

No.	Title	Author	Journal	Database	Year Published	Topic	Why does/doesn't fit?	Type of Evidence
2	Generation Y – challenging clients for HRM?	S. Kultalahti & R. Viitala	Journal of Managerial Psychology	ABI/INFORM Global	2015	HRM and Generation Y	Relates to building empathy in future leaders	Survey and case studies
3	Service-Learning and Leadership: Evidence from Teaching Financial Literacy	O. Sabbaghu, G.F. Cavanagh & T. Hipskind	Journal of Business Ethics	ABI/INFORM Global & JSTOR	2013	Developing from Service Learning; Business Students	Relates to building empathy in future leaders	Before-After Study
4	An economic theory of leadership styles	P.J. Jost	Review of Managerial Science	ABI/INFORM Global	2012	Economics of Leadership - Quantitative	Empathy is a variable in economic leadership equations	Expert Opinion
6	Understanding the Strength of Gentleness: Soft-Skilled Leadership on the Rise	J. Marques	Journal of Business Ethics	ABI/INFORM Global & JSTOR	2012	Soft-skilled Leadership	Empathy is considered a soft skill	Survey and case studies (LA, Workforce members of MBA program, 49 participants) Have all experienced the effects of soft- and hard-skilled leadership.
7	A Collegial Approach In Understanding Leadership As A Social Skill	P. Singh	International Business & Economics Research Journal	ABI/INFORM Global	2013	Leadership as a Social Skill	Discusses EI and empathy in leaders	Non-Randomized Controlled Studies
9	Emotional Intelligence in Leadership: A Conceptual Review	V. S. Ramesh	International Journal of Organizational Behaviour & Management Perspectives	ABI/INFORM Global	2013	Internal Social Capital and Ethical Leadership	Discusses EI and empathy in leaders	Expert Opinion (Concept Paper)
12	Empathy in Leadership: Appropriate or Misplaced?	S. Holt & J. Marques	Journal of Business Ethics	ABI/INFORM Global & JSTOR	2012	Empathy in Leadership	Empathy as a leadership quality	Randomized Controlled Studies
13	The Female A Wakened Leader: Connecting with the Inner-Sage	J. Marques	Interbeing	ABI/INFORM Global	2011	Female Leadership	Leadership and women	Expert Opinion

14	Spirituality, Meaning, Interbeing, Leadership and Empathy: SMILE	J. Marques	Interbeing	ABI/INFORM Global	No date	SMILE Qualities in the Workplace	Empathy as a leadership quality	Expert Opinion
15	Preventing and combating administrative narcissism	E.A. Samier & T. Atkins	Journal of Educational Administration	ABI/INFORM Global	2010	Narcissism and Leadership	Empathy in educational environment	Expert Opinion
16	Leader empathy, ethical leadership, and relations-oriented behaviours as antecedents of leader-member exchange quality	R. Mahsud, G. Yukl & G. Prussia	Journal of Managerial Psychology	ABI/INFORM Global	2010	Ethical leadership and LMX	Relates to leader empathy and ethics	Survey and case studies
18	Relationship between emotional intelligence and transformational leadership of supervisors	P. V. Polychroniou	Team Performance Management	ABI/INFORM Global	2009	Emotional Intelligence and Transformational Leadership	Discusses EI and empathy in leaders	Randomized Controlled Studies
19	A Change in Business Ethics: The Impact on Employer-Employee Relations	R. E. Karnes	Journal of Business Ethics	ABI/INFORM Global & JSTOR	2009	Employer-Employee Relations	Discusses EI and empathy in leaders	Expert Opinion
21	Emotional intelligence of Leaders: a profile of top executives	S. J. Stein & G. Sitarenios	Leadership and Organizational Development Journal	ABI/INFORM Global	2008	Emotional Intelligence in Top Executives	Discusses EI and empathy in leaders	Non-randomized Controlled Studies (186 Executives, 159M, 27F)
23	"She didn't ask me about my grandma"	P. Kana & V. Aitken	Journal of Educational Administration	ABI/INFORM Global	2007	Empathy in Teaching	Relates to building empathy in future leaders	Before-After Study

24	Individual differences in servant leadership: the roles of values and personalities	R. R. Washington, C. D. Sutton & H. S. Field	Leadership and Organizational Development Journal	ABI/INFORM Global	2006	Servant Leadership	Relates to empathy through servant leadership	Randomized Controlled Studies Spanish, French, and Portuguese part-time MBA students)
