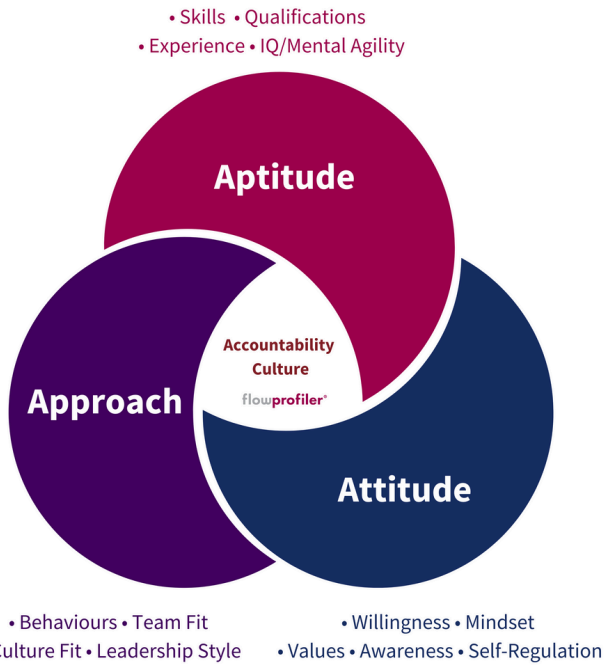
Session 3 Worksheet

The Triple A Framework

The Triple A Framework (Attitude, Aptitude, and Approach) offers a holistic view of how accountability functions. It recognises that what we know or can do (Aptitude), what we think (Attitude), and how we behave or communicate (Approach) collectively influence our capacity to take ownership of outcomes.



Aptitude: Can I?

Definition:

Refers to the skills, knowledge and competency levels required to fulfil tasks or roles effectively.

Why It Matters:

- Even with a great attitude, lacking crucial skills can hinder follow-through.
- Developing relevant aptitudes demonstrates commitment to high-quality outcomes.
- Continuous learning and up-skilling ensure accountability does not waver due to gaps in knowledge or capability.

Attitude: Will I?

Definition:

Encompasses mindset, willingness, personal values and ownership mentality.

Why It Matters:

- Attitude sets the tone for how we interpret obstacles, feedback, or failures.
- A positive, solution-focused attitude underpins proactive ownership and resilience.
- When we embrace a growth mindset, we are more inclined to learn from setbacks and improve.

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Approach: How I go about it.

Definition:
Encompasses behaviour, communication style, and alignment with organisational values or culture.

Why It Matters:

- "How" we execute tasks or interact with others can either promote ownership or create friction.
- A respectful, transparent approach fosters trust and shared responsibility
- Aligning individual actions with broader team or organisational values reinforces an environment where accountability thrives.

By integrating these three "A" factors, we can see how accountability is not merely about intent or willingness; it also depends on our capacity to deliver (Aptitude) and our consistent, constructive engagement with others (Approach).

Lack of Accountability: Identifying the Likely Issue

Personal accountability means taking responsibility and ownership of one's actions, behaviours, and outcomes. When individuals recognise which of the three "A" factors, Attitude, Aptitude, or Approach, is at play, they can more effectively take responsibility for making necessary changes. In practice, many workplace challenges involve overlapping or interacting factors. It often comes down to the context of the situation and how it is framed.

Why the Triple A Framework Is Important to Accountability

✓ It provides a structured lens for identifying where breakdowns in accountability might occur: mindset (Attitude), skill level (Aptitude), or behavioural style (Approach).

✓ It highlights the interplay between personal qualities (Attitude), professional competencies (Aptitude), and how we engage with others (Approach).

✓ It encourages targeted improvement, ensuring we focus on the right area rather than attempting one-size-fits-all fixes.

✓ It reinforces the core behaviours, perseverance, growth, and emotional regulation, by tying them to tangible, day-to-day actions.

By understanding and actively developing each of the three "A" factors, individuals lay a stronger foundation for consistent, reliable ownership of their tasks, roles, and responsibilities.

