, event or relationship?" And be brutally honest with yourself.

4: Commit to your own growth. Develop your strengths and manage your limitations. Make a plan, get coaching, read a book or take a course. Practice new behavior to learn from your experience. Don't depend on others to make this happen. You are accountable for your own development, even if the organization won't pay for it. It is your life!

5: Work within the scope and capacity of your role. Avoid doing for others what they need to be doing for themselves. Don't create dependencies, set inappropriate expectations, limit their learning or enable laziness. Say no and set boundaries when either action is appropriate, even if it leads to discomfort for you and others. You can still be supportive of others if it is appropriate.

6: Know your capacity. How much quality work can you produce? Test your limits and define them.

7: Negotiate and renegotiate priorities in advance of deadlines when something has changed. Do not promise something you cannot deliver without concessions and changes to your other commitments.

8: Know and challenge your assumptions, particularly about other people.

9: Know your strengths and put them to work every day.

Move From I to We:

10: Consider the impact of your decisions on other people and on other parts of the organization.

11: Set and negotiate clear expectations. Tell people what you specifically want.

Don't just present what you want like a weather report; like something that would be nice to have. Ask for it and be sure you have acquired a clear agreement to get it.

12: Delegate in detail so people have enough information to be successful. Avoid swooping in like a seagull and dropping your casual requests without clear criteria for success.

13: Invest over time in engaging the people you lead and work with to build influence and collaborative relationships. Don't just approach people when you have an immediate need.

14: Get to know the people you are working with. Maintain a simple computer file or dossier of data on each of the key people you work with. When you deliberately note their behavior styles, values, motivations and perceptions and anything else that will help you understand and work effectively with them, you can tap into that information when you have to influence them for some specific action. (Send us an email with the words "Style Recognition System" in the subject line and we will send you a system that can help you adapt your behavior to influence others.) *Write for a copy at gapcloser@choiceworks.com Subject: Send SRS*

15: Influence people deliberately. Everyone is a sales person, even those who dislike sales people. Influencing people to help you and support your ideas is not just about telling them what you want. You have to convince them that they or the organization will benefit when they do what you ask. Consider what you know about them. Some people are motivated by facts and data and others need a different reason to buy-in. Learn the difference and adapt your approach to each person. Influence is not an accident.

Build an Agreement Based Culture:

16: Negotiate clear specific agreements with people. Who, will do what, with whom, by when, for what purpose, at what level of quality, detail and completion?

17: Confirm that the other person understands what you want and what they have agreed to. Ask them questions, have them send you an email outlining the agreement, or send one yourself. Do this particularly with people you don't know or have no experience with or those who have not performed as expected in the past.

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