



INSPIRED ACCOUNTABILITY FOR PEAK PERFORMANCE

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The doctor's diagnosis is IN: Good communication is contagious!



Susanne Gaddis, PhD, CSP, CEO of The Communications Doctor recognizes there is an epidemic of unhealthy interactions in today's society. The good news is – she shares prescriptions – easy and engaging tips and techniques that help foster a climate for positive, diplomatic and motivational communications.

As a communications professor, Certified Professional Speaker, author and member of the National Speaker's Association, Susanne Gaddis, PhD, has taught the art of successful communication since 1989.

A recognized interpersonal communications expert, Susanne has appeared on nationally syndicated radio, TV and video programming and has authored articles appearing in:

The Journal of Training and Development, The Whole American Nurse, Shape Magazine, The Handbook of Public Relations, Corporate Meeting Planner, and on Entrepreneur.com.

Current clients, benefiting from Susanne's action-focused, solution-oriented tips and techniques include NASA Johnson Space Center, The American Nurses Association, Oracle, SAS, Blue Cross & Blue Shield, and Bayer Corporation. For additional information on Dr. Gaddis or to subscribe to receive her FREE newsletter, call 919-933-3237 or visit: www.CommunicationsDoctor.com.

“Keepers”



Jeepers, Creepers, Where'd you get those “Keepers”

Handwriting practice lines consisting of ten sets of three horizontal lines each. Each set begins with a small circle containing a vertical line, serving as a starting point for the letter 'J'.

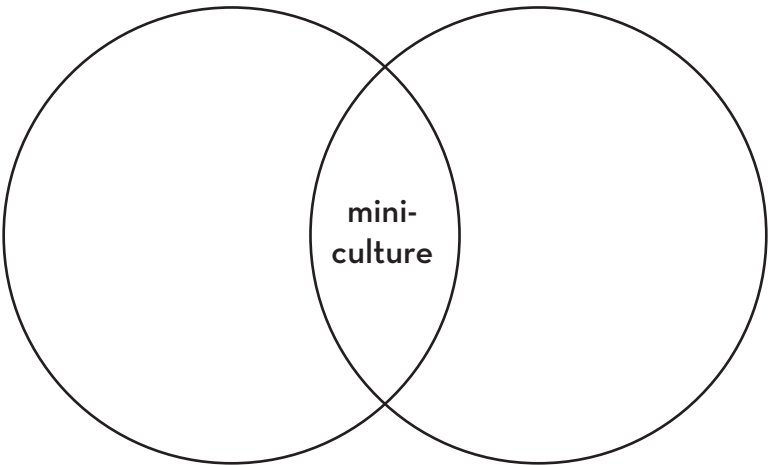
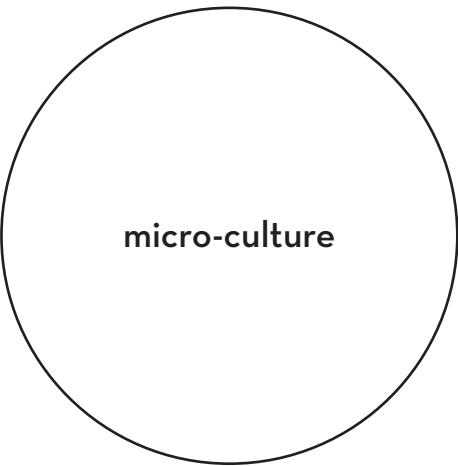
Core Values And Behaviors

When you think of the word ACCOUNTABILITY, what words or phrases come to mind?

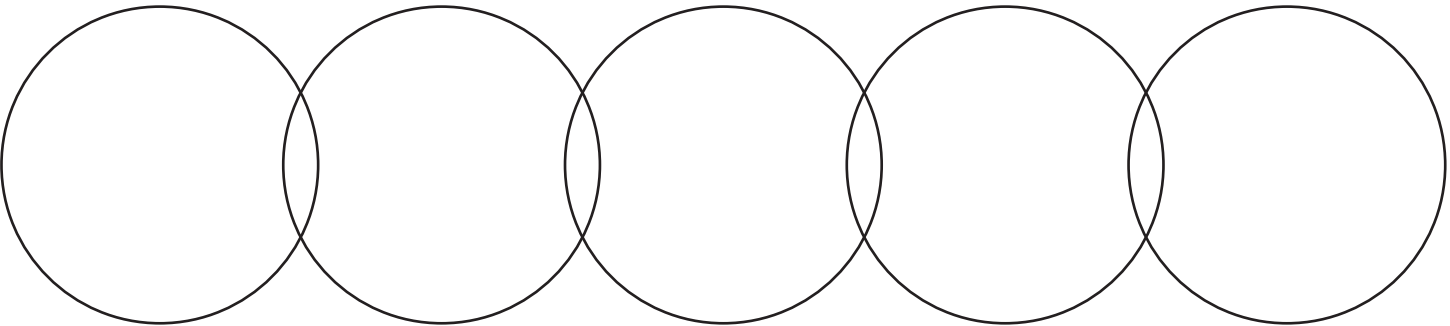
Accountability can be defined as . . .

