

Appendix C - STGT Example

Manifestations of Empathy

This appendix provides an example of Socio-Technical Grounded Theory (STGT) analysis applied to both interview and survey data. Specifically, we illustrate the interview findings related to the motivations for practicing empathy and other factors influencing empathy, as well as the survey findings on motivations for practicing empathy. The appendix includes the raw data, codes, concepts, subcategories, and categories that resulted from the open coding and constant comparison processes inherent in STGT.

Indonesian participants are excluded from this study due to ethical requirements. The exclusion of Indonesian participants is due to ethical and regulatory requirements. The Monash University Human Research Ethics Committee (MUHREC) instructed us that all foreign researchers conducting research in Indonesia must obtain an official permit from the Indonesian authorities. In addition to MUHREC ethics approval, researchers are also required to seek local ethics approval from the National Research and Innovation Agency (BRIN) before commencing recruitment and data collection in Indonesia. Due to these complexities, we decided to exclude Indonesian participants from our study.

Motivations/ Usefulness					
P3	Yes. For example, when it comes to support, when it comes to supporting the support staff, I have to be empathetic enough to try to look into whatever question that they bring up. so that they are not pressured by the customers. So I think I have to have empathy when I interact with them, so that they could do their job better and take any pressure off them as well.	Maintain team dynamics merged Alleviating pressure on support staff merged Mitigate friction between development and QA teams (Stakeholders - Motivations - Mitigate friction between development and QA teams Stakeholders - Usefulness of empathy - Mitigate friction between teams via perspective taking)	Team Dynamics and Collaboration	Motivations for Empathy in SE	Motivations for Empathy in SE
P5	um, I feel like because we are working in a team mostly. So we have to, like feel for others, like what they are going through sometimes, you know, maybe not everything is like perfect for everybody, and maybe they're sick or, you know, some kind of other personal situation. So, we need to a, with work, especially, like, let's say it's closer to a release or something, and then somebody's like, really sick, and they can't attend to, you know, maybe an issue or you know, something with the release. But if we can do it, like, you know, although it's like, their responsibility, if we can, like, you know, step in and help in those situations, so as a team, or like, as a project, we can, you know, be successful, instead of just like, you know, trying to say no, that's yours, and you need to do it, and I'm not going to, you know, look into it. So, yeah, that kind of.	merged Importance of empathy within the developer team (Developers - Usefulness of empathy - Importance of empathy within the developer team)			
P9	yeah, for sure. It's very relevant. It's very relevant to, like, just be able to get along even with with everyone in the team,				
P9	Um, I feel like without any empathy, there wouldn't be any reason for doing anything, any like extrinsic motivation, I guess, to work with them or do my job.				
P21	When, I think, to understand the impact of the project tasks, and the project timeline and quality we have to work together, empathetically Yeah.				
P21	Due to the impacts of the empathy, I think so. Because it cause, just assume that not showing empathy had negative effects I think. it cause misunderstandings and problems within the team members. So I guess we should have empathy with each other.				
P11	Like I said, a lot of times there is friction between development and QA team, just because we're on opposite sides of the process of building, you know, we're testing what they build. And a lot of times they can take things personally, if we find bugs or issues or have criticisms, you know, they can come across the wrong way. And I find empathy to be very useful to kind of set a common ground. Right so you have an understanding, I have an understanding of how they're feeling about the current situation. And then I can speak to that. Yeah, like, use emotions, I can diffuse frustration or anger. Stakeholders - Motivations - Mitigate friction between development and QA teams Stakeholders - Usefulness of empathy - Mitigate friction between teams via perspective taking				
P21	Due to the impacts of the empathy, I think so. Because it cause, just assume that not showing empathy had negative effects I think. it cause misunderstandings and problems within the team members. So I guess we should have empathy with each other. Stakeholders - Motivations - Mitigate friction between development and QA teams				
P10	Not always, I would say, but their only goal is the end product. That's what they think about it. But the empathy, I think it, it does internally within Team, really, kind of, you know, adjust ourself and then help each other within the team, but with the client, it is, it's, it's not always, but you need to have it, but, but what I see from my experience, it is not always. So their end goal is whatever happens, we need the product, so that that would be their most end goal. Yeah, Developers - Usefulness of empathy - Importance of empathy within the developer team				
P10	I don't think so with with them. In particular, when I mentioned team, it is the developers team, so kind of the other developer can easily understand the issue with the technology or issue with the language or environment. So the first internal would be with, the most important empathy is within the working team. And then next it could go with, because it's more important to clarify and then settle things within the team first, and then next, we can take it to the stakeholders. That's what I feel, Developers - Usefulness of empathy - Importance of empathy within the developer team				
P18	looks very close to five, I think. I think it's, you know, like, so, I think any communication with anyone, regardless of you know, where they, where they sit, in any organisation, I think, you know, empathy is important, you have to be able to build a rapport and a relationship. There are some times you know, you do find, you know, some developers may not necessarily always be most receptive to that type of communication. But I still think it's important to try and build those relationships by empathising. Stakeholders - Motivations - Build relationships and rapport	Build relationships and rapport Stakeholders - Motivations - Build relationships and rapport Stakeholders - Usefulness of empathy - Building rapport merged with Stakeholders - Usefulness of empathy - Building rapport			
P17	i'd say for four out of five, yeah, definitely not. Yeah. It's all about rapport. You know, to me, it's about building a rapport within the team. So that you know, team members feel that they can be productive and that kind of thing. So. Stakeholders - Usefulness of empathy - Building rapport				

P15	<p>I think not only the product owner, but also are all different roles should have empathy. Because not only for the technical level, like how different work are done, and also they have a personal issue as well. Sometimes we have the member have mental health issue. So but they don't have any issue with that, because the team member communicate very clearly with the member, I have mental health issue, I couldn't join this centre meeting, I went to see my doctor. But there is a issue that if that he member contributed less to the project who might be issue, so if it is significantly affect the progress or project, the other person have to speak up for the product owner or even the manager. But we have to communicate, like openly, what exactly happened and have empathy for that team member as well.</p> <p>Stakeholders - Motivations - Build relationships and rapport</p>				
P15	<p>I would rate five, because if you don't have empathy, they don't really listen to you. They are thinking, ah this lady is talking shit, or something like that. Okay, he was talking honestly, I couldn't really implement, that's the lesson until it's transferred into user story, transfer into task. They are saying we don't understand that we are doing task here, what you are talking about is situation, talking about the users conference, we are not at this stage yet, we just need the task detail. that you have to understand that whether you are saying it should be highly related to the work they have done, and not challenging them. like okay, I want this work to be done. But they are doing another task. Or they couldn't really finish that on time. The task we already done is usually hard to finish on time, you're talking about something big adding on that part. So we can actually discuss that later when they have a small prototype, not during when they're developing that. (because it's kind of surgery, we have a reset button about another one.) So they feel like their work is not valued. I'm working on that. But you are seeking something else. This means what I have done is not very important. Something like that.</p> <p>Stakeholders - Motivations - Build relationships and rapport</p>				
P13	<p>And also, when it comes to the technical things, sometimes QA may not be technical as developers. So we sometimes do not understand the technical side, for example, when we are discussing requirements, sometimes at the, at the first time, we won't understand if they're talking about very high level architectures, or different new technologies, we might not understand because we are not techie as developers. So in that case, I think developers can empathise with QAs rather than mocking, or like, oh, you can't understand it like. Just not going to that end, but they can help us like, if we don't know something, they can give us a high level explanation. These are the things that we are talking about, these are the technologies that we are using. This is the new technology or something like that we need to implement, so they can give some links to read maybe for us. So we can do our homework and come back. And if we have any questions, I think most of my developers were like that. When I didn't know anything when I read something and I came back to them and I asked questions, they were willing to a reply me. Sometimes if this is a technical something like that setup or something like that, they were going, above a mile, and they helped us to set up those things within a call or something like that.</p> <p>Stakeholders - Motivations - Bridging the technical knowledge gap</p>	<p>Bridging the technical knowledge gap</p> <p>Stakeholders - Motivations - Bridging the technical knowledge gap merged with Stakeholders - Motivations - Ensure success in a business environment by bridging technical-business gap merged with Developers - Motivations - Ensure success by bridging technical-business gap</p>			
P12	<p>Yes, I think they really should, I should say. because you can find, I mean, a lot of developers are very good at what they do, and very technically savvy and they can, you know, developers by nature are very centred around solving problems. So a really successful developer is going to be someone who can, at least all successful in a business sense, will be someone who can empathise and explain their positions and not, you know, not just be a cut to the chase person. You can be really successful developer from a technical skills perspective of course, You just have zero empathy, like you don't like, if you just know the answer, and you're gonna do it, and you never want to talk to anyone, like you can do that. And if you're an amazing developer, it would be fine. But most people are not that level of amazing. So they need to practice some level of empathy in order to, to get to a solution.</p> <p>Stakeholders - Motivations - Ensure success in a business environment by bridging technical-business gap</p>				
P9	<p>Um, yeah, for sure. I think I think it's pretty common actually with software developers that we feel like other people need to empathise with us, because it's like a lot of the times projects are defined by like, technical limitations, and we have all that technical knowledge. So I think kind of, we tend to expect other stakeholders to empathise with with us in that regard, yeah. And I think it's important,</p> <p>Developers - Motivations - Ensure success by bridging technical-business gap</p>				

