

**Understanding
With
Positive
Action**



The Compassion Index

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Introduction

A crucial element of any culture change programme is being able to measure the effectiveness of the intervention.

- To inform the stakeholders as to whether the programme was effective and guide their decision as to to roll it out to the rest of the organisation.
- To inform facilitators as to which parts of the programme were having an effect, highlighting specific areas or concepts requiring further attention and any groups of people requiring additional support.
- To guide the participants on their journey, enabling them to understand their own particular strengths and areas for improvement.

The Compassionate Leadership Academy used an **independent behavioural science** expert MindAlpha to design & construct The Compassion Index.

The Index is integrated into the CLA Digital online course at 4 key stages, informing the progress and revealing the impact of the learning as it progresses, culminating in a final detailed report.

Method

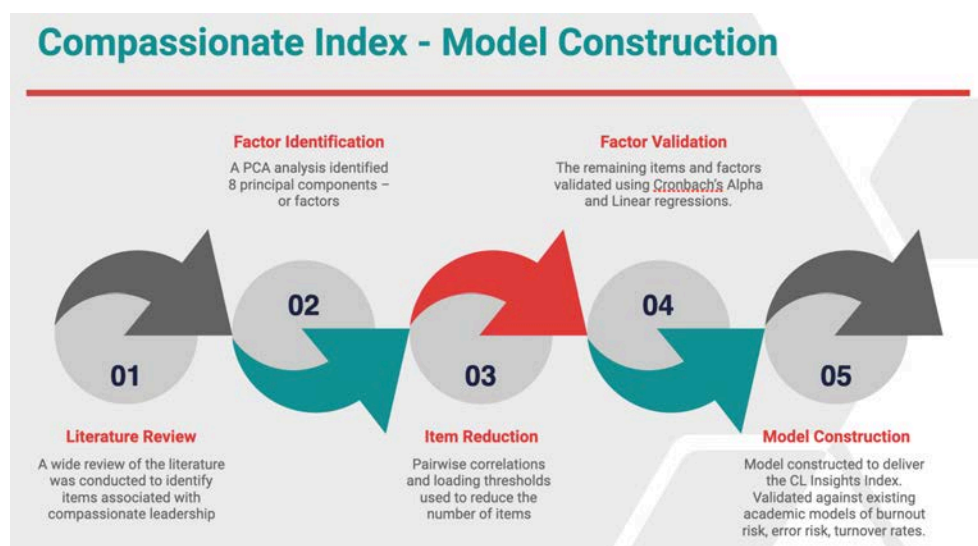
An extensive review of literature regarding the impact of compassion in the workplace was conducted. This focused on the impact compassion and compassionate leadership has on life satisfaction, workplace satisfaction and optimism.

The index was created using a factor reduction model. These are powerful tools for simplifying and interpreting complex datasets, providing stronger model performance and more usable outputs.

Approximately 150 items were identified which could be termed “compassionate” and which contributed to variance in the dependent satisfaction measures.¹

The results of the PCA* process suggested that 96% of the variance in the model could be explained by 40 items which, clustered into **9 FACTORS**, split into **3 DOMAINS** defined by the model.

These factors have been shown to have a positive impact on job performance, employee satisfaction and wellbeing.²



¹ Hair, Black, Babin, Anderson, & Tatham, 2009

² Krekel, Ward, & de Neve, 2019 and Medlin & Green, 2008

* PCA - Principle Component Analysis

Factors



- **I am AWARE** – I am conscious of myself, others, and how situations influence our feelings and actions.
- **I am HUMBLE** – I acknowledge my strengths and weaknesses and can show vulnerability and admit my errors.
- **I live by my PRINCIPLES** – I consistently embody the values I advocate in my actions and words and hold others accountable to our shared values.
- **I COLLABORATE willingly** – I know that teamwork and collaboration lighten the load for all and bring about better results.
- **I share GENEROUSLY** – I willingly give my knowledge, time, and experience, and I am abundant in gratitude and recognition.
- **I INCLUDE everyone** – I want the best input from everyone in order to generate the best outcome
- **I ENABLE others** – I provide others with the tools and opportunities to be their best selves and fulfil their aspirations.
- **I EMPOWER others** – I inspire others to believe they can reach their potential and achieve their goals.
- **I SUPPORT unconditionally** – I stand by others in tough times, offer the benefit of the doubt, and forgive sincere mistakes.

