


MMA CX Unplugged
**Overcoming Five Organizational Barriers
To Customer Empathy**

BRUCE TEMKIN, CCXP, XMP
Head of Qualtrics XM Institute

EXPERIENCE MANAGEMENT BEGINS HERE

Global Study: ROI of Customer Experience

[READ MORE](#)



RESEARCH
Global Study: ROI of Customer Experience

[Read More](#)

BLOG
Best of XM Institute Content: Q3 2021

[Read More](#)

RESEARCH
State of the XM Profession

[Read More](#)

Did you Know?

84% of XM professionals feel satisfied with the profession

[Learn more about the state of the XM profession](#)

September's topic of the month is "Building Your Personal Brand"

[Join the conversation](#)


41% of consumers send an email after a very poor experience

[Learn more about customer preferred feedback channels](#)

The XMP Certification discount (20% off) is extended through Sept


[Apply now](#)

Experience Management Launchpads [View More Content](#)




Introduction to Experience Management

[Learn about the XM Institute's](#)




Fundamentals of Employee Experience

[Learn about the fundamentals of](#)



Fundamentals of Customer Experience

[Learn about the fundamentals of](#)



The XM Operating Framework

[Learn about how organizations can](#)

Resource Type

- Research
- Data Snapshot
- Tool
- Infographic
- Blog
- Multimedia
- Launchpads

XM Library

Sort by: Newest

Start by Newest

BLOG
Bad Customer Experience Puts \$4.7 Trillion in Global Consumer Sales at Risk

[See More](#)

BLOG
The Voice of the Community: August 2021

[See More](#)

BLOG
It's Time to Fix Five Common B2B Customer Experiences

[See More](#)

COMPETENCIES
Customer Experience (CX)

[See More](#)

COMPETENCIES
Product Experience (PX)

[See More](#)

COMPETENCIES
Brand Experience (BX)

[See More](#)

DATA SNAPSHOT
Financial Consequences of Delivering Bad Customer Experience by Industry, 2021

[See More](#)

BLOG
The Voice of the Community: July 2021

[See More](#)

RESEARCH
Global Study: What Happens After a Bad Experience

[See More](#)

COMPETENCIES
Brand Experience (BX)

[See More](#)

DATA SNAPSHOT
Customer Preferred Feedback Channels, 2021

[See More](#)

DATA SNAPSHOT
Net Promoter Score (NPS) Across Countries

[See More](#)

SPECIAL INTERESTS
XM Pros

[See More](#)

RESEARCH
Global Study: ROI of Customer Experience

[See More](#)

DATA SNAPSHOT
Customer Preferred Feedback Channels, 2021

[See More](#)

COMPETENCIES
Brand Experience (BX)

[See More](#)

RESEARCH
State of the XM Profession

[See More](#)

BLOG
Best of XM Institute Content: Q2 2021

[See More](#)

COMPETENCIES
Brand Experience (BX)

[See More](#)

BLOG
The Voice of the Community: June 2021

[See More](#)

MULTIMEDIA
Digital Experience Management

[See More](#)

The XM Journal

Exclusive resources, insights, trends, XM, updates and more

[SUBSCRIBE](#)

- + Thought leadership
- + XM Pros community
- + Training & certification

XMInstitute.com

Did You Know?