P7	<p>So they should definitely practice empathy. Because the point why I'm making this is a lot of product owners, at least in the Indian context, are people who might not have a lot of strong technical background, right. So they come from a business background, and they are actually driving the product. So they feel everything and anything is possible in software engineering, right. And they should be more empathetic on the timelines, the deadlines, what is actually possible in tech, and what is not possible and so on. And I think they should be more mindful and more empathetic towards engineers, or software developers.</p> <p>Developers - Motivations - Ensure success by bridging technical-business gap</p>				
P10	<p>So, yeah, definitely there needs to be an empathy. It's not that we cannot follow the professionalism always. They have to be some flexibility and understanding perspectives. It's not just about the situation, but it is also about the technology as well. So sometimes this technology is not very flexible, and it has to be, you know, conveyed in a way that client can understand. And then the client should also understand the technology perspective of the developer. You know, like this is the limitation of a tool or a language, and that cannot be done, so kind of understanding things is important between client and the developer.</p> <p>Developers - Motivations - Ensure success by bridging technical-business gap</p>				
P15	<p>Yeah, product owner we'll have to talk with client. Actually, that's a lot of work. Sometimes when I talk with client, so a product owner is not here ah sorry, the developer, not all developers here. Even if they are in the meeting, they don't really listen very carefully. Most of the questions are proposed by me or prepare by someone and they speak for me or but not definitely not the developer, especially back end developer. So they are not interested in what we are talking about. Then when I explain the things to them, they think I think too much think. They think I couldn't really, they will say okay, they couldn't really finish in that sprint. And I just seen that this things proposed by client, maybe if you couldn't really finish that we should discuss with client again. So the feeling is that they thinking, the way they're thinking and the way I think is different. They are task oriented. They're trying to transfer what I'm saying into task. But for me, it's like I tried to explore more from client and to see what's the underlying saying, what that means for clients. Others don't think it's important, but it's very important, if we don't, if we don't really deal with requirement properly at first place, because later we're sprint 2, we have to, have a demo, or a simple application for prototype, they will have huge issues, things not, I had had this situation before. At sprint two demo, we have a meeting with a client. within the demo presentation and the client tell us that we don't really catch the workflow at all. client does does not think is useful, then we have to re do everything. We are very frustrated by things that we don't really deal with kind of very appropriate at first started, but developers are urging me, ah that's all, that's all, can you transfer that into new story then we can start. but they are very, like, whenever we have a meeting right after that, I have to transfer that into the more smaller task into a story or updating the story, if the scope is changing. But the thing is that it'll require a discussion among team members as well, I am not actually assign that. They have to evaluate, in case they couldn't really finish that. And they don't really interested to involving when I discussing with the client. that's the issue, we have some kind of gap in understanding of certain things. So when I translate that into user story, they don't understand that. then they it's out of scope. But at first, they don't join that, that's the thing. There's a lot of gap going on here, if they, one of them can join a meeting with a client is so much helpful.</p> <p>Stakeholders - Motivations - Ensure success in a business environment by bridging technical-business gap</p>				
P18	<p>100%. I think, you know it's, you can't, especially managing people and having people work for you, you know, you can't be an effective leader, unless you can actually empathise with your team and actually understand what they're feeling. And interact with them in a way that, you know, allows them to enjoy the interaction as well. So, you know, it's not just, you know, barking orders at them, with you know, they may not necessarily then want to follow you as a leader. Um, so I think empathy is key to, to communication, effective communication and building leadership.</p>	Effective leadership			
P20	<p>Yes, it is. It is because it'd be yes it makes the communication smoother and it enables everyone to then go and go back and do their own job better. Because you have more meaning and you understand what the issues are that they're facing, so that you can help resolve issues better. Yeah.</p> <p>Stakeholders - Motivations - Helps to enhance job performance</p>	<p>Helps Self-Learning and Improvement</p> <p>renamed from Helps to enhance job performance</p> <p>merged with Creating a positive environment (Stakeholders - Motivations - Creating a positive environment)</p>			
P19	<p>Yes, I think so. Because, yes, as I mentioned, I think empathy for me is like a normal, normal concept. Because for the design, design thinking, it just everything's start begin with the empathy, because for those things, I just try I, my main purpose is try to give some solution, at least figure out is not to blame someone, it's just to find out the real question and give the solution and that everyone feel like, they feel better in this difficult situation, or, or they can get some they can grow in this scenario, or they can develop themselves, and they find their goal, or anything to get some achievement during that, during that during that stage. so I just won't that. So for me, empathy is, I think, the priority.</p> <p>Stakeholders - Motivations - Creating a positive environment</p>				

