



**The dominant  
quality  
to achieve  
success!**

# Off to see the Wizard

The story recounts **a journey towards awareness.**

From the beginning of their journey, **the story's main characters gradually learn that they possess the power within themselves to get the results they want!**

Until the end, they think of themselves as victims of circumstance, skipping down the yellow brick road to the Emerald City where the supposedly all-powerful Wizard will grant them the **courage, heart, wisdom** and **means to succeed.**

# Searching for greater accountability in business

The journey itself empowers them, and even Dorothy, who could have clicked her red slippers and return home at any time,

**must travel the yellow brick road to**

gain full awareness

that only she herself

can achieve her desires.

# Accountability for results!

## Getting Results through Accountability

Individual and organizational results of people  
improve spectacularly  
when people overcome the deceptive traps of the victim cycle  
and take the Steps to Accountability.

# Are you looking for Wizards?

People relate to a theme of a journey

from ignorance to knowledge,

from fear to courage,

from paralysis to powerfulness,

from victimization to accountability,

because everyone has taken this same journey himself.

Don't get stuck on the yellow brick road,

don't blame others for your circumstances,

don't wait for wizards to wave their magic wands and never expect all your problems to disappear.

# Business character in crisis

When **bad things** unexpectedly happen,  
as they always do,  
or when **serious errors in judgment** occur,  
as they do more often than most of us wish to admit,  
**accountable companies and their executives take action**  
to control the damage and set a new course to achieve results.

...other immediately begin to formulate excuses, rationalizations and arguments for **why they should not be held accountable**, or at least, not fully accountable ...

# Business character in crisis

Such **cultures of failed accountability or victimization** have weakened business character,

    stressing ease over difficulty,  
    feeling good over being good,  
    appearance over substance,  
    saving face over solving problems, and  
    illusion over reality.

**This trend toward victimization will only further weaken business character**, deluding business leaders into providing quick fixes over long term solution, immediate gains over enduring progress, and process over results.

The results you seek  
depend on shouldering  
greater accountability  
for those results.



# Fabricating excuses

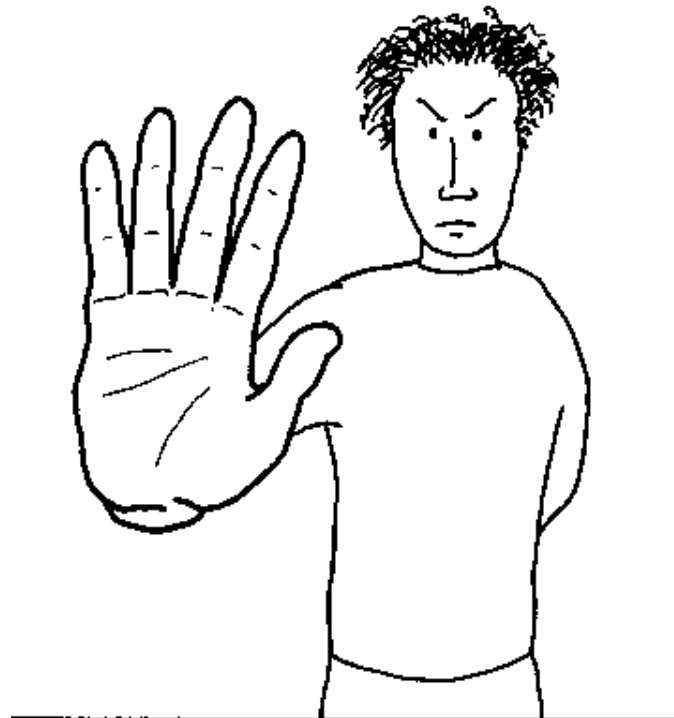
An employee who can't advance in his company **because his boss** won't provide coaching.

A director of financial analysis who worries that she is been taken off the fast track **because she is a woman** and needs more time with her children.

A marketing manager who **blames R&D'S** late product introduction for his division's loss of market share and his own flagging performance.

# The destructive force of VICTIMIZATION!

The dogma:  
circumstances and other people  
prevent you from achieving your goals



# That great quality!

People with attitudes of accountability who work hard to hold themselves and others responsible for achieving the results they want.

