

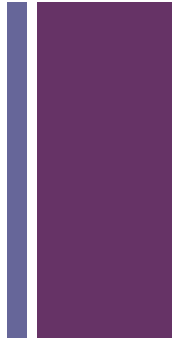
OWN IT!

Crucial Coaching Conversations of Accountability!

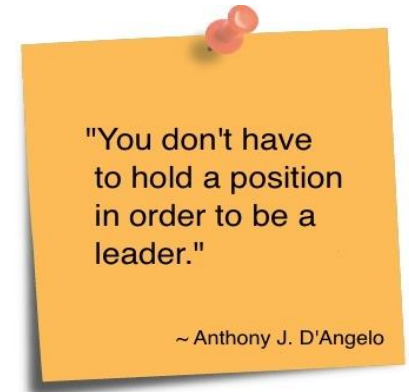
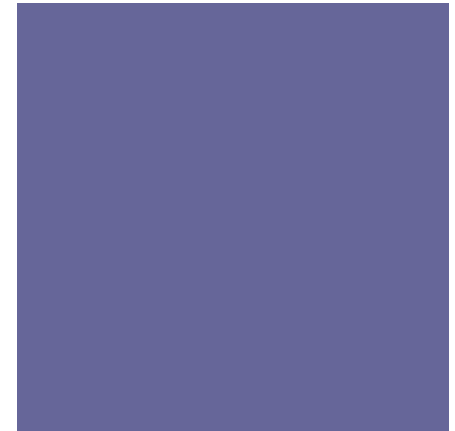
A Leadership Program for
Workforce Solutions for North Central PA



Learning Goals



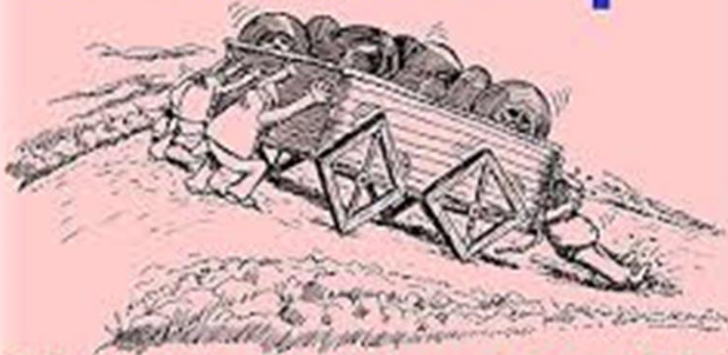
- Review key pillars of an accountability-rich culture.
- Learn a simple framework for conversations of accountability, including specific communication tips & tactics.
- Apply the accountability conversation framework to relevant, real-life scenarios.



The Powerful Message of Accountability



Ownership



Nobody Ever Washes a Rental Car!

OWN IT.

Owners vs. Renters

Owners behave differently than renters.
Create a team of owners!

Large Group Discussion

+ Coaching Definition: Accountability

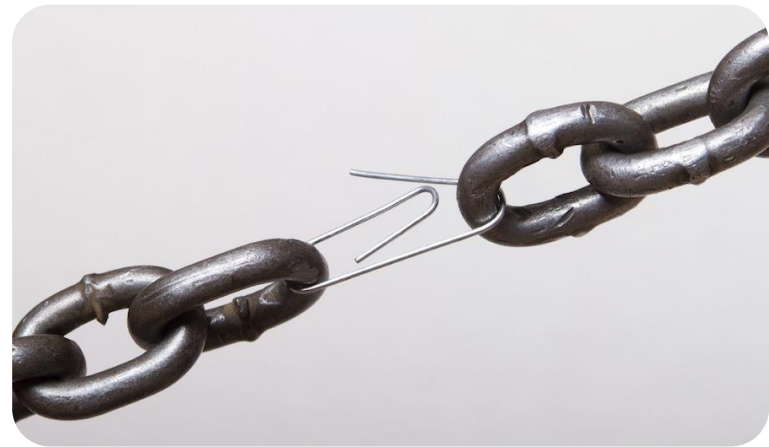
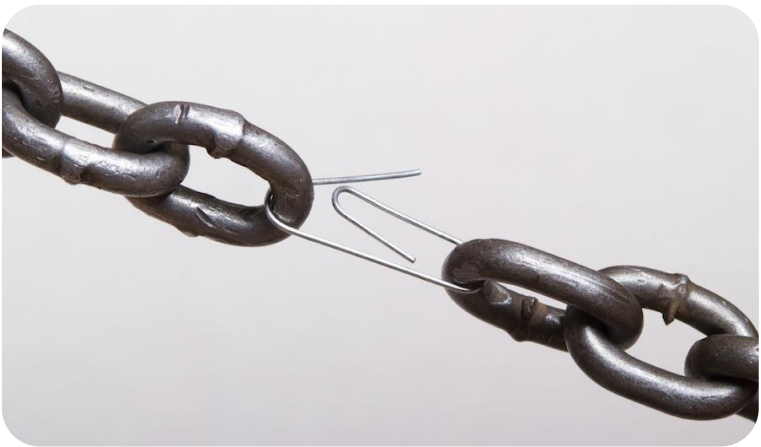
Doing the “right thing” consistently day after day, in both tasks and relationships to fulfill the vision & mission of the team/organization; to live its values and to follow the rules of engagement.



