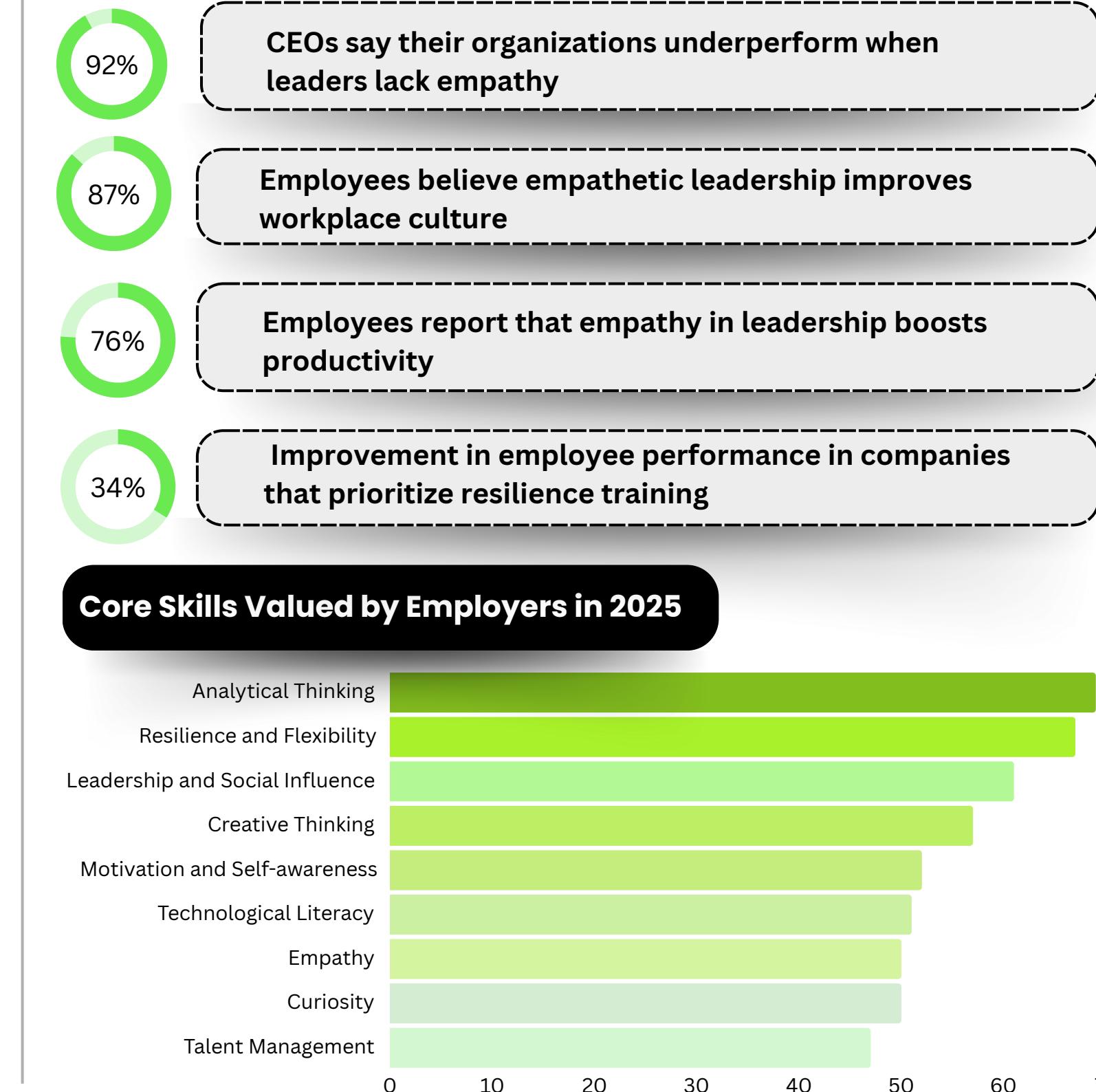
