



INSIGHT. EVIDENCE. INSPIRATION.

Coaching for *Compassion*

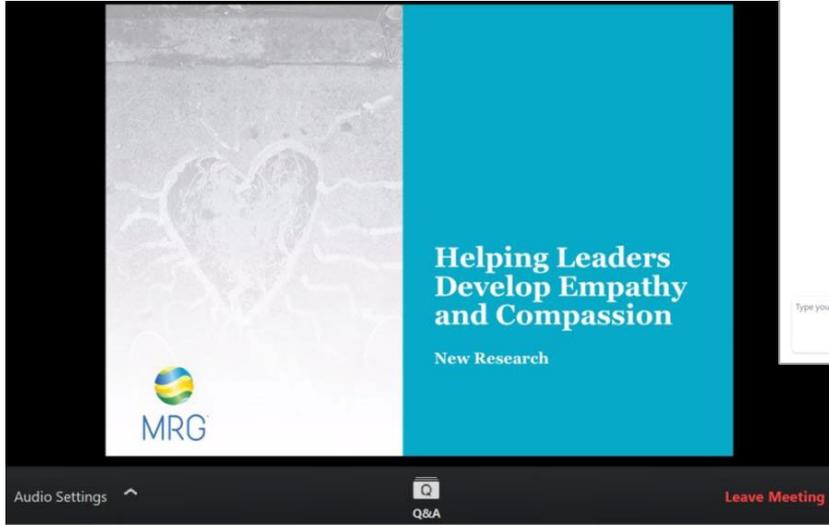
What Research Tells Us About Developing Leaders Who Care

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Delivered to your inbox
after the webinar:



- ❖ Slides
- ❖ Recording
- ❖ Q&A

Today's Hosts



Lucy Sullivan



Kayla Burnett



Have a question?

Hover over the bottom of your
screen to get the tool bar.
Then click Q&A.



INSIGHT. EVIDENCE. INSPIRATION.

Management Research Group is a global leader in designing assessments that foster a deep self-awareness and impact people in profound and meaningful ways with solutions for Leadership, Motivation, Personal Development, and Sales.

MRG conducts extensive research on effective leadership behavior, leveraging a database of more than 1.2 million assessment participants.



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Agenda

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The Business Case for Compassion

Why are we
here?

2

New Research

3 Ways
Compassionate
Leaders Are
Unique

+ Q&A

3

Coaching for Compassion

Helping leaders
make key
behavior shifts

4

Paving a Smooth Path for Compassionate Leadership

Getting past 3
common roadblocks

+ Q&A

Audience Poll

How common do you think
compassionate leadership is?

A.

I think the majority of leaders act
with compassion

B.

Maybe half

C.

It's quite rare



The Business Case for Compassionate Leadership

Why are we here?



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Employees are **people**
and people are **stressed**



There's an epidemic of unhappiness at work

Workers Worldwide...

67%

don't feel engaged at work.

60%

are emotionally detached at work.

19%

feel miserable at work.

Workers in the United States...

50%

feel stressed on a daily basis.

41%

feel worried on a daily basis.

22%

feel sad on a daily basis.

18%

feel angry on a daily basis.

Source: [Gallup](#)

It's only been getting worse since 2020

In 2023, employee satisfaction has declined at a rate **10x** faster than the previous three years.

Source: [Bamboo HR](#)

62% of Generation Z workers say they are dissatisfied at work. This is higher than any other generation.

Source: [Zipdo](#)

The right leadership makes all the difference

The leaders of a team account for **70%** of the variance in team engagement.

Source: [Gallup](#)

35% of employees report that lack of trust in their leaders is their main reason for job dissatisfaction.

Source: [Zipdo](#)

**Recognizing
a Need**

The Path of Compassion

**Experiencing
Empathy**

Feeling genuine
interest in, and
concern for, others.

Engaging in Compassionate Leadership

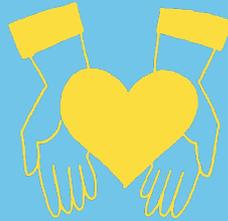
Taking action to reduce others' suffering.

Compassionate Leadership's Positive Impact



The Receiver

experiences physical & psychological healing, reduced anxiety, and a greater sense of being valued at work.



The Giver

is seen as a strong, prosocial leader who makes meaningful connections.



The Organization

sees an increase in employee commitment, professional development, openness to ask for help, organization-wide resilience, and pride.



