

# Accountable Conversations Program

Building a culture of honest, direct conversations that drive performance, learning and trust.

Most organisations aspire to higher levels of feedback, accountability, and psychological safety. Yet in practice, feedback is routinely avoided, softened, or delayed. When it does surface, it can be delivered reactively or with an edge that erodes trust rather than building it. The result is a culture where expectations remain unclear, accountability becomes inconsistent, critical conversations don't happen in time, and psychological safety deteriorates.

Over time, learning slows, performance stalls, and people default to one of two equally unhelpful patterns: excessive caution or unnecessary conflict. The Accountable Conversations Program exists to properly solve that problem.

## WHEN IS THIS PROGRAM MOST EFFECTIVE?

**This program is highly effective for teams and organisations that are:**

- Needing to improve feedback, alignment, and execution.
- Wanting to strengthen accountability and pace of learning without damaging trust.
- Experiencing conflict, avoidance, or entrenched poor communication habits.
- Wanting to embed values and behavioural standards into daily work.
- Aiming to improve psychological safety while maintaining high performance standards.
- Ready to move beyond awareness and change how conversations and feedback happen.

*It is particularly powerful where leaders and teams are willing to have honest conversations about what is getting in the way of their best work and committed to building the skills to change it.*

## The Core Principle

Performance and culture challenges almost always come down to conversations people are not having or not having well. At the heart of this program is a single, powerful idea: 200% Accountability. This is the recognition that in any difficult conversation, there is always a part each person can own. This ownership-first approach is what enables honest, direct, and genuinely constructive conversations in any situation.

# BUILT ON WORLD-CLASS RESEARCH AND PRACTICE

The Accountable Conversations program acknowledges Nonviolent Communication (NVC), developed by Dr Marshall Rosenberg, as one of its foundational influences. NVC is a rigorously researched and widely applied framework for human communication, with a rich pedigree spanning decades of global practice. While this program builds on that foundation and others, it is designed specifically for performance-driven organisational environments. It has been shaped by nearly two decades of research and application across global organisations and cultures by TripleGoal. **Key research influences include:**

- Nonviolent Communication (NVC), Dr Marshall Rosenberg
- Adult development theory
- Neuroscience insights into reflexive and reflective processing, particularly the work of Joseph LeDoux and Daniel Kahneman
- Murray Bowen's research into human behavior and relationship systems
- Edwin H. Friedman's work on organizational dynamics and accountability
- Amy Edmondson's research on psychological safety and team learning

The result is a structured yet highly practical model that is both more ownership-focused and more efficient than its predecessors, enabling organisations to embed a culture of honest, accountable, conversations that build trust, learning and human connection at every level.

## THE APPROACH

The program equips leaders and teams with a simple, powerful communication model that can be applied immediately in real work situations. At its core is a fundamental shift from Red Zone communication (avoidance, blame, defensiveness, aggression, and sugar-coating) to Green Zone communication (clarity, honesty, ownership, empathy, and accountability).

Participants learn and practise the OORA model, a practical 4-step framework that can be applied to any challenging conversation. The key insight is that the conversation begins not with the other person, but with yourself: "What's my part?" This single question is more disarming, more trust-building, and more efficient than any other place to start:

### Step 1: Ownership

Lead with what you can own — your part, your contribution, or acknowledgement of the other's unmet need. "What's my part?"

### Step 2: Observation

Pure facts and specific behaviours only — free of judgement, diagnosis, or interpretation

### Step 3: Request

A clear, specific, and actionable ask — not a demand. Invites, rather than imposes.

### Step 4: Agreement

A two-way conversation that lands on genuine mutual understanding, commitment, and a way forward.

# PROGRAM STRUCTURE

The program is structured across three four-hour modules and six two-hour Practice Sessions. The modules build progressively, moving participants from shared behavioural foundations through mindset to the full OORA skillset. The Practice Sessions that follow provide structured space for reflection, application, and peer accountability as each skill is embedded into daily work.

## 1. Red Zone & Green Zone Foundations

Participants align on the two cornerstone Red Zone behaviours that most undermine effective communication—defensiveness and triangulation (sideways conversations)—and commit to eliminating them. This module establishes the shared behavioural and philosophical foundation of the program, including the core principle of 200% Accountability: in any situation, there is always a part each person can own.

