



**THE FIVE ACCOUNTABILITIES  
FOR PERSONAL AND  
ORGANIZATIONAL GROWTH**

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## 1. We are accountable to do the right things consistently.

One of the things that climbing Mt. Everest does for you is help you get very clear about what you should be doing and what you shouldn't be doing. Because so much of what you do has such direct impact on whether you live or die, you have to do the right things, and you have to do that consistently—or you die. Something as simple as putting one foot in front of the other, you realize, carries tremendous consequences. It can't be any step; it has to be the right step. That lesson really hit home for me. The mountain gave me the opportunity to learn the importance of the little things that you do, because the little things have big implications. It's an intense way to live, but it's a good way to live, I think. You get into the habit of asking yourself, "If my life depended on the next action I took, how differently would I perform that action?"—because doing the wrong thing can have massive consequences. When a single action can determine whether you live or die, you learn to evaluate your actions a little more closely.

—Ronnie Muhl

***Right things:***

Be accountable for doing the right things. This means ethical execution of the activities that will actually support the goals you have chosen for yourself. If you are managing a team, you must model this skill by doing the right things yourself; you must then empower each member of your team to identify his or her own right things, and you must be willing to communicate about what's working and what isn't in an open, transparent way at all times.





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