



## A Journey Through Leadership Using Empathy

### MOJ

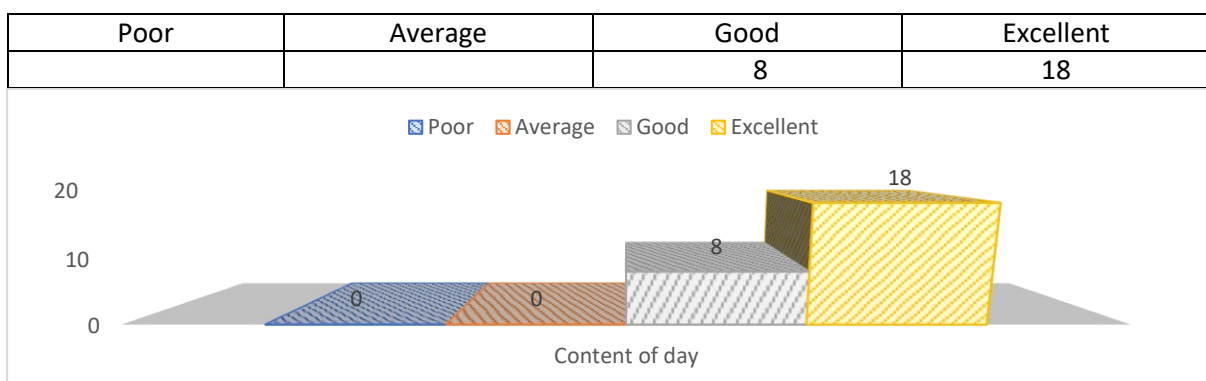
(The course started at 9.30 and concluded at 3.30. Training carried out by Carolyn Cleveland, virtually)

#### **1. What was your overall impression of the course?**

- The course was very engaging, interesting and educative.
- Excellent. A nice pace and varied session so the day went surprisingly quickly.
- The way the course is structured around your own personal story made the whole session very engaging and relatable. I also liked how interactive it was, without feeling pressured to speak up (something that is very difficult to achieve virtually).
- I thought it was very well presented, completely relevant and engaging.
- Very informative.
- Very helpful in framing my understanding of empathy and how it can be used in a work situation.
- I enjoyed the course – lots of engagement with Carolyn who brought the concept to life. Not too much use of the breakout rooms either – some courses I have been on used them excessively which broke up the flow of the course and was not enjoyable.
- Very good. It was great to take time out and think about myself for once.
- Positive.
- One of the best training courses I have undertaken.
- It was thought provoking and did well to keep my interest for the duration – not easy in a remote situation.
- I enjoyed the course. I thought it met the learning outcomes, was very interactive and generated some interesting discussions.
- Really well delivered and thought-provoking course. Thank you for sharing so openly from your experience.
- Very well run and I gained insight into how empathy is important when making policy decisions.
- Much better than what I could have expected. A really good reminder of the big picture.
- Very thought-provoking, challenged some of my assumptions about empathy and has left me with lots to reflect on in relation to communication/behaviour.
- The use of first-person example throughout the course made it come alive in a more powerful way than more conceptual empathy learning. A brave approach and say much about Carolyn's capacity for openness and her courage to be vulnerable, which lent credibility to the material.
- Very well done and facilitated – one of the better online sessions I have attended. Good at keeping interest and focus.
- A very good opportunity to reflect on what empathy is, why it is important and how we can be more empathetic.
- Professional, centred around a personal tragedy, with useful break out group discussions to explore a bit more around the subject.
- Professional and accessible to a wide audience.
- Really engaging and accessible.

- Really interesting and informative. I enjoyed the course – a lot of learning for me to take away and reflect on.
- Well structured, good content, trainer was brilliant, engaging and really well organised albeit virtually.
- Really useful.
- Excellent – very well run and extremely useful.

