Fred Kofman Course Summary (link)

Accountability

- WHO promises to do WHAT by WHEN
- Commitments: YES = ok, NO = ok, SO SO = horrible.

Commitment template: In order to ____X____ I ask _____Y_____. Do you agree?

- 1) X = big picture
- 2) Y = specific ask, small, measurable
- 3) Handshake. Do you agree? Follow-up email.
- Example:
    - In order to do X (i.e. prepare report for senior management)
    - I ask that you do Y (i.e. that you meet with me tomorrow at 3 pm)
    - Do you agree? Get YES, I promise. Or NO, I can't.
        - Can be helpful to have a follow-up email.
- There are only 5 legitimate moves after you make a request
    - 1. Yes, I promise.
    - 2. No, I will not commit.
    - 3. I need further clarification
    - 4. I will get back to you. (ok, but by a certain time)
    - 5. Counteroffer. I can't do what you ask, but I can meet you part way
    - WATCH OUT out for weasel answers. Examples include:
        - Yes, I'll try → this equals no, don't hold me accountable. Be worried.
            - If they don't deliver you can't even hold them accountable.
        - I'll see what I can do

How to hold someone accountable

- When there's a commitment breakdown, two things happen
    - Breakdown in effectiveness - don't get the work done.
    - Breakdown in relationship - I don't know if I can trust you
- Starting point - Hold people accountable for their word!
- Template
    - My understanding was that you agreed to X
    - Make them aware the commitment is broken (make sure they did break it and you don't misunderstand).
    - Ask why didn't you call me to tell me you wouldn't do it? (Instead of why you didn't do it). Because then they're trapped.
        - Often they give some sort of excuse that sounds reasonable.
        - Don't engage with that.
- How to respond to their answers

    - First time, be very gracious. Except what they say and that we all need to learn. And remind them that if it happens again, just have them let you know they can't do it.
    - Second time, need to have a very serious conversation about how we'll work together, because I'm not willing to work like this.
- Repair relationships
    - Engage person in what to do next?
    - Need to finish with a commitment - a new promise. Need to follow commitment template.