

Emotions and identity in Leadership and Change Management

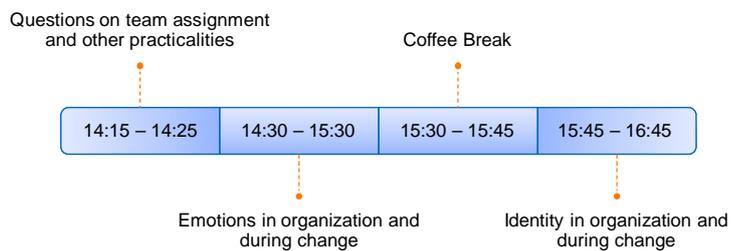
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Agenda for today



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Emotions

Emotions

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Definitions

Affect, Emotions and Moods

Affect
Defined as a broad range of feelings that people experience.
Affect can be experienced in the form of emotions or moods.

Emotions

- Caused by specific event
- Very brief in duration (seconds or minutes)
- Specific and numerous in nature (many specific emotions such as anger, fear, sadness, happiness, disgust, surprise)
- Usually accompanied by distinct facial expressions
- Action oriented in nature

Moods

- Cause is often general and unclear
- Last longer than emotions (hours or days)
- More general (two main dimensions—positive affect and negative affect—that are comprised of multiple specific emotions)
- Generally not indicated by distinct expressions
- Cognitive in nature

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The Seven Basic Emotions



Mimics of the basic Emotions

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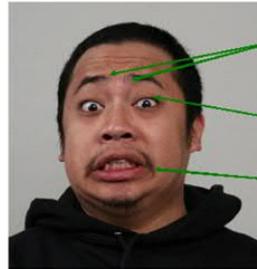
The Seven Basic Emotions: Do you know them?



- Eyebrows pulled down
- Upper lids pulled up
- Lower lids pulled up
- Margins of lips rolled in
- Lips may be tightened

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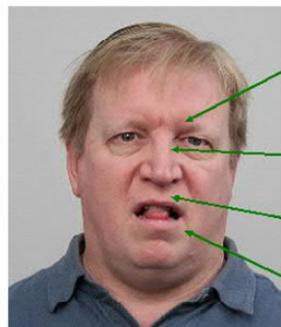
The Seven Basic Emotions: Do you know them?



- Eyebrows pulled up and together
- Upper eyelids pulled up
- Mouth stretched

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The Seven Basic Emotions: Do you know them?



- Eyebrows pulled down
- Nose wrinkled
- Upper lip pulled up
- Lips loose

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The Seven Basic Emotions: Do you know them?

- Eyes neutral
- Lip corner pulled up and back on one side only (contempt is the only unilateral expression)



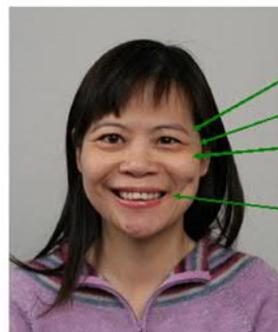
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The Seven Basic Emotions: Do you know them?



- Muscle around the eyes tightened
- "Crows Feet" wrinkles around eyes
- Cheeks raised
- Lip corners raised diagonally

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The Seven Basic Emotions: Do you know them?

- Inner corners of eyebrows raised
- Eyelids loose
- Lip corners pulled down



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The Seven Basic Emotions: Do you know them?

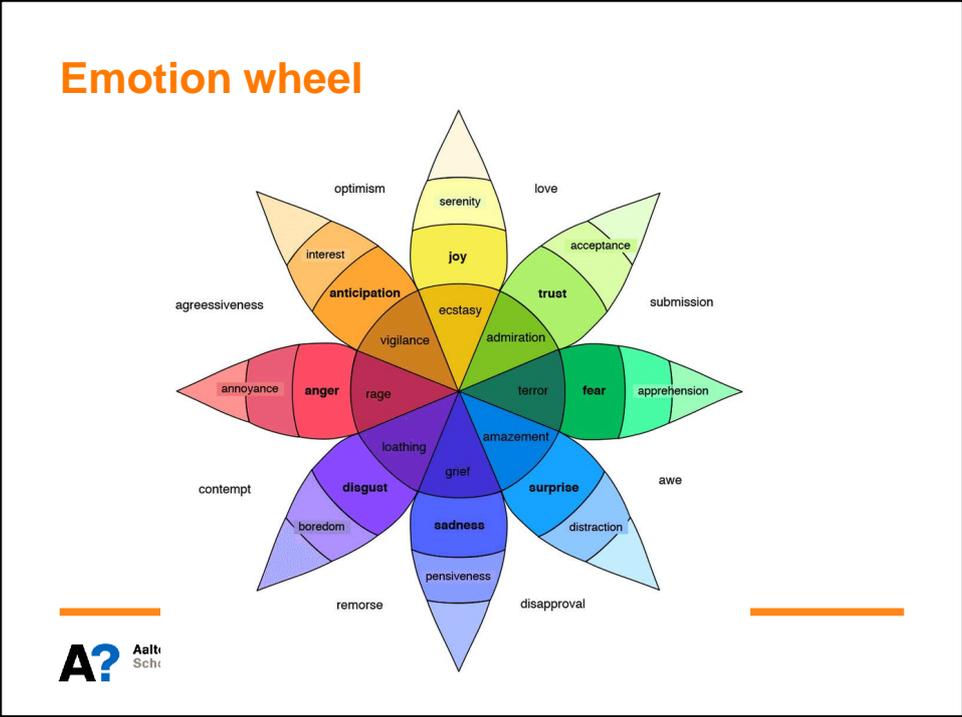
- Entire eyebrow pulled up
- Eyelids pulled up
- Mouth hangs open



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Why to care about emotions in leadership and change management?



