

They can be applied from the point of view of others, ourselves as individuals or as groups. The five questions are:

1. What do I want? (Define the goal)
2. What am I doing to get what I want? (Identify the behaviors)
3. Is what I am doing getting me what I want? (Effectiveness of behaviors)
4. What else can I do? (Alternative behaviors)
5. What will I do? (Commit to actions)

There are many variations of these questions: What do **we** want? What **did** I want? What does **he want next time**? What do **they** want?

Agnes is a production manager at a manufacturing company. Phil made an agreement with Agnes that he would deliver a production report to her on Tuesday. Agnes received the report on Tuesday night, but it was incomplete and contained many errors. This was a consistent pattern in Phil's work. She looked out her window towards the production line and saw Phil standing there with a group of workers. Her first reaction was anger coupled with a desire to go out there to chew him out in front of the people he leads. Her deliberate action was to look at herself, first. What was her part in what happened?

Agnes asked herself the following questions in writing and answered them on the spot:

1. **What do I want? What kind of leader do I want to be?**
 - a. I want Phil to meet my expectations.
 - b. I want to communicate with him respectfully.
 - c. I want to get alignment with Phil on what quality reporting looks like.
 - d. I want to get agreement from him that he will meet my expectations.
 - e. I want to foster a culture of accountability, collaboration and high performance.
2. **What have I done to get what I want?**
 - a. I got Phil to agree to deliver the report on Tuesday.
 - b. I got angry and decided to self-evaluate prior to talking with Phil.
3. **Were these actions effective?**
 - a. Yes, I did get the report.
 - b. No, the report was not what I expected.
4. **What else could I do to get what I want?**
 - a. I could be more specific in my agreements with Phil.

- b. I could set clear expectations for quality and completeness.
 - c. I could have him confirm by email what he agreed to deliver.
 - d. I could give him back the report and ask him to immediately fix it and return it to me by day's end.
 - e. I could have a general discussion with Phil about my expectations for quality and completeness.
 - f. I could clarify alignment and differences so I know what to expect from Phil.
 - g. I could guide him in his self-evaluation, asking these same questions. What does he want to deliver? Does he perceive this level of quality and completeness as acceptable? What new behavior will he choose?
5. **Of the things you could do what will you do?** I will do b, c, d, f and g.

This is self-evaluation and accountability in action. Yes, it was Phil's responsibility to produce a report that was complete and without errors. Knowing that Phil's work was often incomplete and low in quality, Agnes could have made clear in advance the criteria on which she would evaluate his performance. She could have made a more detailed agreement with him about the quality of work he would deliver. That was her part in this accountability breakdown.

Accountability is grounded first in what we call the "I" dimension. The questions that exemplify the "I" dimension are: Who do I want to be to be accountable with myself and with other people? What do I want to accomplish? These questions put the focus on the only person we can control; ourselves. When we have a clear picture of who we want to be and what we want to accomplish, that picture drives our actions.

Agnes's actions reflect her decision to be someone who:

- Responds deliberately to what others do.
- Looks at herself first when others fail to meet her expectations.
- Learns from what others do.
- Focuses on outcomes as well as tactics to get the desired results with others.
- Sets clear expectations.
- Learns what others want.
- Gets clear confirmation of her expectations from the people she leads.
- Follows up when someone fails to deliver what is agreed to.
- Lets people fix their own sub-standard work.
- Leads self evaluation in others so that they will do their own thinking and learn from it.

a signature below to contact any of the three partners at ChoiceWorks Inc.

Sincerely,

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