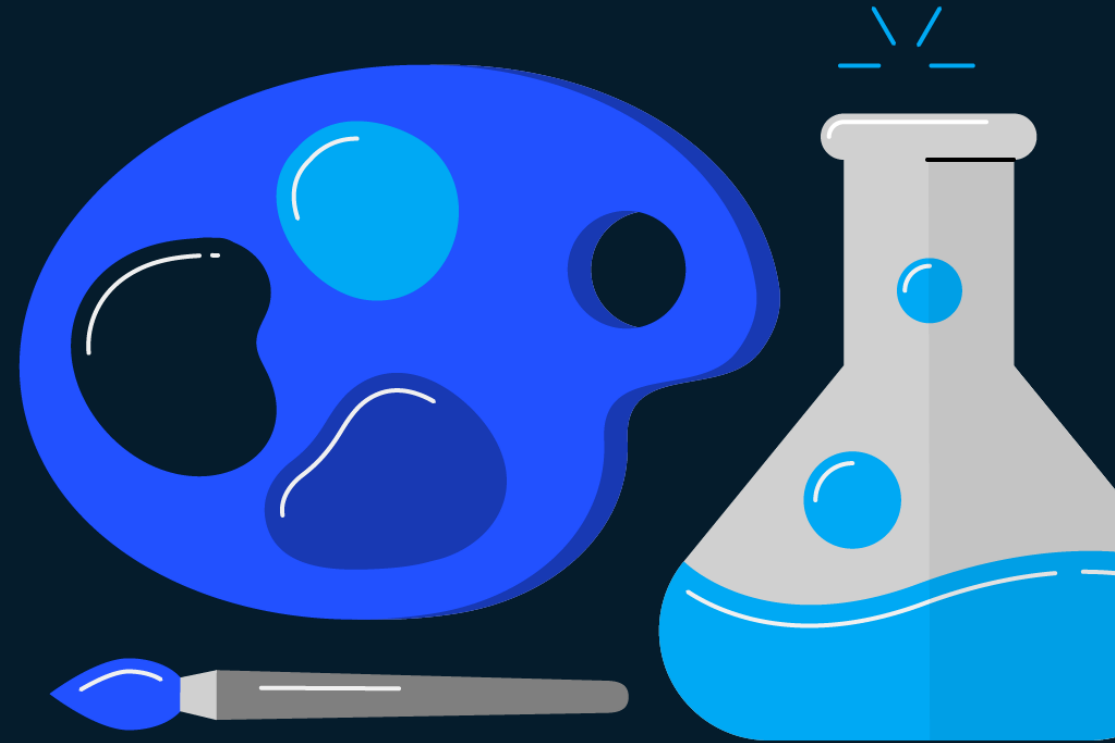McKinsey
Academy

Connect with your audience:
Key Takeaways

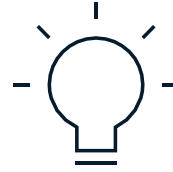Communicating for Impact

Key takeaways
Core content

What is empathy?

- Empathy is the ability to **understand another person's experience, perspective,** and **feelings**
- Building a connection with your audience, especially during stressful times, can lead to **measurable positive outcomes** that benefit yourself, the audience, and your organization

Why is empathy important?

- All effective communications begin with empathy
- Building a connection with your audience, especially during stressful times, can lead to measurable positive outcomes that benefit yourself, the audience, and the greater organization

How do I apply empathy?

Leverage the following tools and/or techniques to master empathy:

- "Over here," "over there"

- Active listening

- Inclusivity concepts

- Open ended questions

EPIC guiding questions
Worksheet

E **Empathy**
Put yourself in the other person's shoes to understand their perspective

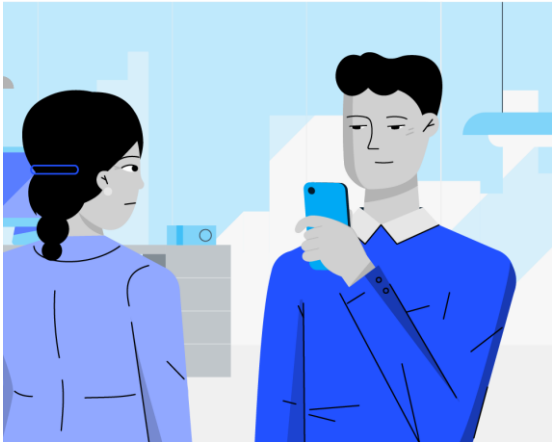| What questions do we ask ourselves?	Write your answers here
How is the other person feeling about the topic? What's on their mind?	
What do they understand about the topic? What do they care about?	
What is at stake for the other person? Why is this important to them?	
How does that impact what's possible in this interaction?	

"Over there" mindset
Core content

"Over here" mindset

An "over here" mindset is focused on oneself and is caught up in their own agenda

When someone is in an "over here" mindset they tend to be transaction-oriented, insular, and often hierarchical. They may be judgmental, distracted, and uninterested in the other person

"Over there" mindset

An "Over there" mindset is focused on the other person and the broader relationship

Your interaction is one of a counsellor. It is inclusive and collaborative with the other person. Remember—great communicators are attentive and curious. They take time to get to know people, ask questions, and listen

Active listening
Tips/techniques

Tactics for active listening	Description
Supporting and encouraging	• Encouraging – "Yes, I see," "of course," facial expressions (e.g., smiling), open body stance • Validating – "If I were in your situation, I'd feel the same way," nodding/shaking head • Imagining – "I can imagine it's frustrating for you"
Reflecting and repeating	• Summarizing – "So would it be right to say there are three main issues…," "It sounds like you're saying …" • Describing – "You seem upset by that," "It sounds like you felt angry with him"
Digging deeper	• Clarifying – "Why do you think that happened?" "Which of those issues came first?" • Open – "How are you feeling about the project?" "What's going on for you this week?"
Offering help	• Personal – "Is there anything I can do to help?" • Hypothetical – "What would you like to happen in an ideal world?" "How can we make that a reality?"