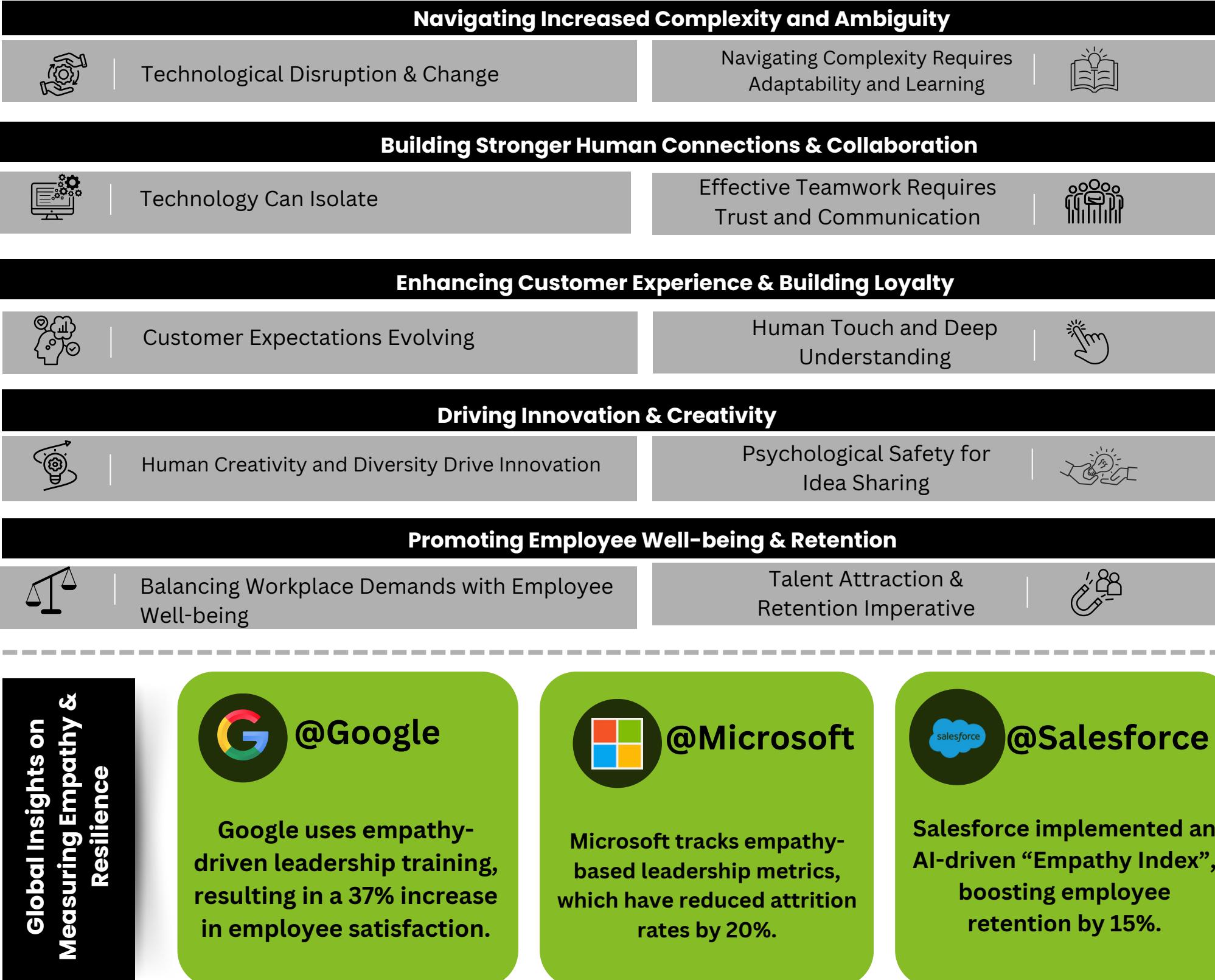




