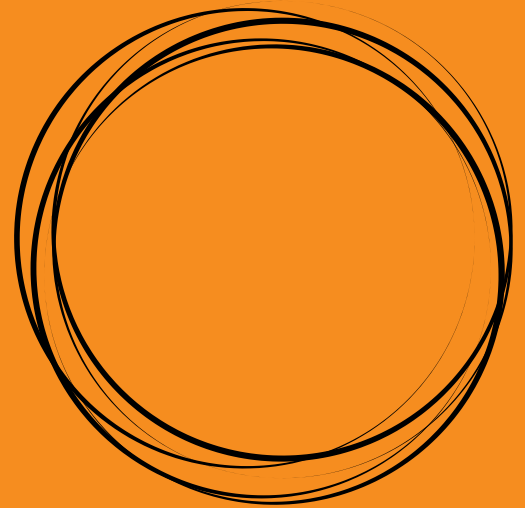


EBOOK

EMPATHY & ETHICS IN THE WORLD OF AI

WHY WE NEED TO BE MORE
HUMAN IN A WORLD OF
ARTIFICIAL INTELLIGENCE



empath:c
CONSULTING



BY DANIEL
MURRAY

There are questions AI can't answer. But can you?

Artificial intelligence is pretty amazing. While most of us use it to write notes or look up information quickly, the potential for increasing our understanding of complex systems will likely unlock incredible advancements in humanity. As a mathematician, I have always been fascinated by the endeavour of understanding the complex systems that surround us.

From ocean currents to weather patterns, our world is dominated by incredibly chaotic and interconnected systems that we largely don't understand. With the immense computational power of AI, particularly partnered with the promise of quantum computing, it is likely that we will not only be able to genuinely predict the weather, but understand things about our planet and universe previously hidden from our intelligence.

So, will AI know everything? Will it be able to answer every question we have? What decisions will be left to humans when AI is in full flight? There is actually a lot more than you might think. There are a lot of areas of our lives that require more than computational effort to make a decision. Let's explore some classic examples.

A High-Risk Drug

- You have developed a new drug that can cure a certain type of cancer. The only problem is while 3 in 5 people are completely cured, 1 in 5 is unaffected and 1 in 5 will die immediately. Should you give this drug to a person with this cancer?

The Trolley Problem

- A trolley is headed towards five people who are tied up and unable to move. You are standing next to a lever that can divert the trolley onto a different track. However, there is one person tied up on the other track, and pulling the lever would cause the trolley to hit that person instead of the five. Should you pull the lever and save the five but kill the one?



My Wife's Outfit

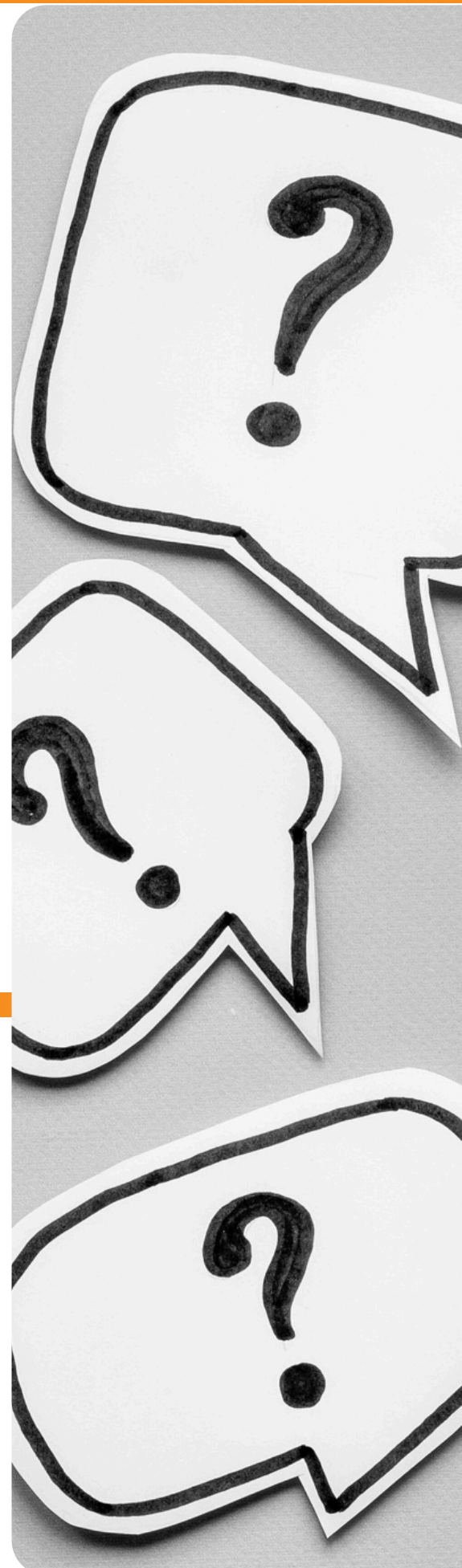
- My darling wife comes out of the bedroom, dressed ready for our dinner date in an outfit I think looks horrible, what should I say?