## 2. How would you rate the content of the training day?

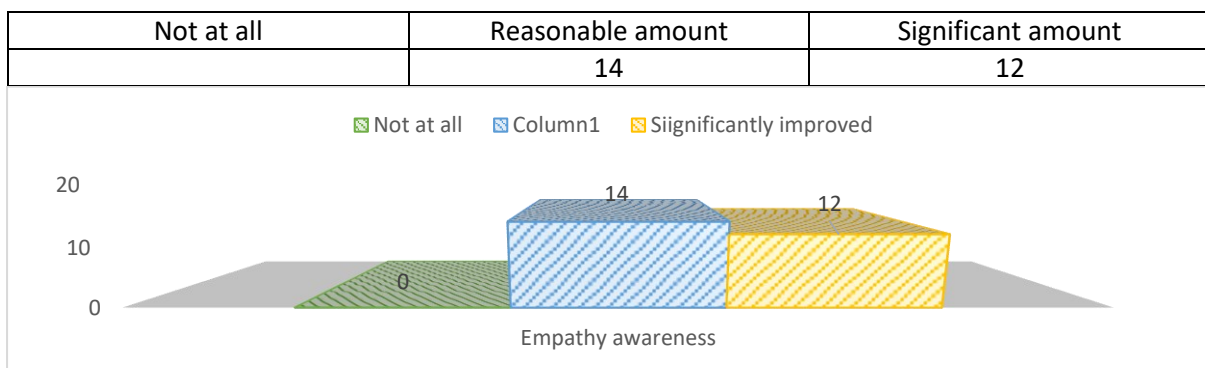


## 3. What will be your takeaway point from today's session?

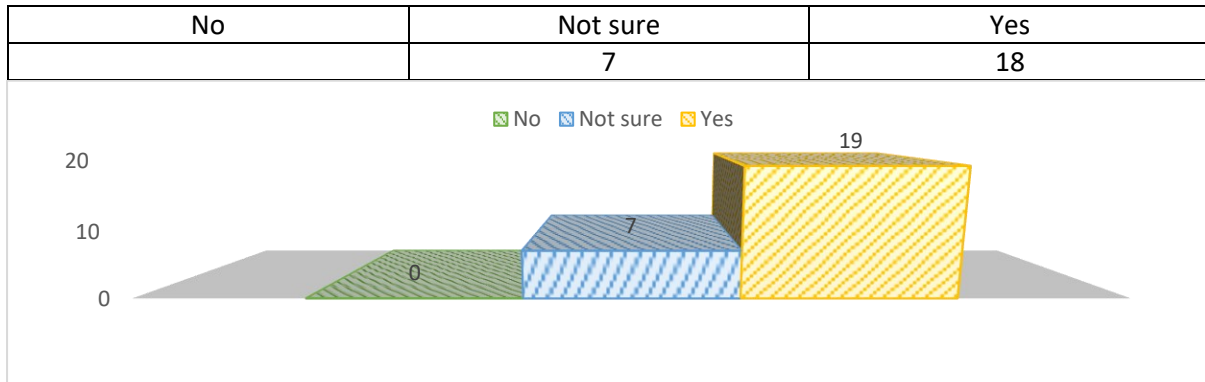
- To always be considerate of other people's feelings and try to put myself in their shoes.
- To be aware of my triggers for not being as empathetic as I might be.
- The phrase 'putting yourself in someone else's shoes' – I will certainly try to do this more and consider that things go on in the background of people's lives that you may not be aware of.
- How lack of empathy can cause psychological harm.
- To be aware of other's people's feeling and their own situations when working or engaging with them.
- Capture empathy in policy if possible. If not possible, implement policy with empathy.
- Take a moment to think about what the other person might be feeling/experiencing before speaking.
- The empathy and emotional intelligence is a continuing journey.
- Not to judge people and their actions too quickly.
- The connection between wellbeing and empathy.
- Judge less.
- Sympathy and empathy are different and sometimes I just need to listen instead of trying to fix things (being in project management, I am very solution driven!).
- You do not know what others are dealing with in their 'funnel of life'
- To consider the wider implications of policy making and remember how an empathetic approach is required when applying policy.

