
Accountability Culture Leadership: Expectations, Commitments and Follow-Through Training Course

5 – 9 September 2027
Kuala Lumpur





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Programme Summary

Accountability culture leadership, the discipline of setting clear expectations, securing commitments and following through, is the subject of this one-week training course for senior managers at advanced level, culminating in an accountability system design for their function. Where roles overlap and missed commitments pass without conversation, results slip and blame replaces problem-solving. The approach moves from personal and psychological ownership to role clarity, commitment systems, accountability conversations and consequence management. Mars Training Centre UK delivers this programme in accountability culture leadership.

The Business Case

Organisations rarely fail for lack of strategy; they fail when agreed actions are not owned. Leaders who make expectations explicit and review commitments consistently reduce rework, escalation and the hidden cost of tasks that fall between functions. Ownership also lifts discretionary effort, because people who feel a result is theirs act on problems before they are told.

- Commitment Delivery Rate: Rises as commitments are recorded with owners, dates and review points.
- Escalations and Decision Delays: Fall as accountable roles are defined and disputes between functions are resolved at source.
- Repeat Performance Issues: Decline as missed commitments trigger timely, fair conversations and consequences.

Principles and Evidence Base

- Steps to Accountability: The See It, Own It, Solve It, Do It sequence and the line between ownership and blame behaviours frame the self-assessment in Session 1.
- Psychological Ownership Theory: Control, intimate knowledge and investment of the self as routes to a sense of ownership shape the engagement design in Session 2.
- RACI Matrix: A single accountable owner for each decision and deliverable structures the role clarity work in Session 3.
- Accountability Index: Assessing accountability culture across core components guides the diagnostic in Session 1 and the measures in Session 5.



Intended Participants

- Leaders who set performance expectations for several teams or a whole function.
- Directors who chair management meetings where commitments are agreed and reviewed.
- Heads of function who resolve gaps and overlaps in responsibility with other units.
- Senior managers who must address repeated missed commitments in their teams.

The programme serves operations, projects, finance and shared services functions in energy, healthcare, banking and government entities.

Learning Outcomes

1. Participants will be able to diagnose the current state of accountability in their function using observable behaviours.
2. Participants will be able to design conditions that build psychological ownership of results.
3. Participants will be able to construct a RACI matrix that assigns one accountable owner per outcome.
4. Participants will be able to formulate commitments with clear owners, standards and review points.
5. Participants will be able to conduct accountability conversations that address missed commitments fairly.
6. Participants will be able to justify an accountability system design to their executive team.

Programme Structure

Day 1: Personal and Organisational Accountability

What does accountability look like in practice, and where does it break down?

- Steps to Accountability: See It, Own It, Solve It, Do It
- Ownership Versus Blame: Behaviours Above and Below the Line
- Responsibility, Accountability and Authority Distinguished
- Accountability Index Self-Assessment for the Function
- Leader Behaviours That Weaken or Model Accountability

Day 2: Building a Sense of Ownership

Why do some people treat results as their own while others wait to be told?

- Psychological Ownership Theory: Control, Knowledge and Investment
- Involvement in Goal Setting and Decision Making
- Transparency of Information and Results
- Recognition That Reinforces Ownership
- Removing Systemic Barriers to Initiative



Day 3: Expectations, Roles and Commitments

How are expectations and commitments made explicit enough to be owned?

- RACI Matrix for Cross-Functional Deliverables
- Writing Expectations: Outcome, Standard, Deadline and Resources
- Commitment Logs and Action Registers
- Meeting Discipline: Agreeing and Recording Actions
- Handling Shared Goals Across Functions

Day 4: Accountability Conversations and Consequence Management

How do leaders follow through when commitments are missed?

- Structured Accountability Conversations
- Separating Capability, Resource and Will Causes
- Escalation Ladders and Proportionate Consequences
- Fairness, Consistency and Documentation
- Recognising and Reinforcing Delivered Commitments

Day 5: Applying Accountability Culture Leadership

Is the accountability system ready to run in the participant's function?

- Linking the Day 1 Diagnostic to Priority Behaviours
- Embedding Day 3 Commitment Logs in Management Reviews
- Rehearsing Day 4 Conversations on Live Cases
- Accountability Measures and Review Cadence
- Completing the Accountability System Design

Methodology

The programme combines case analysis with rehearsed practice. Participants diagnose accountability failures in cases from utilities, hospitals and banking, build role and commitment tools for their own function and practise difficult accountability conversations in trios with an observer and structured feedback.

- Suggested activity: Rating a management team's behaviours against the Steps to Accountability.
- Suggested activity: Building a RACI matrix for a deliverable shared by three functions.
- Suggested activity: Holding an accountability conversation about a repeatedly missed deadline.



Capstone Output

Each participant completes an accountability system design for their function. It contains a baseline diagnostic, priority behaviours, a RACI matrix for key outcomes, a commitment log format, a conversation and escalation protocol and a set of measures. It is used to launch the system at the next management review.

Frequently Asked Questions

Is accountability culture leadership training suitable for directors and heads of function?

Yes. It is set at advanced level for senior leaders who set expectations for several teams, and assumes experience of managing performance.

Which models does the accountability culture leadership programme rest on?

It rests on the Steps to Accountability, psychological ownership theory, the RACI matrix and an accountability index for diagnosing culture.

How is the system design from accountability culture leadership training used at work?

You can use it to clarify accountable owners, run commitment reviews in management meetings and handle missed commitments consistently.