



Grounded Accountability

*A program developed by insium,
inspired by Brené Brown's
"Strong Ground"*



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Grounded Accountability

Building on her ground-breaking "Dare To Lead" research, "Strong Ground" is the latest book from world-renowned American academic Dr. Brené Brown. Whilst continuing to focus on courageous leadership, "Strong Ground" draws attention to the mindsets and skills needed to build stability and to drive growth through connection, discipline, and accountability.

In "conversation" between Brené and Ginny Clarke (leadership expert, speaker, author, and executive coach), accountability is reframed as an act of care rather than blame, and as a tool for building deep human connection.

Holding self and others to account may require a rumble—that courageous, uncomfortable, potentially messy conversation; a conversation that is characterised by leaning into courage, curiosity and generosity, and a commitment to listening as much as ensuring that you are heard.

insium is pleased to present our new **Grounded Accountability** program, inspired by "Strong Ground" and with a foundation based on the work of many researchers and practitioners — including insium's own work, informed by insium's Workplace Courage Questionnaire.

The overall aim of this program is to build the knowledge, skills and mindsets that enable accountability, resulting in cultures in which people hold their "strong ground".



Grounded Accountability

The Grounded Accountability program consists of the following 3 steps:

1. **inform:** The aim of this step is to engage participants prior to a program; this may include activities such as a short session of introduction/launch and pre-work
2. **innovate:** The aim of this step is to facilitate program modules* that have been customised to meet your exact needs.
3. **inspire:** The aim of this step is to embed and sustain learning in the workplace; this may include activities such as 1:1 or small group coaching; regular reminders such as books and podcasts; recognising and celebrating desired behavioural change; further workshops if needed

* Grounded Accountability is not intended to be prescriptive and is intentionally modular in design, providing flexibility to create a unique program based on the specific needs and changes required to meet the performance goals within your workplace. The modules – for which detail is presented on the following pages – are:

- Reframing Accountability
- Accountability & Performance
- Giving & Receiving Feedback
- Anchored, Aligned & Accountable

Action planning for immediate workplace implementation is key to each module.

Two key recommendations are:

1. The module entitled, *Reframing Accountability* (page 3) is included in all programs, providing a solid foundation on which to build further knowledge, skills and mindsets
2. If included in the program, the module entitled, *Accountability & Performance* (page 3) is co-led by insium and by a leader within your business, who can explain team metrics to participants – thereby providing clarity and ensuring accountability and immediate applicability



Grounded Accountability – The Modules

Re-framing Accountability

The key objective of this module is to explore and challenge participants' mindsets about accountability.

Key topics include:

- Why we don't hold people to account
- The benefits of holding people to account and being held accountable
- Accountability myths: Challenging common assumptions
- Accountability = Care
- Accountability vs blame: Above- vs below-the-line behaviour
- The Accountability Continuum: Victim or Owner

Accountability & Performance

The key objective of this module is to increase understanding of the impact of accountability on performance.

Key topics include:

- Clarity of metrics for individuals and teams, including behavioural metrics
- Clarity in communication of:
 - Metrics
 - Outcomes of achieving or falling short of metrics
- Accountability for high performance



Grounded Accountability – The Modules (continued)

Giving & Receiving Feedback

The key objective of this module is to build skill and provide practical tools for giving and receiving feedback.

Key topics include:

- Benefits of giving and receiving feedback
- A Feedback Model – *Should your team already use a feedback model, this model will be used in this workshop; should your team not be using a feedback model, based on your needs, one of the following models will be recommended:*
 - SBI: **S**ituation-**B**ehaviour-**I**mpact; maintains objectivity and factuality in the conversation
 - GROW: **G**oal, **R**eality, **O**ptions, **W**ill; encourages deep discovery
 - BIFF: **B**ehaviour, **I**mpact, **F**uture, **F**eelings; focuses on impact and feelings
 - WWW & EBI; **W**hat **W**ent **W**ell & **E**ven **B**etter **I**f; encourages identification of strength and opportunity for improvement

