



In collaboration with



## The Accountability Mirror (Focus: Integration & Self-Accountability)

### The Concept: Ethical Authority and Self-Accountability

The integration of Ethical Awareness and Authority leads to **Ethical Authority** - the confident, principled use of one's professional position. This is founded on a ruthless commitment to **self-accountability**.

As leaders, we are constantly holding others accountable - clients to their goals, teams to their metrics, and peers to standards. However, the truest measure of our authority lies in our willingness to look into the **Accountability Mirror** and honestly assess our own ethical lapses, biases, and areas where we might be over-functioning or under-delivering.

The most difficult conversations are not with subordinates or difficult clients; they are the private, honest dialogues we must have with ourselves to ensure our high standards are met first by *us*. This is the foundation upon which all legitimate authority is built.

### Exercise: The Accountability Mirror

**Purpose:** To foster self-accountability as the foundation of ethical leadership.

#### Discussion Prompt:

To maintain high ethical standards and clear authority, a leader (coach or manager) must have difficult, honest conversations with themselves. These conversations are vital for checking internal biases, managing personal fears, and ensuring professional responsibilities are met without overstepping or under-performing.

What is the **most difficult conversation you must be willing to have with yourself** on a regular basis to ensure you are operating from your most ethical and authorised position?

- *Choose ONE statement that challenges your professional comfort or blind spots:*
  - **Boundary Check:** "Am I habitually taking on too much responsibility for my client's (or team's) results because I fear their failure?"
  - **Competence Check:** "Am I operating outside of my true area of competence or experience because I need the income or the prestige?"
  - **Bias Check:** "Am I treating one team member (or client) with favoritism or greater leniency because they remind me of myself or stroke my ego?"
  - **Integrity Check:** "Is my personal behavior outside of work compromising the trust people place in my professional judgment?"

**Action Step:** Write down the chosen difficult conversation and one **mindful trigger** you will use this week to remind you to have that self-reflection.