



***FORWARD
IN FOCUS***

Be Accountable for Accountability

September 14, 2026 – 9:45 am

Shelley Row, P.E., CSP



Everybody
Somebody
Anybody
Nobody

What is Accountability

How do I get them to do what they are supposed to do?



What is Accountability

When you hold people accountable, you make sure that they achieve the goals you have agreed upon, to the standards and deadlines you have set.

(www.mindtools.com)

Responsibility

Consequences



**What price is paid
when accountability
goes wrong?**

Examples





Accountability Culture

Your role

Their role



You

Them

Accountability Culture

Your role

Their role



You

Them

**Accountability
Culture**

Your role

Their role



Steps to Drive a Culture of Accountability

University of Minnesota

<https://supervising.umn.edu/leadership-insights-four-steps-driving-accountability>

Accountability Culture

```
graph LR; Define[Define] --> Communicate[Communicate]; Communicate --> Assess[Assess]; Assess --> Consequences[Consequences];
```

The diagram illustrates a four-step process for building an Accountability Culture. The steps are represented by colored rounded rectangles: 'Define' (blue), 'Communicate' (teal), 'Assess' (green), and 'Consequences' (dark green). These steps are arranged horizontally and connected by a light blue arrow that points from left to right, indicating a sequential flow. The entire process is set against a light blue background that also features a large arrow pointing right, reinforcing the direction of the process.

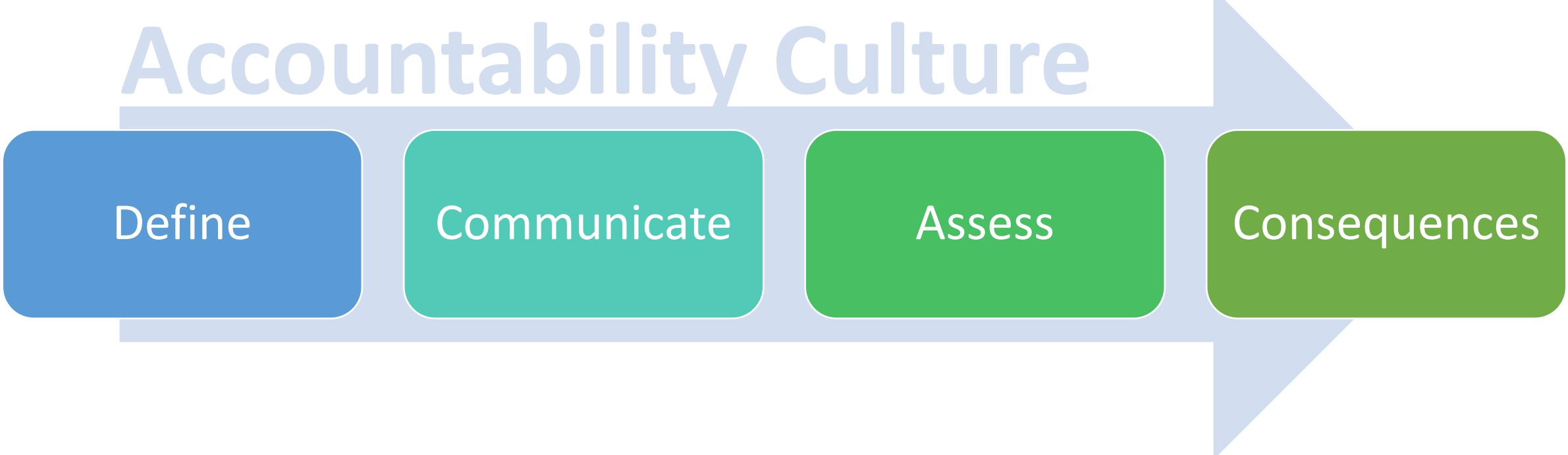
Define

Communicate

Assess

Consequences

Accountability Culture



Define

Communicate

Assess

Consequences

Define Clearly: What does success look like?

Assess Routinely: How/when will you review progress?

Communicate Effectively: How will you communicate your expectations and consequences?

Apply Consequences: How will you follow through?

At what stage do you typically *become aware* of an **accountability** problem?



