

# FEEDBACK & ACCOUNTABILITY



## STEP 1 AWARENESS & UNDERSTANDING

### THREE TYPES OF BEHAVIORS

Employees face different challenges every day to follow the expectations. A leader must create an enabled environment so that employees are willing to voice their concerns when they are faced with barriers that prevent them from following those expectations.

### ➤ ENABLED

Well within the control of the person to do the job

### ➤ DIFFICULT

Can be done, but takes extra effort

### ➤ NON-ENABLED

Not within the control of the person to do the job

**Enabled:** employees feel fully equipped with the necessary resources, support, and equipment to perform their tasks effectively and safely

**Difficult:** employees possess the required resources but find them challenging to access, inconvenient, or less readily available

**Non-enabled:** employees lack the essential tools, resources, or support from supervisors, hindering them from performing their tasks safely and upholding the organization's standards

## STEP 2 CREATING AN ENABLED ENVIRONMENT

### ACCOUNTABILITY ELEMENTS

In order to drive consistent behaviors, the leader must implement all five elements of accountability. This can apply at every level within the organization.

### CREATING A TRUSTING ENVIRONMENT

Spend time getting to know your team professionally and personally.  
Teach and coach employees.  
Let each team member know how important they are to the team and how they fit in the picture.

### SET CLEAR EXPECTATIONS

Make sure the employee understands what is expected from them.  
Ask open-ended questions.  
Have the employee repeat back what you are asking them to do.

### PROVIDE RESOURCES/REMOVE BARRIERS

Provide the employee the resources and support they need to complete the job.  
Remove barriers preventing the employee from completing the job.

### APPLY APPROPRIATE RESPONSES

#### CAR/Success Feedback

**Context:** Where you are  
**Action:** Specific behavior observed  
**Result:** Impact of behaviors

#### CAR-AR/Guidance Feedback

**Context:** Where you are  
**Action:** Specific behavior observed  
**Result:** Impact of behaviors  
Ask open-ended questions  
Alternative Action  
Alternative Result

### MONITOR/GUIDE PERFORMANCE

Go where the job is being performed to identify opportunities for feedback.  
Be a resource to employees while observing, refraining from only looking for the negative.



### COACH CYCLE

- C**are: Invest in others by Caring
- O**bserve: Reinforce safe work practices and correct at-risk behaviors
- A**pproach: Approach someone when you see something
- C**onverse: Specific/Behavioral/Timely/Sincere
- H**elp: Employee understand behavior/ provide recourse and remove barriers



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