EMOTIONAL CAPABILITY AND ITS IMPACT ON STRATEGIC TRANSFORMATION: A CASE STUDY OF AN INDIAN TELECOM FIRM

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THESIS SUMMARY

Organisations are going through significant change and strategic transformation in these dynamic times. However, emotions have often been under-leveraged in the process of strategic change management. This research thesis explores how collective emotions are formed, and how leaders and organisational routines can create appropriate collective emotions to achieve relevant objectives in their strategic transformation. It also examines how firms can build an emotion-based dynamic capability through leader actions and organisational routines.

The methodology adopted in this research is of a case study of an organisation going through radical change, where five teams were observed over a period of 15 months and a number of people and leaders interviewed, along with analysis of secondary data. Based on the thematic analysis of the interviews and other data, the study uses the case replication method to confirm findings.

This research shows that collective emotions are formed by affective events, building on the Affective Events theory. The collective emotions formed are dependent on the type of affective events and the current emotion state of the team, including their 'identity' strength, and is mediated by the organisational processes of listening and addressing concerns and the historical learning of the team from similar experiences, and moderated by leader emotion management actions. The Emotional Capability of an organisation is identified as the function of the strength of three types of organisational routines, and leader emotion management actions. This paper outlines the key emotions of excitement, optimism, gratitude, interest, happiness, pride and dissatisfaction, which are necessary at different stages in the strategic transformation process, and the organisational routines and leader actions needed to build them. Finally, this research confirms the way organisational routines and HRM practices can help organisations to build an Emotional Capability as a dynamic capability, to help them in periods of dynamic change, and proposes a new conception of the role of HRM for the changing times.

Keywords: collective emotions, emotional capability, emotions in strategic transformation, HRM practices, organisational routines to build emotions

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1. Introduction the Research

1.1 Introduction to the Chapter

In this chapter, I lay out the rationale for this research and set the context of why I think this study is important. This research attempts to link the developments in two disparate areas, i.e., strategy development and execution, and the world of 'affect'. My intention is to understand how emotions, especially collective emotions, are generated in the workspace, how they can be managed and leveraged, and how we could apply the power of emotions to enhance strategy development and execution. I will also talk about my motivation for conducting this research, choice of my research topic and set out the context for the research. I will also briefly layout the theoretical underpinnings of this research, outline the aims of research and the research questions I have attempted to address. An overview of the research context is also provided. Further, I present the expected academic contributions of my study, and also its practical implications. I conclude the chapter with a brief overview of the operating framework for this research and structure of my thesis.

1.2 Why did I choose this research topic?

I would like to address this question, primarily from my personal perspective, but also support it with an academic research view-point. While doing so, I will initially talk about the core research and practical organisational problem, which dictated my choice and then propose a possible way to tackle it. The latter becomes the focus of my research.

I have worked in organisations for over three decades and have noticed that over the last few years, the need to drive transformation projects has significantly increased. However, we have always struggled with the successful execution of these projects. Most of these

projects are either delayed or do not completely meet the goals that they set out to achieve. When we look at the possible reasons for the failure of a project, most often we would end up with a 'human issue'. A majority of the reasons are about the leader, the inability of the leader to drive the transformation and take the rest of the organisation along with them, and not moving the team fast enough. Over the last few years, given the phenomenal prevalence of change management techniques, most strategic transformational projects have adopted some of the change management tools and techniques. For instance, if an organisation decided to enhance strategic focus on a new product or service and created a separate business unit and structure for the same, it would follow the techniques of change management- activity charts, stakeholder communication, etc. Even with that, I still found that a large number of transformation projects were not meeting their goals. On further analysis, I realised that the problems are all about people, their egos, their resistance, etc. Around that time, I read some literature on the role of affect and emotions, and it stuck me that a deeper understanding of emotions and harnessing them could be the missing piece in strategic transformation and change (Barsade, 2002). We see emotions all across organisations, emotions form an integral part of people, but we do not recognise it or channelize them. We tend to apply a lot of tools and techniques of change, but that approach to the problem is from a cognitive perspective, and not from the perspective of emotions (Kaplan et al., 2013). On digging deeper, I realised that emotions are a very under-leveraged 'resource' and could probably be the missing piece of the puzzle in managing transformations (Huy, 2005). A greater understanding of emotions and their management, specifically in the Indian context, could enable us to constructively use it as a prime mover of strategic transformation.

Being the head of human resources (HR) of a few organisations over the past couple of decades, I have always wanted to contribute in a larger way to the profession and industry. Given that most of us are struggling with making our organisations competitive, I thought I could build on the idea of collective emotions as a source of competitive advantage, and that prompted me to undertake this research. I believe it will help professionals understand emotions, their antecedents and the ways to manage them. It will also contribute to theory and literature on emotion management and strategic management. Another area that I always wanted to explore was the role of the HR function, during these changing times. I was intrigued by how emotions can be the pivot around which we could chart out the new role of HR.

Therefore, making this contribution to both academia and the HR profession is what motivated me to take up this research. In the next section, I will go into the details of the rationale for choosing this research area.

1.3 Rationale for this research

Current day organisations are facing many challenges. The pace and extent of change in the environment is causing many organisations to come up with strategic responses that are far reaching, both in the reappraisal of their business models and their organisational culture. Organisations are increasingly facing significant turbulence in the environment they operate, and these changes necessitate significant shifts in strategy in order to ensure that organisations survive and grow (Burgelman and Grove 1996; Brown and Eisenhardt 1997). This has led to greater focus on strategic management research. In highly dynamic markets (which are characterised by intense competition, increasing number of products and services

being launched, and frequent changes in volume of demand and price (Volberda and Van Bruggen, 1997; Jansen et al., 2006), there is a growing recognition that the organisation's ability to survive and grow depends more on its capacity to renew itself in line with environmental changes, rather than on the industry structure and positioning or its specific resources (Teece et al, 2016; Teece, Pisano et al., 1997; Hodgkinson and Healey, 2011).

One of the fundamental questions in field of Strategic Management is how firms achieve and sustain competitive advantage (Teece, 2007). The answer to this question in the strategy literature could be broadly classified in four successive threads of thought. The first is the Porterian perspective of the 1980s, where the dominant paradigm was the 'Competitive Forces approach' based on the structure-conduct-performance framework. Its emphasis was on industry analysis, and on actions firms can initiate to take positions against competitive forces (Porter, 1980). This was followed by the 'Strategic Conflict perspective', espoused by Shapiro (1989). This approach was based in the Game Theory and viewed competitive outcomes as a function of effectiveness through which firms keep their rivals off balance. This did not, however, help build enduring sources of competitive advantage. This was followed by models of strategy emphasising efficiency, which came to be called as the 'Resource Based perspective'. Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable over time, Barney (1991) examined the link between firm resources and sustained competitive advantage, and identified four empirical indicators of the potential of firm resources to generate sustained competitive advantage – value, rareness, imitability, and substitutability. The dominant thought was that strategic advantage could be captured through firm level efficiency advantages, and that superior systems and structures would lead to greater

profitability. Subsequently, the concept of 'Dynamic Capabilities' emerged (Teece, Pisano et al., 1997). This thought has grown from the resource-based perspective, with the premise that firms have the capacity to renew capabilities, and that exploiting internal and external firm specific competences to address changing environment would determine business success.

Competences or capabilities, leading to competitive advantage, rest fundamentally in organisational processes, which are shaped by the firm's asset positions and moulded by its evolutionary and co-evolutionary paths (Teece and Pisano, 2004). Teece et al. (2004) emphasise that '*the key role of strategic management is in appropriately adapting, integrating, and reconfiguring internal and external organisational skills, resources, and functional competences to match requirements of a changing environment*'. This will also help achieve new and innovative forms of competitive advantage. The dynamic capability paradigm thus sees the firm as an incubator and repository for '*difficult to replicate co-specialised assets'* (Augier and Teece, 2009). Thus, there is an emerging school of thought that organisations can systematically renew themselves by developing new patterns of collective action to develop new capabilities, so as to avoid core competencies becoming core rigidities (Leonard-Barton, 1992).

The above summary of strategic management literature points out that over the years, we see a shift from an analysis of the firm's external environment and competition, to its internal resources and capabilities, and on to cognitive and behavioural processes that help build those capabilities. Scholars have further demonstrated that the strategic management literature has emphasised the behavioural and cognitive aspects of strategy formulation and

implementation at the expense of emotional and affective ones, leading to an inadequate portrayal of strategic management as a series of rational and dispassionate activities (e.g., Hodgkinson, 2011). However, as organisations continue to face accelerated change in the environment, they continue to look for newer ways in which they could cope and be successful.

On the other hand, there is growing realisation that people and culture play a significant role in crafting and executing relevant strategic responses (Elfenbein, 2007; Levinthal, 2011). While there has been significant amount of research in the behavioural and leadership areas supporting strategic renewal, only in the last 30 years has there been increasing research on the role of '*affect*' in organisations. The introduction to an academic paper by Sigal Barsade and Donald Gibson in 2007 had this opening paragraph:

'Affect permeates organisations. It is present in the interdependent relationships we hold with bosses, team members, and subordinates. It is present in deadlines, in group projects, in human resource processes like performance appraisals and selection interviews. Affective processes (more commonly known as emotions) create and sustain work motivation. They lurk behind political behaviour; they animate our decisions; they are essential to leadership. Strong affective feelings are present at any time we confront work issues that matter to us and our organizational performance.' (Barsade and Gibson, 2007: 36).

So, what then are affect and emotions? At the outset, affect, mood, emotion and emotional competencies have had various definitions and constructs in the literature on psychology and organisational behaviour, but there seems to be some consensus on the definitions and elements of affect, mood and emotion, but not on emotional competencies (Izard, 2009;

Russel, 2003; Mathews, Zeidner and Roberts, 2002). Affect is a broad umbrella term that covers broad range of feelings that individuals experience. This is broadly divided into two key elements- the 'feeling states' and 'feeling traits'. Feeling states are 'in-the-moment' short-term affective experiences and consist of emotions and moods. While emotions are evoked by a particular cause or event, moods are more diffuse and broader in nature and are not linked to a particular cause or event (Barsade and Gibson, 2007). Moods tend to be grouped under more hedonistic tones as 'pleasant' or 'unpleasant'. Trait or dispositional affect tends to be even longer in duration than moods (Fischer, 2000; Frijda, 1993). Emotions have been defined by Salovey and Meyer (1990) as being organised psychobiological responses. Since they are linked to a particular cause or event, they tend to be discrete. They also tend to be relatively intense and short-lived (Frijda, 1986; Lazarus, 1991). Possibly, a series of emotion-evoking events could lead to a particular mood state.

While there has been an 'affective revolution' in terms of our understanding of organisations and behaviour using the affect lens, the focus has however been on the understanding the elements of affect, and the benefits of positive emotions and role of leadership, more so at the individual and team level (Barsade and Gibson, 2002; Gooty et al., 2010). However, the role of collective emotions, and understanding the process of how such collective emotions are created, has not been the focus of many studies. Moreover, the role of collective emotions in driving strategic renewal is another area where we have a dearth of literature (Huy, 2005). Further, there is a significant gap in our understanding of collective emotions and its impact in Indian organisations.

This research is an attempt to link these two themes. On one hand, organisations are struggling with a response to the fast-changing environment from a strategy creation and implementation perspective and are looking for newer ways to manage in this era of rapid change. On the other hand, there is a pressing need and a realisation that we could use the reservoir of affect and emotion to drive organisational objectives. While scholars have developed a wealth of understanding in the processes of creating dynamic capabilities, there is not much research in the use of emotions in strategic transformations or in building emotion-based dynamic capabilities. This research attempts to address this gap and articulate ways by which emotions can be leveraged and built as a dynamic capability.

Unchanging external conditions and enduring internal conditions create inertial forces (Ginsberg 1988). However, as external conditions change, and the performance of the organisation falls short of expectations, strategic change is initiated if the forces for change are greater than the inertial forces. Scholars further articulated the 'punctuated equilibrium' model of change, in which there are long periods of small, incremental innovations, which are interrupted by brief periods of discontinuous, radical change (Tushman, Newman et al., 1986; Romanelli and Tushman, 1994). However, radical change has become a rather continuous change in high velocity industries, which have short product cycles and shifting landscapes, and rapid and relentless continuous change becomes a crucial capability for survival (Brown and Eisenhardt, 1997). Given that radical change is fairly commonplace in today's environment, this research will help provide a framework for building an emotion-based dynamic capability, which could be a critical feature in enabling successful transformations in organisations.

Under the dynamic capabilities framework, firms will have to continuously review strategy, and this would concurrently involve change in the internal systems, structures, resources and people, at times creating a paradigm shift that challenge the members' assumptions about the organisation (Bartunek, 1984). Challenging these assumptions generate strong emotions, as members have invested in them to shape their cognitive structures for sense-making and sense-giving. Emotions therefore play a significant part in strategic management, and thus the development of emotion based dynamic capabilities over time will enhance organisational ability to manage strategic renewal (Huy, 2005). Moreover, individual emotions converge into group emotions as people who share organisational culture have similar beliefs leading to similar ways of feeling (Schien, 1992). Further, group membership enables groups to translate tendencies into collective expressions more easily than as individuals (Barsade and Gibson, 1998). Emotional contagion is another phenomenon, which enhances and accentuates collective emotions, as group members identify with each other and experience each other's emotions (Barsade, 2002). This is further nuanced by the concept of 'bounded emotionality', which outlines that emotions at home and at work are inseparable and influence each other (Mumby and Putnam, 1992).

Emotions determine certain outcomes. Emotions of gratitude have been shown to enable collaboration and interpersonal relationships, whereas emotions of pride have a negative effect on contextual performance (Hu and Kaplan, 2014). Both positive and negative emotions play an important role in strategic renewal (Huy, 2005). Huy (1999: 325) goes on to define a new concept of Emotional Capability (EC) of an organization *'which refers to the organisation's ability to acknowledge, recognise, monitor, discriminate, and attend to its members' emotions'*.

The EC theory outlines that organisations develop a capability to engender and manage emotions, and that organisations with higher 'emotional capability' manage radical change more successfully (Huy, 1999). At the organizational level, emotional capability is manifested in the organization's norms and routines related to feeling (Schein, 1992). In addition, Huy provides a robust linkage of change dynamics and emotional dynamics, i.e., the organisational behaviours that either express or evoke certain specific emotional states (1999).

However, the antecedents of EC are not quite clear (Akgün, Keskin et al., 2009). The emotional capability of an organisation is built through a mix of organisational routines and leader actions, moderated by HRM practices, employee training, power-politics in the organisation and other organisational dynamics. Moreover, different emotions are relevant in different contexts, for instance sympathy is relevant in the early part of radical change, whereas hope is needed when people have to be mobilised in the implementation phase, and the routines to develop each of these emotions would be different (Huy, 2005). This further depends on how different groups appraise the actions leading to emotions (Lazarus, 1991). However, what has not been emphasised in literature is the identification of how each of these specific emotions is aroused by different organisational routines and HRM practices. A deeper understanding of these dynamics is needed, which is the purpose of this research. HRM practices would play a pivotal in building emotional capability, and we would also explore and examine the role of HRM practices in this process.

The existing research also tells us that organisations with strong EC will be able to have better outcomes from strategic change initiatives (Akgün, Keskin et al., 2007). Akgun et al. (2007) have conducted three research studies to empirically link emotional capability to firm

performance and identify other mediating factors. The construct of emotional capability had been operationalised, and a scale developed to measure EC using a questionnaire. They came up with a positive relationship, when they measured emotional capability and firm performance across a large number of firms in Turkey. Similarly, in another empirical study, it was determined that environmental dynamism was a factor that mediated the influence of EC on firm performance (Akgün, Keskin et al., 2008).

Thus, under the dynamic capabilities framework, strategic renewal is a continuous process for organisations. The process of strategic renewal could be linked to the concept of transitions, in which three different phases have been identified- endings, neutral zones and new beginnings (Bridges, 1986). Each of these phases are characterised by distinct emotions, and the passage from one phase to the other needs appropriate organisational processes to engender relevant emotions. Therefore, emotion management routines, called emotion based dynamic capabilities, would enable organisations manage the transitions successfully in their strategic renewal cycles (Huy, 2005). However, extant literature has provided an impoverished portrayal of the role of emotions and emotion-based dynamic capability in strategic renewal and does not further articulate how organisational routines and other organisational processes could be used to build such emotion-based dynamic capabilities (Hodgkinson, 2011). This study would explore the routines that enable the development of such emotion-based dynamic capabilities and identify the ways that organisations could build emotional capability.

However, all the research on emotional capability and its impact on strategic transformation or radical change have been done in the Anglo-Saxon world and in Turkey. There has been a

regular call by scholars for the need to conduct HRM related research in non-Western context and in particular in emerging markets (e.g., Boxall, Purcell and Wright, 2007; Gerhart, 2005; Restubog, Bordia and Tang, 2007). We also know that there are significant differences in the national and societal cultures, and this has an impact on the citizens' beliefs and assumptions regarding personality characteristics and behaviours of leaders (Shaw 1990, House, Javidan et al. 2002, Javidan, Dorfman et al. 2006). These national cultural differences would moderate the role of emotional capability and its impact on strategic transformation. The attributes and practices that distinguish cultures from each other have an impact on leadership behaviours and expectations from leaders, which in turn determines the effectiveness of emotion management processes. Therefore, another significant unexplored area is the relevance of emotional capability and emotion management actions in an emerging market context – India, which is the focus for this research.

To summarise, there are two broad themes that we are examining together in this study. First is the theme from strategic management, that highlights the importance of dynamic capabilities in this period of constant and radical change, and how could organisations build relevant dynamic capabilities. The other theme is on the role of affect in such strategic transformations. Extant research has not adequately looked at emotions in strategic transformation. Based on the deeper understanding of emotions, the affective events theory, the theory of emotion regulation, and the theory of emotional intelligence, we will explore how leaders and organisational routines can create appropriate collective emotions to drive strategic transformation, and how emotions can be leveraged as a dynamic capability.

1.4 Research aims and questions

Recent research has studied the role of emotions in enhancing the receptivity to change, and in building the momentum for change (Huy, 1999; Balogun, 2003, Gooty et al., 2010). Management of the collective emotions can be a powerful force for enabling radical strategic change, which we could call as the '*emotional capability'* (EC) of an organisation (Huy, 2012). The objective of my research would be to understand collective emotions and emotion management actions, extend the theory of EC, and develop a conceptual model of how organisational routines build EC in an organisation. In order to achieve this, the role of executive leadership, middle managers, HRM practices and other organisational routines would be explored, along-with their inter-relationships, so as to develop a conceptual model of how firms could build collective emotions and EC over time.

Existing research also shows that organisations with strong EC will be able to have better outcomes from strategic change initiatives, and firm innovativeness is strongly linked to EC of an organisation (Akgün, Keskin et al., 2007). The objective of this study is also to examine how the different collective emotions relate to the different phases of strategic transformation, and to different business outcomes. I will analyse how collective emotions are formed and also identify what organisational routines or leader emotion management actions help build those emotions, and under what conditions. Further, I will also look at HRM and organisational processes that support the building of collective emotions and emotion management actions, and thus help in building the EC of the organisation. In this study, I would also propose a model that links EC to firm performance or achievement of desired strategic outcomes.

National cultures also play a significant role in determining employee responses to radical change and the behaviours of leaders in such circumstances (e.g., Javidan, Dorfman et al., 2006). As part of the GLOBE studies, South Asian countries have been clustered as a group, with high scores on Humane Orientation and In-Group Collectivism (Gupta, Surie et al., 2002). Although there are universal aspects of leadership that apply to all cultures, people in different countries have different criteria for assessing their leaders (Bass, 1997). Substantial empirical evidence indicates that leader behaviour and influence vary considerably as a result of 'culturally unique forces' in different countries (House et al., 1997). An objective of the research would be to examine the impact of different aspects of the Indian national/societal culture on emotional dynamics and EC, and ratify if the theory of emotional capability is applicable to the Indian cultural context, and identify any other mediating factors.

Based on the above presentation, the following are the key aims of my research:

To articulate how collective emotions are formed, and how leaders and organisational routines can create appropriate collective emotions to achieve strategic transformation.

- To understand collective emotions in the research organisation operating in the Indian context
- To understand the role of collective emotions in strategic transformation and implementation
- To articulate how firms can build an emotion-based dynamic capability through leader actions and organisational routines

Following from the above research aims, below are the research questions I aim to address in this study:

- How can collective emotions be used as part of a dynamic capability in driving strategic transformation?

    o How can organisations manage collective emotions, and what factors influence this process?

    o What key roles do leaders and middle managers play in this process?

    o How do these collective emotions interact with other change dynamics and strategic management processes in an environment of radical change?

    o Which organisational routines are relevant to arousing different types of emotions?

    o How do leader behaviours and HRM practices influence collective emotions and EC, and how can firms build an emotion-based dynamic capability?

In order to address the above presented research aim, objectives and questions, the below presented operational framework would be utilised (see Figure 1.1).

Figure 1.1: Operational Framework: Role of Collective Emotions and EC in Strategic Change, and how organisational routines and Leader EM build EC
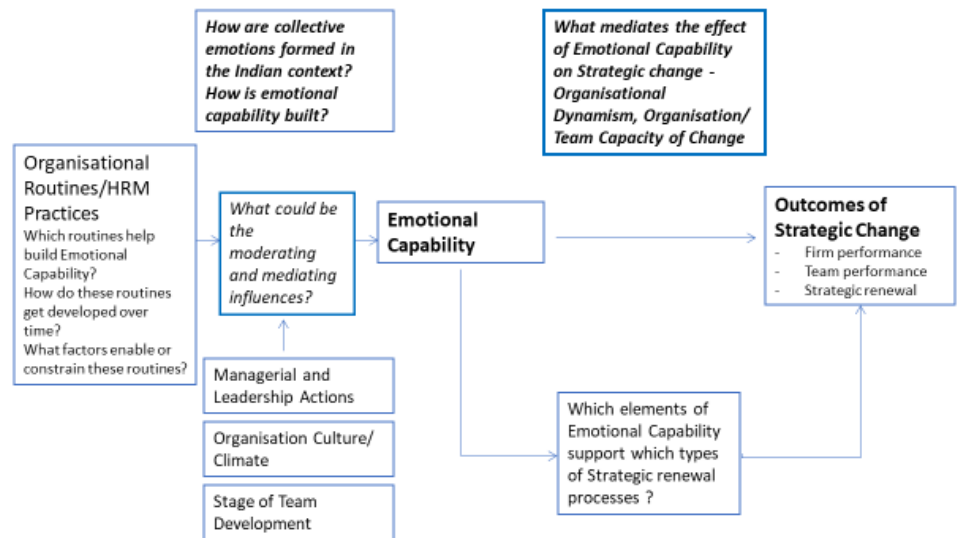
The theoretical underpinnings of this study are varied, both from the field of social sciences and strategic management. Given the cross-disciplinary nature of my research (based on strategic management, organisational behaviour, psychology, HRM, etc.), it has been a challenge to find a single theory within which I can base this research. A variety of theories can be considered to underpin my research. These include the affective events theory (Weiss and Cropanzano, 1996), the cognitive- motivational- relational theory of emotions (Lazarus, 1991) which was built on the cognitive appraisal theory (Lazarus, 1966), theory of emotion regulation and the extended process model of emotion regulation (Gross, 1998; Gross, 2015), the theory of ability based emotional intelligence (Salovey and Meyer, 1993), the theory of emotional contagion (Barsade, 2002), the theory of dynamic capabilities (Teece, 2014) and the emotional capability theory (Huy, 2002). Scholars have built on these theories over time with deep insights which we can build on. However, we would utilise the theory of

emotion regulation, the affective events theory and the theory of emotional capability as the core for my research.

As mentioned earlier, the core research objective is to articulate how collective emotions are formed, and how leaders and organisational routines can create appropriate collective emotions to achieve strategic transformation. The affective events theory and the theory of emotion regulation is the base on which we will build our understanding and hypothesis of collective emotions in the organisational context. We will then use the emotional capability theory to understand how we can build an emotion based dynamic capability to help in strategic transformation. In the next section, I will outline the research context and the methods that I followed.

1.5 The Research context and methods

This research is based in two, though interlinked settings – a leading emerging market (India) and its key sector (Telecom). The research has been conducted in India as it is the second most important emerging market in the world (after China), which is witnessing significant economic growth and transformation. India is the 6th largest economy by nominal GDP, and the third largest by purchasing power parity. However, India has been amongst the faster growing nations and the GDP growth in 2016 has been at 6.7%. The GDP grew at an average of 7% during 2013-2016.

Strategic transformation is a key feature of many Indian organisations, as they strive to become global organisations or scale up significantly in the changing environment, and they are grappling with these challenges. Moreover, not much research has been done in the Indian context on the role of emotions in strategic transformation and change. India, due to

its unique and complex cultural and institutional set-up, offers tremendous opportunity for research in the area of strategic transformation and emotional capability.

The telecommunication industry in India is also going through a huge transformation, as it deals with a changing competitive scenario as also changing technologies, with a shift from the traditional voice to data. The overall telecom market in India was about 28 Bn USD (Dec 2016 figures) and has experienced intense competition. The number of mobile subscribers in India in Dec 2016 was 1.15 billion, with a tele-density of 89.90. (Source: Cellular Operators Association of India (COAI), India Brand Equity Foundation, Wikipedia). We have chosen one of the largest telecommunications company in India, and let us call it Indiatel, as a case study given its unique context outlined below. In India, the company's product offerings include mobile services, mobile commerce, fixed line telephony services, high speed DSL broadband, direct to home satellite television broadcasting, and enterprise services.

The company started off in late 90's as a mobile service provider in one region of India. It expanded rapidly between 2002 and 2010 to cover a national footprint in India through a number of acquisitions and additional license bids. With a sharp focus on execution, it became a market leader in India in 2006. Between 2007 and 2010, the company carried out many transformational changes- it launched a new business in direct-to-home satellite television broadcasting and reorganised its operations to create central shared services. It took its first overseas step by setting up operations in Sri Lanka and laid the foundation for a couple of emerging businesses like Mobile Commerce. The mobile business, the fixed line business and the enterprise business- each of which was an independent entity- came together as one company through an integration of its leadership and common functions.

From 2010, the company faced increasing competition in its market with the entry of more new players. The growth of the mobile business began to plateau, as mobile penetration reached 80%. The company's market share came under attack, as it was the market leader. Revenues did not grow as prices came down, and the company's margin came under pressure. Around the same time, it acquired the telecom operations in overseas countries. A separate leadership team was sent to manage the overseas operations, which needed separate focus and a large amount of funds. In 2011, the company reorganised its business in a significant way by integrating its different product units into one. This also led to a large number of redundancies and for the first time in the company's history, it had to forcibly let go of people. At the same time, the market was undergoing a transformation. The traditional voice business was being replaced by the 'data' or mobile Internet business as the growth engine. To take advantage of the growth of the 'data' businesses, the company needed different skill sets- from a focus on execution and efficiency; it had to focus on innovation and on creating new ways of using and accessing the mobile internet (source: Company website, moneycontrol.com, COAI, Wikipedia, interviews with leaders in company).

A new CEO took over the company in India in March 2013, and he outlined a transformation agenda. The new focus areas identified, based on interviews with company leaders, were as follows:

- To transform the customer experience

- Grow the data business through innovation in data

- Transform the overall distribution and sales organisation

- Simplify operations and cut layers in the operations at the Head office

A new top leadership team was also being put in place, with some existing leaders and some new hires. Given the significant changes happening in the organisation, this provided ideal ground to assess how the transformations have been implemented and what role emotions, and emotion management, has played in that.

In this organisation, I tracked six teams that have been at the heart of the transformation, and met with over 60 people, over a number of occasions. Each of the teams had its own challenges of transformation and leadership, and the members of the project team have experienced various emotions as they went through the transformation. Understanding their emotions, the events that caused them, and the various emotion management actions have provided great insights to our study in the role of emotions and strategic transformation.

Given that my research questions are open-ended, there is a big element of 'how' in them. Consequently, I have adopted the constructivist paradigm. The primary aim of my research is to understand collective emotions and the linkages between collective emotions and strategy implementation, and how leader actions and organisational routines can build appropriate collective emotions. Given this open-ended inquiry, I adopted a qualitative research design in the form of a case study (Yin, 2014). The case study approach enabled me to understand the context, explore the underlying social phenomenon of collective emotions, and then come up with insights to answer my research questions.

1.6 Expected contributions – Academic and practical

An analysis along the above-mentioned research objectives and research questions, will help to develop an understanding that will go a long way in helping firms build collective emotions as a distinct source of achieving competitive advantage in present dynamic times.

The understanding of how collective emotions are generated and sustained, and what emotion management activities help in that process, will be crucial to organisations to enable them to be successful in transformation. Understanding the elements of EC will be critical, as it would enable firms to carry out radical transformations swiftly, thus increasing the firm's odds of surviving and growing. It will help clarify the role that leaders and middle managers have to play in enabling strategic change by harnessing the collective emotions of their employees, in the context of their organisational culture. Firms can use this understanding to craft and implement HRM practices and organisational routines to build emotional capability, thus moving from an individual level to an organisation level capability.

This research would contribute to the strategic management literature in a number of ways. First, it would link the different collective emotions to the different business outcomes, and through different transition stages of strategic renewal of an organisation. It will help unpeel the elements of EC, and clarify which processes would build the different collective emotions and the role of leaders in building emotion management capabilities in the organisation. It will add to the literature of emotion-based dynamic capabilities, and help scholars with a deeper understanding of cross-cultural leadership and its impact on EC. This research will further help understand the various emotional management processes, their relationships of EC, and with other constructs of strategic change. It will also extend the theory of emotional capability to an emerging country like India and test its relevance to the different cultural context in India. This would significantly add to the literature on strategic management and transformation in the Indian context.

This research will also help practising managers and policy makers to understand the role of emotions, and EC in an organisation's transformation and in building strategic capabilities. It would give them a clear idea of how they could build collective emotions in their teams, and what collective emotion is necessary for a particular stage of the organisation, and for a particular business outcome. It would also help them understand how to build emotional capability in organisations, especially on the role of leadership and HRM practices. It would also give them a good understanding of all the other organisational factors, along with emotional capability, that enable their strategic transformation and achievement of their key goals.

1.7 Thesis structure

In this Chapter, I have addressed the need for this research and outlined my personal motivation for taking up this research. I also presented my research aim, objectives and questions. This was followed by a brief presentation on the main theoretical underpinnings of my research. I also outlined the expected contributions of this study and an overview of how the thesis is structured.

Chapter 2 is devoted to the review of literature and my analysis of the gaps therein, leading to my research propositions. In Chapter 3, I describe the methodology that I have adopted for this research, outline some of its limitations and the steps I have taken to manage them. Chapter 4 is the descriptive case study of the five teams that I have tracked including all the analysis of the in-depth interviews I did as part of this study. In Chapter 5, I synthesise the findings from the teams, identify the insights and link them with the research questions and research propositions made earlier, thus summarising the theoretical contributions to

literature from this research. In Chapter 6, I will further expound on what this means to

practicing managers, by articulating a new conception of the human resources function in

organisations, and by proposing a set of routines that will enable organisations to

institutionalise emotion management as a core capability and develop it as a competitive

advantage. Further, we will discuss the conclusions and set the agenda for any future

research.

To summarise, this chapter provided a background to the research, as well as an overview of

the context, the theoretical underpinnings and the research questions. In the next chapter,

we will review the literature and develop key research propositions.

2. Literature Review and Propositions

2.1 Introduction to the chapter

In this chapter I will review literature related to my core research constructs and research questions (which I outlined in Section 1.4). Based on this analysis, I will articulate the research propositions that are empirically examined in this study. These will be aligned to my operational framework (presented in Figure 1.1). The aim of the literature analysis is to both highlight the key developments in respective research areas and the key gaps which I attempt to fill in this research. My approach to literature analysis has been directed by my broad research objectives. While it started off quite broadly given the inter disciplinary nature of the topic, I soon narrowed it down based on my research questions and went deeper into some of the seminal literature in that area. The rest of the chapter is structured as following. The next section outlines the definition of 'emotion' and its related constructs. This is followed by a review of the key theories related to my research questions, where I identify the current developments as well as any key gaps that exist, leading to my research propositions.