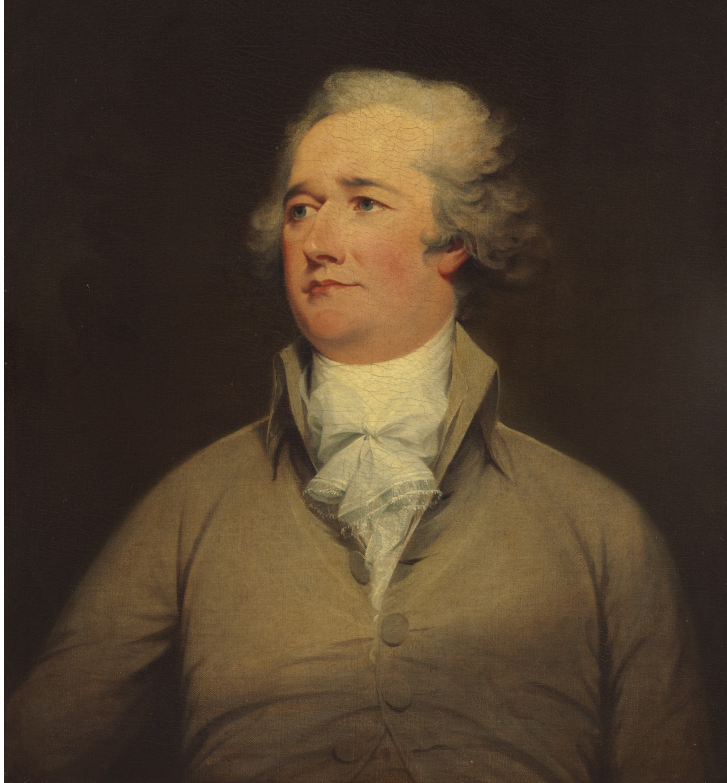
\$4.7T

in revenue is lost every year
as a result of bad experiences

9.5%

of revenue is at risk due
to bad experiences

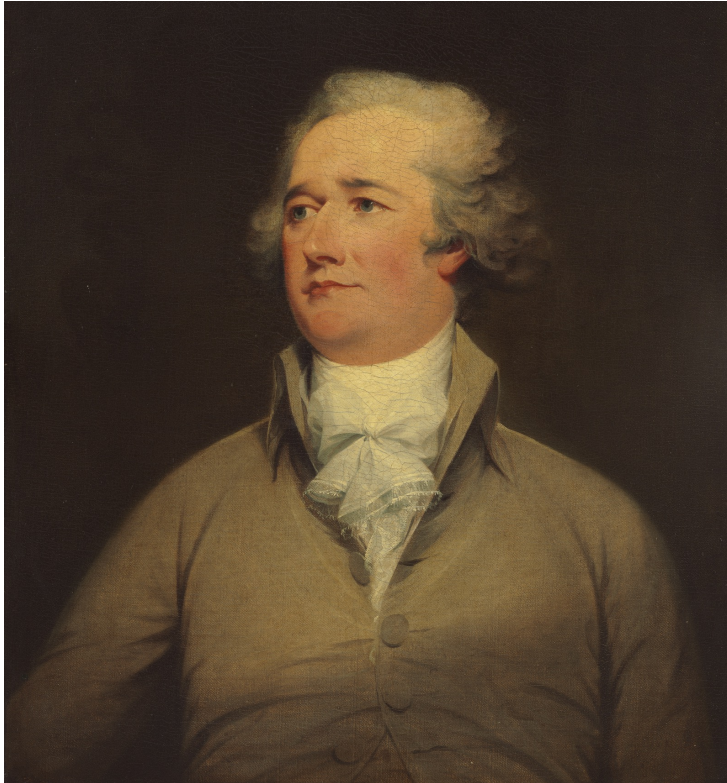




Alexander Hamilton



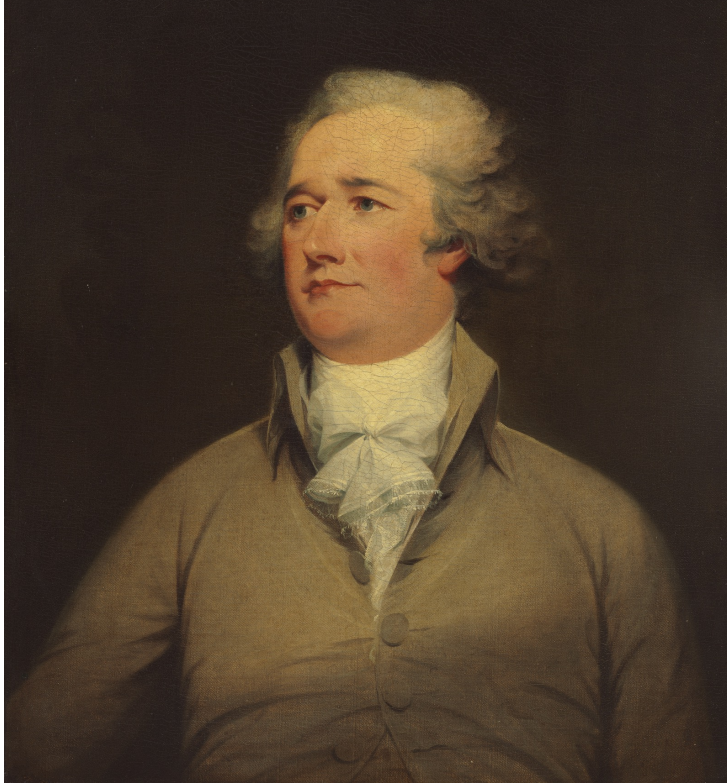
Lin-Manuel Miranda



Alexander Hamilton

“...he lacked what Woodrow Wilson defined as the essential ingredient for political leadership: ‘profound sympathy with those whom he leads – a sympathy which is insight – an insight which is of the heart rather than of the intellect.’”

