The Empathy Factor should be required reading for any manager or supervisor.” —BILL MOORE, Senior Vice President, Ipitek Corporation; Former Vice President and General Manager, Ortel Corporation; Former Corporate Marketing Manager, Hewlett-Packard

In this groundbreaking book, award-winning communication and organizational strategist Marie Miyashiro explores the missing element leaders must employ to build profits and productivity in the new economy—Empathy. Building from the latest research about organizational effectiveness, emotional aptitude in the workplace, and brain science, Miyashiro offers both real-world insight and a practical framework to bring the transformative power of empathy to your entire organization.

Miyashiro’s approach combines more than 26 years of experience advising for-profit companies, government agencies, and nonprofits to substantially improve their organizational communication with a proven, world-renowned process from the largest empathy-based community in the world. The Empathy Factor takes Dr. Marshall Rosenberg’s work developing Compassionate Communication into the business community by introducing Integrated Clarity—a powerful framework you can use to understand and effectively meet the critical needs of your organization without compromising those of your employees or customers.

“Marie has taken the widely heralded virtue of empathy and made it very accessible with numerous pragmatic strategies and tools. A must-read for any emerging leader!”

—ULRICH NETTESHEIM, Managing Partner, Passages Consulting; Lecturer, Haas School of Business at University of California Berkeley; and Founder, Umanity

“In The Empathy Factor, I see immediate applications for anyone who works as a consultant to organizations, whether for-profit, nonprofit, or social enterprise. Marie embodies the capacity to relate to ourselves with compassion as we create possibilities for alternate futures to emerge.”

—CATHERINE W. BROOKER, M.A., Founder and Principal Consultant, Social Futures Group; Former Senior Organization Development Consultant, Sun Microsystems

MARIE MIYASHIRO, A.P.R., is the founder and president of Elucity Network, Inc., an empathy-based consulting and training firm based in Tucson, Arizona. Since 1985, Miyashiro has consulted with Fortune 500 companies, small businesses, nonprofits, universities, and government agencies in the United States and Asia.

Breakthrough thinking from cover to cover that will lead to more meaningful discourse and heightened impact.” —JAMES B. HAYES, Former Publisher, FORTUNE Magazine

Your Competitive Advantage for Personal, Team, and Business Success

MARIE R. MIYASHIRO

Foreword by JERRY COLONNA, Co-Founder, Flatiron Partners and Former Partner, JP Morgan Partners

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The Empathy Factor
Your Competitive Advantage for Personal, Team, and Business Success

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Praise for The Empathy Factor

“Empathy has always been a core part of Marie Miyashiro. Now she has transformed that valued human relations quality and skillfully turned it into a powerful communications force for the business community. The Empathy Factor will help thoughtful business people add substance and dimension to relationships within the workforce—colleagues and customers. Breakthrough thinking from cover to cover that will lead to more meaningful discourse and heightened impact.”

—JAMES B. HAYES, Former Publisher, FORTUNE Magazine

“The Empathy Factor provides great insight into almost diametrically opposed business needs, personal and corporate. Not only does it explain why they exist, but provides sound techniques to achieve synergy between the two—in turn, making the employee and business more productive. This should be required reading for any manager or supervisor.”

—BILL MOORE, Senior Vice President, Ipitek Corporation; Former Vice President and General Manager, Ortel Corporation; Former Corporate Marketing Manager, Hewlett-Packard

“The concepts in the book are brilliant, and its ultimate premise—that empathy significantly supports workplace productivity and collaboration—is powerful. I love the material presented and, even more, am thrilled to be able to put the concepts into practice every day in the work I do with my clients. Miyashiro shows how today’s managers can build organizations using empathy as the core driver of their success. In the end, those who read this will not only learn the power of Connect-Think-Do but will understand the even more powerful Connect-Think-Lead.”

—JERRY COLONNA, Upside magazine’s 100 Most Influential People of the New Economy, Forbes ASAP’s Best Venture Capitalists in the Country, and Worth’s 25 Most Generous Young Americans
“Marie Miyashiro’s comprehensive discussion of empathy in the workplace resonates with integrity. As I read The Empathy Factor, the Integrated Clarity model of organizational needs came to life. I saw immediate applications for anyone who works as a consultant to organizations, whether for-profit, nonprofit, or social enterprise. Marie embodies the capacity to relate to ourselves with compassion as we create possibilities for alternate futures to emerge.”

—CATHERINE W. BROOKER, M.A., Founder and Principal Consultant, Social Futures Group; Former Senior Organization Development Consultant, Sun Microsystems

“I came away from The Empathy Factor with new insights, new skills, and a much stronger appreciation of the crucial importance of ‘connecting.’ And I agree: the payoffs of putting this value into practice are huge! Now, those payoffs—capacity to innovate, resilience under pressure, and overall organizational effectiveness—are within much easier reach, thanks to the wisdom provided in this wonderful book.”

—SAM KANER, Ph.D., Author, Consultant, Expert in Multi-Stakeholder Collaboration; Founder of the San Francisco-based international consulting firm, Community At Work

“Marie makes her point and encourages her reader’s belief not only in the ‘theory’ of empathy but also the ‘reality’ that one can achieve. Business climates can truly benefit from her expertise and The Empathy Factor is a good read! I encourage anyone who wants to open their mind to a better way of communicating to open a copy of this book.”

