



Individual Progress ► Collective Success

# Investing in Design? Start with Empathy



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# Our Focus Today

- ▶ Why companies are betting billions on design
- ▶ How design relies on a specific sort of empathy, which most people aren't great at
- ▶ How personality type work cultivates this empathy

Companies are investing billions.

Employee experience

Design thinking

Customer personas

Agile development

Diversity and inclusion

Inclusive design

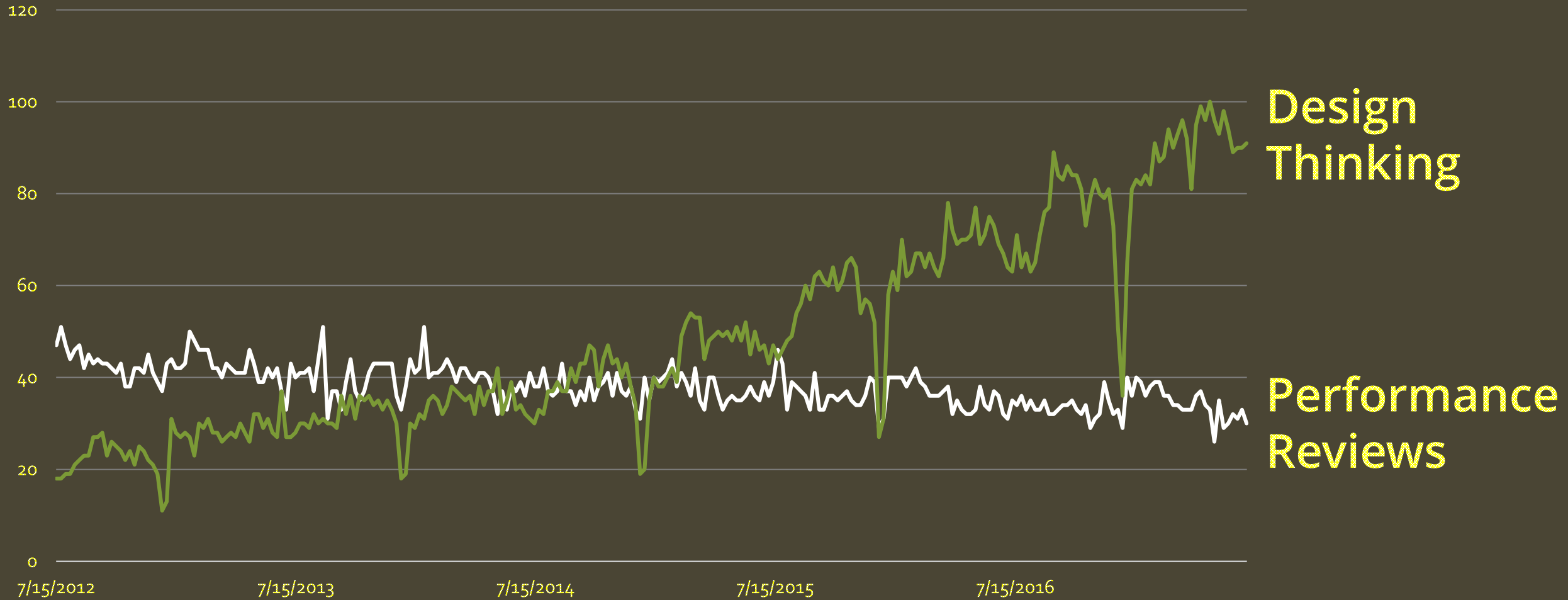
Lean Start Up  
Lean Government

Learner-centered design

Psychological safety in teams

# Google Searches

*Worldwide*



# Stanford d.school Design-Thinking Process



The diagram illustrates the Stanford d.school Design-Thinking Process as a sequence of five steps, each represented by a hexagon. The hexagons are arranged in a slightly descending line from left to right. The first hexagon, 'Empathize', is red, while the subsequent four hexagons ('Define', 'Ideate', 'Prototype', and 'Test') are a muted blue-grey color. Each hexagon contains its respective step name in white text.

Empathize

Define

Ideate

Prototype

Test

# Design-Thinking Worksheet

Words & dialogue

Thoughts & beliefs

Feelings & values

Actions & behaviors



# Empathy Matters

“...responding with empathy outshines all other skills leaders need to be successful.”

DDI, 2015, 15,000 leaders in 18 countries

40% higher performance  
60% would take a pay cut to experience empathy at work

# Yet We See Skill Gaps in Real-World Empathy

“...responding with empathy was one of the lowest skills we tested.”

DDI, 2015, 15,000 leaders in 18 countries

40% of managers show appropriate empathy  
Oncologists show empathy in 11% of appropriate opportunities

# Kinds of Empathy

**Cognitive Empathy**  
“Perspective-Taking”

*I get what you’re thinking & feeling,  
and I will act with that understanding.*

**Compassion**  
“Empathetic Concern”

*I care about you and your experience.*

**Emotional Empathy**

*I feel you.*

**Sympathy**

*I feel bad for you.*

# Cognitive Empathy

*I get what you're thinking & feeling, and I will act with that understanding.*

- 1. Imagine yourself in the situation**
- 2. Experience the situation yourself**
- 3. Imagine them in the situation**
- 4. Go see them and maybe ask**

# Practices for Perspective Taking *aka Cognitive Empathy*

**Experience**

2. Experience the situation yourself

4. Go see them and probably ask

**Imagine**

1. Imagine yourself in the situation

3. Imagine them in the situation

**Focused on you**

**Focused on other**



“All people are the same.  
Some people are the same.  
No people are the same.”

*Clyde Kluckhohn, Anthropologist*

# How Working with Myers-Briggs Strengthens Design

- **Explore specific common differences**
- **Sharpen powers of observation**
- **Adapt to different learning styles**
- **Appreciate differences**
- **See points of commonality**

# Activity: “Tell us about you...”

*Count on us to move the work forward by...*

*Sometimes we create conflicts/breakdowns by ...*

# Activity: “How do you like to learn?”

	Extraversion	Introversion
Sensing	Talk through, with their hands on the keyboard. Give step-by-step.	Send link to Demo. Click for in the moment help chat.
iNtuition	Share the purpose, give overview, quick start guides.	Send link to the Needs Assessment, Architecture Document, and White Paper.

# Activity: “Working Together”

With one person of a different type, interview each other:

- ▶ What do we both care about that matters to our work?
- ▶ What’s different about how we like to work?
- ▶ If we disagree, what are good ways to influence you?
- ▶ If we have a misunderstanding, what would help us get back on track?
- ▶ What would show that I appreciate you and your work?
- ▶ What else could we do to work together most effectively?

**What will you  
change?**



# Questions?

