

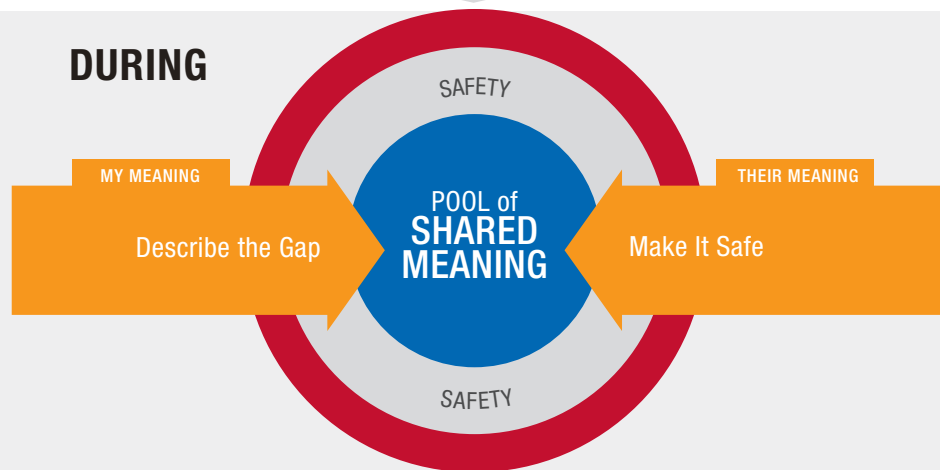
CRUCIAL ACCOUNTABILITY™ MODEL

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



DIAGNOSE

	MOTIVATION	ABILITY
MAKE IT MOTIVATING	PERSONAL 1	2
	SOCIAL 3	4
STRUCTURAL 5	6	MAKE IT EASY

AFTER

MOVE TO ACTION

Who does What by When
Follow up

BEFORE

DURING

AFTER

SITUATION	PRINCIPLES & SKILLS
1 Results and Relationships are suffering due to a gap .	You need to hold an Accountability Conversation . <ul style="list-style-type: none"> Identify where you are stuck. Unbundle with CPR.
2 You need to initiate an Accountability Conversation , or one is evolving.	Start with Heart Focus on What You Really Want for you, them, the relationship, and the organization (your long-term results).
3 You are getting emotional or telling clever stories .	Master Your “Clever” Stories—Tell the Rest of the Story Victim Story: “What am I pretending not to notice about my role in the problem?” Villain Story: “Why would a reasonable, rational, decent person do this?” Helpless Story: “What should I do right now to move toward what I really want?”
4 You have a tough message ; be honest and maintain safety .	Describe the Gap Describe expected vs. observed: “We agreed that you’d ...” “I noticed ...” End with a question: “How do you see it?” “Help me understand ...”
5 Someone misunderstands your intent regarding Purpose or Respect .	Contrast “I don’t think/mean/want ____ (their fear/misunderstanding).” “I do think/mean/want ____ (your actual purpose/meaning).”
6 You’re not sure why the gap exists .	Think Six Sources Source 1: <i>Do they like the behavior you want?</i> Source 2: <i>Do they know how?</i> Source 3: <i>Do others encourage?</i> Source 4: <i>Do others enable?</i> Source 5: <i>Do carrots and sticks motivate?</i> Source 6: <i>Do the environment and tools enable?</i>
7 Ability barriers are causing the gap.	Make It Easy Clarify boundaries: “Our time constraints are ...” “We only have \$ budgeted ...” Start by asking for their ideas: “What do you think would help?” Brainstorm all sources: Personal, social, structural solutions
8 The other person doesn’t seem motivated to close the gap.	Clarify Natural Consequences Source 1: <i>How will this affect them personally?</i> Source 3: <i>Introduce hidden victims—who else might be affected?</i> Source 5: <i>Connect to existing carrots and sticks—what are the rewards or punishments associated with the action?</i>
9 You’re ready to Move to Action .	Move to Action —Determine Who does What by When and how we will Follow up .

Powerful CRUCIAL ACCOUNTABILITY Resources for You

Fill out the form below, and we will e-mail you a variety of complimentary Crucial Accountability resources, including:

- Self-Assessment
- MP3 Audio Lessons
- Video Examples
- Award-winning *Crucial Skills Newsletter*

First Name

Last Name

Title

Organization

Phone

Country

E-mail

I would like to know more about how VitalSmarts Training can positively impact my organization.

I am interested in finding out more about VitalSmarts speakers (like the one I heard today).

VitalSmarts takes your privacy very seriously. We do not sell or rent your contact information to other marketers.

Not getting the results that you want?

Do any of these sound familiar? Check all that apply.

- A colleague has just missed a deadline. You're not sure what to do. People who speak up in your company are often labeled as "hard-liners." You don't want to be labeled, you just want results.
 - An employee fails to complete an assignment for you. You confront him and he explains yet again that "something came up." You feel as if you're constantly addressing the same problem and nothing gets better.
 - A person you work with fails to follow a standard quality procedure, causing you problems. You're not sure how to confront a peer.
 - When people fail to deliver on a promise, many are better at providing excuses than they are at achieving results.
 - You try to talk with people about problems, but they seem so touchy and explosive that you often have trouble making it past the first few sentences before the conversation tanks.
 - Other (please describe) _____
-

Additional

CRUCIAL ACCOUNTABILITY
RESOURCES

Let us know what other educational experiences you'd be interested in:

- Getting access to brand new research and case studies
- Watching a 3-minute overview of Crucial Accountability Training
- Watching a free on-demand web seminar on Crucial Accountability

Crucial Accountability Tips

When you're facing a complex accountability conversation and are trying to decide where to begin, remember to put it to the CPR test.

Content: The first time a problem comes up, talk about the content—what's currently happening and what are the immediate consequences?

Pattern: if the problem continues to occur, talk pattern—what's been happening over time that you're seeing repeat itself as a problem?

Relationship: If the problem is starting to affect your working or personal relationship, talk about the effects on your relationship—that is, is it having an impact on trust, communication, etc.?



©2013 VitalSmarts, L.C. All rights reserved. No part of this material may be copied or reproduced without the express written permission of VitalSmarts. The Vital head is a registered trademark of VitalSmarts.

Crucial Accountability showed management how to stop avoiding conflict and helped them recognize that holding others accountable is healthy.

Ardie Harrison,
VP of Human Resources,
Dallas Housing Authority



PRESENTATION SKILL SUMMARY

