

TIPS for HOLDING COWORKERS ACCOUNTABLE

- **Communicate respect.** Communicating respect in the first thirty seconds helps others feel safe, which will help them listen to you.
- **Lead with facts.** When sharing concerns, don't lead with accusations or judgmental language. Lead with facts.
- **Share natural consequences.** Motivate others by helping them see the natural consequences of their bad behavior in ways that matter to them.
- **Invite dialogue.** Remember you are probably partly wrong about how you see things. After sharing your concerns, encourage the other person to share his or hers—even to show you where you are wrong. Others will be open to your views if they are convinced you're open to theirs.
- **Hold the boss accountable.** If the crucial confrontation fails, and if it's affecting you and others negatively, your next crucial confrontation needs to be with your boss. Use these same steps to help your boss see that he or she needs to do a better job of dealing with this errant employee.

ABOUT THE RESEARCH. The study collected responses via an online survey of 963 individuals in September of 2006. Margin of error is approximately 3%.

LEARN NEW SKILLS. To learn how Crucial Accountability™ can help you hold “untouchable” coworkers accountable, visit www.vitalsmarts.com or call 1.800.449.5989.

According to our study of more than 950 people, **93 percent** of employees work with people whose bad behavior or chronic poor performance should make them a target for outplacement, yet they get away with just about anything and are accountable for almost nothing.

The research also reveals the high costs of working around these “untouchables”—this kind of bad behavior damages morale, quality, and productivity. It also drives away valuable, productive employees. What's more, 94 percent of respondents said the problems caused by the “untouchable” are widely known. Peers, direct reports, and even bosses are usually fully aware of what is going on.

This type of behavior has been satirized on popular TV shows like NBC's hit comedy, “The Office.” Michael Scott, played by Steve Carell, is the infamous regional manager who remains on the payroll despite incompetence, vulgarity, and meanness.

The research reveals that less than one in four people confront “untouchable” coworkers about behavior or performance. Instead, they work around them, complain to others, or avoid them altogether. So the real problem is not that ‘untouchables’ exist in organizations; rather the problem is that they are not confronted about their bad behavior. In fact, 91 percent say the problem has continued unaddressed for a year or more. More than half say the problem has continued for four or more years.

KEY RESULTS

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