INDEX

Accepted narrative, 62
Acciona, 160–161
Against Empathy, 127
2030 Agenda for Sustainable Development, 23
Agglomeration effect, 160
AIBO dog robot, 12
Algorithms, 4
Altruism, 29, 85–86, 97
  in business, 92–94
  darker side, 88–89
  Eisai, 95–97
  Handelsbanken, 95
  in intercultural contexts, 90–91
  kinds, 87
  what next for, 97–100
  and our world religions, 90
  practical activities to promoting, 148
  self-report altruism scale, 98
  in society at large, 91–92
  threads in philosophy and evolutionary biology, 86–87
Altruism, compassion and empathy model (ACE model), xv, 9, 13, 27–28, 54–55, 67
  attributes working in combination, 81–82
  business benefits arising from ACE implementation, 74–81
  business reasons for adopting ACE, 71–74
  implications of neurodiversity on workplace and role expert humans, 82–83
  leadership skills, 147–148
  mini-case studies, 150–155
  protecting and preserving purpose as core to organisational culture and success, 146–148
  'weak tie' networks, 67–71
Altruism in Contemporary America: A Report from the National Altruism Study, 91
Altruism: A Review of Recent Theory and Research, 92, 99
American workers, 6
Anxiety disorder, 75–76
Appreciative inquiry (AI), 134, 141–146
Artificial intelligence (AI), 3–4, 8, 174
  'AI winter', 11–12
  algorithms, 6
  co-existence of humans with, 46–47
  and technology, 5, 7
ASIMO robot, 11
Associations, 133
Attachment
  theorists, 54
  theory, 55, 59–62
Authenticity, 136–137
  importance of, 134–137
Autism Spectrum Disorder (ASD), 82
Awakening Compassion at Work, 108

Behaviours, 92
Benefits at macro-level, 41–42
Black Lives Matter movement, 37
Black Swan events, 30, 159
BlackRock, 92–94
Brand benefits, 79
Building Sustainability into the value chain, 21
Business
  benefits arising from ACE implementation, 74–81
  of care, 106
  reasons for adopting ACE, 71–74
Business Case for AI in HR, The, 168

C-level executives, 41
Can altruism be good for business?, 93

Caring Charisma, 71–72
'Caring SuperTrio', 73
Center for Compassion and Altruism Research and Education (CCARE), 108
Center for Compassionate Leadership, 108
Change, xv, 47–48
  at macro-level, 33–36
  at micro-level, 38–41
Charismatic to the Core–A Fresh Approach to Authentic Leadership, 72
Chatbot, 9–11
Cloud Security, 7
Cognitive Edge, 143
Collective feeling, 113–114
Collective noticing, 113–114
Collective responding, 113–114
Compassion, 53, 101, 111
  circles, 115
  collective feeling, 113–114
  collective noticing, 113–114
  collective responding, 113–114
  compassionate leadership, 105–107
  continuum, 114
  deconstructing, 102–104
  developing, 108–109
  organisational, 111–113
  practical activities for promoting, 149
  pre-requisites for, 101–102
  questions, 116
  in workplace, 104–105
Compassion at Work Toolkit, *The*, 104
Compassion-Lab, 108
Compassionate leadership, 105–107
Compassionate systems and processes, 115–116
Confederation of British Industry (CBI), 79–80
Contours and Consequences of Compassion at Work, *The*, 106
Corporate altruism, 29–30, 83, 93, 100
Corporate psychopaths, 61
Corporate purpose, 21
Corporate social responsibility (CSR), 29–30
COVID-19, 39–40
  pandemic, 34–36, 41, 163
Critical leadership skills for disrupted world, 155
Cross-cultural Assessment of Altruism and its correlates, 90
Cultural synergy, 136
Curiosity, nurturing, 133
Customer
  benefits, 80
  customer-centricity, 27–28