Self Domain



Aware	Self-awareness: A leader's journey begins with introspection. Understanding one's emotions, recognising inherent strengths, and acknowledging personal triggers is essential Awareness of others: Effective leadership extends beyond oneself. It's crucial to understand and empathise with the emotions and needs of team members. Situational awareness: A leader must be attuned not only to personal and team dynamics but also to the larger environment.
Humble	Leadership isn't about having all the answers; it's about seeking them collectively. Humility in leadership means acknowledging one's limitations and mistakes. By valuing diverse contributions and encouraging a culture where questions and guidance are embraced, leaders demonstrate vulnerability, fostering an environment of trust, collaboration, and mutual respect.
Principled	An ethical compass guides the principled leader. Such leaders don't just follow values and ethics; they embody them. By consistently making decisions that align with these values especially when faced with challenging scenarios they set an exemplary standard. Their empathetic approach ensures that principles aren't rigid dictums, but guidelines approached with understanding, thereby reinforcing the organisation's ethos.

Team Domain



Collaborative

Compassionate leadership revolves around a cohesive team ethos.

A priority is given to an environment where ideas are freely exchanged, respect is mutual, and team members' emotional and mental well-being is safeguarded.

Collaboration also means recognising early burnout signs and addressing them proactively, which ensures sustained productivity and a contented team.

Generous

Time is one of the most valuable commodities. When leaders invest time in their team members, it sends a clear message: You are important.

Coupled with genuine praise, this approach ensures individuals feel valued, spurring commitment and elevating overall performance

Inclusive

Inclusion is one of the bedrocks of every great team. Collective brilliance requires getting the best input from everyone in order to generate the best outcome for everyone.

Team members who do not feel included, who do not believe their knowledge and skills are appreciated and utilised by the team, will at best be compliant, but they will not be committed to the cause.

Others Domain



Empowering

Traditional leadership, characterised by top-down directives, is being replaced by a more inclusive and compassionate model. Leaders now realise the vast reservoirs of potential within their teams.

By genuinely believing in each individual's unique strengths and capabilities, and helping others believe in themselves, they lay the foundation for a culture of creativity, trust, and mutual respect.

Enabling

Empowerment is the first step; enabling ensures follow-through. Leaders must ensure that team members have the necessary tools, resources, and opportunities to actualise their potential.

This proactive approach not only boosts individual morale and performance but creates a ripple effect, fostering a collective growth mindset.

Supportive

Mistakes and setbacks are inherent to any journey. Compassionate leaders don't view these as failures but as growth avenues. Instead of resorting to blame, they delve deeper to understand underlying causes, ensuring learnings are extracted, and future recurrences minimised.

This attitude promotes psychological safety, encouraging open communication and fostering innovation.

Blockers

The hardest thing about cultural transformation isn't the learning of new behaviours, it is the un-learning of deeply ingrained old behaviours, often honed by many years of unsupportive and non-compassionate organisational environments.

- Research revealed not only the 9 factors which positively drive compassion, but also 5 factors which impede compassion and prevent growth.
- The Compassion Index allows us to measure both the compassionate and "anti-compassionate" attitudes and behaviours in an organisation and identify in-grained behavioural norms which may hinder the development of a compassionate culture.
- It recognises that no matter what positive traits are being portrayed, if they operate in a negative culture their impact will be less.



Blockers

The 5 anti-compassion characteristics are a combination of personal, inter-personal & organisational characteristics.



INDIVIDUALISM

A belief that emphasises the importance of personal responsibility for overcoming obstacles over collective problem solving.



CULTURE

Organisational bureaucracy can significantly affect productivity within the organisation. In effective organisations, feedback is regularly provided and communication is clear.



RESOURCE CONSTRAINTS

When resources are in short supply or work demands are high, the focus shifts to completing short-term tasks rather than looking for strategic and collective gains.



