

Empathy map

Fill each quadrant from real evidence first: what you have heard, seen and read. Then infer thoughts and feelings, and note the pains and gains that follow.

PERSON Priya, 38 — a working parent choosing a school for her 10-year-old daughter	WHAT THEY NEED TO DO Choose a school she trusts, within budget, before the deadline	BASED ON Six parent conversations and enquiry emails	TEAM / DATE
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Says

What have we heard them say out loud?

"We just want her to be happy."

"What are the fees, really?"

"Do the teachers know every child?"

Thinks

What might they think but not say?

Am I choosing for her, or for me?

The expensive option must be better... mustn't it?

What will the other parents think?

Does

What do we see them do?

Reads reviews late at night

Asks three parents the same question

Shortlists by commute time first

Feels

What emotions might they be feeling?

Anxious about getting it wrong

Overwhelmed by brochures that sound alike

Relieved by anyone who gives a straight answer

P

Priya, 38

Working parent · daughter aged 10

PAINS

Hidden costs · generic messages · long silences · forms that ask too much, too soon

GAINS

Certainty about cost and dates · being recognised as a family · a clear next step