



# Empathy


## The key to success on board?



## What does this mean?

**When you start to develop your powers of empathy and imagination, the whole world opens up to you.**

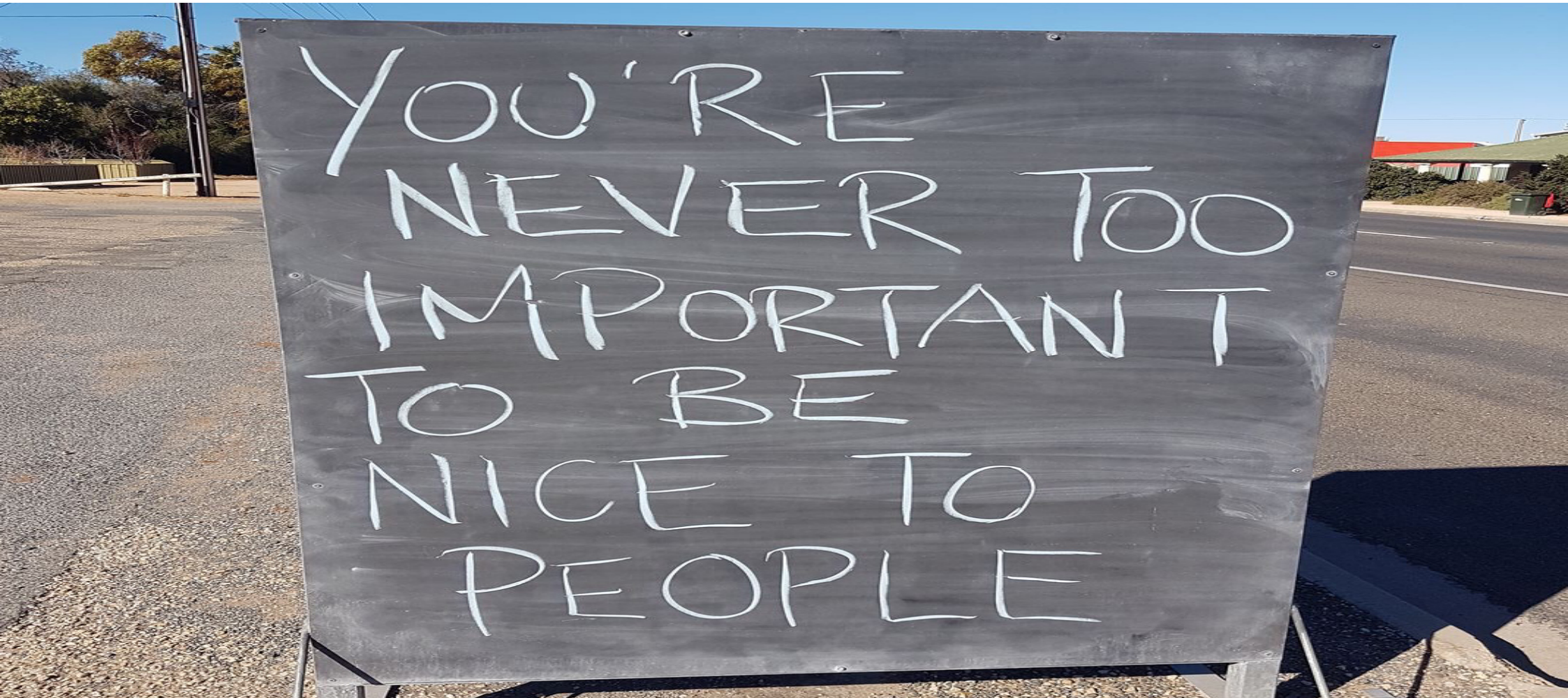
Susan Sarandon

 quote fancy





**At the end, it's all about us...**





# PACDEFF 2017

Decision Making

Communication

Confidence

Creativity

Intuition

Positive attitude

Honesty

Commitment

Ability to delegate

Sharing information

**Ability to inspire others**

**Empathy**





If your actions inspire others to dream more,  
learn more, do more and become more, you  
are a leader.

