

**CULTURE
PARTNERS**

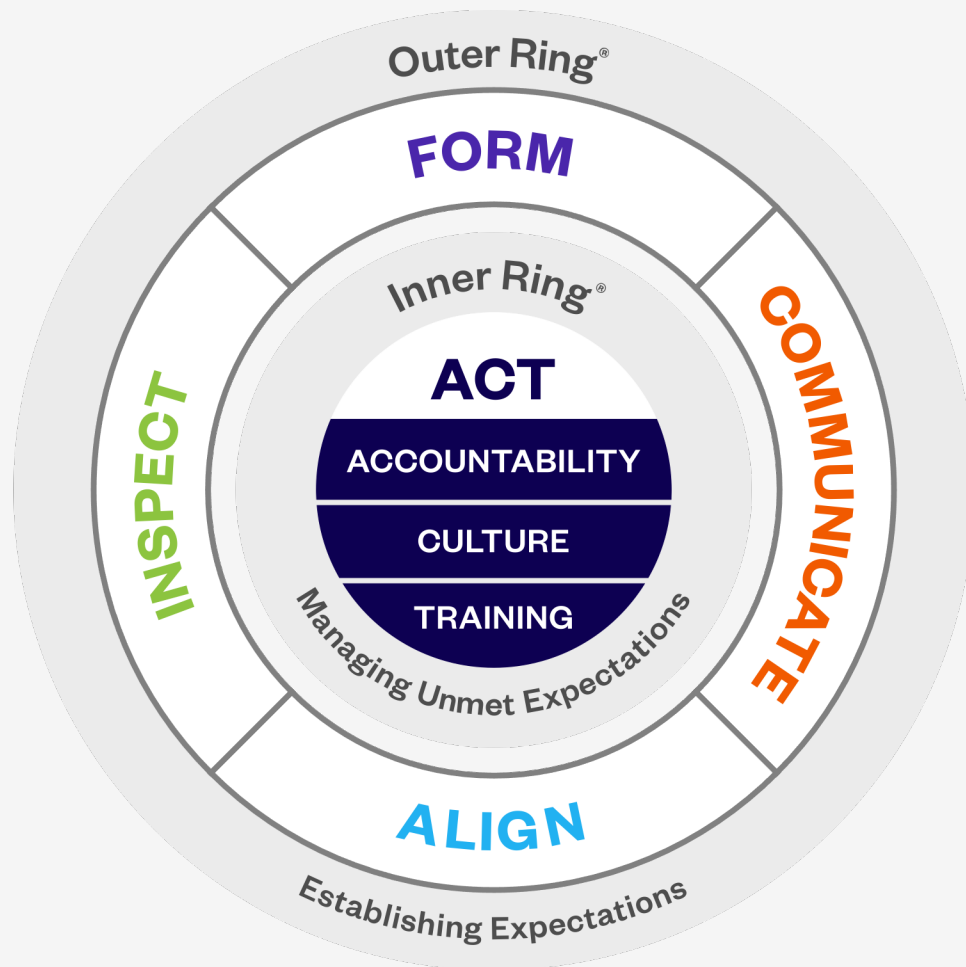
Accountability for Leaders

APPLICATION MEETING

PARTICIPANT GUIDE



Accountability Sequence® Model



Key Expectation

Definition

A Key Expectation is an expectation where **not** delivering is **not** an option.

Apply the FORM Checklist[®]

Enter an expectation you are currently working on:



The **FORM** Checklist

☐

Framable

Aligned with the Key Results.

☐

Obtainable

Those involved have a healthy belief that we can achieve it.

☐

Repeatable

Give it “legs” to travel on its own.

☐

Measurable

If you can’t measure it, you can’t move it.

Are all **FORM** components addressed, and is this expectation as clear as it can be?

FORMed Key Expectation:

FORM Guidance

Make Your Expectation Repeatable

Making it repeatable means making it so memorable that it “has legs” and travels through the organization on its own power. Keep it short and use numbers or rhyming to make it disruptive and unique. **You will know you have been successful when** you hear people repeating the phrase in meetings, discussions, reports, and emails.

"3 in 30"

Since inbound leads from the company website had a much larger chance of going to a sale if contacted within 30 days, a call center employee used this memory device to reinforce her Key Expectation of making three attempts to contact leads in 30 days.



**4MORE
INQ4**

"4 More in Q4"

A territory rep for a medical device company believed that making additional visits to more physicians during the final quarter would be the push needed to hit their quota. The expectation became making four more visits to key physicians in the fourth quarter.

"2x2 Care for You"

A nurse, who believed that completing two rounds/hour on her two floors of responsibility contributed to patient satisfaction—a critical factor in hospitals receiving full reimbursement for the care they provide—created this memorable, repeatable Key Expectation.



Make Your Expectation Measurable

Identify the outcome you are seeking and express it in clear, measurable terms.

