

DNA of Change: Empathy Map Worksheet

Name: _____

Date: _____

Empathy Mapping for organizational insight is a valuable tool to ensure change is designed in a people-centered way. Call it user-centered design or human-centered design; the principle is to start with the people who will directly experience change and design with their needs in mind.

1 Segment your organization. Identify the relevant audiences impacted by the change. Possible segmentations include geography, function, hierarchy, or stakeholder type

2 For each segment, put yourself in the shoes of people in that segment. Imagine what they think about on a daily basis, what they see, say, do, hear, and feel.

3 Better yet, meet with them, observe them, interview them, and engage them. Once you fill out an Empathy Map, show it to several people in that segment. Invite them to validate and challenge your assumptions.

What do they THINK?
WHAT REALLY COUNTS
MAJOR PREOCCUPATIONS
WORRIES & ASPIRATIONS

What do they SEE?
HAPPENING AROUND THEM
MARKET

What do they HEAR?
WHAT CUSTOMERS SAY
WHAT BOSS SAYS
ON THE STREET
IN THE OFFICE

What do they SAY?
TO COLLEAGUES
TO CUSTOMERS
TO BOSS

What do they FEEL?
EMOTIONS

What do they DO?
ATTITUDE
BEHAVIOR