Measuring Empathy and Resilience at Deloitte South Asia

- Rudra

Future of Jobs Skills (Empathy & Resilience) in a Tech-Driven Workplace



Empowering Empathy and Resilience at Deloitte

South Asia

Navigating Intercultural Dynamics & Fostering Inclusion

- Understand Diverse Needs
- Adapt Communication
- Foster Belonging

Thriving in Volatile Developing Economies

- Adaptability
- Overcome Setbacks
- Maintain Well-being

Addressing Socio-Economic Disparities & Building Equitable Workplaces

- Understand Challenges
- Promote Fair Practices
- Build Trust

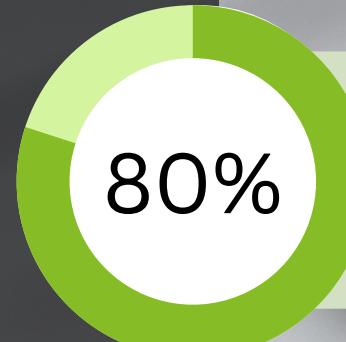
Enhancing Client Relationships in a Culturally Sensitive Context

- Multi-Generational Client Focus
- Cultural Awareness
- Tailor Solutions

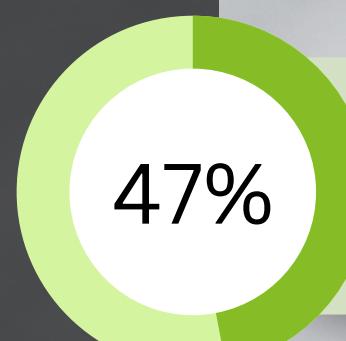
Attracting & Retaining Talent in a Competitive, Values-Driven Market

- Supportive Culture
- Appeal to Younger Generations
- Employer Differentiation

Why?



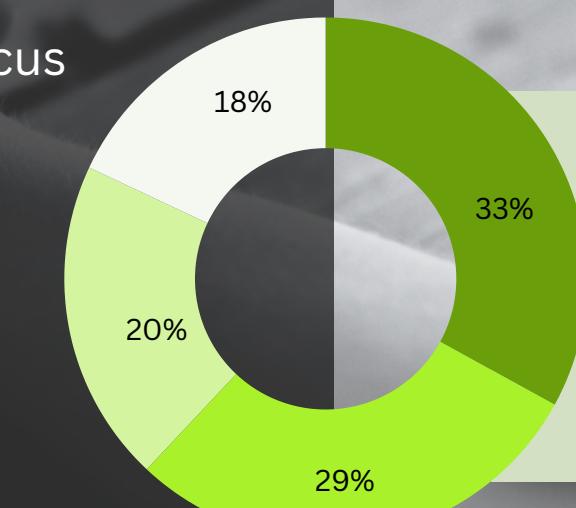
of the Indian workforce reported experiencing mental health challenges in the year 2021



of professionals identified workplace-related stress as the primary factor affecting their mental health



annual cost incurred by Indian employers due to poor mental health among employees, resulting from absenteeism and attrition



Among those experiencing mental health issues :

- Continued to work
- Took time off
- Resigned
- Prefer Not to Say

Why?

D.

QUALITATIVE AND QUANTITATIVE FACTORS INFLUENCING EMPATHY QUOTIENT (EQ) AND RESILIENCE QUOTIENT (RQ)

Qualitative	Factor	Description	Available Data Sources at Deloitte	New Data Collection Needed?	Channels for Sourcing
	Active Listening & Observation Skills	Ability to attentively listen, observe non-verbal cues, and understand unspoken emotions.	✗	✓	<ul style="list-style-type: none"> Behavioural Assessments in interviews Targeted Questionnaires for insights Simulations to evaluate responses
	Perspective-Taking & Cognitive Empathy	Ability to attentively listen, observe non-verbal cues, and understand unspoken emotions.	✗	✓	<ul style="list-style-type: none"> Situational Judgement Tests Case Study Analysis Interview questions focused on perspective
	Emotional Understanding & Compassion	Recognizing and understanding one's own emotions and those of others, coupled with genuine compassion.	✗	✓	<ul style="list-style-type: none"> Emotional Intelligence Assessments Scenario-Based Interviews to gauge emotional responses
	Cultural Sensitivity & Inclusivity	Awareness of cultural differences, promoting inclusive behaviours and communication.	✗ (Partially Available)	✓ (Needs Enhancement)	<ul style="list-style-type: none"> D&I Training Participation Records (available) Targeted Surveys for insights Feedback Mechanisms on inclusive behaviors