—ROBIN D. LANE, Vice President of the Board of Directors, Arizona Women’s Golf Association; Former Major Account Sales Representative, Sun Microsystems
“The Empathy Factor is a book that points at new ways to think about the difficult and complex problems facing organizations and the world. As an organizational consultant and coach for twenty years, I personally implemented with great success the methodologies Marie provides in her book. Her unique approach helps my clients increase their capacity to collaborate, resolve entrenched conflicts, and innovate.”

—JEAN-PHILIPPE BOUCHARD, MA, PCC, Partner and Senior Organizational Consultant, Prologue Consultants Inc.; Certified Nonviolent Communication Trainer

“The Empathy Factor offers cutting edge insight on the root causes of the challenges that today’s companies and organizations face and how teams can achieve game-changing transformation to achieve ultimate buy-in, accountability, morale, and teamwork. If you’re ready for real and sustainable change and what is sure to be the next big thing in the business world—needs-responsive organizations—you will want to read The Empathy Factor.”

—DIAN KILLIAN, Ph.D., Founder and Director, The Center for Collaborative Communication; Coauthor, Connecting Across Differences

“Organizations have needs just as people in organizations have needs—an amazingly refreshing perspective! Marie has beautifully illustrated how the power of empathy can humanize the workplace and help transform our world.”

—SYLVIA HASKVITZ, M.A., R.D., CNVC Certified Trainer, Consultant and Author, Eat by Choice, Not by Habit
“**The Empathy Factor** is at once accessible and far-reaching in its implications. In page after page filled with real-life examples and tips, Marie Miyashiro makes the case that empathy is entirely learnable, eminently practical, and core and central to an organization’s capacity to achieve its mission. Far from a ‘soft’ distraction, the needs-awareness allows everyone to zoom-in on what matters most, the source of focus and efficiency in achieving business and personal goals. I recommend this book highly for anyone who wants to gain a handle on how to make organizations adapt to the rapidly changing constraints of our times.”

—MIKI KASHTAN, Ph.D., Co-Founder, Lead Facilitator and Trainer, Bay Area Nonviolent Communication

“I LITERALLY stayed in my bedroom one weekend to read the entire book—no outside connection. I only came out of the room to eat. My copy is now full of highlighted, underlined, circled sections with lots and lots of post-it notes. By the way, I’m not at all a reader (ashamed to say), especially books for work. But this book, I was blown away. I HAD to read it all. Basically, I’m saying I’m a huge fan.”

—SHOKO MIYAGI, Ph.D., Training Officer, University of Wisconsin Madison, Facilities Planning and Management

“Fabulous! With this book, Marie has made several very important contributions to the body of work concerning effective leaders. She makes a clear connection between the vitality of organizations and the ability of its leaders to harness the vast potential energy generated by engaging human beings in the landscape of their feelings. Equally important, she has taken the widely heralded virtue of empathy and made it very accessible with numerous pragmatic strategies and tools. A must-read for any emerging leader!”

—ULRICH NETTSESHEIM, Managing Partner, Passages Consulting; Lecturer, Haas School of Business at University of California Berkeley; Founder, Umanity
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FOREWORD

by JERRY COLONNA, Co-Founder, Flatiron Partners and Former Partner, JP Morgan Partners

Over the years, I’ve been aware of the potential for greater workplace productivity and deeper meaning through work. I began my study of business as a journalist, chronicling the struggles of new and established companies. Later, I helped develop successful new businesses as a venture capitalist, starting two well-regarded firms and ultimately joining JP Morgan Chase’s private equity unit, JP Morgan Partners. Often as a result, I served on more than a hundred boards of directors, working with both for-profit companies and nonprofit organizations. I’ve watched great companies become born and grow into large success stories and large companies falter and miss opportunities. I’ve watched small nonprofit organizations struggle through the maturation process, some succeeding, many failing. And through it all, every one of them, and every one of the people endeavoring to do the sacred work of creating something of lasting and enduring value, could have benefited from the lessons laid out in The Empathy Factor: Your Competitive Advantage to Personal, Team, and Business Success.

More recently, I began providing coaching services for teams and individuals. I’ve witnessed firsthand the transformative power of empathy, when my clients experience what Miyashiro calls the process of forming “empathic connection.” Instead of the two-dimensional think-and-do cultures prevalent in our workplaces, the book advocates for a third dimension, Connect-Think-Do, placing a primacy on engaging with one another in our full humanness before we do the work.

This cutting-edge book highlights a growing body of research that validates the practice of empathy as a key business advantage. Most important, it details a proven and repeatable method for developing and practicing empathy as a workplace skill. The method described, Nonviolent Communication (NVC), represents one of
the largest empathy practice communities in the world. To this largely interpersonal model, Miyashiro adds a framework for teams and organizations that she calls Integrated Clarity® because of the way the individual, team, and larger organization can operate more collaboratively as a unified whole.

She writes:

> Our workplaces are two dimensional because the process of empathic connection requires a literacy and comfort with two human qualities that have been systematically devalued and misinterpreted in the world around us. Our organizations are born out of this same consciousness and simply replicate this world condition in our workplaces. These two misunderstood qualities are: 1) our ability to be fluently aware of our feelings without judgment of them and 2) our ability to then connect these feelings to related human needs that are being met or unmet.

