

## Pre-assignment for Friday October 2nd: Emotions and strategy process

### *DL Wed 30.9. at midday*

This session is about emotions and the strategy process. In class we explore ways to understand the emotions people have towards strategy processes and how we can manage these emotions. The pre-assignment sensitizes you to the role of emotions by a) giving you an understanding of different dynamic capabilities b) understanding the role that emotions and emotion management play in dynamic capabilities.

The climate crises leads organizations to initiate strategy processes differently. Business organizations, governments and NGOs strategize differently, and often this is due to the emotional climate in the organization. In the film *Before the Flood*, Leonardo DiCaprio looks into how organizations relate differently to the climate crises. Use the articles to critically reflect on the organizations in the film.

### **Readings:**

1. Hodgkinson, G. P., & Healey, M. P. (2011). Psychological foundations of dynamic capabilities: Reflexion and reflection in strategic management. *Strategic management journal*, 32(13), 1500-1516.
2. Healey, M. P., & Hodgkinson, G. P. (2017). Making strategy hot. *California Management Review*, 59(3), 109-134.
3. *Before the Flood*: <https://www.youtube.com/watch?v=zbEnOYtsXHA>

Please answer the following two questions. Answers should be 300-500 words each.

**Question 1:** Based on Hodgkinson & Healy's (2011) view on sensing, seizing and transforming critically reflect on how three different organizations depicted in the film *Before the Flood* engage in sensing, seizing and transforming.

**Question 2:** Based on Healy & Hodgkinson (2017), critically reflect on how and why emotion regulation techniques might be different in these same three organizations.