Most senior organizational leaders have a firm grasp, clear vision and solid understanding of the critical results that must be realized by their organization as they look out twelve to eighteen months into the future. However, data collected over the past twenty years reveals that 90% of the time those *'must-achieve desired results'* are not crystal clear in the minds of employees.

Ask your subordinates, your peers, and your boss, "What are the two to four *'must-achieve desired results'* that our organization must take accountability to accomplish this year?" Would their answers be *precise*, *consistent*, and *aligned*? Would your colleagues, and employees at every level, know how each was being measured? If not, you are not alone! After twenty plus years of working with hundreds of organizations around the world, to our surprise, the data reveals that *nine out of ten employees are not clear on what their leaders have identified as the most important results that must be achieved*. The ramifications are considerable.

Can employees voluntarily choose to **take** accountability to help your organization realize your '*must-achieve desired results'* if they are not sure what they are? How does it feel to be **held** accountable to deliver a result you did not know existed?

Accountability begins with clearly defined *'must-achieve desired results.'* Employees **cannot choose to take accountability** to achieve results that are ambiguous, vague, or foggy. Bereft of pristine clarity, teams and organizations experience lack of alignment, confusion, misunderstandings, miscommunications, mistrust, cynicism, apathy, stress, frustration and isolation. Ultimately giving rise to excuse-making, finger-pointing, and most often a heavy dose of the blame-game.

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When every single employee is crystal clear on your top *'must-achieve desired results'* they are more likely to go above-and-beyond what is 'required.' Helping their team or organization accomplish the *'must-achieve desired results'* becomes viewed as 'my job.' Employees begin to voluntarily tap into their discretionary performance area to contribute more fully.

Your *'must-achieve desired results'* are not to be confused with goals or objectives. Goals and objectives often tend to be aspirational, or things we hope to achieve. The term "results" instills a sense of urgency. These *'must-achieve desired results'* are the top two to four critical outcomes that *must* be accomplished in the next twelve to eighteen months. These *'must-achieve desired results'* are outcomes that catapult your team or organization into a better position than where you reside today.

Goals are directional. *'Must-achieve desired results'* are the outcomes we must accomplish together. If your *'must-achieve desired results'* do not make you feel challenged, then they are not the right *'must-achieve desired results'.* These *'must-achieve desired results'* are 'in addition' to the day-to-day work that keeps your operation humming. These are the results that propel your team or organization to the next level. In the new world of work complacency is the death knell to individuals, teams and organizations.

To ignite a culture of accountability, the *'must-achieve desired results'* must be clear in the minds of employees at all levels. The *'must-achieve desired results'* become their 'job.' This increases alignment, nurtures collaboration, strengthens teamwork, improves communication, instills focus and determination, forges camaraderie, spawns creativity and innovation and deepens employee engagement and morale. Most importantly it breeds a 'can-do' mindset versus the destructive thinking that results from the toxic emotions of playing the blame-game.

Without clearly defined *'must-achieve desired results'* leadership and direction is abdicated to the tsunami of activity, workload and urgencies that emerge daily. When this occurs, employees typically default to focusing on 'activity' and keeping busy, rather than relentlessly pursuing what matters most.

Being 'busy' and staying 'active', does not assure *'must-achieve desired results'* will be accomplished. A daily focus on what matters most – your *'must-achieve desired results'* – does. Accountability begins with this clarity. But it does not end there. Leaders must also ensure employees at all levels can make the connection or translation between 'what' they do, and how it contributes to achieving the *'must-achieve desired results.'*

When Determining *'Must-Achieve Desired Results'* Consider the Following:

- Your *'must-achieve desired results'* often are what allow you to do what you do. To achieve your mission. To deliver on your reason to be.
- Based upon current external and internal drivers, what are the two or three outcomes that if achieved, will place your team or organization in a better position than where you reside today? Do your selected results meet the key criteria of M-M-M?
- Everyone must know how each *'must-achieve desired results'* is being measured? Where do we stand against that metric today? What is our target metric? Devoid of knowing how to play the game (where we stand today against the metric, and what we must achieve) employees are unlikely to embrace a mindset of "what else can I do" to help the team achieve the *'must-achieve desired results.'*

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Why Defining and Communicating *'Must-Achieve Desired Results'* is Crucial:

♦ When desired results are defined and communicated, organizations leave no room for misinterpretation, confusion, or misunderstandings of the top priorities.

♦ Employees cannot voluntarily choose to take accountability to achieve results they do not know exist, or results that are ambiguous or vague (EX: "We will be world-class").

♦ Employees begin to identify and define their job as achieving desired top results and not simply a list of daily activity. Employees at all levels, no matter position or responsibility, are hired into any organization to help achieve desired key results. Inasmuch, clearly defined top results foster a culture where employees choose go "above and beyond" their job descriptions to help achieve desired key results.

♦ When desired top results are vague or unclear, employees tend to focus on 'just doing their job,' which rarely is sufficient to propel a team or organization to the next level.

♦ When desired top results are defined and communicated, organizations often cite increased levels of employee engagement, collaboration, commitment, performance and morale. As well as less frustration, misunderstandings, miscommunications and confusion.

♦ Desired top results spawn a mindset of shared accountability, increased teamwork and camaraderie.

About The Speaker/Author:

Mike Evans is an award-winning author/speaker and has developed a unique perspective from 20+ years of working alongside a star studded list of world-renowned thought leaders, including: Dr. John Kotter, Dr. Stephen Covey, Tom Peters, Jim Kouzes, Hyrum Smith, Steve Farber and Chris McChesney. Mike served in executive leadership and consulting roles with Kotter International, FranklinCovey, and Tom Peters Company.
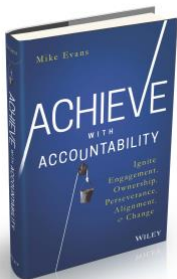
In addition to being a leading authority on ***Unleashing Personal and Organizational Accountability***, clients rely upon Mike's solutions to; ***Accelerate Change, Shape Their Optimal Culture, Flawlessly Execute Key Strategies, Ignite Leadership Capacity at all Levels, Amplify Employee Engagement, Thrive and Excel in the Age of Disruption, Embrace The Role of CEO of Your Life, Career and Destiny, and Cultivate Peak Performance.***

34 of Fortune 50 are clients. Mike works with organizations around the globe and in virtually every arena, from the tech sector to financial services, manufacturing, health care, hospitality, entertainment, retail, and the US Government. Clients include: Intel, Capital One, Apple, Caterpillar, PNC Bank, Cargill, Pfizer, General Mills, H&R Block, The United States Navy, John Deere, Fidelity Investments, Monsanto, Google, US Steel, Rite Aid, Agilent Technologies, Johnson & Johnson, Symantec, Cigna Corporation, ITPA, US Department of Commerce, BNY Mellon, Oracle, Astra Zeneca, Baxter International Inc., Shell Oil, UPMC, Citrus Valley Health, McAfee, American Airlines, Masonite, Novartis, Ernst & Young, ACE Hardware, DuPont USA, Quest Diagnostics, State Farm, BP Oil, Heinz USA, NAFCU, and NASA.