- Whilst work can feel quite administrative, removed from people, focused on ‘cohorts’ and ‘the majority of the population’ what we do trickles down to individual people and their families.
- The high % of thoughts and actions being unconscious and empathy steps – being aware of how I communicate empathy in my actions and behaviour.
- The brain’s capacity to develop new paths to encourage the growth of empathy in an individual.
- Empathising with a person does not mean agreeing with them but it helps us to see why they behave in a certain way. (babies are very cute).
- That greater empathy will improve leadership, policy making as well as our one-to-one relationship with family and friends.
- I need to listen more.
- Empathy can be learnt and the value of listening versus trying to solve every problem (even ones you cannot solve).
- It really emphasised how empathy in dealing with everyone we come across can have a positive impact on lives and the detrimental effect if we do not do this.
- There were so many - I think the point that resonated with me was that using the same type of reasoning, as the person you are trying to persuade, is much more effective than using a different one. So, put yourself in another person’s shoes. I do allow my emotions to get the better of me and do not always understand why people cannot see things from my point of view. I need to learn to try to be more rational about matters. My experiences, background, values are obviously going to be different to that of others, so not everyone is going to come at an issue at the same angle as me. If I want to make real change and progress in areas, I have to set my emotions and views aside and think about how others may view a situation and it is through that lens that perhaps I can better persuade and influence.
- To always challenge myself on whether I am being empathetic enough towards a situation or conversation with a colleague.
- Empathy is always appropriate in every level of an organisation.
- The importance of being empathetic in my policy work and as a manager. It is something I have tried to put into practice since the training session.

