

# Bridgeway to Success™

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**THEY SEE YOU  
AREN'T  
COMMITTED TO  
WINNING.**

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## The Overlooked yet Essential Leadership Skill – Part I

No one likes to do it. Many managers avoid it. What is “it”? Holding people accountable.

### ***The Great Paradox***

The most compelling reason for holding a person accountable has nothing to do with that person. It has to do with everyone else. Everyone else who is committed to helping your organization “win.” All those people you risk de-motivating and demoralizing because they see you tolerating what shouldn’t be tolerated. What they see is that you aren’t committed to winning. That you lack the courage to do what it takes to win. The result? Goodbye credibility.

### ***So What about That Person?***

The number two reason for holding a person accountable is because of that person. By *not* holding the person accountable you send the message that everything is O.K. They don’t need to change. Is that the message you want to send?

### ***Reconcile Your Self-Image***

You can be a kind, caring, compassionate person *and* still hold people accountable. Compassion and accountability are not incompatible. Holding someone accountable doesn’t make you a mean person any more than needing to be held accountable makes that person a bad person.

### ***Where Accountability Starts***

Look in the mirror. Have you done your part in setting your people up to succeed, not to fail? Do they have clear goals and expectations? The necessary skills, resources and authority? Do they receive feedback, guidance and recognition? If you answered “no” to any of these, then get to work. Once you’ve done your part then it’s fair to hold your people accountable. More than fair, it’s critical.

*(Next month: How to do what you must do. How to hold people accountable)*

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