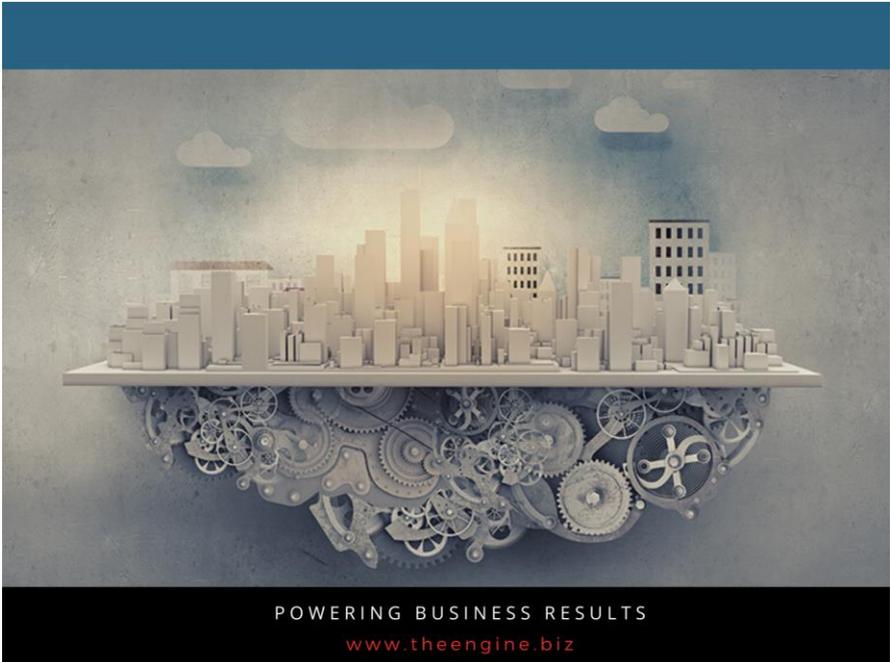
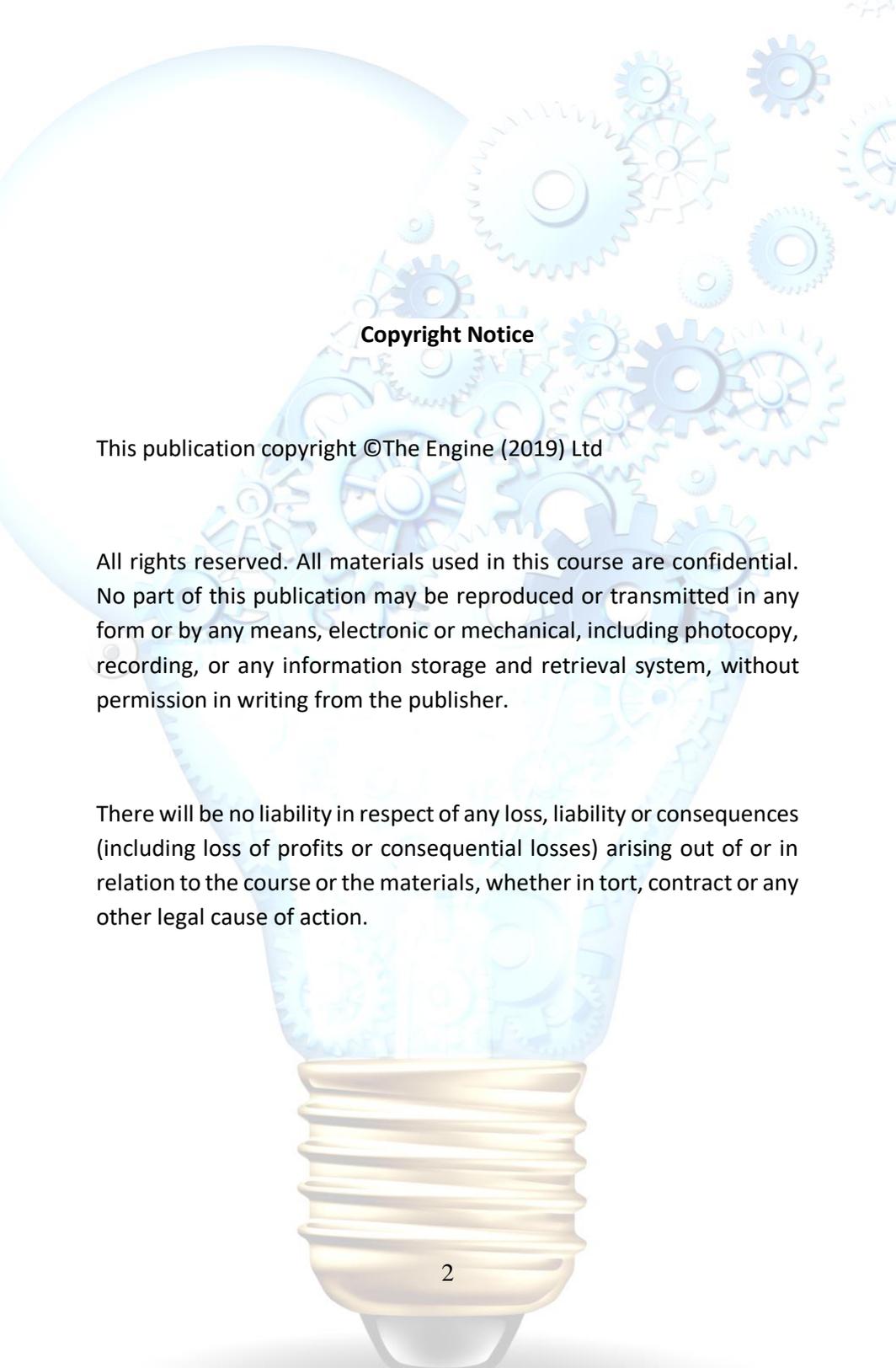


# Accountability in the Workplace



POWERING BUSINESS RESULTS

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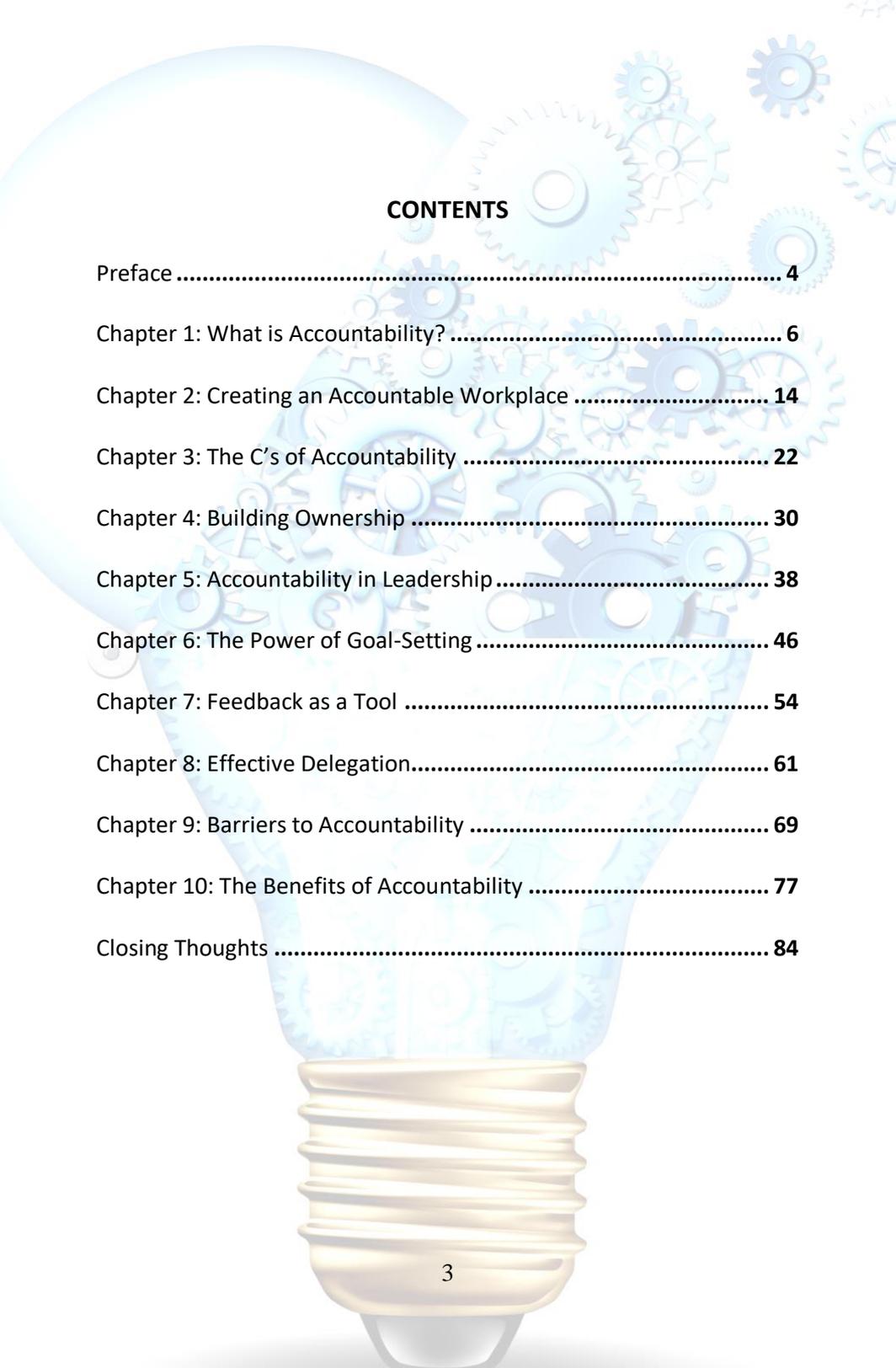


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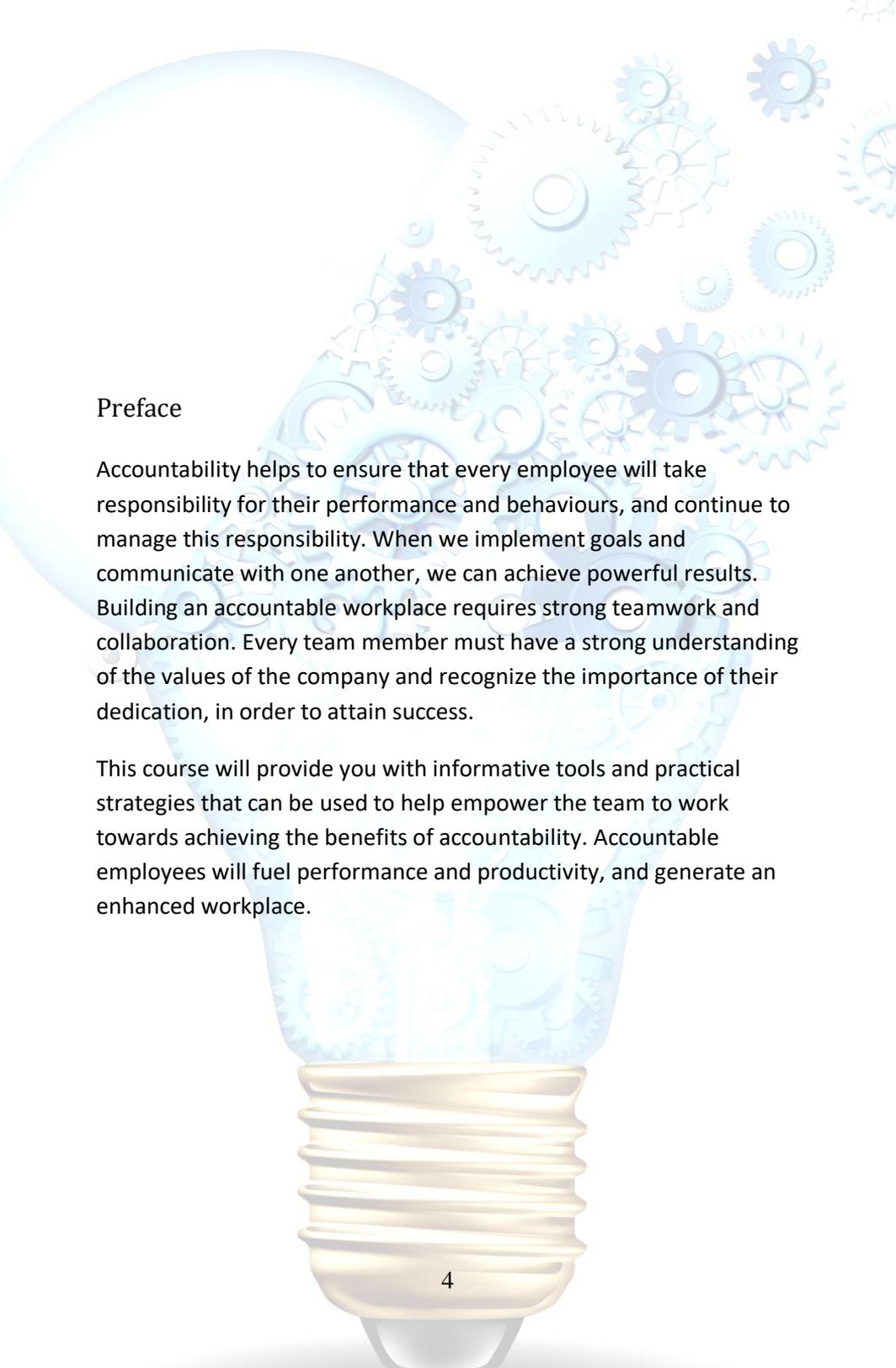
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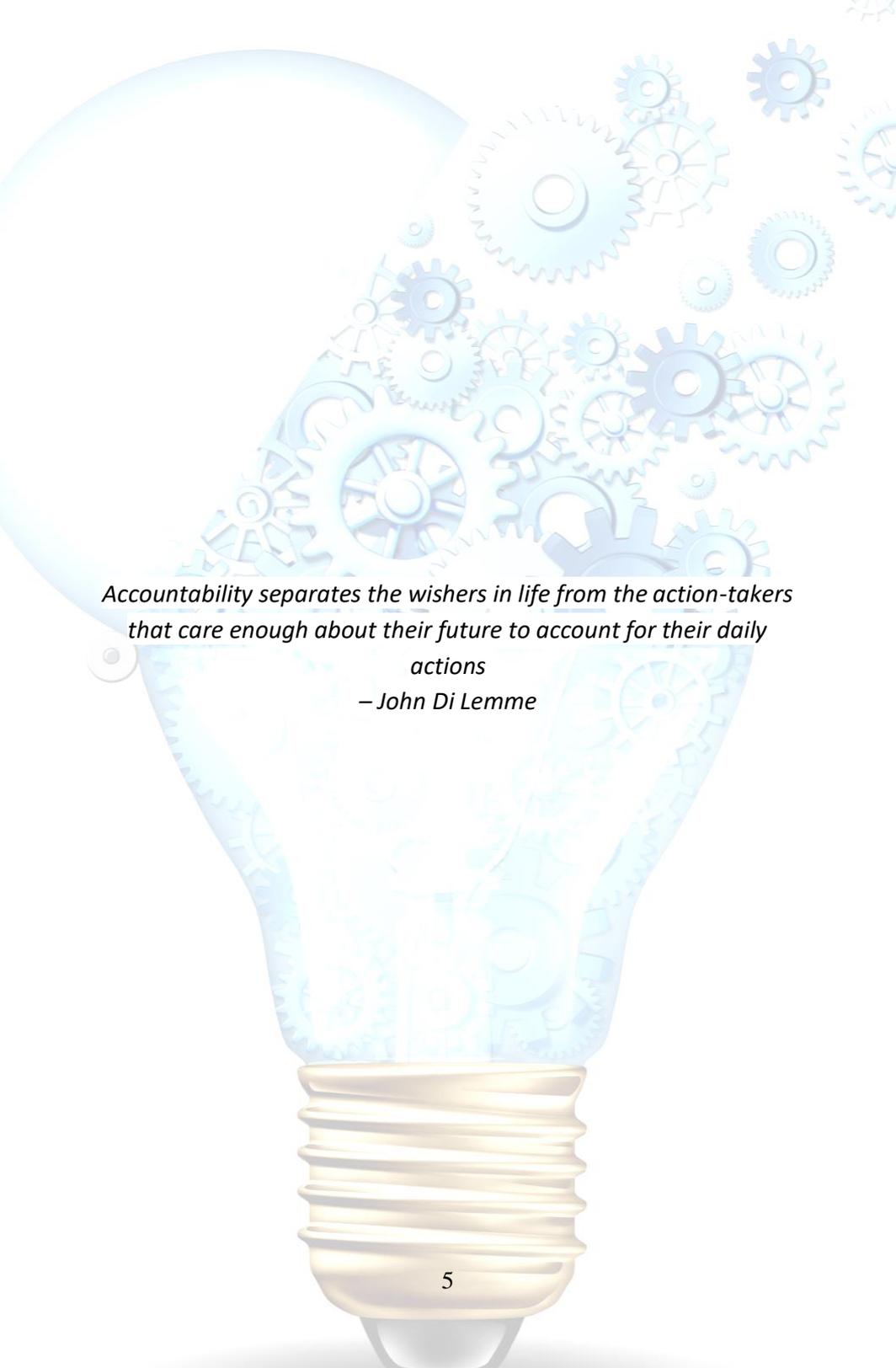
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## Preface

Accountability helps to ensure that every employee will take responsibility for their performance and behaviours, and continue to manage this responsibility. When we implement goals and communicate with one another, we can achieve powerful results. Building an accountable workplace requires strong teamwork and collaboration. Every team member must have a strong understanding of the values of the company and recognize the importance of their dedication, in order to attain success.

This course will provide you with informative tools and practical strategies that can be used to help empower the team to work towards achieving the benefits of accountability. Accountable employees will fuel performance and productivity, and generate an enhanced workplace.



*Accountability separates the wishers in life from the action-takers  
that care enough about their future to account for their daily  
actions  
– John Di Lemme*

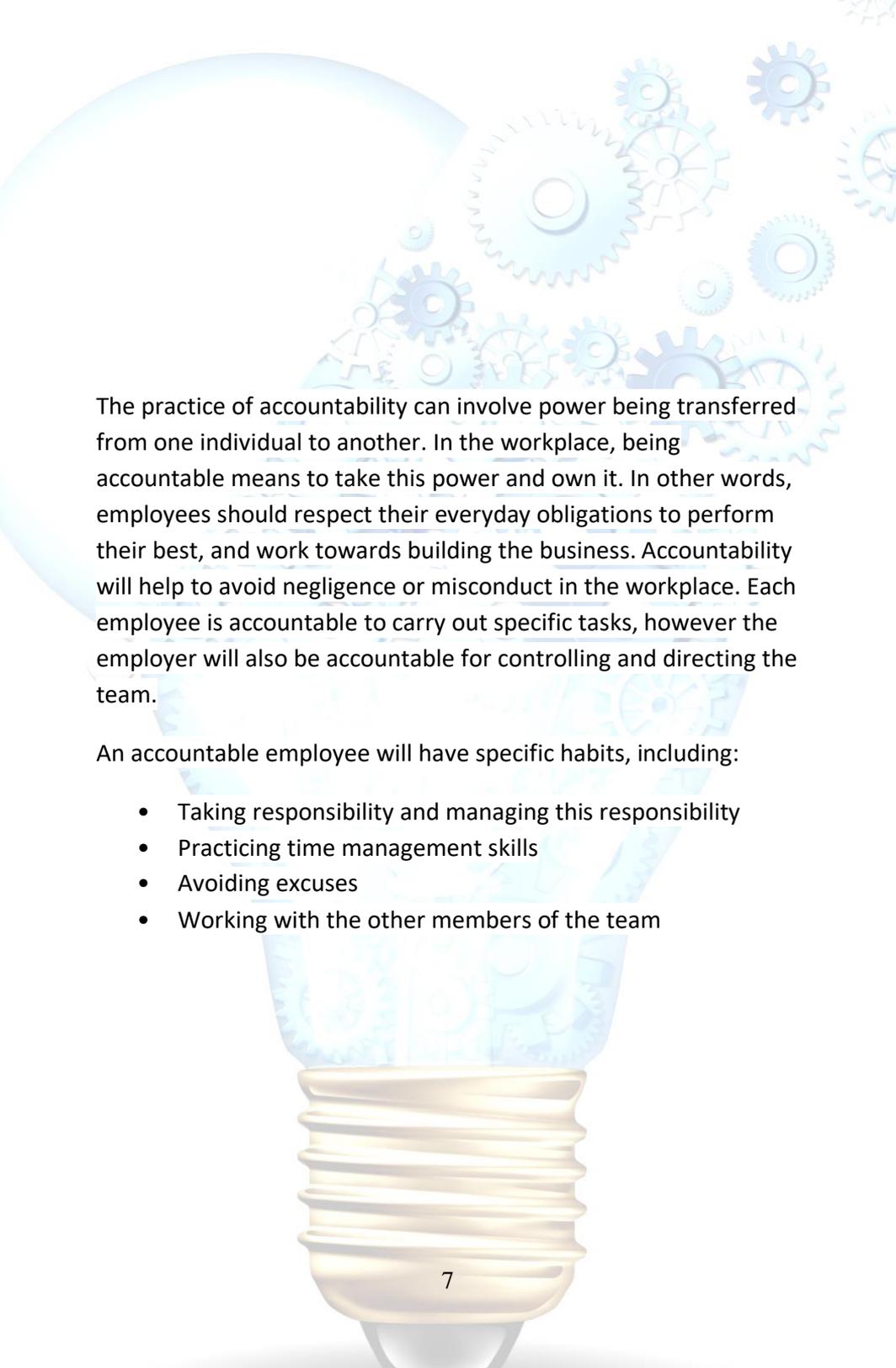
## Chapter 1: What is Accountability?

Accountability is an essential factor in an exceptional, high-functioning workplace. It is very important to build a team that fosters workplace accountability, since accountability will be reflected in the accuracy and efficiency of the work produced by the employees. Accountability ensures that each employee is invested in the success of the business, and that they will strive to seek results that are best for the team.

Holding employees accountable will help to highlight the importance of the responsibilities in relation to the business. Personal accountability in the workplace will result in higher productivity, workplace satisfaction, and an overall stronger bond between the team members.

### **Defining Accountability**

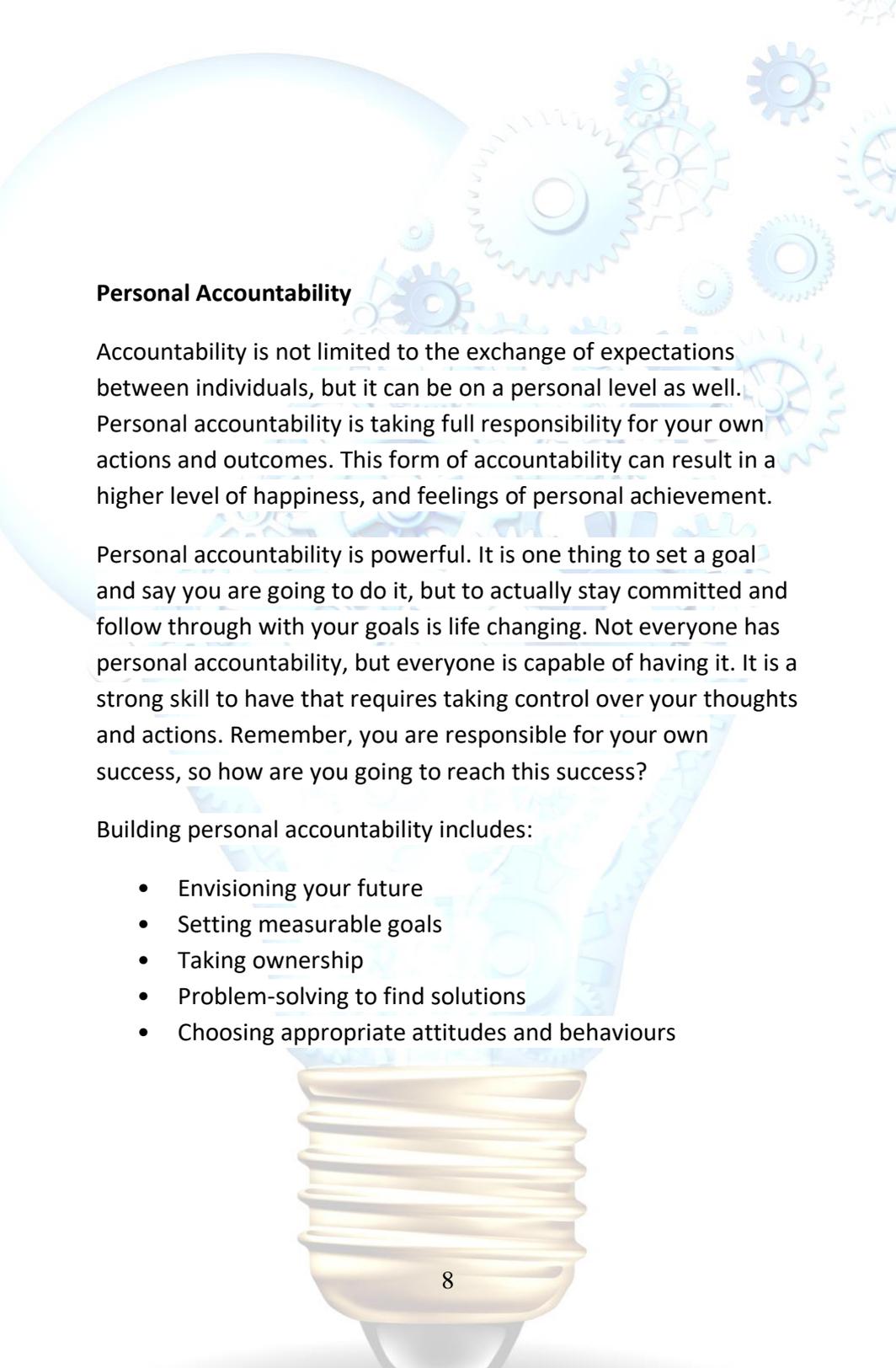
Accountability is the acceptance and obligation to carry out a responsibility. This includes being answerable for decisions, actions, and the outcomes. The term accountability often carries a negative connotation; however, accountability is beneficial in many ways, including personal benefits, as well as benefits for a team or organization. Accountability represents a form of trust, which is a fundamental trait for employees to have.



The practice of accountability can involve power being transferred from one individual to another. In the workplace, being accountable means to take this power and own it. In other words, employees should respect their everyday obligations to perform their best, and work towards building the business. Accountability will help to avoid negligence or misconduct in the workplace. Each employee is accountable to carry out specific tasks, however the employer will also be accountable for controlling and directing the team.

An accountable employee will have specific habits, including:

- Taking responsibility and managing this responsibility
- Practicing time management skills
- Avoiding excuses
- Working with the other members of the team



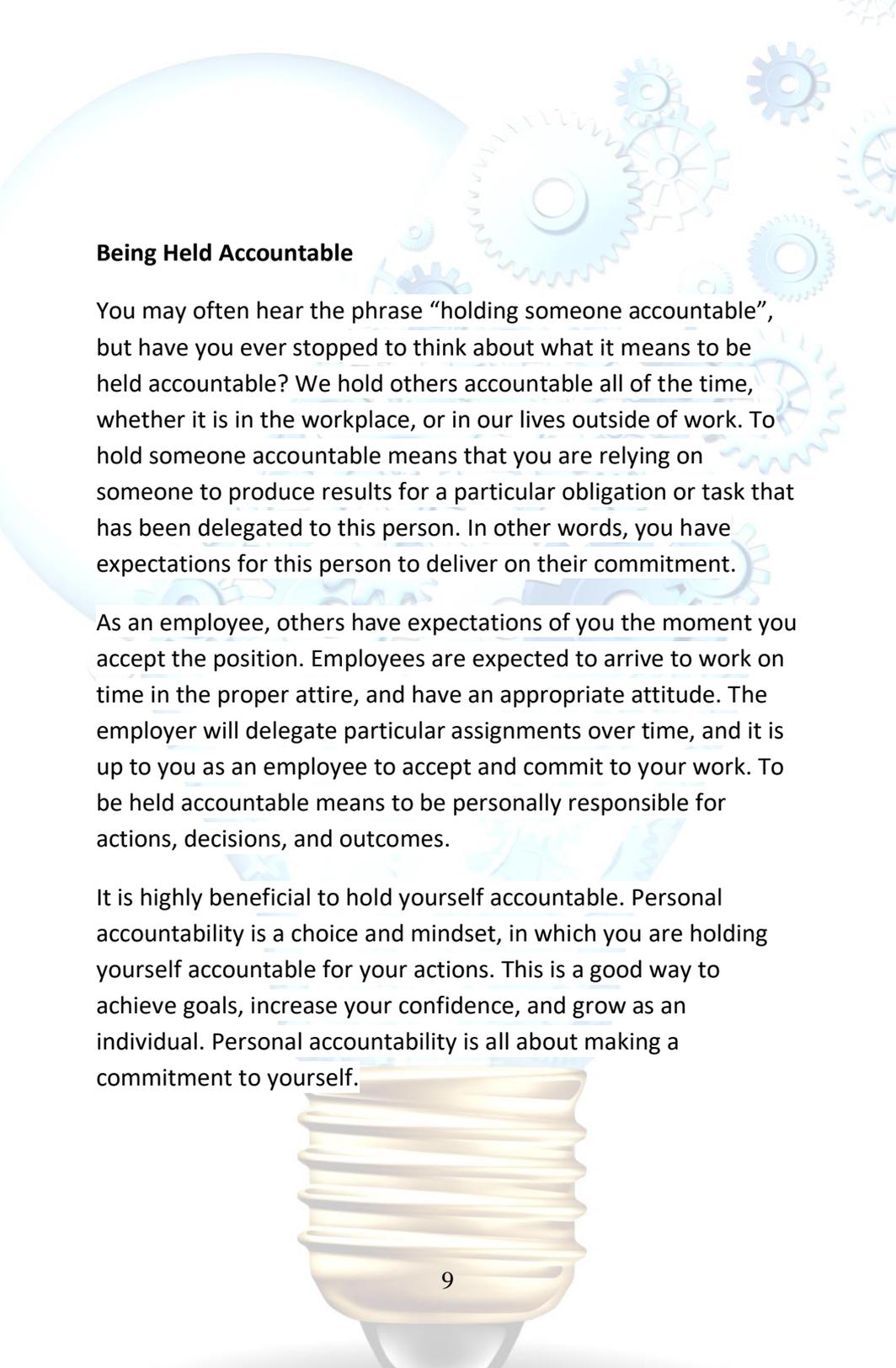
## Personal Accountability

Accountability is not limited to the exchange of expectations between individuals, but it can be on a personal level as well. Personal accountability is taking full responsibility for your own actions and outcomes. This form of accountability can result in a higher level of happiness, and feelings of personal achievement.

Personal accountability is powerful. It is one thing to set a goal and say you are going to do it, but to actually stay committed and follow through with your goals is life changing. Not everyone has personal accountability, but everyone is capable of having it. It is a strong skill to have that requires taking control over your thoughts and actions. Remember, you are responsible for your own success, so how are you going to reach this success?

Building personal accountability includes:

- Envisioning your future
- Setting measurable goals
- Taking ownership
- Problem-solving to find solutions
- Choosing appropriate attitudes and behaviours

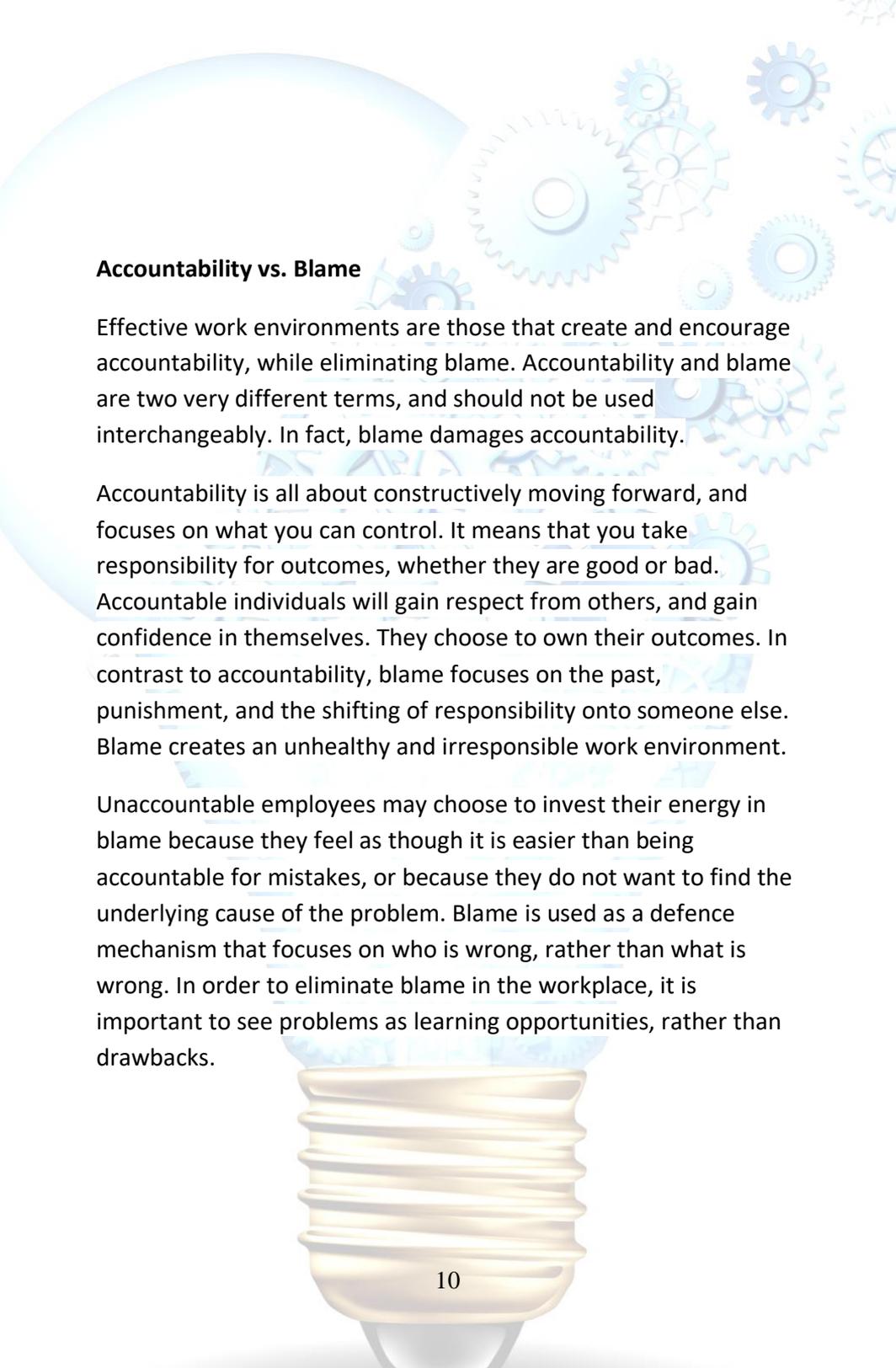
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## Being Held Accountable

You may often hear the phrase “holding someone accountable”, but have you ever stopped to think about what it means to be held accountable? We hold others accountable all of the time, whether it is in the workplace, or in our lives outside of work. To hold someone accountable means that you are relying on someone to produce results for a particular obligation or task that has been delegated to this person. In other words, you have expectations for this person to deliver on their commitment.

