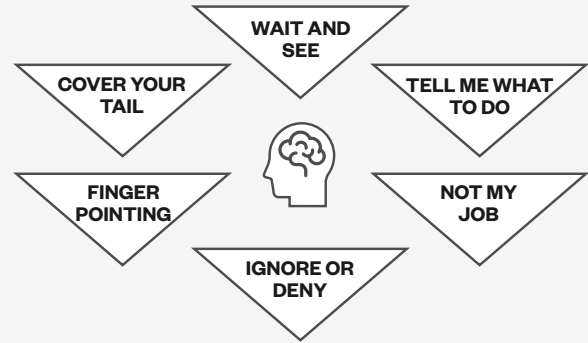


What is *Below the Line*® Behavior?

Below the Line behavior, in the Steps to Accountability® Model, is comprised of six actions (listed in the graphic to the right) that individuals tend to take when faced with accountability for unmet results. When you go Below the Line, you are focusing on what you cannot control about the obstacles that are in your way and why those obstacles are to blame for unachieved results.



It's important to remember that it is not wrong to go Below the Line, in fact it is natural to do so when faced with difficult situations. However, it will be harmful to stay there. Staying Below the Line will lead to increased feelings of frustration, missed opportunities, and continued missed results for you, your team, and your organization. It is critical to recognize when you have gone Below the Line and then pivot to move Above the Line as quickly as you can.

Below you will find the definition for each Below the Line behavior and an example showing what a response using that behavior would look like.

BEHAVIOR	DEFINITION	EXAMPLE RESPONSES
WAIT AND SEE	Rationalizing the need for more time, holding back best efforts to see if things will get better	"Things are slow right now. Eventually, our numbers will improve."
TELL ME WHAT TO DO	Identifying conflicting priorities, remaining confused or unsure of what needs to be done	"What do you want me to focus on?"
NOT MY JOB	Saying (or thinking) "That's not my job" and waiting for others to act, stating whose job it is	"I was not responsible for this. Another team should have taken that on."
IGNORE OR DENY	Justifying being unaware, choosing to ignore or deny what is really happening	"I didn't know my team was responsible for that."
FINGER POINTING	Pointing fingers and blaming others, identifying who or what is at fault	"The economy is bad right now, and that is hurting our numbers."
COVER YOUR TAIL	Documenting/proving why you are not responsible, preparing stories and excuses long before they are needed	"I recorded everything I did, so I did all that was asked of me."