P6	<p>Yes for sure like, because most of the times they consider developers as a resource, which whatever is given to, will be completing your task. And you don't account their time, their overall direction towards completing your tasks. So hence, like, sometimes it happens, like, the task is not scoped properly, and developer has to spend a lot of time doing it. But nobody acknowledges it. And it becomes a problem. Hence, like these things should be taken account, like a developer's time is also important when he is working on. I've seen some occurrences in my past, like where these things have happened. And, yes, stakeholders sometimes miss that point while conveying to developers.</p> <p>Developers - Motivations - Taking developers' needs into consideration</p>	<p>Understanding developers</p> <p>Renamed from: Taking developers' needs into consideration</p> <p>Developers - Motivations - Taking developers' needs into consideration merged with Stakeholders - Motivations - Understand developers' issues merged with Developers - Usefulness of empathy - Stakeholders' lack of understanding of developers' work merged with Stakeholders - Usefulness of empathy - Understand developers' thought process merged with Empathy towards developers' efforts</p>			
P6	<p>Yes, because like, it's a two way street, right. If developers will show empathy, then the stakeholders will also show empathy. As I mentioned, like, empathy, the things regarding empathy are rarely discussed in meetings and everything. But I presume if empathy is being considered, the both of the parties will actually get out of it in a much more positive sense. Like developers will actually try to solve issues, keeping in users in mind, and stakeholders will actually provide or scope tasks keeping developers in mind.</p> <p>Developers - Motivations - Taking developers' needs into consideration</p>				
P20	<p>Yes, it is. It is because it'd be yes it makes the communication smoother and it enables everyone to then go and go back and do their own job better. Because you have more meaning and you understand what the issues are that they're facing, so that you can help resolve issues better. Yeah.</p> <p>Stakeholders - Motivations - Understand developers' issues</p>				
P10	<p>So the stakeholders, it's, it's not always that we can explain everything to the stakeholders in the short period of time, or a meeting. To be, to be practical within the team, yeah, we have meetings every day and where we can discuss things. But with the stakeholders, the meetings are not like, everyone is very busy with their own timing and things, and everyone wanted the work to be completed first, rather than they understand what's happening in the behind or what are the major hurdles. Yeah, it needs to be conveyed. But I don't think so. There is always a thing within the stakeholders, yeah,</p> <p>Developers - Usefulness of empathy - Stakeholders' lack of understanding of developers' work</p>				
P15	<p>I would rate five, because if you don't have empathy, they don't really listen to you. They are thinking, ah this lady is talking shit, or something like that. Okay, he was talking honestly, I couldn't really implement, that's the lesson until it's transferred into user story, transfer into task. They are saying we don't understand that we are doing task here, what you are talking about is situation, talking about the users conference, we are not at this stage yet, we just need the task detail. that you have to understand that whether you are saying it should be highly related to the work they have done, and not challenging them. like okay, I want this work to be done. But they are doing another task. Or they couldn't really finish that on time. The task we already done is usually hard to finish on time, you're talking about something big adding on that part. So we can actually discuss that later when they have a small prototype, not during when they're developing that. (because it's kind of surgery, we have a reset button about another one.) So they feel like their work is not valued. I'm working on that. But you are seeking something else. This means what I have done is not very important. Something like that.</p> <p>Stakeholders - Usefulness of empathy - Understand developers' thought process</p>				
P16	<p>Sure. I mean, you know, why would, you know, you sort of empathise with them a little bit when something goes wrong, if it goes wrong, because they were trying to do what you asked.</p> <p>Stakeholders - Usefulness of empathy - Understand developers' thought process</p>				
P12	<p>On that note though, like I do have to represent like, the business to them, too. And they have to understand Oh, so this is why we're making this decision, because no one wants to just be assigned random work and not have any clue of what's going on. And sometimes the work you get assigned is either boring, or like, Well, wait, why are we doing this, and there could be a perfectly good reason. We were working with someone right now, it was like, we're taking a complete left turn from what we were doing. And they, the developers were understandably upset and they asked me why. And I was like, because it's a few million dollars a year. And, and they're like, oh, yeah, okay, let's go. So I was like, Yeah, and that's where the empathy conversation ended, but it could have gotten in a different way. So yeah, it's important that they understand that because if they, again, no one just wants to be told to do things, you want to, you want to feel like it's me, I'm making a difference to your customer, or at least to the business or at least to their job prospects.</p> <p>Focusing collective success of the project</p> <p>merged with Stakeholders - Motivations - Understand the project impact merged Helping to achieve stakeholder goals merged To clarify project direction</p>	<p>Project and Business Success</p> <p>merged with Stakeholder and User Focus</p>			
P5	<p>um, I feel like because we are working in a team mostly. So we have to, like feel for others, like what they are going through sometimes, you know, maybe not everything is like perfect for everybody, and maybe they're sick or, you know, some kind of other personal situation. So, we need to a, with work, especially, like, let's say it's closer to a release or something, and then somebody's like, really sick, and they can't attend to, you know, maybe an issue or you know, something with the release. But if we can do it, like, you know, although it's like, their responsibility, if we can, like, you know, step in and help in those situations, so as a team, or like, as a project, we can, you know, be successful, instead of just like, you know, trying to say no, that's yours, and you need to do it, and I'm not going to, you know, look into it. So, yeah, that kind of.</p>				

P21	<p>When, I think, to understand the impact of the project tasks, and the project timeline and quality we have to work together, empathetically Yeah.</p> <p>Stakeholders - Motivations - Understand the project impact</p>				
P1	<p>So at the end of the day, all those parties have some set of goals to achieve. So as developers we are like, the some building blocks of the work, and we need to make sure that the goals of, all the targets of the product owners, they are achieved,</p>				
P12	<p>Oh, just a little bit different. So I, like practising empathy with them. Kind of comes down to again, because most most developers are very problem oriented group of people, like they want to solve things. Bonus points for if they can solve it in a novel way, which is very cool way. And, and the things that they miss about the business would be like, this is for me, creating empathy with them is not about that creating empathy for myself, like they, they should really care about me. They should, my job is to make sure they have some empathy for the user and introduce that because it's not going to be top of mind for them. So the person they're making their software for, so that they can understand why they're doing something because they may have a different solution than what I had in mind. And often, that's going to be better. So if they understand where the users coming from, if they understand the problem, they will do a better job getting to a solution.</p>	<p>To understand user needs Stakeholders - Motivations - To understand user needs Stakeholders - Usefulness of empathy - Understand users</p> <p>merged with Stakeholders - Usefulness of empathy - Understand users merged Satisfying real user needs merged Taking pride in developing good software merged Promoting non-judgmental attitude towards clients (Stakeholders - Usefulness of empathy - Promoting non-judgmental attitude towards clients)</p> <p>merged Improve understanding between developers and users (Stakeholders - Motivations - Improve understanding between developers and users)</p>			
P14	<p>Yeah. Yeah, it's Yeah. one thing I have is, it's 80%, knowing what the end user needs and 20% technical. So you could take someone that knows the problem space, and teach them how to code. Rather than that, it's easier to do that, rather than take a technical person and get them to understand the end user. So that yeah, there is, you know, it's knowing what you're trying to achieve is the biggest thing and empathy would help that.</p>				
P14	<p>It's that hard to actually communicate empathy to developers, so you could talk about it. But it takes a while to sink in. If you could actually get someone in the end users shoes and let them experience it. Yeah, but you just talking about it doesn't really translate.</p> <p>Stakeholders - Usefulness of empathy - Understand users</p>				
P15	<p>because later we're sprint 2, we have to, have a demo, or a simple application for prototype, they will have huge issues, things not, I had had this situation before. At sprint two demo, we have a meeting with a client. within the demo presentation and the client tell us that we don't really catch the workflow at all. client does does not think is useful, then we have to re do everything. We are very frustrated by things that we don't really deal with kind of very appropriate at first started, but developers are urging me, ah that's all, that's all, can you transfer that into new story then we can start. but they are very, like, whenever we have a meeting right after that, I have to transfer that into the more smaller task into a story or updating the story, if the scope is changing. But the thing is that it'll require a discussion among team members as well, I am not actually assign that. They have to evaluate, in case they couldn't really finish that. And they don't really interested to involving when I discussing with the client. that's the issue, we have some kind of gap in understanding of certain things. So when I translate that into user story, they don't understand that. then they it's out of scope. But at first, they don't join that, that's the thing. There's a lot of gap going on here, if they, one of them can join a meeting with a client is so much helpful.</p> <p>Stakeholders - Motivations - To understand user needs</p>				
P19	<p>Yeah, yes, I think so. I think, I think to be honest, like, software developers, just just a job title, this is just a skill. But for the people part, I think everyone should have empathy to at least respect others. And to understand at least give others an opportunity to talk to get understand what they think and what they want to express. So So for me, it's like a software developer development or software developer is not like, it's not like a machine. They just got their some own skills. They should know different people, and to calculate the empathy, and also no matter for the other for the user, and also for themselves, because I just feel like, the technical guy in my organisation, when everyone asked the question all around the user and some surface function, the user, based on the user like us, or rather user experience, that guy just feel confused. I just feel yeah, is not good at that moment. Yeah, so, yeah.</p> <p>Stakeholders - Motivations - To understand user needs</p>				
P19	<p>So that's I try to use the empathy to get at least to understand everyone's idea and to find out a solution, or to balance sometimes you know, like from my point of view, sometimes some users requirements is weird. It is that even not requirements for the software. So let's just complain their work or complain there, some some political things, complain the management, complain the organisation, and after like a deep conversation with end user, You know just to all finally get understand all, we just want some tiny, tiny function. And it just build that</p> <p>Stakeholders - Motivations - To understand user needs</p>				
P1	<p>and we actually develop what the users really want, that's how we can make our product better. So in that way, it is quite vital, I would say.</p>				

