Using Coaching to Encourage Accountability

instep

Inclusive teams - Limitless growth

Objectives...

By the end of the session, participants will:

1. Understand the link between coaching and accountability.

2. Explore practical coaching techniques to foster ownership and responsibility.

3. Apply strategies to promote follow-through and commitment in their teams.

Why Accountability Matters

In one word, what does accountability mean to you?

Accountability vs Responsibility

Accountability

Definition: *The obligation to answer for the outcome of a task or decision.*

Focus: *Results/consequences.*

Ownership: *Is owned by one person – even if others contribute.*

Example: *The Project Manager is accountable for the successful delivery of the project.*

Responsibility

Definition: *The duty or task someone is expected to perform.*

Focus: *Actions/tasks.*

Ownership: *Can be shared among multiple people.*

Example: *A team is responsible for completing a project.*

Key Difference:

- Accountability is about owning the outcome — good or bad.
- Responsibility is about doing the work.

"You can delegate responsibility, but you can't delegate accountability."

The Link Between Accountability and Performance

1. Clarity Drives Focus

2. Motivation and Ownership

3. Timely Feedback & Course Correction

4. Improved Collaboration

5. Links to Organisational Goals

6. Performance Consequences

The Cost of Lack of Accountability in Teams

1. Decline in Performance

2. Erosion of Trust

3. Reduced Engagement and Morale

4. Toxic Culture and Conflict

5. Increased Turnover

6. Customer and Stakeholder Impact

7. Wasted Resources

"Lack of accountability doesn't just lower standards—it's contagious. It spreads disengagement, stifles high performance, and costs organisations both financially and culturally."

On a scale of 1-5

How confident are you in holding others accountable?

Coaching Principles That Drive Accountability

Informal Coaching

Informal coaching is a supportive, ongoing dialogue between a manager and team member.

Core Principles Include:

- Asking, not telling
- Building trust
- Clarity of expectations
- Encouraging self-reflection

The GROW Model

The **GROW** model is a simple yet powerful framework for structuring informal coaching conversations.

It stands for:

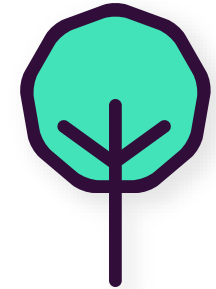**Goal** - what does the team member want to achieve?

Reality - what is the current situation?

Options -what possibilities are available?
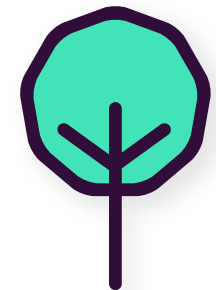
Will - what will the team member do?

GOAL

REALITY

OPTIONS

WILL

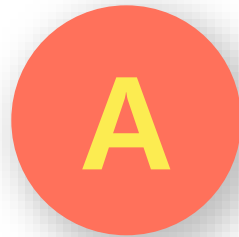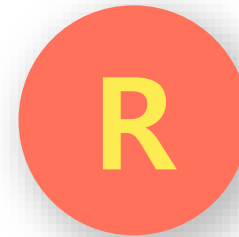# What coaching behaviours help someone take ownership of a task?

SMART Goal Setting

S
Specific
clear and well-defined

M
Measurable
quantifiable

A
Achievable
realistic and attainable

R
Relevant
aligned with broader objectives

T
Time-bound
has a reasonable deadline

Overcoming Common Barriers

Barrier	Explanation
Fear of conflict	People worry about causing tension, being disliked, or damaging relationships.
Lack of confidence	People may not feel skilled in giving constructive feedback or worry about saying the wrong thing.
Avoidant culture	In some teams, there's an unspoken "don't rock the boat" rule
Misconception about accountability	People often confuse accountability with blame or punishment.
Previous experiences	Bad experiences of being on the receiving end can shape hesitation.

"Accountability feels risky if we don't trust the process or relationship. Our job is to change how it's seen."

Overcoming Common Barriers

"Accountability isn't about catching people out—it's about lifting standards and showing belief in someone's ability to improve."

Instead of...	Try reframing as...
"Calling someone out"	"Calling someone up to a higher standard"
"Disciplining poor behaviour"	"Supporting improvement and growth"
"Making them feel bad"	"Helping them succeed and course-correct"
"Pointing fingers"	"Clarifying expectations and roles"

Handling Resistance: Tips and Examples

"Resistance is normal. The goal is to stay calm, consistent, and curious.

Practical Tips:

- **Stay fact-based**: Focus on what happened, not who they are.

- **Use open questions**: "*What do you feel got in the way?" "What support do you need to get back on track?*"

- **Be empathetic but firm**: "*I understand things have been difficult, but this is something we need to address together.*"

- **Clarify impact and expectations**: "*When that report is late, the client is impacted. Let's talk about what needs to happen going forward.*"

- **Create shared ownership**: "*What's your understanding of what's expected?*"

Example Scenario: Imagine a team member repeatedly misses deadlines. Instead of saying: *"You're not pulling your weight."* Try: *"I've noticed the last two deadlines have been missed, and I want to understand what's going on. This affects the wider team, and I want to help get things back on track."*

Learning Impact

Following today's webinar on 'Using Coaching to Encourage Accountability,' what specific changes or strategies will you apply to your approach going forward?

Thank you for joining me!
Feedback

Masterclass
Feedback

inst≡p