



Christy Vines:

Practically and theoretically, this work is what allows us to get past those artificial divisions.

Joanna Meyer:

You're listening to The Faith and Work Podcast where we explore what it means to serve God, neighbor, and society through our daily work. Welcome to the Faith & Work Podcast. I'm Joanna Meyer, Denver Institute's Director of Public Engagement and founder of Women, Work, & Calling, and I'm joined today by Abby Worland, our VP of Operations & Finance. Hi, Abby. What have you been up to lately?

Abby Worland:

Hi, Joanna. Not much. I have been baking some new things lately. I baked a chocolate cake yesterday and it turned out great.

Joanna Meyer:

It was awesome. Abby brought it to the office. I had skipped breakfast. And so at 10:00 AM, I helped myself to a delicious piece of chocolate cake.

Abby Worland:

Nothing like 8:00 AM chocolate cake.

Joanna Meyer:

Yeah. I'm recovering from a cold, which our viewers can probably tell because I have more of a Kathleen Turner sultry voice going on today.

Abby, one of the things I appreciate about hosting this podcast is that I get to learn right alongside our listener listeners, and today's topic is no exception. This is the third and final episode in a short series exploring skills today's leaders need to thrive in our rapidly changing culture. And today we're talking about the importance of empathy and the ability to dialogue with others. I suspect that this is an area that many of our listeners may struggle with.

Over the last decade, American culture has become fiercely divided from our perspectives on politics, pandemic response, or racial justice. We've lost the ability to respectfully engage people who think differently than we do. And the consequences of this are straining our social fabric. As I reflect on my own relationships, I think of people I've stopped following on social media. Friendships that have faded because of differences that we hold. And family gatherings that really stay at a surface level because to



connect more deeply would lead to clashing opinions and conflict. Abby, I'm wondering, how have you seen some of these tensions play out in your own life in leadership?

Abby Worland:

This is such a timely conversation for us to be having today. On my way to work this morning, I was listening to a talk that David Brooks, the author, and New York Times columnist that he gave at The Gathering, and in it, he was talking about this very question about, how do we interact with one another? How do we see across lines of difference? And he was talking about whether we build walls around ourselves or whether we build ramps. And I thought that was such an interesting idea. That building walls, you're building divisions and increasing isolation. And then if you're a ramp builder, if you're building ramps around you, you're increasing connection. You're increasing dialogue. You're increasing relationship. And I think as I reflect on these past years in my own life, I can clearly identify people who were wall builders and times that I was a wall builder. But then also there are very clear examples in my own life of people who are ramp builders that really welcomed that dialogue and connection with others.

Joanna Meyer:

We have a thought-provoking conversation with our guest, Christy Vines, who really is at the front lines of this conversation of what does it look like to help people live with empathy to be creating or restoring, I should say, a culture of dialogue globally and especially here in America. Abby, will you tell us a little bit more about Christy Vines?

Abby Worland:

Christy Vines is the president and CEO of Ideos Institute, a Christian organization that dedicates its work to understanding the theological roots and neuroscience of empathy, the role it plays in leadership, society, and culture, and its power to help us solve the major challenges of our time. Before founding Ideos, she founded and led the Center for Women, Faith & Leadership at the Institute for Global Engagement, and served with the RAND Corporation. Christy is a published writer, speaker, and the executive producer of the 2022 documentary, Dialogue Lab America, which we highly recommend you watch. She recently led the National Day of Dialogue, a global gathering of leaders and citizens passionate about healing social divides through the transformative power of dialogue. Christy, tell us a little bit about your personal and your professional journey that led you to your current role at Ideos.

Christy Vines:

Well, really, I would like to say that this was a professional journey, and I'll give a little bit of context for why I say that. But really from a professional perspective, it started when I did a mid-career change a little over a decade ago, and thinking I was going to go back to school for social policy, ended up



becoming fascinated and intrigued by the world of foreign policy and national security and that kind of set the trajectory for, and the second half of my career. It started off with the RAND Corporation where I worked with their international teams and their national security division but quickly figured out that there was a faith component that I was seeing in real communities around the world that wasn't being addressed by the big think tank policy level work that organizations like the RAND Corporation were doing.