Miyashiro makes a compelling case for wider-spread use and awareness of the core NVC techniques—not just in situations where the violence of our interactions is apparent, but also in places where we don't necessarily see the violence being perpetrated.

*The Empathy Factor* is a call for ending this subtle, persistent, and awful violence to the Self done every day in the name of profits and productivity. But more than a call to action, it offers proof that—ironically—building a more compassionate, empathic workplace is precisely the path to greater productivity and, consequently, profits.

For at its heart, *The Empathy Factor* is a business book in every sense of the phrase. Not only that, it’s a joy to read. On first pass, the book may not appear erudite, but it is. The style is very accessible, with callouts and real-world examples. The book builds on Miyashiro’s twenty-eight-plus years of consulting, observing, and guiding a variety of for-profit and nonprofit organizations as well as her extensive research and comprehensive analysis.
I’m honored to write this foreword. The concepts in the book are brilliant, and its ultimate premise—that empathy significantly supports workplace productivity and collaboration—is powerful. I love the material presented and, even more, am thrilled to be able to put the concepts into practice every day in the work I do with my clients.

Miyashiro shows how today’s managers can build organizations using empathy as the core driver of their success. In the end, those who read this will not only learn the power of Connect-Think-Do but will understand the even more powerful Connect-Think-Lead.

Jerry Colonna is the co-founder with Fred Wilson of Flatiron Partners, which became one of the most successful, early-stage investment programs in the country. He also became a partner with JP Morgan Partners, the private-equity arm of JP Morgan Chase, and now serves as a director, trustee, or advisor to a number of for-profit and nonprofit organizations. He was listed in *Upside* magazine’s 100 Most Influential People of the New Economy, *Forbes ASAP*’s Best Venture Capitalists in the Country, and *Worth*’s 25 Most Generous Young Americans.
PART I

Understanding Empathy and Needs-Based Awareness
ONE

Introducing the Third Dimension and Integrated Clarity®

“Greed is out. Empathy is in.”
—Frans de Waal, The Age of Empathy: Nature’s Lessons for a Kinder Society

As humanity evolves, we are constantly being invited to expand our view of ourselves and the world. This creates enormous changes in our workplaces and the way we relate to one another at work. But sometimes it isn’t easy for us to comprehend that next dimension in our evolution.

This book introduces a way to bring empathy into the workplace—to create a new dimension of increased harmony, productivity, and success to both individuals and organizations. As I spoke of this new paradigm in the fall 2004 keynote address for the University of Arizona’s College of Fine Arts’ opening convocation, I told the following story of Flatland and Spaceland. My talk marked the beginning of a thirteen-month strategic planning and dialogue project I was hired to conduct with the college management and staff. They were about to be introduced to a new dimension—the one you will experience and other managers, employees, and business owners are coming to know, if you put into action what you read in this book.
The day before the convocation, Dean Maurice Sevigny asked me what I was planning to talk about. He had a regular practice of reading all the latest management and organization development books as a way to support his college in an economy of dwindling funds for the arts. I think he was surprised by my answer.

I asked him if he knew of a book called *Flatland*.1

“No, I haven’t read that one,” he said. “When was it published?”

“Eighteen eighty-four,” I replied.

“Eighteen eighty-four!” The dean laughed, but his look begged further clarification so I briefly explained my plan.

The next day, I began my talk with the story of *Flatland*, a short novel written by Englishman Edwin Abbot. It’s a story about a two-dimensional world where inhabitants can only perceive length and width. They are called Flatlanders. The main character is a Square, who is married to a Line and has two sons, both Hexagons.

One dark night, the Square is visited by a Sphere, a three-dimensional ball. In Flatland, when a three-dimensional ball-shaped object passes through their world, Flatlanders can’t comprehend its depth or fullness.

The Sphere explains that it’s from Spaceland, a third dimension, but soon grows frustrated at the Square’s ignorance.

“What do you mean you don’t understand the third dimension?” he asks. “I’m from space. I can go above and beyond Flatland.”

The Square replies: “Well, we can do that, too. We go North and South.”

You can see the problem with trying to explain a third dimension in words.

With more confusion and nothing concrete to support the idea of another dimension, the Square becomes increasingly fearful.

Eventually, the only way he can know the third dimension is to physically experience it rather than try to grasp it intellectually. So the Sphere takes him to visit Spaceland. But when he travels into the three-dimensional reality of Spaceland, instead of gaining greater understanding, the Square is more disoriented than ever. He can’t
reconcile his limited understanding of the world order he’s used to with what he’s experiencing as a strange new truth.

Happily, in the end, he does excitedly grasp the new world of Spaceland. But sadly, he is unable to convey his new reality to any of the other Flatlanders.

His hope endures, however, that one day the possibilities of Spaceland may “find their way to the minds of humanity in Some Dimension, and may stir up a race of rebels who shall refuse to be confined to limited Dimensionality.”

The Square demonstrates many qualities we all possess when confronted with change and something new we don’t understand. At first he goes into denial. Then he’s confounded. He’s curious. Then he gets angry. At one point he becomes fearful. He doesn’t want to or thinks he’s incapable of seeing things from a new perspective, a new depth. Finally, through actual experience, he accepts and is thrilled with the new dimension.

