

How Leaders Build  
Connection and Get Results

COMPASSIONATE  
ACCOUNTABILITY



NATE REGIER, PhD

Foreword by Marshall Goldsmith, #1 *New York Times* bestselling author

# COMPASSIONATE ACCOUNTABILITY

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and Get Results

NATE REGIER, PHD



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# Compassionate Accountability

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# CONTENTS

*Foreword* ix

Introduction 1

## **Part I: The Big Idea Compassionate Accountability**

1. The Evolution of Compassion 9
2. Compassion and Accountability Are Complementary 23

## **Part II: The Model The Compassion Mindset**

3. What Is the Compassion Mindset? 43
4. The Value Switch 55
5. The Capability Switch 83
6. The Responsibility Switch 99

## **Part III: Implementation Build Your Culture of Compassionate Accountability**

7. How to Build Your Culture of Compassionate  
Accountability 129
8. Case Studies 143

## **Part IV: Overcoming Barriers to Compassion**

|  |     |
|--|-----|
| 9. Compassion Is Just for Bleeding Hearts                    | 161 |
| 10. Compassion Creates Dependence                            | 171 |
| 11. Compassion Is Soft                                       | 185 |
| 12. Compassion Is Selfless                                   | 197 |
| 13. Compassion Can't Be Learned                              | 205 |
| <i>Appendix: The Compassionate Accountability Assessment</i> | 215 |
| <i>Notes</i>   | 223 |
| <i>Index</i>   | 233 |
| <i>About the Author</i>                                      | 241 |
| <i>About Next Element</i>                                    | 243 |

# APPENDIX

## THE COMPASSIONATE ACCOUNTABILITY ASSESSMENT

WHETHER YOU are trying to improve yourself, your team, or your entire organization, an honest assessment is critical. Use the Compassionate Accountability Assessment below to assess how often the target behaviors for each switch are being demonstrated. You can also download a digital copy of this assessment by visiting [Compassionate AccountabilityBook.com](http://CompassionateAccountabilityBook.com).

There are no right or wrong answers. However, by scoring yourself, your team, and your organization on the three switches, you will be able to see where your strengths and weaknesses are and set goals for improvement.

For each target behavior, rate how often you experience this in yourself, your team, and your organization in tables A.1, A.2, and A.3.

Once you've calculated the averages for each switch, copy them into table A.4.

**TABLE A.1.** Value

| <b>Value switch target behavior</b>  | <b>Myself</b> | <b>My team</b> | <b>My organization</b> |
|--|---------------|----------------|------------------------|
| 0 = never  |               |                |                        |
| 1 = seldom   |               |                |                        |
| 2 = occasionally   |               |                |                        |
| 3 = frequently   |               |                |                        |
| Listens to and validates feelings without judging                                | _____         | _____          | _____                  |
| Assumes positive intentions and checks assumptions                               | _____         | _____          | _____                  |
| Affirms experiences, even if I or others can't relate to them                    | _____         | _____          | _____                  |
| Empathizes by finding common emotional ground                                    | _____         | _____          | _____                  |
| Is transparent by sharing own feelings, motives, and experiences                 | _____         | _____          | _____                  |
| Is willing to be vulnerable  | _____         | _____          | _____                  |
| Demonstrates that you don't have to agree with someone to value them as a person | _____         | _____          | _____                  |
| Separates the person from the behavior   | _____         | _____          | _____                  |
| Includes and leverages diversity   | _____         | _____          | _____                  |
| <b>Value totals:</b> Add up totals for each column                               | _____         | _____          | _____                  |
| <b>Value averages:</b> Divide total by 9 to obtain average for each category     | _____         | _____          | _____                  |

**TABLE A.2.** Capability

| <b>Capability switch target behavior</b>  | <b>Myself</b> | <b>My team</b> | <b>My organization</b> |
|---|---------------|----------------|------------------------|
| 0 = never   |               |                |                        |
| 1 = seldom  |               |                |                        |
| 2 = occasionally  |               |                |                        |
| 3 = frequently  |               |                |                        |
| Seeks first to understand   | _____         | _____          | _____                  |
| Shares ideas and resources to find the best solutions                             | _____         | _____          | _____                  |
| Invites people to be part of the solution   | _____         | _____          | _____                  |
| Invests in others' successes  | _____         | _____          | _____                  |
| Turns failure into learning opportunities   | _____         | _____          | _____                  |
| <b>Capability totals:</b> Add up totals for each column                           | _____         | _____          | _____                  |
| <b>Capability averages:</b> Divide total by 5 to obtain average for each category | _____         | _____          | _____                  |



