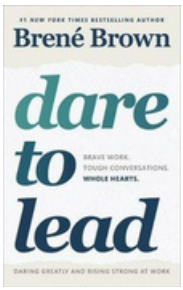
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Accountability and Success Checklist

TASC, Dare to Lead, Brené Brown (2018)



Why this matters

A leader I coach manages the territory heads of a global business. Talking about his team, he said:

"Two of them are brilliant, and they just 'get it'. With the third, I wonder if she's just not the right sort of person for the job."

Like most managers, he had never been taught to manage: to clarify shared expectations, or to shift the conversation from **push** (directives from him, repeated with growing urgency) to **pull** (what support she needs to achieve her aims). His messages seemed to get lost in translation, and he was left feeling she either didn't understand what he wanted, or didn't care.

TASC gave him a different starting point, and a much more helpful footing for his next conversation with her. As he put it:

"I'd be the first to admit that I really haven't done anything to ensure that she understands what good looks like from my point of view."

From push →

- Directives, repeated with urgency
- Assumes the brief was clear
- "Why isn't this done yet?"

To pull

- Expectations made explicit, together
- Checks what the brief means to them
- "What do you need to make this a success?"

TASC

T — **TASK**
Who owns the task?

A — **AUTHORITY**
Do they have the authority to be held accountable?

S — **SET UP FOR SUCCESS**
Do we agree that they are set up for success (with money, time, skills, resources, clarity)?

C — **CHECKLIST**
Do we have a checklist of what 'good' looks like? (/ what 'done' looks like?)

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Putting TASC into practice

Managing with a coaching style

Use questions to surface clarity, hidden obstacles to progress, and untapped secrets for success. Each part of TASC is a check for you, and a question for them.

Questions that pull

T What feels like yours here, and what feels shared or unclear?

A Which decisions can you make without checking with me?
Where do you need my backing?

S What would make this easier? What's missing: time, money, skills, resources or clarity?

C In your own words, what does 'done well' look like? How will we both know?

Cultivating commitment and shared purpose

- Take the time to explain the 'why' behind strategies, and how tasks link to ongoing priorities and mission work.
- Tie smaller tasks to the larger purpose.

A TASC conversation in four moves

1. **Own your part.** Open with what you could have made clearer. "I don't think I've been clear about what good looks like from my side."
2. **Share the why.** Link the task to the wider priorities and purpose it serves.
3. **Walk through TASC together,** asking rather than telling. Listen for what's missing, especially authority and resources.
4. **Play it back.** Ask them to describe what good looks like in their own words, then agree when and how you'll check in.

Before you decide someone isn't right for the role

- Have I made what good looks like explicit, or am I assuming it's obvious?
- Would they describe the priority, and why it matters, the same way I would?
- What have the people who 'just get it' worked out that nobody has said out loud?
- What has my urgency communicated, beyond the task itself?

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TASC planning sheet

Before our next conversation

Another way to do this is to fill the sheet out separately and then compare the results.

Priority / task _____

T Who owns it?

A What can they decide?

S What do they need?

C What does good look like?

Priority / task _____

T Who owns it?

A What can they decide?

S What do they need?

C What does good look like?

We'll check back on (date) _____

New insights generated by the first review: _____

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