It's hard work.

## ABOVE THE LINE

### STEPS TO ACCOUNTABILITY (become powerful again)

*Above that line we find:*

*a sense of reality, ownership, commitment,  
solutions to problems and determined action.*

## THE CRUCIAL LINE

*A line separates success from failure,  
the great companies from the ordinary ones.*

*Below that line lies: excuse making, blaming others,  
confusion and an attitude of helplessness.*

### THE BLAME GAME / THE VICTIM CYCLE (begin to lose their spirit and feel completely powerless)

## BELOW THE LINE

# Below The Line VICTIMIZATION

**NASA in 1986**, the year of the space shuttle **Challenger explosion ...**

A point about failures: even the most dramatic tend to be years in the making.

At NASA, engineers noticed damage to the crucial O-rings on previous shuttle flights yet repeatedly convinced themselves the damage was acceptable.

The descent occurred because of what one analyst calls “an incremental descent into poor judgment”.

# Below The Line VICTIMIZATION

All of us, at one time or another, succumb to the urge to take ourselves off the hook with one excuse or another:

“I didn't have enough time”,

“If we only had the recourses”,

“The schedule is too tight”,

“That's not my job”,

“It's the boss's fault”,

“I didn't know”,

“The competition outsmarted us”,

“The whole economy is in trouble”,

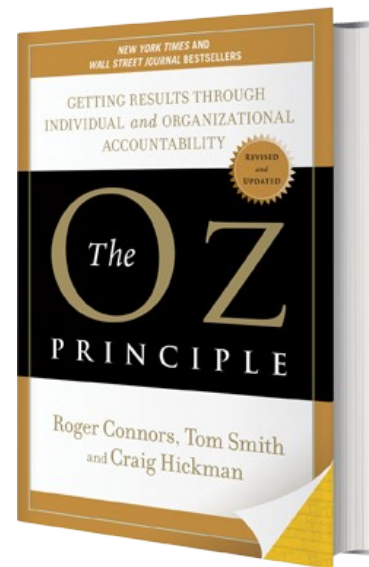
“Things will get better tomorrow”.

# The transforming power of Accountability

Success in business boils down to one simple principle:

You can either get stuck or get results.

Period. Case closed.



# Above The Line ACCOUNTABILITY

Accountability for results rests at the very core of the continuous improvement, innovation, customer satisfaction, team performance, talent development and corporate governance movements so popular today.

People rise above their circumstances and do whatever it takes (of course, within the bounds of ethical behavior) to get the results they want.



## What else I can do?

Whatever the wording,  
all our justifications for failure  
focus on  
“why it can’t be done”,  
rather than on

**“what else I can do”.**

# Talent is vital!

Attracting and retaining talented people who demonstrate ownership for achieving results has become so indispensable for success in today's competitive business environment that most CEOs refer to it as their number one priority.

Why?

Because the other topics that CEOs worry about most - stock market value, competitive threats and new product innovation - depend entirely on talented people who can accelerate and facilitate the delivery of results.

# The OZ Principle

Senior executives, managers, business leaders  
and self improving employees or workers everywhere  
desire,  
now more than ever,  
to find ways to create even greater accountability for results.

Remember getting stuck in the  
victim cycle is not effective.

It keeps you from getting results.

# The Yellow Brick Road: Getting stuck in the VICTIM Cycle

Of course, making excuses is so much easier than accepting responsibility.



# Nobody's perfect

Even the strongest commitment to accountability will not prevent you from falling Below The Line at one time or another.

Everyone, even the highest achievers in our complex interrelated society, can get stuck in the victim cycle on occasion, but those who believe never remain there for long.

# How to recognize when you're Below The Line

Whenever you get stuck in the victim cycle, you can't get unstuck until you first acknowledge that **you're functioning Below The Line and paying a high price for it.**



# The price you pay below the line



Costs of **endless explanations** from people hiding Below The Line.

Costs of **missed results** that stem from insufficient action.

Costs of all the **dropped balls** someone must, sooner or later, pick up.

