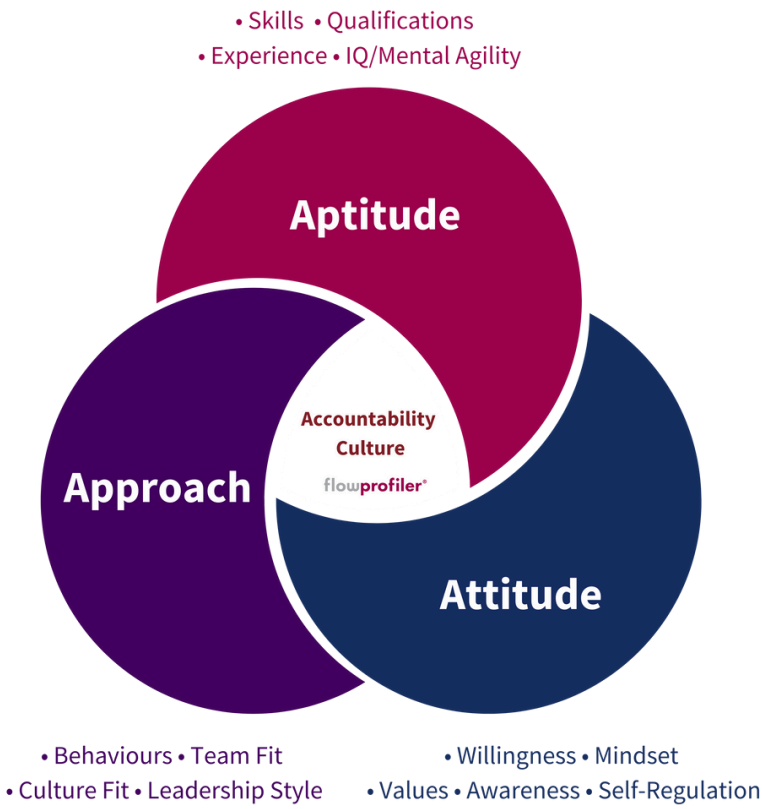
Session 4 Worksheet



Try it out: Choose which "A" you think is the primary factor in each scenario
Aptitude issues stem from gaps in skills, knowledge, or competence.
Attitude issues often involve mindset, willingness, or ownership problems.
Approach issues revolve around communication style, behaviours towards others, or the way tasks and interactions are handled.

1) Missed Deadline Due to Perfectionism
Addison insists on revising their slides multiple times and agonises over minor details. They end up delivering their presentation late because they are determined it has to be "absolutely perfect."

Answer:

2) Struggling with Data Analytics
Casey was recently assigned to analyse complex data sets but has limited prior experience with statistical tools. As a result, their reports contain errors and lack depth.

Answer:

3) Avoiding Responsibility
Jamie is quick to blame others whenever a project milestone goes astray. They rarely acknowledge their own part in setbacks or offer solutions.

Answer:

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Session 4 Worksheet

4) Micromanaging Team Members
Jordan persistently checks and re-checks every minor task despite having a highly qualified team. Their constant hovering frustrates colleagues and slows progress.

Answer:

5) *Refusing to Ask for Help*
Morgan consistently struggles with certain software but does not reach out to more knowledgeable teammates or request training. They would rather muddle through alone than admit they need assistance.

Answer:

6) Undermining Colleagues' Ideas
Parker quickly dismisses any new suggestions for process improvements with negative comments. They seem more interested in criticising others than in finding workable solutions.

Answer:

7) Shaky Client Presentation Skills
Quinn has a strong grasp of the product's technical aspects, but their client presentations often fall flat. They lose their audience with confusing slides and a lack of clear explanation.

Answer:

8) Withholding Information
Rowan does not openly share updates or important details with teammates, even when asked. Consequently, the project faces repeated bottlenecks due to missing information.

Answer:

9) Difficulty Giving Constructive Feedback
Taylor wants to address quality issues within the team but comes across as harsh and overly critical. Rather than fostering improvement, their feedback leaves others feeling demoralised.

Answer:

10) Lack of Initiative
Avery has the necessary skills to complete their tasks but consistently waits to be told what to do next. They never volunteer ideas or step forward to lead any part of the project.