The whole area of emotions and their relationship to strategic renewal processes is quite complex and under-researched. It is also built on a series of theoretical frameworks from various disciplines, ranging from social psychology to strategic management. Considering my research questions as introduced in Chapter 1 (see Section 1.4), a number of theories can be utilised to underpin this research. These include the affective events theory (Weiss and Cropanzano, 1996), the cognitive- motivational- relational theory of emotions (Lazarus, 1991) which was built on the cognitive appraisal theory (Lazarus, 1966), theory of emotion

regulation and the extended process model of emotion regulation (Gross, 1998; Gross, 2015), the theory of ability based emotional intelligence (Salovey and Meyer, 1993), the theory of emotional contagion (Barsade 2002), the theory of dynamic capabilities (Teece, 2014) and the emotional capability theory (Huy, 2002). Equally, there are some theories that are also relevant like the leader-member exchange (Graen and Uhl-Bien, 1995) and sense-making (Weick, 1993). However, a close analysis of the core components of these theories suggest that the affective events theory, the theory of emotion regulation and the emotional capability theory comes closer than others, and accordingly I have chosen to underpin my research with these. A good understanding of the diverse theoretical framework is essential to appreciate the nuances and the interlinkages of the various concepts.

In order to proceed with my literature analysis, I would initially present an overview of each of the chosen theories and frameworks that form the spine of this research study, and also highlight the current gaps in the literature. I start with an analysis on the construct of emotion.

2.2 Definition of emotion

Literature has come a long way in its understanding of emotions. Meyer had remarked in 1930s that 'emotions was an unneeded term' and remarked that it would soon be out of the realm of scientific research (Meyer, 1933). Duffy (1941) subsequently maintained that emotion should be substituted by 'activation'. However, later scholars led by Lazarus identified that emotions were distinct, and noted that stress was one of the emotions (Lazarus, 1993).

It will be sensible to start at the level of 'affect', which is an umbrella term that covers broad range of feelings that individuals experience. This is broadly divided into two key elements- the 'feeling states' and 'feeling traits'. Feeling states are 'in-the-moment' short-term affective experiences and consist of emotions and moods. While emotions are evoked by a particular cause or event, moods are more diffuse and broader in nature and are not linked to a particular cause or event (Barsade and Gibson, 2007). Moods tend to be grouped under more hedonic tones as 'pleasant' or 'unpleasant' and could be in the background and it is possible that people are not consciously aware of their moods, whereas people are aware of their emotions (Watson, 2010). Trait or dispositional affect tends to be even longer in duration than moods (Fischer, 2000; Frijda, 1993). Having said that, the distinction between mood and emotion is not entirely clear, and at times they may be inter-twined. For instance, an acute emotion of anxiety may slowly, over time, morph into a mood of frustration or tension.

Gross (2015) defines the umbrella term 'affect' to include all psychological states that involve valuation. These affective states include stress responses, emotions and moods. Stress responses are those affective states that arise due to the inability to manage situational demands, whereas emotions are both positive or negative, related to an event (Lazarus, 1993). *If mood is the "pervasive and sustained 'emotional climate,'" then emotions are "fluctuating changes in emotional 'weather'" (*American Psychiatric Association, 1994, p. 763) as quoted in Gross (2015).

There are other definitions of emotions, notably: Mood states (George and Briel, 1992), Physiological change (Briner and Kiefer, 2005), and Neuro-physical component (Ashkenasy,

2003). Emotions have been defined by Salovey and Meyer (1990) as being organised psychobiological responses. But in general, it can be defined as an organised mental response to an event or an entity, as defined by the cognitive appraisal theory (Lazarus, 1991). It is a reaction to an event, a stressor (Lazarus, 1993). Since emotions are linked to a particular cause or event, they tend to be discrete. They also tend to be relatively intense and short-lived (Frijda, 1986; Lazarus, 1991).

When we talk of feeling traits, we refer to dispositional affect, and this personality trait pertains to an individual's tendency to experience positive or negative moods. Dispositional affect can be examined as trait pleasantness (e.g. Staw and Barsade, 1993) or as the combination of the pleasantness and energy dimensions, creating the two independent constructs of positive affectivity and negative affectivity (Watson, Clark and Tellegen, 1988). These traits may make them feel either pleasant, energetic and cheerful across a variety of situations (with positive affectivity) or generally melancholic and sluggish (with negative affectivity). The trait effect is a stable dispositional tendency to evaluate a situation as generally positive or negative. Both moods and trait effect focus more on valence than on arousal. Table 2.1 presents a summary of the various definitions as articulated by Barsade and Gibson (2007).

Another key feature of emotions is that they unfold over time (Cunningham and Zelazo, 2007). The 'modal model' of emotions (so called since it unites common features from various approaches) provides for a sequence of situation-attention-appraisal-response to describe the process of genesis of emotions (Gross, 2007). A psychologically relevant situation is attended to and appraised in terms of what they mean in the light of the

Table 2.1: Definitions of emotion related constructs	
Affect	*Umbrella term encompassing a broad range of feelings that individuals experience, including feeling states, such as moods and discrete emotions, and traits, such as trait positive and negative affectivity*
Discrete emotions	*Emotions are focused on a specific target or cause–generally realized by the perceiver of the emotion; relatively intense and very short-lived. After initial intensity, can sometimes transform into a mood.*
Moods	*The generally take the form of a global positive (pleasant) or negative (unpleasant) feeling; tend to be diffuse—not focused on a specific cause— and often not realized by the perceiver of the mood; medium duration (from a few moments to as long as a few weeks or more).*
Dispositional (Trait) affect	*Overall personality tendency to respond to situations in stable, predictable ways. A person's "affective lens" on the world.*
(Trait) Positive Affectivity	*Individuals who tend to be cheerful and energetic, and who experience positive moods, such as pleasure or well-being, across a variety of situations as compared to people who tend to be low energy and sluggish or melancholy.*
(Trait) Negative Affectivity	*Individuals who tend to be distressed and upset and have a negative view of self over time and across situations, as compared to people who are more calm, serene and relaxed.*
Emotional Intelligence	*"The ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990:189)*
Emotional Regulation	*Individuals' attempts to "influence which emotions they have, when they have them, and how they experience and express these emotions" (Gross, 1998a: 275)*
Emotional Labour	*Requires an employee to "induce or suppress feeling in order to sustain the outward countenance that produces the proper state of mind in others" (Hochschild, 1983: 7)*
Emotional Contagion	*Processes that allow the sharing or transferring of emotions from one individual to other group members; the tendency to mimic the nonverbal behaviour of others, to "synchronize facial expressions, vocalizations, postures, and movements" with others, and in turn, to "converge emotionally" (Hatfield, Cacioppo, & Rapson, 1994)*
Collective Affect	*A "bottom-up" approach to collective affect emphasizes the affective composition of the various affective attributes of the group's members. That is, the degree to which individual level affective characteristics combine, often through emotional contagion, to form group level emotion or mood. A "top-down" approach to collective affect emphasizes the degree to which groups are characterized by emotion norms for feeling and expression.*
Source: Barsade and Gibson (2007)	

individual's current goals (Moors et al., 2013). It is this contextually based evaluation that gives rise to emotions.

Given this conceptual overview from the literature, we find that research in this area most often looked at generalised affect and emotion state, and more so the benefits of positive affect (Gooty et al., 2014). We are sharpening our focus on discrete emotions, and not on any generalised trait affect. From the above-analysis, we can conclude that discrete emotions are normally linked to a particular cause, they could be more intense than moods, but could vary in intensity, and are normally short-lived. Taken together with the affective events theory, which we explore subsequently, we will focus on discrete emotions.

The Table 2.1 clarifies the different constructs of emotions and distinguishes between trait effect and state effect. It also differentiates mood and defines the various other concepts that are relevant to our research. As described earlier, we will focus on discrete emotions, and also collective affect as we look at emotions within a group.

Having examined the definition of discrete emotions, in the next section we will look at what causes emotions, using the cognitive appraisal theory, and the cognitive-motivational-relational theory of emotions.

2.3 Cognitive-motivational-relational theory of emotions

As we try to understand the science behind emotions, we will first start with the cognitive-motivational-relational theory of emotions (Lazarus, 1991), which is the extension of the cognitive appraisal theory (Lazarus, 1966). Lazarus articulated that emotions are a response to relational meaning, i.e., a person's sense of the harms and benefits in a particular 'person-environment' relationship- alluding to motivational, as well as cognitive processes.

Personality variables and those that characterise the environment come together in appraisal of relational meaning. Emotions thus arise out of an appraisal, rather than mere causal attribution (Lazarus, 1991). Hence, individuals follow a two-step process in appraising- first, they evaluate the significance of the event as a harm or a benefit, and then they evaluate their coping capabilities.

Therefore, the model describes appraisal at two complementary levels of analysis. *Appraisal components* represent the specific questions evaluated in appraisal, while at a macro-level, *core relational themes* synthesise the pattern of evaluation outcomes across the appraisal components into the central meanings underlying the various emotions (Lazarus, 1991, Smith, Haynes et al., 1993; Smith and Lazarus, 1990). Each emotion is hypothesized to have its own core relational theme, which represents a distinctive type of harm or benefit. The model identifies six appraisal components: two of primary appraisal (which concern whether and how the encounter is relevant to personal well-being) and four of secondary appraisal (which concern one's resources and options for coping with the encounter), as defined in Lazarus and Folkman (1984). The components of primary appraisal are motivational relevance and motivational congruence. *Motivational relevance* is an evaluation of the extent to which the encounter touches on personal goals or concerns (i.e., the encounter's importance), while *motivational congruence* refers to the extent to which the encounter is consistent or inconsistent with the person's goals (i.e., its desirability). The components of secondary appraisal are accountability, problem-focused coping potential, emotion-focused coping potential, and future expectancy. *Accountability* refers to who or what is to receive credit (given motivational congruence) or blame (given motivational incongruence) for the encounter outcome. The two components of coping

potential correspond to the two main means of reducing discrepancies between one's circumstances and one's desires and motivations (see Smith and Lazarus, 1990). *Problem-focused coping potential* reflects evaluations of one's ability to act directly on the situation to bring or keep it in accord with one's desires, and *emotion-focused coping potential* refers to the perceived prospects of adjusting psychologically to the encounter by altering one's interpretations, desires, or beliefs. The final component- *future expectancy* refers to the possibilities of changes occurring in the actual or psychological situation (for any reason) that would change the encounter's desirability.

The above appraisal components combine in various ways to define the core relational themes hypothesized to produce the different emotions. The cognition that provides 'heat' and generates emotion is termed as 'hot cognition' (Smith, Haynes et al., 1993). Our emotions often reflect the ephemeral kind of knowing and evaluating, as well as the more deliberate and analytical cognitive processes (Lazarus, 1991).

Lazarus (1991) suggested that there are 15 emotions and proposed a core relational theme for each of them. The 15 emotions are clubbed under three categories:

Negative: Anger, Fright, Anxiety, Guilt, Shame, Sadness, Envy, Jealousy, Disgust

Positive: Happiness, Pride, Relief, Love

Mixed: Hope, Compassion,

Table 2.2 provides an example of core relational theme and appraisal components for a couple of emotions.

Table 2.2: Emotion and their core relational themes		
Emotion	Core relational theme	Important appraisal components
Anxiety/Fear	Danger/threat	Motivationally relevant Motivationally incongruent Low and uncertain emotion-focussed coping potential
Hope	Effortful optimism, potential for success	Motivationally relevant Motivationally incongruent High problem-focussed coping potential Positive future expectations
Source: Lazarus (1991)		

There has been significant debate on the antecedents of emotions. Weiner (1985) proposed the attribution model of emotions. However, appraisal has been seen as the 'most proximal cognitive antecedent' of emotion (Smith, Haynes et al. 1993). Therefore, cognition is an important antecedent of emotions (Frijda, 1986; Lazarus, 1991). Emotion is aroused not just by an environmental demand, but also by their juxtaposition with a person's motives and beliefs. If appraisal of an event says something can be done, then problem focussed coping dominates. However, if appraisal says nothing can be done, then this leads to a predomination of emotion-focussed coping. Specific emotions result from a series of appraisals, with one emotion versus another reflecting differences along the various appraisal dimensions (e.g., certainty of outcome and source of control). For example, pride is a high certainty emotion, whereas interest a low certainty one (Smith and Ellsworth, 1985). There are also debates whether 'problem focussed coping' or 'response/emotion focussed coping' is better and for which situations, with scholars favouring 'emotion focused coping' in the light of its positive support to productive leadership (Gooty et al., 2014). While this serves as a fundamental theory to help us understand the antecedents of emotions, it does not however look at the dynamic nature of the emotion regulation. Moreover, there are

clear gaps in applying this framework to collective or group emotions. Later on in this

chapter, we will look at the dynamic concept of the process model of emotion regulation

and evaluate its applications to collective emotions (Gross, 2015).

2.4 The Circumflex model of emotions

The second key theoretical framework is the circumflex model of emotions, in which

emotions share two basic dimensions- one being the hedonistic valence (pleasant-

unpleasant), and the other being the intensity of arousal or action readiness (high-low

activation) (see Russell, 1980; Larsen, Diener et al., 1992). There have been further critiques

to this framework from scholars, and one of the changes proposed was to change the

activation axis to positive activation and negative, as opposed to high and low activation

(Watson and Tellegen, 1999; Barsade and Gibson, 2007). However, subsequent research has

concluded that these are not bipolar, but mutually exclusive (Larsen, McGraw et al., 2001).

The circumflex model provides a theoretical basis to look at emotions across both the

dimensions of valence and arousal or intensity. While moods generally are along the valence

dimensions, emotions could vary in their intensity. An individual could have two emotions,

which are different in the arousal stage, for instance excited and tense. Figure 2.1 captures

the range of hybrid emotions.

Figure 2.1: Circumplex Model of Emotions

High activation

Angry, fearful   Excited, enthusiastic

Unpleasant   *Pleasant*

Bored, dejected   Calm, relaxed

Low activation
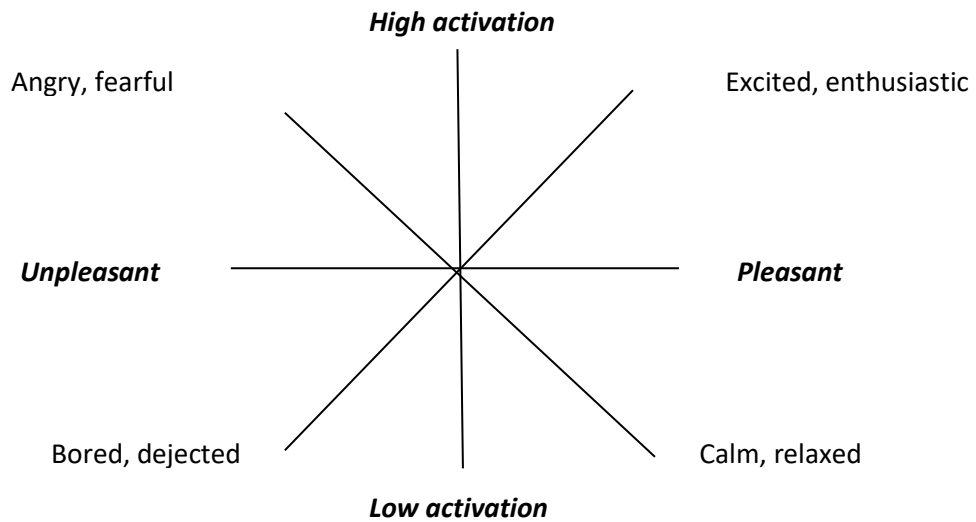
Source: Russell and Carroll (1999)

This framework helps us understand the different type of emotions, in conjunction with the cognitive-motivational-relational theory of emotions. However, while this provides us a model to understand both the valence and the arousal aspects of emotion, there has been inadequate research on collective emotion, especially in an organisational setting. While sympathy and hope are clearly emotions, is identification or attachment an emotion? Is fun or playfulness an emotion? However, excitement could be an emotion- as it is the more activated state of the pleasant emotion (Russell and Carroll, 1999). What are the other relevant emotions that could enable successful strategic renewal?

The other broad conceptual question that is unanswered is the process by which collective emotions can be changed. The circumplex theory of emotions outlines two axes- the hedonistic axis of pleasant-unpleasant, and the high activation- low activation axis. This broadly creates four clusters: unpleasant-high activation, unpleasant-low activation, pleasant-low activation, and pleasant-high activation. Would the emotion management

actions necessarily have to take the individuals through this circumplex in a set sequence? For instance, if a group has a collective emotion of being bored/dejected (unpleasant-low activation), would the group first move into a pleasant-low activation state before they move to being excited, a pleasant-high activation state. What emotion management actions could be taken to make this transition? In the later sections in this chapter, I have linked these questions to further concepts and have developed propositions to guide my empirical examination.

2.5 Emotions and impact on performance

Experiencing frequent positive emotion is a predictor of an individual living a more satisfied, more helpful, more connected, and longer life (Lyubomirsky, King, and Diener, 2005). The benefits of feeling good also extend to the work domain, as positive affect (PA) is linked to outcomes such as better task performance and more prosocial behaviour (Dalal, 2005). However, a meta-analytic research highlighted that the relationship between high positive affect and performance is nuanced producing only modest correlations (Kaplan et al., 2009). One key limitation of all research in the field is that scholars conceptualise positive affect as a diffuse affective state, and do not account for the different discrete emotions (Hu and Kaplan, 2015). Other scholars also agree that a more robust study of discrete emotions and the link of different emotions to performance would be more valuable than linking performance to positive affect as a diffuse state (Gooty, Gavin, and Ashkanasy, 2009).

The model proposed by Hu and Kaplan (2015) looks at discrete emotions (see Figure 2.2) and is based on the affective events theory (Weiss and Cropanzano, 1996). These objective events could be one-time salient occurrences (e.g., receiving a promotion), or these events

can also represent stable conditions that, for whatever reason, become salient to an individual at some point (e.g., having a considerate supervisor). As seen in Figure 2.2, these events can emanate from organizational-level phenomena and characteristics (e.g., organisational policies and practices that impact all members), group-level phenomena (e.g., group leader's behaviour that impact members of that particular group), or between-person differences (e.g., in goal content). Events, or, more precisely, appraisals of the events, then generate specific positive emotions (Lazarus, 1991). In turn, these emotions trigger specific behavioural responses. Figure 2.2 captures the cumulative effects of these affective experiences over time on attitudinal, behavioural, and interpersonal outcomes.

Fig 2.2: A model of discrete emotions impacting task performance
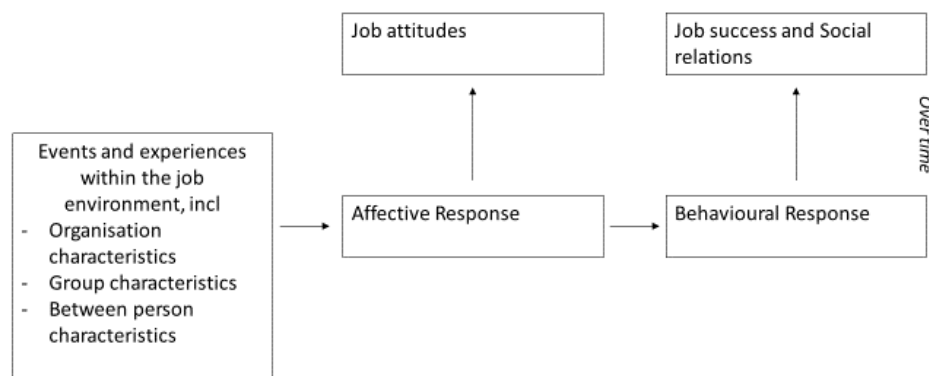
Source: Hu and Kaplan, 2015

In their paper, Hu and Kaplan looked at three positive emotions- pride, interest and gratitude- and identified their possible antecedents and proposed a hypothesis of the link of those positive emotions to specific performance parameters. They further posited some research questions, which would be a part of this study, as they link to the inquiry in this research. As mentioned in Chapter 1 (see Section 1.4), our overarching research question is

to understand how collective emotions are formed, and what organisational routines and leaders' actions help those, and if specific routines help in specific type of collective emotions. This is linked to the questions raised by Hu and Kaplan (2015):

1. What type of events lead to positive emotions?

2. What contextual factors moderate the consequences of positive emotions?

I build on this framework in order to understand the antecedents of specific group emotions and how they impact strategic renewal. In subsequent sections, I will build this into my research propositions.

2.6 Affective events theory

The core premise of affective events theory (AET) is that environmental factors in the workplace influence affect through discrete events (Weiss & Cropanzano, 1996). The first premise of AET is that emotions are states, and as states they vary within persons over time (Weiss, 2002). It further states that workplace events are proximal causes of emotions. Therefore, at its core, AET is about the relationships between workplace events and affective states. Most organizational theories look at the relationship between features of the work environment (such as reward structure or role clarity) and work outcomes. The AET postulates that using stable environmental features of work settings to explain and predict changeable affective states represents a mismatch of construct type. Of course, organisational features may make certain types of events more frequent, but ultimately, events are the proximal causes of affect states. This theory also states that affective states can show regular patterns, aligned to the changing patterns of workplace events. Another element of AET is that it differentiates between affective states, and other evaluative

judgements like rating on leader effectiveness and job satisfaction (Weiss, 2002). An implication of this is the differentiation between affect-driven behaviours, which are influenced by current emotional states and would vary within person, and judgement driven behaviours, which emanate from work attitudes (Weiss and Cropanzano, 1996). Further, the AET also highlights the subjective nature of affect, and indicates the need to focus more on discrete emotions rather than generalised feeling states.

According to Weiss and Cropanzano's (1996) AET, emotions generated at work are the raw materials that cumulate over time to build the affective component of job attitudes. On the basis of this theory, job attitudes are continuously revised by employees' emotional experiences. Although a one-time, fleeting emotional experience may not have significant impact on job attitudes, accumulation of similar affective experiences would contribute substantially to the development of job attitudes. With this background, we now move to the core of our research study, which is on the power of collective emotions, and its use in strategic organisational transformation or renewal.

2.7 Collective emotion

There is a strong social component to affect, which can influence dyadic and group behaviours (Barsade and Gibson, 1998). There seem to be two broad ways in which collective emotions or group emotions are engendered. Emotions are triggered by events, which change our thinking, and our assumptions. Challenging these assumptions generate strong emotions, as members have invested in them to shape their cognitive structures for sense making and sense-giving (Bartunek, 1984).

Moreover, individual emotions converge into group emotions as people who share an organisational culture have similar beliefs leading to similar ways of feeling, as their appraisals and motivations tend to be similar (Schien, 1992). In addition, group membership enables groups to translate tendencies into collective expressions more easily than as individuals (Barsade and Gibson, 1998). Therefore, this is an important feature of affect in organisations. People work in groups and share the organisational goals and the beliefs. When events occur that shake those beliefs and pose a threat to the goals, their appraisals of such events tend to be similar and they collectively feel a particular emotion. Conversely, it is also possible to generate a particular kind of collective emotion through a particular event at the organisation and group level.

Emotional contagion is another phenomenon, which enhances and accentuates collective emotions, as group members identify with each other and experience each other's emotions (Barsade, 2002). Emotional contagion is characterized as a process that allows the sharing or transferring of emotions from one individual to other group members, often occurring without conscious knowledge, although it can also be consciously induced (Barsade, 2002). While studies exploring the influence of emotional contagion initially focused primarily on dyadic settings, new findings suggest that contagion also functions at the group level. Contagion has also been experienced in various organisation settings. In one instance, researchers found a very high team mood convergence, where there was a high degree of team cohesion. The contagion would depend on some factors, i.e., how good are people as senders of emotion, how good are they as receivers of emotion, the level of team cohesion, etc. (Barsade and Gibson, 2015).

Another important concept is affective empathy, which refers to the ability to share the emotional experiences of others (Batson, 2009). Individuals differ to the extent they respond to the emotional experiences of others, and hence they could differ on the extent of affective empathy. When affective empathy is high, emotional contagion is more likely (Barsade, 2002).

Yet another concept that can help us understand the nuances of contagion is 'entrainment'. The affective states of leaders and followers can fluctuate together becoming mutually entrained (Gooty et al., 2010). Entrainment refers to two parties having the same emotional pattern over time. This relies on emotional contagion. In a study on peer-to-peer affect states, it was felt that shared experiences promoted entrainment as well (Totterdell, 2000). Totterdell found that the moods of cricket players correlated to the team mood, only on positive affect. Moreover, they were most positive when their match was going well, as opposed to when it was going poorly. Thus, feeling states tended to fluctuate based on the circumstances in which the team found itself. Given that individual affect, at least positive affect, was associated with the team's collective mood, this suggests some degree of team entrainment.

Group or collective emotion is an important social feature in the study of affect in organisations and there is currently a dearth of research in this area. While the AET applies to individuals, does it also apply to groups, and if so, under what conditions? What organisation level events and group level events lead to what specific group emotions? These are areas to explore in my study, as articulated in the research questions in Chapter 1 (see Section 1.4).

However, these collective emotions are strongly moderated by organisational routines and leader actions, and probably a few other factors. Similarly, emotion management responses are also moderated by many factors. Our focus in the research would be to identify how collective emotions are triggered, especially in the Indian cultural context, and how they are managed, and the role of other moderating factors. Based on the AET, since we are focused on discrete emotions, it is proposed that affective events can also impact group emotion. Organisational routines may lead to a collective emotion, only if they are construed to be an affective event. Hence, it is proposed that:

Proposition 1a: Collective emotions are formed by affective events at the organisational or group level. Significant leaders' actions could also be such an affective event. Organisational routines or HRM practices may promote a certain type of affective event.

Proposition 1b: Affective events that impact an individual do not create collective emotion unless in the following situations:

- *A large number of members of that group experience the same affective event individually and others anticipate that they may also experience a similar event, and*
- *The affective event has to be organisation or leader initiated*

2.8 Emotion management

In the earlier sections, I looked at the literature behind discrete emotions and collective emotions, i.e., how they are formed and their relation to other affect states. I will now outline how emotion regulation is done, both for oneself and others, and the factors that influence emotion management. The first concept that is relevant for emotion management

is that of 'emotional intelligence', and in the next section we will begin with an overview of emotional intelligence.

2.8.1 Emotional intelligence

Emotional intelligence (EI) is one area where there has been significant debate amongst scholars. EI is defined as the "ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions" (Salovey and Mayer, 1990: p189). Our everyday work, more so in organisations, is to deal with people- to collaborate with then, to influence them and to get work done through them. To be successful in doing this, individuals should be able to understand human emotions and behaviour and make an informed decision on what motivations lie behind others' behaviour and also think of appropriate responses. It is posited that this is a special capability, named emotional intelligence.

Mayer and Salovey's EI model is based on four factors: (1) Perceiving Emotions: the degree to which people are capable of attending to their emotions, expressing those emotions, and reading the emotions of others; (2) Using Emotions: the process of knowing about emotions and which emotions facilitate cognition effectively and using them to do so; (3) Understanding Emotions: the understanding of complicated emotional dynamics, including how emotions can change from one to another (e.g., embarrassment can turn into anger rather than apology); and (4) Managing Emotions: the knowledge of how to regulate one's own and others' emotions to reach goals (Salovey and Grewal, 2005).

However, while there is an overall appreciation and acceptance of the construct and there are tests to show strong linkages to a variety of life outcomes including work performance,

there is considerable debate on the methodology of the ability-based assessments of EI. An

analysis of current research highlights the following challenges with the construct of EI:

a. The premise behind EI is that it is a conscious and cognitive process of reviewing

emotional information. Research has strong correlation between cognitive tests and

the test for EI, thereby showing that EI is being seen as a predominant cognitive

process (Ortega and Philips, 2008). Although, EI researchers acknowledge that

mental processes can operate outside of people's awareness (Zeidner, Matthews and

Roberts, 2003), the distinction between automatic and conscious (or deliberate)

processes and their potential interactions are not factored into leading EI models.

Thus, there is a school of thought that the ability model of EI does not account for

the automatic and unconscious processing that sometimes happens, and if a model

can factor in both the conscious, cognitive processing as well as the automatic

processing of emotions, it may be a more robust construct (Ybarra et al., 2014).

b. The current ability model does not factor in the motivational aspect – for instance,

while an individual may be good at understating emotions, he/she may not be really

motivated to do so and hence does not pay as much attention as needed (Chan and

Ybarra, 2002). Much of the basis for people's attention and interpretation, then, rests

not only on what might be considered an "ability," as usually conceived in EI, but also

on people's motivation, i.e., the extent to which they are engaged and willing to

process the available information.

c. Context is an under-rated variable in our construct of EI. While the current ability-

based model of EI focus excessively on measuring that ability, they seem to have

discounted the role of context (Ybarra et al., 2014). There are times when a person

with a high score of EI does an act that is at total deviance with what one would

expect. Other relevant findings deal with the extent to which the occupational

context involves "emotional labour," or the extent to which a job requires the

regulation of feelings and emotional expressions (Grandey, 2000). Jobs that involve

frequent interaction with customers require more emotional labour, for example. A

study in which occupational contexts were categorized as involving high or low

emotional labour found that EI played a more prominent role in performance

outcomes when the job involved more emotional labour (Joseph and Newman,

2010).

While there are methodological challenges in the assessment of EI, however, the overall

concept is now broadly accepted. There is still some debate whether EI is a better indicator

as a composite of the four elements or whether it is much more discriminating if it is divided

into its different components (Kluemper, De Groot et al., 2011). The ability-based model of

EI (Mayer and Salovey, 1997), as mentioned above, consists of four branches (ability to

perceive, facilitate, understand, and manage emotion), ranging from the most basic (ability

to perceive emotions) to the most complex (emotion management ability). Thus, emotion

management ability (EMA)—involving one's ability to regulate the emotions of one-self and

others (Mayer and Salovey, 1997)—is the apex of the four-dimensional hierarchical model

(Mayer, Salovey, Caruso and Sitarenios, 2001). In support of this hierarchy, Joseph and

Newman (2010) conducted a meta-analysis to test antecedents and outcomes of the

branches of EI, finding support for EMA as the apex of EI. Scholars have further posited that

Emotion Management ability may itself be a predictor of job performance as it was well

grounded in the theory of emotion regulation (Gross, 1998) and emotional labour (Hothschild, 1983).

The above background and discussion on EI is critical as it forms the basis for my next proposition on leader emotion management behaviours and emotion regulation practices in the subsequent sections.

2.8.2 Emotion regulation framework

Emotion regulation is defined as "the process by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions" (Gross, 1998b: 275) and has roots in biological, cognitive, developmental, social, personality, clinical, and health psychology (Gross, 1998b). Through conscious and subconscious processes, people elevate, maintain, or lower both positive and negative emotions (Gross, 1998a).

A key feature of emotion regulation is the activation of a goal to influence the emotion trajectory (Gross, Sheppes and Urry, 2011). Emotion regulation may be done for one self, which is called intrinsic emotion regulation, and when it is done for others it is called extrinsic emotion regulation (Gross 2015). A common model of studying emotion regulation is the process model by Gross (1998b), presented in Figure 2.3.

Fig 2.3: The process model of emotion regulation

Source: Gross 1998

The model starts with the situation. The individual selects a situation if there is a choice

possible. Subsequently, the individual may modify the situation. Hence, the first step of

emotion regulation is situation selection and modification. The next step is attentional

deployment, when the individual chooses to focus attention of some aspects of the

situation. The cognitive change refers to the individual's choice of a particular meaning, from

among many for a given situation. In the cognitive change phase, the individual modifies the

appraisal of a situation to alter its emotional impact. It is this appraisal or meaning that gives

rise to emotions, and in the next phase the individual can choose to modify the emotions

through other means (Gross, 2015). Emotion regulation theory (Gross, 1998) proposes that

an individual can regulate emotions at two broad stages.

1. An individual can engage in antecedent-focused strategies by modifying the situation

   or perception of the situation in an effort to adjust emotions. These strategies

   include choosing or modifying the situation that will invoke emotions, selecting

which aspects of the situation one focuses on by distracting attention away from the elements of a situation that are harmful and reappraising the situation by selecting the least emotionally harmful of many possible meanings.