BURNOUT

Burnout is a state of mental & physical exhaustion caused by excessive and prolonged stress. Compassion is the antidote to burnout, but if left unchecked, excessive burnout can hinder the growth of compassion.



PSYCHOLOGICAL (UN)SAFETY

Psychological safety is fostered when team members feel comfortable and confident in asking for assistance and feel secure to raise tough issues. Major studies have found psychological safety to be the biggest factor in determining successful teams.



Programme

Module	Title	Insights Survey
0	Core Principles	X
1	Behind the Scenes	
2	Changing Behaviour	
3	Power of Purpose	
4	Story Theory	
5	Leadership Lessons - Life	
6	Leadership Lessons - North Pole	
7	Leadership Lessons - Sailing Around the World	
8	The Big Journey	
9	Introduction Assessment	X
10	Main Programme Planning	
11	Communication	
12	Delegation	
13	Power & Influence	
14	Time & Task	
15	Progress Assessment	
16	Feedback	
17	Motivation	
18	Coaching	
19	Decision Making	
20	Progress Assessment	X
21	Situational Leadership	
22	Balanced Leadership	
23	Trust	
24	Joahri's Window	
25	Progress Assessment	
26	Launchpad & Graduation	X

Outcome

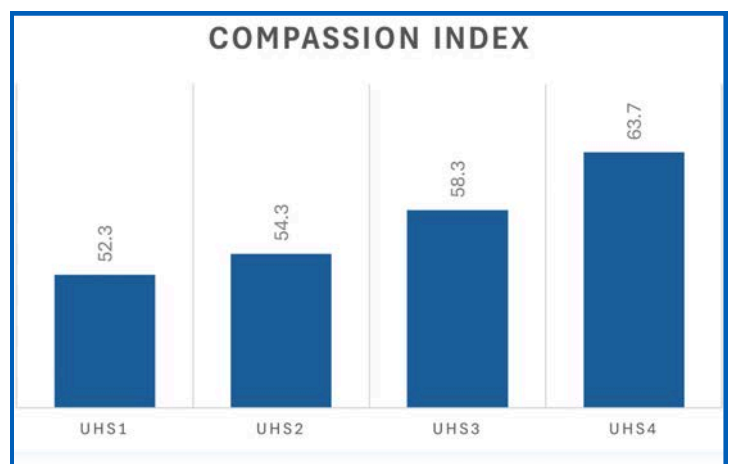
The Compassion Index was used in a pilot study at a large NHS Trust Hospital.

The results suggest the programme has had a significant impact on the attitudes of participants towards the 9 key components of compassionate interaction.

- Gains were seen in all 9 of the Compassion Index factors.
- The largest gains were in Collaboration and Humility.
- Gains in the Collaboration factor were strongly linked to an improvement in active listening skills and a higher degree of respect for the opinions of others when making decisions.
- The improvement in the Humility scores had nothing to do with participants lacking humility at the outset, they related to increased psychological safety which has engendered a willingness to admit to making mistakes, being wrong or not knowing something.
- A closer look at the patterns in the factor gains shows how factors related to self-awareness and self-care rose fastest after phase 1, factors related to empowering and enabling others saw the strongest gains in phase 2, and leadership related factors were the largest drivers of gains in phase 3.

Research suggests this should lead to reduced anxiety, lower burn-out risk and improved job satisfaction and performance.

These patterns mirror the content of the programme which suggests that the principal driver of gains in the overall index was the learning from the programme.



Actual Results - NHS Trust Hospital



About

The Compassionate Leadership Academy (CLA) was established in 2015, offering leadership, personal development and cultural change programmes based on the best selling book *Compassionate Leadership* by Manley Hopkinson. The online course has been approved by The Institute of Leadership and is CPD certified. The course is available in 4 languages and has been delivered in a wide range of business sectors, public and private organisations.

MINDALPHA

MindAlpha is a behavioural analytics specialist with over thirty years of experience building evaluation metrics for complex and intangible issues such as behaviour and culture. Helping managers really understand what is going on in their organisation. Delivering data-informed behavioural science insights.

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