#### INSPIRING ACCOUNTABILITY

with Dr. Gavin Adams



# "Truth be told, I think I think I think under a lack of accountability."

- Michael Scott, from *The Office* 



### Our problems with authority create our issues with accountability.

# Our primary issue with holding people accountable comes from our negative experiences being held accountable.

## Our Struggle to Hold Others Accountable

- Don't want to punish.
- 2 Don't want to micro-manage.
- Want to be liked.
- Don't want to destroy morale.





## Rather than hold people accountable, we...

- Over-manage
- 2 Under-manage

#### Is it possible to actually hold a person accountable?



## The best leaders leverage influence, not authority.

## "Organizations are communities of human beings, not collections of human resources."

Henry Mintzberg

#### Inspiring Accountability

- Candid yet compassionate
- 2 Relational directed
- 3 Growth-oriented
- Results focused
- 5 Curious, not critical
- 6 Identity independent



Our goal is to turn accountability from a confrontation into a conversation.



- Kind Comment
- 2 Obvious Opportunity
- 3 Direct Discussion
- Clear Consequence
- 5 Considerate Change

**CONVERSATION 1 KIND COMMENT** 

"Hey Anna, you missed our Zoom call this morning, is everything okay?"

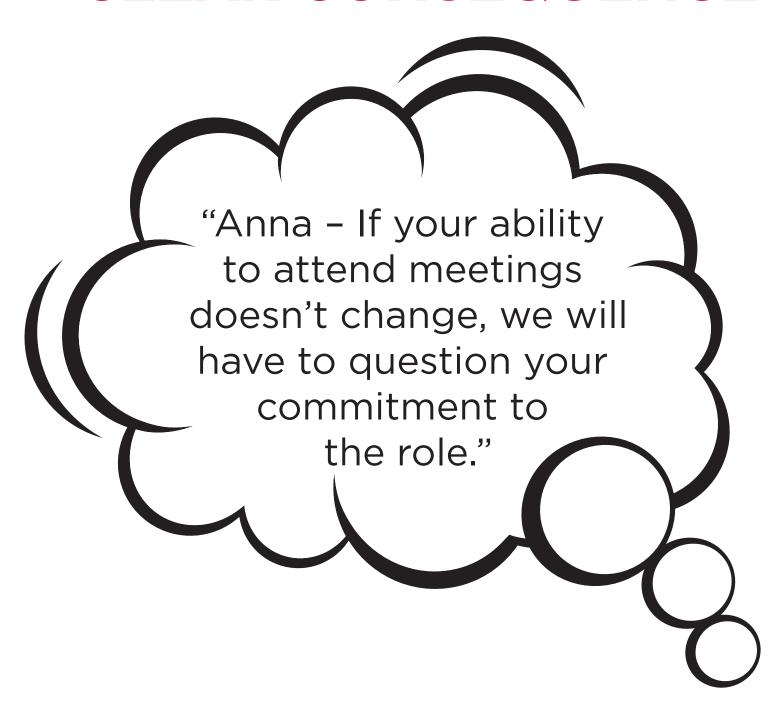
CONVERSATION 2
OBVIOUS OPPORTUNITY

"Anna, I've mentioned your attendance on all-hands meetings a few times ... what's the pattern here?"

CONVERSATION 3
DIRECT DISCUSSION

"Anna, your absence from important meetings is starting to affect the team. Can we talk about how to resolve this?"

CONVERSATION 4
CLEAR CONSEQUENCE



CONVERSATION 5 CONSIDERATE CHANGE

"Anna, this is your final warning to improve your attendance at company meetings. Your absence is causing friction – it's unacceptable. We've had this conversation before and there hasn't been an improvement."

#### **CONVERSATION 1 CONVERSATION 2 CONVERSATION 3 CONVERSATION 4 CONVERSATION 5 DIRECT DISCUSSION CLEAR CONSEQUENCE** KIND COMMENT **OBVIOUS OPPORTUNITY CONSIDERATE CHANGE** "Anna, this is your final "Anna, I've mentioned "Hey Anna, you missed your attendance on all-hands warning to improve your "Anna, your absence our Zoom call this morning, "Anna – If your ability meetings a few times ... attendance at company from important meetings is everything okay?" to attend meetings meetings. Your absence is what's the pattern here?" is starting to affect doesn't change, we will causing friction - it's the team. Can we have to question your unacceptable. We've had talk about how commitment to this conversation before to resolve this?" the role." and there hasn't been an improvement."

#### Final Accountability Tips:

- We can't expect people to be accountable if we aren't holding ourself accountable.
- We can't inspire accountability and avoid **conflict** or **difficult** conversations.
- We can't play favorites.



#### MEET GAVIN



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