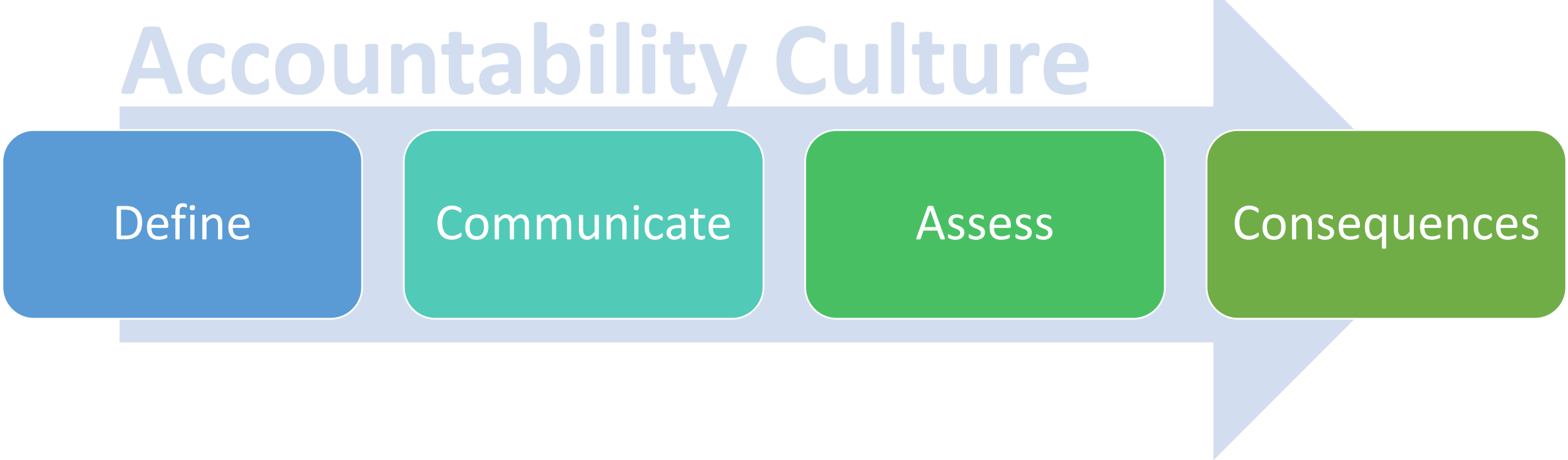
www.menti.com

Code: **7600 2080**

A photograph of three people in a professional setting. In the center, a Black man with a beard and a nose ring, wearing a dark suit and white shirt, is shaking hands with a woman whose back is to the camera. To the left, a woman with long brown hair tied back, wearing a white shirt, is smiling. The background is a bright, out-of-focus office space.

**What behavior, assignment
or outcome do you wish to
influence for greater
accountability?**

Accountability Culture



Define

Communicate

Assess

Consequences

Define Clearly: What does success look like?

- Product
- Timeliness
- Process
- Quality
- Budget
- Goal
- Responsibility
- Consequences

How will you know?

- Metrics

Define

Define Clearly

Task description

Skills needed

Information needed

Follow-up



Define

Task Description

“What does success look like?”

Product

Outcome

Process

Feeling

Timing

“How will you know?”

Metrics



Define

Skills

“What is the full range of skills needed to be successful?”

What **technical** skills are needed?

What **relationship** skills are needed?

What **communication** skills are needed?



Define

Information

“What do they need to be successful?”

Clear instructions

Information

Resources

Equipment

Staffing

Support

Coaching



Define

Follow-up

“How and when will we exchange feedback?”

- **How** will updates be provided?
- **When** will updates be provided?
- How/when will *you* provide **feedback**?
- Agreed **next steps**



Accountability Culture

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Communicate

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Consequences

Define Clearly: What does success look like?

- Product
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How will you know?

- Metrics



Accountability Culture

Define

Communicate

Assess

Consequences

When considering an accountability culture: Define

Do you clearly define goals, responsibilities, consequences for each assignment?

Do you ensure the full range of support is available?

Not so much

All the time

Accountability Culture

Define

Communicate

Assess

Consequences

Communicate Effectively: How will you communicate your expectations and consequences?

- Meeting
- Written
- Performance plan
- Verbally
- One-on-one
- Examples

Communicate Effectively How will you ensure understanding?