What is your answer for each?

Let's just look at the high-risk drug scenario. Here you might consider it very differently if the person you are giving it to is a stranger or a loved one. What if they said they wanted to take the risk, but their family said they didn't? If you decide to give it to them and they live, does that mean it was the right decision? If they die, does that mean it was wrong?

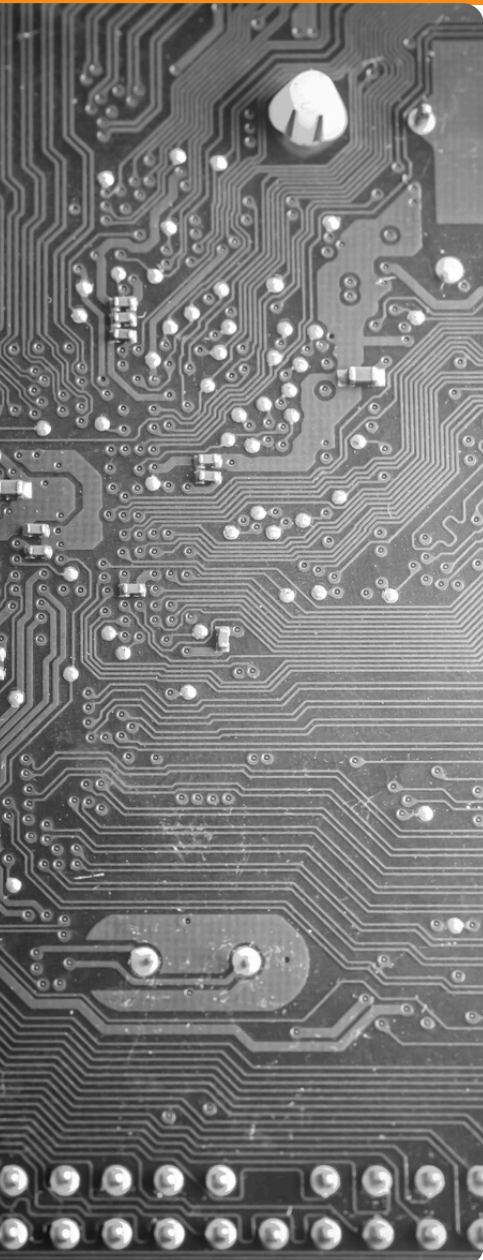
Interestingly, when you ask ChatGPT about these 3 moral questions, it doesn't have an answer. Instead, it provides a range of perspectives to consider. I found it funny that it comes up with more points to consider in the third scenario than the first. Apparently, AI suggests it may be more dangerous to insult my wife than to kill a stranger. AI is smart!

These problems are challenging for AI because they rely on something it doesn't have. Of all the complex things in our universe, the most complex system known to mankind. With 85 billion neurons connected through trillions of pathways, the human brain is not only an unfathomably complex system but one of the harder for us to study. While we can take measurements of the weather and consider well-understood concepts such as thermodynamics and atmospheric pressure, much of what we know about the brain remains a mystery.



For this reason, we are presented with a few questions to ponder:

- If AI uses our own knowledge as a basis for understanding the world, will our limited understanding of how our brains work restrict AI's ability to understand and predict us?
- If AI uses existing data, essentially history, to make decisions, is this data the best for making decisions in the future given the great shifts in society in the last 100 years?
- If AI is not best placed to make moral decisions that currently have no definitive answer, yet we are regularly faced with in our daily lives, who is?



I believe it is the third question we really need to answer. Who is best placed to make the moral judgements and ethical decisions that we can't foreseeably envisage AI making for us? Sure, we might let AI choose a movie on Netflix or fly a plane to London, but will we allow it to decide who deserves to live or die?

Which is really at the heart of the problem we are faced with. As technology continues to take over more tasks that we used to do and we outsource more of our simple decisions, where should we reinvest our time, energy and focus? In my view, it is in two areas: Ethics and Empathy.

