

THE ROI OF EMPATHY

The Real Story on What Empathetic Leadership Looks Like and How to Achieve It

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TODAY, LET'S VALIDATE THE VOICES IN YOUR HEAD!

It's getting harder for people to see each other's point of view.

Your people (and you) are suffering and burned out.

Your CEO may not get what's actually going on. And it's squeezing you as HR professionals right now!



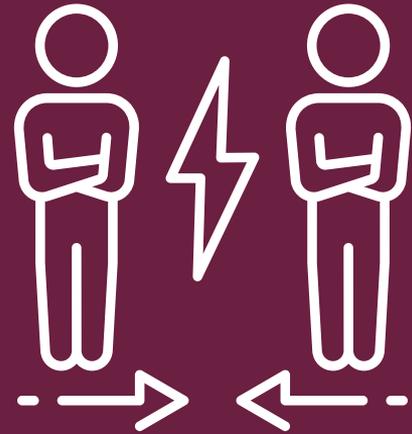
WE CAN'T SEE EACH OTHER'S POINT OF VIEW

31
%

of US adults aren't able to easily see another's POV

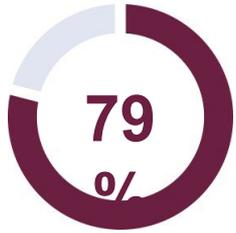
Nearly 1/3 of US adults were unable to agree with the statement that they could easily see another person's POV.

January 2022 refresh: unchanged results.

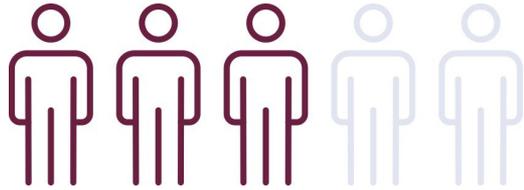


PEOPLE ARE SUFFERING IN THE WORKPLACE

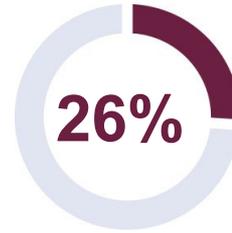
According to APA's 2021 Work and Well-being Survey of 1,501 U.S. adult workers, 79% of employees had experienced work-related stress in the month before the survey.



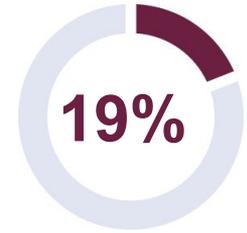
Work-related stress



3 in 5 employees have negative impacts

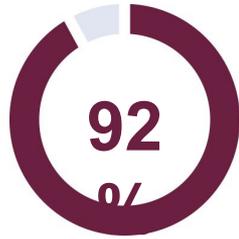


Lack of energy, interest or motivation

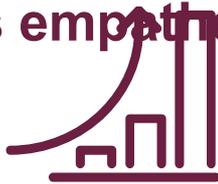


Lack of effort

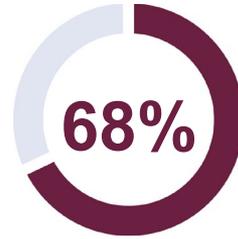
THE EMPATHY GAP BETWEEN CEO & HR



CEOs view
HR
professionals
as empathetic



27-pt jump
from 2022



But...HR
professionals
view CEOs
empathetic



16-pt decline from 2022.
Lowest levels ever
reported.

ROOT: LACK OF EMPATHY



Photo credit: Nolan Issac, Unsplash

THE COST OF BEING UNWILLING TO SEE THINGS FROM ANOTHER POINT OF VIEW

- A** We remain paralyzed
- B** We repeat the same mistakes
- C** We don't connect and engage



**We degrade our brand
reputation, team
productivity,
client's experience,
organization's performance**

BUT THERE'S HOPE!



**Balancing organizational
performance AND creating
a thriving workplace culture
is entirely possible!**



**MY NEW FAVORITE
SMOOTHIE
AND
EMPATHY**

YOUR JOURNEY TODAY...

DEFINE: What empathy means at work – and what it does NOT

DISCOVER: 3 benefits of empathetic leadership and culture

LEARN: How to avoid the “empathy veneer”

ACT: 3 ways you and your leaders can strengthen your empathy muscles and cultivate an empathetic culture

INSPIRE: Redefine success for 21st century leadership

WHAT IS EMPATHY?



What negative or positive beliefs do you hold about exhibiting empathy at work or as a leader?

WHAT IS EMPATHY?



“..see the world
through
the eyes of those who
are different from us.”

-BARACK OBAMA

“The ability to
recognize
and share other
people’s feelings.”

-SIMON SINEK



EMPATHY AT WORK

Being willing and able to see, understand and (where appropriate) feel another person's perspective and, further, use that information to ACT compassionately.



WHAT IS NOT EMPATHY?

It's not “being nice”

It's not caving into crazy demands

It's not agreeing with someone

TWO SIDES TO EMPATHY

Cognitive Empathy

Understand what they might be thinking, their perspective.