25	Does the Ethical Leadership of Supervisors Generate Internal Social Capital?	D. Pastoriza & M. A. Ariño	Journal of Business Ethics	ABI/INFORM Global & JSTOR	2013	Internal Social Capital and Ethical Leadership	Relates to leader empathy and ethics	Non-randomized Controlled Studies Spanish, French, and Portuguese part-time MBA students)
26	The Benefits of Emotional Intelligence and Empathy to Entrepreneurship	R. H. Humphrey	Entrepreneurship Research Journal	EBSCO Business Premier	2013	Emotional Intelligence and Entrepreneurship	Relates empathy to entrepreneurs	Expert Opinion (uses previous research to conclude propositions)
27	Emotional Leadership as a Key Dimension of Public Relations Leadership	Y. Jin	Journal of Public Relations Research	EBSCO Business Premier	2010	Public Relations and Emotional Leadership	Empathy in leaders in the public	Survey and case studies
29	Between Person and Person: Dialogical Pedagogy in Authentic Leadership Development	I. Berkovich	Academy of Management Learning & Education	EBSCO Business Premier	2014	Authentic Leadership	Relates to empathy and authentic leadership	Expert Opinion

Definition of Empathy	Variable Studies	Key Findings	Future Research
N/A	Workers born from 1978 to 1995 seek constant learning and developing at work; interested, challenging, and varied tasks; social relations and the supervisor's behaviour, reciprocal flexibility concerning timetables and working hours.	HRM professionals are challenged to develop HR practices that offer flexible time structures, systematic and individual development procedures, and a coaching form of leadership.	"The contingencies in relation to psychological contracts merit further explanation." (Page 111)
Understanding and empathizing with others	"Business students sense improvement in nurturing growth of employees and colleagues, commitment to serving the need of others, understanding and empathizing with others, ethics, ability to foresee the likely outcome of a situation, and listening intently to others." (Page 131)	We believe that business schools exhibit an important role in promoting ethics education and corporate social responsibility given their training to managers and senior executives. (Page 133).	Investigate to see whether similar results would occur in other education institutions, develop similar evaluation instruments for service-learning and social justice interests for the purpose of developing responsible leadership among their students.
N/A	A leadership style is characterized by its degree of decentralization of tasks and its degree of empathy towards subordinates' interests. "Whether in case of a gap between the actual and the optimal style of a leader it is more appropriate to change situational factors or to change the style, is unimportant for the analysis." (Page 386)	The optimal leadership style crucially depends on the environment (structure of decision problems and associated payoffs) as well as on the agent's [follower or subordinate] personality (incentive alignment and competence). Examines how monetary incentives influence the optimal leadership style. "With respect to task orientation, the leader has to help the group to accomplish its task.... With respect to the relationship orientation, the leader has to focus not only on the presumably diverse interests of group members but also on the human relations within the group." (Page 385)	"The research suffers from lack of accurate measures and reliance on weak research designs that do not permit strong inferences about direction of causality." (Page 385)
N/A	Spiritual leaders ranked first in admiration, Empathetic qualities were ranked high as admirable. Students chose to retain more of the soft skills than hard ones.	"...soft leadership skills, such as self-awareness, self-regulation, motivation, empathy, and social skills, are steadily on the rise, and that greater attention should be apportioned to strengthen these skills in future leaders" (Page 164)	The author suggests perhaps. "Soft skills may just work better for highly educated workers, who seek little direction and year for optimal flexibility." ((Page 171). Consider duplicating with larger workforce with different economic and industrial conditions. Consider replicating with works in a broader spectrum of positions, education, and economical backgrounds.
