

Module V

*Psychological basis of
organizational changes
(Affect)*

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Learning objectives

- What are emotions?
- Which emotions do change processes arouse in organizational members?
- What are implications of these emotions?
- How can leaders handle/manage emotions during changes?

Definitions

A”

Affect—a broad range of feelings that people experience. It can be experienced in the form of emotions and/or moods.

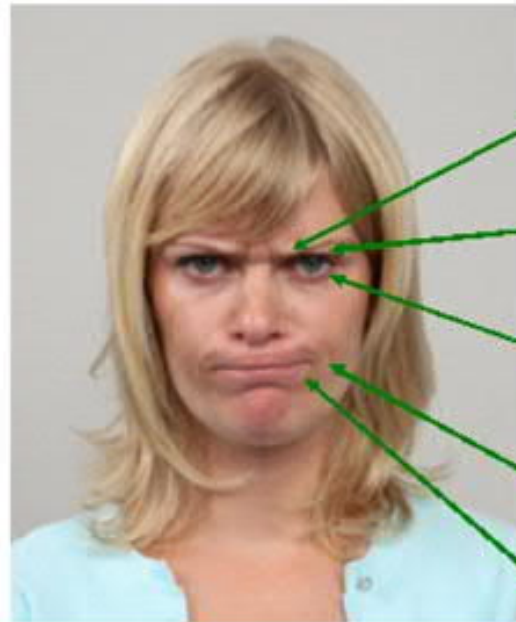
Moods– feelings that are less intense than emotions, longer lasting, and that lack a contextual stimulus (no target)

Emotions– intense, relatively short-lasting feelings that are directed at someone or something (clear target).

7 universal emotions

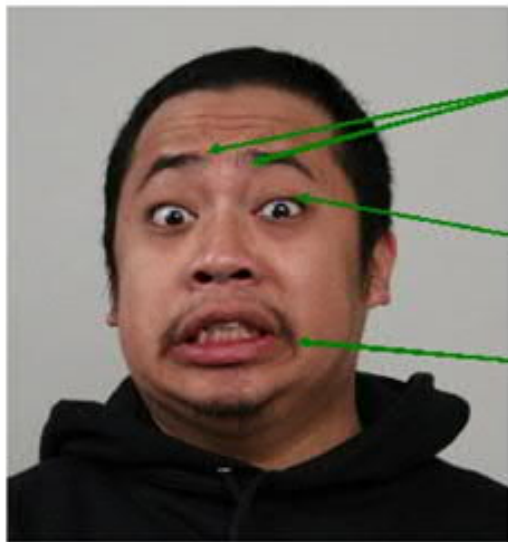


The Seven Basic Emotions: Do you know them?



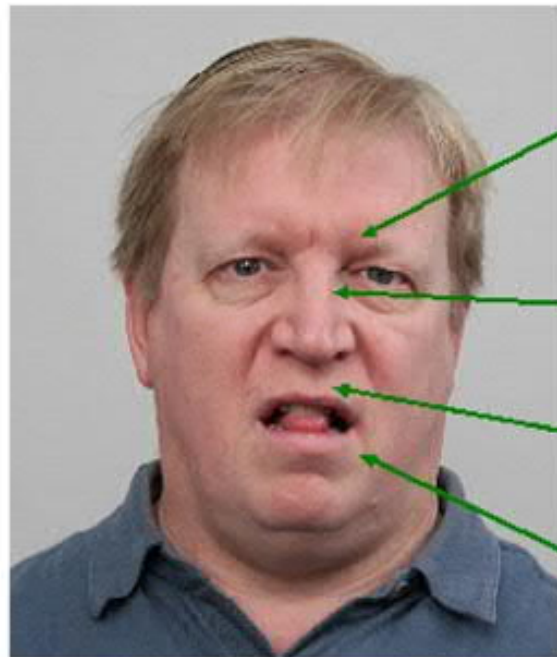
- Eyebrows pulled down
- Upper lids pulled up
- Lower lids pulled up
- Margins of lips rolled in
- Lips may be tightened

The Seven Basic Emotions: Do you know them?



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

The Seven Basic Emotions: Do you know them?



