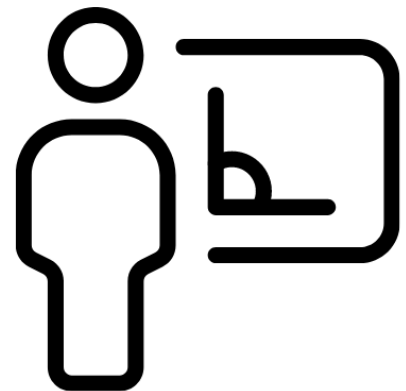


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



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

Sample Module: 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 toward 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

Estimated Time	15 minutes
Topic Objective	To define and understand the term accountability.
Topic Summary	Defining accountability, determining the habits of an accountable employee, and how accountability influences the workplace.
Materials Required	Flipchart and markers
Planning Checklist	None
Recommended Activity	Ask participants to write down what comes to mind when they hear the word 'accountability'. Try to come up with a list of 5 words that they would associate with this term. Have the participants share and discuss their responses.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	This activity may be done in small groups, or as a large group. Encourage everyone to participate in this discussion.
Review Questions	What is accountability? What are some examples of habits that an accountable employee would have?

Personal Accountability



Accountability is not limited to the exchange of expectations between individuals; 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 behaviors

Estimated Time	20 minutes
Topic Objective	To understand the term personal accountability.
Topic Summary	Focusing on personal accountability, the benefits associated with this commitment, and how to build personal accountability.
Materials Required	Flipchart and markers Worksheet 1: Accountability and Me
Planning Checklist	Provide enough worksheet printouts for all participants.
Recommended Activity	Have participants complete <i>Worksheet 1: Accountability and Me</i> Allow time for participants to share responses from their worksheet.
Stories to Share	Share any personal, relevant stories.

Delivery Tips	Since this activity is based on personal experiences, participants are not required to share their responses if they are not comfortable doing so.
Review Questions	<p>What is personal accountability?</p> <p>What are the benefits of being accountable?</p> <p>What are some ways that you can build personal accountability?</p>

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.

Estimated Time	20 minutes
Topic Objective	To understand the phrases “holding someone accountable”, and “holding yourself accountable”.
Topic Summary	Determining what it means to hold someone accountable, specific expectations of employees, and the benefits of holding yourself accountable.
Materials Required	<p>Flipchart and markers</p> <p>Worksheet 2: Reflecting on Accountability</p>

Planning Checklist	Provide enough worksheet printouts for all participants.
Recommended Activity	Have participants complete <i>Worksheet 2: Reflecting on Accountability</i> . Allow time for participants to share responses from their worksheet.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate in this discussion.
Review Questions	What does it mean to hold someone accountable? What happens when we hold ourselves accountable?

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 defense 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.

Estimated Time	20 minutes
Topic Objective	To differentiate between the terms, accountability and blame.
Topic Summary	Determining the difference between accountability and blame, and how each one affects the workplace.
Materials Required	Flipchart and markers

Planning Checklist	None
Recommended Activity	<p>Have participants break into small groups. Within these groups, have participants divide a piece of paper into two sections, labeling the top of one section as “accountability” and the other as “blame”.</p> <p>Under these headings, brainstorm and write down:</p> <ul style="list-style-type: none"> • Any words or phrases that you would associate with the term • Any advantages or disadvantages • How you feel each one would impact the workplace <p>Ask the groups to share and discuss their responses with the rest of the group.</p>
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate in this discussion.
Review Questions	<p>Why do unaccountable employees choose to invest their energy in blame?</p> <p>Can blame and accountability be used interchangeably?</p>

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 toward 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.

Estimated Time	10 minutes
Topic Objective	To determine the importance of accountability in the workplace.

Topic Summary	Determining the powerful effects that accountability has on a business, and the disadvantages of lacking accountability in the workplace.
Materials Required	None
Planning Checklist	None
Recommended Activity	Have participants discuss as a group the importance of accountability. Discuss how a workplace would function without accountability.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why should employees know the importance of accountability? What happens if employees are not invested in accountability?

Practical Illustration



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.

