

A large audience of people is seated in a dark theater or conference hall, viewed from behind. The audience members are mostly men in business attire, and some women are visible. The lighting is dim, with a blue and purple glow from the stage area in the background. The word "Superpower" is overlaid in large, white, bold, sans-serif font across the center of the image.

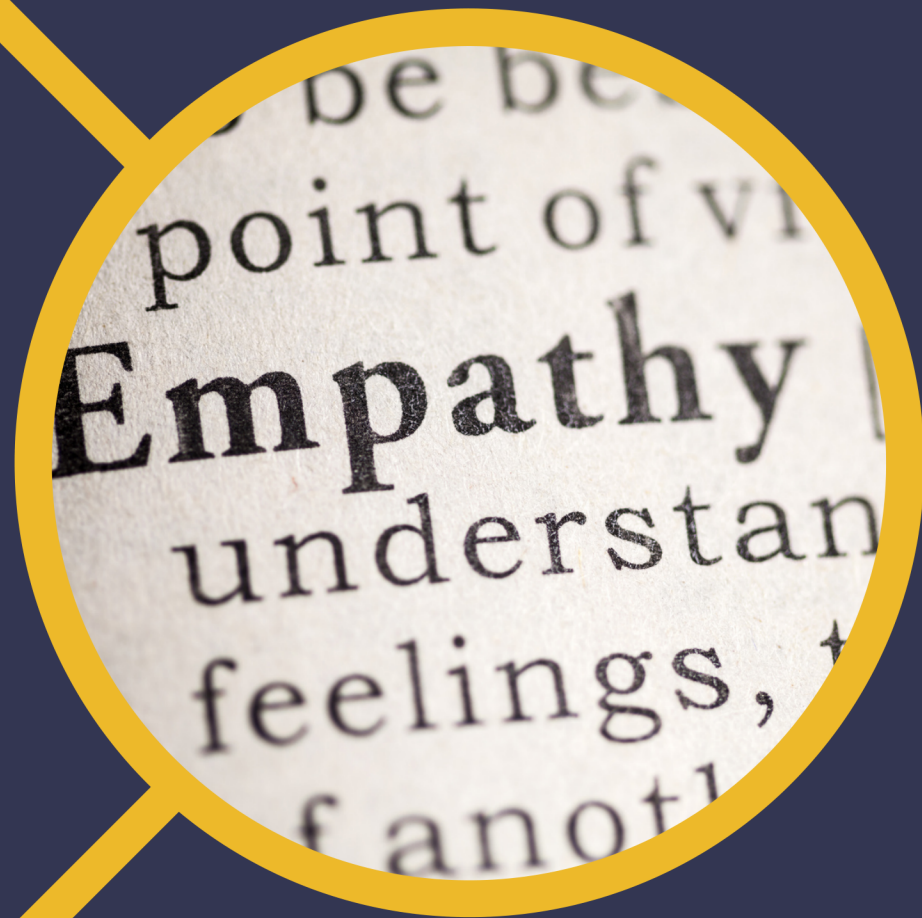
Superpower

**Who
remembers
this movie
scene?**



**WILSON, I DON'T KNOW
IF I CAN MAKE IT
THROUGH THIS**

**SOCIAL FACILITATION - EVEN A VOLLEYBALL CAN MAKE YOU FEEL LESS
ALONE**



"You can't feel what another person is feeling if you aren't paying attention to them"

Daniel Goleman

The ability to understand and share the feelings of another





**If there was a metaphor for the
landscape of Change...**

Why does empathy matter in agile delivery?

MCKINSEY HAS NOTED THAT 70% OF ALL TRANSFORMATION EFFORTS ULTIMATELY FAIL (FORBES)

AGILE RUNS INTO TROUBLE WHEN IT RUBS AGAINST THE CONSERVATIVE PRACTICES AND BEHAVIORS OF TRADITIONAL ORGANIZATIONS. (BCG)

OVER ONE-THIRD (34%) OF CEOS DOUBT THAT THEIR OWN DIGITAL KNOWLEDGE IS ENOUGH TO LEAD THEIR COMPANY SUCCESSFULLY THROUGH ITS NEXT GROWTH PHASE (AND DIGITAL)



Leadership to Team Divide





We were supposed to deliver this two Sprints ago - what happened?



Ok I get it, how do we better collaborate to understand the work involved?

