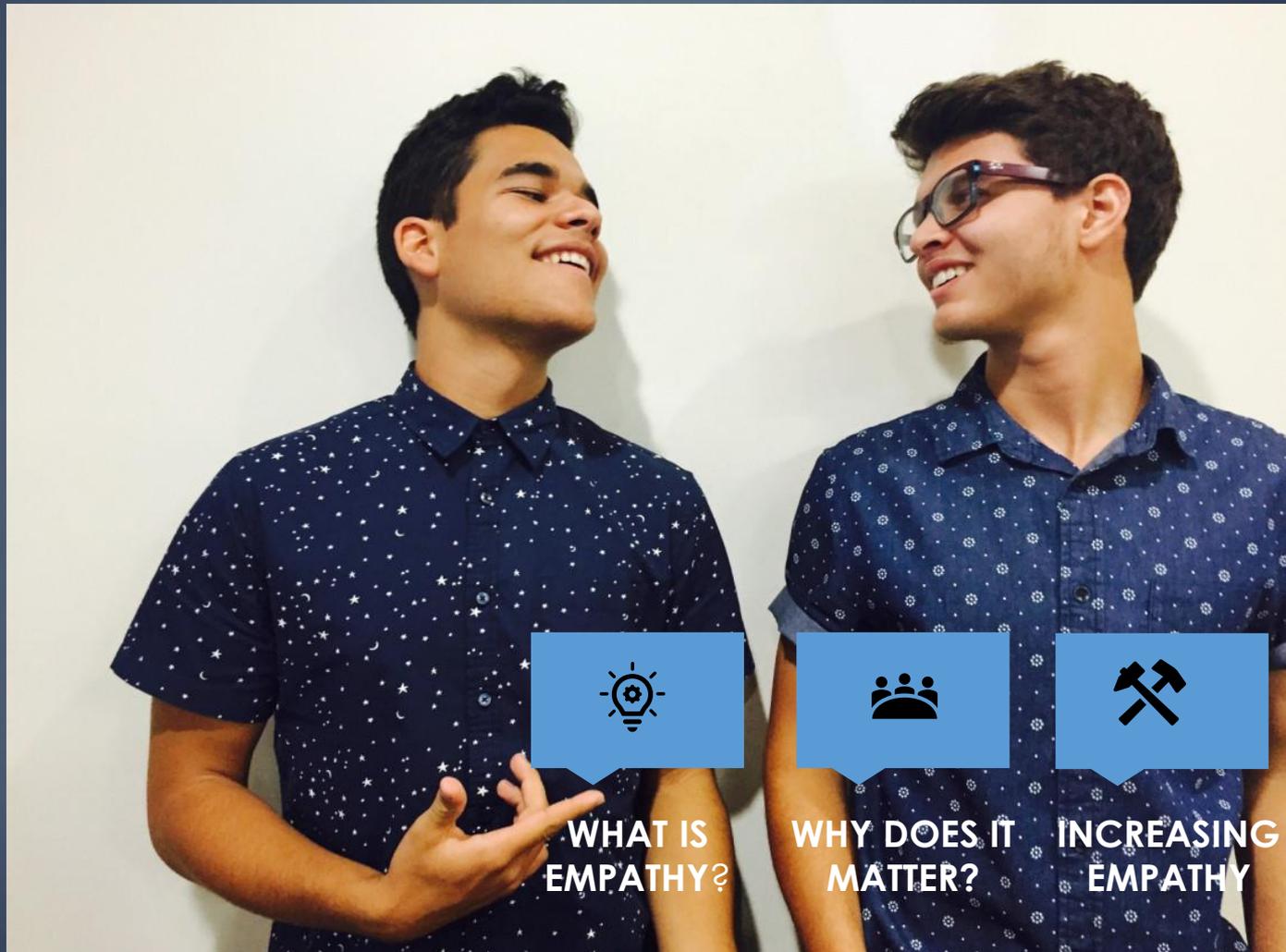


# Empathy vs. Sympathy



**JACQUELINE N. GUSTAFSON, EDD**  
**DEAN, COLLEGE OF BEHAVIORAL AND SOCIAL SCIENCES**  
**CALIFORNIA BAPTIST UNIVERSITY**

# Objectives



WHAT IS  
EMPATHY?



WHY DOES IT  
MATTER?



INCREASING  
EMPATHY





*Desire to be  
understood*



*Transformational leaders need empathy in order to show their followers that they care for their needs and achievements.*

Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.

# What is Empathy?

Empathy is the capacity to understand or feel what another person is experiencing from within their frame of reference, that is, the capacity to place oneself in another's position.

