

T h e ● z
P r i n c i p l e

Copyright 2011 by Roger Connors, Tom Smith
and Craig Hickman; Charts, diagrams and
illustrations copyright 1993, 1998, 2003 by
Partners in Leadership IP, LLC.

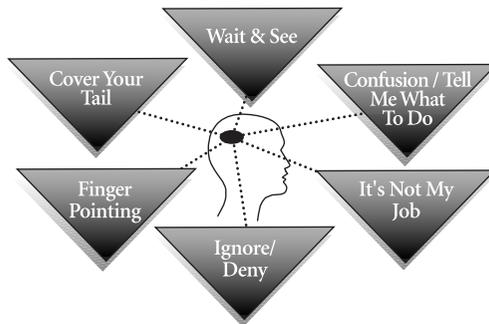
This unabridged audiobook is published by
arrangement with Partners In Leadership, Inc.,
and was produced in the year 2011 by Oasis
Audio, which holds the copyright thereto.

THE[®] OZ PRINCIPLE

ABOVE THE LINE[®]
STEPS TO ACCOUNTABILITY[®]



THE LINE



THE BLAME GAME
BELOW THE LINE[®]

©2003 Partners In Leadership, LLC. All Rights Reserved.



VICTIM CYCLE Self-Examination

ONE	Were you ever surprised by negative feedback from someone else when you thought all along you were doing your very best to solve a problem?	YES <input type="checkbox"/> NO <input type="checkbox"/>
TWO	Have you ever spent time blaming others and pointing fingers when things did not go the way you wanted them to go?	YES <input type="checkbox"/> NO <input type="checkbox"/>
THREE	Did you ever suspect something would become a problem for someone else or for your organization but did nothing about it?	YES <input type="checkbox"/> NO <input type="checkbox"/>
FOUR	Have you ever spent time covering your tail just in case things went wrong?	YES <input type="checkbox"/> NO <input type="checkbox"/>
FIVE	Have you ever said, "It's not my job" and expected someone else to solve a problem?	YES <input type="checkbox"/> NO <input type="checkbox"/>
SIX	Did you ever feel totally powerless, with no control over your circumstances or situation?	YES <input type="checkbox"/> NO <input type="checkbox"/>
SEVEN	Have you ever found yourself waiting to see if a situation would miraculously resolve itself?	YES <input type="checkbox"/> NO <input type="checkbox"/>
EIGHT	Have you ever said, "Just tell me what you want me to do and I'll do it"?	YES <input type="checkbox"/> NO <input type="checkbox"/>
NINE	Have you ever felt that you would have done things differently if it was your own company?	YES <input type="checkbox"/> NO <input type="checkbox"/>
TEN	Do you ever tell stories about how someone took advantage of you (a boss, a friend, a contractor, a salesperson, etc.)?	YES <input type="checkbox"/> NO <input type="checkbox"/>

VICTIM CYCLE Self-Examination Scoring

If you scored 0 points: You are not being honest with yourself. Go back and try it again, but this time sit in a closet so no one can see your results.

If you scored only 1 point: You know you are capable of falling *Below The Line*, but you probably do so more often than you're willing to admit.

If you scored 2–4 points: You should take some satisfaction from the fact that you're only human.

If you scored 5–7 points: You realize that you can easily fall *Below The Line*.

If you scored 8–10 points: You are very honest, quite normal, and should find the rest of this book extremely useful!