Answer:

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Session 4 Worksheet

Suggested Answers

1) Missed Deadline Due to Perfectionism
- *Likely "A": Attitude (because Addison's insistence on absolute perfection suggests a mindset issue).*
- *Alternatively: Could be Approach if the main focus is how Addison manages (or mismanages) their workflow, spending excessive time on minor details without balancing quality and deadlines.*

2) Struggling with Data Analytics
- *Likely "A": Aptitude (the difficulty arises from a skill gap in handling complex data sets).*

3) Avoiding Responsibility
- *Likely "A": Attitude (Jamie's tendency to blame others reflects a mindset or willingness problem).*

4) Micromanaging Team Members
- *Likely "A": Approach (Jordan's style of constant oversight reveals how they interact with the team).*

5) Refusing to Ask for Help
- *Likely "A": Attitude (Morgan's reluctance to seek assistance, despite struggling, suggests a mindset issue, possibly fear of showing weakness).*
- *Alternatively: If Morgan is unaware of the support available or does not have the skills to articulate what they need, it might be Aptitude or even Approach (i.e., poor communication habits).*

6) Undermining Colleagues' Ideas
- *Likely "A": Approach (Parker's tendency to dismiss others' suggestions without consideration reveals a problematic communication style).*
- *Alternatively: If Parker actively resents others' success or ideas, it might come from an Attitude problem, such as competitiveness or negativit*

7) Shaky Client Presentation Skills
- *Likely "A": Aptitude (Quinn's lack of clarity and poor slide design points to a need for developing better presentation and communication skills).*
- *Alternatively: If Quinn knows how to present but chooses not to prepare or doesn't see the value in engaging clients properly, it might be an Attitude or Approach issue.*

8) Withholding Information
- *Likely "A": Approach (Rowan's choice to keep critical details from the team is a behaviour that directly affects workflow and communication).*

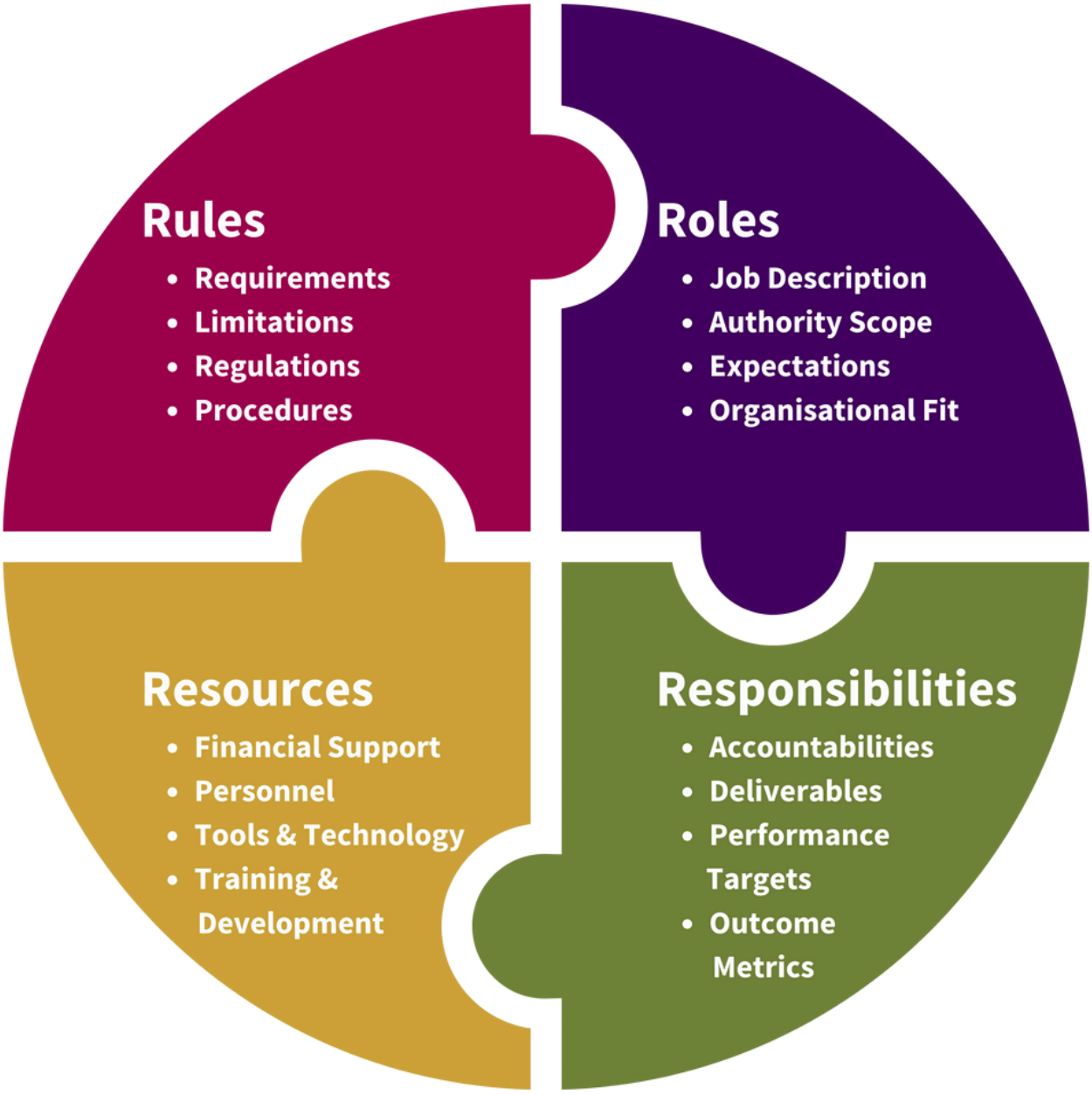
9) Difficulty Giving Constructive Feedback
- *Likely "A": Approach (Taylor's harsh or overly critical delivery indicates a problem with communication style).*

