



# **Awakening Compassion at Work: The Quiet Power That Elevates People and Organizations**

*Monica C. Worline , Jane E. Dutton*

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Caring Is a Competitive Advantage

Suffering in the workplace can rob our colleagues and coworkers of humanity, dignity, and motivation and is an unrecognized and costly drain on organizational potential. Marshaling evidence from two decades of field research, scholars and consultants Monica Worline and Jane Dutton show that alleviating such suffering confers measurable competitive advantages in areas like innovation, collaboration, service quality, and talent attraction and retention. They outline four steps for meeting suffering with compassion and show how to build a capacity for compassion into the structures and practices of an organization--because ultimately, as they write, "Compassion is an irreplaceable dimension of excellence for any organization that wants to make the most of its human capabilities."

## Awakening Compassion at Work: The Quiet Power That Elevates People and Organizations Details

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# **From Reader Review Awakening Compassion at Work: The Quiet Power That Elevates People and Organizations for online ebook**

## **Jared McKee says**

What a great book for leaders. We live in a world today where compassion is seen as a weakness and left for those which practice religion or a non-for profit organization. This book shows us why we all need compassion in the work place. With the changing generations and everything else we have to deal with today compassion is something that has never changed. We all need it and it just makes us feel better when we know someone cares. When you know your co-workers or boss cares about you it makes life at work that much better. I highly recommend this book.

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## **Sunnie Grant says**

In today's society, it is a shame that business leaders and other high ranking officials need a book to get them to open their eyes and see that there is a better way to do business; a better way to earn customer and employee loyalty; a better way to view the world at large. I highly recommend this book for anyone who wants to feel empowered to make a change in their surroundings. Awakening Compassion at Work has examples of positive ways of handling employee illness, accident, death in the family, etc. that causes other employees to easily take over that person's responsibilities, help care for the family, work as effective and caring liaisons between insurance companies, attorneys, and others, or help make funeral arrangements if it comes to that. It also contains examples of companies that lets their employees fend for themselves. Think about 9-1-1 and how your company would handle such catastrophic events. Now go buy the book!

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## **Jenn says**

I won a copy of this book.

This book is about learning to care and be compassionate towards your co-workers. If you notice someone acting uncharacteristically, consider for a moment that they may be having a hard time outside of the office. Going and asking if they're "okay" could be the start of understanding them better. Plus, you're interacting with them on a personal level, outside of the "Well, it's just business" attitude. Either way, it has been show that caring what happens to a fellow employee creates a space of compassion in the workplace and makes people feel better invested in the company. Go get yourself this book. I would think this book should be part of managerial college classes.

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## **Dan Lovaglia says**

### **Compassion Requires More Than Emotional Intelligence**

Emotional intelligence is valuable, but only scratches the surface when it comes to exhibiting true compassion. Monica Worline and Jane Dutton tackle the complexities of interpersonal care in the workplace with grace and truth. They don't just present research and theory, they steer readers toward personal change

and practical application. If leaders in more MBA programs and organizations take *Awakening Compassion at Work: The Quiet Power That Elevates People and Organizations* seriously, it won't just impact the business sector--it will affect individuals, families, and communities as well. This isn't a quick-read leadership book. It's a guide for transforming people managers from the inside out so that everyone they lead experiences the heartfelt change compassion can make.

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## **Lisa Kosak says**

I am fascinated by the variety of cultures in organizations, and an active culture has always been my priority in looking for a new opportunity. I've learned the hard way what doesn't work and have been blessed as well by working with professionals that support one another and form a community. I've searched for the degree of relationships, community, empowerment, leadership, innovation, resilience. The list goes on and on. Guess what quality I haven't searched for yet? Compassion. It never occurred to me to look deep inside an organization for compassion nor have I expected it. After reading the new book *Awakening Compassion at Work: The Quiet Power that Elevates People and Organizations* by Monica C. Worline and Jane E. Dutton, I have placed compassion at the top of my list when I look for exemplary cultures within our organizations.

The authors spent decades conducting extensive field research examining compassion way before any of us were exposed to terms like servant leadership or empowerment at work. They discovered that too many people are suffering in the workplace which presents itself in a lack of humanity, less dignity, lower motivation, and the lack of results with innovation, collaboration, employee retention, morale, and client relationships. It never occurred to me that a lack of compassion where we work every day may be the missing key that organizations have been searching for to change their cultures for people and results.

*Awakening Compassion at Work* is the tool that change agents who desire to change people and processes within an organization need to have on hand. Towards the end of the book, the authors present detailed blueprints for bringing about compassion for individuals, groups, and even how to deal with obstacles to compassion. Each chapter also offers us a question to ponder and fundamental principles to examine or put into use. There are compelling real-life, hands-on stories of compassion in play in some organizations as well as failures. These stories aid us in understanding the theories and tools that Monica and Jane offer peppered throughout the book.

