

## FOUR WAYS TO ENSURE LEADERSHIP RESPONSIBILITY

*For Immediate Release*

New York – April 21, 2009. Leadership responsibility is the foundation of effective strategy execution; it's management 101. Why do some organizations maintain high levels of leadership accountability and others fall short?

A new study by [OnPoint Consulting](#) surveyed 400 leaders and found that **40% report that employees are not being held accountable for results**. "Our research on top performing companies identified five actions that have the greatest impact on an organization's ability to increase leadership responsibility", says Darleen DeRosa a Managing Partner at OnPoint.

- **Use goal setting to facilitate [strategy execution](#).** Translating strategy into department goals and clarifying priorities increases the likelihood that implementation plans will focus on high-impact outcomes. It also facilitates individual goal setting which enhances leadership accountability.
- **Clarify expectations to drive performance management.** Effective leaders use three techniques to enhance responsibility and accountability; clarify exactly what needs to be done, establish a specific date for when the task needs to be completed, and agree on checkpoints to review progress. These actions are based on three fundamental premises of [performance management](#):
  - Never assume people know what's expected of them.
  - Don't just talk about ideas without agreeing to actions and ensuring responsibility.
  - Don't ignore when someone has dropped the ball.
- **Coordinate and follow up on progress.** Coordinating and monitoring activity is a critical aspect of strategy execution and is an essential ingredient for building a culture of accountability. It's how companies keep people focused on high-priority goals and actions. "The most effective leaders are ruthless in monitoring goals and reinforcing appropriate behaviors," says DeRosa
- **Provide accurate and timely information.** This involves clear communication about strategic priorities as well as ongoing dialogue between managers and their direct reports. Goal setting and coaching are key elements of performance management systems, yet too often, this is viewed as an administrative, HR-driven activity, rather than a tool to help enhance business execution. "When managers view performance management as a tool to drive results they are more successful in building accountability among their direct reports," observes DeRosa.

For more information about the study or to request a complete report, please contact Darleen DeRosa at 203.488.1702 or [dderosa@onpointconsultingllc.com](mailto:dderosa@onpointconsultingllc.com).