P6	<p>Yes, because like, it's a two way street, right. If developers will show empathy, then the stakeholders will also show empathy. As I mentioned, like, empathy, the things regarding empathy are rarely discussed in meetings and everything. But I presume if empathy is being considered, the both of the parties will actually get out of it in a much more positive sense. Like developers will actually try to solve issues, keeping in users in mind, and stakeholders will actually provide or scope tasks keeping developers in mind.</p>				
P2	<p>Well, because we'll end up with good product that will make, you know, you have to be proud of, you know, the thing that attracted me to engineering was that I could say with pride, I worked on this, I helped build this, right. But you can't do that if the people you built it for are unhappy with it, right. So that empathy, empathy is generally good, right. Not just in that particular situation where there's a customer and producer relationship, it's generally a good thing to do.</p>				
P19	<p>Yes, because I really want to, because from the organisation kind of, from the business level, if we miscommunication with the software developer, it's quite costly. because every day we spend the money on on those software development. So we cannot extend that. At this way, we got a lot of budget. But and sometimes when we face those business, we need to give, we need to have a good reaction for those fellows requirements. If we miss communication in this call, in that conversation, my end user, me myself and a software developer, three of us, we just feel confused, why we spent a long time on that small, sometimes just a tiny tool, sometimes just the application, because based on the software, our software developers skew how's the capability can, I can finish an application in one day. But it's it's really depends on user requirements is very clear for them to get understand. But sometimes the challenge is the end user will change their mind. And there is a conflict during this communication flow. So I try my best first thing to get understand a software developer, how their skill and how they're think of the software and how they think of the software of the our business, how do we evolve this business in that development progress. So that's I try to use the empathy to get at least to understand everyone's idea and to find out a solution, or to balance sometimes you know, like. from my point of view, sometimes some users requirements is weird. It is that even not requirements for the software. So let's just complain their work or complain there, some some political things, complain the management, complain the organisation, and after like a deep conversation with end user, You know just to all finally get understand all, we just want some tiny, tiny function. And it just build that. That's it. so I think the communication for my last year the biggest challenge to communicate, no matter the end user or the developer, is a communication. It is not about whether I have empathy or not, because I try to clear all of them. And the challenges, yeah, communication to both that is really challenged.</p> <p>Stakeholders - Motivations - Improve understanding between developers and users</p>				
P16	<p>Well, I guess it's, that's a really interesting question. Because, you know, it's really about where you and the software developer meet. And it's about, the empathy is at the point of interpretation of the brief. And, and acknowledgement that not all clients, clients are silly, and not being judgement, you know, it's about suspending judgement on both sides, really. And the point of empathy must be at the point where of interpretation, whether it be ongoing development, new development, or recognising something has gone wrong, and repairing that.</p>				
P4	<p>Of course, because we are people. So we as people we have different kinds of mindset, and feelings. And that's how we respond to some actions or activities from others and in our environment. So it's really important.</p>	Acknowledging human nature	Positive Human Experiences in the Workplace		
P18	<p>Um, no, I think every day it all comes down to people have feelings, and people are people. And I think that, you know, empathy is crucial for, you know, how we build relationships, and how we actually work with anyone with a developer or anyone in the organisation. You know, I've seen people over the years managers over the years that, you know, have a very adversarial approach. So they'll they'll, you know, they won't have empathy, and they'll basically, you know, manage through fear. And, you know, you see, you know, the performance in teams that they build, you know, is very different to teams that have high degree of managers that have high degrees of empathy. And I think that, you know, there's a high turnover in teams that, that are run by people that don't have empathy. I don't think people want to work in those teams, in saying that, they can sometimes deliver very short term, you know, benefits by getting people to just work harder. But in the long term, it just doesn't work. And I think, you know, key to everything is understanding that people have feelings.</p>	merged Recognise the influence of human diversity merged Due to shared human experience			

P13	Yeah, of course, because we are also humans right. When we work, we also expect some kind of respect and empathy from towards the others. So, suppose, we are also human means and we are dealing with our own personal things. And I understand the other person also comes with their personal baggage also. But when I suppose, for example, if we find a production defects, that, in theory, the first pinpoint comes to the QAs. Why did this happen, why did you let go of bug, which can happen in the production, So why didn't you catch in your initial test rounds or regression or anything. So that's the first argument that comes from the developer. So in that end, I think, before being pointing it's okay to say that, but he or she should understand that we are also humans, that we can also do mistakes. we try our best to eliminate those mistakes, but there can be. So I think developers should understand that. They also should discuss with QAs why this happened. And also try not to make them uncomfortable, but to come together and solve the issue.				
P22	Because we all are humans, and we are we can make mistakes and errors and not like certain situation, our behaviours are not predictable. So in that cases, if I have empathy, or if you have or the developer, whoever the stakeholder of the team, have the empathy, then they they should have, I mean, they will see why this is happening. so that will motivate the other person to work like, do better. I don't believe like perfection will exist. So it'll get better with the time, but there may be mistakes, errors and everything. So with the empathy, we can like, overcome those otherwise will be stopped or stressed or like, you know, it's not as good. So that's how I see the relevance of having empathy.				
P5	Yes, I think because we all humans and you know, I think that is definitely needed.				
P3	I think so. Because sometimes, I feel that the requests that come through support or the deadlines that come through our Project Manager, they also have to have a bit of empathy, because developers are just not machines who produce they are also human beings who have to face very human problems. So when setting deadlines, when setting deliverables, I think you should have a bit of empathy to factor in the human experience into it as well. So empathy in that those situations is very important. Yeah.	Factoring in the human experience in deadline setting Developers - Motivations - Factoring in the human experience in deadline setting Developers - Usefulness of empathy - Factor in human experience			
	Developers - Motivations - Factoring in the human experience in deadline setting	merged with Developers - Usefulness of empathy - Factor in human experience			
P3	Yes. And I also think sometimes, being too empathetic, might make us susceptible to being a little too lax when it comes to delivering, reaching our full potential as a team. So leaving a bit of wiggle room there, but I think we have to be very empathetic to sort of factor in that these are human beings and not machines who work behind all these projects.				
	Developers - Usefulness of empathy - Factor in human experience				
P8	Because it's like how another person feels. When you're engaged in some work, and to deliver thing, because we have deadlines. So to deliver things on deadlines, we need to understand each other as well, because we need to see whether that person is going in the right track. And if that person is facing any problems, or any challenges, we need to support that person to overcome them, and work as a team and finally deliver on time. Yeah, so understanding their point of view their feelings, it's important I think.				
	Developers - Motivations - Factoring in the human experience in deadline setting				
P5	I will say, probably like, five, because I have come across different situations in my project, where I really felt that, you know, people do care about others, and, you know, feel what they're going through that kind of thing. So I think it's like a five.	Caring about others Stakeholders - Usefulness of empathy - Caring about others Developers - Usefulness of empathy - Caring about others			
	Developers - Usefulness of empathy - Caring about others				
P4	In my environment, they usually think like, if we say I have so much work to do, and I got stressed, but they usually say is no you wait, we can wait, wait and take a rest. Let's do it later, something like that. So I feel that they consider about my well being and my work life balancing. So I think that's the reason I have that mind right now.				
	Developers - Usefulness of empathy - Caring about others				
P17	Whereas the internal team members tend to be a little bit more cohesive. And they operate more as a team. You know, they they know each other, they inquire about how others are feeling if there's anyone away ill, there's always a flood of, you know, empathetic comments on the team's channel about that, which you don't tend to get that with the contractors. So I think there is a, there's a need to be for them to understand about the role that empathy can play.				
	Stakeholders - Usefulness of empathy - Caring about others				

