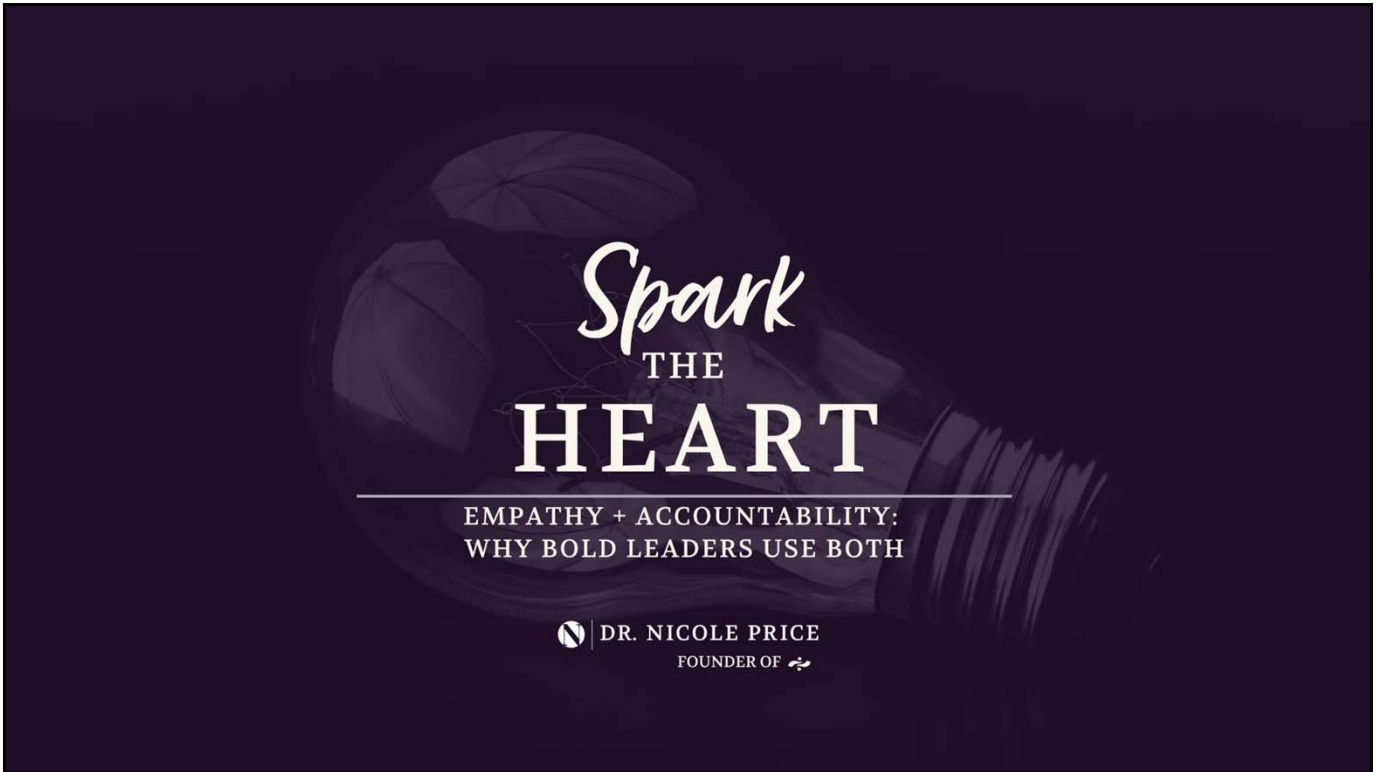




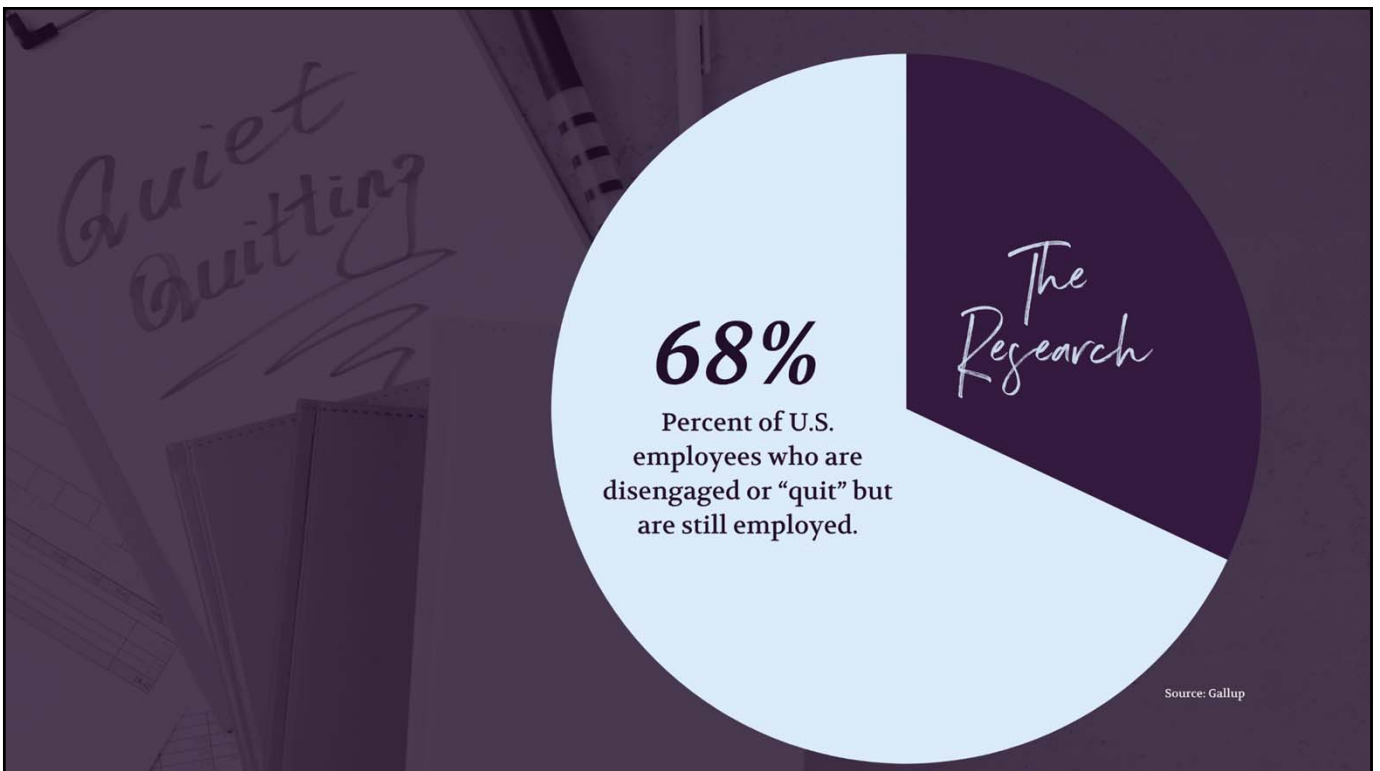