And so I transitioned to a Christian organization that was working on international religious freedom and had been for well over a decade, Institute for Global Engagement in Washington DC, and was able to really bring my faith to the table. And I think through that, there was an awareness of what was happening when you brought two leaders together. There was something happening when you transcended the issues and there was conflict around and two people just saw themselves as human. And whether they were kind of connected over the fact that they were both fathers or they had both been in the military or their mothers were the inspiration for the position that they held, there was this moment where all of a sudden they weren't just enemies. They weren't these inanimate objects on the other side of a conflict. They were real human beings.

And so I took that context and those experiences into the founding of Ideos. I just realized that there was some real work that needed to be done that wasn't happening on the ground, in the spaces where I existed. So that was really the inspiration for why behind Ideos.

But the why behind empathy is a completely different story. That's really a personal story. I grew up in an environment, unbeknownst to me until much later in life, did the awareness come that I grew up in a very unique environment. One, I come from a deeply diverse family. So on my mom's side, my grandmother and grandfather, both immigrants, my grandmother was a first-generation immigrant from Ireland, came in her late teens by herself, and ended up meeting a West African merchant marine who decided to go AWOL from Cape Verde and not realizing, that match, that relationship was taboo here in the US. And so they made a go of it and had five children and that was really formative for me. And that family context is really how I grew up.

But every Sunday, we would show up. And so here's my grandmother deeply Catholic, my grandfather... kind of adopting a religion and a faith that wasn't his own, but completely different cultures where you have a West African who comes to the United States in a deeply racially-divided country and a grandmother who's Irish, who cannot actively live among people, her own community because of who her husband is. That's the context in which I really grew up. And every Sunday, we would get together as a family and what people say that they don't talk about, the things that you don't speak about in polite company or at the dinner table, that's what we talked about. So I grew up watching aunts and uncles, grandparents, debate religion, politics, race, every Sunday, but then figure out how to come back the next Sunday, and still be family.



On the other side, my father is a descendant of slavery in the US, so grew up in the deep south and Alabama is a descendant and kind of a product of a rape of a slave by a slave master. So my father had hazel green eyes and a blonde Afro and super pale skin. So because of growing up in that environment in the South with the paper bag test, if people know what that is. He was lighter than a paper bag so he was not allowed to socialize or play with children who were darker. And he was too dark to play and have a community of friends that were white. And so, that is the mix that I grew up in. And so diversity to me, difference, is what I lived with every day and it is part of my own DNA, and I lean into it rather than fleeing from it. So that's really what I recognized was the core of empathy and the work that we now do in what's called empathic intelligence.

Joanna Meyer:

I love it. You just realize, the fingerprints of calling are often in our lives before we even realize what God is doing. He just made you for this work. So one of the things we were celebrating right before we hit Record was a significant success that Ideos Institute had when you hosted the National Day of Dialogue in early January. Congratulations. I would love to know how you would describe what the Ideos Institute does.

Christy Vines:

At its core, we're kind of a think tankesque, a faith-based think tankesque organization. So we do research in the space that we call empathic intelligence, which was really branded and named by Dr. Roslyn Arnold out of the University of Tasmania who was applying it to teaching and learning in the education space. And I stumbled upon her book and went, "Oh my gosh. This is the language. This is what I've been looking for." It's basically what most people know as empathy. We actually have redefined it, or we think that actually, most people misdefine what empathy is because they rely on emotion. And emotion will get you in trouble every time when it comes to empathy because by nature we are hardwired to empathize with those who are like us.

There are lots of reasons both theological and neural, and in reality that prevent us from empathizing with those who are different from us. You can call it tribalism. You can call it protectionism. You can call it all kinds of things. But at our core, we have a sin nature that allows us or compels us to align ourselves with those like us.

