

Accountants Growth Academy

Solihull – 6th November 2025

Humanise the Numbers

Challenge – Connect – Transform

Change

OUR VALUES & BEHAVIOURS

- Choose high standards
- Focus on value first
- Get off the fence
- Make their day

- People and planet centred
- Make a difference
- Earn the right - serve well
- Foster constructive criticism

Be worthy of notice

Do worthwhile work

Humanise the numbers

Be wholehearted

- Team first
- Love what you do; have fun doing it
- At the edge - learning
- Be there



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Helping Ambitious Accountants Humanise the Numbers

Accountability session

Accountability

...an obligation or willingness to accept responsibility, or to account for one's own actions...

Accountability session

Group 1 – fully achieved objectives from last AGA

Group 2 – partially achieved objectives from last AGA

Group 3 – didn't achieve objectives from last AGA

Accountability session

Group 1 – fully achieved objectives from last AGA

Group 2 – partially achieved objectives from last AGA

Group 3 – didn't achieve objectives from last AGA

- a. Discuss with your partners/directors why objectives were fully/partly/not achieved**
- b. Move into group 1,2 or 3**
- c. Discuss with other firms why you achieved the result you did**

Accountability session

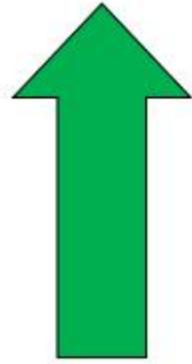
Groups 1, 2 and 3 – what lessons did you learn/what language was used?

Ownership
Accountable
Responsible

Blame
Excuses
Denial

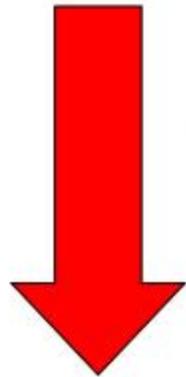


Ownership
Accountable
Responsible



Results

Blame
Excuses
Denial



Reasons

Behaviour

Structure

Attitude

Community

Accountability session

Observations?

**“what have you done today, to make you
feeeeel proud”?**

Moments of Reflection...

**“What have you done in these past few months,
to make you feel proud”?**

Client experience

Russell & Russell took the concept of the team recording Loom videos to accompany draft accounts...

Now ALL team members involved in accounts production are recording videos

KPI implementation

Money pad – started measuring the team’s client responsiveness in July this year.

Initial score 50% - within four weeks, jumped to over 80%

Gallup Q12 improvement

Pinfields – April 2024, percentile rank 24

October 2024, percentile rank 39

May 2025, percentile rank 52

(55% of team now engaged, versus 30%)

BREAK

Accountability



Accountability

What is it, and why is it important?

Accountability

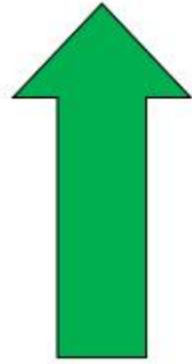
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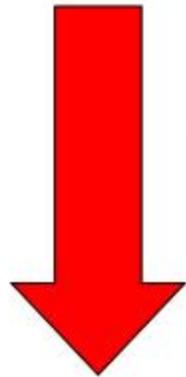