Module Two: Review Questions

1.) What is accountability?

- a) The acceptance and obligation to carry out a responsibility
- b) Being answerable for decisions, actions and outcomes
- c) A form of trust
- d) All of the above

These are all true in defining the term accountability.

2.) An accountable employee will...

- a) Take responsibility and manage this responsibility
- b) Lack time management skills
- c) Come up with excuses for his or her mistakes
- d) All of the above

An accountable employee will take responsibility and manage the responsibility, have good time management skills, and avoid the use of excuses.

3.) What is personal accountability?

- a) Taking full responsibility for your own actions and outcomes
- b) A way to increase happiness and feelings of personal achievement
- c) An expectation from another individual
- d) Both A and B

Personal accountability is taking full responsibility for your own action and outcomes, in which this responsibility will increase levels of happiness and feelings of personal achievement.

4.) How can you build personal accountability?

- a) Set measurable goals
- b) Envision your future
- c) Taking ownership
- d) All of the above

These are all ways in which you can build personal accountability.

5.) What does it mean to “hold someone accountable”?

- a) You are relying on someone to produce results for a particular obligation or task that has been delegated to this person
- b) Having no expectations for someone to stay committed to their obligations
- c) Suggesting someone to do something
- d) None of the above

To “hold someone accountable” means that you are relying on this person to follow through with their obligations.

6.) Why is it beneficial to hold yourself accountable?

- a) It will help you to achieve goals
- b) Increases confidence
- c) It will help you to grow as an individual
- d) All of the above

These are all benefits of holding yourself accountable.

7.) True or false, accountability and blame have the same meaning and can be used interchangeably.

- a) True
- b) False

Accountability and blame do not have the same meaning, and should not be used interchangeably.

8.) Why should blame be eliminated from the workplace?

- a) Blame damages accountability
- b) It creates an unhealthy, and irresponsible work environment
- c) It focuses on the past, punishment, and shifting responsibility onto someone else
- d) All of the above

These are all reasons as to why blame should be eliminated from the workplace.

9.) Why is accountability important in the workplace?

- a) It has an insignificant effect on the results for the business
- b) It helps to ensure that every team member has a strong understanding of the values of the business
- c) It dismisses the importance of positions and suggests that every employee has the same obligations
- d) It is only important for most employees to be accountable in the workplace

Accountability is important in the workplace because it acknowledges the values and goals of the business, has a powerful effect on results, and shows the impact every individual in their position has on the overall business.

10.) What will happen if a workplace is lacking accountability?

- a) Blame and conflicts
- b) Higher quality of work performance
- c) Less frustrations
- d) An increase in employee engagement and productivity

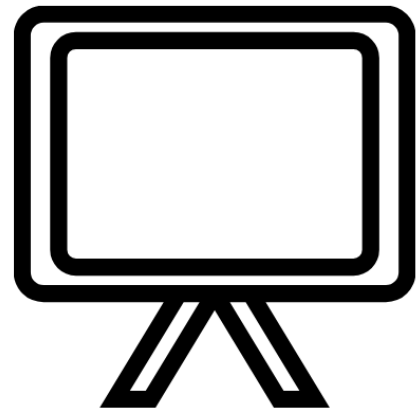
If accountability is lacking in the workplace, there will be more blame and conflicts.

