

Developing Emotional Competencies of Managers



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Let's present ourselves

- Who am I ?
- My metaphore of emotion ?
- What I want to learn about the world of emotions ?

Agenda

1. Defining the topic

2. Practices :

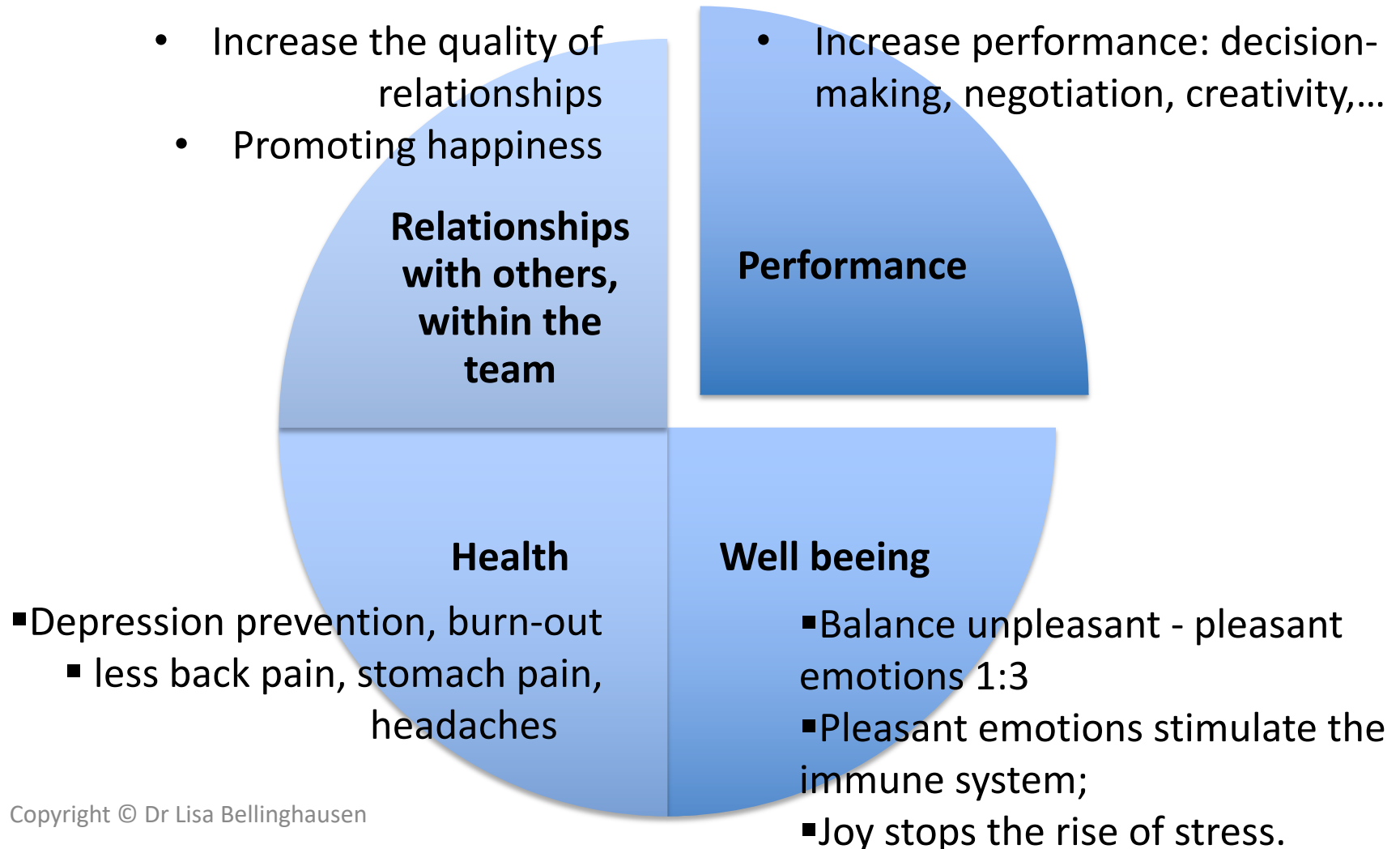
- Identifying and understanding emotions in self and others
- Managing emotions

3. Synthesis and conclusion



What place for Emotions in Management? In Leadership?

4 reasons to develop EI at the workplace



The manager of the 21st century

What distinguishes a manager from a leader is his ability to manage emotions.