Ethics is a critical skill that most people believe they have, but rarely display. I don't say this without some evidence. If you are not sure of the largely unjustified righteousness that many people have today, spend a few hours scrolling through social media. We need to better explore the moral challenges of our time and equip ourselves with the tools to have more constructive and challenging conversations. We need to find ways to be kinder with each other, especially when we disagree.

Here are 3 principles to try that can help to increase the constructive challenge in your teams:

1. **Ask more open questions.** This seems obvious, but in our efforts to find answers we often jump to conclusions quickly and ask questions to test or validate those assumptions. Instead, while you may still form a hypothesis, look to take a step back and ask broader questions.
2. **Be curious when you don't agree.** Too often when we don't agree, especially when we have a strong or emotional view about a topic, our reaction to alternate views can be defensive. Instead, when you hear a different view and feel a defensive response brewing, pause and get really interested in what might be causing this alternative.
3. **Challenge ideas, not people.** The surge in personal attacks of people online is horrific. Bullying, name-calling and insults have become commonplace online and sadly this seems to be shaping general debate more regularly. Don't let this infect your thinking. Disagreement doesn't need to be disagreeable. Challenge ideas while treating people with kindness.

Empathy is the other skill we need to foster. At the heart of many of these types of ethical challenges sit the complex world of human experience. Understanding how a decision will impact people is an important, yet incredibly difficult thing to predict. The vast array of motivations, desires and fears of human beings is such a complex and subjective field. With around 8 billion people on the planet, the chances that we could expect everyone to have the same reaction to any situation is absurd.

Our experience is personal. No one else has your experience. No one else has the same firing of neural networks amidst the sea of hormones and chemicals your brain is swimming in. No one else loves the way you love or feels fear the way you do. Our experience is central to our happiness, well-being and sense of fulfilment. It is the moments of emotion that motivate us to do much of what we do. Moments of experience are the beautiful stories we share, the times that shape our memories and fill those wistful dreams we hold of the past. We literally live for experiences.

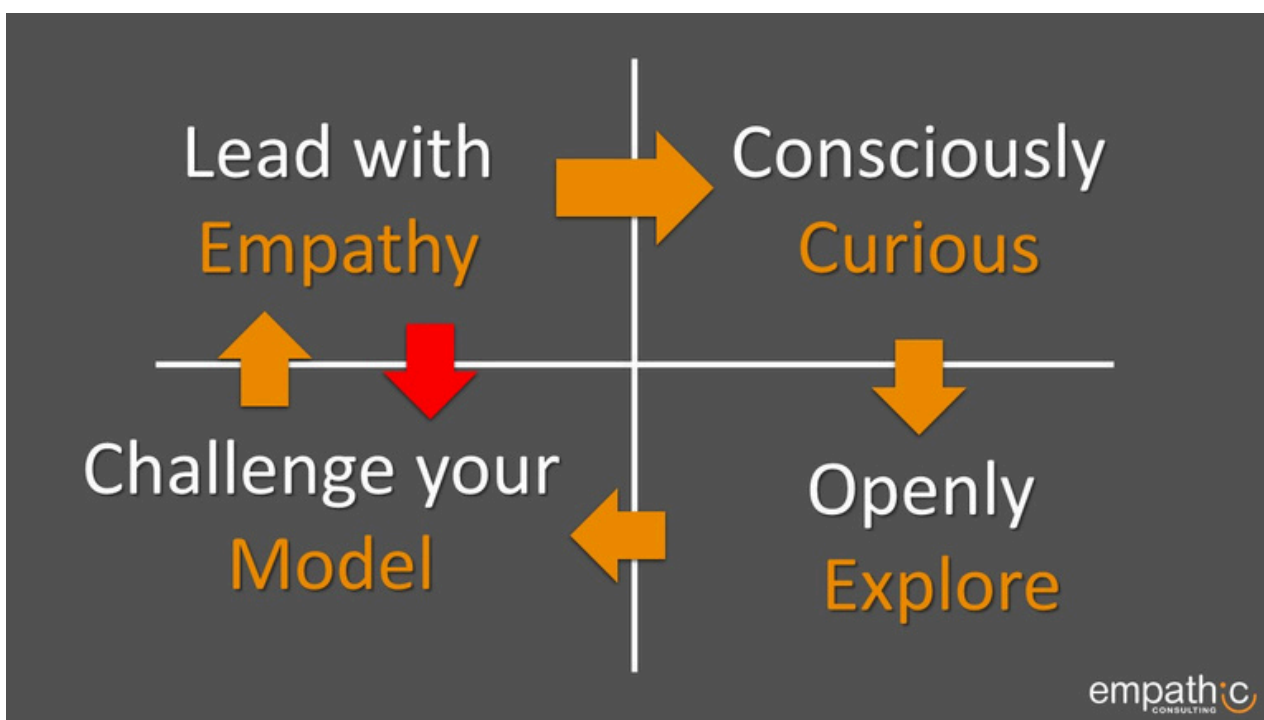
Being able to understand someone else's experience is at the heart of empathy. Walking in someone else's shoes is not empathy. I know it is used as a definition, but empathy isn't imagining what your experience would be in their position. Empathy is understanding their experience: What is it like for them in their own unique way?

