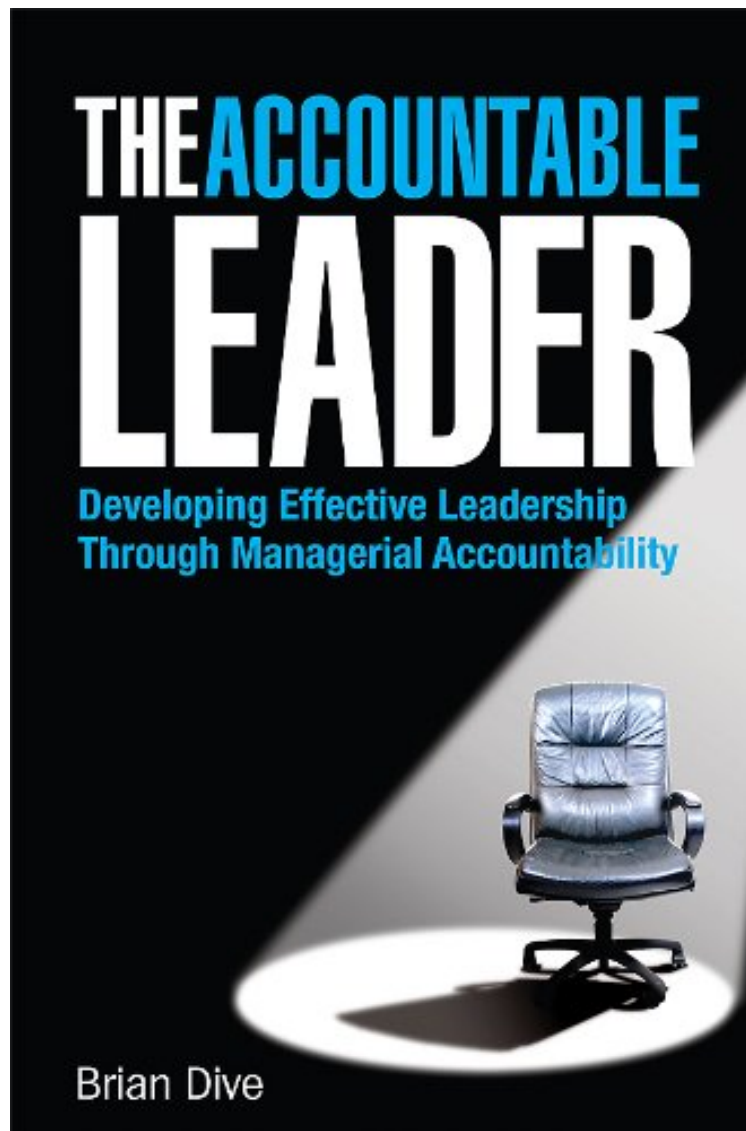


(Download free ebook) The Accountable Leader: Developing Effective Leadership Through Managerial Accountability

The Accountable Leader: Developing Effective Leadership Through Managerial Accountability

Brian Dive

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Brian Dive : The Accountable Leader: Developing Effective Leadership Through Managerial Accountability before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Accountable Leader: Developing Effective Leadership Through Managerial Accountability:

0 of 0 people found the following review helpful. Five StarsBy archaeojeffcame as described2 of 2 people found the following review helpful. The Interdependence of an Organization and Its LeadershipBy Robert