Empathic intelligence is what we would call a strategic way of living and engaging with diversity and difference in the world. It's not emotional, although emotion does play a role. But because it's strategic, it means it can be taught, and it can be learned. And so all of us have the ability to increase in empathic intelligence and to actually lean in and see the diversity and difference that exists in the world as something that exists for our good rather than something that we should be constantly fighting against.



The one thing I will also say that we teach as, and part of this work of empathic intelligence is dialogue. And so that is kind of the impetus for and the foundation for the National Day of Dialogue. Although I say that the National Day of Dialogue was actually inspired when 13 people came together in early 2021 after contentious election protests and riots over issues of race, gender issues, and all the things that was us in 2021, and kind of put their faith in me and said, "Hey, can you help us figure out how do we actually just get along with people and have conversations with people who we deeply disagree with?"

Abby Worland:

Thanks so much, Christy. We would love to hear a little bit more. You've talked about empathy and empathic intelligence, and if you could articulate for us why you see those as such critical skills for either leaders in an organization, or for really any Christian who hopes to have a faithful public influence. Why would you say that idea of empathic intelligence is so critical for them in this moment in time?

Christy Vines:

Incredibly important and super question. I think as a leader, and leaders are probably 50% of our audience for the work that we do. We really lean into the idea of what it is to be an empathic leader and why that is so critically important, especially in a diverse and complex environment, which is exactly where we are today. The easiest way to describe it is, empathic intelligence allows you, one, to deeply see, hear, and know people in a way that is impossible when empathy or empathic intelligence isn't present. It is the ability to connect across lines of difference. Because what empathic intelligence does is it allows us to get beyond ourselves, so to move outside of what we know to be true, what we believe, our own context, our own formation, our own belief systems, which aren't necessarily false.

It's not that those are wrong or bad. But what empathic intelligence allows us to do is to be confident in that, while recognizing and bringing forward a humility that says, "There's so much more out there for me to learn. And the only way I can do that is by pulling on the experiences and perspectives and backgrounds of people completely different from myself, foreign to me in my own understanding so that I can grow my own intelligence through the experiences of others." It's kind of a breaking down of the barriers that we often put up and allows us to be open to those experiences without, and this is a huge caveat, an important point, without giving up the beliefs and experiences and identity that are uniquely ours because in the mix of all of this is really what creates the ability to see the world much more fully and to understand the complexity in a way that we could never do just alone.

And so as a leader, it's how you understand and relate to the people who you serve, who you lead. It allows you to grow in your own understanding whether that's of the work that you do, the people that you serve, or the reality in which your organization or business exists. And so I always say the best leaders in history and in our present time have one thing in common, and that's their very high level of empathic intelligence.



Joanna Meyer:

Christy, I admire many things about you, but one of the things that stands out to me is that you serve constituents that have a diverse range of worldviews, and yet, you're thinking about empathy draws from the Christian tradition. And I'm wondering if you could tell us more about how Christ's life and ministry shape this way of empathy that undergirds your work.

Christy Vines:

Yeah. And thank you for actually saying the way of empathy because we actually translate empathic intelligence from a spiritual or Christian context to the way of empathy. In fact, we have a whole framework around the way of empathy. So I will just say that the work that we do, I would love to say that we've got this great IP, intellectual property that we came up with, but really we plagiarize and stole it from the life and ministry of Christ. So when anybody says, "Where's the research for this?" I just go, "Here's the Bible. Just turn to the New Testament and it's all right there." Just to be really simplistic, the incarnation itself, God becoming man and dwelling among us, is in fact the essence of empathy. It is God saying, "Here I am. This omnipresent, omniscient, all-knowing God. And yet I want to know what it's like to be them, to be fallible, to be sinful, to be temptable."

And He didn't have to do that. And He never gave up what it was to be truly and fully God, to be present among us, and that's really what empathic intelligence is. It's showing up as your whole self, but sitting amongst that, that is different, and recognizing there's so much wisdom to gain from that.