Costs of wasted time spent **micromanaging** everything and everybody in sight.



# Common stages of the victim cycle

While the victim cycle can be bafflingly complex, we have identified **six basic stages common to most people and organizations.**

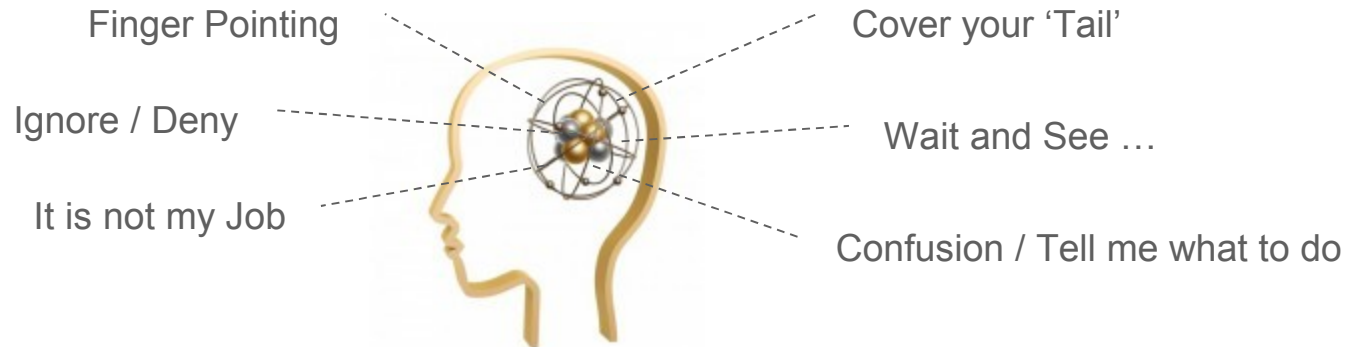
As you consider the following descriptions, ask yourself if you see any of your own or yours organization's behavior in them.

# ABOVE THE LINE

## STEPS TO ACCOUNTABILITY (become powerful again)

*Above that line we find:  
a sense of reality, ownership, commitment,  
solutions to problems and determined action.*

# THE CRITICAL LINE



**THE BLAME GAME / THE VICTIM CYCLE** (begin to lose their spirit and feel completely powerless)

# BELOW THE LINE

# Stuck in the victim cycle

People tend to remain in the victim cycle because they find a certain amount of at least **temporary comfort Below The Line**.

They think, “I don’t have to admit I was wrong”, “I won’t lose face”, “I don’t have to do anything differently in the future”, and “I can justify my lack of performance and growth”.

**The comfort proves illusory;** they will never get out of it and move toward results until they learn to recognize the **trap!**

# The vital lesson: detecting signs of the Victim Cycle

Were you ever surprised by negative feedback from someone else when you thought all along you were doing all your best to solve a problem?

Have you ever spent time blaming others and pointing fingers when things did not go the way you wanted them to go?

Did you ever suspect something would become a problem for someone else or for your organization but did nothing about it?

There's no place like home:  
Let us focus on results!

# Accountability poorly defined

Most people view accountability as something that happens to them when performance wanes, problems develop, or results fail to materialize.

In fact, many think that accountability only crops up when something goes wrong or someone else wants to pinpoint the cause of the problem, or for the sake of pinning blame and pointing the finger.

When things are sailing along smoothly and failure has not yet sunk the ship, people rarely ask, **“Who is accountable for this success?”**

It seems that only when the hull springs a leak does anyone start looking around for the responsible party.

# A powerful definition of accountability

Accountability:

A personal choice  
to rise above one's circumstances  
and demonstrate  
the ownership necessary  
for achieving desired results:

To See It, Own It, Solve It and Do It.

# Joint accountability

Everyone working together so that we don't drop the ball;  
but when it does get dropped, everyone dives for the ball to pick it up.

Organizational results come from collective, not individual, activity!



# Joint accountability

In many ways, **the organizational game is a team sport** where everyone shoulders his or her individual responsibility, where everyone contributes to the final score, and where joint accountability governs play.