**TABLE A.3.** Responsibility

| <b>Responsibility switch target behavior</b>   | <b>Myself</b> | <b>My team</b> | <b>My organization</b> |
|--|---------------|----------------|------------------------|
| 0 = never  |               |                |                        |
| 1 = seldom   |               |                |                        |
| 2 = occasionally   |               |                |                        |
| 3 = frequently   |               |                |                        |
| Takes ownership over own emotions, thoughts, and behaviors                                 | _____         | _____          | _____                  |
| Allows others to take ownership over their emotions, thoughts, and behaviors               | _____         | _____          | _____                  |
| Asks directly and assertively for what is wanted and needed                                | _____         | _____          | _____                  |
| Enforces boundaries, standards, and commitments without blaming, attacking, or threatening | _____         | _____          | _____                  |
| Keeps the most important thing the most important thing                                    | _____         | _____          | _____                  |
| <b>Responsibility totals:</b> Add up totals for each column                                | _____         | _____          | _____                  |
| <b>Responsibility averages:</b> Divide total by 5 to obtain average for each category      | _____         | _____          | _____                  |

**TABLE A.4.** Compassion mindset switch averages

| <b>Compassion mindset switch averages</b>                                     | <b>Myself</b> | <b>My team</b> | <b>My organization</b> |
|---|---------------|----------------|------------------------|
| Value   | _____         | _____          | _____                  |
| Capability  | _____         | _____          | _____                  |
| Responsibility  | _____         | _____          | _____                  |
| <b>Compassionate accountability score:</b> Average the scores for each switch | _____         | _____          | _____                  |

## Plotting Your Scores

Using figures A.1, A.2, and A.3, plot your scores for each switch. You can also download a digital copy of this assessment by visiting [CompassionateAccountabilityBook.com](http://CompassionateAccountabilityBook.com).

## Interpreting Your Scores

The lower the score, the more risk for toxic cultures with low engagement, high turnover, and failure to perform. The higher the score, the more potential for thriving cultures with high engagement, low turnover, and capacity to perform. Use figures A.1, A.2, and A.3 to track your scores.

*0–1 = Danger zone*—Compassionate Accountability is lacking. Make changes immediately.

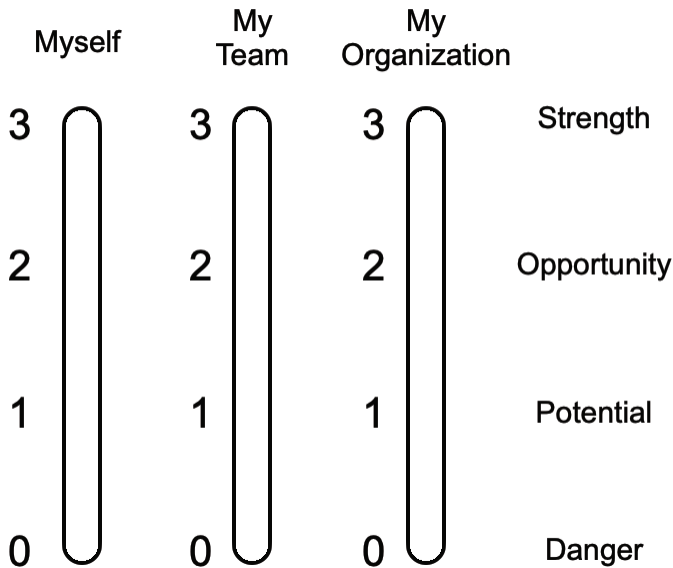
*1–2 = Potential zone*—Pockets of Compassionate Accountability are present. Nurture them.

*2–2.5 = Opportunity zone*—Compassionate Accountability is taking hold. Build momentum.

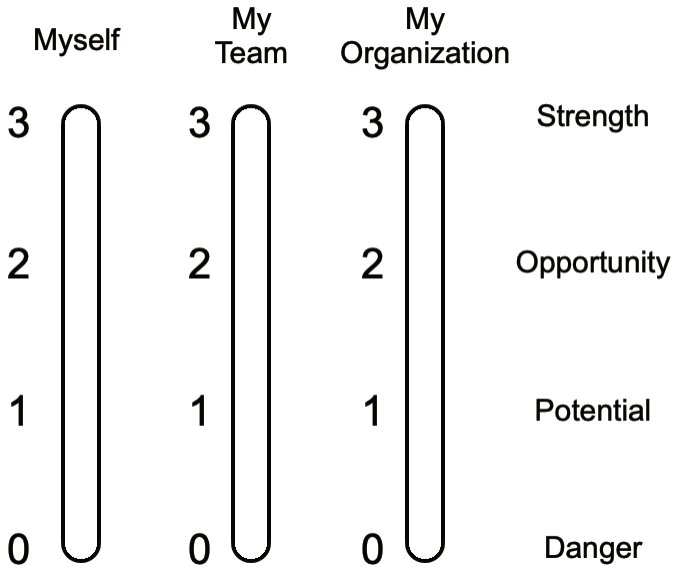
2.5–3 = *Strength zone*—Compassionate Accountability is alive and active. Keep it up!