2. Individuals can engage in the response-focused strategy of manipulating their reactions to the situation by changing their emotional expressions.

In a further study on this area, a new extended process model of emotion regulation has been introduced (Gross, 2015). It starts with the idea that emotions involve valuation, and there are a number of valuation systems that are involved, with each system 'caring' for a different type of input. Figure 2.4 generalises the concept of the extended process model. The key element of this conceptualisation is its dynamic nature. Emotion is triggered by one valuation cycle, while a second valuation system tries to make sense of it to regulate it. There are successive cycles of valuation that happen, and each cycle targets one aspect of the 'world' that initially triggered the valuation cycle. This can go on till the discrepancy between and 'world' and the goal state is below the threshold of the 'valuation' system (Gross, 2015). There are five ways the valuation system can influence the system that is generating emotion. These include (a) taking steps to change the situation to which one will be exposed, (b) changing one or more relevant aspects of the external world, (c) influencing which portions of the world are perceived, (d) altering the way the world is cognitively

represented, and (e) modifying emotion-related actions (Gross, 2015).

Fig 2.4: The core elements of extended process model of emotion regulation

Perception   Valuation

World   Action
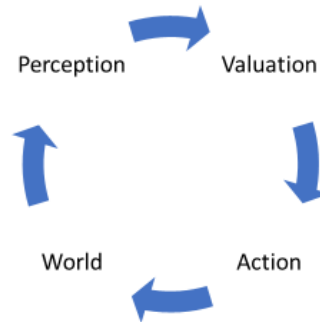
Source: Gross, 2015

Given the various valuation systems operating in the whole process of emotion regulation, we can broadly segment them into three stages: (a) the identification stage (concerned with whether to regulate emotion), (b) the selection stage (concerned with what strategy to use to regulate emotion), and (c) the implementation stage (concerned with implementing a particular tactic suited to the present situation). Each of these stages has different decision points and different failure points (Gross, 2015).

For example, Huy (2002: p41) found that managers under stress expressed a need to "blank out negative thoughts" and "'psych' themselves up" to perform their job effectively. Totterdell and Parkinson (1999) identify a wide range of strategies that people use to deliberately improve their emotions, such as thinking positively, engaging in distracting activities, venting feelings, and seeking social support. This leads to more effectiveness in coping with stress, performing well under pressure, and attaining personal goals (Lopes, Grewal, et al., 2006).

Individuals also attempt to regulate others' emotions at work, and they do so using the same strategies they use to regulate their own emotions (Williams, 2007). They do so for a variety of reasons, including an expectation of the job (Hochschild, 1983); to model reactions to signal how to make meaning of an event (Pescosolido, 2002); to get others excited about a project; to provide critical performance feedback without hurting others' feelings; or to effectively diffuse conflicts (Lopes, Grewal, et al., 2006) Managing emotions in others allows an individual to connect or disconnect from an emotion depending on its usefulness in any given situation (Mayer and Salovey, 1997). It entails modulating expressed emotions in the context of interpersonal interactions to achieve one's goals (Lopes, Grewal, et al., 2006) through a social cognitive process of purposeful planning and formulating clear behavioural intentions (Bandura, 2001). While developing trust in a boundary spanning relationship, emotion management of one's counterpart could be used to generate cooperative behaviour, perceptions of increased trustworthiness, and feelings of ease and reduced anxiety (Williams, 2007). When individuals manage or regulate their own emotions, their emotion management strategies fall into the following categories (Gross, 1998):

a) they attempt to alter or remove the emotion-provoking elements of the situation;

b) they alter their attention, for example, distract themselves from the emotion provoking situation;

c) they alter the way they think about the situation, i.e., cognitive reframing; or

d) they modulate their emotional response, for example, biofeedback, suppression, self-medication

In our empirical study, we will explore the different techniques being used for emotion

regulation and identify the conditions for the successful use of each of these techniques.

2.8.3 Emotional labour

Displaying emotions that differ from what we are actually feeling involves emotional

regulation, which is the attempt to influence which emotions we have, when we have them,

and how these emotions are experienced or expressed (Gross, 1998). It thus includes a

broad range of regulatory activities, for instance like controlling anger when a person feels

that it will reflect badly on his or her reputation.

Emotional labour refers to *"the management of feeling to create a publicly observable facial

and bodily display"*, generally to comply with normative rules (Hothschild, 1983). This is an

extension of emotion regulation – but having to do as part of a job, normally to increase

performance on the job, like a salesperson acting more friendly since he wants to sell

something. This is called 'labour' as they are being paid to regulate their emotions to achieve

a particular emotion state in others.

Emotional labour can be of two types: "surface acting," when employees show emotions

without necessarily feeling them (faking or enhancing facial and bodily signs of emotion);

and "deep acting," when employees display emotions they have actually worked on feeling

(modifying feelings or reappraising events) (Grandey, 2000). Central to emotional labour

theory is the idea of display rules—norms about what is appropriate to display (Ekman,

1972). By regulating one's emotions, individuals can control their emotional expressions to

fit the display rules of the situation (Goffman, 1959). Display rules can vary based on the

time of day, season of the year, and the weather; across occupations; across interaction partners; and in light of different social goals (Rafaeli and Sutton, 1989).

One possible outcome of emotional labour is emotional dissonance – the discrepancy between individuals' emotional display and their underlying feelings (characteristic of surface acting) - leading to work strain (Hochschild, 1983). However, later research has pointed out that if done with an intent that this is required as normal part of the job, it does not lead to this dissonance and work strain (Rafaeli and Sutton, 1989). While further research is ongoing to identify the considerations under which emotional labour leads to work strain, one clear finding from the emotion regulation research is that if an individual anticipates the emotions and does cognitive reframing of the possible response, it is likely to cause less strain (Gross, 1998).

These are important concepts as we look at implications of emotion regulation amongst leaders as they work with the emotions of their teams to achieve desired performance and appropriate strategic outcomes.

2.8.4 Leader emotion management actions

A key role for all leaders is to consciously demonstrate appropriate emotions and also to elicit suitable emotions from their teams. This is a specific application of emotion regulation in leadership situations.

At the core of this is the EI model of Mayer and Salovey (1997)- accurately perceiving emotions in yourself and others, thinking about emotions, understanding the meaning of those emotions and manging the emotions in oneself and others. Studies rarely address this

as separate components, though there is a new call from scholars to do that and not make gestalt observations (Kluemper et al., 2011). While there have been many research studies on this subject, each has looked at a particular aspect. For instance, there have been studies on building trust in a boundary-spanning role (Williams, 2007), leader emotional displays (Connelly and Ruark, 2010), and on emotionally intelligent leadership and relevant actions (Ashkenasy and Jordan, 2008). Kaplan et al. (2013) have tried to synthesis the extant research, and suggest a comprehensive model for leader emotion management, which identified eight broad sets of behaviours that constitute leader emotion management and the outcomes from those behaviours. Keeping the focus on the 'feeling state effect', they have identified a model of leader emotion management (see Figure 2.5), and the eight behaviours as follows:

1. Interacting and communicating in an interpersonally tactful manner

2. Demonstrating consideration and support for employees

3. Using emotional displays to influence employees' behaviour

4. Structuring work-tasks with consideration for employees' emotions

5. Providing frequent emotional uplifts

6. Behaving in a fair and ethical manner

7. Managing interactions and relationships among co-workers

8. Maintaining open and frequent communication

Kaplan et al. (2007) also identified the knowledge and skills necessary for leader emotion management. Elements of knowledge included a) Self-insight, b) Knowledge of emotions and their consequences, c) Knowledge of emotion evoking events, and d) Knowledge of the

importance of emotions and emotion management. In addition, the key skills articulated

were a) Emotion recognition, b) Perspective taking, c) Emotion support skill, d) Presentation

skill, and e) Communication skill.

Fig 2.5 : A theoretical model of employee emotion management

Knowledge: Self insight Knowledge of emotions and their consequences Knowledge of emotion evoking events Knowledge of importance of emotions and emotion management Skills: Emotion recognition Perspective taking Emotion support skill Presentation skill Communication skill	Leader EM behaviours 1. Interacting and communicating in an interpersonally tactful manner 2. Demonstrating consideration and support for employees 3. Using emotional displays to influence employees behaviour 4. Structuring work tasks with consideration for employees' emotions 5. Providing frequent emotional uplifts 6. Behaving in a fair and ethical manner 7. Managing interactions and relationships among co-workers 8. Maintaining open and frequent communication	Proximal outcomes Strong norms for emotional displays Culture of mutual respect within unit Psychological safety Rapport with leader (LMX) Trust in leader Satisfaction with leader Willingness to approach leader Task motivation Receptiveness to feedback Positive affective tone Shared mental models	Ultimate outcomes Cohesion Task Performance OCBs Adaptive performance Reduced CWBs Satisfaction and organisation commitment Reduced turnover, greater retention Reduced burnout and strain

Leader self emotion management Situational factors Target Attributes	Situational factors Target attributes

Source: Kaplan et al (2007)

As an extension of the leader emotion management, Williams (2007) integrated various

theoretical concepts to provide a framework for threat regulation done in a boundary-

spanning role, based on the concept of emotion regulation. Using social cognitive theory

(Bandura 1986, 2001), the symbolic interactionism theory (Blumer, 1969) and emotion

regulation theory (Gross, 1998), the three processes of perspective taking, threat reducing

behaviour and reflection were articulated, which would help in threat reduction, and thus

help in building trust.

Middle managers have been the focus of many studies, and often been blamed for

sabotaging change efforts (Balogun, 2003). However, they could also be a strategic asset in

implementing strategic and radical change (Huy, 2002). Balogun (2003), in a longitudinal study of a UK utility company, suggests that middle managers could be better characterized as change intermediaries fulfilling four inter-related roles during change implementation - undertaking personal change, helping others through change, implementing necessary changes in their departments and keeping the business going. A key but often overlooked aspect of the change intermediary position for managers is interpretation of the change intent, which informs their actions and impacts on the implementation outcomes (Balogun, 2003). However, later studies (e.g., Huy, 2002; Clarke, Hope-Hailey et al., 2007) further emphasise the key role of middle managers in managing emotions- called 'emotional balancing'. Huy provides a theory and defines emotional balancing as a 'group-level process involving the juxtaposition of emotion-related activities intended to drive change and to induce continuity in a group of people' (p33, 2002). To generate emotional energy to drive their change projects, middle managers have to manage their own emotions associated with the change, while simultaneously attending to the emotions of other recipients- and both these types of behaviours affect the outcome of change.

The rational programmatic change delivery is thus intertwined with the management of subjective personal change, requiring managers to engage in an activity called 'emotion work' (Clarke, Hope-Hailey et al., 2007). Emotion work refers to the act of attempting to change an emotion or feeling so it is appropriate for any situation. As opposed to frontline staff, the emotion work done by middle managers is more complex and challenging as it is often unscripted, unsupported and unacknowledged, and the high-strength relationships make such emotion work more difficult. Accordingly, it is proposed that:

Proposition 2a: The role of different levels of managers in emotion management actions needs serious research attention.

Proposition 2b: Also, research should focus on examining the linkages between managers' ability to manage their own emotions and effectiveness of their emotion management activities.

Proposition 2c: Identify and confirm the factors that support good emotion-management skills in managers. In particular, confirm relevance of the framework outlined by Kaplan et al. (2007) discussed in section 2.8.4 for India, and modify as appropriate for the Indian context.

Proposition 2d: Identify and confirm the skills needed in managers for proactive emotion management to build the right 'emotional weather' for the team.

2.9 Theory of emotional capability (EC)

In the earlier sections, we examined the concept of emotions, and collective emotions and looked at how the emotion management process occurs and what leaders can do to build the right emotions. We now move from the role of a leader to the role of organisational routines to manage emotions. Therefore, the third significant theoretical framework is that of Emotional Capability, as it articulates the organisational routines for leveraging emotions.

At the organisational level, EC refers to an organisation's ability to acknowledge, recognise, monitor and attend to its members' emotions (Huy, 1999). It is manifested in organisational routines (Schien, 1992). Presence of EC is a necessary condition for organisations to realise radical change (Huy, 1999).

In addition, Huy provides a robust linkage of change dynamics and emotional dynamics, i.e., the organisational behaviours that either express or evoke certain specific emotional states

(1999). Receptivity, mobilisation and learning have been articulated as the three key

processual challenges related to realisation of radical change- called as change dynamics.

Huy also articulates a comprehensive understanding of emotional dynamics, linking it to

individual emotional states. The emotional dynamics articulated are as follows (with their

respective individual level emotional state in parenthesis): experiencing (expresses

empathy), reconciliation (expresses empathy), identification (expresses love),

encouragement (evokes hope), display freedom (evokes authentic feelings), and playfulness

(evokes fun)(Huy 1999). Figure 2.6 depicts this model of change dynamics linked to

emotional dynamics- the oval shapes of receptivity, mobilisation and learning are the three

processual challenges related to realisation of radical change (termed Change Dynamics),

and the relevant emotions and emotion attending behaviours that interact with these

change dynamics are in the rectangular boxes in bold italics. The degree of an organisation's

ability to execute effectively these emotional dynamics determines its level of emotional

capability and, therefore, its likelihood of realising radical change.

Figure 2.6: A Framework of Change Dynamics and Emotional Dynamics
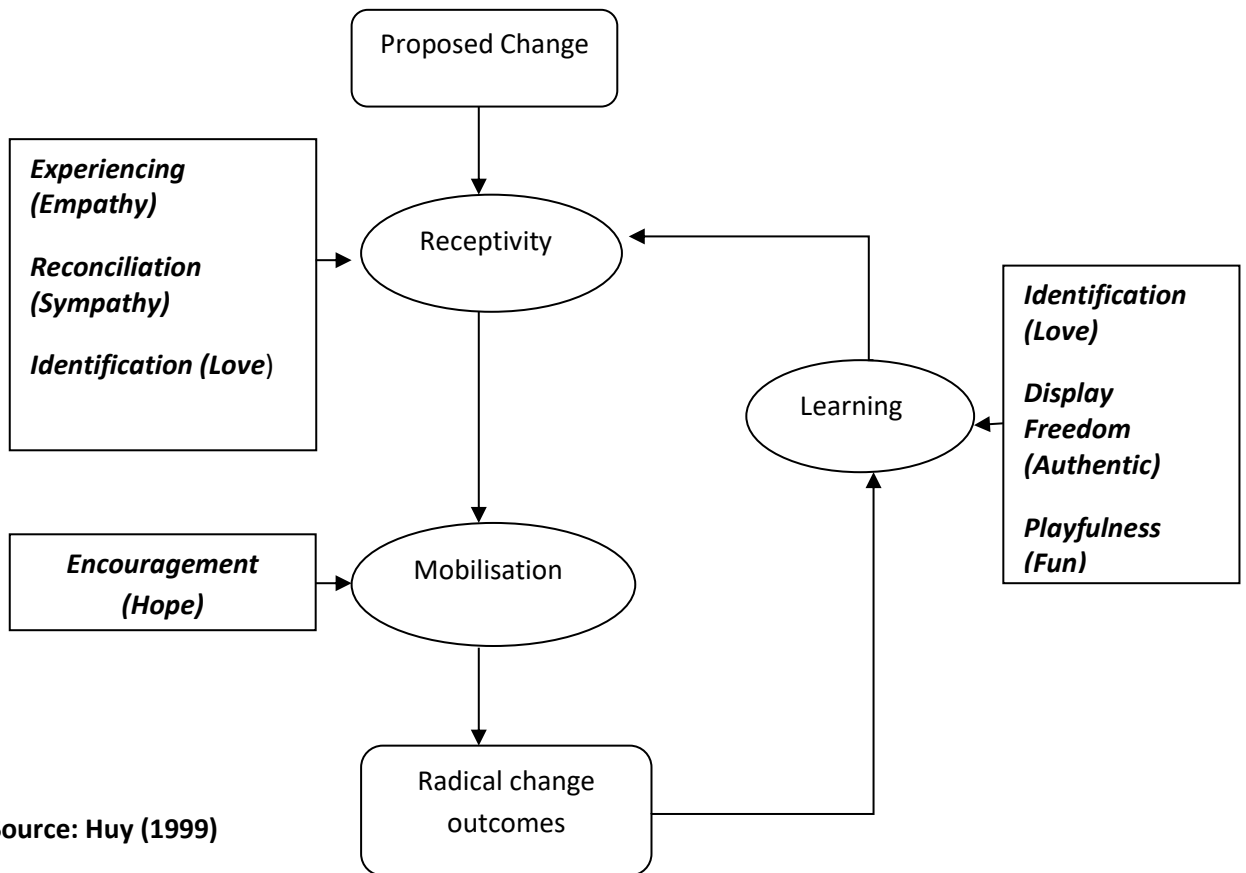
Source: Huy (1999)

Huy also outlines five emotion management actions that create an emotional context which facilitate important processes underlying strategic renewal (2005). These are:

1. Organisational processes expressing authenticity increase organisational learning and a context of authenticity is necessary for effective emotion management.

2. Organisational processes expressing sympathy increase receptivity to change.

3. Organisational processes arousing hope increase collective mobilisation.

4. Organisational processes arousing fun and playfulness encourage generation of creative ideas leading to organisational innovation.

5. Organisational processes arousing attachment enhance an employee's personal identification with the organisation.

Successful execution of these processes would lead to the development of strong emotion-based dynamic capabilities in an organisation (Huy 2009). The above theoretical concepts and frameworks have to be looked at in the context of the dynamic capabilities framework. As we see from the above presentation, EC can be an emotion-based dynamic capability, which could be an enabler of strategic renewal. However, we need to understand how this would work in a context like India, where societal and cultural influences are different from an Anglo-Saxon environment.

2.9.1 Emotion-based dynamic capabilities (DC)

Drawing on the DC framework, we can clearly link strategy development and implementation to the development of new capabilities in an organisation. Strategy implementation would broadly entail four types of strategic change in capabilities-incremental focus on sharpening an existing capability, building a new capability, trimming or de-emphasising an existing capability and a transformational leap where a new set of capabilities need to be developed. Based on a longitudinal case study of a mutual fund provider, Siggelkow (2002) identified capability building as an evolutionary process towards fit, as a response to environmental changes. While this significant study helps us understand the evolutionary developmental processes that lead to organizational configurations and fit, it does not address the transformational need in organisations. In highly dynamic markets, there is growing recognition that the organisation's ability to survive and grow depends more on its capacity to renew itself in line with environmental changes, rather than on the industry structure and positioning or its specific resources- leading to the dynamic capabilities framework (Teece, Pisano et al., 1997). However, what are dynamic capabilities? There has been criticism that these are vague concepts and not empirically grounded (Priem

and Butler, 2001). Dynamic capabilities consist of specific strategic and organizational processes like product development and strategic decision making- they have common key features, but also idiosyncratic at the specific level of details (Eisenhardt and Martin, 2000). They are the 'organisational and strategic routines by which firms achieve new resource configurations' as environment changes (Eisenhardt, 2000: 1107).

Teece (2007) has disaggregated DC into the capacity (1) to sense and shape opportunities and threats, (2) to seize opportunities, and (3) to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the enterprise's intangible and tangible assets. Sensing entails searching and exploring markets and technologies, while seizing necessitates making appropriate investment decisions, and reconfiguring requires continuous transformation of the firm in response to environmental changes. While Teece suggests a primary cognitive root to the forces influencing sensing, seizing and reconfiguring, recent developments however suggest that they would have strong emotional roots as well (Hodgkinson and Healey, 2011). Affect and emotion are seen to be integral to the very nature of cognition, infusing learning and action. Accordingly, Hodgkinson and Healey (2011) have articulated the concept of 'hot cognition'- where emotions and affect are set to be deliberatively aiding cognition, and 'cold cognition'- where they are not. Their proposition is that organisations that rely on 'hot cognition' enhancing technologies are less likely to fall prey to strategic inertia than those that do not. However, the proposition is not tested empirically, and no indicators or measures have been developed which would tell us about the extent of 'hot cognition' employed in a certain organisation.

Given the power and pervasiveness of collective emotions, and the need for organisations to implement periodic radical strategic change for their survival and growth, what could be the emotion-based dynamic capability that organisations can build? Emotional capability has been articulated as an emotion based dynamic capability that can significantly enable strategic transformation and renewal (Huy, 2005). Creation of an emotional context in which groups of employees express authentic emotions, and where they feel sympathy, hope, identification and fun is postulated to enable strategic renewal (Huy, 1999). Huy (2005) has further proposed that the following emotion management processes are critical for strategic renewal.

Organisational processes expressing authenticity increase organisational learning are those that facilitate consistency and transparency, and enable congruence in the employees between organisational intent, espoused intent and actions. It enables employees to feel and express a variety of authentic emotions during a change process. Authenticity is extremely critical and a pre-requisite for any emotion management activities, as it increases feelings of psychological safety (Huy, 2005).

Organisational processes expressing sympathy increase receptivity to change refer to the ability to feel for the general suffering of other individuals and involve demonstrating respect and care for others' feelings (Huy, 2005). These emotions need to be managed on same lines as the personal transition framework of 'endings', 'neutral zones' and 'new beginnings' (Bridges, 1986).

Organisational processes arousing hope increase collective mobilisation include articulating a compelling vision, encouraging and increasing involvement, and celebrating success. The

emotion of hope is said to reduce uncertainty and mobilise people for moving ahead in the change journey.

Organisational processes arousing fun refer to the organisational ability to arouse fun to encourage generation of creative ideas. Emotional playfulness encourages experimentation. Actions to generate fun and playfulness include creating more fulfilling and challenging task, a meaningful work environment and a supportive work group.

Organisational processes arousing attachment are a set of actions that enhance the employee's identification with the company, done through aligning the long-term interests of the employees with the organisation.

However, there are a couple of areas where this theory could be strengthened. In a separate study, three emotions- pride, gratitude and interest- were examined, and their antecedents clearly explored (Hu and Kaplan, 2015). They proposed that various organisational routines like competitive performance management, and styles of leadership would lead to development of those emotions. They also linked the emotions to certain business outcomes, as follows:

- Accumulation of experiences of pride is positively associated with competence-related job attitudes, such as psychological empowerment.

- Accumulation of experiences of interest is positively associated with task-related job attitudes, such as satisfaction with work itself.

- Accumulation of experiences of gratitude is positively associated with relationship-related job attitudes, such as satisfaction with supervisors, satisfaction with co-workers, and psychological safety (for details see Hu and Kaplan, 2015).

Clearly, certain emotions lead to certain outcomes, and what we need to explore is the emotions needed as organisations go through rapid change and transformation.

As mentioned in Section 1.4, our core research aim is to articulate how collective emotions are formed, and how leaders and organisational routines can create appropriate collective emotions to achieve strategic transformation. Different phases of strategic transformation need a set of appropriate collective emotions. As we saw in the presentation above, it is obvious that certain emotions lead to particular outcomes. In the next section, we will build on this and articulate the collective emotions needed for key phases of strategic transformation.

2.9.2 Emotional dynamics and strategic change

A deeper understanding of the process of strategic change is important to understand key mediating influences. Initiation of any strategic change normally follows a standard process- 'sense-making' by the CEO and top leadership, leading to 'sense-giving' to others in the organisation (notably middle managers), which is then followed by sense-making by others, through a round of 'negotiated social construction', which then leads to sense-giving to the CEO and top management. As a result, the CEO and top leadership make adjustments, and thus push for realisation of their vision (Gioia and Chittipeddi, 1991). Sense-making has to do with meaning construction and reconstruction by the involved parties as they attempt to develop a meaningful framework for understanding the nature of the intended strategic change. 'Sense-giving' is concerned with the process of attempting to influence the sense- making and meaning construction of others toward a preferred redefinition of organizational reality (Gioia and Chittipeddi, 1991). Any substantive change, therefore, leads to alteration of existing value and meaning systems. Strategic change initiation has the following phases-

envisioning, signalling, re-envisioning, and energising. Gioia et al. (1991) state that the envisioning phase is about 'sense-making'- with the primary use of cognition, while the signalling phase is all about 'sense-giving', which is about influencing and action. While this research has given us a deep understanding of the processes of strategy initiation and implementation, there is an assumption that this is primarily a cognitive issue. It does not speak of the role of affect or emotion in these processes. Later studies indeed show such an effect, and this is an area for further exploration (Huy, 2002). Often, change also involves a change in identity, and perhaps the organisation change with the most potential for disruption is a change in identity (Corley and Gioia, 2004).

Every critically relevant issue in the environment sets off a 'strategic issues diagnosis' in the organisation- an iterative, cyclical process activated by the recognition of some kind of strategic issue (Dutton and Duncan, 1987). There are a number of subjective judgements that are made about an issue based on its importance and urgency, as well as the feasibility of responding to it, and the organisation's response. The organisation's momentum for change is therefore mediated by the organisational beliefs and the availability of resources (Dutton and Duncan, 1987). Given the subjective judgements thus made in diagnosing the environment and initiating strategic action, my proposition is that emotions of the senior leadership impact the perception of strategic issues, and thus are significantly linked to the momentum for change.

Therefore, from the review of the existing literature, we can summarise that building and reorienting new capabilities within the organisation is a way of strategy implementation. These could be either incremental or transformational/radical and would have a concomitant impact on implementation. However, it is clear that the influence of emotion

on strategic decision making has not been researched adequately. Recent research confirms a significant influence of affect (Hodgkinson and Healey, 2011), and we propose to explore this further. In the context of our core research aim of articulating how collective emotions are formed, and how leaders and organisational routines can create appropriate collective emotions to achieve strategic transformation, this assumes a greater significance. For instance, an emotion of pride could come in the way of robust strategic decision-making. Understanding the impact of emotions in the different phases of strategic transformation and articulating it will help organisation in successfully leveraging emotions in their transformation.

The process of strategic renewal could be linked to the concept of transitions, in which three different phases have been identified- endings, neutral zones and new beginnings (Bridges, 1986). Each of these phases are characterised by distinct emotions, and the passage from one phase to the other needs appropriate organisational processes to engender relevant emotions. Huy (2005) proposes the concept of 'emotional sequencing'- the order in which particular emotions are aroused. For instance, in the early stages of radical change, actions expressing sympathy would be required, which would be followed by actions arousing hope as the need arises to mobilise the group towards achievement of the change objectives. This could be followed by actions arousing fun, as the focus shifts to stabilising in the new paradigm.

This thought of emotional sequencing seems valid in the construct of 'punctuated equilibrium' model- where organisations go through long periods of general stability with incremental change, followed by brief periods of radical change (Tushman and Romanelli, 1985). However, there are two arguments against the emotional sequencing concept. First,

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in high velocity industries, such change is continuous (Brown and Eisenhardt, 1997). Moreover, in the current business environment, the rate of change is significantly faster. Second, I believe that EC is a dynamic capability- an entrenched set of routines, skills and processes, which is idiosyncratic to the organisation in the details. In this context, the proposition is that organisations need to focus on eliciting and sustaining two core emotions- hope and pride, on the foundation of the emotion of authenticity. These will provide the momentum to manage continuous change, with the need for emotional sequencing.

2.9.3 Antecedents of emotional capability

As mentioned earlier, the antecedents of EC are yet unclear (Akgün, Keskin et al., 2009). They are likely to be a mix of organisational routines, leader behaviour, employee training, HRM practices, and so forth. This requires new awareness of the importance of emotion in organisations, and greater managerial resources and time need to be allocated to this area (Huy, 2012).

Emotional capability is a mix of unique routines, shaped by relevant values, mindset and leader behaviour. It is not distinct from firm knowledge and routines (Akgün, Keskin et al., 2009, Akgün, Keskin et al., 2011). Moreover, through the concept of 'bounded emotionality' (Mumby and Putnam, 1992) and structuration theory (Giddens, 1984), a person's emotions are not only a result of his/her personality characteristics, but also through organisational structure, routines and culture (Akgun, 2007). Emotional capability thus resides both in individuals and in organisational routines. It is a dynamic capability.

The theory of EC articulates that certain emotions are essential for successful achievement of certain strategic processes (Huy, 1999). However, no previous research has looked at EC in smaller teams and linked it to the achievement of certain strategic processes. Therefore, we will evaluate a sample of small teams within a firm and assess how EC is built and how it is manifested in such small teams. Based on the in-depth case study of these project teams, we will also identify what collective emotions are needed for particular business situations. Our study will also identify the factors that help organisations build emotional capability and articulate a theory of building emotional capability. Accordingly, it is proposed that:

Proposition 3a: *Identify and confirm the elements that make up the emotional capability in an organisation, as well as in a team.*

Proposition 3b: *Identify and highlight the core organisational routines and leader behaviours that are critical in building emotional capability as a dynamic capability.*

Proposition 3d: *Identify and highlight the role of emotions in initiating strategic change and in strategic decision-making.*

Proposition 3e: Examine *the linkages between the organisational resources in building emotional capability and the level of flexibility in adapting to a new strategy and its implementation.*

Proposition 3f: *Examine and confirm which emotions are critical and relevant for strategic transformation and renewal. Also, identify and highlight any specific collective emotion which may be critical for particular strategic response.*

It is proposed that 'excitement' would be important for aggressive growth, 'pride' would be important for driving breakthrough projects, and 'confidence' needed for overcoming tough business challenges.

In this and in the preceding sections, we have outlined the concept of collective emotions and emotional capability and proposed that different phases of a strategic transformation would need appropriate collective emotions. In the next section, we look at the research aims in the context of the Indian culture.

2.10. Societal influences and its impact on leadership and collective emotions

Societies are different because of historical, religious and sociological influences, amongst others. Early work by various scholars recognised these differences (see for example, Hofstede, 2001). However, in the last decade, extensive research was done in this area by the Global Leadership and Organisational Behaviour Effectiveness (GLOBE) project (House, Javidan et al., 2002; House et al., 2004). The world-wide team of scholars for this project proposed and validated an integrated theory of the relationship between culture and organisational and leadership effectiveness. They studied culture in terms of the cultural practices (the way things are) and their cultural values (the way things should be), and identified 9 cultural dimensions, as follows:

Uncertainty Avoidance - defined as the extent to which members of an organization or society strive to avoid uncertainty by reliance on social norms, rituals, and bureaucratic practices to alleviate the unpredictability of future events.

Power Distance - defined as the degree to which members of an organization or society expect and agree that power should be unequally shared.

Institutional Collectivism - reflects the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.

In-Group Collectivism - reflects the degree to which individuals express pride, loyalty and cohesiveness in their organizations or families.

Gender Egalitarianism - the extent to which an organization or a society minimizes gender role differences and gender discrimination.

Assertiveness- the degree to which individuals in organizations or societies are assertive, confrontational, and aggressive in social relationships.

Future Orientation- the degree to which individuals in organizations or societies engage in future-oriented behaviours such as planning, investing in the future, and delaying gratification.

Performance Orientation- refers to the extent to which an organization or society encourages and rewards group members for performance improvement and excellence.

Humane Orientation - the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others

The key feature for India was that it scored high on Humane Orientation, Power Distance and In-Group Collectivism, compared to the Anglo cluster. Table A (in Appendix 4) provides the details of the scores on each of the above culture dimensions for India (both on 'what actually is' and what 'should be') and for the Anglo cultures (Gupta, Surie et al. 2002). Leadership processes and management practices are influenced by culture. Substantial empirical evidence indicates that leaders' attributes and behaviour vary due to differences in

culture (Den Hartog, House et al., 1999). According to implicit leadership theory, individuals

hold a set of beliefs about attributes and personality characteristics that contribute to or

impede outstanding leadership. Extending this theory, the GLOBE research team developed

a culturally endorsed implicit leadership theory. Based on substantial empirical research, the

team identified a set of six leadership dimensions, which differentiate cultural profiles of

desired leadership qualities. The six leadership dimensions are:

Charismatic/Value based – ability to inspire, motivate on the basis of firmly held core beliefs

Team oriented- that emphasises effective team building and implementation of a common

purpose

Participative- involving others in making and implementing decisions

Humane-oriented- Supportive, considerate leadership, including compassion and generosity

Autonomous- refers to independent and individualistic leadership

Self-Protective- Ensuring safety and security of the individual; self-centred and face saving

Based on the empirical research by the GLOBE team, it was found that Indians preferred

more Humane-oriented leadership, and lesser Participative compared to Anglo cluster

(Gupta, Surie et al. 2002). A summary of the leadership dimensions for India, as well as the

Anglo group, is depicted in Table B in Appendix 4.

