

## Exercise: Accountability Check

**FOR YOUR CONSIDERATION:** Countless senior leaders are upright, values-based, and ethical leaders. Yet, other aspects of their personality, relationships, or frequency of meaningful interactions with others may contribute to a lack of accountability and constructive feedback. For example, a lack of approachability may prevent the senior leader from receiving critical feedback or 'bad news.' Additionally, the senior leader may fail to build and maintain relationships with peers or mentors who will challenge and scrutinize the leader's decisions and motives.

**EXAMPLE:** Diederik Stapel, a Dutch social psychologist, built his career on data that he falsely created and manipulated for research studies and publications. Largely due to his established prestige, Stapel's colleagues and students shied away from questioning his work.

**INSTRUCTIONS:** As an Army leader, certain characteristics of your job can lead to a lack of accountability, as well as a lack of feedback about your own behavior and actions. Answer the following questions to help you reflect on your own accountability.

Identify characteristics of your job or duty position that enable a lack of accountability and/or feedback on your own behavior and actions:

When was the last time you received critical feedback or viewpoints on your behavior/actions from:

A subordinate?	days	weeks	months	years
A peer?	days	weeks	months	years
A superior?	days	weeks	months	years

What percentage (on average) of your working hours is typically spent in the company of:

Your subordinates or those of lesser rank and seniority?	10%	25%	50%	75%	100%
Your peers or those of similar rank and position?	10%	25%	50%	75%	100%
Your boss or those senior to you?	10%	25%	50%	75%	100%

Name a person who holds you accountable for your behavior and actions:

At home:

In the workplace:

Review your replies to the questions above and determine the degree to which you routinely experience:

- A lack of critical feedback from others.
- A lack of sustained interaction or work time spent in the company of others.
- A lack of someone who holds you accountable.

Do any of these indicators point to a lack of accountability on your part to others?