This book calls for a “new race of rebels” who are willing to explore a way of being that’s wider, deeper, and fuller, not to mention more effective, than our current worlds of being and business normally express.

The ideas presented here are what many call innovative and revolutionary—both metaphorically because they represent a new way of doing business, and literally because they can lead to the kind of innovation that creates dramatic positive change.

**Workplace Thinking and Doing—A Two-Dimensional Approach in a Three-Dimensional World**

I worked in a Flatland of my own the first eight of my twenty-nine years as a communication and organization development consultant. I was a two-dimensional consultant working in the two-dimensional worlds found in the business, nonprofit, and government agencies that were my
clients. In these worlds, the two dimensions consisted of *thinking* and *doing*. I found problems and fixed them, only to see the same problems arise again after the fix. Consultants in Flatland are in perpetual demand because they fix the symptoms but not the root causes.

To some degree, we all work in Flatland. In the two-dimensional world of thinking and doing, the organizational dialogue goes something like this: “If we think hard enough about our problems or goals, we will be able to develop a plan to do all the ‘right’ things to be successful.” The traditional work culture places tremendous value on the intellect, on data; on taking action and staying busy to implement “the plan.” This culture measures our worth and success in terms of how much thinking and doing we can get done in a day. In fact, workers and managers who can get more than a day’s work done are richly rewarded. The value of people in the two-dimensional workplace comes down to getting the job done, irrespective of a person’s quality of character or the demonstration of values. Some organizations are even one dimensional: “Don’t think. Just do what I say.” In these types of organizations, performance and profit are valued more highly than people—all types of stakeholders, from employees to the community at large—sometimes even at the expense of the consumer.

This imbalance may be overt but more likely it’s subtle, leaving us with a quiet discomfort, difficult to articulate but clearly present. Slogans, well-intentioned morale-boosting activities, and corporate communications that pronounce the opposite can mask our experience. When we do experience that oh-so-rare brush with being regarded in our full humanness—not just our capacity to think and do—we are acutely aware of how much we’ve been longing for it. When we come across people in an organization who really get who we are as unique people, it reminds us of what is positively possible and mostly absent.

We need only turn to the news headlines of the past few years or our own personal history to find further evidence of less-than-human experiences in the workplace. The global economic crisis we’re recovering from has been a crisis of values and morality, not one of the dollar, euro, or yen. In the preface of the World Economic Forum 2010, Klaus Schwab and John J. DeGioia wrote, “The current economic
Introducing the Third Dimension and Integrated Clarity

Crisis should warn us to fundamentally rethink the development of the moral framework and the regulatory mechanisms that underpin our economy, politics and global interconnectedness. The previous year, in December 2009, the Forum had conducted a unique new opinion poll through Facebook. Respondents—the majority of whom were under thirty years old—were asked how they see the role of values in the economy today. Of the more than one hundred thirty thousand respondents from France, Germany, India, Indonesia, Israel, Mexico, Saudi Arabia, South Africa, Turkey, and the United States, strikingly, more than two-thirds believe the current economic crisis is also a crisis of ethics and values.

Only in a two-dimensional world can so many people be financially and emotionally bankrupted while a select few experience unheard of profit at their expense. This is not a system problem alone. Something is fundamentally out of balance in the way we participate within that system, as well. Sadly, we have become unwitting accomplices to conditions that pull on our purse strings as well as our hearts.

Building on Brilliance

I would have bumped along obliviously like the Square had I not been introduced to the third dimension by those who had already discovered Spaceland where the answers live.

In the 1980s, I studied with teachers such as Marshall Thurber and his colleague Judith Orloff Faulk, and my thinking was remade by their teachings and philosophy. Thurber, in turn, is the only person to have been a protégé of two of the greatest thinkers of our modern times, Dr. W. Edwards Deming, the father of the quality management movement, and R. Buckminster Fuller, inventor, architect, engineer, mathematician, poet, and cosmologist. One of the main tenets I took away from this work included a fundamental understanding that the vast majority of interpersonal conflicts in organizations are systems issues, not people issues. To address people issues before addressing the way the whole system or the team influences these relationships is trying to nurture a seed in sand instead of fertile soil. It’s the combination of good soil and
The vast majority of interpersonal conflicts in organizations are systems issues, not people issues.
communication companies in the world, Time, Inc. and a Hill and Knowlton company. I encountered thousands of people—employees, managers, owners, members, volunteers—in hundreds of organizations. On many occasions, I was the recipient of their frantic questions: “What do we do next?” “What can we do?”

At present, these concerns are growing in number and intensity as the world’s rate of change picks up pace exponentially. In the 1960s, Buckminster Fuller estimated that starting approximately five thousand years ago, a new invention or innovation came along about every two hundred years that changed what he called “the critical path of humanity.”

By AD 1, this number became every fifty years. By AD 1,000, every thirty years. And by the Renaissance, every three years a new invention came along that changed the nature of the world. By the Industrial Revolution, the timing was reduced to six months. And Fuller estimated that by the 1920s, the interval was three months, ninety days. He called this “accelerating acceleration.” According to physicist Peter Russell, that timing is down to days if not hours.

Dealing With the Frantic Pace of Change

So why is it that the rate of successful change in organizations is normally as slow as molasses in January? Of all those that embark on some kind of management strategy to deal with change in their outer or inner environment, I’ve heard estimates that only 25 to 30 percent make it, and the rest struggle along.