There have been numerous research linking affect with leadership, albeit a larger portion on

the generalised affect rather than on discrete emotions. Results from a meta-analytic study

show that leader positive affect is positively related to leadership criteria, whereas leader

negative affect is negatively related to leadership criteria. Additionally, mediational analyses

reveal that the relationship between leader trait affect and leadership effectiveness

operates through transformational leadership. Taken together, these results highlight the role of leader affect as a meaningful predictor of leadership (Joseph, Dhanani, et al., 2015).

These differences in the preferences for leadership styles would have an impact on actual leadership behaviours, and this would have an impact on emotion management actions. Accordingly, I present my next proposition.

Proposition 4: *Given the uniqueness of Indian national culture, examine the (unique) elements of collective emotions and the emotion management actions?*

Given the greater humane orientation and power distance in India, we can expect a greater degree of leader involvement and more caring and interventionist approach. In the next section, we will explore the role of HRM practices given our overall research aim of leveraging collective emotions for strategic transformation.

2.11 Role of HRM practices in building emotion-based dynamic capabilities

We have seen from earlier research that organisations can have processes and routines that manage the emotional dynamics (Huy, 1999; Hodgkinson and Healey, 2011). Scholars have also established that the organisation capacity for change is strongly correlated with firm performance, both on the financial as well as on the holistic sustainability front (Judge, Naoumova et al., 2009; Shipton, Budhwar et al., 2012). The role of HRM systems in building the appropriate environment for managing emotional dynamics to enable radical change is therefore very critical. This would have to work on two vectors - in building the capability of managers in 'emotion balancing' or 'emotion labour', while setting organisational processes and routines to build emotional capability in the firm.

The main conclusion that was drawn from examining competition among firms in four mature sectors in the UK was that there was a difference in the way the higher performing

firms managed strategic change from their lesser performing counterparts over time. The high performing organizations differed from the lower performing ones in the way they: (1) conducted environmental assessment; (2) led change; (3) linked strategic and operational change; (4) managed their human resources as assets and liabilities; and (5) managed coherence in the overall process of competition and change (Pettigrew, 2012). Therefore, the criticality of HRM systems in implementing strategic change is obvious. What is not obvious is the linkage of relevant HRM practices to the development of emotional capability and effective emotion management practices, and thus to the realisation of transformational change. Hence it is proposed to:

Proposition 5a: *Identify the specific HRM practices that enable effective emotion management actions and processes.*

Proposition 5b: *Examine the relationship between HRM practice of training employees on emotions with effective emotion management processes in the organisation.*

Based on the above presentation and analysis, the study would explore how collective emotions are generated, and identify any particular insights in the Indian context. We would then explore the emotion management practices and identify the strategies of emotion management used in different situations and their relative success. Subsequently, we will look at the linkage of emotions to strategic execution, identifying which emotions are suitable for which business outcomes and how we could build emotional capability as a dynamic capability. We further examine the unique dynamics due to the cultural context of India and look at the role of HRM practices in building emotion management capabilities. The theoretical framework also outlines a good linkage between collective emotions, emotional dynamics, change dynamics and the various strategic renewal processes, and

clarifies the construct of emotional capability. In this research, it is intended to explore each

of these constructs and further build on the theoretical framework, confirming the

applicability of the theory to the Indian context, and also articulating the ways by which such

emotional capability can be built in organisations, through organisational routines and HRM

practices.

The operational framework for the research, outlined in Figure 1.1 in Chapter 1, gives an

overview of the questions and outlines all the inter-linkages of my research.

2.12   Chapter summary

This chapter analysed the relevant literature and also discussed the theoretical foundations

around my core research questions, which were introduced in Chapter 1 (see Section 1.4).

Towards this end, I discussed emotions, and focused on discrete emotions, as well as

collective emotions as my area of research focus. I also looked at the process of emotion

formation and emotion regulation and concluded it to be a dynamic process. Further, my

discussion concluded that emotions emanate from affective events and to create a collective

emotion, managers have to plan appropriately and execute an appropriate organisation or

group level affective event. In this regard, the presentation also focused on the skills and

behaviours needed in emotion management and examined the role of leaders as well as

organisational routines. This then leads us to a set of routines, collectively called a dynamic

capability that can be instituted in an organisation to manage emotions, which we call as EC

of an organisation. Linked to the strategy and business outcomes needed, we could design

appropriate collective emotions. The discussion was concluded by looking at the unique

features of Indian culture and leadership, and their possible impact on the role of collective

emotions and emotion management, and the role of HRM practices. Based on the analysis of

the relevant literature, I articulated a number of propositions, which are intended to guide

my empirical case study of five project teams that went through huge transformation. In the

next chapter, the focus of my presentation is on the methodology adopted to support my

empirical research.

3. Research Design and Methodology

3.1 Introduction to the chapter

This chapter outlines the research design and methodology adopted for my empirical investigation and in particular to address my research propositions. This chapter is critical to the thesis, as the relevance and suitability of the research design and methodology has a big bearing on the robustness of my empirical analysis, leading to the contributions of my study. In this chapter, I will look at the considerations of choosing an appropriate research design, the limitations of a given design and the means adopted to overcome the same. In particular, I will highlight the reasons for my choice of adopting the 'case study' design based in qualitative methodology to address my research questions. The chapter also provides information related to core aspects of my methodology such as rationale for pursuing in-depth interviews, selection of respondents, development of interview themes, conducting of the interviews, data analysis and ethical issues core to my research and how they were handled. Next, I present an overview on research designs, leading to my choice of the same.

3.2 Research designs, paradigm and my choice

A research design allows the addressing of given research question. There is a theoretical world in which we have postulated certain concepts and hypotheses, and there is the reality of the world we live in. The research design helps us obtain the empirical data that we need in the real world, to answer our theoretical questions and hypothesis. It is significant for a couple of reasons. First, it helps us get the right data to examine our research questions. Since most research is about the relationship between variables, it

helps get the right empirical data to establish those relationships. Second, it helps control variation, or at least observe variation in the empirical data. The research design is an architectural blueprint- a plan for assembling, organising and integrating data and its results. The research design is dependent on the type of research questions that we have (Lee and Lings, 2008).

A review of literature (see for example, Lee and Lings, 2008; Kerlinger and Lee, 1964; Yin, 2010; Yin, 2014) brings up the different ways in which research designs may be classified. For instance, they could be classified by type as experimental, cross sectional, longitudinal and action research or case study designs. However, an alternative approach reveals the following main research designs available for empirical investigations in social sciences.

a) A quantitative research design where constructs are generally operationalised and measured and tested to prove our hypotheses.

b) A qualitative design, which could be through a series of interviews or as case study or an ethnography study.

c) A mixed methods design, where qualitative analysis is complemented with quantitative work.

To a great extent, the adoption of a given design is based on the phenomenon under study and the approach (via a given research paradigm) selected to investigate the same. Given the nature of my research questions (i.e., an understanding of how collective emotions are formed and how leaders and organisational routines can create appropriate collective emotions to achieve strategic transformation), I believe that this

will have to be more of an interpretive study, with a basis in the constructivist ('anti-positivism') research paradigm (Lincoln and Guba, 1990; Yin, 2014). Emotions and feelings are subjective, and the reality that we are dealing with is socially constructed. Moreover, and building on my above summarised research emphasis, my objective is to understand the role of emotions in a specific environment of radical change, and hence, context is very important as environmental factors play a big role (Huy, 2002). Change, and more so radical change, leads to some collective emotions, and our intention is to understand how those emotions are formed. Given the need to understand the dynamics in a real-life context of an environment of radical strategic change, and to understand the 'how' of collective emotions and leaders' emotion management actions, the chosen research paradigm and an interview-based research approach is deemed suitable. In-depth interviews with members of five teams that were in the midst of tremendous change were conducted over a period of time to record their views, feelings and actions.

At this point it will be good to clarify what we mean by a research paradigm. A paradigm is a shared world-view that represents the beliefs and values in a discipline and that guides how problems are solved (Schwandt, 2001). A paradigm is a way of describing a world-view that is informed by philosophical assumptions about the nature of social reality (known as ontology – that is, what do we believe about the nature of reality?), ways of knowing (known as epistemology – that is, how do we know what we know?), and ethics and value systems (known as axiology – that is, what do we believe is true?) (Patton, 2002). A paradigm thus leads us to ask certain questions and use appropriate

approaches to systematic inquiry (known as methodology, i.e., how should we study the world?).

A constructivist paradigm has an underpinning of Hermeneutics, and affirms that reality is socially constructed (Creswell, 2003; Mertens, 2009). Constructivists also believe that knowledge is subjective, because it is socially constructed and mind dependent – and that it is primarily descriptive and ideographic, rather than abstract from the specific context (Lee and Lings, 2008). Therefore, a constructivist paradigm is suited when we have to explore and understand the subjective 'how's' and be inductive rather than applying a theory to prove something. The research questions in my study lend themselves to the constructivist paradigm as they are all about understanding how collective emotions are formed and how leaders and organisational routines can create appropriate collective emotions to achieve strategic transformation. In the next section, we look at the suitability of the research design for my study.

3.3 Suitability of the chosen research methodology for this type of study

The aim of this section is to articulate how the chosen methodology is relevant for the type of study that I have undertaken, keeping in context the research aims and questions articulated in Chapter 1 (see Section 1.4). Most of the studies in this area have largely adopted an interpretive approach as this is an emerging area where we are linking collective emotions and strategy implementation. Most studies have taken a real time, processual, and a case study approach, which is firmly rooted in the epistemology of social constructionism (see for example Huy, 2002). These case studies enable linkage through time, and allow a contextual investigation of the research phenomenon

(Pettigrew, 2012). As our research questions seek to explain some present circumstance (for instance, the 'how' and 'why' some social phenomena works), therefore a case study design would be very relevant (Yin, 1994).

Context plays a critical role in such change processes, as borne out by the study of local housing councils in the UK in which the researchers adopted a comparative, longitudinal, processual case-study method, as the change was rooted in contextualism (Butler, 2003). Balogun (2003), in her process study of a UK public sector utility used 'diarists', who would initially write down the key actions and their feelings every fortnight, and subsequently every month. This was complemented by open-ended unstructured interviews with diarists at the beginning and at the end of the observation time period, and through numerous focus group meetings. Huy (2002) conducted a three-year field study, adopting an interpretive approach in a large services company in the information technology sector. He used the case replication method, wherein cases served as independent experiments that confirm or disprove emerging insights. Most of the research in my field adopts an interpretive approach combining interviews and observations, as it enables an in-depth understanding of contemporary processes (see for example, Huy, 1999, Balogun, 2003). The analysis of the language used also forms a significant part of the qualitative study, and appropriate methods have been developed to ensure rigour in their analysis, through coding, documentation and displays (Miles and Huberman, 1994, 2013).

Multi-case study research designs provide the richness in understanding emerging processes. In their study of what enables success in high velocity industries, Brown, Eisenhardt et al. (1997) looked at the cases of six companies in the semi-conductor

industry and adopted an interpretive process of observations and qualitative interviews, along with a robust analysis of quantitative data.

Therefore, case studies are a significant feature of research in this area, as they are rich empirical descriptions of particular instances of a phenomenon that are typically based on a variety of data sources (Eisenhardt and Graebner, 2007). Multi case comparative analysis within the same overall organisational context, especially of teams with huge differences in outcomes, helps researchers understand the nuances for theory development (Huy, 2002). Therefore, within-case analysis and cross-case pattern matching together help to build a strong foundation of data analysis in a case study research design. Given the above background, and the research questions that we have set out, a case study method would be the most relevant as it will help us understand this social phenomenon in depth.

3.4 Chosen methodology and its limitations

Since the research question is about a deeper understanding of the processes of building emotional capability in the Indian context, using qualitative methods would be appropriate as it will enable us to understand the dynamics behind the collective emotions and give us an idea of how organisational routines and leader actions create appropriate collective emotions (Lee et al., 2008). Moreover, as I am exploring emotions in the specific context of radical change in organisations, I needed to identify a specific organisation and understand the nuances of the change and transformation. Since the intention is to track the development of capabilities over time, this will be a longitudinal study. Therefore, a case-study approach has been chosen, to enable the research to go deeper into a specific case of radical change, and do a longitudinal study (Yin, 2014).

The case study research design and methodology that I have adopted has its limitations. While it will provide a thick description of how collective emotions were formed and outline the emotion management actions, it will not provide quantitative data to prove a hypothesis. It would however, through pattern matching and case replication, identify the causes and effects. It would not have objective constructs, which can be validated and tested. Therefore, there are some limitations in its internal validity, external validity, reliability and objectivity. Table 3.1 summarises these limitations and suggests remedial measures, which I have incorporated in my study.

Table 3.1: Qualitative analysis- limitations and methods to improve trustworthiness		
Key measures	**Trustworthiness criteria**	**Methods for meeting trustworthiness criteria**
Internal validity	Credibility	- Extended engagement in the field - Triangulation of data types - Peer debriefing - Respondent confirmation
External validity	Transferability	Thick description of context and categories
Reliability	Dependability	Theoretical sampling
Objectivity	Confirmability	Meticulous data management and recording e.g. - Verbatim transcription of interviews - Careful notes of observations - Accurate records of contacts and interviews

(**Source:** Lincoln & Guba, 1985 in Shah & Corley, 2006: 1830)

To ensure that some of the limitations in the research design are minimised, I have done an extended engagement with the case study teams over a period of 15 months. I interviewed directors of the organisation and got their inputs to corroborate what I heard from the teams. We have a verbatim transcription of all interviews, and all of these

have been coded by the researcher personally, and partly by one other researcher, to ensure that any biases are removed. I also have got additional data to triangulate my findings where possible. Such steps are proposed by scholars in the field to ensure that there are multiple sources of data where possible, and multiple cases in the case study approach, so that we can improve the validity of our findings (e.g., see Yin, 2014)

3.5 Research setting

As mentioned earlier, a large telecommunications firm in India, which was going through radical change (during the data collection stage) in business focus and organisation structures, brought about by a change of CEO was chosen as the case for this study. The business environment for the firm was extremely dynamic, with continuous changes in the regulatory environment and technology. Significant structural and process changes were being envisaged in the organisation in the marketing, customer service and sales organisation.

To study the changes in-depth, and to look at all the nuances, initially six teams were chosen. The criteria for choosing the teams were that they should be facing significant change and be responsible for a transformational project. Three teams were chosen from the customer service (also called customer experience as part of the change in strategy) function, which were going though significant changes, and two teams from the marketing area and one team driving a new business were chosen. Each of these six teams, with an average size of 7-12 members, were going through significant change in terms of leadership, change of focus of the business and were driving transformational projects. However, during the course of the study, we dropped one of the customer service teams as the number of people in that project dwindled to only four. Each of the

remaining five teams would be a case study within the overall larger case study of the

organisation. In-depth interviews were conducted with the members of these teams

over 15 months. This time period was chosen since the teams were driving strategic

initiatives, it would take them about a year to achieve clear results. Moreover, the

performance period of the company was from April to March and the interviews were

commenced in December 2013, hence, I wanted to wait till March 2015 to get data on

the performance of their projects.

These interviews were supplemented by data to understand the context for each of the

teams- through observation of meetings, understanding the priorities of top

management, and noting key achievements of these teams. A thick description of

activities and events has been put together to articulate the context and provide a good

understanding of the routines and practices that are prevalent in the organisation.

However, as the time progressed, the number of team members, i.e., study participants,

in these teams dwindled due to attrition.

3.6 Data collection and analysis

As mentioned above, the data was collected through semi-structured interviews with the

members of the mentioned teams (see Appendix I for the interview guide), and they

were interviewed across two time-periods, over 15 months. As part of the interviews,

the respondents were asked to rate their own emotional state, as well as the emotional

states of their teams. Interviews with the Directors of the relevant functions, the leaders

of these project teams and key members of the HR team was also conducted to better

understand the overall research context. Summary details of the informants and their

demographics are provided in Table 3.2.

Table 3.2: Summary details of informants and their demographics

Type of respondents	Demographic Details	Information provided
Team members of the 6 teams	This included the core team members of each of the teams based at the head office. Average tenure in the company from 1 year to 13 years.	I interviewed them with a semi-structured questionnaire. They provided information on the emotions they felt, the reasons for those emotions, the challenges in their jobs, the emotion management actions done by leaders, the organisational routines that they experience and the emotion management actions they undertook for themselves
Middle managers	The sample included at least 12 middle managers who had teams reporting to them.	In addition to the information provided by team members above, they provided on the emotion management actions they undertook for their teams
Leaders of the teams	The leaders of the 5 teams. One of them was a Management trainee who joined the organisation in 2005. Another was a senior leader who joined after 20 years in the banking industry. And others have been leaders with over 20 years' experience, of which over 10 years in this organisation.	Provided information on the he strategic challenges to the business, the emotions they saw their teams experience, the emotion management actions they undertook, the emotions they thought was needed for success in that phase of transformation
Business and functional Directors	Interviewed 3 Directors of the organisation: 1. Executive Director of Customer Service 2. Executive Director for Enterprise Business 3. Chief Marketing Officer	Overall view on the strategy of the business, the performance of the leaders, the performance of the teams against set goals and their role in driving transformation.
HR Leaders	HR Partner for Customer Services, and HR Head for the Consumer Business	Information on the emotions felt by employees and the HRM processes and routines

Further details on all the respondents is available in Appendix 13. The researcher also observed some project group meetings and identified key behaviours and actions to get as many relevant data for triangulation (Yin, 1994).

The informants also participated in two surveys - one on measuring EC within each of the teams (see Appendix 3), in addition to the emotional state questionnaire (see Appendix 2). The details of the interviews across the two-time periods, with other survey data is presented in Table 3.3.

Table 3.3: Details of interviews and other survey data collected in the case study					
Teams	Individual Emotion Rating Form	Emotional Capability rating for team (Sample size 51)	Interviews –phase 1	Interviews – phase 2	Emotional Capability Rating – (overall sample size across teams =18)
Team 1	Jan 2014	Feb 2014	8	4	August 2015
CS- Team 2	Jan 2014	Feb 2014	12	5	August 2015
CS- Team 3	Jan 2014	Feb 2014	11	4	August 2015
CS- Team 4 (dropped)	Jan 2014	Feb 2014	3	2	August 2015
Marketing team 4	Jan 2014	Feb 2014	9	4	August 2015
B2B Team 5	Jan 2014	Feb 2014	14	5	August 2015

The data from the interviews were analysed by coding them and identifying themes (Dutton and Dukerich, 1991). An initial set of codes was first developed, which was constantly

improved. After the first set of coding, the codes in each transcript were summarised by themes, using a thematic analysis technique. Thematic analysis is used to organise data around themes that capture an important ideas or relationships in the data (Dutton and Dukerich, 1991). Within-case codes were summarised, and for each of the five teams, a set of themes were determined by collating the within-case codes. An example of the thematic coding is available in Appendix 6. As the themes developed, based on the first set of interviews and observations, I summarised them, thus finetuning the codes and developing new codes as we went along. The initial observation summaries of some of the teams are presented in Appendix 7.

There are some limitations in the data collection and analyses, as with all qualitative analysis. To ensure no bias occurred during the analysis, the initial coding was done by the myself, and about 20% of the transcripts were jointly coded by another doctoral scholar. These were then checked for consistency and any bias. The list of codes and the emerging themes from each of the five teams are available in Appendix 6 and 7.

3.7 Complementary data analysis

As mentioned above, the concept of EC has been operationalised and a scale has been developed (see Akgun et al., 2009). The reliability and validity of the scale was done using confirmatory factor analysis. The comparative fit index (CFI) was .92, and the RMSEA was .05, as confirmed by the researchers (see Akgun et al., 2009).

The data from the EC questionnaire has been used for triangulation, along with the data from qualitative interviews. The data from the questionnaire is then utilised to corroborate

with the qualitative findings to substantiate the themes that emerge from the qualitative interviews, so as to build the case study. The EC Questionnaire is available in Appendix 3. In addition, secondary data from published sources on the organisation's priorities and financial performance was also collected. Each of the project teams had a goal scorecard (Key Result Areas of the team leaders, see Appendix 9). To provide for a qualitative input on the achievements of the project teams, we got the Business Directors to rate the project team on their performance against goals (see Questionnaire in Appendix 10). The proposed research organisation does company-wide surveys on employee engagement, and the data from such large-scale surveys was also used, so that we can triangulate our findings from the qualitative data.. Additional data on attrition in some sections of the organisation was also analysed to build the case study (see Appendix 9A).

3.8 Ethical considerations in the research and safeguards adopted

A key element of the research study was to ensure that the ethical issues core to this research were properly tackled. In this regard, Aston University's Ethics guidance was followed. These included: all interviewees were asked to sign a consent form (see Appendix 11), the interviewees were assured that the interviews were voluntary, and the respondents were told they could back out if they wanted at any stage of interviews. They all signed a consent form, and only then were they interviewed.

I have kept the names and details of the 60 interviewees (82 interviews) confidential. All the interviews have been recorded and are in my custody. The transcripts were done for all interviews by keeping the names confidential. Where some quotes of senior leaders, who are identifiable, are used in the thesis, I took their permission.

Another key area that I was conscious of was any bias that may be existing due to my prior role in the organisation at a senior leadership level. However, I had left the services of the organisation from end December 2013, and thus I was no longer in the service of the firm as I started my field interviews. However, given the role that I had played earlier and my relationships with senior leaders in the organisation, I made doubly sure that all informants were clear that this was an academic study and none of the information they provided would be shared anywhere. I reiterated this as they signed the consent form.

In addition, I was conscious of reflexivity. Having been a part of the leadership team of the organisation in the past, I had to guard against my existing knowledge colouring any of the findings. Couple of things helped in this. One, the fact that the observation was over 15 months since I left the organisation helped remove any recency bias. The coding of the transcripts were done over 2015 and 2017, and the time lapse was significant to remove any possible bias. Moreover, I went by the coding of the transcripts and the subsequent thematic analysis and pattern matching. Part of the coding was done by a doctoral student too, and that also helped bring objectivity. Therefore, I took adequate safeguards against any reflexivity effect.

3.9 Chapter summary

In this chapter, I have discussed the issues relating to my research design and methodology. The research focus has been to understand how collective emotions are formed, and what emotion management actions are relevant, especially in a situation of radical change and where significant transformation was needed. Given that my research paradigm is constructivist, the appropriate methodology to address my research questions was a case

study based design, as it enables one to get a deeper look at a context that was going

through big change and where teams were leading strategic transformations. I also looked at

other similar research done in this area and found that there was a predominance of

interpretive based approaches. The case study methodology will also enable us to look at

the processes longitudinally and enable me to analyse and draw conclusions based on

pattern matching and case replication.

In the next chapter, I present the key themes that arose from each of the five teams in terms

of their strategic challenges, the phases of strategic transformation that they went through,

the collective emotions experienced, the emotion management actions and the insights

from them.

4. Detailed case studies of the five project teams

4.1 Introduction

In this chapter, I will present and analyse the data from the five teams that make up the larger case study. This chapter is the core of my research as I report my empirical observations, having interviewed the respondents from the teams, coded and analysed the interviews, identified key themes from the interviews, observed them in their settings and in meetings, analysed the complementary data, and also the data from the interviews with key directors of the organisation. I will present the emerging story from each of the 5 teams in terms of the key themes that emerge from this analysis.

At this point, I will present the observations based on the key themes that emerge in the 5 case studies- however, they are broadly grouped into 5 areas which reflect our research my questions- collective emotions experienced, root causes for these emotions, emotion management actions, leaders' role and actions, and organisational routines that enable emotion management. These areas have a link to my research questions and the research propositions that I outlined in Chapter 2. In the next chapter, I will synthesise these themes and summarise the findings and conclusions.

In the next section, I will outline the overall context of the organisation in which this case study was conducted, which will give an overview of the environment in which the teams operated. In the subsequent sections, we will examine each of the 5 teams in detail. I have adopted the multiple-case study reporting format, in which each of the teams I have tracked has been treated a separate case and reported here in this chapter, with cross-case analysis in the summary of this chapter, and the key findings are discussed in the next chapter (Yin, 2014).

4.2 The context of the case study organisation

This research was conducted in India as it is a strong emerging market, which is witnessing significant economic growth and transformation. Strategic transformation is a key feature of many Indian organisations, as they strive to become global organisations or scale up significantly in the changing environment, and they are grappling with these challenges. Moreover, not much research has been done in the Indian context on the role of emotions in strategic transformation and change. India, due to its unique and complex cultural and institutional set-up, offers a tremendous opportunity for research in the area of strategic transformation and emotional capability.

The telecommunication industry in India is also going through a huge transformation, as it deals with a changing competitive scenario as also changing technologies, with a shift from the traditional voice to data. We have chosen the largest telecommunications company in India as a case study given its unique context outlined below.

Indiatel (the given name of the research firm) is a leading telecommunications company with operations in 20 countries across Asia and Africa. In India, the company's product offerings include mobile services, mobile commerce, fixed line telephony services, high speed DSL broadband, direct-to-home satellite television broadcasting, and enterprise services.

The company started off as a mobile service provider in one region of India. Its main promoter is a well-known entrepreneur in India, and his desire was that the company should have a strong 'entrepreneurial' DNA. It expanded rapidly between 2002 and 2010 to cover a national footprint in India through a number of acquisitions and additional license bids. With a sharp focus on execution, it became a market leader in India in 2006. Between 2007 and

2010, the company carried out many transformational changes- it launched a new business in direct to home satellite television broadcasting and reorganised its operations to create central shared services. It took its first overseas step by setting up operations in Sri Lanka and laid the foundation for a couple of emerging businesses like mobile commerce. The mobile business, the fixed line business and the enterprise business - each of which was an independent entity came together as one company through an integration of its leadership and common functions, in 2006 as published in their website.

From 2010, the company faced increasing competition in its market with the entry of more new players. The growth of the mobile business began to plateau, as mobile penetration reached 80%. The company's market share came under attack, as it was the market leader. Revenues did not grow as prices came down, and the company's margin came under pressure. Around the same time, it acquired the operations of several overseas countries. A separate leadership team was sent to manage the overseas operations, which needed separate focus and a large amount of funds. In 2011, the company reorganised its business in a significant way by integrating its different product units into one. This also led to a large number of redundancies and for the first time in the company's history, it had to forcibly let go of people. Significant emotional work was needed in this transformation. At the same time, the market was undergoing a transformation. The traditional voice business was being replaced by the 'data' or mobile Internet business as the growth engine. To take advantage of the growth of the 'data' businesses, the company needed different skill sets- from a focus on execution and efficiency; it had to focus on innovation and on creating new ways of using and accessing the mobile Internet.

A new CEO took over the company in India in March 2013, and he had outlined a transformation agenda. The new focus areas identified for the company are as outlined in Section 1.5.

Given this context of radical change, Indiatel has been chosen as the setting for this research study. The study focused on 6 teams in the company commencing from Dec 2014 to May 2015. The organisation charts in Appendix 8 give an idea of the structure from the CEO to each of the teams. We looked at how these teams have managed their transformation projects. We interviewed the project team members at the beginning- during Dec 2013 and Jan of 2014 and kept in touch with them during the year. We again interviewed them in Feb- May 2015, after a year, and looked at their journey. We have built the case study through the feedback we received from them as well as through other artefacts.

We will recount the experience of each of the teams as we trace the transformation and understand the essence of what impacts emotions in teams, and how we could use these for driving a transformation- keeping the context of our research questions in mind.

4.2.1 Change intensity and environmental competitiveness

My research question is about how collective emotions can help organisations going through radical change. The context of the study is to examine an organisation going through radical change. The first element of change in this organisation was the change of the CEO and the new focus of strategy, and the appointment of some new leaders. In this section, we will assess other elements of change in the research organisation.

I assessed the level of environmental dynamism and competition in the industry, using the framework of Jaworski and Kohli (1993), Jansen et al. (2006) and Volberda and Van Bruggen (1997). Based on an assessment of this industry, rated through discussions with leaders and my own scan of the business environment and published articles, it is identified that this industry is very competitive, and the business environment is highly dynamic. An assessment against each of the parameters in Table 4.1 and 4.2 shows that the level of environmental dynamism and competition in the industry is very high.

Table 4.1: Assessment of environmental dynamism in the case study

Key variables	Assessment
Environmental changes in our local market are intense	Very True
Our clients regularly ask for new products and services	Very True
In our local market, changes are taking place continuously.	Very True
In our market, the volumes of products and services to be delivered change fast and often.	True

Based on framework from Volberda and Van Bruggen (1997). Each variable is measured on a 5 point scale, with Very True being the maximum.

Table 4.2: Assessment of environmental competitiveness in the case study

Key variables	Assessment
Competition in our local market is intense	Very True
Our organization has relatively strong competitors	Very True
Price competition is a hallmark of our local market	True

Based on frameworks from Jaworski and Kohli (1993); Jansen et al. (2006) Each variable is measured on a 5-point scale, with Very True being the maximum.

Therefore, as we look at both the assessment of environmental dynamism and competitiveness, we find that the organisation is in a highly dynamic environment. In addition, we looked at the change intensity across the company and in each of the teams, using the parameters of the number of radical changes in the organisation and strategy, similar to those in other cases (Huy, 2002). Table 4.3 outlines the change intensity faced by each of the teams, again rated based on discussions with leaders of the teams.

Table 4.3: Change intensity in the organisation and in each of the teams

	Overall company	Team 1- Indiatel Money	Team 2- Mobile experience	Team 3 – Contact Experience	Team 4- Marketing UnR	Team 5- B2B Marketing
Change in Structure	yes	yes	yes	yes	yes	yes
Change in Leader	yes	no	yes	yes	yes	no
Change in strategy/purpose?	no	yes	yes	yes	no	yes
Change in measures of success?	no	yes	yes	yes	no	yes
Overall Change intensity	High	Very High	Very High	Very High	High	Very High

We also assessed the overall emotional state of the various teams and got each of the respondents to rate the team and themselves on their emotional state (see Table 4.4). The details are in the following pages under each of the team case studies as we recount the experience of each of the teams, but the overall summary is as follows:

Table 4.4: Summary of the emotional state of teams in Dec- Jan 2014

	Team 1- Indiatel Money	Team 2- Mobile experience	Team 3 – Contact Experience	Team 4- Marketing UnR	Team 5- B2B Marketing
Overall emotional state	Hopeful and positive	Hopeful and positive	Hopeful and very positive	Hopeful and positive	Apprehensive

While Table 4.4 is the broad summary of the emotional state of the teams in January 2014 when we commenced observations and interviews, the details of the various emotions felt by them are in Table 4.5. Each of the team members filled a questionnaire (available in Appendix 2) in January 2014 highlighting what emotions they felt and the intensity of those

emotions. An intensity of 7 was coded as the highest. Each of the respondents rated the

emotion they felt themselves, as well as the emotions they perceived was felt by the team.

In Table 4.5, a composite score was also worked out- which is the average of the two highest

positive emotions minus the two highest negative emotions (Hope + Excitement- Fear-

Sadness). The composite scores give an idea of the overall emotional state of the team,

which is reflected in my summary in Table 4.4.

As we can see, in general most respondents rated themselves more positive than the rest of

their teams- the intensity of positive emotions as rated by them for their team is lower than

what they rated for themselves.