- Communication style
- Reflective listening
- Reverse reflective listening

Reflective Listening

**Let me repeat
that back to you.**

**What I hear you
saying is...**

**Do I understand
correctly that...**

**Say more about
that.**

Tell me more.

**Help me
understand.**

Tell me your
understanding of
the next steps.

Reverse **Reflective** **Listening**



Accountability Culture

Define

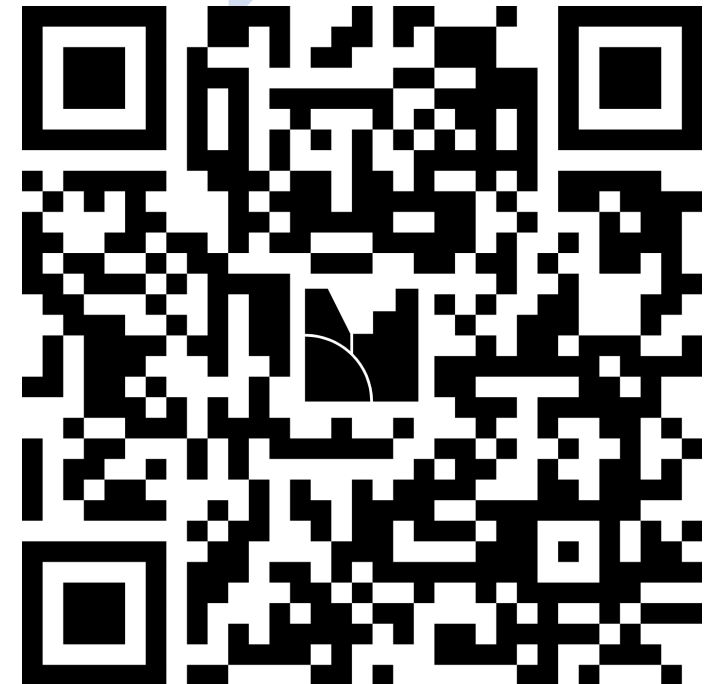
Communicate

Assess

Consequences

Communicate Effectively: How will you communicate your expectations and consequences?

- Meeting
- Written
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- Examples



Accountability Culture

Define

Communicate

Assess

Consequences

When considering an accountability culture: Communicate

Are you clearly communicating expectations & consequences?

Have you clarified due dates, milestones & check-ins?

0 skips

Do you confirm their understanding of expectations and consequences?

[No Title]

Not so much

All the time

Accountability Culture

Define

Communicate

Assess

Consequences



Assess Routinely: How/when will you assess progress?

- Due dates
- Milestones
- Reports
- Feedback
- Update meetings

What techniques do you use to track deliverables?

Accountability Culture

Define

Communicate

Assess

Consequences

When considering an accountability culture: Assess

Are you following through to assess that your expectations are being met?

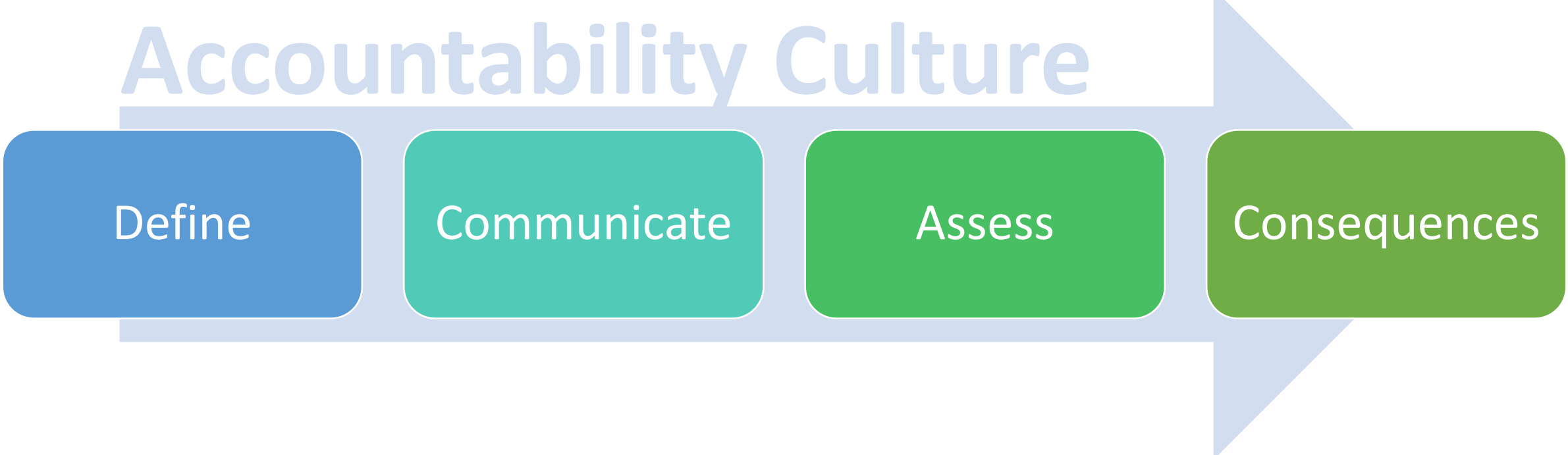
Are you diligently tracking deliverables and other expectations?