Active Listening & Observation Skills



Emotional Understanding & Compassion



Perspective-Taking & Cognitive Empathy



Cultural Sensitivity & Inclusivity



EQ

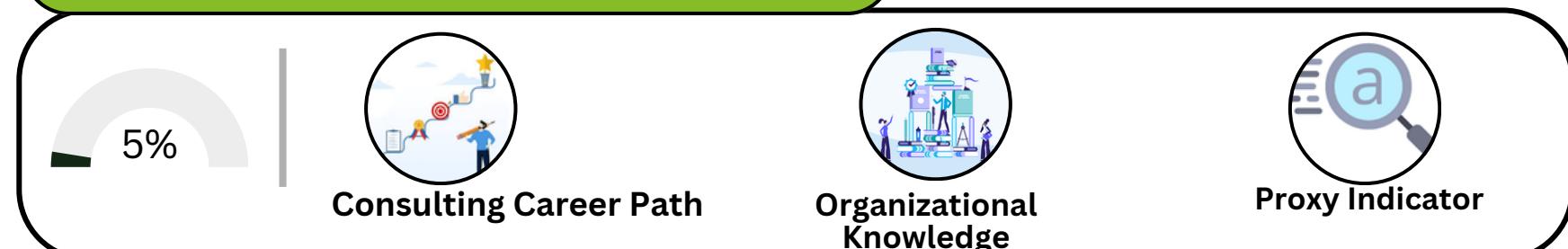
D.

Factor	Description	Available Data Sources at Deloitte	New Data Collection Needed?	Channels for Sourcing
Participation in Empathy-Focused Training	Completion of courses, workshops, or programs designed to enhance empathy and related skills.	✓	✗	<ul style="list-style-type: none"> Learning & Development Records LMS (Learning Management System) Data Training Progress & Completion Metrics
360-Degree Feedback (Reportees)	Feedback from direct reports on manager's empathetic leadership behaviours.	✓	✗	<ul style="list-style-type: none"> Existing 360-Degree Feedback Systems Peer & Managerial Evaluation Reports
Tenure & Diversity of Experience	Length of experience working in diverse teams and interacting with diverse clients.	✓	✗	<ul style="list-style-type: none"> HR Records for employee data Employee Profiles with key insights Project History for performance tracking
Communication Style Analysis	Analysis of written and verbal communication for empathetic language (potentially using AI)	✗	✓	<ul style="list-style-type: none"> AI-Driven Communication Analysis Tools (email, chat) Privacy & Ethical Considerations for responsible use

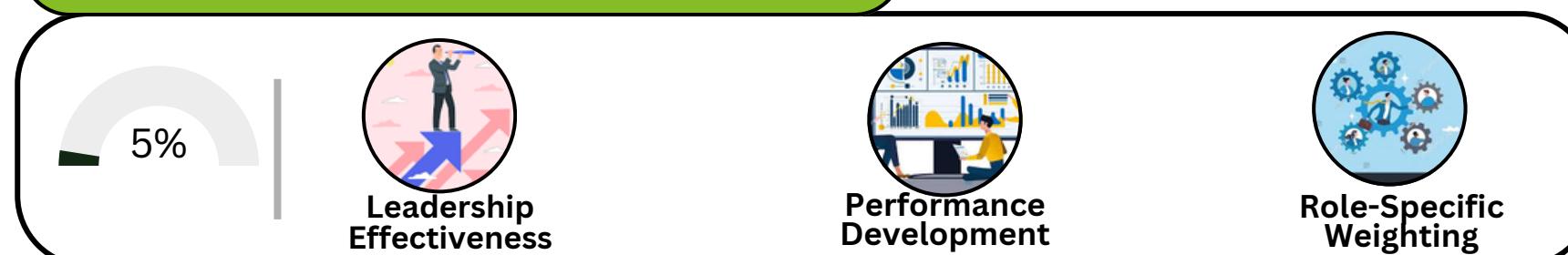
Participation in Empathy-Focused Training



Tenure & Diversity of Experience



360-Degree Feedback (Reportees)



Communication Style Analysis



**EQ
Formula**

Weighted Average of
the Above Factors



$$\sum w_i * n_i$$

where, w_i = weightage of i^{th} quantitative factor
 n_i = score of i^{th} quantitative factor

EQ

D.

