

The role of empathy in developing organisational culture, adaptability and resilience

Experiences from the Covid-crisis

Kaarlo Hilden/ 6.11.2020 AEC Congress

Experiences from the Sibelius Academy

- **×** Culture and interaction
 - **×** Loosening of hierarchies, organizational borders and roles
 - **×** Outcome orientation
 - **×** Organized informal interaction
 - **×** Organizational citizenship
- **×** Practical examples
 - **×** Lending keyboards, microphones & other equipment
 - **×** Admissions online
 - **×** Scholarships
 - **×** Sharing, peer-learning, helping colleagues

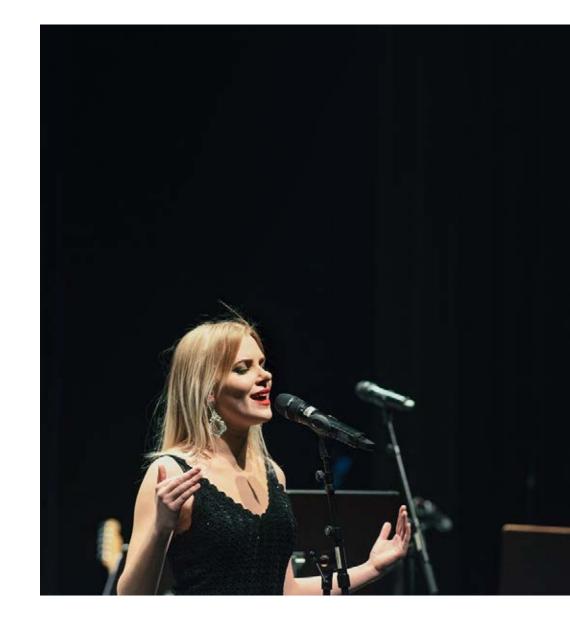
What is empathy?

Affective empathy — Experiencing affective states (emotions or moods) that is congruent (mirrors) with another person's affective state.

Cognitive empathy — Understanding another person's internal state (their thoughts, moods, or emotions).

Behavioral empathy – Engaging in verbal and non-verbal behaviours that demonstrate cognitive or affective empathy.

Clark, MA, Robertson, MM, Young, S. "I feel your pain": A critical review of organizational research on empathy. Journal of Organizational Behavior, 40(2), 166–192.



Organizational empathy

- ***** An organization's ability to understand the thoughts, feelings, motivations, and conditions of others whether that's employees, partners, students or communities from their respective point of view.
- ***** In a higher music education setting, organizational empathy can be linked to the cohesion of the university community, wellbeing, student centeredness, inclusivity, social responsibility and sustainability
- **×** In this presentation I will look at empathy as a driving force for change—when institutions have to adapt quickly and redefine their priorities and operations

Things to consider

- ***** Empathy can be a real driving force behind organizational change. It can help to identify what is really needed and to clarify the core purpose of our institutions
- ***** Empathy can help us to understand and focus on what really matters and thereby strengthen the sense of community and of working towards common goals
- **X** It is important to invest in creating situations where empathic understanding between various groups can arise
- ***** Affective and cognitive empathy is not enough, we need to demonstrate our values though behavioral empathy

