

Levels of accountability

State of accountability	Relationship with the task	Relationship with the circumstances
3. Proactive	Holds self to account	<ul style="list-style-type: none">• Not necessarily a barrier to delivery• Seek to understand them• Work creatively to go beyond them• Will even create favourable circumstances to get a result
2. Conditional	Willing to be held to account (subject to the circumstances)	<ul style="list-style-type: none">• Good excuse when things go wrong• Avoid dealing effectively with them
1. Resistant	Resists and avoids being held to account (because of the circumstances)	<ul style="list-style-type: none">• Resigned about them• Use them as excuse for not trying