EXERCISE AGENDA

Empathy Mapping

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| **TOPIC** | **TIME [30 MIN]** | **FACILITATOR’ S NOTES** |
| **Review existing research** | **Prepare** | Connect with your team to agree on who they would like to try to better understand and empathize with and what experience you’d like to use as your anchor for creating this map. Have them prepare by gathering any existing research, notes, etc., on your target audience. |
| **Construct a whole person perspective** | **5-10** | Start by reviewing the goal of your team’s time together. Explain what you’ll be doing during this exercise.If available, encourage teammates to have their research (notes, data, etc.) on hand for them to reference along the way. If you have no research, you can still use this tool to help shift your perspective to the worldview of another person, which can then be used for gaining empathy in discussions and planning.Pull up an Empathy Mapping Template on your screen and share the link in chat, or, if in person, hand out paper versions to write or simply draw a large version on a whiteboard and fill them out with post-it notes.Give everyone some quiet time to write. Capture the key quotes, stories and observations that they feel are crucial to include in each section (“says” “does” “thinks” “feels”).Facilitation Tip: If you are doing this individually or in small groups, we find it best to begin with Says and Does because those are the most obvious and are easier to begin. If you are doing this with a large group together assign people/groups to different sections and you can rotate them around if needed.  |
| **Imagine yourselves as the audience** | **10** | As a team, immerse yourselves in different aspects of the perspective that you’ve just constructed. Section-by-section (“says” “does” “thinks” “feels”), step into the proverbial shoes of the group of people youare trying to understand more deeply and fill in each section.Discuss questions, insights or thoughts for each section. An easy way to start is by prompting the group to observe and share if anything jumps out at them.Encourage the team to discuss surprises, insights and stories that they feel are important to hold on to and stay connected with. |

EXERCISE AGENDA CONT.

Empathy Mapping

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| **TOPIC** | **TIME** | **FACILITATOR’ S NOTES** |
| **Imagine yourselves as the audience****(cont)** |  | Facilitation Tips:* Set a time limit for each section. Some sections are likely to take longer than others, and that’s ok. Assign a time-keeper for the group.
* Set up an “idea parking lot” for ideas that come up along the way. This is likely to happen as people will naturally start to think of ideas, even though the goal of this exercise is not to brainstorm solutions.
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| **Step back and reflect** | **5-10** | Give your team a few moments to step back and reflect on the entire template, across all the sections. Do this silently and have everyone capture their reflections (type in chat or directly off to the side in the template):1. Do we have any new insights about this person?
2. What is at the heart of this person’s experience?
3. Look for patterns, inconsistencies or even tensions/contradictions.
4. Is there anything we still want to learn about this person? If so, how do we learn about that?

Discuss reflections as a group. Capture your team’s reflections and insights as they are being shared. |
| **Determine next steps** | **5** | Discuss next steps, which could include:* Writing out problem statements to provide clarity about the problem(s) at hand
* Continuing to build out the empathy map for other individuals and/or groups of people, consider comparing them for additional insights
* Share with others (internal stakeholders, clients) to see what resonates or if there are additional points of view to consider
* Use insights gathered here to start developing brainstorm questions to seed a brainstorming
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