Empathy involves a number of challenges for our brains and to help people develop empathy, I created the Empathy Process. This five-step process guides us through the critical stages needed to better understand others through empathy, lead with empathy through making better decisions and inspire curiosity, empathy and understanding amongst others.

Here is the **Empathy Process**

This process was designed to help those who feel empathy is not learnable, or that is it too hard to practice. This was designed to break down the complexity of understanding others into more practical and manageable steps that anyone can do. This was designed as a tool to help bring more empathy to the world, so please feel free to share it.

I'll provide below a brief breakdown of each step:



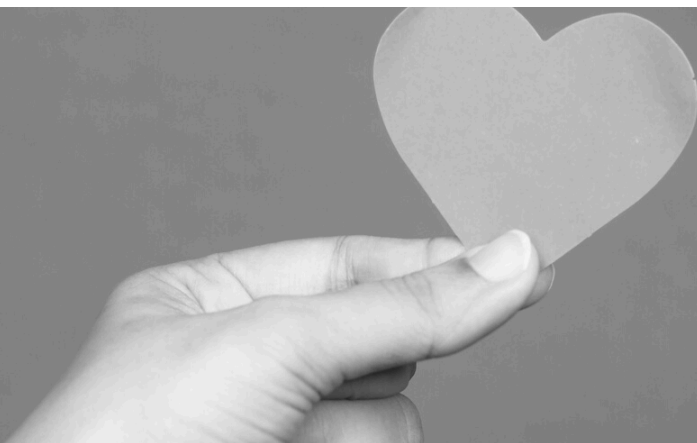
1. **Consciously Curious** – Understanding that you have beliefs and assumptions about everything and everyone, acknowledge them and then park them to be consciously curious. Try to subdue your instinct to make judgements, and assumptions and find patterns. Instead, imagine your mind is a blank piece of paper and you are interested in filling it with new information

2. **Openly Explore** – Seek to understand by asking open questions, sitting in silence and listening with a hint of wonder at the responses. Openly exploring allows you to dig deeper into the emotional, contextual and rational drivers of others. Seek to gather information, not confirm what you already think. Be present and patient in this stage.

3. **Challenge the Model** – With new data and information, test your existing understanding. Reflect on your previous assumptions and beliefs. Are they correct? Are they useful? Which should you keep, change or delete? This process of changing your mind is always an option and we don't take it enough.

4. **Lead with Empathy** – Use your increased understanding of the person, problem or situation to make better decisions based on richer and more human information. It is not always being nice or making people happy, but it is making decisions and taking action based on a deeper understanding that makes the difference.

5. **Inspire Curiosity** – Finally, resist the temptation to lecture others or try to change their mental models by telling them to change. You can't change someone else's mind. Instead, inspire curiosity and help them to explore. Start the process off for someone else by creating curiosity, space to explore and the safety to lead with empathy too. The world needs more.



Not only is it kinder to others to lead with empathy, but it also drives results. When managers focus on control and consistency, people feel like they don't matter, they are just cogs in the wheel and they resent it.

Expert leaders tend to want to have all the answers and be the smartest person in the room. Unfortunately, when people always go to you for the answers, you might feel important, but you also become the bottleneck of your team.

Kindness is nice and building rapport feels good, but too often it is not enough. Modern workplaces are full of nice people who smile and finish emails with 'kind regards' but avoid the real conversations that need to be had.

This is where empathy grows understanding and trust. This trust is the platform for the commitment we all need to drive the results we require. Empathy is critical to building a culture of trust and more effective leadership.

| | <i>Leader style</i> | <i>Focus on...</i> | <i>People feel...</i> | <i>Outcome</i> |
|-------------------|---------------------|--------------------|-----------------------|----------------|
| <i>Them focus</i> | Empathy | Understanding | "We <u>trust</u> you" | Commitment |
| | Kindness | Rapport | "We like you" | Compliance |
| <i>You focus</i> | Expertise | Answers | "We follow orders" | Reliance |
| | Managerial | Consistency | "We're just cogs" | Resentment |

One day we may be able to ask a future version of ChatGPT questions like:

- Is it right to steal bread to feed my family?
- Was Sophie's choice the right one?
- What is the meaning of life?