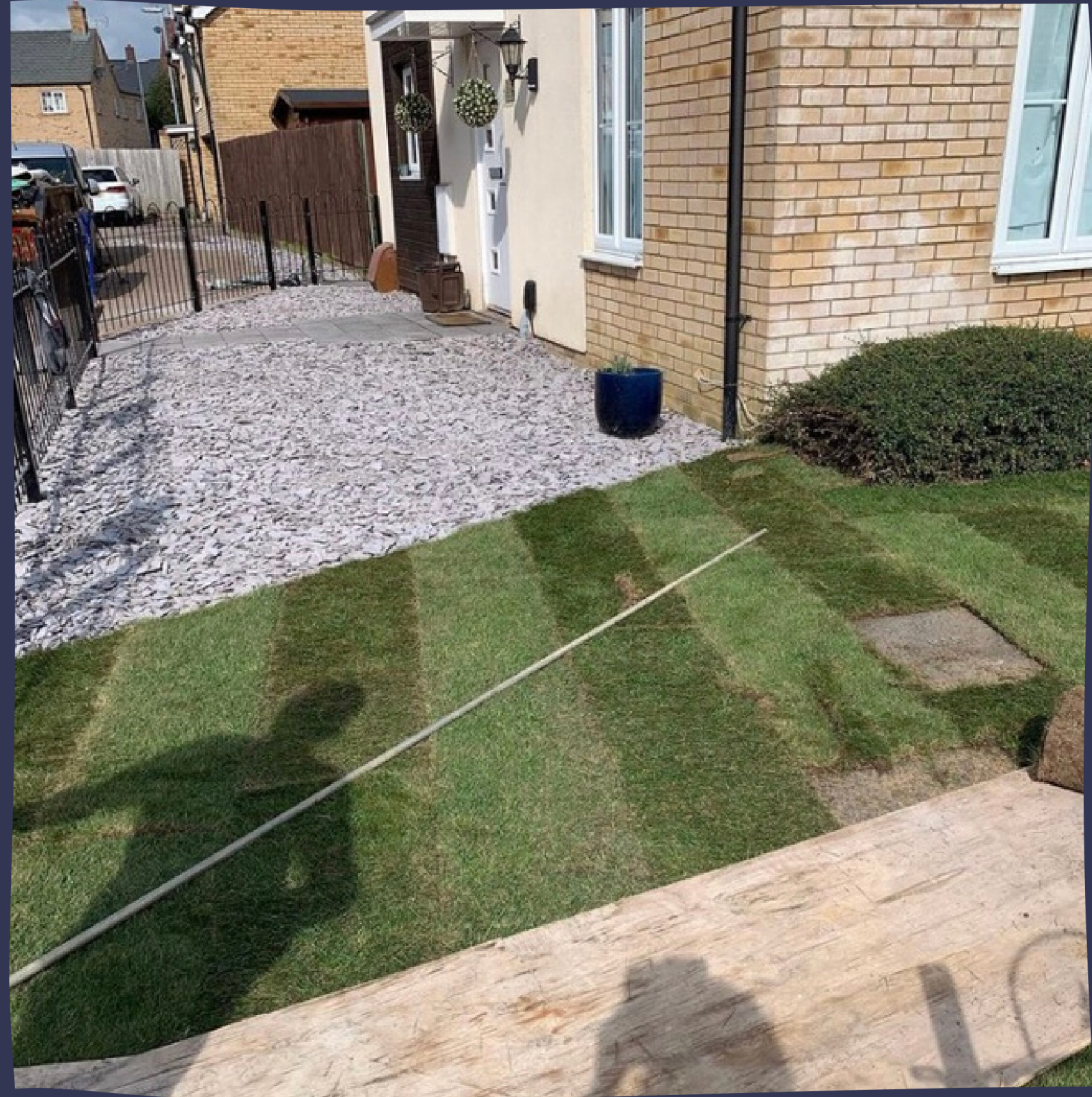




Let's Talk About Jimbo



October turns into...



What was happening internally?

Am I getting ripped off?

Why aren't we getting the quality of work we're paying for?

Why the sudden change?