#### 4. Has your understanding/knowledge of empathy and emotional awareness been enhanced following this training?



## 5. Have you learnt something new about yourself?

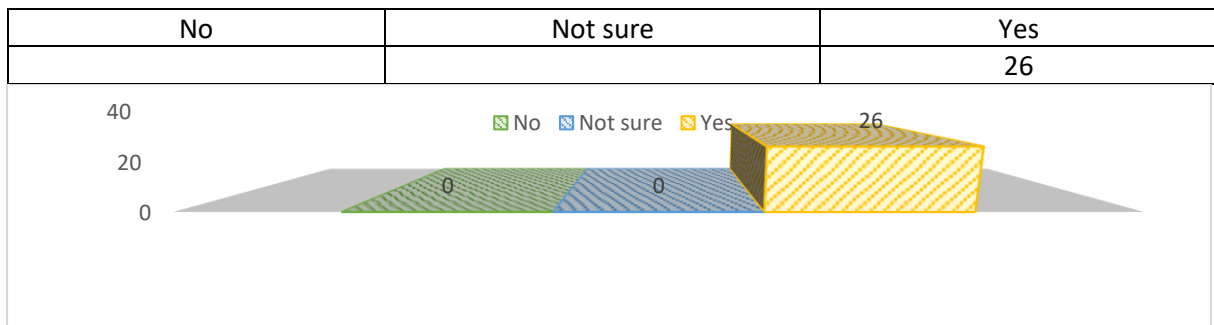


### If yes, name one thing you are more aware of about yourself:

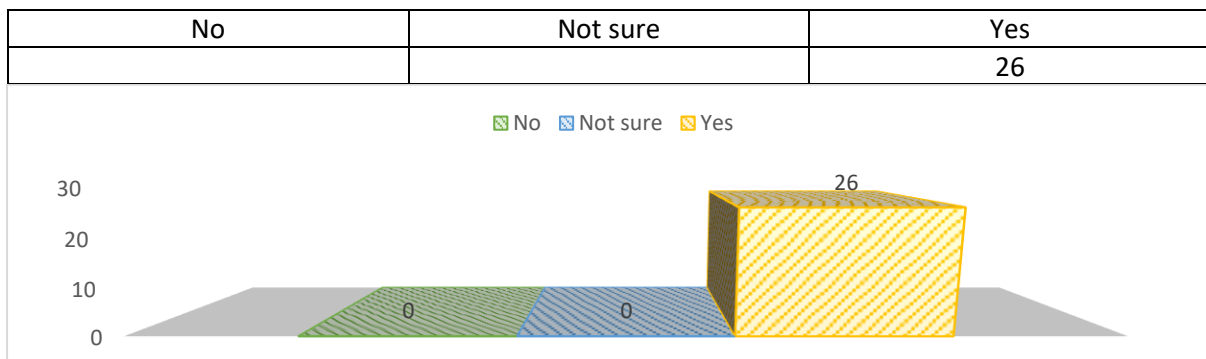
- Yes – thinking more about how I might appear to others.
- I often show sympathy toward other people, rather than empathy. Before this training I thought I was quite an empathic person, but what I tend to show more when someone is confiding in me is sympathy.
- I did not know the difference between sympathy v empathy. Now I do.
- I am probably more empathetic than I give myself credit for.
- I often feel I need to fix my friends/colleagues if they are distressed. I need to realise this is a defence mechanism to make me more comfortable.
- I learnt that for some people understanding empathy will be a challenge – as a naturally empathetic person I have not understood how this does not come as naturally in some as in others.
- I am much more aware of the difference between empathy and sympathy, also how I let my bias/judgment affect my empathic skills.
- Remember people's funnels of life. It is something I known in theory and need to work harder to apply in practice.
- The need to develop/improve how I empathetically communicate both in personal/work scenarios.
- I have become more internally judgmental and need to re-train my brain to take the more open approach it once used to - I am becoming a 'grumpy old woman!'.
- That it is ok to not know the answer or have the bespoke solution all the time and rather it is about being there and listening that is far more powerful and empowering for those who need empathy.
- More aware of what stands in the way of me feeling empathic towards others.
- The training has made me realise that I do try to please everyone and adopt the emotions of others as my own. I did know that anyway, but I guess the training has made me realise the burden that places on me. The analogy with the glass of water drove home the message, that if you hold onto the emotions of others, you do grow very weary, tired and exhausted. It sounds very selfish to say, but whilst I can support someone, I can not necessarily take on their fight. I need to let go and think about my own wellbeing more.

- What can trigger me to have a lack of empathy and how I can be more aware of this to make a positive change.
- Not assuming I know how people will feel about something.

### 6. Would you view and/or respond to someone raising a concern more empathetically after the training?



### 7. Are you more aware of the influence of emotions and biases can have on outcomes?



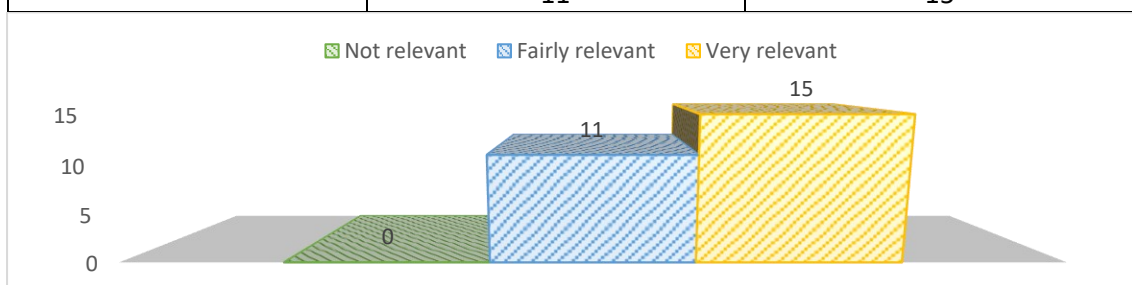
### 8. Name one thing you will do differently since having the training?