According to Calitz (2002), a leader's demonstration of empathy is directly related to the ability to work with, understand and react accordingly to the emotional grammar of workers.	(2) Empathy will flourish in an organization that describes as one that stresses the importance of lateral relationships and the decentralisation of power because those who are willing to lead need to be identified and empowered and those who are not deserve the same amount of empathetic understanding. (Page 499)	Confirms that more satisfied a worker is, the higher the leader's social skills are likely to be. The opposite is said to be true. "However, this data must be interpreted in terms of the social skills of leaders as being one of the major factors affecting the job satisfaction of workers." (Page 48)	More research on collegiality, social skills and leadership.
"Concerned with, for, and about others in addition to company profits, are optimistic about subordinate success as well as their own." (Page 212) Continuously addressing the emotional needs of followers in an effect to: "Bring out the best" in them.	"Leaders cannot afford to ignore and even avoid follower emotions in the workplace." (Page 212). Emotional Intelligence model (Page 211) Empathy is in the middle of the model "The ability to recognize, acknowledge, manage and handle your emotions in such a way that promotes personal growth." (Page 210)	"Leadership abilities vary according to rater perspective and level of emotional intelligence...co-workers seem to appreciate managers' abilities to control their impulses and anger, to withstand adverse events and stressful situations, to be happy with life, and to be a cooperative member of the group.	N/A
"One's ability to understand the feelings transmitted through verbal and nonverbal messages to provide emotional support to people when needed, and to understand the links between other emotions and behaviour"	Assertions that empathy can be taught, and developed over time. Suggests that it develops over time. Weinstein (2009) reports that empathy-based behaviours can be learned. "Individuals can be taught to ask questions to enhance understanding that builds connection between people and helps them to perceive the emotions of others." (Page 103)	The need for a paradigm shift in corporations as well as business schools in regards to leaders' required skills, and suggest a proactive approach from business faculty to change the current paradigm. (Page 95) "the 21st century brings a whole new set of demands, which radically change the way leaders will perform (technology, globalization, knowledge workers, diversity, CSR, partnerships) (Page 97)	
"Closely related to the comprehensive view of nurturing above is empathy in the sense of compassion, not only for co-workers, suppliers, and other supporting groups, but even for those who engage in adverse practices." (Page 27)	Lists qualities that leaders should exemplify, right brain oriented skills	"We now live in times where theories cannot be adhered to for a long period of time due to the many and rapid changes in the world that affect our performance." "Readers are encouraged to consider additional qualities that fit well into their work circumstances and personal qualities." Author also states that qualities (including empathy) outlined in paper are also applicable to males. (Page 28)	N/A

<p>The ability to relate to others' feelings, and therefore understand their predicaments and troubles better. Terms that are often mentioned in affiliation with empathy are emotional intelligence and compassion.</p>	<p>Engaging in empathy, (amongst the other themes in the paper) is inevitable if we want to establish and sustain a turn for the better in human interactions. "SMILE represents an acronym of five important, mutually dependent concepts that need to be considered and implemented with increased seriousness and structure in today's work environments, if we want to work our way towards restoration of trust among corporate workers, and a greater job satisfaction." (Page 12-13)</p>	<p>"The point has been made that empathetic leaders are usually more appreciated in the workplace, and therefore can establish better relationships with their co-workers; leading to better overall performance, and hence better corporate functioning." (Page 15) SMILE: Spirituality, Meaning, Interbeing, Leadership, Empathy. By engaging with these five qualities will allow greater workplace connection, ownership, and satisfaction, and triple bottom line.</p>	<p>N/A</p>
<p>N/A, opposite of empathy is defined</p>	<p>"The problem of narcissism in educational administration and leadership professional programs is now addressed in the field." (Page 579) A narcissistic person has anti-characteristics of empathy such as not listening, trying to dominate, treating others with disdain, showing no respect for confidentiality, reacting defensively and showing no concern for others.</p>	<p>Lack of empathy is considered a characteristic of a narcissistic student, professor or administrator. "Four aspects of graduate professional programs are examined and strategies are recommended for dealing with this problem." (Page 579) "The underlying cause of narcissism ...is a lack of cohesive self able to mirror to oneself a validation of success causing this personality type to seek external validation, or mirroring, to produce a healthy self-image." "Others are responsible for feelings of failure and envy." (Page 581) "Their behaviour towards others ranges from superficially charming, if they want something from you, to arrogant and haughty, if you don't matter to them, and derisive and contemptuous, if you are in their road." (Page 581)</p>	<p>N/A</p>
