



PROFICIENCY SCALE FOR EMPATHY CONSCIOUSNESS

Empathy Consciousness *The ability to pay attention to others' thinking in a neutral, nonjudgmental way and respond with an open embrace*

Unproductive Teamwork	Productive Teamwork	Transformative Teamwork
Leaving attention to teamwork to the appointed leader	Sharing responsibility for developing team capabilities	Believing in the transforming qualities of collective empathy consciousness
Believing in one's own expertise over the capabilities of others	Paying attention to and seeking to understand diverse perspectives	Valuing and seeking out expertise of every group member
Seeing divergent viewpoints as a threat to own beliefs	Setting aside judgments and being curious about other's perceptions and experiences	Attending to what seems to be left unspoken and inquire with sensitivity to others' feelings
Judging and rejecting other's ideas	Recognizing that our thoughts may be different from others	Knowing how and when to query for better understanding
Glossing over and pretending to agree or polarizing thinking in either/or frames	Speaking up to bring personal voice into the team and, if needed, agree to disagree	Finding "both/and" ways of validating others' thoughts in the context of situation ("Both/and" solutions require a move away from "either/or" to combine and re-create solutions that benefit all.)

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