- Excerpt from *Alexander Hamilton*
by Ron Chernow



Alexander Hamilton

“...he lacked what Woodrow Wilson defined as the essential ingredient for political leadership: ‘profound sympathy with those whom he leads – a sympathy which is insight – an insight which is of the heart rather than of the intellect.’”

- Excerpt from *Alexander Hamilton* by Ron Chernow

Five Organizational Barriers to Empathy



Barrier to Empathy:
**Individual
Context**







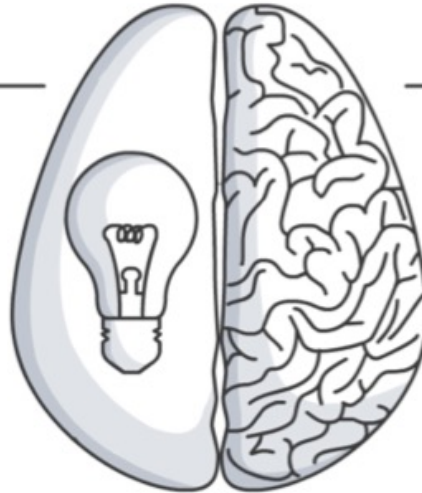
Barrier to Empathy:

Human Biases



Intuitive Thinking

- ✓ fast
- ✓ automatic
- ✓ emotional



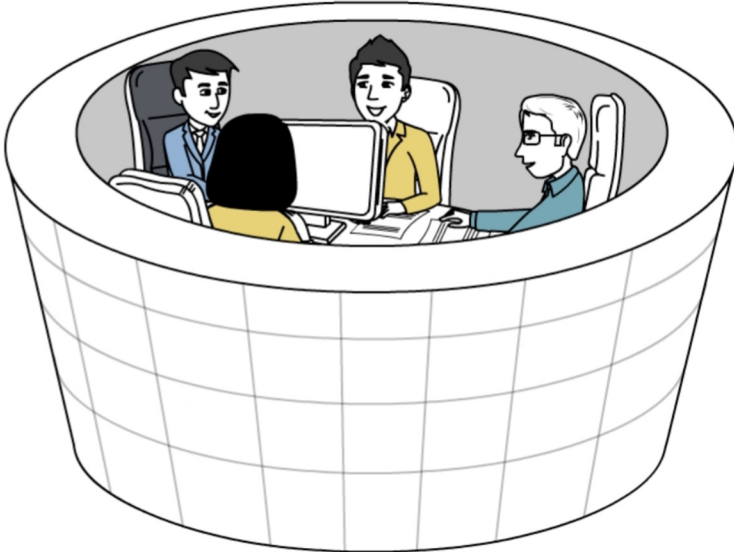
Rational Thinking

- ✓ slow
- ✓ effortful
- ✓ logical

Barrier to Empathy:

Group Think





Barrier to Empathy:

Cultural Norms



COMPANY A

- Large bonuses tied to new sales
- Monthly meetings celebrate individuals with top sales
- Leaders primarily discuss revenue growth

COMPANY B

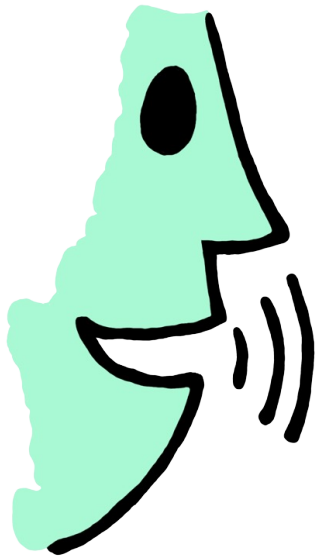
- Bonuses balanced between sales and customer metrics
- Monthly meetings celebrate positive customer feedback
- Leaders primarily discuss building lasting customer relationships

Barrier to Empathy:

