

EMOTIONS IN GROUP

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TEAM MOOD

- ❖ “bottom-up” definition

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TEAM MOOD

- ❖ “top-down” definition
 - ⇒ in a health care setting found that an emotional culture of companionate love led not only to better outcomes for employees, but to the patients they cared for, as well as the families of those patients (Mclean & Elkind, 2003);
 - ⇒ leader sets emotional culture, but should consider both processes.

EMOTION REGULATION AND LEADERSHIP

- ❖ ER refers to strategies used to control or manage the experience of emotions, while focusing on their temporal nature in the process of regulating one's emotions (Gross & Thompson, 2006).
- ❖ The leaders' ability to manage their own and their followers' emotions effectively can contribute to increased **leader effectiveness, a healthier organizational climate, and positive organizational job outcomes** (Haver, Akerjordet, 2013).

BUT

- ❖ ER competencies differ across cultures and organizational contexts (Kafetsios, 2012; Liu, 2010).

EMOTION REGULATION: STRATEGIES

- ❖ Suppression: suppressors focus more on changing emotional displays rather than changing true feelings (Grandey, Foo, Groth, & Goodwin, 2012).
- ❖ Reappraisal: it is more difficult to execute, because it requires a high degree of consciousness and personal effort to change emotionally charged situations (Grandey, 2000).

EXCESSIVE ANGER

<https://www.youtube.com/watch?v=DEgIH8RL3wgy>

The Dual Threshold Model (Geddes & Callister, 2007) provides a framework for understanding the phenomenon of workers whose anger intensity is more severe.

- 1) The “Expression Threshold” refers to a minimal level of emotional expression required for the worker’s anger to be recognized by others in the workplace.
- 2) The “Impropriety Threshold” occurs when workers go beyond the acceptable norm for anger expression in a specific workplace.

EXCESSIVE ANGER

❖ Men's, compared to women's, anger expressions are typically more accepted as societal and corporate norms reinforce direct anger expressions (and consequences) more readily for men than women (Fitness, 2000).

TRIGGERS FOR ANGER (MOURA, 2013)

- ❖ Unfair treatment.
- ❖ Perceived workplace incompetence.
- ❖ Disregard by others.
- ❖ Concern for the bottom line.

EXPRESSIONS OF ANGER (MOURA, 2013)

- ❖ Verbal attack.
- ❖ Physical attack.
- ❖ Anger-in.

BAD ADVICE

- ❖ Forget your emotional intelligence and let your amygdala do the talking.
- ❖ Stick to your guns
- ❖ See the glass half-empty.
- ❖ Truly don't care about people.
- ❖ Don't think too much—especially about your motives and feelings.

GOOD ADVICE

❖ Managerial activities:

- Leader's control of emotional display
- Emotional intelligence
- Feedbacks and celebrations
- Monitoring and improving team climate
- Humor

❖ Environment:

- Lighting and colours
- Air quality and odors
- Temperature and humidity
- Ergonomics

ANY QUESTIONS?



Thank you for attention!

SOURCES

- ❖ <http://www.europeanbusinessreview.com/?p=576>
- ❖ <https://hbr.org/2015/07/the-emotional-impulses-that-poison-healthy-teams>
- ❖ <http://www.slideshare.net/marcosampietro/mood-and-emotions-impact-on-team-performance>
- ❖ <http://jlo.sagepub.com/content/early/2013/04/04/1548051813485438>