P8	<p>Because it's like how another person feels. When you're engaged in some work, and to deliver thing, because we have deadlines. So to deliver things on deadlines, we need to understand each other as well, because we need to see whether that person is going in the right track. And if that person is facing any problems, or any challenges, we need to support that person to overcome them, and work as a team and finally deliver on time. Yeah, so understanding their point of view their feelings, it's important I think.</p> <p>Developers - Usefulness of empathy - Caring about others</p>				
P8	<p>Because it's like how another person feels. When you're engaged in some work, and to deliver thing, because we have deadlines. So to deliver things on deadlines, we need to understand each other as well, because we need to see whether that person is going in the right track. And if that person is facing any problems, or any challenges, we need to support that person to overcome them, and work as a team and finally deliver on time. Yeah, so understanding their point of view their feelings, it's important I think.</p>	<p>Understand the point of view and feelings of others</p> <p>Developers - Motivations - Understand the point of view and feelings of others</p>			
P8	<p>It's again the same thing, to deliver the best of something, I think we need to understand each other's opinions and to see if there are issues, to resolve them and resolve them and get the best output we need to understand.</p>				
Other factors influencing empathy					
P2	<p>That's a good question. So because it's a two way empathy, because I've been only talking so far about empathy from the developer side, towards all these other people that surround them. But now, you're asking for what, what about the other way in the other direction which is an interesting thing. Let me let me think a little bit about that, because I hadn't thought of that aspect of it. But it depends on personalities, I found that there is always a tension between, within a company within say, a development shop.</p>	<p>Personality</p> <p>The participants explain that the personality impacts empathy.</p>	<p>Personality</p>	<p>Other factors influencing empathy</p>	<p>Other factors influencing empathy</p>
P2	<p>And that you cannot be empathetic with these people who are you know, that there's a lot of these, again it's I think a lot of it has to do with personalities. But there are some people who believe that they just have to keep asking. You know, if they're, you know, there was no, no attempt, you know, there's this belief that it's, we're antagonistic. It's, you know, it's like market haggling, right.</p>				
P2	<p>Well, yes, I mean, I could talk about empathy outside of the whole business of, you know, product or software and so on all of that, as you know, empathy is the key to successful life if you like. But I do want to emphasise something that I've already said, but I do want to emphasise it again, what troubled me was this software developers in general, tend to be, I am over generalising, but there is that a social streak to them right. Because they're so focused on technology, and none more so than software people, no other technical discipline and I'm an electrical engineer by training. And I worked with engineers of all kinds, aerospace engineers, petroleum product and all that kind of stuff. I can tell you that, in terms of the people who are most asocial of all the engineers, technical people, software people take the cake, because they're so focused on what they do. And they seem to attract, you know, the the discipline attracts this kind of people. They, you know, it attracts them, you know, these are people who are introverts which doesn't mean that they can't empathise. But if they're introverts, that's almost a necessary condition for lack of empathy. Not true as a general statement, but it's one of the conditions, right. So they don't want to talk to, they don't want to talk to customers. Literally, I've seen people say, I don't want to talk to them, or you know, these people are not smart enough to understand what I'm doing, therefore, that I don't I, you know, I have no respect for them, and so on. So I do want to emphasise, at least that's my experience from all this time is that, software in particular, in terms of empathy, which is, by the way, why I like what you're working on, it's got a huge problem, right. It's a problem, and therefore it has to be studied, and properly understood. And then maybe some mitigations can be devised that deals with this problem of, you know, introverts, asocial software developers, I mean, I can tell you that, you know, there were people that when they're working, you know, you were scared to walk up to them to ask them a question. Because there were so focused and so unfriendly, by the way, is a lack of empathy. By the way, you know, somebody comes ask you a question, especially somebody younger, comes and asks a question, because they just don't know, they haven't had the time to learn whatever. Or maybe even they're not smart enough, which is more reason to empathise with them. You know, you'll get people who just hate being interrupted and are because they're so focused on this. And therefore, this is just a distraction. And again, that comes from this lack of team spirit. And team spirit comes when we all say, we're a bunch of guys, we're in this together, or girls or ladies, I don't mean to be sexist here. So that's something I really want to you know, I, it's a theme that I've been working on for a long time, that I noticed this syndrome, and I want to combat it. We have to be very careful, because most of our software now deals with people, or at least a lot of software interacts with people who are not specialists of your software. They're just unfortunate users. So therefore, you have, that's why one of the projects that I'm working on says to do, okay well how can I teach these people that there has to be, that there has to be their view of their end user has to be inside their software. It's not a front end thing. Oh, yeah, we're gonna have a usability expert or a user experience or UI expert deal with that. It's not skin deep. Empathy is, enters your product, if you're properly empathetic. And it's an architectural aspects of your product.</p>				
P1	<p>Oh, yeah, there are, I mean, when we work with different people. The personalities of each person also matters</p>				

P16	Yeah, I think so. I think so. I think it's part of his nature as well. Because you know, empathy is not really something you can learn. So, yeah Yeah, I think he was unusual in that way.				
P16	Just so the thing is, you know, part of empathy, being able to have an ongoing empathic relationship is more than interactional skills, you know, it is personality based in a lot of ways, but also requires respect, and trust. And if you don't have respect and trust, you're not going to have much empathy.				
P16	I think it's gonna sound a bit textbook, really. I think personality you either empathetic person or not. I think respect, trust, respect, breeds loyalty breeds empathy definitely. Satisfaction, motivation all impact on empathy. And likewise, empathy impacts on satisfaction and motivation.				
P11	I think it was more just, you know, some people. I think, to be honest, I think some people become, they become empathetic, and they do open up to you. They will, they feel after the fact. There's like remorse, right. Oh, my gosh, I opened up, I told them too much. I let my emotions out and they feel guarded after that. They feel like they're weak. So they have to respond. And the way they respond is by making that wall again right. You know, and then they might have an attitude toward me, or the person who showed them the empathy. Because hey, you caught me at a weak spot, you made me open up, and I resent you for that, because I don't want to feel weak, and therefore I'm going to be even stronger against you next time. I've experienced that sort of thing as well. But being in software, QA where everything can be negative, I don't want that problem again.				
P20	so I didn't work with them for a long time. But yeah, look, I did. I had two different product managers to work with. And they were different. And yeah, so it does impact how I think about them and how I work with them and how I structure the communications with them. Yeah, it does. So the personality does does impact it.				
P4	I think they believe that personal life is really important for person . That makes person relaxed to do the stuff in the work environment. So that's why they believe in that. Doing this, this is the way they have to do it so that's like they understand it. yeah of course, all of the, like, even you talk with people in, in this country, they also don't want to get involved you otherwise, they think that it's a disturbance for you. So they always want to be nice. Everybody, people in the country. When they meet each other, they say hi, how are you, something like that. So they always try to help or something but they also don't want to disturb others. But the thing is, I want to be like, I want to be a free person and also I don't want to be disturbance to others. Something like that.	Culture	Culture		
P13	If I, I have worked in both Sri Lanka, in Germany. but the difference I see is, in Sri Lanka we do hesitate to raise that. If we were hurt from something like, like developers not having empathy, we keep it to ourselves, we might tell it two to three our friends, like he was very rude to me, but we won't sometimes tell it in our retrospective. But in here Germany, I think they are on point, like if they got hurt, or the developers were not empathetic, even he was not empathetic with other team members, in the retrospective they always pinpoint out. So that, I think that was good. (not.) So that developer can take notes out of it and work towards developing those skills.				
P15	He does not contributed a lot and does not supportive for other team members as well. but for that team, it's very, because he's presenting everything during the final review as well. I really like the way he presents. And when they answering questions, all team members were helping him. it's very good team. They have very good progress, and the project is very good. He's actually changing. He's very talkative to somehow. But when in that team, he doesn't really talk a lot. He does not really have a good progress as well. Well, that team is more like he's contributing a lot. So there's a huge difference because atmosphere in that team is so supportive. When he the present, only he only and a few members presenting their work with a client, but in that team everyone is presenting. When answering the questions, everyone's helping each other. So that's a huge difference here, that he perform totally different like two different people.				
P22	Yeah. The thing is, it depends on the company culture, so sometimes, like, you can have more meetings not to discuss the work, just to, like, get to know people. Some companies encourage that, but some are not. So it's really hard to, like, say, Yeah, I'm trying, I'm willing to I'm willing to listen, but I need to have the platform. Without having that, I won't, it won't easy for me to go there. Yeah, and yeah. So if it's a open culture, I will definitely do that. But if not, then I'm not sure.				