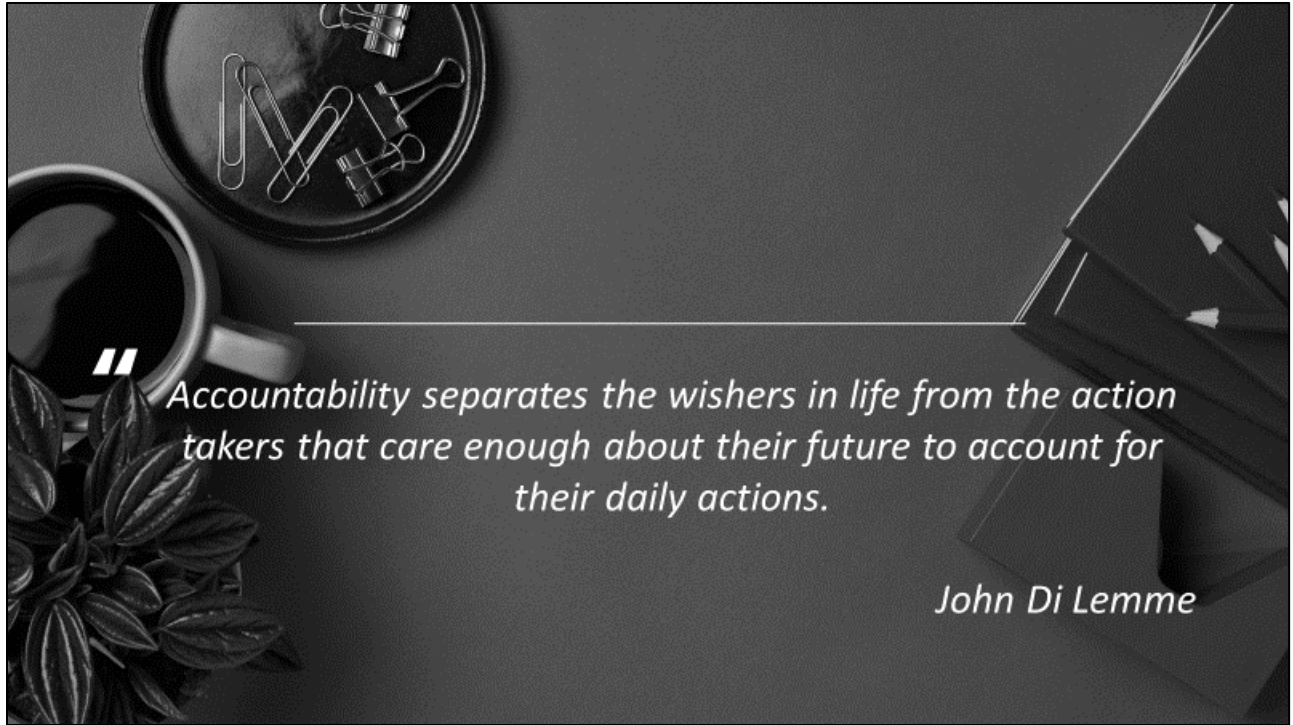
PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





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

MODULE TWO

What is Accountability?

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.



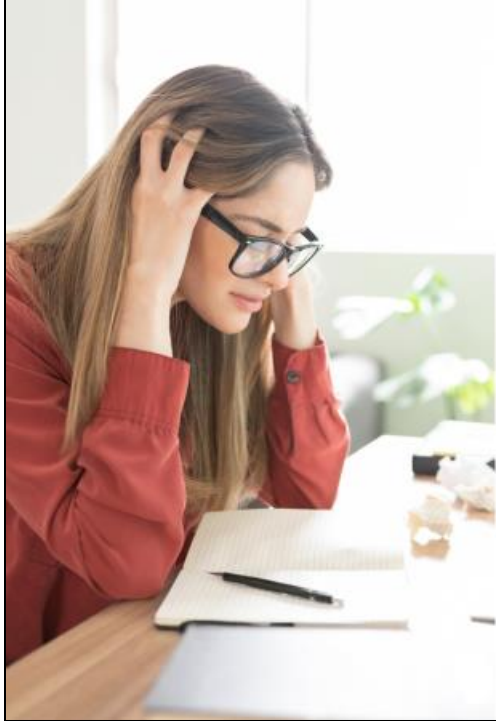
Defining Accountability

Accountability is the acceptance and obligation to carry out a responsibility. This includes being answerable for decisions, actions, and the outcomes.

Personal Accountability

- Envision your future
- Take ownership
- Find solutions





Being Held Accountable

To hold someone accountable means that you are relying on someone to produce results for a particular obligation or task that has been delegated.

Accountability vs. Blame

Accountable individuals will gain respect from others, and gain confidence in themselves.





Understanding the Importance

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.