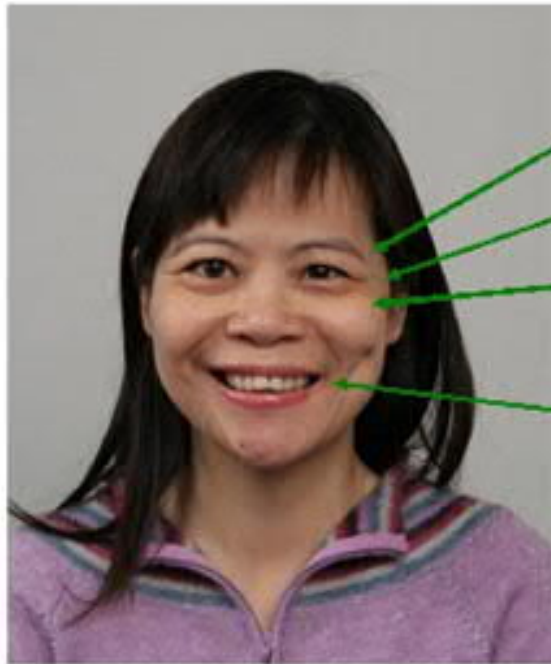
- Eyebrows pulled down
- Nose wrinkled
- Upper lip pulled up
- Lips loose

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)



The Seven Basic Emotions: Do you know them?



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

The Seven Basic Emotions: Do you know them?

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



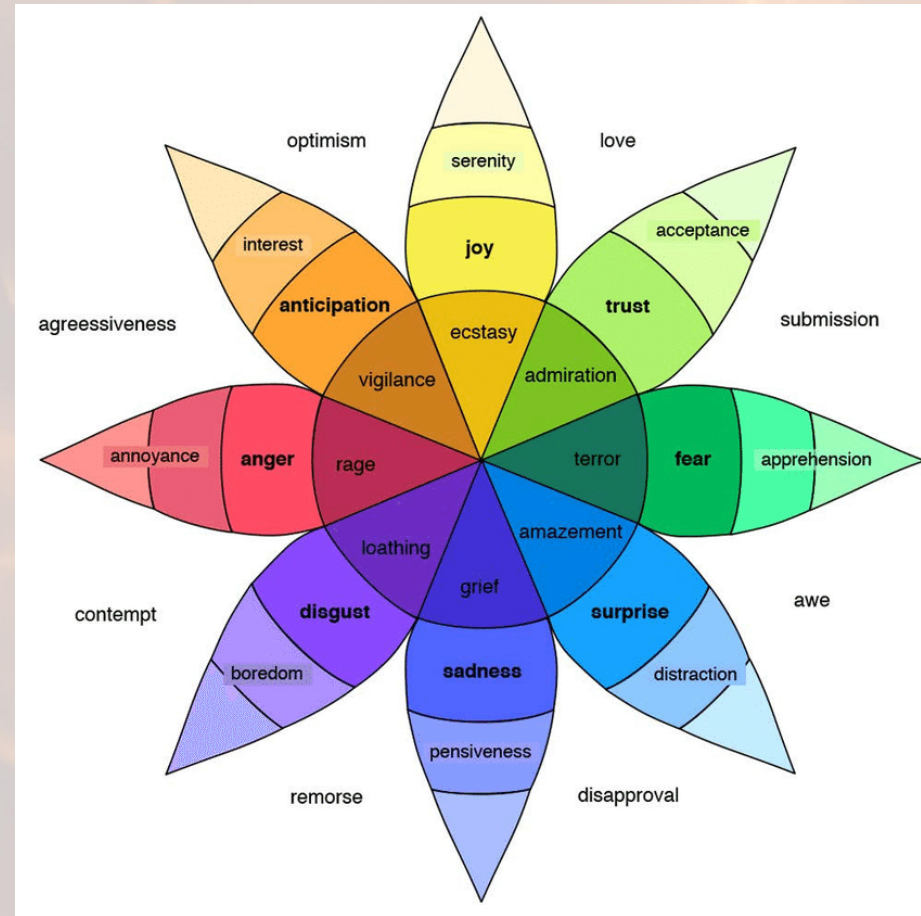
by [Humintell Admin](#)
[Emotion Science](#)

The Seven Basic Emotions: Do you know them?