10) Lack of Initiative
- *Likely "A": Attitude (Avery's passivity, despite having the necessary skills, often points to motivation or willingness).*

Session 4 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.



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Session 4 Worksheet

Rules

Definition:
Rules refer to the policies, procedures, standards, and regulations that govern behaviour within an organisation. They set out what is expected, what is allowed, and what is disallowed, providing a formal framework to guide decision-making and conduct.

Importance:
Having clear, accessible rules ensures everyone knows how to comply with organisational and legal standards. This clarity prevents confusion and ensures consistency in practice and decision-making. Moreover, if rules are not fully understood or are difficult to access, employees could be unfairly criticised or even penalised for breaches they were unaware of.

Example
Health and safety guidelines are a prime illustration of why clear rules are critical. If employees are not explicitly informed of the correct safety procedures, it is unfair to hold them accountable for any resulting infractions or accidents. Ensuring these guidelines are communicated in training sessions and easily accessible in handbooks or online platforms is crucial.

Reflective Question

- Are the rules in your organisation clearly documented and easily accessible to everyone?

Roles

Definition:
Roles describe the formal positions within an organisation, including each individual's place in the hierarchy, the decisions they are authorised to make, and the scope of their duties. They outline the boundaries of authority and serve as the foundation for team structure.

Importance:
Clearly defined roles prevent confusion and overlap. When team members understand who is responsible for which tasks and who reports to whom, work can flow more smoothly. This clarity not only streamlines operations but also helps avoid conflicts, as individuals are less likely to step on each other's toes or neglect tasks that fall within their remit.

Example
Consider the distinctions between a Team Leader and a Project Manager. A Team Leader might oversee the day-to-day activities of staff, handle immediate issues, and ensure that routine tasks are completed on time. A Project Manager, on the other hand, typically coordinates larger initiatives, sets project timelines, liaises with stakeholders, and tracks overall project progress. Confusion can arise if these roles are blurred, so a clear definition of each person's remit is vital.

Session 4 Worksheet

Role Clarification

1. Write down your job title and the main decisions you are empowered to make.
2. Are you clear about what is expected from you? How are expectations communicated?
3. Note any ambiguities and clarify these with your manager.

Responsibilities

Definition:

Responsibilities encompass the specific tasks, duties, and performance targets linked to each role. These may include quantitative measures (such as achieving a certain sales target) and qualitative measures (like maintaining a high standard of customer service).

