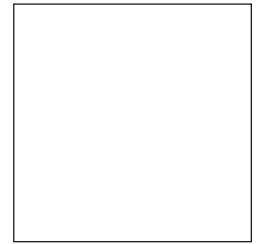
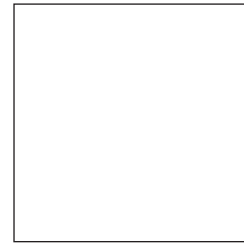
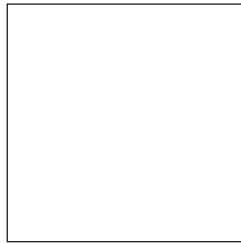
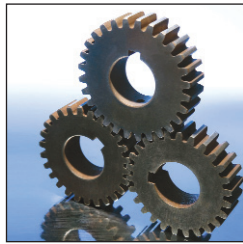
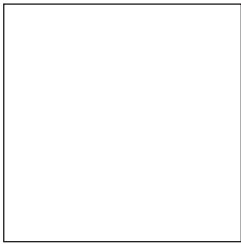


# Accountability-Based<sup>®</sup> Leadership (ABL)

a business and culture change system for leaders delivered over time



This customized leadership development series is typically six days delivered in one- or two-day sessions over a specific period of time for all levels of middle management. This development program is a combination of role expansion, skill building and working sessions necessary for creating a culture of Accountable leadership and change. By the end of the series, participants will have developed a system for sustaining individual, team and cross-functional Accountability that emphasizes alignment, performance execution and measurable results.

Accountability-Based Leadership (ABL) identifies and improves performance across a number of critical leadership factors that impact both strategic deliverables and desired outcomes for the organization's culture. Thus, ABL is a unique development program that produces a measurable return on investment while the series is being implemented, with a formal evaluation of measurable results at the conclusion. The ABL sessions are linked to executives who monitor the impact and results of the development effort, ensuring that all levels of leadership are connected and aligned.

Based on a clear "picture of success" to achieve a new level of business outcome and performance improvement, middle managers develop a new role for themselves that involves taking greater ownership for organizational outcomes and deliverables. Using IMPAQ's core Accountability methodology, Agreements for Excellence<sup>®</sup>, middle managers become aligned as operational leaders of

the organization and develop Success Factors of Performance Execution that result in improved decision making, project management, information sharing and the surfacing and resolving of problems and conflicts. In predetermined interdependent teams, managers develop clear strategies for leading, tracking and achieving the organization's most important priorities.

In addition, participants learn to act as change agents, developing strategies and tools for planning, communicating and implementing Accountability-Based change. Participants will learn and practice skills for creating Accountable agreements and delegation, as well as holding their direct reports and peers accountable when commitments are broken or performance isn't being achieved. Middle managers will develop the diagnostic skills and strategies to provide Accountability-Based Performance Coaching for improving the individual performance of their direct reports.

In a final session, middle managers will assess their measurable improvement and business results and provide a report to senior management. Based on Mark Samuel's book, *Creating the Accountable Organization*, this series assists middle managers in developing highly engaged top performers, building effective and accountable teams, breaking down silos and increasing cross-functional Accountability and performance against critical company goals and objectives.

## Purpose and Outcomes

- Develop middle managers as a unified team of change agents
- Transform silos into cross-functional “shared” accountability aligned around company goals
- Expand the role of middle management at all levels to be facilitators of employee engagement
- Develop habits for creating accountable agreements and delegation replacing micromanagement
- Apply skills for holding others accountable in a supportive manner to enhance accountability across the organization
- Learn and practice coaching skills to increase personal and team accountability
- Implement consistent leadership practices across the organization that are regularly measured and assessed for effectiveness
- Install measurement, monitoring and reporting systems to keep projects and performance improvement plans on track

## Typical Engagement Schedule

### PHASE 1

#### Accountability Assessment–3 Days | Month 1

Identify issues  
and set baseline:  
*Assessment*

- Management views on critical issues including current barriers and challenges, impact on performance, and high potential areas for improvement
- Current levels of accountability and performance execution
- Management’s views of the primary business goals and deliverables for the management team relative to the change journey
- Current communication challenges between management team members, between various administrative and operating units, and between key employee groups
- Potential sources of conflict in terms of decision making, implementation and performance monitoring
- Specific challenges related to people development including non-performance

### PHASE 2

#### Leadership Accountability and Preparing for Transformational Change–1 Day | Month 2

Leadership  
mindset change:  
*Training and  
Working Session*

- Personal Accountability
- Five Levels of Organizational Accountability
- Align Leaders on New Organizational Direction
- Assessing Organizational and Individual Leadership Effectiveness
- Role of Leadership as the Organization Transforms
- Increasing Organizational Accountability
- Foundation for Leading Change

### PHASE 3

#### Establishing a Culture of Team Accountability–2 Days | Month 3

Preparing to  
lead business and  
culture change:  
*Working Session*

- Assess leadership team relationships and communication challenges
- Develop a Vision of Leadership and Team Accountability
- Generate 20 – 30 success factors of leadership performance execution
- Choose 3 improvement goals and develop action plans for improving performance execution
- Identify top strategic business initiatives creating project plans for each initiative
- Create a system of shared accountability for tracking, measurement and recovery
- Develop Interaction Agreement for improving team relationships and communications
- Develop a Strategic Communication Plan to prepare the organization for change

## PHASE 4

Leading  
change efforts:  
*Working Session*

### Accountability-Based Change Leadership–1 Day | Month 4

- Developing a culture of accountability
- Planning change to ensure effective execution and rapid results
- Communicating change to effectively influence others
- Execution and the role of various leadership levels
- Performance monitoring and holding others accountable
- Dealing with the Three Zones of Change and the Wall of Fear
- Transforming resistance to change into taking action and involvement
- Recognizing organizational success

## PHASE 5

*Training*

### Accountability-Based Performance Coaching–1 Day | Month 5

- Diagnosing individual performance effectiveness
- Three coaching strategies for dealing with conflicts in perception of performance effectiveness
- Responding to individual support needs
- Four stages of development and growth
- Job orientation and initiation into the culture
- Integrating team accountability with Accountability-Based Coaching

## PHASE 6

*Working Session*

### Measuring, Recognizing and Reporting Success of Change and Business Results–1 Day | Month 6

- Revisit success factors of leadership performance execution
  - Report target vs. actual improvement measures
  - Reprioritize and develop new performance improvement goals
- Evaluate progress on strategic business initiatives and modify if necessary to improve results
- Assess current leadership team relationships and effectiveness (Team Interaction Questionnaire and Agreements)
- Report on progress and effectiveness of coaching others to improve organizational performance
- Develop communication plans for reporting results to upper management and others