Table 4.5: Comparision Summary of Emotion States across teams- Jan 2014									
	Team 1		Team 2		Team 3		Team 4		Team 5
Their own emotion									
Hope	5.75		5.18		6		4.625		4.73
Anger	1.5		0.82		0		1.75		1.00
fear	2.5		2.36		2.3		1.875		1.46
Guilt	0		0.18		0.5		0		0.08
excitement	5.5		5.27		6		4.75		3.69
sadness	1		0.45		0		1.75		1.77
happiness	3.25		4.82		4.7		4		2.08
sympathy	0		1.55		1.7		2		1.77
Disappointment	0.5	*frustration*	0.36	*Growth optn*	0.7	*victimised*			0.62 *Pride*
		passion	0.55			*caution*			0.46
Composite Score	*7.75*		*7.64*		*9.7*		*5.75*		*5.19*
Their perception of Team feelings/emotions									
Hope	5		4.73		4.2		4.125		3.23
Anger	1.5		0.82		0.5		1.875		1.38
fear	2.63		2.73		3		2.125		2.38
Guilt	0.25		0.27		0		0.25		0.08
excitement	5.50		4.64		4.6		4.125		3.08
sadness	0.63		1.00		0		0.875		2.46
happiness	2.50		3.82		4.2		4.125		2.08
sympathy	0.25		1.45		1.2		2.5		2.23
disappointment	0.38	*confusion*	0.55		0.6	*Caution*			0.46 *pride*
resistance to change	0.25	*frustration*			0.5				0.23 *Stress*
		insecure							0.31
Composite Score	*7.25*		*5.64*		*5.8*		*5.25*		*1.46*
Emotions in Italics aded by individual participants. Based on scoring on the emotion and the intensity as rated by each of the team members.									
Questionnaire in Appendix 2									

In addition to filling out a questionnaire on their emotional state and that of their team, the

informants also filled up a questionnaire on Emotional Capability. The EC questionnaire

measures the team on five areas- dynamics of encouragement, of displaying freedom, of playfulness, of experiencing, of reconciliation and of identification. Each of the attributes are rated on a 5-point scale, and the average scores for each attribute for each the 5 teams on the EC questionnaire is presented in Table 4.6.

We will explore the summary findings of these questionnaires in each of the team case studies. In the next section, we will go through the detailed analysis of each of the teams. Based on the interviews done with the team members, and other data on the teams in addition to the data from the above questionnaires, we will identify the key insights from the case studies and aim to answer our research questions through the in depth observation of these teams. The following sections of the 5 teams will be descriptive, summarising the observations from the interviews and secondary data, while highlighting the themes that emanate from them.

Table 4.6: Emotional capability questionnaire- rating by team members

Team	Dynamics of encouragement	Dynamics of displaying freedom	Dynamics of playfulness	Dynamics of experiencing	Dynamics of reconciliation	Dynamics of identification	Average
1	3.9	3.9	3.9	3.2	3.5	3.9	3.72
2	3.58	3.44	3.56	3.25	3.5	3.42	3.46
3	4.08	3.56	4.17	3.75	3.42	3.83	3.80
4	4.0	4.0	4.17	3.67	3.61	3.72	3.86
5	3.62	3.46	3.45	3.81	3.59	3.64	3.6
Average	3.89	3.73	3.95	3.47	3.51	3.72	

Each team member filled up the Emotional Capability Questionnaire (Appendix 3). Rating on a 5 point scale. This is the average of the ratings for each of the 6 attributes

4.3 Team 1- A start-up within a large company

Team 1, Indiatel Money was a disruptive move by the organisation. The company wanted to take the lead to create commerce through the mobile phone so that it can reach the unbanked. In 2010, the company hired a senior executive from a leading multinational bank who had worked in e-commerce initiatives for the bank. He was asked to build Indiatel Money as a business. There were huge regulatory gaps and the team had to build the business from scratch. The following were the key challenges for the business, as articulated by the leader, the Head of Indiatel Money:

- To build a team of specialists who would build the business

- To influence policy at the central bank and with others in the banking industry

- To build an IT system that will enable payments

- Get the right investments and partnerships going for scaling up

- Get the buy in from the mainstream mobile business

This was a big challenge for a fledgling business within a very large mothership. From 2010 till 2013, the business went about setting up the business and some initial success came its way. About 60% of the leadership in the Indiatel Money business came from external hires, from the banking industry. Whereas the rest were from within, with experience in the telecom industry. Over the 3 years, the team established foothold in some pockets and was the only mobile company in India to have 'money transfer and payments'. As we heard from the team members in the interviews, this involved setting up payment gateways with electricity companies, government departments and large organisations. The team had to work with the Reserve Bank of India to put the necessary regulation and define and

introduce relevant KYC processes. This was a huge transformational project as the whole payment ecosystem on mobile phones was to be created, as commented by the respondents in the interviews. To quote the Head of Merchant Operations:

'the essential part of the Money team is, is building the entire payment ecosystem. Because Indiatel Money is a payment instrument and it needs acceptance across various places… that are in the – need consumers to be able to use this payment instrument. Essentially the vertical is divided into four blocks specifically. So, there is one block which is specifically on the ecosystem on enabling bill payments overall and which are convenience based usable if I can call it like that. Which is - recharges, bill payments, landline, postpaid or electricity, water, gas that kind of ecosystem.

There is another side, which is the entire online community because in India it is kind of growing really fast so enabling Indiatel Money as a payment instrument or payment gateway on all these sites wherein consumers now buy or increasingly will buy essentially. And the third block is the entire ecosystem of physical merchants accepting Indiatel Money so "Over the Counter" payment. So, one is on the phone, one is at the shop and one is on the Web. So, these are the three blocks in addition I also look at the alliances area which is closed ecosystem wherein the main instances as a need is to disburse money, to pay salaries or to accept collections from customers which is very captive.' (Head of Merchant Operations)

The Indiatel Money team had a dedicated marketing head, a customer service head, an operations head, IT head, etc and dedicated teams in each of the 20 'circles' or geographical entities across the country (details of organisation charts in Appendix 8) Being a small and fledgling entity, the Indiatel Money team also struggled to get things done in the larger

organisation, and therefore the belief that if they had a dedicated team, they could drive their changes, albeit at a higher investment.

However, in 2013, with the new CEO coming over, a new Head of the consumer business was also hired. There was a review of the Indiatel Money strategy and the strategy took a change- on three key fronts, as we heard during the interviews:

- Instead of a dedicated functional organisation for Indiatel Money, it was decided to integrate Money into the functional organisation of the larger mobile business
- Instead of having separate 'circle' or geographical teams driving Money, it was decided to integrate the sales team with the larger mobile business teams
- The measure moved from a quantitative 'throughput' to more qualitative number of customers doing repeat use

These were significant changes and they had a big impact on the Team 1. The detailed interviews gave a very good insight into the emotional state of the group and the factors that led to the change in emotions. Understanding of the above context is critical as it enables us to understand the nuances and make sense of the group emotions.

4.3.1 Inspiring vision of the leader of Team 1

One of the key leaders in our study was the leader of Indiatel Money. Being the head of the business, he had a significant impact on the people. He joined the company after a 20-year career with a multinational bank. He built the Indiatel Money business from scratch, attracting people from the banking and payments industry and fighting his internal battles to get his work through. As an outsider in the company he had to build internal connections,

set the agenda, build the team and influence both internally and with external stakeholders to build the business. The various interviews show the critical role played by the leader in leading the transformation and in managing the emotions of the people.

Here, in the words of the leader of Indiatel Money, are his views on the vision for the business:

"So broadly I think there are three phases to Indiatel Money: the first is the foundation phase from getting regulatory approval, to getting the internal approvals to hiring the specialist people, building the system, so the design-cum-foundation work which has been somewhere from 2010 to 2012. Then there is an industrialization phase. This was between 2012 to 2014, there we have been taking that idea and trying to get into the finer model, models you know you are able to validate, that look now, this business has finally landed. So, it is the incubation getting converted to some ticking point of adoption. Then the third stage when we get the appreciable business is to industrialize it". (Leader of Team 1, Head – Indiatel Money).

As a leader, his prime attention has been in getting the right talent, and his primary concern is to provide the right opportunities for that talent to grow. He was acutely aware of the emotions of the key talent who are working on this idea for 3-5 years, and if they don't see that this business is going to scale up and they are to see the benefits, they would lose heart. While the level of uncertainty is high in the foundation period, equally there is a great amount of passion and excitement. The below quote highlights such feelings:

"So, the early design stage it is very stupid uncertainty on whole area, while seeing your opportunity we do not know whether you will get the regulatory approval for sure, we do not

know whether the company will fund it in a sustainable way. We do not know whether the

skill sets that we require to build this business first of all will be approved or will be hireable

or can be run faster. So, the list of items that I needed to solve and the uncertainty is rather

large….. incubation phase there is a stronger team work, close tight knitting because when

you work with high emotions, high passion it is also high team bonding in your closeness of

heart. So that warmth of a family (exists).''

As a start-up core team, they worked very hard and were passionate in terms of their

convictions, so a strong bond was built with the team. In all the interviews, the strong

element of passion and excitement came through from all the respondents (also see Table

4.8).

However, as the core team broke up and started getting functionalised and reporting to the

larger functional entities in the 'mothership', there was an emotion of sadness.

The leader was relentless in his communication and set up various forums for both formal

and informal discussions. In a high-energy start-up team, he created forums where people

would regularly meet, share feedback they had heard and took actions. This was also

important from a business perspective, so the rest of the company sees quick action taken

by this team. Hence, this organisational routine of regular meetings help bring the team

together and created the emotion of pride and excitement, as the people felt heard and

brought their ideas. In the leader's words:

"The assumption that people automatically communicate does not work out so the two that

work will be open house, so periodically you have to have open house, enquire this is broadly

what we are thinking, what is it that you guys have heard, what is the concept that you are

carrying, you have to go to the circles, what are circles saying and what are customers saying. So, customer, circle and frontline; periodic open house quash the problem".

4.3.2 Situation in 2015

In about 18 months from the start of the case study research, four of the key leaders of Indiatel Money left the organisation. The leader also left the organisation and took away two of the leaders with him. The business got integrated with the existing mothership business of mobile services during 2014, and then again got spun off as a separate entity in 2016.

Table 4.7 lists the emotions of the research participants, based on interviews from Phase 1. Overall, at an individual level and at a team level, the emotions felt by them were broadly positive- more of Hope and Happiness. However, while many did not personally feel disappointed or sad, a slightly larger number indicated that the team may express some negative emotions of disappointment, while Hope and Happiness may be marginally less in the team.

4.3.3 Collective emotions experienced by the team

People may have two opposite emotions at the same time. In Team 1, there is a feeling of hope (in 80% of the respondents, i.e. 8 out of 10), and yet a feeling of fear (in 40%). While the team was very hopeful of the new advertising campaign, but yet, they were keeping fingers crossed on its success, and feeling a little tentative with new changes. Therefore, opposite collective emotions can co-exist, but at different intensity.

When the new leader questions the existing way of working or priorities – this hurts the existing team on the project, leading to a feeling of disappointment, frustration and sadness.

An example of how the 'core team' becomes vested with the strategy and any question on

that is seen as questioning their competence. In the words of a senior member of the team:

 "there are various vibes that you get from time to time and having spent such a long time

I've seen it ranges from being euphoric to completely dismissing. That is one challenge'

(General Manager, Products).

He further continued:

'What frustrates me is – what irritates me is this up and down that happens sometime. The

seasonality of disposition towards the business, it really swings'.

As we dig deeper, there seems to be specific words or specific actions of leaders that triggers

these 'emotions' – for instance, words like 'lack of focus'. This is a clear example, where even

the senior leadership team of Indiatel Money, which is a close-knit team, demonstrates a

collective emotion of disappointment with the views of the new leader, when it seems to

question their collective competence.

All of the respondents feel that the challenge they have for the team and for each of them is

of a significant scale- the whole Money project is hugely transformational. Many of them

had challenges but they did not know how they could achieve them. So clearly, every one of

them spoke about the large-scale nature of the challenges facing them.

As the General Manager, Product stated in his interview:

'That kind of feeling is sometimes there in me and that personally drive, that emotion so two

– first is peer respect personally, second is when I see that I'm contributing to some young

people doing very well and their career is shaping up well. That success also really matters.

For the team there are two things I think and this team who has been working on IMPS. I

think one is that the feeling of looking at a very difficult task and when you start up on any difficult task it is more emotion than knowledge or ability. So, you're 100% emotion or confidence or motivation. So, you are 0% knowledge and how you are going to solve that. And you say I'm going to solve it then half that emotion goes down. That confidence or motivation just goes down when you see the first set of problems. And then 'shit, this is not going to happen.'

However, these challenges excited them. There was an underlying feeling that they were pioneers and that success in their task would give them a 'badge of honour' that they can use to grow in the industry. So, on the whole they were excited by the sheer nature of the challenges, with the understanding that the payoff to them in terms of their stature in the company and industry would go up if they successfully overcame those.

In the words of a key middle manager of Team 1, who has been part of the team for the last 4 years since the team was founded:

'As it is anyway my positivism is always because of the passion that I have for the business because I think I really relate to it. Because I think we are doing something which is very transformational which will benefit the country and the company both in a longer ride.'- Head of Merchant Operations

The General Manager, Products, who has also been one of the core team members of this team, also reiterated that in his own words:

'I think as a team looking at such an important problem and doing something that everybody you asked said it's impossible, that feeling of being able to achieve something, that is the emotion that was always strong' – General Manager, Products.

The level of empowerment and freedom they had was another strong reason for them to feel excited and happy. Given the huge challenges, they sense that they had enough empowerment to drive things.

The vison and communication of the leader of Indiatel Money was another reason that impacted the emotional state of people- the ability of the leader to inspire them and recognise them came across strongly as a reason for being in a positive emotional state. The leader engendered hope in them. To continue in the words of the one of the core members of Team 1:

'And I don't know if I can go a little step ahead but I think a leader has a very, very strong role to play .. as in both in terms of in a culture like this being transparent of what is happening in the environment so that the team – because you pick all these signals anyway from here or there. So being transparent is always good because then you hear from the leader himself I think you are more reassured that it is not being overlooked and secondly I think how much of it he is able to say that don't worry just keep doing your job just the way it is and I'll take care of the ecosystem or the environment around. I think that role, the leader's role is really very important in bringing the momentum up' (Head of Merchant Operations).

'The leader of the team, he's by far one of the most impressive people I've met and he is very personally driven. He's very motivated, very encouraging and someone who really encourages you to get as much exposure as possible. Go out and just do what it takes. He will

give you that 100% support and I think that makes a very big difference. He is also somebody who helps right the wrong. Very forward long-term thinking and a great perception of what can be and what could be. Those are the things when you have a longer line of sight it puts you in the right direction knowing that that's where you're going.' (Senior Manager, B2B)

Achieving specific milestones as a team made them very positive and in a happy state. Overcoming a specific challenge, achieving a significant milestone, completion of a big task- all of these made the team happy. Conversely, while failure of any of the tasks did have a small impact on the collective emotion state, it did not affect the emotion state of the whole team to a large extent, but only of the person who was responsible for it. Overall, recognition of the team, as a corollary to the achievement of key milestones was a reason for a positive emotion state.

Team 1 was struggling to build its own identity. Being a small fledgling organisation that had to fight to get attention, they felt that they were not recognised within the organisation. While the individuals working in the leadership were very bright and competent, the relative importance of their business in the overall company and the leadership perception of their success had a big impact on their identity.

4.3.4 Negative group emotions

There were broadly three types of negative emotions that were felt at a group level. They were Sadness, Uncertainty and Frustration, as summarised and presented in Table 4.8, along with the possible root causes as coded and analysed from the interviews. The key reasons behind the group emotions becoming negative are broadly to do with the following:

Organisation decisions and perceptions led to the biggest cause of group emotions becoming negative, as articulated by the respondents in the interviews. In the words of the Head of Merchant Operations:

'…it's the third year of existence in the business I think the management changes bring…. every management change have different thought process on how they want to align, how do they want to do the business, so it causes new businesses, it has a lot of ripple effect because it's the easiest to disturb the newer businesses because the impact to that is high. When you disturb a big ship, the impact is very, very high. So, you do small changes there but in the big ship I think the changes are far too many, more than changes I think alignment takes a lot of internal time, bandwidth and energy which could have been possibly on the market side or on the ecosystem building side.

It takes a lot of energy in terms of going and making presentations to make them understand what we are trying to do. Why is it important for the business? Why is it important for the company because you're not contributing to the top line and therefore obviously to justify your presence becomes very, very critical and then obviously comes with it- their perception of how you should do it and what you should drop and what you should not drop and all of that. So obviously lot of changes therefore comes within the business. So, anyway the ecosystem is not stable and internally also because of lack of stability in that sense it corners it has implications' (Head of Merchant Operations).

As we analyse the various interviews and look at themes, the above quoted organisation changes on senior leaders' perception of the business impacted Indiatel Money as a whole

and led to the members of the team question their own identity. Some of these organisational actions were:

1. Significant leaders' perception about the business – for instance the CEO or the Head of the Consumer business. If the leader makes a statement about the business, then that has impacted the group emotions. The members of Team 1 were always looking for signals from top management regarding their relevance and importance. Small signals from leadership sends ripples across the group- the salience of such signals vary with the 'size/maturity' of the businesses. A smaller business like Indiatel Money would place a greater salience than a larger business like Mobile. They experienced frustration when top management picks up information from different parts of the organisation, which was not in line with the perception of Indiatel Money leadership team. In the words of one of the core team members:

'He said one thing to XX, who is the Sales and Marketing Head, wherein he asked some questions from (CEO) and he (CEO) replied him straight, and the message came here in the next 10 minutes. So, during the next coffee session everybody was discussing that CEO isn't interested in Indiatel Money…' (General Manager, Products).

2. Organisation changes and restructuring were another big source of negative emotions- as a team they were used to a way of working, and with the new leadership, some of that independent way of working was changed. That resulted in a feeling of frustration. Organisational restructuring or changes brought with it three broad ramifications:

a. The ways of working changed as new decision-making processes and approval processes came into place. In most cases, this was viewed as confusing or uncertain and frustrating.

b. The organisation change also brought some confusion in terms of the roles of people. It takes some time for the clarity to emerge in the roles of people. Moreover, new leadership equations have to be built. These created emotions of uncertainty and confusion.

c. Lastly, the identity of the group is affected by organisation changes. The group appraises the organisation change with respect to others in the organisation and with respect to what it enjoyed previously, and then attaches a perceived 'change in status'- this leads to group emotions. The impact of such changes is moderated by the strength of the existing identity – if it is emerging and just being built, the impact of the organisation changes on group emotions is far greater to when the identity of the unit has been established over time. In the case of Indiatel Money, given its fledgling incumbency, organisation changes had a far greater impact on the group emotions. We will further discuss the issues of identity and group emotions in Section 5.2.

Therefore, identity damage is one of the big threats of a leader communication during change and transformation. Another key insight is the need for stability in the organisation structure to help in strategic transformation. Every leadership change leads to a structure change which then leads to a further change of leaders in the teams (as highlighted below), leading to negative emotions of fear, insecurity and confusion. To ensure optimism, stability

in the organisational structure and a planned communication and change management is essential.

In some cases, where individuals within a team are seen to be treated unfairly, in such cases people 'gang up' against the perpetrator and express solidarity through collective emotions.

4.3.5 Group formation

From the various interviews, we find the interesting dynamic of 'group' formation. People quickly categorise themselves into groups based on some anchors, like old and new employees, leading to group focus emotions. For instance, we could sense a clear group of existing core founding team versus the new people into the team. Similarly, and as mentioned above, sub-groups form as 'money/payment experts' and 'telecom regulars'. While some of the groups are as a result of the organisational hierarchy and structure, for instance the leadership team, some others are based on common anchors of identification. The Young Leaders, who were management graduates who came in through a special programme, formed a small group within the Indiatel Money team. The group normally had similar aspirations and challenges, and emotional contagion was more likely to spread within this sub-group first.

Recognition is another strong driver for group emotions. It is seen as a surrogate for the leadership's views on the unit or group. In all our interviews, the aspect of recognition to bring about the emotions of happiness, pride and excitement was predominant. In the next chapter, we will take up this aspect of recognition as one of the key leader emotion management actions.

Figure 4.1: Cascade of group emotions
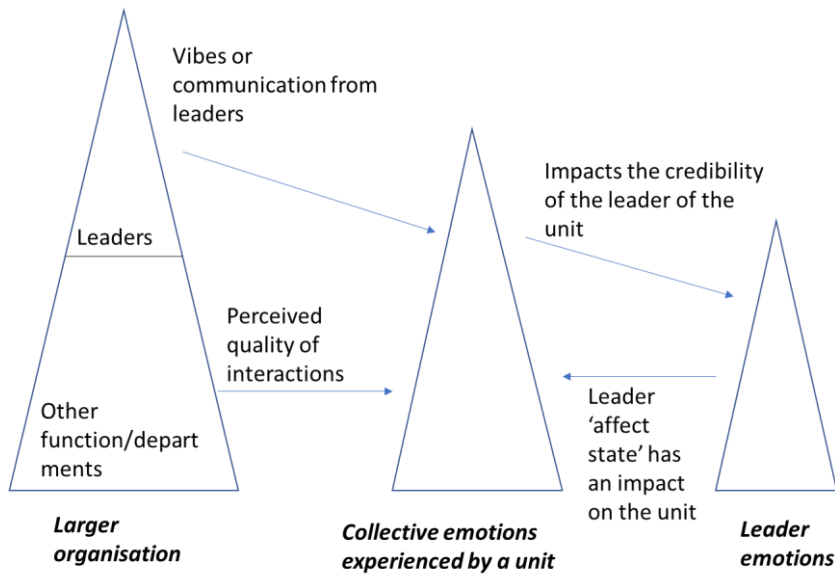
Organisational politics, and the different priorities of other departments which went against the Indiatel Money team, had a greater impact on individual emotions states.

'That may be a function of also having a lot to do but I think that a lot of time, sometime is spent on following up or getting people convinced. If you're able to align somebody that makes a big difference, if as a person you're not able to do that, you'll end up spending a lot of time. Internally within the team it is not so much of a challenge as the larger organization.

So, pulling in people from other functions who would do, who would support you indeed is till date a challenge and after three years you would think that that would change a little bit. There's still a little bit of resistance on that front.' - Senior Manager, B2B business

However, while not directly impacting the collective emotion state, we could sense emotional contagion at play. People spoke to each other and the feeling of frustration or sadness spread. This is because the organisation politics is experienced by individuals in their

interactions, and does not affect the collective team directly, other than through emotional contagion, which is diffused.

In Fig 4.1, I explain the 'cascade of emotions' as part of the sense making process, which was observed in the case of Team 1. When senior leaders make a statement questioning the importance of Team 1 as part of the strategy of the business, the team goes through a sense making process and experiences collective emotion of sadness and uncertainty. This rubs off on the leader of the team too, who also experiences strong emotions, and since he has to respond to the team, and his emotions further influences the collective emotions of the team. Therefore, this becomes a dynamic process of collective emotion, emotion regulation and emotion management.

Table 4.7: Emotion state rating of Team 1 in Jan 2014

Jan-14	Team 1- Emotion State rating										
Self											8
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**		**Average**	**Range**
Hope	5	7	5	5	7	5	5	7	46	5.75	2
Anger	6	3			2		1		12	1.5	6
Fear	5	2	4	2		4		3	20	2.5	5
Guilt									0	0	
Excitement	5	7	5	4	6	5	5	7	44	5.5	3
Sadness		3	3				2		8	1	3
Happiness	3		2	4	6		4	7	26	3.25	7
Sympathy									0	0	
Disappointment		4							4	0.5	added by participant
Team											
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**		**Average**	**Range**
Hope	4	5		5	5	7	7	7	40	5	7
Anger	5	3	2					2	12	1.5	5
Fear	6		3	2		3	3	4	21	2.625	6
Guilt							2		2	0.25	2
Excitement	6	5	3	4	6	6	7	7	44	5.5	4
Sadness			2			3			5	0.625	3
Happiness				4	4		5	7	20	2.5	7
Sympathy							2		2	0.25	2
Disappointment		3							3	0.375	added by participant
Resistance to change					2				2	0.25	added by participant

(As mentioned above {see Section 4.2}, the Emotion State Rating questionnaire was filled up by all respondents in Jan 2014. The questionnaire is available in Appendix 2. Respondents first wrote down the emotions they felt themselves and rated the intensity of each emotion on a 7-point scale {where 1 = Low and 7 = Very high}. They then had to indicate the emotions felt by the other members of their teams, and rate the intensity of those emotions felt by the team)

Table 4.8: Collective emotions and their antecedents - Team 1

Emotion	Reasons and root cause
Excitement	Challenge of transformational work Significant achievement as a team New projects or innovation underway- new TV commercial to be launched Leader communication – on vision and plans
Fear, anxiety (pressure)	Committing to a target number in volatile environment Not seeing much improvement despite all efforts
Happy	Achievement of certain milestones Leadership acknowledging their work, messages from leadership Recognition
Confused, uncertain	Too large a challenge, and not sure how it will turn out Changes in ways of working- not sure how to align other departments Organisation structure changes, change in roles, lack of role clarity
Frustrated	Internal silos- aligning people Organisational politics
Sad	Pressure around numbers, targets When things don't happen as planned Restructuring, people don't know what is next for them

In Table 4.8, I have summarised all the collective emotions that were observed being experienced and expressed by the members of Team 1, and the root causes of those emotions as articulated by them. In summary, collective emotions are primarily created by organisational events and by the actions of leaders- they are not normally created by individual events.

4.3.5 Emotion management actions

This case demonstrates some great examples of emotion management. The leader of the Team 1 adopted a variety of emotion management actions. These can be divided into four categories, across two dimensions:

- Proactive actions and in response to collective group emotion

- As part of organisation routines or improvised by the leader themselves

The context of the business is about taking on a huge challenge of creating a completely new business and payments eco-system. Given the huge challenge and the limited resources, we find that the overall emotion state of the team is hopeful and positive.

4.3.5 i) Proactive actions

a. The leader communicates his vision and continually talks to people about the opportunity for transforming the payments industry. He communicates his vision with a longer time frame in mind, makes the vision very aspirational and he maintains regular and continuous communication.

b. Praising and inspiring his people at any opportunity. Giving exposure to the team to meet with top management at any opportunity and inspiring them.

c. Empowering his team and giving them autonomy. This results in them having the confidence in themselves to do the challenging job. The leader also showed a lot of trust in his young team, and backed them, and had a lot of open discussions with his team. They could question him and it created a climate of open debate and discussions.

d. Regular informal meetings including having dinner with his team, and as the interviews said, 'bonding' with his team and people.

4.3.5. ii) Reactive actions

a. Listening to his people when they come to him or when they have made a mistake. He demonstrated an ability to be empathetic.

b. Creating opportunities for recognition or to celebrate success to keep the spirit of hope and confidence in the team.

c. Coaching people as appropriate.

As we saw from the interviews, the leader played a key role in ensuring the right collective emotions are displayed by the team. Given the context of the business, it was clear that there were a few emotions that were needed for success:

- Given the transformative scale of the job and the stretch targets that the team had taken, 'inspiration' and 'confidence' were the two emotions that the team needed to demonstrate to successfully achieve their goals. This was experienced by the team members as both 'Excitement' and 'Passion'. The transformative scale of their aspiration made them feel excited, very positive and optimistic, but with a little bit of 'pressure' or tension as they were not sure how they will achieve those transformative goals. Clearly, for success in this phase, passion, excitement, confidence or optimism are the essential emotions.

- Given the change in the ways of working, one of the emotions that the team expressed was that of confusion or slight frustration. To counter that, the emotion of 'compassion' or empathy was needed, supported by 'confidence'.

To summarise what we observed from the participant interviews, the leader of Team 1 did the following actions:

- He spent time with other senior leaders to understand the intentions and used these meetings to reinforce what he felt was needed for the success of the new structure.

- He spent time with the team trying to bring them together and reinforce their mission even in the face of this structure change.

- In his own mind, he drew a parallel between this change and what he achieved in a previous organisation and reinforced to himself that these would be part of the change process and brought learning from his old experience and success to this event.

- He reinforced to himself and his team the vision he had for this business.

- Working with other functional leaders who have now become important stakeholders due to the structure change to align them to his needs, and his team's

- Listening to his team and doing informal events with his team to connect with them better

4.3.6 Organisational routines

The leader adopted certain organisational routines that were existing in the organisation like informal meetings with the team and regular team meetings to discuss strategy and review performance and drive actions. Quarterly recognition events, which provided the opportunity to recognise the best and also inspire the others was also used.

However, the leader used other ad hoc routines and emotion management actions, not driven by the organisation. His focus on communication, spending more time with his people in various informal meets, and visiting the employees in the field regularly helped establish a unique connect with his team. Speed and effectiveness of informal communication channels

was another key observation and it was seen that 'bad' news travels faster through the informal channels, probably because it was seen as a threat to the identity and existence of the Team 1. Identity damage and threat to identity were core issues behind group emotions, and organisational routines could not keep up with managing those- in fact, in some cases, the routines were the reasons behind group identity damage.

Many organisational routines play an important role in building organisational capability and culture. For instance, a ritualised induction process into every team helps build attachment and identification, which I observed in this team. Similarly, regular communication and having team meetings where people openly discuss their views and ideas are critical in identifying emotions and managing them. The role of continuous leadership connect with the teams in building optimism and confidence came across very clearly in the case study.

4.3.7 Case summary

In this section, I have tried to paint the picture of Team 1- Indiatel Money- the strategic transformation in the business, the radical change the team was going through, and the collective emotions. I articulated the business context that was picked from various interviews, the positive emotions and their causes, the negative emotions and their causes, followed by a deeper look into the group dynamics, the leader's role, the organisational routines and the leader's emotions management actions. I concluded the section by summarising the collective emotions that were observed and were necessary for such a start-up phase of transformation. In Appendix 10A, we have a summary assessment of the performance of this team. While it met its goals, it failed to have the transformational impact intended. The leader of the team left in middle of 2014, and soon many key people

left the organisation. So, in summary we could observe significant work by the leader in leading the team through change, but once he left, the team lost its focus.

Let me now bring in the context of my research questions and propositions. This case provides valuable data and observations on the process of collective emotions, especially the effect of group identity. Significant observations on the role of leaders and the leader emotion management actions have also been secured, distinguishing between proactive and reactive actions. Moreover, the role of organisational routines, and the interplay of leader-initiated actions with organisational routines threw up some interesting findings.

In the following sections, I will examine the other four teams that I interviewed and tracked as part of the transformation programme in the organisation. In the next chapter, I will synthesise the all the findings from the 5 cases and we will draw our conclusions and report on the examination of our propositions.

4.4 Team 2: Transformational change led by leadership actions

The Mobile experience team was a newly constituted team, which came into being about 8 months back, around April 2013. This was one of the key teams for the Customer Service function, which was renamed as Customer Experience function. Both Team 2, and Team 3-the Contact Experience team which we will examine in detail in the next section, are part of the Customer Service function (see Appendix 8 for organisation charts). Both these teams came under the Executive Director of Customer Service, who was responsible for both these teams. The first part of this section provides an overview of the changes in the overall Customer Service function, which is common to both Teams 2 and 3, and is based on the interview with the Executive Director of Customer Service.

Prior to the changes carried out in early 2013, the customer service function was organised as per the lifecycle of the customer- Customer Acquisition, Customer engagement, New product development, etc. for all the service lines. The idea behind that organisation was to leverage scale, share synergies and manage the integration of the various product lines. A single customer would have a mobile connection, a landline connection and a cable connection, and if all of these were handled together for each customer, it would result in a seamless service for them. That was the core organising principle behind the customer service organisation, as articulated by the Director and the members of the customer service teams.

With the coming of the new CEO, a new Head (Executive director) for Customer Service (CS) was appointed. He was an operating manager running one of the regions, with a significant experience in the company. He had previously not worked in CS but was a Sales and Marketing professional who worked as a General Manager for one of the circles, and then subsequently moved as the Operations director for a complete region. He had significant experience of running sales and businesses. As the new CEO appointed him to Head Customer Service, he also tasked him with transforming that function.

In the first three months, he met the existing people at the leadership level of CS function and took some clear calls on people. He moved out a couple of people and got a new team in place. Some job losses at the senior levels took place in the CS team in April-May 2013, after he took over from March. The new CS leader built a good rapport with the new leadership team in CS, through his intellectual rigour and focus on improvements. He

focussed on questioning some existing processes and getting the leadership team to get down into details and understand the actual processes themselves.

The new Head of CS, along with the CEO, took some key decisions. The first was to reorganise the Customer Service function according to business lines. Therefore, this was a big change from the earlier lifecycle-based organisation, and the structure moved to a business-oriented organisation. The new organisation was divided into verticals like Mobile Experience, Telemedia (Broadband) Experience, Contact Experience, etc. Based on some of the strategic directional changes (for instance, reducing out-calling to customers or stopping the SMS messages sent to customers), the organisation structure for the different CS teams was drawn up keeping the new work requirement, and this also resulted in some job losses at the lower levels. This happened in September 2013.

