

# SKILL 1 – COMPLEX PROBLEM SOLVING



## 1) DESCRIPTION OF THE TOOL

Three steps to accountability- The tool describes a way to hold successful accountability discussions at the workplace avoiding blaming and conflict through a 3-step- strategy.

## 2) OBJECTIVES OF THE TOOL

1. Develop personal responsibility
2. Take ownership of actions and decisions
3. Learn how to manage accountability discussions at workplace

## 3) CONNECTION OF THE TOOL WITH THE SKILL

Holding accountability conversations at the workplace is an important factor of developing personal responsibility and growth. Individuals must keep themselves accountable to cultural norms, expectations, and pledges, but they must also hold others accountable, regardless of status or position. This holds true whether the culture is found in a family, a football team, a business, or a government organization. And here's the really shocking part: people hold other people accountable best when other people actively hold them accountable. The actions are dependent on one another.

## 4) RESOURCE MATERIALS

No specific material is needed.

## 5) HOW TO APPLY THE TOOL

### Step 1

*Control how you interpret an incident and the story you tell yourself:*

When it comes to broken promises, unmet expectations, and unacceptable behavior, most of us believe one of two stories: the person with whom we have a grievance either doesn't care or is incapable of achieving our

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expectations. Every tale stirs up a different emotion—usually one of indignation or disdain—and we either react poorly or not at all. The subsequent course of action (or inaction) produces poor results, such as animosity, deteriorating team morale, disdain for leadership etc.

How to prevent it→

**Hear and See:** An event takes place. Your brain starts processing the information when you see and hear about it.

**Tell a Story:** You attempt to understand what is taking place. Your prefrontal cortex examines the information and develops a narrative to explain it all.

**Feel:** Your amygdala signals that there is a risk or offence in the story, igniting your emotions.

**Act:** Your intense emotions drive you to fight or flight—irrational outbursts or flight and avoidance

Before confronting someone, ask yourself:

- How have I contributed to this situation before approaching someone?
- What circumstances might the other person be dealing with that are adding to this difficulty?
- Are there any variables that I'm overlooking?
- If I were him or her, how would I prefer to be contacted?
- How would this conversation succeed if it were to end successfully?

## Step 2

### *Demonstrate Good Intention*

Establish mutual respect and a shared purpose.

- **Mutual Purpose:** You both share a similar knowledge of the other person's priorities. You are concerned about his or her issues, objectives, challenges, and victories.
- **Mutual respect** signifies that both of you value and respect the other.

## Step 3

### *Describe the gap*

Focus on facts rather than the person. Things you can see, hear, notice, and measure are considered facts. Your narratives, assumptions, and interpretations of the in question behavior remain out of the picture when you adhere to the facts. As a result, any feeling of accusation or shame is also excluded.

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How to remain factual→

- Stay outside. Describe the world around you, not the thoughts or emotions that are running through your mind.
- Not why, but what. Facts explain what is happening; judgments explain why you believe it is significant.
- Gather information. Don't base your decisions on rumor. Before having a debate about accountability, do your research and acquire the information.
- Don't use emotionally charged words. Be careful not to use descriptions that are overly emotive.

Leading with facts is an important best practice since it begins with agreement or expectations.

Facts have no feelings. The best way to build context for the individual you are holding accountable is to stick to the facts in a plain and objective manner.

## 6) WHAT TO LEARN

The effectiveness of teams and relationships does not depend on how kind, honest, and hardworking each individual is. The secret components are neither intelligence or talent. Though these traits and actions help people succeed, it is the willingness and capacity to deal with issues and obstacles in an effective manner that distinguishes between healthy and unhealthy relationships, as well as vibrant and lifeless companies.

We all want to be a part of and contribute to healthy relationships and organizations, and this is true of teams, organizations, and relationships to the extent that problems are swiftly identified and discussed. But because we want to maintain our friendships and social networks, the majority of us are reluctant to speak up. And by doing this, we compromise both. This is paradoxical because we strengthen social ties and relationships by speaking up. People know they are respected when they are held accountable. And when people feel appreciated, they give back, participate, and speak out for themselves.

The actions reinforce one another. The critical component is how we speak up.



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