

Keynote

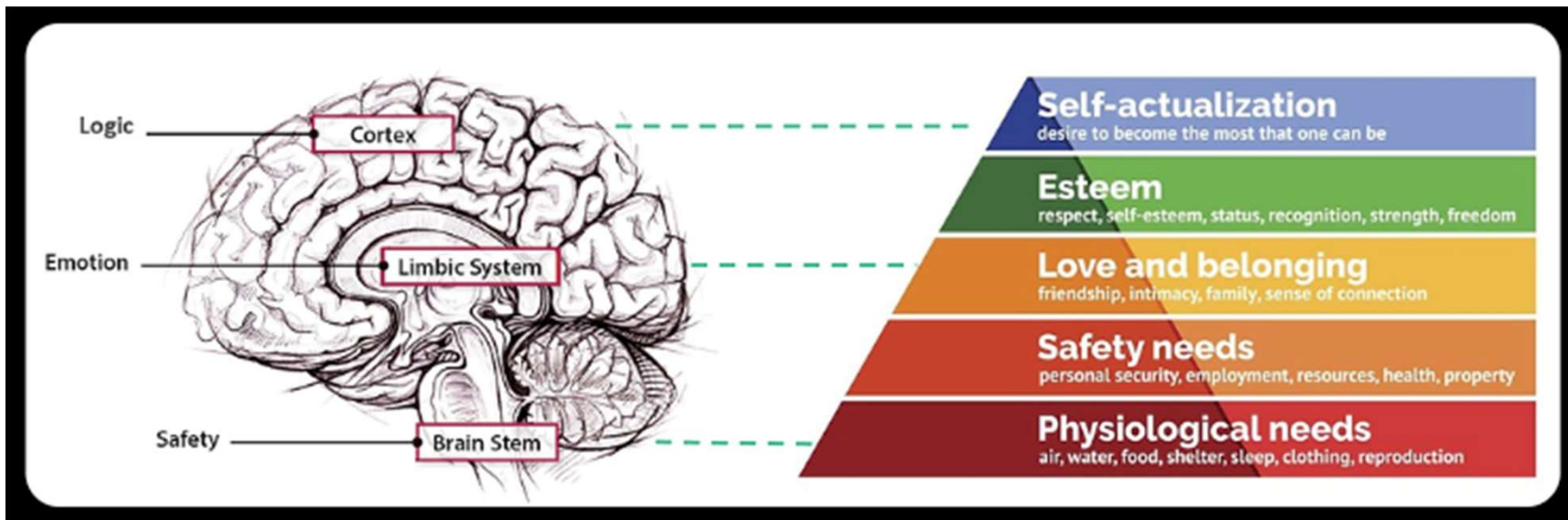
Kimi Hirotsu Ziemski



Art or Science — Great Leadership is Both



You mean this, right?



views million rollbacks **organizations** **costs** wellbeing

toxicity mandate reinforce demonstrate **empathy** risk

annually people **belonging** operationalize mission authoritative practical

unempathetic replacement billion **workplace**

retention leadership employer pandemic awareness

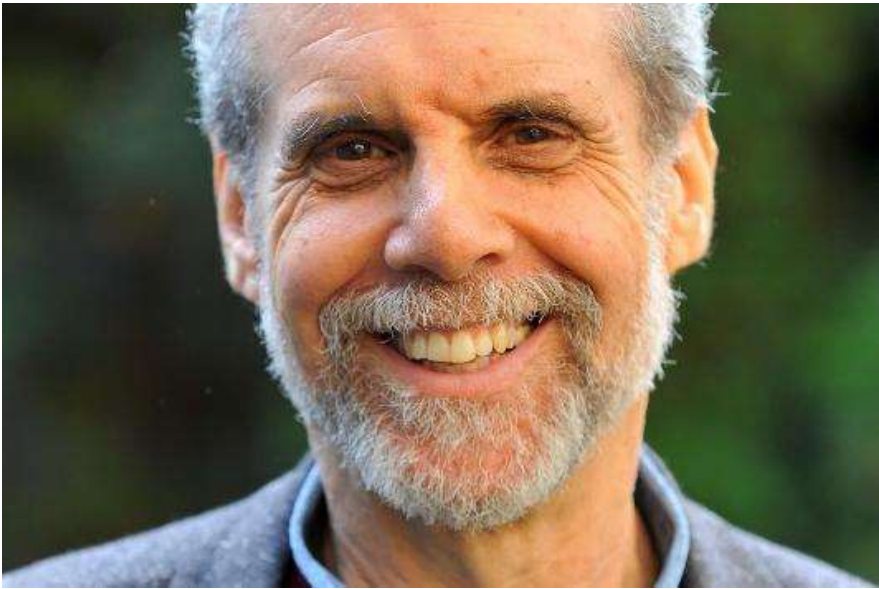
productivity playbook cultivate **absenteeism** **empathetic**