As an employee, others have expectations of you the moment you accept the position. Employees are expected to arrive to work on time in the proper attire, and have an appropriate attitude. The employer will delegate particular assignments over time, and it is up to you as an employee to accept and commit to your work. To be held accountable means to be personally responsible for actions, decisions, and outcomes.

It is highly beneficial to hold yourself accountable. Personal accountability is a choice and mindset, in which you are holding yourself accountable for your actions. This is a good way to achieve goals, increase your confidence, and grow as an individual. Personal accountability is all about making a commitment to yourself.

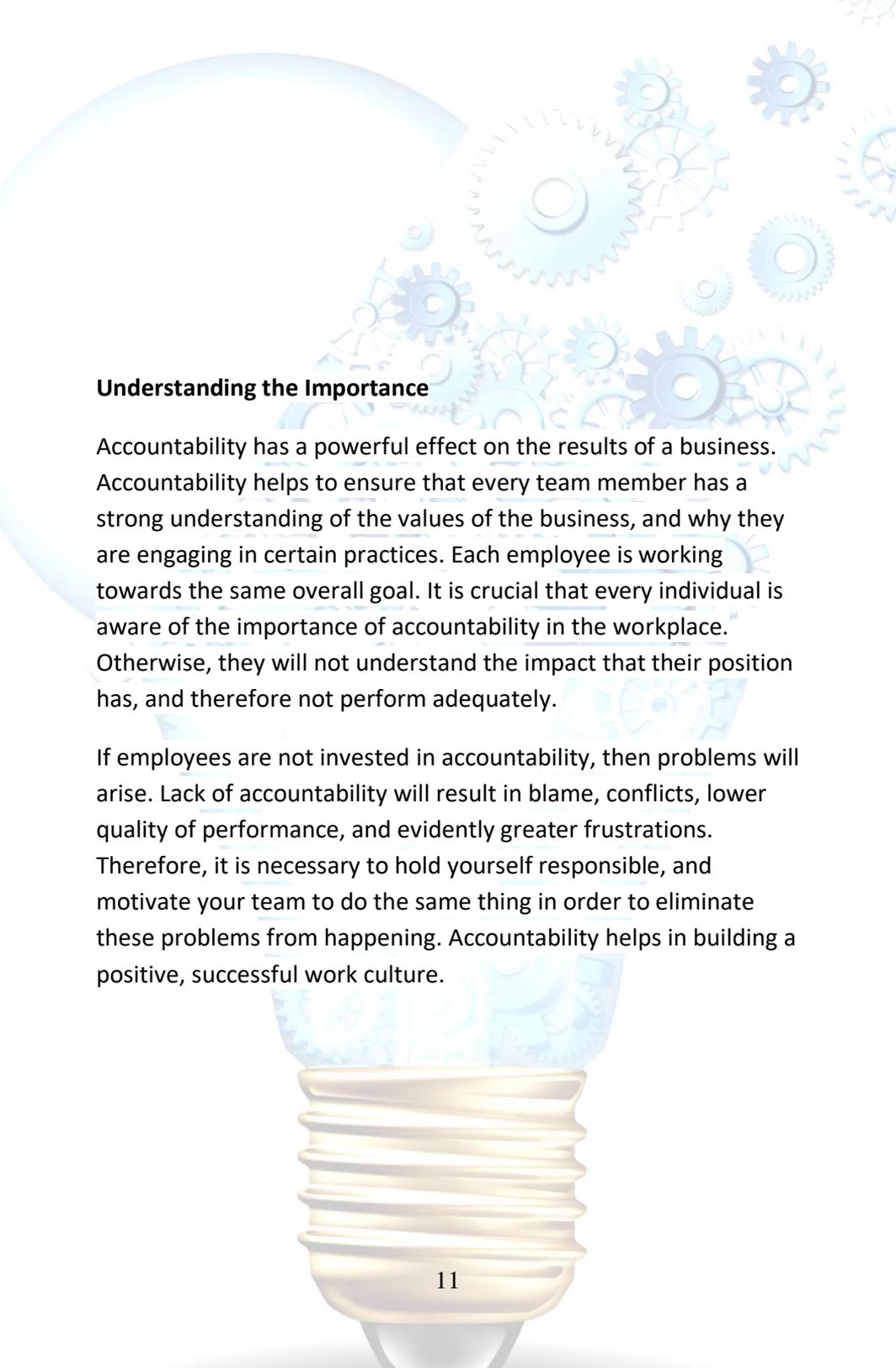
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## **Accountability vs. Blame**

Effective work environments are those that create and encourage accountability, while eliminating blame. Accountability and blame are two very different terms, and should not be used interchangeably. In fact, blame damages accountability.

Accountability is all about constructively moving forward, and focuses on what you can control. It means that you take responsibility for outcomes, whether they are good or bad. Accountable individuals will gain respect from others, and gain confidence in themselves. They choose to own their outcomes. In contrast to accountability, blame focuses on the past, punishment, and the shifting of responsibility onto someone else. Blame creates an unhealthy and irresponsible work environment.

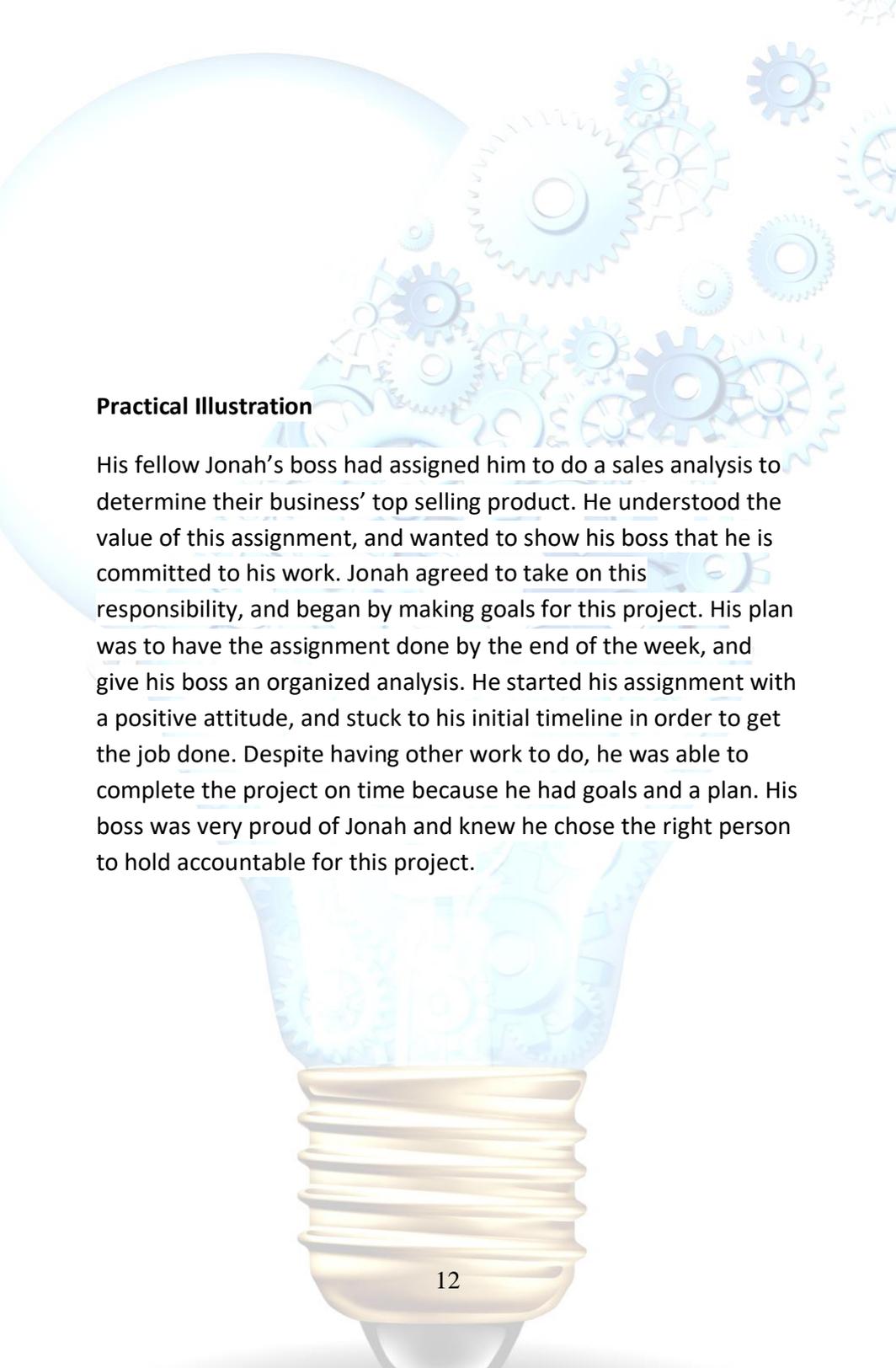
Unaccountable employees may choose to invest their energy in blame because they feel as though it is easier than being accountable for mistakes, or because they do not want to find the underlying cause of the problem. Blame is used as a defence mechanism that focuses on who is wrong, rather than what is wrong. In order to eliminate blame in the workplace, it is important to see problems as learning opportunities, rather than drawbacks.



## Understanding the Importance

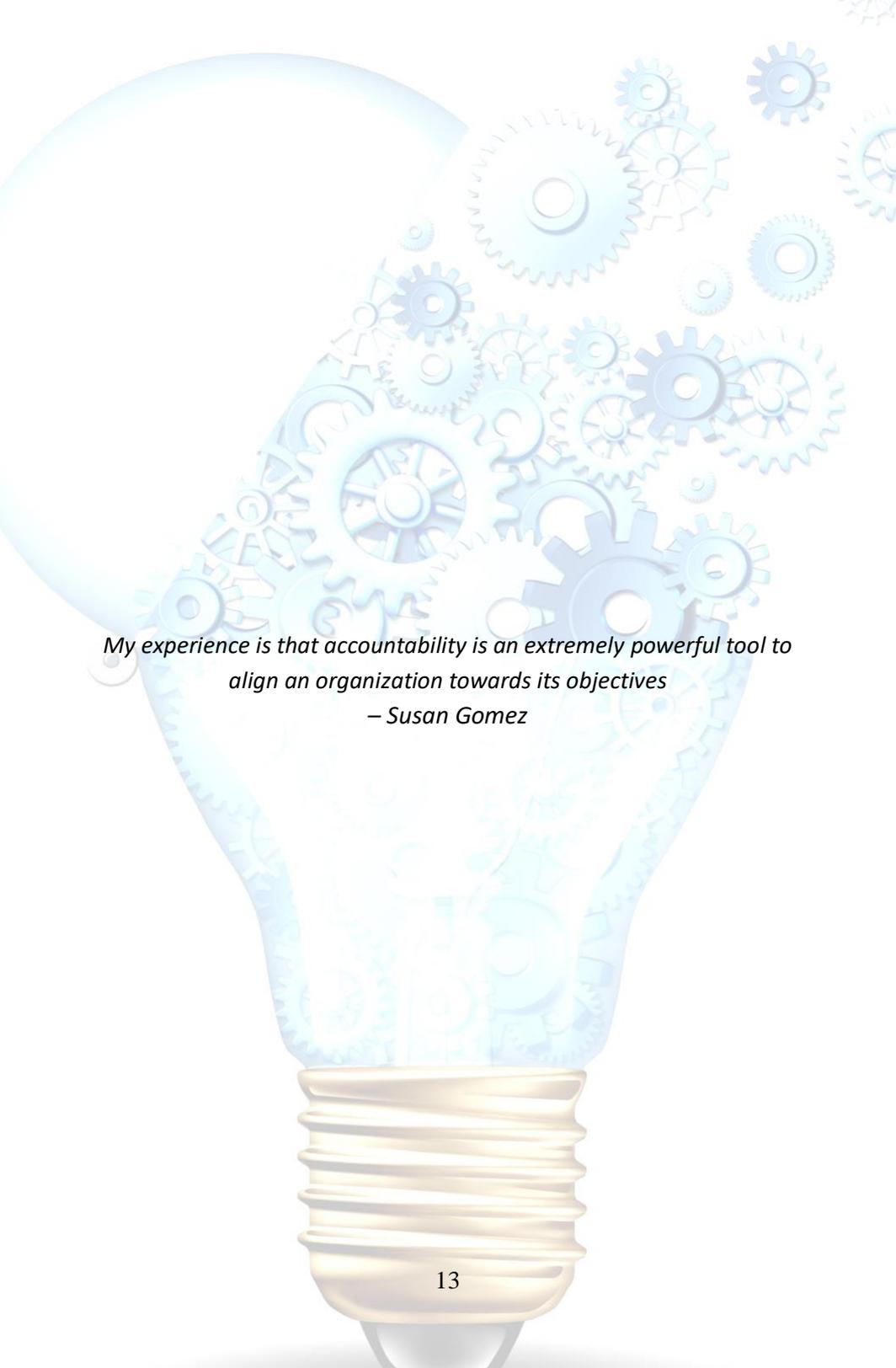
Accountability has a powerful effect on the results of a business. Accountability helps to ensure that every team member has a strong understanding of the values of the business, and why they are engaging in certain practices. Each employee is working towards the same overall goal. It is crucial that every individual is aware of the importance of accountability in the workplace. Otherwise, they will not understand the impact that their position has, and therefore not perform adequately.

If employees are not invested in accountability, then problems will arise. Lack of accountability will result in blame, conflicts, lower quality of performance, and evidently greater frustrations. Therefore, it is necessary to hold yourself responsible, and motivate your team to do the same thing in order to eliminate these problems from happening. Accountability helps in building a positive, successful work culture.



## Practical Illustration

His fellow Jonah's boss had assigned him to do a sales analysis to determine their business' top selling product. He understood the value of this assignment, and wanted to show his boss that he is committed to his work. Jonah agreed to take on this responsibility, and began by making goals for this project. His plan was to have the assignment done by the end of the week, and give his boss an organized analysis. He started his assignment with a positive attitude, and stuck to his initial timeline in order to get the job done. Despite having other work to do, he was able to complete the project on time because he had goals and a plan. His boss was very proud of Jonah and knew he chose the right person to hold accountable for this project.



*My experience is that accountability is an extremely powerful tool to align an organization towards its objectives*

*– Susan Gomez*

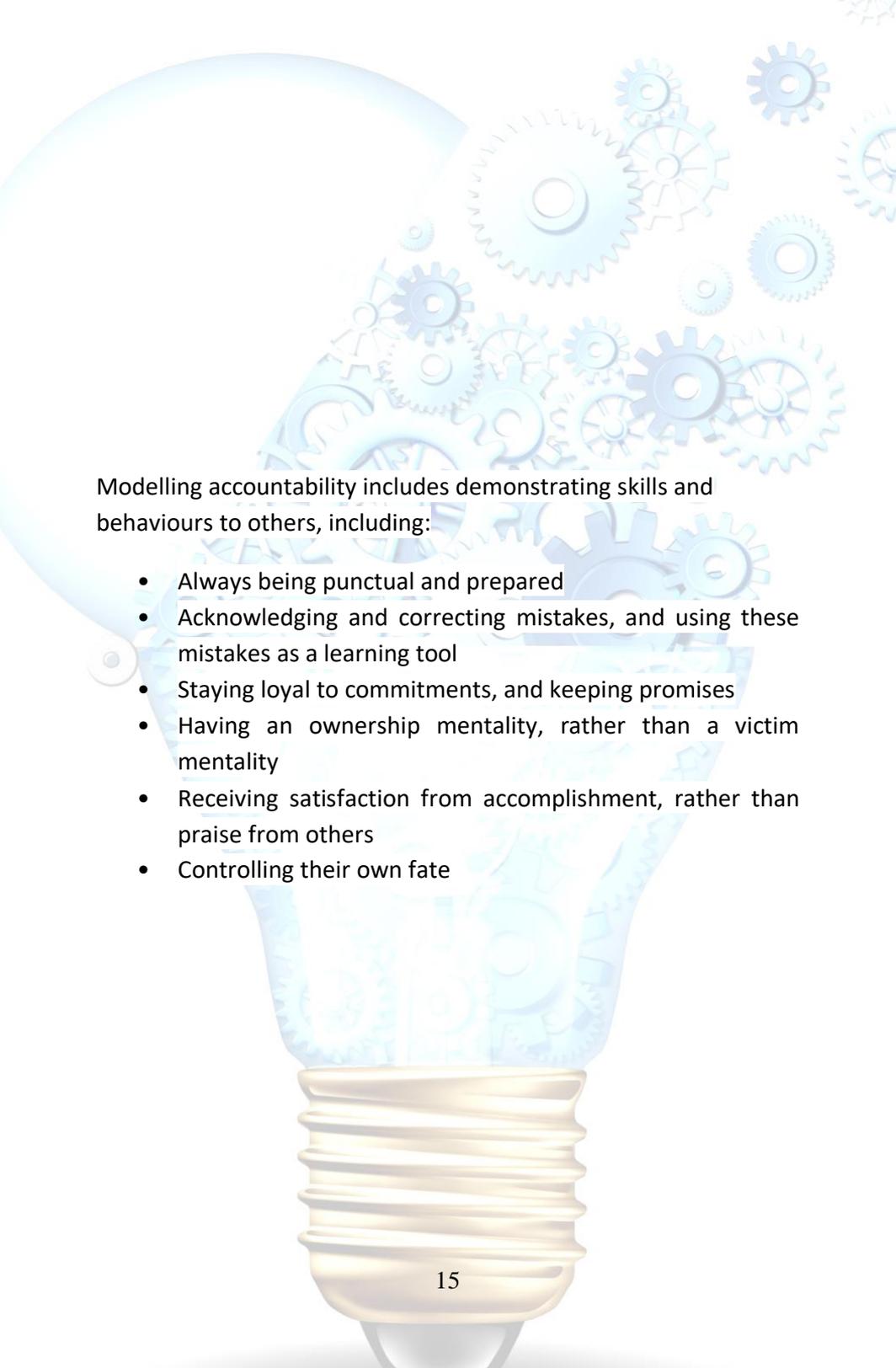
## Chapter 2: Creating an Accountable Workplace

In order to build an accountable workplace, it is imperative that every member of the team is an accountable employee. One employee's lack of accountability will damage the rest of the team. Other employees are dependent on the work you produce, so it is evident that failing to produce adequate results will cause the other members to suffer as well. An accountable workplace is one in which every individual makes accountability a core value. Employees are aware of the importance of taking ownership and responsibility for their position, and how this initiative will help to further the business.

### **Modelling Accountability**

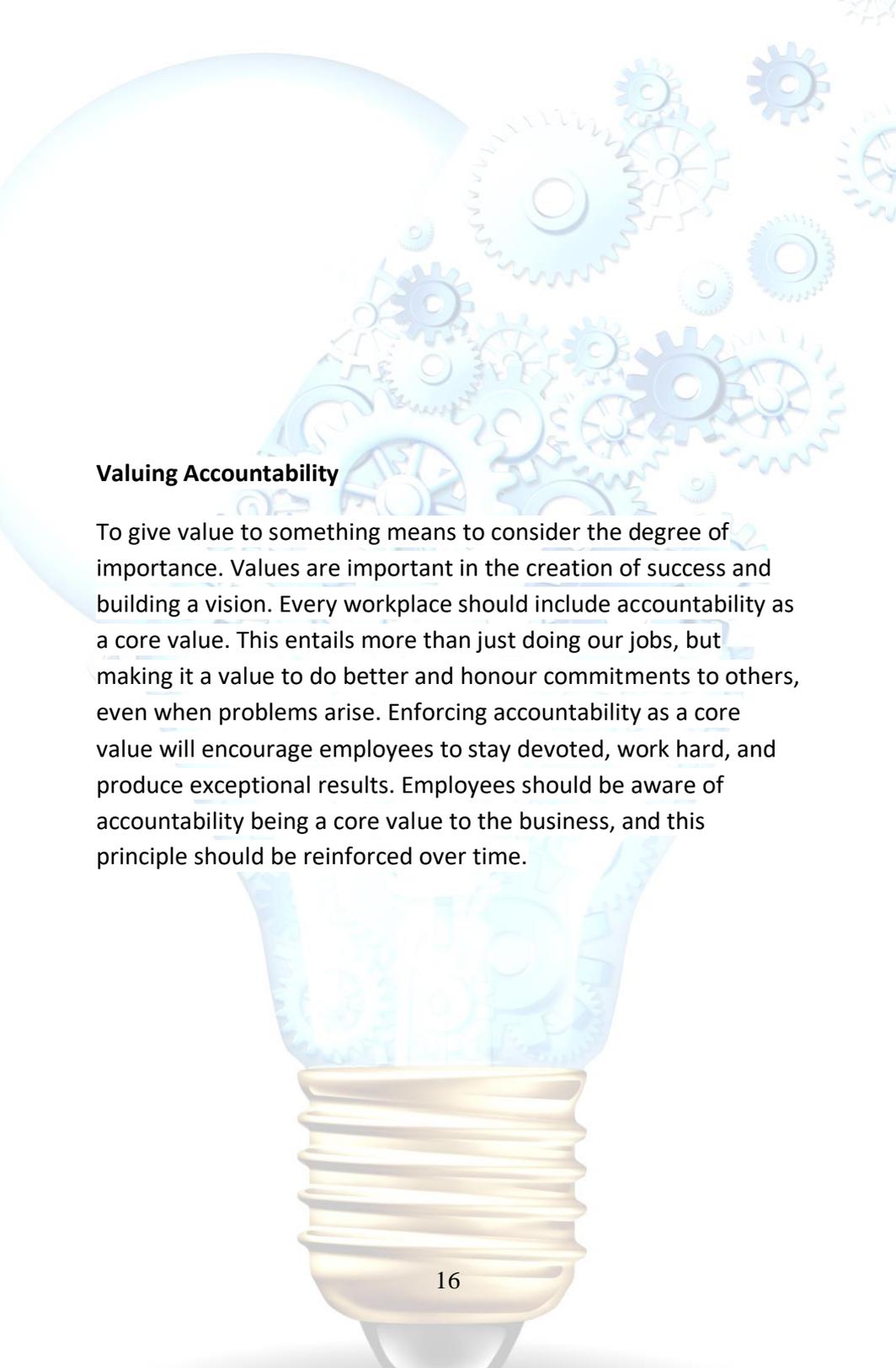
Modelling specific behaviours has a powerful effect on human development. It is a form of social or observational learning, which influences other individuals. Thus, if we want to be successful in influencing others to become more accountable, it is important to understand how to effectively model accountability. It is essential to model traits that are valuable to the workplace.

It is critical to be conscious of what behaviours we are modelling to others. The behaviours modelled in the workplace can either make or break the business. Modelling good accountability requires actually having good accountability skills. Accountable people have a mindset that strives for achievement. They understand what their accountabilities are, and are committed to their self, customers, work team, and everyone around them.



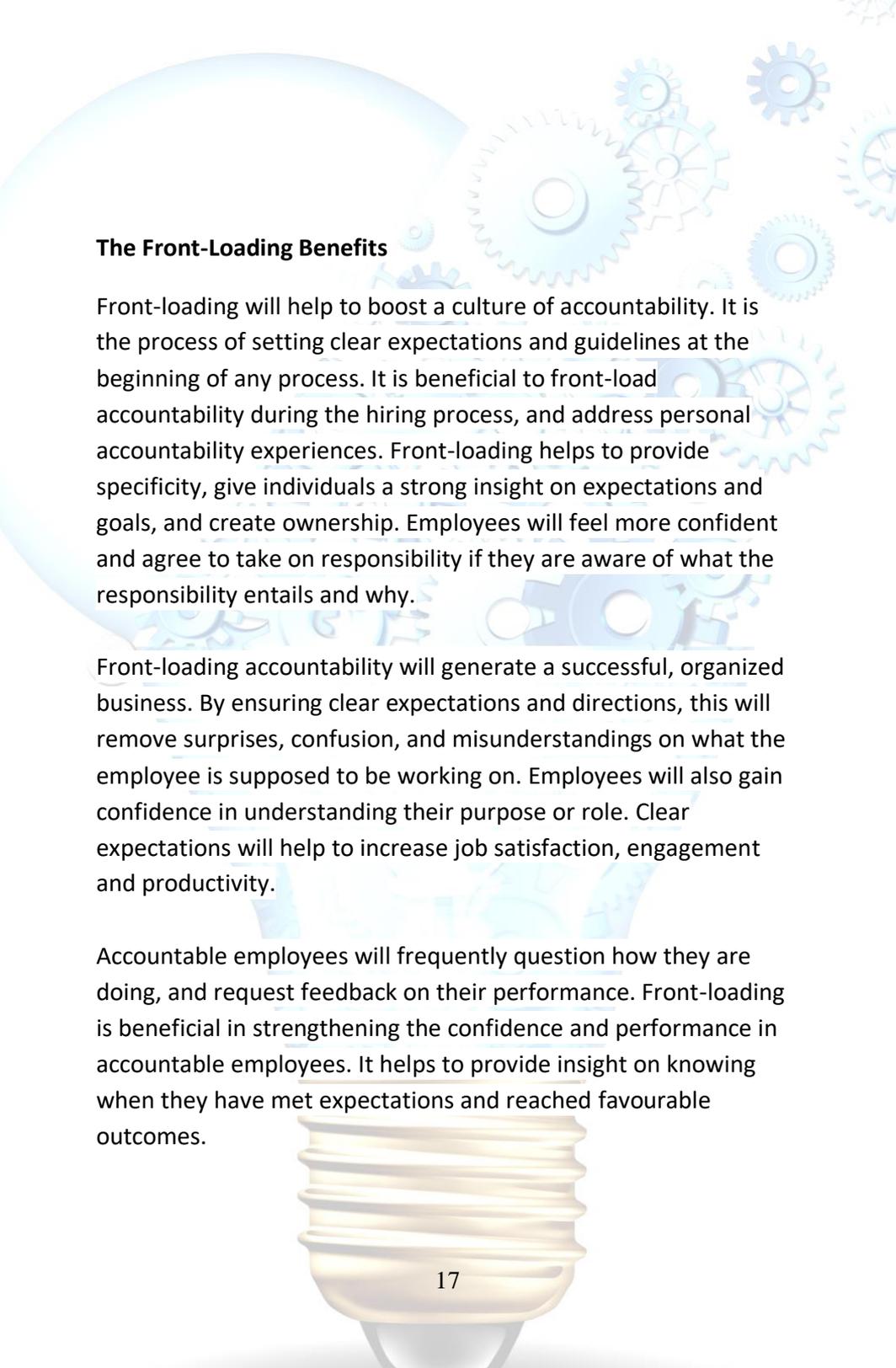
Modelling accountability includes demonstrating skills and behaviours to others, including:

- Always being punctual and prepared
- Acknowledging and correcting mistakes, and using these mistakes as a learning tool
- Staying loyal to commitments, and keeping promises
- Having an ownership mentality, rather than a victim mentality
- Receiving satisfaction from accomplishment, rather than praise from others
- Controlling their own fate



## **Valuing Accountability**

To give value to something means to consider the degree of importance. Values are important in the creation of success and building a vision. Every workplace should include accountability as a core value. This entails more than just doing our jobs, but making it a value to do better and honour commitments to others, even when problems arise. Enforcing accountability as a core value will encourage employees to stay devoted, work hard, and produce exceptional results. Employees should be aware of accountability being a core value to the business, and this principle should be reinforced over time.

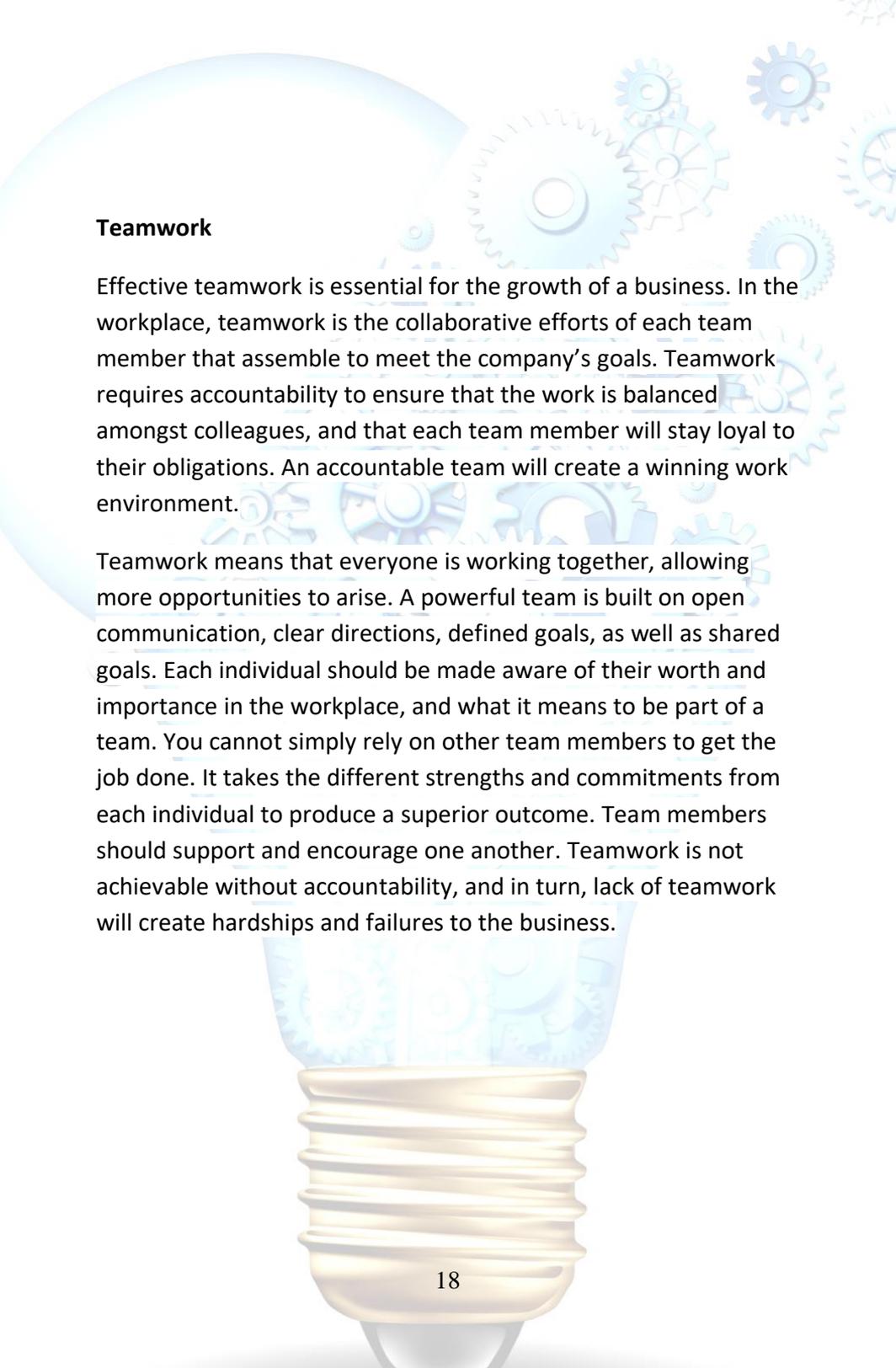
The background features several light blue gears of various sizes scattered across the top and middle sections. At the bottom center, there is a glowing yellow lightbulb with a white base. The overall theme is mechanical and innovative.

