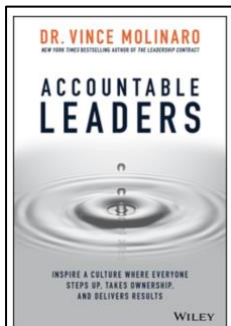


'CliffsNotes' Book Club Recap

DO YOU LOVE BOOKS ON LEADERSHIP, NEUROSCIENCE, AND BUSINESS, BUT NOT HAVE TIME TO READ ALL THE BOOKS?

Join the '**CliffsNotes' club**—where there's no pressure to pre-read the book, no membership required, no cost, and lots of discussion in just 90 minutes. Each month, you will hear a **summary of highlights** from a recently-published business book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. We'll keep you "in the know" on the latest and greatest concepts and models. **Register here** for upcoming events.



May 2024

Accountable Leaders

Inspire a Culture Where Everyone Steps Up, Takes Ownership, and Delivers Results

By Vince Molinaro

Discussion Highlights

Presented by Jeff Fetterman

Overview

The Leadership Contract, by Dr. Vince Molinaro

- Chapter 1: My Personal Leadership Story
- Chapter 2: What's Wrong with Leadership Today?
- Chapter 3: The Leadership Accountability Gap
- Chapter 4: Why We Need a Leadership Contract
- Chapter 5: **Leadership Is a Decision-Make It**
- Chapter 6: **Leadership Is an Obligation-Step Up**
- Chapter 7: **Leadership Is Hard Work-Get Tough**
- Chapter 8: **Leadership Is a Community-Connect**
- Chapter 9: Signing the Leadership Contract
- Chapter 10: Living the Four Terms of the Leadership Contract
- Chapter 11: Embed the Leadership Contract in Your Organization



The Leadership Contract Field Guide, by Dr. Vince Molinaro

Part 1: The Core Ideas

Part 2: The Foundational Practices for Living the Leadership Contract

Part 3: The Regular Practices for Living the Leadership Contract

Part 4: The Turning Points of Leadership

Turning Point 1: Individual Contributors and Emerging Leaders

Turning Point 2: Front-Line Leaders

Turning Point 3: Mid-Level Leaders

Turning Point 4: Executive Leaders

Accountable Leaders, by Dr. Vince Molinaro

Part 1: The World in Which You Lead

Chapter 1 The New Game Begins Before the Old One Ends

This chapter sets the future context for all leaders. It examines the impact of several critical drivers, including the role of transformative technologies, geopolitical instability, revolutionizing work, the need to deliver on diversity, and repurposing the role of corporations in society.

Chapter 2 Why Do We Not Have Better Leadership?

This chapter examines why leadership is not as strong as it needs to be. Specifically, it explores how many leaders today are overwhelmed, disengaged, underprepared, and struggling to execute strategy. The chapter also discusses how leadership development programs must do more to help address these challenges.

Part 2: Understanding Leadership Accountability

Chapter 3 How to Think About Leadership Accountability

This chapter discusses leadership accountability from a broader and systemic perspective. It explores the role of the board, the chief executive officer, other senior executives, and the head of human resources to drive accountability an organization. It explores a case study of six months at Uber to help drive home the point why leadership accountability matters.

Chapter 4 Understanding Individual Accountability

This chapter explains how leadership accountability exists at the individual level. It examines what mediocre leadership looks like, explores the top five characteristics of mediocre leaders, and discusses what truly accountable leaders do to set themselves apart from other leaders.

Top Five Characteristics of Mediocre Leaders

1. Blame others
2. Selfish and self-serving
3. Uncivil and mean
4. Inept and incompetent
5. Lack initiative

Chapter 5 Understanding Team Accountability

This chapter outlines how leadership accountability exists at the team level. It explores how teams have transformed, and then it provides an overview of the two dimensions of truly accountable teams: Team clarity and team commitment.

Chapter 6 Understanding Shared Accountability

This chapter details how leadership accountability exists at a cultural level. It discusses why culture is important, and then examines the ten characteristics of a strong community of leaders (see image above).

Three Weak Leadership Cultures

1. Rotting of zombies
2. League of superheroes
3. Stable of Thoroughbreds

Part 3: The Organizational Response—for All Leaders

Chapter 7 How to Hold Others Accountable for Being Leaders

This chapter presents the four strategies that leaders can use to hold their direct reports accountable for being leaders:

1. How to make leadership accountability a priority
2. How to define leadership expectations
3. How to build the resilience and resolve of those you lead
4. How to help others succeed across the broader organization.

Chapter 8 How to Build an Accountable Team

This chapter outlines four strategies that leaders can use to build a truly accountable team:

1. How to make leadership accountability a priority with your team
2. How to define team obligations
3. How to increase the resilience and resolve of your team
4. How to be one team with a united front.

Chapter 9 How to Be a Community Builder

This chapter presents the four strategies that all leaders can implement to help create a strong leadership culture across their organizations:

1. How to commit to being a community builder
2. How to think and act in a one-company way
3. How to create the foundation to tackle the hard work of leadership
4. Being deliberate in how you build relationships with peers and colleagues.

Part 4: The Organizational Response—for Senior Executives and Directors

Chapter 10 Make Leadership Accountability a Priority in Your Company

This chapter discusses the role that boards, the CEO, senior executives, and the CHRO must play in making leadership accountability a priority in their organizations. It also discusses the need to conduct a leadership accountability audit.

Chapter 11 Define and Embed Clear Leadership Expectations

This chapter starts with a case study from Amazon and then explains five steps that organizations can implement to define and embed clear leadership expectations for all leaders.