Qualitative Factor	Description	Available Data Sources at Deloitte	New Data Collection Needed?	Channels for Sourcing
Adaptability & Flexibility	Ability to adjust to changing situations, priorities, and work environments.	✗ Partially	✓ (Needs Enhancement)	<ul style="list-style-type: none"> Performance Reviews (available, needs emphasis in criteria) Situational Judgment Tests for decision-making evaluation
Stress Management & Self-Care	Capacity to manage stress effectively, maintain well-being, and employ healthy coping mechanisms.	✗ Partially	✓ (Needs Enhancement)	<ul style="list-style-type: none"> Situational Judgment Tests for decision-making assessment Interview Questions focusing on perspective
Problem-Solving & Resourcefulness	Ability to approach challenges proactively, find solutions, and leverage available resources effectively.	✗ Partially	✓ (Needs Enhancement)	<ul style="list-style-type: none"> Performance Reviews (available, needs emphasis in criteria) Case Study Analysis to assess problem-solving skills Simulations for real-world scenario evaluation
Optimism & Growth Mindset	Maintaining a positive outlook, embracing challenges as opportunities, and demonstrating determination to achieve long-term goals despite setbacks.	✗	✓	<ul style="list-style-type: none"> D&I Training Participation Records (available) Targeted Surveys for deeper insights Feedback Mechanisms on inclusive behaviors

Adaptability & Flexibility



Problem-Solving & Resourcefulness



Stress Management & Self-Care



Optimism & Growth Mindset



RQ

D.

Quantitative	Factor	Description	Available Data Sources at Deloitte	New Data Collection Needed?	Channels for Sourcing
	Performance Under Pressure	Performance metrics during high-pressure situations (e.g., project deadlines, crises).	✓	✗	<ul style="list-style-type: none"> Performance Reviews for evaluation Project Completion Metrics to track efficiency Client Feedback in demanding situations
	Setback Recovery Time	Time taken to recover performance and motivation after experiencing setbacks or negative feedback.	✗	✓	<ul style="list-style-type: none"> Performance Recovery Tracking System Manager Assessments for evaluation Performance Analysis to measure improvement
	Participation in Resilience Training	Completion of courses, workshops, or programs designed to enhance resilience and stress management.	✓	✗	<ul style="list-style-type: none"> Learning & Development Records LMS (Learning Management System) Tracking
	Well-being Survey Scores	Scores from employee well-being surveys assessing stress levels, coping mechanisms, and overall well-being.	✓	✗	<ul style="list-style-type: none"> Employee Well-Being Survey Data (if available)