The other thing too is the way of empathy is really, again, modeled after the life and ministry of Christ. And it's really a four-point and step process that is, as we would say it, "The way of truly loving both your neighbor and your enemy." And it starts with this idea of being deeply attentive and curious about the created world. God created all this diversity. And as those who are part of His called family, we should be interested and curious about what He has created in all of its forms.

And to do that, you have to be proximal to those different experiences, which means you've got to get out of the homogenous echo chambers that make us comfortable, make us feel safe, and realize that God is calling us out into those spaces for our own good, not so that we can help others, but so that their experiences and perspectives and stories can actually deeply inform and impact us. So that's the second pillar of proximity.

And then next is humility. So it's this idea that once you realize how much more exists out there and how much you learn from the experiences of others, it hopefully should make us humble. It should humble us, and recognizing, we only know a fraction of the reality and the truth and the grandness and the majesty of God's created order. And hopefully, at that point, there's also then a motivation to act and respond often to the brokenness and that which is part of the diversity and sadly the sinful world that we



exist in. How do we then, with this experience, now lean in to try to help make the life and situation of others, their circumstances even better?

Abby Worland:

Christy, thanks so much for that reflection. I think what you were saying about Christ's incarnation makes me think of that verse in Hebrews where it says, "For we do not have a high priest who is unable to empathize with our weaknesses, but we have one who has been tempted in every way just as we are, yet He did not sin." And I had never thought about that in that way. So thank you. Thank you for sharing that. Joanna, any thoughts from you?

Joanna Meyer:

Yeah, just the idea of the incarnation is the embodiment of empathy. I've been watching *The Chosen* over the last few weeks, the theatrical representation of Christ's life and ministry, and it's so moving because you see His ability to connect with people where they are and to understand the uniqueness of their experience so vividly. I'm so grateful for that series and how it illustrates pictorially, the way Christ empathizes with people.

Abby Worland:

That's great. And we've been talking a lot about this idea of empathy and empathic intelligence and understanding why it's so critical, but practically speaking, sometimes those sorts of skills can be very difficult to develop and grow in. And we'd love to hear about how you help people actually develop these. I know you have several different tools like Empathy Mapping and the Dialogue Lab at Ideos. Could you talk to us a little bit about Empathy Mapping and the Dialogue Lab and then anything else that you do to really help people practically develop these qualities in themselves?

Christy Vines:

Sure. I think to really help kind of frame or maybe provide some context for this is to describe the empathic intelligence model. So there's, have you taken the different types of empathies, for lack of a better word, and kind of put them together in a framework that starts with cognitive empathy? So the idea of, "How do you know people? How do you, with intellectual understanding, think about and engage with diversity and difference?" The second pillar or aspect is relational, so relational empathy. How do you relate to people who are different from you, who have different ideas and experiences, and beliefs? And then finally, it's the sacrificial, which is then, how do we enter into the space of others, sacrificially giving of ourselves, kind of emptying ourselves, getting beyond ourselves, right?



Jeff Hoffmeyer:

Hi, I'm Jeff Hoffmeyer, Vice President of Advancement. And I would like to invite you to become a part of our new monthly partner community. Whether it's a monthly commitment of \$25, \$50, or any amount, your generosity will support Denver Institute's ongoing efforts to help men and women love God, their neighbors, and society through their daily work, including this podcast. To say thank you, as a monthly partner, you'll receive a welcome box. You'll have exclusive access to private digital content, personalized vocational coaching, and discounts for Denver Institute content and experiences. To become monthly partners, simply visit denverinstitute.org/give or see the show notes in today's episode. Thank you in advance for your generosity.

