Practical Empathy

Organizations are a mosaic of experiences, challenges, and aspirations, where every employee adds a unique facet to the collective brilliance. This beautiful complexity means realizing the potential of our workplaces requires deep understanding, honest reflection, and decisive action.

These worksheets help leaders convert the 2024 Global Culture Report into action, ultimately elevating their workplace cultures and employee experiences. Please use them to:

1. **Gain deeper insights:** Each chapter clarifies a critical dimension of organizational culture, from understanding the 80% to forging nimble resilience. By the end, you'll have a broader perspective as well as precise tools to drive change.

2. **Conduct reflective exercises:** Thoughtful questions prompt you to both challenge and affirm your perceptions and bring clarity to your vision.

3. **Take steps:** Beyond insights and reflections, you'll find many exercises geared towards tangible action. These strategies help bridge the gaps between understanding and implementing.

4. **Create a personalized roadmap:** Components can serve as a guide to help you chart bespoke paths for your organization.

A few additional suggestions:

Explore with an open mind and approach each chapter with a spirit of discovery. Let go of preconceived notions and be ready to embrace new perspectives.

Engage consistently. The worksheets for each chapter have a cumulative impact, ensuring that the narrative unfolds seamlessly and provides a holistic view.

While introspection is powerful, reflecting with others magnifies its impact. Engage with your teams, share insights, and encourage discussions. Together, you can co-create a transformative journey.

In essence, these worksheets are more than a tool; they're a compass guiding you toward an enriched, inclusive, and vibrant organizational culture. We invite you to embark on this transformative journey, reassured that every step you take will bring you closer to excellence.

Practical Empathy

Questions and exercises for making empathy more actionable and effective (covered on pages 38–61 of the 2024 Global Culture Report).

More than mere sentiment, empathy is a profound catalyst for meaningful organizational change. Yet understanding and action must go hand in hand to translate this sentiment into tangible results. This worksheet provides an avenue for introspection, allowing you to gauge the current pulse of empathy within your organization, from employees' perception to its manifestation in leadership actions.

This worksheet will help you:

- **Assess the perception and reality of empathy in your organization, leveraging both quantitative metrics and qualitative insights**

- **Delineate the components of practical empathy and evaluate its presence across various leadership tiers**

- **Reflect on historical data, such as employee exit interviews and feedback, to identify opportunities where empathy can bridge gaps**

- **Strategize actionable recommendations to foster a more empathetic organizational culture in the upcoming quarters**

As you navigate this worksheet, you'll garner insights into the current state of empathy and chart a roadmap for its future enhancement. Embrace this journey because understanding and fostering empathy are the keys to a more engaged, satisfied, and driven workforce.

Perception shapes reality. Gauge the pulse of empathy within your organization as perceived by your core: the employees.

How would you rate the level of empathy in organizational leadership toward employees on a scale of 1–10, where 1 is not empathetic at all and 10 is highly empathetic.

1   2   3   4   5   6   7   8   9   10

Why did you choose this number?

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List three recent examples where leaders in your organization demonstrated practical empathy. (See page 44 of the 2024 Global Culture Report for more detail on practical empathy.) Describe the action that followed each instance of practical empathy, focusing on the resulting employee outcomes.

Example 1:

Example 1 Reflection

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Example 2:

Example 2 Reflection

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Example 3:

Example 3 Reflection

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Reflecting on the stat that 41% of employees feel their leaders' expressions of empathy are empty of meaningful deeds, how do you think your organization compares? What evidence would you point toward?

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Interview a few employees (from various departments or teams) to gauge their perception of the empathy-action gap in your company. Document critical feedback from your interviews below.

Here are a few example interview questions to get you started:

- How would you define empathy in the context of our workplace?

- Can you share a specific instance when you felt someone demonstrated genuine empathy towards you at work?

- Have there been moments when you felt that empathy was expressed but no corresponding action was taken?

- Can you recall an instance where you felt your concerns or feelings were acknowledged but not acted upon?

- How would you rate our leadership's ability to demonstrate empathy? Are there areas where you think they can do better?

- Can you think of a specific recognition experience that reflected genuine empathy?

- In what ways do you believe leadership can bridge the gap between understanding and actionable change?

Key Feedback

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What stood out to you as you completed these interviews?

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Beyond feeling lies action. Assess our leadership's hands-on approach to empathy across each level of leadership.

What does practical empathy mean to you?

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How well do leaders do in each component of practical empathy? Assess each leadership level below on a scale from 1 to 10, where 1 is the least competent and 10 is the most competent.

FOCUS ON THE PERSON

Frontline leaders   _____
Mid-level leaders   _____
Senior leaders   _____
C-suite leaders   _____

LISTEN TO LEARN

Frontline leaders   _____
Mid-level leaders   _____
Senior leaders   _____
C-suite leaders   _____

TAKE SUPPORTIVE ACTION

Frontline leaders   _____
Mid-level leaders   _____
Senior leaders   _____
C-suite leaders   _____

SEEK UNDERSTANDING

Frontline leaders   _____
Mid-level leaders   _____
Senior leaders   _____
C-suite leaders   _____

EMBRACE PERSPECTIVES

Frontline leaders   _____
Mid-level leaders   _____
Senior leaders   _____
C-suite leaders   _____

RESPECT BOUNDARIES

Frontline leaders   _____
Mid-level leaders   _____
Senior leaders   _____
C-suite leaders   _____

What stands out to you in your assessment?

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How might these results affect retention, engagement, and workplace culture sentiment?

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Our past tells a tale. Dive into feedback to unveil how empathy, or the lack thereof, has shaped the employee experience.

Review employee exit interviews or feedback from the past year. How might practical empathy fill the gaps in the employee experience and reduce employee attrition?

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Review results from your last employee survey. How might practical empathy fill the gaps in the employee experience and reduce employee attrition?

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What steps have already been taken in your organization to cultivate a culture of practical empathy? What results have you seen? What challenges continue to be a barrier to practical empathy?

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Where should your organization focus next?

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From insight to strategy. Let's blueprint our empathy-driven path for the upcoming quarter.

Of the provided recommendations, which ones align best with your organization's current state and future vision?

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Chart a strategy to roll out one key recommendation over the next quarter. What are the milestones, challenges, and expected outcomes?

Strategy:

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Milestone 1:

Milestone 1 Challenges

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Milestone 1 Outcomes

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Milestone 2:

Milestone 2 Challenges

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Milestone 2 Outcomes

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Milestone 3:

Milestone 3 Challenges

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Milestone 3 Outcomes

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CONCLUDING REFLECTIONS

As we wrap up, take a moment to internalize the journey of practical empathy in your organizational landscape.

After going through the chapter, what's your biggest takeaway as a leader?

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How can you prioritize practical empathy in your work as a leader?

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ADDITIONAL NOTES