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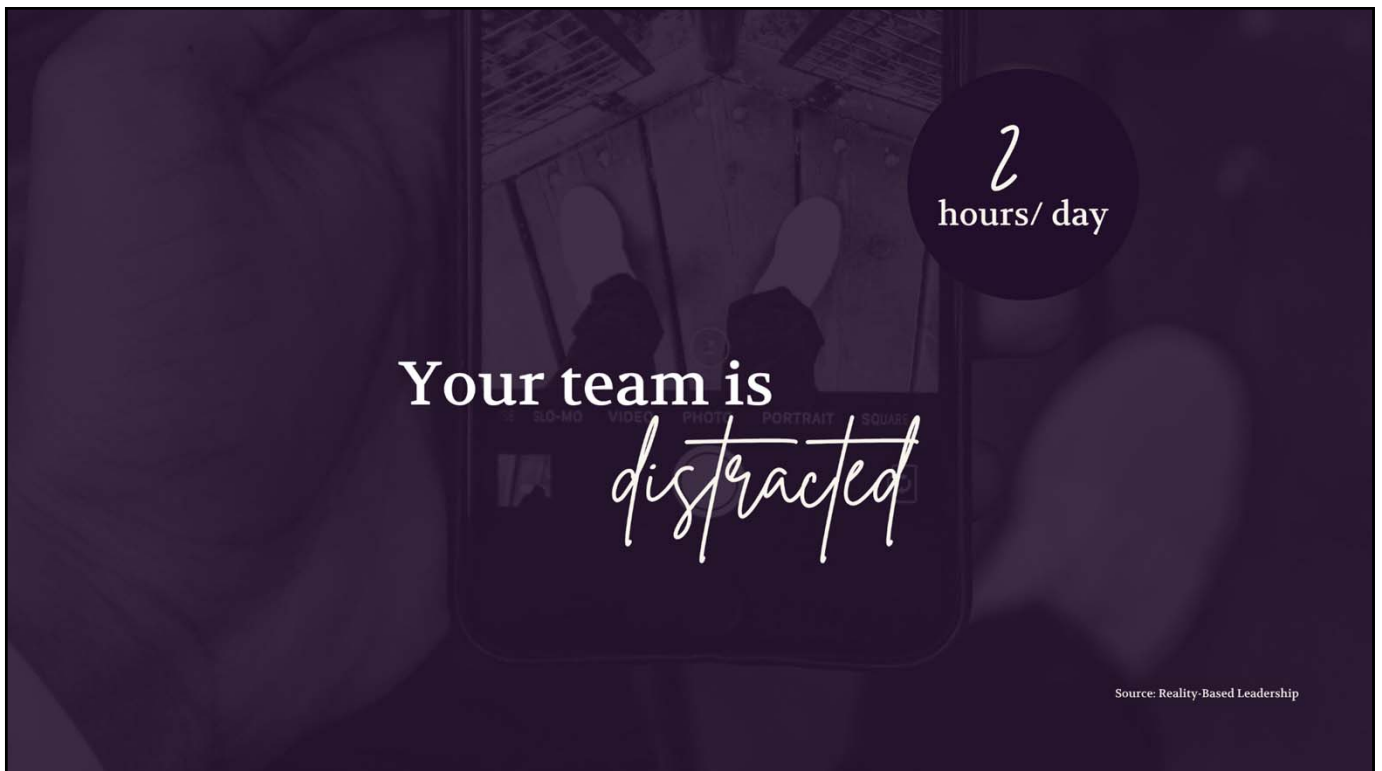