Discovering What Makes Compassionate Leaders Unique

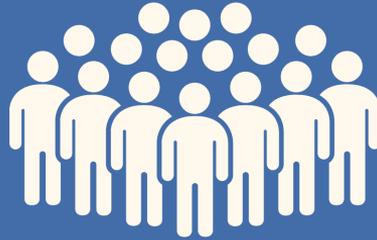
The Study



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How is the research conducted?

5,764 Leaders
all management levels



2021-2023

71% are at the Department Manager level or higher

25+ Industries



45+ Countries



**57%
Male**

**40%
Female**



3% not reported



How is the research conducted?



Define Compassionate Leadership

These 6 effectiveness measures **define compassionate leadership** in our study:

1. Is fair and equitable
2. Is effectively inclusive
3. Creates psychological safety
4. Demonstrates ethical leadership
5. Ability to develop people
6. Conflict management

Find the High Compassion Leaders

Leaders rated in the **TOP 50%** on **ALL SIX** Compassionate Leadership Competencies on the **LEA IMPACT** Questionnaire



LEA IMPACT:
Measuring 32
Leadership
COMPETENCIES.
How well do they
perform?

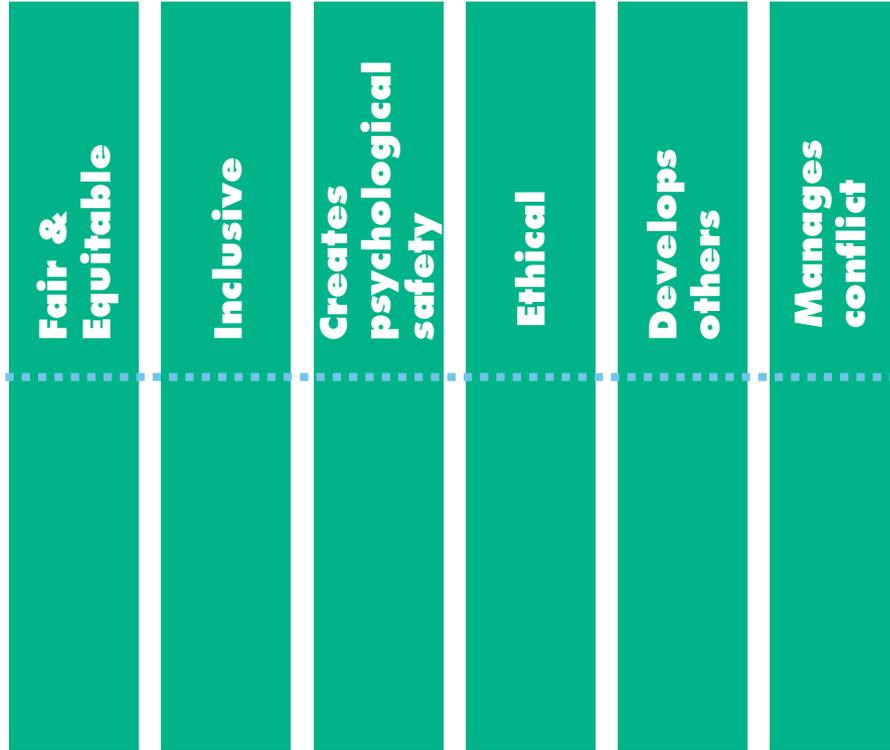
Find Out What High Compassion Leaders Are Doing Differently

Compare high compassion leaders with the remaining group of leaders to determine which behaviors are characteristic of compassionate leadership



LEA 360™:
Measuring 22
Leadership
BEHAVIORS.
What do they do?

In the top HALF on ALL SIX of the Compassion Competencies



**The High
Compassion
Leader**



3 Things the Research Reveals about Compassionate Leadership

Results of the new study



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1

Compassionate
leaders are rare.

Audience Poll Answer

Only 15.7% of leaders, 907 out of 5,764, studied met the definition of High Compassion Leader.

A.

**I think the majority of leaders act
with compassion**

B.

Maybe half

C.

It's quite rare



2

Compassionate
leaders are
more effective.