0 skips

Not so much

All the time

Accountability Culture



Define

Communicate

Assess

Consequences

Define Clearly: What does success look like?

Assess Routinely: How/when will you review progress?

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Accountability Culture

Define

Communicate

Assess

Consequences

Apply Consequences: How will you follow through?

ACCOUNTABILITY LADDER

**Career Impact
(9-10)**

**Financial Impact
(7-8)**

**Cultural Pressure
(4-6)**

Peer Pressure (1-3)

No Pressure



Accountability Ladder

What are the consequences?

Going well:

- Feedback
- Pat on the back
- Group shoutout
- Party
- Reward
- Bonus
- Promotion

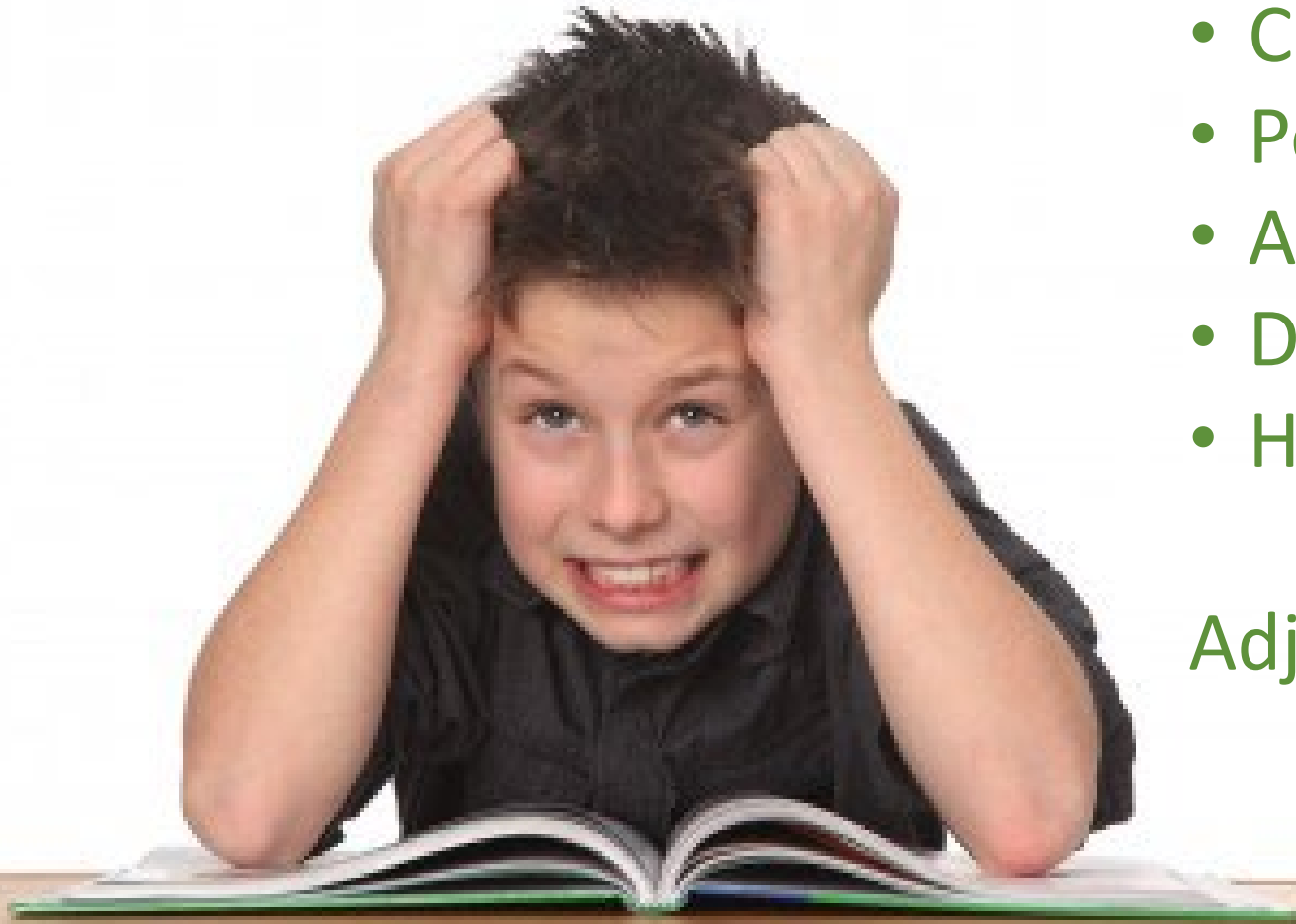


What are the consequences?

Not going well:

- Feedback
- Coaching
- Correcting
- Peer pressure
- Adjust the task
- Discussion
- HR action

Adjust consequences



ACCOUNTABILITY LADDER

Career Impact

Financial Impact

Cultural Pressure

Peer Pressure