Performance Under Pressure



Participation in Resilience Training



Setback Recovery Time



Well-being Survey Scores



RQ
Formula

Weighted Average of
the Above Factors



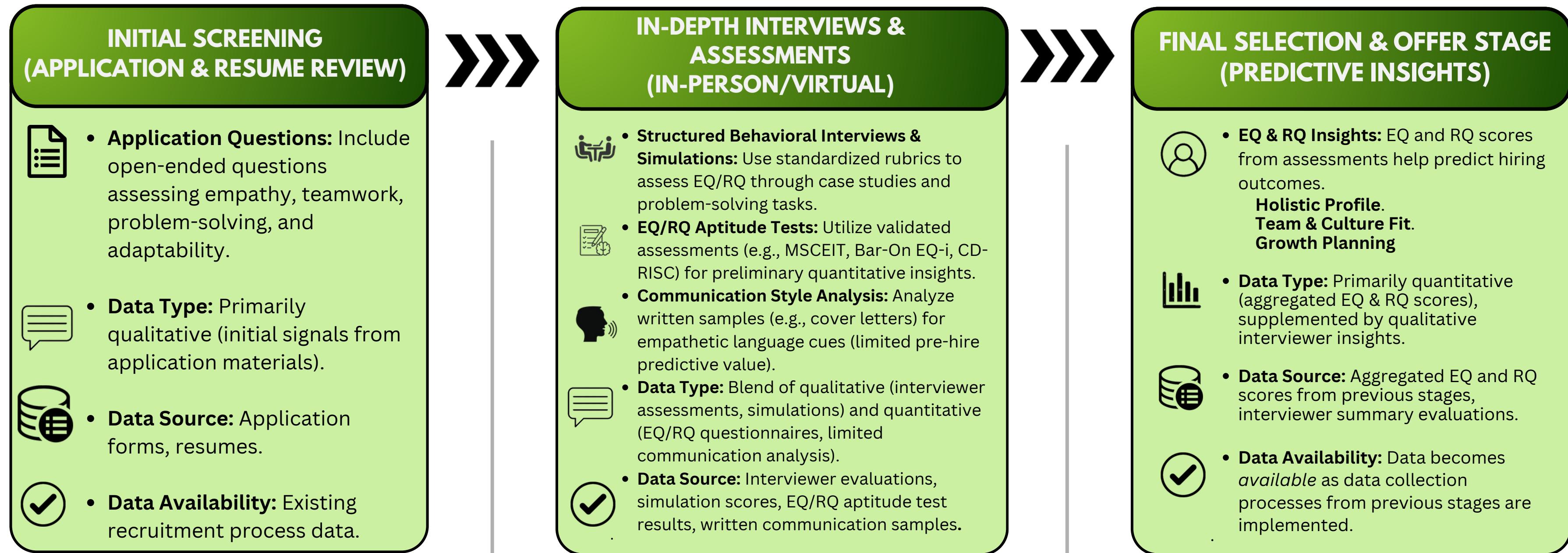
$$\sum w_i * n_i$$

where, w_i = weightage of i^{th} quantitative factor
 n_i = score of i^{th} quantitative factor

RQ

D.

INTEGRATING EQ AND RQ INTO THE HIRING PROCESS



Ross-Spectre Test Grading Criteria

Parameter	Score 8-10 (High EQ)	Score 4-7 (Moderate EQ)	Score 0-3 (Low EQ)
 Active Listening & Observation	Notices subtle cues, remembers details, engages in reflective listening	Listens but misses emotional cues, interrupts at times.	Show disinterest, ignores cues, interrupts frequently.
 Perspective-Taking & Cognitive Empathy	Considers multiple viewpoints, makes others feel understood	Acknowledges other views but struggles to fully relate.	Dismisses other perspectives, argues instead of understanding.
 Emotional Understanding & Compassion	Balances logic with emotional insight, de-escalates conflicts smoothly.	Expresses sympathy but may struggle to act on it.	Responds dismissively, lacks emotional awareness.
 Cultural Sensitivity & Inclusivity	Adapts communication style, welcomes diverse perspectives.	Shows some sensitivity but lacks proactive inclusivity.	Unaware of biases, makes culturally insensitive remarks.
 Empathy Training Participation	Actively engages in training, applies learned skills in real-world scenarios.	Participates but doesn't always apply knowledge.	Avoids empathy training, sees no value in it.
 360-Degree Feedback (Peers & Reportees)	Consistently rated as supportive, understanding, and considerate	Mixed reviews—sometimes empathetic, sometimes detached.	Frequently rated as indifferent or emotionally detached.
 Tenure & Diversity of Experience	Has worked with diverse groups, easily adapts to new people.	Some experience with diverse teams it struggles initially.	Minimal exposure to diversity, avoids new perspectives.
 Communication Style Analysis	Adjusts tone and approach based on the audience, remains clear and respectful.	Communicates well but may lack emotional depth.	Uses an aggressive or dismissive communication style.



Parameter	Score 8-10 (High)	Score 4-7 (Moderate)	Score 0-3 (Low)
 Adaptability and Flexibility	Thrives in unpredictable situations, finds solutions quickly.	Adapts eventually but struggles initially.	Resists change, panics when plans fail.
 Stress Management and Self-Care	Remains composed, uses stress as motivation, practices self-care.	Manages stress but experiences occasional burnout.	Crumbles under stress, neglects personal well-being.
 Problem-Solving & Resourcefulness	Finds unconventional solutions, leverages resources wisely.	Solves problems but may rely on others.	Struggles to solve problems independently.
 Perseverance & Growth Mindset	Sees setbacks as learning experiences, remains motivated.	Accepts failure but takes time to recover.	Gives up easily, believes failure defines them.
 Performance Under Pressure	Thinks clearly, makes quick and effective decisions	Can handle pressure but experiences lapses in judgment.	Panics, becomes ineffective under stress.
 Setback Recovery Time	Recovers almost instantly, strategizes next steps.	Recovers but needs motivation from others.	Takes excessive time to recover, avoids future risks.
 Resilience Training & Application	Regularly engages in training, applies resilience techniques effectively.	Attends training but struggles to apply concepts consistently.	Avoids resilience training, does not see its value.
 Well-being Survey Scores	Reports high workplace satisfaction, emotional well-being, and motivation.	Moderate well-being—some stress but manageable.	Reports dissatisfaction, burnout, or emotional distress.