<p>Empathy is the ability to recognize and understand the emotions and feelings of others, and this interpersonal skill can make it easier to develop a cooperative relationship of mutual trust with a subordinate. (Page 562-3)</p>	<p>First empirical study to simultaneously examine the complex relationships among different aspects of leadership (a skill, values, behaviours, and exchange relationship). Leader empathy and ethical leadership should be included in leadership selection and development programs.</p>	<p>"A leader's relations-oriented behavior fully mediated the relationship between leader empathy on LMX (leader-member exchange) and partially mediated the relationship between ethical leadership and LMX.</p>	<p>Verify and extend the result</p>
<p>"Empathy refers to one's ability to understand the feelings transmitted through verbal and nonverbal messages, to provide emotional support to people when needed, and to understand the links between others' emotions and behaviour." (Page 345)</p>	<p>Contributes to understanding the linkage among emotional intelligence and transformational leadership of supervisors in greek organizations and the impact on teamwork with their subordinates. (Page 343)</p>	<p>Support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation, and empathy are positively associated with transformational leadership increasing team effectiveness with subordinate. (Page 343)</p>	<p>Larger and representative sample is needed to investigate teamwork. More research on the other components of EQ other than empathy, social skills, and motivation. More research is needed to enhance our understanding of the relationships between EG and transformational leadership of supervisors and their impact on team effectiveness. Investigate the differences in the perceptions of observers regarding the leadership performance of managers with low and high EQ.</p>
<p>"The ability to understand the emotional make-up of other people, and the skill in treating people according to their emotional reactions." (Daniel Goleman, p.5) (Page 194)</p>	<p>"Areas such as empathy and social skills are under trained and under developed by organizations." An increase in employee-employer relationships not only increases the bottom line but also increases employee satisfaction. "An organization who can expect twofold returns in what employees are willing to produce for a good employer." "the right thing to do" (Page 196)</p>	<p>"The employer who is willing to give employees what they want and need are far more likely to have success, but more importantly, the organizations will be doing the right thing." (Page 189)</p>	<p>N/A</p>
<p>To be aware of and understand how others feel</p>	<p>Enables researchers and practitioners to better understand what leadership differences and similarities exist at various organizational levels. These profiles further air human resource initiatives such as leadership development and personnel selection. (Page 87)</p>	<p>"The EQ-i subscale of Empathy was shown to differentiate between high and low profitability. This finding supports the assertion put forward by Ashkanasy and Tse (2000) that effective leaders regularly display empathic behavior to demonstrate their understanding of how others feel, which fortifies working relationships and unifies teams." (Page 96) Executives score differently than general public. "Executives who possessed higher levels of empathy, self-regard, reality testing, and problem solving were more likely to yield high profit-earning companies" (Page 87) "Total EQ-i was related to the degree to which a challenge was perceived as being easy with respect to managing growth, managing others, and training and retaining employees." (Page 87) "EI scores for Empathy, Self-Regard, Reality Testing, and problem solving were significantly related to profitability." (page 98)</p>	<p>Further exploration into emotional and psychological structure of these high-performing groups</p>
<p>"Walking in someone else's shoes" The ability to think and feel what it might be like to be other than yourself.</p>	<p>Authors believe that the paper makes a compelling case for the value of drama as a tool for students to encounter social justice issues in a meaningful way. Drama process focuses on building skills of encouragement, empathy, and problem solving rather than technical skills. Based on human capacity for empathy.</p>	<p>"Students build a sense of empathy for all sides of the issue and engaged in deep thinking about the experience of cultural exclusion." (Page 697) Empathy is being used, in a process drama scenario, as a tool to allow students to learn on how to approach different conversations when they become teachers.</p>	<p>The effectiveness of process drama as a sustained strategy for teacher education.</p>