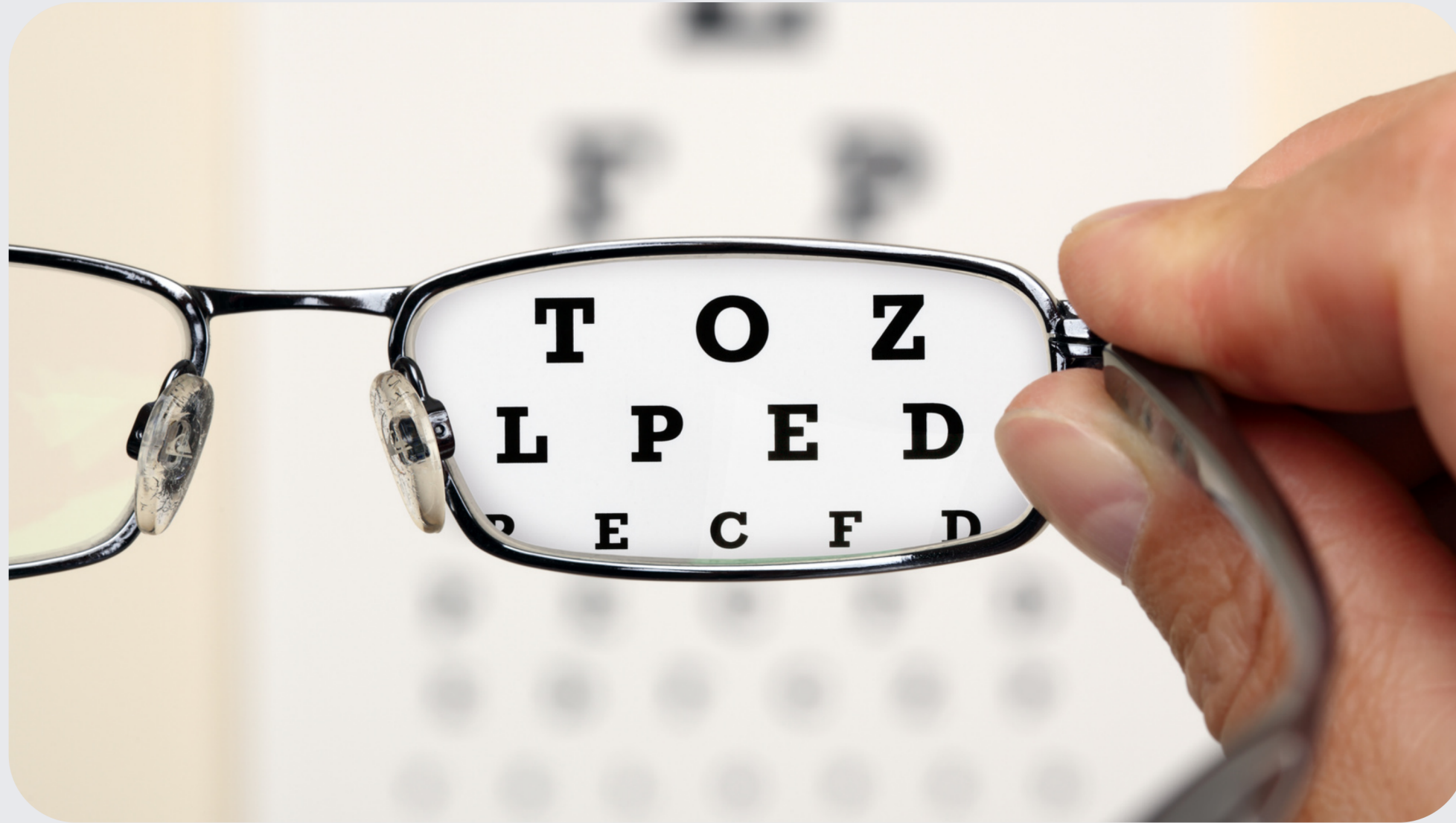
How can I start up an open conversation with Jimbo?

What if this was my Dad?
How would I like someone to treat him?

This must be an uncomfortable experience for him too



The Outcome?



The estimate missed the mark...



**Tough emotions are
detours NOT roadblocks**



**Walking in Jimbo's Shoes
flipped the script and
exposed my blind spots!**



Conversation brings

clarity



but my empathy compass pointed true!



"Empathy is connecting to the emotions that underpin experience"