- I will do my best to be more aware of people's feelings and react to them in a more empathic manner.
- Will try to think more about the emotional state of others.
- Take a moment before reacting to consider what else might be influencing someone's behaviour.
- Rather than trying to make light of difficult situations and using the phrase 'at least...', be a better listener and more supportive of people who may be going through a difficult time.
- I will not take away a negative from a throw away comment by colleagues.
- Attempt to take a breath and consider the impact of my/the other persons emotions on any situation.
- Being conscious of potential bias when reading a room.
- Listening more but being careful not too over analyse too much.

- I will be reflecting more on my positive experiences of empathy to get more in tune with how I know that makes me feel. I also will be working on reining in my inner Miss Talkative And focus on listening to someone and actually taking in what they are saying, rather than trying to solutionise.
- Pausing before I consider the behaviour before me.
- Focusing on wellbeing and publicising the link with empathy.
- Being more mindful of others' perspectives and their circumstances (funnel of life) when responding.
- Take a moment to try an understand someone's perspective and concerns before responding.
- Listen more.
- Considering the moral implications of policy making.
- I will make sure to really think about who this impacts – I try to do this already because I try to picture what my work will co in practice, but having heard of personal ways policy can affect a family gives a more concrete motivation and reason to keep thinking empathically.
- I need more time to reflect on this - but as a starter, I will be looking at our new policy ideas and trying to ensure cognitive empathy is exercised during the early stages.
- As I stated before I will be less judgmental and re-train my brain to take the more open approach.
- Considering more the feelings of those on the receiving end of a policy when drafting policy documents.
- Listen more.
- Focus on listening more.
- Actively listening without putting my own perspective into the conversation.
- I would not try to sliver line things. I have been scared about that I do not have the answers, but I have learned today, that rarely can a response make something better, what can make something better is connection.
- Definitely think twice in situations or when I am interacting with a colleague.
- Making sure that all of my correspondence responses are empathic.
- I had a difficult meeting with a stakeholder last week and planned for it in quite a different way then I might have before the session.