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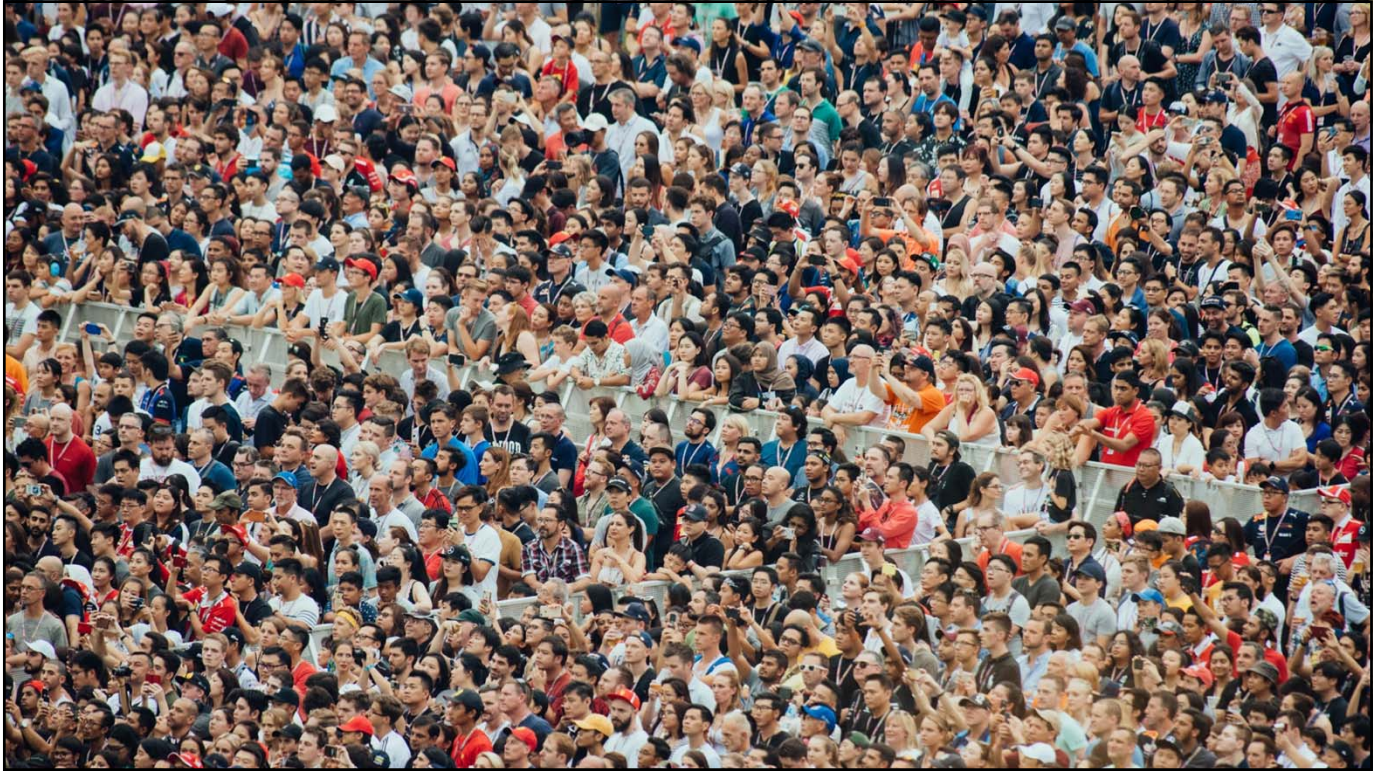
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Source: Reality-Based Leadership