Importance:

By aligning individual responsibilities with broader organisational objectives, employees have a clear roadmap of what they need to achieve. Such alignment fosters accountability because each person knows the outcomes for which they are responsible. With measurable targets, it becomes easier to evaluate performance, offer constructive feedback, and celebrate achievements.

Example

A Sales Executive might be tasked with generating at least 50 new leads per month with an expected conversion rate of 10%. If these numbers are not met, it becomes apparent where improvements or additional support may be needed. On the other hand, if these targets are regularly exceeded, it highlights the individual's success and may present an opportunity for incentives or career progression.

Question: How do you currently measure the success of your responsibilities? Are these metrics clear, agreed upon, and regularly reviewed?

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Session 4 Worksheet

Resources

Definition:
Resources cover the tools, budgets, training, and support systems needed for employees to fulfil their responsibilities effectively. This includes everything from technological infrastructure and software to financial allocations and professional development opportunities.

Importance:
Even if roles and responsibilities are perfectly defined, employees cannot be held fully accountable if they lack the necessary resources to complete their tasks. Resource gaps often manifest as poor performance, frustration, and a sense that the organisation is setting individuals up to fail. By identifying and providing the essential tools and support, organisations empower their workforce to succeed.

Example
A Marketing Department may require specific design software, adequate social media advertising budgets, and analytics tools to track campaign outcomes. Without these fundamental resources, marketing objectives might remain unmet, undermining both individual and team performance.

Activity: Resource Audit

- List at least three resources vital to your role.
- Rate each as “sufficient” or “insufficient” based on current availability and accessibility.
- Propose at least one solution for each insufficient resource. This could include requesting additional budget, setting up a shared resource pool, or collaborating with another department to gain access to specialised tools.

Resources	Sufficient or Insufficient	Solution

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Session 4 Worksheet

This template is designed to help leaders systematically assess each team member's work environment and identify any gaps that may hinder performance. By completing the following sections, leaders can ensure they are providing clear Rules, well-defined Roles, measurable Responsibilities, and adequate Resources.

Name:		
Position/Role:		
Department:		
Date of Assessment:		
Rules		
1) Clarity of Policies	**Comments**	**Actions**
Does the team member have access to all relevant policies (e.g., health and safety, data protection, expense guidelines)?		
Are these policies clearly explained during induction or training?		
2) Procedures and Standards		
Are there standard operating procedures (S.O.Ps) for key tasks?		
Are these S.O.Ps regularly updated and communicated?		

Rules		
3) Compliance and Accountability	**Comments**	**Actions**
Does the individual understand the consequences of non-compliance?		
Are disciplinary procedures transparent and consistently applied?		
Overall Assessment of Rules (Tick One)	☐ Excellent ☐ Good ☐ Needs Improvement ☐ Critical Gaps	
Notes		

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Session 4 Worksheet

Roles		
1) Role Definition	**Comments**	**Actions**
Is the individual's job title and scope of work clearly defined?		
Do they understand their position in the organisational hierarchy?		
2) Authority and Decision-Making		
Are the limits of their decision-making power clear?		
Do they know when to escalate issues to a higher authority?		
3) Overlap or Ambiguities		
Is there any overlap with other roles that causes confusion?		
Are collaborative expectations with other departments/team members clear?		
Overall Assessment of Roles (Tick One)	☐ Excellent ☐ Good ☐ Needs Improvement ☐ Critical Gaps	
Notes		

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Session 4 Worksheet

Responsibilities		
1) Key Tasks and Targets	**Comments**	**Actions**
Are the individual's tasks, duties, and performance targets clearly defined?		
Are these targets aligned with wider organisational goals?		
2) Measurable Metrics		
Are there specific, measurable indicators (e.g., KPIs) to track progress?		
Are targets realistic and agreed upon by both the individual and management?		
3) Feedback and Evaluation		
Is there a regular process for reviewing progress (e.g., monthly 1:1s)?		
Do they receive timely and constructive feedback on performance?		
Overall Assessment of Responsibilities (Tick One)	☐ Excellent ☐ Good ☐ Needs Improvement ☐ Critical Gaps	
Notes		