*John Quincy Adams*



## Study Thrash and Elliot

- Inspiration involves both being inspired *by* something *and acting on* that inspiration.
- Inspired people are:
  - are more **open to new experiences** and reported **more absorption in their tasks**.
  - are reported having a **stronger drive to master their work**, but were **less competitive**.
  - are more **intrinsically motivated** and less extrinsically motivated, variables that also strongly **impact work performance**.
  - are reported to have **higher levels of important psychological resources**, including **belief in their own abilities, self-esteem and optimism**.
  - view themselves as **more creative** and show actual increases in self-ratings of creativity over time.

**AND - Inspiration facilitates progress toward goals**





## Inspiration at all levels in the company



Historically, business has used carrots and sticks to get performance OUT of people. Today, we need to become leaders who can INSPIRE performance IN people.

# Empathy







# Definition of Empathy

- The imaginative projection of a subjective state into an object so that the object appears to be infused with it;
- The action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experience fully communicated in an objectively explicit manner;
- The ability or capacity to understand and share the feelings of another.



Or simply:

**Empathy is...**

**seeing with the eyes of another,  
listening with the ears of another,  
and feeling with the heart of another.**





# Cross-training to improve empathy





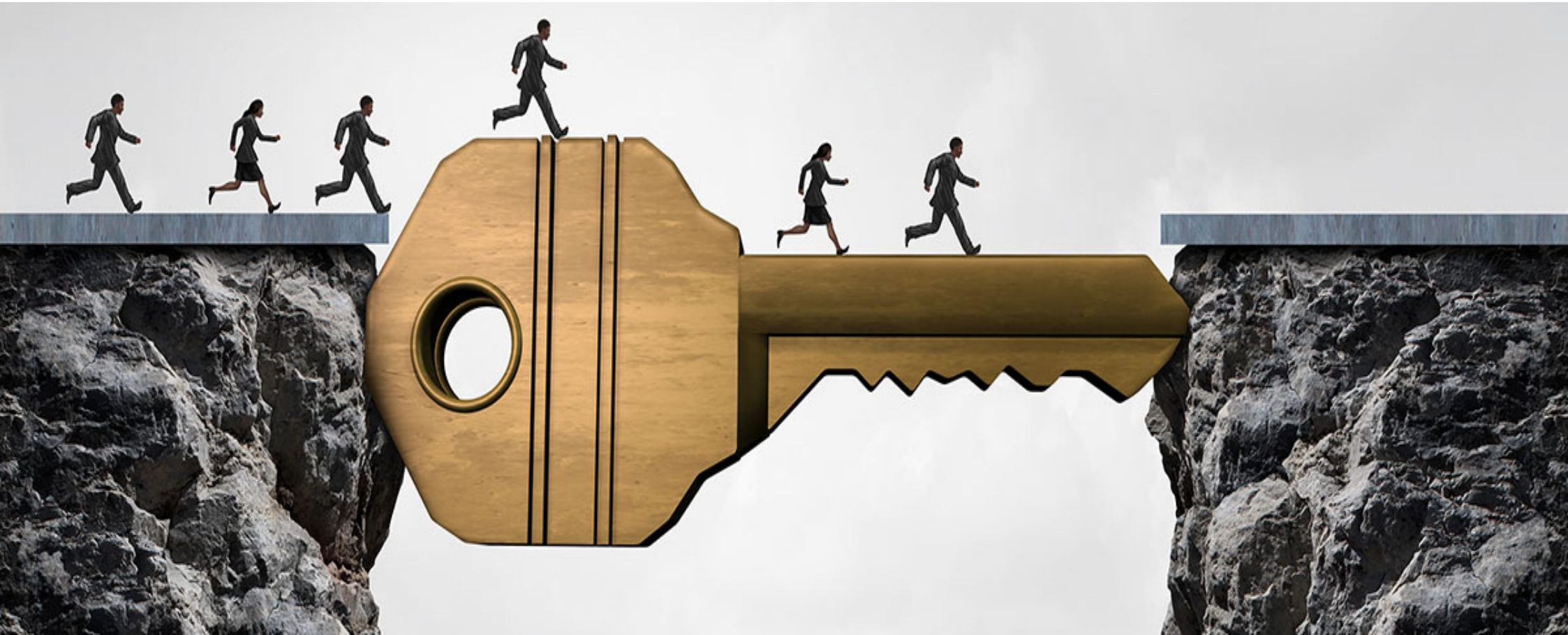
## Decline of Empathy?