Emotional (Affective) Empathy

Share the feelings,
build emotional connection

BOTH CAN LEAD TO

Compassionate Empathy

Be moved to act



Understanding our own emotions is only half of the work in a conversation. Learning how to constructively understand and respond to the emotions of others is also critical to our effectiveness working with others.

According to Daniel Goleman, leadership expert

HOW DOES EMPATHY BENEFIT YOUR ORGANIZATION?

HOW EMPATHY BENEFITS YOUR TEAM & ORGANIZATION



Empathy spurs innovation and productivity



Empathy boosts engagement and collaboration



Empathy drives customer loyalty and profit

1 SPUR INNOVATION & PRODUCTIVITY

Empathetic people perform higher, more productive and create more innovation.

Google Project Aristotle.

Why do you think that is?



EMPATHY FUELS INNOVATION, INCLUSIVNESS, AND WELL-BEING



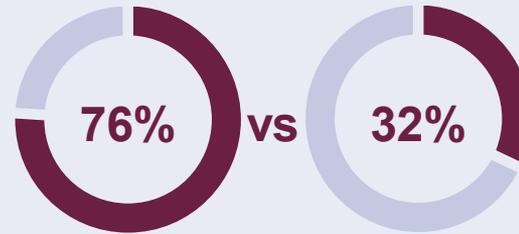
able to **better manage the demands of work/personal life**



say their workplaces are inclusive – 3x the responses of those with less empathetic leaders.



are able to be more innovative at work



were **more engaged** than those with less empathetic leaders

2

BOOST ENGAGEMENT & COLLABORATION

Empathetic cultures experience higher retention, morale, productivity and innovation.

Work is changing: No more "lifers"

Modern workplace challenges rely on team-based approaches



MIND THE GAP FOR GEN Z IN YOUR WORKPLACE!



Gen-Z lists empathy as the **second most important characteristic**, while bosses rank empathy as a distant fifth.

Yet....only **35 percent of Gen-Zers** feel that their boss is empathetic!

3

DRIVE PERFORMANCE, LOYALTY AND PROFIT

- Empathetic companies aligned with customer needs lead the market.
- 87% of CEO's tie empathy to business performance
- Improve CX, reduce churn = Increase retention by 5% increases profits 25% to 90% (Bain & Co.)



CUSTOMERS ARE DEMANDING EMPATHY FROM YOUR BRAND!



86%

of customers say empathy is the biggest driver of loyalty.



9 in 10

consumers want brands to show empathy through their behavior.



97%

of customers say that empathy is the most important element in customer engagement.



6,731
managers



Empathy in the workplace is positively related to job performance.

Managers who practice empathetic leadership toward direct reports viewed as **high performers** in their job by their bosses.

*The Center for Creative Leadership:
The Importance of Empathy in the Workplace www.ccl.org*

**BUT PLEASE
REMEMBER...**

A photograph of a two-way street with a yellow center line and white directional arrows. A thick green diagonal line crosses the street from the bottom-left to the top-right. The text "EMPATHY IS A TWO-WAY STREET" is overlaid in white, bold, sans-serif font across the center of the image.

**EMPATHY IS A
TWO-WAY STREET**



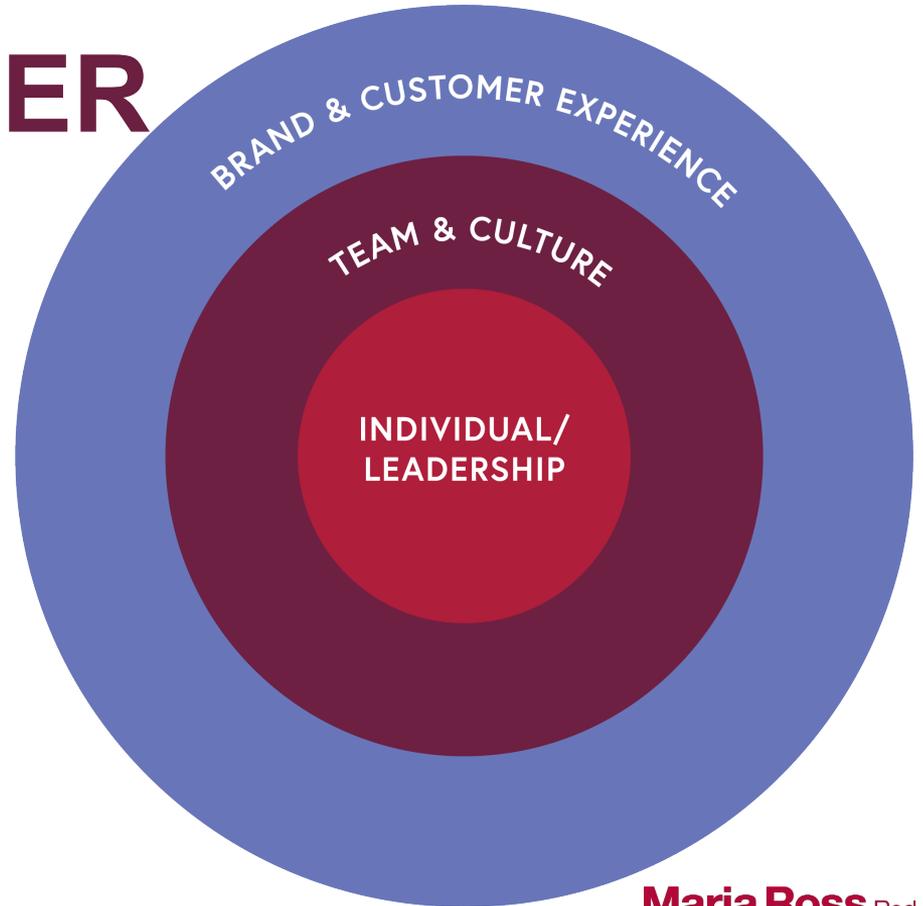
How are you empowering your people – at all levels – to build empathy muscles?