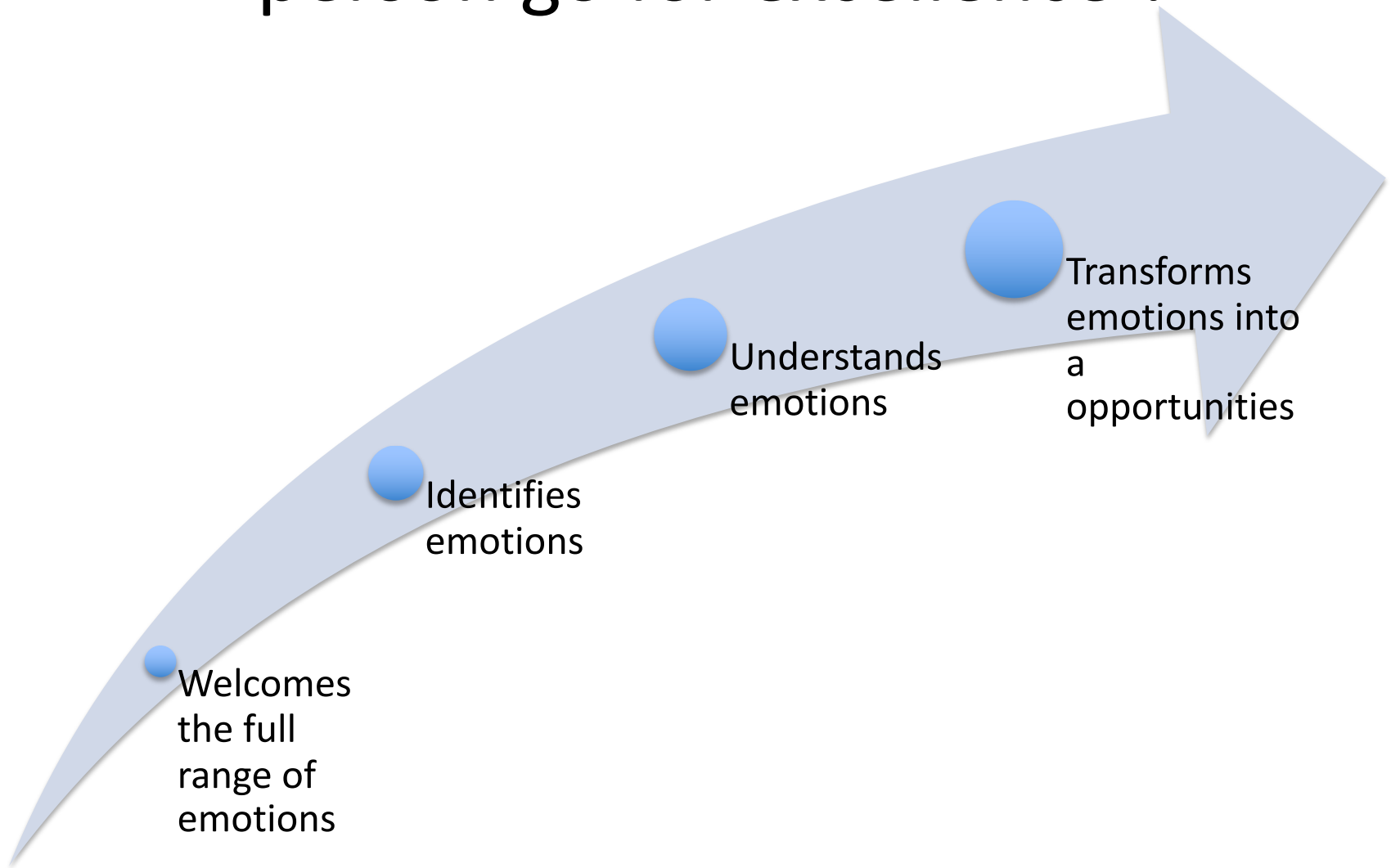
(Abraham Zaleznik, professor Harvard Business School)



Being Emotionally Intelligent

It means thinking, deciding and managing differently.

How does the emotional intelligent person go for excellence ?