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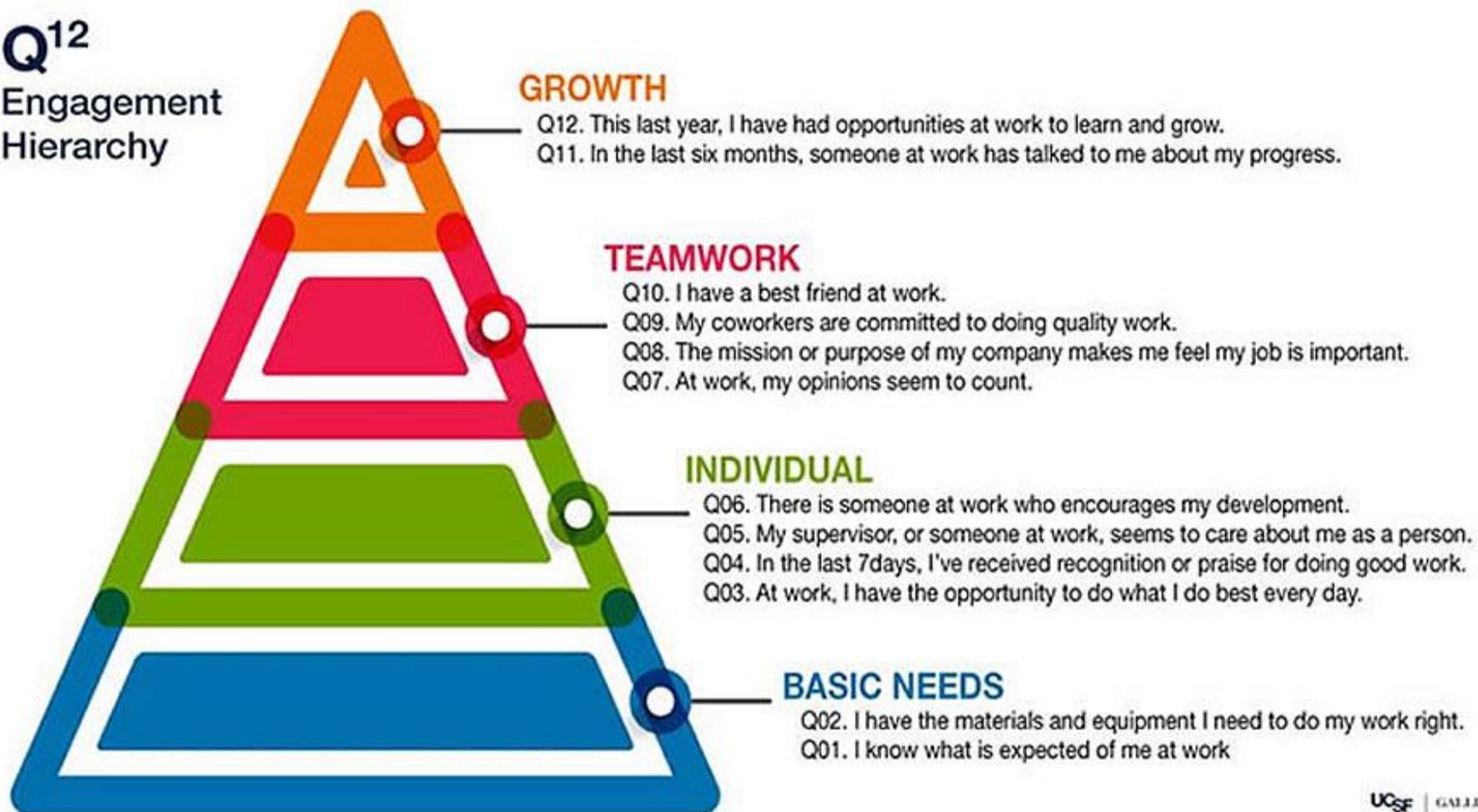
The diagram consists of three overlapping circles arranged horizontally. The leftmost circle is olive green and contains the text 'Team engagement'. The middle circle is a lighter green and contains the text 'Client loyalty'. The rightmost circle is teal and contains the text 'Firm success'. Each circle overlaps with its adjacent neighbors, and all three overlap in a central region.