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Applying the Triple "A" Framework to Personal Accountability

When thinking about your personal accountability consider:

1) Reflection and Ownership

- Identify which "A" is your primary challenge in a given situation.
- Accept that you have a role in the outcome, positive or negative.
- Act on it by setting goals or seeking help to address the underlying cause.
- Practice Self-Reflection: Regularly journalling reactions to daily challenges *(Dweck, 2006).*
- Seek Feedback: Ask peers or mentors for perspectives on your perseverance, growth mindset, and emotional regulation.

2) Creating an Improvement Plan

- If it's Attitude: Acknowledge and challenge any unhelpful beliefs or tendencies (e.g., perfectionism, blame-shifting). Commit to changing negative mindsets into constructive ones.
- If it's Aptitude: Take accountability by seeking training, mentoring, or additional resources. Pursue professional development to close the skill gap. *(CIPD, 2021)*
- Proactive Learning: Sign up for short courses or seek coaching to consistently up-skill and demonstrate perseverance.
- If it's Approach: Adjust how you communicate, organise tasks, and collaborate with others. Ask for feedback on your methods and be ready to modify them.

3) Ongoing Evaluation

- Reflect regularly on whether your chosen strategy for improvement is effective.
- Invite feedback from peers, supervisors, and mentors to gain insight into how your actions affect the team and outcomes.
- Behavioural Awareness: Observe and adjust your communication style to encourage collaboration and maintain emotional balance.

4) Follow-Through and Adaptation

- Maintain momentum by following through on new behaviours and strategies.
- If results are not improving, reassess which "A" (or combination of "A"s) may still be at play, and adjust your plan accordingly.

By consistently examining whether an issue stems from Attitude, Aptitude, or Approach, and then acting on that knowledge, **you demonstrate personal accountability**. You take proactive steps to own your performance, learn from mistakes, and ultimately contribute to a healthier, more productive workplace.

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flowprofiler® Growth Definition:

"By actively seeking new opportunities to grow and develop, they are motivated by being stretched and challenged. These people look for opportunities for learning and development, and actively sign-up to courses or events to challenge their thinking. They actively spend time seeking activities that will challenge them and will help them to develop new skills and techniques to aid them in the future. They learn from high performing colleagues and seek guidance from these individuals to understand what they need to develop in order to progress and grow."

Why It Matters for Accountability

- A growth mindset propels individuals to accept responsibility for skill gaps or mistakes, seeing them as opportunities rather than threats.

- When people believe they can learn and adapt, they're more likely to take ownership of their development, rather than waiting for someone else to fix the problem.

Tips to Activate Your Growth Mindset:

1) Create a Learn List

- Alongside your to-do list, write down one or two new skills or insights you want to gain each week.
- *Why It Works*: Keeps development top-of-mind, fostering continuous self-improvement and accountability for your personal and professional growth.

2) Benchmark & Ask 'Why?'

- Identify a high-performer, observe what they do differently, and ask why it's effective. Adopt one element that resonates with you.
- *Why It Works:* Actively seeking and understanding better practices reinforces a mindset that you can improve and develop.

The 'Victim Mindset': the Eroder of a Growth Mindset and Accountability

A victim mindset generally refers to an internal narrative where individuals see themselves as powerless in the face of events, thus believing that external factors, and not their own choices, are primarily responsible for their circumstances.

When someone adopts a victim mindset, they often place blame on others, external conditions, or perceived unfairness, rather than taking responsibility and ownership of outcomes. This mindset can significantly undermine accountability in the workplace and hinder both individual and team performance.

Key Characteristics of a Victim Mindset

1) External Locus of Control

People with a victim mindset typically attribute their successes or failures to external forces, believing they have limited or no control over outcomes (Seligman, 1972). This outlook may foster learned helplessness, making them less proactive about finding solutions.

2) Blame-Shifting

Instead of examining their own actions or choices, individuals in a victim mindset tend to look for someone or something to blame. By avoiding personal reflection, they miss opportunities to adapt or learn from mistakes (Covey, 1989).

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3) Deflecting Feedback
Constructive feedback can feel like a personal attack to those with a victim mentality. They may rationalise or deflect criticism, reinforcing the idea that circumstances are beyond their control (Miller, 2001).