From my observations, the main reason organizations that try to manage change fail is their tendency to treat human systems as though they were mechanical processes. They’re asking questions that view their human processes as mechanistic—such as asking in strategic planning sessions, “What do we do next?” From a human perspective, it’s more critical to begin with values explorations, especially fixed values such as

The path of humanity and the nature of the world and business are changing exponentially.
those that define an organization’s or team’s identity. In this context, the
question isn’t, “What do we do next?” The question is, “Who are we as
an organization?” An inquiry of being, not doing.

While a values focus isn’t new, the approach presented here is, in
that organizational or team identity is defined as a “universal need.”
This need is addressed within the framework of an interpersonal and
organizational “needs consciousness” that serves as the foundation for
sustainable change and success in the workplace.

**Fear of the Future**

Along with the frantic uncertainty, fear arises. Do you discern fear in
yourself and your colleagues about the future? What happens when people
in organizations are motivated by fear? They unintentionally create a
cycle of contracting opportunities, resources, and energies. The book
*The Luck Factor* by Richard Wiseman,
psychology chair at the University of Hertfordshire, England, presents
the results of an eight-year study of people who were lucky and those
who were unlucky. The researchers found that the lucky ones had
certain psychological traits. Primarily, these people did not operate
from fear but rather with an expectation of good fortune. That’s what
thriving organizations do. They operate from a vision of their own
greatness in the future. And to do that, they go beyond the traditional
paradigm.

My early teachers, out of the school of Marshall Thurber and
Buckminster Fuller, frequently used the phrase “the brightness of the
future,” which has stayed with me. The organization’s job is to focus on
the brightness of the future and keep others focused on the brightness—
without ignoring the pain.
Introducing the Third Dimension and Integrated Clarity

Catapulted Into Spaceland

I had been working as an organization development consultant for twenty-two years when I met Marshall Rosenberg in 2004, and his teachings would significantly alter my life and work. I was not surprised in 2005 to hear this man who had worked to bring peace to such groups as warring street gangs and clashing African tribes say he thought American businesses are some of the most violent places on earth.  

As I studied the model of Nonviolent Communication (NVC) that Rosenberg taught, I understood what he meant. I could see the unconscious and unintentional disregard for the feelings and needs of people, both in everyday relationships and in the world of the businesses, nonprofits, universities, and government agencies with which I worked. I observed that the workplace is full of what I call silent pain. I like to tell the groups I work with that I estimate about 30 to 50 percent of what is said in workplace meetings is not what is heard. One woman remarked, “Is that all?” Most others nod silently.

Within months of learning NVC, I witnessed the wonders it worked in meeting the needs of individuals and creating more productive work relationships. I noticed a shift in the way team members listened to one another. They were listening from a deeper, more effective place.  

A place of empathy—of being able to see, feel, and experience what the other person was experiencing. Consider the following situation in which I initiated deeper understanding with a simple question based on my own curiosity.

A female employee shared her frustration about others not following a particular work process she was in charge of creating. Her colleagues began offering suggestions to fix the problem, but she was so focused on expressing her pain that she couldn’t hear their
NVC focuses on an explicit process for developing and deepening the practice of empathy. This involves connecting with the feelings and needs in ourselves and others in service of promoting greater understanding all around. I’m convinced this idea works on an expanded level for teams and organizations as well as for individuals because of what I’ve read in the research and seen in my own consulting practice.

From the beginning of my work with organizations, first as a corporate communications specialist and now as an organizational consultant, I was aware that organizations had needs, too—related to the needs of the people in them, but distinct. To be clear, organizations differ from people in that they don’t have an inherent right to exist; they exist only to service human needs. However, the degree to which organizational needs themselves are met or unmet can determine whether the organization thrives or even survives.

In one of our discussions, Rosenberg and I talked about bringing NVC into organizations. I was familiar and comfortable with the world of business and organizations, so I set out to combine NVC with a process that would meet the needs of organizations and teams. I wanted to bring the empathy factor into all levels of a business, enhancing every suggestions. When I finally asked her if any of the suggestions were of value to her, she replied, “What suggestions?” I then asked if she was frustrated because she valued respect and considered following the work process a demonstration of respect.

Her answer was: “Yes . . . yes, that’s it. I want respect. I work hard to put these schedules together and want others to respect the process, too.” Having experienced being listened to at this new level of her needs, she paused, took a breath, then raised her arms in the air with a big smile and said, “Now I’m ready for some suggestions!”

Her unmet need for respect was acknowledged so she could move from wanting to be understood to being willing to hear strategies and suggestions from others. This simple acknowledgment made the process more effective for all.
function of its operation and resulting not only in higher morale but greater productivity and profits.

Eureka! Integrated Clarity was born.

My work now includes this new dimension, the power of empathy through Nonviolent Communication (also known as Compassionate Communication), thanks to Marshall Rosenberg, trainers for the Center for Nonviolent Communication such as Sylvia Haskvitz, Miki Kashtan, and others. This model became the centripetal force that pulled all my previous learning about people and organizations into an integrated whole.