Team
engagement

Client
loyalty

Firm
success

Q¹² Engagement Hierarchy

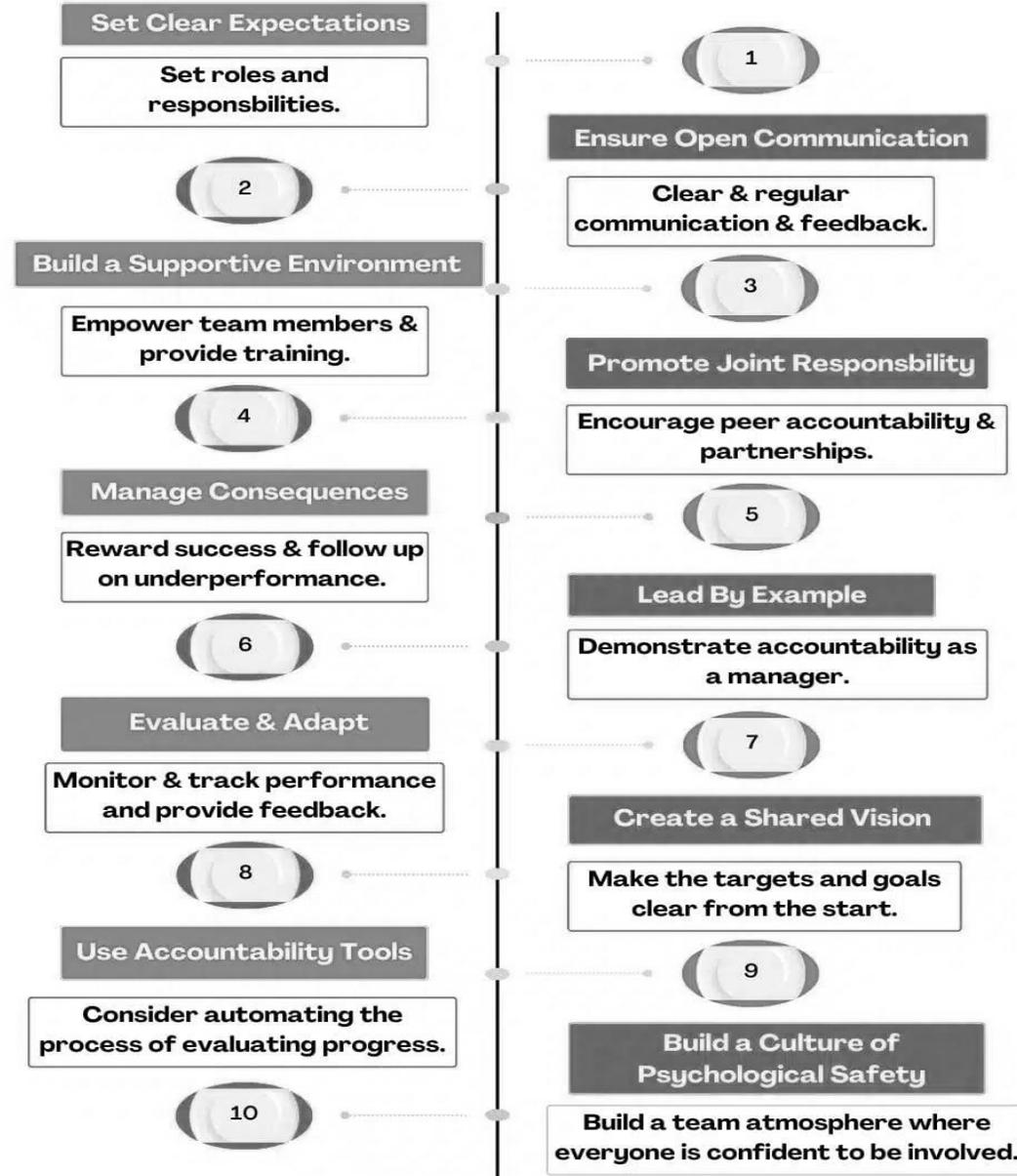


Accountability

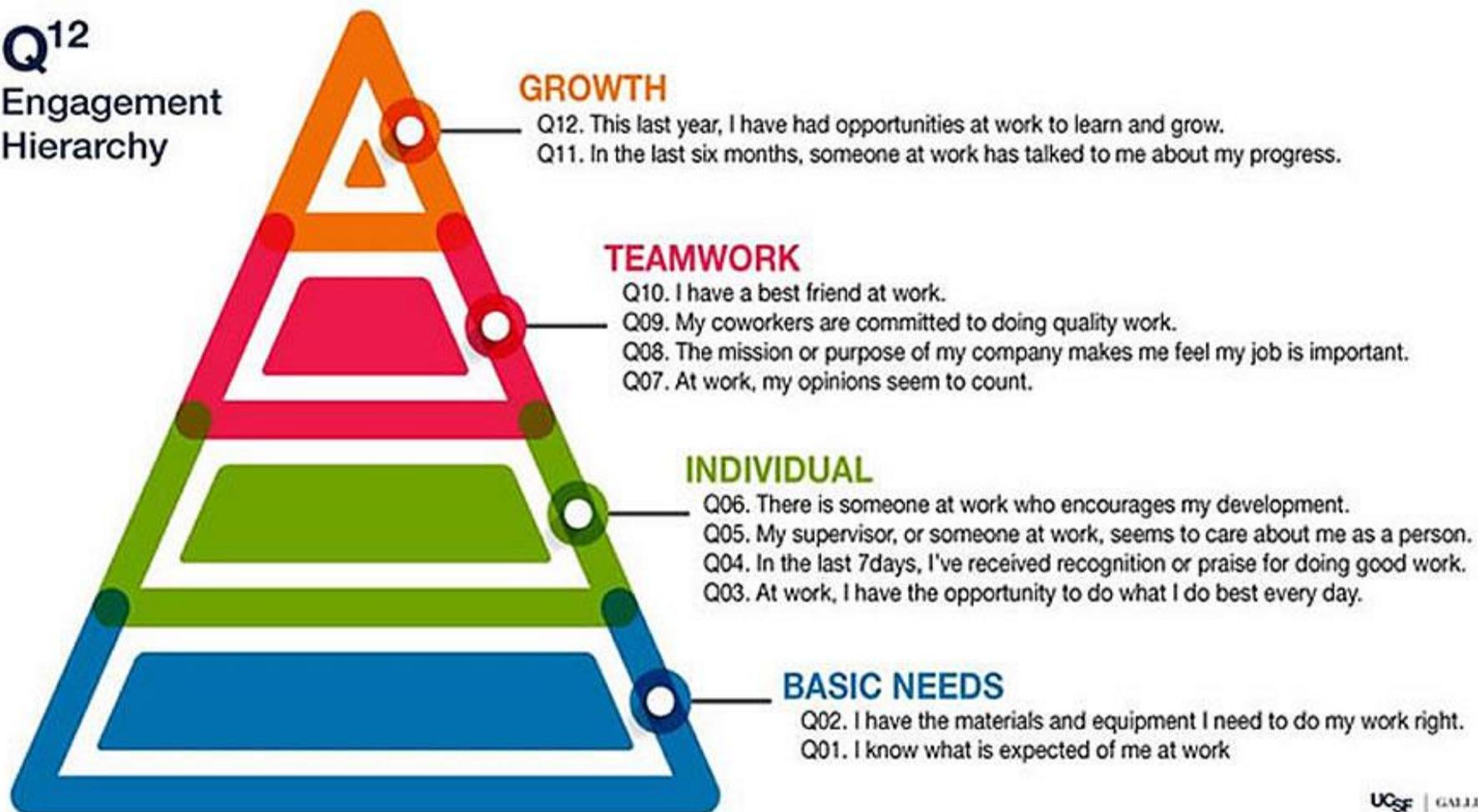
The 5 Dysfunctions of a Team



10 Stages Accountability Framework



Q¹² Engagement Hierarchy



Accountability

Question: On the basis of these triggers, what could best describe your frame of mind going into an accountability conversation?

Bitesize Business Breakthroughs



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Your business success hangs on your ability to handle high-stakes, high-emotion conflict conversations...

Accountability

Crucial conversations framework

Accountability

- 1. Recognise you're in a crucial moment**
- 2. Choose your response - avoid Fool's choice**
- 3. Seek out mutual respect/mutual purpose**
- 4. STATE your case**

Accountability

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Accountability

1. Recognise you're in a crucial moment
- 2. Choose your response - avoid Fool's choice –
Silence, Violence, Dialogue**
3. Seek out mutual respect/mutual purpose
4. STATE your case

Accountability

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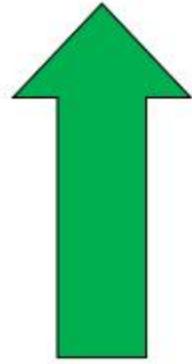
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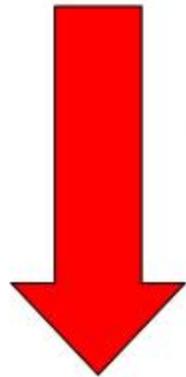
Share facts; Tell your story; Ask for their understanding; Talk tentatively throughout; Encourage alternative views

Ownership
Accountable
Responsible



Results

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Reasons

Accountability

Exercise: Think of the gnarliest accountability conversation you need to have, or have had – what's the scenario?

Accountability

If that conversation goes badly, what's the impact on your firm's performance?

Accountability

Question: What triggers an accountability conversation?

A - Their story

B - Facts

C - Feelings

D - Intentions

E - Consequences

F - Your story

“Our actions may be impeded... but there can be no impeding our intentions or dispositions.