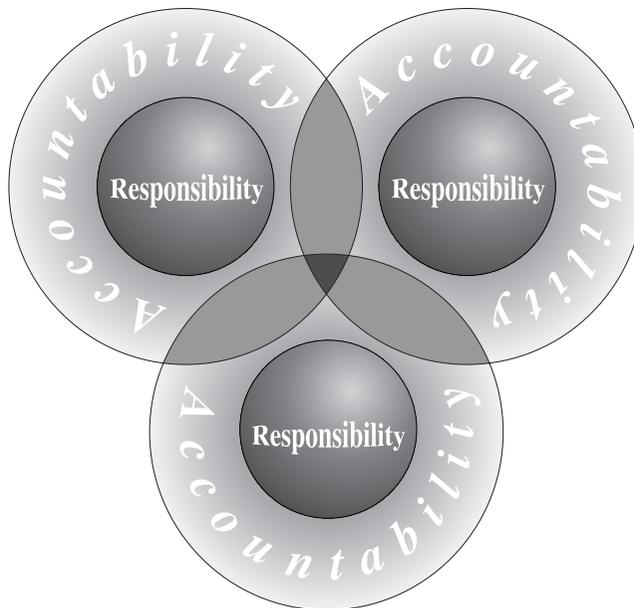
TWENTY TRIED AND TESTED EXCUSES

1. "That's the way we've always done it."
2. "It's not my job."
3. "I didn't know you needed it right away."
4. "It wasn't my fault that it's late."
5. "That's not my department."
6. "No one told me what to do."
7. "I'm waiting for approval."
8. "Someone should have told me not to do that."
9. "Don't blame me. It was the boss's idea."
10. "I didn't know."
11. "I forgot."
12. "If you had told me it was that important, I would have done it."
13. "I'm too busy to do it."
14. "Someone told me to do the wrong thing."
15. "I thought I told you."
16. "Why didn't you ask me?"
17. "No one invited me to the meeting—I didn't get the memo."
18. "My people dropped the ball."
19. "Nobody's followed up on me; it can't be that important."
20. "I told someone else to take care of this."

Individual Responsibility



Joint Accountability



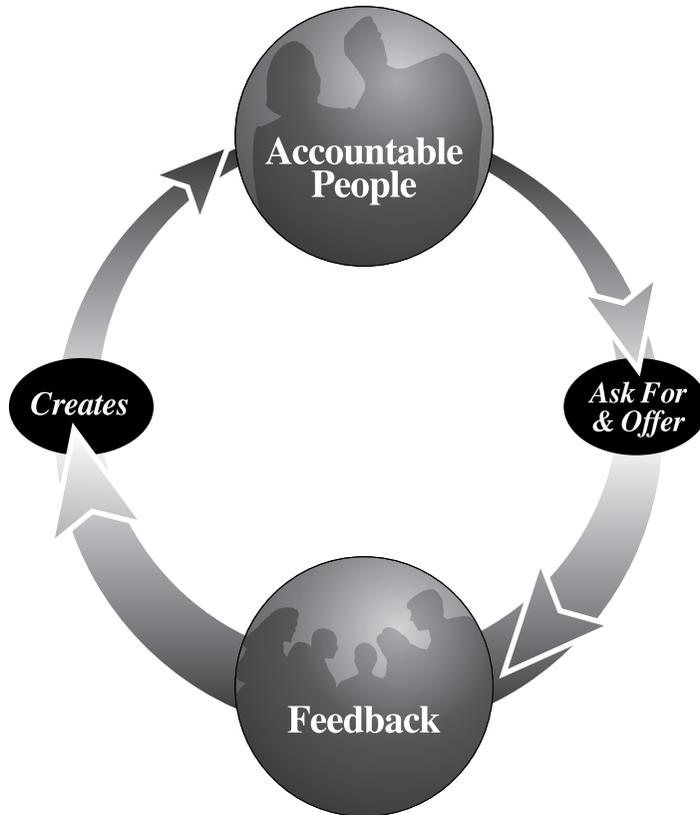
SEE IT® Self-Assessment

		<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
ONE	You quickly recognize when you get stuck in the victim cycle.	7	5	3	1	0
TWO	You accept coaching from others who point out ways in which you helped contribute to the problem you currently face.	7	5	3	1	0
THREE	You willingly acknowledge that you make mistakes that impair your ability to get results.	7	5	3	1	0
FOUR	You openly listen when people offer you perspectives of the problem that are different from yours.	7	5	3	1	0
FIVE	You look first at what you are personally doing, or not doing, that is getting in the way of progress as opposed to solely looking at how others are preventing your progress.	7	5	3	1	0
SIX	You strive to broaden your scope of understanding about the problem you face by seeking greater understanding from a wide array of resources.	7	5	3	1	0
SEVEN	You readily acknowledge existing problems and clearly understand the consequences of not resolving them.	7	5	3	1	0
EIGHT	You test your view of reality with other people when faced with a perplexing problem.	7	5	3	1	0
NINE	You consciously and actively work to get <i>Above The Line</i> by objectively acknowledging reality.	7	5	3	1	0
TEN	When explaining your lack of progress, you quickly acknowledge how you contributed to a lack of results.	7	5	3	1	0