Christy Vines:

And so, where these different tools fit is into these different modules or different aspects of the framework. And so, Empathy Mapping is that cognitive. And so we actually can... We took the work that the technology industry, the tech world has perfected around UI and UX, and applied it in a social-cultural context and said, "What does it look like to actually think about what it's like to be somebody else from an intellectual cognitive standpoint?" And so we actually asked people to map a group or an individual who they have a really challenging time understanding or relating to. And it really asked them to go deep into the thought of what are they seeing every day, what are they hearing, what are they saying, what might they be thinking, what might they be feeling, and then at the end of that exercise, we asked them to answer the question from that exercise. What do they need? And so, what does somebody with that experience, what do they need? And then how do we respond?

For a leader, it's incredibly powerful to think about somebody who might be new to your team or somebody you're really struggling with to ask yourself, even just creatively and imaginably those questions, before you ever get to what do they need, and then you can as a leader respond to that. So that's the Empathy Mapping, one of the most powerful things and exercises we actually have groups and individuals go through.

But then the Dialogue Lab is actually then, how do you engage? How do you engage in proximity to others? How do you have hard conversations? Dialogue for us, as we define it, is not just the audible transfer of information back and forth, but it is actually how we actually wholly, holistically show up in the world. And so we believe that everything we do as a human being in relationship to other people is a dialogue. So it is your physical presence, it's your attitude, it's your facial expressions. It's more than just the auditory aspect of language being transferred back and forth. And so that is kind of the relational aspect of how do you show up and how do you relate to others in a way that allows you to move outside of the defensiveness and the debate that we often get into, especially when there are challenging issues at the center of that relationship.



And then the sacrificial really is once you move through this, how do you now think about acting on behalf of others? How do you practically show up? Sometimes, sacrificially removing some of the privilege or the blessings that you have, and how do you then offer that to others without feeling like you're stripping yourself? Because I think that's often what people think about is that if I am to live sacrificially, then I'm losing. And what we try to do is help people reframe all the ways in which they gain by living sacrificially.

Abby Worland:

That's so helpful, Christy. And in the show notes, we'll link to your website. You can go on to the Ideos website and be able to see some of those empathic intelligence diagrams.

Joanna Meyer:

When I think about how this applies to our public lives, especially work, I think our workplaces tend to be one of those places where you don't necessarily get to pick who your colleagues are. And so one of the more challenging places that we might experience to get along, or you might be exposed to people who think so differently or live differently than you is in the workplace. And so I'm wondering practically how some of these skills translate to those interactions.

Christy Vines:

I'm pleased to say, it's very practical application of this work into the workplace. I will tell you. I'll talk about it in abstract and then practically as just an experience that we recently had working with a group of colleagues and a team. Practically and theoretically, this work is what allows us to get past those artificial divisions, the things that... It's really easy, as human beings, we show up, and immediately we can highlight and pinpoint the differences that we have with people. We interestingly have a really challenging time figuring out the sameness, the common areas, the things that allow us to work together. And see, again, to see each other as uniquely human and to see the beauty of that. And one of the reasons why that is, is because so much of that is grounded in the story and experience of the other person and how that has informed how they show up in the world and who they are.

And in the workplace, we're rarely given the opportunity to really deeply understand somebody's story. There's vulnerability there. There's lots of legal issues. There are lots of constraints and boundaries that prevent us from actually deeply knowing the people who we work with unless we make a very proactive effort to get to know them. And so, we actually teach teams ways of deeply knowing each other, especially when you're onboarding somebody new. How do you get to know their story without forcing them to be uncomfortable? We're not asking you to talk about your entire life story. But there are real prompts that leaders can use to understand the story and perspective and the lived experience of somebody new to the team or just as an ongoing exercise to build relationships and to increase the connection that team members have.



And so, I'll use an example that we did with one organization, they're a global organization. And so their staff is spread out around the world. And for many of them, they were hired during COVID so they had no in-person relationship with each other. And what we did is we actually started with an empathy map exercise where we said, we're not going to ask you to empathy map every person because you've got 50 people here from different countries all around the world, that would be impossible. But what if we actually asked you, in groups, empathy map a persona within the organization? So for somebody who's on the front lines doing their global development work in a country, that person largely has no idea or introduction to what it's like to be the finance person or the fundraiser or what it's like to be the receptionist that greets somebody in the office or what it's like to be the groundskeeper at the office, and even what it's like to be the CEO. We rarely ask ourselves what is it like to be fully responsible for the livelihoods and the mission of this organization or company.

