

REALITY-BASED LEADERSHIP

Hardwiring Accountability

Reality-Based Leadership

HARDWIRING ACCOUNTABILITY PURPOSE

To cultivate accountability
and engagement,
eradicate entitlement, and
lead employees to big
results.

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EGO BYPASS TOOL



=

Current Performance
(Am I fluent in the now?)

+

Future Potential
(Am I ready for what's next?)

-

3X Emotional Expense
(What's my drama quotient?)

HARDWIRING ACCOUNTABILITY

Your **ego** is NOT your **amigo**.

VENTING & SELF-REFLECTION

Venting is the ego's way of avoiding self reflection

Self-Reflection cultivates accountability

Accountability is death to the ego

BYPASS THE EGO

VERBAL DIALOGUE
Engages the ego



OBJECTIVE PROJECTION & WRITING
Bypasses the ego

EGO BYPASS TOOL




QUESTIONS FOR SELF-REFLECTION

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EGO BYPASS TOOL



GREAT COACHING QUESTIONS

- What do you know for sure? What would be most helpful in this situation?
- What could you do next that would add value?
- What could you do right now to help?
- Would you rather be right or happy?
- What is helpful in this situation — your expertise or your opinion?
- How could we make this work?
- What would great look like?

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EGO BYPASS TOOL



Information Processing

- S** The present situation
- B** The relevant background
- A** Analysis
- R** Recommendations

5 EMOTIONALLY INEXPENSIVE COMPETENCIES





PERSONAL ACCOUNTABILITY

The **mindset** that results
happen because of
one's actions, not in spite of
them.

Accountable people believe
that they **choose**
their own destiny.

PERSONAL ACCOUNTABILITY

COMMITMENT

The willingness to do whatever
it takes to get results.

RESILIENCE

The ability to stay the course in the
face of obstacles and setbacks.

OWNERSHIP

The acceptance of the consequences
of our actions, good or bad.

CONTINUOUS LEARNING

The perspective to see success and
failure as learning experiences to fuel
future success.

PERSONAL ACCOUNTABILITY



The willingness to do whatever it takes to get results.

- Focused on fulfilling role (never says “it’s not my job”)
- Willingly joins up and aligns with the organization, buys in easily
- Risk taker - leans forward, says “yes, I’m in” early and often
- Plays offense not defense
- Expectations are clear and the consent informed

PERSONAL ACCOUNTABILITY

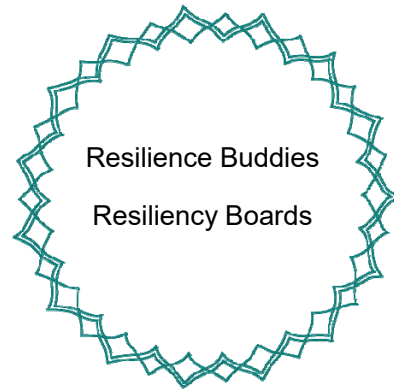


The ability to stay the course in the face of obstacles and setbacks.

- Great problem-solver
- Overcomes barriers
- Creative in their use of resources
- Doesn't stop at the first sign of difficulty or challenge
- Persevering

PERSONAL ACCOUNTABILITY

TOOLS OF RESILIENCE



PERSONAL ACCOUNTABILITY



The acceptance of the consequences of our actions, good or bad.

- Doesn't blame others or circumstances for the results or their happiness
- Can readily account for own impact into results good or bad
- Uses "I" often
- Has both a healthy sense of pride and guilt

PERSONAL ACCOUNTABILITY



The perspective to see success and failure as learning experiences to fuel future success.

- Each experience is examined with reflection
- Accountability doesn't end with an apology, it ends with amends and restitution
- Challenges and failures are seen as opportunities for growth
- Converses easily about their role in the results and adjustments

Ambiguity
keeps us from
accountability.

A blue handwritten signature or mark.

EGO BYPASS TOOL

REALITY-BASED PHRASES

- What story are you telling yourself right now?
- What are the facts?
- How do you act when you believe that story?
- What would you be doing to help if you didn't have your story?
- What should we be doing to help?
- How committed are you?
- Then what did you try?
- What is your goal?
- What has your approach been?
- How is that working for you?
- What would you like to change in your approach?
- What are you committing to?



DEVELOPING PERSONAL ACCOUNTABILITY

CHALLENGE

EXPERIENCED ACCOUNTABILITY

FEEDBACK

SELF-REFLECTION

SENSE-MAKING MENTORING

DEVELOPING PERSONAL ACCOUNTABILITY



Delegation is key to using challenge to develop personal accountability.

Challenge opportunities within current role:

- Projects
- Task changes
- Hefty development plans
- Lateral job movement

DEVELOPING PERSONAL ACCOUNTABILITY



Focus on follow-up.

- Consistent focus on performance against the challenge
- Measurement, facts, reality
- Keep choices and consequences visible, shining the spotlight on them
- Make success or failure a more public experience to create moments of truth

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DEVELOPING PERSONAL ACCOUNTABILITY



Holding up the mirror.

- What is going well, what to work on next
- Multiple sources: leaders, peers, customers, market, environment
- Remove protection, allow failure
- Let people learn from “natural” consequences

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DEVELOPING PERSONAL ACCOUNTABILITY



Let them do the heavy-lifting.

- Keep coaching short, allow for time to reflect
- Ask important questions, then allow them time to give it thought and report back
- Focus on questions that reveal the individual's part and role in the outcome
- Allow pain and discomfort, it is great fuel for self-reflection

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DEVELOPING PERSONAL ACCOUNTABILITY



Someone to process and learn with.

- Provides reinforcement of accountability, no collusion
- Gently raises trends to keep the focus squarely on the individual's development
- Ensures that lessons follow from one experience to the next
- Modeling of accountable leadership

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EGO BYPASS TOOL



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**HIRING FOR
ACCOUNTABILITY**

HIRING FOR ACCOUNTABILITY

INTERVIEW
QUESTIONS

SITUATION
DESIGN

BENIGN
REFERENCE

Want more?

Virtual Training: RealityBasedVT.com

www.RealityBasedRules.com

Twitter: [@cywakeman](https://twitter.com/cywakeman)

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THANK YOU!
Lead on Drama Diffusers!