The Accountability Experience

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Assessment Report

Prepared for: Sample Report
Date: 3/15/19

Introduction

When organizations have low morale and productivity with higher rates of burnout, stress, and disengagement, the key to turning around these trends is to understand underlying mindsets regarding accountability. Accountability is about looking at your own attitudes and mindset and evaluating if they are working to your benefit. Factors contributing to accountability are responsibility and empowerment. The Accountability Experience self-assessment is designed as a tool for you to gauge how your current mindset puts accountability, responsibility, and empowerment into practice. The assessment will provide insight into the beliefs, behaviors, and thinking patterns that undermine your accountability. Based on your results and feedback, you can learn how to change your mindset and behaviors to improve your overall performance and outlook.

The Accountability Experience self-assessment measures your scores in four main areas: personal responsibility, personal accountability, team empowerment, and perception of organizational culture. The assessment also provides feedback on your responsibility/accountability gap and will give you an overall score. The assessment will recommend actions for the development of each score.

Overall Result

The Overall Result is an average of all the items answered and provides an overall baseline measure. 85 percent is the benchmark Overall Result that indicates a mindset of responsibility and accountability that will lead to consistent high performance. While there still may be opportunities for improvement with an 85 percent or higher result, these individuals are likely to consistently stay in the high-performance "zone" and be receptive to, own, and act on recommendations.

The overall result does not indicate "high or low," "good or bad," or "right or wrong." Instead, the result is useful for identifying unique and specific needs for development.

The following information is designed to facilitate interpretation of Assessment results and development needs:

Overall Result   **56%**
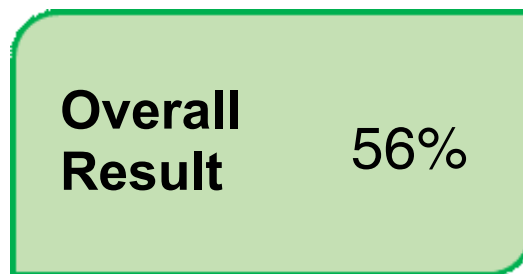
Your overall Assessment results indicate that you are currently experiencing frustration with your job, your team, and your organization and may feel unable to make an impact. You may see life as a series of events that happen to you, as opposed to understanding that you can have a good deal of control over the circumstances in your life. You will benefit from learning more about the Accountability Cycle.

Personal Responsibility

Personal Responsibility is a "before-the-fact" mindset of personal ownership and commitment to a result. 85 percent is the benchmark result for Personal Responsibility that indicates a mindset that will consistently take up-front ownership for results. This measure indicates how much a person believes success is up to him or her, versus how much success is dependent on outside conditions. A person with a 100 percent score believes his or her success is completely up to him or her. A person with a 50 percent score believes that half the time, outside conditions will determine his or her success.

Score	Interpretation
55%	Your result indicates that you sometimes may not take full ownership of tasks and projects and you use a variety of reasons outside of yourself as excuses. Your result also indicates that you most likely are not entirely clear on your role at work, but see it as your supervisor's responsibility to approach you about this. When you learn more about the definition of Responsibility, you will find that you can better "own" your role and the expected outcomes of your job. When taking on new tasks, you will find it helpful to always complete a Clear Agreement Form. To ensure clarity and the highest levels of responsibility, avoid the use of the word "we" when describing who owns a task or project.

Personal Accountability

Personal Accountability is a personal willingness "after the fact" to answer for outcomes produced, whether good or bad. 85 percent is the benchmark result for Personal Accountability that indicates a mindset that will consistently answer for results, whether good or bad. A person with a 100 percent score in this category will always answer for individual and collective results. When results don't go well, that person will proactively declare: "This is what I did. This is what I learned. This is what I will do differently going forward."

A person with a 50 percent score for accountability will be willing to answer for individual and collective results only some of the time. When results don't go well, that person will be more likely to find fault with others and blame outside conditions. Finding and explaining reasons for the undesired result become more important than achieving the result.

Score	Interpretation
58%	Your result indicates that it is somewhat likely that you make excuses or blame others when things do not turn out as you had expected. You may even be rewarded for deflecting blame elsewhere. Learn more about what accountability means and ask a trusted co-worker to share examples of times when you either did or did not demonstrate accountability. After completing each task or project, honestly reflect on your performance and consider completing a Looking Back Form for yourself.

Responsibility and Accountability Gap Analysis

A key indicator in this Assessment is the gap between Personal Responsibility and Personal Accountability.

Your Personal Responsibility result is within 3 percentage points of your Personal Accountability result. The following statements are likely true about you:

These individuals tend to have a balance between what they commit to deliver and what they actually deliver. They have likely developed a reputation for being consistent-good or bad. If your results are lower, you may deflect ownership of too many tasks, and actually have the capacity to improve performance, quality, and volume of production. If your results are higher, you are likely a valuable asset in your organization.

Team Empowerment

This category measures preference for working with others versus working independently when given a choice. It measures how likely an individual is to coach others, delegate, and hold others accountable.

