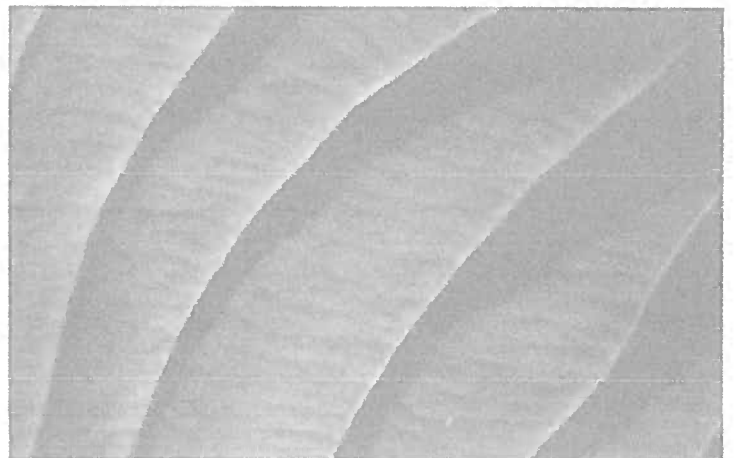


inspiration track

inyu training™
training for salons and spas



accountability begins with me

[workbook]

intended outcome Accountability is a cornerstone of the highly productive culture. What is your role in cultivating accountability? In this session, we'll explore how to build awareness daily to foster a culture of personal accountability. You'll experiment with tools and strategies to lead personal and team accountability. You can share these concepts with your team to craft an agreement designed to foster a culture of accountability.

“A culture of accountability makes a good organization great and a great organization unstoppable.”

- Henry J. Evans

accountability begins with me!



What is Accountability?

What does it mean to be accountable?

What qualities are present when an individual demonstrates the highest level of accountability?

List 5 examples of how you demonstrate accountability in your personal life:

List 5 examples of how you demonstrate accountability in your career:



ac·count·abil·i·ty

“A personal choice to rise above one’s circumstances and demonstrate the ownership necessary for achieving desired results.”

- *The Oz Principle* by Roger Connors, Tom Smith and Craig Hickman

What do you notice about this definition? How does it differ from the way you described being accountable?

Let’s take a closer look at the definition:

First accountability is a **personal choice**. Regardless of what is being asked of us, we still have choice, selection and power in taking action.

Next, the definition emphasizes **rising above the circumstances**, which means that accountability isn’t always convenient or easy. Challenges will arise and we may have to work harder or more creatively to achieve the results.

“A personal choice to rise above one’s circumstances and demonstrate the ownership necessary for achieving desired results.”

Demonstrate ownership. You may be familiar with the saying “the buck stops here” which means that true accountability falls to one person to eliminate the opportunity to blame someone else.

Desired results. Notice it doesn’t say, “close to the goal line”, the aim is desired results vs. good enough. So our role in being accountable is to see what needs to be done, to own that it will be done, to solve any challenges that may get in the way and to successfully get it done.

accountability begins with me!



3 Levels of Accountability

High Level Accountability: This person is highly engaged in achieving the goal. They ask questions, check in with team members for feedback. They offer support and assistance to ensure that others are having success with their tasks. They are high energy, helpful and open to questions and coaching.

Baseline Level Accountability: This person knows what needs to be done and is focused on the task at hand. Communication is limited and the major concern is centered on what they are doing without much awareness to how the bigger picture is unfolding. They offer support or assistance when asked but does not go out of their way to lend a hand. They define their contribution by the tasks they perform, rather than the bigger picture.

Low Level Accountability: This person focuses on what is easiest and convenient to achieve. They are easily influenced by the group and like to ride under the radar. They are slow to volunteer and frequently visit the excuse factory when asked about their performance.

There are no real secrets to success. Success in anything has one fundamental aspect – **effort...**
Take action with commitment.

- Sam Parker

accountability begins with me!