4) Resistance to Change
Since a victim mindset can create comfort in the status quo, where perceived helplessness absolves personal effort, those embracing it may oppose organisational changes or innovations that require them to take new responsibilities.

Impact on Accountability

1) Reduced Ownership
Victimhood diminishes a sense of responsibility. If people view themselves as passive recipients of circumstances, they are less likely to take the initiative to rectify issues or step up to challenges (Lencioni, 2002).

2) Team Tension
Colleagues who constantly hear blame or negativity from a victim-minded co-worker can become frustrated or feel compelled to pick up slack, which can erode trust and collaboration (CIPD, 2023).

3) Lower Performance
A person who does not believe they have power to influence outcomes is less likely to persist through obstacles, leading to diminished performance and missed opportunities for growth (Seligman, 1972).

Overcoming a Victim Mindset in Ourselves

1) Encourage Self-Reflection
Start by noticing when you feel stuck or powerless. Use a personal journal to capture moments of frustration, then challenge yourself to identify at least one small action you could take to change the situation. This habit helps reinforce the belief that your choices impact outcomes (Dweck, 2006).

2) Foster a Growth Mindset
Remind yourself that skills and abilities can be developed over time. Instead of saying “I’ll never be good at this,” reframe to, “I’m learning how to improve.” Seek feedback from colleagues or mentors, and view setbacks as learning opportunities rather than permanent failures. This change in perspective reduces helplessness and strengthens personal accountability (Dweck, 2006).

3) Use Ownership Language
Practice shifting from statements like “There’s nothing I can do” to more empowering phrases such as “What can I do differently next time?” or “How can I improve these results?” These small adjustments can help break the cycle of blame and build proactive problem-solving (Miller, 2001).

4) Align with Accountability Frameworks
Assess your Aptitude, Attitude, and Approach (the Triple A Framework) to diagnose where the real challenges lie. Do you need extra training? Do you need to shift your mindset? By pinpointing which area needs attention, you can take specific actions, like enrolling in a relevant course (Aptitude), working on self-confidence (Attitude), or adapting your communication style (Approach).

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Leading Others Away from a Victim Mindset

1) Prompt Constructive Self-Reflection

Encourage team members to reflect on their role in any challenges. Ask open-ended questions such as "What do you think you could have done differently?" and give them space to identify solutions. This approach promotes a sense of ownership over outcomes (Dweck, 2006).

2) Promote a Growth Mindset Environment

Create a safe space for risk-taking by celebrating efforts and improvements, not just final successes. Offer timely feedback that guides learning rather than punishing mistakes. By showing that errors can be stepping stones to growth, you help individuals see themselves as capable of change.

3) Model Ownership Language

When managing meetings or discussions, consistently use and reinforce phrases like "What have we learned here?" or "How can we do better next time?" When leaders adopt solution-focused language, it signals that accountability is both valued and expected (Miller, 2001).

4) Utilise the Triple A Framework

To counteract victimhood, collaborate with team members to pinpoint whether a lack of accountability is tied to skill gaps (Aptitude), negative attitudes (Attitude), or inefficient behaviours (Approach). Provide targeted support, or instance, skill-building workshops, mindset coaching, or process improvements, so team members feel equipped to take charge of their performance.

Fixed Mindset

Another type of mindset that can inhibit accountability is a fixed mindset. A fixed mindset refers to the belief that an individual's abilities, talents, or intelligence are static traits that cannot be significantly developed.

People with a fixed mindset often see challenges as threats, avoid situations where they risk failing, and view setbacks as confirmation of inherent inadequacy. Because they presume their capacity is limited from the outset, they may shy away from trying new things or persevering through difficulties. This perspective can stifle growth and accountability, as it discourages reflection on how personal effort, learning, or strategy might lead to improvement (Dweck, 2006).

A fixed mindset can significantly hinder accountability because it discourages individuals from taking ownership of their growth or outcomes. When someone believes their skills and intelligence are unchangeable, they are less inclined to examine what they could do differently or better. Consequently, they may downplay their personal agency, shy away from difficult challenges, or attribute setbacks to unalterable flaws rather than effort or strategy (Dweck, 2006). This stance undermines the very essence of accountability, which relies on recognising and acting upon one's capacity to influence results and learn from mistakes, because it frames any shortfall or failure as confirmation of a fixed limitation rather than a cue to adapt or improve.