The second strategic decision was to refocus the priorities of the organisation. Whereas the earlier focus was on managing scale, leveraging synergies and doing a large number of activities to connect with and upsell to the customer, the new strategy was to re-engineer and improve the processes so that the customer does not have to interact with the CS function. For instance, whereas earlier the customer service team would measure the number of text messages they have sent to the customer, and take pride in the increased number, the new strategy was to reduce the number of such messages. Thirdly, the focus was on identifying the problem areas faced by customers and quickly working on them, and in many cases reducing the cycle time for many of the activities.

The Mobile experience team therefore was tasked with the priorities to reengineer the SC process for the Mobile Services. While the team did not have a big load of routine operational work to do, its main focus was to come up with process improvements. The

team had to set a new vision, identify key gaps or areas for improvement, work with marketing team on their ideas for new products, and then plan their actions and implement them. A key aspect of the job was to work with other functions like IT and Marketing, as every improvement needed the involvement of those teams to make it happen.

In the past, such process improvement teams and new product teams had many challenges to overcome, as the resistance to introduce any new process was huge- the number of stakeholders who needed to agree was phenomenal, and that created enormous delays. Moreover, there was a lack of strategic alignment- what was a priority for one function, was not for the other. The most common root cause of the feelings of confusion and frustration that we heard were the organisational silos and organisational politics.

The new Executive director of CS put a focus on innovation, getting into the details and building the capabilities of the team to think through, to be open minded and thus drive changes. In his words:

"we've to go from service experience and we've to innovate in order to do things differently. Our main objective was to develop their abilities of critical evaluation & thinking and their openness & willingness to bring about that change…. Our first objective was to instil into the teams a need for a vision to be different and explain them as to why we need to be different."

A detailed interview with the Executive Director of CS highlighted the various steps that the leader and teams took. As he mentioned, the first task for him was to get the confidence back in the abilities of the team leads who reported to him. This was a critical exercise that helped them change their mindset. In his words:

"Then we spend a lot of time. It was that big insecurity in their lifestyles—they were worried about the implications of non-performance So we had the workshop with Gilani, the Theory of constraints trainer. The questions that were raised in the workshop pertained to work-life imbalance and inability to express oneself in front of the superior.

We explored the issues together. We spent almost a day exploring the reasons as to why we don't express ourselves freely and voice our opinion in the organization. I feel the insecurity that each of us have is to be blamed for this.

We urged ourselves to develop the courage to believe that we're good and keep on reaffirming our faith in ourselves in this regard. I told them that they are good—so much so that they actually deserve a much better job and salary package. I told them that they're worth it. I further mentioned that they were underpaid here and they were working of their own free will in my team. And if they boasted about this company, they'd get the highest salary. I asked them to believe in this fact and assured them full assistance from my end in this regard, if need be. I urged them not be afraid of approaching me since they don't have a back-up job in case they're fired from this company.'

Further, he added:

"I made them feel that they were outstanding professionals and the reason they were selected and left alone to work by themselves was because of my full trust in them. I made them feel that they were so good that they'd get a better job in case they failed with Indiatel.

The idea was to instil the confidence in them to stop believing that their boss was critical of them. The idea was to make them believe more in themselves and realize their true worth.'

Somehow, we need to remove this fear out of ourselves and stop worrying about whether we're good or bad. I took a lot of time pushing them to believe in themselves and reaffirming my faith in them as good individuals—so much so that I couldn't have possibly asked for anything better than that. The idea was to eliminate their fear of failure….

Secondly, we conveyed the message to them that there was no harm in failing. We told them not to worry about failures. Rather it is worth aspiring big and failing because you at least land up somewhere in the process. Then it became a fun to aspire big and fail. Initially it looked as if we took up ridiculous targets with a mindset to fail."

The above excerpt from the interview clearly articulates the steps the new leader took. Having identified the key issue being that leaders are afraid, and lack courage to come up with new ideas due to a fear of failure, he got them together to discuss the problem. In a powerful experience for all, he enhanced their self-esteem, increased his approachability and removed their fear of failure. This was done when he allowed the individuals to express their emotions, and as a group they confronted those emotions and identified the root cause for those emotions. This then helped them think of ways to overcome those emotions, which were acting as a barrier for their success.

The next step was in building the confidence of the people to take those big goals. The leader wanted to show to his team that were capable of achieving big things. In his words:

"Our idea did not work out in the beginning. There was huge resistance to it. Then we pushed one or two projects and they clicked. It was only then that the people started feeling…..They needed to see that they were capable of it. No matter how many times I told them that they were brilliant, they didn't believe it to be true. They didn't believe that they could take up

ridiculous targets and deliver them. They were worried about the constraints in the system. But the first few delivered. They became the toasted celebrities for those problems and more importantly, they started believing that they can. However, one or two failed but they were quite okay with it. It took a lot of effort on our part to constantly remind them that failing is not wrong".

Demonstrating success early on was critical. That needed a concerted effort from the leader and the team leaders and bringing together the team to think through and implement the actions. This step helped them in building their confidence. Achieving success from such 'ridiculous' goals created the emotion of happiness and pride. Recognition of the early wins was a way to build on the happiness and enhance the pride- this led on to increased confidence.

The other step the new leader took was to question the measures they were using to track performance. To ensure the team were not defensive, he divided them into the design group and the operations group. The role of the design group, like Mobile Experience team, was to find faults, whereas the role of the operations group was to execute the actions. He also changed the language they use to remove any defensiveness or fear in the group. For instance, while they had a measure called TAT (Turn Around time), they instituted a new measure called 'Customer Intuitive TAT'. This made the team look at issues from a customer's perspective and helped remove the emotion of fear or defensiveness that normally cropped up. In the words of the leader, here is more on how he built the emotion of pride and confidence.

"The idea was to make them believe that if it can happen anywhere else in the world, it can happen with us as well. So, the need of the hour was begin exploring and keep on trying to

make it happen. I think all of them had to go through one or two hits in life. Therefore, I feel

it's important that we solve a few problems for them to let them bask in the success that

follows. It's almost like this: I'd solve their problems, to begin with, and then ask them crack

one on similar lines in a meeting full of audience. Say, I ask ▮▮▮ *to do so and he presents it.*

When ▮▮▮ *presents it on three occasions, he takes pride in that and starts committing to that*

irrespective of his success or failure in cracking it. And that boosts his confidence. We had to

almost make some of them taste success in order before they counted on it. When we took up

customer intuitive TAT, we kept on saying we're improving. It is not important whether we

meet the target or not. I think that was something that changed the mindset."

The leader introduced a principle that the leaders should lead by example and get hands on

experience. This immediately sent a clear message to the teams below, that the leaders are

going to help in problem solving and not just question them. This was followed by a change in

the appraisal process, where they decided to appraise everyone based on demonstrated

actions, rather than on perception. Every supervisor was trained on objectively identifying

behaviours and actions, and this provided a basis for impartial assessment of performance.

The underlying theme was to get greater clarity on what was expected- both from the leaders

and the teams. To quote the leader:

"I know that it looks like very elementary and regular stuff but then again it is important to

have the clarity about what is right and what is expected of you. Being hands-on, objective and

fair gave them greater clarity about what was expected of them and also encouraged them to

jointly take responsibility for failures instead of continually engaging in critical evaluation"

Clearly, this is a case of a clear transformation of the top team in customer service from the predominant emotion of fear, to one of hopefulness and pride. The leader further discontinued the process of regular reviews and replaced that with discussing their vision and inspiring people. To quote him again:

"So, there was no review done. The message sent out was loud and clear—'we trust you to do the right thing.' And most of the duration of our meetings was spent in discussing vision and inspiration. I never used to believe in many such things but there has been a change in my outlook over the past couple of years".

He got everyone to share ideas of what possibilities they thought and not be constrained by anything. This helped them be bold and expand their horizons, and take on difficult tasks, which they would not do before. The leader also regularly met with smaller groups of people, and in these meetings he asked them how things were going and what support they needed from him. He demonstrated the emotion of calmness and hopefulness and made them speak their mind out. Organisational routines like these where people are able to interact with the leader in a non- evaluative way, help in removing the emotion of fear. Making people feel good in the presence of other leaders enhanced their confidence and self-esteem.

As a leader, emotion management requires a significant amount of time talking to people. When his team has a low point, primarily an emotion of frustration or sadness, which is normally due to a project not being delivered by other functions, the leader spends a lot of time talking and listening. He also helps to solve the bottlenecks that are constraining them. These actions are focussed on changing the emotions of people. The below quote highlights this.

"Their biggest problem is that they feel guilty when they fail. My job is not to accentuate their sense of guilt but to urge them to keep on trying till we succeed in removing the bottleneck. I think enhancing their self-worth is essential to uplift their morale." – Executive Director for Customer Service.

Clearly, enhancing the self-worth or self-esteem of a person helps in bringing about the emotion of pride, confidence. The leader also adopted a lot of informal discussions in his room on general topics and issues with his team- lot of brainstorming, thinking of possibilities, discussing ideas. These discussions helped in building the emotions of hopefulness and pride and confidence.

Since the leader was not from customer service, and came in from outside, there was a perception that he would only find problems with the function and the team. He came in when the over-riding emotion in the team was one of fear. To reduce that emotion of fear he also openly accepted some of his mistakes. In addition, he made it acceptable for people to question him. He would tell his direct reports to openly go against him in front of their teams. These actions helped reduce the emotion of fear. He realised that the culture was of people trying to please their bosses- again driven by the emotion of fear. He removed the concept of PowerPoint slides, thus freeing up time to discuss issues. On occasions, he had to do emotional play acting to get the desired result. He also demonstrated deep self-awareness and was very conscious of the personal change that he was himself going through. This quote bears out the conscious change that he brought about in himself:

"I think I've handled my team members in a much different manner, strictly considering the fact that they were new to the system and hence, very scared."- Executive Director- CS

This is a wonderful example of a transformation in the culture of a function. In summary, one can articulate the key steps of the emotion focussed leadership followed by the leaders as follows:

Step 1: Understand the emotion state of the team. What actions you see them doing? What is the primary emotion or emotion-theme driving them?

Step 2: What is the emotion-state I need my team to be in to meet our objectives?

Step 3: What routines should I introduce and behaviours I should demonstrate to bring about that emotion in the team?

Step 4: What personal changes should I consciously make in my normal behaviour or leadership style?

This section outlines the strategic change going on in the customer service function, relevant to both Team 2 and Team 3. I also gave a detailed perspective of the leader, and the various transformative actions he has led. In the following sections, I will outline the case-study of Team2.

4.4.1 Team 2: Mobile Experience team- overview and context

The Mobile Experience (ME) team is new team, with a new portfolio. The leader, who was a veteran in the field and with a long tenure in the company was leading part of it till March, and thereafter some more portfolios got added and fully integrated into the ME team. Under the old leadership, there was a focus on sending regular communication to the customers by SMS- and the team took pride in how many messages they managed to send (under clear guidelines)! When the new leader came in, a decision was taken not to send any

communication to the customers and respond only if the customer approaches. The 'Communications' team now feel that they are being personally held responsible that such a lot of communication was sent. Leaders and others are questioning their capability and competence- but they felt they were only executing the earlier decisions of the leadership! This created a collective emotion of sadness and anger in that communications team, which became part of the Mobile Experience team.

A summary of the emotions felt by the members of Team 2 in 2014, as well as their perception of the emotions felt by the other members of the team, is summarised in Table 4.9.

Table 4.9: Emotion state rating of Team 2 in Jan 2014

Jan-14	Customer Service-Team 2												
Self-emotion													11
Respondent	1	2	3	4	5	6	7	8	9	10	11	Average	Range
Hope	6	6	5	5	6	5		6	7	5	6	5.18	7
Anger	2	4				3						0.82	4
fear	2		3	2	5	4			4	3	3	2.36	5
Guilt						2					4	0.18	4
excitement	7	7	3	5		5	7	6	7	5	6	5.27	7
sadness				3	2					2		0.45	3
happiness	7	7	4	4	3	5		5	7	5	6	4.82	7
sympathy	4		2		2	5				4		1.55	5
victimised				4								0.36	added by participant
caution									6			0.55	added by participant
Team emotion													
Respondent	1	2	3	4	5	6	7	8	9	10	11	Average	Range
Hope	7	5	5	3	6	5		4	6	5	6	4.73	7
Anger	3	3				3						0.82	3
fear	3	3		4	6	4			5	3	2	2.73	6
Guilt						3					4	0.27	4
excitement	7	5	4	2	3	4	7	5	5	4	5	4.64	5
sadness				5	3	3					2	1.00	5
happiness	7	4	3		4	4		4	6	5	5	3.82	6
sympathy	5				3	4				4	2	1.45	5
caution									6			0.55	added by participant

(As mentioned in Section 4.2, the Emotion State Rating questionnaire was filled up by all respondents in Jan 2014. The questionnaire is available in Appendix 2. Respondents first wrote down the emotions they felt themselves and rated the intensity of each emotion on a 7-point scale {where 1 = Low and 7 = Very high}. They then had to indicate the emotions felt by the other members of their teams, and rate the intensity of those emotions felt by the team)

The focus on getting into details was something the new leader introduced into the team, as we saw from the interview with him earlier in this section. As he articulated, they had to know the job done by the people two levels below them, and that to in detail. They started visiting the various call centres, listened to people on the ground and came up with a list of

562 items for improvement. This attention to detail, and the fact that the team realised that the leadership team was getting serious and were investing time in understanding issues, helped galvanise action. This was an example of the middle managers setting an example. The leader brought his experience and credibility to bear by showing his genuine self. He would be transparent and truthful, and that helped in building an emotion of trust in the team.

The other key action the leader took was to have clarity in the roles of various people. The team had been through a couple of organisational changes, and there was this uncertainty over roles and overlap in the responsibilities of some people. This led to an emotion of confusion and frustration in the group. The leader acted to ensure clarity in the roles – this helped bring focus and created an emotion of hope. A team like ME, which is a process design team, needed complete clarity on what was the strategic priorities for the business and thus that could be translated to projects for the team members.

The leader also did as many skip level meetings as possible with his teams. This helped build a deeper connect with the people. By listening to them, and sharing his vision and his views, he created an emotion of hope. The interviews with the team members also reveal about an offsite event they had, which helped them build connections amongst the members of the team, as it was a new team. These kind of informal events helped build an emotion of Hope and Happiness.

In summary, the leader did the following activities:

- Set an example by getting down to the details and get to know what were the actual issues and challenges on the ground

- Created completed clarity on priorities for his team, and ensured clarity on their roles

- Had regular interactions with his team on the actual work they were doing so he knew clearly how they were performing.

4.4.3 Positive emotions and their root causes

The leadership focus to get things done was a source of hope and happiness for many team members. From our interviews, it was clear that the leaders in Team 2 had their priorities very clear and a lot of time was spent in solving the bottlenecks of the team. Discussing the project and establishing a routine to look at the progress of the project helped the team to get answers to their bottlenecks. Communication by leaders and acknowledge by leaders of their achievements also led to emotions of excitement and pride. This was one of the key themes that emerged from the interviews. This was a strong collective emotion.

Achievement of certain goals of the projects they took up, and the concomitant recognition, was the other source of happiness and pride. While this would vary from individual to individual, the overall ability of the team to deliver bold projects went on to create a very positive emotion of happiness and hopefulness for the team.

4.4.4 Negative emotions and their causes

Three strong themes came up as we looked at the events that evoked negative emotions:

i)   Organisation restructuring and the uncertainty of job losses involved in it created an emotion of fear and confusion. While the team has been through two waves of such restructuring, it was clear that these caused extreme emotion of sadness and confusion.

ii)   Support from other functions, especially IT, was another big area, which led to emotions of frustration and sadness. This team depended on other functions to deliver their projects, and a lack of collaboration from any of them would lead to feelings of frustration. While this starts off as an individual feeling, the fact that a couple of others also go through the same experience and share it, soon turns this into a collective emotion through the process of emotional contagion. While this was generally a reason for the emotion of frustration or sadness, the introduction of the Commando team and being part of it, was a reason for some positive emotion of hope.

iii)   The promotion of an individual causes negative emotions of frustration and anger in the other who thought that they deserved a promotion too. A group soon forms of those who were expecting and did not get promoted, and amongst them they start harbouring negative feelings of anger and frustration. Words like 'why only apply a policy to us, when you can promote someone so fast' etc.

4.4.5 Sensemaking process and emotion management

This case demonstrated a very good example of the process of sensemaking that employees resort to when they are confronted with rumours. There have been two instances when the organisation went through an organisation restructuring- in Project Agile in 2011, and in middle of 2013, when the new customer service organisation was announced. Any discussion on structures at the senior leadership level 'leaks' to someone down the organisation, and that would start rumours and speculation. While they do not have all details, they get a feel that there is something in the offing. As they do not have full

information, and clearly under the emotion of anxiety and fear, they resort to any of the following three actions:

- Talk to their line manager and ask him about this restructuring: from the interviews it is clear that the line manager is a preferred person to go to understand such rumours, but only if they share a good rapport or relationship with him/her. If the line manager is new or if they do not share a bond of trust with him or her, they go and ask other colleagues. When they ask their line manager, he is either not aware of the full details of any proposed restructuring or he is not at liberty to divulge the plans to them as they are still under discussion. This is a critical role of the line manager in terms of how they respond to these 'rumours'. A manager like the Head of Team2 would tell them – '*as long as you are doing well there is nothing for you to worry about. If there is anything important that you should know, I will tell you*'. This kind of a reassurance helps as it was backed by the credibility of the manager, and creates an emotion of confidence and calmness amongst employees. The response from the line manager in this case is critical. A trained line manager will listen to the employees, understand their emotions and respond with a clear idea on what emotion he would want the employees to exhibit. The interviews gave us an idea of some other line managers who responded either cryptically or at times even expressing a bit of insecurity themselves- these would exacerbate the emotions of fear and anxiety.
- When the employees do not speak to the line manager, they then go and find other colleagues who they could speak to so that they can understand the situation better. These are people they work together with or who are familiar to them. The

discussion discusses various possibilities without all information at their disposal. Then they communicate the possibilities they discussed further to others, starting a chain of 'rumours'. The interviews with respondents point to one such occasion when the 'breakout area', which was meant for people to have coffee and relax, was full of people talking about the possible restructuring in hushed tones. This could go on for some days, and respondents reported that they saw people not doing their work but indulge in this 'gossip'. It is the emotion of anxiety, insecurity and even fear that plays out as employees seek to get a view of what could possibly happen. It appears that the intensity of the emotion is reduced marginally after such discussions.

- A third option is to go and talk to other significant leaders with whom they are familiar, past bosses or mentors. These normally help in reducing the emotion of anxiety or fear.

This situation brings to life the impact of emotions in the workplace, and the critical role middle managers play in such situations. The interviews highlight that some people took that opportunity to look out for other jobs, fearing that they may lose their jobs. The ability to sense the emotions of people, and then respond in a way to manage those emotions emerges as a critical skill.

The Figure 4.2 gives a pictorial representation of the process of sensemaking as discussed above.

Fig 4.2: Process of Sensemaking in teams

Role of Manager in Emotion Management

Significant influencers

Affective event
- Positive
- Negative

Team Emotional State

New Emotional State

Key elements of team sense-making process
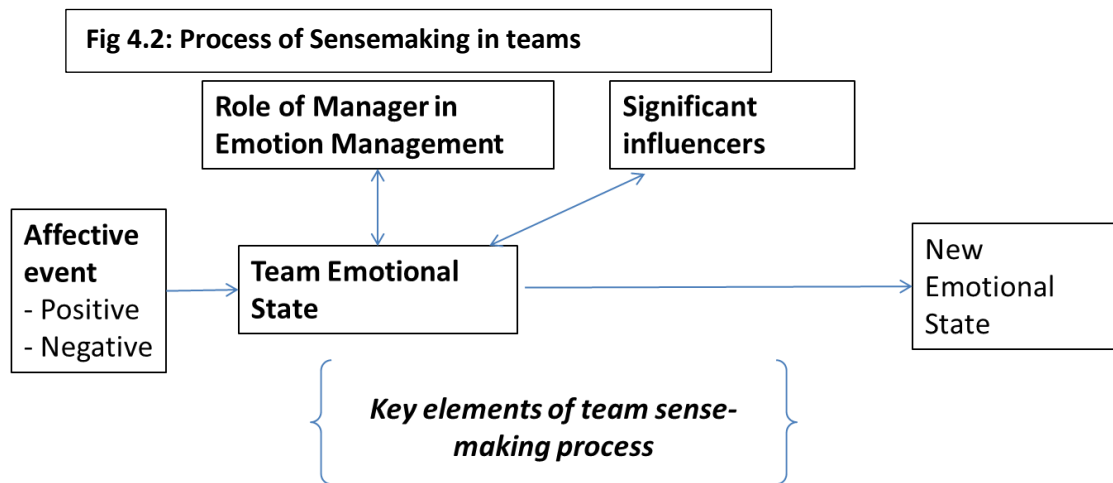
Based on Gioia and Chitipeddi, 1991

To summarise, when the team encounters an affective event (AE), they try to make sense of it. They speak amongst themselves and also reach out to the manager for clarification. They also reach out to other significant leaders in the organisation. The collective emotion felt by them is dependent on their initial emotional state, as well as the interactions with their managers and others. This iterative process then leads to the collective emotion, and a new emotion state.

4.4.6 Commando organisation

One of the key issues that we had heard in our interviews was the cross functional collaboration. The functional silos were the biggest source of unpleasant emotion amongst employees.

Therefore, one of the initiatives the new CEO took was to create cross-functional teams focussed on a specific problem. These teams were called 'commando' teams and they were comprised of people from Customer Service, Marketing and IT. Each commando team was driving a specific project. The members of the commando team had other things to do in their roles, but this was a significant part of their job.

These commando teams came in really useful in the key projects done for customer services as they needed significant cross functional support. Team 2 had many employees of their team as part of commando teams. While this was a new introduction in the organisation in mid- 2013, it helped in giving a focus to many projects that were languishing due to cross functional silos. The commando teams were regularly reviewed by the senior leadership, and this helped get greater management attention and focus on those projects. They also helped provide greater clarity, and thus were seen as a positive innovation by most members. However, these commando project teams also created some issues of communication and overlap between what the commando teams were doing and the normal functional teams.

4.4.7 Collective Emotions and their root causes

The interviews with the members of Team 2 gave a clear idea of the various emotions experienced by the team, and the events behind those. These are summarised in Table 4.10.

Table 4.10: Collective emotions and their antecedents - Team 2

Emotion	Reasons and root cause
Pride	Achieving bold goals, milestone achievement Leader communication – on vision and plans Recognition
Fear, anxiety (pressure)	Organisation Restructuring and fear of job loss Lack of communication from leaders, body language giving different signals Lack of team discussions
Happy	Achievement of certain milestones Leadership acknowledging their work Leadership focus in getting things done Recognition Launching of the 'commando' teams Greater accountability and role clarity
Confused, uncertain	Organisation structure changes, change in roles, lack of role clarity Lack of communication from leaders
Frustrated	Internal silos- aligning people Organisational politics
Sad	Restructuring, people don't know what is next for them Lack of career growth, promotions Lack of people orientation, lack of informal interactions with leaders

As we analyse the emotions that are being experienced by the members of the team, we find that it can be characterised into 3 types: a) direct collective emotion, that is felt by all the group, b) indirect collective emotion, which is strong individual emotion which becomes a group collective emotion, and c) individual emotions. Further analysis reveals that a collective emotion is normally caused by an event like an organisational decision that impacts the whole group and its identity. It is also found that only some individual emotions become collective emotions, due to affective empathy and emotional contagion. The main conditions for some individual emotion to also become a collective emotions is that the affective event needs to be related to a key activity of the group, a similar emotion be felt by

a couple of people in the group, and the others should fear that a similar event may also affect them in the future. These different types of collective emotions are summarised as the hierarchy of emotions in Table 4.11.

Table 4.11: The hierarchy of emotions

Type of emotions	Characteristics of event that causes it
Direct Collective emotion- a 'feeling-state' of the whole group	Normally only caused by direct organisational decisions that enhance or hurt the identity of the group. For instance, organisation change affecting the unit.
Indirect collective emotion - Strong individual emotions permeating to the group through emotional contagion	The individual emotions that become collective group emotion by contagion is with the following characteristics: - It is related to a key activity of the work group - If two or more people also experience a similar event and resultant emotion - If others fear this may be something that they may be also subject to in the future
Individual emotions	Other personal individual emotions do not lead to sustained emotional contagion and do not become a group or collective emotion

4.4.8 Emotion management actions and responses

The interviews gave us an idea of the various emotion management techniques people use. We can classify them as Emotion Management of Self (EMS) and Emotion Management of Others (EMO).

EMS: I heard and observed the following responses in our interviews:

- The most common response was to go to speak to someone else. The first preference was their line manager if they trusted him or her or had a decent rapport with them.

If not, they would turn to their colleagues with whom they work closely. Some of them would also approach their past line manager or a mentor and discuss the issue.

- Another common response was to take a break- go home early, be with family, or watch television, so that they take their mind off the emotion evoking event.

- The one respondent said that they would rationalise this on external events.

EMO: we could divide this into proactive and reactive emotion management techniques.

Proactive EMO: we observed the following in this case study.

- Provide a new vision and focus – as we saw in the ME team, this clearly results in increasing the hopefulness of the individuals.

- Communication with leaders regularly. Regular forums to discuss issues, and preferably in informal situations.

- Recognition of their contribution, especially by senior leaders. Giving them opportunity to present before senior people and recognising the good work done. Leaders taking the opportunity celebrate success of the teams and acknowledge contributions.

- Leaders to get down to the level of the teams and discuss with them and interact with them regularly and support them in solving their problems.

4.4.9 Middle manager's role

As we see in the case of this team, the role of the middle manager is crucial. They may not have all the resources with them, but they play a crucial role in managing the emotions of their team members. In this case, the middle manager has built immense credibility having worked for a long time in the organisation and respected for his knowledge and openness.

The example set by the middle manager makes a big difference as people look at actions rather than words. Their ability to get into details helps build their credibility. They have to be adept at listening and empathising, as that helps in managing emotions. They also build emotions in their teams by some surface acting and using emotional displays. They also play a big role in communicating the strategic vision and priorities of the leadership, and in managing change.

The middle manager also plays a boundary spanning role and works on the success of his team by interacting with senior leadership and other functions. A critical attribute of a boundary-spanning role holder is the ability to build trust and influence.

4.4.10 Additional data analysis

We also look at the complementary data on attrition and engagement (see Appendix 9A) The Engagement scores for Team 2 was 75% in 2014, which is lower than the company average and for other customer teams, which reflects our emotion state rating. Therefore, this team started off on low engagement level, which supports our emotions state rating for this team, which is lower than couple of other teams. No engagement surveys were done in 2015. Voluntary Attrition moved from 0 in FY2013 to 15.2% in FY14 and then to 8.2% in

FY15, supporting the changes we have seen. As the company reorganised in FY14, a large number of people left, but with the new team leader stabilising things and connecting with people, that came down in 2015.

4.4.11 Case summary

In this section, we looked at the perspective of the leader of the Customer Service function, who had oversight of both Team 2 and Team 3. I then provided insights gathered from Team 2, putting together observations from interviews, complementary data and the leader's perspectives. As we look at these observations and findings in the context of my research questions and propositions, we find that many of the reasons for particular collective emotions are matching with the patterns we saw in Team 1. The role of middle manager came into greater focus in this case, with some key findings supporting my propositions. Significant observations and findings were also made on the leader emotion management actions and behaviours, supporting the framework we outlined in Chapter 2.

In the next section, I will present the observations from Team 3.

4.5 Team 3- Changing mindsets and managing insecurities

This team was part of the customer service function in the organisation and was responsible for managing the various outsourced call centres that supported customer queries. Similar to Team 2, this team reported to the Executive Director of CS. Therefore, the introduction section of 4.4, including the leader's perspective, is also relevant to this team.

As we saw with Team 2, Team 3 was also undergoing a phenomenal transformation. The key objectives of the Customer Service function changed, as we saw in Section 4.4. In the words of a Regional Manager:

'So, earlier the call centre team or so to say our central call centre team or operations team was only getting involved into partners in terms or staffing, in terms of service level alignment. These are the main KPIs for us. How we are supposed to attend the function now the understanding is changed. Now what we are doing is now we are making our call centres SMEs… The new understanding now is we want people to be SMEs on the floor so that they can understand customer's way and make or take necessary actions on that call or after that call so, that customer's pain can be understood and can be resolved. However, earlier this was not the scenario, so that's the difference now and I think that's how it is the biggest challenge and biggest chance'- Regional Manager, Contact Centre Operations

As we analyse all the interviews it is clear that the whole team in going through a big change in mindset and focus. This is reported below.

4.5.1 Emotion state ratings and emotion capability

The overall emotion rating of the team was generally positive (see Table 4.12), in fact the highest for Hope and Excitement amongst all teams. However, while each of the individuals rated their own emotion on a positive note, their rating of the team's emotion state was a little less positive. So individually they were more positive but felt as a team not as positive as they themselves.

Table 4.12: Emotion state rating form Team 3, Contact Experience											
Self-rating											
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**Average**
Hope	7	6	7	7	7	5	5	6	4	6	6.00
Anger											0.00
fear				4		5	4	4	4	2	2.30
Guilt			5								0.50
excitement	7	7	7	7	7	4	5	5	4	7	6.00
sadness											0.00
happiness	7	5	5	7	3	3	5	3	4	5	4.70
sympathy		5	5				3	4			1.70
pride				7							0.70
Team rating											
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**Average**
Hope	5		5	7	7	4	4	4		6	4.20
Anger		2							3		0.50
fear		4	3	4	4	4	3	3	3	2	3.00
Guilt											0.00
excitement	6		5	7	5	5	4	4	3	7	4.60
sadness											0.00
happiness	5	3	4	7	3	4	4	3	3	6	4.20
sympathy			4			4		4			1.20
pride					6						0.60
Stress									5		0.50

(As mentioned in Section 4.2, the Emotion State Rating questionnaire was filled up by all respondents in Jan 2014. The questionnaire is available in Appendix 2. Respondents first wrote down the emotions they felt themselves and rated the intensity of each emotion on a 7-point scale {where 1 = Low and 7 = Very high}. They then had to indicate the emotions felt by the other members of their teams, and rate the intensity of those emotions felt by the team)

The EC survey for this team reveals high scores for Dynamics of Playfulness, and Encouragement, and marginally higher scores compared to the group average on Dynamics of Experiencing and Identification. However, on the Dynamics of Displaying freedom and Reconciliation, it scored lower than the Group average (for details see Table 4.13).

Table 4.13: Emotional capability questionnaire- Team 3 analysis

Team	Dynamics of encouragement	Dynamics of displaying freedom	Dynamics of playfulness	Dynamics of experiencing	Dynamics of reconciliation	Dynamics of identification	Average
3	4.08	3.56	4.17	3.75	3.42	3.83	3.80
Average	3.89	3.73	3.95	3.47	3.51	3.72	

Each team member filled up the Emotional Capability Questionnaire (Appendix 3). Rating on a 5 point scale. This is the average of the ratings for each of the 6 attributes

Some of the key themes emerging from the analysis of interviews and other data are provided in the following sections. While most of the interviews in Phase 1 of the study focussed on the transformation going on in the teams and the organisation, and the reasons for the different emotions demonstrated by people, in Phase 2, the informants focussed more on the emotion management actions that they adopted to manage their own emotions and that of their teams.

The Engagement scores and attrition scores also support this (see Appendix 9A). The Engagement score for Team 3 for the year 2014 for a very good 82%, reflecting the positive mindset of people, as we saw in the emotion state rating form. However, the voluntary attrition and total attrition scores for this team have been very high reflecting the changes the team has gone through, and the resultant reduction in workforce given the new strategic shift in the team's objectives.

