# Four Faces of Accountability

## Highly Self-Aware Teams

# Why Four Faces of Accountability

Research on high-performing teams, including Amy Edmondson's work, shows that accountability is strongest when **high standards** are matched with **high support**. Each Insights colour energy highlights a different, essential aspect of how accountability is created.

This resource is intended to build shared understanding, not impose a definition, and support stronger collective ownership.

Questions to **reflect on** while you read the next 4 pages

- Which accountability perspective comes most naturally to **you**?

- Which perspective is our **team** currently missing or overusing?

- What would **balanced accountability** look like for us across all four perspectives?

# Fiery Red
## Accountability

### Focuses on **Results & Ownership**

## Observable behaviors:

- Assigns clear **ownership** (*"more than one person accountable is no one accountable"*)
- Ensures everyone has clear **outcomes** and **timelines**
- Implements **consequences** for missed commitments
- Everyone does what they say

# Sunshine Yellow
## Accountability

Focuses on
**Collaboration &
Recognition**



## Observable behaviors:

- Creates **team check-ins** to assess how everyone is doing and if they need support

- **Celebrates** progress publicly to maintain momentum

- Emphasizes **shared responsibility** and collective wins

- Maintains **team energy** and **engagement** through accountability process

# **Earth Green**
## Accountability

## Focuses on
## **Support & Follow-through**

## **Observable behaviors:**

- Does **individual check-ins** with team members to offer support if needed
- **Listens** to challenges and only offers advice if actively asked
- Checks in **privately** before publicly raising concerns
- Focuses on keeping commitments to maintain **trust**

# Cool Blue
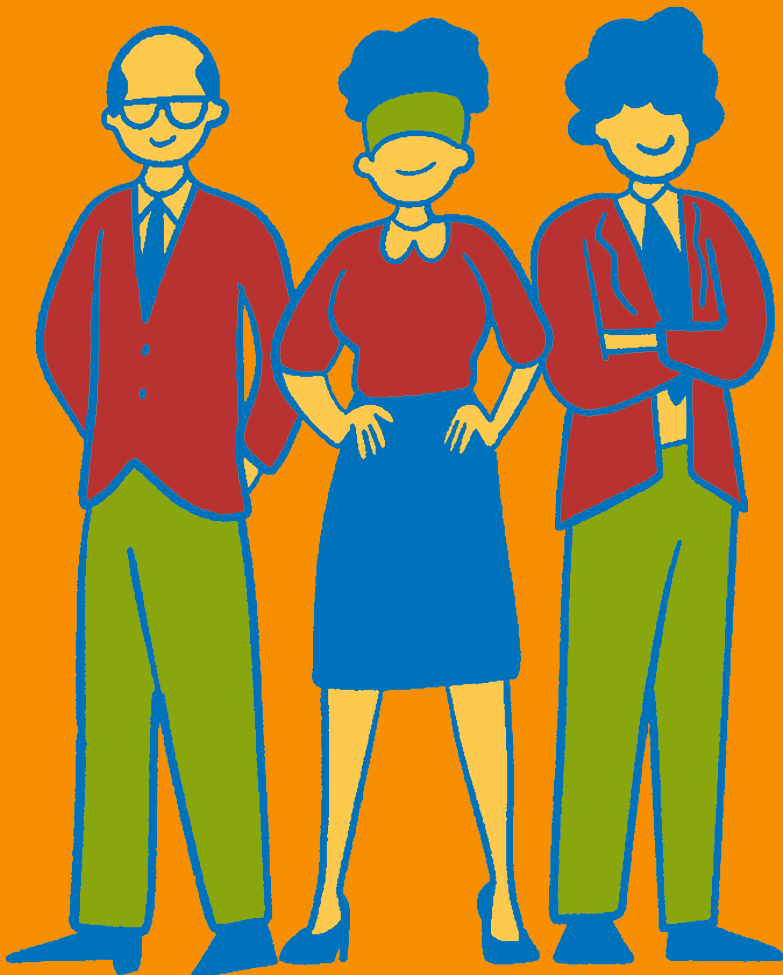## Accountability

### Focuses on **Processes & Standards**

## Observable behaviors:

- Creates clear **accountability structure** *(who, how, when, progress indicators, outcome indicators)*

- Documents agreements and **tracks metrics** systematically

- Reviews **process adherence**, not just outcomes

- Identifies gaps between agreed standards and actual performance

"We don't rise to the level of our goals, we fall to the level of our systems."

James Clear