

## COMPASSIONATE DISCERNMENT TOOLKIT

### Pre-Decision Emotional Check-in

Before analysing complex stakeholder decisions:

- ☐ What am I feeling about this situation?
- ☐ What concerns are arising for me?
- ☐ How might my emotional state influence my judgment?
- ☐ What do I need to remain both caring and clear?

### Stakeholder Impact Mapping Template

Decision Under Consideration: \_\_\_\_\_

Primary Stakeholders Affected:

Shareholders: Impact \_\_\_\_\_ Time horizon \_\_\_\_\_

Employees: Impact \_\_\_\_\_ Time horizon \_\_\_\_\_

Customers: Impact \_\_\_\_\_ Time horizon \_\_\_\_\_

Communities: Impact \_\_\_\_\_ Time horizon \_\_\_\_\_

Suppliers: Impact \_\_\_\_\_ Time horizon \_\_\_\_\_

Environment: Impact \_\_\_\_\_ Time horizon \_\_\_\_\_

Secondary Stakeholders:

Future generations: \_\_\_\_\_

Industry peers: \_\_\_\_\_

Regulatory bodies: \_\_\_\_\_

Society at large: \_\_\_\_\_

## Compassionate Discernment Framework

### Level 1: Acknowledge Impact

- ☐ All affected parties identified and considered
- ☐ Emotional weight of impacts acknowledged
- ☐ Space created for genuine concern expression

### Level 2: Separate Feeling from Analysis Emotional Recognition: *"This situation involves..."*

Strategic Assessment: "The options that best serve long-term interests are..."

**Level 3: Expand Time Horizons** Short-term compassionate choice: \_\_\_\_\_ Long-term compassionate choice: \_\_\_\_\_ Potential conflicts between short and long-term: \_\_\_\_\_

### Level 4: Integrate Multiple Perspectives

Whose interests are prioritized in Option A? \_\_\_\_\_  
Whose interests are prioritized in Option B? \_\_\_\_\_  
Which groups' voices might be missing? \_\_\_\_\_  
How do we balance competing legitimate needs? \_\_\_\_\_

### Level 5: Choose with Wisdom

Decision rationale that integrates both caring and strategy:  
How we would explain this to those most affected:

## COMPASSIONATE DISCERNMENT FRAMEWORK

### Wisdom Council Protocol Questions

Before finalizing difficult decisions:

1. Are we solving the right problem or just the urgent one?
2. How does this choice align with our deepest organizational values?
3. What would we want to be remembered for in this situation?
4. Which path serves both immediate needs and long-term flourishing?
5. How would we explain our reasoning to our harshest critics?
6. What would our wisest advisors counsel us to do?

### Long-term Compassion Assessment

1-year impact considered for all stakeholder groups  
3-year consequences evaluated  
5-year stakeholder flourishing potential assessed  
Unintended consequences anticipated and mitigated

### Post-Decision Learning

After implementing compassionate discernment decisions:

- What worked well in our process?
- What would we do differently next time?
- How did stakeholders respond to our reasoning?
- What did we learn about balancing care and clarity?