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Recognising the Mindset.

Choose if the statements show a Fixed, Victim or Growth Mindset.

	Statement	F	V	G
1	No matter how hard I try, my results never improve.	☐	☐	☐
2	I'm going to look at this mistake as a clue for how I can do better next time.	☐	☐	☐
3	I wouldn't succeed anyway because everything is stacked against me.	☐	☐	☐
4	I am who I am, people don't really change.	☐	☐	☐
5	If my boss can't give me step-by-step instructions, I'm destined to fail.	☐	☐	☐
6	What if I break this challenge into smaller steps so it feels less overwhelming?	☐	☐	☐
7	I can handle this with the right effort and the right strategy.	☐	☐	☐
8	I'm stuck in this role because I'm not talented enough to move forward.	☐	☐	☐
9	I'll never get promoted unless the company completely revamps its process.	☐	☐	☐
10	I want to learn from people who've mastered this skill, then apply what I learn.	☐	☐	☐

1. Fixed (F) – Implies an unchangeable belief about personal ability. 2. Growth (G) – Views mistakes as learning opportunities. 3. Victim (V) – Attributes failure to external forces, feeling powerless. 4. Fixed (F) – Assumes character or ability is static. 5. Victim (V) – Places blame externally and denies personal agency. 6. Growth (G) – Focuses on strategy and incremental improvement. 7. Growth (G) – Emphasises control, adaptability, and perseverance. 8. Fixed (F) – Believes in inherent limitations without potential for growth. 9. Victim (V) – Blames external systems rather than focusing on personal influence. 10. Growth (G) – Seeks development through observation, practice, and feedback.

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Reframing the Mindset.

Rewrite each statement Fixed or Victim statement as on reflecting a Growth Mindset.
Tip: When rewriting, look for ways to add personal agency, e.g., “What extra practice could help me improve?” or “Which part of the process can I influence first?”

Statement
1) “I’ve never been good with numbers, so there’s no point in me taking that finance course.”
2) “The deadline is impossible, and nothing I do will change that.”
3) “My manager keeps giving me vague instructions; if I fail, it’s not my fault.”
4) “I always freeze when presenting; I’m simply not a natural speaker.”
5) “I can’t progress in my career unless someone gives me a lucky break.”

1.“Numbers are a stretch for me at the moment, but a structured finance course and regular practice will help me build competence and confidence.” 2. “The deadline is tight; if I prioritise tasks, enlist support where needed, and work efficiently, I can still deliver meaningful results.” 3. “When instructions feel vague, I’ll seek clarification and share a draft plan to ensure we’re aligned and I stay accountable for the outcome.” 4. “Presenting is challenging for me now, but with rehearsal, feedback, and perhaps a public-speaking workshop, I can become a confident presenter.” 5. “My career advancement rests largely on my own actions; by expanding my skills, building relationships, and taking on new challenges, I can create my own opportunities.”

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Session 3 Worksheet



Principle #3: Mindset Matters

Which mindset/s do you most observe in those around you?
Provide examples.

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Principle #3: Mindset Matters



Make a note of your motivationflow® results for Growth.

Day-to-Day:

Under Pressure:

Where is your Growth opportunity in these results?
(Develop, Activate, Maintain, Manage)

How will you achieve this?

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Session 3 Worksheet

Strengthening Attitude

Adopt a Growth Mindset

Instead of seeing challenges as threats, consider them learning opportunities. If something goes wrong, your first question becomes: "What can I learn?" This perspective shift fosters accountability for your reactions.

Clarify Your "Why"

Reflect on why accountability and improvement matter to you, are you aiming for career progression, better personal relationships, or higher confidence? A clear "why" keeps you motivated.

Practice Self-Reflection

At the end of each day or week, review your actions, decisions, and outcomes. Honest reflection on what went well (and what didn't) builds self-awareness and ownership.