No Pressure



Your Accountability Ladder

Positive	Negative
Career Impact	
Financial Impact	
Cultural Pressure	
Peer Pressure	
No Pressure	

Accountability Culture

Define

Communicate

Assess

Consequences



How will you apply consequences?

What are the consequences?

Going well:

- Feedback
- Pat on the back
- Group shoutout
- Party
- Reward
- Bonus
- Promotion

What actions will you consider?

Not going well:

- Feedback
- Coaching
- Correcting
- Peer pressure
- Revise the task
- Difficult discussion
- HR action
- **Adjust consequences**

Accountability Culture

Define

Communicate

Assess

Consequences

When considering an accountability culture: Consequences

Are you consistently rewarding staff when expectations are met?

0 skips

Are you consistently applying consequences when expectations are not met?

Not so much

All the time

NEXT SESSION!



FORWARD IN FOCUS

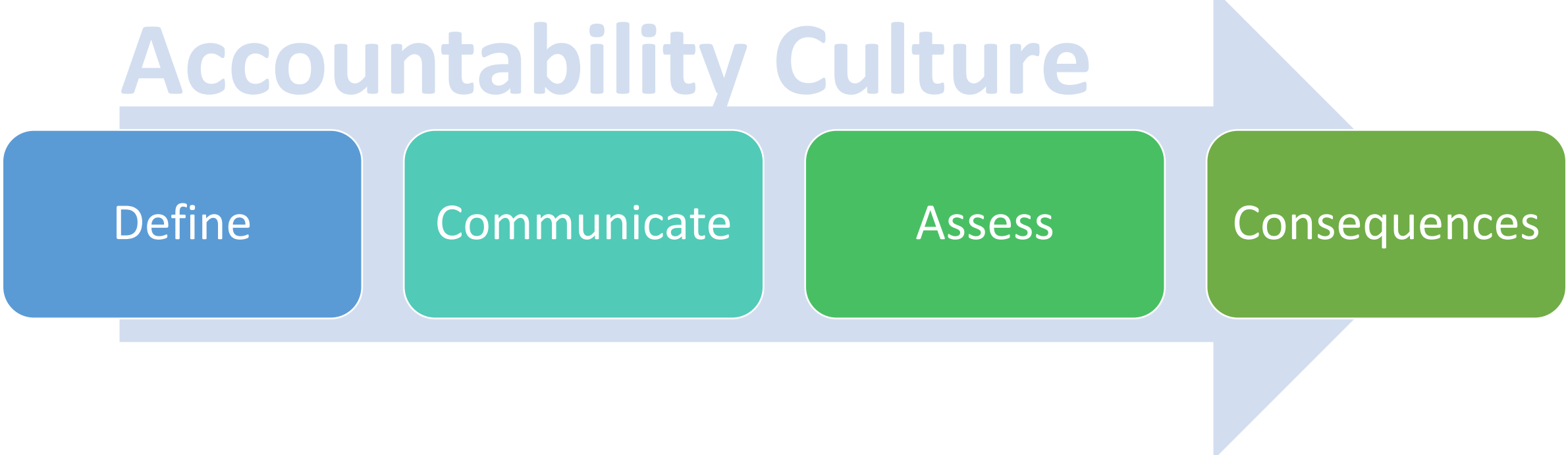
How to Have an Accountability Discussion