SEE IT[®]
Self-Assessment Scoring

TOTAL SCORE	EVALUATION GUIDELINES
50+ points	Indicates a serious inability or unwillingness to <i>See It</i> . You need outside help. Call 911, immediately!
30 to 50 points	Suggests that you often find it difficult to <i>See It</i> . Learn to seek feedback (see next section). Ask someone sitting near you to slap you in the face, right now!
10 to 30 points	Reveals a fair ability to <i>See It</i> . Keep working on it. If you have created a victim story, write it on a piece of paper, bury it in the back yard, and move on!
0 to 9 points	Verifies a strong ability to <i>See It</i> . Ask a good friend or colleague to give you a pat on the back!

Feedback Creates Accountability



**OWN IT[®] SELF-ASSESSMENT
PART 1 - VICTIM FACTS ABOUT A
CURRENT OR PAST CIRCUMSTANCE**

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

OWN IT[®]
Self-Assessment Scoring

TOTAL SCORE	EVALUATION GUIDELINES
8 to 10 points	Indicates that you see your accountability and own circumstances.
5 to 7 points	Suggests that you only partially own your circumstances or vacillate between owning and not owning them.
1 to 4 points	Reveals that you have probably gotten stuck <i>Below The Line</i> , and are unable or unwilling to see your accountability and own your circumstances.

SOLVE IT[®]
Self-Assessment

		<i>Often</i>	<i>Sometimes</i>	<i>Never</i>
ONE	Do you stay engaged in solving a problem when things get difficult?	3	2	1
TWO	Do you persistently ask the <i>Solve It</i> question: "What else can I do to achieve the desired results?"	3	2	1
THREE	Do you take the initiative to explore, search, and question when solutions elude you?	3	2	1
FOUR	Do you stay conscious by challenging your current assumptions and beliefs about how you do things?	3	2	1
FIVE	Do you create new linkages in order to arrive at innovative solutions?	3	2	1
SIX	Do you try to discover new ways of thinking about problems?	3	2	1

SOLVE IT
Self-Assessment Scoring

TOTAL SCORE	EVALUATION GUIDELINES
Often 18 to 13 points	Indicates that you see your accountability, own your circumstances, and diligently pursue a problem-solving course of action. Congratulations!
Sometimes 12 to 7 points	Shows that you feel ambivalent about problem solving. Such wavering courage, heart, and wisdom will only take you on a roller-coaster ride, <i>Above and Below The Line</i> . Work on it!
Never 6 to 1 points	Reveals a need for much greater effort. Reread this chapter!

Do It[®] Self-Assessment

		<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
ONE	You recognize the forces, when they present themselves, that could pull you back down <i>Below The Line</i> .	0	1	3	5	7
TWO	You are effective at avoiding additional excursions <i>Below The Line</i> as you work to <i>Do It!</i>	0	1	3	5	7
THREE	You report on your accountability no matter what the results are.	0	1	3	5	7
FOUR	You take the initiative to clarify your own responsibilities and accountabilities.	0	1	3	5	7
FIVE	You encourage others to clarify their own responsibilities and accountabilities.	0	1	3	5	7
SIX	You are willing to take risks in order to <i>Do It</i> .	0	1	3	5	7
SEVEN	You do not easily give up and are not easily overcome by obstacles, but continue to persist in seeking to make it happen.	0	1	3	5	7
EIGHT	Once personal or organizational goals have been set, you actively measure progress toward those goals.	0	1	3	5	7
NINE	As circumstances change, your commitment to getting the result does not vary—you remain determined to <i>Do It!</i>	0	1	3	5	7
TEN	You always keep yourself “seeing, owning, solving, and doing” until you achieve the desired results.	0	1	3	5	7

Do It[®]
Self-Assessment Scoring

TOTAL SCORE	EVALUATION GUIDELINES
55 to 70 points	Verifies a strong <i>Do It</i> attitude. However, you should avoid intolerance of those who feel less accountable lest you lose your ability to influence their journeys <i>Above The Line</i> .
40 to 54 points	Indicates fair to good <i>Do It</i> attitudes and behavior, but you can improve.
25 to 39 points	Suggests a problem with taking the risks associated with the <i>Do It</i> step.
0 to 24 points	Reveals serious <i>Below The Line</i> problems. You should go back to Chapter Four and start climbing the <i>Steps To Accountability</i> again.