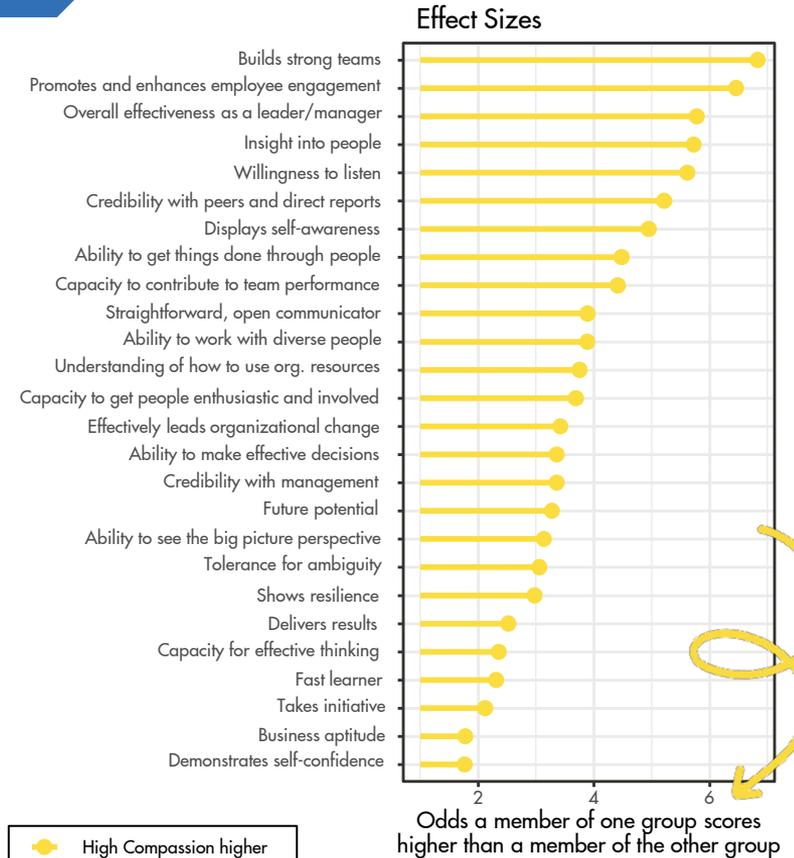
2. Compassionate leaders are more effective.



The Impact questionnaire measures 32 competencies – the 6 Compassionate Competencies as well as 26 others.

These measures cover diverse aspects of leadership – credibility, social skills, cognitive skills, management, organizational impact, and more.

High Compassion Leaders were more effective in *every competency measured*.





3

There are 9 key behaviors that distinguish highly compassion leaders.

3. There are 9 key behaviors that distinguish highly compassionate leaders.



5 behaviors High Compassion Leaders do **MORE** than others:

1. Empathy
2. Strategic
3. Consensual
4. Communication
5. Cooperation



4 behaviors High Compassion Leaders do **LESS** than others:

1. Dominant
2. Self
3. Feedback
4. Production



Questions





Coaching for Compassion

How to Help Leaders Make these 9 Key Behavior Shifts

The 9 Key Behavior Shifts



5 behaviors High Compassion Leaders do **MORE** than others:

1. Empathy
2. Strategic
3. Consensual
4. Communication
5. Cooperation



4 behaviors High Compassion Leaders do **LESS** than others:

1. Dominant
2. Self
3. Feedback
4. Production



9 behaviors may sound like a lot.

Here are two reasons not to get overwhelmed...

1. Not every leader (not even every lower-compassion leader!) will need development of all 9 behaviors.

2. There are themes within these 9 shifts – the behaviors can be developed in tandem.

The Behaviors

How we identify a leader's unique developmental needs.

The **LEA 360™** is where our research comes from, and that's the assessment we use to determine a leader's developmental path.

Regardless of which assessment tools you choose, you want to make sure you have an objective, psychometrically sound way of identifying your coachee's unique needs.

Research can inform our coaching, but it's important to tailor coaching to the individual.



The Behaviors

How we identify a leader's unique developmental needs.

Assessment: LEA 360™

- Measures 22 behaviors from four perspectives:
 - Self, Boss, Peer, Direct Report
- Behavioral measures make it easy to apply in practice
- Semi-ipsative question design makes it hard to game, delivering authentic results

Specific,
but
value-
neutral

(12) When I have set an objective, I

- (a) make it happen
- (b) follow it up
- (c) explain it thoroughly

MOST

5

4

NEXT

3

2

5

4

3

2

5

4

3

2

Captures
order &
magnitude



All of these
behavior
shifts start
with taking
a **PAUSE**

When coaching others to **PAUSE**,
coach them to:

1. Take a breath
2. Ask themselves an open-ended question
3. Ask another person an open-minded, open-ended question
4. Let someone else speak first
5. Remind themselves about their intention to be compassionate

Developmental Shifts

5 Behaviors to Boost for Compassionate Leadership

1. Empathy

Acknowledge *your* reactions and *their* experience.

