

Contents at a Glance

Introduction	1
Part 1: Discovering Empathetic Leadership	5
CHAPTER 1: Defining Leadership through the Empathy Lens	7
CHAPTER 2: Understanding Why and How Empathy Matters in Leadership	19
CHAPTER 3: Recognizing that Some Leaders Succeed without Empathy	35
CHAPTER 4: Identifying Where You Are on the Empathy Spectrum	49
Part 2: Becoming an Empathetic Leader	63
CHAPTER 5: Exploring the Mindset of Empathetic Leadership	65
CHAPTER 6: Characterizing Empathetic Leadership	77
CHAPTER 7: Defining Your Goals	95
CHAPTER 8: Practicing Patience	109
CHAPTER 9: Pursuing Perspective	127
Part 3: Leading Others with Empathy	143
CHAPTER 10: Forming Real Connections with Others	145
CHAPTER 11: Leading Groups with Empathy	159
CHAPTER 12: Being Empathetic and Authoritative	175
CHAPTER 13: Handling Failure When Leading with Empathy	189
Part 4: Measuring Your Empathetic Leadership Skills	201
CHAPTER 14: Identifying Your Gaps as an Empathetic Leader	203
CHAPTER 15: Balancing Empathy with Accountability and Results	221
CHAPTER 16: Assessing Your Empathetic Leadership Style	237
CHAPTER 17: Assembling Your Empathetic Leadership Council	251
CHAPTER 18: Measuring Growth without Measuring People	263
Part 5: The Part of Tens	279
CHAPTER 19: Ten Myths about Empathetic Leadership	281
CHAPTER 20: Ten Mistakes for an Empathetic Leader to Avoid	285
CHAPTER 21: Ten Reassurances for Empathetic Leaders	289
Appendix: Glossary	293
Index	299

Table of Contents

INTRODUCTION	1
About This Book	1
Foolish Assumptions	2
Icons Used in This Book	3
Beyond the Book	4
Where to Go from Here	4
PART 1: DISCOVERING EMPATHETIC LEADERSHIP	5
CHAPTER 1: Defining Leadership through the Empathy Lens	7
Telling the Story of Empathy	8
Reframing Leadership as a Relationship	9
Knowing how empathy fits in with good leadership	10
Realizing why empathy fits in with good leadership	11
Establishing Empathy as a Core Value	13
Understanding the Loneliness of Leading without Empathy	14
CHAPTER 2: Understanding Why and How Empathy Matters in Leadership	19
Building Trust: The Foundation of Influence	20
Differentiating authority from influence	20
Dissecting trust	24
Justifying Empathy in Leadership	26
Rethinking Empathy as a Non-Technical Skill	28
Using emotional and cognitive empathy	29
Practicing empathy, providing data	30
Recognizing non-technical skills as survival skills	32
CHAPTER 3: Recognizing that Some Leaders Succeed without Empathy	35
Exploring the Past and Present of Leadership	36
Recognizing that old-style leadership no longer works well	37
Moving toward human-centered leadership	40
Determining the Success Indicators That Mask Low Empathy	41
Choosing the Long Game: Creating Depth with Empathy	46

CHAPTER 4:	Identifying Where You Are on the Empathy Spectrum	49
	Understanding the Different Types of Empathy	50
	Cognitive empathy	50
	Intuitive empathy	51
	Emotional empathy	53
	Compassionate empathy	53
	Preparing to Discover Your Empathy Spectrum	54
	Understanding why we “feel”	55
	Exploring basic and social emotions	57
	Mapping Your Position on the Empathy Spectrum	59
	PART 2: BECOMING AN EMPATHETIC LEADER	63
CHAPTER 5:	Exploring the Mindset of Empathetic Leadership	65
	Approaching Leadership with Empathy	66
	Identifying Good Leadership	66
	Empathetic leadership traits, skills, and gaps	67
	How good leaders support their teams	70
	Empathy and leadership: A perfect match	71
	Reaping the Rewards of Empathetic Leadership	72
	Becoming a Better Leader through Empathy	74
CHAPTER 6:	Characterizing Empathetic Leadership	77
	Defining Empathy	78
	Understanding what empathy really is (with a walk in the park)	78
	Identifying the qualities of empathis	80
	Knowing what empathy is not	81
	Figuring out what empathis need from others to thrive	83
	Comparing sympathy, empathy, and compassion	84
	Characterizing empathy on your own terms	85
	Defining Human-Centered Management	86
	Managing and leading teams successfully	86
	Knowing what to avoid as a manager and leader	88
	Defining Empathetic Leadership	89
	Leading with empathy	90
	Identifying the elements of leading with empathy	92
	Realizing the Impact of Leading with Empathy	93
CHAPTER 7:	Defining Your Goals	95
	Identifying Your Empathetic Leadership Style	95
	Categorizing your communication	96
	Determining your leadership style	97

