

Holding to account

The strength of resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service.

This document aims to help you manage your own learning and development by:

- ***allowing you to reflect on whether this quality is an area you would like to develop further;***
- ***providing you with ideas on how to develop this quality; and***
- ***enabling you to draw up an action plan targeted to your specific development needs.***

The information you input into this interactive PDF document is not stored anywhere on this website. We encourage you to download and save this document so that you can add to it and refer back to it in reviewing your development plans.




Features of this Quality Include:

- Setting clear targets and standards for performance and behaviours, ensuring the processes are in place to support individuals in achieving these standards
- Insisting upon improved performance if standards are slipping
- Creating a climate of support and accountability, rather than a climate of blame.
- Holding people account for what they have agreed to deliver.
- Being prepared to be held to account by others for what they have contracted you to do as the leader.

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Self Reflection

- Look at the statements below.
- On the scale next to each statement, choose a rating that reflects how frequently it applies to you.

		
A lot of the time	Some of the time	Very little / None of the time

Managing poor performance			
I recognise when performance issues need to be addressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I challenge people when their performance is below the agreed standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I provide support for those experiencing performance difficulties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assigning clear accountability			
I clearly outline what is expected from others when discussing individual and team performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I monitor delivery through clear service level agreements and control assurance processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting boundaries for accountability			
I ensure appropriate processes are in place to support individuals with achieving the required standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am prepared to be held accountable for achieving my goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self reflection continues on the next page

Self Reflection continued

- Look at the statements below.
- On the scale next to each statement, choose a rating that reflects how frequently it applies to you.

 A lot of the time	 Some of the time	 Very little / None of the time
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Promoting a high performance culture			
I challenge and confront practices and behaviour when this impacts on service delivery and standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I hold others directly accountable for delivering what has been agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TOTAL	—	—	—

Total your scores and reflect on what you've given yourself (remembering to include your scores from the previous page). If you have mainly red and orange circles, this quality may be an area you wish to develop further. If you have green circles, then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.

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Development Ideas – Getting Started

If you feel this quality is an area you would like to develop further, the bullet points below provide you with some general ideas on how to get started with your development. For more specific suggestions on the different types of development activities you may wish to undertake. For suggested reading or further information on this quality, please refer to the related section of the LQF website.

Getting started

- Make identifying roles and responsibilities and assigning accountability part of how you work.
- Write down a personal statement that defines the targets, objectives or results to which you are committed and for which you will take responsibility to ensure that they are achieved. Publicise your commitment to your manager, your team and your colleagues. Make a personal commitment to achieving them, come what may
- When setting up a project and task ensure that roles and responsibilities are clearly communicated, that everyone knows what they are accountable for, the consequences of not delivering and the review milestones. However, remember that when managing a project or delegating work you remain ultimately accountable.
- Profile your team on a 2 x 2 matrix of high/low performance and high/low potential. Use this to help you plan what each needs. See www.businessballs.com in the Resources section.

Next Steps

Over the next page you will find a personal action plan which you may wish to complete to help you consolidate your ideas for development in this area. Below you will find some helpful hints and tips for drawing up your action plan.

Hints and tips on action planning

- Define your action plan in SMART terms (Specific, Measurable, Action oriented, Realistic and Time bound). This will help you reach your goals.
- Identify individuals you want to talk to about your action plan and who can help you make it happen
- Assess potential obstacles and how you might be able to overcome these.
- Think about how you can utilise your strengths to help you reach your goals
- Identify resources that are available to you or that you will need to obtain in order to achieve your goal e.g. what resources (internal, external) can you draw upon in order to reach your goal?
- Write action steps to help you reach your goal and assign a completion date to each one.
- Set a date to evaluate your progress toward your goal.

Action Plan - part one

Development Need Self Awareness	
Reason for choosing Max characters (750)	
Goal Max characters (750) Describe the desired new behaviour in SMART terms	
Benefits Max characters (750) Describe the benefits of reaching this goal	

Action Plan - part one continued

Development Need	
<p>Risks Max characters (750) Outline any risks that might be involved in reaching this goal</p>	
<p>Obstacles Max characters (500) Outline any potential obstacles</p>	
<p>How are you going to overcome them? Max characters (750)</p>	

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Action Plan - part one continued

Development Need	
Resources/ support needed Max characters (750)	
Where available? Max characters (750)	

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Action Plan - part two

Action Steps max characters (1000)	Approach	Target Date
	<input type="checkbox"/> Experience <input type="checkbox"/> Exposure <input type="checkbox"/> Education	
	<input type="checkbox"/> Experience <input type="checkbox"/> Exposure <input type="checkbox"/> Education	

Action Plan - part two continued

Action Steps max characters (1000)	Approach	Target Date
	<input type="checkbox"/> Experience <input type="checkbox"/> Exposure <input type="checkbox"/> Education	
	<input type="checkbox"/> Experience <input type="checkbox"/> Exposure <input type="checkbox"/> Education	
Date to evaluate progress towards your goal		

Resources

For suggested reading or further information on this quality, please refer to the related section of the LQF website.



IMPORTANT!

If you wish to refer back to this document at any point, please save a copy to your computer or print in the usual way. For confidentiality reasons, the information you have input will not be saved on this web site.