P19	<p>Yes. Because that's the, that's I mentioned me in the last question, because our stakeholders and our end user is those venerables. So they will not blame you, every time they just tell you the good things. So speak good words. So because of this, I'm involved my boss, my manager into the conversation, because my boss also needs to talk about her colleagues. because we figured out the internal software development. So everyone in this community speak good words, if late they will not say no, they just a pop up question. So lately, I also learned from them rather say No, give them an opportunity to think of other. that's what I learned from them. So when have no capability to show my empathy, in a very, not really good situation. I just, I just left the meeting room. So it's so rude. I can see it's so rude and not respect for others. But at that time, I cannot control my emotion, my mood. So I left and after that, I talk with one boss, talk about why and I just feel sorry about that. Yeah, so this is tricky, I think. because we got this environment to calculate the empathy to each other. So As I mentioned, human beings are first software developers are second. So the occupation is a second. Human nature is the first.</p>			
P19	<p>Ah, yeah, I think is, I think this part is really tricky. To be honest, at the beginning, I will not show my empathy because work is work, life is life, we got a payment. So I have to, we have to finish the work. But I think the tricky part is because our organisation is a charity. And my manager is a venerable. So during this work process, during this workflow, I learned a lot from from these special people. So they show their kindness and compassion and, resilient and also the patience for everyone. So that's the one day I just asked myself, why always harsh, so harsh for the software developer? Why not just ask them question, gave them opportunity to answer the question to let everyone in this project to think of to share their mind. And we can make better thing. So this is my personal reflection from the whole organisation, and I learn this organisation, I learn empathy, or compassion, or be kind, kindness from the organisation and then apply all these things to the software. To my colleagues, I will not say there's a software developer, to my colleagues, so everyone in this environment, show their kindness. So that's why I think this is interesting part. Yeah.</p>			
P2	<p>That's a good question. So because it's a two-way empathy, because I've been only talking so far about empathy from the developer side, towards all these other people that surround them. But now, you're asking for what, what about the other way in the other direction which is an interesting thing. Let me let me think a little bit about that, because I hadn't thought of that aspect of it. But it depends on personalities, I found that there is always a tension between, within a company within say, a development shop. So I talked about many different stakeholders. There isn't that much empathy from or at least not noticeable from the, if you like, the product owner side, towards the development side, maybe there is but I would say that they've had tends to be almost a contractual. And that, you know, sometimes that, and especially since we didn't actually interact with them all that much, except at the beginning. I would say that, that one isn't that's it. But where do you see the empathy and the tension is in the development shop, as I said, there's all these stakeholders inside the development shop, the testers, the project managers, and so on. There's a tension. Project managers, of course, get rewarded for making, delivering something on time. Developers, on the other hand, are are trying to do their best and so on. And there's that tension, so that empathy is, there's there's little empathy, I would say between say project managers, which is a group of stakeholders and developers because they have conflicting goals. And then it becomes, it comes down to I cannot generalise, it comes down to individuals. You know, some people are more understanding. And they will say, Oh, I understand why you didn't deliver this on time, as opposed to, why didn't you deliver this on time? And when are you going to do it and so on? So the your question about the empathy from stakeholders, it depends on the category of stakeholders. As I said, there's a tension between testers and developers, because testers find problems that developers don't want to hear about, because it's they, you know, they stand behind their work. And if there's somebody finds a bug in their work, then they're upset. And quite often, they don't empathise with the tester. They kind of resent that. And there's a natural feeling there that testers are getting in the way, but mainly because they're giving me messages that I don't want to hear. That's I'm not sure this is useful. But then I'm, again, I'm distinguishing between all these different kinds of stakeholders. I mean, product managers are similar to project managers, you know, they're, they're responsible for the product and the delivery of the product, and so on. So there's, you know, I don't think that developers get much sympathy, not even from their managers in general. Except maybe, you may say, some individuals might be more naturally empathetic and open and, you know. Those other good managers. I've had a number of very good managers who were, you know, sympathetic, I don't know, my child was sick, I couldn't come in, that kind of stuff, and that was oh, okay, I understand. I've also had managers that I really hated that were very brutal, no empathy at all, or at least they wouldn't admit to it.</p>	Job role of the practitioners	Job role of the practitioners	

P17	I think it's a bit of a positive tone. In that particular case, I do remember a project at university. In fact, a couple of years back where one of the clients, the client actually was under, under the pump, very stressed about work that we're doing. And I was very impressed with the way the product owner within the team handled the situation. They basically just asked the client look, we'll just take a little bit of pressure off you, don't feel like you've got to get us the information straight away. We understand that you're got lots of work on and we'll just reschedule one of our meetings for you. I was actually quite impressed by that. And I kind of wondered the end of it, what effect that would have had on the others and the team, there are 10 people in the team. So quite a large team. And, again, I can't really quantify the effect. But I think again, it helps to build a bit of a culture within the team. You know that that person, that individual within the team, the product owner did show that empathy to someone else. And I kind of wonder that, whether that rubs off on other team members. Again, I don't know I'm not with the team anymore. I was only with them for a year so I can only see that over time. But certainly it does help to have someone in a more senior position within the team show empathy to someone else. You know, I think it probably rubs off on the team spirit and, and other team members going forward.				
P14	I don't get what they think their role is, as a developer. You know some people think their role is to type lines of code or play with data. And those sorts of developers or analysts, whatever, don't have, quite myopic, and they're hard to work with. So some of them, I have to actually do a lot of work to try and get them out of that mindset. So it's all my, you know, there are, maybe the way education works, is they get, you know, they do a software engineering unit. And they think, well, that's what I'm going to do in the workplace. But, you know, that's just a little bit of what they do in the workplace, if they're working with. some people think that's it, I've done my uni unit. And that's the only thing I'm going to apply.	Narrow role perception by developer			
P15	we talked about empathy here, but there's a lot of factor involved in as well. Too many things and we couldn't really rely on empathy to make the whole teams work. because sometimes maybe, because no, it's legit. It's also relate to some, gender thing as well. if it's all male, normally all male, for backend. but if you have one girl, I don't know why, but it's worked very well. They have good, so I don't know, because I've really get contact with lots of things. But what I have observed that girls are really good with presentation, communicate with other team members, in working together they have more regular meetings. For the male developer, they don't really have a lots of meeting, they have, we have an issue, they can deal with themselves. They couldn't deal with that, they raise that issue. For girl, whenever they have an issue, they raise that first. So we discuss later something on or deal with others something like that.	Team Composition	Team Composition		