Until recently workplace was considered as emotions and mood free place (rationality myth)



Various experiments and real-life evidence have shown that emotions influence people thinking and behavior because they influence e.g.,

- Attention allocation
- Information interpretation

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Implications of emotions (1)

1. Decision making

- Fear can harm decision making
- Excitement can harm decision making

2. Creativity

- Happiness can increase creativity
- Sadness and bad mood can increase creativity



3. Motivation

- Happiness and positive mood can increase motivation
- Anger can lead to proactive behavior

Implications of emotions (2)

4 Negotiation

- Negotiators who express anger better win over the opponents

5 Learning

- Happiness and joy can help overcome failure celebrate failure
- Sadness triggers reflection that leads to learning



Implication of emotions during changes

- Uncertainty, unhappiness, fear, stress lead to low motivation and job satisfaction, lost of trust in organization, leaving the company
- Fear leads to dishonest communication and thus to the escalation of conflict
- Anger can lead to proactive self-integration into a new organization
- Disgust decreases knowledge transfer and cooperation poor

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Individual vs collective emotions: Emotions tend to spread

Emotional contagion is the phenomenon of having one person's emotions and related behaviors trigger similar emotions and behaviors in other people



Group-based emotions is the phenomenon of feeling emotions as a part of the group



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Emotional intelligence is a crucial skill for leaders

- **“Emotional intelligence** is an ability to recognize and understand emotions in yourself and others, and ability to use this awareness to manage your behavior and relationships.” *Drs. Travis Bradberry and Jean Greaves*

Self-Awareness

- Emotional Self-Awareness

Social Awareness

- Empathy
- Organizational Awareness

Self-Management

- Achievement Orientation
- Adaptability
- Emotional Self-Control
- Positive Outlook

Relationship Management

- Conflict Management
- Coach and Mentor
- Influence
- Inspirational Leadership
- Teamwork

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Discussion (15 minutes + 15 minutes)

1. Idea to change	2. Change announcement	3. 0-3 months of change implementation	4. 3-9 months of change implementation
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Think about change timeline

In group of four discuss

- Who feel emotions (top managers, middle managers, employees)?
- What emotions each group most likely to feel during each stage and **WHY**?
- What are potential consequences of felt emotions of these groups?
- How would you manage emotions?

Class discussion

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Wrap-up on emotions



Emotions play an important role in organizations in general and during changes in particular



People might feel different emotions at different stages of changes



Different people can feel different emotions about same things



Emotions can spread in organization (contagion, group emotions)



Managing own and others' emotions is important for success in leadership and change management

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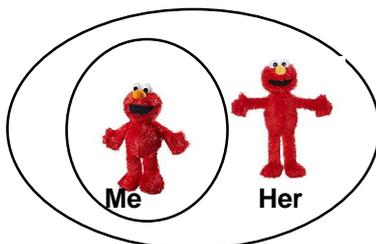
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Identity

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Self-categorization theory



Us – In Group

vs.



Them – Out Group

Every individual has two fundamental but contradicting needs:

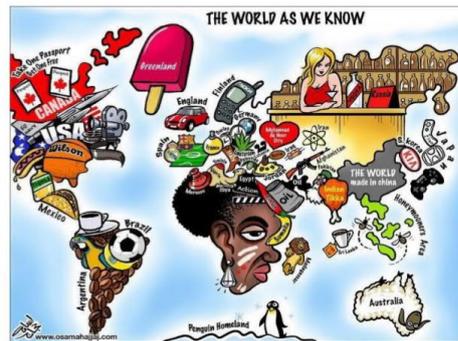
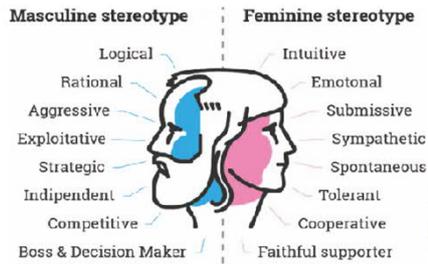
1. To belong and validate his/her worldviews
2. To be special and unique

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Why us vs them thinking and stereotypes can be beneficial/harmful?



Gender Benders!!



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Identity management (partially based on Giessner et al., 2016)



Invest in constructing a new organizational identity

- A narrative or a story
- Employ symbols, labels, a common vision, etc.



**Communicate your appreciation to the employees
Avoid the "second class citizens" perceptions...**



Monitor employees' perceptions and attitudes towards each others and the new organization



Tackle any stereotypical tendencies in decision-making and judgments

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Discussion (15 minutes + 15 minutes)

In group of 4 consider a real or hypothetical case of organizational changes

Discuss the following issues:

- | | | |
|--|---|---|
| 1. What would be your strategy concerning org identity of the new organization? Why? | 2. What org identity-related issues are likely to emerge in your cases? | 3. How would you facilitate and manage the new organization's identification? |
|--|---|---|

Class discussion

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Wrap-up on identity



One of the key challenges of any changes is to ensure that employees and managers identify with the "new" organization



The more "new" organization perceived as a continuation of organization before changes, the more employees identify with it



The stronger pre-change identification, the stronger employees fear upcoming changes



The perceived threat can have both negative (e.g. decreased workplace commitment) but also positive (e.g. proactive and initiatives-taking behaviors) effect

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