



COACHING FOR COMPASSION

COACHING CRIB SHEET



Work Dissatisfaction by the Numbers

Workers Are Struggling

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

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

Leaders Can Help

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

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

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, and so much more as shown by our research below.



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

3 Things Research Reveals About Compassionate Leadership

In a global study of 5,764 leaders who completed the LEA 360, a two-part questionnaire that measures both behavior and effectiveness, we compared High Compassion Leaders with their lower-compassion counterparts. Here's what we discovered.

1

Compassionate leadership is rare

Only **15.7%** of leaders studied met the study's definition of a High Compassion Leader (i.e., they were rated above the 50th percentile on a set of six compassion-related competencies)

2

Compassionate leaders are more effective

The study measured 32 diverse leadership competencies – covering 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 compassionate leaders

To “crack the code” on coaching for compassion, our research identified a behavior profile for the High Compassion leader – when comparing that against their lower-compassion peers, we found there are nine statistically significant behavior differentiators. What were they?

Keep reading...



Scan for citations, on-demand webinar, and all of our additional resources.

The 9 Behavior Shifts Leaders Can Make to Boost Compassion



5 behaviors
High Compassion
Leaders
DIAL UP

Empathy

Strategic

Cooperation

Consensual

Communication

They take their time
and put others first.



4 behaviors
High Compassion
Leaders
DIAL DOWN

Dominant

Self

Feedback

Production

They dial down the
forceful push and
make space for
others.

**All of these behavior shifts start with a pause.
When coaching others to pause, coach them to:**



Scan to learn
more about how
to develop the 9
behaviors:



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

3 Potential Road Blocks to Compassionate Leadership and How to Topple Them

	1	2	3
The Barrier	The leader centers themselves (rather than the recipient of the compassion).	Leadership doesn't think there's a business case for focusing on compassion.	Lack of self-awareness (lower-compassion leaders don't know they're lower compassion).
Topple It	Leaders need to focus on listening to get more perspective. They should not assume <i>how</i> others want to receive compassion.	Leverage the data. Our research shows that compassionate leaders were more effective in every leadership competency measured.	Use a valid 360 assessment to help leaders see where they actually stand and how their behavior is perceived by those around them.



Contact us to learn more about how the LEA 360 helps leaders & their coaches take a data-driven approach to compassionate leadership.