The [OZ Principle](#)'s definition of accountability emphasizes the fact that [accountability works best when people share ownership for circumstances and results](#).

# Joint accountability

**Each core team member wears a functional hat** which makes him or her the focal point and manager responsible for a function that delivers its unique contribution to the overall project.

But each core team member **also wears a team hat**. In addition to representing his or her function, each core team member accepts responsibility for overall team results.

Yes, it is vital that each individual in an organization be accountable and in addition, they must also **share joint accountability with others**.

# Joint accountability

When people view their **accountability for results as something larger than their responsibility for doing their own job,**

they find themselves feeling accountable for things beyond what a literal interpretation of their job description might suggest,

e.g., profits, customer complaints,

sharing information, project deadlines, effective communication, more sales,

and the success of the overall company.

# "Houston, we have a problem."

Recall when the astronauts on **Apollo 13** uttered the immortal words, **"Houston, we have a problem."**

Can you picture people on the ground standing around and **waiting** for someone to do something? No way.

Instead, *those words prompted quick action.*

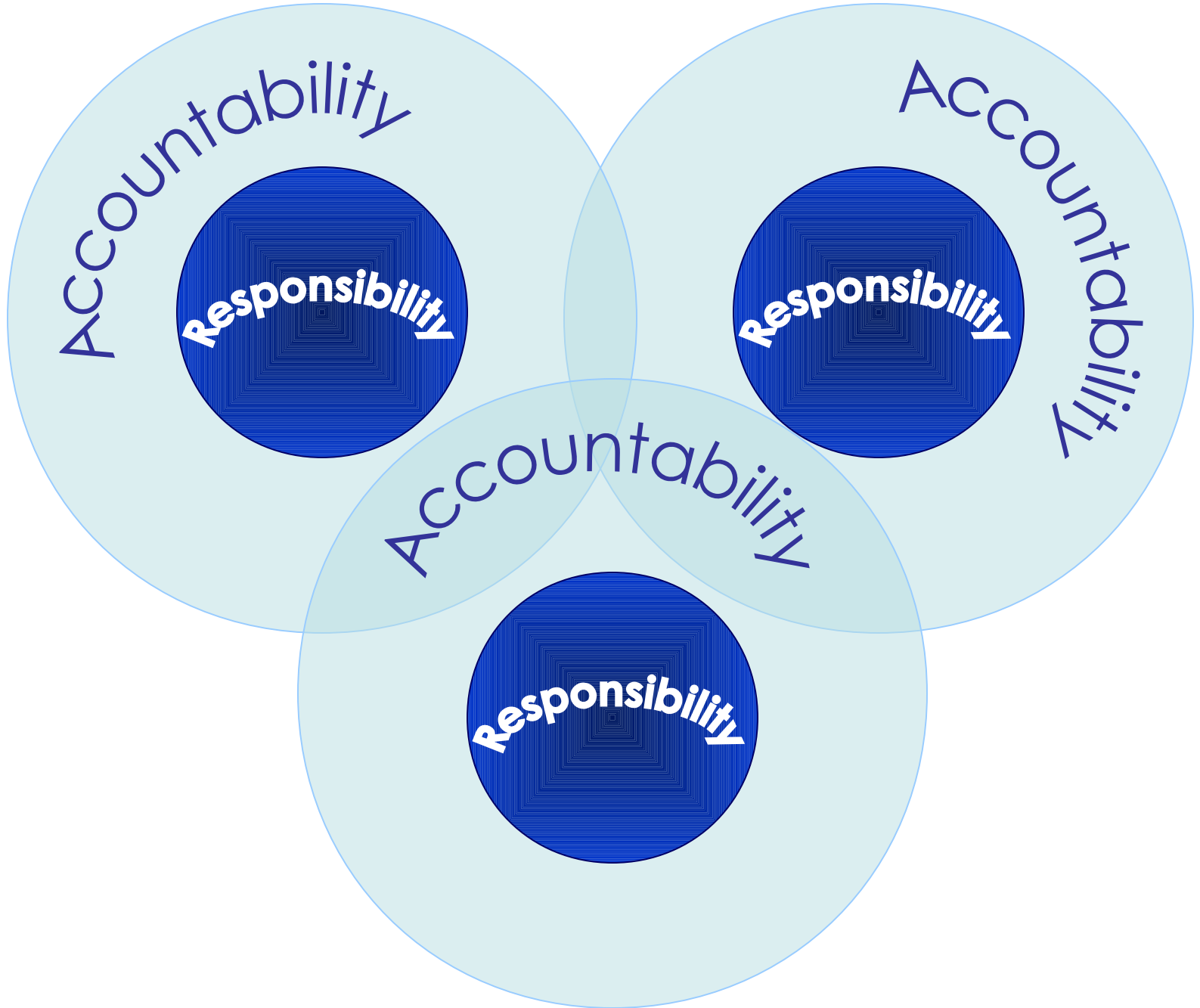
People scrambled, offered assistance, and anticipated related contingencies that could develop.

