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Welcome back. By completing this lesson, you will add an empathy map tool to your tool belt. Let's get started. Empathy is the capacity to put yourself in another person's shoes and understand them from their point of view. It's important to build an empathy map for your team because it allows you to design the collaboration process that is aligned with your team members feelings, motivations, and working styles. As you lead your team to become agile, your team members level of collaboration will increase. One person's success will depend on another. So it's critical that they understand what each person does, what motivates each person, and what emotions members may be experiencing as they do their work. Even though as individuals, we are rational beings on the surface, we still process information both intellectually and through our feelings. Empathy maps provide a way to uncover these feelings. Feelings are not the most popular subject in business. We typically don't get to talk about how we feel in work environments. However, not talking about feelings does not mean they're not there. An empathy map is a document where we describe our best guesses about individual roles, teams, or departments. There are many templates for empathy maps available online. Today, I will share one of them with you and walk you through the process of creating one. There are seven categories of an empathy map. Who are we empathizing with? This should not be about a specific person, but rather about the specific role. What do they do? How did they participate in our project? This is where you outline the role they play in your specific project. What do they see? What did they typically see in their workday? What do they say? Here, it's always helpful to include verbatim feedback, whether you heard it via e-mail or in person. What do they do? What do they do in their everyday role? What tasks do they have to accomplish? What do they hear? What do they get from their stakeholders, emails, calls, or in-person conversations? The last category is, what do they feel? Pains and gains. Pains means fears and frustrations, and gains their wants, desires, hopes and needs. When building an empathy map, you're using the best guess method. You're making informed assumptions based on your experiences and observations and by putting yourself into another person's shoes to the best of your ability. By involving your team in a discussion around assumptions, you will be able to develop a closer reality picture. The main goal is not to verify the truth or be scientifically accurate. The goal is to train your team's empathy muscle. So how do you actually put together an empathy map. Invite your team to develop an empathy map for key functions your team works with on a daily basis. Using an empathy map will open a whole new world of understanding, alignment, collaboration, and communication within your team by humanizing different roles. We often don't take time to understand what other people do at work and what level of emotional investment it takes them to get their job done successfully. Empathy maps allow a sneak peek into other people's motivations and feelings. In the next lesson, you will gain a foundational understanding of Scrum, which we'll use as our framework for managing and structuring our agile teams.