**What is
emotion?**



Emotions

- emotions are guides that help us to adapt successfully to our environment

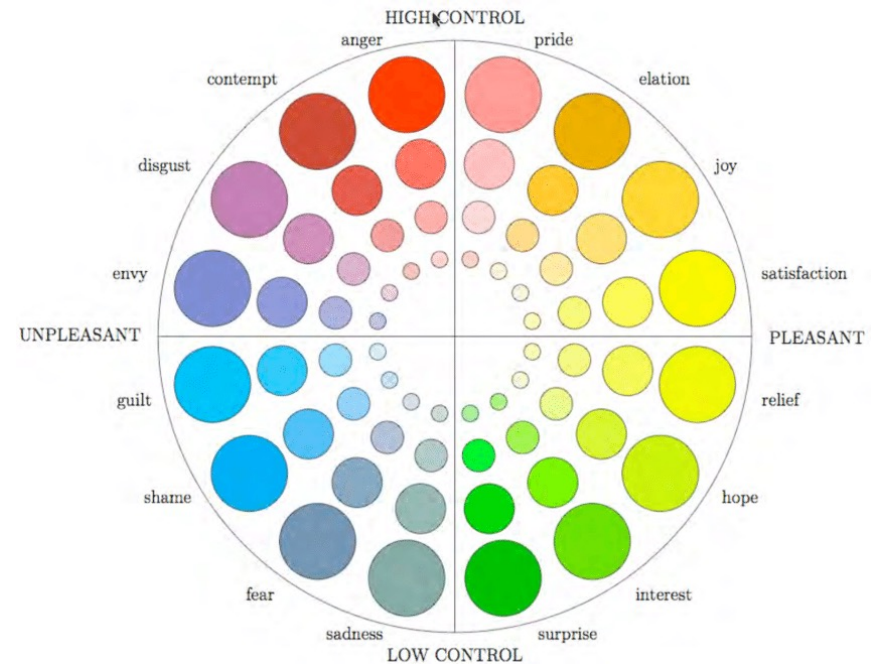


Emotions are adaptive guides

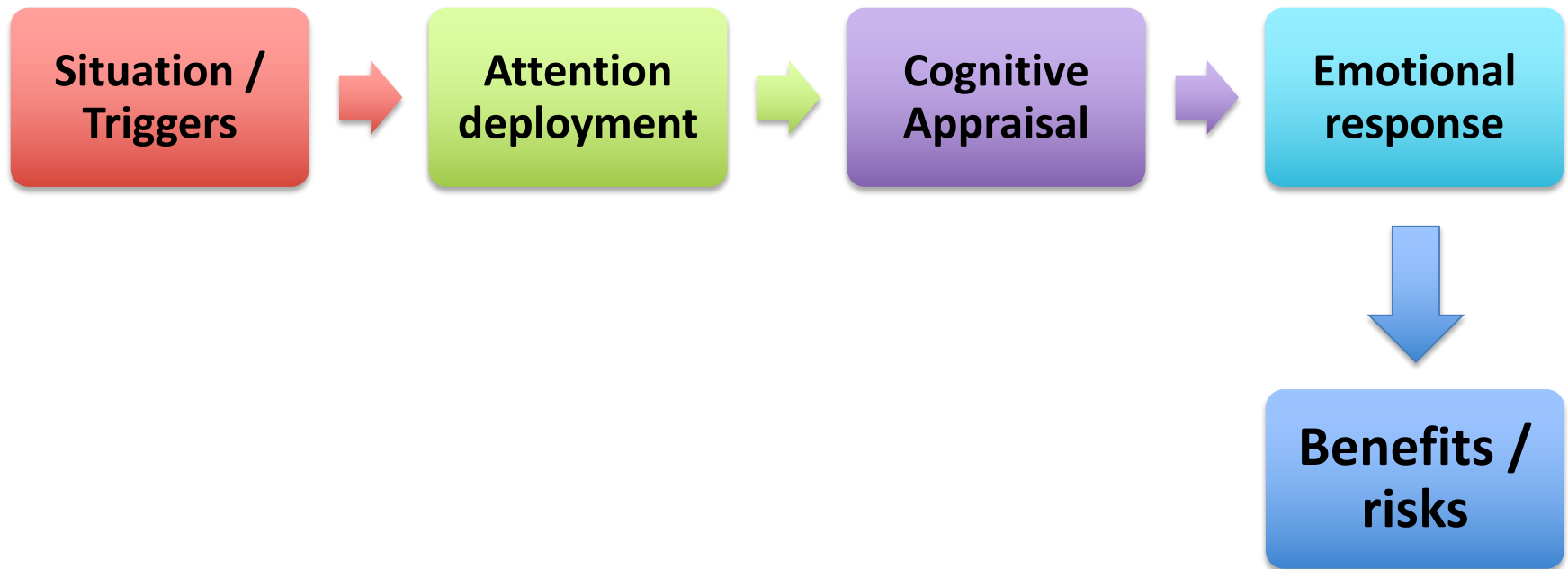
(Spinoza 1632-1677 ; Darwin, 1859 ; Damasio, 2003)

Emotions :

- are informations
- have specific roles
- are a support to action
- facilitate performance (e.g. decision making porcess)



Emotions are defined as multicomponent process (Scherer, 2002)



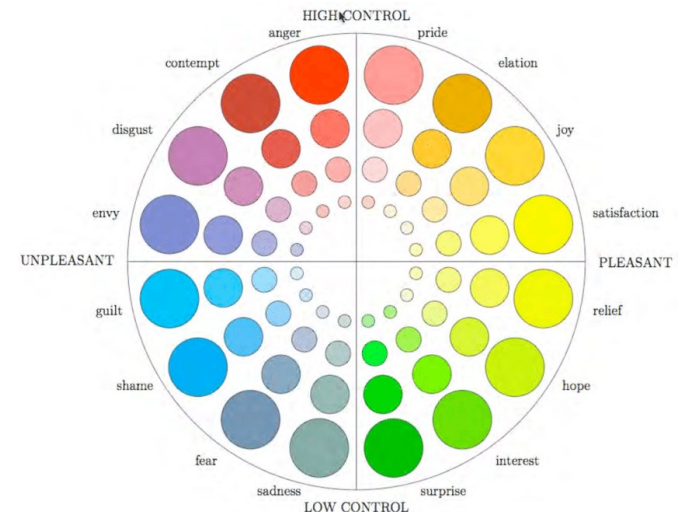
Focus : The real trigger of emotion?