September 14, 2026 – 10:45 am

Shelley Row, P.E., CSP



Accountability Culture



Define

Communicate

Assess

Consequences

Define Clearly: What does success look like?

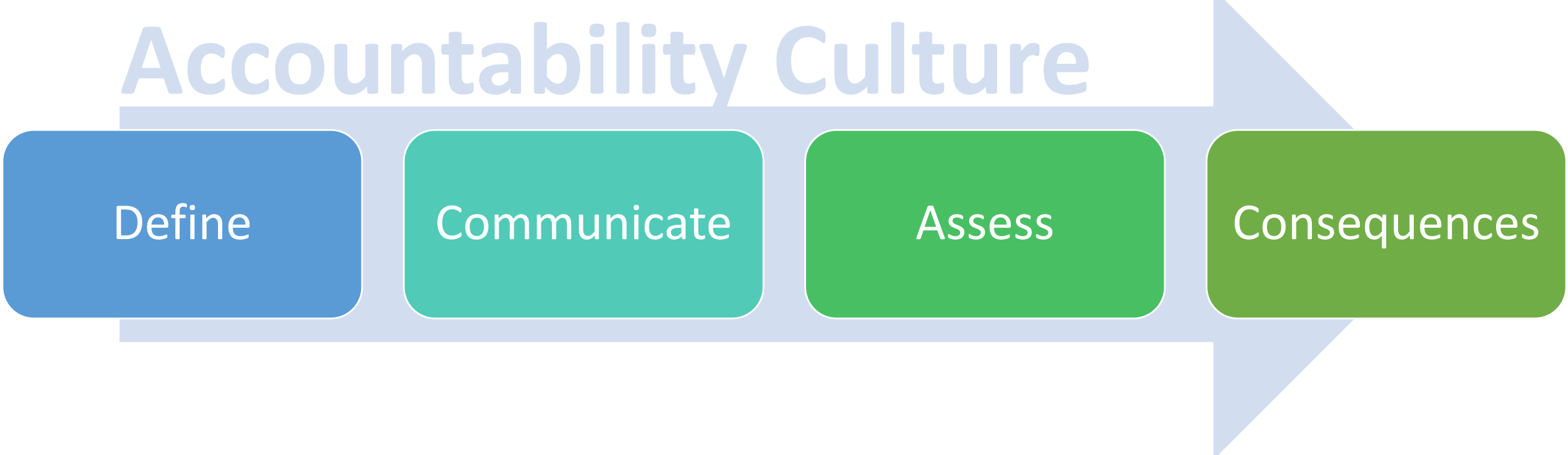
Assess Routinely: How/when will you review progress?

Communicate Effectively: How will you communicate your expectations and consequences?

Apply Consequences: How will you follow through?

Where do most **accountability** problems **start**?

Accountability Culture



Define

Communicate

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Define Clearly: What does success look like?

