



Empathetic Leadership

A PRACTICAL TOOLKIT



PRINCIPLES OF EMPATHETIC LEADERSHIP	SAMPLE STATEMENTS/SKILLS
<p>Assume Positive Intent & Humility</p>	<ul style="list-style-type: none"> • Be Curious! • Listen to others. • Seek feedback from others on a regular basis. • Useful Statements: <ul style="list-style-type: none"> ◦ <i>Tell me more about...</i> ◦ <i>What contributed to your decision to...</i> ◦ <i>Would you be willing to share your thoughts on...</i>
<p>Develop a Safe (Work) Space</p>	<ul style="list-style-type: none"> • See the WHOLE Person with intention. • Give credit where credit is due – Acknowledge hard work and achievements. • Create spaces to get to know your staff, including who they are as multicultural beings. <ul style="list-style-type: none"> ◦ Retreats ◦ Creating a staff cookbook ◦ Creating spaces to discuss current events which are impacting staff members in various ways. • Useful Statements: <ul style="list-style-type: none"> ◦ <i>What can I do to help?</i> ◦ <i>Tell me more about you and what matters to you.</i>
<p>Take Your Time</p>	<ul style="list-style-type: none"> • NO doorknob spaces! Set aside time intentionally to engage in discussions with your staff. Questions or queries during the last 5 minutes of a meeting imply that the content is not important and does not deserve the space to be discussed. • Useful Statements: <ul style="list-style-type: none"> ◦ <i>Can we schedule a time to discuss...</i> ◦ <i>I know that we are running out of time as this topic has come up, let's resume this discussion on date/time.</i>

PRINCIPLES OF EMPATHETIC LEADERSHIP	SAMPLE STATEMENTS/SKILLS
<p>Listen to Understand, Validate, Affirm</p>	<ul style="list-style-type: none"> • Demonstrate that you want to understand the thoughts, feelings, and opinions of the other. • Remove Distractions and give the person your full focus. • Think about your body language and what it is communicating • Talk Less and Listen More! • Restate and rephrase what you have heard. • Useful Statements <ul style="list-style-type: none"> ◦ <i>I want to understand...</i> ◦ <i>I am hearing you say that...</i> ◦ <i>Thank you for sharing this with me.</i> • Follow up; schedule another time to discuss.
<p>Embrace Not Knowing, but Wanting to Understand</p>	<ul style="list-style-type: none"> • Be aware of what is in your control and what is beyond your control. • Ask open questions! • Create open spaces. • Useful Statements: <ul style="list-style-type: none"> ◦ <i>Tell me more about...</i> ◦ <i>Can you help me to understand?</i> ◦ <i>I would like to know/learn more about...</i> ◦ <i>Are there things that you think would be helpful for me to know/understand?</i> ◦ <i>Please share if you are comfortable...</i>

PRINCIPLES OF EMPATHETIC LEADERSHIP	SAMPLE STATEMENTS/SKILLS
<p>Withhold Judgment</p>	<ul style="list-style-type: none"> • Be Curious! • Assume that there is more to know. • There is no room for growth if you already “know.” • Use open ended statements and questions. • Useful Statements: <ul style="list-style-type: none"> ◦ <i>What do you think?</i> ◦ <i>Tell me your thoughts about...</i>
<p>Refrain from Fixing Away the Problem</p>	<ul style="list-style-type: none"> • Do not assume that the problem needs you to solve it. • Listen with your eyes and ears. Your body language also demonstrates your engagement in what is being said. • Useful Statements: <ul style="list-style-type: none"> ◦ <i>What do you need from me?</i> ◦ <i>What would be helpful?</i> ◦ <i>Is this something that you would like help with?</i>

About WorkHaven

WorkHaven began as a group of psychologists’ interested in positively impacting nonprofit professionals in high-stress work environments. Our consulting services include organizational wellness and resilience; diversity, equity and inclusion programs; and executive leadership development. Our clients include for-profit businesses as well as social justice, healthcare, media and first responder organizations.

We offer educational and work groups on-site to help employees succeed, grow and cope with the difficult work they do. We partner with leaders to help them monitor and get ahead of external (e.g. industry) and internal (e.g. staffing) changes, make plans for growth, problem-solve around interpersonal challenges with staff, and develop new leaders.

Every organization has unique challenges, so we tailor our work to meet those very specific needs. Our consultants have expertise in a wide array of areas, including team development, diversity and inclusion, trauma and secondary trauma, high-achieving talent and leadership development, interpersonal attachment, and mental health and substance issue education.

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