Morris "Accountability" continues to be one of the dominant characteristics that all high-performance organizations share, top to bottom, at all levels and in all areas of their operations. Moreover, these same organizations do not define leadership in terms of title and authority; rather, in terms of those who are able to enlist others and then, together, focus on what is most important, doing do with what John Kotter characterizes as "a true sense of urgency," to achieve the desired results. In this book, Brian Dive explains "how the structure of organizations has a profound impact on the ability of managerial leaders to perform their job effectively. And how organization design has a huge impact on the individual well-being and happiness of those people earmarked for future promotion, so much so that talented staff may well leave an organization rather than suffer the effects of operating inside a poorly designed organization." As I began to read Dive's book, I was reminded of recent research conducted by the Gallup Organization indicating that 29% of the U.S. workforce is engaged (i.e. loyal, enthusiastic, and productive) whereas 55% is passively disengaged. That is, they are going through the motions, doing only what they must, "mailing it in," coasting, etc. What about the other 16%? They are "actively disengaged" in that they are doing whatever they can to undermine their employer's efforts to succeed. They have a toxic impact on their associates and, in many instances, on customer relations. These are stunning statistics. How to explain them? Reasons vary from one organization to the next. However, most experts agree that no more than 5% of any given workforce consists of "bad apples," troublemakers, chronic complainers, subversives, etc. How to get as many as possible among the other 50% to become positively engaged? I agree with Dive that organizations must create an appropriate culture within which most (if not all) of those involved are actively and positively engaged, doing all they can to involve others who are passively engaged. As for the "bad apples," troublemakers, chronic complainers, subversives, etc., there must be -- Dive's term -- "clear accountability" for their attitude and/or behavior. Also for their supervisors. There is a direct link between a transparent organizational structure and effective leadership. What Warren Bennis characterizes as a "culture of candor" must have both. Dive carefully organizes his material within three Parts. First (in Chapters 1-4), he outlines the key concepts and provides the theoretical "underpinning" for the practical approach that follows. Next In Chapters 5-8), he describes the how aforementioned concepts cover the work of more than 95% in organizations "of all shapes and sizes." For example, he examines operational work that he defines in detail and illustrates with real-world examples, then shifts his attention to the strategic challenges of leadership in a global business community. Then in the third Part (Chapters 9-12), having set the proverbial "table," Dive examines the link between organizational design and leadership in much greater depth. He explains why many different leadership styles and schemes are not wholly effective, and then examines a case study of his efforts in New Zealand and Australia to help to identify teachers who have the potential to become heads of secondary schools, or what they call Downunder, "Principals." The details of those efforts indicate how the assessment of different levels of accountability establishes the foundation for leadership development. He concludes his narrative by plotting the career of a manager proceeding through all levels of accountability, illustrating how the nature of accountable leadership changes during ascension from one level to the next. Brian Dive's stated objective is to explain how to develop effective leadership through managerial accountability. He achieves that objective by providing a cohesive, comprehensive, and cost-effective process based on a combination of extensive research and his own direct experiences with all manner of organizations. To his credit, throughout his lively narrative, after identifying the most important "what," he devotes most of his attention to suggesting "how." Presumably he agrees with me that it would be a fool's errand to attempt to adopt all of his specific suggestions. It remains for each reader to select from the abundance of Dive's material whatever is most relevant to the needs, objectives, and resources of his or her own organization. I presume to share two caveats. First, make absolutely certain what the ultimate and (key word) specific objectives are and then focus only on what is most important to achieving them. I agree with Peter Drucker: "There is surely nothing quite so useless as doing with great efficiency what should not be done at all." Also, "make haste slowly" when establishing a rock-solid foundation for initiatives. It is better, far better to take two steps forward and one step back than vice versa. That said, expect mistakes to be made and view each as a valuable learning opportunity. For an organization to become and then remain a leader in its competitive marketplace, it must have leadership top to bottom, collaborating productively in a "culture of candor" in which everyone is actively and positively engaged. Brian Dive does not have all the right answers but he asks most of the right questions. The knowledge and wisdom he provides in this book can guide and inform what is certain to be a perilous journey at a time when change is the only constant. He would be an excellent travel agent and tour guide. Bon voyage!

2 of 2 people found the following review helpful. The lost art of stopping the buck! By Rebecca Clement President Harry Truman used to have on his desk a sign that read "The Buck Stops Here," meaning he was ultimately accountable for the decisions of his administration. Such transparency seems to be the exception rather than the rule among today's top executives, as such Soundview recommends the book *The Accountable Leader* by Brian Dive. Not only does the author provide a useful and relevant definition of accountability, but he also asserts that the majority of problems facing leaders comes from the ineffective malaise built into organizations that's directly proportional to the jobs that lack accountability. Dive believes the current absence of accountability among many top execs needs to change, and this charge is based on his argument that the very heart of a sound organization pulses to the beat of effective leadership. Dive further notes that there's a triumvirate of interacting factors that drive organizational success, namely:

structure, accountability and leadership. Beyond diagnosing the structural problems of poor organizational design, The Accountable Leader conveys the impact of those designs on retention, happiness and well being of high-potential employees. If you care about keeping your top performers, you need to spend time with this book.

The Accountable Leader is centred around three themes - leadership, accountability and organizational structure, and explores what it means for managers to be held to account at all levels in an organization. It will show that most leadership related problems arise from the ineffectiveness of organisational structures that lack accountable jobs. Complete with case study material and international examples, The Accountable Leader brings home the importance of accountability as the necessary and robust platform for the assessment of potential leaders and leadership development - and demonstrates how clear accountability enables managers to achieve much more within their roles. The Accountable Leader was prestigiously voted one of 'The Thirty Best Business Books of 2008' by Soundview Executive Book Summaries, USA.

"With so many institutional failures andnbsp;with the economic meltdown, it's past time that leaders were held accountable.nbsp; Finally a book that not only urges accountability but shows how it can be achieved!" -- Morgan W. McCall, author of High Flyers: Developing the Next Generation of Leaders