+ Chain of Accountability



- System of individuals linked in a chain of mutual support achieving something meaningful together
- The chain is as strong as its weakest link



+

Lean in actively to the leadership dare!

You are an influential link in the chain of accountability!!





Accountability Prerequisites



- Universal knowledge & understanding of vision, mission, values
- Clear appreciation of expectations, individually & collectively
- Universal knowledge & understanding of code of conduct, ground rules, etc.
- Universal knowledge & understanding of consequences
- The will to apply consequences





THE ACCOUNTABILITY CREDO



ACCOUNTABILITY CREDO

✦ We are a group of **CAPABLE** adults. ✦

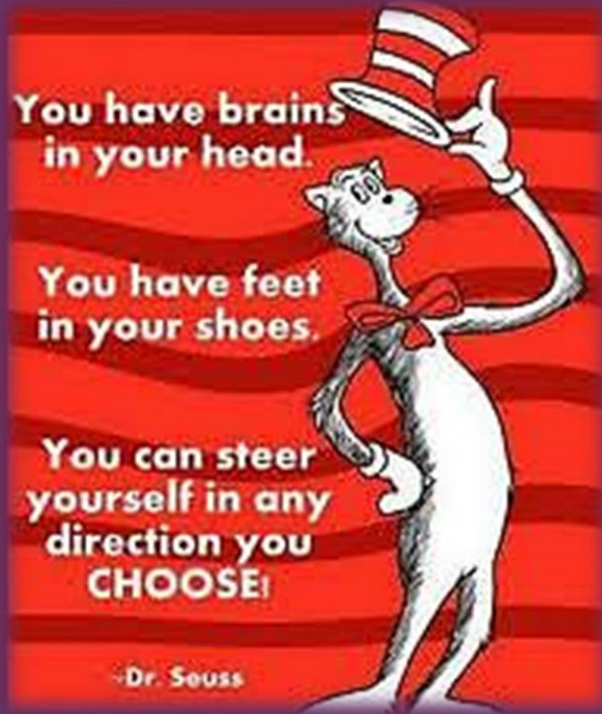
✦ Most people want to do **CREDIBLE** work.
They want to be good,
even **GREAT** at work. ✦

✦ We ultimately **CHOOSE** or decide
how to '**BE**' at work. ✦

✦ **ACCOUNTABILITY** is an adult choice. ✦

✦ Our shared **RESPONSIBILITY** is to
CO-CREATE the environmental conditions
that foster and **REWARD** that choice
so that it's **EMBEDDED** in the very fiber,
the **DNA**, of the organization. ✦

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What you permit, you promote!



What Comes To Mind When You Hear The Term Coaching Conversations of Accountability?

Chat Box Discussion



Crucial Coaching Conversations of Accountability



Crucial

- Stakes are high.
- Opinions vary.
- Emotions run strong.
- About tough issues.



Coaching

A directed conversation that happens all the time, everyday and has a purpose & structure...thoughtful conversation purposefully focused on bringing out the best in oneself and others to achieve a meaningful goal(s).

- Built on relationships
- Slower rather than faster
- Is performance focused
- Delivery matters!!



Feedback & Feedforward



Feedback (when focused on performance) is a dialogue between/ among people where information is exchanged concerning the performance that's expected and the performance that's exhibited. It generally focuses on the past with implications for the present.

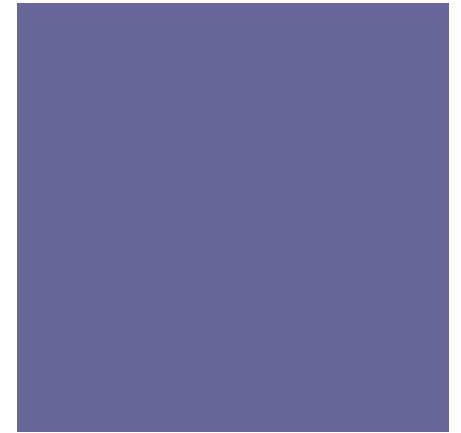
Feedforward is a coaching term that describes a dialogue that primarily focuses on co-creating options to move someone to the next performance level. It is oriented to the future and is intended to help design a way forward & enable someone to move ahead.

Both Are Coaching Conversations!



