Responsibility is the power to act.

1. **Accountability** is taking ownership for the success of anything you are involved with. Seeing yourself regardless of your role or position as providing creativity, innovation and leadership along with the necessary elbow grease needed to get things done.
   - Is speaking up when you need to speak up and see that something isn’t working.
   - Is looking at yourself and asking yourself, “What could I do to improve things? Could I be more open? Could I be asking explicitly for more input?”
   - Quit wishing the other person or group would do something to change the situation, think instead of what you can do. Stop waiting and instead of saying, “Why don’t they….? say What can I….?”
   - The mindset is: you are always capable of brainstorming possible solutions to any problem by yourself or with whoever else is involved. You also take responsibility for the success of the WHOLE collective effort. 100% of the job, friendship, relationship, marriage.
   - Replace Complaint with Commitment – see: How the Way We Talk Can Change the Way We Work by Robert Kegan and Lisa Lahey to develop personal accountability.
   - Key to holding others accountable is to be actively engaged with them.

2. **Courage** is a willingness to take risks for a higher cause of set of values.
   - Is facing a threat that could kill you or flip your life upside down.
   - Courage comes from the French meaning Heart & Spirit
   - Mark Twain observed, “Courage is the resistance to fear, mastery of fear, not absence of fear.”
   - Courage and integrity are woven together. *To withstand the discomfort of risk, you must hold tight to your convictions and larger goals.*
   - An act of courage creates anxiety so you must be willing to experience the anxiety to act with courage. Anxiety is not a reason to not do something – you need to face your fears.
   - To get through your anxiety, imagine the worst and figure out how you would handle it.
   - “Good leadership requires that courage is balanced by sensitivity to the needs of others and an appreciation of the complexity of situations.”

3. **Self-confidence** involves taking responsibility, embracing necessary change, and moving forwardly decisively.
   - Is achieved by having positive self-talk, taking on “stretch” assignments, finding role models, role-playing, and positive visioning.
   - Is balanced with humility and empathy.
   - Self-confident leaders build self-confidence in themselves and others by:
     - Viewing themselves and others positively
     - Treating others with respect – see respect
     - Working to find common ground
     - Initiating conversation and then listening
     - Pointing out specific strengths
     - Giving specific, descriptive, and timely feedback
     - Showing one’s vulnerability and humility

4. **Focus on the Whole** means you see one’s particular situation in its larger context while also being aware of how the situation and its larger context are always evolving.
   - When you focus on the whole you must be able to embrace polarities. Think in terms of AND, not BUT and not OR.
   - The ability to focus on the whole means you do not get lost in the details and your particular situation. It does mean you see how the details and your particular situations fit into the whole picture.
   - Focusing on the whole is key to being able to deal effectively with conflict and being a great leader.