**9. Do you feel that this training has been relevant to your professional practice?**

Not relevant	Fairly relevant	Very relevant
	11	15

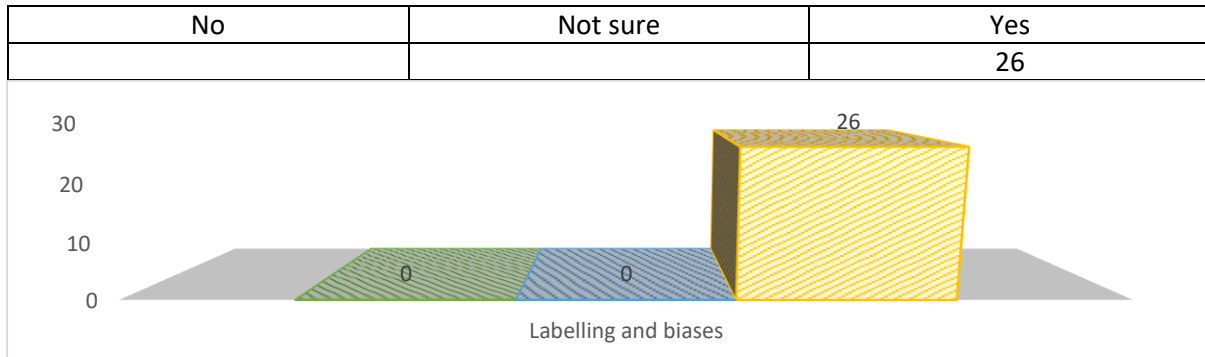




## **10. In your opinion, who do you think would benefit from this approach to training?**

- Others within the MOJ, including senior managers.
- The Civil service in general given it is a fairly - hierarchical organisation.
- All staff.
- Anyone in a public-facing role.
- Colleagues in the wider MOJ – it was interesting that the people on the course with me were nearly all from the vulnerable offender’s team so you would expect us to more aligned with empathic thinking. We need analysts, statisticians, finance and other policy makers to do this course.
- Senior managers and team leaders.
- Line managers.
- Some of our very senior managers!
- Most people.
- MOJ senior leaders – from the very top down to managers of our Access to Justice directorate. Personally, I feel the Access to Justice senior leaders do a good job of talking about the importance of it but do not put it into practice and very much approach things from a ‘this is how we so things’ and are unable to process things that challenge their ways of thinking.
- All employees, but particularly line managers.
- Would also suggest rolling it out to frontline staff who work with prisoners on a daily basis (HMPPS) therefore adapt the way in which it is delivered but keep the overall message.
- People working in front-line jobs – I realise there was a policy focus in our training, but the general empathy message is so needed with people who are front-line who might need reminding of empathy when burnout takes this ability away from them.
- Everyone and not just line managers, in particular policy advisors regardless of grade.
- Everyone.
- In the office – managers in policy work – those who deal directly with the public.
- I think a lot of front-line staff would really benefit from this training.
- I think that all our senior leaders could benefit from Carolyn’s emotional awareness training.
- Colleagues who are involved in policy work especially with the vulnerable in the Criminal Justice System.
- Everyone in every organisation!
- Everyone!

### 11. Would you recommend this training to colleagues?



### 12. What would you say to a colleague, or organisation, who was unsure about attending, or working with C&C Empathy Training and Carolyn Cleveland?

- I would say it is a very informative training that opens our minds to being more conscious of the people in our everyday lives and taking the course would be very good for them.
- Tell them that it is a very worth-while course, both for personal as well as professional development.
- That it really opens your mind to what empathy actually is, how it is so important in both your work and personal life – I'm not sure I was entirely clear on this before the session.
- That it's not about being emotional in your life, but gives you a deeper understanding of how and why individuals react the way they do and to be mindful of why people may react or behave the way they do.
- It is extremely worth it. It is an inspiring and informative session, well-structured and a very good use of time.
- Carolyn is a very engaging facilitator and trainer, she makes everyone feel part of the discussion.
- Try it and go with an open mind.
- Give it a try, you will learn something new.
- Give it a go.
- Trust the process – it is a serious topic delivered perfectly with an amazing passionate facilitator.
- I would recommend it but advise them some subject matter may be emotionally provocative.
- The C&C Empathy Training is an invaluable course which requires a deeper emotional connection in response to policy creation. It allows for questioning of decision making on a humanistic level and for a more ethical approach to be considered.
- This is person centred training, it is not a passive training module where you sit at your screen, muted with your camera off thinking about what is for dinner. It is an opportunity to reflect on yourself and your attitudes in a safe contained environment.
- It is very thought provoking and positively challenges what we think we know about empathy – you will experience growth by the end of the day.





- Try it – nothing to lose and everything to gain. A refreshing and different approach that ensures the learning goes to the heart as well as the brain (I would probably use slightly more ‘business-like’ words to senior civil servants).
- You have nothing to lose!
- You will be surprised about what you so learn about yourself.
- If anything, the events of 2020 had shown why empathy in leadership is so important. The consequences of a lack of empathy is there for all to see: the death of George Floyd; 49,000 (and rising) deaths from Coronavirus, leading to a second lockdown; U-turn on providing the most deprived children with free school meals during school holidays. Without empathy our leaders would not make sound policy decisions and they would not hold onto talented staff. I would say to colleagues that you should all attend training on empathy.
- I would say that even if you think you are a relatively empathic person you should attend the training as you will learn something new.
- I would say it was a well worth and highly recommended investment to time (in fact I have said this to lots of people since!).