Cognitive appraisal

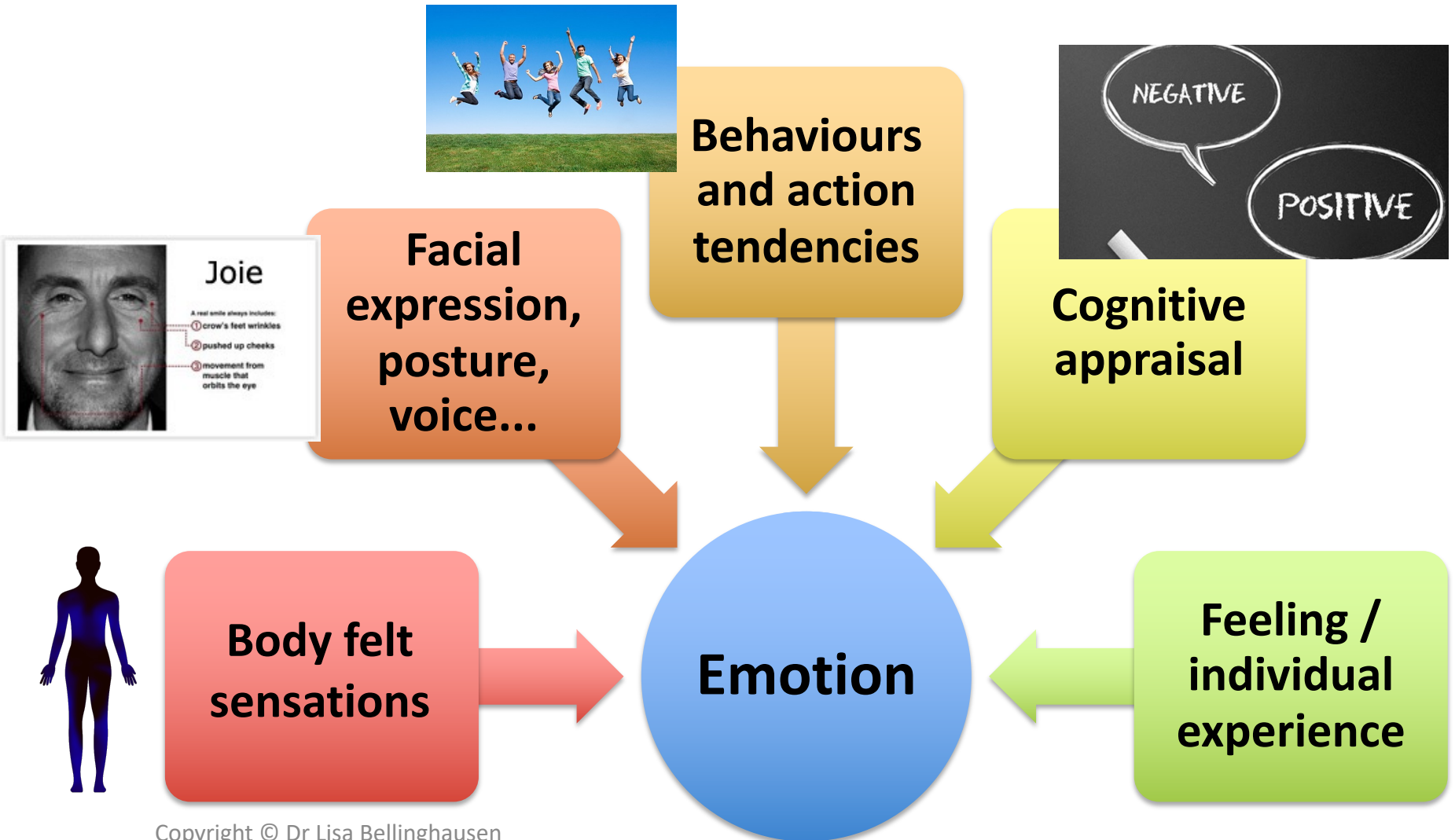
- explains why two people in the same situation can feel different emotions ;
- is influenced by the history of the individual.

The cognitive appraisal determines the nature and intensity of the emotion.

This is why communication is so important, especially in inter-cultural contexts: understanding and sharing the perception of a given situation allows to prevent intense emotions and misunderstandings.



Focus : Emotional response



Bodily felt sensations

4 bodies = 4 emotions
anger – joy – sadness –
fear



What is emotional intelligence ?



Emotional Intelligence

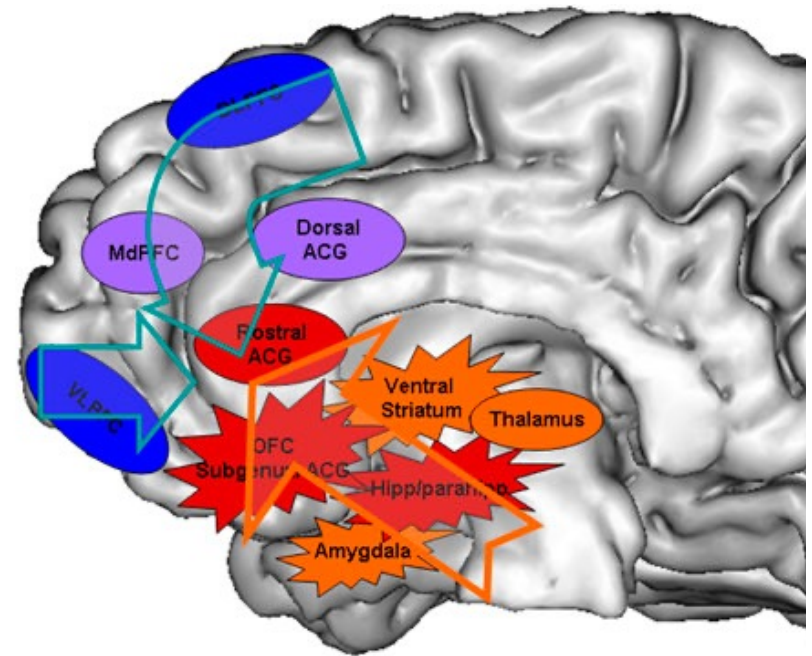
- Emotional Intelligence, as a psychological theory, first developed by **Peter Salovey and John Mayer (1990)** and **Mayer & Salovey (1997)** (Yale University).

“Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.”



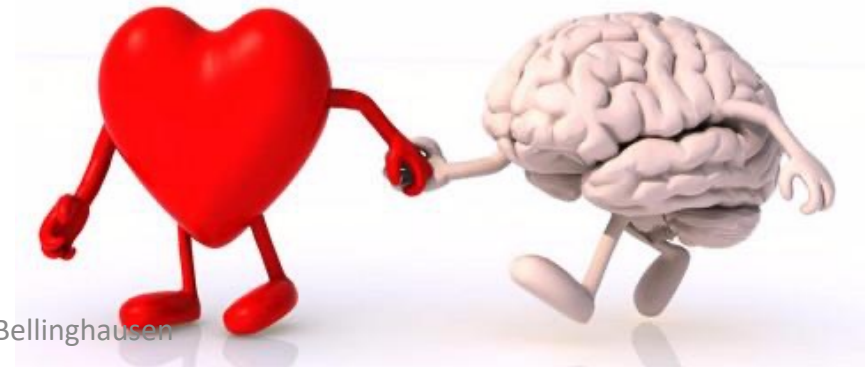
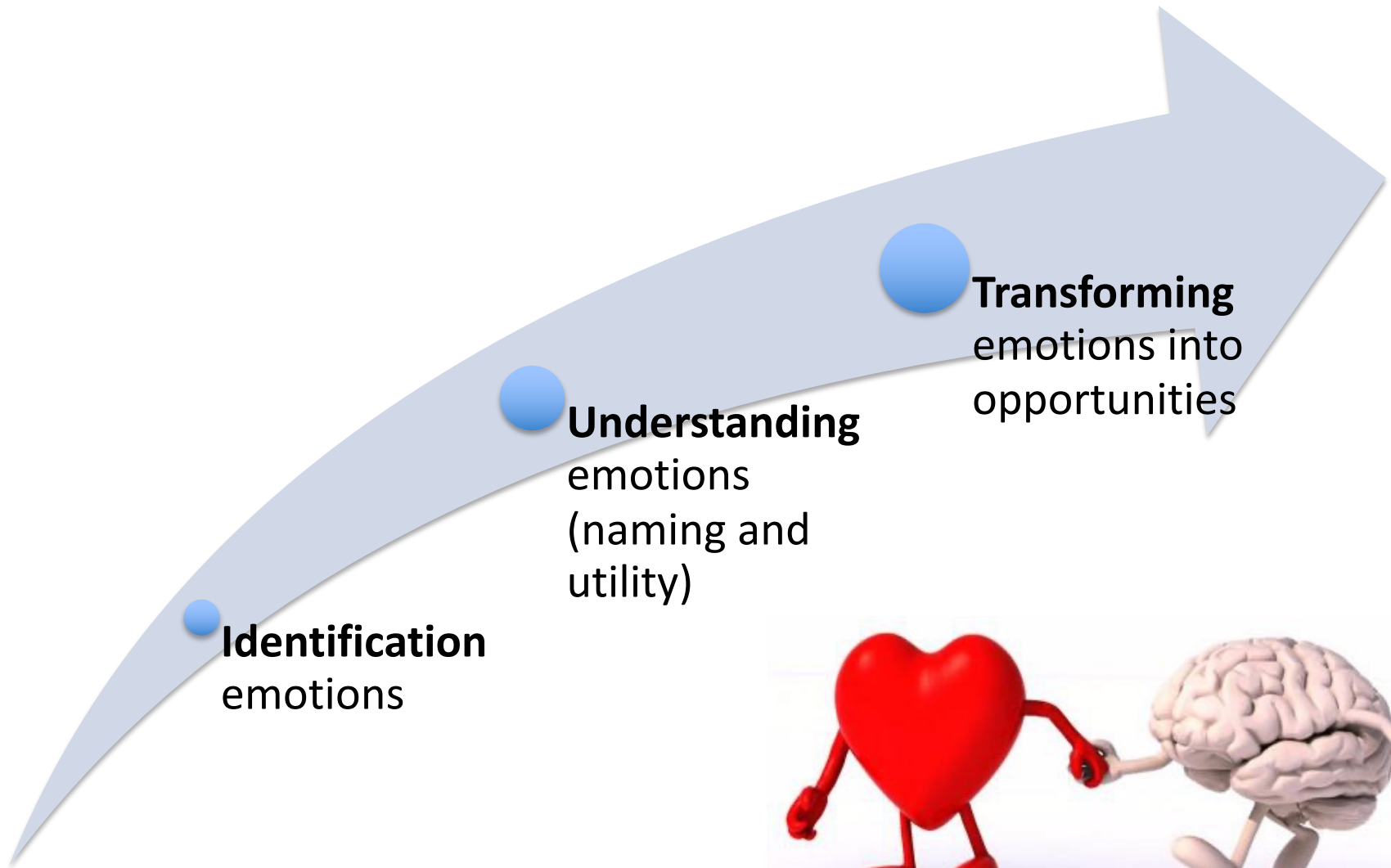
EI is an *Ability*

The “ability” to capture and intelligently process emotions by the human brain.