Session 4 Worksheet

Resources		
1) Tools and Equipment	**Comments**	**Actions**
Does the team member have access to the necessary tools, software, and equipment?		
Are these tools up-to-date and in good working order?		
2) Budget and Support		
Are financial resources (if applicable) sufficient to meet objectives?		
Is there access to additional support, such as administrative help or technical expertise?		
3) Training and Development		
Have they received adequate training to carry out their responsibilities?		
Are there opportunities for ongoing professional development?		
Overall Assessment of Resources (Tick One)	☐ Excellent ☐ Good ☐ Needs Improvement ☐ Critical Gaps	
Notes		

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Session 4 Worksheet

Strengthening Aptitude

Apply What You Learn

Theory is great, but consistent application cements new capabilities. Use the skills you're developing in day-to-day tasks or side projects so you can see real-world results (and keep yourself accountable).

Seek Relevant Education/Certifications

Look into professional courses or certifications that bolster your expertise. Having a formal structure often boosts accountability because of set deadlines and external validation.

Engage in Mentorship

Find a mentor (or be one!) who can help guide and challenge you in your skill development. Mentors provide feedback loops for self-improvement.

Track & Measure Growth

Keep a portfolio, journal, or spreadsheet of your achievements and skill acquisitions. This accountability habit shows you exactly where you're improving, and where you're not.

Use Skill-Building Tools

Experiment with apps or platforms that provide quizzes, simulations, or practice exercises. Consistent practice enforces a cycle of accountability: learn, test, reflect, improve.

Aptitude

(Skills, Qualifications, Experience, Mental Agility)

Embrace Continuous Learning

Commit to reading industry news, articles, and research papers each week. Continuous small steps in learning prevent stagnation and remind you of your accountability to keep your knowledge fresh.

Practice Peer Review

Regularly share your work with trusted colleagues or friends for constructive critique. Their feedback can highlight areas of growth and encourage higher performance standards.

Set Clear Skill Goals

Identify specific skills that you want or need to develop. Create a timeline and milestones for measurable progress (e.g., "I will complete an online course in data analysis by [date]").

Learn in Small, Consistent Chunks

Instead of trying to master everything in one go, schedule "micro-learning" sessions daily or weekly. Consistency naturally fosters accountability.

Challenge Your Comfort Zone

Volunteer for projects that stretch your capabilities. Taking on responsibilities that require new skills will hold you accountable for learning them.

What could you do to strengthen your Aptitude?

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Session 4 Worksheet

Template

Name:		
Position/Role:		
Department:		
Date of Assessment:		
Rules		
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Does the team member have access to all relevant policies (e.g., health and safety, data protection, expense guidelines)?		
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Are these S.O.Ps regularly updated and communicated?		

Rules		
3) Compliance and Accountability	**Comments**	**Actions**
Does the individual understand the consequences of non-compliance?		
Are disciplinary procedures transparent and consistently applied?		
Overall of Assessment of Rules (Tick One)	☐ Excellent ☐ Good ☐ Needs Improvement ☐ Critical Gaps	
Notes		

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Session 4 Worksheet

Roles		
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Is the individual's job title and scope of work clearly defined?		
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3) Overlap or Ambiguities		
Is there any overlap with other roles that causes confusion?		
Are collaborative expectations with other departments/team members clear?		
Overall Assessment of Roles (Tick One)	☐ Excellent ☐ Good ☐ Needs Improvement ☐ Critical Gaps	
Notes		

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Session 4 Worksheet

Responsibilities		
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Overall Assessment of Responsibilities (Tick One)	☐ Excellent ☐ Good ☐ Needs Improvement ☐ Critical Gaps	
Notes		

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Session 4 Worksheet

Resources		
1) Tools and Equipment	**Comments**	**Actions**
Does the team member have access to the necessary tools, software, and equipment?		
Are these tools up-to-date and in good working order?		
2) Budget and Support		
Are financial resources (if applicable) sufficient to meet objectives?		
Is there access to additional support, such as administrative help or technical expertise?		
3) Training and Development		
Have they received adequate training to carry out their responsibilities?		
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Notes		