	What motivates you to demonstrate empathy in your role as a software practitioner	Motivations - Summary	Related Code from 6Cs Study				
S1	I am motivated to demonstrate empathy in my role to build trust, foster collaboration, and create a more supportive, productive environment.	to build trust, foster collaboration, and create a more supportive, productive environment	Maintain team dynamics Caring about others		Summary		
S2	When working with a very close-knit team, it is preferable to tackle problems together, cooperating	When working with a very close-knit team, it is preferable to tackle problems together, cooperating	Maintain team dynamics		Bridging the technical knowledge gap S11, S20, S25, S34	4	S1, S2, S4 - S9, S11, S12, S16, S19, S20, S24-S29, S30, S31, S33, S34
S3	Life-long learning, problem solving, creativity, curiosity, making an impact on the world.	-	-		Maintain team dynamics S1, S2, S4, S5, S8, S12, S16, S19, S24-S29, S31, S34	16	23 PARTICIPANTS
S4	Demonstrating empathy is motivated by the desire to build trust, enhance teamwork, understand user needs, and deliver effective, user-centric solutions.	motivated by the desire to build trust, enhance teamwork, understand user needs, and deliver effective, user-centric solutions.	Maintain team dynamics To understand user needs Focusing collective success of the project		Build relationships and rapport S8, S12, S19, S24, S26, S27, S31, S33	8	
S5	Empathy helps build stronger, more collaborative teams and improves communication. It reduces misunderstandings, builds trust, and enhances overall productivity. Personally, I'm motivated by the positive work environment it creates and the satisfaction of solving problems together. Understanding others' perspectives also allows me to design better solutions that meet their needs.	motivated by the positive work environment it creates and the satisfaction of solving problems together. Understanding others' perspectives also allows me to design better solutions that meet their needs. Empathy helps build stronger, more collaborative teams and improves communication.	Caring about others Understand the point of view and feelings of others		Helps self-learning and improvement S6, S7, S9, S30	4	
S6	Mainly to learn more from others approach of solving problems.	Mainly to learn more from others approach of solving problems.	Maintain team dynamics Helps Self-Learning and Improvement		Understanding developers S11, S20, S34	3	
S7	Every situation and people resource who encounter a situation is unique. Everyday is a new learning seeing tasks and deliverables in every single resource who engaged in the project. It is running parallel minds that can enable to provide solutions and support to achieve the common goal.	Every situation and people resource who encounter a situation is unique. Everyday is a new learning seeing tasks and deliverables in every single resource who engaged in the project. It is running parallel minds that can enable to provide solutions and support to achieve the common goal.	Helps Self-Learning and Improvement		Focusing collective success of the project S4, S10, S18, S22, S24, S25, S28, S29, S31, S34	10	S4, S8, S10, S11, S13, S18 - S20, S22, S24, S25, S27-S29, S31, S34
S8	When interacting with developers or stakeholders, empathy means actively listening to their concerns and needs, and understanding their point of view. It's about recognizing the challenges they face and offering support in a way that makes them feel heard and valued. For developers, this could involve understanding the technical hurdles they might be encountering and providing resources or assistance. For stakeholders, it means understanding their business goals and concerns and aligning solutions that meet their needs while considering their priorities. Empathy helps build trust and fosters more effective communication and collaboration.	When interacting with developers or stakeholders, empathy means actively listening to their concerns and needs, and understanding their point of view. It's about recognizing the challenges they face and offering support in a way that makes them feel heard and valued. Empathy helps build trust and fosters more effective communication and collaboration.	To understand user needs Understand the point of view and feelings of others Caring about others Build relationships and rapport Maintain team dynamics		To understand user needs S4, S8, S11, S13, S19, S20, S24, S25, S27, S31	10	16 PARTICIPANTS
S9	Help other people to achieve thier goal can make society better	Help other people to achieve their goal can make society better	Helps Self-Learning and Improvement		Acknowledging human nature S11, S20, S34	1	S1, S5, S8, S13, S17, S20, S24 - S28, S31, S32, S34, S36
S10	being able to understand stakeholders allows me to be a better developer because I can understand their goals and motivations, and build towards that common goal, it motivates me to work better with my colleagues because it allows me to assume good will and see where they are coming from when certain work-related things happen	being able to understand stakeholders allows me to be a better developer because I can understand their goals and motivations, and build towards that common goal.	Focusing collective success of the project		Factoring in the human experience in deadline setting	0	15 PARTICIPANTS
S11	As a product manager, I must understand both the clients' needs to understand what kind of product we need to produce and why the customer would need it - this way, I can identify the product requirements best and fit the product for the market needs. I also need to understand why the developers choose the approach they select for their work so that I can find a common language with them and explain the requirements in a way they will understand them.	understand clients' needs to understand what kind of product we need to produce and why the customer would need it - this way, I can identify the product requirements best and fit the product for the market needs. I also need to understand why the developers choose the approach they select for their work so that I can find a common language with them and explain the requirements in a way they will understand them.	To understand user needs Understanding developers Bridging the technical knowledge gap		Caring about others S1, S5, S17, S20, S24, S27, S28, S32, S36	9	
S12	I'm motivated to demonstrate empathy because it helps build stronger relationships, improves communication, and leads to better collaboration.	because it helps build stronger relationships, improves communication, and leads to better collaboration.	Build relationships and rapport Maintain team dynamics		Understand the point of view and feelings of others S5, S8, S13, S17, S26 - S28, S31, S34, S36	10	
S13	I think it is very important to fully understand what the user thinks/needs and what is necessary to provide in a user friendly way.	to fully understand what the user thinks/needs and what is necessary to provide in a user friendly way.	Understand the point of view and feelings of others To understand user needs				
S14	My motivation is my principle. Be kind to others	-	-				
S15	What motivates me is me doing stuff and considering would this be acceptable by me then others	-	-				
S16	It improves team dynamics and makes customers feel valued.	It improves team dynamics and makes customers feel valued.	Maintain team dynamics				
S17	In order to have an healthy professional relationship, it's important to understand and help your coworkers by sharing their difficulties and struggling.	important to understand and help your coworkers by sharing their difficulties and struggling.	Understand the point of view and feelings of others Caring about other				
S18	When users get to appreciate and give back feedback on our products	User appreciation and feedback on products	Focusing collective success of the project				
S19	to build strong relationships, improve collab, create solutions, meet other's needs.	to build strong relationships, improve collab, create solutions, meet other's needs.	Build relationships and rapport Maintain team dynamics To understand user needs				
S20	What motivates me to demonstrate empathy as a software practitioner is the simple fact that software development is deeply human at its core. Behind every line of code, every requirement, and every deployment are people—people who want their needs understood, their efforts appreciated, and their challenges acknowledged. Empathy helps bridge the gap between technical work and human connection, which leads to better outcomes for everyone involved.	What motivates me to demonstrate empathy as a software practitioner is the simple fact that software development is deeply human at its core. Behind every line of code, every requirement, and every deployment are people—people who want their needs understood, their efforts appreciated, and their challenges acknowledged. Empathy helps bridge the gap between technical work and human connection, which leads to better outcomes for everyone involved.	Caring about others To understand user needs Understanding developers Bridging the technical knowledge gap				
S21	the understanding that great software is built by people for people	-	-				
S22	I love building software/products that have a wide impact on a business.	love building software/products that have a wide impact on a business.	Focusing collective success of the project				
S23	my moral belief as a person, it is the right thing to do	-	-				
S24	Empathy motivates me as a software practitioner because it fosters strong collaboration and effective problem-solving within teams. By understanding the challenges my colleagues and stakeholders face, I can communicate more effectively, ensuring that technical and business needs align smoothly. Empathy also helps create a supportive and inclusive work environment, where developers feel comfortable sharing ideas, asking for help, and growing professionally. When working with stakeholders, empathy allows me to anticipate concerns, manage expectations, and provide solutions that truly add value. Ultimately, practicing empathy leads to better teamwork, higher-quality products, and a more fulfilling work experience for everyone involved.	Empathy motivates me as a software practitioner because it fosters strong collaboration and effective problem-solving within teams. Empathy also helps create a supportive and inclusive work environment, where developers feel comfortable sharing ideas, asking for help, and growing professionally. When working with stakeholders, empathy allows me to anticipate concerns, manage expectations, and provide solutions that truly add value. Ultimately, practicing empathy leads to better teamwork, higher-quality products, and a more fulfilling work experience for everyone involved.	Maintain team dynamics Build relationships and rapport To understand user needs Focusing collective success of the project Caring about others				
S25	I constantly have the motivation to remain on good terms with the people I work with and for across my organization, and in the wider field of broadcast technology. I aim to understand both the technical and non-technical stakeholders in any project or department I deal with and ensure clear communication of issues to make problem-solving quicker and easier. Having a level of empathy for users when a problem arises allows me to tailor my line of questioning to gather necessary information, I am motivated to ask the right questions and guide people to retrieve details I need by my goal of solving issues and preventing them from reoccurring. In dealing with more technical and software-focused colleagues, I am motivated by a sense of comradery and "paying it forward", as I understand that we are supposed to be a team working towards common goals, no matter how different our tasks seem, or how badly technical situations develop. Empathy factors in with the realization that we all make mistakes in software, and that we don't have time to be mean or argue about any of it because it needs to be fixed by anyone who can do the job.	I aim to understand both the technical and non-technical stakeholders in any project or department I deal with and ensure clear communication of issues to make problem-solving quicker and easier. Having a level of empathy for users when a problem arises allows me to tailor my line of questioning to gather necessary information, I am motivated to ask the right questions and guide people to retrieve details I need by my goal of solving issues and preventing them from reoccurring. In dealing with more technical and software-focused colleagues, I am motivated by a sense of comradery and "paying it forward", as I understand that we are supposed to be a team working towards common goals, no matter how different our tasks seem, or how badly technical situations develop. Empathy factors in with the realization that we all make mistakes in software, and that we don't have time to be mean or argue about any of it because it needs to be fixed by anyone who can do the job.	Bridging the technical knowledge gap To understand user needs Maintain team dynamics Acknowledging human nature Focusing collective success of the project				