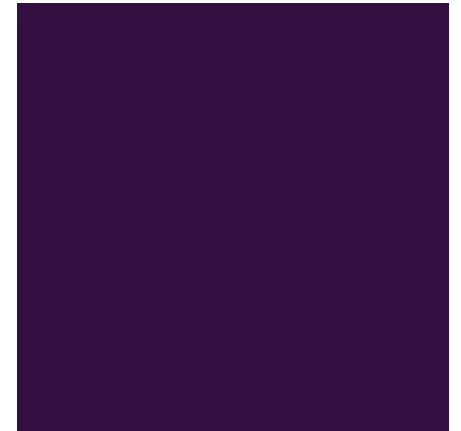
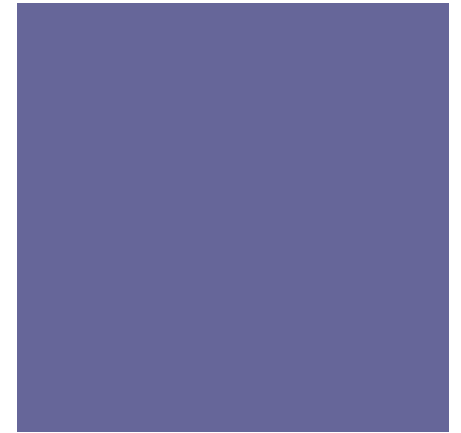
**IF IT DOESN'T
CHALLENGE
YOU, IT
WON'T
CHANGE YOU**

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What Challenges Do Crucial Coaching Conversations Present?

Breakout Room Discussion



What's The Upside? What Value Do Crucial Coaching Conversations Create?

Breakout Room Discussion



Best Practices

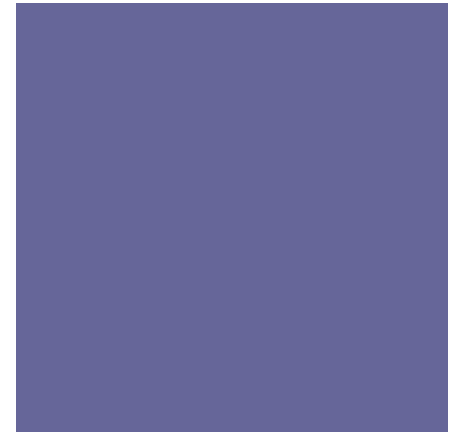


Structural

- Gather your thoughts and practice.
- Offer non-threatening invitation.
- Talk in a private space.
- Be seated; on the same side of the table or desk.
- Allow enough time to do it right.
- Focus on behavior rather than judgement.
- Delivery matters a great deal!
- Clarify commitment(s)

Behavioral (Skill)

- Talk sooner rather than later.
- Be straightforward w/o harshness.
- Select your first words with great care; they are the rudder of the conversation.
- Clearly & actively listen; (80/20).
- Ask more questions rather than tell.
- Single-handle 'the' behavior; refocus if needed.
- Avoid spoon feeding solutions



Avoiding Worst Practices

What practices/habits can impair the success of crucial coaching conversations?

+ Practices To Avoid

- Don't be emotionally charged.
- Don't make it a personal attack (even mildly).
- Don't sugar coat the message.
- Don't blame.
- Don't procrastinate.
- Don't be quick to solve the other person's challenge.
- Don't use the 'feedback sandwich' unless it's sincere.
- Don't avoid them.





Framework That Makes A Difference



- Preparation & Pre-work – The ‘umbrella’ step
- Step #1 – The Framework
- Step #2 – Performance
- Step #3 – Impact
- Step #4 – Build Accountability
- Step #5 – Next Steps

words
have
power



Let's Apply the Learning: Situation Analyses

Breakout Room Discussion

+ Useful Resources

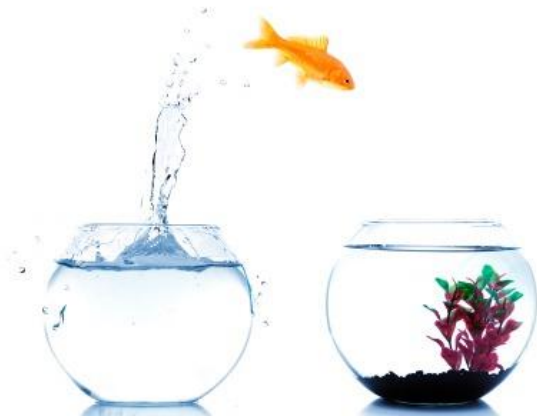
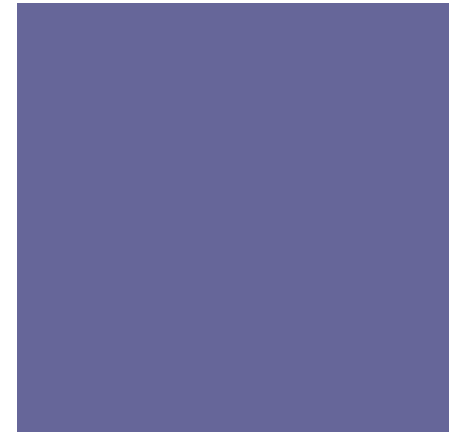


- Crucial Conversations: Tools for Talking When Stakes Are High – Kerry Patterson
- Discussing The Undiscussable – William Noonan



What is your ongoing commitment?

What practices will you adopt to more skillfully engage in Crucial Coaching Conversations? To move your performance from good to great?



Be Better and Different!



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