Brene Brown

Let me Introduce you to

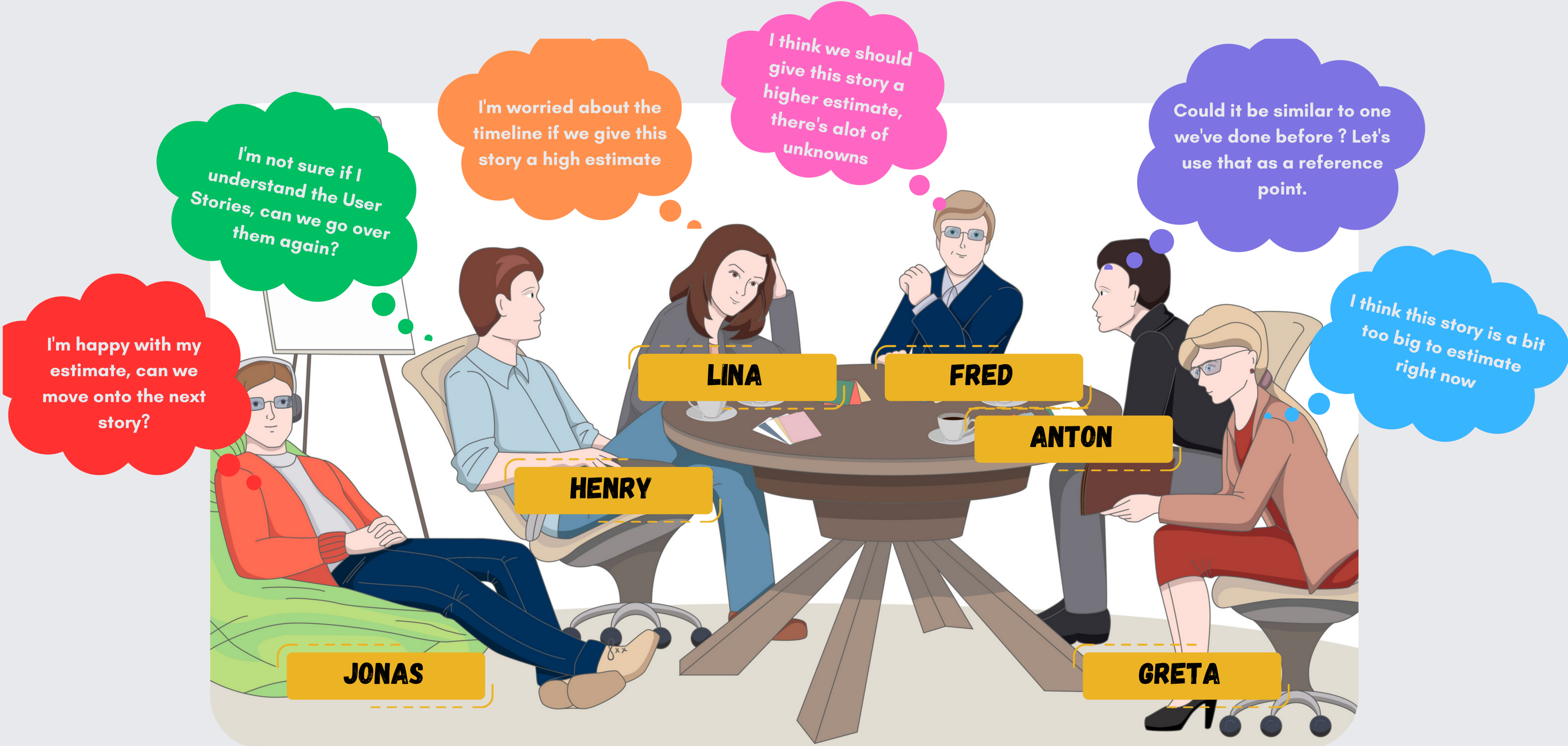
The Loyalty Pioneers

This team are usually a powerhouse in the UK,
delighting their clients.

Over the past couple of months, they've been
feeling a bit off their game...