*"It is not only what we do, but what we don't do for
which we are accountable."
-John Baptiste Moliere*

Creating a Culture of Accountability



Macro-Culture



Accountability Brainstorm

What are the personal benefits/rewards of being accountable?

What are the personal drawbacks of not being accountable?

How does the company benefit when you're accountable?

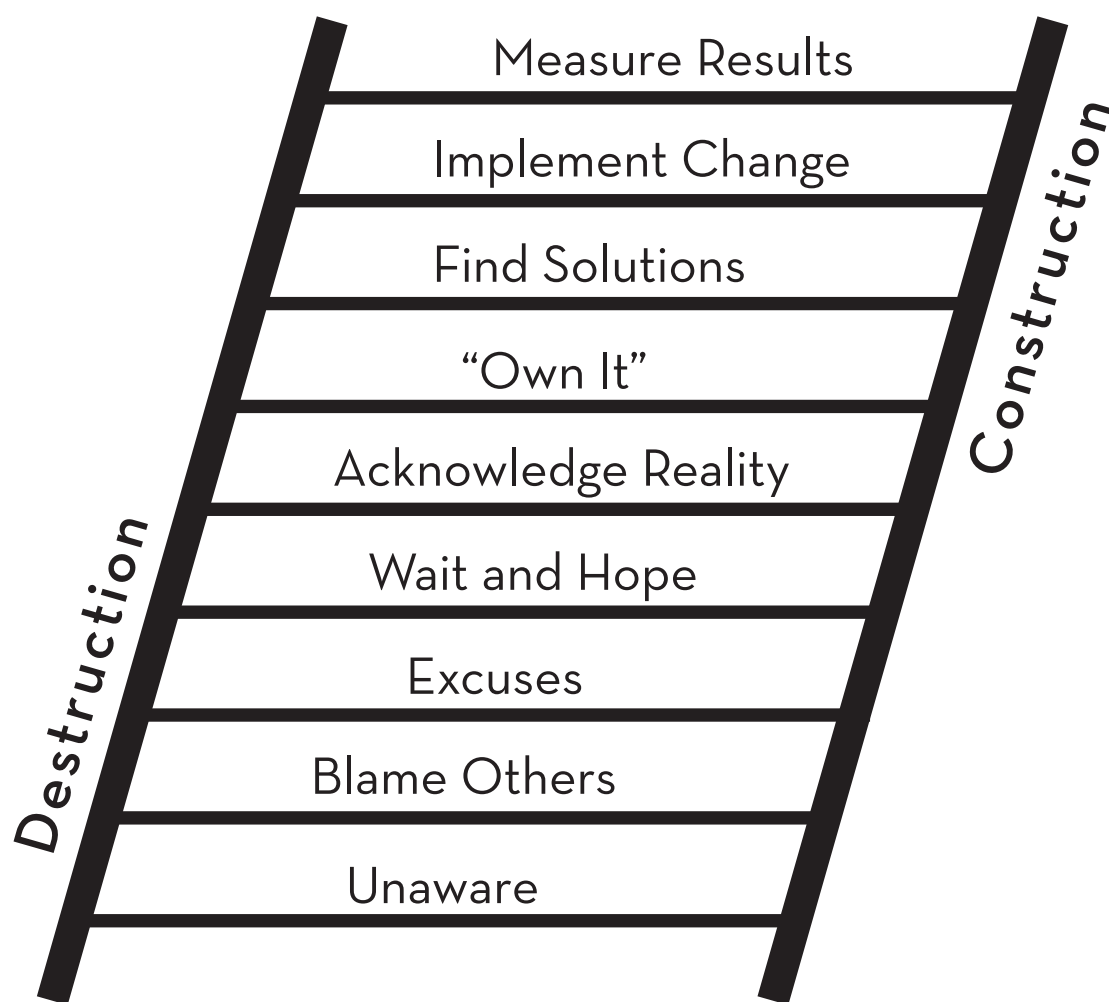
What is the possible negative effect on the company when you're not accountable?