And so we actually did an entire Empathy Mapping exercise where every table was a persona and the different staff people had to go around and empathy map somebody who they often had no interaction with on a day-to-day basis. And it was one of the most powerful exercises they said they'd ever been through because they now started to understand what it was like to be that person in that role, and then what did they need to be successful. Because that was the last question. What does this person need to be successful? And then the final piece was that sacrificial, what can I do to ensure that they are successful? What is my role in that? So you can see that it doesn't just apply to big social policy issues. It very much can translate into a workplace.

Abby Worland:

I'd like to do that exercise on our team.

Joanna Meyer:

Well, and even what you've said, realizing that you have more in common with people than you have areas of difference, but the first thing you spot are the areas of differences. I feel like this is an ongoing journey of just figuring out, what does it look like to become people of dialogue. I would love to spring a question on you, Christy, because in our introduction, Abby and I were talking about some of the very interpersonal areas of conflict, and I shared in my own life, I can think of three ways I lack empathy or have lacked empathy in recent years. One is a choice to mute or unfollow someone on social media whose opinions are strong that I disagree with. Another is changing my friendship circles at times. There are people that I no longer hang out with because it's uncomfortable to be with them for differences that we hold.

And even another would be much more intimate of ways family relationships have changed where we now interact on a surface level because we know if we go beyond that there will be conflict. If you think of, and I'm guessing our listeners have probably done one of those three things in the last eight to 10



years, I'm wondering how would you speak to them about beginning to move towards these relationships in the situations where it feels valid, sometimes it's wise to meet somebody on social media, but for situations like family or close friendships, what does it look like to begin to move towards empathy in situations like that?

Christy Vines:

Yeah, that's an experience, I think, there's not one person living on this earth who couldn't relate to. Usually, the closest relationships we have are the hardest, the most challenging at times, especially when there's difference. And so one thing that I often also get asked is, "What happens when there's a threat in that relationship, in that dynamic? Is empathy is still at play when I feel like this is a damaging relationship?" And I say, "Yes, it's the essence of restorative justice. That somebody who has done incredible damage to you or your family, that you can still step in and empathize with them, and ultimately, hopefully, forgive them without condoning the action or activity that the behavior behind it and not necessarily wanting to remain in relationship with that person."

What empathy does is... Often people think of it as beneficial to the other person, like, "I'm empathizing with you, so therefore, I'm a better person because I'm offering you my empathy." But empathy actually makes us a better person because it changes the way in which we see other human beings with all their flaws, with all of the story and tragedy, that make us human because we all have it. We all have a story, and how that story has influenced who we are today.

And so what empathy really does is it says, rather than get defensive, rather than saying, "We're going to debate this as a zero-sum game and I'm going to win because I'm not losing. So if I win, that means you have to lose." So we often enter into a zero-sum. Our entire lives are game theory. We just don't recognize that we're playing it out even with our own family members. And so what empathy does in the midst of that is it says, "Let me slow down. And before I get into debate mode, before I get into defense mode, either let me ask the questions that help me understand what's behind that belief or that perspective or that behavior that you have. Let me try to understand what's behind that."

Because often, what's really fascinating and interesting about this work is that the minute you are neural wiring and even your own physiology has an experience of what it feels like not to be in debate or defense mode, but to be in curiosity listening mode. It starts to really crave that rather than the other. It would rather be relaxed and open than defensive and angry. We talk about like, "My blood was boiling, I got heated." Well, those are physiological responses of we are preparing for war and we are girding our loins for this battle. And what we try to teach people is, is there a moment where debate and defense is appropriate? Absolutely. But it is not when you're entering in. That is a moment to be deeply curious, to be listening, and to try to understand and unpack, what's behind that.