The Blame Game

Below are 6 common accountability busters. Each of these are cultural killers for accountability. When you find yourself thinking, behaving and supporting these limiting beliefs, you are playing at the lowest level of accountability.

1. **Ostrich** - head in the sand, ignore or deny
2. **Octopus** - point your finger and assign blame in many directions
3. **Cat** - It's not my job and you should be content that I am here
4. **Hen** - sit on your hands and wait to see what hatches
5. **Monkey** - your tail is very important and you will do what it takes to cover it
6. **Dog** - I need to be trained and told what to do before stepping up or inching forward

Shutting Down the Excuse Factory

Below is a list of common reactions to situations where accountability was not achieved. This is how low-level accountability sounds.

In your opinion, Check the 5 most common cultural culprits in your company:

- | | |
|-------------------------------------------------------------|-----------------------------------------------------------------|
| I thought so and so was going to take care of it. | I didn't know. |
| That's not my job. | I forgot. |
| I didn't know you needed it right now. | It's not that big of a deal. |
| Nobody's followed up with me so it can't be that important. | There are more important things going on right now. |
| Nobody said anything to me about it. | How do they expect me to do all this? |
| Why didn't you ask me? | If you had told me it was that important, I would have done it. |
| That's not my department. | I'm too busy to do it. |
| No one told me what to do. | Someone told me to do the wrong thing? |
| I'm waiting for approval or direction. | I thought I told you. |
| Someone should have told me not to do that. | |
| Don't blame me it was _____ idea. | |

accountability begins with me!

Excuses are not valid explanations.

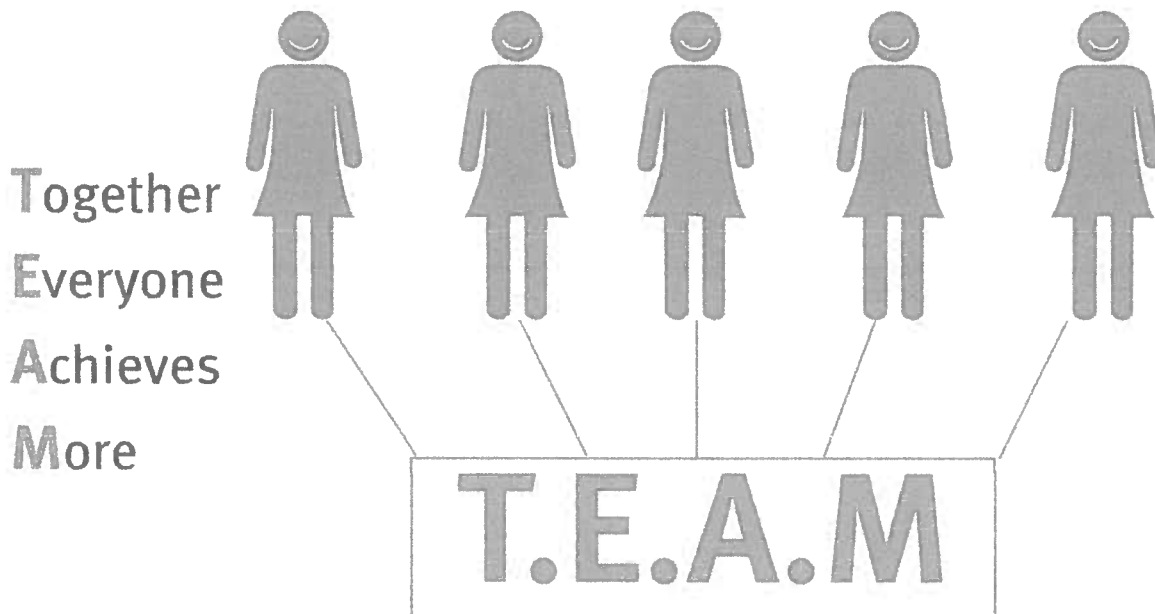
Consider a recent situation where one of the top 5 common reactions was given as an explanation. Answer the questions below to support a shift in thinking toward high level accountability in your culture.

