**Session 3 – Leading Teams, Causing Results Worksheet**

**Part I: Your Accountability**

1. Think about the idea of “accountability” in your work. Do you have different standards of accountability about yourself with clients vs. members of your team vs. your peers vs. your boss? If yes, why?

2. What’s required for you to be accountable in all situations?

**Part II: Holding Others to Account**

1. What currently gets in the way of you successfully holding others to account?

2. How will you hold other people to account moving forward?

3. What requests will you make to ensure you hit your desired results?

4. What will be the key elements of a specific request for a desired result that you will clarify for someone/a team immediately upon returning to the bank?

**Part III: Identifying and Working Through Breakdowns**

1. Please describe a situation where you are not getting the results you would like (a.k.a. a “breakdown”)?

2. Identify the following, in the context of the breakdown described above:

Unmet expectations:

Undelivered communication:

3. What’s missing in this situation that, if identified, could help you produce the outcomes/results you’d like?

**Part IV: Causing Collaboration**

1. How can you “raise the stakes” in a way that gets team members/others completely engaged and working together?

2. How could this heightened level of accountability impact your Bank? The Bank’s clients?

**Part V: Coaching**

1. Think about a time when you were part of an ideal coaching situation and identify the characteristics that made that experience valuable. If you have not experienced an ideal coaching situation, what do you think should be included in an ideal coaching situation?

2. What are specific coaching opportunities in your department/area?

3. How do employees benefit from coaching?

4. How do managers benefit from coaching?

5. How are you currently assessing performance?

6. Identify a person on your team that you would like to see improve his or her performance. Plan the discussion.

7. Identify a person on your team who may be new or have a new assignment. Plan the discussion with the new employee or with the person you will assign to coach the new employee to success.

8. Identify someone who has recently had a success and you have not had the opportunity to reward and recognize. Plan the discussion.