**35 - Personal Accountability** - Takes responsibility for the results and future direction of the organization.

<table>
<thead>
<tr>
<th>Professional/ Specialist</th>
<th>Basic</th>
<th>Proficient</th>
<th>Advanced</th>
</tr>
</thead>
</table>
|                           | • Usually accepts ownership for the leadership and effectiveness of the organization  
|                           | • Demonstrates a positive attitude  
|                           | • Does not focus enough attention on determining what can be done to make progress; can dwell too much on why it can’t be done or blaming others for problems  
|                           | • Does not always recognize what one can and can’t control; can focus energy on areas that one can not affect  
|                           | • Tells others to have a sense of accountability; encourages people towards greater results  
|                           | • Acknowledges own mistakes; asks for feedback | • Willingly accepts ownership for the leadership and effectiveness of the organization; looks for ways to make a difference  
|                           |       | • Consistently demonstrates a positive can-do, overcome-any- barrier attitude  
|                           |       | • Focuses attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems  
|                           |       | • Recognizes what one can and can’t control; focuses energy on areas that one can affect rather than on things one can’t  
|                           |       | • Coaches others to instill a sense of accountability; uses ownership as a way to empower people towards greater results  
|                           |       | • Acknowledges own mistakes and limitations; seeks and accepts constructive criticism | • Willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference  
|                           |       | • Consistently demonstrates a positive can-do, overcome-any- barrier attitude even when faced with extremely challenging demands  
|                           |       | • Focuses attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems; does not let anything get in the way of progress  
|                           |       | • Instinctively knows what one can and can’t control; proactively focuses all energy on areas that one can affect and avoids things one can’t  
|                           |       | • Effectively coaches others to instill a sense of accountability; creates ownership that empowers and motivates people to greater results  
|                           |       | • Openly acknowledges own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable |
35 - **Personal Accountability** - Takes responsibility for the results and future direction of the organization.

<table>
<thead>
<tr>
<th>Supervisor/Manager</th>
<th>Basic</th>
<th>Proficient</th>
<th>Advanced</th>
</tr>
</thead>
</table>
|                    | • Usually accepts ownership for the leadership and effectiveness of the organization  
   • Demonstrates a positive attitude  
   • Does not focus enough attention on determining what can be done to make progress; can dwell too much on why it can’t be done or blaming others for problems  
   • Does not always recognize what one can and can’t control; can focus energy on areas that one can not affect  
   • Tells others to have a sense of accountability; encourages people towards greater results  
   • Acknowledges own mistakes; asks for feedback | • Willingly accepts ownership for the leadership and effectiveness of the organization; looks for ways to make a difference  
   • Consistently demonstrates a positive can-do, overcome-any-barrier attitude  
   • Focuses attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems  
   • Recognizes what one can and can’t control; focuses energy on areas that one can affect rather than on things one can’t  
   • Coaches others to instill a sense of accountability; uses ownership as a way to empower people towards greater results  
   • Acknowledges own mistakes and limitations; seeks and accepts constructive criticism | • Willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference  
   • Consistently demonstrates a positive can-do, overcome-any-barrier attitude even when faced with extremely challenging demands  
   • Focuses attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems; does not let anything get in the way of progress  
   • Instinctively knows what one can and can’t control; proactively focuses all energy on areas that one can affect and avoids things one can’t  
   • Effectively coaches others to instill a sense of accountability; creates ownership that empowers and motivates people to greater results  
   • Openly acknowledges own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable |
35 - Personal Accountability - Takes responsibility for the results and future direction of the organization.

<table>
<thead>
<tr>
<th>Director/Executive</th>
<th>Basic</th>
<th>Proficient</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Willingly accepts ownership for the leadership and effectiveness of the organization; looks for ways to make a difference&lt;br&gt;• Consistently demonstrates a positive can-do, overcome-any-barrier attitude&lt;br&gt;• Focuses attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems&lt;br&gt;• Recognizes what one can and can’t control; focuses energy on areas that one can affect rather than on things one can’t&lt;br&gt;• Coaches others to instill a sense of accountability; uses ownership as a way to empower people towards greater results&lt;br&gt;• Acknowledges own mistakes and limitations; seeks and accepts constructive criticism</td>
<td>• Willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference&lt;br&gt;• Consistently demonstrates a positive can-do, overcome-any-barrier attitude even when faced with extremely challenging demands&lt;br&gt;• Focuses attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems; does not let anything get in the way of progress&lt;br&gt;• Instinctively knows what one can and can’t control; proactively focuses all energy on areas that one can affect and avoids things one can’t&lt;br&gt;• Effectively coaches others to instil a sense of accountability; creates ownership that empowers and motivates people to greater results&lt;br&gt;• Opens up own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable</td>
<td>• Creates a culture that willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference&lt;br&gt;• Is a role model for consistently demonstrating a positive can-do, overcome-any-barrier attitude even when faced with extremely challenging demands&lt;br&gt;• Instills a mindset in others that focuses attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems; encourages others to not let anything get in the way of progress&lt;br&gt;• Coaches others to know what one can and can’t control; helps them to proactively focus on areas that one can affect and avoid things one can’t&lt;br&gt;• Helps other leaders to effectively coach others to instil a sense of accountability; helps them to create ownership that empowers and motivates people to greater results&lt;br&gt;• Leads by example by openly acknowledging own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable</td>
<td></td>
</tr>
</tbody>
</table>