## The Front-Loading Benefits

Front-loading will help to boost a culture of accountability. It is the process of setting clear expectations and guidelines at the beginning of any process. It is beneficial to front-load accountability during the hiring process, and address personal accountability experiences. Front-loading helps to provide specificity, give individuals a strong insight on expectations and goals, and create ownership. Employees will feel more confident and agree to take on responsibility if they are aware of what the responsibility entails and why.

Front-loading accountability will generate a successful, organized business. By ensuring clear expectations and directions, this will remove surprises, confusion, and misunderstandings on what the employee is supposed to be working on. Employees will also gain confidence in understanding their purpose or role. Clear expectations will help to increase job satisfaction, engagement and productivity.

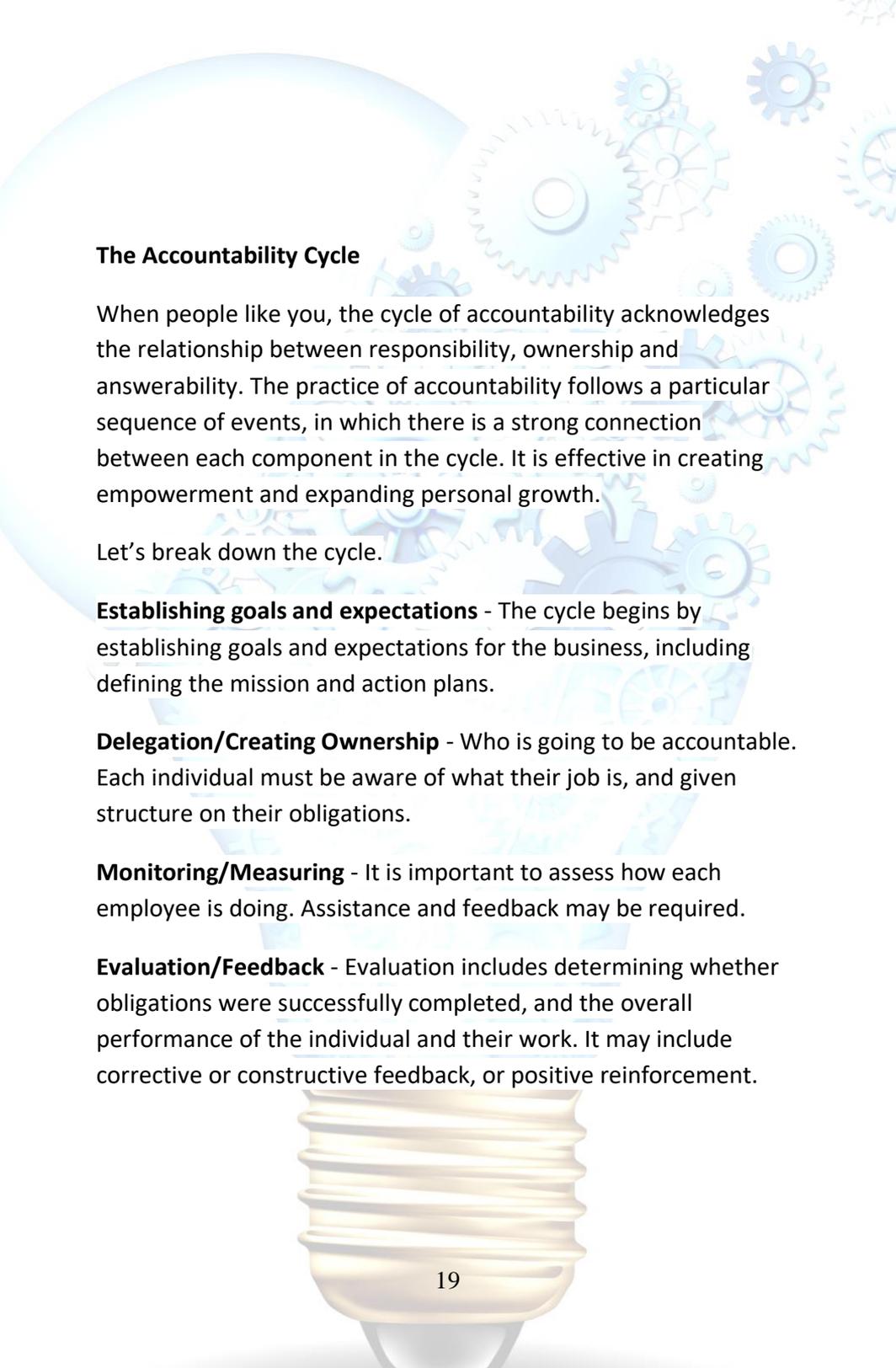
Accountable employees will frequently question how they are doing, and request feedback on their performance. Front-loading is beneficial in strengthening the confidence and performance in accountable employees. It helps to provide insight on knowing when they have met expectations and reached favourable outcomes.



## Teamwork

Effective teamwork is essential for the growth of a business. In the workplace, teamwork is the collaborative efforts of each team member that assemble to meet the company's goals. Teamwork requires accountability to ensure that the work is balanced amongst colleagues, and that each team member will stay loyal to their obligations. An accountable team will create a winning work environment.

Teamwork means that everyone is working together, allowing more opportunities to arise. A powerful team is built on open communication, clear directions, defined goals, as well as shared goals. Each individual should be made aware of their worth and importance in the workplace, and what it means to be part of a team. You cannot simply rely on other team members to get the job done. It takes the different strengths and commitments from each individual to produce a superior outcome. Team members should support and encourage one another. Teamwork is not achievable without accountability, and in turn, lack of teamwork will create hardships and failures to the business.

The background features a large, faint lightbulb shape on the left side, and several interlocking gears of various sizes scattered across the top and right areas. The overall color scheme is light blue and white.

## The Accountability Cycle

When people like you, the cycle of accountability acknowledges the relationship between responsibility, ownership and answerability. The practice of accountability follows a particular sequence of events, in which there is a strong connection between each component in the cycle. It is effective in creating empowerment and expanding personal growth.

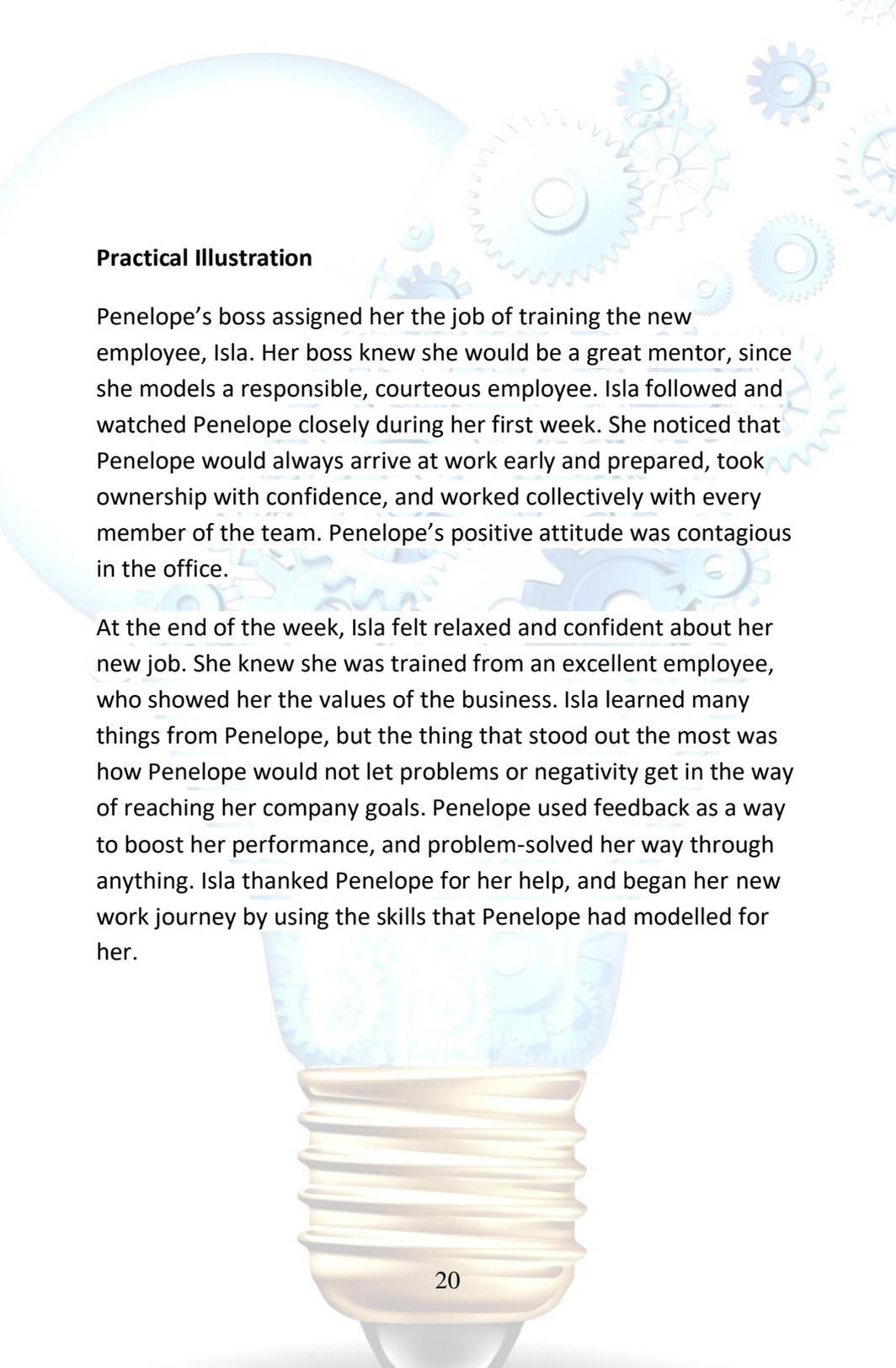
Let's break down the cycle.

**Establishing goals and expectations** - The cycle begins by establishing goals and expectations for the business, including defining the mission and action plans.

**Delegation/Creating Ownership** - Who is going to be accountable. Each individual must be aware of what their job is, and given structure on their obligations.

**Monitoring/Measuring** - It is important to assess how each employee is doing. Assistance and feedback may be required.

**Evaluation/Feedback** - Evaluation includes determining whether obligations were successfully completed, and the overall performance of the individual and their work. It may include corrective or constructive feedback, or positive reinforcement.



## Practical Illustration

Penelope's boss assigned her the job of training the new employee, Isla. Her boss knew she would be a great mentor, since she models a responsible, courteous employee. Isla followed and watched Penelope closely during her first week. She noticed that Penelope would always arrive at work early and prepared, took ownership with confidence, and worked collectively with every member of the team. Penelope's positive attitude was contagious in the office.

At the end of the week, Isla felt relaxed and confident about her new job. She knew she was trained from an excellent employee, who showed her the values of the business. Isla learned many things from Penelope, but the thing that stood out the most was how Penelope would not let problems or negativity get in the way of reaching her company goals. Penelope used feedback as a way to boost her performance, and problem-solved her way through anything. Isla thanked Penelope for her help, and began her new work journey by using the skills that Penelope had modelled for her.

A large, glowing lightbulb is the central focus. The interior of the bulb is filled with numerous blue gears of various sizes, some overlapping, creating a sense of motion and interconnectedness. The gears are rendered with a slight 3D effect and a blue-to-white gradient. The lightbulb's base is a golden-yellow color with a textured, ribbed appearance. The overall background is a soft, light blue gradient.

*Accountability is a key concept in moving an organization forward,  
especially in a challenging business climate*  
– Cindy Tuckey

## Chapter 3: The C's of Accountability

Workplace objectives and goals are hard to achieve if we lack accountability. There are five principles we can follow to help build team dynamics, in association with accountability and leadership. These principles are easy to incorporate, and make a big impact on the outcome of powerful accountability skills. The five C's of accountability help employees to stay focused, confident, and consistent in order to grow as an employee, and obtain success as a business. Accountability requires clarification, a common purpose, communication, collaboration, and consequences.

### **Clarification**

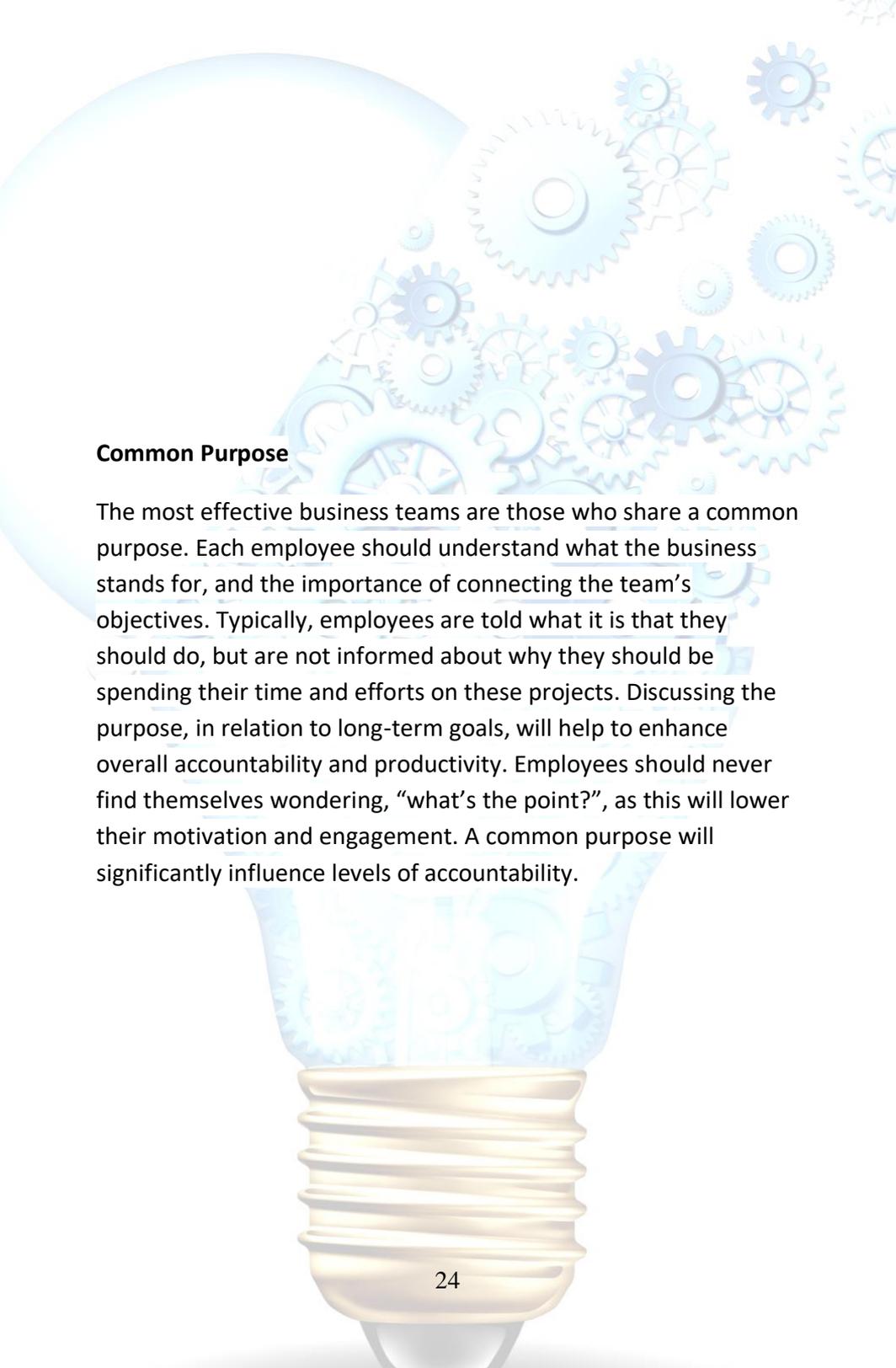
Successful accountability requires clear, concise instructions. It is impossible to meet expectations if the employee does not have a strong understanding of the expectations. The employee should be given specific information on what they are supposed to be focusing on, how they should follow through with this task, and why the task is important to the business.

The employee should verify that they have a full grasp of what it is they are being held accountable for. It cannot be assumed that the employee has a full understanding of their expectations, simply because they have been told. Clarifying expectations is a two-way street. Not only is it the responsibility of the manager to give direction, but it is the responsibility of the employee to ask questions if these directions were unclear. Oftentimes, failure is the result of misunderstandings, or miscommunication.

A large, glowing lightbulb is the central focus. Inside the bulb, numerous blue gears of various sizes are arranged in a complex, interconnected pattern, suggesting a process of thought or business operations. The background is white, and the overall aesthetic is clean and professional.

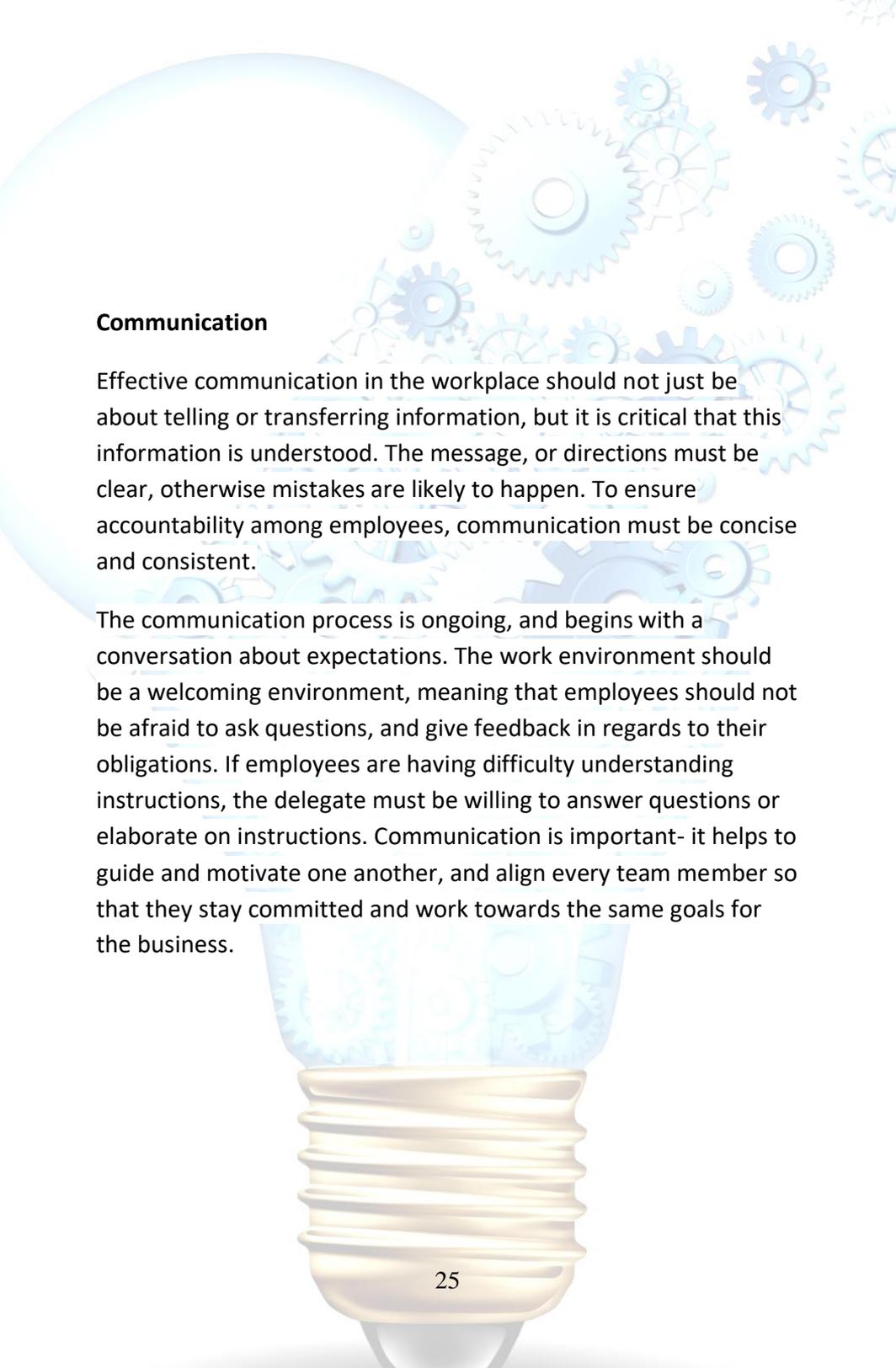
Clarification will help the business to:

- Ensure everyone in the workplace has a clear understanding of expectations and goals
- Save time and money
- Reduce stress and frustration
- Build trust and relationships

A large, glowing lightbulb is the central focus, with its base at the bottom. Inside the bulb, numerous blue gears of various sizes are visible, some overlapping each other, creating a sense of motion and interconnectedness. The background is a soft, light blue gradient, and the overall aesthetic is clean and professional.

## Common Purpose

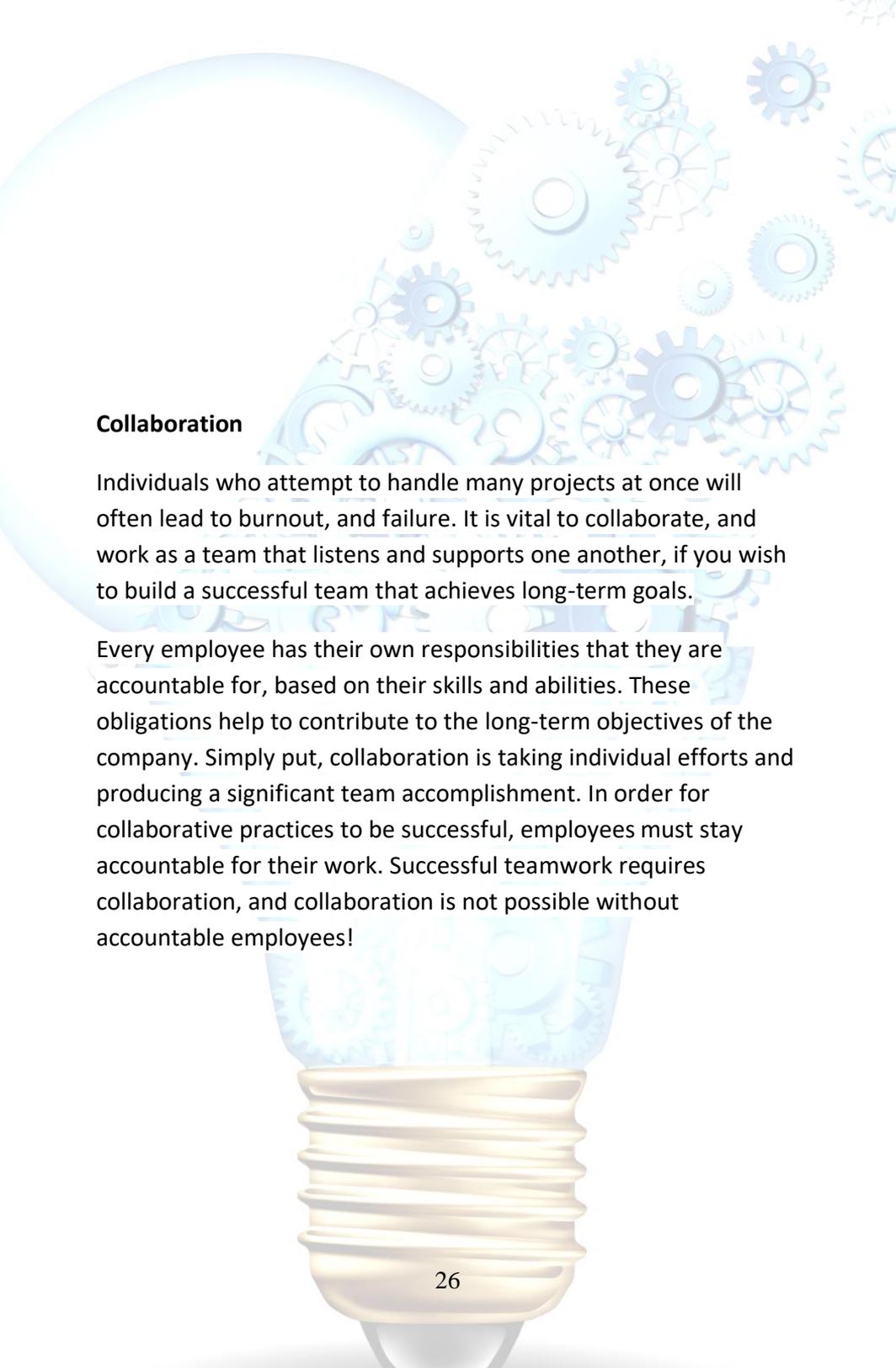
The most effective business teams are those who share a common purpose. Each employee should understand what the business stands for, and the importance of connecting the team's objectives. Typically, employees are told what it is that they should do, but are not informed about why they should be spending their time and efforts on these projects. Discussing the purpose, in relation to long-term goals, will help to enhance overall accountability and productivity. Employees should never find themselves wondering, "what's the point?", as this will lower their motivation and engagement. A common purpose will significantly influence levels of accountability.

The background of the page features a large, glowing lightbulb. Inside the lightbulb, several blue gears of various sizes are visible, some overlapping each other. The lightbulb is illuminated from within, creating a warm, golden glow that fades into the white background. The gears are semi-transparent, allowing the light to pass through them. The overall theme is one of innovation, industry, and communication.

## Communication

Effective communication in the workplace should not just be about telling or transferring information, but it is critical that this information is understood. The message, or directions must be clear, otherwise mistakes are likely to happen. To ensure accountability among employees, communication must be concise and consistent.

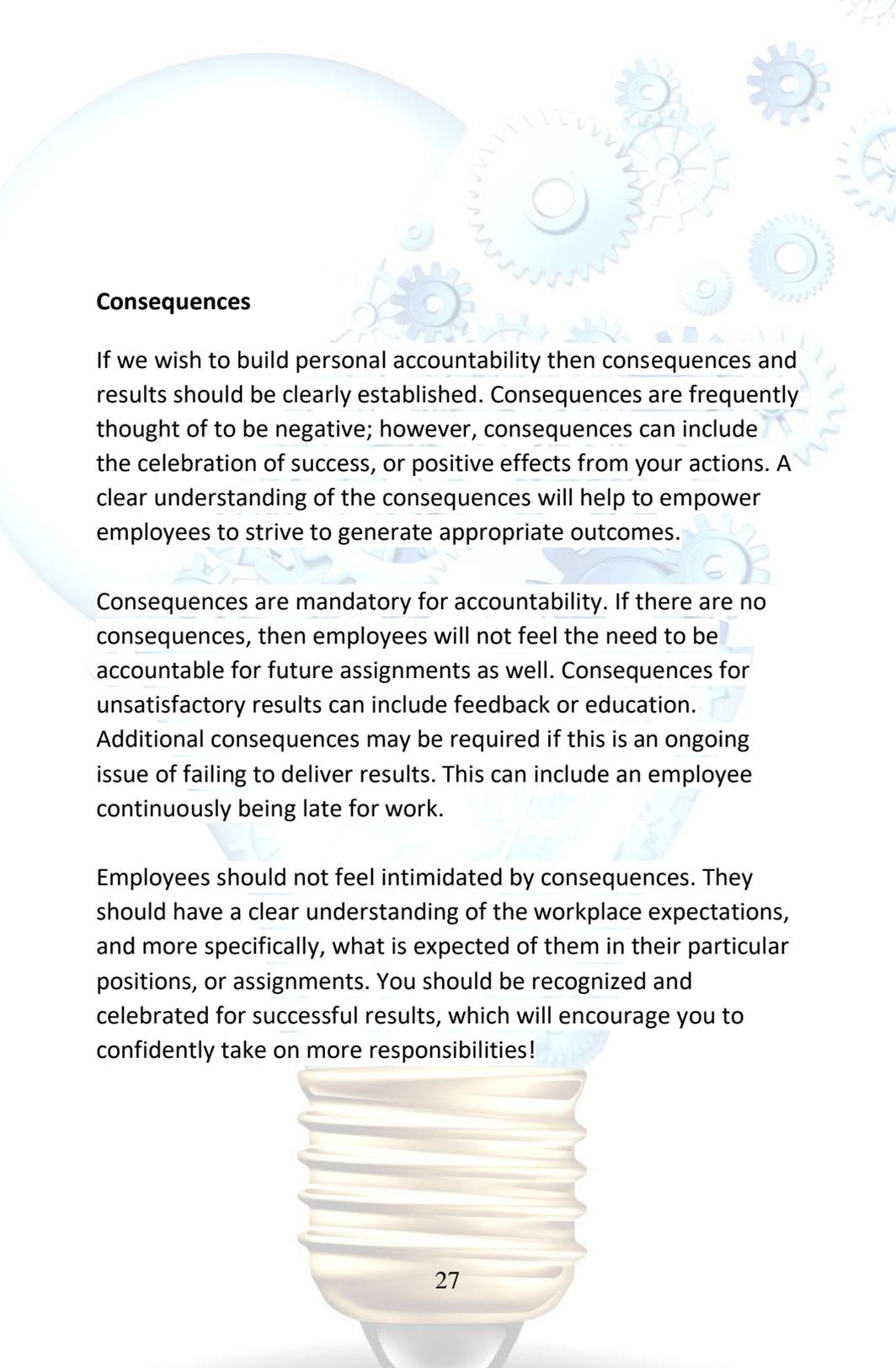
The communication process is ongoing, and begins with a conversation about expectations. The work environment should be a welcoming environment, meaning that employees should not be afraid to ask questions, and give feedback in regards to their obligations. If employees are having difficulty understanding instructions, the delegate must be willing to answer questions or elaborate on instructions. Communication is important- it helps to guide and motivate one another, and align every team member so that they stay committed and work towards the same goals for the business.



## Collaboration

Individuals who attempt to handle many projects at once will often lead to burnout, and failure. It is vital to collaborate, and work as a team that listens and supports one another, if you wish to build a successful team that achieves long-term goals.

Every employee has their own responsibilities that they are accountable for, based on their skills and abilities. These obligations help to contribute to the long-term objectives of the company. Simply put, collaboration is taking individual efforts and producing a significant team accomplishment. In order for collaborative practices to be successful, employees must stay accountable for their work. Successful teamwork requires collaboration, and collaboration is not possible without accountable employees!

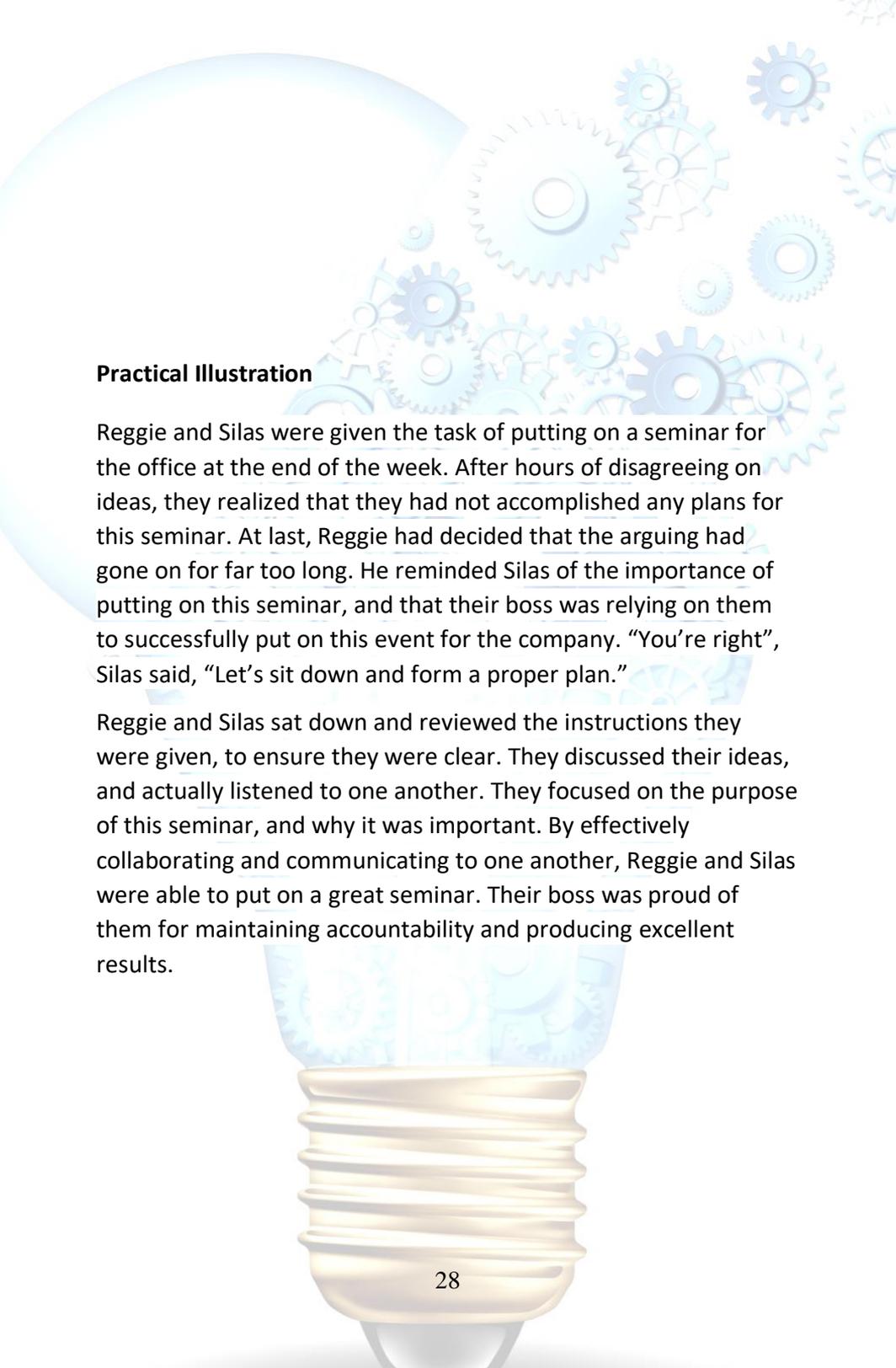
The background features a large, semi-transparent lightbulb shape on the left side, and several blue gears of various sizes scattered across the top and right areas. The overall theme is mechanical and innovative.