Dark Side of Charisma, *The*, 71
Darwinian theory, 87
Dehumanisation, 7–11
Delusions of Gender: How Our Minds, Society and Neurosexism Create Difference, 135
Descent of Man, *The*, 86
Digital disruption, xvi, 3
Digital storytelling, 145–146
Digital transformation, 31, 166–169
  compassion, and empathy, 157–158
'Discover, dream, design, deliver or destiny' process (Five–stage process), 141–142
Disharmony, 51–55
Disruption, 3, 159
  'AI winter', 11–12
  chatbot, 9–11
  dehumanisation, 7–11
  jobs of future, 12–16
  tyranny of algorithm, 4–7
Distress tolerance, 103, 121
Do Well and Do Good ethos, 44
Dorsomedial prefrontal cortext (dmPFC), 128
Drive (Pink), 19

Early childhood psychology, 54
Ebola, 35
Edelman Trust Barometer, 17
Eisai (Japanese healthcare group), 95–97
Eminent Orphans, 57
Emotional intelligence, 13, 171
Emotional Intelligence Quotient (EQ), 12
Empathic bias, 126–127
Empathic distress, 121
Empathy, 119, 156–157
  in companies, 123–126
  dark side, 121–123
  decline, 121–123
  empathy-free zones, 120–121

enhancing capacity for, 149–150
in individuals, 127–134
practical activities to promoting, 149–150
'Empathy deficit', 37
Employee engagement, 26–27
End of Empathy?, *The*, 122
Endurance chatbot, 9
Erosion of trust, 158, 171
Ethiopia's Nile River dam, 46
Eudaemonic assumption, 80–81
Europe, compassion in, 109
European Foundation for Management Development (EFMD), 61

Fearless Organization, *The* (Edmondson), 61–62
Fiery Chariot, *The*, 56
Financial benefits, 80
Financial Times, 7
Food security, 22
Forgiveness Project, The, 165–166
Friendliness, 68

Gargantuan task, 38
Gender, 135
Generation Z, 8, 25
Gilbert's model, 103
Glassdoor app, 79
Global Financial Crisis (2007–2008), 17
Global health challenges and pandemics, 47
Global human health, 162–164
and compassion, 156
Global Workplace–A Compassion-free Zone?, *The*
Goals, 24
GoCanvas, 124–126
'Good Health Can't Wait' idea, 20
'Good hearts', 12
Good work, 60
instruments, 62–65
Google Meet, 166
Green-washing, 21
Groups, 133

Handelsbanken, 95
Health benefits, 74–77
Heme, 22
Hidden gems, 56–59
Human psychology, 51
attachment theory and ACE, 55
attachment theory and safe spaces, 59–62
disharmony and unpredictability, 51–55
hidden gems, 56–59
instruments of good work and safe spaces, 62–65
Human Resources (HR), 10
Human skills
in corporate life, 15
development, 166
Human System Dynamics Institute (HSD), 142
'Humanistic workplace', 28
Humanity, 43–45, 68

Impact, 33
benefits at macro-level, 41–42
change at macro-level, 33–36
change at micro-level, 38–41
co-existence of humans with AI, 46–47
implications for mental health and general wellbeing, 45
leadership for disrupted world, 43–45
lenses, 45–47
organisational cultures and change, 47–48
'Our house is on fire', 36–38
working to raising awareness, 42–43
Inequality, 156–157, 164–166
Inferior frontal gyrus (IFG), 128
Innovation benefits, 77
INSEAD Tokyo Alumni Forum, 70
Integrity, 27–28
International Classification of Diseases (ICD-10), 75
International Society for Organizational Development and Change Management (ISODC), 65

Job(s)
churn, 6
of future, 12–16
losses, 5
Jobs Intelligence Maestro (JIM), 10
Johari Window, 63
John Lewis Partnership, 93

Kimberly–Clark value chain, 43–44
Kindness, 68
'Known–knowns', 159
KrisLab, 151

Leaders, 133–134
Leadership, 136–137
  development programmes, 63
  for disrupted world, 43–45
  style, 55
Leading the Social Enterprise–Reinvent with a Human Focus, 45
Lessons of Experience: how successful executives develop on the job, The, 59
Local economies, 36

M3TRIX Academy in Germany, 43
Marks and Spencer (M&S), 79
'Master Algorithm', The (Domingos), 4
Meditation, 128
Mekong in South East Asia, 46
Memory, 58
Menstruation, 44
Mental health
  disorders, 75
  implications for, 45
Microsoft Teams, 166
'Mind's Flight Simulator', 132
MindEdge/Skye Learning, 5–6
Mindfulness, 132
Mission, 24
Mission, Vision, Values (MVV), 25
Motivational interviewing (MI), 134, 144–145
Munchausen's syndrome by proxy (MSP), 89

