HELPING OTHERS

EMPATHY IN BUSINESS
Realized Worth designs and implements corporate volunteering programs for companies around the world.

http://www.realizedworth.com/
North Hollywood High School, Los Angeles...

Nearly 450 volunteers painted murals, created college-themed stairwells, and other projects to enhance school pride throughout the campus for more than 2,800 students.
Better work.
Employees who volunteer give more time and effort to their jobs.

Sources: Research from University of Georgia Terry College of Business
Better work. Employees who volunteer give more time and effort to their jobs.

Happier people. Employees who volunteer feel better emotionally, mentally and physically.

Sources: UnitedHealth Group’s 2013 Health and Volunteering Study
BENEFITS OF EMPLOYEE VOLUNTEERING

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Deloitte Volunteer Impact Research Research from University of Georgia Terry College of Business
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Increased skills.
Employees who volunteer are in an optimal learning environment to practice and develop skills.

Sources: UnitedHealth Group’s 2013 Health and Volunteering Study
Deloitte Volunteer Impact Research
Research from University of Georgia Terry College of Business
Employees were recruited from Coca-Cola Iberia in Madrid, Spain.

Placed in one of three groups; a) givers, b) receivers and c) a control group.

The experiment took place over four weeks and researchers monitored results for four months.

Source: Everyday Prosociality in the Workplace: The Reinforcing Benefits of Giving, Getting, and Glimpsing
Doing good encourages others to:

1. Givers and Receivers mutually benefit
2. Receivers pay-it-forward
3. Primary benefits in wellness and need satisfaction
WHY DOES IT WORK?

QUESTION...

WHY DOES IT WORK?
“A creative approach to interactive systems development that aims to make systems usable and useful by focusing on the users, designing around their needs and requirements at all stages, and by applying human factors/ergonomics, usability knowledge, and techniques.” ISO 9241-210:2010(E)
WHY DOES ANYONE VOLUNTEER?

The Helper’s High

Studies show that the chemicals released when volunteering are similar to the chemicals released during a yoga high, runner’s high, or sexual activity.

Volunteering or – “acts of compassion”

- blocks cortisol (the stress hormone)
- aids the production of oxytocin (the bonding hormone)
- produces dopamine (the happiness hormone)
- releases endorphins
The DNA That Survived

“Humans have evolved to be caring and helpful to those around us, largely to ensure our survival”, says Post. “In Darwin's *Descent of Man*, he mentions survival of the fittest only twice. He mentions benevolence 99 times.”

Stephen G. Post, PhD,
professor of bioethics at Case Western Reserve University
School of Medicine
Empathy and the Pain Matrix

Source: David Eagleman, The Brain
The neuroevolution of empathy

Jean Decety

Department of Psychology, University of Chicago, Chicago, Illinois

Address for correspondence: Jean Decety, Irving B. Harris Professor of Psychology and Psychiatry, Department of Psychology, University of Chicago, 5848 S. University Avenue, Chicago, IL 60637. decety@uchicago.edu

There is strong evidence that empathy has deep evolutionary, biochemical, and neurological underpinnings. Even the most advanced forms of empathy in humans are built on more basic forms and remain connected to core mechanisms associated with affective communication, social attachment, and parental care. Social neuroscience has begun to examine the neurobiological mechanisms that instantiate empathy, especially in response to signals of distress and pain, and how certain dispositional and contextual moderators modulate its experience. Functional neuroimaging studies document a circuit that responds to the perception of others’ distress. Activation of this circuit reflects an aversive response in the observer, and this information may act as a trigger to inhibit aggression or prompt motivation to help. Moreover, empathy in humans is assisted by other domain-general high-level cognitive abilities, such as executive functions, mentalizing, and language, which expand the range of behaviors that can be driven by empathy.

Keywords: evolution; affective neuroscience; social neuroscience; empathy
HOW HUMANS HAVE EVOLVED TO DO GOOD

THE DARK SIDE OF EMPATHY – “IN GROUPS” VERSUS “OUT GROUPS”

**Inclusion**
Empathy motivates us to protect and prioritize our blood ties and those with whom we identify. We want to avert destruction and avoid pain for our “in groups” because we experience their pain as if it were our own.