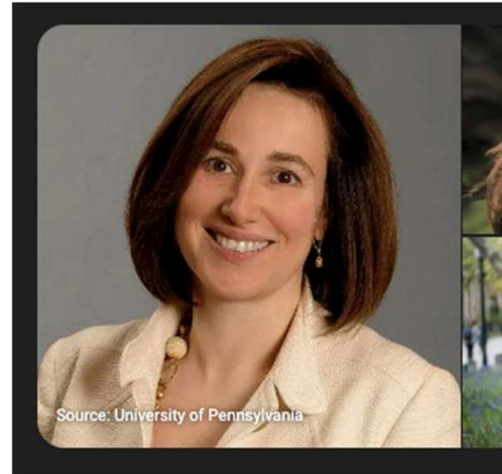
diversity change tangible culture uncertainty **employees**

low-empathy **mental health** factors equity high-cost contribute

ROI **attrition** inclusion

Smaller = supporting theme · Larger = dominant theme





Model of Leadership Effectiveness (TTA, 1998)



‘Empathy isn’t seasonal. If it disappears when times get hard, it was never embedded, it was performative. Many leaders are stuck in an ‘Empathy Mirage’ – thinking that talking about empathy is the same as practicing it. True empathy shows up in how decisions are made, not just how values are stated.’

Amy J. Wilson Culture Shift Studio Founder and Author of ‘Empathy for Change’

What steps can build empathetic leadership?

Stop. Listen.

Meet your colleagues where they are at.

Have standards, expectations and confirm that people understand and are executing against them.

Empathy and accountability are intricately connected. That is the connection that drives fairness and effectiveness. Treat everyone fairly. Hold everyone accountable to the same level of performance.

\$2.55 Million

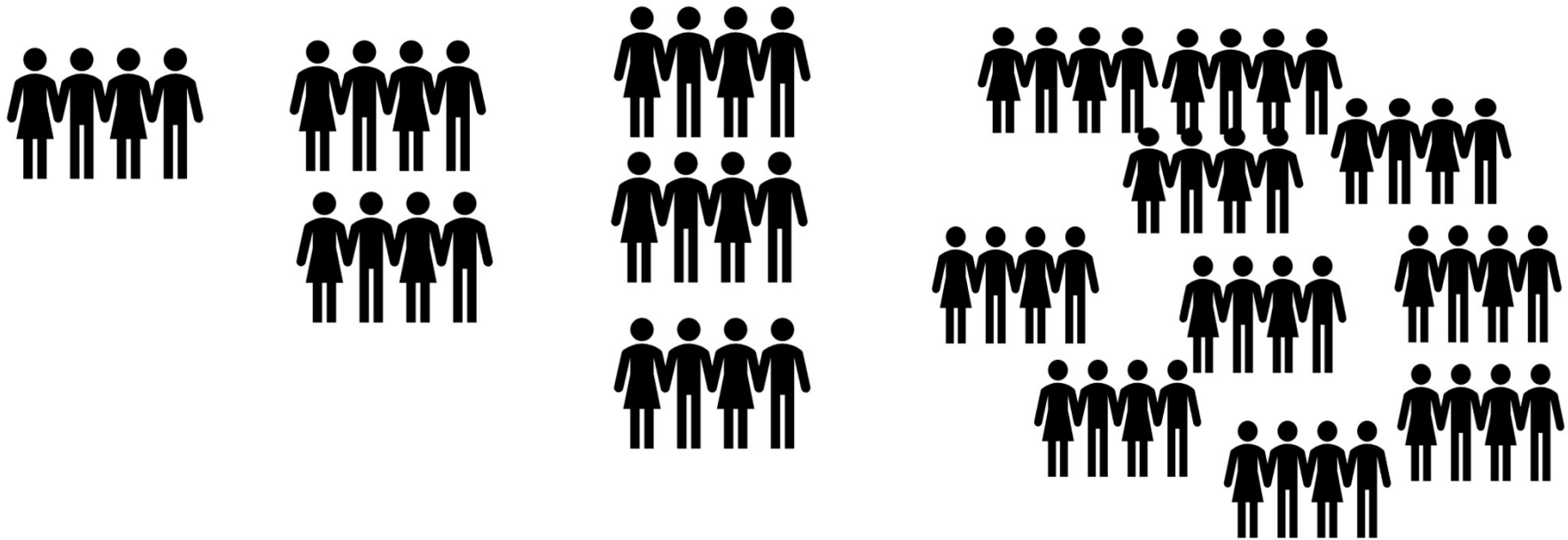


***\$180
Billion***

\$2.55 Million



***\$180
Billion***



Unempathetic Organizations Risk \$180 Billion

By undervaluing empathy's role in the workplace, employers are missing out on a high-ROI lever for long-term growth: maximizing employee retention. Over a quarter of employees (27%) view their organization as unempathetic, and these employees are 1.5X (18 points) more likely to change jobs in the next 6 months, costing U.S. organizations billions.

? Likely to change jobs in the next 6 months



Employees at
EMPATHETIC
companies



Employees at
UNEMPATHETIC
companies

↑ + 18 points

18%

× \$1 Trillion*

\$180 Billion

Potentially saved by building
an empathetic workplace

*Source: The Work Institute: Employee Retention
Truths in Today's Workplace

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Commit – Commit - Commit

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