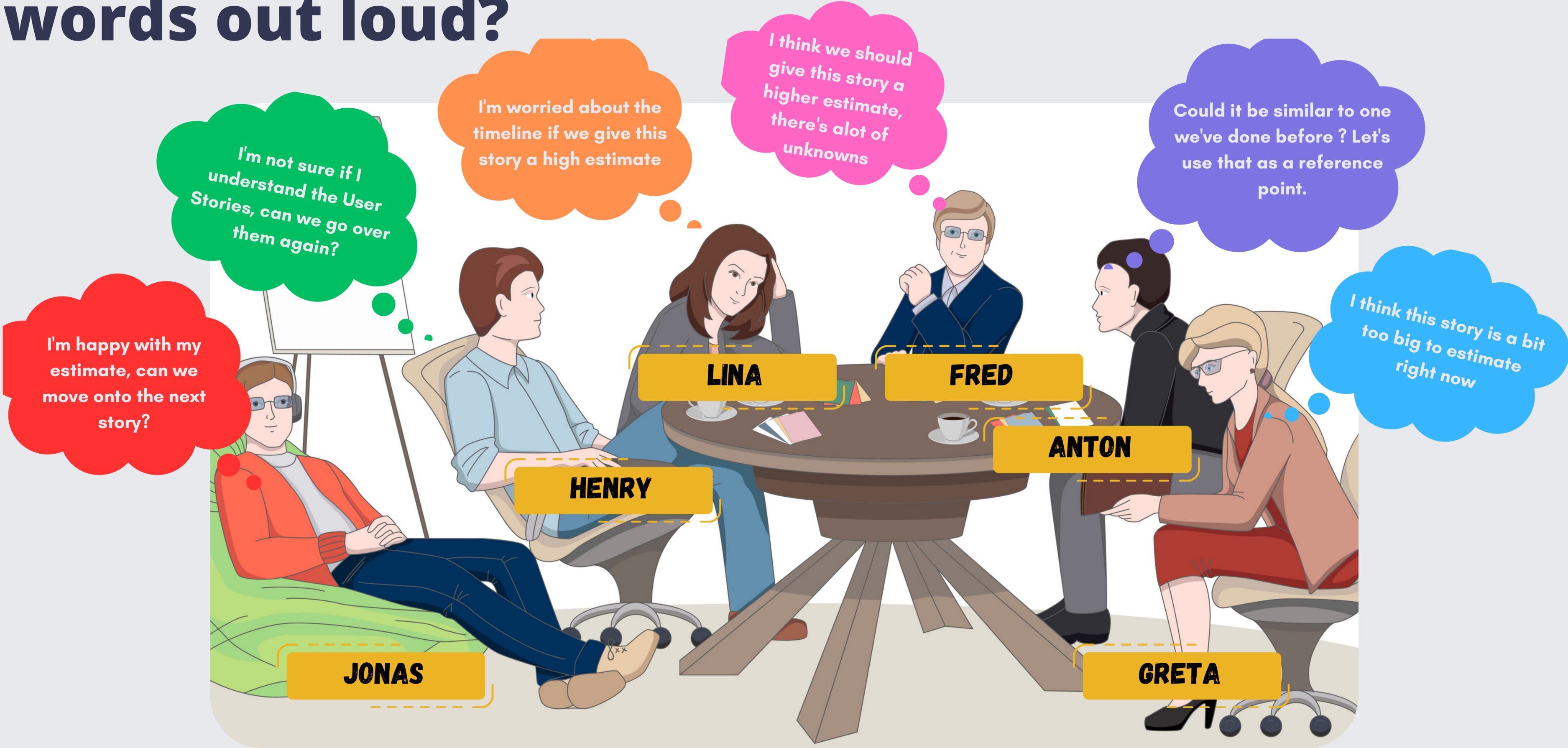


What's going on around the room?

