

# BUILD AN ACCOUNTABLE TEAM



## SET EXPECTATIONS

Let new team members know up front that you want and expect them to hold you and others accountable.



## TELL STORIES

Call out positive examples of team members addressing accountability concerns. Especially when they take a big risk by holding you accountable. Vicarious learning is a powerful form of influence, and storytelling is the best way to make it happen.



## MODEL IT

The first time your team hears you gripe about your own peers to others—rather than confronting your concerns directly—you lose moral authority to expect the same from them.



## TEACH IT

The best leaders are teachers. Codify the skills you think are important for holding “crucial conversations”—and take 5-10 minutes in a staff meeting to teach one. In these teaching episodes, ensure the team practices on a real-life example—perhaps one that happened recently. Trust me, they’ll complain, but this will make a huge difference in retention and transference to real life.



## SET POLICY

If you struggle with lots of escalations, set a policy that “it takes two to escalate.” In other words, both peers need to agree they can’t resolve it at their level before they bring it to you together.



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