1. What personal choice can be made next time to generate results?
2. What circumstances did I allow to get in the way that could have been overcome?
3. How could I demonstrate total ownership in this situation?
4. How will I know that I achieved the desired results?
5. What additional information, support or resources will improve the success rate and a high level accountability next time?

accountability begins with me!



Creating a Joint Accountability Culture



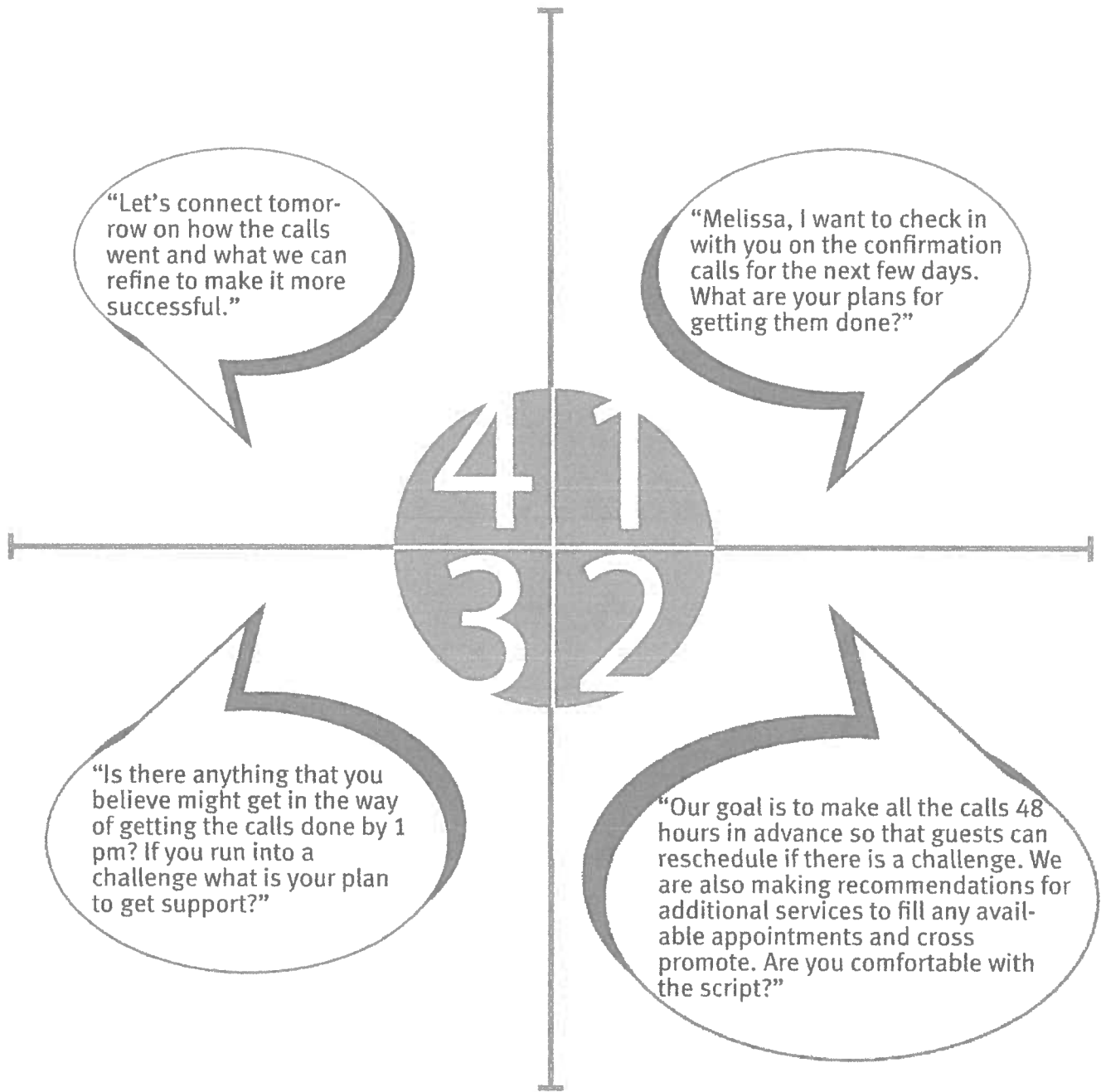
Supporting others to achieve High Level Accountability.