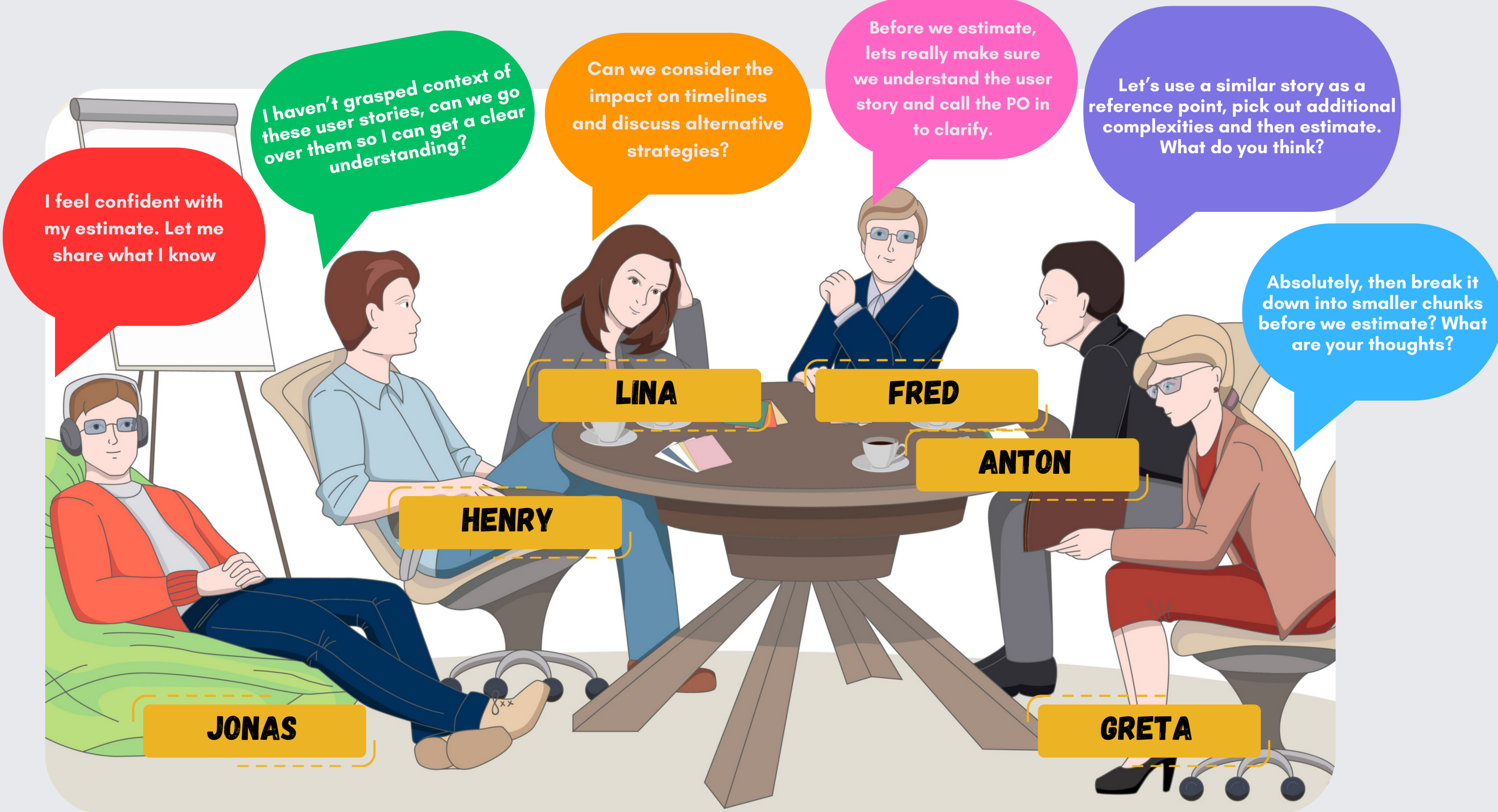


**Can we get a sense of the
emotions ?**

What needs to happen so the team says these words out loud?



Creating the right environment

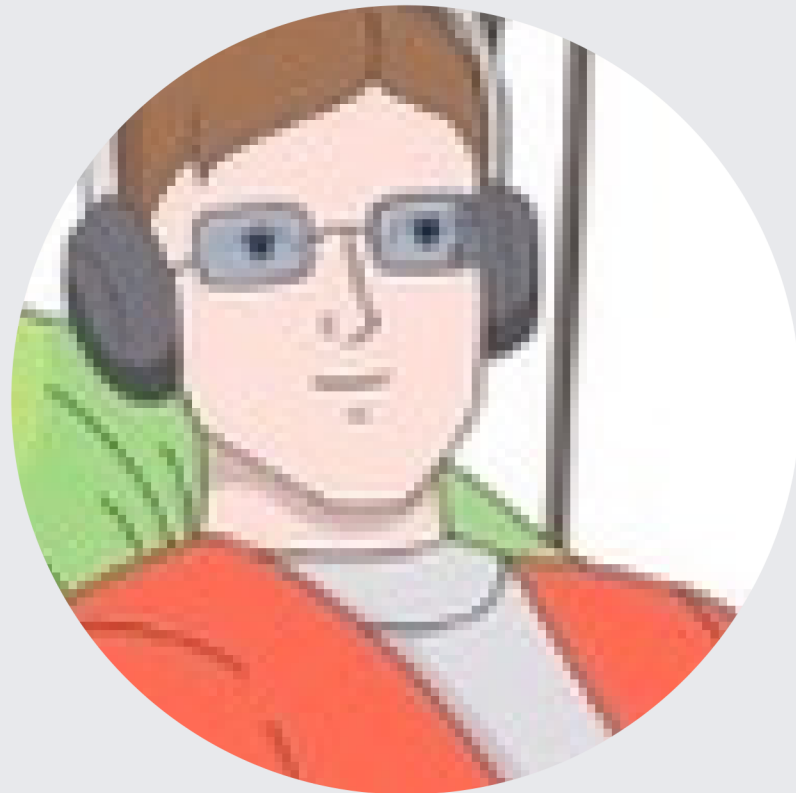


Techniques



Create Understanding - Letting the Guard Down

The Manual of Me



JONAS

What are some small things that make your day better?

Unlimited coffee and a Wi-Fi signal stronger than my love for programming!

What's one thing you'd like others to know about your workstyle?

I need a quiet space to focus when I'm coding.

What are your expectations from a Scrum Master?

Clear communication and constructive feedback

What was the last piece of work that you really enjoyed?

I enjoyed working on our latest app redesign because it challenged my problem-solving skills

What is one work-related skill you'd like to develop or improve?

My React Native skills. I'd love to pair with someone with more knowledge so I can build even better experiences for our customers

What's one change you'd like to see in our work environment?

