

THE CRITICAL LINK BETWEEN

LEADERSHIP ACCOUNTABILITY

COMPANY PERFORMANCE

The majority of people within organizations understand the value of leadership accountability. Yet, many leaders are failing to deliver on that promise.



A survey of senior HR and business executives revealed systemic weaknesses in today's leadership culture.

- 49%** have set clear expectations of their leaders
- 45%** believe their leaders are fully committed to their roles as leaders
- 27%** believe they have a strong leadership culture
- 20%** have the courage to address mediocre leadership



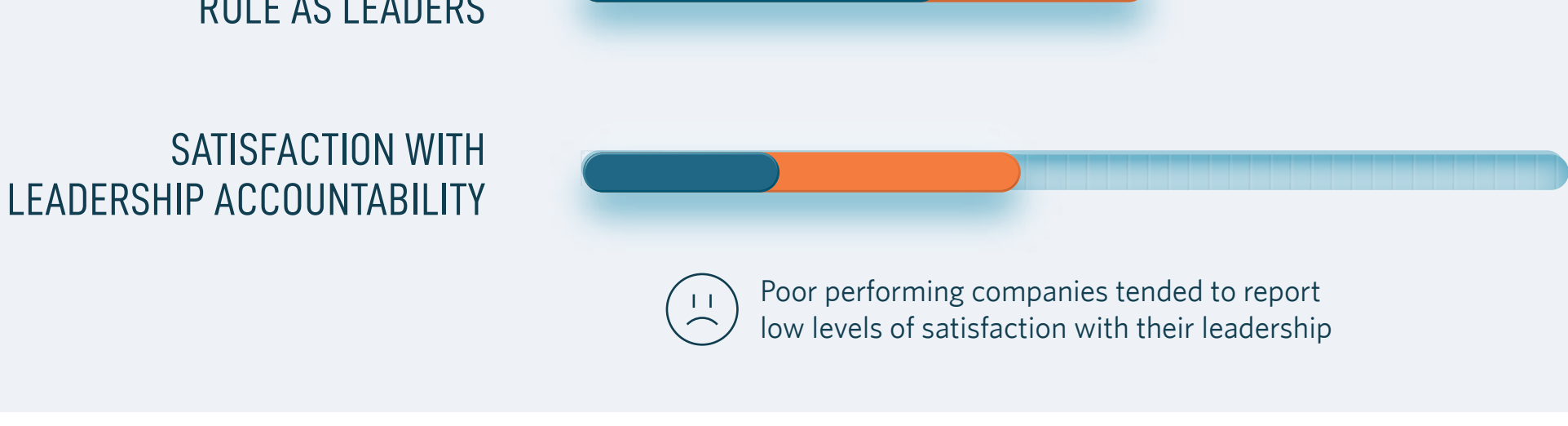
What impact does leadership accountability have on the bottom line? As it turns out, a lot.

ACCOUNTABILITY & PERFORMANCE

Over 2,000 people in business executive and senior HR roles were surveyed. Their responses were then organized by company performance.

LOW AND AVERAGE PERFORMERS (blue)
INDUSTRY LEADERS (orange)

Most respondents agreed that leadership accountability was important, regardless of company performance.

