Leading With Empathy
A critical insight on empathy

It’s a skill, that individuals and groups can improve through effort.
What is empathy

THREE CORE ELEMENTS OF EMPATHY

SHARING
Emotional Empathy

THINKING ABOUT
Cognitive Empathy

CARING ABOUT
Empathic Concern
Why it matters at work

Benefits of Empathy

- Fosters innovative and efficient collaboration across teams
- Increases organizational commitment among employees
- Increases morale, decreased stress and greater intent to stay at job
- More likely to go above and beyond their basic duties, engage in citizenship behaviors, uphold a high standard of workplace ethics
- Excels at work. Viewed effective and as a leader by peers.

Organizational Benefits of Empathy

Recent data from over 150 CEOs and their companies found:

- 87% of CEOs believe empathy supports a company's bottom line
- 90% of employees said they would be more loyal to an empathic company
- Over 80% said they would work longer hours for an empathic company

Source: Businessolver
What it’s not

“Understanding empathy also allows us to overturn the old stereotype that it doesn’t belong at work. To many, “empathy” conjures up warm, fuzzy feelings best left for friends and family. And indeed, empathic individuals enjoy closer, happier, and deeper relationships than their less empathic peers. But these experiences might not seem like a clear fit for the world of work, where nice people supposedly finish last. When leaders hold these creaky assumptions, they are less apt to express any vulnerability or empathy themselves, or to encourage and reward it in their teams. Evidence now clearly demonstrates this is a losing strategy, which erodes trust, performance, and poisons organizational cultures.”

-Leading With Empathy in Turbulent Times
In a post-truth world, who is best positioned to build trust?

**THE EMPLOYER**

<table>
<thead>
<tr>
<th>Communications from...</th>
<th>My employer</th>
<th>National government</th>
<th>Media reports, named source</th>
<th>Major corporations</th>
<th>Media reports, anonymous source</th>
<th>Advertising</th>
<th>My social media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nr. of times they need to see the information repeated before believing it:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once or twice</td>
<td>61</td>
<td>58</td>
<td>57</td>
<td>52</td>
<td>48</td>
<td>46</td>
<td>39</td>
</tr>
<tr>
<td>If I see it here, I will automatically assume it is true</td>
<td>49</td>
<td>45</td>
<td>47</td>
<td>44</td>
<td>40</td>
<td>39</td>
<td>33</td>
</tr>
<tr>
<td>I will never believe it is true if this is the only place I see it</td>
<td>12</td>
<td>13</td>
<td>10</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>6</td>
</tr>
</tbody>
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2021 Edelman Trust Barometer. HEAR_TIME1. When you see a new piece of information or a news story in each of the following information sources, how many times do you need to see it or hear it repeated in that same type of information source before you believe it is really true? Question asked of half of the sample. “Once or twice” is a sum of codes 2 and 3. General population, 27-mkt avg. “Employer communications” only shown to those that are an employee (Q43/1).
One effective place to start

\[ B = f(P, E) \]