

# Affective Awareness: Don't Toughen Up, Open Up

**S. Shane Myers, Master of Arts Candidate**

Human Dimensions of Organizations, The University of Texas at Austin

## Introduction

- Organizations get to choose whether to **avoid** or **embrace** employee emotions every day.
- The overall aim of this study is to uncover **present attitudes** regarding employee emotions, and to determine **effective approaches** to better promote employee wellness.

## Method

### Literature Review:

1. Emotional Intelligence
2. Historical Mental Models
3. Emotions as Metaphor
4. Saving Face
5. Resistance to Change
6. Affect & Negotiation

## Main Literature Cited

Davey, Liane. *The Good Fight: Use Productive Conflict to Get Your Team and Organization Back on Track*. Page Two Books, 2019.

Edmondson, Amy C. *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. John Wiley & Sons, 2018.

Fosslien, Liz, and Mollie West Duffy. *No Hard Feelings: The Secret Power of Embracing Emotions at Work*. Penguin, 2019.

Goffman, Erving. "The presentation of self in everyday life. 1959." Garden City, NY (2002).

Goleman, Daniel. *Emotional intelligence*. Bantam, 2006.

Masters, Marick Francis, and Robert R. Albright. *The complete guide to conflict resolution in the workplace*. Amacom Books, 2002.

Schein, Edgar H. *Organizational culture and leadership*. John Wiley & Sons, 2017.

## Results

### Organizational Repercussions of an Emotionally Avoidant Culture:

#### 1. Resistance to Change:

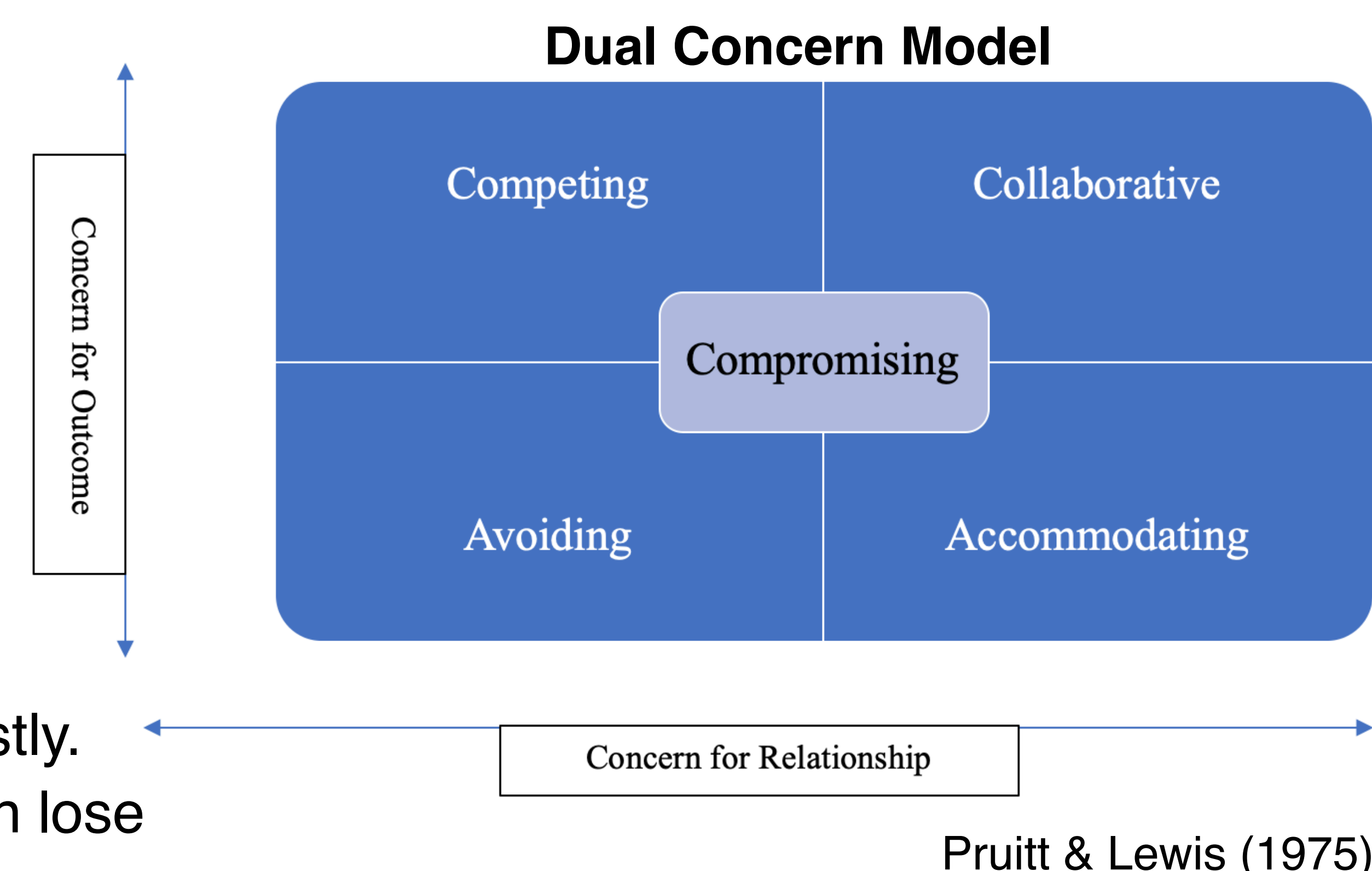
- Yields continued fear-based anxiety responses.
- More entrenched in inefficient work-arounds.

#### 2. Aversion to Conflict:

- Adoption of avoidant negotiation strategies.
- Collaborative approaches become impossible.

#### 3. Employee Turnover:

- This can be extremely costly.
- Remaining employees can lose faith in direction of company.
- Increase in employee anxiety.



## Conclusions

In order to actualize an **emotional culture**, organizations need to foster the following:

**Psychological Safety**



**Affective Awareness**



**Effective Emotional Culture**

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## Contact Information

**S. Shane Myers**  
(609) 947-1451  
Shane.Myers@utexas.edu