## 2. Mindset

The below-the-waterline work. Using the iceberg model, participants come to understand that the invisible part of every conversation—the unspoken intentions, assumptions, and fears—is the greatest predictor of its outcome. Workshop processes help each participant land on three key mindset elements: (1) Intention: grounding the purpose of the conversation in Green Zone (seeking to help, not to shame or win); (2) Growth Value: identifying the personal counterbalance to their default Red Zone pattern. The reactive leader grounds in empathy and care; the avoidant leader grounds in courage and honesty. This is not a one-size-fits-all model; (3) Awareness of Others: developing genuine empathy and needs awareness so the conversation begins from a place of connection, not conclusion. Participants are then assigned homework: have a real conversation using only these mindset pieces. Most discover it goes further than expected.

## 3. Skillset

The above-the-waterline work. Participants apply the full OORA model—Ownership, Observation, Request, Agreement—to real scenarios. The emphasis is on leading with ownership as the defining differentiator: owning your part, or acknowledging the unmet need of the other, before anything else is said. Participants also receive scripting support and preparation tools to plan for real conversations—including how to handle disruptions when conversations don't go to plan. The focus throughout is on efficiency as much as empathy: cutting to the heart of mutual ownership, and doing so quickly.

## 4. Practice Sessions: 6 x 2 Hours

Following the three modules, six structured two-hour Practice Sessions progressively embed skills into real workplace conversations. Each session opens with shared reflection on what participants have applied since the previous meeting, deepens practice in one specific skill area, and closes with clear workplace tasks to complete before the next session. The recommended cadence is one Practice Session every two to four weeks.

# THE PROCESS MAP

The program moves through three four-hour modules, each building on the last, followed by six two-hour Practice Sessions at a recommended cadence of one session every two to four weeks. Each Practice Session opens with structured reflection on workplace application, deepens a specific skill area, and closes with concrete tasks to try before the next meeting.

Program Step	What It Involves	Time
<b>Module 1</b> <i>Red Zone and Green Zone Foundations</i>	Participants align on the 200% Accountability philosophy and the two cornerstone Red Zone behaviours to eliminate: defensiveness and sideways conversations (triangulation). The shared behavioural and philosophical foundation of the entire program is established, including the accountability styles quadrant and the distinction between Red Zone and Green Zone intentions.	4 hours
<b>Module 2</b> <i>Red Zone and Green Zone Foundations</i>	The below-the-waterline work. Participants explore three key mindset elements: Intention (grounding conversations in Green Zone purpose), Red Zone Drivers (Approval, Control, Security) paired with personalised Growth Values, and Awareness of Others (empathy and needs awareness). The S.O.B.E.R. self-regulation technique is introduced and practised as a tool for staying grounded in high-stakes moments.	4 hours
<b>Module 3</b> <i>Red Zone and Green Zone Foundations</i>	The above-the-waterline work. Participants apply the full OORA model to real scenarios: Ownership (leading with "What is my part?"), Observation (pure facts with vulnerable Green Zone impact), Request (specific and actionable, not a demand), and Agreement (two-way mutual commitment, including Conscious Consequences). Scripting tools and conversation preparation support are provided.	4 hours
<b>Practice Session 1</b> <i>Accountability Philosophy in Action</i>	Opens with shared reflection: where has your Red Zone shown up since Module 1? The session deepens the 200% Accountability philosophy through real workplace examples and peer discussion. Closes with a workplace task: map one recurring situation where your red zone is tested and write a specific Green Zone response to apply before the next session.	2 hours
<b>Practice Session 2</b> <i>Intention and Red Zone Drivers</i>	Opens with reflection on the workplace task from Session 1. The session embeds Green Zone intention-setting and awareness of personal Red Zone Drivers (Approval, Control, Security), connecting each driver to a personalised Growth Value. Closes with a workplace task: before three conversations this fortnight, set your Green Zone intention in writing and note what shifts in the outcome.	2 hours

