

BusinessCPR™ Accountability Ladder Coaching & Feedback Tool

In our business we use the accountability ladder to understand how we are why we may not be getting the desired results we want out of life or our business.

We use this tool to ask ourselves where we currently are on the ladder. As you read through the different levels, you may find you are at different levels of the ladder in different aspects of your life.

Below are examples by ladder level to help you determine where you are. After you identify where you are, the next questions to ask is this acceptable to me, my employer, and those I work with?

If you are below level four than we ask you to step up to level five through eight. These are the rungs on the Accountability Ladder that we operate in.



Powerless Victims Levels	Powerful by Choice Levels
<p>1. Unaware and noncaring: These people don't care enough to be aware of any problems or their probable role in them. For example, let's say you have poor hygiene, but you have no clue about it. You think you smell like a flower. Other people can smell your stench, but you have no clue. Building awareness and knowledge is how you help those who are blissfully ignorant.</p>	<p>5. Be responsible: People at this level take responsibility for the tasks they need to do. An example is a sales rep who knows they must prospect to acquire new accounts to realize their sales goal. They see the reality of the situation and do the work that needs to get done to realize their accountabilities.</p>
<p>2. Blame and complain: Overcoming this step requires a willingness to point the finger at ourselves and admit we may be the problem, not other people or factors. An example is a person who is always late to work in the morning because their spouse spends too much time in the bathroom when the real solution would be to wake up earlier.</p>	<p>6. I own it: When you take ownership of the results of an action, you get to decide if you will fall back down the ladder and make excuses like blame and complain. Or you will take ownership of the problem and create solutions that need new actions.</p>
<p>3. Excuse maker: Is a masked form of procrastination as to why things are not getting done. Making excuses like "I'm too busy," or "I have never done that before," or "I don't know what I am doing" is never spoken by an accountable person. Stop making excuses and get it done.</p>	<p>7. Solutions seeker: Owning the situation includes thinking of solutions you should act on to hit your goal. As you brainstorm workable solutions, you will see options emerge. The key is acting on the best available option relative to your goal in the time available to realize your desired result.</p>
<p>4. Wait and hope: Hope is not a method, nor is waiting for a miracle. Success happens through going out and getting planned actions done. An example of what never works is those who desire to be in good physical shape, but never eat healthily or exercise, hoping that one day their body will be transformed. This only happens through disciplined effort.</p>	<p>8. Make it happen: You own it when you come up with smart solutions that you act on. Being at this step is when you are at your best. You accomplish your goals as you put your solutions into action. Making it happen produces the fruit of your labors. This is when you see the truth in the adage, "the harder I work, the luckier I get."</p>
<p>I commit to making the following improvements:</p> <ol style="list-style-type: none"> 1. 2. 3. 	<p>I promise to support you in the following ways:</p> <ol style="list-style-type: none"> 1. 2. 3.

Part of the BusinessCPR™ Management System, Step 5—Be Accountable for *Your* Results

The accountability ladder is a coaching and feedback tool used to reinforce behavior when results are better than planned and to provide coaching when behavior interferes with realizing desired results. Effective business owners and managers use this tool to help those they lead to understand why they are or may not be getting the desired results they want out of life or their job.

Four steps to effectively prepare yourself for using the accountability ladder with a struggling employee

1. The first step in using the accountability ladder is to ask yourself where you currently are on the ladder. You do this because if you're on one of the lower rungs on the ladder, you aren't in the best position to coach someone on how they need to move up the ladder when you aren't at least where you want them to be. I.e., if you aren't modeling the desired behavior it is better to hold off using this tool until you are.
2. Once you are clear on what rung of the accountability ladder you are on, the next step is to use the same process you put yourself through to help a struggling employee. Remember, this tool only works if you really want to coach those on the lower level rungs to help them see how their actions and behavior are holding them and the company back from accomplishing more. Again, if your goal isn't to help the employee see themselves in a new light, initiate your progressive discipline process to accelerate moving them out of your business.
3. Take a moment to identify any observable behaviors you see in the employee that has them on the upper rungs of the ladder to encourage them to keep it up. Be prepared to provide specific examples of what you are appreciating. Do the same thing for those behaviors that are holding them back. Again, be prepared with specific examples and suggestions on how they could improve.
4. Schedule the best time to meet privately with the employee you are trying to help. Print two hard copies of the BusinessCPR™ Accountability Ladder Tool in preparation for your discussion, then have the meeting.

Eight keys to having a behavior-changing discussion with an employee you believe in

1. Introduce your goal for the conversation. Point out that this is intended to be a positive conversation and that they are not in trouble. Remember, you want to help them, so tell them why you believe in them.
2. Ask them what they heard to make sure they know your intention for the meeting.
3. Give them a copy of the accountability ladder and speak to the opening paragraphs and different rungs on the ladder to help orient them to the tool. Ask them if they have any questions about the accountability ladder.
4. Once they are clear on the ladder's rungs, have them "circle" the number that best reflects where they see themselves on the accountability ladder on their worksheet. As they do this, draw a box around the number on your copy of the tool that reflects your view of where you see them on the accountability ladder.
5. The next step is to place both worksheets side-by-side to discuss your respective ratings. Use the titles and language of the rungs to help you talk with each other about your respective perceptions.
6. It's OK if you don't see the same rung. The goal is to discuss each other's perceptions of what's working and what's not for you in your role, where you might need help, and what you are prepared to do differently.
7. At the bottom of the tool, record any improvement commitments made by the employee or promises of support by you. Be clear on how they and you will know the commitments have been honored, and then do what you say you will do.
8. File your copy of the accountability ladder tool with any post-meeting notes you made in the employee file. Do this should behavior not improve so that this conversation can be specifically referenced as part of the progressive discipline process.

You know you have had a healthy conversation on improving contributions when you both walk away with a shared understanding of what can be done differently to improve personal accountability for the results of your actions on yourself, the business, and those you work with.

We are here to help ...

If you are anticipating a difficult conversation or have questions about using this tool, email us at help@business-cpr.com to schedule a time for you to talk with one of our BusinessCPR™ Certified Business Coaches to get your questions answered.