<p>"Servant leaders transcend their personal self-interests in order to fulfill the needs of followers is to empathize with followers. ...Reinforce their communication and decision making with a deep commitment to listening intently to others. Through listening servant leaders seek to understand and empathize with others in order to identify and clarify the will of their group".(Page 702)  "Leaders empathy reflects fundamental personal values that appreciate, honor, and esteem people." (Page 703)</p>	<p>Empathy relates to Agreeableness (five factors). "Organizations embracing servant leadership may benefit from selecting leaders partly on the basis certain personal attributes such as those investigated in the study. Extends the understanding of servant leadership research by offering support for individual attributes related to the practice of servant leadership.</p>	<p>Followers' ratings of leaders' servant leadership were positively related to followers' ratings of leaders' values of empathy integrity, and competence. Also concluded that servant leadership was also positively related to leaders' ratings of their own agreeableness.</p>	<p>Ethnicity positively related to agreeableness and to values of empathy, integrity, and competence. Female leaders demonstrating more servant leadership than male leaders. The relationship between servant leadership and other individual attributes (demographics of servant leaders).</p>
<p>N/A</p>	<p>"By displaying and enforcing ethical behavior, supervisors can facilitate the process through which employees learn to feel empathy towards others and establish profound affective relationships with them." (Page 1)</p>	<p>Ethical leadership at the supervisory level matters in the creation of the structural, relational, and cognitive dimensions of internal social capital. Results suggest that the ethical leadership of supervisors plays an influential role in fostering employee identification with the firm's goals.</p>	<p>Extend results by incorporating middle - and top- managers in the investigation of whether managers at different hierarchical levels exert different kinds of influence on internal social capital. Cross-cultural exploration of the relationships identified in the article would be helpful in gaining a better understanding of the link between ethical leadership and internal social capital. Analyzes the impact of unethical leadership on internal social capital.</p>
<p>Interactive Empathy "<i>measures whether leaders take initiative in creating a two-way emotionally bond in which they influence others' emotions as well as feel others' emotions</i>" (Page 291) (Kellett, Humphrey, and Sleeth 2006) hypothesized that Interactive Empathy predicted both relations leadership and task leadership.</p>	<p>Empathic leaders have followers who experience less stress and physical symptoms. "recent research suggests that empathy may be crucial to leadership." (Page 291) Suggests that Entrepreneurs are the ultimate leaders and therefore should explore these two sets of traits and abilities (EI and Empathy).</p>	<p>Paper generates nine propositions, four regarding empathy and entrepreneurship. Entrepreneurs with high empathy will be more successful at motivating and leading their employees, helping their employees cope with workplace stresses. They will be more attuned to their customers' wants and have higher customer satisfaction, and be more innovative.</p>	<p>Research that these nine propositions are valid or invalid.</p>
<p>"The ability to comprehend others' feelings, as well as to re-experience those feelings themselves so as to communicate mutual understanding and compassion in the workplace." Walking in the shoes of other people and choosing the most acceptable communication strategies is a challenge to any public relations leader" (Page 175)</p>	<p>"By identifying emotional leadership as an essential dimension of public relations leadership, the findings advance the understanding of how emotional skills can enhance public relations managers' employee and top management communications in decision-making conflicts." ( Page 159)</p>	<p>"Empathy, as the most important emotion for the leaders, is a key contributor of public relations leadership across different styles, especially for transformational leadership. Stronger transformational leadership is more likely to emerge among more empathetic leaders. Empathy and transformational leadership were found to be significant predictors of public relations leaders' competency in gaining employees' trust, managing employees' frustration and optimism, as well as taking stances towards employees and top management in decision-making conflicts." (Page 159)</p>	<p>N/A</p>
<p>The ability to understand and experience another person's emotions. "Empathy serves as a bridge between individuals and as such, it is an essential condition for full participation in transformational discourse" (Page 252)</p>	<p>"Findings suggest that people with high empathic abilities are perceived as more successful leaders by their peers (Kellett, Humphrey, &amp; Sleeth, 2006), and empathic ability was found to be associated with transformational leadership (Barling, Slater, &amp; Kelloway)" (Page 253) "suggested that authentic leadership affects the followers' moral identity and emotional experience, and it is manifested in empathy and guilt." (Page 252)</p>	<p>Offers a practice-oriented framework that conceptualizes authentic leadership development as an emergent process based on dissension. Author suggests eight components of dialogical pedagogy that can be adapted in authentic leadership development: self-exposure, open-mindedness, empathy, care, respect, critical thinking, contact, and mutuality.</p>	<p>N/A</p>