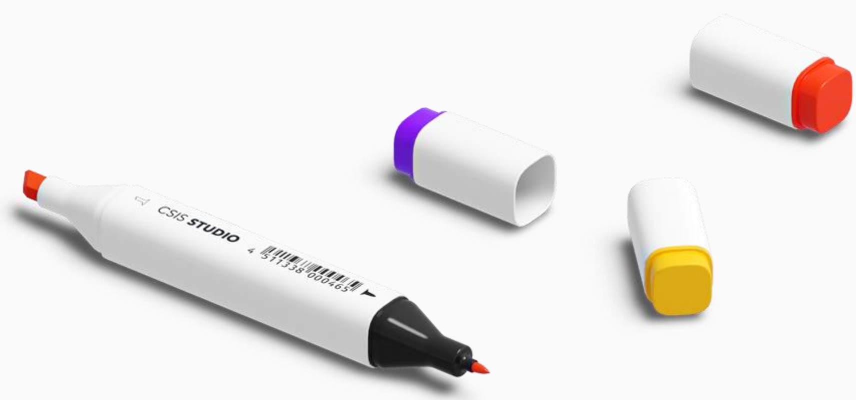
TOOLKIT

Empathy Map

Put your beneficiary or another key stakeholder at the center by developing an understanding of their perspective.



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Penn
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The Center for
Social Impact Strategy

Quick Overview

The empathy map helps us better understand the perspectives of key populations, and identify knowledge gaps to be further addressed through research, observation, and engagement with that population. Using this tool, you will answer the following questions:

1. Perception: What does this population perceive about the world around them?
2. Action: How do they act? What are their motions and reactions?
3. Feel: How do they feel? What are underlying emotions?
4. Goal: What are they trying to achieve?

What is this tool exactly?

Empathy is a mindset and behavior that helps us identify key social challenges and develop useful, effective, culturally appropriate solutions for them. Every single person is an expert in their own experience, and empathy allows us to better understand that experience from their perspective, so we can better work with and support them.

Who should be involved?

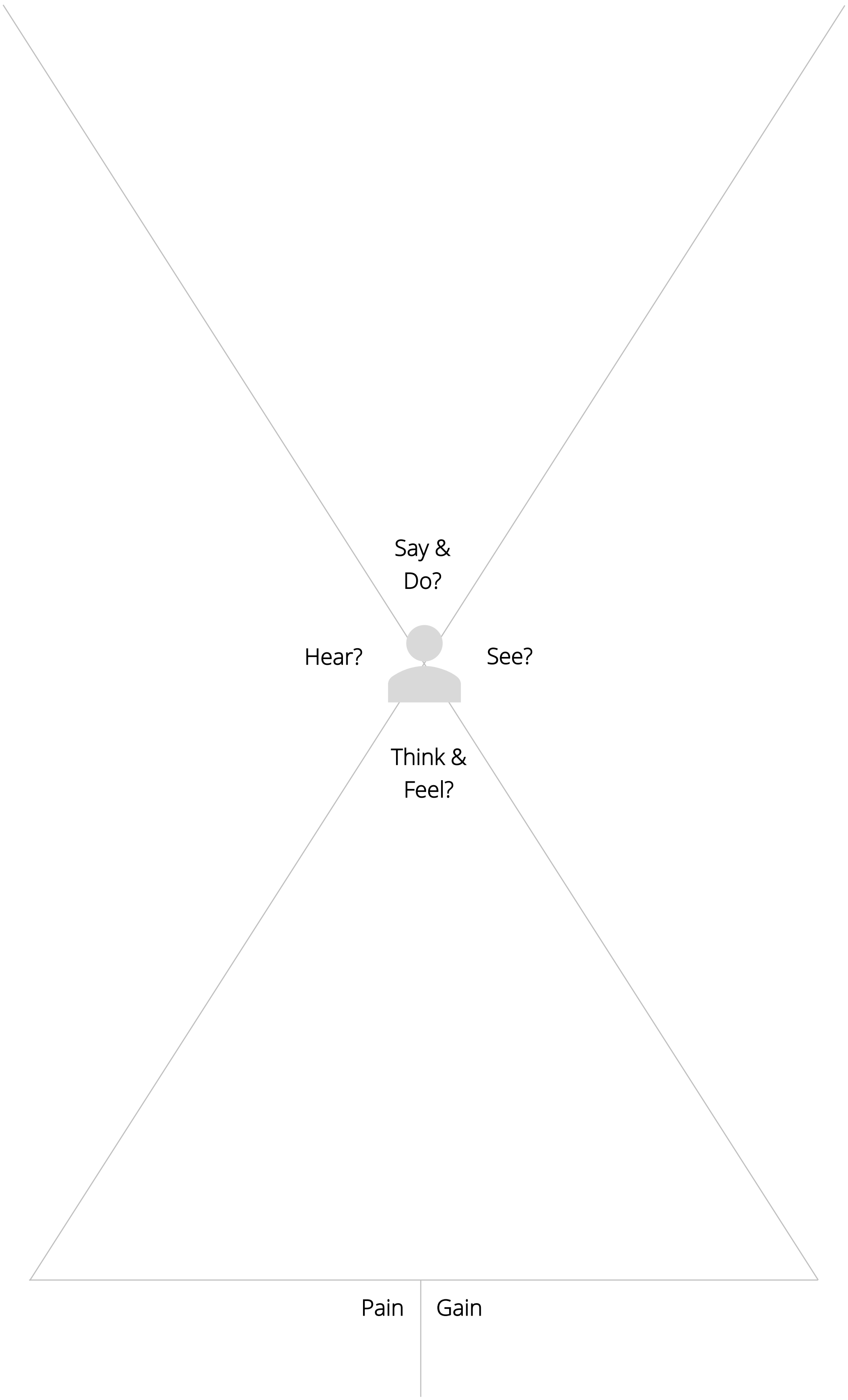
Ideally, the whole project team would work with each beneficiary or key stakeholder to conduct interviews and surveys and observe their work, and use the information gathered to complete the empathy map. Because this is not always possible, your team can start by filling out the map with the beneficiary or stakeholder in mind, as best as you can.