Now, when I go into an organization I’m aware of the pain but there’s no need to focus on it. The process of Integrated Clarity (IC) enables both healing to happen and the brightness of the future to evolve. Appreciating what is and building on the strengths of individuals and their teams create the foundation for successful change.

**It’s About Connection**

This book is about helping you create more choice, power, and productivity for yourself and the teams and organizations with which you engage. How? By unearthing and energizing that most vital and often overlooked third dimension—the human dimension of connection. A connection based on empathy.

Three distinct levels of empathic connection are constantly at play in our workplaces: connecting to our own internal state, connecting with others—from co-workers to end consumers—and connecting with the whole team or organization. However, in many—if not most—situations, the quality of these connections is not meeting critical human needs such as trust, respect, autonomy, understanding, and meaning. Because people are essential to organizations, when these needs go unmet, productivity, services, and profits also suffer.
Feelings and Needs

Our workplaces are two dimensional because the process of empathic connection requires a literacy and comfort with two human qualities that have been systematically devalued and misinterpreted in the world around us. Our organizations are born out of this same consciousness and simply replicate this world condition in our workplaces. These two misunderstood qualities are:

1. our ability to be fluently aware of our feelings without judgment of them and
2. our ability to then connect these feelings to related human needs that are being met or unmet.

Our workplaces add another level of complexity because feelings and needs are submerged in a system-wide context of day-to-day urgencies where a vast number of human interconnections play out at the same time. This systemic condition further obscures our abilities to perceive feelings and needs, which are often not readily discernible even without the complexities of the workplace.

A breakthrough in our understanding of such abilities was accomplished in 1983 by the American developmental psychologist Howard Gardner, who presented his theory of multiple intelligences. This theory proposed that humans have a range of abilities that can't be measured by IQ tests. Of the nine intelligences currently suggested by Gardner, two are Intrapersonal and Interpersonal intelligences, which we will explore in depth in this book in terms of developing empathic connections with ourselves and others.

Building on Gardner's breakthrough, psychologist Daniel Goleman published his bestselling book *Emotional Intelligence* in 1995, and he continues to research and promote the contribution of emotional intelligence to workplace effectiveness. Goleman's views on empathy and leadership are discussed in Chapter Two.

With this and other solid backing, why hasn’t workplace
consideration of empathy taken hold more quickly? Our problem seems to derive from our entrenched conditioning in using the emotions of fear, guilt, shame, and anger as workplace motivators instead of proficiency with connecting to our own and others’ feelings and needs. In the two-dimensional world, these negative emotions are the motivators for productivity. In the three-dimensional world, they are obstacles.

Defining “feelings” and “needs” is not as simple as we might first think. These concepts have been submerged, misrepresented, and misunderstood in our collective consciousness for thousands of years. Our assumptions and even scientific data about feelings and needs are contradictory. Our language muddies the waters further as, for example, “feelings,” “emotions,” “needs,” “desires,” and “wishes” are often used interchangeably but with very different meanings.

A meaningful, effective, and repeatable practice of empathy that can be learned for workplace application depends on understanding feelings and needs. To discuss empathy without knowing the specific roles of feelings and needs is like building a car without knowing how the engine works. Understanding needs in particular, as defined in this book, is critical to grasping the concept and practice of empathy. Feelings serve as valuable information, as internal data about needs. In and of themselves, feelings don’t mean anything until we assign meaning to them. But if we know how, we can use our feelings as guides for constructive action.

By capitalizing on these human elements instead of dismissing, tolerating, or trying to “manage” them, we celebrate our humanness and expand our possibilities and those of the organizations in which we work. We can create a world where needs matter, building a foundation for a moral economy that adds value to the world and the people we serve. This focus on feelings lights a pathway to needs awareness and meeting more needs rather than making our feelings the end goal. Ultimately, feelings provide valuable information for our choices in the future. When we aren’t aware of our feelings and the needs connected to them, we are likely to repeat choices that will not meet as many of our needs as we’d like.
Two Innovative Roadmaps

Many books and models exist on developing more successful business relationships, increasing productivity in our work-related communications, and resolving conflict. This book is the first to examine these connections through two processes that many are coming to understand as powerful and innovative: Nonviolent Communication (NVC) and its counterpart for workplace application, Integrated Clarity (IC). I developed the IC concepts and framework so others could experience the excitement and awe I felt when I first applied NVC with my business clients.

While less known in the business world than other venues, NVC is renowned internationally as a communication and peacemaking process. In excess of 240 certified trainers work on five continents in more than seventy-five countries and are particularly active in Europe, with half a million people worldwide receiving NVC training every year. The basics of NVC are presented in this book within the framework of IC and are explained in more detail in Rosenberg’s book, Nonviolent Communication: A Language of Life.

As for Integrated Clarity, I remember Marshall Rosenberg calling it the “missing link” to applying the power of NVC to organizations. I was thrilled when he and I coauthored a chapter for the second edition of The Change Handbook, a practical guide edited by top organizational management consultants and academicians. This “definitive resource on today’s best methods for engaging whole systems” chose to highlight IC as one of its nineteen in-depth chapters. Our chapter, “Integrated Clarity—Energizing How We Talk and What We Talk About in Organizations,” has generated wide interest, from a global European-based finance company to an international nonprofit based in India to universities, businesses, and nonprofits in the United States.