## Consequences

If we wish to build personal accountability then consequences and results should be clearly established. Consequences are frequently thought of to be negative; however, consequences can include the celebration of success, or positive effects from your actions. A clear understanding of the consequences will help to empower employees to strive to generate appropriate outcomes.

Consequences are mandatory for accountability. If there are no consequences, then employees will not feel the need to be accountable for future assignments as well. Consequences for unsatisfactory results can include feedback or education. Additional consequences may be required if this is an ongoing issue of failing to deliver results. This can include an employee continuously being late for work.

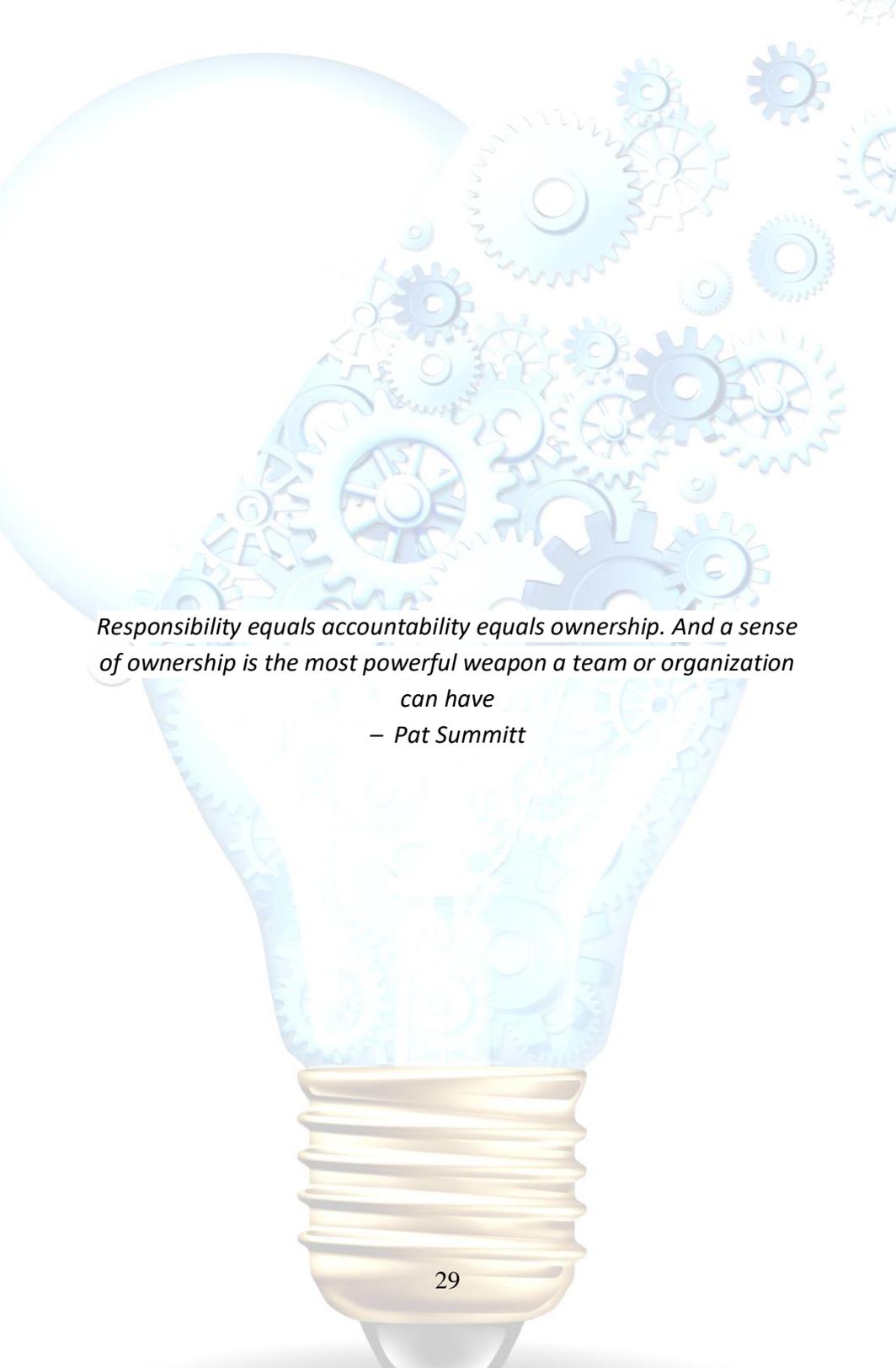
Employees should not feel intimidated by consequences. They should have a clear understanding of the workplace expectations, and more specifically, what is expected of them in their particular positions, or assignments. You should be recognized and celebrated for successful results, which will encourage you to confidently take on more responsibilities!

The background features a large, glowing lightbulb at the bottom, with its upper portion filled with a cluster of various-sized blue gears. The gears are rendered in a semi-transparent style, creating a sense of depth and movement. The overall color palette is light blue and white, giving the page a clean, professional appearance.

## Practical Illustration

Reggie and Silas were given the task of putting on a seminar for the office at the end of the week. After hours of disagreeing on ideas, they realized that they had not accomplished any plans for this seminar. At last, Reggie had decided that the arguing had gone on for far too long. He reminded Silas of the importance of putting on this seminar, and that their boss was relying on them to successfully put on this event for the company. “You’re right”, Silas said, “Let’s sit down and form a proper plan.”

Reggie and Silas sat down and reviewed the instructions they were given, to ensure they were clear. They discussed their ideas, and actually listened to one another. They focused on the purpose of this seminar, and why it was important. By effectively collaborating and communicating to one another, Reggie and Silas were able to put on a great seminar. Their boss was proud of them for maintaining accountability and producing excellent results.

A large, glowing lightbulb is the central focus. The interior of the bulb is filled with numerous blue gears of various sizes, some overlapping. The gears are rendered with a slight 3D effect, showing their teeth and central hubs. The lightbulb's base is a standard screw-in base, colored in a warm, golden-yellow hue. The background is a soft, light blue gradient, with more gears scattered in the upper right corner, suggesting a field of ideas or a complex system.

*Responsibility equals accountability equals ownership. And a sense of ownership is the most powerful weapon a team or organization can have*  
– Pat Summitt

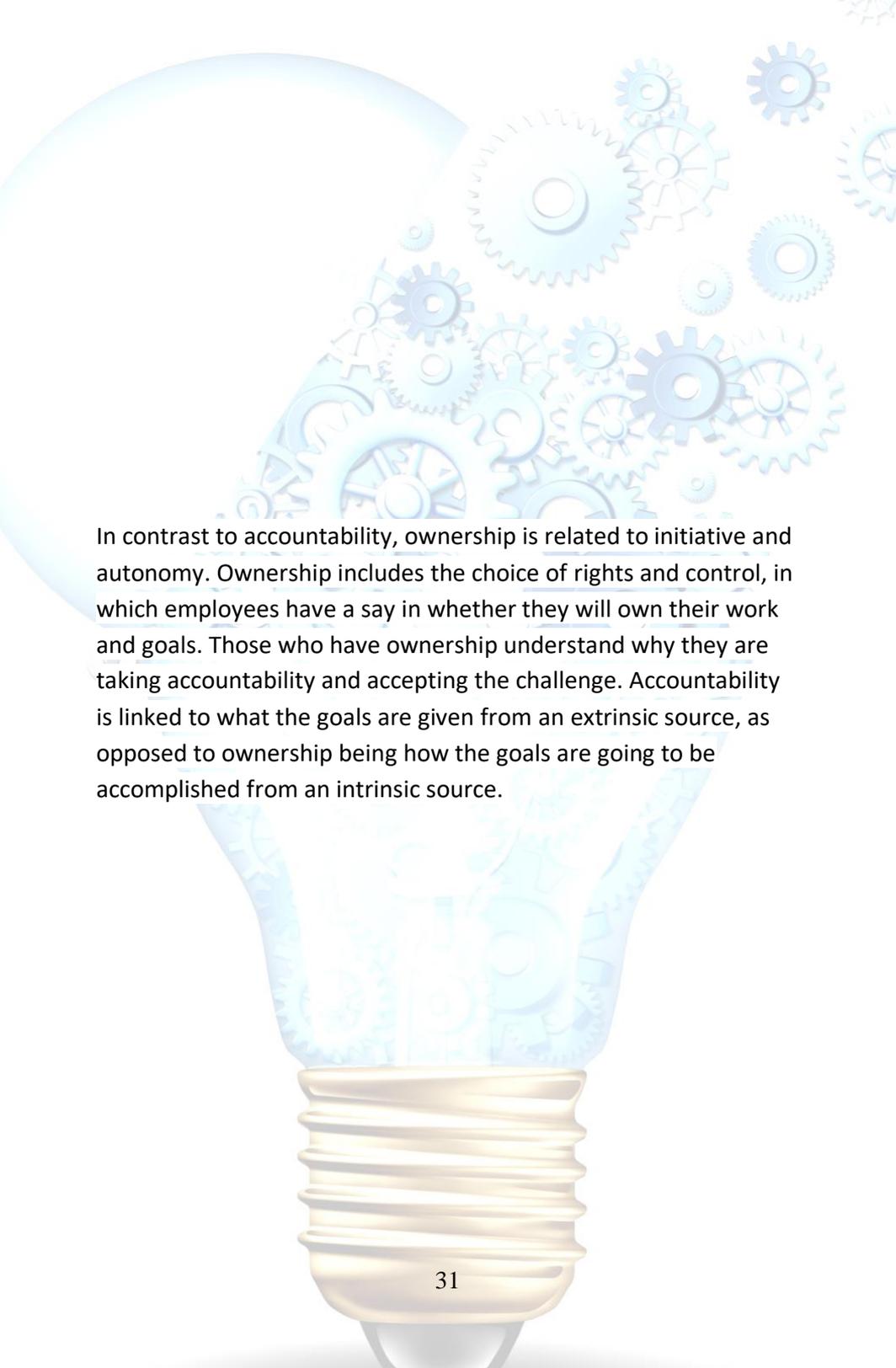
## Chapter 4: Building Ownership

Ownership and accountability are fundamental elements in a successful business. Simply put, ownership is about taking initiative and understanding what needs to be done, whereas accountability is maintaining and fulfilling this ownership. Ownership and accountability will allow employees to feel invested in the success of the team, gain a sense of autonomy, and develop growth as an employee.

### Ownership vs. Accountability

The terms ownership and accountability are used frequently in the business field. Despite often being used interchangeably, the terms carry different meanings. Accountability is connected to an extrinsic motivation, whereas ownership is connected to an intrinsic motivation. A balance between accountability and ownership in the workplace is beneficial. An environment that is created from accountability, is one in which ownership can commence and flourish.

Accountability includes aligning roles, communication, evaluation, and recognition. When employees are held accountable, they are given a task and have expectations of them to successfully complete this task. With accountability, there is more pressure placed on the quality and success of the obligation that you are given.

A large, glowing lightbulb is the central focus, with its base at the bottom. Inside the bulb, numerous blue gears of various sizes are visible, some overlapping and some floating. The background is a light, hazy blue, suggesting a bright, airy atmosphere. The overall image conveys a sense of innovation, thought, and mechanical processes.

In contrast to accountability, ownership is related to initiative and autonomy. Ownership includes the choice of rights and control, in which employees have a say in whether they will own their work and goals. Those who have ownership understand why they are taking accountability and accepting the challenge. Accountability is linked to what the goals are given from an extrinsic source, as opposed to ownership being how the goals are going to be accomplished from an intrinsic source.

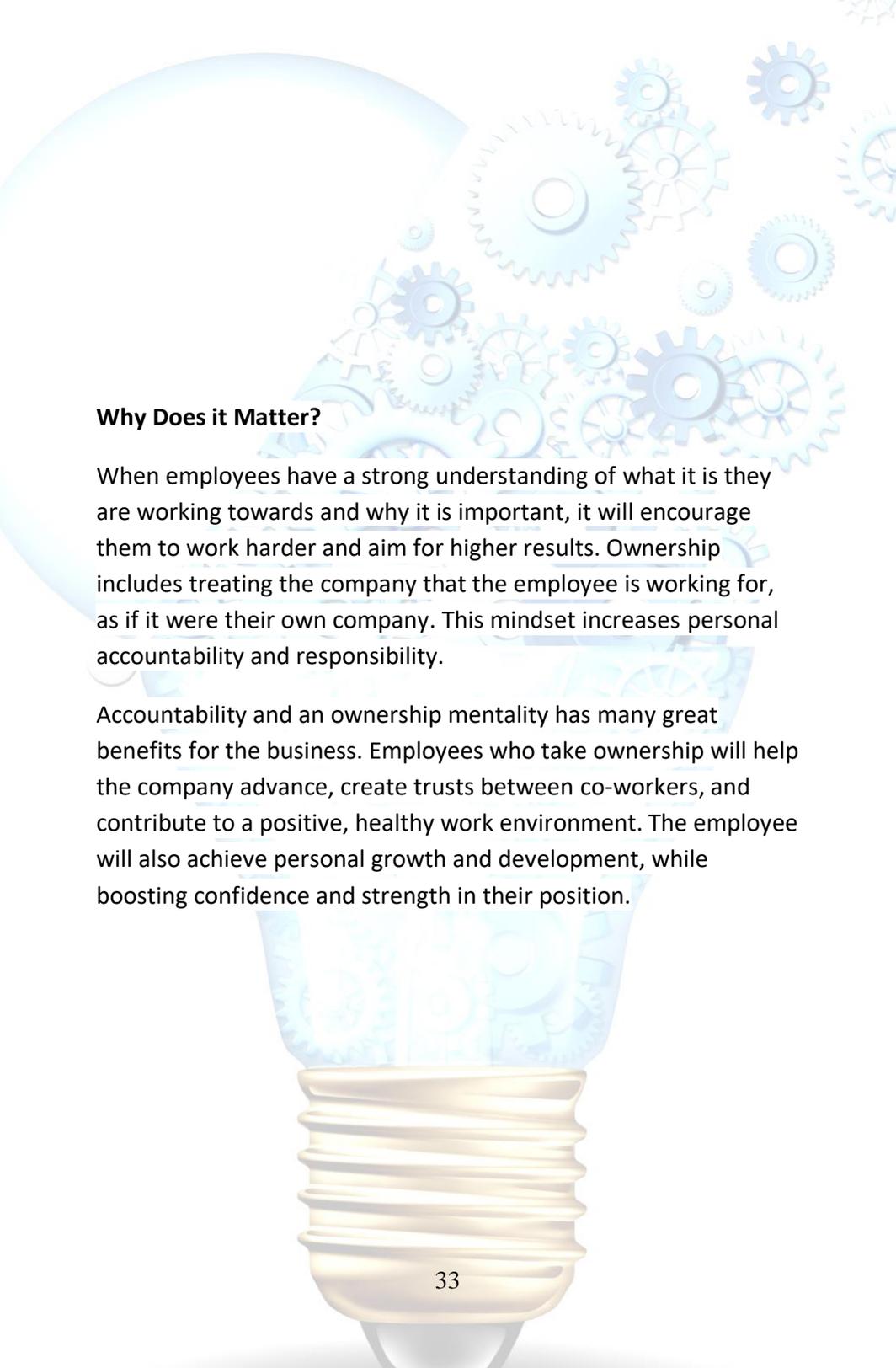
## The Ownership Mentality

It is one thing to say you will take accountability and own something, but to develop an ownership mentality is the key to remaining loyal to the process. This mentality is not forced, but established, and includes any level of authority as an employee. There is a strong understanding of the importance of building and supporting the business.

Having an ownership mentality includes:

- Being able to see the bigger picture, or end goal
- Knowing you are capable of making a difference for your business
- Being motivated, driven, and taking initiative when needed
- Being a team player, and dedicating time to developing a team bond
- Being innovative and creative in decision-making
- Trusting others, and ensuring that others trust you

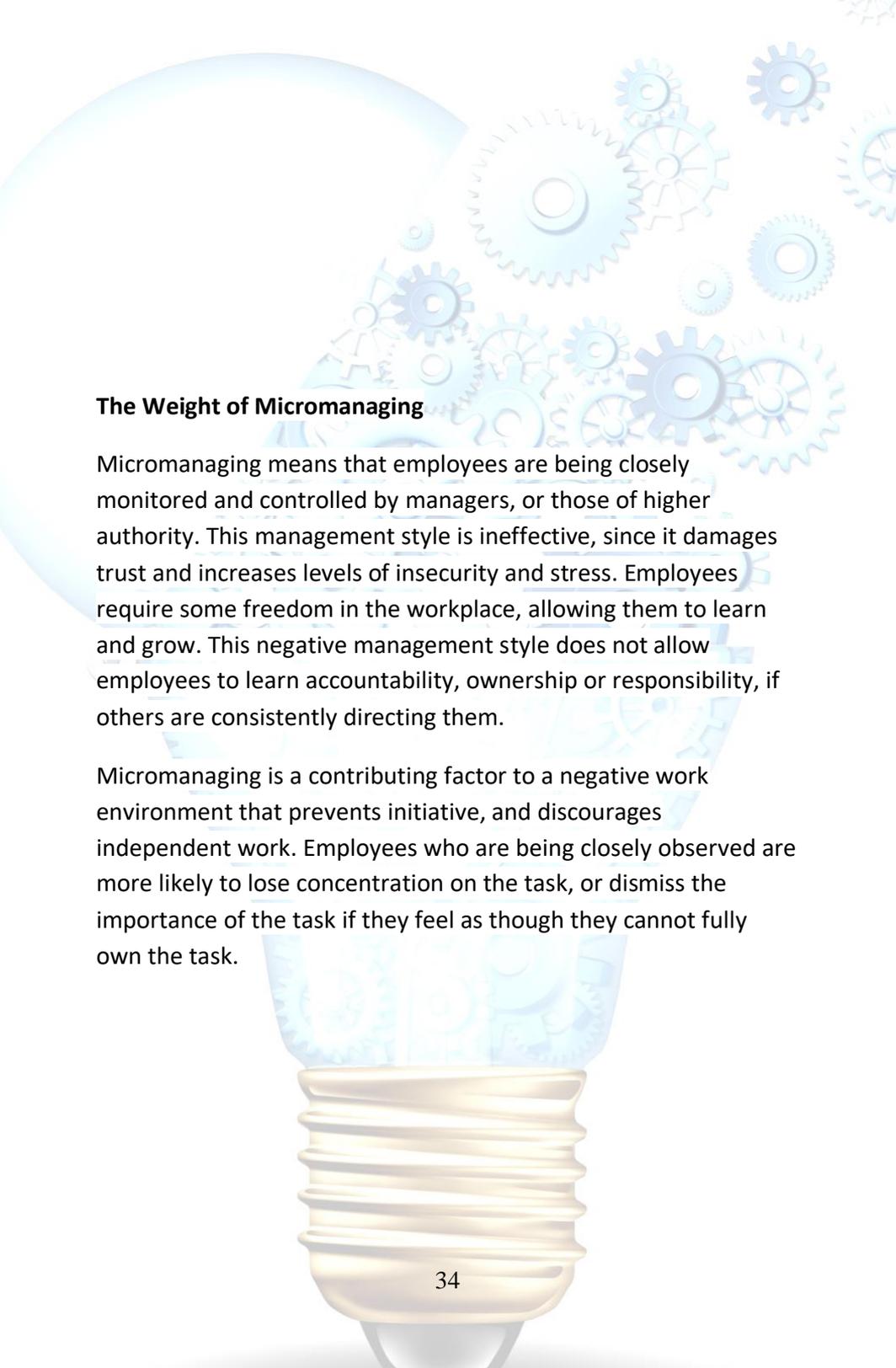
These skills do not always come naturally, and can take some practice to master. Ownership requires effort and motives. A business that has many employees working with these attitudes and mindsets is a strong, thriving business.



## **Why Does it Matter?**

When employees have a strong understanding of what it is they are working towards and why it is important, it will encourage them to work harder and aim for higher results. Ownership includes treating the company that the employee is working for, as if it were their own company. This mindset increases personal accountability and responsibility.

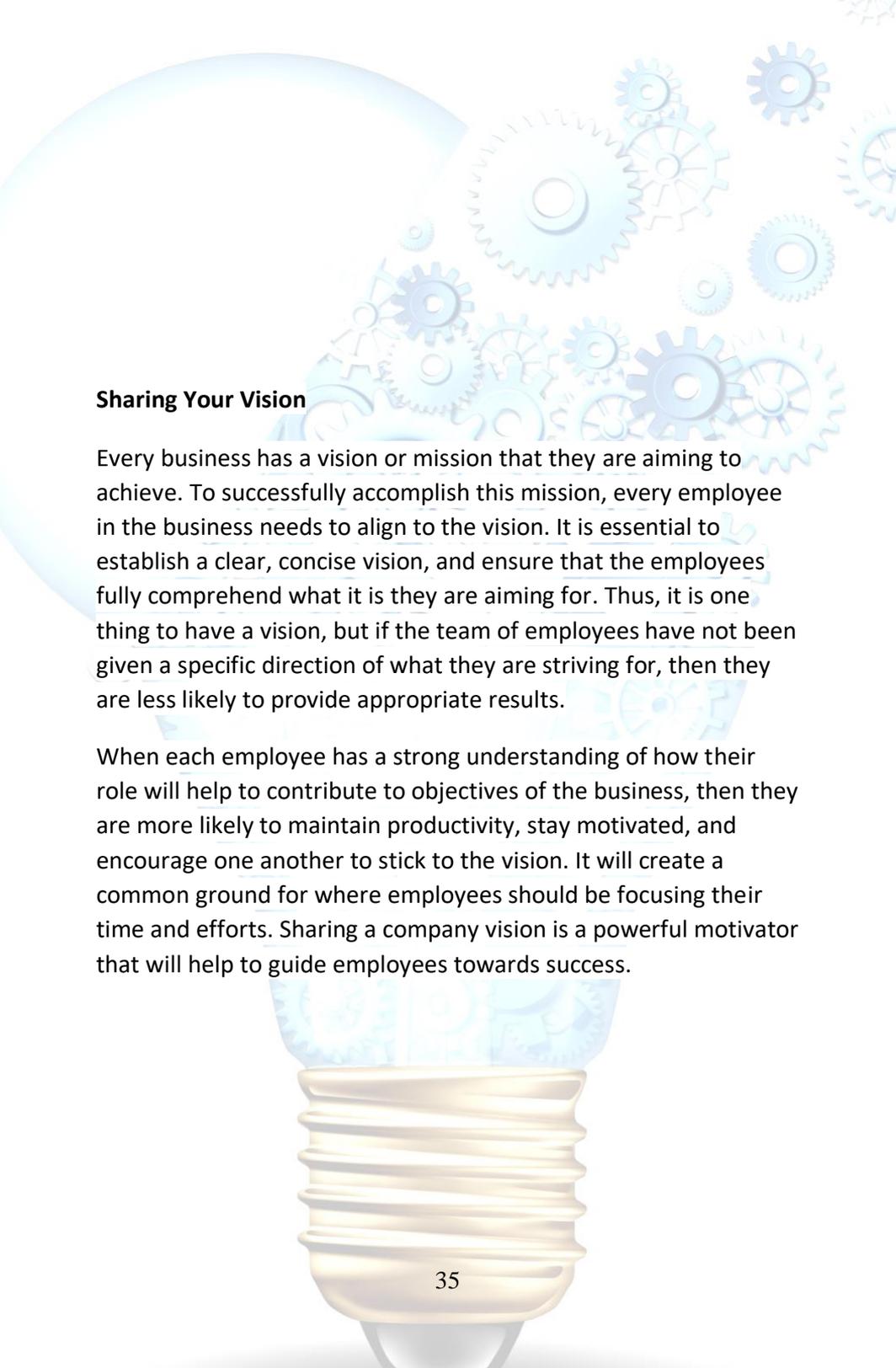
Accountability and an ownership mentality has many great benefits for the business. Employees who take ownership will help the company advance, create trusts between co-workers, and contribute to a positive, healthy work environment. The employee will also achieve personal growth and development, while boosting confidence and strength in their position.

The background of the slide features a large, glowing lightbulb. Inside the lightbulb, several blue gears of various sizes are visible, some appearing to be in motion. The lightbulb is positioned at the bottom of the frame, with its base extending downwards. The overall aesthetic is clean and professional, with a focus on mechanical and intellectual themes.

## The Weight of Micromanaging

Micromanaging means that employees are being closely monitored and controlled by managers, or those of higher authority. This management style is ineffective, since it damages trust and increases levels of insecurity and stress. Employees require some freedom in the workplace, allowing them to learn and grow. This negative management style does not allow employees to learn accountability, ownership or responsibility, if others are consistently directing them.

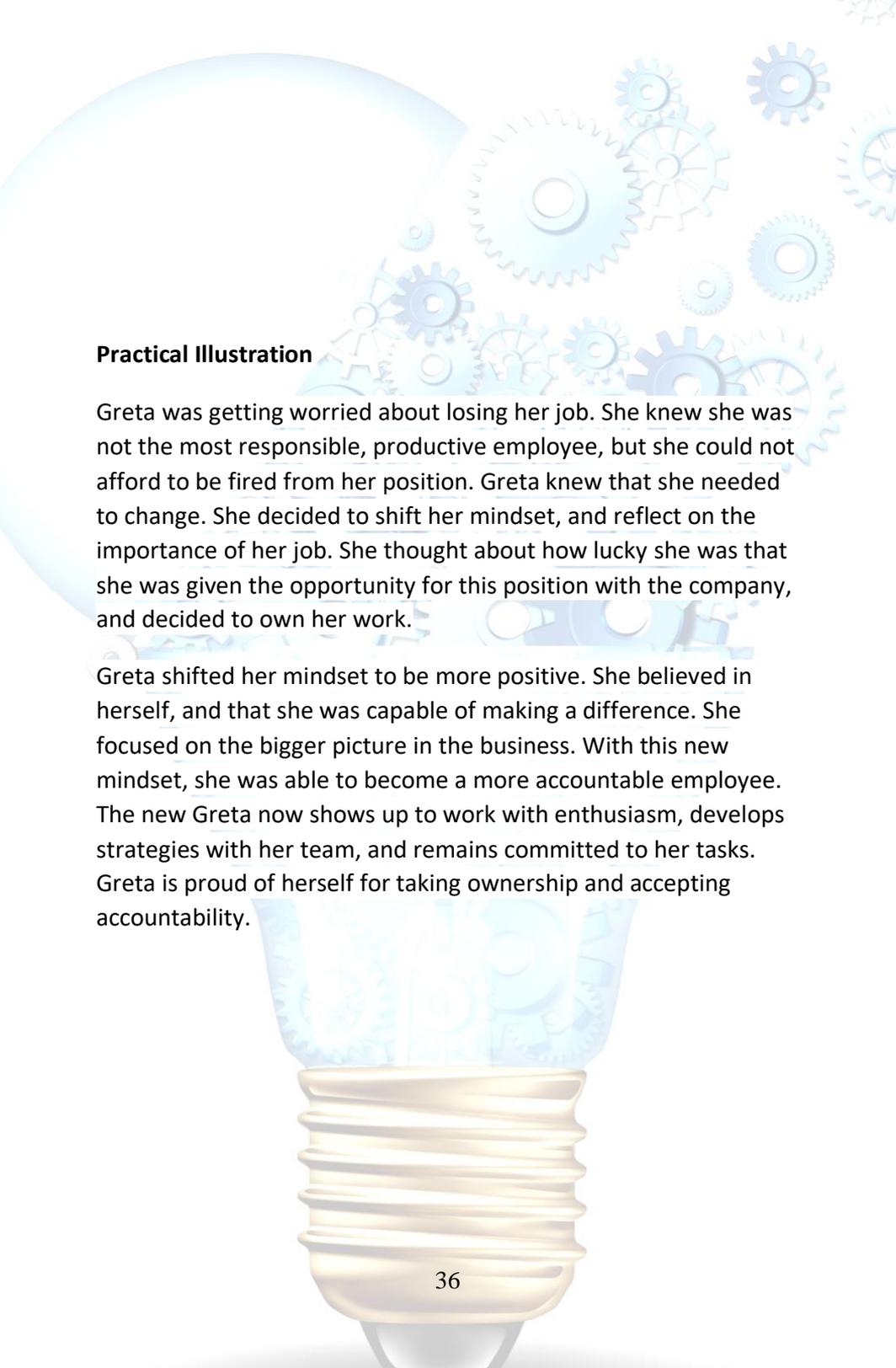
Micromanaging is a contributing factor to a negative work environment that prevents initiative, and discourages independent work. Employees who are being closely observed are more likely to lose concentration on the task, or dismiss the importance of the task if they feel as though they cannot fully own the task.



## Sharing Your Vision

Every business has a vision or mission that they are aiming to achieve. To successfully accomplish this mission, every employee in the business needs to align to the vision. It is essential to establish a clear, concise vision, and ensure that the employees fully comprehend what it is they are aiming for. Thus, it is one thing to have a vision, but if the team of employees have not been given a specific direction of what they are striving for, then they are less likely to provide appropriate results.

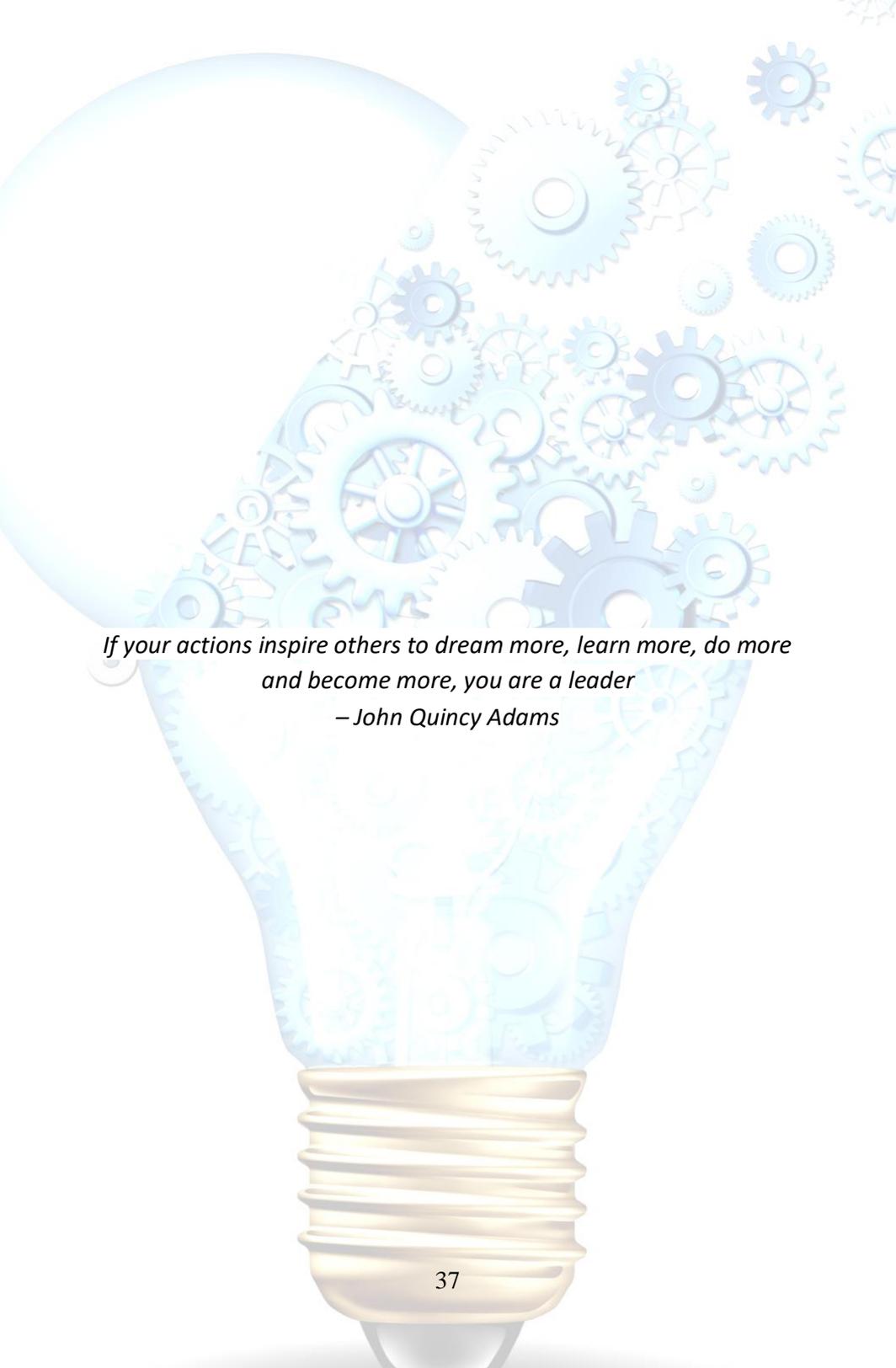
When each employee has a strong understanding of how their role will help to contribute to objectives of the business, then they are more likely to maintain productivity, stay motivated, and encourage one another to stick to the vision. It will create a common ground for where employees should be focusing their time and efforts. Sharing a company vision is a powerful motivator that will help to guide employees towards success.