6



7



8



Tired . Frustration . Fear . Distrust .
Hardly Take Vacation .
Insecurity . Anxiety . Irritation .
Feeling *overwhelmed* .

WHAT ABOUT YOU?

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There has to be a
better way

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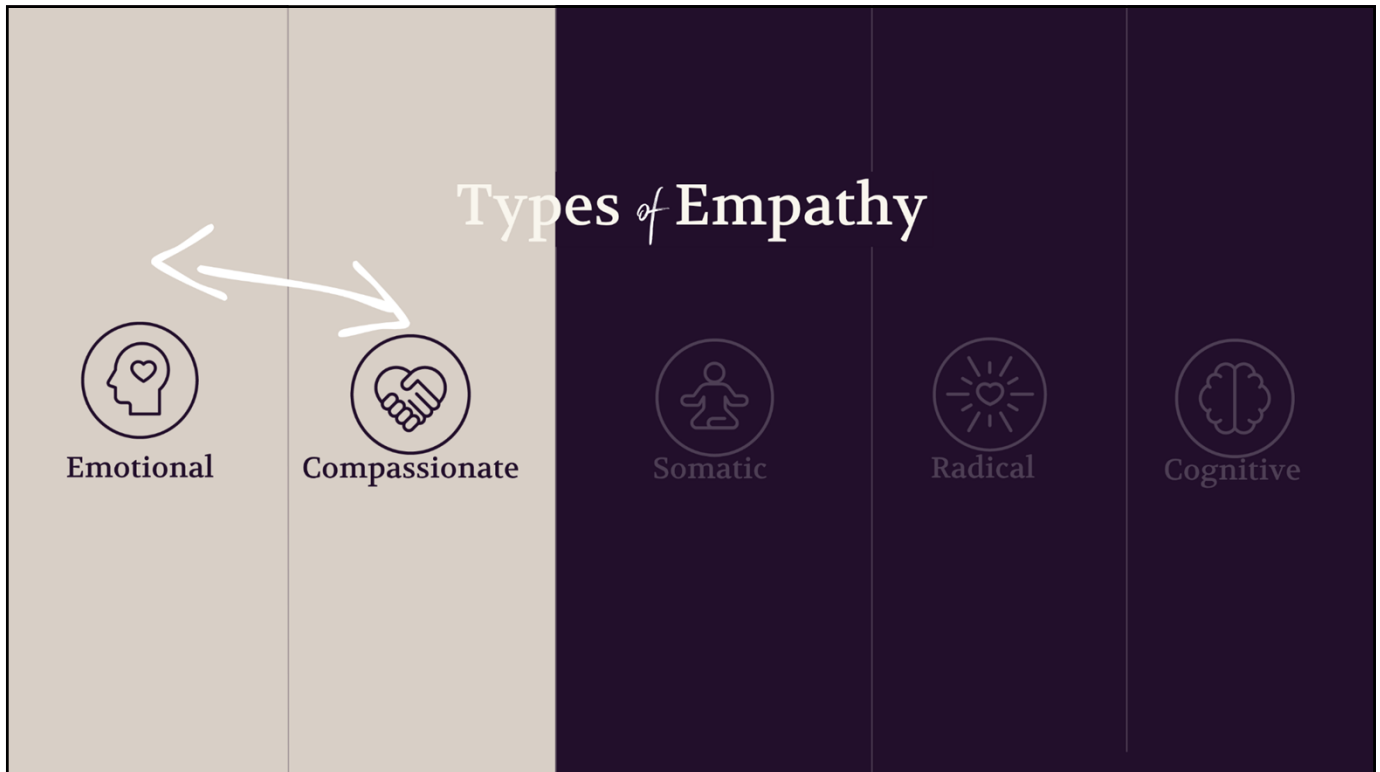