Orienting/Emotion Identification
Automatic Emotion Regulation
Voluntary Emotion Regulation
Regions Implicated in Both Automatic and Voluntary Emotion Regulation

Processing of emotions

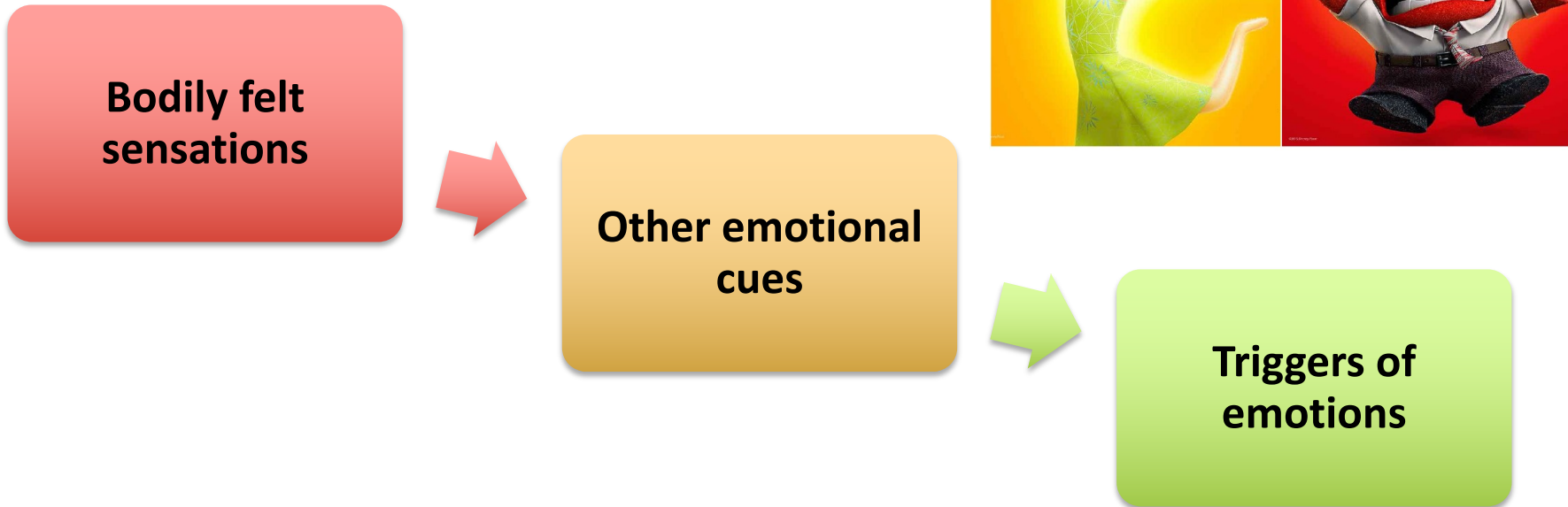




Practice 1 : Identifying & understanding of emotions in self and others

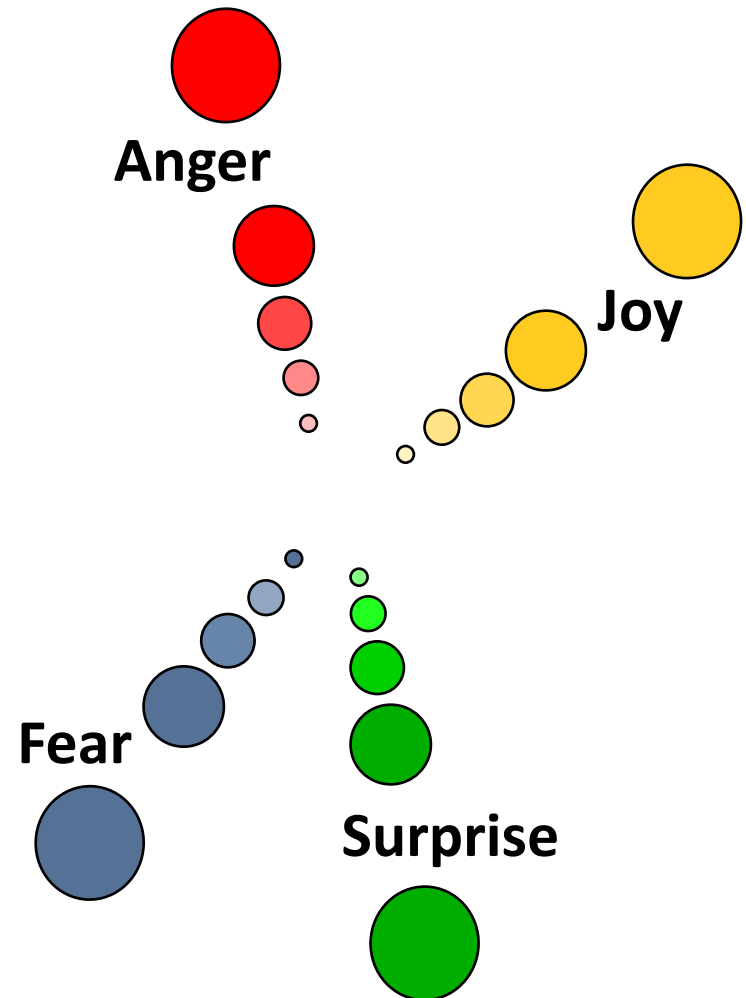
Identifying of emotions

- three main entries



Understanding Emotions

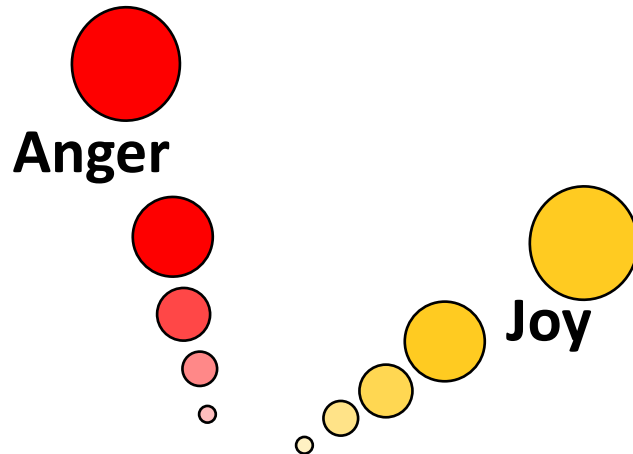
Name emotions



Understanding Emotions