**Exclusion**
Because we have “in groups”, we also have “out groups”. The less experience we have with another group, the less we identify with them. When worse comes to worst, we protect “in groups” and objectify “out groups”.

**vs.**
IN GROUPS AND OUT GROUPS: OUR PRE-CONSCIOUS RESPONSE

How do humans respond to people of different social circles?

Lasana Harris of the University of Leiden in Holland conducted a series of experiments looking for changes in the region of the brain that becomes active when we’re thinking about other people — but it’s not active when we’re dealing with inanimate objects, such as a coffee mug.
HOW HUMANS HAVE EVOLVED TO DO GOOD

The DNA That Survives

- **Empathy** is a survival skill.

  - Parts of our brains **literally experience pain** when we see others in pain.

  - When there are “in groups”, **there are “out groups”** – and that can have dire consequences.

Volunteering as a Means to an End

- Our **empathy circles expand** when we have experiences with our “out groups”.

- Volunteering is a **non-threatening space** to interact with “out groups” and break down prejudices.

- Ultimately, volunteering is a mechanism to develop **empathy through experience**.
Transactional versus Transformative Volunteering
Impact and the art of motivation maintenance:
The effects of contact with beneficiaries on persistence behavior

Department of Psychology, University of Michigan, 530 Church St., Ann Arbor, MI 48109-1109, USA
b Organizational Studies, University of Michigan, USA
EXAMPLE: CALL CENTRE

- Time on the phone up 142%
- Revenue up 171%
- A weekly average increase of $503.22, up from $185.94
- Effect with previous donors? 411.74 grew to 2083.52
- One Week with 23 callers - INCREASE of $38,451
WHEN DOES HELPING FEEL GOOD?

1. See the Beneficiary
2. Understand Task Significance
3. Autonomous choice to participate
APPLYING IT TO BUSINESS CONTEXTS

EMPATHY
RESTORATIVE PRACTICES

Restorative practices builds healthy communities, increases social capital, reduces the impact of crime, decreases antisocial behavior, repairs harm and restores relationships.

Current Applications:

• U.S. school-to-prison pipeline
• European refugee and transcontinental migration conflict
• Radicalization of youth
• Community policing and use of force
Affective Resonance

• “The brain is an anticipating machine,"

• Outlooks establish a “premature cognitive commitment.”

• In stress filled situations, people can't really think but instead operate on autopilot with preset reactivity.

• Perceived threats diminish focus.

• Only in the WITH box can a person can adopt and maintain a disposition of “relaxed alertness” necessary for quality study and learning.
## Impact of Social Environments on the Brain

<table>
<thead>
<tr>
<th>Doing To</th>
<th>Doing With</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoritarian</td>
<td>Authoritative</td>
</tr>
<tr>
<td>Punitive</td>
<td>Connected</td>
</tr>
<tr>
<td>Stigmatizing</td>
<td>Trusting</td>
</tr>
<tr>
<td>Hyper-vigilance for threat</td>
<td>Builds attunement, connections, accountability, cause and effect</td>
</tr>
<tr>
<td>Memory and executive functions hampered</td>
<td>thinking, reflective, pro-social</td>
</tr>
<tr>
<td><strong>BRAIN state:</strong> Anxious vigilance</td>
<td><strong>BRAIN state:</strong> Relaxed Alertness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Doing Nothing</th>
<th>Doing For</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uninvolved</td>
<td>Permissive</td>
</tr>
<tr>
<td>Ignoring</td>
<td>Excusing</td>
</tr>
<tr>
<td>Unresponsive</td>
<td>Reasoning</td>
</tr>
<tr>
<td>Distress</td>
<td>Connects negative behaviors with positive feelings</td>
</tr>
<tr>
<td>Negative impact on attention, memory, emotions and behavior</td>
<td>Reinforcing negative behaviors</td>
</tr>
<tr>
<td><strong>BRAIN state:</strong> Reactive Defensive</td>
<td><strong>Brain state:</strong> Passive Enabled</td>
</tr>
</tbody>
</table>

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Low → **Nurture/Support** → High

Chart is modified from Diana Baumrind’s parenting research

© 2011 Chuck Saufler
The Compass of Shame
Adapted from D.L. Nathanson, Shame and Pride, 1992

