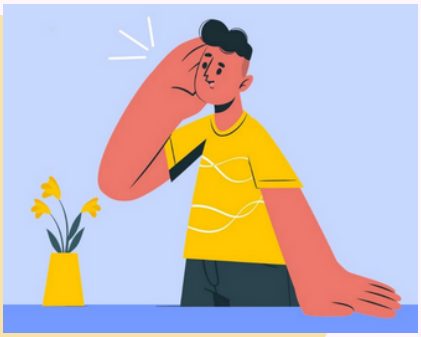
HOW TO HAVE HARD ACCOUNTABILITY CONVERSATIONS...

that boost performance + productivity by 50%

01.

Notice

Notice and become aware when someone didn't do what he or she said they would do or by when they said they would do it.



Be Aware

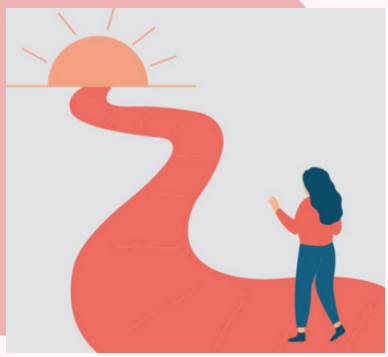
Be aware of your emotional experience and identify your ideal intended outcome. Before you have a conversation with the other person make sure that you are NOT feeling triggered, emotional or reactive. If you are, get support from another team member first.

02.

03.

Identify Your Ideal Outcome

Ask yourself, "If any result were possible, what would be the outcome that I would want to create as a result of this conversation?"



Get Curious

Then ask, "Did you get XYZ done?" State this in a supportive, non-confrontational way. Stick to the facts and avoid (at this point) sharing your personal interpretation or judgments. The answer will be either, "Yes I did," or "No I didn't."

04.

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05.

Be 100% Responsible

If the person you lead doesn't achieve the result they said they were going to, you are responsible for that result. It doesn't mean that you're responsible for them not doing what they said they would do. You're not going to police them, they have to do the action that causes the result. At a deeper level it's about your intention as a manager/supervisor.

You have to commit yourself and be responsible for their results. You have an opportunity to take responsibility for causing people to having a high level of integrity and to put integrity in place right now. The definition of integrity is, "A state of being whole and complete."

Ask, "What Happened?"

06.

If the answer is, "No I didn't," ask, "What happened?" And they will share a story about what happened. Don't ask "Why didn't you do it?" This can result in the other person making up a story and giving excuses, vs. sticking to what actually happened.

07.

Engage

- Be genuinely curious and NOT accusatory
- Make it safe for them to be real, honest and vulnerable
- Remember throughout the entire conversation to continue to INTEND to create a breakthrough for the other person
- Be willing to listen to them and NOT BUY INTO their story (excuse)

Seek to Understand

08.

Seek to fully understand how the situation occurred for them and to "completely understand their experience," so that you can be a powerful coach and support them in seeing the situation from a new perspective.

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09. Perceptions Impact Performance

Be keenly aware that when they share what happened they will unknowingly reveal the way the situation occurred that resulted in them NOT taking the action they said they would take.

Remember, “How people perform correlates to how a situation occurs to them.” (from “The Three Laws of Performance” by Zaffron and Logan). The first law of performance says that there are two elements: performance and how a situation occurs. These two are perfectly matched, always, with no exceptions.

10. Honor Your Word

Coach them in what it means to honor their word and of the importance of being in communication when they’re unable to. Reflect back to them, “You didn’t communicate that you wouldn’t be keeping your word - when we say ‘Yes,’ to something, we are giving our word and saying that we will follow through.”

Would you be willing to play a commitment game with me? In this game you will honor your word, and do what you say you will do, by completing tasks by when you say you will complete them. And if you are unable to complete something by the agreed upon time frame, get into immediate communication and let me know. And I will do the same – sound good?

We’re playing a game to ‘get the world’ to match your word and your commitments – with the necessary ingredient being that you honor what you say you will do, by being in communication.

11. Be Empowering

Be an empowering coach. Ask, “What happened that displaced your commitment to doing what you said you would do?” It’s usually some form of “reasonableness” or being “reasonable.”

- They might respond, “I just got tired.” You can reply, “You might want to notice that you easily let go of your commitment to your word when you get tired.”
- Or they might reply, “I had too many things to do and I got overwhelmed.” You could reply, “What is the correction you can put in place for that?” The idea here is that you are coaching them to be proactive and engaged in finding a solution, versus just being at the effect of their circumstances.
- They might say, “I need to review my to-do list in the mornings and prioritize the most important things.”

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12.

Look Out For Reasonableness

It's easy for employees (and ourselves) to become "reasonable" and to slide back into familiar patterns that hold them (or us) back. As a leader, it's important to know there is a huge cost to responding in this way, and most people aren't aware of it.

People are addicted to comfort and being comfortable. There is an opportunity for employees to disregard their internal dialogue and to follow through on their word, because they said so.

13.

Coach To A New Perspective

As a coach, you want to seek to shift the way the situation occurs to others and support them in creating a breakthrough. And taking a new action, that wasn't available to them before.

14.

Get A New Commitment

After the other person has experienced a breakthrough and you notice their perspective has shifted, ask for their new word/commitment by asking them what action they will take by when ("X by Y"). Make sure they are clear on their new commitment.

Hold Them Accountable

To hold others accountable to their new word, make sure you write it down (i.e., record it in your phone, time management system, calendar or notebook) so that you can hold them accountable for their new commitment/action.

15.

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BONUS: Apply For A Complimentary Accountability Breakthrough Session

Apply Now!

Apply for an exclusive 1:1, 30-minute Leadership Coaching session with Leslie, leading Leadership and Teamwork Development Expert, to personalize strategies for cultivating a high-accountability culture in your organization today.

https://www.impactandprofits.com/free-coaching-form

About Leslie

Leslie is an award-winning Leadership and Teamwork Development Expert. She has over 25 years of experience coaching, leading workshops, educational seminars and working with leaders and their teams.

She is the founder/owner of Impact & Profits, a columnist for an international industry magazine and an internationally published author whose work has appeared in the Chicken Soup for the Soul series. Leslie is a radio personality, hosting her own weekly call-in talk show, “Extraordinary Leadership And Teamwork,” and has appeared live on CBS (formerly CNN) News Talk Radio.

Leslie has mentored, trained under and collaborated with the consultant for World Famous Pike Place Fish Market in Seattle. Her mission is to empower every leader to stand in their FULL power and authority and transform their workplace culture to inspire extraordinary teamwork and breakthrough results.

Confidently Engaging in Hard Conversations

“I am less reactive and activated when having difficult conversations with my business partners, managers and employees. As a result, I am achieving better outcomes and am able to have hard conversations in a more controlled, confident way.”

- Rene Huston, President, Patio Pleasures

Doubled Sales + Aligned Team

"My manager and I learned how to get out of the way and stop micro-managing our employees. We created a vision for our business that was so huge and extraordinary that it inspired every employee. We have since doubled our sales (during a historically, industry-wide low month), were awarded 'Territory Dealer of the Year' and are receiving multiple requests to be interviewed!"

- Tom Walker, Founder and Former Owner, Mountain Hot Tub

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