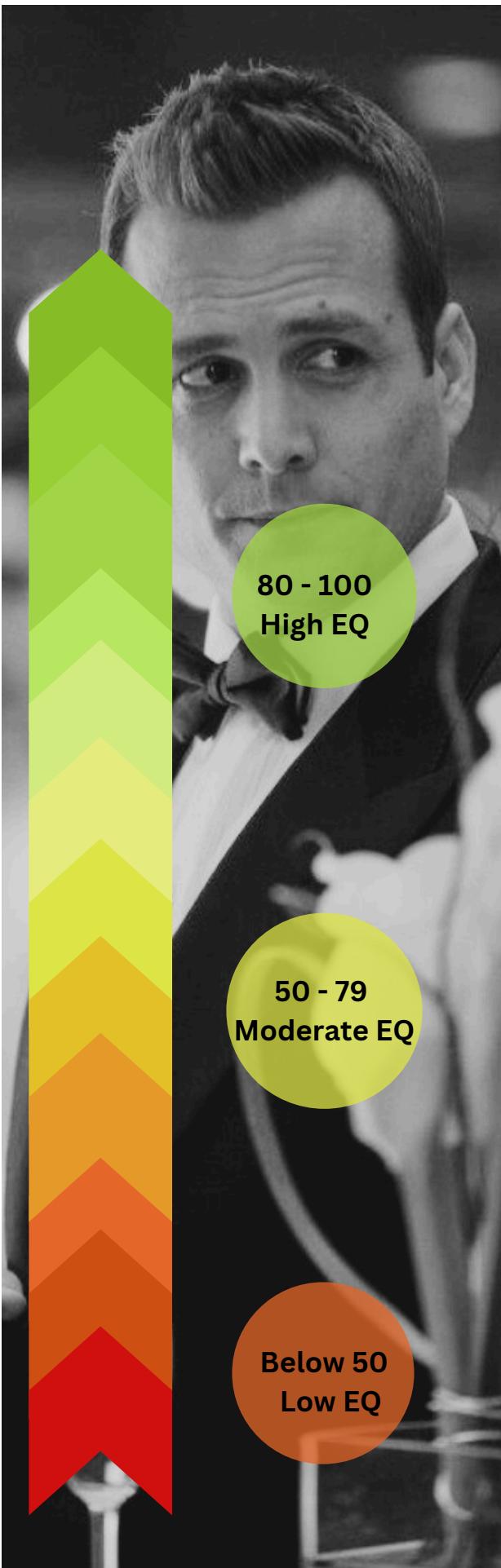
Final Scoring Methodology

Ross Test Score (EQ) =
 (Sum of EQ parameter scores) $\times 1.25$

Spectre Test Score (RQ) =
 (Sum of RQ parameter scores) $\times 1.25$



Each test is normalized to a 100-point scale.



THANK YOU!!