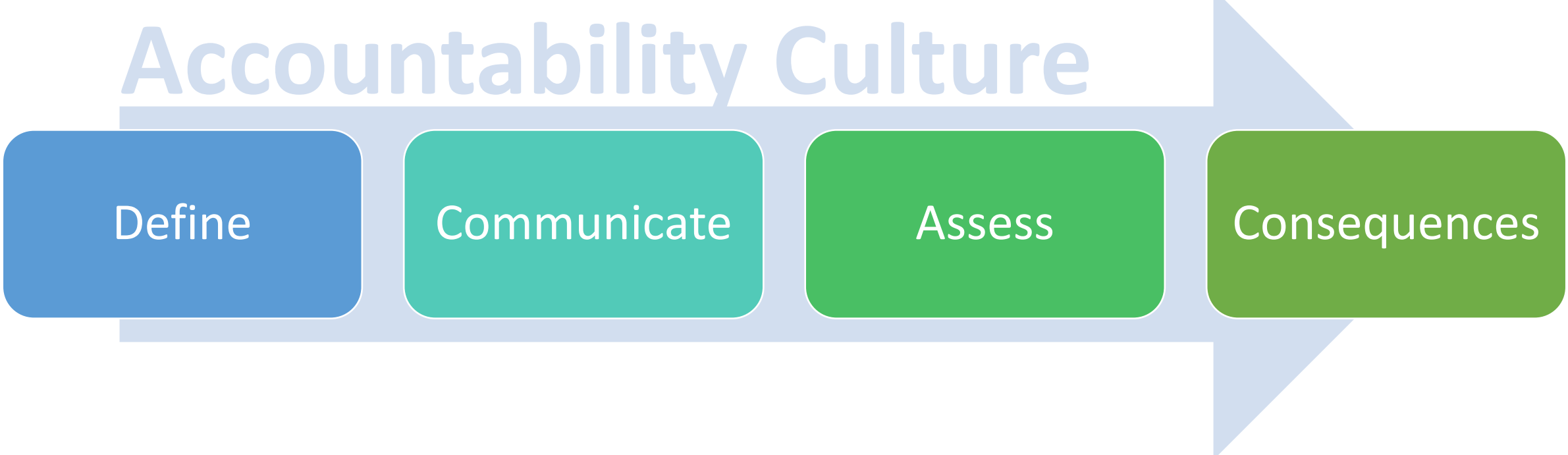
Assess Routinely: How/when will you review progress?

Communicate Effectively: How will you communicate your expectations and consequences?

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Where do you most need to **focus your attention?**

Accountability Culture



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Your assessment

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or outcome do you wish to
influence?**



You

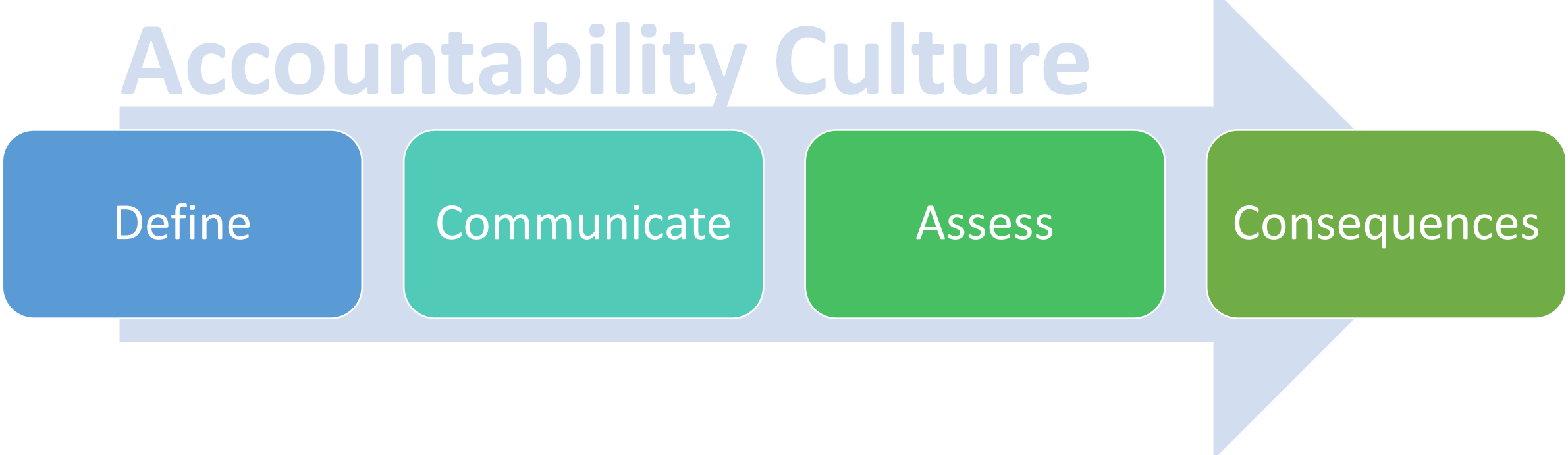
Them

**Accountability
Culture**

Your role

Their role

Accountability Culture



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What will you practice?

You are **always**
practicing

Connect on LinkedIn



Shelley@BlueFjordLeaders.com





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