4.5.2   Restructuring and organisational silos the main cause of negative emotions

Organisation restructuring, as we saw in all the case studies, was a major reason for negative emotions of sadness and fear. The organisation had gone through a big level of

retrenchment a couple of years ago (called Project Agile), and that still played on the minds of people. In the words of a Customer Service manager:

'Being very honest yes because of whatever we did in the past one year or so. People who have left us, during Agile and all that. It has definitely made a mark in everybody's learning. Definitely people fear about it. Still people fear about it. It is there. So, having norms of definitely they think about that exercise and they definitely ask questions to us that is one another game, what our future and all that.

I think we lack a bit in terms of giving clarity to the people within our organization that, okay what is your end goal. If something comes out then, so for example, before Agile happened then we said it will not happen but second wave also happened. So, now people have the feeling that now we are saying that it will not happen again but it will happen after two months or three months. So, being very honest here people are looking for much more safer jobs. They are definitely looking out'

This was the feeling in the Phase 1 of the interviews. It had been 9-10 months since the new leadership team had taken over, and they had one round of changes in structure. Interviews during the second phase did not show about this fear of restructuring and job losses.

The other big factor for the emotion of sadness is organisational silos and politics. There were many occasions when the teams found the support from other departments lacking, due to mismatch of objectives and measures.

4.5.3 Pride and achievement

One of the recurring themes from the interviews is the emotion of pride that comes from a significant achievement, which is recognised. The achievement is normally one of the significant priorities of the team- it could be the overall team achieving some milestones or it

could be a part of the team achieving some milestones. In the words of the GM of the Premium call centre operations:

We now have a one single centre for our solitaire and VIP customers nationally and entire country all customers when they dial 121 they reach the solitaire centre, the ramp-up is not over but you know the initial results of this have indicated that you know whatever envisaged what we thought of has moved in the right direction and we've received some raving reviews from customers internally as well as externally on this setup, so customers are kind of you know pleasantly surprised and when customers got in touch with our centre they said that you know I couldn't believe that I am talking to a call centre you've got such nice people at the call centre,'

She continued later in her interview:

I was upbeat when you know this solitaire thing came up and I got extremely good feedback from (CS Director), they were superbly impressed, when they went there they were like you know flattered, so it was like an unexpected delivery that was given to them, when (the CEO) was there he was superbly impressed, (The CMO) he came back and shared with everyone that we've created a premium service which nobody has got it till date.

I was motivated; I was motivated to do more. ......I immediately recognized people who were involved in this, the first thing that I did was I shared my happiness with those guys who actually done it, so first of all acknowledgements was given to those guys who were involved in this journey'

Clearly, recognition of a significant achievement creates a positive emotion. The leader shares that with the team that they worked on it, and thus it becomes a collective emotion. Therefore,

a significant achievement, which is recognised goes a long way in building a collective emotion of pride. And pride that comes from such team based achievement makes the team do more, as opposed to the pride of being 'better' than someone else. In the words of a Deputy Manager in the Contact Operations:

'See when we achieve a metric which is best in the last two years...which is best in the last three years and that is...those are the days or the months that we are very elated and excited. We try to do a lot of internal pat on the back'

Therefore, collective achievement and recognition is a big AE that evokes an emotion of collective pride.

4.5.4 Providing clarity and focus to the team- a key AE

In the transformation journey, there is a complete change in the way a team looks at its role. As we saw in this case, there is a shift in its focus and priorities, and this creates a period of confusion and uncertainty. A critical activity at this moment is the ability of the leadership to listen to people and provide focus and reinforcement- this become a significant Affective Event as it enables the team to move from a collective emotion of uncertainty and confusion, to one of hope.

The manager of the Contact Operations talks about a team event where there was open discussion and sharing of ideas, and reinforcement by the Director of the function.

'month end November we had called a workshop wherein the (CS Director) and (Head of Contact Experience) themselves spent the entire two days with them. And for a change actually we had been to a workshop which had no agenda it was actually a free flowing, you tell us

what you want decide, discuss, you tell us what do you want to discuss kind of a thing. There was no presentation we didn't even open up the projector once so in that workshop – and only to give that feeling that the – we are here to support you. So, the leadership is completely there in terms of time,'

Providing a renewed focus to the team and openly discussing issues with the leadership helps in doing two things- first it enhances the connection and interaction with leadership so they actually related to the leader, and second it helps them move forward from their state of uncertainty to more clarity and hope. Articulating the vision and reinforcing the vision helps create more clarity in the teams and reinforces the emotion of hope and optimism. This is nicely reflected in the below quote.

'further strengthens my belief that you know this entire strategy has gone well, so we said you know when we created this we said that we will have a call centre which is at par with five-star service at a five-star hotel so we wanted to create a five star level call centre' - Head of the Premium call centre.

4.5.5 Middle manager role in transformation

One of the key highlights of this case is the role of middle managers in managing the transformation. We will look at the role played by 2-3 of the middle managers in this team. First, they have to understand the new strategy and buy into it. They go through their own emotional journey of establishing the relationship with the new leader and be seen as someone who can drive the new strategy. Second, they have to articulate the new strategy and direction to the teams below. In many cases, this may be very different to what they have been asking of their teams in the past. Therefore, they have to make the credible link to the

change in the overall business strategy. However, the biggest challenge begins after this, when they have to implement the new strategy and thinking. This involves training the teams and getting them to understand the new performance measures and ways of working. They also have to take the tough decisions of counselling people who are not moving in the new direction. Their teams may have conflicting mindsets and priorities from the past, as well as emotions of confusion, fear and at times sadness if they perceive any job losses. Middle managers have to listen to the teams, coach them and at the same time identify any structural problem that is coming in the way of the transformation.

From the interviews we see the middle managers assess their teams. In the words on the Head of Contact Operations:

So, most of the BMs, 50% of the BMs for example are excited about it. They think it's a good change, it's a change for the better definitely, it's a change that was long overdue in fact one of the BMs went on record he had said, "It's one and a half years overdue."

He continues later on in the interview:

'And that's a very big I see those things in a couple of BMs to actually put it bluntly there are about 12 guys, 10 guys rather, two or three do not – are still taking time to come up the curve, three or four have actually moved up the curve okay. Two of them are new but they show positive signs in terms of moving up their curve and two of them are still, their performance is nice but they might still be doing the old way of reaching their performance. So, they still have not got on to the idea of actually moving to the new way and having better results.'

As we see from the above, a critical role the middle managers play is to communicate the strategic changes, coach their teams and assess their performance.

The middle manager also needs to listen to his people, communicate and share. The teams like some informal communication, which helps build a bond and increases credibility of communication.

This is aptly put by a manager in the contact centre operations:

So, if I look at me and my peers and in fact X's team. We as a team enjoy a lot. Basically, it's X, that he has given us a lot of comfort so he listens to our views. He would share his faults. He would pass on whatever comes from (Head Team 5) or (CS Director) to us and make it clear what is expected and dissolve in it needs to be done. Then if any user requirement is there we would listen to that.

The middle manager's role is crucial in ensuring the execution and implementation of strategy, and in building the collective emotions of the team to help achieve the execution.

4.5.6 Emotion management actions

Most of the interviews done in Phase 2 of the study focused on emotion management, both of self and of their teams. Common strategies adopted for managing emotions of self is to take some time off for one self to get over a negative affect period.

'I sleep over it. I sleep over the weekend. Nothing beyond that. You have your own self. You have to do it yourself'- Senior Manager in Contact Operations

We also observed some other strategies that people adopted. One was to analyse the reasons for Affective Event that led to negative emotions and plan that those are not repeated. Another strategy is to look at successes in the past or situations where they have overcome such emotions and been successful. Mentally tuning themselves helps them in managing their own emotions. In the words of a Manager - Contact Centre:

Obviously, you are frustrated and starting that effort for the next month really takes more time. You have to again charge ahead...you have to think that something else will happen...all your efforts in one direction will be negated by what is happening there but the fact of the point is if I wouldn't have made the effort there; things would have still gone wrong and it would have been even worse. Because of my effort; we at least sustained the performance.....we didn't improve but we were able to sustain...so that's the only way we motivate ourselves that some other thing will happen and then we will improve.....First you think of the negatives and think of how we got screwed and then you look at things that got screwed last time also....when we were able to recover and what I can recover last time also. Then that is the negative and positive combined. You cannot think that I will be able to recover and so on'

4.5.7 Emotion management of others

We heard a lot of instances where middle managers looked after the emotions of their teams. Listening with empathy and coaching were two common behaviours that were noted from the interviews. Here is an excerpt of the interview with the Head of the Premium Call Centre:

'I spent a lot of time mentoring him and I gave him that space that you know you take your time deal with your personal crisis first and then you know you start working on this thing, so

he dealt with his personal crisis, he came back to office and after that I have done hand holding for him for good three months to prepare him for managing his role because in this role the BM role is a tough one.'

Showing sympathy and compassion, the managers spoke to employees to understand their issues. They also carried out conversations and informal meetings for building trust. Meetings were organised to listen to ideas of employees. Even in the discussions managers used various strategies for changing the emotions of people by showing them other possible options, by reframing the issues, by offering to help, emphasising continuity and by perspective giving.

To conclude this section, I summarise the performance assessment of the Teams 2 and 3 provided by the Executive Director of Customer Service (for details see Appendix 9). The performance of Team 2 has been considered superior by the Business Director. On the parameter of the teams achieving their goals, Team 2 was rated at 'Met Expectations' whereas Team 3 was rated 'partially met expectations'. Both teams were rated high on ability to adapt to change, and reasonably high on achieving transformational goals. However, the Director rated the leader of Team 2 higher in the impact of leadership in getting the team to change. While Team 3 started being more positive and rated higher on EC, the actions by the leader of Team 2 in addition to the routines adopted by them, ensured that the right emotions were created for business success.

Summarising the observations and findings of this case in the context of my research questions and propositions, we can see many common patterns emerging from among these cases. The role of the leader and middle managers in emotion management comes out very strongly – in addition to organisational routines, the leader's behaviours have a significant impact. Some

common observations on the causes of particular collective emotions have been identified across these cases. The dynamics of emotion management, both of self and others, also came to the fore, supporting my propositions. Having looked at Team 3, we now move to Team 4 in the next section.

4.6 Team 4: Thinking new

The Consumer Business of Indiatel is the biggest business of the organisation, of which the Mobile business is almost 90% (Annual reports of the organisation, year 2014-15). Under the Head of the Consumer business, who reports to the CEO, there is a Chief Marketing Officer (CMO), and one of the teams under the CMO is Team 4. The role of Team 4 is to drive greater usage and retention of the mobile services (See organisation chart in Appendix 8).

With the new CEO in the company, there were bigger changes in the leadership. The Head of the Consumer Business, and the CMO were hired into the Consumer business team. So, the complete leadership of the consumer business was new, and the CEO had clear ideas on the new strategic direction for the marketing team.

Team 4 was one section of the marketing group and was a core element in the new strategic thinking of the CEO. As the head of Team 4, a young manager from another part of the business was selected. This was seen as a big change- a young leader with potential was appointed, who didn't have much of an experience in that area.

So, the context for this team is one of complete change- new leader for the team, new CMO, a new Head for the Consumer Business and a new CEO (see Appendix 8 for organisation charts). In addition, a new strategic direction to the team. Moreover, the composition of the

team has changed, with a number of new people coming into Team 4. Given this context, let us now look at the key insights from the various interviews with the members of this team.

4.6.1 Summary from the emotion state rating and emotional capability

The summary results from the EC questionnaire are in Table 4.14. They show that Team 4 is generally above the group average on the elements of Encouragement, Displaying Freedom and Playfulness, but more or less similar to the group average on the elements of Experiencing, Reconciliation and Identification.

Table 4.14: Emotional capability questionnaire- analysis Team 4

Team	Dynamics of encouragement	Dynamics of displaying freedom	Dynamics of playfulness	Dynamics of experiencing	Dynamics of reconciliation	Dynamics of identification	Average
4	4.0	4.0	4.17	3.67	3.61	3.72	3.86
Average	3.89	3.73	3.95	3.47	3.51	3.72	

Each team member filled up the Emotional Capability Questionnaire (Appendix 3). Rating on a 5 point scale. This is the average of the ratings for each of the 6 attributes

The highest scores for the team are in the dynamics of playfulness, which should support the core role of the team of bringing new ideas and innovations. The participants also filled a questionnaire indicating the emotions they felt in Jan 2014, along with the intensity of those emotions. They also did the same in respect of what emotions they perceived their team members were experiencing. Hope and Excitement were two strong positive emotions, though their perception of the emotions experienced by the group was less positive. These details are summarised in Table 4.15.

Table 4.15: Emotion State of members of Team 4 in Jan 2014

Self-Rating									
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**Average**
Hope	3	5	4	4	3	5	6	7	4.63
Anger	5				1	3	5		1.75
fear	4		1	4	4		2		1.88
Guilt									0.00
Excitement		6	7	4	3	6	6	6	4.75
Sadness	4		2		1		3	4	1.75
Happiness		5	5	4	3	4	4	7	4.00
Sympathy	4		2				4	6	2.00
Team rating									
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**Average**
Hope	5	5	5	4	3		5	6	4.13
Anger	5		2				4	4	1.88
fear	3	3	2	3	3		3		2.13
Guilt							2		0.25
Excitement		4	5	4	3	6	5	6	4.13
Sadness	4				1		2		0.88
Happiness		4	4	4	4	5	5	7	4.13
Sympathy	5	4	2				4	5	2.50

(As mentioned in Section 4.2, the Emotion State Rating questionnaire was filled up by all respondents in Jan 2014. The questionnaire is available in Appendix 2. Respondents first wrote down the emotions they felt themselves and rated the intensity of each emotion on a 7-point scale {where 1 = Low and 7 = Very high}. They then had to indicate the emotions felt by the other members of their teams, and rate the intensity of those emotions felt by the team)

4.6.2 Innovation and questioning the status quo

A key theme that came out of the interviews was the focus on innovation in this team. The new leader of the team wanted to develop a culture of questioning the status quo. Interviews with the leader both in Jan 2014 and in March 2015 give us a good indication of the thought process of the leader and the actions he initiated.

"we realized that this organization, in this kind of organization here our job is two key things. One is actually to change the way of UnR way of working" - Team leader, Team 4.

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They wanted to change from the traditional way of doing things to a newer way. The traditional way was to look at incremental revenue growth, where the proportion was small. In the new way, the team started to think of their growth in revenues over 2 times what they did previously.

'So, we as at xx team has a task of delivering a 1000 Crore, as a run rate in a financial year, which got changed recently to 2000 Crore, when (my boss) realized that we will be able to do that 1000 Crore' - Team leader, Team 4.

So clearly, there were two main priorities- one was to change the way of working of the team, and second was to drive big projects through innovation. The leader set out his vision and got the team interested in this.

'we went to 5 or 6 circles, where we asked other teams to come to these circles nearby locations and we told them what is the vision and what is the agenda and what are we working on, we took their input, right, we told them this is what we feel, tell us if you have some view point on it, we had a conversation, right, whether we agreed, or not, it is other matter, but we had a long and a very good conversation, which was very productive' - Team leader, Team 4.

So, the leader engaged the team and set out his vision. There was a focus on thinking through and develop large innovation projects. He summarised the key challenges for his team as follows:

'One initial challenge was how to build this kind of (innovation) capability in the bigger team, that's one, second challenge was how to design these programs, and certain practices, like

asking our partners to come on regular basis, sharing their platform features, right. How to

build that ecosystem to work on its own right, rather than doing adhoc thing. So that second

one, one was partner position, and second one was capability. The third is, which we are still

facing and we are overcoming that, not through training, but through a way of working, is

how to do a project management? Because each of these innovation products involve

technical, IT, CS, partner, circles, so there are lots of things, and it is like a big eco system.

How to manage that when you have multiple things that are running? So, one person is

running at least 3 different products. How to ensure that these products are on track on

regular basis? Is the third challenge that we have? So, these are the three big challenges that

we have' - Team Leader, Team 4.

The leader got his team to think of new ideas for innovation. To build that, he created

excitement in the team. The team got its success in its initial product, the 'advanced talk

time' or loan, and that created a collective emotion of happiness and made the team look

for new ideas. In his words:

The feel is, that everyone wants to work on something and look on to these kinds of products

and funnel which can actually deliver, so everyone is competing with everyone else, that can I

bring an idea to the table for the team, which can bring 500 or 200 crores, 300 crores

annually, that's on their mind.

So, there was an emotion of excitement and competition that was created. It was a new

team and so the team members took to these ideas and discussed them.

'so, when someone cracks an idea, or when someone comes with an idea, and says he needs

to discuss this with everyone, you know people get really motivated.... So, there is this guy

named xx, he came to us, he said that this is the idea, so people started attending the huddle and they started contributing as to you should do this, we should also do this. That itself became a very good idea, and a big idea, then people started to get motivated. Then, internally they felt that they should also contribute with different set o0f ideas. So, then, except I think one person, we got ideas form everybody till now, in the teams. That's the high point.'

So, by creating a compelling vision and by doing team meetings to discuss ideas, the leader created an emotional statement of excitement. Getting people interested in thinking new ideas and also share them so that there can be more ideas was a key strategy adopted. The leader also created a slight emotion of anxiety, the need to prove themselves, as we see in the leaders' words below:

So, when people come with ideas, and the kind of differentiation they observe, for example say, I saw that happening in my team. So, one person came up with an idea, and I was just explaining all these things, and the amount of impact. The other people, the way they were looking, with an emotion of why? I can also be there? I can also have some ideas, right, this person has come up with an idea, I'm also good at things, can I come up with an idea? So, I don't know, it was not a competition, but suddenly I saw that everybody was coming to me, and telling me this can be done, this can also be done. May be that day they observed that the guy had a, people had a special look for him, like admiration or like this person is really innovative. This person really thinks, he is a good thinker, he has good consumer insights. So, people wanted to showcase that they also want to do it, they can also do it. I think that actually instigated the idea generation.'

We also heard from other informants on this theme of changing the status quo and driving significant innovation projects.

4.6.3 Collective emotions that support innovation and transformative projects

From the discussions with the leader, to drive such transformative ideas and innovation, he believed that the team should have a passion to make the difference. Secondly, they should be exposed to ideas within the team so that they can contribute and learn from each other- thus a mechanism of regular sharing of ideas and discussions. Thirdly, creating an interest and curiosity in them to explore the external world and pick up new ideas from other businesses, and finally a having a good eco-system of partners with whom one can collaborate and pilot the ideas and then implement them.

"few things which I have observed with my experience is, when people are exposed to some of the ideas, which have huge impact on customer experience or revenue, they get a feeling you know that with this one simple idea, this amount of revenue can be generated. That kind of feeling and the person has to be passionate. There should be an environment where the idea are free flowing and can be shared among the team members, right, that also generates lot of new ideas. That's one. It is a culture of innovating, and the culture of innovation again driven by individual people, that's one. And then the passion and you have to enable that environment by exposing them to several ideas from different walks of life. So, the mind also opens up, and they can also think of this is also possible. I will give you an example, when we started with call completion, we started with 2 or 3 ideas. Then suddenly people started exploring other opportunities, that within call completion can we do this thing as well, because calls are getting failed because of this as well. They found some innovative solutions

as well. So, one is that. Second is, as I told you last time as well, there should be an ecosystem. We should enable our partner ecosystem, who can…and there should be a regular mechanism. Mechanism to innovate ideas is very important."

We pick up from the interviews that the emotion of passion or excitement is needed. This needs to be complemented by an emotion of compassion or gratitude, which will enable you to listen to others, share ideas and build on other ideas and work collaboratively.

4.6.4 'Tuesday meetings' and the leadership involvement

One of the significant events that were initiated with the new CEO was the Tuesday meetings. The CEO set up an operational review of the consumer business and all key projects in marketing and customer service, which was done every Tuesday afternoon. Teams presented their projects and updates and got key decisions from the CEO.

These Tuesday meetings turned out to be a significant affective event for the teams in marketing, especially Team 4. They looked upon these meetings with some interest and also anxiety. While they got recognition for some of the work done and that gave them an emotion of happiness and pride, these meetings also led to an emotion of frustration at times when after the meetings the priorities change.

The work of the Team 4 was to look at key ideas to grow revenue and they built an innovation funnel of various ideas and did pilots to identify which of these ideas were worthwhile. Each of the members of the team had 3-4 such projects they were working on. While each of them would have some ideas they were evaluating, the Tuesday meetings came up with changed priorities, and sometimes they had to give up on the pilots they were

doing and take on something new. Sometimes, the pilots were not even given the full-time period to enable a decision, and changes were made. Therefore, the Tuesday meetings where decisions were taken on the projects to Team 4 became a significant affective event.

'I think the way our week will go is decided by one Tuesday meeting that happens every Tuesday and post the doors of that meeting are opened I mean it gets decided how my people look like because it changes the way I'll foresee the week and it's become more of a weekly affair rather than more of a quarterly affair or you know yearly affair and then he literally asked the specifics, he is like what do you mean by that, so we told in that you know that meeting is supposed to update on the business but every meeting is ended with two or three decisions and those decisions at times change the decision of the last week or probably look at a different perspective and which changes the course of the action for everybody'- Deputy GM in Marketing

To continue in her words…

I see that we take a decision and then we roll it back in 10-15 days, you know it's very short sighted so instead of taking a call and sticking to it we don't really do that and those points become literally difficult, I don't think that could have gone I mean this result I could have seen maybe a quarter before which I couldn't because of things that were happening, yes there are competitions pressures and there are reasons for all decisions to be taken or to be revoked back but I think this is something that also impacts our relation with the circle teams and then it becomes difficult to finally agree with them again on new set of principles and then launch it, so I think those were the little you know which we've also raised in our different meetings with (CEO) and (Head- Consumer Business) that I think we take a lot

many decisions and probably we should take lesser and more long sighted decisions rather than taking a lot short sighted.

The team took this up as an issue with the Head of the Consumer Business, who agreed to oversee these decisions.

4.6.5 The commando teams

As we saw from the interview comments earlier, one of the key issues in the consumer business was the cross functional nature of projects, and the delays that occurred due to organisational silos. The new CEO introduced the concept of 'commando teams'- cross-functional teams that were focused on specific projects. The reaction from many of the informants on the commando teams was that they helped get greater accountability and get the results needed, as we can see from the quote below from a manager in the Team 4:

"The commando system that has been institutionalized, I think that is working wonders. And the results are speaking the volume of the change that has been done. So, it is a big delta that has come."

In all the interviews, one of the big causes for an emotion of unhappiness or frustration was the way of working in the organisation, especially organisational silos and lack of alignment. The establishment of the commando team concept was a significant event, and based on the results that people have seen they seem to have liked it.

4.6.6 Role clarity and career growth prospects are significant levers for emotions of sadness

From the analysis of the interviews of the members of Team 4, role clarity and career growth came up as significant areas where employees had emotions of sadness.

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'Confused. Confused in terms of not what company is doing, but what to do with their own jobs and career prospects in Indiatel. B is feeling of neglect, and that is pre-dominant here. And C I would say not being able to do enough' - Senior Manager, Marketing.

While the team is focussed on doing various projects, the issue of overlap of roles and lack of clarity, creates a sense of confusion, leading to frustration and sadness. This is more apparent in this organisation and team where there is so much change with the new leaders coming and redefining the roles of the marketing function. If a couple of people have this issue of role clarity, it soon spreads to others. It also leads to a feeling amongst certain employees that they are overworked, and thus becomes a significant source of frustration and sadness. A quote from another senior manager in the marketing team highlights this issue:

"So, there is a project on which one guy is working partly, there is another guy which is also working partly, and both of them believing that they are doing it, so, it needs to be clarified to both of these guys that since this is a bigger project, and two of you individually can't complete it in the time line that you have to deliver it, I want both of you to work on it. And between the two of you, you should be sharing what each of you is doing, so, today like in the CFT I was asked like who was taking care of a particular project? So, I was of the view that X member was taking care of the project, after coming out of the CFT, I went to the guy and asked, are you taking care of this? He said no, I am not taking care of it. So, that particular project we are of the understanding that nobody is taking care of that particular project. It is as such ownerless. I will talk to ▮▮▮▮ and get a clarity who is taking care of that project,

because CMO wants an update on that project, and If I am supposed to take care of it, I am not aware of it. So, these kind of communication gaps, there should not be there."

In addition to the clarity on roles, the lack of career growth opportunities also adds to the emotion of sadness.

"I am not thinking on those lines, but I can see that with some of the team members who have been there in this team for say 3 years of more. So, they are thinking what will happen next year? …. So, clarity on roles, and clarity on projects, for that matter if somebody is not having a clarity. So, these ownerless projects they give a jittery feeling. Then comes the question like, nobody is taking care of this project, now suddenly it is given to a X member, so you say why me..? I already have my plate full. So, those kind of dialogues need to be there. And then clarity about what happens the next year. For people in terms of, we have this agenda to fulfil in the next 6 months or 1 year. What happens once we have achieved it?"

The uncertainty of future career and the next role creates emotion of confusion.

4.6.7 Reputation of the company

There was a significant event that had an impact on the collective emotions of the team. The company launched a product, which was picked up by the media and 'open internet' bloggers as being against the concept of net neutrality. That led to a lot of negative media attention on the company, and the public perception was that the company was not being net neutral (see Appendix 14 for a press clipping on the event).

This event created a collective emotion of sadness amongst the team. When they met with their friends or others, they would be questioned about their organisation's net neutrality policy. That created a collective emotion of sadness.

4.6.8 Routines adopted by leaders

The challenges in this team gave us a view the routines that leaders adopted to manage emotions. Team meetings to articulate the vision of the department were quite prevalent. A number of team meetings to discuss ideas were also held, as we identified from the various interviews. Giving new strategic focus to the teams also helped in bringing about a collective emotion of excitement. Discussing the innovation ideas and getting people to contribute ideas also helped in building the emotions of excitement and passion. Senior leadership also had various meetings to articulate the new vision, which served as a significant affective event, leading to emotions of excitement and interest.

The leader also organised workshops to agree and communicate the new focus of his unit to the larger regional teams, and these workshops also helped in building alignment and commitment.

4.6.9 Leadership signals

In this team, the role of senior leadership and its impact on collective emotions comes across very clearly. The Marketing function, of which this team is a part of, was central to the operations of the company and the senior leadership was closely involved in it. Actions of the senior leadership team created significant affective events. By being very approachable

and staying involved in key decisions, the senior leadership sent a signal that the work of this team was very important to them- this created positive emotion of happiness.

When the projects were presented to the senior leadership, their 'buy-in' and interest, created strong positive emotions of happiness. Interactions with leaders helped create excitement in the team. The commitment and involvement of leadership sends a strong signal and acts a powerful affective event. Sometimes, the leadership team may communicate something that also affects them adversely, for instance, the stopping of a project on which the team has been working on for some time.

To conclude, in Team 4, we saw that the priorities of the team were different- it was all about generating new ideas and innovation. In terms of collective emotions needed for that, we find that excitement, passion and interest/curiosity are the critical ones needed to be successful. The commando teams came up as an interesting organisational initiative, echoing the comments of Team 2. I also highlighted some interesting observations regarding leadership signals and cues, which were seen as significant affective events, more so with the new leadership in place. The Tuesday meetings was observed as an example where organisational routines can be an affective event. The assessment of the performance of this team in Appendix 10D, given by the CMO of the organisation at that time, highlights that the team was able to achieve its goals and the transformation needed. While the leader was rated as having met his objectives, the CMO felt that the team was not very effective in adapting to change.

As we look at the findings and observations of Team 4 in the context of my research questions and propositions, we have been able to document findings on the different type of

collective emotions and their causes, and also various leader emotion management actions. I have also been able to identify themes on the collective emotions needed in different phases of transformation, building on the feedback from all these cases. This case study further provided additional key findings on the role of organisational routines, and how leaders could use routines for emotion management.

In the next section, I will take you through the case study of Team 5, our last case study.

4.7 Team 5 – Coping with continuing change

This case study is about a functional team in the organisation responsible for marketing of Enterprise products. We interviewed the project team members and leaders over a period of 15 months, i.e. in the beginning of 2014 and later in March-April of 2015. I interviewed the Business Director of the enterprise business, who joined the company in early 2014. I also collected some artefacts on the performance of the teams from the company's Human Resources department.

The analysis of the interviews was aimed to understand the key research questions pertaining to the formation of collective emotions, the relevant affective events that lead to particular collective emotions, the role of leaders in emotion management and to understand the discrete emotions that are helpful in certain business situations.

4.7.1   Introduction and business context

Indiatel has a significant enterprise business, also called B2B Business. However, this business was only about 10% of the overall revenue of the company, while the consumer business made up the bulk of the businesses (Indiatel Annual Reports, 2015). The observations from the interviews reveal that given the huge proportion of the consumer

business, the focus of the company's CEO on the Indiatel enterprise business was seen by the enterprise business leadership as being low. Moreover, given the new CEO's overall experience primarily being in the consumer side of the business, his familiarity and expertise in the enterprise business was also low. Therefore, the Indiatel business team had a perception that their business would not be a focus for the Company (as revealed by many respondents of Team 5 during the interviews).

Moreover, as soon as the new CEO of Indiatel took over, the Head of the enterprise business (i.e., CEO of enterprise business), who was in that role for the last 3 years, resigned. The organisation at that time decided to split the enterprise business into two, i.e., the Global Carriers business and the Enterprise business for India. An internal leader was made the CEO of the Global Carriers business, while an external search was initiated for the CEO of the Enterprise business for India (see Organisation Chart in Appendix 8 developed from information from the company archives and HR department).

The new CEO for the Enterprise business for India joined in early 2014. The initial round of my research interviews were conducted when the new CEO had not joined, and the second phase of interviews was conducted in April 2015, almost a year after he had joined. As the focus of this case study is the Marketing team in Enterprise business, which was headed by a CMO. During 2013-2015, there were a number of changes in the role of the CMO. There were two incumbents in 2013. When we met with the team for the first round of interviews, the CMO was a veteran in the company who had been heading Sales and who moved as CMO in June 2013. He however resigned in mid-2014, and by end of 2015, a new internal person was appointed. So, in summary, this team has seen a lot of change, such as:

- A new CEO for the overall company

- Restructuring of the business into two different entities.

- Without a CEO for the enterprise business for almost eight months, and then having a new CEO who was an external hire.

- Change of CMOs, i.e. the head of the marketing team- four people in two years.

The B2B Marketing team's role is to build products for enterprise customers in the area of voice, connectivity and data solutions. They help create the full suite of products, by ensuring that all support functions and interfaces, both internal and external, are aligned to provide that product/service, which the sales team can then go and sell. It also consists of solutions designers and pre-sales specialists who will do an assessment of the customer's needs and help implement the solutions. They support large bids and are influential in stitching up partnerships with other OEM (Original Equipment Manufacturer). They play a key role in managing profitability as they determine the pricing of the products (interviews, company archives). Therefore, the key elements of a role in Marketing in the B2B business were (based on interviews with the CMO):

- To be a 'subject matter expert' in the product or technology

- To network well with sales teams to understand their needs and support them to sell

- To interface with other functions, like the network group, customer service, finance, etc to ensure that all inputs are taken to build the product

- To keep a watch in developments in the market, competitors, technology providers and vendors to ensure that the right products are built

- To be innovative but also commercially sound and robust

Given this background, the interviews with the B2B marketing team provided some interesting insights, which are summarised in the following sections.

4.7.2   Insights from Phase 1 (December 2013- January 2014):

The overall emotional state of the team as in January 2014 was pretty low, as is evidenced by the emotional state ratings form completed by the research participants in January 2014 (see Table 4.16).