Geared Up For Total Accountability



What you think, feel, say and do has a direct impact on others. Just like the gears in a machine, if one gear is not aligned correctly, it effects all of the other gears.

Ladder Of Personal Accountability And Responsibility



Intrinsic vs. Extrinsic Motivation



**SCIENTISTS BELIEVE THAT THERE ARE TWO WAYS THAT WE ARE MOTIVATED:
INTRINSICALLY AND EXTRINSICALLY**

What exactly is Intrinsic Motivation?

"Intrinsic motivation refers to motivation to engage in an activity for its own sake. People who are intrinsically motivated work on tasks because they find them enjoyable."

Paul R Pintrich & Dale H. Schunk, Motivation in Education

"Intrinsic motivation is choosing to do an activity for no compelling reason, beyond the satisfaction derived from the activity itself--it's what motivates us to do something when we don't have to do anything."

James P Raffini, 150 Ways to Increase Intrinsic Motivation in the Classroom

"Intrinsically motivated action is that which occurs for its own sake, action for which the only rewards are the spontaneous affects and cognitions that accompany it. Intrinsically motivated behaviors require no external supports or reinforcements for their sustenance."

Raymond J. Wlodkowski, Enhancing Adult Motivation to Learn

What exactly is Extrinsic motivation?

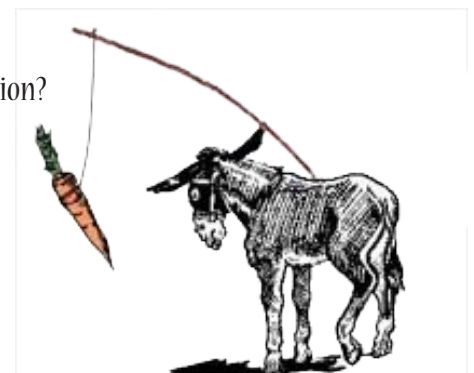
"Extrinsic motivation drives individuals to do things for tangible rewards or pressures, rather than for the fun of it."

Petri H. Motivation: Theory, research and application

"Extrinsic motivation is motivation to engage in an activity as a means to an end. Individuals who are extrinsically motivated work on tasks because they believe that participation will result in desirable outcomes such as a reward, teacher praise, or avoidance of punishment."

Paul R Pintrich & Dale H. Schunk, Motivation in Education

When you make decisions, do you rely more on Intrinsic Motivation or Extrinsic Motivation?



Seeking additional ways to improve your communication? Visit Susanne Gaddis, PhD,
The Communications Doctor at: www.CommunicationsDoctor.com or call 919-933-3237.

THE BLAME GAME

1. How often do we search for culprits when something goes wrong?
2. In what way does blame impact the morale within our organization? What are the consequences of blaming?
3. How will we benefit when finger-pointing is eliminated?
4. What can I do today to bust the blame game?

Rather than blaming, what happens when we focus our energy on asking:

“What can I learn from this experience?”

“How can I solve this problem?”

“Who do I need to talk with to keep this from happening again?”

“You can't go back in time, all you can do is move forward . . .now what?”
- Grandma Julia A. Bopp



50 EXCUSES

That nobody wants to hear

1. Nobody told me!
2. It's someone else's job- not mine!
3. I didn't get the e-mail.
4. I didn't know.
5. It's not in the job description.
6. I never got the order.
7. I've got too much work, not enough time.
8. I can't keep up with the policies.
9. I wasn't there.
10. I never received the information.
11. I thought someone else was going to do it.
12. Nobody was there to help me.
13. Nobody explained it to me.
14. I never do that.
15. My schedule is too full.
16. I didn't understand.
17. I didn't know what to do.
18. It's not my fault.
19. They didn't call me back.
20. It wasn't me!
21. I wasn't notified.
22. There was traffic, so I'm late.
23. The computer was down.
24. I was never trained in that.
25. I'm still waiting for a response.
26. No one reminded me.
27. I thought I'd just do it later.
28. It wasn't in the e-mail.
29. They didn't do it... so why should I?
30. They never pick up their phones.
31. I've never had to do that before.
32. That's the way it's always been done.
33. I have enough projects to do.
34. I told them but they didn't listen.
35. We don't get paid enough to do that.
36. Oh well!
37. I didn't think it was due today.
38. I ran out of time.
39. Nobody else knows how.
40. I just don't care.
41. Nobody checked with me first.
42. They didn't return my call.
43. It's not due until later.
44. It's in the mail...
45. They told me to do it this way.
46. He/She is not my boss.
47. I've been in a meeting all day.
48. It was never announced.
49. I never got it.
50. I forgot.

