

8 Critical Behaviors That Leverage Accountability

Based on the research of Zenger Folkman

Raising the bar on leadership effectiveness!

Imagine an organization where everyone takes responsibility for achieving good results. An organization where people have a personal sense of ownership, and there is little finger-pointing when things go wrong.

If every leader were able to inspire accountability in others, it would not only better leverage leadership, but it would significantly increase bottom line results.

Q. What can a leader do to create a greater sense of accountability in others?

Across the world, personal accountability it is not an isolated issue, it is an issue of big concern. In order to increase the level of accountability we made a choice – RESEARCH! A co-relation of personal accountability and behaviors that would leverage it. A Critical Behavior that will Leverage Leadership and create a greater sense of responsibility for results and increase a sense of ownership leading to less finger pointing when things go wrong- IMPROVE ACCOUNTABILITY !

Q. How Can We Increase ACCOUNTABILITY?

There is a correlation between accountability and control. Greater the control or influence higher the accountability. Data proves the later through the Control Graph. The angle of the curve did not predict the organizational outcome but the total amount of influence which is the sum of area under the curve of managers and employees.

Higher Total Control needs to be provided to the middle management and employees as the top management already has it for which we change the angle of control. The most effective organizations are the ones where everyone has influence leading to greater accountability.

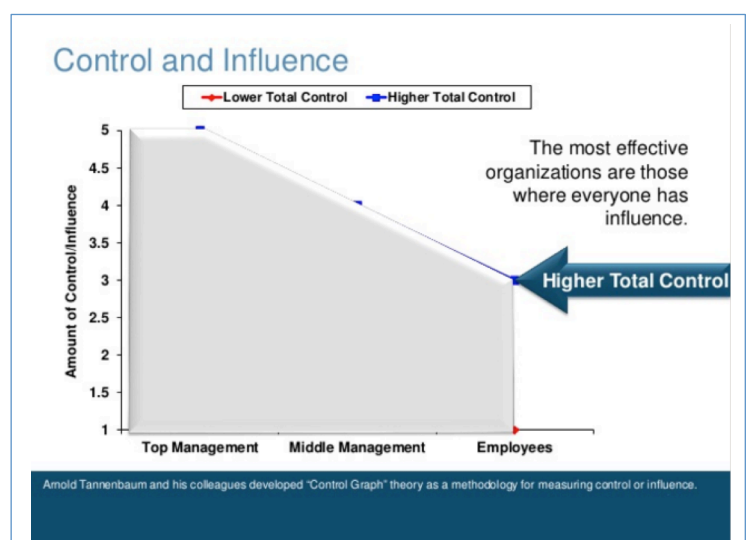
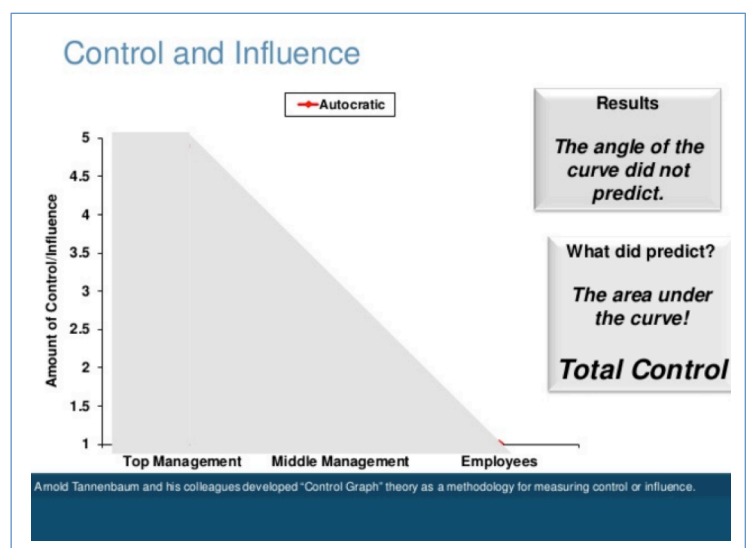
Research Methodology

398,730 Assessments

39,312 Leaders



Found specific behaviors that increased personal accountability



Q. What can a leader do to increase a greater sense of accountability in others?

There is a common Belief that if leaders Demanded Accountability or Let others Make all Decisions or Pep Talks, Personal Accountability might help but in reality it does not work. Our data from 398,730 Assessments on 39,312 Leaders found specific behaviors that increased personal accountability.