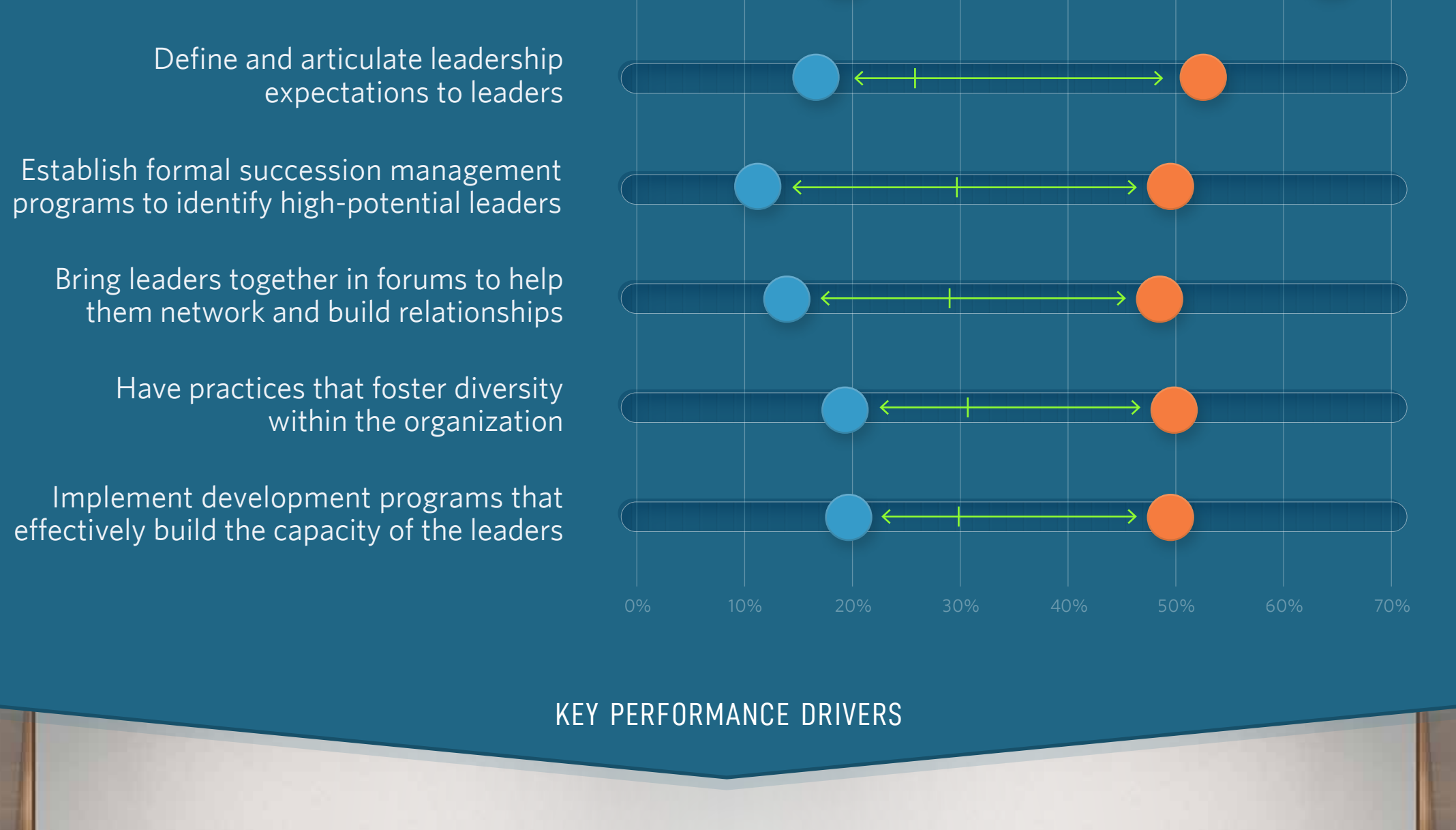


Poor performing companies tended to report low levels of satisfaction with their leadership

Source: Molinaro, Vince (2018). *The Leadership Contract - The Fine Print to Becoming an Accountable Leader (3rd Edition)*. John Wiley and Sons. Survey details: 2,084 participants in senior HR and business executive roles from over 20 countries. Respondents were asked to self-identify whether their organization was an industry-leading (top quartile) performer, an average/above-average performer, or a poor performer (bottom quartile) relative to competitors in their industry. A cross-section of more than 20 industries was represented, suggesting the findings of this study apply to a broad range of companies in several sectors.

MIND THE GAP ORGANIZATIONAL PRACTICES BY COMPANY PERFORMANCE

As the responses below demonstrate, industry-leading organizations consistently outpaced average and low-performing companies in a number of key areas:



KEY PERFORMANCE DRIVERS

UNDERSTANDING CUSTOMERS

When leaders truly understand the voice of the customers and what matters to them, it creates tremendous focus on key priorities. These then establish a mechanism to drive real accountability.