"I'm sorry you are going through this."

2. Strategic

Let people know that you are identifying the consequences; thinking ahead and prioritizing what is most important.

3. Consensual

Ask for input early and often.

"What are your thoughts about X?"

4. Communication

Be clear and specific in your explanations and be willing to repeat your messages.

5. Cooperation

Offer your help and assistance; be willing to compromise.



What do
High Compassion
leaders do more?

They take their time
and put others first.

Developmental Shifts

4 Behaviors to Dial Down for Compassionate Leadership

1. Dominant

Be mindful of how often you debate, use forceful language, act in very assertive ways – use these more aggressive tactics only when truly necessary.

2. Self

Notice how often you operate, think, decide and act without including others – balance your independence in thinking and action with more connection and collaboration.

3. Feedback

Be aware of how blunt your feedback is; incorporate more reflective questions during feedback – make feedback a dialogue rather than a monologue.

4. Production

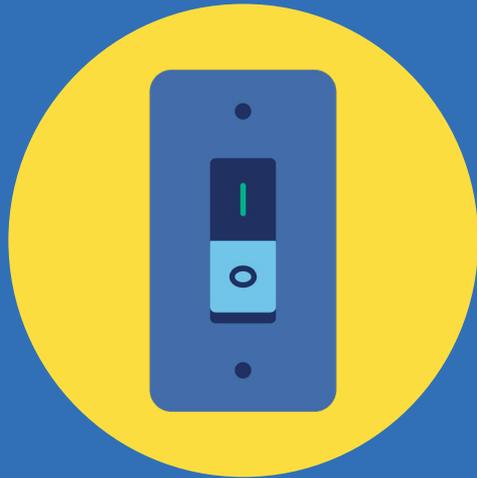
Determine how frequently you are asking people to stretch, work harder and do more.
Ensure you are not overemphasizing results over good methods and employee wellbeing.



What do
High Compassion
leaders do less?

Dial down the
forceful push
and the me first.

Behavior change
is a dial.



Behavior change
is not a light switch.



Paving a Smooth Path for Compassion

3 of potential roadblocks (and how to get past them)



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Roadblock #1

The leader centers on themselves (rather than the recipient of the compassion).

How to topple it:

Don't assume what you'd want is what they'd want.

When it comes to what the recipient wants, there are many individual, group, and cultural considerations.

Start with input, not output.

Pause to get perspective and listen carefully before pushing forward with what you believe is a compassionate act.

Keep your finger on the pulse.

When in doubt, keep listening. Compassion isn't a single act, but an ongoing exchange – so don't act once and walk away; but know when to walk away.

Roadblock #2

Leadership doesn't think there's a business case for focusing on compassion – you can't get organizational buy-in.

How to topple it:

Leverage the data.

Our research shows that compassionate leaders were rated higher than their less compassionate counterparts on *all* leadership effectiveness measures – including many competencies related to the bottom line.

Roadblock #3

Lack of self-awareness
(lower-compassion
leaders don't know
they're lower
compassion).

How to topple it:

One of the areas where less compassionate leaders were rated lower was self-awareness.

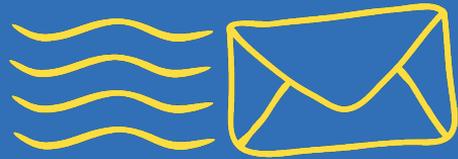
Use a valid 360 assessment to help leaders see where they actually stand. Observer feedback can help leaders identify opportunities for growth, including the six competencies associated with compassionate leadership and the behaviors correlated with compassionate leadership.

Compassionate leadership
doesn't just help individuals –
it helps organizations, too.

There is a **strong business case** for compassionate leadership.

Leaders who aren't acting with compassion may not realize it – or they **may not think it matters.**

With **support, assessment, and coaching**, any leader can develop compassion – making work better for themselves, their colleagues, and their organization.



On the way to
your inbox...

1.

Slides and recording

2.

Blog post wrap-up with
answers to more of your
questions

3.

Bonus! Crib sheet on
coaching for compassion

Questions



Upcoming Events with MRG

Certifications

LEA 360™

Starting February 13

Starting April 23

Starting June 11

IDI™

Starting March 13

Starts May 8

Starting August 7

Pre-register for
our next **FREE**
webinar!

Use the link in
the chat





Thank you.
Stay in touch.

Contact Us



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