Emotional Illiteracy







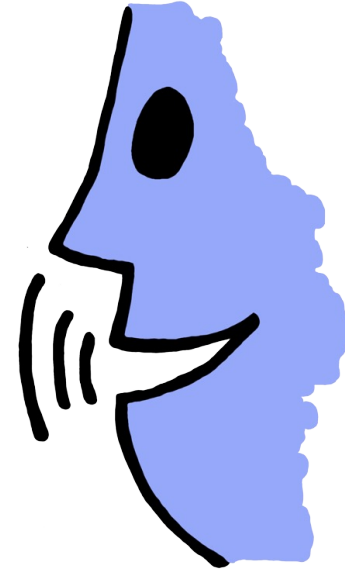
Adoring

Appreciative

Ambivalent

Agitated

Angry



Five A's of Emotional Response

You Can Overcome Barriers to Empathy!



**Individual
Context**



**Human
Biases**



**Group
Think**



**Cultural
Norms**



**Emotional
Illiteracy**

Stop throwing away your shot!
Stop throwing away your shot!
Hey yo, it's all about loyalty.
Customer feelings, insights
and empathy.
So stop throwing away your shot!

You get a crack at customer
knowledge.
Prob'ly shouldn't brag, but dang,
you'll amaze and astonish.
Can't just depend on a lot of
brains but no polish.
You gotta act on what you heard.
With every word, pay some
homage!

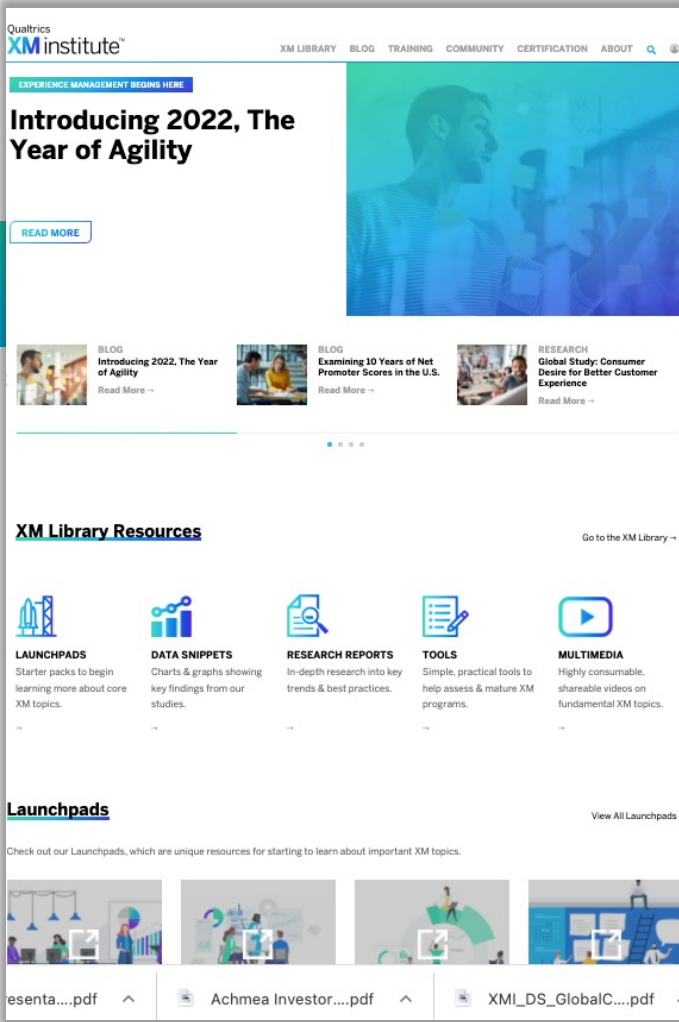
Feedback's a diamond in the
rough, a shiny piece of coal.
Tryin' to reach your goal.
It's the power to act: really
impactful.
Only with empathy does data
embolden.
To understand what's golden,
you'll hold-in...

Every survey, every little insight,
You'll find a clear light, the holy
grail of pure delight.
A path forward that's so bright.
Just plan to fan this spark into
a flame.

You can, leave the
dark, so let me spell
out the name...

E-M-P-A-T-H-Y

—customer loyalty is
worth the try!



Thank You

Bruce Temkin, CCXP, XMP
Head of Qualtrics XM Institute

brucet@qualtrics.com
Twitter: @btemkin

XMinstitute.com