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As the marketplace continues to redefine itself post recession in the U.S. and global realignments linked to the U.S. financial hardships, the issue of decision making inside our redefined normalcy continues to be a point of ongoing discussion for many employees and leaders. We have moved many of our clients to a multi- step process of first embracing accountability as the foundation for all leadership decisions and then to a more personal use of criteria for selected decision-making choices. Move through these questions on accountability and consider how you might answer both in terms of your professional work and your personal talents as a leader.

1. Is the organization/ are you accurately representing 'what' is happening in all circumstances?
2. Is the organization/are you clear in terms of 'what' the effect is of each major event or occurrence (i.e., what filtering is occurring that distorts the reality of impact)?
3. Has the organization/or have you determined 'why' what is occurring has taken the form that it has in this situation?
4. Has the organization determined (even invested energy in trying to determine) the meaning of what is occurring?
5. What has the organization/have you learned from what is happening? Is there a lesson for shaping excellence in this or a direction never to pursue again?
6. How do you as a leader (all employees at all levels of the organization contribute to the leadership climate in an organization regardless of their title or role) 'feel' about what has occurred in the organization?

The listed questions above are often overlooked or ignored in favor of capitulating to perceived or real pressures, often political or financial in nature in many organizations. This process of 'direct inquiry' can be embedded in every aspect of an organization that is seeking a more proactive style of collective leadership.