



Stakeholders together adapting ideas to readjust
local systems to promote inclusive education

CHANGE MANAGEMENT TOOLKIT

Tool No. 3.

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Tool #3. Empathy Map

Target group (who can use it)

People to be involved in the implementation of change

Short description

1. In SSM stage 1, leaders of the change process shall provide EMs to the NAP's implementers to fill in
2. Content analyses of the EMs filled in
3. Proceed with stage 2 of the SSM

Detailed description of the tool and required material, attachments

To make a change in education, such as those who will implement the NAPs' recommendations, demands beginning the process with a deeper understanding of the people coming to carry it out. To gain those insights, it is important for the leaders of the change process to empathise with the implementers so that the leaders can understand the implementers needs, thoughts, emotions, and motivations. For that, the „Empathy Map” (EM) stands out as an adequate instrument to collect data. The Empathy Map is a “design thinking” tool and it was created with a specific set of ideas and is designed as a framework to complement an exercise in developing empathy.

A vast literature points out that about 70% of change processes fail due to the lack of engagement from people responsible for carrying it out. So, it is not enough to communicate well, it is necessary to get the implementers involved. And engaging with people reveals a tremendous amount about the way they think and the values they hold. A deep engagement can surprise both the leaders of a change process and the implementers by the unanticipated insights that are different from what they do – are strong indicators of their deeply held beliefs about the way the world is. So, following the Communication Plan, EMs shall be filled in by the implementers and the content analysed by the leaders of the change process. Depending on the number of implementers, one has **3 options** to lead the process:

Option 1

In a face-to-face session (or even during a webinar, adopting the necessary changes imposed by the virtual environment) one can draw a diagram with the several quadrants of EM (see this tool template ahead) in a board or a flipchart. Then, participants are asked to write their ideas, feelings and so on about the NAP on sticky notes of different colours, using one sticky note per observation and place it within the appropriate quadrant. Within each quadrant, cluster sticky notes that relate to each other. Choose one person to play back the EM. Label anything on the map that might be an assumption or a question for later inquiry or validation.

Option 2

EMs can be provided in paper sheets to be filled in, as an activity of a session of the „Communication Plan” (Tool 2) implementation, which afterwards should be analysed following the methodology of content analyses to identify the implementers needs, thoughts, emotions and motivations, i.e. to synthesize and find out the main categories of each quadrant.

Option 3

In case the number of implementers be too large, a significative sample of implementers can be selected, by the change leaders, to fill in the EMs, which will be afterwards submitted to a content

analysis to design a survey to be spread among the large number of implementers through a Google Form or SurveyMonkey.

Users' guide, equipment

Equipment	Quantity
Board/Flipchart/	1
Markers	1-4
Sticky notes	Depending on the number of participants/different colours
Pens	Total number of participants
Computers	One per participant
Webinar platform	1
Jam board/Padlet/Lucidchart/Mindmeister/Popplet	1
Empathy Map template (paper sheets)	Total number of the NAP implementers
Survey	idem
Google Forms/SurveyMonkey	idem

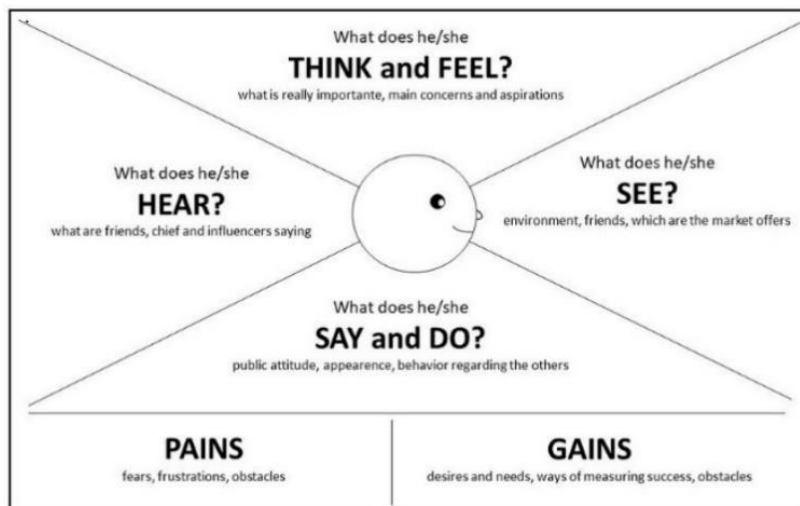
Level of difficulty (easy, medium, advanced)

Medium

Tags

Empathising; Getting involvement; Building confidence

Empathy Map Template



Adapted from <https://www.nngroup.com/articles/empathy-mapping/>