Practical Illustration



- Defining Accountability
- Personal Accountability
- Being Held Accountable
- Accountability vs. Blame
- Understanding the Importance

Module Two: Review Questions

1. What is accountability?

A. The acceptance and obligation to carry out a responsibility

B. Being answerable for decisions, actions and outcomes

C. A form of trust

D. All of the above

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Accountability in the Workplace

Quick Reference Sheet



Accountability helps to ensure that every employee will take responsibility for their performance and behaviors, and continue to manage this responsibility. When we implement goals and communicate with one another, we can achieve powerful results. Accountable employees will fuel performance and productivity, and generate an enhanced workplace.

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 is the acceptance and obligation to carry out a responsibility. This includes being answerable for decisions, actions, and the outcomes. Accountability represents a form of trust, which is a fundamental trait for employees to have.

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.

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.

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.

1. **Establishing goals and expectations**
2. **Delegation/Creating Ownership**
3. **Monitoring/Measuring**
4. **Evaluation/Feedback**

Feedback as a Tool

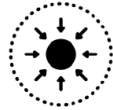
In order to build an accountable workplace, it is imperative that every member of the team is an accountable employee. One employee's lack of accountability will damage the rest of the team.

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.

The Power of Goal Setting

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.

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.



At the end of the day, we are accountable to ourselves - our success is a result of what we do.

- Catherine Pulsifer



Benefits to the Business

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, such as:

1. **Improved performance**
2. **Increased trust and integrity**
3. **Increase in employee engagement**
4. **Greater workplace satisfaction**
5. **Better dedication to your role**

Effective Delegation

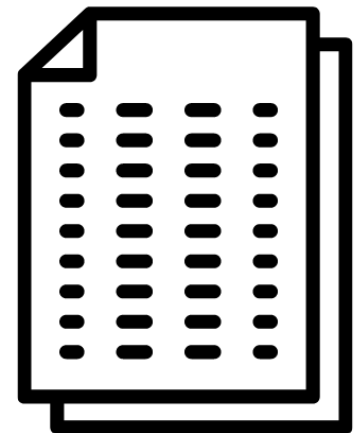
Proper delegation skills will ensure greater achievement in the workplace. Delegation involves the transferring of a task from one individual, generally of higher authority, to another individual of lower authority. Thus, effective delegation is important from the start, if we wish to carry out a successful project or task. Appropriate delegation is one of the first steps in the accountability process.

Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.



As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.

Sample Worksheet 1

Accountability and Me

1. a) What am I accountable for outside of the workplace?

b) What are my skills and strengths that help me to achieve this?

2. a) What am I accountable for inside of the workplace?

b) What are my skills and strengths that help me to achieve this?

Sample Worksheet 2

Reflecting on Accountability

1. a) Describe a time when you were asked to handle a big project.

b) What were your strategies to help you with this project?

c) Looking back, is there anything you would have changed about your strategy?

2. a) Describe a time when you asked someone else to handle a big project.

b) What were his or her strategies?

c) Is there anything you would have changed about his or her strategies?

Icebreaker: A New Leader

PURPOSE

To help participants get acquainted and start talking to each other.

MATERIALS REQUIRED

- Index cards

PREPARATION

Write the name of a different famous person on five or six index cards. Some examples: Madonna, Tiger Woods, Lance Armstrong, Nelson Mandela, Bill Gates, Angelina Jolie.

Divide participants into groups of four to six. Give each group one of the cards.

ACTIVITY

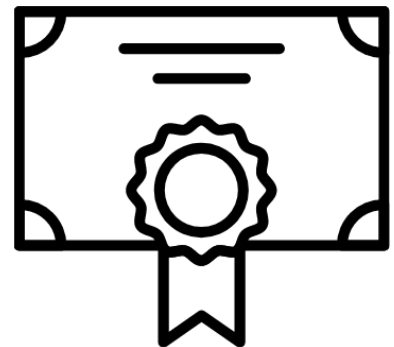
Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help him or her do well in this new role.

After a few minutes, ask the groups to report on what they decided.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION
[Name]

*Has mastered the course
Accountability in the Workplace*

Awarded this _____ day of _____, 20____

Presenter Name and Title
