

# Empathy and accountability

A Balancing Act



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# Exploring

- Owning our own story first
- What do we really mean by empathy?
- Taking personal accountability
- Challenges leaders are facing in the workplace
- Ideas for balancing empathy with accountability

# Doing our own work first

Our experiences shape us!



# Empathy

‘We need to dispel the myth that empathy is ‘walking in someone else’s shoes.’ Rather than walking in your shoes, I need to learn how to listen to the story you tell about what its like in your shoes *and* believe you even when it doesn’t match my experiences.’

Brené Brown



# Who am I ?

What are my beliefs? Do they need an update?

What really matters to me?

Who or what has influenced me in life?

What stories do I tell myself?

Who is in charge- my inner critic or my inner champion?

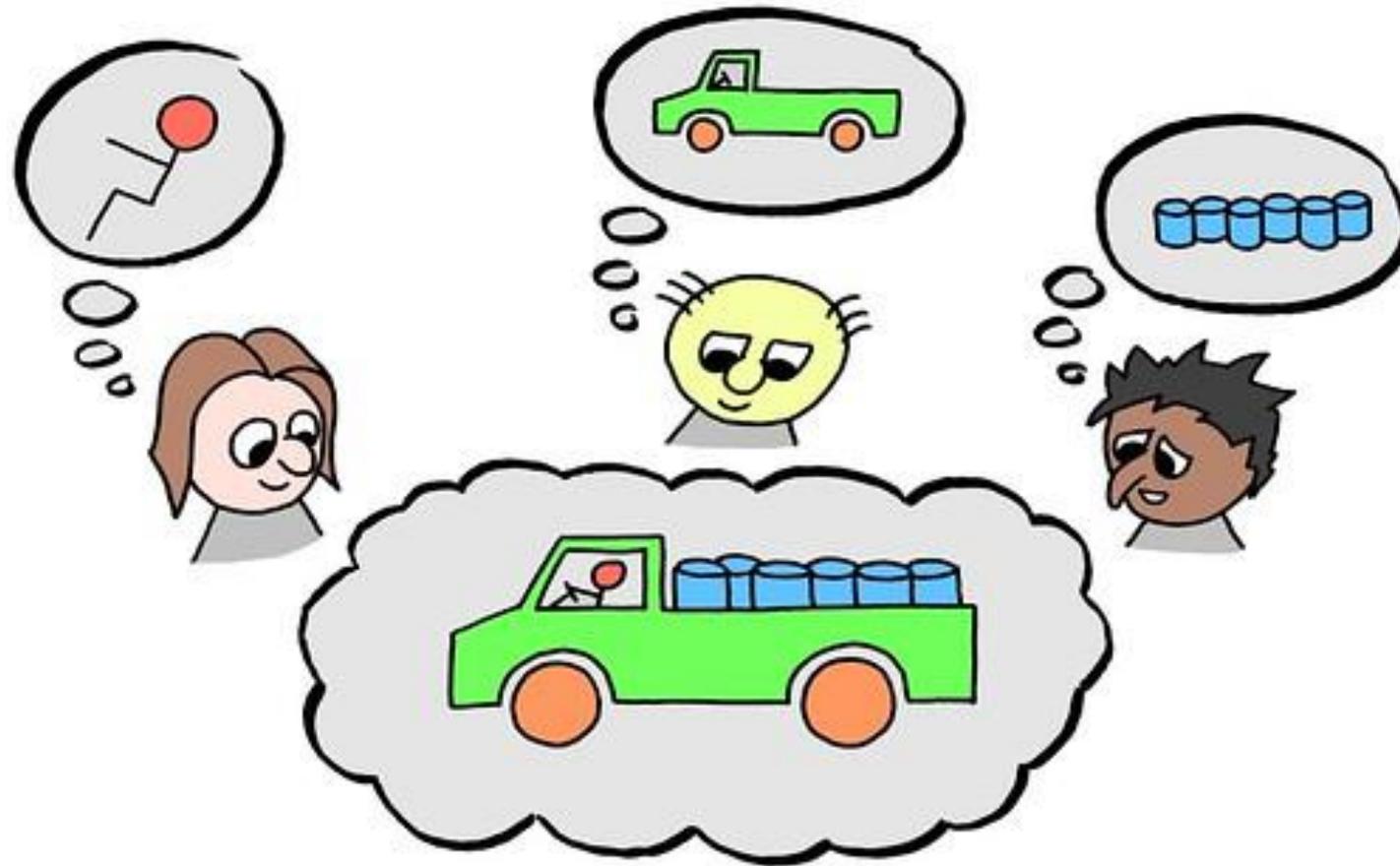
What do I hold myself accountable for?

