

**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?



**What do they HEAR?**

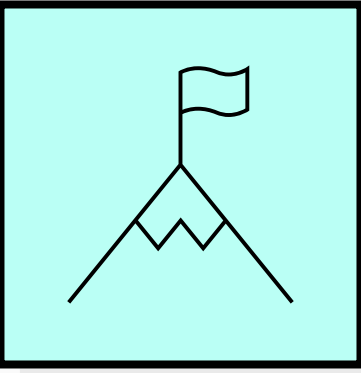
What are they hearing others say?  
What are they hearing from friends?  
What are they hearing from colleagues?  
What are they hearing second-hand?



**What do they DO?**

What do they do today?  
What behavior have we observed?  
What can we imagine them doing?

**GOAL**



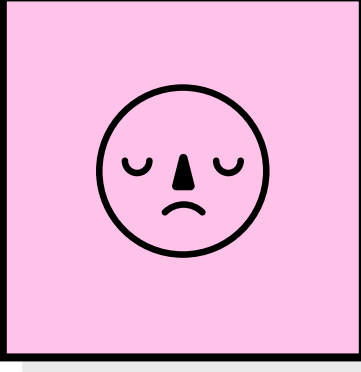
**What do they need to DO?**

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?

**What do they THINK and FEEL?**

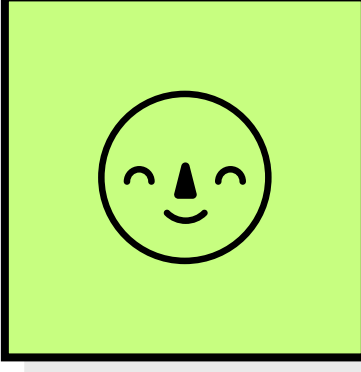
**PAINS**

What are their fears, frustrations, and anxieties?



**GAINS**

What are their wants, needs, hopes, and dreams?



citizens will be happier, healthier, richer, and live longer lives.

growing inequality

increased competition.

it brings people together from all over the world who share common values

It can offer you support in difficult times when you need someone to lean on.

channels funds from dormant assets to enterprises with a social purpose.

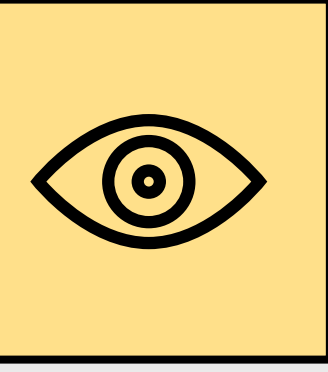
It enables businesses to become part of the international production networks and increase the profits

refers to the growing interconnectedness of people around the world.

unforeseen events can alter birth rates, death rates, migration, or the resource limits on population growth.

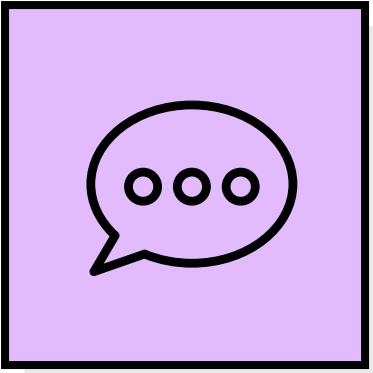
refer to the growing interconnectedness of people around the world.

delivers the essential solutions to complex challenges from the intersection of humanitarian assistance.



**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 and doing?  
What are they watching and reading?



**What do they SAY?**

What have we heard them say?  
What can we imagine them saying?