*There was only one problem, everyone's problem, and we had to solve it: How do we bring our men safely home?*

"Given the obstacles we face,  
and they are huge ones,  
**what else can we do**  
to rise above these circumstances  
and achieve the results we want  
and the company needs?"

# Individual Responsibility





# Climbing the Steps To Accountability Remain Above The Line

**You can improve your own ability to remain Above The Line by watching for the following clues that indicate accountable attitudes and behavior:**

You invite **candid feedback** from everyone about your own performance.

You never want anyone, including yourself, to hide the **truth** from you.

You readily **acknowledge reality**, including all its problems and challenges.

You don't waste time or energy on things you cannot **control or influence**.



# Climbing the Steps To Accountability Remain Above The Line

You always **commit yourself 100%** to what you are doing, and if your commitment begins to wane, you strive to rekindle it.

You **own your circumstances** and your results, even when they seem less than desirable.

You recognize when you are dropping Below The Line and **act** quickly to **avoid the traps of the victim cycle**.

You delight in the daily opportunity to **make things happen**.

You constantly ask yourself the question, "**What else can I do** to rise above my circumstances and get the results I want?"

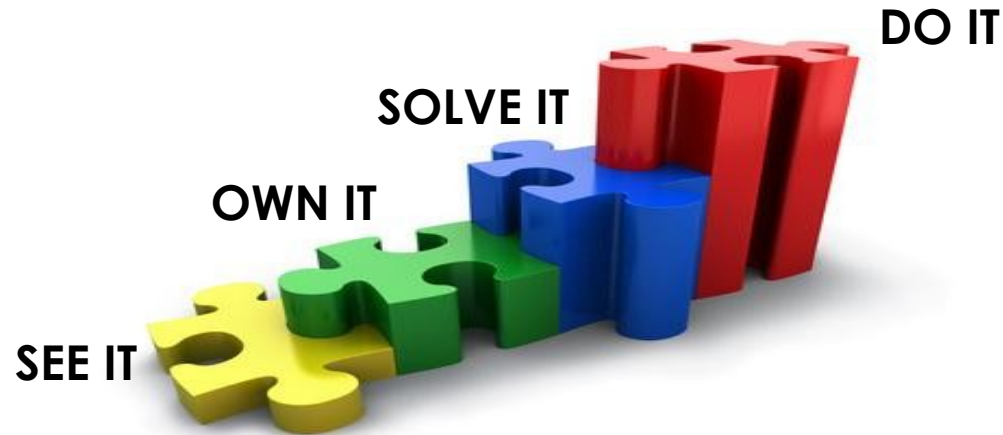
# The Power of Individual Accountability: Moving Yourself Above The Line