Set Emotional Boundaries

Learn when to step away or pause if frustration, anxiety, or stress is clouding your judgment. Being accountable includes regulating your own emotional reactions.

Use Positive Self-Talk

The way we talk to ourselves impacts our resilience and willingness to improve. Acknowledge your efforts and progress instead of only focusing on what went wrong.



Model Integrity

Hold yourself to the same standards you expect of others. If you make a mistake, own it and look for ways to fix it, publicly if necessary. This "walk the talk" approach cements personal accountability.

Embrace Constructive Feedback

Instead of getting defensive, treat feedback as a gift. Challenge yourself to respond openly and see how you can use the feedback to grow.

Celebrate Small Wins

Recognise milestones, no matter how minor. Rewarding yourself for consistent effort builds positive reinforcement and maintains your accountability momentum.

Learn to Say "No"

When you overcommit, you risk letting people down. An accountable attitude sometimes means setting boundaries and declining tasks you can't handle effectively.

Revisit Your Core Values

Periodically reflect on your personal or organisational values to realign your mindset with what truly matters. Decisions that match your values strengthen your sense of accountability.

What could you do to strengthen your Attitude?

Session 3 Worksheet

The Enabling 4 Model

The Enabling 4 Model is a structured approach designed to ensure that each individual has the fundamental elements required to perform well in their role.

Before holding any employee accountable for a lapse in performance, it is essential to confirm that they have been provided with all four pillars: Rules, Roles, Responsibilities, and Resources.

By confirming these are in place, managers and organisations can foster a fair and supportive work environment, thereby reducing the likelihood of misunderstandings or unjust criticism.



Attitude

Attitude encompasses the internal dispositions, such as openness to feedback, willingness to learn, and alignment with the organisation's values, that drive how individuals behave at work.

Baselines in this category typically look at an employee's engagement level and emotional intelligence.

Focus: Willingness, mindset, values, awareness, self-regulation.
Example Baselines:

- Growth Mindset: "Actively seeks feedback and implements at least one improvement suggestion per month."
- Values Alignment: "Consistently upholds organisational core values, as evidenced by peer feedback or 360° reviews."
- Self-Regulation: "Maintains composure under pressure, no more than two instances of escalations or complaints about unprofessional conduct per quarter."

Measurement Ideas:

- Peer/manager feedback and surveys, reflective practice logs, 360° review data, conflict-resolution case tracking, observational data that can be backed up by evidence such as email, pictures/photos, client quotes/feedback, stakeholder feedback.

SkillSprint™ | Example

1) Identify a position, either your own or one you supervise, that would benefit from well-defined baselines/standards.
2) Attitude: Consider mindset, willingness, value-related, awareness and self-regulation baseline/standards.
3) How could you measure progress/performance for each aspect of attitude?
4) Make a note of any potential barriers such as training, resource limitations etc. that would impede a person when meeting your baselines.
5) What could you do to overcome these barriers?

Role:	Software Engineer	
Aspect of Attitude	**Baseline**	**Measurement**
Mindset	Demonstrate Growth Mindset.	Successful completion of 2 certificate level coding courses per year.
Willingness	Improve Customer Service.	Remembering to use please and thank you in client emails as measured by a random audit of 3 emails at each performance review.
Values-Related	Integrity.	Demonstrate personal integrity by being on time for each meeting as measured and observed by meeting Chair.
Awareness	Presentation on Zoom calls.	Demonstrate self-awareness by ensuring your background is clean, tidy and office-like on Zoom calls as measured by observation and feedback of senior stakeholders.
Self-Regulation	No more swearing.	To demonstrate self-regulation and eliminate use of foul language as observed and reported by senior stakeholders and clients.
Potential Barriers:	Appropriateness of certificate courses and budget access.	
Solutions to Barriers:	Provide a list of sanctioned courses and relevant budget at the start of each year.	



SkillSprint™

1) Identify a position, either your own or one you supervise, that would benefit from well-defined baselines/standards.
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Role:		
Aspect of Attitude	**Baseline**	**Measurement**
Mindset		
Willingness		
Value-Related		
Awareness		
Self-Regulation		
Potential Barriers:		
Solutions to Barriers:		

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