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Why Leaders Avoid Accountability

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Principles

- Lead with understanding
- Express the truth with tact
- Act like accountability is happiness
- Develop without removing responsibility

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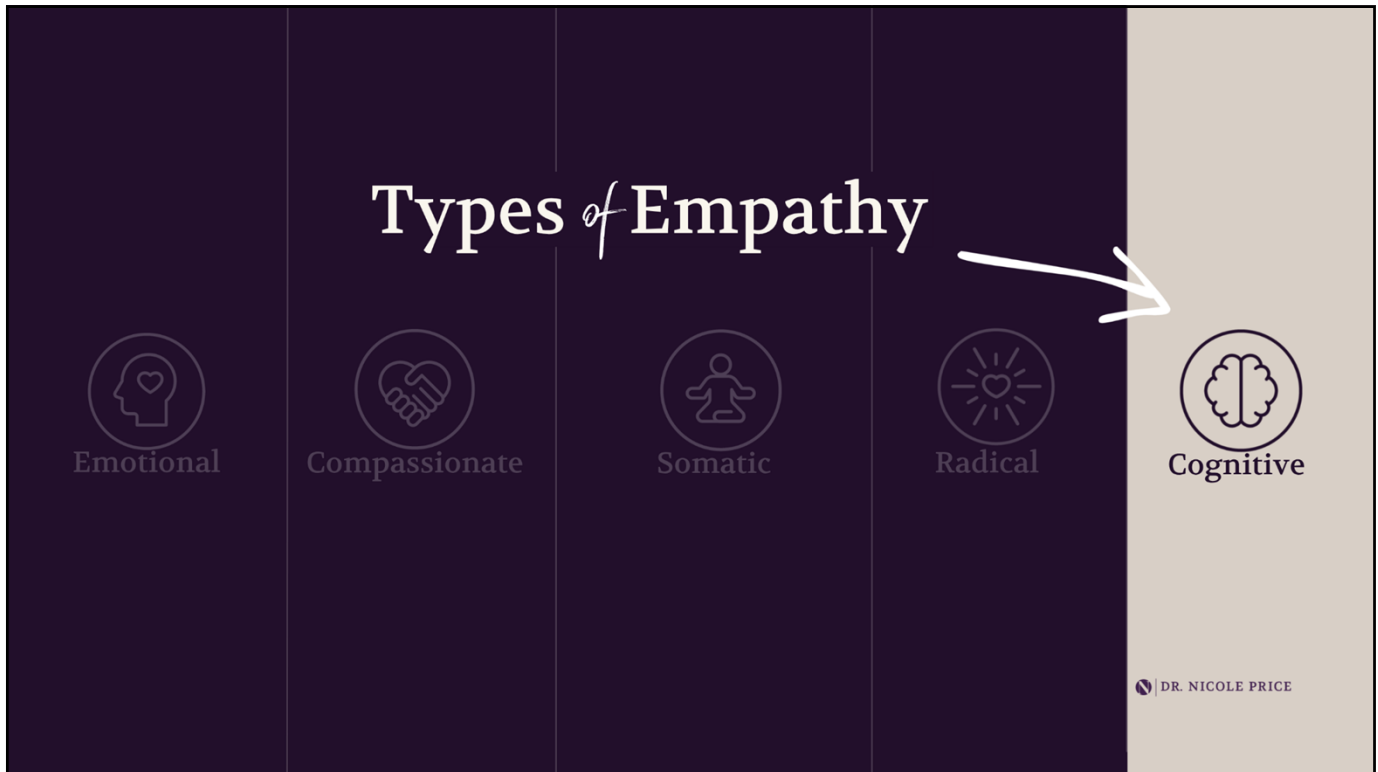