S26	I believe that empathizing with coworkers is an important ability to have, because it allows one to effectively understand their level of knowledge in a subject, as well as their mental state at the moment of the conversation. Thus, it results in being able to more effectively communicate with them, avoiding both conflict and unnecessary waste of time. Empathy, as well as emotional intelligence, also contributes to cultivating a better work environment around oneself, which has the potential to result in benefits of social, emotional, and even economic nature.	I believe that empathizing with coworkers is an important ability to have, because it allows one to effectively understand their level of knowledge in a subject, as well as their mental state at the moment of the conversation. Thus, it results in being able to more effectively communicate with them, avoiding both conflict and unnecessary waste of time. Empathy, as well as emotional intelligence, also contributes to cultivating a better work environment around oneself, which has the potential to result in benefits of social, emotional, and even economic nature.	Understand the point of view and feelings of others Build relationships and rapport Maintain team dynamics				
S27	Empathy motivates me as a software practitioner because it builds trust and strengthens collaboration within teams and with stakeholders. By understanding others' perspectives, I can anticipate potential concerns, clarify requirements, and deliver solutions that truly meet their needs. It also helps in resolving conflicts more effectively, as I can approach situations with patience and an open mind. Demonstrating empathy fosters a positive and inclusive work environment where everyone feels valued, which in turn boosts morale and productivity. Ultimately, empathy aligns with my goal of not just delivering software but creating meaningful, user-focused solutions.	Empathy motivates me as a software practitioner because it builds trust and strengthens collaboration within teams and with stakeholders. By understanding others' perspectives, I can anticipate potential concerns, clarify requirements, and deliver solutions that truly meet their needs. It also helps in resolving conflicts more effectively, as I can approach situations with patience and an open mind. Demonstrating empathy fosters a positive and inclusive work environment where everyone feels valued, which in turn boosts morale and productivity. Ultimately, empathy aligns with my goal of not just delivering software but creating meaningful, user-focused solutions.	Maintain team dynamics Understand the point of view and feelings of others Build relationships and rapport Caring about others To understand user needs				
S28	I try to demonstrate empathy in every aspect of my life, at work that mostly means being ready to take on difficult tasks in order to help someone else, sharing knowledge and insight where I have it, and listening first before speaking. Doing these things leads to a more harmonious workplace - we all work together to common goals, rather than competing against each other.	being ready to take on difficult tasks in order to help someone else, sharing knowledge and insight where I have it, and listening first before speaking. Doing these things leads to a more harmonious workplace - we all work together to common goals, rather than competing against each other.	Caring about others Understand the point of view and feelings of others Maintain team dynamics Focusing collective success of the project				
S29	being empathic helps me understand my teams strengths and challenges or any personal issues they are dealing with which I can use to tailor my leadership approach. I find that we are more productive as a result of playing to their strengths and managing their workload accordingly. They are also more likely to be engaged if they feel valued which improves morality overall.	being empathic helps me understand my teams strengths and challenges or any personal issues they are dealing with which I can use to tailor my leadership approach. I find that we are more productive as a result of playing to their strengths and managing their workload accordingly.	Maintain team dynamics Focusing collective success of the project				
S30	It makes the work environment less toxic, thereby creating an atmosphere for team members to explore, become creative and give their best without fear of being judged or punished for their mistakes.	It makes the work environment less toxic, thereby creating an atmosphere for team members to explore, become creative and give their best without fear of being judged or punished for their mistakes.	Helps self-learning and improvement				
S31	As a software practitioner, I'm motivated to show empathy because I am of the view that, it's important for delivering high-quality solutions that satisfy users' needs. When I put myself in others' shoes, I can better understand their pain points, goals, and motivations. This understanding helps me to design and develop software that is intuitive, user-friendly, and effective. Empathy also enable me build stronger relationships with colleagues, stakeholders, and users, which leads to better collaboration, communication, and finally, project success.	As a software practitioner, I'm motivated to show empathy because I am of the view that, it's important for delivering high-quality solutions that satisfy users' needs . When I put myself in others' shoes, I can better understand their pain points, goals, and motivations. This understanding helps me to design and develop software that is intuitive, user-friendly, and effective. Empathy also enable me build stronger relationships with colleagues, stakeholders, and users, which leads to better collaboration, communication, and finally, project success.	Focusing collective success of the project To understand user needs Understand the point of view and feelings of others Maintain team dynamics Build relationships and rapport				
S32	I know how difficult it is within the company as I started the company from one room. So I show empathy where it is needed and try show support to every individual who works for us as we are all family and should look after one another.	So I show empathy where it is needed and try show support to every individual who works for us as we are all family and should look after one another.	Caring about others				
S33	My motivation to be empathetic is to demonstrate and cultivate good relationships with my co workers. I admit it is also self interested; maintaining good connections will increase the likelihood of a pay raise and move up the corporate ladder. It is also an opportunity to learn about others and get a better sense of the organization as a whole. It also allows me to move faster on projects and disarm more difficult out-of-department colleagues.	demonstrate and cultivate good relationships with my co workers. It is also an opportunity to learn about others and get a better sense of the organization as a whole. It also allows me to move faster on projects and disarm more difficult out-of-department colleagues.	Build relationships and rapport				
S34	As a software practitioner, I am motivated to demonstrate empathy because it enhances collaboration and fosters a positive work environment. Understanding the challenges that developers and stakeholders face helps me communicate effectively, reducing misunderstandings and ensuring that technical and business goals align. Empathy also improves problem-solving by allowing me to consider different perspectives, leading to better decision-making and more user-friendly solutions. Additionally, when team members feel heard and respected, they are more engaged and motivated, which contributes to higher productivity and innovation. Ultimately, empathy builds trust and strengthens relationships, making the development process smoother and more enjoyable for everyone involved.	it enhances collaboration and fosters a positive work environment. Understanding the challenges that developers and stakeholders face helps me communicate effectively, reducing misunderstandings and ensuring that technical and business goals align. Empathy also improves problem-solving by allowing me to consider different perspectives, leading to better decision-making and more user-friendly solutions. Additionally, when team members feel heard and respected, they are more engaged and motivated, which contributes to higher productivity and innovation.	Maintain team dynamics Bridging the technical knowledge gap Understanding developers Understand the point of view and feelings of others Focusing collective success of the project				
S35	Soft skills are non-technical abilities such as communication, logical thinking, problem solving teamwork and empathy. Empathy is a deeply human emotion when it comes to software practitioner, empathy lies at the heart of emotional intelligence. It has the ability facilitate our awareness of our person emotions, handling interpersonal relationships and creating stronger bonds[source].	- Seems like an AI generated answer as it ends with "[source]"	-				
S36	I like to think I'm a very friendly person, and the way I want to grow and develop my career is with my achievements, but I have to have merit on them. Ignoring feelings and issues from my colleagues and friends would make me look like a cold person, and could probably create trust issues in them, making relationships harder with me. Also it's easier to work with people who care about each other. I think everyone should show empathy with everyone. We don't have to all be friends and get along well, but we have to show empathy to work better as a team and support each other needs. My main drive to demonstrate empathy is that I like to be a nice person, and not only as a software practitioner, I try to feel and understand everyone's points of view and personal struggles from their end, not only as I see it	My main drive to demonstrate empathy is that I like to be a nice person, and not only as a software practitioner, I try to feel and understand everyone's points of view and personal struggles from their end, not only as I see it	Understand the point of view and feelings of others Caring about others				