## Practical Illustration

Greta was getting worried about losing her job. She knew she was not the most responsible, productive employee, but she could not afford to be fired from her position. Greta knew that she needed to change. She decided to shift her mindset, and reflect on the importance of her job. She thought about how lucky she was that she was given the opportunity for this position with the company, and decided to own her work.

Greta shifted her mindset to be more positive. She believed in herself, and that she was capable of making a difference. She focused on the bigger picture in the business. With this new mindset, she was able to become a more accountable employee. The new Greta now shows up to work with enthusiasm, develops strategies with her team, and remains committed to her tasks. Greta is proud of herself for taking ownership and accepting accountability.



*If your actions inspire others to dream more, learn more, do more  
and become more, you are a leader  
– John Quincy Adams*

## Chapter 5: Accountability in Leadership

Accountable leadership has a major role in advancing a company further towards success. Unfortunately, accountable leadership is lacking in many organizations. Leadership involves using authoritative skills and modelling behaviours for the team. Accountable leaders use integrity and discipline to set the standards for others, communicate expectations, and clarify roles. Clarifying roles will help to ensure that each team member has his or her own responsibility, while continuing to work towards the company's values and goals. Strong leadership is required for a prosperous business, and this leadership can be broken down into various levels within the organization.

### What is Leadership?

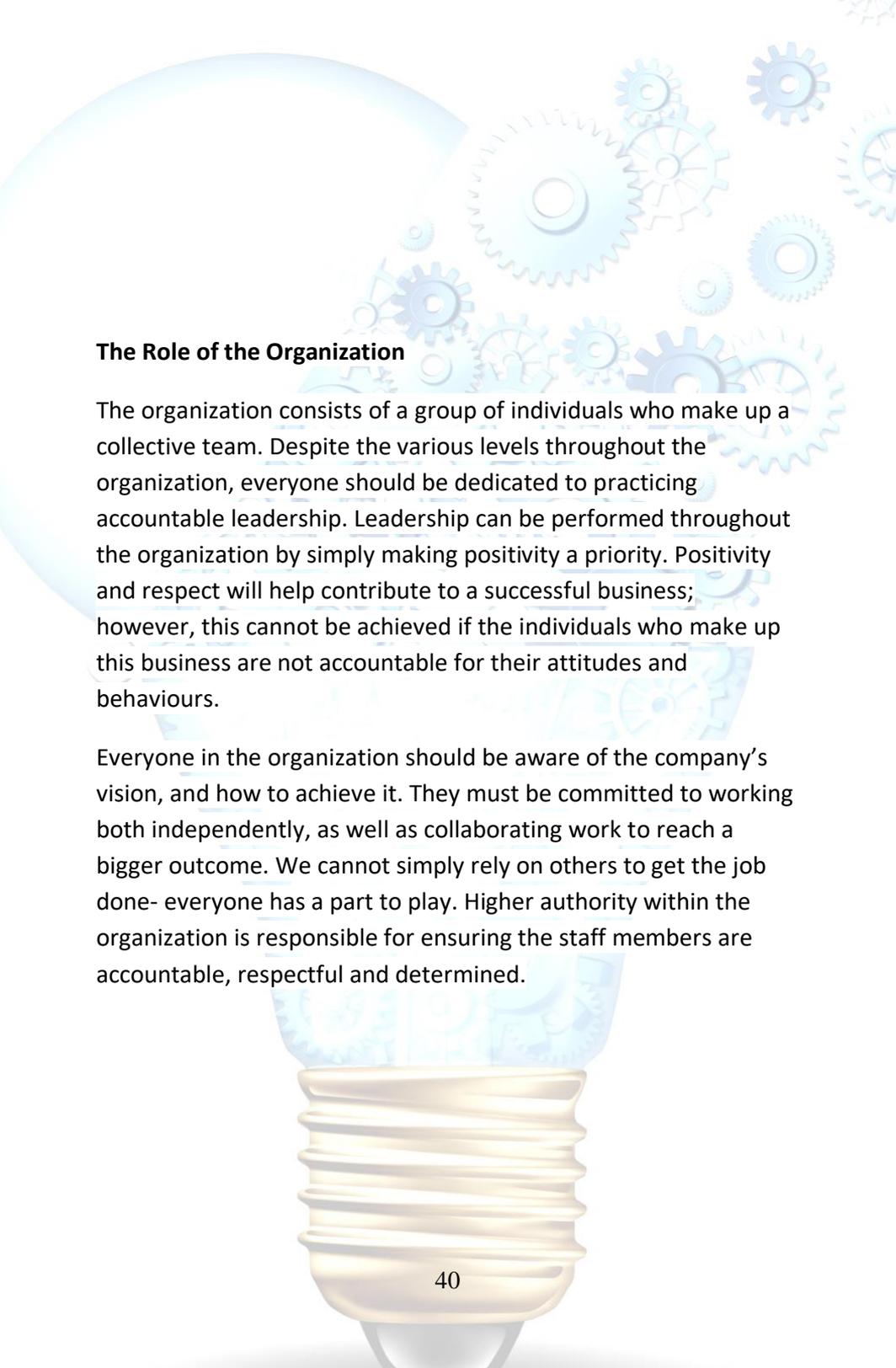
Leadership is the act of leading, or motivating an individual or a group of individuals, towards a common goal. Leaders will inspire others to see their full potential, help build a vision, and encourage creativity. The support from a good leader is an essential factor in a strong, confident workplace.

Accountability is a vital principle in leadership. Without accountability, there would be a lack of trust, and decrease in engagement and performance. Leaders will demonstrate accountability by taking full responsibility for actions, decisions, and outcomes that have results from personal, or team efforts. They are in charge of delegating and preparing others to be able to benefit the business, and personal accomplishments for the individuals as well.

A large, glowing lightbulb is the central focus. Inside the bulb, numerous blue gears of various sizes are interlocked, creating a complex mechanical pattern. The gears are semi-transparent, allowing the light from the bulb to shine through them. The base of the lightbulb is a standard screw-in base, rendered in a golden-yellow color with realistic shading and highlights. The overall background is a soft, light blue gradient, complementing the gears and the lightbulb's glow.

In order to effectively interact and influence other team members, leaders must acquire certain soft skills and attitudes, including:

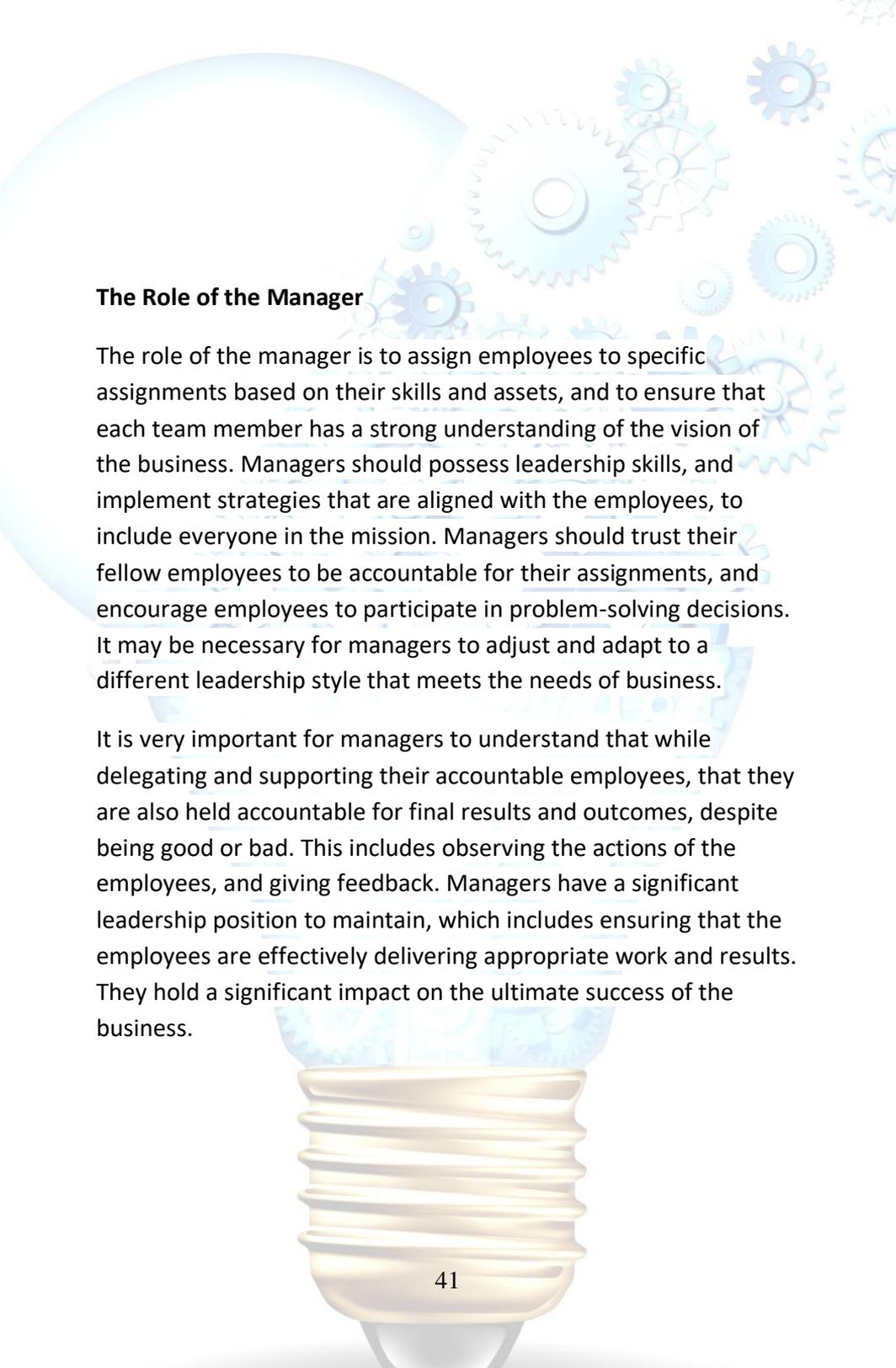
- Integrity
- Loyalty
- Enthusiasm
- Creativity
- Competency
- Communication skills



## The Role of the Organization

The organization consists of a group of individuals who make up a collective team. Despite the various levels throughout the organization, everyone should be dedicated to practicing accountable leadership. Leadership can be performed throughout the organization by simply making positivity a priority. Positivity and respect will help contribute to a successful business; however, this cannot be achieved if the individuals who make up this business are not accountable for their attitudes and behaviours.

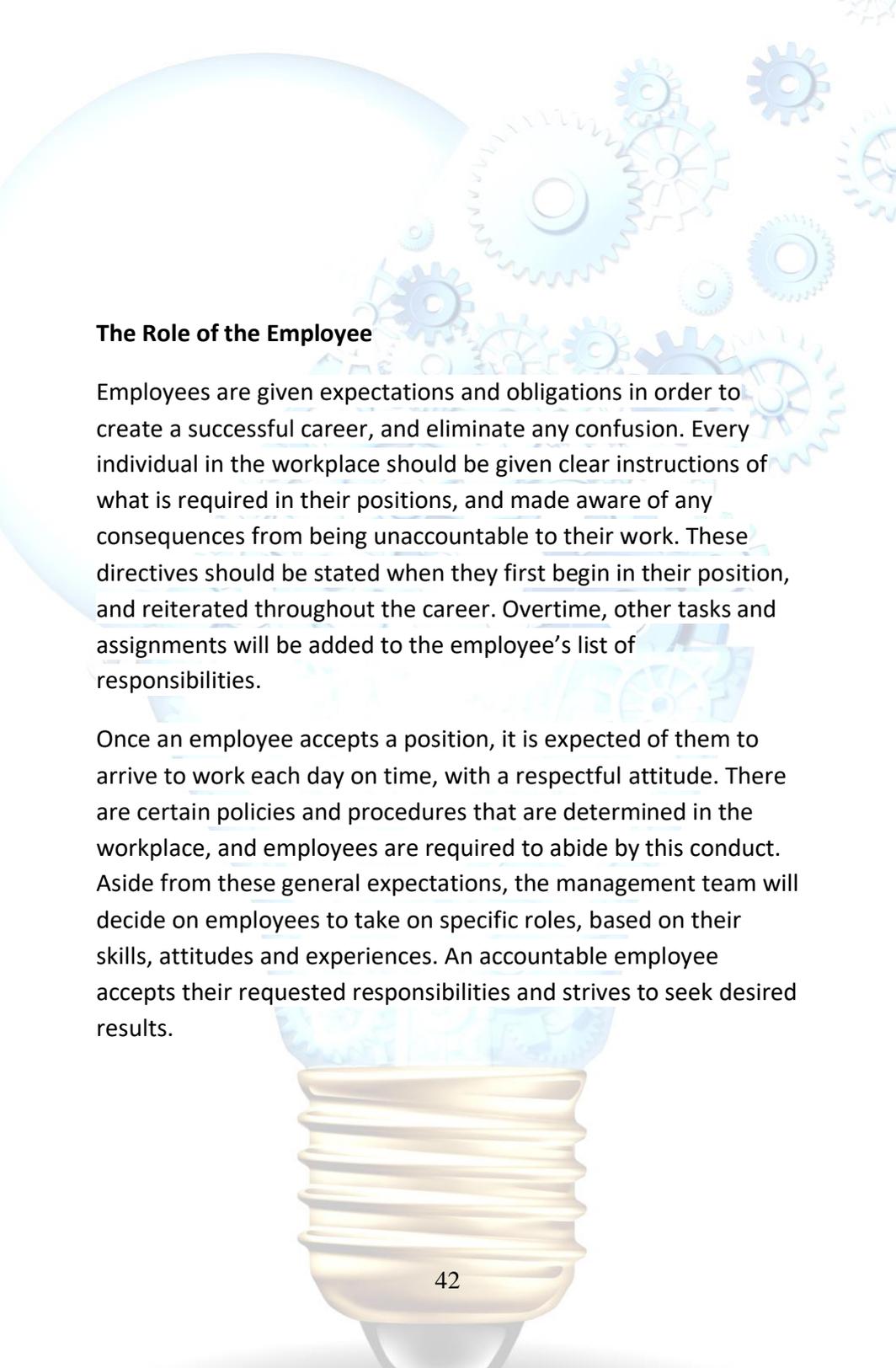
Everyone in the organization should be aware of the company's vision, and how to achieve it. They must be committed to working both independently, as well as collaborating work to reach a bigger outcome. We cannot simply rely on others to get the job done- everyone has a part to play. Higher authority within the organization is responsible for ensuring the staff members are accountable, respectful and determined.



## The Role of the Manager

The role of the manager is to assign employees to specific assignments based on their skills and assets, and to ensure that each team member has a strong understanding of the vision of the business. Managers should possess leadership skills, and implement strategies that are aligned with the employees, to include everyone in the mission. Managers should trust their fellow employees to be accountable for their assignments, and encourage employees to participate in problem-solving decisions. It may be necessary for managers to adjust and adapt to a different leadership style that meets the needs of business.

It is very important for managers to understand that while delegating and supporting their accountable employees, that they are also held accountable for final results and outcomes, despite being good or bad. This includes observing the actions of the employees, and giving feedback. Managers have a significant leadership position to maintain, which includes ensuring that the employees are effectively delivering appropriate work and results. They hold a significant impact on the ultimate success of the business.



## The Role of the Employee

Employees are given expectations and obligations in order to create a successful career, and eliminate any confusion. Every individual in the workplace should be given clear instructions of what is required in their positions, and made aware of any consequences from being unaccountable to their work. These directives should be stated when they first begin in their position, and reiterated throughout the career. Overtime, other tasks and assignments will be added to the employee's list of responsibilities.

Once an employee accepts a position, it is expected of them to arrive to work each day on time, with a respectful attitude. There are certain policies and procedures that are determined in the workplace, and employees are required to abide by this conduct. Aside from these general expectations, the management team will decide on employees to take on specific roles, based on their skills, attitudes and experiences. An accountable employee accepts their requested responsibilities and strives to seek desired results.

## Strengthening Leadership Accountability

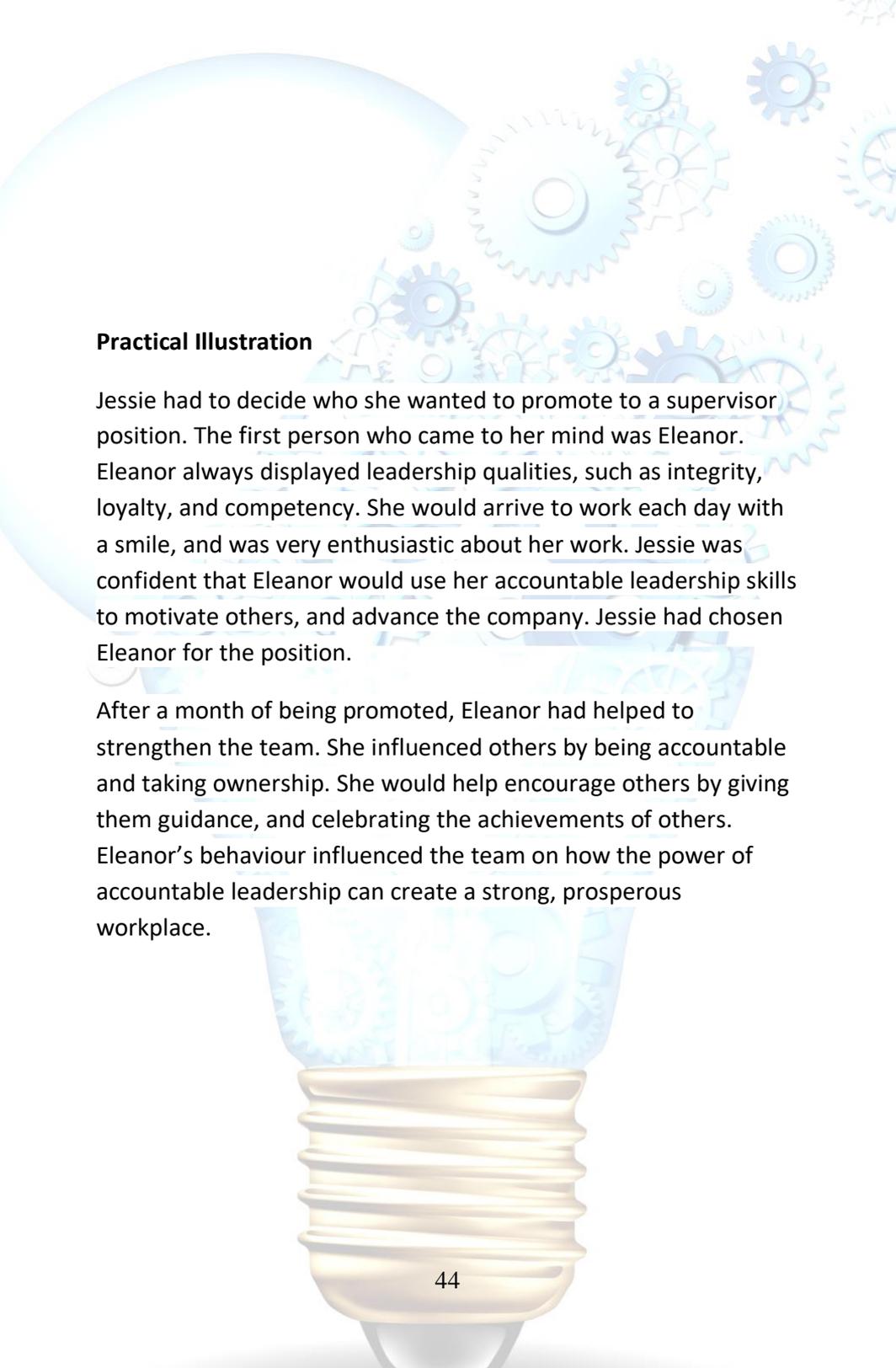
It is evident that accountable leadership will help to create a stronger business, however some organizations lack this practice. When there is a gap between the initial expectations of leaders, and the performance outcomes, then this is known as the leadership accountability gap. The idea is there, but the actions are missing.

In order to close the leadership accountability gap and strengthen these skills, every individual has to be willing to put in the work. Leadership accountability is a skill that may require extra time and efforts, but everyone in the workplace is capable of achieving. To be successful with leadership accountability, it is critical to develop a mindset focused on influence, rather than power or control. How can you be more effective in motivating others based on your actions and attitudes?

There are many ways to strengthen accountable leadership, including:

- Celebrating small achievements
- Taking ownership or responsibility
- Not being afraid of making mistakes
- Providing directions to others
- Planning ahead
- Having a clear vision

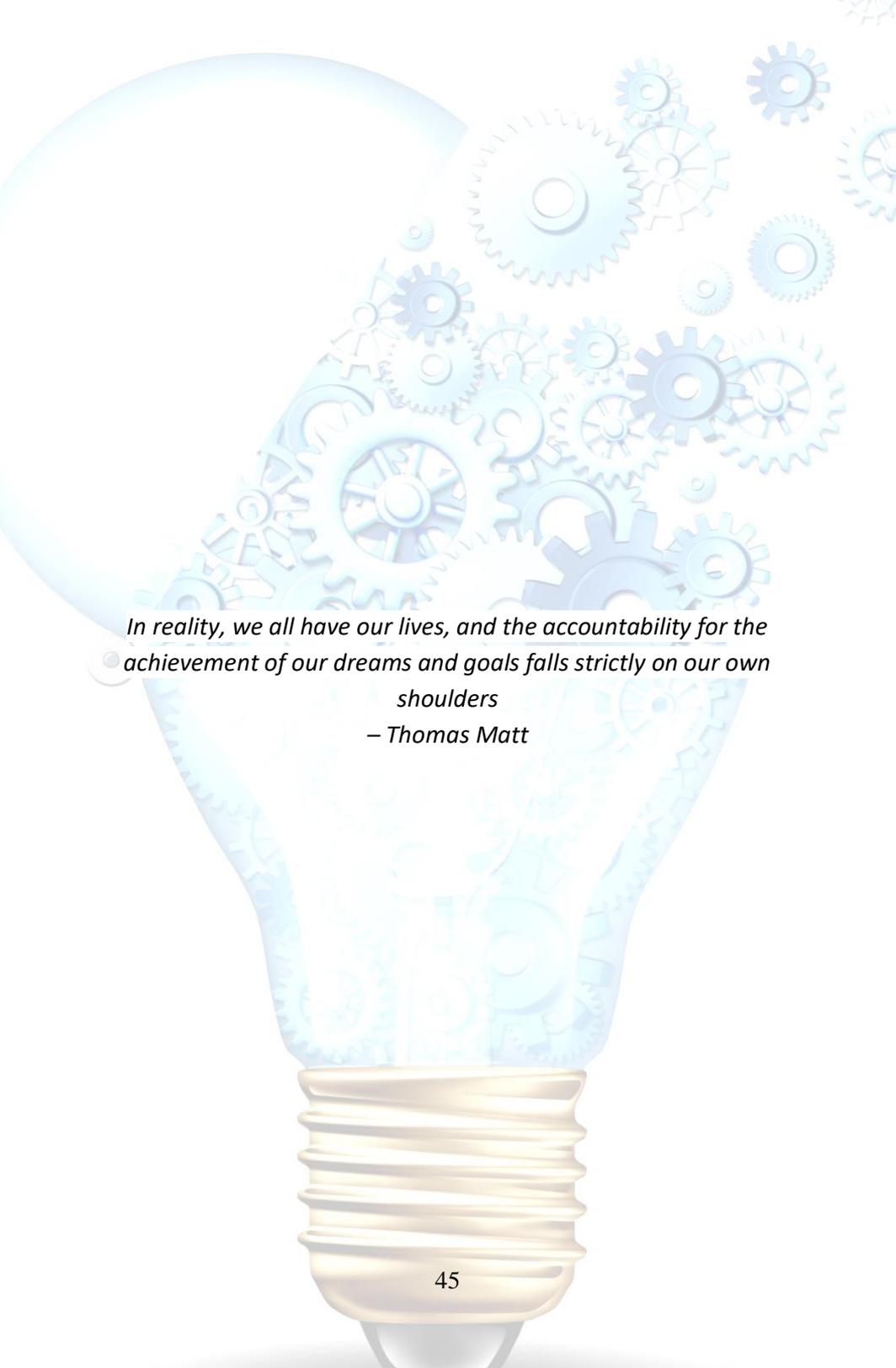
Accountable leadership may sometimes require practice, but will always require commitment. Remember what it is you are trying to achieve, be influential, and own your results. Try to help others see things in ways that they may not see it, and encourage them to stay loyal to their goals.



## Practical Illustration

Jessie had to decide who she wanted to promote to a supervisor position. The first person who came to her mind was Eleanor. Eleanor always displayed leadership qualities, such as integrity, loyalty, and competency. She would arrive to work each day with a smile, and was very enthusiastic about her work. Jessie was confident that Eleanor would use her accountable leadership skills to motivate others, and advance the company. Jessie had chosen Eleanor for the position.

After a month of being promoted, Eleanor had helped to strengthen the team. She influenced others by being accountable and taking ownership. She would help encourage others by giving them guidance, and celebrating the achievements of others. Eleanor's behaviour influenced the team on how the power of accountable leadership can create a strong, prosperous workplace.



*In reality, we all have our lives, and the accountability for the  
achievement of our dreams and goals falls strictly on our own  
shoulders*

*– Thomas Matt*

## Chapter 6: The Power of Goal-Setting

Setting goals is an essential part of any business. Goals help to communicate what is important, and help to provide motivation and a sense of direction. It is vital to create goals amongst employees that align to the overall organization, in order to achieve powerful results. Begin by establishing a basis for your goals, and continuously use these goals as encouragement to stay accountable and reach the final objective.

### Setting SMART Goals

Since setting goals is an imperative strategy to reaching success and fostering accountability, we must be mindful of how we are planning these goals. It is beneficial to set SMART goals, or rather Specific, Measurable, Achievable, Realistic, Timely goals.

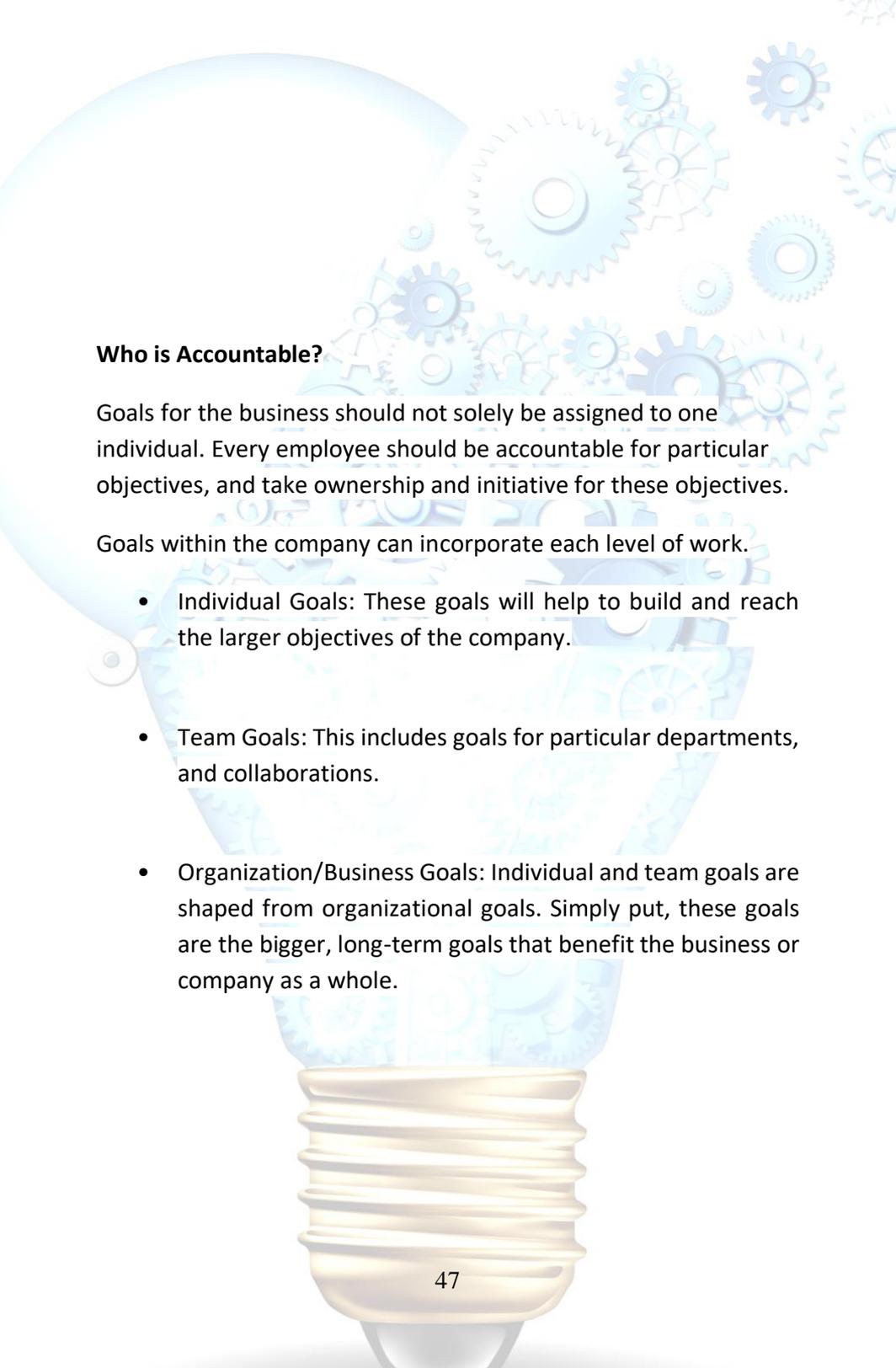
**Specific:** Ensure the goal is clear and concise. Specificity includes establishing answers for who, what, when, where, why and how.

**Measurable:** This includes establishing how many, how much, and by when.

**Achievable:** Do you have the skill set, capability, or resources to complete the required work?

**Realistic:** The task/goal should be realistic in that it is achievable, given the factors surrounding it.

**Timely:** Consider the time frame, including the start date and end date.

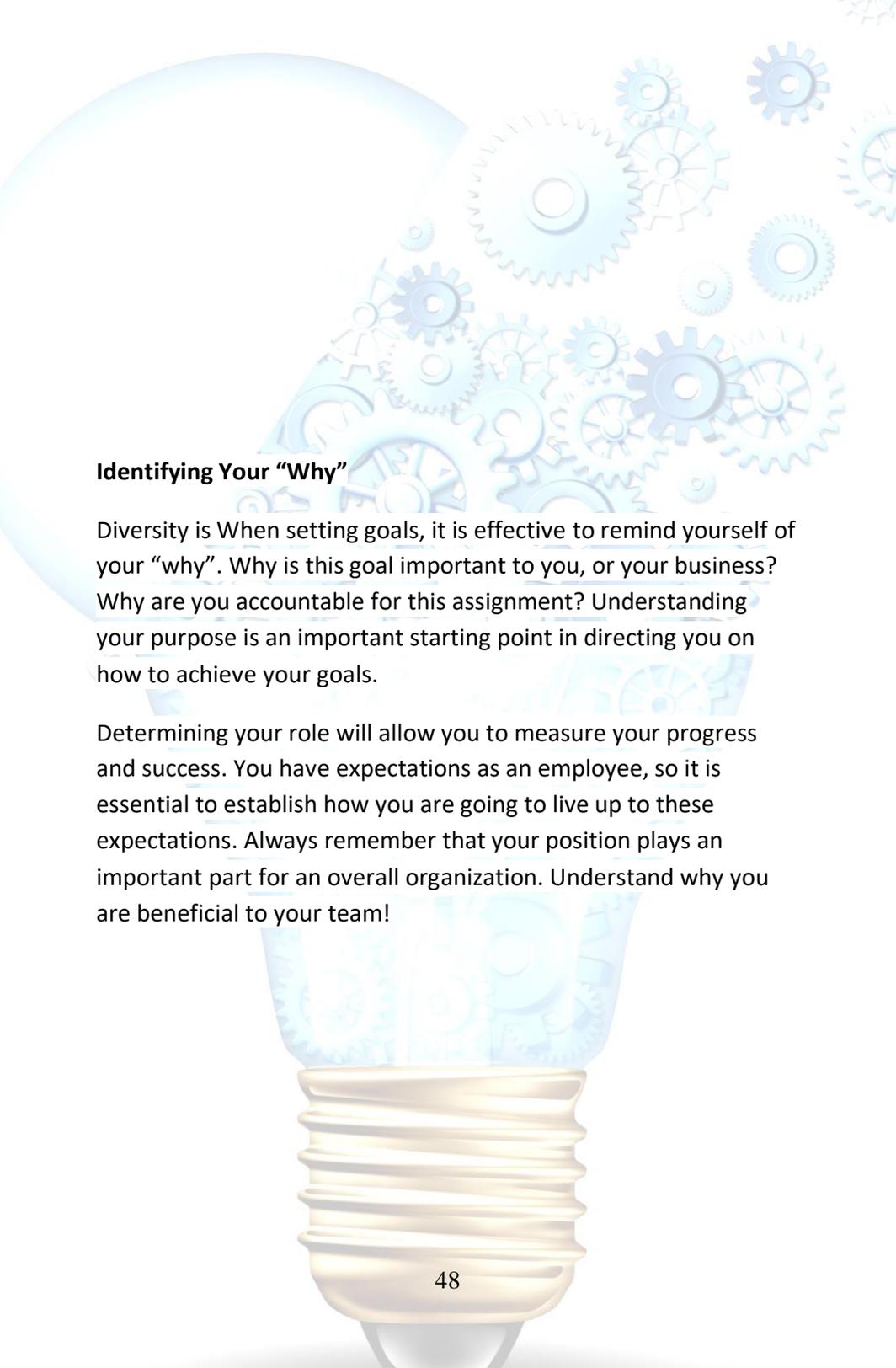


## Who is Accountable?

Goals for the business should not solely be assigned to one individual. Every employee should be accountable for particular objectives, and take ownership and initiative for these objectives.