The Empathy Factor offers concrete practical strategies for
developing and maintaining a completely different level of high-functioning human connection that energizes and drives what the organizational research identifies as the most successful teams and organizations. Only within the last decade or so has the quality of empathy attracted the attention of workplace researchers and leaders as a valuable area of study and practice in increasing productivity in organizations.

For the most part, in the language of businesses and organizations, empathy is often misunderstood and confused with completely different concepts, such as sympathy. A sympathetic connection occurs when people relate the feelings and thoughts that others share to times when they, themselves, experienced those feelings and thoughts. Sympathy can also create connection between people, but it’s different from empathic connection, where the focus is solely on the other person.

As you’ll see in Chapter Two, empathy is what I consider one of the most important skills we can learn for workplace and team success. Understanding where another person is coming from is a practical and effective basis for collaborating within a team, connecting with customers, and getting our jobs done. Understanding our own feelings and needs serves as this foundation. Thus the thinkers and doers can still think and do; they just add another dimension of connection to the process that increases success. Connect-Think-Do is not only more effective than Think-Do, it’s also more rewarding and energizing.

When we share in another’s internal experience, we’re both connected to our shared humanity. But this connection may not happen automatically—and often doesn’t. In fact, many times the person having the feelings doesn’t understand them. Thus we have the value of a model of communication and consciousness that helps all parties concerned build understanding by connecting those feelings to needs. The process also illuminates how to take responsibility for getting these needs

*Empathy is one of the most important skills we can learn for workplace and team success.*
The Empathy Factor

met. This level of personal and interpersonal understanding releases a tremendous amount of energy and creates an exciting and active collaboration that makes practical sense in today's accelerating business world. It has a profoundly positive effect on workplace morale. Couple this improvement in personal communication with the IC process of working together to clarify and meet the organization’s or team’s needs and the needs of the customer; then, as the examples throughout this book show, you witness a measurable surge in growth as seen in the economic and social value created.

Later chapters explicitly define and dissect this process and support you in developing the skills to create and maintain high-functioning connections—what I call your “personal connection power.” A step-by-step empathy work process flow shows you how to connect on the three levels previously described: intrapersonal (with yourself), interpersonal (with others), and organizational (with the entire organization or team).

The model of Integrated Clarity is illustrated in the following diagram.

![Fig. 1-1. Integrated Clarity® Framework](image)
Connecting Versus Manipulating

From the particular kind of empathic connection presented here, a natural power emerges that Rosenberg calls power *with* people, not power over people. With connection also comes a natural profit—profit *with* people, not profit from people. Instead of learning techniques and developing skills to get someone to do something you want, you discover that connection in its purest form is a powerful end in itself, not a means to an end.

This new and heightened sense of connection leads people to do what you want not out of fear, guilt, or shame, but because it brings them meaning and joy to share in a mutual purpose. Therein lies the significant difference between the two-dimensional think-and-do workplace and the connect-think-and-do workplace. When empathy and connection precede the thinking and doing, results many view as remarkable unfold, as you’ll see in Chapter Two.

The question may be lingering in your mind: How do you run organizations or get the job done without getting people to do what you want or what management wants? This may seem impossible. And in a two-dimensional world, it is. Why is it taking so long for the research and stories that validate empathy to be legitimately and equally received in the workplace along with thinking and doing?

Like the Square in Flatland, we cannot understand with the mind alone what is by nature an aspect of a more expanded but less visible dimension. All the evidence in the world will go unrecognized until we first have our own personal experiences with the third dimension and then have some means of consciously articulating it.

By exploring this third dimension of empathy through the principles and practices of NVC and IC in the following pages, you will not only understand it with your mind, you will experience it in your body. And by experiencing it, a new natural power will unfold in you and from you, to be directed at will to those around you, your

*Thinking and doing is out.*

*Connecting, thinking, and doing is in.*
workplace, and any other organization or team you choose. You will discover that you are more frequently creating what you would like in your work life, rather than being the recipient of what someone else wants for you. At the same time, collaborating with others, meeting your customers’ needs, and serving a larger societal good are likely to increase.

Both NVC and IC are easy to learn, almost simplistic in their basic forms. You can use both right away without any business degree or management experience. I am confident that at least one big idea or many small ones in this book will resonate with you and move you to take action that will catapult you into the Spaceland of greater possibilities.

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Read on. Chapter Two provides a taste of what those possibilities might be for you, your team, and your organization.
Nonviolent Communication has flourished for more than four decades across sixty countries selling more than 1,000,000 books in over thirty languages for one simple reason: it works.

From the bedroom to the boardroom, from the classroom to the war zone, Nonviolent Communication (NVC) is changing lives every day. NVC provides an easy-to-grasp, effective method to get to the root of violence and pain peacefully. By examining the unmet needs behind what we do and say, NVC helps reduce hostility, heal pain, and strengthen professional and personal relationships. NVC is now being taught in corporations, classrooms, prisons, and mediation centers worldwide. And it is affecting cultural shifts as institutions, corporations, and governments integrate NVC consciousness into their organizational structures and their approach to leadership.

Most of us are hungry for skills that can improve the quality of our relationships, to deepen our sense of personal empowerment or simply help us communicate more effectively. Unfortunately, most of us have been educated from birth to compete, judge, demand, and diagnose; to think and communicate in terms of what is “right” and “wrong” with people. At best, the habitual ways we think and speak hinder communication and create misunderstanding or frustration. And still worse, they can cause anger and pain, and may lead to violence. Without wanting to, even people with the best of intentions generate needless conflict.