'Natural climate solutions: the business perspective', 42
Nature4Climate coalition, 42
Net promoter scores (NPSs), 80
Next Element, 108
Nike, 25
Non-judgement, 103
Non-office-based workers, 40

Obliquity principle, 94
Obsessive compulsive disorder (OCD), 76
Organisational compassion, 111–113
  strengthening, 114–116
Organisational cultures, 47–48, 111
Organisational development (OD), 62
Organisations, xv
'Our house is on fire', 36–38
Own self, 64

Pandemics, 30
Paris Agreement, 42–43
Paternalism, 89
Paternalistic altruism, 89
Pathological altruism, 88–89
Patient Voices, 146
Peer support groups, 115
Perspective-taking, 135–136
Philanthropy, 29–30
Ponemon Institute, 7
Post-traumatic disorder (PTSD), 76
Power of Vulnerability, The, 111
Proof of effect, 73
Psychological safety, 78
  at work, 172
Psychology Today, 83
Purpose, 17
  ACE model, 27–28
  in building sustainable future, 17–18
  leaders and managers using expert humans mindset, 29–31
  purpose-and-meaning vacuum, 18–19
  purpose-driven companies, 26
  purpose-driven strategy, 26–27
  thinking about, 19
  in work context, 19–26

Randstad Talent Trends Report: Looking to soft skills, 6
'Ratner moment', 79
Re-stating or revisiting values, 115
Reading fiction, 132
Reading the Mind in the Eyes Test (RMET), 128, 132
Relationships, 53
Responsible Business: How can HR drive the agenda?, 44
RESTORE programme, 165–166
Return on investment (ROI), 74
Roffey Park Institute, 21
'RULE', 145

Safe spaces, 59–62
  instruments, 62–65
Salesforce. org, 26

SAP, 83
Sarbanes–Oxley Act (2002), 18
Sars, 35
Secure base, 54–55, 59
Self, 65
Self as Instrument–A Cornerstone for the Future of OD, *The*, 64
Self-compassion, 109–111 (*see also* Compassion)
Sex differences, 92
Shaw Mind Foundation, 77
Singapore Airlines (SIA), 150–151
Singapore-and Australia-based Singtel/Optus, 22
Singtel Group, 23–24
Six 'I's® of Innovation, *The*, 78
Social media, 79
Social networking, 69
Social skills, 14
Socio-emotional skills, 174–175
Socratic questioning, 143
Soft skills, 13
South East Asia (SEA), 45
Stop–Start–Continue approach, 142
Storytelling, 145–146
'Strength of Weak Ties', The, 68
Sustainability, 22, 43–47, 152
  agenda, 40–41
  of planet, 3, 159–162
  of planet and altruism, 155–156
Sustainable Development Goals (SDGs), 23–24, 159–160
'Sustainable Living' brands, 25
Sympathy, 119

Talent fluidity, 6
Talent Management benefits, 77
Technological disruption, 3
Training for compassion, 114–115
Trust, 78
  in politics, 171–172
  in workplace and businesses, 172–173
Tyco, 18

U-Report, 9
Ubuntu, 53
UK-based Corporate Research Forum, 44
United States, compassion in, 108
'Unknown–unknowns', 159
Unpredictability, 51–55
US-based Center for Creative Leadership, 59
Use of Self (UoS), 62–64

Values, 92
Virtual meetings, 167
Virtuousness training (*see* Through compassion training)
Vision, 24
Volunteering, 133

'Weak tie' networks, 67–71, 85
Wellbeing, 45
West Nile virus, 35
Western mechanistic lens, 53
WildHearts Group, 152
'Work Life Shift' programme, 39
Workday, 154
Workdogs, 154–155
Workers can learn to love Artificial Intelligence (Tett), 7
Working from home (WFH), 40, 68
Workplace, 40
Workplace Empathy: What Leaders Don't Know Can Hurt Them, 123
World Business Council for Sustainable Development (WBCSD), 33–34, 42–43, 161–162
World Economic Forum (WEF), 169–170, 173
WorldCom, 18

Yes, You Can Innovate (Turner), 78

Zoom, 166