DEFINE & ARTICULATE LEADERSHIP EXPECTATIONS

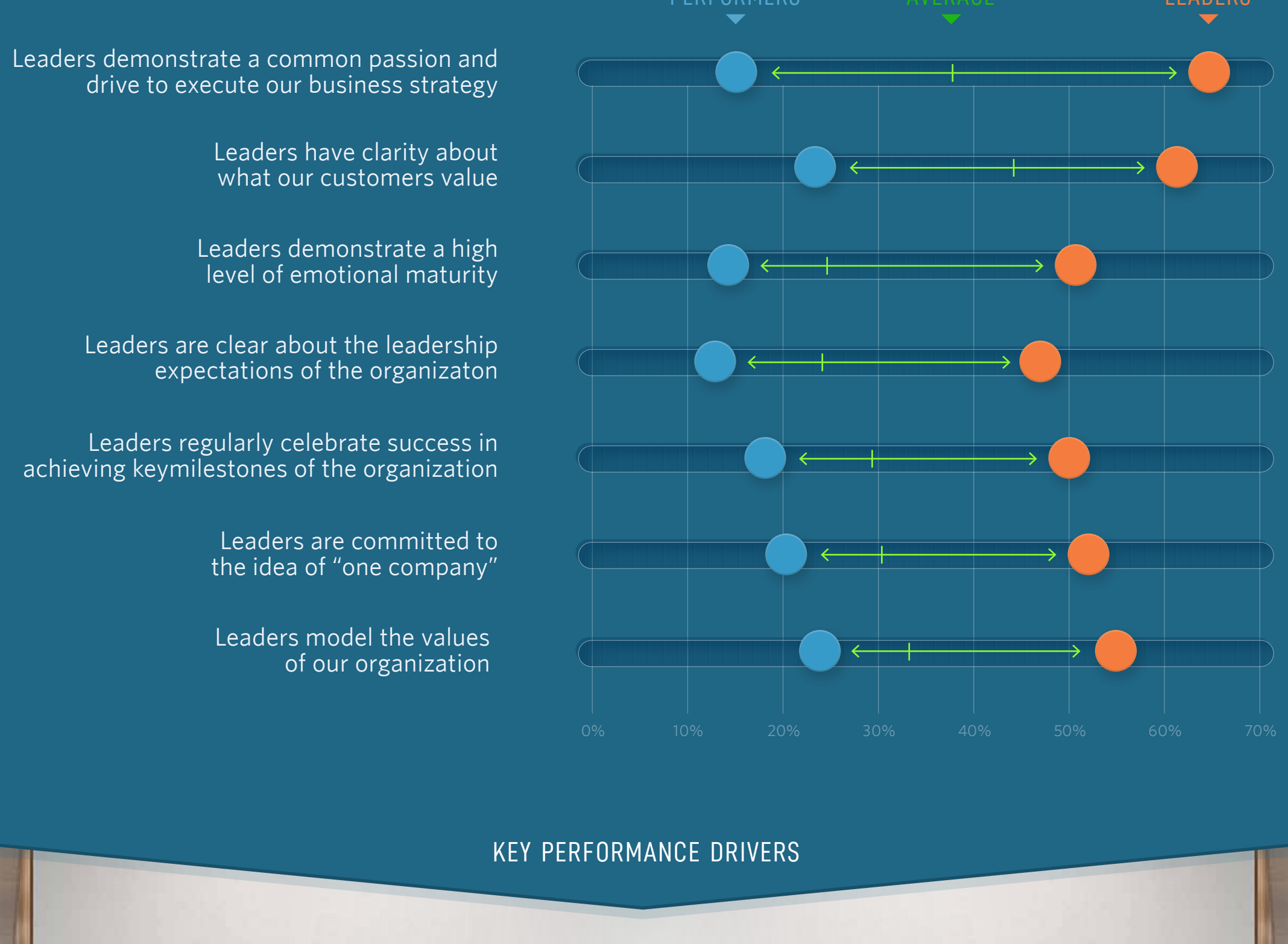
Industry-leading companies make it clear what they expect from their leaders. Often, these messages are presented in a straightforward manner and embedded in the fabric of how the organization operates.

FOSTERING DIVERSITY

Industry leaders do not typecast leaders to fit one mold of characteristics; they focus on driving accountability as the primary expectation. This enables a more diverse group of individuals to move into leadership roles.

MIND THE GAP LEADERSHIP CULTURE BY COMPANY PERFORMANCE

When an organization has truly accountable leaders that are supported by key organizational practices, then a strong leadership culture will emerge.



KEY PERFORMANCE DRIVERS

EMOTIONAL MATURITY

Emotional maturity includes addressing difficult issues objectively and taking ownership for issues, rather than making excuses or blaming others.

ADOPTING THE "ONE COMPANY" MINDSET

Often, today's organizational structure and performance metrics reinforce silo behavior among leaders. Building a one-company mindset is a big opportunity for organizations.