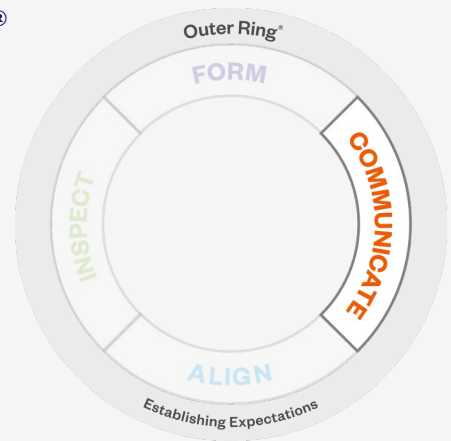
NOT MEASURABLE	MEASURABLE
Do better training	Improve training feedback scores by 20% by year's end
Better sales management	Grow top 10 accounts by 20%
More frequent and better communication	Shorten the feedback cycle time on defects by 15 days

Communicate: Why-What-When®

Why

The 5 Whys

1. Why is it important?
2. Why me? (And not someone else.)
3. Why now?
4. Why do it this way?
5. Why would I want to do it?



What

- Present the expectation. (Discuss what you need them to do.)
- Discuss boundaries (real and assumed).
- Overview support available.

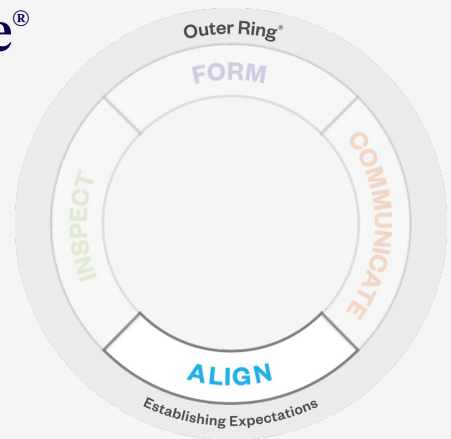
When

Clarify the 'By When.'

Apply the 5 Whys to your Key Expectation.

Applying the Alignment Dialogue®

Enter an expectation that you are accountable to deliver:



Score It

Ask "How aligned are you on a scale from 1–10?"

TEAM MEMBER NAME	SCORE (1-10)

Evaluate It

If not a "10," ask "What would make you a 10?"

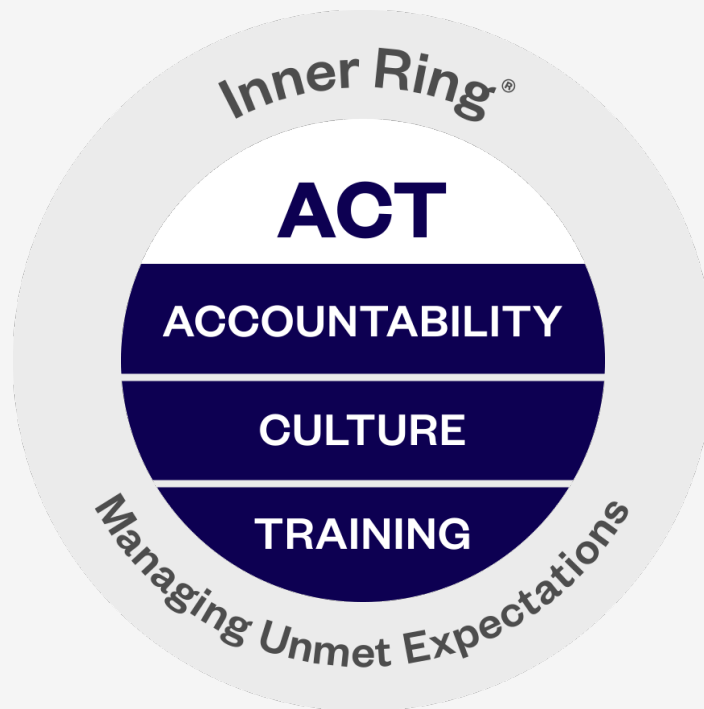
Resolve It

Use the Why-What-When framework to guide the discussion, then rescore. Repeat until you have achieved complete alignment.

Inner Ring®: ACT

Managing Unmet Expectations

When an expectation has been established effectively, but is still not being met or is at risk of not being met, use the Inner Ring. The acronym ACT stands for Accountability, Culture, and Training. Your approach to managing unmet expectations could be guided by one, two, or all three Inner Ring solutions, with the intent to do what is needed to close the gap in performance.



1. Are they making excuses?
ACT on ACCOUNTABILITY
2. Are experiences and beliefs impeding progress?
ACT on CULTURE
3. Are they a fit?
ACT on TRAINING

ACT on Accountability With LIFT

Elevate accountability to help people deliver on your expectations.

1. Clearly define the expectation and ask the question:

“Why aren’t you making the progress that you really want to make?”

2. Then follow these steps to coach them Above The Line®.



Listen for obstacles.

“What are the obstacles getting in the way of making progress?”



Identify the obstacles you can influence.

“Which of these obstacles do you most need to overcome and why?”



Facilitate the Solve It® question.

“What else can you do?”



Test for movement.

