

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?