



1. Introduction

1.a) 3 things I'm hoping to get from today's workshop:

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2. Accountability

2.a) Describe an accountability challenge you are encountering on your team:

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2.b) Which accountability elements are present in your challenge? Which are missing?

Present	<input type="checkbox"/> Clarity <input type="checkbox"/> Specificity <input type="checkbox"/> Priority
Missing	<input type="checkbox"/> Clarity <input type="checkbox"/> Specificity <input type="checkbox"/> Priority

2.c) Which accountability actions are you best at? What would you like to improve?

Best	<input type="checkbox"/> Deadline buffer <input type="checkbox"/> Deadline reminder <input type="checkbox"/> Accountability conversation
Improve	<input type="checkbox"/> Deadline buffer <input type="checkbox"/> Deadline reminder <input type="checkbox"/> Accountability conversation

2.d) What do you want to do differently next time? Why do you think that will help?

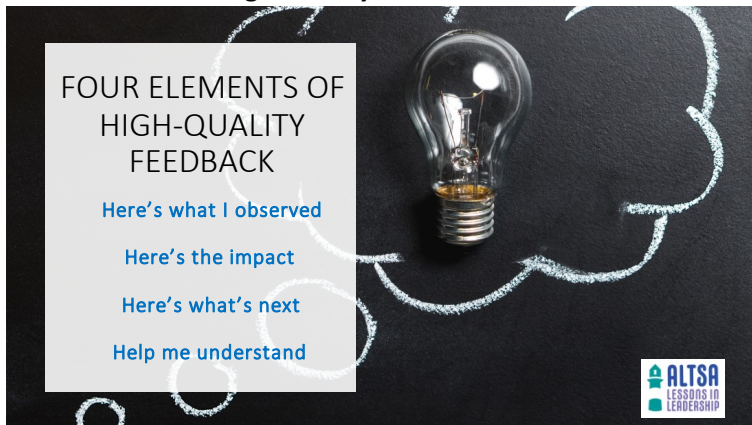
Do differently	<input type="checkbox"/> Give feedback quickly <input type="checkbox"/> Get curious & explore <input type="checkbox"/> Explain significance <input type="checkbox"/> Anticipate resistance
Why?	

3. Feedback

Draft a plan using the feedback plan template:

3.a	What do you need to give feedback about?	
3.b	What kind of feedback is this?	<input type="checkbox"/> Appreciation <input type="checkbox"/> Coaching <input type="checkbox"/> Evaluation
3.c	What do you want to say?	1. Here's what I observed : 2. Here's the impact : 3. Here's what's next : 4. Help me understand :
3.d	How is the listener likely to react?	A. B. C.
3.e	How do you want to respond?	A. B. C.
3.f	Who can you ask to help you practice?	

Four Elements of High-Quality Feedback:



Examples for Each Type of Feedback Using the Four Elements:

Appreciation:

- Here's what I **observed**: "You volunteered to cover the hotline over the week between Christmas and New Year's."
- Here's the **impact**: "We were able to honor your teammates' leave requests and make sure the hotline was covered over the holiday."
- Here's **what's next**: "Let's talk about when you'd like to take leave, and make sure we prioritize that."
- Help me **understand**: "...how you like to be recognized."

Coaching:

- Here's what I **observed**: "You submitted your report one day after the deadline."
- Here's the **impact**: "The team wasn't able to include your data in the monthly report out, so our total numbers were not accurate."
- Here's **what's next**: "Let's talk about the barriers that kept you from submitting on time and work together to remove them for the future."
- Help me **understand**: "...what tools you use to keep track of deadlines and prioritize your work."

Evaluation:

- Here's what I **observed**: "You've met expectations for all the job proficiencies except one."
- Here's the **impact**: "Your technical work is high quality, but your teammates find it difficult to collaborate with you."
- Here's **what's next**: "Let's talk about how you feel when you collaborate with the team and find ways to make it a more positive experience."
- Help me **understand**: "...your collaboration style – are you more comfortable working one-on-one with colleagues, or in a larger group?"

Closing

3 things I'm taking away from today's workshop:

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