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SkillSprint™

1) Use the same position as you used for the SkillSprint™ in Session 3
2) Aptitude: Consider skills, qualifications, experience, IQ/EQ/Mental Agility baseline/standards.
3) How could you measure progress/performance for each aspect of apptitude?
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 Apptitude	**Baseline**	**Measurement**
Skills	• Fluency in Python and Typescript • Applies recognised design patterns • Meets security requirements	• Code-challenge score: 75th percentile • Maintains a build that passes CI in ≥ 95 % of commits • Passes architectural challenge scored “competent” at SFIA level 5
Qualifications	• BCS Chartered IT Professional (CITP), or actively working towards it • One current cloud-platform certificate (e.g. AWS)	• Appearance on the BCS public register • Digital badge
Experience	Delivered **at least two** production systems used by > 10 000 users, covering planning, coding, testing, deployment, and post-release support	Portfolio, references, or change-logs showing live release dates
IQ/EQ/Mental Agility	STEN Score range of 5-8 for eqflow®	Willingness to develop by attending 1 workshop per year.
Potential Barriers:	Recency of certifications in Python, Transcript and AWS.	
Solutions to Barriers:	Provide access to certified training every 18-months	

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SkillSprint™

1) Use the same position as you used for the SkillSprint™ in Session 3
2) Aptitude: Consider skills, qualifications, experience, IQ/EQ/Mental Agility baseline/standards.
3) How could you measure progress/performance for each aspect of Apptitude?
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?
6) Complete the reflection questions.

Role:		
Aspect of Aptitude	**Baseline**	**Measurement**
Skills		
Qualifications		
Experience		
IQ/EQ/Mental Agility		
Potential Barriers:		
Solutions to Barriers:		

SkillSprint™

Reflection Questions

1) Are the baselines stretching the individual's potential without being unattainable?
Think about difficulty levels to ensure you strike a balance between challenging goals and realistic expectations.

2) Do the baselines align with organisational values and objectives?
If they are not aligned, reconsider how these benchmarks can support the bigger picture.

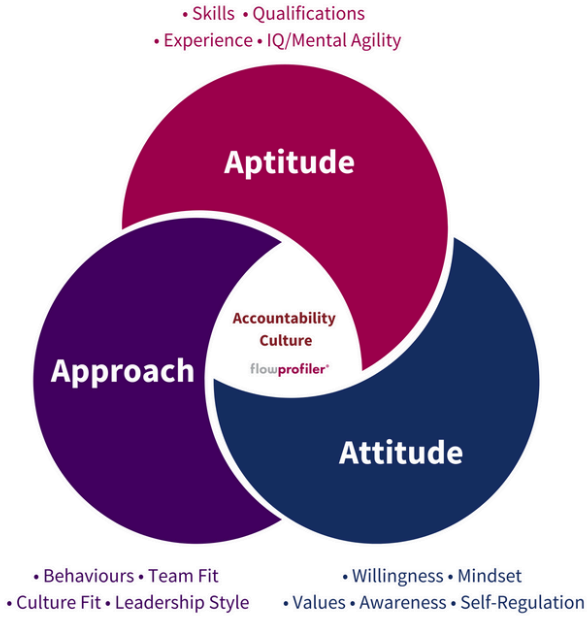
3) What frameworks or tools can you use to track progress consistently?

4) How might external factors (e.g., market changes, team restructures) affect these baselines?
Be prepared to adapt or recalibrate baselines if circumstances shift. How would you communicate this?

5) How will you celebrate when baselines are met or exceeded?
Recognition, whether formal or informal, reinforces a positive culture of accountability.

Creating robust baselines that encompass Aptitude, Attitude, and Approach ensures that accountability is measured not just by technical know-how but also by how individuals think, behave, and collaborate within the organisation.

By instituting clear metrics, providing regular feedback, and addressing barriers early, leaders and teams alike can nurture a culture where everyone is empowered to meet, and exceed, the standards expected of them.





SkillSprint™

What actions have you taken to improve the clarity of Rules, Roles, Responsibilities and Resources of the roles you assessed in Session 4.

Role:	

Actions Taken

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