What boundaries do I have in place?

What is in place when I am at my best?

How do I update my mental models?

# Update your mental models



# Emotional intelligence – a journey

	Self	Others
Mindfulness	<p>Stage 1: Self-awareness</p> <ul style="list-style-type: none"><li>• “Filter”</li><li>• Consciousness of ability to choose emotions, beliefs, behaviours, and actions</li></ul>	<p>Stage 3: Social awareness</p> <ul style="list-style-type: none"><li>• Intent versus impact</li><li>• Perception shifting</li><li>• Understanding others</li><li>• Organisational and community awareness</li></ul>
Empowerment	<p>Stage 2: Self-management</p> <ul style="list-style-type: none"><li>• Event + response = outcome</li><li>• Change beliefs and behaviours</li><li>• Choosing emotions</li><li>• Deciding and acting</li></ul>	<p>Stage 4: Relationship management</p> <ul style="list-style-type: none"><li>• Influence</li><li>• Conflict management</li><li>• Collaboration and cooperation</li></ul>

# Personal Accountability

When you're personally accountable, **you take ownership of what happens as a result of your choices and actions.** You don't blame others or make excuses, and you do what you can to make amends when things go wrong.

Easy huh?



# Self-reflection

What do I need to take responsibility for?

What feelings arise when I am called out?

How do I self-regulate to feedback and not respond reactively?

What beliefs do I hold that I don't like?

Who do I need to understand better in my life?

What gets in the way?

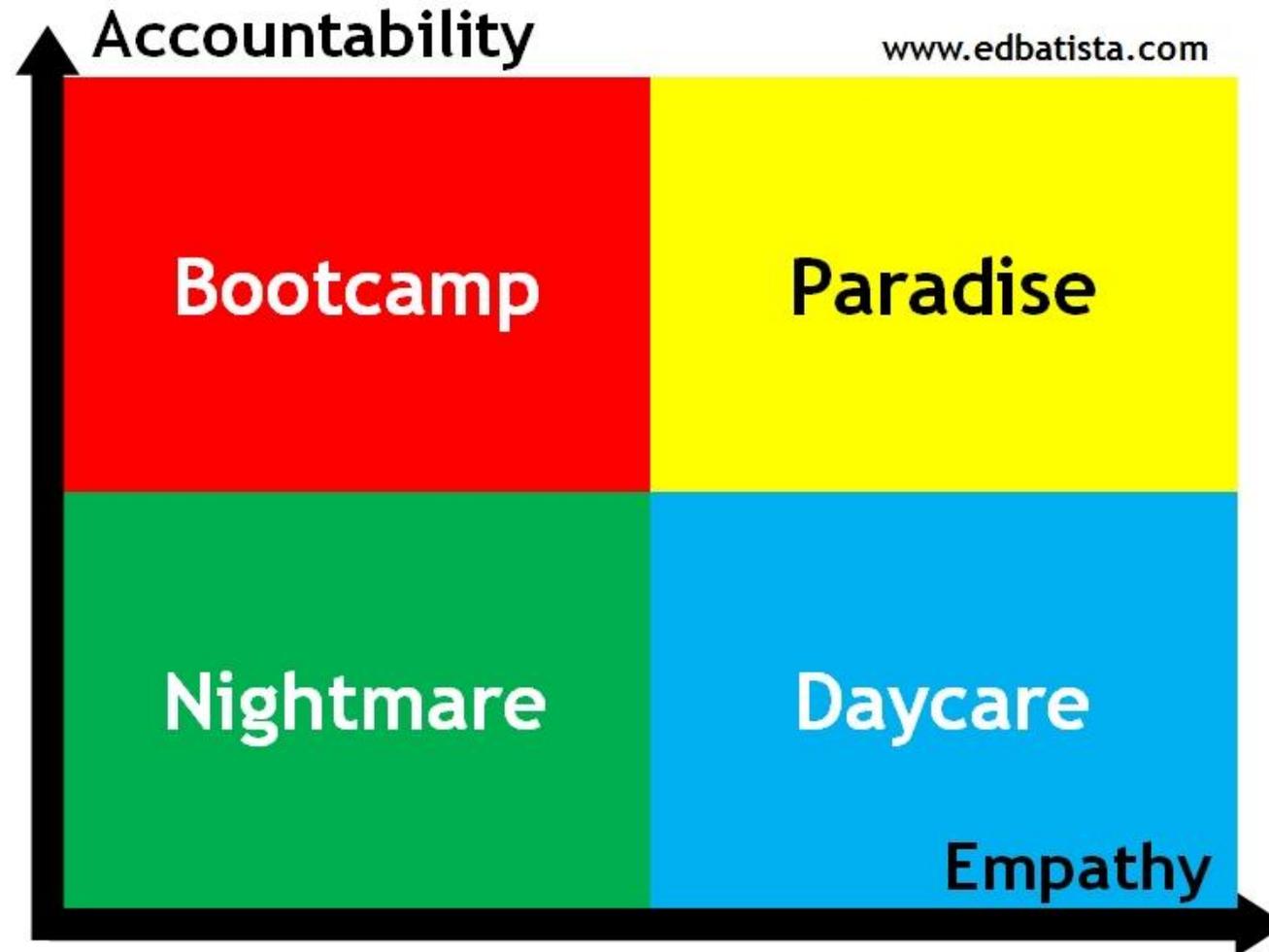
What conversations do I hold back on for fear of getting it wrong or the others response?