Goals within the company can incorporate each level of work.

- **Individual Goals:** These goals will help to build and reach the larger objectives of the company.
- **Team Goals:** This includes goals for particular departments, and collaborations.
- **Organization/Business Goals:** Individual and team goals are shaped from organizational goals. Simply put, these goals are the bigger, long-term goals that benefit the business or company as a whole.



## Identifying Your “Why”

Diversity is When setting goals, it is effective to remind yourself of your “why”. Why is this goal important to you, or your business? Why are you accountable for this assignment? Understanding your purpose is an important starting point in directing you on how to achieve your goals.

Determining your role will allow you to measure your progress and success. You have expectations as an employee, so it is essential to establish how you are going to live up to these expectations. Always remember that your position plays an important part for an overall organization. Understand why you are beneficial to your team!

The background of the page features a large, glowing lightbulb. Inside the lightbulb, there are several blue gears of various sizes, some overlapping each other. The lightbulb is illuminated from within, creating a soft glow. The gears are also illuminated, giving them a three-dimensional appearance. The overall color scheme is light blue and white, with a touch of yellow from the lightbulb's glow.

## Goal Lengths

In order to stay accountable, there are different goals that can help us to achieve this. These include short-term goals and long-term goals. Determining both short and long-term goals is beneficial in making the vision of these goals come true.

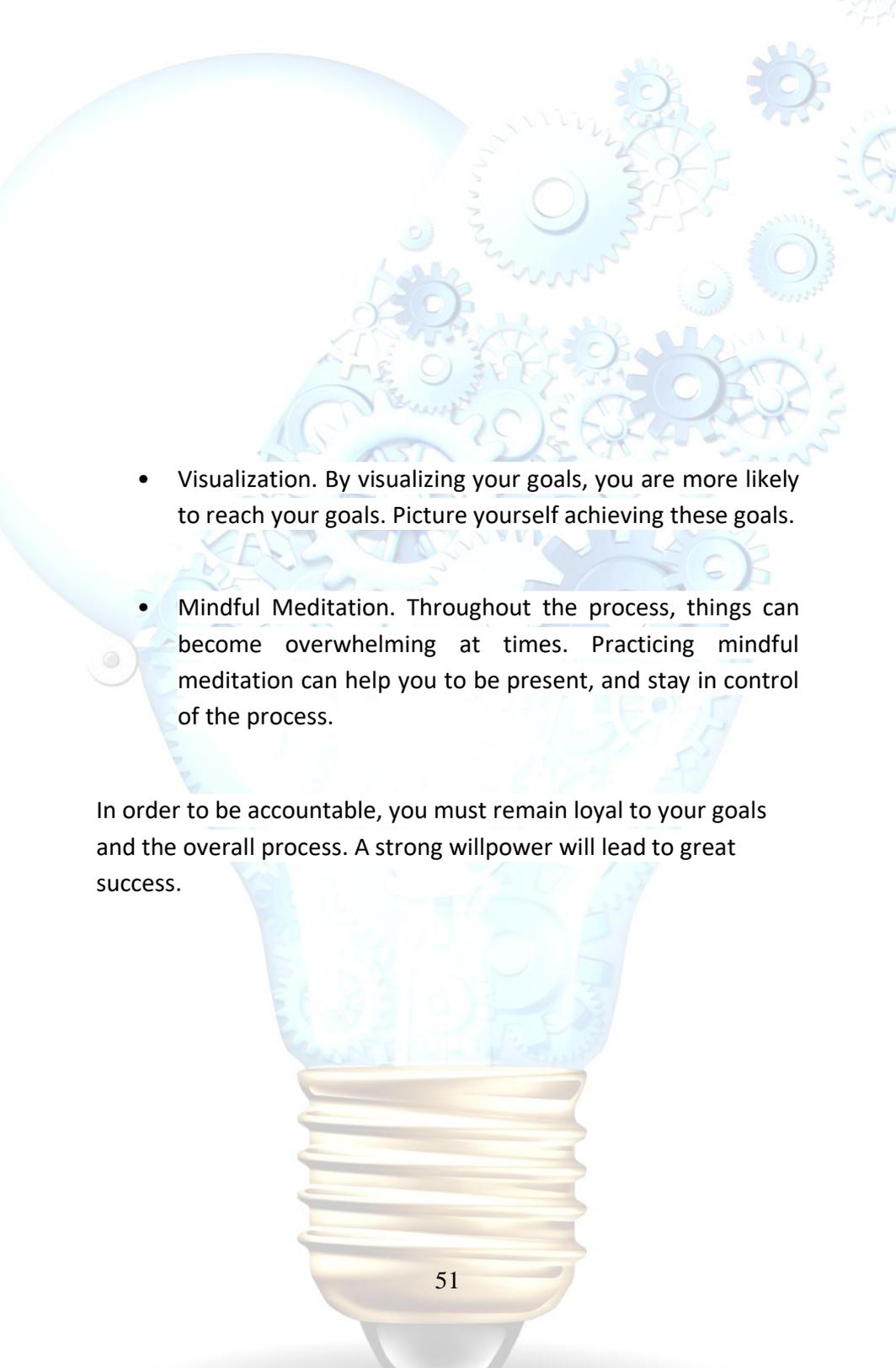
Short-term goals are goals that are desired to be accomplished in the near future. It is advantageous to have many short-term goals and slowly progress in your achievements, rather than becoming overwhelmed with one main goal at the beginning. Long-term goals are typically completed after first accomplishing your short-term goals, and require extra time and planning. Short-term goals are likely to be achieved individually by team members, while progressing towards the overall long-term goal of the organization.

## Remaining Loyal to Your Goals

Remaining loyal to your goals can often be easier said than done. Oftentimes, the intention-action gap occurs, in which we state and plan what we are going to do, however these plans are not followed through. Remind yourself that you are accountable for achieving particular results, and your team has social expectations of you.

There are steps you can take in order to stay loyal to your goals, and remain accountable to your business. Here are some strategies that can help:

- Write down your goals. By writing down your goals, you are stating a promise to yourself that can help you stay accountable to your work. This can include posting reminders to yourself, or a checklist placed in a visible location.
- Share your goals with others. Your co-workers, friends, and family can help to support you in achieving your goals.
- Technology. You can program your goals in many different online systems. This is a good way to help remind you, and track your process.
- Recognize Weaknesses. It is important to understand your weaknesses, in order to remove these weaknesses from your game plan.

- 
- **Visualization.** By visualizing your goals, you are more likely to reach your goals. Picture yourself achieving these goals.
  - **Mindful Meditation.** Throughout the process, things can become overwhelming at times. Practicing mindful meditation can help you to be present, and stay in control of the process.

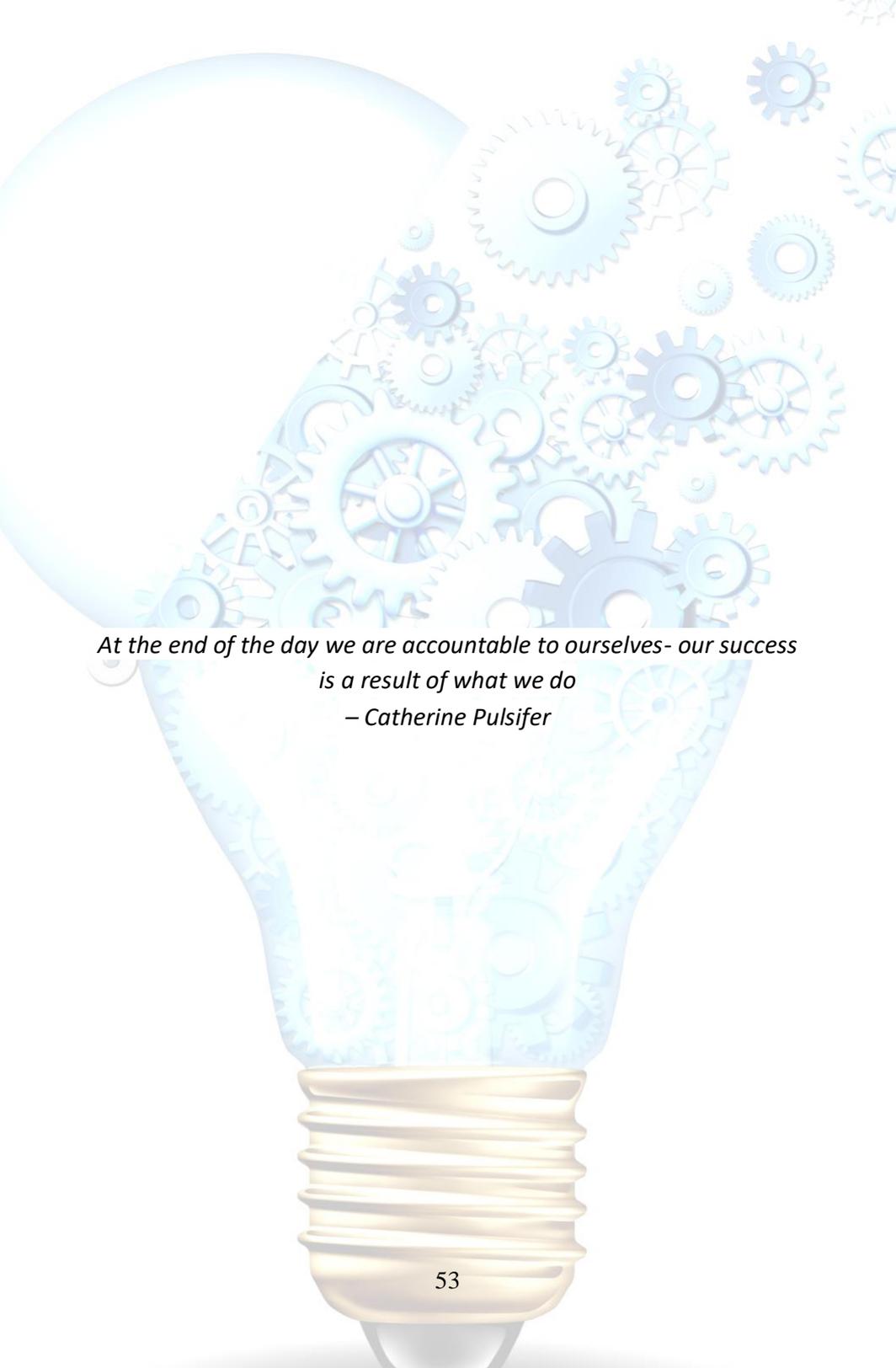
In order to be accountable, you must remain loyal to your goals and the overall process. A strong willpower will lead to great success.



## Practical Illustration

Leah was always setting work goals, but never seemed to be able to achieve her goals. She felt as though her tasks were always taking her longer than expected, and she was never fully satisfied with the outcome of her work. Leah was easily distracted by things in her office space, and often became stressed when she realized how much work she had to do.

Leah's colleague, Farah, noticed that Leah had been falling behind with her goals, so she decided to help Leah. Farah explained to Leah the importance of setting SMART goals, and techniques to stay loyal to her goals, including writing them down. She suggested practicing visualization and mindful meditation to control her thoughts and ideas. Leah was very thankful that Farah took the time to discuss strategies with her. Leah cleaned up her workspace, and began by writing down her organized list of SMART goals. She hung up this list in a visible location, and started working towards these goals.



*At the end of the day we are accountable to ourselves- our success  
is a result of what we do  
– Catherine Pulsifer*

## Chapter 7: Feedback as a Tool

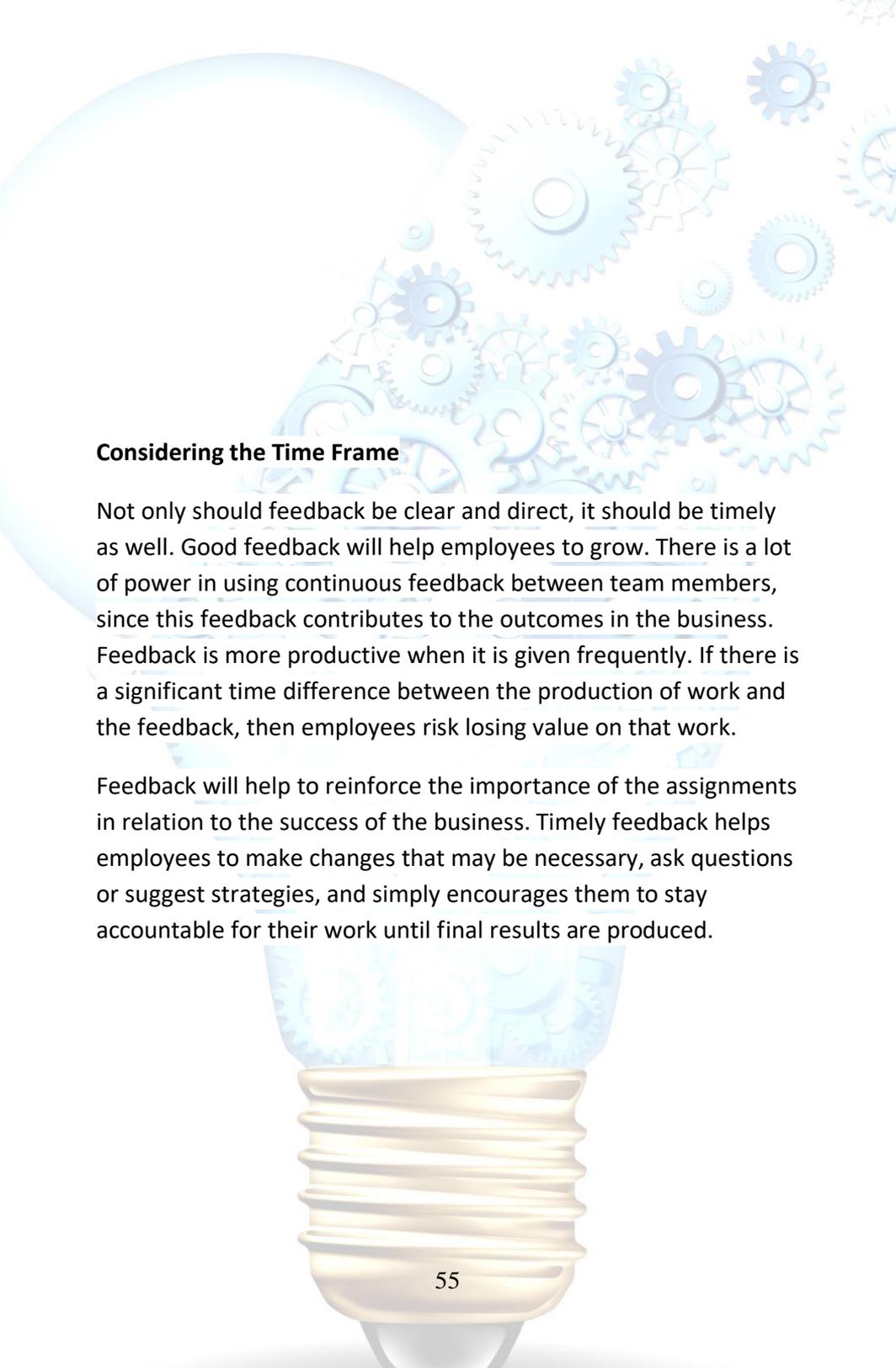
In order to ensure that accountability remains as a core value in the workplace, it is important to provide feedback to employees. Feedback can be used as a tool to inform and reassure employees that they are moving in the right direction, or if they need to redirect their path of action. Feedback is a way of providing instruction, suggestions, or reassurance to an individual regarding the performance of his or her task.

### Choosing Positivity

Positivity is a key to success. It is evident that positivity in the workplace increases happiness, productivity, and employee engagement. Positive feedback has the same effect on individual performances.

When employees are given both positive and negative feedback, they are more likely to hear and internalize the negative feedback. Negative feedback is discouraging, and counterproductive. Redirection or corrective feedback is possible to express in a positive way, which will allow for a more effective, encouraging approach. When giving feedback, it is best to focus on suggestions for the future, rather than criticizing past mistakes.

To be held accountable means that you are responsible for particular actions and decisions. Feedback should be offered as an aid to help guide you through your tasks and successfully reach your objectives. Positive feedback can help an individual grow, which in turn will help the company to grow. Positive feedback has a positive effect!

The background features a large, glowing lightbulb. Inside the lightbulb, there are several interlocking gears of various sizes, all rendered in a light blue color. The gears are arranged in a way that suggests a complex, interconnected system. The lightbulb itself is a warm yellow color, and the overall scene is set against a white background.

## Considering the Time Frame

Not only should feedback be clear and direct, it should be timely as well. Good feedback will help employees to grow. There is a lot of power in using continuous feedback between team members, since this feedback contributes to the outcomes in the business. Feedback is more productive when it is given frequently. If there is a significant time difference between the production of work and the feedback, then employees risk losing value on that work.

Feedback will help to reinforce the importance of the assignments in relation to the success of the business. Timely feedback helps employees to make changes that may be necessary, ask questions or suggest strategies, and simply encourages them to stay accountable for their work until final results are produced.

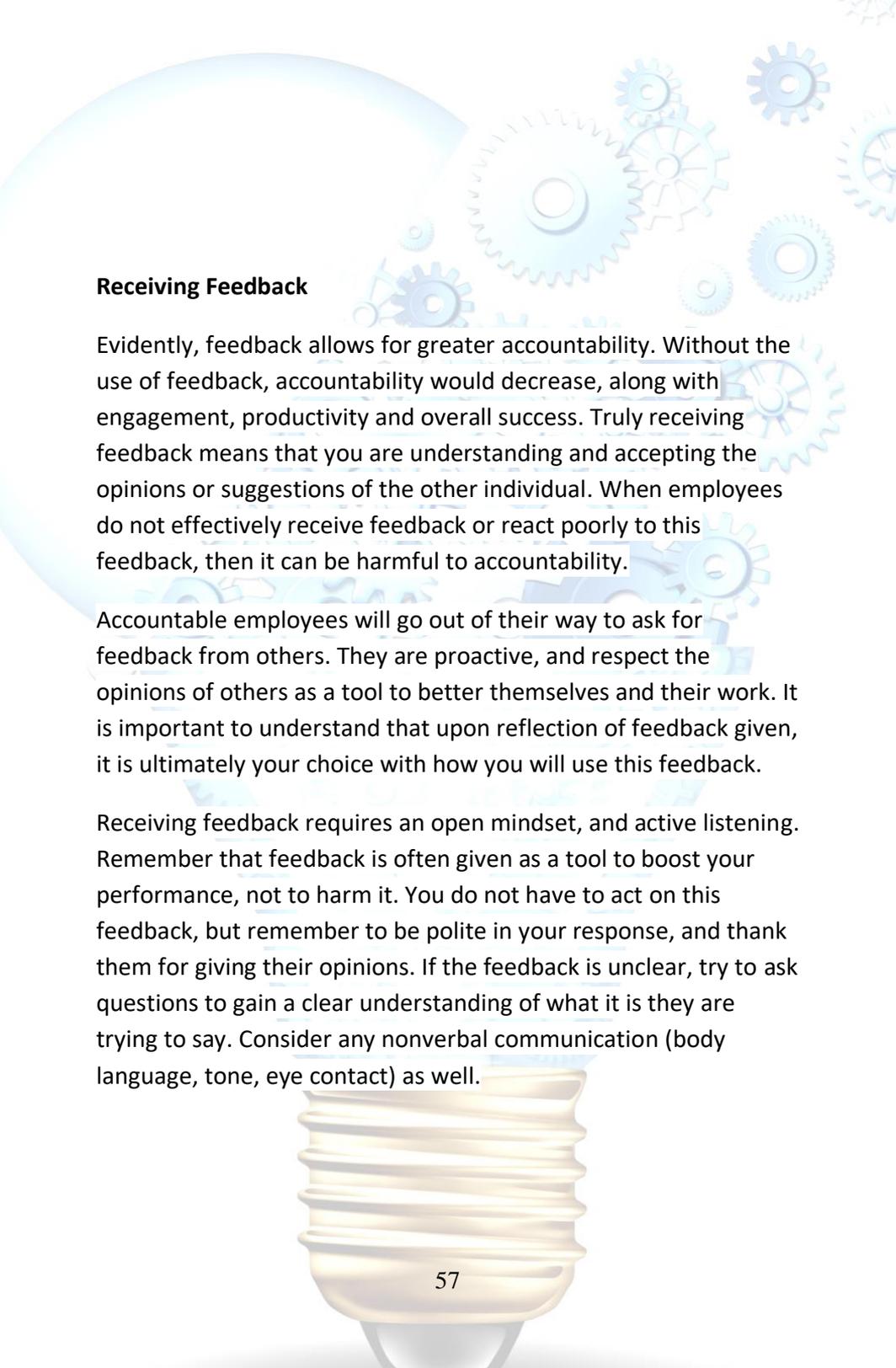
## Giving Feedback

Building an accountable workplace involves giving influential, constructive feedback. Feedback will let individuals know where they stand, and what their next steps will be. Giving feedback includes suggestions on improvements, confirming appropriate actions and strategies, and simply creating an open conversation to exchange ideas between one another.

Businesses that have a strong bond between their team members have a more approachable feedback system. Employees will feel more comfortable both giving and receiving feedback. Giving feedback is crucial for improving performance and employee engagement.

Effective feedback should...

- Be goal-oriented
- Be actionable, and constructive
- Include examples
- Be given frequently
- Focus on observation- not assumption
- Include positive reinforcement

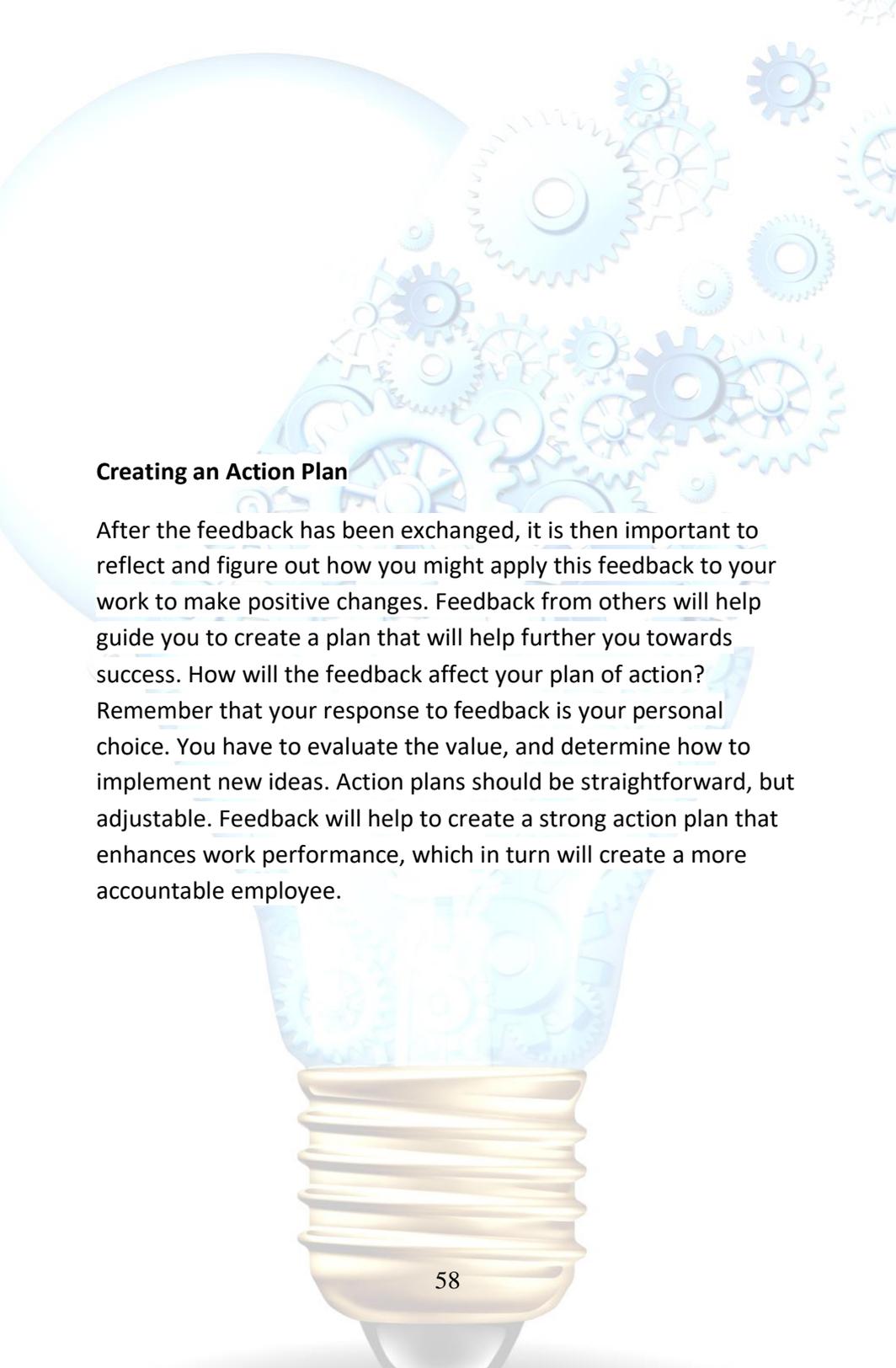
The background features a large, semi-transparent lightbulb on the left side, with several blue gears of various sizes scattered across the right side. The overall theme is mechanical and innovative.

## Receiving Feedback

Evidently, feedback allows for greater accountability. Without the use of feedback, accountability would decrease, along with engagement, productivity and overall success. Truly receiving feedback means that you are understanding and accepting the opinions or suggestions of the other individual. When employees do not effectively receive feedback or react poorly to this feedback, then it can be harmful to accountability.

Accountable employees will go out of their way to ask for feedback from others. They are proactive, and respect the opinions of others as a tool to better themselves and their work. It is important to understand that upon reflection of feedback given, it is ultimately your choice with how you will use this feedback.

Receiving feedback requires an open mindset, and active listening. Remember that feedback is often given as a tool to boost your performance, not to harm it. You do not have to act on this feedback, but remember to be polite in your response, and thank them for giving their opinions. If the feedback is unclear, try to ask questions to gain a clear understanding of what it is they are trying to say. Consider any nonverbal communication (body language, tone, eye contact) as well.



### **Creating an Action Plan**

After the feedback has been exchanged, it is then important to reflect and figure out how you might apply this feedback to your work to make positive changes. Feedback from others will help guide you to create a plan that will help further you towards success. How will the feedback affect your plan of action? Remember that your response to feedback is your personal choice. You have to evaluate the value, and determine how to implement new ideas. Action plans should be straightforward, but adjustable. Feedback will help to create a strong action plan that enhances work performance, which in turn will create a more accountable employee.



### **Practical Illustration**

Levi had been steadily working on his big project that his boss Cora had assigned to him. After many hard, long-working days on the project, Levi began to worry that he was doing something wrong, and Cora would not approve. He knew it would be the right, and accountable thing to do by asking for some feedback from Cora. Cora apologized for Levi's confusion on the project, and was able to provide him with constructive feedback on his work.

Cora's feedback included examples, suggestions, and positive reinforcement. Levi listened very carefully and asked questions for clarity. At the end of the conversation, Levi was confident that Cora's feedback was very effective in helping him reach his final goal for the project.



*If you want to do a few small things right, do them yourself. If you want to do great things and make a big impact, learn to delegate*  
– John C. Maxwell

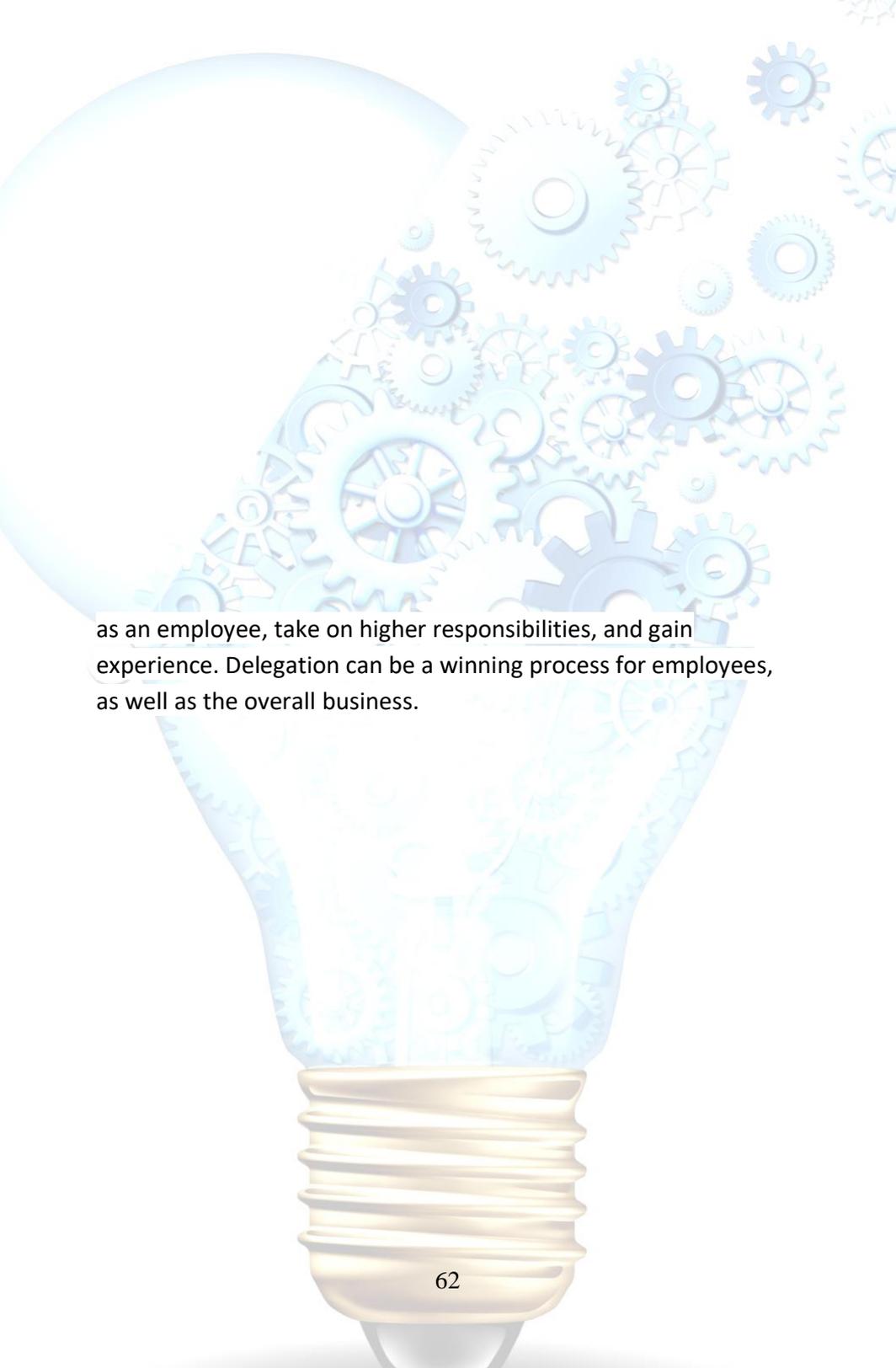
## Chapter 8: Effective Delegation

Proper delegation skills will ensure greater achievement in the workplace. The management team will typically be responsible for the delegation process, so it is essential for those individuals to determine the right employees to hold accountable, when to delegate these tasks, and how to properly delegate. Delegation involves the transferring of a task from one individual, generally of higher authority, to another individual of lower authority. Thus, effective delegation is important from the start, if we wish to carry out a successful project or task. Appropriate delegation is one of the first steps in the accountability process.

### What is Delegation?

Delegation is the assignment of a specific activity, from one individual to another. In order to achieve effective leadership with a business, it is vital to have good delegation. Delegation involves empowering others to act and work towards reaching a particular goal or accomplishment. The recipient agrees to take accountability and acceptance towards this activity. Both the recipient and the delegate will remain accountable for the outcomes of the work that is delegated.

