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Orange, California Oct 7, 2026 ([Issuewire.com](https://www.issuewire.com)) - An organization's capacity extends beyond the number of people it employs. It also reflects how broadly responsibility, judgment, and decision-making can be carried throughout the enterprise.

Throughout more than 30 years in finance and organizational leadership, [Lisa Doverspike](#) has seen the value of developing people who can exercise judgment and take meaningful responsibility. As organizations become more complex, decisions multiply and responsibilities broaden. Some issues benefit from executive perspective. Others are best handled by capable people with the knowledge and authority to act.

Leadership capacity grows when responsibility can move through an organization without routinely moving decisions to the top.

Building that capacity requires more than delegating work. It means giving capable people meaningful responsibility, appropriate authority, and accountability for outcomes.

Give People Responsibility

A task comes with instructions. Responsibility requires judgment.

Assigning someone a project while retaining approval at each step transfers work. Giving that person a clear objective, appropriate decision authority, and accountability for the result creates an opportunity to exercise responsibility.

That distinction becomes more important as organizations grow. When decisions routinely move upward, execution can slow and senior leaders can become involved in issues that others are equipped to handle. Giving capable people room to decide creates additional capacity while developing the judgment required for broader responsibilities.

Clear expectations provide the framework. People need to understand the objective, the authority that comes with the responsibility, the resources available to them, and the circumstances that warrant additional input.

Executives can then contribute experience without taking ownership of the decision back. A few questions can help: What is the issue? Which options have you considered? What do you recommend? What resources do you need to move forward?

These questions encourage people to think through the issue and arrive with a recommendation. They also allow an executive to test the reasoning, add perspective, and identify considerations that may deserve additional attention.

Over time, the organization develops more people who can evaluate alternatives, make decisions, and take responsibility for outcomes.

Put Executive Attention Where It Adds Value

Executive attention is an organizational resource, and where it is applied matters.

Senior leaders need enough visibility to understand what is happening across the enterprise. Their perspective can be particularly valuable when decisions cross functional boundaries, involve significant resources, affect governance or culture, or influence longer term strategy.

A financial decision may have implications for capital allocation and future investment. A leadership decision may influence succession and organizational culture. An operating issue may reach customers,

employees, technology, and financial performance. These decisions often benefit from the broader perspective senior executives can provide.

Other decisions may be better made by the people with the greatest knowledge of the issue.

The distinction requires judgment. Senior leaders add value when they recognize where their involvement can materially improve an outcome and where another leader has the knowledge, responsibility, and authority to decide.

Clear decision rights help. People who understand what they own, when collaboration is useful, and when an issue should be elevated can move with greater confidence and accountability. Senior executives, in turn, can devote more attention to setting priorities, allocating resources, developing people, anticipating what comes next, and connecting decisions across the enterprise.

Build an Organization With Depth

Leadership capacity becomes especially visible when circumstances change.

A business may enter a new market, integrate an acquisition, implement a major system, lose a key executive, or encounter an unexpected challenge. Organizations with depth have people who can step forward, assess what needs to happen, and assume responsibility.

That depth develops through experience. Leaders give capable people opportunities to make consequential decisions, provide context and resources, ask questions that sharpen their thinking, and hold them accountable for results. As people demonstrate sound judgment, their responsibilities can expand.

The benefits extend to succession. Developing people who are prepared for broader responsibilities gives an organization more options as roles evolve and leadership needs change.

The effect can compound. One capable executive can contribute to many good decisions. An organization with leadership depth can bring sound judgment to decisions across functions, locations, and levels of responsibility.

For Doverspike, building leadership capacity is ultimately about creating a stronger organization. Senior executives contribute perspective where it adds value while giving capable people meaningful opportunities to lead.

The test often comes when responsibility expands, circumstances change, or a key leader is unavailable. Organizations with leadership depth are better positioned to continue making decisions, executing priorities, and moving forward because capable leadership exists throughout the enterprise.

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