Until then, we will need to rely on people to spend more time understanding the complex ethical dilemmas of our time. We will need to spend more time discussing, disagreeing and understanding each other. We will need more patience, and greater curiosity and further develop the the skill of empathy to create a human world supported by AI.



EMPATHY & ETHICS

IN A WORLD OF AI

WHY WE NEED TO BE MORE HUMAN IN A WORLD OF ARTIFICIAL INTELLIGENCE

In November 2022, ChatGPT was launched and the world of AI shifted from the back rooms of tech companies into the palms of everyone. While some are excited, many people are concerned about the implications for the future... What will be the role of people in a world of artificial intelligence?

In this session, Daniel takes the audience on an interactive journey into the power and shortcomings of AI today. Through practical examples, people experience the importance of empathy and ethics in an increasingly complex world.

Diving into the worlds of psychology, behavioural economics & neuroscience, this session compels people to rethink their critical role as people in an AI world.

IN THIS ENGAGING & INTERACTIVE KEYNOTE AUDIENCES WILL EXPERIENCE...

- The **limitations of AI & risks** of leaving it to the bots
- Leading research on the **science of decision-making**
- **Ethical dilemmas** and strategies to guide teams through complex challenges
- The power of **empathy & curiosity** in an AI world

TESTIMONIALS

"This is without a doubt the best ethics session I have ever attended in my many years as a lawyer!"

Jennet Butler, Director, Legal & Regulatory Affairs, Morgans Financial Limited

"The session was full of moments that made you think, practical ways to apply empathy in leadership. There were so many valuable learnings for me and things I will now do differently."

Luke Hansen, Partner, Sayers


ETHICAL LEADERS MAKE DECISIONS BASED ON VALUES, EMPATHY & UNDERSTANDING

CONNECT WITH DANIEL

 daniel@empathicconsulting.com

 [daniel-empathicconsulting/](https://www.linkedin.com/company/daniel-empathicconsulting/)

 [danielmurrayspeaker.com](https://www.danielmurrayspeaker.com)

 +61 418 920 412

PAST CLIENTS INCLUDE



WHAT PAST CLIENTS SAID...

"Daniel is an excellent presenter with relevant and interesting stories that highlight his main points. There is much to take away from this course."

- **David Flaxman, Department of Education & Training NSW**

"Fantastic both in content and delivery. I was looking for someone to open up other ways of approaching leadership and looking at our business environment and they delivered!"

- **Michaela Flanagan, Head of Branch Operations, Swiss Re**

"I can honestly say it was one of the best sessions I have been a part of. The content was unique & very interactive. I highly recommend Empathic Consulting to build empathy & understanding to drive performance." - **Daniel Markovski, Group Sales Manager, Nova entertainment**

"This training is fantastic! Common sense, easy to understand and the tips and concepts are real things that I'll be able to implement into my work practice. I highly recommend it to any emerging and established leaders." - **Manager, Australian Federal Police**

"Daniel is a brilliant, engaging presenter. He also provides genuine practical insights & techniques to revitalise and improve teamwork. The 3 sessions were both enjoyable and productive!." - **Senior Leader, ASIC**

BHP



ASIC
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tyro



NOVA
ENTERTAINMENT



CommonwealthBank

Statewide
Super



ASX

strategy&
Part of the PwC Network



Swiss Re

ADAPT
OVATE



CITY WEST
HOUSING

ABOUT DANIEL

Daniel Murray (BSc, MBA Exec) helps frustrated people leaders unlock the true performance of their people by developing curious & empathic tools to harness the 'tough skills' of leadership.

His degree in mathematics & background in corporate strategy provides Daniel with a unique perspective blending strategic thinking with empathy & emotional intelligence in practical & pragmatic ways.

His clients rave about his ability to bring humour & fun to the challenges of people leadership & make complex neuroscientific concepts simple & practical to implement.

As a professional speaker, trainer, coach & consultant, Daniel is able to help clients harness their most powerful assets, their people, through leadership skills that work. Building a committed team is one of the hardest and most important skills for every leader,

Daniel helps clients become empathic leaders worth following.



Daniel Murray
daniel@empathicconsulting.com
+61 418 920 412
empathicconsulting.com