Individuals who have a result of less than 70 percent prefer working individually rather than in a group when given a choice. Those with a result of 78 percent or greater prefer working in a group over working individually when given a choice. Those who fall between 70 and 77 percent can go either way depending on circumstances, with no strong preference.

It is important to know and communicate this preference to others so they know what you need. Over time, as individuals work in highly responsible and accountable teams, this result often shifts higher as individuals find they can accomplish much more in a high-performing team.

Team empowerment and self-empowerment are closely related: you can't have an empowered team without self-empowered individuals. It is important to find out whether working in a team is a requirement or just a "suggestion" in your organization. If your team empowerment result is lower than 70 percent but team-based work is a strong requirement in your position, you may wish to work on your self-empowerment skills-doing whatever is necessary to keep a task or project moving forward according to what you committed to do; coaching/helping team members accomplish tasks; and holding yourself and others accountable for results.

Score	Interpretation
56%	Your result indicates that, given a choice, you prefer working individually over working with a group. If your work requires that you work with groups, use the Clear Team Agreement form to ensure that you understand everyone's roles and expectations for each project. You may find that your preference shifts toward wanting to work more with teams as your interactions with others in the organization improve. Working diligently on becoming more skilled at Holding Others Accountable will also increase your comfort with teams. If you are a manager or supervisor, this result indicates that you are more comfortable "directing" others' work than working collaboratively with them. Make frequent use of the Clear Team Agreement form. This tool, which documents the collaborative efforts of a team, will assist you in moving away from a manager-led group toward a real team where all members give valuable input and hold each other accountable for results.

Perception of Organizational Culture

This result measures how you respond to what is going on around you. The Assessment items associated with this result asked for responses about "management," the "organization," and the environ-ment. However, how individuals perceive what is happening around them says as much or more about them as it does about what is happening around them.

When results in this category are lower, generally 77 percent or less, individuals are experiencing frustration with the organization's culture. The lower the result is, the greater the frustration tends to be. Those who have results higher than 77 percent tend to accept responsibility for what is going on, will work to change it, and will avoid blaming others or the organization for what is not working. The higher the result is, the more aligned with the culture the person tends to be.

When the result in this category is lower than the Personal Responsibility and Personal Accountability results, the individuals tend to have the perception that "I am fine, but they are not." These individuals will have the tendency to externalize what is going on and blame outside conditions: "It's them, not me."

Score	Interpretation
54%	Your result indicates deep frustration with the culture. You may find yourself frequently blaming the organization or other people for things that are not going well. You'll find it helpful to question your mindset around this behavior. Practice turning around your negative thoughts about the culture. Begin to ask yourself "What can I do to help?" Learn how to hold others accountable and engage in conversations with others about positive changes you would like to see in the organization.

Summary

An overall result of 85 percent in the Assessment is what sets an individual apart in his or her ability to self-manage and to sustain high performance. Those who are at the 85 percent level have clear goals and expectations; they know what tools or conditions they need to thrive; they sustain productivity; they do not gossip; they talk to people, not about them; and they are accountable for outcomes. Please do not be discouraged if your overall result is less than 85 percent. If you apply the concepts and tools of Personal Responsibility, Self-Empowerment, and Personal Accountability and work to develop and continually improve, you will decrease your stress and increase your job satisfaction and productivity.

Appendix

Item Level Report

Legend:

1	Strongly Disagree	**2**	Disagree	**3**	Neither Agree or Disagree
4	Agree	**5**	Strongly Agree			

Personal Responsibility

(Reverse scored items: 21, 23, 24)

Statement	Score
1. I make sure that I clarify what my customers (or co-workers) expect of me on an ongoing basis.	2
2. I exercise personal control over the way I do my work.	3
3. I request job assignments that are very challenging on a regular basis.	5
4. Before I begin a project, I plan for any possible difficulties that may occur.	4
5. I am totally responsible for my success at work.	1
9. I clearly understand what results I am accountable for at my job.	2
10. I clearly understand the authority I have to do my job.	4
16. I am persistent about obtaining feedback about my interpersonal skills.	4
19. I use work assignments as opportunities to expand my skills and abilities.	5
20. I am exceptionally skilled for the work I do.	2
21. I am exceptionally skilled for work beyond what I am currently doing. (R)	4
23. I feel "stuck," with no place to go in this organization. (R)	2
24. Much of the work I do seems meaningless. (R)	4
29. I encourage co-workers to solve their own problems.	3
30. I encourage customers to view me as a resource.	4
42. When a co-worker does not perform a job well, I usually let him or her know immediately.	2

Statement	Score
43. I hold others accountable for their commitments, regardless of the consequences to me.	2
44. I hold others accountable for achieving mutually agreed-on performance goals.	4
46. I believe working through in-depth interpersonal issues, when necessary, is crucial to the success of our organization.	3
52. Management provides me with opportunities for my professional growth.	2
54. Management makes it clear what empowerment is.	3
67. Management provides me with job assignments that are challenging.	2
68. I am provided timely feedback on my job performance.	1
69. Management provides me with information needed to understand the big picture.	1

Personal Accountability

(Reverse scored items: 6, 18, 23, 28, 58)