Giving Feedback

Key topics and tools include:

- Guidelines for giving engaged feedback †
- Rumble starters†
- The impact of self-talk on giving feedback
- Active & constructive responding†
- BIG (Boundaries, Integrity, Generosity) and giving feedback
- Practising giving feedback

† Key tools within this module

Receiving Feedback

Key topics and tools include:

- The Great Debate
- Experiences of receiving feedback
- Recognising defensiveness when receiving feedback, including armoring up
- Limiting self-talk
- Engaging with receiving feedback:
 - A checklist for receiving feedback †
 - Valuable self-talk
 - Rumble starters†
- Practising receiving feedback



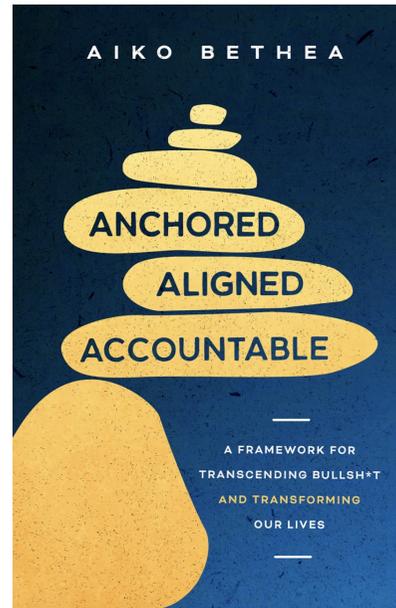
Grounded Accountability – The Modules (continued)

Anchored, Aligned and Accountable

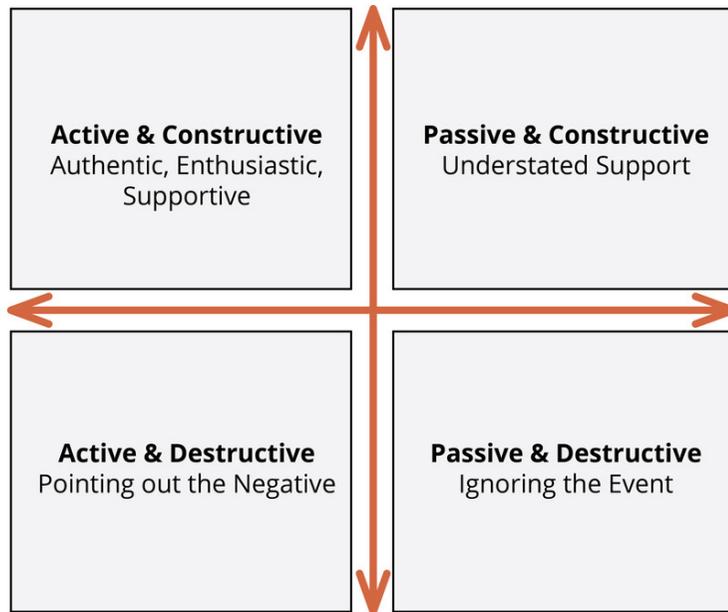
The key objective of this module is to understand and apply the 3-step cycle for establishing accountability.

Key topics include:

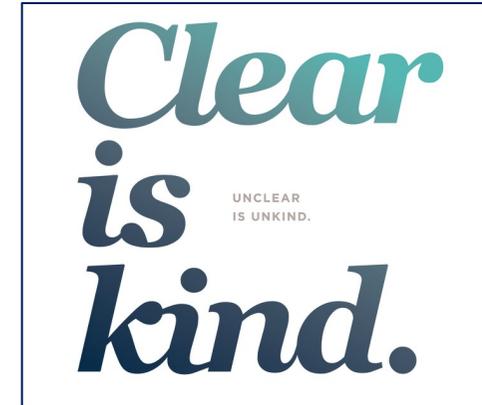
- Anchored: Identifying your core values
- Aligned: Living your core values when giving (and receiving) feedback
- Accountable: Taking accountability for the impact of your actions