Anticipating Emotional Outcomes

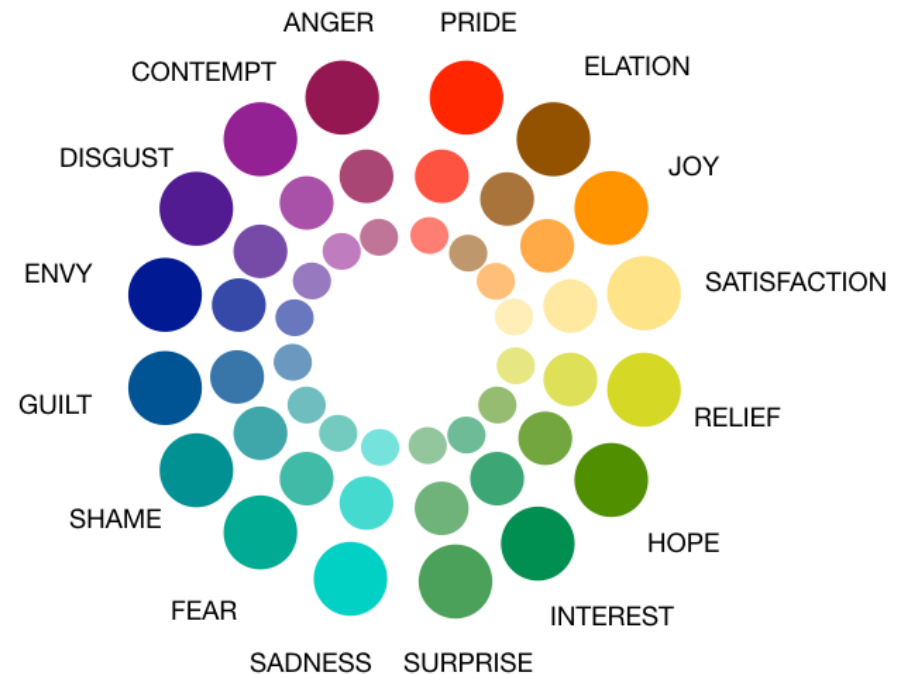
**Every emotion has a positive intention.
And any emotion can be risky.**



Practice 1 : Understanding the core emotions of management

Learning – Goal:

- Develop your ability to perform accurate emotional diagnosis
- Develop your ability to make sense of emotions

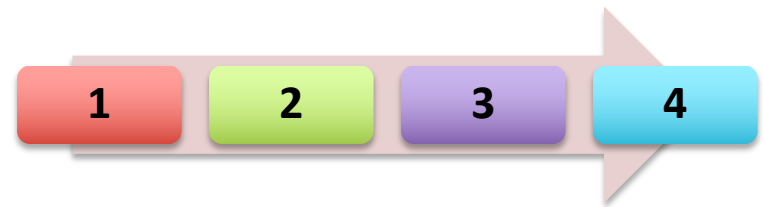


Practice 1 : Emotion Survey

- **4 groups → 4 emotions to explore**
Each group is responsible of one emotion.