When have my actions not aligned with my values, how do I experience this?

# Challenges leaders are facing



# Empathy & Accountability in workplace



# Accountability

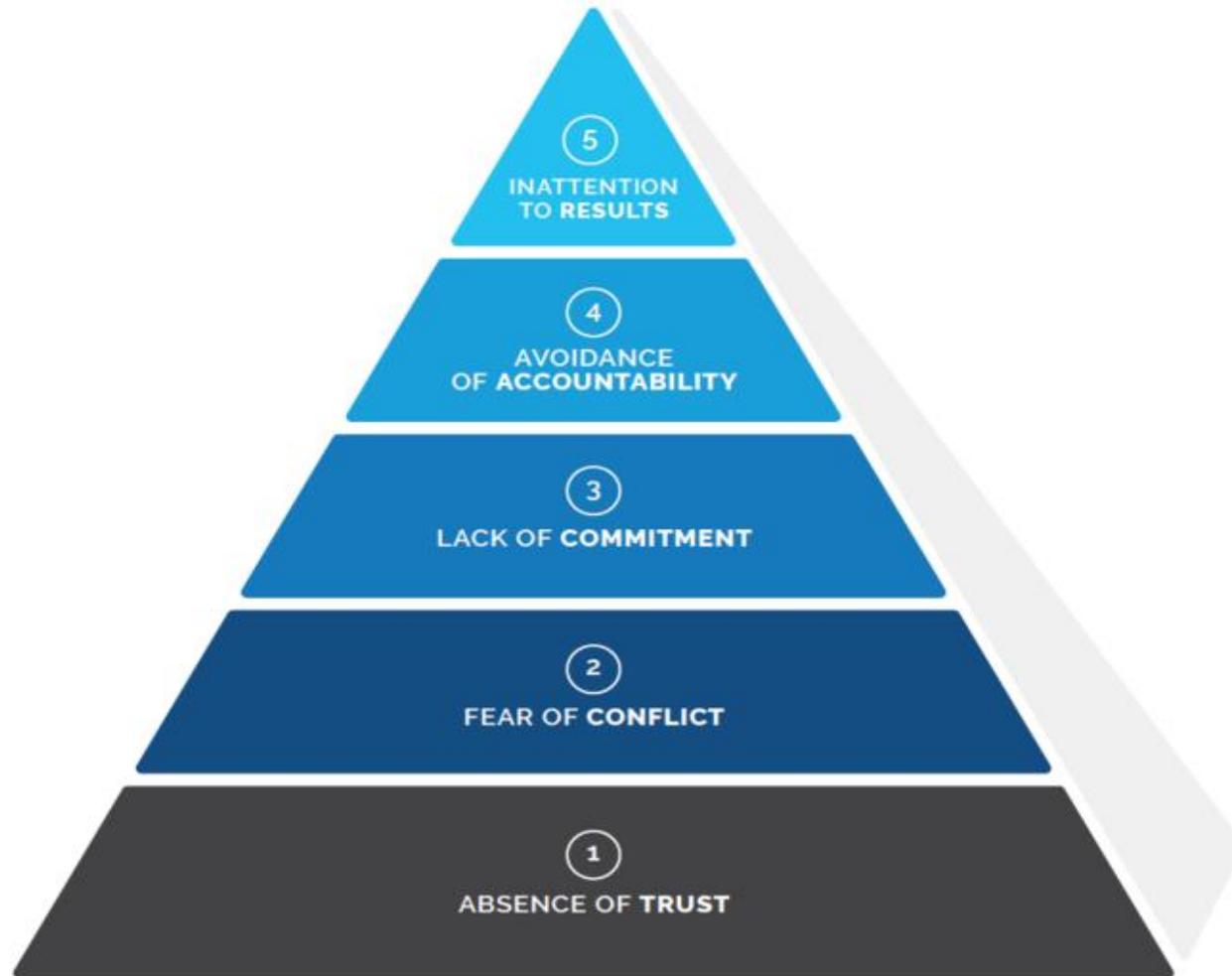
The best leaders understand that accountability is about empowerment – not control.