Statement	Score
6. The work environment is the principal determinant of my productivity. (R)	2
7. I am accountable for the results I produce, even if there is not enough time.	1
8. I don't make excuses or blame others when something goes wrong at work.	5
11. I am accountable for the results I produce, even if a situation is unfair.	3
12. I am accountable for the results I produce, even if I am not provided the support I need.	4
13. I evaluate my job performance by specific metrics.	2
14. I am accountable for the results I produce, even if I am not provided with the resources I need.	3
15. I am persistent about obtaining feedback on the results I produce in my job.	3
16. I am persistent about obtaining feedback about my interpersonal skills.	4
18. I wait for formal performance evaluations to find out what I need to improve at my job. (R)	1
22. I seek training opportunities for personal/professional growth on a regular basis.	4
23. I feel "stuck," with no place to go in this organization. (R)	2

25. When I delegate a task or project to a co-worker, he/she is clear about his/her responsibility.	4
26. When I delegate tasks or projects to co-workers, they are clear about their authority to make decisions or solve problems.	2
27. I trust that most of my co-workers will perform well, if given greater authority over their own jobs.	2
28. In order to ensure the best work results, it is necessary to have some degree of control over co-workers. (R)	3
31. I delegate decision-making authority equal to, or slightly beyond, the ability of my co-workers.	3
32. I give co-workers timely feedback regarding their job performance.	3
33. It is impossible to mentor in others what I have not learned about myself.	2
34. I have high self-esteem.	2
35. I believe all human beings are capable of outstanding performance, irrespective of differences.	5
37. I take the initiative to coach others, even when it is time-consuming.	5
38. I encourage others to live up to their full potential in spite of the difficulties they may experience.	3
39. When a co-worker does not do his/her work at the level expected, I hold him/her accountable.	4
42. When a co-worker does not perform a job well, I usually let him or her know immediately.	2
43. I hold others accountable for their commitments, regardless of the consequences to me.	2
45. I am totally responsible when my organization is unsuccessful, even if my own performance is outstanding.	1
47. I can depend on co-workers to responsibly perform work assignments.	4
48. I find it easy to trust my co-workers.	3
49. I believe that, overall, my co-workers are committed to my professional success.	1
57. This organization operates best when there are strict lines of authority. (R)	5

Team Empowerment
(Reverse scored items: 28, 41)

Statement	Score
17. I am accountable for whatever happens in my organization, regardless of how well I do my own job.	5

25. When I delegate a task or project to a co-worker, he/she is clear about his/her responsibility.	**4**
26. When I delegate tasks or projects to co-workers, they are clear about their authority to make decisions or solve problems.	**2**
27. I trust that most of my co-workers will perform well, if given greater authority over their own jobs.	**2**
28. In order to ensure the best work results, it is necessary to have some degree of control over co-workers. (R)	**3**
31. I delegate decision-making authority equal to, or slightly beyond, the ability of my co-workers.	**3**
32. I give co-workers timely feedback regarding their job performance.	**3**
35. I believe all human beings are capable of outstanding performance, irrespective of differences.	**5**
36. For the most part, I am non-judgmental and accept people how they are.	**2**
40. Relationships work best when you hold people to their commitments.	**1**
41. I avoid holding others to their commitments if I suspect it will be confrontational or upsetting to them. (R)	**2**
44. I hold others accountable for achieving mutually agreed-on performance goals.	**4**
45. I am totally responsible when my organization is unsuccessful, even if my own performance is outstanding.	**1**
47. I can depend on co-workers to responsibly perform work assignments.	**4**
48. I find it easy to trust my co-workers.	**3**
49. I believe that, overall, my co-workers are committed to my professional success.	**1**

Perception of Organization Culture

(Reverse scored items: 57, 65)

Statement	Score
50. This organization fully utilizes its employees.	**3**
51. This organization values its employees.	**2**
52. Management provides me with opportunities for my professional growth.	**2**
53. Management makes it clear that it values empowerment.	**3**
54. Management makes it clear what empowerment is.	**3**

55. Management encourages delegation of authority with decision making as much as possible.	3
56. Status and position are valued more than performance in this organization. (R)	1
58. Management is sensitive to the needs of employees.	5
59. Teamwork is rewarded in this organization.	4
60. In this organization, team achievement is equally as important as individual achievement.	2
61. This is an organization in which trust exists among co-workers.	2
62. In this organization, it is clear who makes final decisions.	4
63. Job assignments are based on who needs opportunities for growth and development.	2
64. In this organization, decisions are made, but are reversed or changed unprofessionally. (R)	2
65. Non-confidential information is freely distributed in this organization.	3
66. The vision of this organization is clear.	4
67. Management provides me with job assignments that are challenging.	2
68. I am provided timely feedback on my job performance.	1
69. Management provides me with information needed to understand the big picture.	1
70. My performance evaluation comes from a combination of sources, not just from management.	4
71. Management delegates to me that which is equal to, or slightly beyond, my ability to perform.	2
72. The management of this organization inspires me by being an example of what is expected.	4