3 questions:

1. Describe all possible emotional cues for this emotion ? Please pay attention to inter-cultural differences 😊
2. Describe all possible triggers for this emotion ?
3. Describe all possible risks and virtues of the emotion ?



The 3 stages of the practice.

1. Organize your group (3 mn). Each participant is responsible of one question.
2. Interview time (15mn). Ask your questions to 2 / 3 different people.
3. In your group: synthesis and create an emotional card.
4. Restitution of the emotional cards.

Exercise: Naming emotions.

6 Families of emotions and organize them as per 3 intensity levels.

Caution there are 5 distractors.

Reward Acceptance Disgust Admiration
Annoyance Surprise Grief Agression Sorrow
Sadness Boredom Joy
Distraction Empathy Ecstasy Trust Anger
Repulsion Smile Rage Denial Astonishment Serenity

Here they are 😊

Low intensity	Medium intensity	High intensity
Serenity	Joy	Ectasy
Acceptance	Trust	Admiration
Annoyance	Anger	Rage
Boredom	Disgust	Repulsion
Sorrow	Sadness	Grief
Distraction	Surprise	Astonishment

Distractors	
Denial	Emotion regulation strategy
Reward	Trigger of pride
Empathy	Interpersonal skill
Agression	Behavioral outcome of anger
Smile	Manifestation of joy



Practice 2 : Managing emotions in groups

(30-40 mn)

Managing emotions in groups

At 10 a.m. on September 15, your plane has just made a forced landing on a subarctic lake near the northern border between Quebec and Newfoundland. The crew was killed in the accident, but you and some of the passengers made it back to the shore safely. Although warmly dressed, you are wet to the waist and it is getting dark.

Your problem is to survive, until eventually help arrives. They will not start looking for you in this area until around October 7 because the planned flight schedule was not met. At this time of the year, the maximum temperature during the day is slightly above freezing. At night, the thermometer can drop to -25°C . There can be freezing winds and it will probably snow at least 70 cm. The area is covered with small conifers. Tundra covers most of the surrounding landscape, interspersed with barren, rocky mountains and long, narrow lakes.

You are not without hope, however, because before the plane sank, you managed to recover fifteen items that could save your life. These items are listed below. It's up to you to think about what to do with them and rank them in order of importance on this sheet, from most important (1) to least important (15), to maximize your chances of survival.

You have 15 mn to organize your selves.

Items	Ranking order
A magnetic compass	
A 3 liter container of maple syrup	
One arctic sleeping bag per person	
Water purification tablets	
2 square meters of strong canvas	
A waterproofed box of 13 matches	
One 100 meter braided nylon cord	
A flashlight with four batteries	
3 pairs of rackets	
A 75 cl bottle of rum	
A shaving kit with mirror	
A manual alarm clock	
A hatchet	
An inner tube with a hole	
A book of navigation according to the stars	

Items	Ranking order
A waterproofed box of 13 matches	In order to make fire
A hatchet	In order to cut wood for the fire
2 square meters of strong canvas	Can be used as a windbreak
One arctic sleeping bag per person	In order to protect yourself from the cold at night
A 3 liter container of maple syrup	A good source of energy until you fish or hunt for food
One 100 meter braided nylon cord	essential to make your windbreak and useful to make a fishing line or to trap small animals.
3 pairs of rackets	essential for hunters
An inner tube with a hole	useful when cut into strips, for example to make slingshots
A shaving kit with mirror	Blades are convenient tools and the mirror can be useful for sending signals to an aircraft, even if the sky is usually dark and overcast.

Items	Ranking order
A flashlight with four batteries	can be used to send signals to aircrafts at night or to move in the dark
A 75 cl bottle of rum	contrary to a popular belief, alcohol reduces resistance to cold. On the other hand, it is a good antiseptic.
A manual alarm clock	springs, among others, can be used to make to make hooks for fishing
A magnetic compass	No use
A book of navigation according to the stars	No use
Water purification tablets	No use

Emotional Brief

- Which emotions were really useful and helped you succeed the task ?
- Which emotions were eventually disturbing ?
- Which were the emotion regulation strategies you observed ?
 - At individual level ?
 - At group level ?
 - And their efficiency ?
- Synthesis : Identify 10 best practices to help manage emotions in interactions and groups.



Practice 3 : Managing emotional energy

Managing the energy component of emotions

Boost emotions	Ressource emotions
Joy Pride Hope Interest Surprise Enthusiasm	Satisfaction Relief Gratitude
Anger Fear Anxiety Envy	Sadness



4 groups * 4 emotions

- Choose the emotions you want to experience.

Boost emotions	Resource emotions
Joy Pride Hope Interest Surprise Enthusiasm	Satisfaction Relief Gratitude
Anger Fear Anxiety Envy	Sadness

Instructions

1. List all the potential benefits of the emotion ;
2. Identify the different contexts in which this emotion can be a resource ;
3. List all the strategies that allow you to activate this emotion in self and others ;
4. Your task: make us all experience this emotion :)

Synthesis and conclusion

- Defining the topic
- Practices :
 1. Identifying and understanding emotions in self and others
 2. Managing emotions in groups
 3. Managing emotional energy