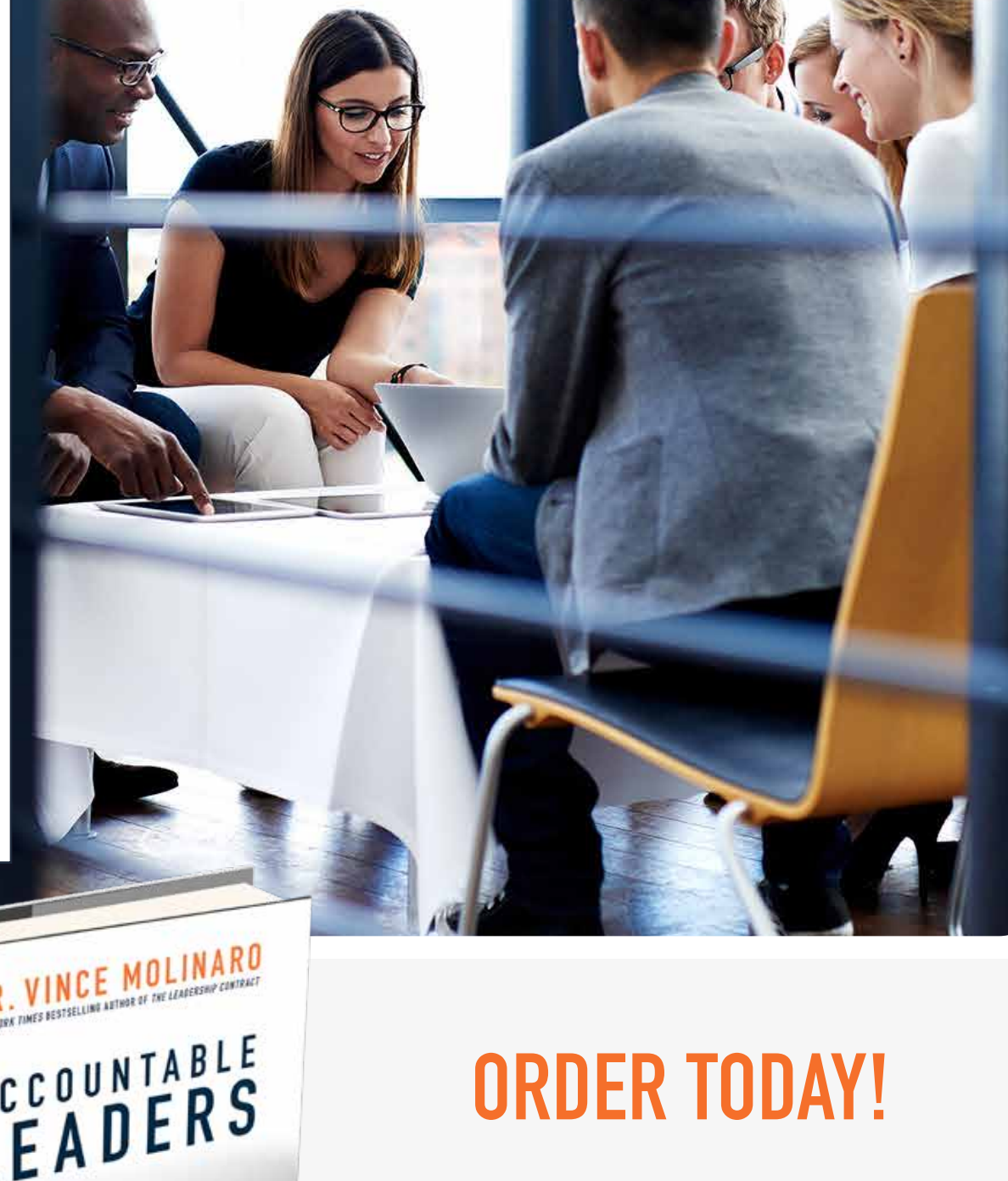
SHARED PASSION

Leaders demonstrate a passion for executing on the company's strategy, as opposed to just going through the motions.

HOW DOES YOUR ORGANIZATION STACK UP? A CHECKLIST FOR SENIOR EXECUTIVES

Is your organization doing everything it can to foster accountable leadership? If you answer yes to the questions below, you're on the right track.

- 1 Is leadership accountability a critical priority in your organization?
- 2 Has your organization set clear leadership expectations for leaders?
- 3 Do you believe your leaders at all levels, are fully committed to their leadership roles?
- 4 Have you built a strong and aligned leadership culture across your organization?
- 5 Does your organization have the courage to identify and address mediocre leadership at an individual and team level?



BUILD STRONG LEADERSHIP ACCOUNTABILITY
IN YOUR ORGANIZATION
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