Accountability works best when people share ownership for circumstances and results. This means that communication must increase and direct feedback provided to support mutual understanding of the steps necessary to achieve the desired results.

Have you ever seen a baseball game where two outfielders are both looking up at a pop ball, running full speed only to crash into one another as the ball lands between their feet? There was a lot of ground to cover, it was anyone's ball and neither communicated. Or another common error is when each player calls the other one off and assumes that the other person is going to field the ball. Same result, it drops by their feet. Oops.

Communication is key to joint accountability. Next are some examples of how you can pro-actively communicate with a team member to create high-level accountability and clarity.

accountability begins with me!



accountability begins with me!



"You have 6 more guests scheduled for today. I want you to position their next appointment in this same way to all the guests with a goal of 100% pre-booking. At the end of today, I want you to check in with me and share your thoughts on how it went. Are you committed to this?"

"Susan, I noticed that your last 3 guests have not reserved their next appointment. Share with me what you have tried. Let's discuss ways to increase your success rate by reviewing the steps to a strong consultation."

4

1

3

2

"Okay, Susan. I want you to pretend that I am your next guest and walk me through the questions you will ask to properly position securing my next two appointments. Take your time and we can review how it felt when you are done." Practice. "Great, Susan. What parts felt most comfortable? What part would you like to get more comfortable with?"

"Use the consultation to educate your guest on the need for a routine appointment. Talk to them about how they feel about their cut and color as it looks right now. Tell them that to better manage their unique style they need to secure their appointments every 5 weeks. Suggest to reserve several appointments out to ensure the best day and time for their personal schedule. At the end of the appointment, review the plan with the guest and schedule their appointments 5, 10 and 15 weeks out. Explain that if any challenges arise, the appointments can be re-scheduled."

The Accountability Agreement

Create an "Accountability Agreement" for your team. When writing your agreement, remember to use proactive language, not phrases such as "I will try" or "I will do it when it's convenient." The goal of this agreement is to hold your team members to a high level of accountability to ensure success.

To shift the culture, it will take everyone making the pledge to live and operate at a higher level of accountability. Below is an example agreement, or pledge:

*I pledge to live at a higher level of accountability for my team and myself.
I will actively seek answers to all my questions and voice my concerns.
I respectfully offer support and guidance to others even when not asked.
I am open to listening to the views of others and consider their input.
I will clarify the desired results and timelines to make sure I am clear on what defines success.
I will offer feedback on progress and voice any challenges that I may encounter in a timely manner.
I view asking for help as an opportunity to grow and an acceptable part of being on a team.
I accept full responsibility for my actions and realize that pointing 1 finger means 4 point back at me.
I believe that my job is not only what I do but it is also to support my team members in being successful and the guest in having the ultimate experience.
In the event that I am wrong or fail, I will acknowledge this, learn from it and create change to minimize it from happening again.
I do not wait and see, instead I take action to reinforce that I am on the right path and that plans have not changed.
If the goal changes then I happily adapt with the support of my team.
I look for baseline level accountability thinking and strive to reach higher.
When I feel I am visiting the excuse factory, I ask for help.
If a team member makes a low-level accountability comment, I offer support and feedback to help them rise up.
I do my best every day.*

[Sign and date] Name: _____ Date: _____

Post all team member pledges in the employee room to create a visual reminder of the change you are creating.

accountability begins with me!