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Corporate Communique . . .

ROBERT DENNEY Associates, Inc.

Strategy, Management and Leadership

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THERE ARE CERTAIN RESPONSIBILITIES EVEN THE BEST LEADERS DON'T DELEGATE

Our July Communique said that successful leaders delegate responsibility. However, there are a few responsibilities that even the best leaders rarely, if ever, delegate. These include:

- 1. Defining and achieving a Vision.** If a company or organization does not have a defined Vision of where it wants to go and how it will get there, it is the responsibility of the leader to develop a Vision and ensure that everyone knows it, supports it and devotes their efforts and energy to achieving it.
- 2. Communication.** The leader must ensure that everyone, from the second-in-command to the lowest employee, as well as stockholders or outside investors, knows what the goals and objectives are and if they are being achieved. In a large company with multiple locations this means the leader should visit each office or facility or at least communicate by video such as skype. This is absolutely essential if there is a crisis or uncertainty about the future.
- 3. Succession planning.** This is essential at all levels. The leader must ensure that there are capable successors or potential replacements for all key positions – including his or hers.
- 4. Requiring performance at all levels.** The leader must periodically evaluate all direct reports and ensure that they in turn are requiring performance by their people and are regularly evaluating them.
- 5. Responsibility for failure or poor results.** As stated in our July Communique, leaders give others the credit for success but take the responsibility for failure themselves.
- 6. “Carrying the Flag.”** There are situations where the leader must represent the company or events that he or she must attend on its behalf.
- 7. Responding to crises.** However, if management cannot handle the situation, the leader should bring in outside assistance and expertise.

As also stated in our July Communique, when leaders do delegate, they ensure that the individuals or committees involved have the authority and ability to handle the responsibility.

Bob Denney is a recognized authority on strategy management and leadership for law firms and companies. He serves as an outside Director on company boards and has also served as an interim CEO in turnaround and crisis situations. For further information visit our website at www.robertdenney.com.

P.O. Box 219, Paoli, PA 19301 . 610-431-2077
e mail: bob@robertdenney.com . website: www.robertdenney.com