There are many great benefits associated with proper delegation. Delegation, if done correctly, can help you save time, avoid confusion and frustration, and encourage employee engagement. It will also allow for the opportunity for your employees to evolve

A large, glowing lightbulb is the central focus, filled with numerous blue gears of various sizes. The gears are arranged in a way that suggests a complex, interconnected system. The lightbulb's base is a golden-yellow color with a textured, ribbed appearance. The overall image conveys a sense of innovation, industry, and the mechanics of business.

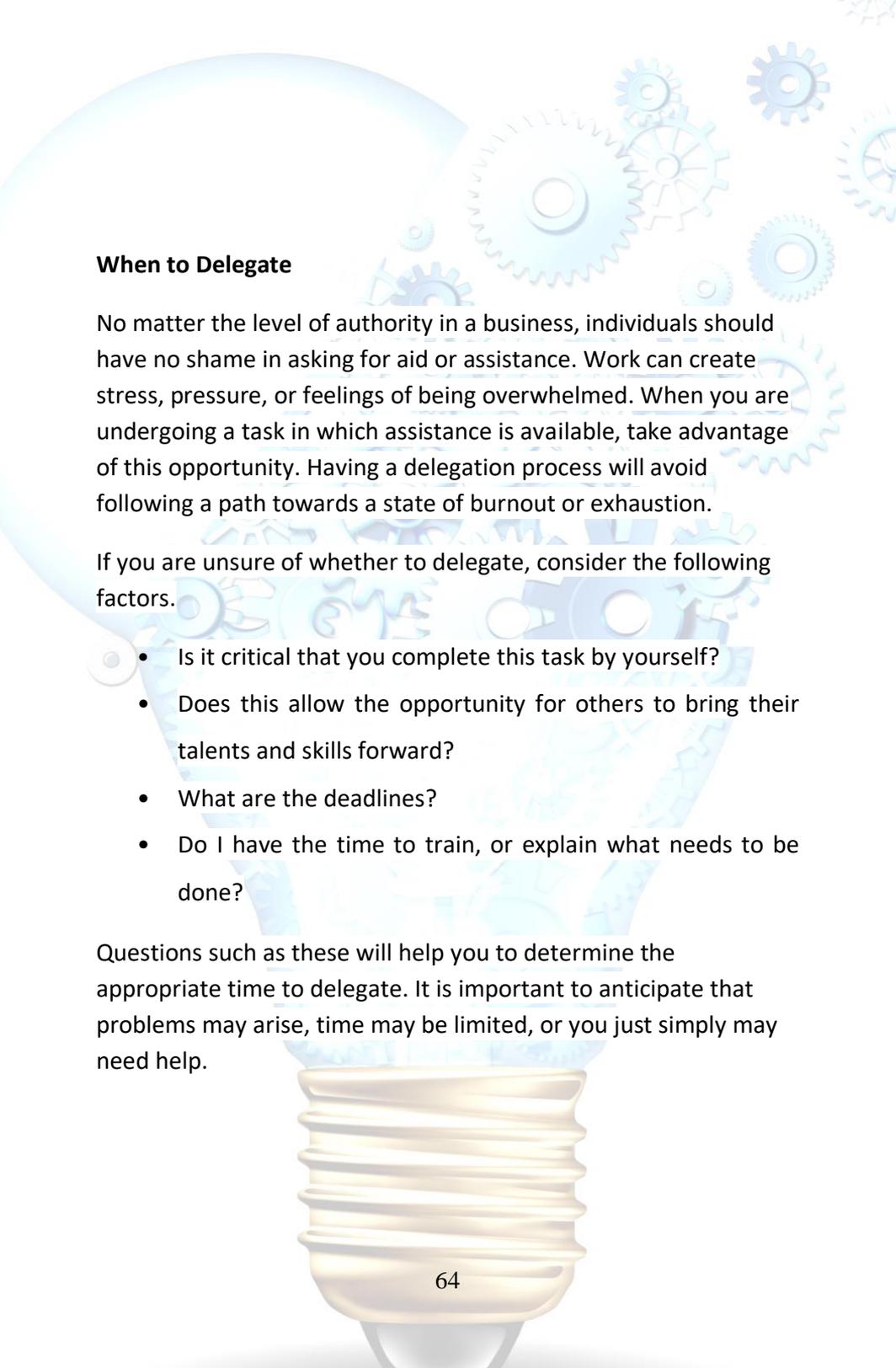
as an employee, take on higher responsibilities, and gain experience. Delegation can be a winning process for employees, as well as the overall business.

## How to Delegate

Prior to beginning the delegation process, it is advantageous to know the techniques of how to properly delegate. Delegation should begin by defining the task and determining if it is a task that can effectively be delegated. Once the task is defined, then the individual or team for the project can be chosen. The recipients held accountable will have to be informed of any training needs, the importance of the delegated task, deadlines, and required results.

Throughout the delegation process, it is necessary to provide communication, support and feedback. Remember, it is the recipient AND the delegate who is accountable for the results. Thus, it is critical to be able to answer questions throughout the process. Delegated tasks should avoid micromanagement, but should still have the availability to seek help when needed. Politeness and proper manners are very beneficial to employee engagement. Incorporate please and thank-you in your delegated requests!

In the end, work should only be accepted if it is done correctly. It is important to focus on the results, while maintaining control over the whole process. If the results are successful, give recognition to the individual for his or her accountability and achievements.



## When to Delegate

No matter the level of authority in a business, individuals should have no shame in asking for aid or assistance. Work can create stress, pressure, or feelings of being overwhelmed. When you are undergoing a task in which assistance is available, take advantage of this opportunity. Having a delegation process will avoid following a path towards a state of burnout or exhaustion.

If you are unsure of whether to delegate, consider the following factors.

- Is it critical that you complete this task by yourself?
- Does this allow the opportunity for others to bring their talents and skills forward?
- What are the deadlines?
- Do I have the time to train, or explain what needs to be done?

Questions such as these will help you to determine the appropriate time to delegate. It is important to anticipate that problems may arise, time may be limited, or you just simply may need help.

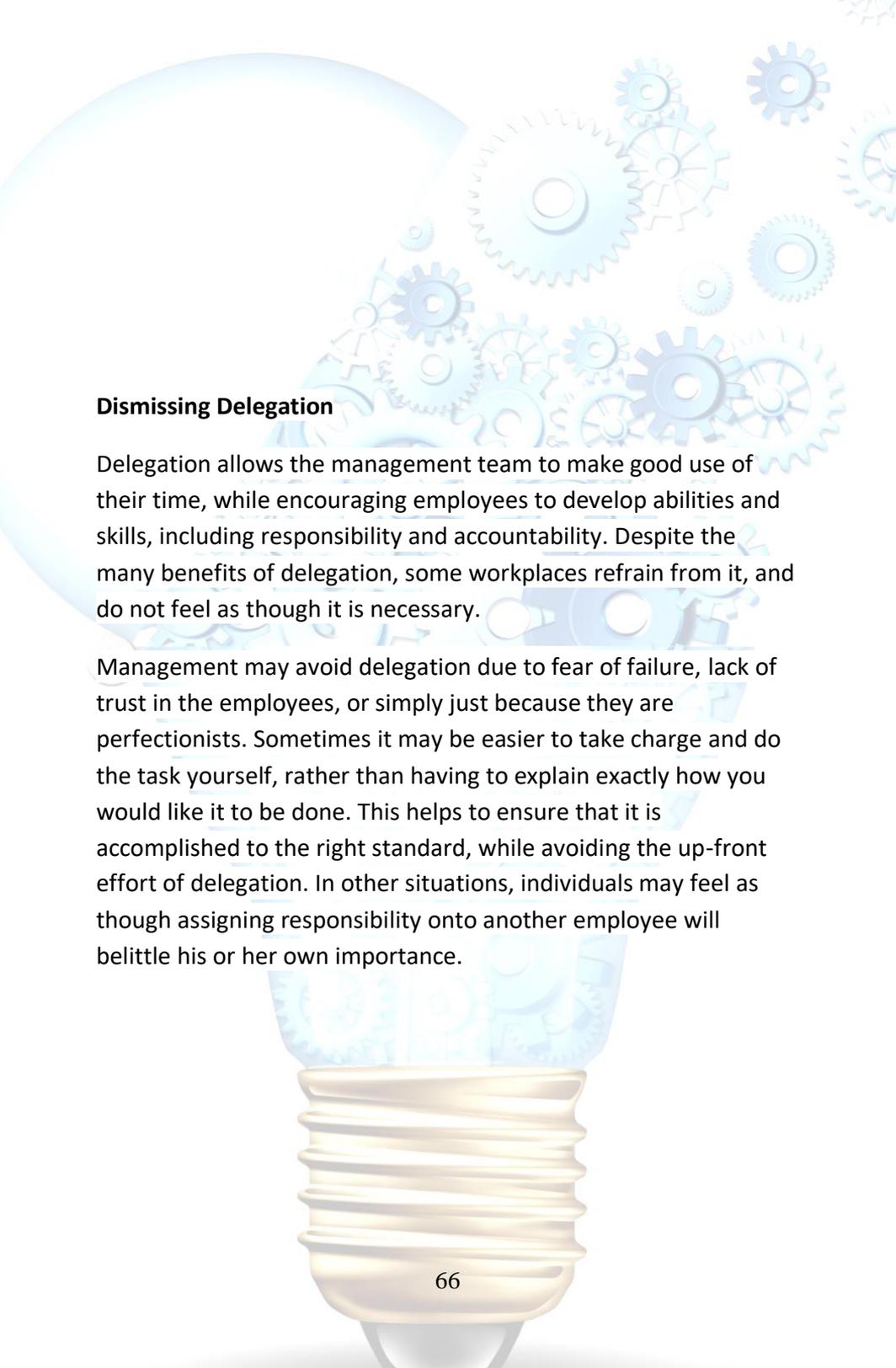
## Whom Should You Delegate?

Effective delegation involves identifying the right people for the right jobs. Each individual has their own unique skill set, including strengths and weaknesses. It is important to consider the skill set of the employee, prior to delegation.

When deciding on whom to delegate, consider the following factors.

- How experienced is this individual? - Consider whether they have completed an assignment like this before, or if you think they have the right skills to successfully complete the task. Remember, you can give more freedom to an experienced, reliable employee.
- How much time is this individual able to commit? - Consider the timeframe of the task, and whether this individual has the appropriate schedule and availability to undergo a project in this timeframe. Determine the current workload.
- Does the preferred work style match this task? - Consider interests, styles and dependency. This can also include whether the employee works better independently, or collaboratively.

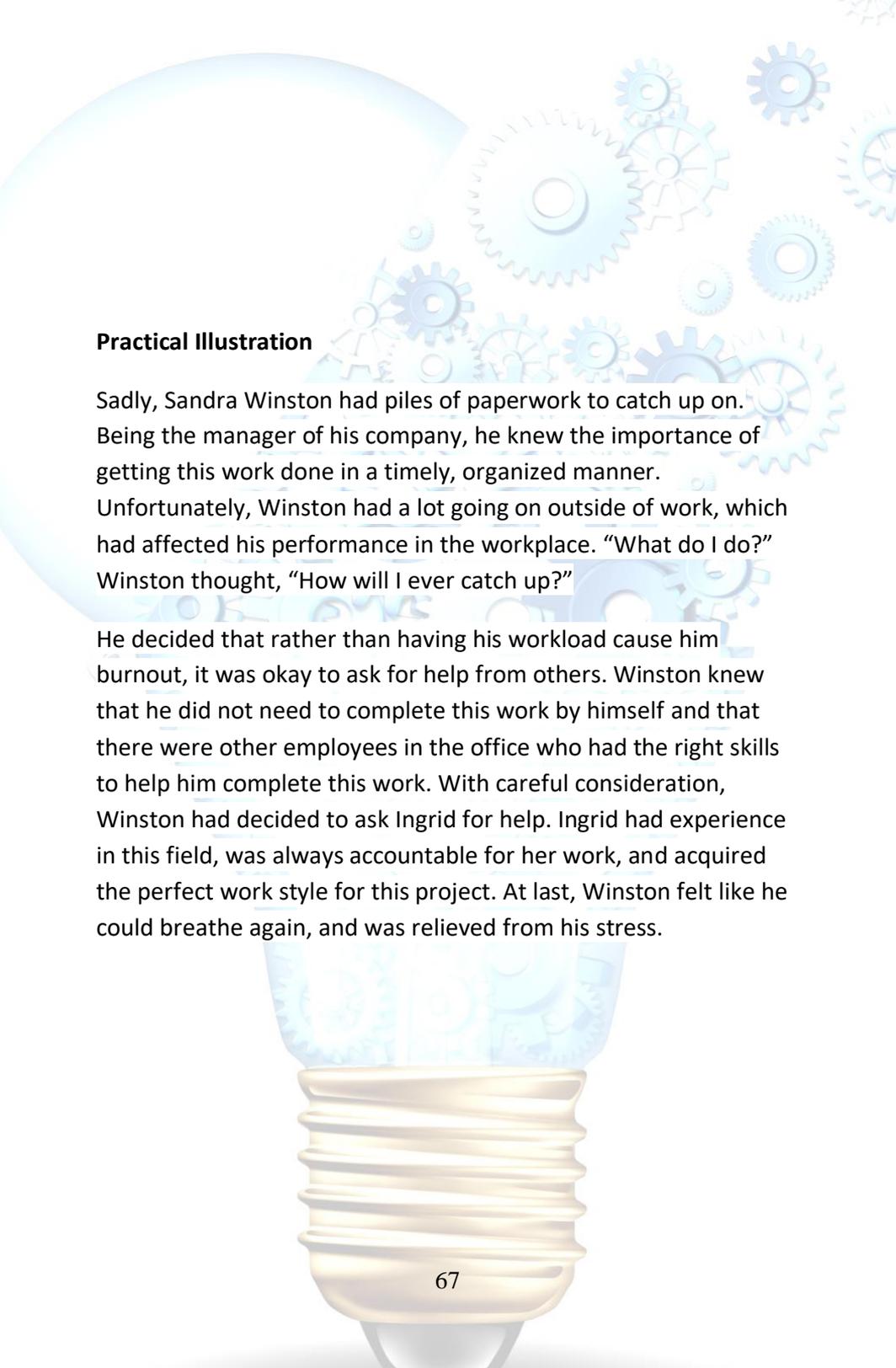
Delegation allows employees to advance, and better themselves. Finding the right person for the job makes a big difference in the conclusive results. It is important to ensure that the employee feels comfortable and competent in being accountable for the delegated task.



## Dismissing Delegation

Delegation allows the management team to make good use of their time, while encouraging employees to develop abilities and skills, including responsibility and accountability. Despite the many benefits of delegation, some workplaces refrain from it, and do not feel as though it is necessary.

Management may avoid delegation due to fear of failure, lack of trust in the employees, or simply just because they are perfectionists. Sometimes it may be easier to take charge and do the task yourself, rather than having to explain exactly how you would like it to be done. This helps to ensure that it is accomplished to the right standard, while avoiding the up-front effort of delegation. In other situations, individuals may feel as though assigning responsibility onto another employee will belittle his or her own importance.

The background features a large, glowing lightbulb at the bottom, with its filament area filled with a pattern of blue gears of various sizes. The gears are semi-transparent and overlap each other, creating a sense of depth and motion. The overall color palette is light blue and white, with a soft glow emanating from the lightbulb.

## Practical Illustration

Sadly, Sandra Winston had piles of paperwork to catch up on.

Being the manager of his company, he knew the importance of getting this work done in a timely, organized manner.

Unfortunately, Winston had a lot going on outside of work, which had affected his performance in the workplace. “What do I do?” Winston thought, “How will I ever catch up?”

He decided that rather than having his workload cause him burnout, it was okay to ask for help from others. Winston knew that he did not need to complete this work by himself and that there were other employees in the office who had the right skills to help him complete this work. With careful consideration, Winston had decided to ask Ingrid for help. Ingrid had experience in this field, was always accountable for her work, and acquired the perfect work style for this project. At last, Winston felt like he could breathe again, and was relieved from his stress.



*It is not only what we do, but also what we do not do, for which  
we are accountable*

*– Robert Schuller*

## Chapter 9: Barriers to Accountability

It is one thing to accept and be held accountable, but to follow through and achieve accountability can often be difficult. Barriers may present themselves throughout the process, preventing you from successfully completing your obligation. This could be due to laziness, lacking experience, or vague instructions. It is important to be able to identify the barrier and determine how to overcome these obstacles, so that these problems do not happen again. Barriers with accountability can result in a decrease in performance and productivity.

### Closed Communication

Effective communication includes the sharing of ideas, information and knowledge. It is critical to have effective communication in the workplace, to ensure that employees have a strong understanding of what needs to be done, and how to properly carry out the task.

Ineffective or closed communication will often result in conflict and misunderstandings. The accountability process requires clear, concise directions from the start, and should remain as open communication throughout the process, as a safe zone to give feedback, answer questions, and clarify any confusion. You should never be afraid to ask questions in order to retrieve missing information. Closed communication does not allow ideas to be exchanged between one another.

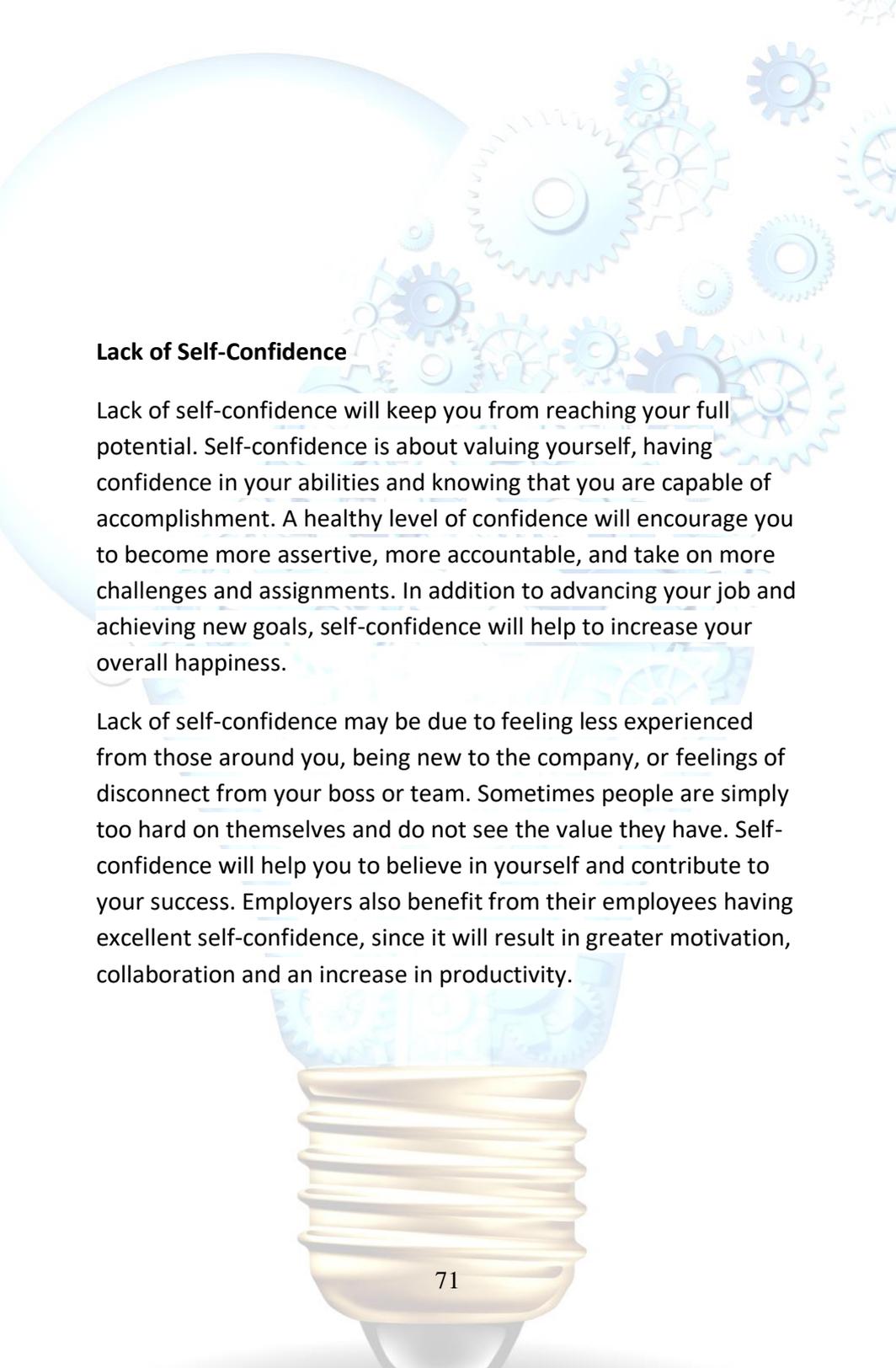
## Failure to Meet Expectations

Failing to meet expectations can be disappointing, and evoke stress and anxiety. It can be frustrating for employers who require these expectations to be met, but it can also be discouraging to the employee who feels like they let themselves, and the team down. Underperformance can be harmful to both the workplace and ourselves. It is important to address any issues that may interfere with carrying out an assignment.

Unsatisfactory or incomplete results may be caused due to a number of reasons, including:

- Lacking the skills necessary to properly perform
- Lacking motivation or interest
- Lack of training or proper resources

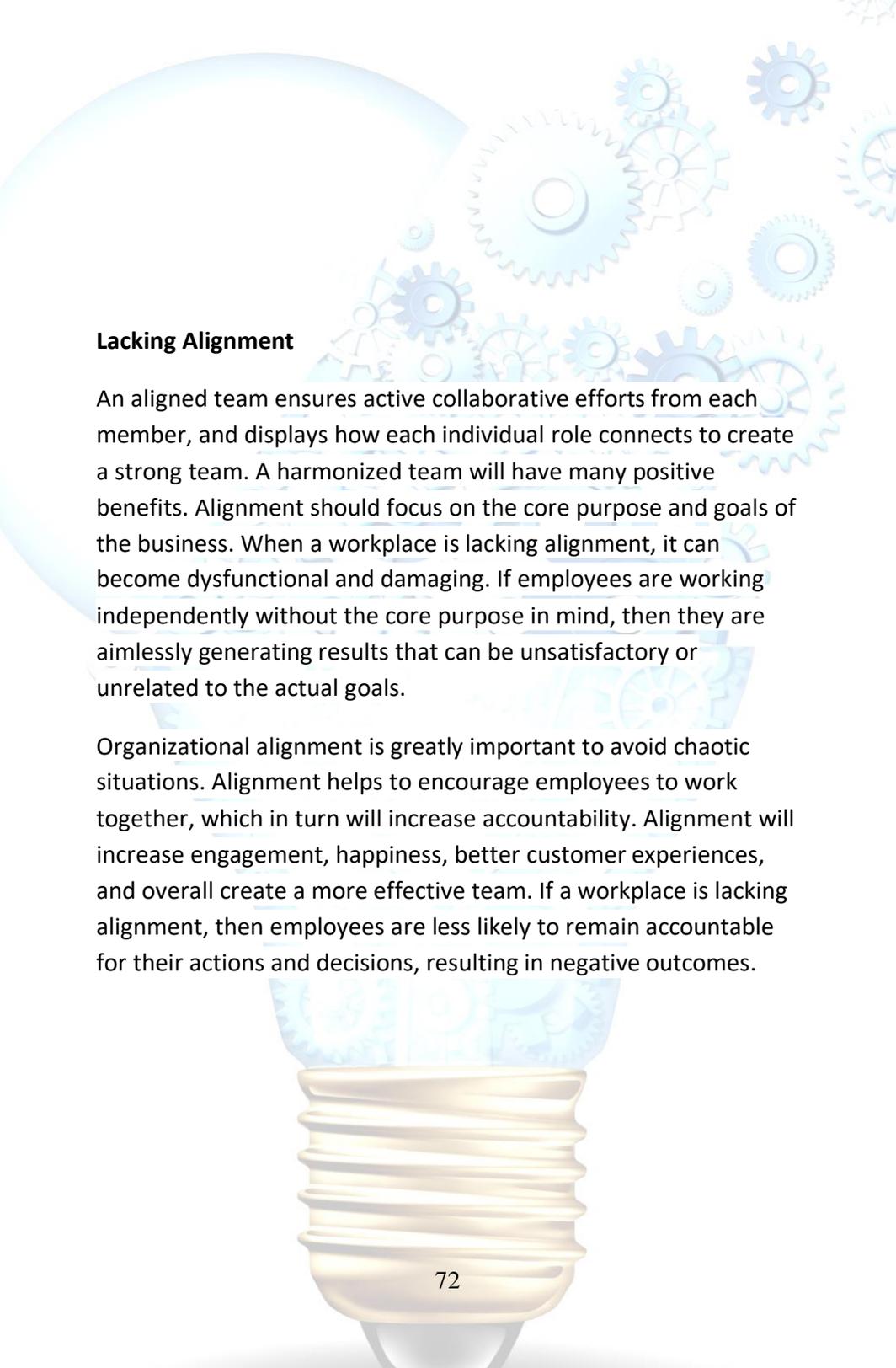
Expectations may sometimes be set too high and seem almost impossible to accomplish, leading to mental and physical exhaustion. On the other hand, low expectations can result in underachievement and undervalue performance and productivity. It is important to set reasonable expectations, and find a happy medium of expectation levels.



## Lack of Self-Confidence

Lack of self-confidence will keep you from reaching your full potential. Self-confidence is about valuing yourself, having confidence in your abilities and knowing that you are capable of accomplishment. A healthy level of confidence will encourage you to become more assertive, more accountable, and take on more challenges and assignments. In addition to advancing your job and achieving new goals, self-confidence will help to increase your overall happiness.

Lack of self-confidence may be due to feeling less experienced from those around you, being new to the company, or feelings of disconnect from your boss or team. Sometimes people are simply too hard on themselves and do not see the value they have. Self-confidence will help you to believe in yourself and contribute to your success. Employers also benefit from their employees having excellent self-confidence, since it will result in greater motivation, collaboration and an increase in productivity.



## Lacking Alignment

An aligned team ensures active collaborative efforts from each member, and displays how each individual role connects to create a strong team. A harmonized team will have many positive benefits. Alignment should focus on the core purpose and goals of the business. When a workplace is lacking alignment, it can become dysfunctional and damaging. If employees are working independently without the core purpose in mind, then they are aimlessly generating results that can be unsatisfactory or unrelated to the actual goals.

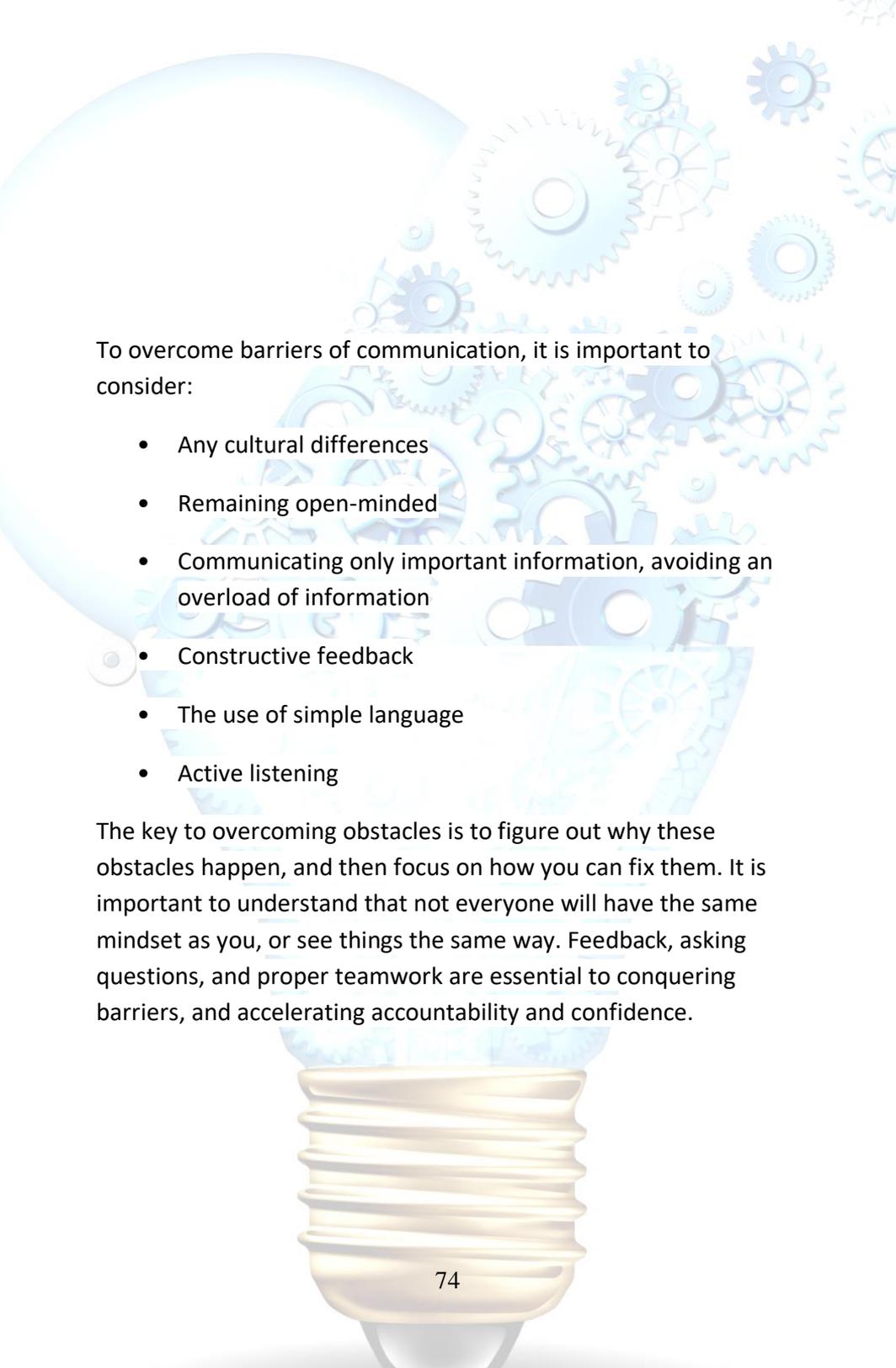
Organizational alignment is greatly important to avoid chaotic situations. Alignment helps to encourage employees to work together, which in turn will increase accountability. Alignment will increase engagement, happiness, better customer experiences, and overall create a more effective team. If a workplace is lacking alignment, then employees are less likely to remain accountable for their actions and decisions, resulting in negative outcomes.



## Overcoming Obstacles

If we wish to remove the barriers and overcome these obstacles, we must first assess the situation and understand why these obstacles occur in the first place. It is important to interpret the perspectives of those working with you, to consider alternatives and see a different point of view. Everybody has a different way of thinking.

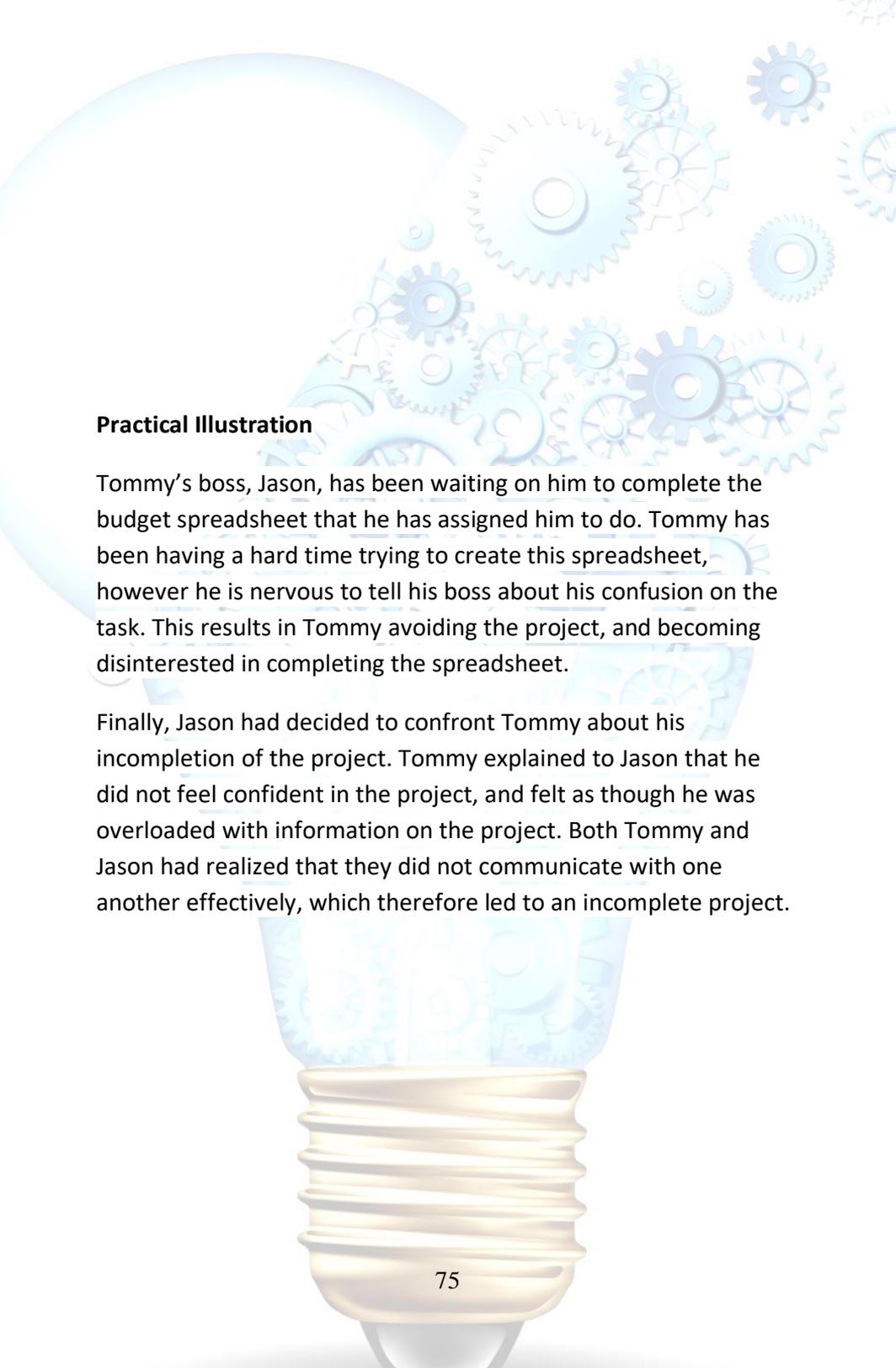
As mentioned, communication and language can be an obstacle to accountability. Many different communication barriers can happen; thus it is essential to correct any bad habits that can cause ineffective communication.



