DNA of CHANGE

What do they THINK?
WHAT REALLY COUNTS
MAJOR PREOCCUPATIONS
WORRIES & ASPIRATIONS

What do they SEE?
HAPPENING AROUND THEM
MARKET

What do they HEAR?
WHAT CUSTOMERS SAY
WHAT BOSS SAYS
ON THE STREET
IN THE OFFICE

What do they SAY?
TO COLLEAGUES
TO CUSTOMERS
TO BOSS

What do they FEEL?
EMOTIONS

What do they DO?
ATTITUDE
BEHAVIOR

WORKSHEET	NO. 3
EMPATHY MAP	

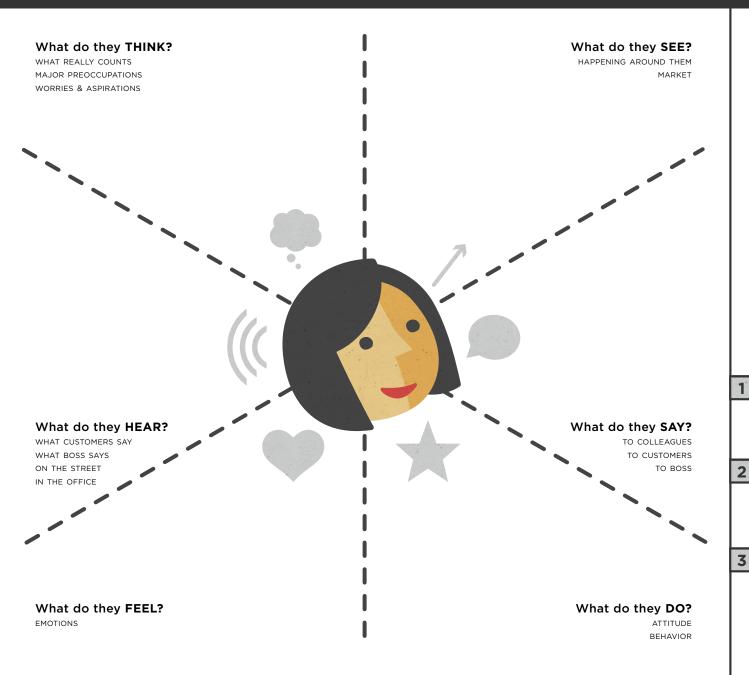**INITIATIVE:**

Empathy Mapping for organizational insight is a valuable tool to ensure change is designed in a people-centered way. Call it user-centered design or human-centered design, the principle is to start with the people who will directly experience change and design with their needs in mind.

XPLANE pioneered visual Empathy Mapping as a technique for quickly capturing the perspective of your customer. Empathy mapping for organizational (rather than consumer) insights, follows all the same principles, just putting employees or stakeholders at the center.

1 Segment your organization. Identify the relevant audiences impacted by the change. Possible segmentations include: geography, function, hierarchy, or stakeholder type.

2 For each segment, put yourself in the shoes of people in that segment. Imagine with they think about on a daily basis, what they see, say, do, hear and feel.

3 Better yet, meet with them, observe them, interview them and engage them. Once you fill out an Empathy Map, show it to several people in that segment. Invite them to validate and challenge your assumptions.