Key Knowledge, Skills & Mindsets



Active & Constructive Responding
Shelly Gable



Unknown.
From "Dare To Lead," by
Brené Brown

insium's Workplace Courage Questionnaire (wCQ) - Accountability

Whilst 88% of respondents consider the following workplace situations to be worthwhile, 1 in 3 are unwilling to take action in:

1. Managing destructive conflict
2. Holding others accountable
3. Admitting that I can't do a task



More Key Knowledge, Skills & Mindsets

Above & Below the Line Behaviour; originally from “The Oz Principle: Getting Results Through Individual and Organizational Accountability,” by Roger Connors, Tom Smith, and Craig Hickman

| | |
|--|---|
| <p>Above the line:</p> <ul style="list-style-type: none">▪ Is empowering; solution oriented; future focused▪ We feel fear & acknowledge it. Our response is proactive, growth-oriented, thoughtful, curious, open & positive, calm & centered, hopeful; we engage with possibilities and new ideas. <p>Ownership/Accountability/Responsibility</p> | <p>Roles include:</p> <ul style="list-style-type: none">▪ Creator▪ Challenger▪ Coach |
| <p>Below the line:</p> <ul style="list-style-type: none">▪ Is disempowering; problem focused; dwells on past/present▪ Driven by fear, our behaviours are outside our awareness. A response that is closed, defensive, negative; focused on obstacles and self-protection; resistant to new ideas. <p>Blame/Excuses/Denial</p> | <p>Roles include:</p> <ul style="list-style-type: none">▪ Hero/Rescuer▪ Villain/Persecutor▪ Victim |

“When people don’t hesitate to give you feedback, it’s a sign of trust. They have faith that you’ll take it as an opportunity to grow, not a threat to your ego.”

~Adam Grant

This is the topic of “The Great Debate” in the Receiving Feedback Module



More Key Knowledge, Skills & Mindsets ... and Tools

More Tools for Courageous Conversations about Accountability

In addition to tools mentioned in the *Giving and Receiving Feedback* module, further tools may include:

- The 3Cs of Workplace Conversations[©]
- My Courageous Self
- Courageous Conversations Checklist
- #worthwhile, #risk, #willing
- Positive Language
- Square Squad
- Shitty First Draft

To ensure that the exact learning needs of participants and the strategic objectives of your workplace are met, it is recommended that we discuss and agree the most impactful tools to achieve your goals.

The 3Cs of Workplace Conversations[©]

comfortable ↔ courageous ↔ confrontational

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Final Thoughts ...

At insium, we are passionate about helping people to be the best version of themselves and to achieve their potential. We have partnered with leaders, teams and organisations to build authentic, resilient and high-performing cultures. Through evidence-based programs we've helped individuals and teams grow their capability, confidence and courage to navigate complexity, change and growth with clarity and purpose.

Grounded Accountability is infused with research, experience and application, built on the work of the following researchers, scholars and practitioners – Aiko Bethea, Brené Brown, Ginny Clarke, Amy Cuddy, Roger Connors, Amy Edmondson, Shelly Gable, Adam Grant, Craig Hickman, Ethan Kross, Sandra Lam, Patrick Lencioni, Simon Sinek, Tom Smith, Abby Wambach, & insium, including insium's Workplace Courage Questionnaire (wCQ) – ensuring that all participants are receiving current, relevant and impactful learning that can be applied immediately.

Through discussion with you, a customised program will be developed to ensure that your exact needs are met.

I look forward to connecting further; to answering your questions; and to receiving your feedback.

Kind Regards,

Dina Pozzo

Founder & Director

"We all have courage within; we just need a light shone on it."



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Furlan: (n) dream
“O ài fat un biel insium”:
“I had a beautiful dream”

For more information on how insium
can bring your workplace dreams to life,
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