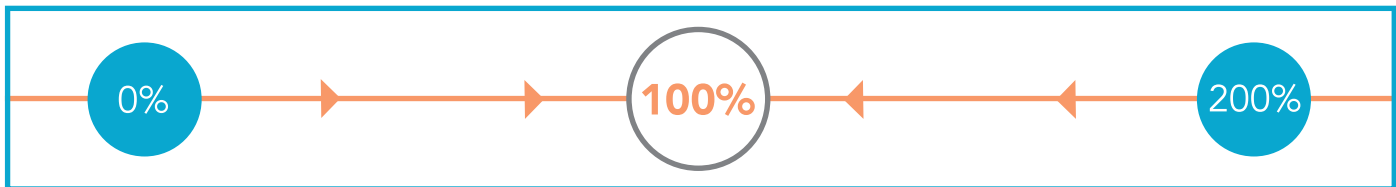


Responsibility in the Workplace

On this and the following pages, you'll find examples of behaviors, beliefs, and language that illustrate what it means to function across the spectrum from zero to 200% responsibility.

Examples of Less Than 100% Responsibility



Taking less than 100%

Taking 100% responsibility

Taking more than 100%



Behaviors

- Coping quietly, not speaking up when agitated or affected
- Reading email or checking your phone in meetings you can't stand
- "Forgetting" deadlines and agreements
- Not voicing objections when you perceive a course of action will be counter to the values of the organization
- Saying something about someone you wouldn't say in front of them
- Not giving necessary and appropriate feedback because you're afraid of the other person's reaction
- Putting up with ineffectual meetings and interactions rather than telling the truth about them and participating in improving them

Beliefs

- That's just the way it is/that's the way it's always been done
- They're the problem and they need to change
- The system is stacked against me
- I have no choice but to go
- I'm at the effect of my circumstances or other people
- We've tried that already and it didn't work

Language

- "Nobody told me what to do"
- "People don't tell me the truth"
- "I was hoping they'd notice my hard work"
- "You made me feel..."

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Examples of More Than 100% Responsibility

Here are examples of behaviors, beliefs, and language that illustrate taking more than 100% responsibility in the workplace.



Behaviors

- Doing others' work for them because you can "do it better"
- Taking over, getting resentful with workload, burnout
- Doing work no one asked you to do
- Consistently working more and more
- Overriding or ignoring signs of health risks to complete a project because "everyone is counting on me"
- Rewarding employees for "going above and beyond"
- Taking on extra work, getting in early/staying late, then getting resentful when you don't get the promotion you want

Beliefs

- I'm the only one who can do this, it all falls to me
- The people who work the longest/hardest are the ones who succeed
- They need my help
- No one else wants to do this job/task, so I'll do it
- My value or identity is connected to my work responsibility
- I'm the rainmaker and if I back off, the company will suffer

Language

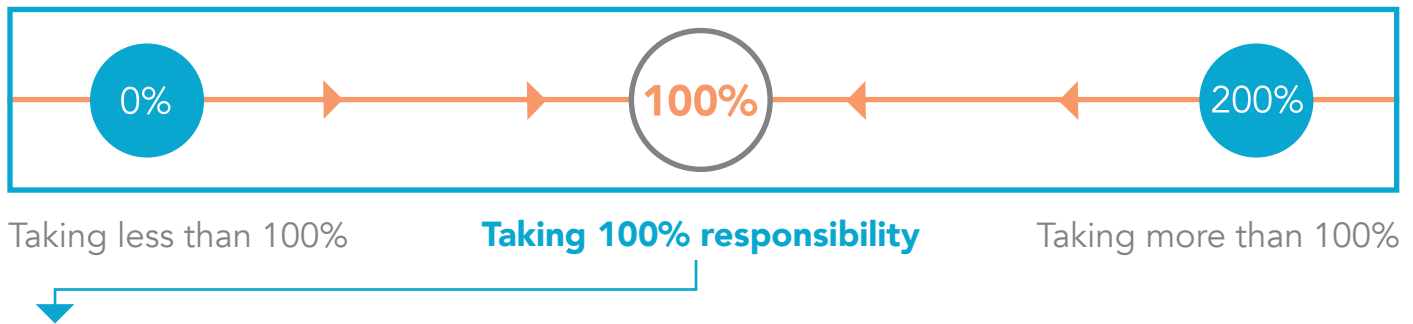
- "He was going through a really hard time today and left early, but I know how to fix the presentation, so I'll just stay late"
- "It looked like you had a lot on your plate, so I went ahead and took a stab at the first draft"
- "It's entirely my fault/it's entirely due to my contribution"
- "I'll contact everyone in the group to remind them of the deadline"

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Examples of 100% Responsibility

Here are examples of behaviors, beliefs, and language that illustrate taking 100% responsibility in the workplace.



Behaviors

- Expressing vs. suppressing key feelings or thoughts
- Noticing and naming the connections between actions and results
- Conducting 360 reviews in order to receive feedback
- Consciously structuring meetings so that everyone's voice is heard
- Rewarding or appreciating others for keeping agreements
- Turning complaints into requests
- Forming compensation plans where people are rewarded for taking 100% responsibility rather than 200%
- Annually reviewing the makeup of senior leaders and directors through the lens of diversity, equity and inclusion
- Asking yourself "What do I really want?" with genuine curiosity
- Creating the conditions where people feel safe to share candid feedback
- Assessing pay parity within the organization and sharing the results
- Making it a habit to not gossip and inviting others to do the same

Beliefs

- Assuming everyone can take 100% responsibility and allowing them to do so
- Seeing yourself as the architect or designer of the results you are getting
- Sharing/posting the Responsibility Scale with colleagues and inviting discussion on how responsibility is being lived in your team
- I'm here to learn and this experience is an opportunity for learning
- Feedback is an engine for growth
- Taking 100% responsibility for a healthy, invigorating, sustainable workplace

Language

- "I see others as whole and capable"
- "I'm curious how I helped create this situation"
- "I wonder if you have feedback for me?"
- "Do you have a request for me?"
- "Who else needs to be in the room to fully understand the whole situation?"

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