Fleshing Out Your “Why”	100
Defining success through human-centered outcomes	101
Anchoring your goals in understanding.	104
Crystalizing Your Goals	105
Knowing who you are now.	106
Knowing who you want to be	107
CHAPTER 8: Practicing Patience	109
Defining Patience.	109
Exploring the Skills of Patience	111
Identifying the Benefits and Drawbacks of Being Patient	112
Highlighting the benefits of being patient	113
Spotting the dangers of being too patient.	114
Finding the right balance	115
Understanding Why You Experience Impatience	116
Uncovering the roots of losing your patience.	116
Identifying your personal path to impatience.	118
Being Patient with Yourself First	120
Putting Patience into Action.	121
Transforming patience from idea to action.	122
Creating an internal system to guide you toward patience	123
CHAPTER 9: Pursuing Perspective	127
Exploring Perspective-Taking.	127
Cognitive perspective	130
Emotional perspective	130
Deconstructing Understanding	132
Figuring out why understanding is so hard	132
Understanding yourself first	133
Questioning Your Way to Deeper Perspective	136
Practicing Understanding.	138
Identifying biases, assumptions, and judgments	138
Seeking context, conversations, and conclusions.	140
Following up and following through.	141
PART 3: LEADING OTHERS WITH EMPATHY	143
CHAPTER 10: Forming Real Connections with Others	145
Defining Empathetic Communication	145
Empathetic speaking: What you transmit	146
Empathetic listening: What you receive	147
Communicating with Empathy	149
Realizing that conversations are two-way streets	150

	Debugging your head: Your empathetic communication mindset.	152
	Formulating your communication phrases.	153
	Overcoming the Barriers of Communicating with Empathy.	157
CHAPTER 11:	Leading Groups with Empathy.	159
	Dissecting Conformity.	160
	Unpicking the Science of Empathy in Groups.	163
	Intragroup empathy.	165
	Intergroup empathy.	167
	Rewiring Your Brain to Have Empathy in a Group Setting.	168
	Making Decisions Based on Human Data (Not Just Feelings).	171
	Encouraging Group Empathy.	173
CHAPTER 12:	Being Empathetic and Authoritative.	175
	Defining Empathetic Authority.	176
	Communicating with Empathetic Authority.	177
	Leading with Emotional Clarity.	179
	Comparing stoicism and strength.	179
	Being transparent.	182
	Delivering Feedback with Empathy.	184
	Separating Agreement from Understanding.	186
CHAPTER 13:	Handling Failure When Leading with Empathy.	189
	Understanding Why Empathy Failures Happen.	190
	Stressing the significance of stress.	190
	Minding the gap between intention and impact.	191
	Identifying Patterns in Failures of Empathy.	193
	Encouraging Your Team.	196
	Remaining Positive When Things Go Wrong.	198
	PART 4: MEASURING YOUR EMPATHETIC LEADERSHIP SKILLS.	201
CHAPTER 14:	Identifying Your Gaps as an Empathetic Leader.	203
	Defining Empathy Gaps.	203
	Knowing what empathy gaps are.	204
	Knowing what empathy gaps are not.	205
	Understanding Why Gaps Arise in Empathetic Leadership.	206
	Underestimating other people's emotions.	206
	Overestimating your own empathy.	208
	Experiencing decline under pressure.	209