Would doing so solve a lot of internal issues and yield higher performance?

AVOID THE EMPATHY VENEER

Walk your talk

What policies, hiring practices, rewards, or protocols exist to foster empathy from the inside out?



**FIRST, STRENGTHEN THE
LEADERS AND
INDIVIDUALS!**

3 HABITS TO STRENGTHEN YOUR EMPATHY AS A LEADER



PRACTICE PRESENCE



BE CURIOUS AND ACTIVELY LISTEN



FIND COMMON GROUND

1 PRACTICE PRESENCE

Ground yourself first to make space for other POV.

When your foundation is solid, meet others without defensiveness.

Develop a mindfulness practice that works for you.
10 minutes.



2 BE CURIOUS & ACTIVELY LISTEN

Curiosity is the #1 trait of empathic people.

ASK. “Tell me more...”

AFFIRM. “What I hear you saying...”

ENRICH. “Yes, and...”



3 FIND COMMON GROUND

Diverse viewpoints make for better decisions.

- Focus on where you both agree, however small.
- Discern, don't judge. Assume good intent.
- Check in.



**NEXT, CREATE THE RIGHT
CULTURE FOR EMPATHY
TO FLOURISH**



IS YOUR ORGANIZATION WALKING ITS TALK?

AUDIT FOR EMPATHY AUTHENTICITY

- Are we aligned on mission and values?
- What internal policies or practices exist to foster/reward empathy?
- Are we building a safe and trusting environment?
- Are we “hiring right”?
- Do we implement proactive and flexible customer service policies?

WHAT MUSCLES NEED TONING?

EQ Quiz and Toronto Empathy Questionnaire

<https://psychology-tools.com/empathy-quotient/> and [/Toronto/empathy-questionnaire](https://psychology-tools.com/Toronto/empathy-questionnaire)

HEARTI Strength Quotient Leadership Assessment www.HeartiQuotient.com

Harvard's free Implicit Association test (IAT) for unconscious bias:

<https://implicit.harvard.edu/implicit/takeatest.html>

Clifton Strengths Finder – Measure strengths:

Brandon Miller, 34strong.com. FREE if email brandon@34strong.com

Center for Building a Culture of Empathy

<http://cultureofempathy.com/References/Test.htm>

**BEFORE WE CONCLUDE:
A GIFT!**



Give feedback to Maria

1. Scan this QR code



or go to talk.ac/mariaross

2. Enter this code on the screen

CULTURE



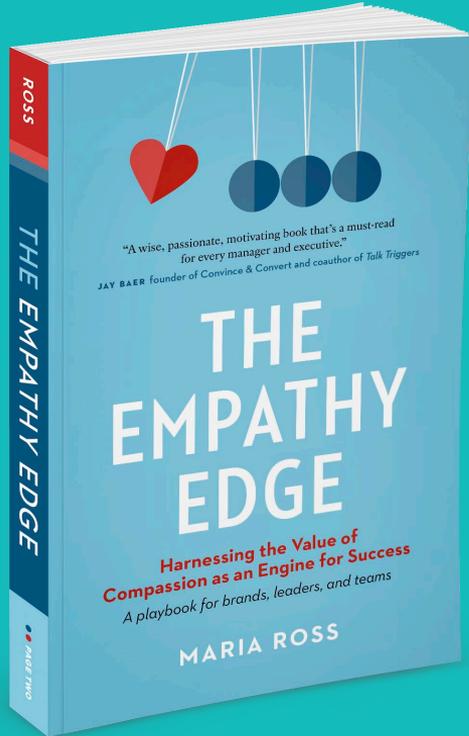
breathe

“There will be times when your resolve to serve humanity will be tested. Be prepared. People will try to convince you that you should keep your empathy out of your career. Don’t accept this false premise.”

-TIM COOK, CEO, APPLE



THANK YOU!



QUESTIONS, KEYNOTES,
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LISTEN TO THE PODCAST:

www.TheEmpathyEdge.com