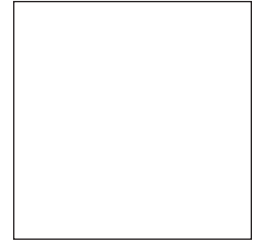
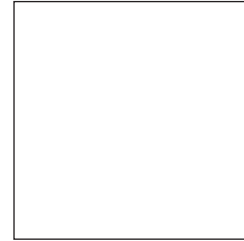
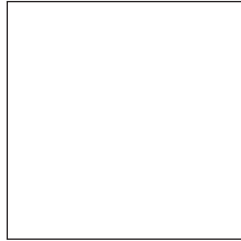
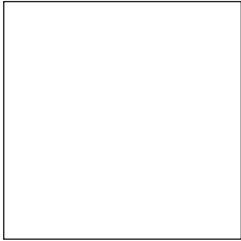


# Holding Each Other Accountable (HEOA)

a one-day training program for managers, supervisors and employees



This one-day experiential workshop addresses one of the most challenging aspects of developing an accountable work environment – holding others accountable when commitments are broken without creating fear, resistance or false compliance. Participants will learn a process and set of communication skills to hold others accountable in a way which is supportive and keeps the focus on accountable performance and behavior. The process is equally effective with direct reports, teammates, managers or people from other departments.

Recognizing that delegation and agreements between team members are central to individual and team performance, we begin the workshop with a focus on making and keeping commitments. Participants explore the traps of not holding others accountable and the costs to the organization, the team and themselves if accountability isn't maintained. Participants complete this section with increased motivation to learn and use the skills involved with holding others accountable along with an increased commitment to organizational performance and achievement of critical business objectives.

The body of the workshop addresses communication and coaching skills involved with holding others accountable. Building on the IMPAQ Personal Accountability Model, participants learn a simple to use five step process for holding others accountable. Participants practice preparing for effective communication, learning to prevent surprises and unintended consequences by anticipating possible reactions and responses.

The Accountable Coaching Technique for holding a challenging conversation equips participants with a range of skills and behaviors for successful application of a five

step process for holding others accountable. Participants practice a powerful, learning oriented facilitation process which emphasizes constructive communication rather than punishment for mistakes. As an added benefit, the facilitation process works for different kinds of difficult conversations, not just commitment management.

The program concludes with an application session providing participants with situational guidelines for holding others accountable in a variety of settings, with an emphasis on remaining sensitive and adaptable regardless of circumstance. Participants practice the skill of holding others accountable in a group setting by learning to create and monitor Interaction Agreements. Participants leave with an action plan supported by practical strategies and tools to improve their own accountability, along with the skills and confidence to hold others accountable.

## Purpose and Outcomes

- Learn a process for creating clear agreements and accountable delegation
- Identify the payoffs and costs of holding and not holding others accountable
- Apply a technique to prepare for having a difficult conversation
- Learn and apply the Accountable Coaching Technique for facilitating effective difficult conversations
- Practice a five-step process for holding others accountable
- Learn the strategies for holding a manager, teammates and others outside your team accountable
- Apply a process for creating group or team agreements

## One-Day Agenda and Deliverables

### Accountable Delegation and Clear Agreements

- Creating a clear desired outcome and picture of success
- Parameters for completing the task or keeping the agreement
- Addressing obstacles and developing proactive Recovery Plans
- Application Session: Accountable delegation and creating a clear agreement

### Essential Understanding for Holding Others Accountable

- Personal costs of not being accountable
- Costs of not holding others accountable
- Value of holding others accountable
- Application Session: Four traps to holding others accountable
- Consequences in an accountable work environment
- Application Session: Guidelines for holding others accountable

### Technique and Tools for Holding Others Accountable

- Application Session: Preparing for effective communication
- The Accountable Coaching Technique
- Application Session: Holding a challenging conversation using the Accountable Coaching Technique
- Application Session: Accountability Assessment for initiator and receiver
- Application Session: Peer-to-peer actions for personal improvement

### The Process for Holding Others Accountable

- Step 1: Clarify the agreement or commitment
- Application Session: Clarify the agreement or commitment
- Step 2: Acknowledge the situation without judgment
- Step 3: Support the person without rescue
- Application Session: Acknowledge the situation without judgment and support the person without rescue
- Step 4: Create a clear agreement (action plan with support)
- Step 5: Recovery plans and schedule for follow-up
- Application Session: Create a clear agreement with recovery plans and schedule for follow-up
- Application Session: Applying the five-step process for holding others accountable

### Situational Guidelines for Holding Others Accountable

- Shared Accountability
- Situational guidelines for holding your manager, teammates and others accountable
- Application Session: Creating Interaction Agreements for creating group agreements
- Holding others accountable in a group setting using Interaction Agreements