NVC helps us reach beneath the surface and discover what is alive and vital within us, and how all of our actions are based on human needs that we are seeking to meet. We learn to develop a vocabulary of feelings and needs that helps us more clearly express what is going on in us at any given moment. When we understand and acknowledge our needs, we develop a shared foundation for much more satisfying relationships. Join the thousands of people worldwide who have improved their relationships and their lives with this simple yet revolutionary process.
PuddleDancer Press (PDP) is the premier publisher of Nonviolent Communication™ related works. Its mission is to provide high-quality materials to help people create a world in which all needs are met compassionately. By working in partnership with the Center for Nonviolent Communication and NVC trainers, teams, and local supporters, PDP has created a comprehensive promotion effort that has helped bring NVC to thousands of new people each year.

Since 1998 PDP has donated more than 60,000 NVC books to organizations, decision-makers, and individuals in need around the world.

Visit the PDP website at www.NonviolentCommunication.com to find the following resources:

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For more information, please contact PuddleDancer Press at:

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About the Center for Nonviolent Communication

The Center for Nonviolent Communication (CNVC) is an international nonprofit peacemaking organization whose vision is a world where everyone’s needs are met peacefully. CNVC is devoted to supporting the spread of Nonviolent Communication (NVC) around the world.

Founded in 1984 by Dr. Marshall B. Rosenberg, CNVC has been contributing to a vast social transformation in thinking, speaking and acting—showing people how to connect in ways that inspire compassionate results. NVC is now being taught around the globe in communities, schools, prisons, mediation centers, churches, businesses, professional conferences, and more. Hundreds of certified trainers and hundreds more supporters teach NVC to tens of thousands of people each year in more than 60 countries.

CNVC believes that NVC training is a crucial step to continue building a compassionate, peaceful society. Your tax-deductible donation will help CNVC continue to provide training in some of the most impoverished, violent corners of the world. It will also support the development and continuation of organized projects aimed at bringing NVC training to high-need geographic regions and populations.

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Nonviolent Communication has flourished for more than four decades across sixty countries selling more than 1,000,000 books for a simple reason: it works.

“No one deserves our gratitude more than the late Marshall Rosenberg, who lived his life just as the subtitle of one of his books states: What You Say Next Will Change Your World.”

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MARIE R. MIYASHIRO, A.P.R. is the founder and president of Elucity Network, Inc., an empathy-based consulting and training firm based in Tucson, Arizona. A student of compassionate communication, she holds a degree in communication studies from Northwestern University and is accredited by the New York-based Public Relations Society of America. She is also certified in planning by the International Association of Public Participation and has studied with noted organization development consultant Sam Kaner, Ph.D., of the international consulting firm Community At Work.

Since 1985, Miyashiro has consulted with Fortune 500 companies, small businesses, nonprofits, universities, and government agencies in the United States and Asia through Elucity Network, Inc. and Marie Reiko Public Relations and Communications.

In 2004, Miyashiro developed Integrated Clarity® (IC), a process that distills current organizational research about what makes organizations enduring and perform at the highest levels into a framework that is needs based. IC is designed to meet both personal and organizational needs and integrates Nonviolent Communication as a way to bring empathy as a professional skill into the workplace. Other significant influences include Marshall Rosenberg (Nonviolent Communication: A Language of Life), Jim Collins (Good to Great), Kimball Fisher (Leading Self-Directed Work Teams), William Bridges (Managing Transitions), Marshall Thurber, Judith Orloff Faulk, and Center for Nonviolent Communication Trainers, Sylvia Haskvitz and Miki Kashtan. Since then, clients have been reporting excitement about the effectiveness of this needs-based process and have experienced increased productivity, significant breakthroughs, and a deepening of personal meaning from their work.

**Elucity Network, Inc.**

*Elucity Network, Inc.* provides organization development consulting, strategic planning facilitation and consulting, leadership and work team development, and communication training for businesses, nonprofits, government agencies, universities and healthcare organizations.

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To find out more about Elucity Network, Inc. or Integrated Clarity, visit www.EmpathyFactorAtWork.com. You’re invited to contact Marie Miyashiro with questions or feedback about the information in this book at info@EmpathyFactorAtWork.com or 520-777-7271.
In this groundbreaking book, award-winning communication and organizational strategist Marie Miyashiro explores the missing element leaders must employ to build profits and productivity in the new economy—Empathy. Building from the latest research about organizational effectiveness, emotional aptitude in the workplace, and brain science, Miyashiro offers both real-world insight and a practical framework to bring the transformative power of empathy to your entire organization.

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“In The Empathy Factor, I see immediate applications for anyone who works as a consultant to organizations, whether for-profit, nonprofit, or social enterprise. Marie embodies the capacity to relate to ourselves with compassion as we create possibilities for alternate futures to emerge.”
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MARIE MIYASHIRO, A.P.R., is the founder and president of Elucity Network, Inc., an empathy-based consulting and training firm based in Tucson, Arizona. Since 1985, Miyashiro has consulted with Fortune 500 companies, small businesses, nonprofits, universities, and government agencies in the United States and Asia.