## 4 VITAL STEPS

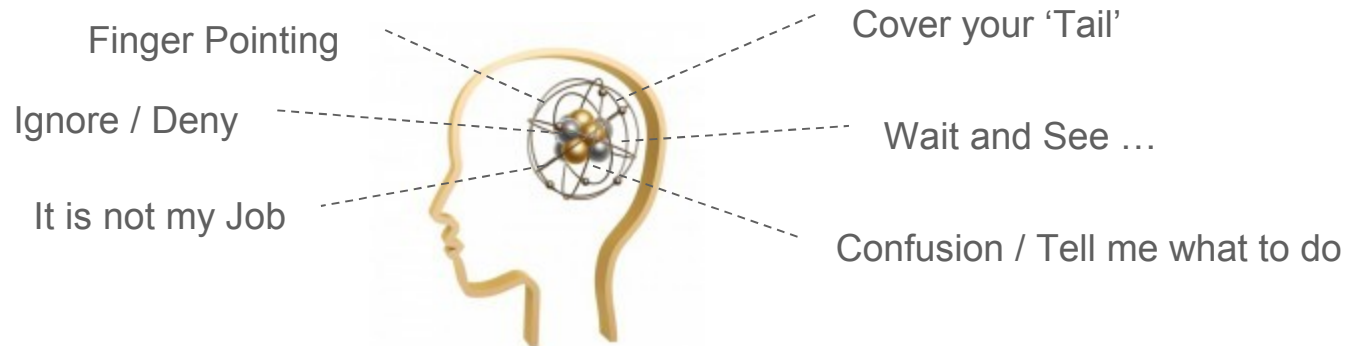
1. **Muster the courage** *to see* and acknowledge reality;
2. **Find the heart** *to own* your circumstances, no matter how difficult that may prove to be;
3. **Obtain the wisdom** *to solve* any problem or overcome any obstacle that stands in your way;
4. **Exercise the means** *to make things happen*, allowing you to get the results you want.

## ABOVE THE LINE

**STEPS TO ACCOUNTABILITY** (become powerful again)



## THE CRITICAL LINE



**THE BLAME GAME / THE VICTIM CYCLE** (begin to lose their spirit and feel completely powerless)

## BELOW THE LINE

# The LION: mustering the courage to SEE IT!

Acknowledging Below The Line behavior and facing up to the reality of your situation does take courage.

In most troublesome situations, people do know, in the back of their minds, that **acknowledging reality means they'll have to change something** that many of us fear, and even resist.

To get somewhere better and to solve your problems, you must abandon the illusion of safety Below The Line and take the risks involved in rising Above The Line.

# FEEDBACK improves your ability to SEE IT

You can gain great insight from  
frequent,  
regular, and  
ongoing  
feedback  
from other people.

# FEEDBACK improves your ability to SEE IT

Since no one individual can mandate a perfectly accurate description of reality, you must draw from many other people's perceptions to imbue your reality with the deepest possible understanding of its many hues and shades.

Accountable people constantly seek feedback from a wide range of associates, be they friends, family, business partners, consultants or other advisers.

FEEDBACK  
creates  
ACCOUNTABILITY!

# SEE IT is the first step

Oz's Lion symbolizes the first dimension of accountability, mustering the courage to see reality. However, [Dorothy would need to understand all four dimensions of accountability](#) before she would fully understand that only she could rise above her circumstances and return to Kansas.

Not surprisingly, along her yellow brick road journey she learned to love and cherish her companions for each of their unique qualities.



# The TIN WOODSMAN: finding the Heart to OWN IT!

Tin Woodsman from the land of Oz symbolizes the second dimension of accountability, *finding the heart to own your circumstances*, and it further fuels Dorothy's realization that *results come from within ourselves*.

# The SCARECROW: obtaining the wisdom to SOLVE IT!

Scarecrow shows us how to acquire the wisdom to Solve It. And he teaches us [how to put our See It and Own It abilities to work in conjunction with a new Solve It attitude](#) that can help us remove the obstacles on our path to results.

The Scarecrow symbolizes the wisdom to solve problems, a capability, as it turned out, he possessed all along.

# DOROTHY: exercising the means to DO IT!

Back home in Kansas, Dorothy would never be the same because she had learned, through her arduous journey, that **she was the master of her own fate.**

Breathlessly, she told her family and friends about the marvelous things she had experienced and learned in the land of OZ, a sharing you can now commence yourself **as you apply The OZ Principle throughout your organization!**

# The OZ Principle

*I wish you great success on your journey  
to personal and joint accountability!*

*Thank you, Marina Giareni*