

## WORKING WITH OTHERS

Is accountable for own actions and decisions and encourages accountability in others



### Accountability

What's the difference between 'finding out who's to blame' and 'holding ourselves and our team accountable'?

The first is a 'tick box' exercise: agree where to point the finger and move on. One person shoulders the burden of responsibility and everyone else feels ok (or gets off scot free and breathes a sigh of relief)!

The problem is that very few things come down to one person's actions. Usually there is a context and another set of interactions which impact the initial mistake/misunderstanding.



When something goes wrong, we need to put it right, if possible, and make sure it doesn't happen again. Holding ourselves accountable means looking at the bigger picture, taking our responsibility for our part of what went wrong. Managers can sometimes forget to put themselves in the accountability picture. Modelling this behaviour and thinking is vital to embedding it in a team's culture.

### ACTIVITY

**An example:** Bill may have sent the wrong data, but no one was in the office for him to check he was doing the right thing, and he didn't feel he should delay the response as the client said it was urgent. There is so much to learn here.

What would you be thinking about in this situation? Who is accountable and how?



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### ACTIVITY



Think of an experience of your own where you feel the focus was more on allocating blame than on accountability and learning. What was the short-term impact? What about the longer-term impact.

Where do you feel you are now with holding yourself accountable and encouraging others to take accountability? How do you know whether you are taking enough and not too much responsibility for your team? Where do you need to further develop?



Complete the Reflection sheet