



THE EVEREST *Leadership Academy*

# EQ - Empathy

HBR EQ Series

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# 1

## What is Empathy?

By Daniel Goleman

- Focus on others
- Three distinct kinds of empathy:
  - Cognitive empathy – the ability to understand another person’s perspective
  - Emotional empathy – the ability to feel what someone else feels
  - Empathic concern – the ability to sense what another person needs from you



## 2

# Why Compassion is a Better Managerial Tactic Than Toughness

By Emma Seppala

- The traditional approach is to reprimand the person
- The more compassionate response will get you more powerful results
- Creating an environment where there is fear, anxiety, and lack of trust makes people shut down

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## 3

# What Great Listeners Actually Do

By Jack Zenger & Joseph Folkman

- Not talking when others are speaking
- Letting others know you're listening through facial expressions and verbal sounds – building a person's self-esteem
- Being able to repeat what others have said



## 4

# Empathy is Key to a Great Meeting

By Annie McKee

- Empathy is a competency that allows you to read people
- Empathy lets you see and manage these power dynamics.  
Power is very important in group settings
- The leader's emotions are highly infectious



## 6

# Becoming Powerful Makes You Less Empathetic

by Lou Solomon

- Research shows that personal power interferes with our ability to empathize
- Power in a way that is motivated by ego and self-interest
- Self-aware leaders do, however, recognize signals of power

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## 9

# The Limits of Empathy

by Adam Waytz

- It's exhausting – compassion fatigue
- The tendency to sacrifice one's own needs for others
- It's zero sum - listening can be emotionally draining
- It can erode ethics – use altruism to rationalize dishonesty