

UNIARTS HELSINKI



SIBELIUS ACADEMY

UNIARTS HELSINKI = ACADEMY OF FINE ARTS + SIBELIUS ACADEMY + THEATRE ACADEMY

The role of empathy in developing organisational culture, adaptability and resilience

Experiences from the Covid-crisis

Kaarlo Hilden/ 6.11.2020 AEC Congress

Experiences from the Sibelius Academy

× Culture and interaction

- × Loosening of hierarchies, organizational borders and roles**
- × Outcome orientation**
- × Organized informal interaction**
- × Organizational citizenship**

× Practical examples

- × Lending keyboards, microphones & other equipment**
- × Admissions online**
- × Scholarships**
- × Sharing, peer-learning, helping colleagues**

What is empathy?

Affective empathy – Experiencing affective states (emotions or moods) that is congruent (mirrors) with another person’s affective state.

Cognitive empathy – Understanding another person’s internal state (their thoughts, moods, or emotions).

Behavioral empathy – Engaging in verbal and non-verbal behaviours that demonstrate cognitive or affective empathy.

Clark, MA, Robertson, MM, Young, S. “I feel your pain”: A critical review of organizational research on empathy. Journal of Organizational Behavior, 40(2), 166– 192.



Organizational empathy

- ✘ An organization's ability to understand the thoughts, feelings, motivations, and conditions of others - whether that's employees, partners, students or communities - from their respective point of view.**
- ✘ In a higher music education setting, organizational empathy can be linked to the cohesion of the university community, wellbeing, student centeredness, inclusivity, social responsibility and sustainability**
- ✘ In this presentation I will look at empathy as a driving force for change—when institutions have to adapt quickly and redefine their priorities and operations**

Things to consider

- ✘ Empathy can be a real driving force behind organizational change. It can help to identify what is really needed and to clarify the core purpose of our institutions
- ✘ Empathy can help us to understand and focus on what really matters and thereby strengthen the sense of community and of working towards common goals
- ✘ It is important to invest in creating situations where empathic understanding between various groups can arise
- ✘ Affective and cognitive empathy is not enough, we need to demonstrate our values through behavioral empathy

A group of young people, mostly in their late teens or early twenties, are gathered in a hallway. They are dressed in a variety of styles, including a man with long hair and a straw hat in a pink shirt, a woman in a tan leather jacket and black hat, a man in a patterned shirt and cap, a man in a blue shirt and black hat, a woman in a leopard print top and blue jeans, and a man in a blue shirt and brown hat. The hallway has a white ceiling with recessed lights and a blue exit sign. The text 'UNIARTS HELSINKI' is overlaid in large, white, bold, sans-serif font, slanted slightly to the right.

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