We learn what compassion is and how some organizations resist it. *Awakening Compassion at Work* describes what compassion can do and what it won't fix. Compassion must permeate throughout an organization and be present at all levels. Communities of sorts are formed and become the underlying strength of a company. There are four aspects of compassion, and each depends on the others. They include noticing, interpreting, feeling, and acting. Compassion is clearly an interpersonal action, and the compassion competence of a system depends on an emergent pattern of the four factors above. Worline and Dutton also offer suggestions as to how managers can awaken greater compassion through factors such as speed, scope, the magnitude of resources, and customization of resources for compassionate competence.

*Awakening Compassion at Work* illustrates how organizations can design for welcoming compassion. There is an extensive list of principles for companies of all sizes or structures in chapter 7 and is one of my favorite sections because it's hands on and so practical. Ideas include creating sub-networks within an organization where people can identify, examine hiring incorporating compassion and empathy, and coaching leaders to model desired behaviors or creating "melting" routines that bring people together. Moreover, we learn what actions or behaviors "awaken" compassion competence. They are elements that impact most of us face daily,

and with the right mentoring and attention they can have profound implications. They include networks, organizational culture, roles, routines, and internal stories and leader behavior.

By now you should have a grasp of how important compassion Monica C. Worline and Jane E. Dutton feel is needed, and lacking, in organizations today. The information that I shared above is the tip of the iceberg and *Awakening Compassion at Work* offers an incredible trove of concrete research, information, ideas, and implementable actions companies can make to bring compassion alive. The shared stories bring ideas alive and will spark new thoughts and ideas from within leaders at any level. Compassion needs welcoming into every organization, but it needs to start with you. This book opened up my eyes to what we need to work every day along with empathy, empowerment, leadership or any other elements that you hold dear in a company culture. Bringing in compassion can completely change people and organizations which will impact our results. Are you ready?

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### **Mark Manderson says**

Use compassion and anticipate employee needs.

Empathy is innate to us all, but if we fail to imagine other people's perspectives, it can be forgotten.

Cognitive Empathy: Deliberately imagining yourself in someone else's shoes and try to work out the best way you could help them through the situation in question.

Compassion as a principle of company management increases company performances and fosters innovation.

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### **Saba says**

My top three thoughts on 'Awakening Compassion at Work':

1. I have been at the receiving end of leaders who lack compassion. I was often miserable and demotivated in those organizations, hating every second I had to drag my feet to work. I am fortunate that my situation has changed after all those harrowing years. I'm currently working for a wonderful organization that knows how to be compassionate and treat me like a human being and not a machine. I have found myself becoming loyal to the company and being motivated to do more because of the trust and understanding of these leaders.
  2. I really appreciate how this book doesn't fill its pages with research, statistics and theory. It gives examples on how to tackle situations that require emotional intelligence and compassion. It works as a very handy guide for managers or even as a self help book.
  3. The emotional intelligence covered in this book is basic and almost introductory. It mostly covers empathy and cognitive empathy. 'Awakening compassion at work' may seem like a 101 on being compassionate at work, but it is still a must have in any organization that truly cares about its employees.
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## **John E. Smith says**

I like authors that write with passion, intelligence, and even a dash of spunk ...

Monica Worline and Jane Dutton have given us a rare gift. Their new book *Awakening Compassion at Work: The Quiet Power That Elevates People and Organizations* takes a fairly old discussion and updates it nicely.

While most managers have moved (hopefully) beyond Taylor's concept that we are all just cogs in complex machines, we have not yet fully embraced the idea that we can work like we are playing some competitive team sport like soccer or football. These authors dare to suggest that what we need is less macho and more femininity in the workplace. That's not near all they do, but that's the direction they take us. I like the journey.

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## **Bob says**

This book is an incredibly powerful response to suffering in the world. While it extensively discusses the suffering in the workplace witnessed and researched by the authors over nearly two decades, it also feels extremely timely because the pain endemic to the workplace is now manifesting itself in our wider culture. This book can bear witness to this pain in multiple ways. Have you intuitively felt that organizations that care about their employees are not only better places to work, but are also more profitable and successful? Monica and Jane show you that your instinct is spot on. Want to see examples of what compassionate workers, teams, and organizations look like? The stories in this book are incredibly compelling. Do you want to know how to assess your own organization demonstrates compassion, and enables its workers to exhibit it? My favorite section, near the end, guides you through simple but powerful tools for making yourself a compassion architect, and your organization a compassionate one. If you want to be a candle against the darkness of our times, read this book.

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