Because we can accommodate and adapt. The mind adapts and converts to its own purposes the obstacle to our acting.

The impediment to action advances action. What stands in the way becomes the way.” - MA

Accountability

Exercise: What are the components of a really bad accountability conversation

Accountability

What additional frameworks/IP have you learned/practised in AGA that could help?

Accountability

Evidence

Care

Repeat

Inference

Committed

Rephrase

Impact

Curious

Reflect

PPPPPPP

Six Qs

Behaviour

Structure

Attitude

Community

Accountability

Exercise: What are the components of a really good accountability conversation?

Accountability

Exercise: What are the components of a really good accountability conversation?

Your roles: Person 1 is the accountant

Person 2 is the client

Person 3 is the observer, looking for how the conversation is handled

Accountability

Exercise: What are the components of a really good accountability conversation?

Scenario: Accountant is talking to the client about how challenging it is to complete their accounts because they're always bringing in late/incomplete information

Accountability session

Observations?

Accountability session

1. Framing
2. Opening
3. At the heart...
4. Needs payoff
5. Follow-up support

...Contrast principle (I don't want you to think...
I just want to discuss...)

BREAK

Accountability

Exercise: What are the components of a really good accountability conversation?

Scenario 2: Accountant is talking to team member about how a job has gone so far over budget when they promised the job would fall within budget

Accountability session

Observations?

Accountability

Exercise: What do you find challenging/difficult about accountability conversations?

BREAK

Accountability

Action planning – I want to ensure I do my best to help you get an “A” when we next meet.

Based on what you’ve learned today, what else can I do to ensure you achieve your action points that you’re about to create?