How long should it take to complete?

20 minutes to several hours

Where can I learn more?

1. In "A Lesson in Empathy," IDEO's Tim Brown reflects on an important video by the Cleveland Clinic that uses empathy to reveal the complexity of a hospital. March 2013.
2. In "The Practical Guide to Empathy Maps: 10-Minute User Personas," Jerry Cao describes how to use an empathy map to visualize a target stakeholder's needs and integrate that map into a design workflow.



Best practice: It is a matter of justice & efficiency that you do good desk research before, during, and after your field research. Ask only what you must of your target population, and nothing that you can learn online from prior studies. Information-gathering is an inherently extractive activity that may distract beneficiaries from their daily lives, routines, and personal and professional obligations, so every effort should be made to ensure that participants don't miss out on their workday or other services available to them by helping you understand.

Empathy Map Framework

Step 1. Identify your key stakeholders: What are your target population's characteristics, behaviors, and needs?

Step 2. Understand individual stakeholders: Use qualitative and quantitative techniques to gather information about this population, including individual and group interview, participant-observation, survey, and creative information-gathering techniques. What do they see and hear, say and do? What do they think and feel? What negative outcomes do they fear? What are their daily frustrations or annoyances? What tasks are they trying to accomplish, to achieve what goals? What barriers prevent them from accessing a benefit already available to them?

Step 3. Develop an empathy map that reflects the range of experiences of those stakeholders: After your team has engaged with this community, collaboratively complete this empathy map, with data in hand.

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Check out how this tool helped Sukoon Active build a product that allows Muslim-Americans to live active lives. CSIS Studio shares their story, along with other case videos, tools, and insights from social entrepreneurs and innovators.

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*woman (18-35), born in the US but identifies as Muslim too

*College educated / go to college / seek educational opps.

*Disposable income (≥$60K income) *Active life

*Works *Works out *Hangs out w/ friends

*Shops online *Shops at retail stores

*Cannot find activewear that covers

*Shops in spring/fall for layers
↑frustrated w/ this strategy for activewear

*Reconciles multiple identities

Say & Do?

*She hears anti-muslim rhetoric

*She listens to music while she's working out

*She hears people/brands talk about being inclusive but not executing on it

Hear?

See?

*She sees beauty standards being set by people who don't look like her

*Sees a lot of skin bearing clothing

*Sees super skinny women being active and representing one industry

*Sees big brands get it wrong

Think & Feel?

*Stresses about everything being too tight

*Fears embarassment

*Frustrated by lack of activewear options

*Thinks maybe she shouldn't work out

*Feels isolated from community because she can't participate / is embarassed not to have appropiate, fashion forward clothing

*Thinks there should be a solution *Wants a brand to understand her

Pain	Gain
Alleviating the anxiety and/or lack of confidence that a woman might experience	Feeling like an athlete + able to participate in experiences that are otherwise not open to her

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