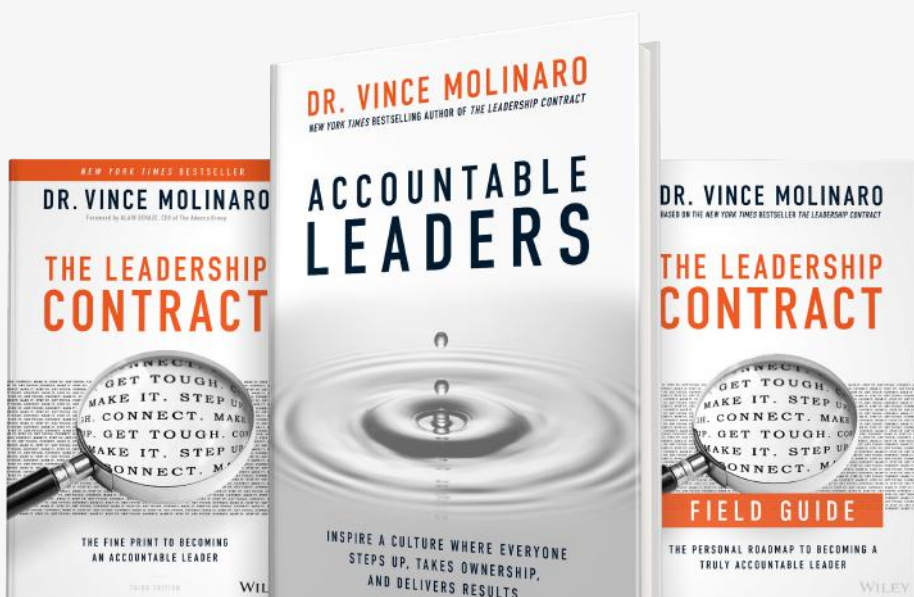


# BUILD STRONG LEADERSHIP ACCOUNTABILITY

Accountable Leaders Surveys Booklet



LEADERSHIP  
CONTRACT INC.

## The Role of the Board

### THE GUT CHECK QUESTIONS

- 01 Is the board confident that it is getting good information about the organization's current state of leadership accountability?

---

- 02 Can directors describe the organization's leadership culture?

---

- 03 To what extent would directors say that the culture of the board aligns with the leadership culture of the organization?

---

- 04 Is the board engaged to help shape the leadership expectations of the organization?

---

- 05 To what extent does the board's leadership culture enable robust discussion and debate on important organizational issues?

## The Role of the CEO

- 01 Do you make leadership accountability a critical business issue within your organization?

---

- 02 To what extent do you have a clear sense of the leadership culture needed to achieve your strategic objectives?

---

- 03 Do you and your senior executive team set the tone as accountable leaders?

---

- 04 Are you confident that you have a human resources leader in place capable of helping you build strong leadership accountability across your organization?

---

- 05 Do you share information with the board about the state of leadership accountability?

---

- 06 Have you set the expectation of addressing performance issues and those leaders who are unaccountable and mediocre?

## The Role of Senior Executives

- 01 Are you confident you are setting the tone as a truly accountable leader?

---

- 02 Do you see the opportunity to make your executive team stronger and more accountable? What are you doing about it?

---

- 03 Have you built truly accountable teams within your division, function, or lines of business?

---

- 04 Are you moving fast enough to address weak leadership within your team?

---

- 05 Do your teams model the leadership expectations of your organization?

## The Role of the CHRO

- 01 Do you personally set the tone as a truly accountable leader?  
Can directors describe the organization's leadership culture?

---

- 02 To what extent have you built an effective and accountable HR team?

---

- 03 Have you, the CEO, and the executive team worked together to create a set of clear leadership expectations for all leaders?

---

- 04 Do you support leaders at all levels to effectively address leadership accountability gaps on their teams?

---

- 05 Does your team create effective processes and programs that help build and sustain strong leadership accountability across your organization?

Source: Molinaro, Vince (2020). *Accountable Leaders – Inspire a Culture Where Everyone Steps Up, Takes Ownership and Delivers Results*. John Wiley & Sons.

# The Leadership Accountability Audit

Rate each question (1 = not at all, 5 = to a very great extent)

<b>01</b>	Is leadership accountability a critical business priority in our organization?	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>02</b>	Are you satisfied with the degree of leadership accountability displayed by our leaders?	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>03</b>	Have we set clear leadership expectations for our leaders?	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>04</b>	Does our organization tolerate leaders who behave badly?	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>05</b>	Does our organization have the courage to identify and address unaccountable and mediocre leaders?	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>06</b>	Do we allow terrible teams to exist across our organization?	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>07</b>	Does our organization have a strong leadership culture in place?	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>08</b>	To what extent are you satisfied with the leadership accountability demonstrated by:	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>A</b>	Board directors	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>B</b>	Executive-level leaders	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>C</b>	Mid-level leaders	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05
<b>D</b>	Front-line leaders	<input type="radio"/> 01 <input type="radio"/> 02 <input type="radio"/> 03 <input type="radio"/> 04 <input type="radio"/> 05

## Open-ended questions

<b>09</b>	In what specific ways are leaders currently stepping up and demonstrating strong leadership accountability?	
<b>10</b>	In what specific ways are leaders struggling to step up and demonstrate strong leadership accountability? What risks is this creating for the organization?	
<b>11</b>	What are the barriers to leadership accountability in our organization?	
<b>12</b>	What are the most significant opportunities to drive stronger leadership accountability?	

Source: Molinaro, Vince (2020). *Accountable Leaders – Inspire a Culture Where Everyone Steps Up, Takes Ownership and Delivers Results*. John Wiley & Sons.

© 2020 Vince Molinaro (Leadership Contract Inc.) – All Rights Reserved.

# Assess Your Leadership Culture

Rate your organization's leadership culture on each of the statements below

		NOT AT ALL TRUE	SOMEWHAT TRUE	COMPLETELY TRUE		
01	Our leaders are clear on the strategic direction of our organization.	01	02	03	04	05
02	Our leaders create excitement about the future of our company.	01	02	03	04	05
03	Our leaders share a common aspiration to be great leaders.	01	02	03	04	05
04	Our leaders lead as a united front with a one-company mindset.	01	02	03	04	05
05	Our leaders hold one another accountable and call out unproductive leadership behavior.	01	02	03	04	05
06	Our leaders celebrate success and key milestones.	01	02	03	04	05
07	Our leaders break down silos and collaborate effectively.	01	02	03	04	05
08	Our leaders make sure that internal politics and personal agendas take a backseat.	01	02	03	04	05
09	Our leaders demonstrate resilience and resolve in the face of adversity.	01	02	03	04	05
10	Our leaders support one another; they have each other's backs.	01	02	03	04	05

Source: Molinaro, Vince (2020). *Accountable Leaders – Inspire a Culture Where Everyone Steps Up, Takes Ownership and Delivers Results*. John Wiley & Sons.

© 2020 Vince Molinaro (Leadership Contract Inc.) – All Rights Reserved.