Remember that each switch is necessary but not sufficient on its own for Compassionate Accountability to work. If all three switches in a particular domain (self, team, or organization) have a score above 2, Compassionate Accountability is taking hold. If any of the three switches are under 2, this represents an area of potential for growth.

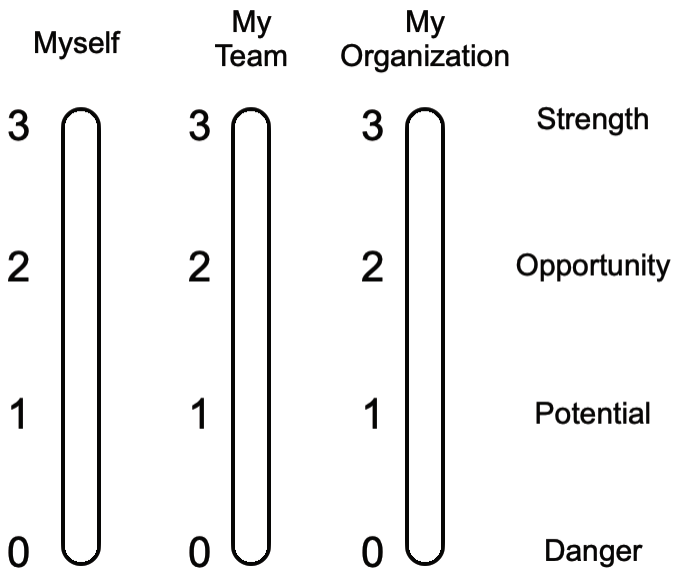
Continue to interpret and apply your Compassionate Accountability Assessment results using the guidance in chapter 7.



**FIGURE A.1.** Value switch scoring template.  
Designed by Nate Regier.



**FIGURE A.2.** Capability switch scoring template.  
Designed by Nate Regier.



**FIGURE A.3.** Responsibility switch scoring template.  
Designed by Nate Regier.

# ABOUT THE AUTHOR



NATE REGIER, PhD, is the CEO and founder of Next Element, a global culture consulting firm dedicated to bringing more compassion to every workplace. A former practicing clinical psychologist, Nate has deep expertise in behavioral psychology and assessment, social and emotional intelligence and leadership, adaptive communication, conflict communication, and ways to build thriving workplace cultures. He was integral in the development of Next Element's Leading Out of Drama and Compassion Mindset leader development frameworks. He is a certifying master trainer in the Process Communication Model, where his role includes helping with certification and model fidelity around the world.

Nate is a thought leader in the field of compassionate cultures, compassionate conflict, and compassionate communication. He has published three other books on these topics; *Beyond Drama: Transcending Energy Vampires*, *Conflict without Casualties: A Field Guide for Leading with Compassionate Accountability*, and *Seeing People Through: Unleash Your Leadership Potential with the Process Communication Model*. He is a sought-after keynote speaker, publishes a weekly blog, hosts a podcast, *On Compassion with Dr. Nate*, regularly contributes to industry publications, and appears as a guest on numerous podcasts.

# ABOUT NEXT ELEMENT

NEXT ELEMENT is a global consulting firm helping organizations create cultures of Compassionate Accountability so they can thrive in complex and challenging environments. We serve clients of all sizes, from small businesses to multinational corporations, throughout the world.

Compassionate Accountability® is the unifying framework for everything we do. Our reputation for helping clients achieve positive results is grounded in a commitment to model the philosophy and tools we teach. Using scientifically proven assessments and diagnostics, a powerful suite of leader development tools, and a zealous commitment to practical application, our clients empower themselves and their organizations to thrive.

Sustainability and empowerment are the keys to long-term success. In addition to delivering assessment, consulting, and training and coaching programs for our clients, we certify, license, and support others to deliver our curriculum. We have a robust global network of over 120 certified professionals in fourteen countries that work independently as well as inside their organizations to bring Compassionate Accountability to more people each day. Next Element is a US distributor for the Process Communication Model and the owner and worldwide distributor of Leading Out of Drama® and the Compassion Mindset® frameworks.

Next Element is here to help you build your culture of Compassionate Accountability. Visit us at [Next-element.com](http://Next-element.com) or reach out to [info@next-element.com](mailto:info@next-element.com) to learn more.