Principles

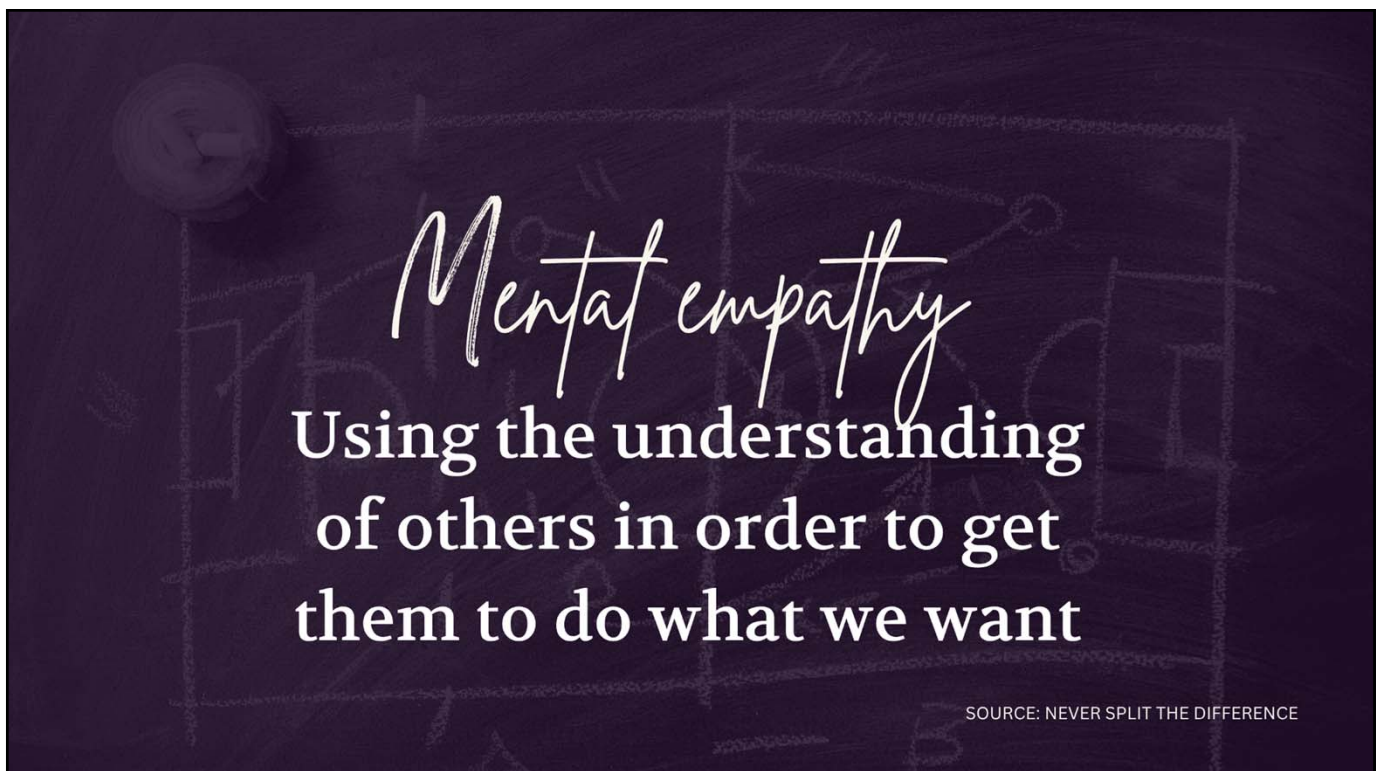
- **Lead with understanding**
- Express the truth with tact
- Act like accountability is happiness
- Develop without removing responsibility