To overcome barriers of communication, it is important to consider:

- Any cultural differences
- Remaining open-minded
- Communicating only important information, avoiding an overload of information
- Constructive feedback
- The use of simple language
- Active listening

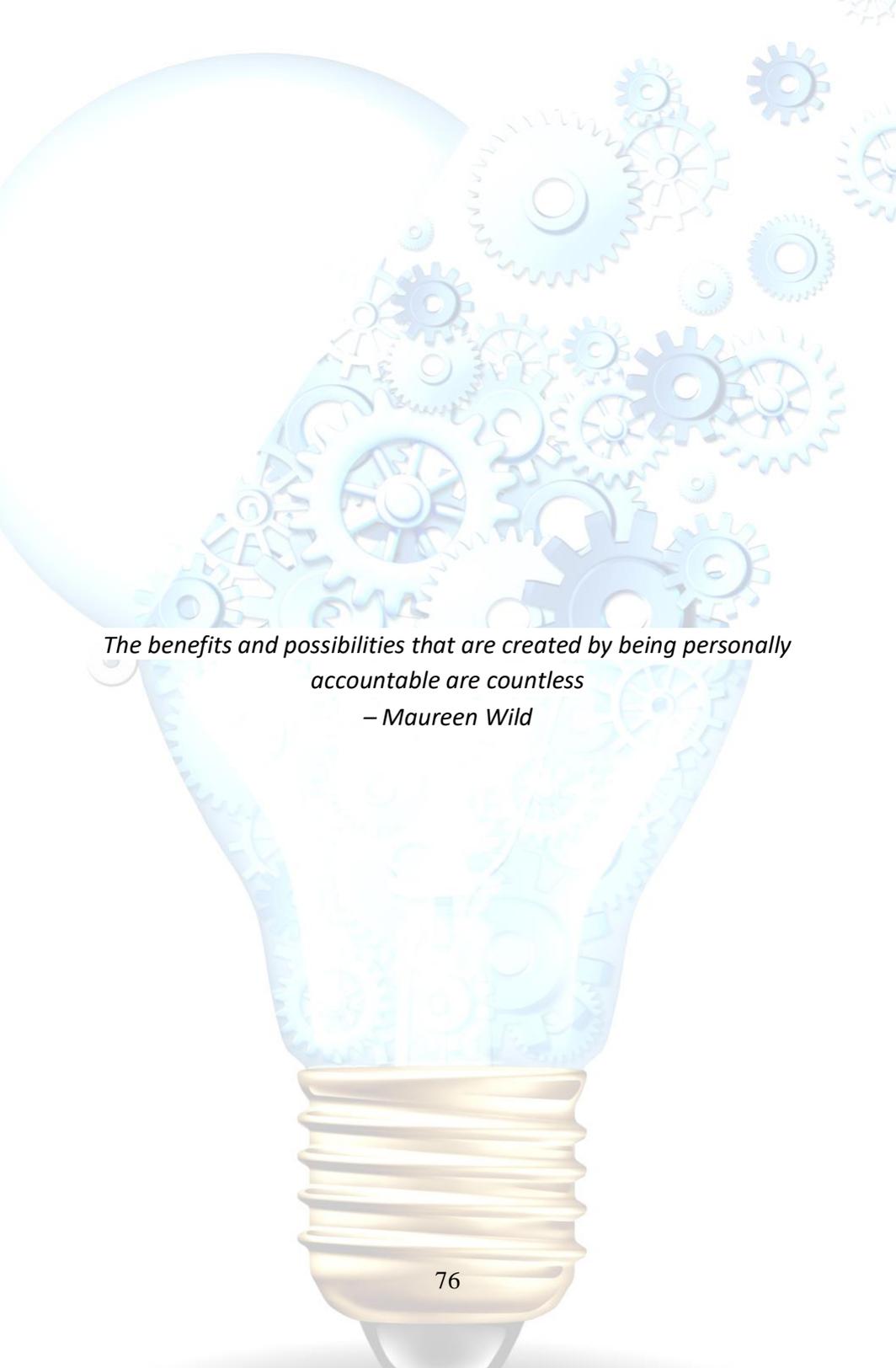
The key to overcoming obstacles is to figure out why these obstacles happen, and then focus on how you can fix them. It is important to understand that not everyone will have the same mindset as you, or see things the same way. Feedback, asking questions, and proper teamwork are essential to conquering barriers, and accelerating accountability and confidence.



### **Practical Illustration**

Tommy's boss, Jason, has been waiting on him to complete the budget spreadsheet that he has assigned him to do. Tommy has been having a hard time trying to create this spreadsheet, however he is nervous to tell his boss about his confusion on the task. This results in Tommy avoiding the project, and becoming disinterested in completing the spreadsheet.

Finally, Jason had decided to confront Tommy about his incompleteness of the project. Tommy explained to Jason that he did not feel confident in the project, and felt as though he was overloaded with information on the project. Both Tommy and Jason had realized that they did not communicate with one another effectively, which therefore led to an incomplete project.



*The benefits and possibilities that are created by being personally accountable are countless*

*– Maureen Wild*

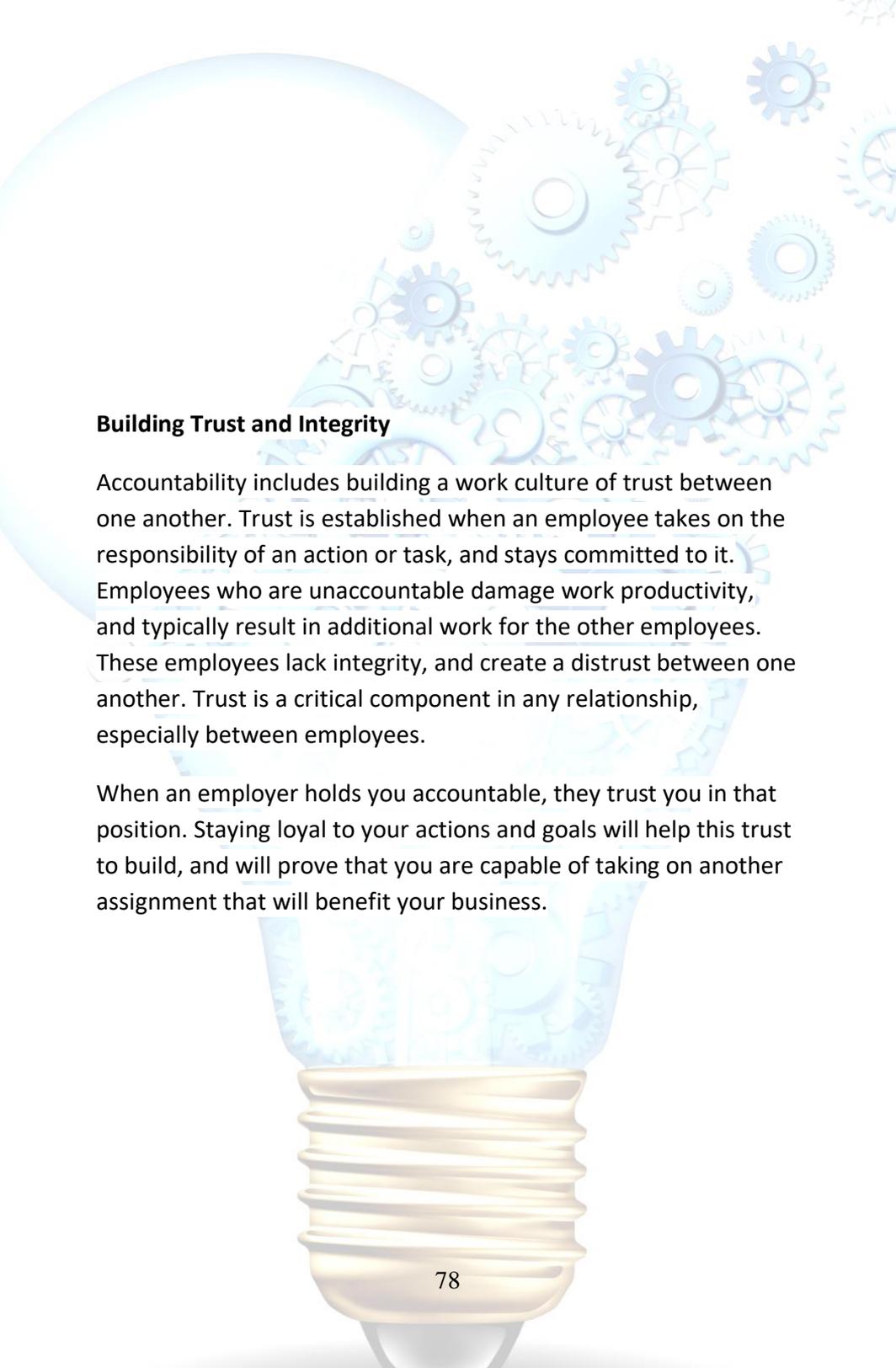
## Chapter 10: The Benefits of Accountability

Accountability in the workplace helps to measure progress and the success of both employees individually, as well as the success of the team as a whole. Accountability requires extra time and effort, and the value of all of this hard work may not be evident throughout the process. However, when employees take initiative, stay accountable, and do what is best for the business, there will be many powerful benefits in return.

### **Improving Performance**

Personal accountability helps to improve performance by empowering employees to confidently explore, be creative and work hard in order to gain desired results. When employees are held accountable, they are more likely to perform better under this observation, which is better known as the Hawthorne Effect. In other words, external accountability will ensure that you are staying loyal to your task, which in turn will enable you to work harder and accelerate your performance.

With accountability, there are goals that are requested to be achieved. Accountable employees are more likely to display confidence and enhance their engagement to accomplish these tasks and goals, resulting in better work performance for employees individually, and the business as a whole.



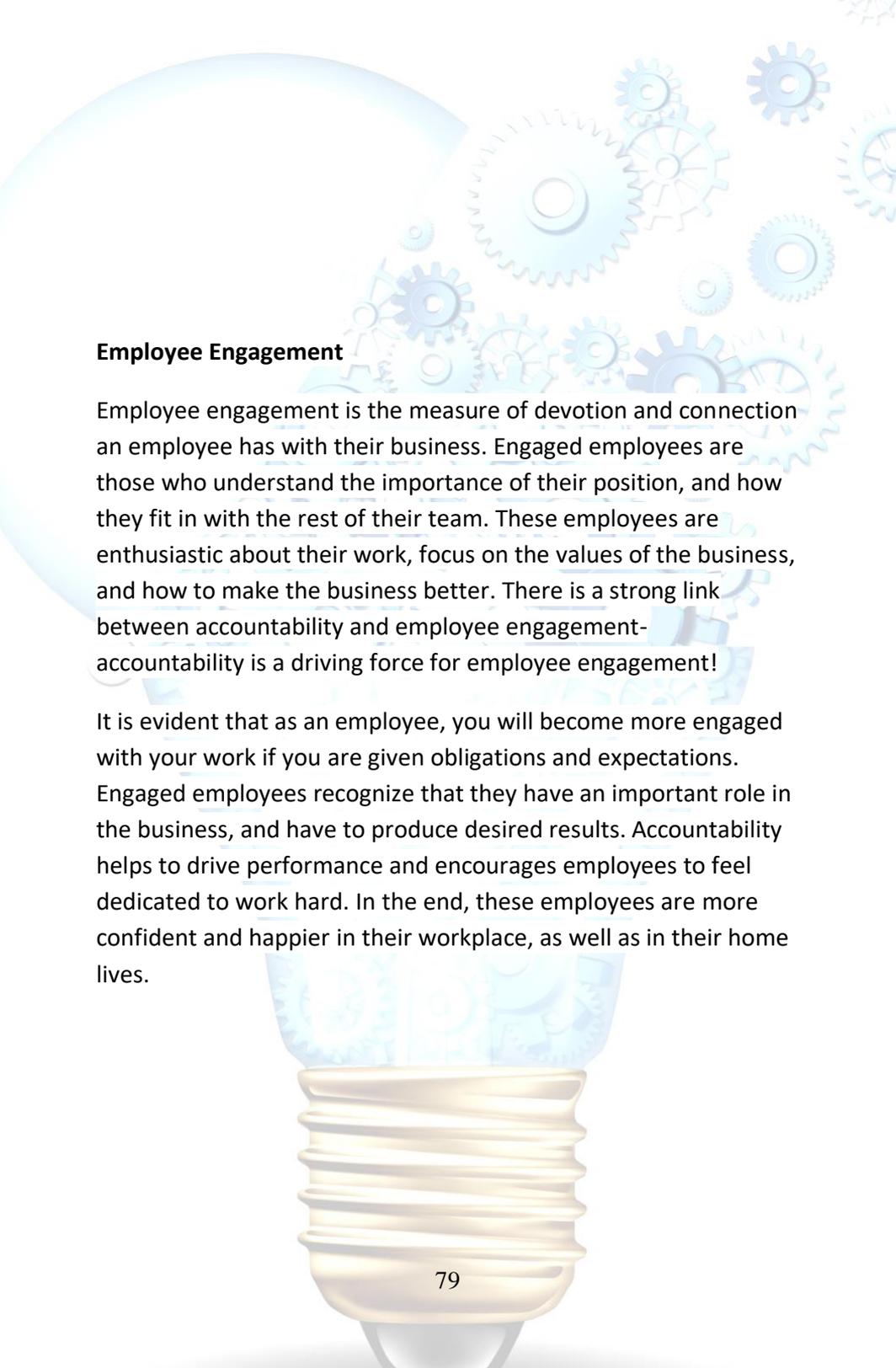
## **Building Trust and Integrity**

Accountability includes building a work culture of trust between one another. Trust is established when an employee takes on the responsibility of an action or task, and stays committed to it.

Employees who are unaccountable damage work productivity, and typically result in additional work for the other employees.

These employees lack integrity, and create a distrust between one another. Trust is a critical component in any relationship, especially between employees.

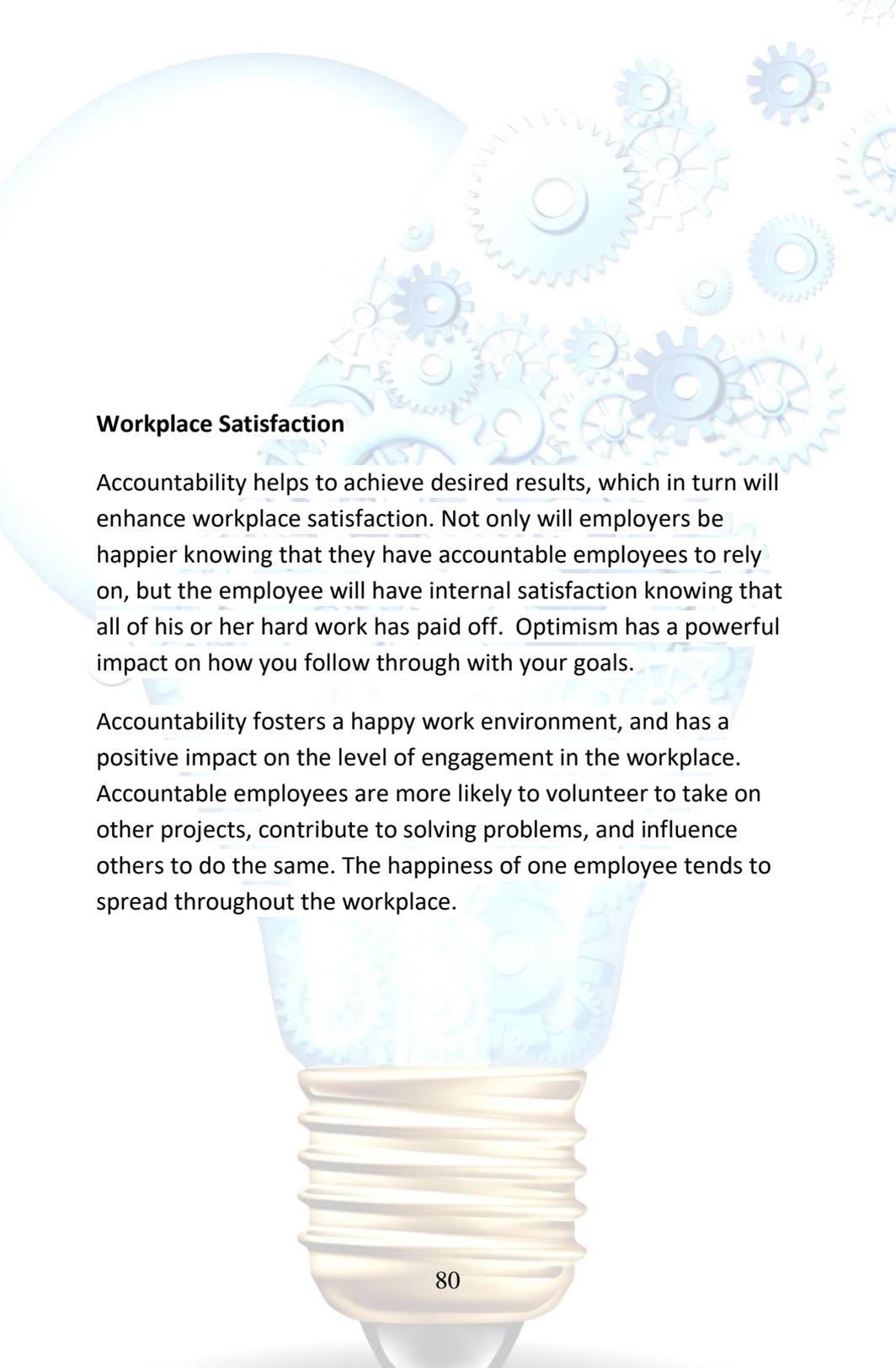
When an employer holds you accountable, they trust you in that position. Staying loyal to your actions and goals will help this trust to build, and will prove that you are capable of taking on another assignment that will benefit your business.



## Employee Engagement

Employee engagement is the measure of devotion and connection an employee has with their business. Engaged employees are those who understand the importance of their position, and how they fit in with the rest of their team. These employees are enthusiastic about their work, focus on the values of the business, and how to make the business better. There is a strong link between accountability and employee engagement- accountability is a driving force for employee engagement!

It is evident that as an employee, you will become more engaged with your work if you are given obligations and expectations. Engaged employees recognize that they have an important role in the business, and have to produce desired results. Accountability helps to drive performance and encourages employees to feel dedicated to work hard. In the end, these employees are more confident and happier in their workplace, as well as in their home lives.



## **Workplace Satisfaction**

Accountability helps to achieve desired results, which in turn will enhance workplace satisfaction. Not only will employers be happier knowing that they have accountable employees to rely on, but the employee will have internal satisfaction knowing that all of his or her hard work has paid off. Optimism has a powerful impact on how you follow through with your goals.

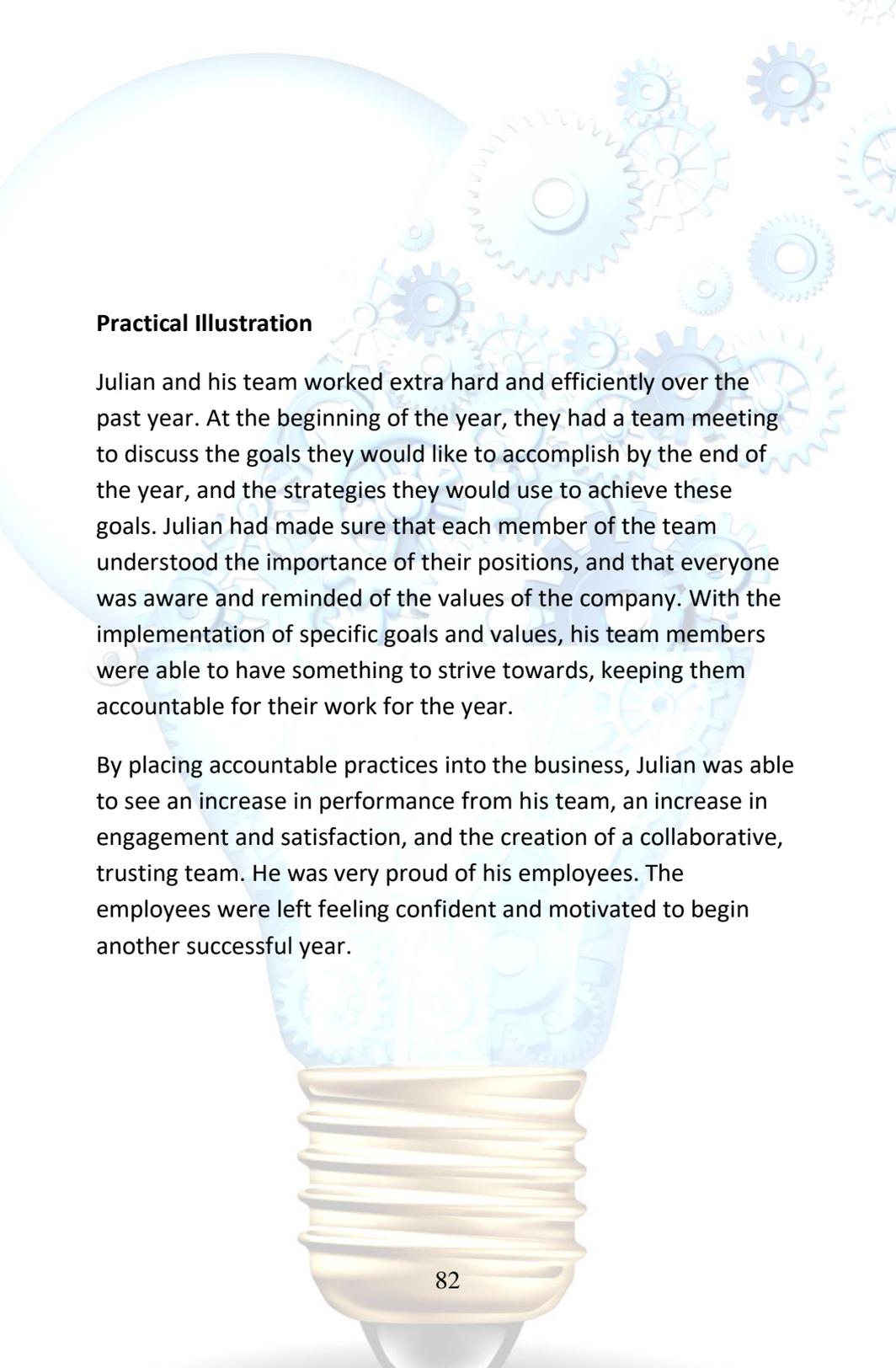
Accountability fosters a happy work environment, and has a positive impact on the level of engagement in the workplace. Accountable employees are more likely to volunteer to take on other projects, contribute to solving problems, and influence others to do the same. The happiness of one employee tends to spread throughout the workplace.



## Dedication to Your Role

Staying devoted to expectations and obligations enhances your devotion to your position in the workplace. Accountable employees prove that they care about their own personal growth as an employee, as well as the growth of the whole company. Workplace dedication involves proactive learning, effective collaboration with your team, and active problem solving. The decisions that you make in your position will ultimately determine your success.

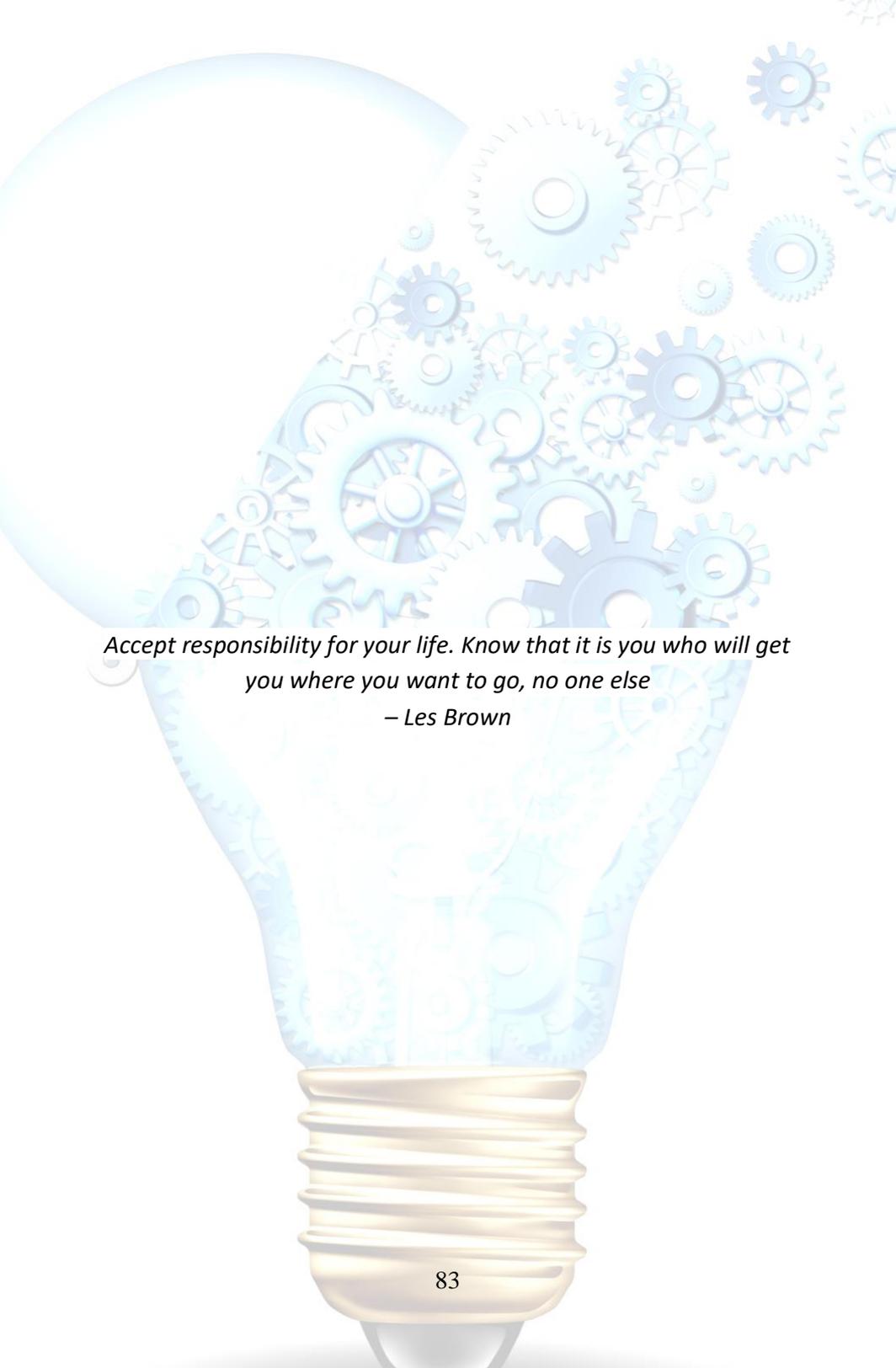
Accountability is linked to dedication. When you stay dedicated to your assignment, you take ownership and are committed to creating successful results. Dedicated employees are less likely to leave their jobs, meaning less turnover for the business. Dedication involves understanding your purpose, and why you are essential to your team. When we are aware of our purpose or role, we are more likely to stay motivated, follow through on promises, and value the work we produce. Dedication benefits everyone.



## **Practical Illustration**

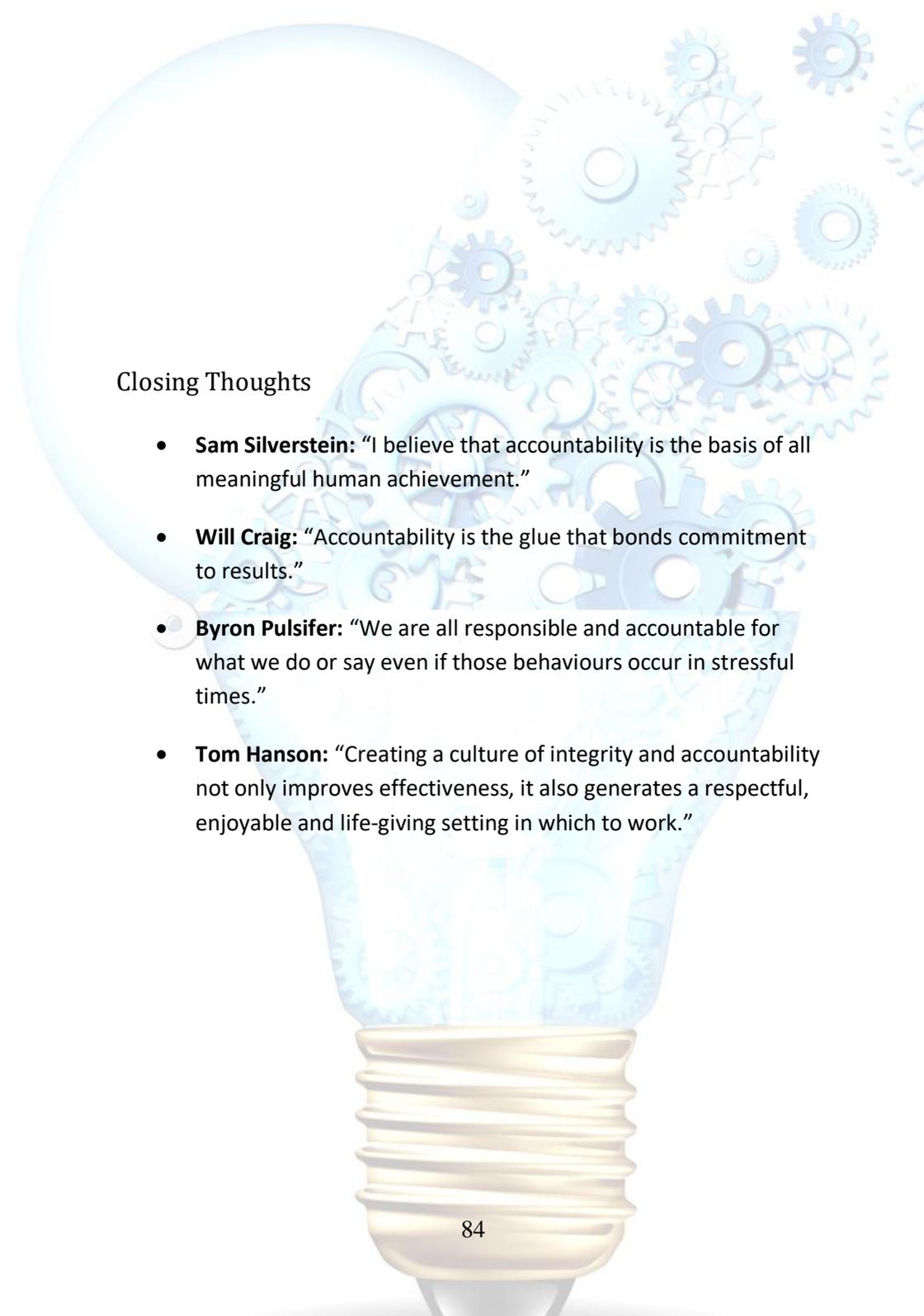
Julian and his team worked extra hard and efficiently over the past year. At the beginning of the year, they had a team meeting to discuss the goals they would like to accomplish by the end of the year, and the strategies they would use to achieve these goals. Julian had made sure that each member of the team understood the importance of their positions, and that everyone was aware and reminded of the values of the company. With the implementation of specific goals and values, his team members were able to have something to strive towards, keeping them accountable for their work for the year.

By placing accountable practices into the business, Julian was able to see an increase in performance from his team, an increase in engagement and satisfaction, and the creation of a collaborative, trusting team. He was very proud of his employees. The employees were left feeling confident and motivated to begin another successful year.



*Accept responsibility for your life. Know that it is you who will get you where you want to go, no one else*

*– Les Brown*



## Closing Thoughts

- **Sam Silverstein:** “I believe that accountability is the basis of all meaningful human achievement.”
- **Will Craig:** “Accountability is the glue that bonds commitment to results.”
- **Byron Pulsifer:** “We are all responsible and accountable for what we do or say even if those behaviours occur in stressful times.”
- **Tom Hanson:** “Creating a culture of integrity and accountability not only improves effectiveness, it also generates a respectful, enjoyable and life-giving setting in which to work.”