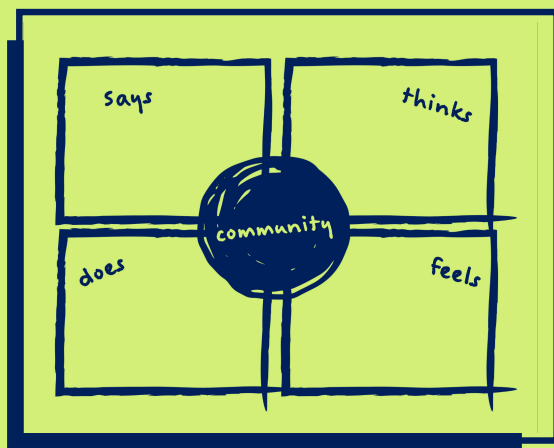




ACT-ivate

EMPATHY

**Say
Do
Feel
Think**



An Empathy Map is essential for breaking through **institutional bias**. It allows us to step into the **lived realities of communities** and **anticipate the needs of future generations**, shifting our focus from short-term delivery to **long-term equity**. Public bodies can use this tool to **deeply explore the friction between policy intent and the actual human barriers within their systems**.



FIRE

EMPATHY

1. **Agree within the group what is the subject for inquiry** - e.g. a current systemic failure in the organisation; or projecting the needs of a future citizen (e.g., a young person in 2050)?
2. Draw the four-quadrant grid (Say, Do, Think, Feel) on a large whiteboard or flip chart paper. Place your chosen subject at the centre. In the example shown here community is the subject.



3. **Using tiles, the group maps the left half of the board.**
Ask them to draw on their experience to report what they know of the problem from their experience.
 - **For Say** e.g. What have we heard people say in meetings? What are the common complaints we hear?
 - **For Do** e.g. What actions do we see happening in the real world? How do they behave when they interact with our system or services?

Then move to the right hand side, this is more challenging and can require a willingness to confront uncomfortable truths about the status quo.

For Think e.g. What are the underlying beliefs or cultural drivers guiding action?

For Feel e.g. What anxieties emerge? What hopes?

Look for contradictions across the quadrants. Is there discrepancy between what is said and done or what is thought and felt ? These points of friction should be your focus of attention. If no frictions emerge this may be a sign that more research is needed before the empathy map can meaningfully emerge.

Conclude by drafting a single, strategic 'We Wonder' statement to anchor the next phase of your work

"We wonder if [Group]
needs [Strategic Intervention]
because [Systemic Friction]
is preventing them from [achieving outcome].

WORKS WITH



Act-ivate Prototype to mock up solutions to the frictions identified.



Act-ivate commitment to agree how the learning from the exercise will be acted upon.

SOURCE

David and Tom Kelley (2013) *Creative Confidence: Unleashing the Creative Confidence within us All* Harper Collins (see chapter 7).





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