MY UNCONTROLLABLES

Uncontrollable

Degree of Control

ABOVE THE LINE® LEADERSHIP CHECKLIST

1. *I Do* model accountability and set an example.
I Don't hold others accountable without holding myself equally responsible.
2. *I Do* allow people to drop *Below The Line* from time to time to vent their frustrations.
I Don't let victim stories and *Below The Line* excuses go unchecked or unresolved.
3. *I Do* recognize victim stories and *Below The Line* excuses when I hear them.
I Don't avoid my responsibility to hold people accountable and to expect *Above The Line* behavior.
4. *I Do* use accountability as a way to empower people toward results.
I Don't use accountability as a hammer to nail people when I catch them functioning *Below The Line*.
5. *I Do* expect people to coach me to get *Above The Line* when necessary.
I Don't expect people to coach me if I am not seeking their feedback.
6. *I Do* practice what I preach.
I Don't get caught thinking that accountability is something everyone else should work on.
7. *I Do* avoid focusing solely on accountability to the exclusion of everything else.
I Don't hold everyone accountable for everything all the time—I do understand the uncontrollables.
8. *I Do* coach people *Above The Line* by listening, acknowledging, asking, coaching, and committing.
I Don't view accountability as a principle that people ought to comprehend immediately.

ORGANIZATIONAL ACCOUNTABILITY Assessment

Circle the response that best describes your situation.

ONE	Do you ever see people blaming others for what goes wrong in your organization?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
TWO	Do you feel that people do not accept responsibility for what they do or how they do it?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
THREE	Do you see people failing to take the initiative to report on their activities and their progress toward results?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
FOUR	Do people fail to “dive for the ball” when it gets dropped?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
FIVE	Do people “wait and see” if things will get better when serious problems engulf your organization?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
SIX	Do you hear people saying they feel a situation is out of control and that they can do nothing to resolve it?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
SEVEN	Do people spend their time “covering their tails” just in case things go wrong?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
EIGHT	Do people seem to feel more responsible for their activity and effort than they do for their results?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
NINE	Do you hear people say, “It’s not my job or my department” and act as if they expect someone else to solve the problem?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>
TEN	Do you feel that people display a low level of personal ownership and involvement when problems arise?	<i>Never</i>	<i>Seldom</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>

ORGANIZATIONAL ACCOUNTABILITY Assessment Scoring

TOTAL SCORE	EVALUATION GUIDELINES
40 to 50 points	Your organizational culture operates <i>Below The Line</i> . It has adopted a self-reinforcing pattern that has become the way the organization does business. Altering this pattern will take a deliberate and conscious effort.
30 to 39 points	Your organization spends enough time <i>Below The Line</i> that it continues to compromise organizational results and personal fulfillment. Although a glimmer of understanding exists, it will take a focused effort to shift to a more positive pattern.
11 to 29 points	Your organizational culture typically operates <i>Above The Line</i> . Additional gains in productivity will come as you work to inculcate a positive definition of accountability throughout the organization.
0 to 10 points	Having mastered the art of living <i>Above The Line</i> , your organizational culture should continue to achieve outstanding results as long as people remain alert for occasional dips <i>Below The Line</i> .

TEN MORE *ABOVE THE LINE*[®] QUESTIONS

1. What aspects of this situation will most likely pull us *Below The Line* in the future?
2. What can we control and what can't we control in this situation?
3. Have we fallen *Below The Line*?
4. What are we pretending not to know about our accountability?
5. Which areas of joint accountability may allow us to drop the ball?
6. If we really "owned it," what would we do differently?
7. Given recent decisions, what do we need to do to ensure the organization stays *Above The Line*?
8. Does anyone involved with this situation still fail to "own" the decisions we have already made?
9. Who is accountable for achieving the result and in what time frame?
10. What have we learned from our recent experience that we can apply as we move forward?

Holding People Accountable *The Oz Principle®* Way