Accountability is necessary for team members to have high levels of motivation, mutual trust and performance. Empathic leaders continually strive to establish accountability because it is a key ingredient for building a culture where employees can thrive.

*Tony Gambill ( Leadership contributor Forbes )*

# THE **FIVE DYSFUNCTIONS** OF A TEAM

by Patrick Lencioni



# Accountability is not bullying

- Practice radical self-care -have rituals in place that enable you to be your best self.
- Thoughtfully choosing your language and non-verbal forms of expression to communicate in ways that will build rapport and help you achieve your outcomes more effectively.
- Build a foundation of consistent personal and organizational practices to build trust and open conversations.
- Build a culture in which accountability conversations are the norm not special occasions.
- Recognize that feedback is inherently stressful and take steps to make it less threatening.
- Cultivate a closer relationship with your own vulnerability, a process that will likely involve increasing your comfort with discomfort. Selectively share more of who you are.
- Expand your emotional vocabulary in order to choose just the right language for the conversation.
- Take a more thoughtful inclusive approach to problem solving.

# Empathy is not agreement

Theresa Wiseman, a medical professor and researcher at the University of Southampton, identified four defining attributes of empathy:

1. **Perspective taking:** what does this concept mean for you? What is that experience like for you?
2. **Staying out of judgement:** Just listen, don't put value on it.
3. **Recognising emotion:** How can I touch within myself some-thing that helps me connect with what the other person might be feeling? Check in and clarify what you are hearing. Ask questions.
4. **Communicating our understanding about the emotion:** Sometimes this is elaborate and detailed and sometimes this is simply 'Shit. That's hard. I get that'. Validation is at the heart of empathy.

And **Practising Mindfulness (Kirsten Neff)**– not pushing away the emotion because its uncomfortable but feeling it and moving through it.

# Who am I being as a leader?



# Leadership Behaviours and considerations

**Empathy**

**Self-awareness**

**Active Listening**

**Cultural Competency**

**Accountability**

**Adaptability**

**Support and Resources**

**Inclusive Leadership**

**Conflict Resolution Skills**

**Vulnerability**

**Feedback and Coaching**

**Mental Health support**

**Regular check-ins**

**Radical self-care**

**Self-regulation**

**Data-Driven Decision-Making**

**Fairness and Consistency**

**Clear Open Communication**

**Open-Mindedness**

**Advocacy**

**Commitment to Growth**

**Curiosity**

**Courage**

**Representation and leadership Accessibility**

**Team building**

# ‘I am here to get it right not be right’

Brenē Brown



Any questions or sharing's ?



# Thank you

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