There were 8 Behaviors that create the Personal Accountability where they reinforced:

Driving for Results - The three most critical issues associated with delivering results are –Focus – Focus –Focus ! Define results very clearly to have a fair amount of control of the individual or results. Based on over 150,000 assessments of employees, leaders who Drive for Results- Inspire employees to high levels of effort, Energize them to achieve exceptional results, Create an atmosphere of continual improvement, Skillfully get them to stretch for goals that go beyond what they originally thought possible.

Honesty and Integrity- Those who are accountable have the courage to tell the truth.

Trust-The Three Pillars of Trust: Positive Relationships, Share Knowledge and Expertise & Consistency.

Clear Vision and Direction-Being clear about the strategy and focus on your vision. Employees can work hard and do their job without being clear about the strategy, but they will make decisions that are suboptimal. People often need clarity, reminders and reinforcement to get the final result.

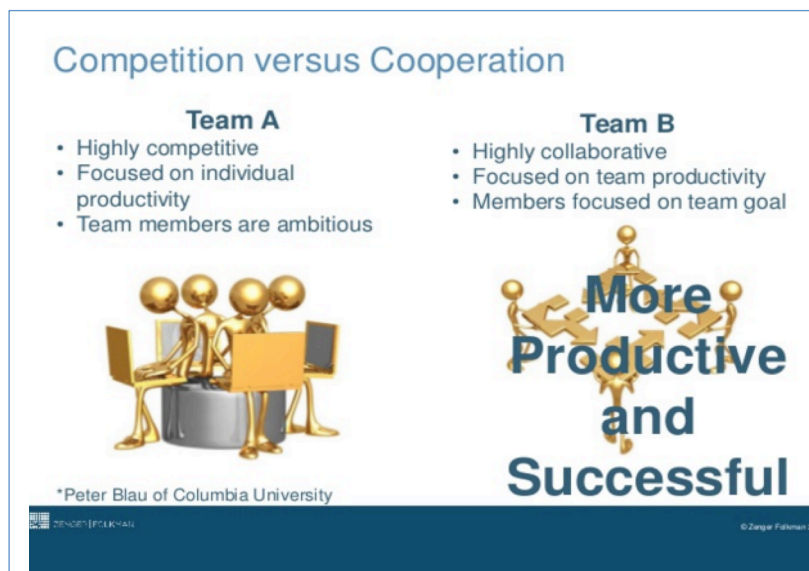
Problem Solving / Technical Expertise- It is impossible to feel accountable when you are confused and don't know exactly how things work. We need to train them, see that they understand what is expected out of them which will help them to be accountable for their behavior.

Communication-Keeping Others Well Informed. The 3 skills of communicating with impact are: (A) Tells (B) Asks (C) Listens. Using All Three Makes a Big Difference. If all three are moderate strengths... probability of being in the top 10 at keeping others informed: 64.2%.

Ability to Change- Studying thousands of leaders who were most effective at making personal and organizational changes, we found they were more effective at the following behaviors: Key Factors that Leverage Personal Change 1. Willing to take on challenges 2. Ability to accept feedback 3. Concern for others 4. Innovation 5. Optimism 6. Clear goals and priorities.

Collaboration and Resolving Conflict-

Advice from a Senior Executive “We put this organization together with the assumption that the sum of the parts would be greater than the individual pieces” “The only way that happens is when people collaborate”.



We found that leaders who have a high level of accountability they are good at these behaviors. If you have any of these as a fatal flaw one needs to fix it but the leverage point is you take a couple of them and build it and we help people in building strengths. We think working on our weaknesses can make them go from Bad to Good but you cannot make them go Good to Great only this kind of research makes the difference.

Zenger Folkman helps organizations flourish by increasing the effectiveness of leaders of all levels. Our unique, strength based development methodology enables leaders to move faster and higher.

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