Identifying Core Empathy Gaps in Leadership	211
The proximity gap	212
The power gap	213
The fatigue gap	213
The assumption gap	214
The discomfort gap	215
The consistency gap	215
Diagnosing and Closing Your Gaps: Your Empathy Mirror	216
Creating a framework for self-assessment	216
Turning awareness into application	218
CHAPTER 15: Balancing Empathy with Accountability and Results	221
Uniting Empathy and Accountability	222
Understanding why empathy needs accountability	222
Maintaining accountability within the empathy spectrum	224
Communicating Using Empathy and Accountability	226
Clarity	228
Collaboration	228
Commitment	229
Consequences and rewards	229
Ownership	230
Transparency	231
Constructing Compassionate Accountability Systems	231
Reframing empathy as infrastructure	231
Assessing your empathy Key Performance Indicators	232
CHAPTER 16: Assessing Your Empathetic Leadership Style	237
Recognizing, Analyzing, and Categorizing Yourself	238
Considering empathy and self-awareness	238
Knowing you are what you do . . . and what you do impacts your team	239
Creating a framework for self-understanding	241
Being Adaptable without Losing Yourself	242
Developing Emotional Boundaries	245
Establishing your boundaries	246
Stretching your boundaries	248
CHAPTER 17: Assembling Your Empathetic Leadership Council	251
Defining an Empathetic Leadership Council	251
Working Out Who to Include in an Empathetic Leadership Council	252

Identifying Empathy Mentors	254
What are their behaviors?	254
How do they make you feel?	255
What do their teams look like?	256
Managing Your Empathetic Leadership Education	258
Surrounding yourself with the right people	258
Getting uncomfortable	259
CHAPTER 18: Measuring Growth without Measuring People	263
Computing Your Data	264
Reviewing Key Empathy Behaviors	264
Measuring empathy	266
Using your data	270
Appraising Beyond the Metrics	271
Observing instead of measuring	271
Using reflection and feedback as growth instruments	273
Outlining Your Empathy ROIs	274
PART 5: THE PART OF TENS	279
CHAPTER 19: Ten Myths about Empathetic Leadership	281
Empathetic Leaders Prioritize Being Nice	281
Emotional Softness Is of the Utmost Importance.	282
Empathy Is Unprofessional	282
Empathy Always Leads to Harmony	282
Empathy Means Slowing Down	282
Empathy Is an HR Thing, Not a Strategy Thing	283
You Have to Change Who You Are to Be an Empathetic Leader	283
You Either Have the Capacity for Empathy or You Don't.	284
Women Are More Naturally Empathetic than Men	284
Once You're an Empathetic Leader, You've Arrived	284
CHAPTER 20: Ten Mistakes for an Empathetic Leader to Avoid	285
Lowering Your Standards	285
Confusing Empathy with Fixing	286
Failing to Regulate Your Own Emotions	286
Equating Emotion with Weakness	286
Taking Feedback Personally	286
Assuming Your Intent Is Your Impact	287
Failing to Apologize Authentically	287

Not Following Up after Vulnerable Conversations	287
Invalidating Emotions with Logic.	288
Ignoring Cultural and Individual Differences.	288
CHAPTER 21: Ten Reassurances for Empathetic Leaders	289
Empathy Isn't Agreement, It's Understanding.	289
Discomfort Is a Sign You're Growing, Not Failing	290
You Don't Have to Fix Everything to Make a Difference	290
Everyone Is Doing the Best They Can with What They Know	290
Frustration Doesn't Mean You've Lost Empathy.	290
Empathy Doesn't Mean Saying "Yes"	291
It's Okay to Disappoint Someone If You're Being Honest	291
Protecting Your Peace Protects Your People.	291
Empathy Isn't about Being Liked, It's about Being Trusted.	292
You're Building Something Most People Have Never Experienced: Leadership with Heart	292
APPENDIX: GLOSSARY	293
INDEX	299