Program Step	What It Involves	Time
<p><b>Practice Session 3</b> <i>Self-Regulation and Awareness of Others</i></p>	<p>Opens with reflection on intention practice from Session 2. The session practises the S.O.B.E.R. technique through real workplace scenarios and builds empathy and needs awareness using live examples brought by participants. Closes with a workplace task: apply S.O.B.E.R. in one triggered moment and identify the possible unmet need behind one person's difficult behaviour.</p>	<p><b>2 hours</b></p>
<p><b>Practice Session 4</b> <i>Ownership and Observation</i></p>	<p>Opens with reflection on S.O.B.E.R. moments and needs insights from the workplace. The session embeds OORA Steps 1 and 2: leading every conversation with Ownership (what is my part?) and crafting clean Observations with Green Zone impact. Real current situations are workshoped in pairs. Closes with a workplace task: write your Ownership statement and a clean Observation for one live challenge and share it with your peer partner before the next session.</p>	<p><b>2 hours</b></p>
<p><b>Practice Session 5</b> <i>Requests and Agreements</i></p>	<p>Opens with reflection on Ownership and Observation experiences from the workplace. The session embeds OORA Steps 3 and 4: making specific, positive, actionable Requests and locking in genuine two-way Agreements, including Conscious Consequences. Closes with a workplace task: hold one complete OORA conversation, document what worked and what was difficult, and bring your notes to the final session.</p>	<p><b>2 hours</b></p>
<p><b>Practice Session 6</b> <i>Full OORA Integration</i></p>	<p>Capstone session. Opens with debrief of OORA conversations attempted since Session 5. The full model is brought together through peer coaching and live conversation scripting. Participants establish personal accountability rituals and team agreements to sustain the practice beyond the program. Closes with a personal and team commitment to ongoing Accountable Conversations.</p>	<p><b>2 hours</b></p>

*The three modules are designed to be immediately actionable, with participants leaving each session with real conversations prepared. The six Practice Sessions that follow are where transformation takes root: each one focused on a specific skill area, grounded in real challenges participants are facing at work right now.*

## WHAT OUR CLIENTS SAY

*"This is without doubt one of the most useful courses I have ever attended."*

**C. Newnham** — Director, BOS International

*"Since this session our team has really opened up and we are speaking more honestly and constructively to each other than ever before. Our relationship with key stakeholders involved in the session has also dramatically improved and has stayed good since the programme. We can highly recommend the Accountable Conversations Process."*

**P. Bernard** — Director, AstraZeneca

*"Accountable Conversations is crucial for any organisation that wants to build workplace relationships without toxicity and conflict."*

**Franck Appleby** — Global Senior Vice President Talent, Learning & OD, Fresenius Medical Care

*"I loved this program. Learning, with colleagues, a way to communicate with no anger, no blame, but clear concise words chosen to express needs and create solutions gave me confidence that moving forward I would be able to communicate with my teammates and my manager in a way superior to what we had been doing previously."*

**Sally Aitchison** — Senior Medical Representative, Amgen

## THE IMPACT

This program delivers measurable improvements across all three dimensions of the Triple Goal. By shifting how conversations happen at every level, organisations create sustained improvements in accountability, learning, and workplace culture.

### ★ Great Performance

#### Clearer execution

Clear expectations, stronger accountability, better follow-through, and improved business outcomes.

### ★ Great Learning

#### Higher-quality feedback

Faster learning loops, more constructive problem-solving, and continuous improvement through honest dialogue.

### ★ A Great Workplace

#### Stronger trust

Healthier relationships, more open communication, greater psychological safety, and higher engagement.

## WHAT LEADERS AND TEAMS GAIN

**Upon completing the program, participants leave with the ability to:**

- Give feedback that is direct, constructive, and genuinely effective
- Address issues early rather than avoiding or allowing them to escalate
- Maintain respect and connection while holding high standards
- Receive feedback with openness and use it for real growth
- Navigate conflict, disagreement, and difficult conversations with skill and composure
- Build a team culture where honesty, kindness, respect and accountability coexist naturally

## IN SUMMARY

The Accountable Conversations Program is not communication training. It is a behavioural shift in how organisations operate.

It is built on a single powerful insight: that lasting improvements in performance, learning, and trust require people to lead with ownership—not defensiveness, blame, or avoidance. The 200% Accountability model gives leaders and teams a practical, proven framework for having the conversations that matter most honestly, directly, and efficiently.

## START THE CONVERSATION

**If you're ready to explore how this work could be applied in your organisation or team, the next step is a Leadership Development Discussion.**

This is a focused discussion to explore:

- What application could look like in your specific context.
- Where to start for maximum leverage.
- What scope and sequencing would make sense.

There is no preparation required.

[Schedule a Leadership Development Discussion](#)

Scan the QR code to book a time that suits you:

