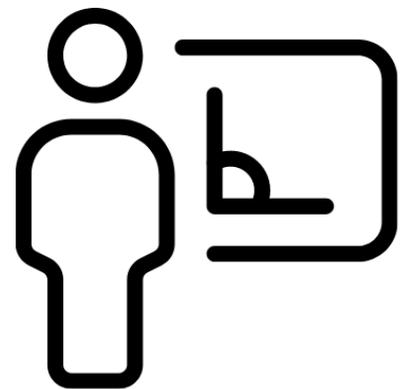


Instructors Guide



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.



Leaders inspire accountability through their ability to accept responsibility before they place blame.

Courtney Lynch

Module Two: Accountability Ladder



Accountability is the responsibility of all employees in an organization, not just the management team. One question that all individuals need to ask themselves is, “What is my own level of accountability at work and how is this measured?” The accountability ladder is a tool that is used to demonstrate levels of accountability in individuals. This example of a ladder usually shows nine “rungs” of accountability that range from an unaccountable level of “unaware of a situation” to an accountable level of “make it happen”.

What is the Reality?

Not every employee has the same definition of “accountability.” Not every employee has the same standards of accountability for him/herself in the workplace. The reality is that most people have not reached the highest rung of the accountability ladder, and could improve in at least one area in the workplace. Rate yourself on the following scale of accountability:

When an issue arises in the workplace, your response is:

- Unaware of the issue.
- Blame others.
- Personal excuses.
- I can’t.
- Wait and hope.
- Acknowledge reality.
- Embrace it.
- Find solutions.
- Make it happen



Estimated Time	8 minutes
Topic Objective	To discuss the accountability ladder.
Topic Summary	Accountability Ladder This exercise allows participants to review the levels of accountability.
Materials Required	Worksheet 1: Accountability Ladder
Recommended Activity	Give participants the worksheet and allow them to work in groups of two. Per the instructions on the worksheet, instruct participants to list examples of the accountability rungs. Discuss as a group when complete.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to identify one's accountability rung on the ladder?

Take Ownership



The bottom half of the accountability ladder represents those who are in “victim” mode. Everything is someone or something else’s fault. The top half of the ladder is where accountability begins and grows. Taking ownership of one’s decisions and actions is one of the first steps to becoming more accountable. Taking ownership in the workplace means:

- Not making excuses
- Not complaining about the circumstances.
- Not blaming others.

Taking ownership means taking responsibility for:

- One’s own actions.
- One’s own decisions.
- One’s own production results.

Estimated Time	7 minutes
Topic Objective	To discuss the how to take ownership in the workplace.
Topic Summary	Taking Ownership This exercise allows participants to review the steps to taking ownership in the workplace.
Materials Required	White board and markers.
Recommended Activity	Initially, participants should discuss in groups of two. The groups should review the criteria. Regroup into one large group and discuss the small groups' results.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	How should an employee handle a mistake at work?

Find Solutions



The next step to accountability is to use the tools and accepted resolutions to correct the mistake that was made. This does not mean that you fix the problem and not take ownership of the mistake. An accountable employee will instead identify that he/she has made a mistake, own it, and apply the correct solutions to the problem. A manager will be much more receptive to the mistake when it has been corrected appropriately by the employee. A manager will put more trust into an employee that can admit his/her mistakes and fix the issue without having to be instructed to take action.

Estimated Time	7 minutes
Topic Objective	To identify the meaning of finding solutions in accountability.
Topic Summary	Find Solutions This exercise asks participants to identify the difference between taking ownership and finding solutions to a mistake.
Materials Required	White board/markers

Recommended Activity	Each participant should contribute to the list of ways that accountable employees find solutions.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What should be the next step after taking ownership of a mistake?

Implement Solutions



The top rung of the ladder is to “make it happen.” Total accountability for an employee is defined as the employee that cares about the company and its success. This employee goes above and beyond their work and does not expect praise. A responsible employee feels satisfied by a task completed.

An accountable employee finds a solution to a common issue and implements that solution.

An accountable employee is always searching for an easier process, a faster route, some way to improve the tasks at hand. He/she gets satisfaction not only by improving his/her tasks, but also in improving another team or department’s work. Accountable employees are respected by all; customers, and co-workers alike, because the employee can be counted on in every situation. These employees have gained the trust of their co-workers and managers over time and are highly valued by the company.

Estimated Time	7 minutes
Topic Objective	To understand the highest rungs of the accountability ladder.
Topic Summary	Implement Solutions Discuss how implementing solutions results in accountability.
Materials Required	White board/markers
Recommended Activity	Each participant should contribute to the list of ways that employees can implement solutions in the workplace.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why are accountable employees valued by the business?

Practical Illustration



Steve is frustrated with the team's productivity. He calls his friend Bob, who is also a manager at a similar factory. "Why can't my employees be responsible for their work? All I ever hear is that it isn't possible, it isn't their fault, and all other excuses under the sun." Bob replies, "You know that there are a lot of unaccountable people in the world. Steve, you have to pick the right employees, and then hold them accountable." Steve tells him that he wishes that he knew if the employee was accountable before he hired him/her. Bob asks him if he knows about the accountability ladder.

Bob explains that the accountability ladder may be able to predict which applicants or employees have the potential to be accountable in the workplace. He tells Steve how the rungs of the ladder are levels of accountability. It starts with being unaware and ends at the top with making success happen. In between are rungs such as finding solutions and implementing solutions. Accountability starts with taking ownership. Bob sends Steve an email with an example of the accountability ladder.

Module Two: Review Questions

- 1) What is the accountability ladder?
 - a) A ladder made of fiberglass
 - b) A demonstrative tool
 - c) A management requirement
 - d) A booking template

The accountability ladder is a demonstration of the different levels of accountability in an individual. It ranges from unaware to making changes happen.

- 2) How many rungs are usually pictured on an accountability ladder?
 - a) 15
 - b) 30
 - c) 4
 - d) 9

There are usually nine different rungs on the accountability ladder. Each rung represents a different level of accountability.

- 3) What is the reality of accountability in employees?
 - a) Most employees are not at the top rung yet
 - b) All employees are at the top rung
 - c) No employee is at the top rung
 - d) Most employees are at the bottom rung

Most employees fall mid-way up the ladder of accountability, but most are not at the top rung.

- 4) What is lowest rung on the accountability ladder?
 - a) Make it happen
 - b) Find a resolution
 - c) Unaware
 - d) Blame others

Although blaming others is a low quality in an employee, the employee that is unaware that an issue has occurred is actually the least accountable employee.

- 5) Taking ownership is located on _____ of the accountability ladder.
- a) The bottom rung
 - b) The bottom half
 - c) The top rung
 - d) The top half

Taking ownership is on the top half of the accountability ladder. It is one of the first steps to being accountable.

- 6) Taking ownership refers to ownership of _____.
- a) One's paycheck
 - b) One's production results
 - c) One's parking spot
 - d) One's cubicle

This refers to taking ownership of one's work ethics, production amounts, mistakes; all the results of one's actions or decisions. This does not refer to ownership of an object.

- 7) After taking ownership for a mistake, what is the next rung on the accountability ladder?
- a) Blame others
 - b) Make it happen
 - c) Find solutions
 - d) I can't

The next step to accountability is to find solutions. After owning the mistake, the error needs to be fixed and doing so will show accountability for one's decision.

- 8) An employee that is not accountable will _____ after a mistake is made.
- a) Make it happen
 - b) Be unaware
 - c) Find a solution
 - d) Take ownership

Unaccountable employees do not take any responsibility for their actions or decisions. They are often so irresponsible that they do not ever know that there is an issue.

9) Accountable employees _____ solutions for issues in the workplace.

- a) Implement
- b) Instigate
- c) Imagine
- d) Imitate

These employees implement solutions. These solutions improve the work culture or the workflow. These employees are not looking for praise.

10) When are accountable individuals satisfied?

- a) Never
- b) After a job well done
- c) Anytime
- d) After an employee of the month award

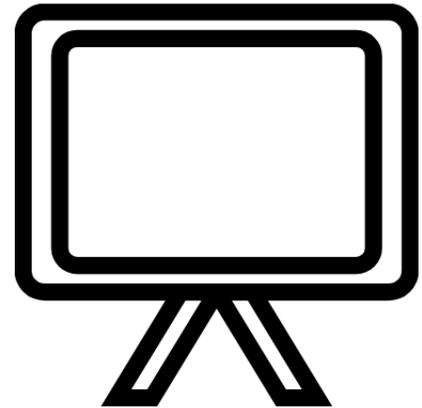
Accountable individuals are satisfied after a job well done. They enjoy the completion of the task, not the praise.

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.





“

Leaders inspire accountability through their ability to accept responsibility before they place blame.

Courtney Lynch

MODULE TWO

Accountability Ladder

Accountability is the responsibility of all employees in an organization, not just the management team.



What is the Reality?

Unaware of the issue

Wait and hope

Find solutions

Take Ownership

- Not making excuses
- Not complaining about the circumstances
- Not blaming others





Find Solutions

The next step to accountability is to use the tools and accepted resolutions to correct the mistake that was made.

Implement Solutions

Total accountability for an employee is defined as the employee that cares about the company and its success.



Practical Illustration



- What is the Reality?
- Take Ownership
- Find Solutions
- Implement Solutions

Module Two: Review Questions

1. What is the accountability ladder?

A. A ladder made of fiberglass

B. A demonstrative tool

C. A management requirement

D. A booking template

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.

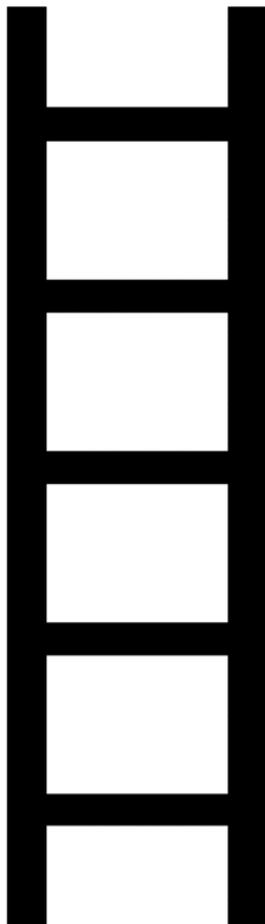


Presentation Skills

Quick Reference Sheet



The Accountability Ladder



Implement Solutions

The top rung of the ladder is to “make it happen.” Total accountability for an employee is defined as the employee that cares like the owner about the company and its success. This type of employee goes above and beyond in their work and they do not expect praise. A responsible employee feels satisfied by a task completed. An accountable employee finds a solution to a common issue and implements the solution.



Take Ownership

The bottom half of the accountability ladders represents those who are in “victim” mode. Everything is someone or something else’s fault. The top half of the ladder is where accountability begins and grows. Taking ownership of one’s decisions and actions is one of the first steps to becoming more accountable, both in day-to-day life and in the workplace. Taking ownership in the workplace means:

- making excuses
- Not complaining about the circumstances.
- Not blaming other employees.

Taking ownership means taking responsibility for:

- One’s own **actions**.
- One’s own **decisions**.

What is the Reality?

Not every employee has the same definition of “accountability.” Not every employee has the same standards of accountability for him/herself in the workplace. The reality is that **most people have not achieved the highest rung of the accountability ladder**, and probably could improve in an area in the workplace. Everyone **should honestly rate themselves** on the following scale of accountability, like in the ladder example:

When an issue arises in the workplace, the person responds:

- Unaware of the issue
- Blame others
- Personal excuses
- Saying “I can’t.”
- Wait and hope
- Acknowledge reality
- Embrace it
- Find solutions
- Makes it happen

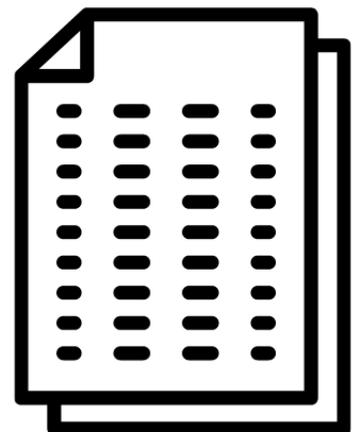
Handouts



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 Ladder

Use this worksheet to list the different accountability rungs and examples of each.

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____
- 10) _____

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

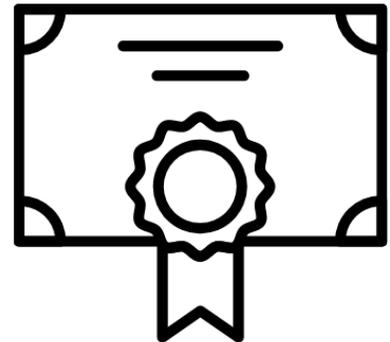
Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help him or her do well in this new role.

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
Responsibility in the Workplace*

Awarded this _____ day of _____, 20____

Presenter Name and Title