### **13. Is there anything Carolyn could do to improve your training experience.**

- No, I feel the training was properly delivered.
- NO.
- The only thing is that maybe the Teams instructions document could be a bit clearer about having to join your teams organisation before joining the call – a few of us joined using our MOJ account not realising we had to join the other organisation first. But that is because we are all new at teams – I am sure as we all get used to it more it will become easier.
- No, a very engaging session which worked well on Teams.
- Nope!
- Not from my perspective – other than maybe lobby MOJ to introduce Zoom if you are more comfortable with it! (it is about time we were allowed to use it..!)
- No.
- Maybe make the slides full screen but that did not necessarily take anything away from the course. I do imagine it is difficult to present this type of course virtually.
- Given that it was on Teams I think it worked very well.
- I think the course could have been shorter without compromising the content.
- Before I signed up, I did not quite understand how it would fit into the work which we do – consider a clear message relating to the aim/purpose of the training. It is such a valuable training programme and I think many different departments, not just policy, can benefit. Not necessarily to improve the experience, but our work is very reactive (as you were able to witness on the day!) and I would question the use of a whole day training. I think to encourage engagement in the first instance, it may be worth considering breaking the session down into two days or reducing the amount of time spent overall. However, I appreciate this is likely to lose some of the impact from the training.
- Carolyn was great at catering to last minute issues on my part and was dynamic in working around them, showing real empathy from the start. On a practical point of view, whilst I appreciate the importance of each module a slightly shorter session would allow more



people to take part as they may feel they cannot put aside all the required time for the training.

- Would have appreciated more interactive sessions to break up the day.
- No.
- It was a bit long – it is hard to concentrate on a screen for that period of time. I felt that the session was good and informative and interesting but could have been condensed.
- I would have liked more on how we work with colleagues and make the workplace more empathic.
- I thought that Carolyn did a great job in facilitating this training remotely. It must be very difficult holding virtual training sessions for a whole day. She was upbeat throughout and kept me engaged on the topics of conversation. The breakout rooms worked seamlessly. Carolyn was an attentive trainer, always checking in to make sure that everyone was okay with the technology.
- Perhaps less slides with so much writing on them. I found Carolyn rushed through the slides and I could not always take everything in.
- No. I thought she did a brilliant job of the whole session and make it enjoyable and effective as a virtual event. It was really engaging and gave me lots to think about and reflect on.

#### **14. Any additional comments**

- My only observation is that the course for 9.30 to 3.30 is very long and will have put off a lot of people. If it was not that I'd seen Carolyn Cleveland presenting myself, I might well have given the course a miss. It would be great if Carolyn could prune her course so that it is, say, 9 to 1 – I am sure that she would get a good response.
- Just to say thank you for a really good training event and for talking us all through how to use break out rooms – that was very helpful having not used them before.
- I really enjoyed this course and will be recommending it to my wider team and colleagues.
- Thank you so much for sharing your story. I found it very moving and emotional, but so incredibly effective in understanding empathy and everything else that you taught us about. You could consider building this evaluation form into the workshop itself, perhaps before sharing the conclusion of your journey. I am on a leadership course where the facilitator builds in 10 minutes for everyone to sit and fill in the form so that she gets the feedback, could consider if you find you are not getting much feedback, although hopefully you are!
- Thank you very much – I gained a lot from the course and really appreciated you sharing your experiences. I hope that the course can continue to be rolled out to other government departments, it is very easy to lose sight of the actual impact of policy unless you are able to engage with people who are affected by it directly.
- I will certainly be encouraging colleagues to attend the sessions; they would certainly be miss out if they did not.
- Thank you so much for the great session on empathy once again and the helpful materials.
- I would like to see managers attend your workshop – and if they do, they will promote it to other staff. A day out of the office is a big ask for senior managers, if condensed I think you would be pleased with the up take.
- Thank you for sharing your story with us and for making something so meaningful and needed out of such horrible trauma.
- Thankful for carolyn sharing her story with us, puts it into context and it is real/personal for everyone. Not an easy thing to do.



- Sophie's death was a tragedy and a waste, Carolyn has taken that extremely sad experience and fashioned something positive to pass and share. Thank you.
- Thank you so much Carolyn for sharing such a personal and powerful story!
- One of the most useful and enjoyable training courses I have done in a long time.
- I thought the training was brilliant – I've already put lots of into practice (albeit not with perfect results!) and thought you did an excellent job of making it work as a virtual session.