*Bellet, Paul S.; Michael J. Maloney (1991). "The importance of empathy as an interviewing skill in medicine." JAMA. **226** (13): 1831–1832.*

# What is Empathy?

Empathy involves listening to others, understanding them, and communicating this understanding to them.

Egan, G. (2014). *The skilled helper: A problem-management and opportunity-development approach to helping. (10th Ed.)*. Belmont, CA: Cengage Learning.

# What is Empathy?

“Empathy is the capacity to recognize and, to some extent, share feelings that are being experienced by another.”

– Carl Rogers

“...deep understanding is, I believe, the most precious gift one can give to another.”

- Carl Rogers

# What is Empathy?



# What is Empathy?

“Empathy is being concerned with the human being, not just their output.”

- Simon Sinek

# Empathy vs. Sympathy



# Empathy vs. Sympathy

“Empathy fuels connection, sympathy drives disconnection.”- Brene Brown

# What Makes a Leader?

- ▶ *Daniel Goleman and Emotional Intelligence (EQ)*

*“ . . . Identifying the right stuff to be leaders is more art than science . . . Most effective leaders are alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence.”*

# The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
<b>Self-Awareness</b>	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	self-confidence realistic self-assessment self-deprecating sense of humor
<b>Self-Regulation</b>	the ability to control or redirect disruptive impulses and moods  the propensity to suspend judgment – to think before acting	trustworthiness and integrity comfort with ambiguity openness to change
<b>Motivation</b>	a passion to work for reasons that go beyond money or status  a propensity to pursue goals with energy and persistence	strong drive to achieve optimism, even in the face of failure organizational commitment
<b>Empathy</b>	the ability to understand the emotional makeup of other people  skill in treating people according to their emotional reactions	expertise in building and retaining talent cross-cultural sensitivity service to clients and customers
<b>Social Skill</b>	proficiency in managing relationships and building networks  an ability to find common ground and build rapport	effectiveness in leading change persuasiveness expertise in building and leading teams



# Empathy Makes Good Business Sense

- ▶ *Daniel Goleman and Emotional Intelligence (EQ)*

“The very word empathy seems unbusinesslike, out of place amid the tough realities of (the) marketplace.”

# Empathy Makes Good Business Sense

## **State of the Workplace Empathy Study**

Six sectors surveyed:

- 1) Education
- 2) Healthcare
- 3) Technology
- 4) Manufacturing
- 5) Financial Services
- 6) Government

# Empathy Makes Good Business Sense

## **State of the Workplace Empathy Study**

“There is a silent majority in the U.S. workplaces who believe that empathy is lacking in their organization and they’re willing to take action – even leave their jobs – to seek out employers that are more empathic.”

# Empathy Makes Good Business Sense

## **State of the Workplace Empathy Study**

- 1) Increased Productivity
- 2) Increased Retention
- 3) General Business Health

# Developing Empathy



- ▶ Empathy can be developed
- ▶ Four Qualities of Empathy
  - 1) Perspective Taking
  - 2) Staying out of Judgment
  - 3) Recognizing Emotion in Others
  - 4) Communicate these Things

# Empathetic Organizations

- ▶ Center for Creative Leadership (2016)

- 1) Talk about Empathy
- 2) Teach Listening Skills
- 3) Encourage Genuine Perspective Taking
- 4) Cultivate Compassion
- 5) Support Global Managers

*“Working across cultures requires managers to understand people who have very different perspectives and experiences.”*

# Practicing Attending Behaviors

**1. Visual/eye contact:** Facilitative, appropriate, focused

**2. Vocal qualities:** Vocal tone, speech rate, volume – appropriate and matches partner

**3. Attentive body language:** Used appropriate gestures, facial expressions, open and warm body language

**4. Listening:** Remain focused on your partner and allow them to be heard. Talk less, and listen more.

Adapted from: Ivey, A.E., Ivey, M.B. & Zalaquett, C. (2009). *Intentional interviewing and counseling: Facilitating client development in a multicultural society*. Brooks/Cole.

# Practice Reflective Listening

**1. Listen** –carefully listen for what your partner is sharing

**2. Paraphrase and Reflect Content** – reflect content back to partner

“ So what I hear you saying is \_\_\_\_\_” or “It sounds to me that \_\_\_\_\_”

**3. Check-In for Understanding** – allow partner to confirm or disconfirm understanding

“Did I understand that correctly?”

# Developing Empathy

Research in Hippocampal Processing

# Developing Empathy





*Instead of putting others  
in their place, first put  
yourself in their place.*



Thank You

[JGUSTAFSON@CALBAPTIST.EDU](mailto:JGUSTAFSON@CALBAPTIST.EDU)