

UTILIZING THE POWER OF RESPONSIBILITY

Taking healthy responsibility is one of the most important personal and organizational steps you can take for your own self-esteem and for your relationships. When you are taking less than 100% responsibility you operate from the role of *Victim*. When you take more than 100% you operate from the role of *Rescuer* or *Persecutor*.

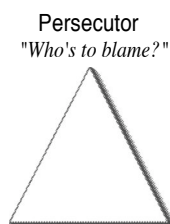
What Does This Look Like?

Examples of less than 100%:

- coping quietly-not speaking up when affected
- reading mail in meetings I can't stand
- not showing up for meetings
- "forgetting" deadlines
- blaming others for problems
- "You're projecting on me."

Examples of more than 100%:

- I'll make you take responsibility
- "He was out sick, but I know how to enter the data so I'll just stay late."
- "I'll call everyone on the team to remind them of the deadline."
- "I have to do it myself."



Victim
"It's not my fault".

Rescuer
"Oh, don't be upset,
I'll take care of it."

Why People Don't Take 100% Responsibility

False Equations

- lack of responsibility and good excuse = responsibility
- "If my strategy doesn't work I'll do it more." = responsibility

Wanting to be Right

- "I'd prefer to be right and make others wrong."

Cost

- "It's not safe."

No Cost

- No cost for taking less than 100%, i.e., people who consistently come late to meetings getting filled in by others.
- Taking more than 100% is rewarded (compensation plans)

Value Judgments

- Many people associate >, < 100% with "good" and "bad," rather than the results each produces