



### Address accountability gap conversation guide

#### Prepare yourself

Your job as a leader is to regulate your emotional responses FIRST before attempting to hold someone to account. Do this first.

- Remember the World View Model and how to disrupt your automatic responses to situations.
- Remember active listening. Notice your self-talk, the labels, judgements, complaints you have about the person. Acknowledge these are coming up internally then put them aside.

#### Open the conversation

<p>Notice their body language.</p> <p>If people are stressed or emotional, you need to help them get back control of their logical brain.</p> <p>Help the person 'name to tame' their own feelings and thoughts.</p>	<p><i>I'm trying to get a sense of how you are going right now? Are you frustrated?</i></p> <p><i>I'm trying to get a sense of what you are feeling, is it frustration?</i></p> <p><i>I'm sensing you are overwhelmed, is that correct?</i></p> <p><i>If that's not right, what are you feeling/what is it?</i></p>	
<p>Make space for their emotional state and allow them to vent without interrupting or defending.</p>	<p><i>How frustrated are you on a scale of 1-10?</i></p> <p><i>Tell me more.</i></p>	
<p>Probe to understand the source of their emotional state.</p>	<p><i>And the reason you feel frustrated is because...?</i></p> <p><i>Tell me, what needs to happen for you to feel less frustrated?</i></p> <p><i>What part can I play to make that happen?</i></p> <p><i>What part can you play to make that happen?</i></p>	

#### Explore the issue

Now that you have a shared understanding of their current state and what is driving that, you can explore the issue

<p><b>ASK</b></p> <p>Clearly state the issue and your understanding of accountabilities.</p> <p>Agree who is accountable for what before you go to the next step.</p>	<p><i>I want to discuss [the issue/gap in performance /behaviour].</i></p> <p><i>My understanding is that...</i></p> <p><i>I am accountable for...</i></p> <p><i>You are accountable for...</i></p>	
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# Manager as Leader & Influencer



## MINE OPERATIONS SHORT COURSE

<p><b>SITUATION AND BEHAVIOUR</b></p> <p>Make a statement of fact or belief you have about the person's performance.</p> <p>What is the evidence or your understanding of the situation?</p>	<p><i>I thought we agreed you would deliver X by Y time, and this hasn't happened.</i></p> <p><i>I think we have different perceptions about X. How do you see it?</i></p>	
<p>Gain agreement from the person.</p> <p>Or seek to understand their point of view if it is different from your understanding.</p> <p>Explore your own contribution to this situation.</p>	<p><i>How did you understand the agreement?</i></p> <p><i>What has led to this situation?</i></p> <p><i>What did you need in order to meet that expectation?</i></p> <p><i>What could I have done to make that expectation clearer?</i></p>	
<p><b>IMPACT</b></p> <p>Describe the impact of their performance/contribution on them, the business, you and other people</p>	<p><i>Missing that deliverable means that...</i></p> <p><i>The effect this will now have is...</i></p> <p><i>Failing to deliver on that [accountability] has....impact on the team / others / business</i></p>	
<p>Explain the consequences if the performance continues and doesn't improve</p>	<p><i>I need to rely on you to perform this role...</i></p> <p><i>[suggestion to seek feedback from within the business e.g., HR should this be appropriate at this time]</i></p>	
<p><b>Decide on next steps</b></p>		
<p><b>ALTERNATIVE</b></p> <p>Explore how you can support the person to deliver on their commitments. Allow them to generate all ideas themselves.</p>	<p><i>How can I help you deliver on your commitments?</i></p>	
<p>Agree on any new/altered next steps</p> <p>Agree on any further changes to the deliverables and any support you will give to meet the agreements</p>	<p><i>Ok, so I will commit to... And you will... and we will catch up...</i></p> <p><i>So, we've agreed that...</i></p>	
<p>Conclude the conversation with acknowledging the value of the person, and their contribution.</p>	<p><i>I'm glad we could sort this out clearly and agree what we can both do to prevent this happening in future.</i></p> <p><i>I'm confident you'll make the shift that is needed</i></p>	