Withdrawal:
- isolating oneself
- running and hiding

Attack Other:
- ‘turning the tables’
- blaming the victim
- lashing out verbally or physically

Attack Self:
- self put-down
- masochism

Avoidance:
- denial
- abusing drugs and alcohol
- distraction through thrill seeking
THE ORGANIZATION OF THE FUTURE

- Resilience is key - speed, agility and adaptability
- Teams form around values and identity rather than role and reporting
- Diversity is directly proportional to insight and intelligence of the team of teams

BUSINESS ISSUE #1

How things were

- A
  - B
    - C
    - D
    - E

How things are

- A
  - B
  - C
  - D
  - E
  - F
  - G

How things work

- Shared values and culture
- Transparent goals and projects
- Free flow of information and feedback
- People rewarded for their skills and abilities not position
BUSINESS ISSUE #2

EMPLOYEE ENGAGEMENT

• Over 1,000 organizations around the globe
• More than five million employee responses in 2015 and 2016
• Responses come from organizations with as few as 100 employees to those over 200,000
• More than 60 industries are represented in the study.
• The study also measures 15 work experience dimensions
EMPLOYEE ENGAGEMENT

Employee engagement is defined as “the level of an employee’s psychological investment in their organization. Employees are asked:

• If they Say positive things about their organization and act as advocates
• If they intend to Stay at their organization for a long time
• If they are motivated to Strive to give their best efforts to help the organization succeed
Global Trends in Employee Engagement

Employee engagement peaked in 2015, but its gains were wiped away with a two-point drop in 2016.
### Global

63% \(\downarrow -2\text{pts}\)

- **Top Engagement Opportunities**
  - Rewards & Recognition \(\downarrow -1\)
  - EVP \(\uparrow +1\)
  - Senior Leadership \(\downarrow -1\)
  - Career Opportunities \(\downarrow -5\)
  - Enabling Infrastructure \(\downarrow -2\)

### North America

64% \(\downarrow -1\text{pt}\)

- **Top Engagement Opportunities**
  - Enabling Infrastructure \(\leftrightarrow 0\)
  - EVP \(\downarrow -2\)
  - Rewards & Recognition \(\downarrow -1\)
  - Senior Leadership \(\downarrow -2\)
  - Performance Management \(\downarrow -7\)

### Largest Positive Dimension Increases

- **Global**
  - EVP \(\uparrow +1\)

- **North America**
  - None

Note: None for North America means there were no positive increases in any dimension.
Looking across all 10 trends we discuss this year it’s clear that employee experience is a central theme in 2017.

Leadership, organization structure and teams, career mobility, learning, diversity, employment brand, and HR services, all affect an employee’s experience.

Companies need to focus on the employee experience holistically, considering all the contributors to worker satisfaction, engagement, wellness, and alignment.
<table>
<thead>
<tr>
<th>Meaningful work</th>
<th>Supportive management</th>
<th>Positive work environment</th>
<th>Growth opportunity</th>
<th>Trust in leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>Clear and transparent goals</td>
<td>Flexible work environment</td>
<td>Training and support on the job</td>
<td>Mission and purpose</td>
</tr>
<tr>
<td>Select to fit</td>
<td>Coaching</td>
<td>Humanistic workplace</td>
<td>Facilitated talent mobility</td>
<td>Continuous investment in people</td>
</tr>
<tr>
<td>Small, empowered teams</td>
<td>Investment in development of managers</td>
<td>Culture of recognition</td>
<td>Self-directed, dynamic learning</td>
<td>Transparency and honesty</td>
</tr>
<tr>
<td>Time for slack</td>
<td>Agile performance management</td>
<td>Fair, inclusive, diverse work environment</td>
<td>High-impact learning culture</td>
<td>Inspiration</td>
</tr>
</tbody>
</table>

Cross-organization collaboration and communication

Deloitte University Press | dupress.deloitte.com
DIVERSITY AND INCLUSION

- Diversity and inclusion can reinforce organizational performance.
- New research by Deloitte demonstrates that diverse and inclusive teams are more innovative, engaged, and creative in their work.
- Our research comparing high-performing teams against lower-performing teams supports the view that people must feel included in order to speak up and fully contribute.