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therapists
hostage negotiators
leaders

SOURCE: DEREK GAUNT, BLACK SWAN GROUP

27

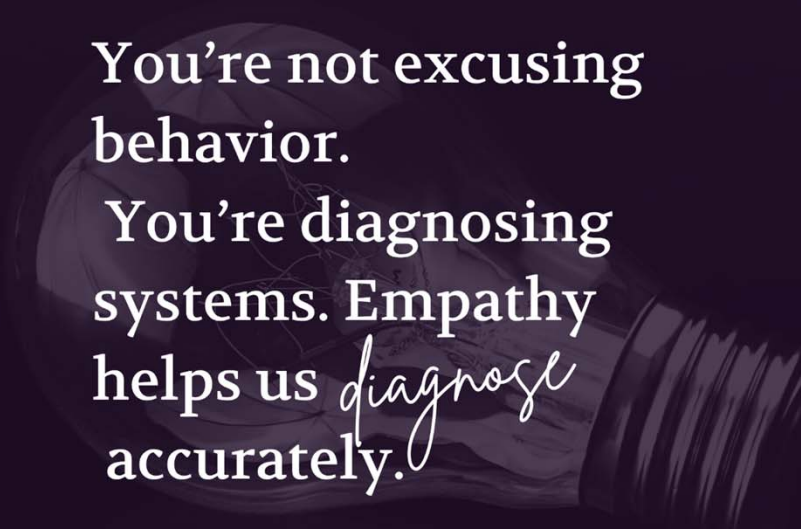
Lead with Understanding

Cognitive empathy asks:

- What pressure are they under?
- What obstacle exists?
- What system is broken?
- What skill is missing?
- What belief is driving behavior?

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You're not excusing
behavior.
You're diagnosing
systems. Empathy
helps us *diagnose*
accurately.

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Principles

- Lead with understanding
- **Express the truth with tact**
- Act like accountability is happiness
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Express the Truth

Early and with Tact:

- Give clear feedback to reduce anxiety
- Establish clear goals to build trust
- Engage in healthy conflict to reduce problems

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Delayed honesty is
not *kindness*.