Because often that's where you find the common ground. That's where you find that, "Oh, wow, I understand. I can relate to that. I understand now why you might hold this belief system. I might understand why you behave the way you behave. And again, while I don't have to approve of it. I don't have to agree with it. It softens my need to defend myself against it because now I understand the story." And so we actually often ask. We often share with people who come into our training that if you can't answer the question, why do they do what they do that I'm so angry about, then you haven't done your work yet. You actually don't have the right to be angry until you can answer the why. And so people always say, "Well, what do I do? What do I do when I'm in that moment?"

Keep asking the question why, until you feel confident that you have an answer that you understand. Because that's what curiosity is. "I deeply want to understand what all the ingredients that make you so that I maybe have an opportunity not to have to defend myself and debate it because there's clarity." And I think we can often walk away feeling like, "Oh, my hackles are down. I can disagree, but at least I see you as fully human. And the result of all of the ingredients that have been poured into you, just like I'm the result of all the ingredients that have been poured into me."

Abby Worland:

Yeah. I used to work with a very wise coworker and he would always say, "There's no victory in defensiveness." And I remember thinking about that and it really helped me in meetings and intense situations, and hearing you talk about this, there's no victory in defensiveness, but there is victory in empathy. There is victory in curiosity when we're working with other people. And I just appreciate that reminder.

Joanna Meyer:

Well, and that's why I think our guests should watch the Dialogue Lab America documentary. It's only 50 minutes long, so it's not a long time commitment. Because you will see the ebb and flow of empathy in the room as these very different people interact with each other. And you'll catch those moments and think to yourself, "Yeah, this ain't going anywhere. This ain't working." And other times you'll think, "Oh, look at this breakthrough. They're subtle and yet very profound as you watch that dynamic play out in people's lives." So I can't recommend it enough.

Christy Vines:

Oh, thank you. Thank you.



Joanna Meyer:

One thing we like to do with all of our guests, Christy, is we give you the final word. You're the experts. And so I would love it if you would give our listeners a call or an encouragement to call them towards greater dialogue and empathy through their daily life and relationships.

Christy Vines:

Well, I kind of gave it away in my last answer because I usually end it with the one takeaway, kind of if all else fails you, you don't remember anything else that I've said, what's the one thing that you can do to help take one more step towards building your own empathic intelligence. And I often say grab a tight hold of the hand of the word why. One of the shortest words in the English language, and yet one of the most underutilized in its power.

And so, in those moments where you start to feel those hackles going up. You start to feel that defensiveness. You start to feel that anger and maybe even that hate towards another person or another group. Take that step. Relax your shoulders. And even if they're not sitting before you, ask yourself why. It is such a powerful tool and word. And we often completely gloss over it. So that's my big takeaway is that just make really good friends with the question why. And like I said, and if you remember, keep asking it until you actually feel like you can answer it with some clarity. And what often happens is you realize, "I don't have all the information. I need to go find somebody, and actually ask them, what is it to be you?"

Joanna Meyer:

So honoring, so Christ-like to say, "What is it like to be you?" Christy Vines, thanks for the gift of your leadership. At this critical moment when we need more empathy, the gift of dialogue, you're modeling it and teaching it group by group and person by person, so thanks for the gift of your leadership.

Christy Vines:

Thank you for having me.

Joanna Meyer:

If you're intrigued by what you heard today from Christy Vines, I encourage you to follow our show notes. We have links to both the Ideos Institute and the free documentary, Dialogue Lab America. As I said before, it's only 50 minutes long. It's really worth your time to watch. Final reminder that tickets are on sale for Business for the Common Good. It's a couple of weeks away, Friday, March 3rd, whether you're joining us in person in Denver or online, anywhere around the world. It's a really



thought-provoking conversation of what it looks like to use the power of business for blessing in our world today. Thanks for joining us today. I can't wait to talk to you again in two weeks.

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