## So why is empathy important or even the key to success?





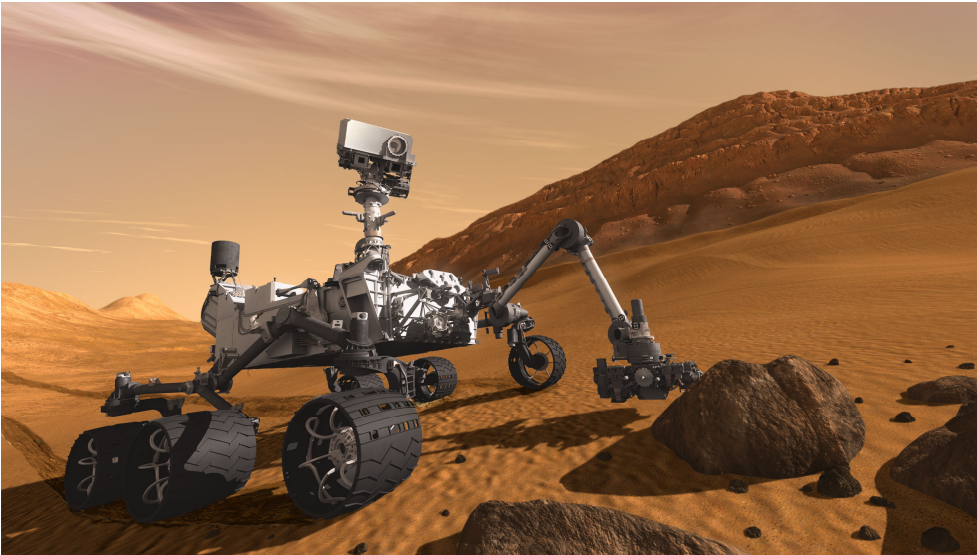
**It was important then:**







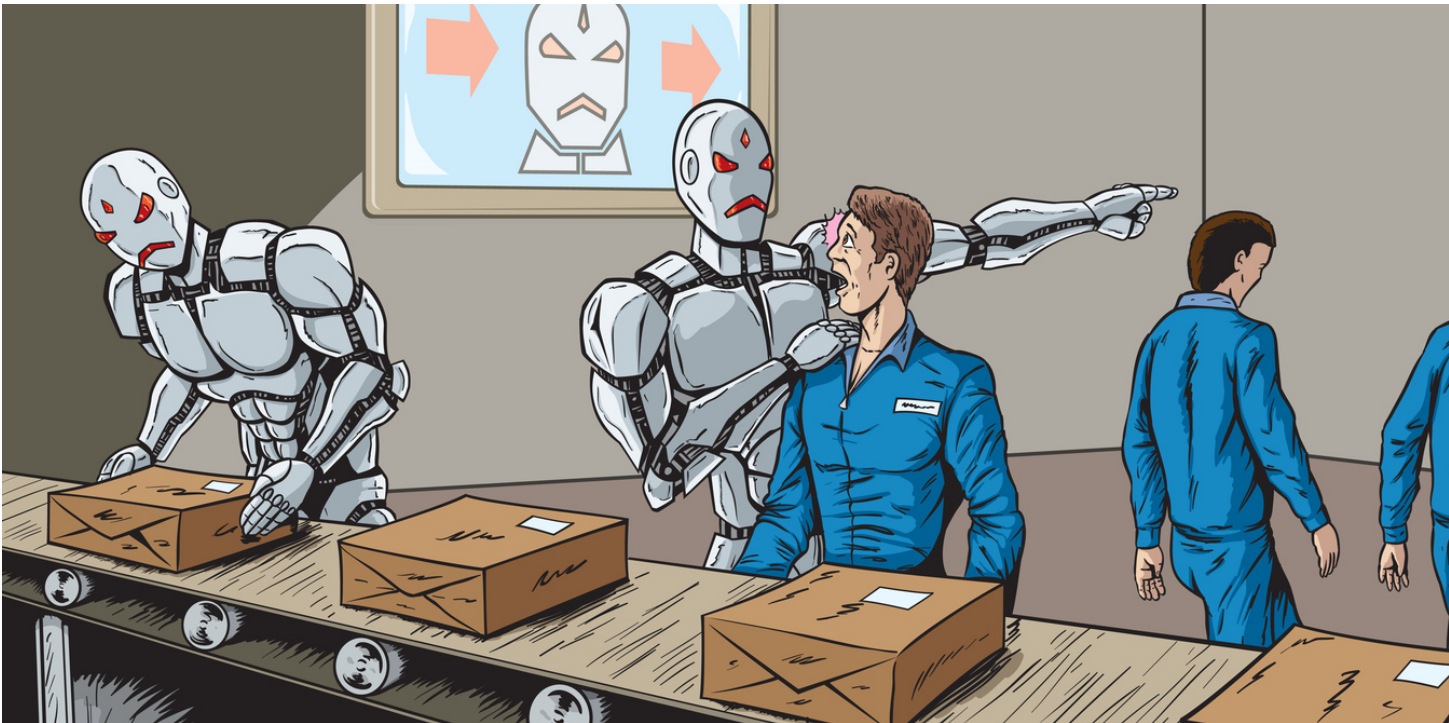
**It is important now**



Collective intelligence is our best problem-solving tool!  
And empathy is the root of this!



## How about in the future?



But, we need to focus on tasks where we are better than robots/automation:

**Empathy**  
**Learning and creativity**  
**Flexible & contextual thinking**





# The basics of being empathetic

- Listen and communicate



ASRS SEARCH "Parked" + "HF" + Category below		
Troubleshooting	4269	78%
Time Pressure	3530	64%
Communication Breakdown	2030	37%
Situational Awareness	1258	23%
Confusion	858	16%
Training & Qualification	523	9.5%
Distraction	396	7%
Workload	276	5%
Human-Machine Interface	190	3.5%
Fatigue	134	2.5%
Physiological	86	1.6%

Sir Winston Churchill once said: "Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen."



# The basics of being empathetic

- Listen and communicate
- **Personal accountability**
- **Credible leadership**
- **Role modeling without excuses or exceptions**



*“It’s amazing how much you can accomplish when it doesn’t matter who gets the credit.”*

Harry S. Truman (1884-1972)





# The basics of being empathetic

- Listen and communicate
- Personal accountability
- Credible leadership
- Role modeling without excuses or exceptions
- Team effort
- **Respect – a surrogate marker of empathy**





## But empathy has its limits







## Three kinds of leaders (Philip Stahel)

- **Natural born leaders** – pick up trash as an instinctual act of kindness and empathy. Driven by doing what's right at all times. These are the better surgeons.
- **Conditional leaders** – pick up trash only when there is someone else around to see them do it. These are good surgeons on the path of becoming better.
- **The Rest** – a large bulk of people who never pick up litter, regardless of whether someone is watching. It is hard to imagine they will ever grow beyond the walls of their own ego.





## Conclusion

- **Be modest. Be empathetic.**
- **Empathy is a highly important skill for our human race**
- **Empathy is our most potent problem solving tool – now and in the future.**
- **Being empathetic is one of the bravest things you can do.**



Thank you.  
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