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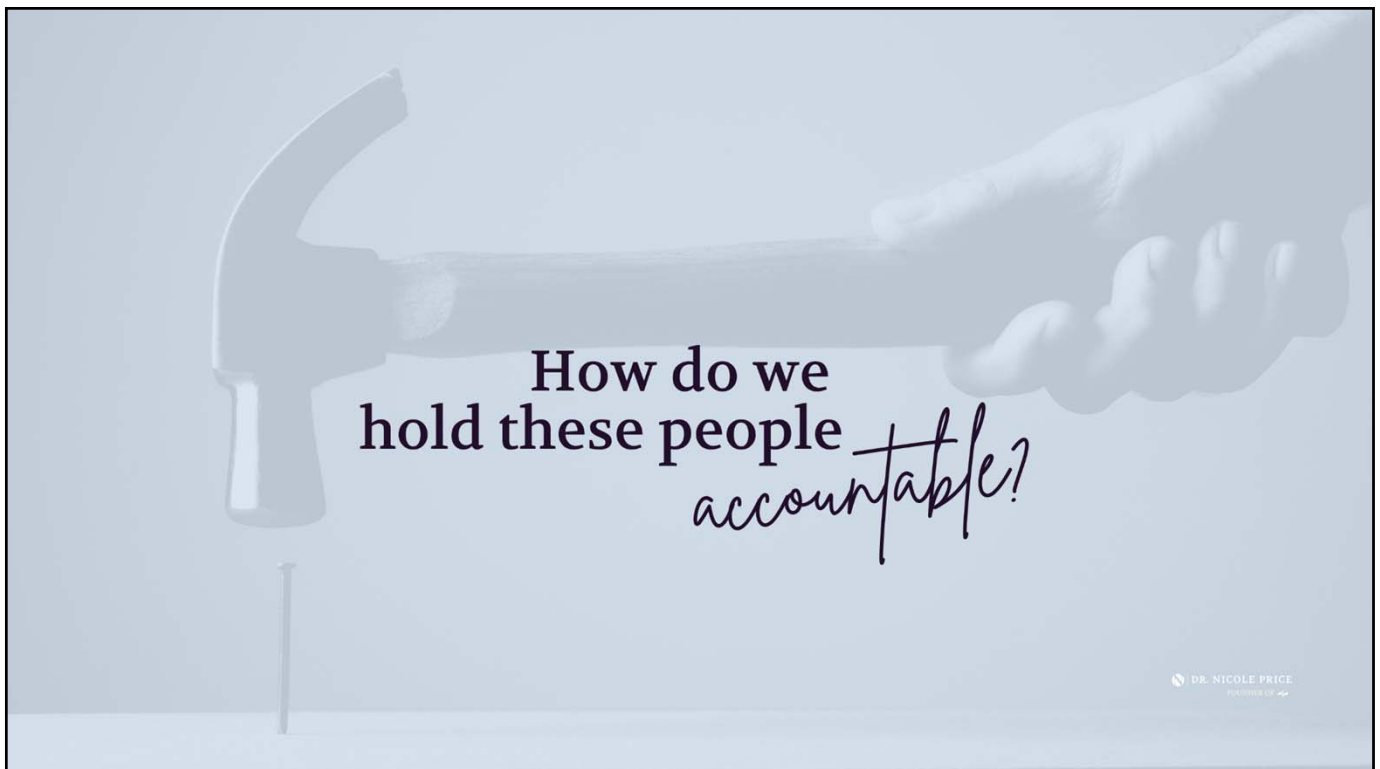


Principles

- Lead with understanding
- Express the truth with tact
- **Act like accountability is happiness**
- Develop without removing responsibility

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How do we
hold these people
accountable?

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Empathy and accountability
are not enemies, they are *allies*

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Source: Lively Paradox

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Personal Accountability

Believe that
results happen
because of their
actions.

Accountable people
believe that they
choose their own
destiny.

Source: Shawn Achor, Before Happiness

37

Happiest people
believe that they
control their
destiny

Source: Lively Paradox

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Principles

- Lead with understanding
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- Act like accountability is happiness
- **Develop without removing responsibility**

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Coaching is getting
people from where
they are to where
they *want* to be.

Source: InsideOut Development

43



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What We Knew

- Yes! Your team is distracted.
- Your people want to do a good job.
- Everyone has the capacity to learn and grow at a higher level

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Redirect
energy

Source: Lively Paradox

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Let's talk!



Most organizations don't have a policy problem. They have a leadership capability problem.



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THANK YOU!

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