Visit www.CommunicationsDoctor.com for more!

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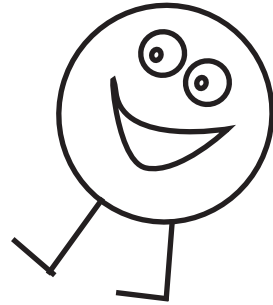
"Prescriptions for Effective Communication"



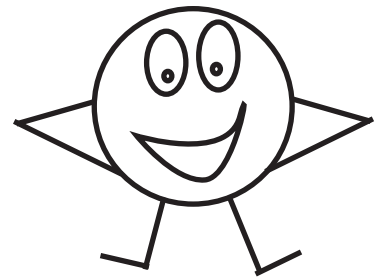
3 Key Career-Building Conversations

Share...

① What you CAN DO!



② What you're WILLING TO DO!



③ What you HAVE DONE!



6 STEPS TO ACCOUNTABILITY

SEE IT

OWN IT

SOLVE IT

DO IT

MEASURE IT

IMPROVE IT

ACCOUNTABILITY SEQUENCE

These four steps, taken in sequence, lay the foundation for effectively holding other people accountable and establishing and maintaining a positive accountability connection. When used in sequence, we can minimize the number of expectations that go unmet.

FORMING EXPECTATIONS: Creating frameable, obtainable, repeatable, and measurable expectations of your workforce.

COMMUNICATING EXPECTATIONS: Communicating key expectations with clarity, allow people to understand what is expected and why it is important for them to follow through and deliver results.

ALIGNING EXPECTATIONS: Creating and maintaining alignment around those expectations with everyone who contributes to the expectations.

INSPECTING EXPECTATIONS: Assessing the condition of how closely key expectations are being fulfilled, ensuring continued alignment, providing support, reinforcing progress, and promoting learning to deliver results.

FIVE-STEP MODEL FOR CONSTRUCTIVE FEEDBACK

1. Get Permission.

“Carl, can I share something with you?”

“Carl, can I share some feedback with you?”

If they say no, then say, “Okay, no sweat, I’ll talk with you later.

Later on say, “Hey listen, I do want to talk with you about/share something with you and I need for you to call me/stop by my office by the end of the day so that we can talk.

2. Describe the specific behavior that you have seen/heard/observed.

“When you’re late in the morning.”

“When you come in at 8:10am in the morning and you’re scheduled to arrive at 8:00.”

3. Share the impact his/her behavior has on you/the company/the team/him/her.

“I worry about you.”

“The team worries about you”

“You’re late for our morning meetings.”

“Other people have to do your work.”

4. Ask, “What can you do differently?”

“What can we do differently here to make sure that this doesn’t happen again?”

5. Clarify your agreement.

“So what I can expect . . .”

Following this model, please write an example of constructive feedback below.

Accountability Conversation Worksheet

Steps for Accountability Conversation	My Statements or Questions	Possible Statements and Open-ended Questions
1. GOAL or intention for the meeting.		"The goal for this meeting today is..."
2. Data and assumptions or conclusions you have drawn based on that data.		"This is what I know so far..." "When did the event happen?" "What do you have to add?" or "Tell me in your words what happened?"
3. Pressures both you are experiencing in the situation.		"I've been busy working with the budget, and haven't paid much attention to...I know that you've had a new employee to train."
4. Expectations you have, either written or unstated. Clarify misunderstandings.		"My expectation was..." or "The standards are.... What do you understand the standards to be?"
5. Analyze the situation taking into account all people, systems and procedures.		" What is preventing you from doing a good job?" " What have you done to resolve that?" "When it's working, what works?" or "If it were working well, how would it work?" "How could it work even better?"
6. Action Items. New ways to address the situation in the future. Who will do what?		"This was a learning experience for both of us." " So for now, this is what we'll do to resolve this situation..." "Next time , I will...and you will..."

Adapted by Mary Hoddy, Wisconsin Union, UW-Madison, from: Marilyn Paul, Moving from Blame to Accountability, The Systems Thinker, February 1997.