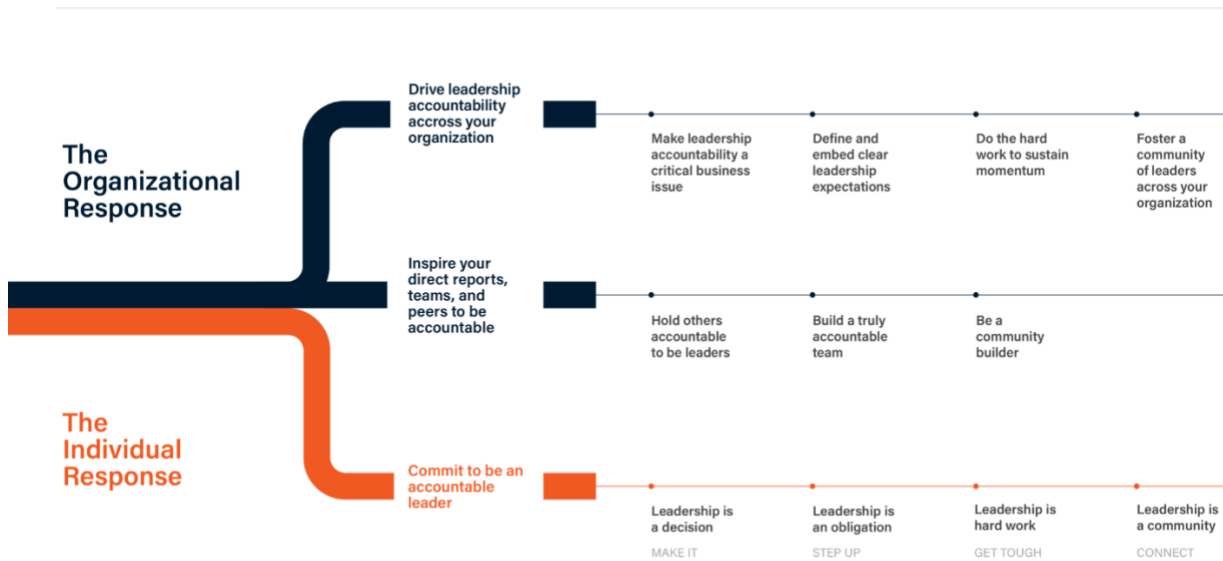
Chapter 12 Do the Hard Work to Sustain Momentum

This chapter outlines strategies to sustain momentum to drive leadership accountability. It discusses showing zero tolerance for bad and abusive leadership behavior. It explains the price of ignoring unaccountable and mediocre leaders. It shows how to be mindful of whom you put into a leadership role, and how to support leaders during critical leadership turning points.

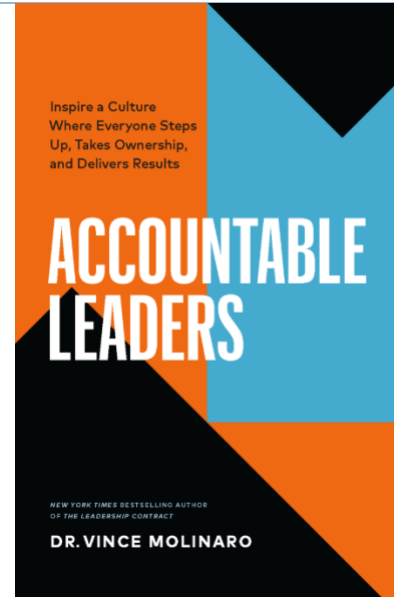
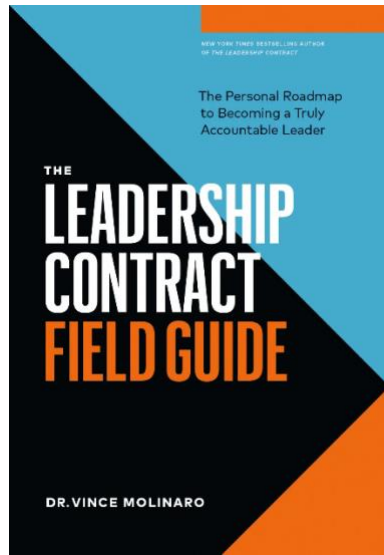
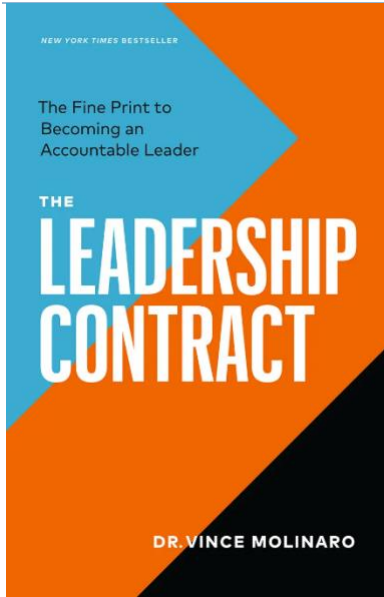
Chapter 13 Foster a Community of Leaders Across Your Organization

This chapter explains the strategies that help create a community of leaders across the entire organization. First, it shows how your organization needs to assess the leadership culture, then how to look for leaks in the culture, followed by encouraging relationship building among the leaders through leader forums, and finally knowing how to evolve the leadership culture as the company experiences change and transformation.

The Dual Response to Building Strong Leadership Accountability



© 2020 Dr. Vince Molinaro (Leadership Contract Inc.)
 Source: Molinaro, Vince. (2020). Accountable Leaders – Inspire a Culture Where Everyone Steps Up, Takes Ownership and Delivers Results. John Wiley & Sons.



About the Book Club In this monthly club, a presenter shares highlights from a book related to leadership, business, neuroscience, or coaching. Membership is not required, and there's no obligation to pre-read the book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. [Register here](#) for upcoming events. For the full set of discussion summaries, [click here](#).