We need more opportunities for learning and skills development

Empathy Mapping

Empathy Map Canvas

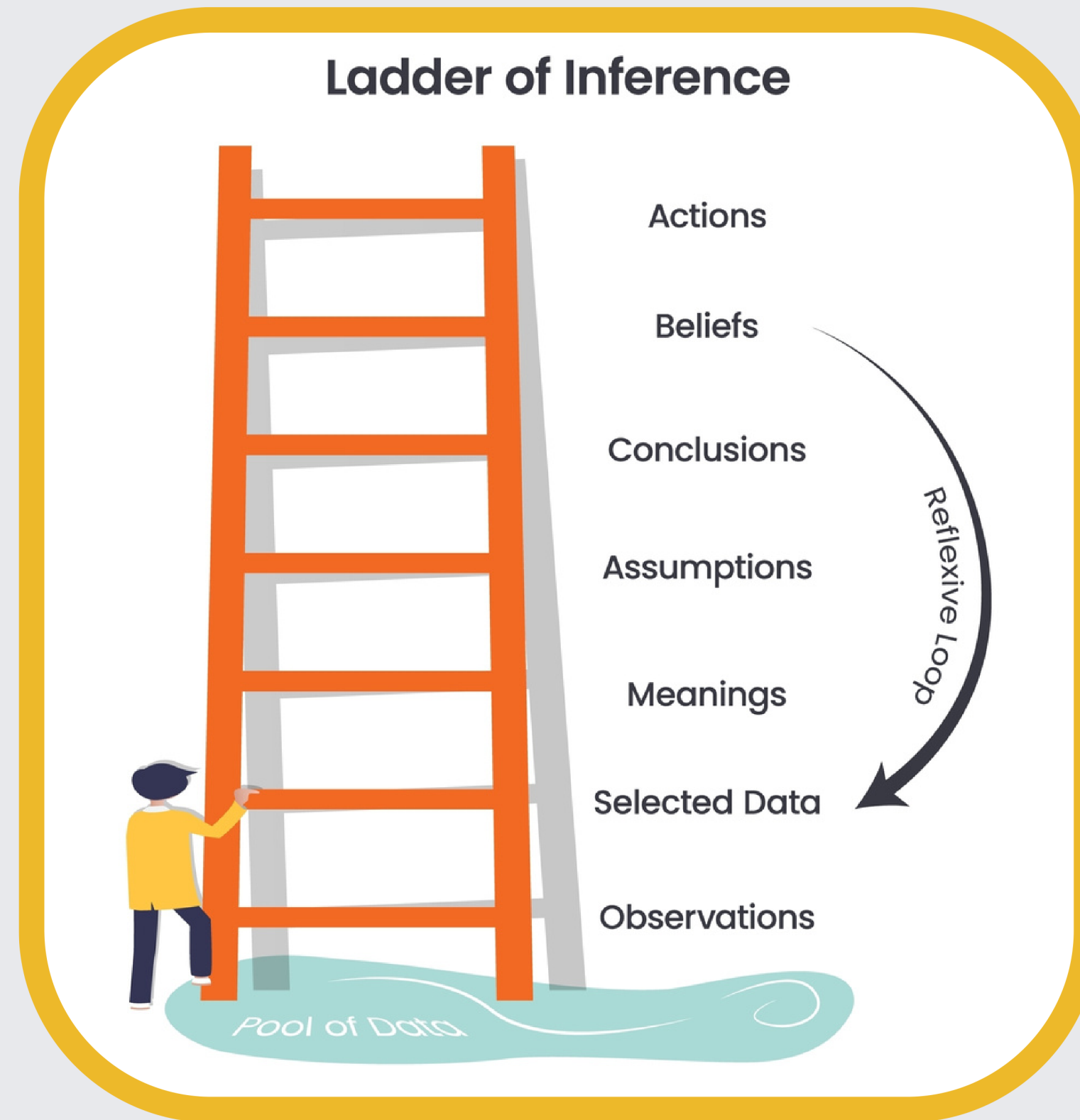
Designed for: _____ Designed by: _____ Date: _____ Version: _____

The diagram is a large rectangle divided into seven numbered sections around a central profile of a person's head. The head is facing right. The sections are:

- 1 WHO are we empathizing with?**
Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?
- GOAL**
- 2 What do they need to DO?**
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?
- 3 What do they SEE?**
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?
- 4 What do they SAY?**
What have we heard them say?
What can we imagine them saying?
- 5 What do they DO?**
What do they do today?
What behavior have we observed?
What can we imagine them doing?
- 7 What do they THINK and FEEL?**
PAINS
What are their fears, frustrations, and anxieties?
GAINS
What are their wants, needs, hopes and dreams?
What other thoughts and feelings might motivate their behavior?
- 6 What do they HEAR?**
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

Last updated on 16 July 2017. Download a copy of this canvas at <http://gamestorming.com/empathy-map/> © 2017 Dave Gray, xplane.com