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

Plutchik's Wheel of Emotions



Why to care about emotions? (1)

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

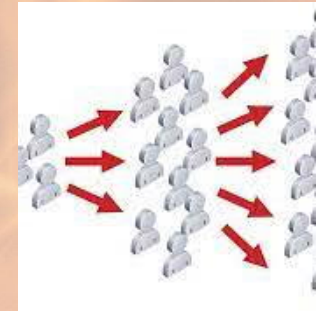
Experiments and real-life evidences showed
that emotions influence people thinking and
behavior

- attention allocation - what people attend to
- how people interpret information
- how people act

Why to care about emotions? (2)

Emotions can 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 on as a part of the group



Implications of emotions (1)

1. Decision making

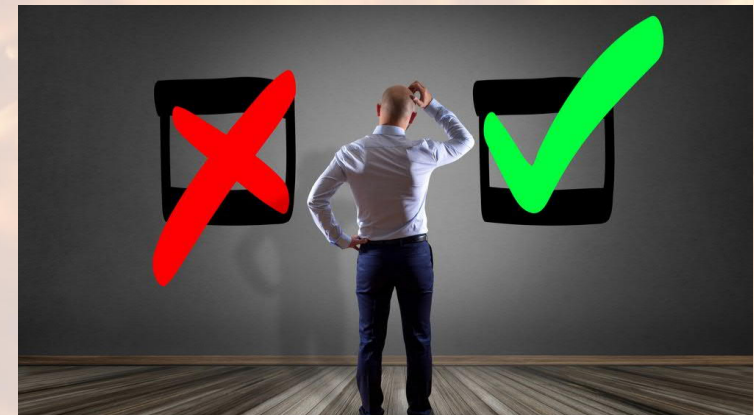
- Fear can harm and boost decision making
- Excitement can harm decision making

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



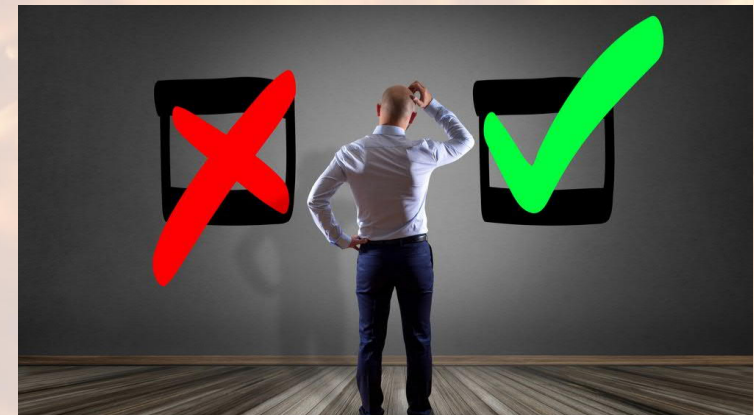
Implications of emotions (2)

4. Negotiation

- Negotiators who express anger win over opponents

5. Learning

- Happiness and joy can help overcome failure but also reduce willingness to reflect
- Sadness triggers reflection that leads to learning



Emotions during organizational changes

Feelings of uncertainty

- low motivation
- job satisfaction
- low trust in organization
- leaving the company

Fear

- dishonest communication
- lack of corrective actions
- the escalation of conflict

Anger

- proactive self-integration into a new organization
- helping others in integration

Disgust

- decrease knowledge transfer
- decrease cooperation
- increase adoption of best practices

Emotional intelligence to manage own employees' emotions



Emotional intelligence is your **ability to recognize** and understand **emotions** in yourself and others to use this awareness to **manage your behavior and relationships** and behaviors of others



Examples of strategies to manage emotions (Gross, 2015)



- Situation selection
 - taking actions that make it more (or less) likely that one will be in a situation that one expects will give rise to desirable (or undesirable) emotions
- Reappraising
 - switching an appraisal of a situation from threat to opportunity
- Altering the foci of attention
 - thinking about something pleasant
- Suppressing emotions (leads to depression!)
 - purposely avoiding emotions because you don't know exactly how to deal with them
- Repressing (leads to depression!)
 - Unconsciously avoiding emotions

How to increase emotion intelligence among subordinates **A”**

Things to do

- Frequently talk about their feelings
- Normalize positive *and* negative emotional experiences
- Don't judge or criticize emotional expressions
- Show empathy

Thing to avoid

- Rarely show your emotion or talk about feelings
- Shame or punish for expressing emotions
- Tell that emotions are wrong or deny experience
- Use phrases like:
 - “You don't have any reason to be sad.”
 - “Calm down.”
 - “You should be grateful.”

Barriers to recognize **A”** emotions

- Cultural differences in emotional expression
- Communication in non-native language
- Use of emails, phone calls for communication
- Geographical distance
- Format of meetings

Summary

- Emotions are important because they influence how people think and behave
- There are no good and bad emotions. Emotions have different implications for different processes
- Emotions can spread (the critical mass of employees for bottom-up actions...)
- Leaders must be able to recognize and manage own emotions and emotions of employees