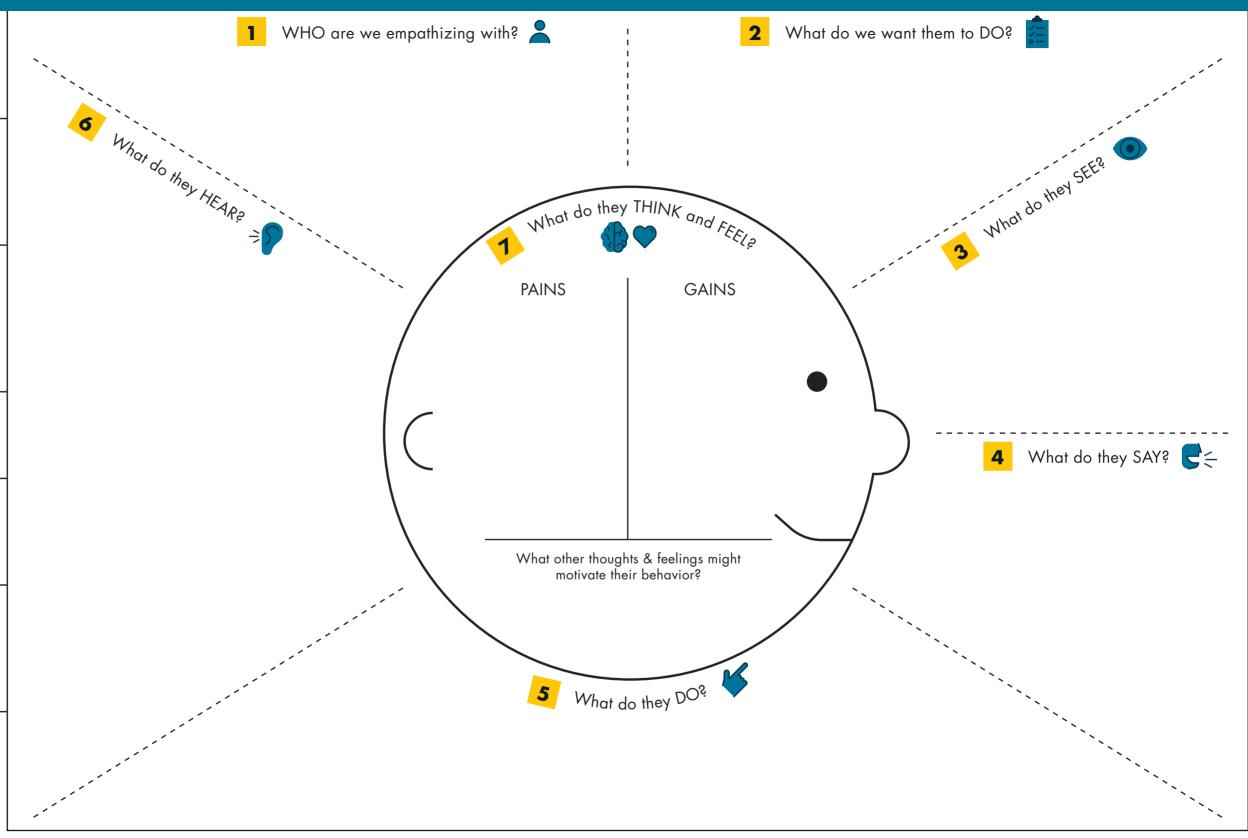


Everyone in your organization is driven by different things. The Empathy Map gives you a deep-dive into the underlying motivations of your people to uncover why they are functioning the way they are. The principle is to start with your people and design with their needs in mind. Empathy mapping for organizational (rather than consumer) insights follows all the same principles, just putting employees or stakeholders at the center.

- 1 WHO are we empathizing with?
- Who is the person we want to understand?
- What is the situation they are in?
- What is their role in the situation?
- **2** What do we want them to DO?
- What do they need to do differently?
- What job(s) do they want or need to get done?
- What decision(s) do they need to make?
- How will we know they were successful?
- **3** What do they SEE?
- What do they see in the marketplace?
- What do they see in their immediate environment?
- What do they see others saying?
- What do they see others doing?
- What are they watching and reading?
- 4 What are they SAYING?
- What have we heard them say?
- What can we imagine them saying?
- **5** What do they DO?
- What do they do today?
- What behavior have we observed?
- What can we imagine them doing?
- **6** What do they HEAR?
- What are they hearing others say?
- What are they hearing from friends?
- What are they hearing from colleagues?
- What are they hearing second-hand?
- 7 What do they THINK and FEEL?
- PAINS: What are their fears, frustrations, and anxieties?
- GAINS: What are their wants, needs, hopes and dreams?



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