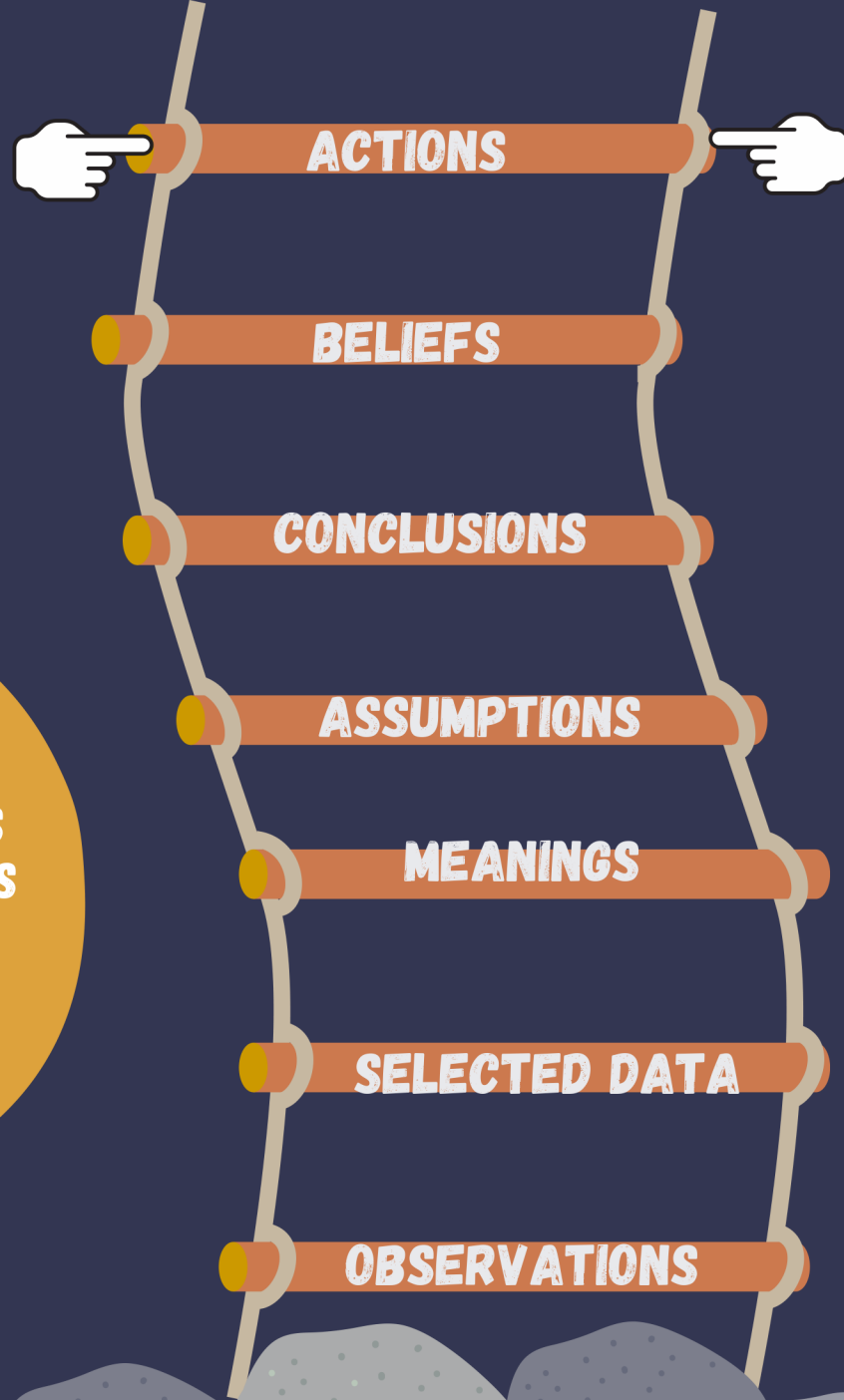
Building Consensus





**COACH
SAM**

SO WHAT ACTION DOES
THIS BELIEF PROMPT US
TO TAKE?



I'LL ARRANGE A SIT-DOWN
WITH THE STAKEHOLDER.
TO ALIGN OUR
UNDERSTANDING OF THE
FEATURE'S VALUE, SCOPE,
AND ITS ROLE IN THE
CAMPAIGN



LINA

POOL OF DATA

The Left/Right Hand Column

**WHAT I
THOUGHT**

LH

RH

WHAT I SAID

ME: "IF THIS MEETING GETS DELAYED AGAIN, WE'LL BE IN BIG TROUBLE. PLEASE DON'T PUSH IT TO NEXT WEEK!"

ME: "I'M PRACTICALLY BEGGING HERE! JUST GIVE ME A SMALL WINDOW"

ME: "HI, CAN WE FIND SOME TIME TODAY TO DISCUSS BLOCKERS WE'RE COMING UP AGAINST? IT'S URGENT."

STAKEHOLDER: "MY SCHEDULE IS REALLY TIGHT THIS WEEK. CAN WE PUSH IT TO EARLY NEXT WEEK?"

ME: "WE REALLY NEED YOUR INPUT BEFORE THE END OF THIS WEEK. EVEN A 15-MINUTE SLOT WOULD HELP A LOT."

STAKEHOLDER: "I'LL TRY TO SQUEEZE IT IN, BUT I CAN'T PROMISE ANYTHING."

Safe to Fail

**"If you want to succeed, double your
failure rate"**

Thomas J Watson





Superpower

Let's connect!



Nisha Joshi

Linkedin Top Voice ★ Principal Consultant and
iThfinder at AND Digital ★ Courage Catalyst for



Nisha Joshi

**Delivery Consultant, Agile
Coach, Scrum Master**