Annexure

- World Economic Forum Future of Jobs Report 2025: (<https://www.weforum.org/reports/the-future-of-jobs-report-2025/>) - Provides context on the increasing importance of empathy and resilience in the future workforce.
- McKinsey & Co. Future of Work Study (2023): (Referenced in the case study - find specific McKinsey report citation if possible) - Highlights the link between resilience training and employee performance.
- Businessolver Empathy Study (2023): (Referenced in the case study - find specific Businessolver study citation if possible) - Provides data on the impact of empathetic leadership.
- Goleman, D. (1995). Emotional intelligence. Bantam Books. - Classic text on emotional intelligence, providing foundational understanding of empathy and related concepts.
- Tugade, M. M., & Fredrickson, B. L. (2004). Resilient individuals use positive emotions to bounce back from negative emotional experiences. *Journal of personality and social psychology*, 86(2), 320. - Academic research on resilience and positive emotions.
- Indeed Hiring Lab Research on Generative AI and Human-Centered Skills (2024): (Referenced in the case study - find specific report citation if possible) - Provides insights into the continued importance of human skills in the age of AI.
- Harvard Business Review articles on Empathy and Leadership: (Search HBR database for articles on these topics) - Practical insights on empathy in leadership and workplace effectiveness.
- Deloitte India Talent Report 2024: (Referenced in the case study - find specific report citation if possible) - Provides insights into the talent landscape in India.
- Microsoft Empathy-Driven Management Report (2023): (Referenced in the case study - find specific report citation if possible) - Industry example of measuring and leveraging empathy.
- Google Empathy & Leadership Training, Harvard Business Review (2023): (Referenced in the case study - find specific HBR citation if possible) - Industry example of empathy training and its impact.
- O*NET (Occupational Information Network): (<https://www.onetonline.org/>) - Resource for understanding job roles and associated skills, used in the Future of Jobs Report.
- Global Skills Taxonomy, World Economic Forum: (<https://www1.reskillingrevolution2030.org/skills-taxonomy/index.html>) - Framework for understanding and categorizing skills.

RQ Resources

- Tugade, M. M., & Fredrickson, B. L. (2004). Resilient individuals use positive emotions to bounce back from negative emotional experiences. *Journal of personality and social psychology*, 86(2), 320.
- Connor, K. M., & Davidson, J. R. (2003). Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC). *Depression and anxiety*, 18(2), 76-82.*
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- American Psychological Association. (n.d.). Building your resilience. <https://www.apa.org/topics/resilience/building-your-resilience>
- Dweck, C. S. (2006). Mindset: The new psychology of success. Random House. (Classic work on growth mindset and its impact on resilience and achievement).
- Reivich, K., & Shatte, A. (2002). The resilience factor: 7 essential skills for overcoming life's inevitable obstacles. Broadway Books. (Practical guide to building resilience skills).
- Duckworth, A. (2016). Grit: The power of passion and perseverance. Scribner. (Key text on grit and its importance for long-term success).
- Luthar, S. S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: A critical evaluation and guidelines for future work. *Child development*, 71(3), 543-562.*
- Tedeschi, R. G., & Calhoun, L. G. (2004). Posttraumatic growth: Conceptual foundations and empirical evidence. *Psychological inquiry*, 15(1), 1-18.*
- Fardellone, M., & Venturini, E. (2023). Stress Management in the Workplace: A Review. *International Journal of Environmental Research and Public Health*, 20(3), 2439.*
- Sincero, S. C. (2011). Resilience: Bounce Back from Setbacks. PsychCentral. <https://psychcentral.com/blog/resilience-bounce-back-from-setbacks>
- Manyika, J., Lund, S., Chui, M., Bughin, J., Woetzel, J., Batra, P., ... & Sanghvi, A. (2023). The future of work in America: People and places, today and tomorrow. McKinsey Global Institute. (Refer to sections on future of work trends and required skills, particularly relating to adaptability and resilience)

EQ Resources

- Goleman, D. (1995). Emotional intelligence. Bantam Books.
- **Harvard Business Review. (Various Articles). Search HBR.org for articles using keywords "Empathy Leadership," "Empathy Workplace." **
- Businessolver. (2023). Businessolver Empathy Study. <https://www.businessolver.com/blog/2023-state-of-workplace-empathy-study>
- Rogers, C. R. (1957). The necessary and sufficient conditions of therapeutic personality change. *Journal of Consulting Psychology*, 21(2), 95–103.
- Davis, M. H. (1983). Measuring individual differences in empathy: Evidence for a multidimensional approach. *Journal of Personality and Social Psychology*, 44(1), 113–126.
- Batson, C. D. (2011). Altruism in humans. Oxford University Press.
- Singer, T., & Klimecki, O. M. (2014). Empathy and compassion. *Current biology*, 24(18), R875-R878.*
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, 2(1), 3.*
- Shore, L. M., Chung-Herrera, B. G., Dean, M. A., Holcombe Ehrhart, K., Jung, D. I., Randel, A. E., & Singh, P. (2009). Inclusion and diversity in work groups: A review and conceptual model. *Journal of management*, 35(2), 177-203.*