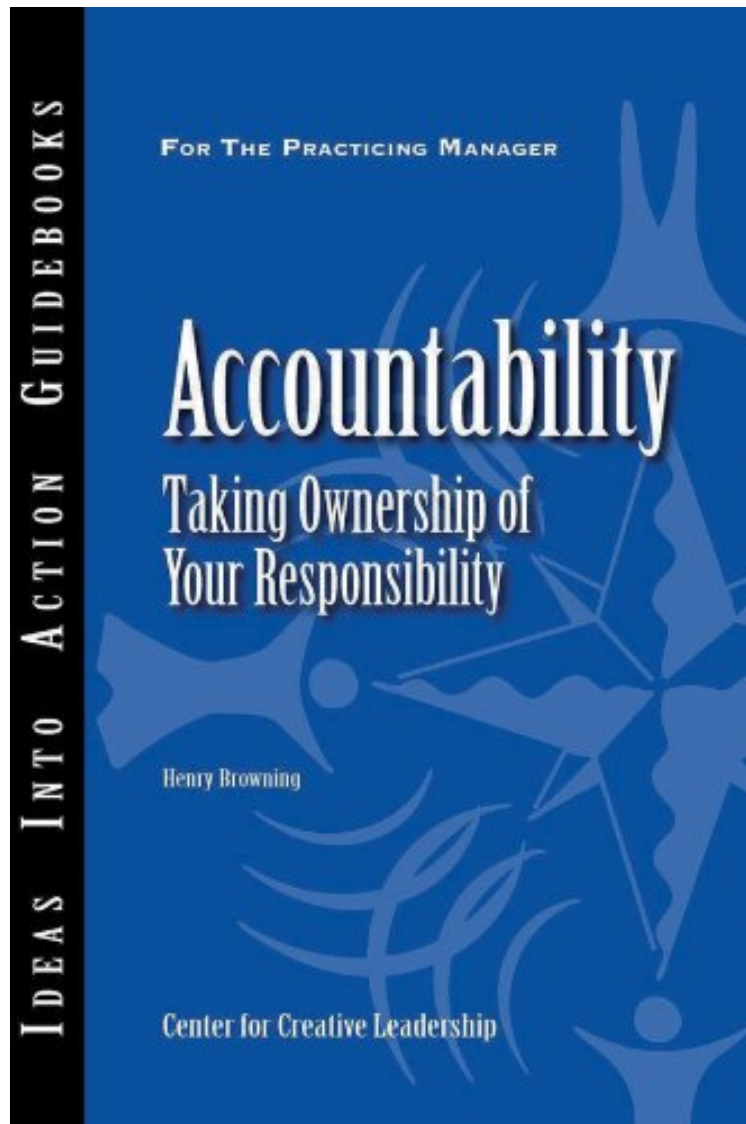


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Accountability: Taking Ownership of Your Responsibility

Henry Browning

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More and more managerial challenges require leaders to be accountable-to take initiative without having full authority

for the process or the outcomes. Accountability goes beyond responsibility. Whereas responsibility is generally delegated by the boss, the organization, or by virtue of position, accountability is having an intrinsic sense of ownership of the task and the willingness to face the consequences that come with success or failure. Through this guidebook you will learn how your organization and its leaders can create a culture that fosters accountability by focusing on five areas: support, freedom, information, resources, and goal and role clarity.

About the Author Henry Browning was an important contributor to the design of CCL's Leadership and High-Performance Teams program. He has an MBA from the University of Colorado. This series of guidebooks draws on the practical knowledge that the Center for Creative Leadership (CCL) has generated, since its inception in 1970, through its research and educational activity conducted in partnership with hundreds of thousands of managers and executives. Much of this knowledge is shared in a way that is distinct from the typical university department, professional association, or consultancy. CCL is not simply a collection of individual experts, although the individual credentials of its staff are impressive; rather it is a community, with its members holding certain principles in common and working together to understand and generate practical responses to today's leadership and organizational challenges. The purpose of the series is to provide managers with specific advice on how to complete a developmental task or solve a leadership challenge. In doing that, the series carries out CCL's mission to advance the understanding, practice, and development of leadership for the benefit of society worldwide.