



# **Empathy Mapping**

Participant Workbook



*enhance the experience.*

This training was developed by Elaine Carr and Laura Grimes  
of Harrington Consulting Group  
<https://www.harringtonconsulting.us/>

## Empathy Mapping

---

### Agenda

- Introduction and overview
- What is empathy mapping?
- Before beginning
- Creating the map
- Close

### What is Empathy Mapping?

#### Empathy

The experience of understanding another person's condition from their perspective. You place yourself in their shoes and feel what they are feeling.

Empathy “fuels connection” and is what makes customers stick.

#### Empathy Mapping

A collaborative process used to visualize and articulate what an organization knows about a particular audience. It externalizes knowledge about a specific audience in order to create a shared understanding of their needs.

## Benefits of Empathy Mapping

- Helps unearth insights about customers
- Encourages a customer-centric outlook and focus
- Creates an easy-to-digest visual
- Easily adaptable
- Reveals the underlying “why” behind customer’s actions and choices
- Helps internalize customer experience
- Helps improve the customer experience
- Digs deeper into a single journey touchpoint and/or a particular type of customer’s experience

## Date Gray’s Empathy Map Template

**Empathy Map Canvas**

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

The diagram is a large rectangle containing a stylized human face profile. The face is divided into seven numbered sections, each with a specific question and sub-questions. The sections are:

- 1 WHO are we empathizing with?**  
Who is the person we want to understand?  
What is the situation they are in?  
What is their role in the situation?
- 2 What do they need to DO?**  
What do they need to do differently?  
What job(s) do they want or need to get done?  
What decision(s) do they need to make?  
How will we know they were successful?
- 3 What do they SEE?**  
What do they see in the marketplace?  
What do they see in their immediate environment?  
What do they see others saying and doing?  
What are they watching and reading?
- 4 What do they SAY?**  
What have we heard them say?  
What can we imagine them saying?
- 5 What do they DO?**  
What do they do today?  
What behavior have we observed?  
What can we imagine them doing?
- 6 What do they HEAR?**  
What are they hearing others say?  
What are they hearing from friends?  
What are they hearing from colleagues?  
What are they hearing second-hand?
- 7 What do they THINK and FEEL?**  
**PAINS**  
What are their fears, frustrations, and anxieties?  
**GAINS**  
What are their wants, needs, hopes and dreams?

Below the face, there is a line for: What other thoughts and feelings might motivate their behavior?

Last updated on 16 July 2017. Download a copy of this canvas at <http://gamestorming.com/empathy-map/> © 2017 Dave Gray, xplane.com

You can download this template at <http://gamestorming.com/empathy-map>.

# Empathy Mapping

---

## Goal

### WHO are we empathizing with?

- Who is the person we want to understand?
- What is the situation they are in?
- What is their role in the situation?

### What do they need to DO?

- What do they need to do differently?
- What job(s) do they want or need to get done?
- What decisions(s) do they need to make?
- How will we know they were successful?

## See – Say – Do – Hear

### What do they SEE?

- What do they see in the marketplace?
- What do they see in their immediate environment?
- What do they see others saying and doing?
- What are they watching and reading?

### What do they SAY?

- What have we heard them say?
- What can we imagine them saying?
- Include quotes from customer interviews

---

### What do they DO?

- What do they do today?
- What behavior have we observed?
- What can we imagine them doing?

---

### What do they HEAR?

- What are they hearing others say?
- What are they hearing from friends?
- What are they hearing from colleagues?
- What are they hearing second hand?

### **Pains and Gains**

What do they think and feel?

- Pains (Problems) – What are their fears, frustrations, and anxieties?
- Gains (Goals) – What are their wants, needs, hopes, and dreams?
- Fill-in-the-blank: The customer needs a way to \_\_\_\_\_ because \_\_\_\_\_.
- What other thoughts and feelings might motivate their behaviors?

## **Before Beginning**

### **Gather Information**

#### **Customer Personas**

- Marketing may have some created already
- Should be based on solid customer research
- Usually an aggregate of users with some common quality

#### **Customer Interviews**

- Conducted in-person or via video or phone
- Conducted one-on-one
- Ask open-ended questions
- Do not interrupt
- Ask them to elaborate on their answers as needed

### **Define Your Purpose**

Some sample purposes:

- To increase the team's sensitivity to the customer viewpoint
- To redesign processes/products to resolve a common customer pain point
- To flesh out a journey map touchpoint to get more insight into the customer experience
- To discover weaknesses in our customer research
- To uncover customer needs we are not already aware of
- To guide us to some meaningful innovation
- To understand what drives customers' behavior

### **Choose a Template**

### **Invite Participants**

# Creating the Map

## The Process

- Gather everyone in the same room
- Share the purpose for the map
- Decide on the type of customer you'd like to map
- Create a list of questions to consider
- Add answers to the different sections, using post-it notes
- Consider each section of the map – think, feel, do, see, hear, etc.
- Identify areas where more research might be needed
- Wrap up, summarize, and identify insights

## Tips

- Don't empathize with just your ideal customer.
- Encourage cross-functional team participation.
- Don't get slowed down on what goes where.
- Only explore what pertains to the customer's perception related to the purpose of the map.
- Change or streamline the sections to suit your situation and needs.
- Follow the rule, "one persona per map."
- Flesh out the persona before beginning.
- Encourage participants to talk about their thoughts.

### What to Do with Your Map

- Plan a new strategy
- Gut check for canned responses
- Train new team members
- Save as a physical reminder of your customer's viewpoint
- Ask yourself "why" for strange or surprising behavior to create new insights
- Take action on your insights

### Scenarios

<p><b>A</b></p> <p>A couple who live in the city center decide they want to try camping this weekend.</p>	<p><b>B</b></p> <p>A middle-aged man is riding a motorcycle for the first time.</p>	<p><b>C</b></p> <p>A teenager on his 15<sup>th</sup> birthday is trying to get his driver's license.</p>
<p><b>D</b></p> <p>A woman is taking her first international business trip.</p>	<p><b>E</b></p> <p>A man just had his first car accident.</p>	<p><b>F</b></p> <p>A young mother just lost your wallet at the mall.</p>

### Creating An Empathy Map

- For the person in your assigned scenario, create an empathy map of what they are experiencing at the moment described.
- If you need to flesh out the person in your scenario, feel free to make up additional details.
- Your goal is to create a complete picture of what the person is personally going through in their particular situation.

## Empathy Mapping

---

Space for notes while creating the empathy map

## What are You Going to Empathy Map?

	Situation	Customer Segment / Persona	Purpose	Who should be involved?
①				
②				
③				

Are you going to follow through and actually create your empathy map for at least one of the situations you identified?