“What actions are you going to take?”

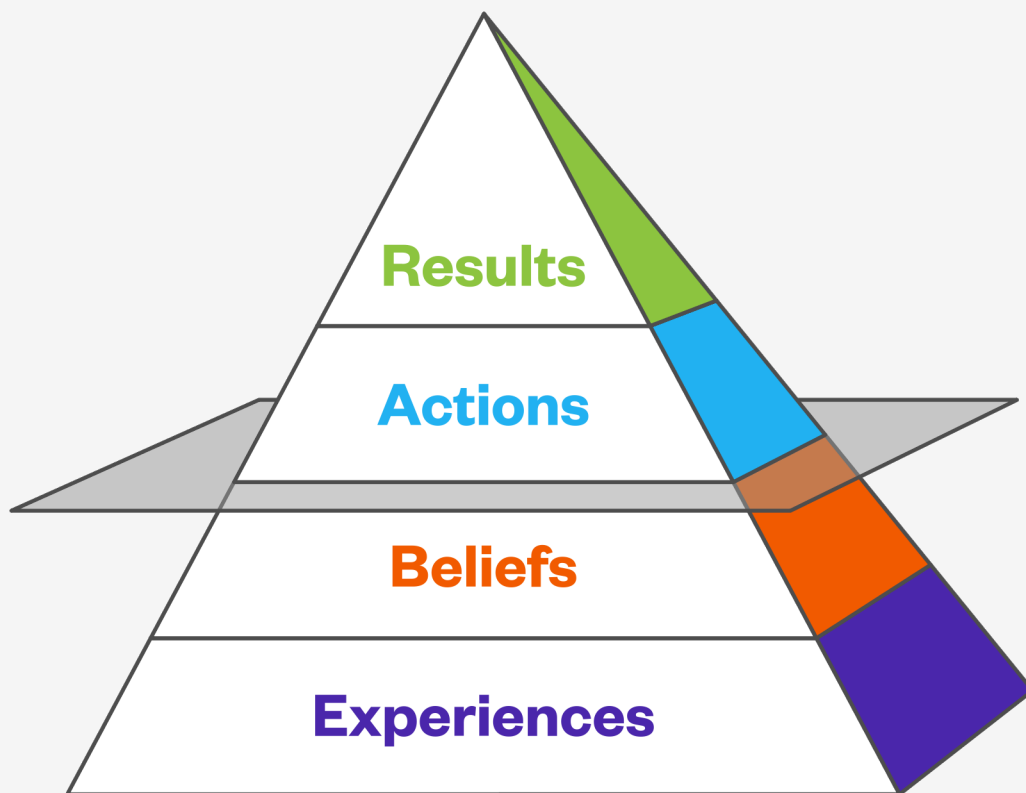
When dealing with a lack of movement, use the Above The Line® checklist:

- ☐ Will you be held accountable for achieving this expectation?
What is the price you will pay if you don’t achieve it?
- ☐ If you had to take accountability for overcoming one of these obstacles, which
would it be? Why?
- ☐ If your life depended on it, what else would you do?

The Results Pyramid[®]

As you facilitate movement on your team toward the Key Expectation, you may find that one or more team members are creating experiences or manifesting beliefs that are impeding progress, or their behavior may be frustrating or awkward. This is where leaders need to ACT on Culture.

Your ability to ACT on Culture increases with your understanding of culture. The Results Pyramid model is the foundational model for defining culture, illustrating the relationship between culture and results—like your Key Expectations. Its powerful simplicity helps us understand why people do what they do.



Experiences shape **Beliefs**, which drive **Actions** and **Results**

ACT on Culture With the Experience Dialogue™

When you ACT on Culture you are addressing the root cause of the actions which led to the unmet expectation: beliefs and experiences. Use the Experience Dialogue tool to:

- Have the right conversation with the right people, to close performance gaps at the experiences level
- Change beliefs in others that are influencing actions which are counterproductive to meeting the expectation.



Preparing for an Experience Dialogue

Consider someone you depend on who is not performing as you’d like and prepare to apply the Experience Dialogue by answering the following questions:

What is the experience I am having with this person?

What is the belief I hold or am beginning to hold?

What experiences would help change this belief.

ACT on Training

When a Key Expectation is at risk, and the people you hold accountable are not making excuses, and they don't seem to have beliefs that are getting in the way of progress, the most likely solution is training. To ACT on Training, evaluate Knowledge, Skill, and Fit.

Knowledge

When you assess Knowledge, you are checking for understanding—that they have the facts or information necessary to meet expectations.

EXAMPLE: Carlos isn't aware of the software update which would cut his data backup time in half.

Skill

When you assess Skill, you are checking for capability—that they can apply their knowledge to do the job well.

EXAMPLE: Roxanne can't figure out the new phone system. No wonder her NPS scores are low.

Fit

When you assess Fit, you are checking for suitability—that they have the qualities and expertise to meet requirements

EXAMPLE: Monique's sales are down again. She has mentioned how stressful travel is.



Notes

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