Carol Bly encourages us to engage empathy to gather data that would let us shift to an actor's perspective. This conscious shift to empathy is work, and it is motivated by deep listening and respect for the process of engaging another person.

Here are four steps involved in engaging empathy:

1. Empty yourself of your own point of view or any association of yours that comes to mind as the other person speaks. You will be able to come back to your own point of view later; for now, it is important to simply listen.

2. Ask the person who has just spoken some open-ended questions about what he or she just said. Such questions might begin with "What other factors…?" "How did you come to realize…?" "Where might you seek resources…?" "Why have you ruled out…?" "Who else might be thinking about/working on…?" "When else have you noticed…?"

3. Repeat in your own words to the person what you have understood him or her to have said, and then ask if you have it right or where you have misunderstood it.

4. Ask this: Given all the comments made, the feelings or meanings reported, where do we go from here? What does the person see as a good direction to take from here? What might some of the person’s goals be for now and for the future?