Table 4.16: Emotion State Rating (Team 5, January 2014)

Self- Rating														
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**Average**
Hope	5	6	5	4	7	5	5.5	4	5	#	4	6	5	4.73
Anger		4					1	5		3				1.00
Fear			2	2	2		1	6				1	5	1.46
Guilt							1							0.08
Excitement		5	5	3	5	3	7	1	4	4	2	6	3	3.69
Sadness			2				4	4				7	6	1.77
Happiness			4	4	4	5	4	1		3		#	2	2.08
Sympathy				4	3	3	4	4					5	1.77
Frustration			4								4			0.62
Passion				6										0.46
Team														
Respondent	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**Average**
Hope	4	5	3	1	5	3	5	3	4			4	5	3.23
Anger		2		4			2	5				3	2	1.38
Fear			3		2	3	1	6		3	5	3	5	2.38
Guilt							1							0.08
Excitement		5	4	4	5		5	2	4	4	3	3	1	3.08
Sadness	4		2	4		3	4	4				5	6	2.46
Happiness			4	4	4	2	4	2			3	3	1	2.08
Sympathy			4	5	3	2	3	5				3	4	2.23
Confusion	6													0.46
Frustration			3											0.23
Insecure											4			0.31

(As mentioned in Sec 4.2, the Emotion State Rating questionnaire was filled up by all respondents in Jan 2014. The questionnaire is available in Appendix 2. Respondents first wrote down the emotions they felt themselves and rated the intensity of each emotion on a 7-point scale {where 1 = Low and 7 = Very high}. They then had to indicate the emotions felt

by the other members of their teams, and rate the intensity of those emotions felt by the team)

Compared to the other teams, the collective emotions were of very muted hope, with lots of insecurity and fear. A significant percent of respondents mentioned that they experienced the emotions of sadness (38.4%) and fear (53.8%), which was also of higher intensity (very high ratings for 'Fear' amongst some respondents- see Table 4.16), whereas they indicated that they experienced the positive emotions of hope, happiness and excitement with a lesser intensity across the sample. The team bore the brunt of many changes such as it had a change of leaders, and it went through a restructuring in September 2013 involving job losses.

4.7.3   Emotional capability questionnaire

We also got each of the teams to fill out an EC questionnaire in Phase 1 of the case study. Fourteen members of this team responded to the questionnaire (see Appendix 3 for this questionnaire). This questionnaire was developed and tested by Akgun et al (2007). The Table 4.17 below summarises the mean scores for each of the six emotional dynamics.

Table 4.17: Emotional capability questionnaire- analysis Team 5

Team	Dynamics of encouragement	Dynamics of displaying freedom	Dynamics of playfulness	Dynamics of experiencing	Dynamics of reconciliation	Dynamics of identification	Average
1	3.9	3.9	3.9	3.2	3.5	3.9	3.72
2	3.58	3.44	3.56	3.25	3.5	3.42	3.46
3	4.08	3.56	4.17	3.75	3.42	3.83	3.80
4	4.0	4.0	4.17	3.67	3.61	3.72	3.86
5	3.62	3.46	3.45	3.81	3.59	3.64	3.6
Average	3.89	3.73	3.95	3.47	3.51	3.72	

*Each team member filled up the Emotional Capability Questionnaire (Appendix 3). Rating on a 5 point scale. This is the average of the ratings for each of the 6 attributes*This questionnaire identifies the extent to which people experience the different elements of emotions. This team (5) ranked the lowest in terms of the emotion of playfulness, which was proposed to be related to more innovative thinking in the team. However, the team was ranked highest with respect to the dynamics of experiencing the feelings and emotions of others. The overall EC rating for the team was in the bottom quartile.

4.7.4 Insights from the business director

A new business director took over the B2B business in April 2014. He was an external hire. After a year of being at the head of the business and having got an idea of the working of the Team 5 (the case study team), he gave an assessment of the performance of the team (for details see Appendix 10). He summarised the performance of the team as having largely met the expectations in terms of achievement of business goals and transformational goals, however he felt the team exceeded expectations in innovation and in adapting to change and rated the current leader of the B2B team as delivering above expectations.

He mentioned that the overall emotion state of the team in the beginning was 'very nervous' and he helped with providing some clarity and communication. To quote him:

"Well, the low point I will say has been just before I was saying before this script because we were so nervous, they were not aware whether they are going to be in system, what is going to happen to be their future, you know they were doing their regular operational work but I think moral was down… because there was not anything that was going to happen. If things are clear, you know that this is the action that you are going to take and this is the way we are going to structure. Some flow information is there, you know then it is good. There was I think some gap in that, there was some gap. Even communication was there but very limited, in the sense that we were not aware what is going to happen and I think that was something that was not a good thing because that put the moral down in the team. I think after this now we have moved on and good part is that people have got their profiles enriched and they are now focusing on what they need to do this year, next year. So now I will say it is business as usual"

The morale was good now but the one worry people had was on the sustainability of the profit and loss account of the enterprise business given the business model change:

"Morale now is good. Now it is good. The only thing is that of course people are worried and they should be worried looking at PNL as a marketing they should be worried" (Business Director, Enterprise Business).

He further highlighted the actions of open and transparent communication and providing a renewed focus to the business, along with cross-functional training as key actions he took to help manage the team emotions.

4.7.5   Emotions of sadness due to organisation restructuring

Emotion of sadness and fear were quite strongly evident. The theme of the emotion of sadness came when they referred to the restructuring, and the fact that they saw many of their colleagues lose jobs. The emotion was compounded by two factors, as borne out in our summary of the interviews. First, they did not see a logical strategy or purpose coming through in the new organisation. Second, there was a perception that people who were good were asked to go. While the restructuring took place in September 2013, the emotions of sadness carried on with salience till January 2014. While the emotion of sadness was evoked by the event of restructuring, the emotion of fear was also evoked by that restructuring, when people began to think of what could happen to them in future. From the various interviews, the whole event of restructuring came across as a serious affective event.

Emotions are said to be 'short-lived' (Barsade, 2002) and consequently one would expect the group to have got over the traumatic experiences of the restructuring that happened about 5 months back. However, in the interviews the consistent theme of an event that evoked sadness and fear was that of the organisation restructuring. While the respondents have taken on new roles and are now happy with the efforts made by the leaders to build the team with new focus areas, the very discussion of 'restructuring' brought back memories, and these were laden with emotions. For instance, in the words of a Marketing Manager:

"Collective emotional moments I guess would be changes that happened, everybody was, we were kind of in a state where we were like a complete confused, concerned and we all felt very dejected about it because you know everything was happening and it's not that you know people left without any farewell, people left without informing people, which as a team

we always thought you know because they were people working very closely and specially it happened because of the CMO thing.."

To refresh our mind, an 'affective event' is a significant event that leads to certain discrete emotions in people. While the core affective event was the restructuring of the business and the 'layoffs', bringing back the memory of the restructuring or reminding them of that created a proximal affective event. Therefore, memories of a significant affective event can be an affective event by itself.

4.7.6   Role of middle managers

The leadership role in managing collective emotions is another key phenomenon. From the interviews, we could see that leadership actions and communication could be significant affective events. Senior leadership of the company not giving resources and not providing adequate focus on a business came as a significant affective event. Similarly, leadership communication on the restructuring and the way they went about it also triggered strong collective emotions of sadness. An excerpt below from one of the respondents clearly brings to light how people read leaders, their verbal as well as non-verbal cues and actions and how it becomes as affective event.

"you know as a leader you know you some decision which is taken is taken and you got to go moving with that but I think the leaders we saw they were also in emotions. Full of emotions you know human beings all professionals I would say no eye contact with anybody, body language down and looking at your leaders in this phase……. So, somewhere you know even after the restructuring we were also thinking that is this the final cut, I mean if you look at these guys, the body language is so weak" (Senior Manager in Marketing).

The evidence from the interviews also highlight that the leaders also undertook numerous actions to assist in sensemaking, and to generate positive emotions. They engaged the team in workshops to clarify the strategy, they had team discussions where every person's views were sought and so on- to create more positive emotions. The research findings also reveal leadership at two levels. There are significant organisational leaders like the CEO, CFO, whose views have a lot of salience, and their views, comments, decisions, actions, including non-verbal cues can results into significant affective events. They set the priorities for the unit, they decide resource allocations for the unit, and their actions determine whether the unit or group has their backing for the future.

There are also leaders of the unit, i.e., middle managers. They seem to be performing two roles simultaneously. On one hand, they create affective events- either by their communication or via other actions (such as holding communication meetings). Equally, they also aid in sense making and in emotion management actions.

4.7.7 Organisational silos as key source of sadness and frustration

Organisational silos and non-alignment of priorities amongst different departments and functions, tend to be a source of sadness and frustration. In many interviews, this came as a strong thread. While it is not an affective event that creates an immediate collective emotion, like restructuring or communication from leaders, this leads to a collective emotion of sadness via two steps: a) since it is a pervasive issue, a number of people experience the organisational silos and politics, and that evokes a feeling of sadness or frustration, and, b) through emotional contagion, the group creates a narrative around this affective event and it soon turns into a collective emotion. The extent to which such individual emotion become

collective emotion depends upon: a) how pervasive the issue is and the number of people who experienced that issue, and b) the salience of the issue to the work of the group. For instance, a member of the group has had a discussion with his/her supervisor on his or her career growth, and that was not very favourable, leading to an emotion of sadness. If in the short period of time, couple of other members of the group also have a similar interaction this topic, very quickly this would lead to a collective emotion due to emotional contagion as well as having a more members of the group have similar emotion for a similar situation. If it was just one person, that does not become a collective emotion. Secondly, it will be a collective emotion if it's an issue that is common to the group. The issue or affective event that leads to certain emotions should be salient to a number of people in the group.

4.7.8 Career growth opportunities as a driver of emotion of sadness

Another theme that came strongly leading to emotions of sadness was the lack of growth opportunities. Middle managers echoed this as a big reason for the emotion of sadness, as post the restructuring the number of opportunities for people to grow came down. The Chief Marketing officer made a useful remark at that time:

'Today what is also happening is that's a challenge that a lot of people within the team has spent a lot of years here and now, we are blocking their growth because of the way we have structured and the way we want to move ahead….. we need to be able to take care of some aspirations of the people. If we are not able to show them growth, I'm saying even within the company, I'm fine it's not necessarily within the team, always it will not happen. But even within the company if you are able to create those avenues that creates positivity. That does not happen, then that is a wrong signal going'.

Career growth opportunities are thus critical to provide for the motivation to the team. When employees saw after the round of re-structuring, that there were no opportunities for growth within the organisation or in the function, that created a strong negative emotion within this team.

In the words of a team member in marketing:

"Earlier you feel that an organization is taking care of your career, your career path, your needs, basically how you are growing with the organization. Suddenly it feels like, it feels that maybe they are not, that's not their primary focus. The fact we understand factors are there. There are lots of things which are there, we are part of the organization, working with the organization but the thought is there and lot of people discuss so many times and they sit together, they feel like, "Yeah, yeah, it's little insecure, somebody may say, we can go looking out for something or maybe this position doesn't say after six months, what happens after March there is a restructuring happens. Then what"? Suddenly they will ask you that okay, after two months your position is dissolved" (Product manager - Mobile services).

As we can see, opportunities for career growth have been a strong employee expectation, and if that is not given importance, it leads to an emotion of sadness.

To continue in the words of the new CMO who took on this job in end 2014:

"I find it challenging at times because you know so many people who are at a Band two level and who have worked here for like you know for eight years, ten years and now suddenly I don't know how I am going to be able to retain them because you know there is very little movement that I can plan for them outside of the roles that they are currently in because

anything in any other department they aren't really looking at people who are probably six years, seven years, eight years younger to them you know.

The leader also sees the opportunities for career growth diminishing and they recognise it as a clear challenge. Therefore, career growth opportunities are critical to create a positive emotional state in this team.

4.7.9 Vibes from organisation

Leaders in the organisation, consciously or unconsciously, send out messages that quickly permeate across the organisation. An instance that came to light in this case study was the perceived focus on younger talent. The new CEO or the organisation, got promising younger talent to take on a couple of key positions in the organisation. The effect of that move on this team was that it created a sense that only younger people were wanted. In the words of the leader of this unit, the CMO:

"Heard a person saying 'I am searching, if I get something then I will leave'… he is not part of my team but a senior guy. Those kinds of dialogues when they start becoming discussions they start happening it's not very nice. Plus, I think again from a very Indiatel perspective a few things that have started happening have also started – may not be as much at the lower level but they'll be at least at a strategic middle and senior level in terms of age on network if you call it from a technical side, how many years have you spent here? Or what age? And there are a lot of these discussions that have started happening on what is your age before you start looking at people now. That starts sending a very wrong signal it is absolutely right to get fresh blood in, it's absolutely value to get younger blood in because that's the nature of our business. But should there be a balance, should there be a mix that should be there or

should we go overboard on the other side? I think these kinds of signals when you start reading out and we have seen it happening in front and you see people that they are stagnant in their levels and they are not growing enough then that starts creating doubt in terms of people. Coming back to your question I don't think the mood or sense is very exciting right now. The attempt is how we can keep on energizing them but I think it's status quo right now but not a positive sight."

An event in some part of the company, attributed to a significant leader, gets magnified and travels to another part, as people read into the key changes made by a new CEO and make their observations. This becomes a significant affective event in their eyes and leads to certain emotions.

Significant leaders' pronouncements and actions have a big impact as people look for the meaning of those actions within their own context, and this leads to collective emotions. We also heard other examples from the informants regarding the 'vibes' they got from the management- for instance on the possible future investment in the enterprise business. In a period of radical change, especially with a new CEO, employees keep a close watch on key messages and actions, and these create very strong collective emotions.

4.7.10 Role clarity and focus for the organisation

Another key area of collective emotions is to do with the organisational focus areas and clarity of roles. From the discussions with informants, the focus given by the leadership to their work is a big source of collective emotions. If the team collectively feels that the leadership priorities are different, that creates collective emotions of frustration and

sadness. This leadership focus is a strong lever to build the right emotions in the team. In the words of the B2B Marketing Manager:

'you know because earlier x was a sales guy, so he was a very sales focused person, so everybody else's secondary to the scheme of things and when y came in he's really brought a lot of focus to you know this sect of people like the marketing and the product guys and then we really felt like we were contributing and when you feel like you are contributing you do more'

Similarly, one of the key areas informants indicated that comes in the way of positive emotions is the 'role clarity' of individuals. In organisations that are in the middle of radical change, where priorities are constantly changing, and consequently the roles of individuals keep changing, providing clarity to the individuals and the team is an important way to build the right collective emotions.

4.7.11 The drivers of positive emotions

While a collective positive emotion in the group was driven by communication from leaders, and a significant business achievement by the team, there were many affective events that led to positive emotions of happiness at the individual level. See the quote below from a General Manager of Marketing:

"Indiatel business we've had some restructuring so my role has become a little bit meatier because of which I am very happy because a lot of things which I felt was not able to do and you know like I felt restricted having to go to multiple people for those requests to get it done now they are pretty much my baby."

Similar to the process described above, some of these individual emotions led to a collective emotion at the group level. An individual feeling happy because s/he got promoted would not lead to collective emotions in the group. However, achievement of key milestones shared by a few members in the group or recognition of a few members of the group would create a strong collective emotion of happiness. In the words of the Marketing Manager, voice business:

"That came all of a sudden and we implemented and moved forward without having a bigger background to it or without bothering what other operators are doing. We took a call and we moved forward and I think that has been an achievement"

And she continued to give reasons why it felt like a collective victory leading to a collective emotion of happiness.

"I think for me it was the team work that came across because everybody stood by the fact that this has to be done. So, there was no questioning that this cannot be done. All the possibilities, ways and means had to come together to ensure that it is done. When it comes to direction, I was like, this is where you need to be and this is where you have to launch it. There was no direction saying this has to be done this way or that way but we had a team from all the departments. If you look at the bigger picture, there is a contribution from everyone saying this is how it can be done. So, I think complete team-work is what has played the main role in launching the product. That is what kept the team going because everyone got something new and something to contribute. So according to me that is the biggest team work"

So clearly, collective emotion is felt when it is not just an individual experiencing a positive affective event, but the nature of the event is important, as well as the pervasiveness of the event, as we saw in the earlier section.

Group meetings, workshops which result in problem-solving, strategy retreats or strategy meetings emerge as powerful affective events. Findings from a majority of the feedback from the interviews in this regard, show that employees liked these meetings and experienced positive collective emotions of excitement, pride and happiness. These events normally get the group together and could serve as a powerful vehicle of emotions, if planned and used appropriately.

4.7.12 Emotion management actions

This case provided very good examples of emotion management actions - both performed by individuals to manage their own emotions, and those by middle managers to manage the emotions of others.

4.7.12. a. Emotion management of self

There is clearly a big difference between the affective response to a collective emotion and an individual emotion. When individuals respond to an emotion that creates sadness at an individual level (as emerged from the interviews with respondents), they normally resort to the following:

a) Taking time off, or spending time with family

b) Talking to a few close friends or one's manager to make sense of the affective event and figure out a longer-term response

c) Reinforce their own strength to cope with the event by relying on their past success and the likely future options available to them

Therefore, applying the theory of emotional regulation, they use a mix of 'problem focused coping' and 'emotion focused coping' (Gross, 1998, Lazarus and Folkman, 1984). The Sense-making actions described in (b) above are all problem focused coping, whereas the actions (a) and (c) are emotion focused coping.

However, if there is an affective event that evokes a feeling of sadness, for instance a threat of restructuring, the initial collective response is always to do a 'problem focused coping'. From the interviews, we can see that the initial response in such cases has always been to meet managers and speak with others, and do an appraisal of the event and cognitively reframe it. Therefore, a group or organisational level event that leads directly to a collective emotion always results in a group level sense-making and discussions, in terms of response.

If we apply the process model of emotion regulation, which involves five broad strategies of emotion regulation, i.e., situation selection, situation modification, attentional deployment, cognitive change and emotional response, we find that emotion regulation strategies adopted most commonly for a collective affective event is more in the area of attentional deployment and cognitive change.

4.7.12.b. Emotion management of others

Middle managers have adopted a number of strategies to help employees in the emotion regulation process. While in Phase 1 interviews, we did not see enough proactive

strategies, we found evidence of many emotion management actions, done post the event of restructuring.

Most of the action post restructuring was to answer questions of employees and explain the rationale of the new structure and the logic in which people have been asked to leave. So, the first set of actions was communicating. For instance, the managers came up saying the restructuring was not for cost related reasons, but it removed a layer of management and have made us more focused and agile. They reiterated the focus of the company on the enterprise business. All these were aimed at providing new data for the employees for them to add in the valuation process- all aimed at the emotion regulation strategy of cognitive change.

The second round of emotion management actions adopted by managers post the restructuring (as summarised from the interviews), was to get people involved in the discussions on the business. They ran open sessions to get people to give ideas, and to build the new strategic roadmap for the marketing team. The objective of those sessions was to get them to focus on the new situation and change their emotional responses.

These were primarily actions at the group level, where leaders tried to communicate and engage with the group. The managers also undertook emotion management actions at the individual level. From the interviews, we see that these discussions were with individuals in which the managers did the following:

a) Listening to the individual's perspective with empathy

b) Helping them reframe their concept of the role in the light of the organisation changes and giving them a perspective of their career, opportunities in the new scheme of things

In the Phase 2 interviews, it was found that the managers did a lot more individual emotion actions including coaching people and enhancing their self-esteem. The emotion management actions are summarised in the Table 4.18.

Table 4.18: Emotion management activities done by managers

	Proactive *(prior to the significant affective event)*	**Reactive** *(post the occurrence of an affective event)*
Group level	Communicating vision of the unit Meetings to discuss new ideas and strategy Informal group meetings/offsite Celebration events and recognition events	Communication meeting on the affective event (AE)
Individual level	Leaders interacting with people on their career Coaching meetings	Individual discussion to communicate details of AE

As we can see from the summary of the interviews, emotion regulation processes are dynamic (Gross, 2015), and consequently any emotion management actions done by leaders is also dynamic. Each emotion management action changes either the situation or the goal the individual has in mind, and thus in their valuation cycles, the gap keeps changing. So, managers make regular assessments, and this they can do by talking to people and sensing their emotion state and planning further emotion management action.

As individuals differ in their motivations and the goals, there could be variations in how they respond to the same situation and to the same emotion management strategy.

Therefore, managers supplement their group emotion management efforts with individual emotion management actions too. Based on all the interviews, I have also summarised the Affective Events, based on both the phases of the interviews in Table 4.19.

Table 4.19: Summary of Affective Events (Team B2B)

Emotion	Affective Events (Phase 1 of interviews)	Affective Events (Phase 2 of interviews)
Pride	Achieving bold goals, milestone achievement Recognition	Team morale improved, getting morale back
Fear, anxiety (pressure)	Organisation restructuring and fear of job loss Lack of communication from leaders, body language giving different signals Lack of team discussions	Leaders not showing sympathy
Happy	Achievement of certain milestones Leadership acknowledging their work Recognition Getting promoted Team came together after restructuring Leadership asking for ideas, insights Role meatier after restructuring Empowerment, flexibility Mistakes happen but not penalised	Greater accountability and role clarity New role, new challenge Achieving a milestone, goals Team offsite Meeting to set focus areas Recognition Floor meetings Company invests in his proposals More Promotions Team discussions held
Confused, uncertain	Organisation structure changes, change in roles, Lack of role clarity Lack of communication from leaders	Alignment of goals, no clarity of goals Confused strategy Lack of focus
Frustrated	Internal silos- aligning people Alignment of goals and KPIs	
Sad	Restructuring in organisation Seeing colleagues asked to go Feedback from colleagues who have left Lack of career growth, promotions Lack of people orientation, lack of informal interactions with leaders Hearing the views of senior leadership on their business	Stressed, feeling overworked Lack of support from leaders, boss not standing up for team Restructuring, people don't know what is next for them Not recognised, did not celebrate success Senior leaders didn't know about business (perception)

	Not getting all information for doing job Seeing good people leave Promotion opportunities reduced Not a priority for leadership – focus and resources not provided Unfairness perceived by employees Poor performance rating Organisational silos	Not long-term in thinking Longer term Career prospects not bright
Excited	With the new job as it was a wonderful opportunity	

At this point, let us connect with the secondary data on attrition and engagement for the company, as in Appendix 9A. The engagement for the products team is a little lower than for the Enterprise business at 82%. The attrition for the team was at 20.7%, which is slightly higher than the Enterprise business.

To conclude the analysis on Team 5, given all the challenges, the team seems to have met its objectives, as per the assessment of the Business director. This was a team that started off with lower positive emotions, though the 'dynamics of experiencing' as part of the emotional capability were quite high. In this case, the team had to manage many transitions of leaders, which it seems to have done successfully. This case study provided us with lots of insights on the aspects of collective emotions, the various root causes of emotions or affective events, leader emotions management activities and organisational routines. It has provided data and findings to support our propositions and address the research questions we set out in Section 1.4. I will summarise the key findings from the cases in the next section.

4.8 Chapter Summary

In this chapter, I have shared the observations from each of the 5 team case studies- their business context, the collective emotions experienced, the emotion regulation processes, the leader emotion management actions, the organisational routines, and the appropriate emotions needed for the business at that stage in their strategic transformation. However, there are numerous common themes running through them, thus creating a rich narrative for our overall case study of this organisation in transition. I present below a brief summary of some of the findings of the case studies:

4.8.1 Sensemaking by employees begins with an Affective Event, which may be perceived as positive or negative. We have seen that the saliency of a negative event is far more than a positive event, bearing out literature. Once the teams hear or experience the negative Affective event, the impact of the Affective event is determined by the current emotional state of the team. If the emotional state of the team is of fear or uncertainty, then the impact of a negative Affective event is more pronounced. The members of the team then make sense of the Affective event. If it is collective Affective event, the first response is to talk amongst themselves and then to reach out to one's manager. If the manager is new or the team members do not have a relationship with the manager, they reach out to other significant leaders in the company.

4.8.2 The actions done by leaders in managing emotions, both for themselves and their teams, is a critical area for our observation. When leaders demonstrate emotion management of others, I observed the following, which is summarised below:

- Listening to and empathising with the individual

- Provide a new perspective to the individuals, giving him or her an understanding of the larger context - perspective-giving

- Coaching individuals- asking them questions and helping them figure out an appropriate response, and offering to help

- Build self-esteem of individuals, recognising their strengths and contributions

- Emphasising continuity, and providing a perspective of time

- Providing clarity of goals and objectives for the department/function

- Reinforcing the vision for the business and organisation, inspiring

- Celebrating key moments, recognising individual and teams

4.8.3   The behaviours demonstrated in regulating their own response to emotions (emotion management of self) could be summarised as follows:

- Take time off to focus on something else

- Speak to manager, other mentors and colleagues to understand their perspectives- sense making behaviours

- Reflect on their past experience to bring those learning to regulate emotions

- Reinforce their vision and mission and put the event in that journey

- Analysing areas of failure and figuring out how they could do better next time

- Spend time with their team discussing issues and working out a plan

4.8.4   The following is the summary of my observations of the various teams and the phase of strategic transformation they are in and the core emotions in the group:

- Team 1: this was more like a 'start-up' group within a large enterprise, trying to pioneer a new business model and scale it up. Therefore, we saw people taking very stretched goals in a highly uncertain environment, and their only motivation for

taking on such big goals was that if they were successful, they would have created a wonderful legacy for themselves and the team. The dominant emotion in this stage for success was 'excitement'. As we look deeper into what make up this emotion of 'excitement', it seems to have a strong 'entrepreneurial passion', with a little bit of 'uncertainty', along with 'optimism and hope'.

- Team 2 and Team 3: both of these teams are in a stage of implementing a new strategy. A new strategic direction has been given by the leadership, which was internalised by the team and implemented. This implementation of a new strategy follows the cycle of team development. New leaders and teams have come in and built their teams. As we analysed the interviews in Phase 1, there was significant concern, uncertainty, and they were coming to grips with the strategy. Our interviews in Phase 2 in both teams came up with more insights on how they managed the change in the last year and the successes. So clearly the team were in the early stages of forming and Norming, and as we found in Phase 2, they ended up with good success.

- As a process, the leadership of the team got them to question the status quo and rethink the processes that were needed. To do so, they created a collective emotion of sadness or frustration with the current state of things. They then articulated a vision of the new Customer service function, provided a lot of clarity on what should be the future and had many discussion around it. While that was met by scepticism initially, the leadership team worked with the people in a more hands-on fashion, listening and solving their problems, thus creating hope and optimism. As the team saw some early success and recognition, and significant senior leadership

involvement in their work, there was an emotion of excitement, happiness and some

pride. These then enabled them to continue the transformation and achieve desired

results.

- We can capture the different stages of change (Kotter, 1989) and link it to stages of

team development (Tuckman, 1965) and the appropriate emotions needed as in

Table 4.20.

Table 4.20: Emotions observed and needed at different stages of transformation

	Understanding and making sense of new strategy, Communicating and mobilising commitment	Early wins, reinforcing commitment	Continuing momentum and scaling up
Stages of team development	Forming/Storming	Norming/Performing	Performing
Collective Emotions observed	Uncertainty Fear Sadness	Pride Frustration	Pride Happiness
Collective Emotions needed for successful strategy implementation	Sadness (with current state) Compassion Optimism/Hope Excitement	Excitement Gratitude Optimism/Hope	Pride Gratitude

- As we look at the case of Team 4, we find the team was tasked with coming up with

many new ideas, and drive innovation. Multiple ideas were being generated and

many proofs of concepts were tested and piloted. As we analyse the various

interviews, we find that the team did a lot of brain storming, with each team member

getting a couple of ideas and others contributing to it. As a context, we found that

the team leader set the bar very high in terms of an aspirational vision of the growth

they would aim for through new ideas. He then got the team to come with a couple

of ideas each and then they built on it, presented to the leadership, initiated pilots and then implemented the changes. The collective emotions that I observed were one of excitement, also a little bit of competitive tension, and of trying new things. I also found a lot of keenness to learn, especially from the outside world- probably an emotion of interest or curiosity. I did not observe an emotion of playfulness. Therefore, in teams where coming up with new ideas or innovation is important, the collective emotion that would help is the emotion of excitement, of interest and experimentation.

- Team 5: This team is also going through a process of strategic change. through restructuring in the recent past that created a collective emotion of sadness. The team also went through a series of changes in leadership, which created more uncertainty and confusion, and I observed a lot of sadness due to reduced career growth opportunities. With the new leader, it was observed that the strategy of the team changed and the team adapted reasonably well to it. The emotions that led to the transformation was optimism and belief created by the leaders, followed by happiness and pride.

4.8.5 Organisational routines were observed as key mechanisms for emotion management, however they need to be supported by appropriate leader behaviours. I have observed and documented a number of organisational routines. I can classify them into 3 categories- those that help in listening to employees and communicating, those that help create specific collective emotions and those that enable leaders to demonstrate appropriate emotion management behaviour.

This Chapter was intended to capture all the observations of the 5 teams. While each of

the 5 teams have a different business challenge, and different contexts, however they all

work within the overall transformation dynamics of the organisation, helping us identify

some common themes. The transformation of the organisation is quite radical, and this

radical change brought about many collective emotions, giving me an opportunity to

understand the dynamics of the change and see the centrality of emotions in this

process. The case studies have provided me with relevant findings that help address my

research questions and support the propositions that I had outlined.

In the next chapter, I will bring together the common themes and key findings, address

the research questions, confirm the research propositions and discuss my final

conclusions.

5. Discussion on key findings

5.1 Introduction to the Chapter

The focus of this Chapter is to discuss the key insights and findings from the five case studies. I have adopted the multiple case reporting format, using the five cases within the larger context of an organisation going through radical change (Yin, 2014). As we review the context of the five teams and understand the dynamics of the emotions and its impact on the teams and team members, I have been able to identify a couple of common insights and findings. In this Chapter, I will discuss the findings from these empirical case studies, link them to my propositions and research questions, and confirm my theoretical propositions. Therefore, this is an important Chapter as I discuss the findings and extend the contribution to literature, and also confirm and reinforce our propositions.

My approach in this chapter would be to discuss my findings under each of the of research questions that was outlined in Chapter 1. Further, I will relate the findings to address and confirm the propositions that I outlined in Chapter 2, thus extending my contribution to literature. Based on our empirical findings of the study, details of which I have outlined in the last chapter, in this chapter I will highlight the key findings (as per the research aims/objectives and questions) and provide a rationale for the same.

In the rest of the Chapter, I will address each of my research questions. Under each research question that we have outlined, I will summarise the key findings, link it to my propositions, arrive at a conclusion and will thus address the overall research aims that I set out in Chapter 1.

5.2 Research Question 1: How can organisations manage collective emotions, and what factors influence this process?

To address this research question, I will bring together the findings and insights from the case studies and confirm our propositions. There are 4 parts to this section, and in each I will first begin with a key finding and discuss it further in the context of literature and extend our conclusion. We will now begin with the process of sensemaking in organisations.

5.2.1 Sensemaking in organisations is influenced by the type of affective event and the current emotional state of the team

Sensemaking in organisations is a continuous process. Based on the key findings from the study of the 5 project teams, I have articulated a process of sensemaking in my research case organisation, outlined in Fig 5.1.

Fig 5.1: Process of sensemaking in organisations
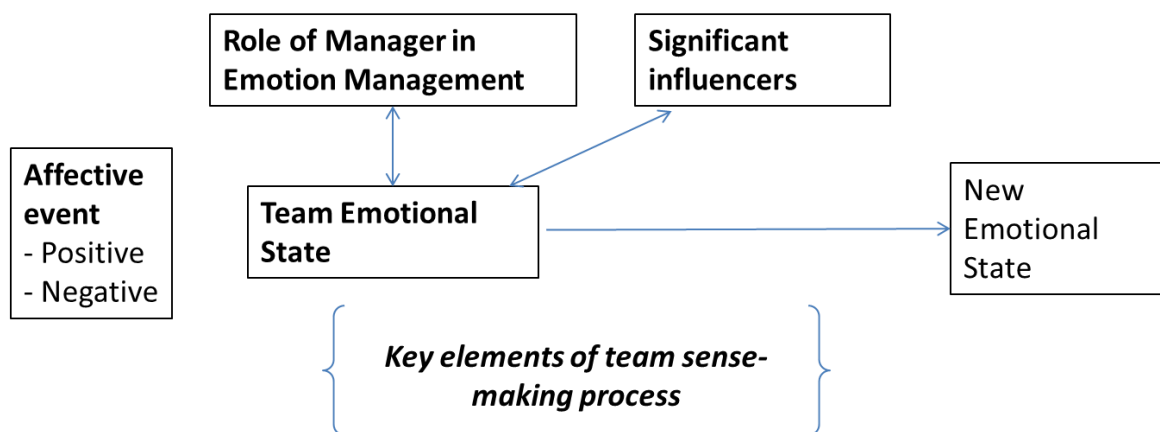
The leader's role in managing the emotions also determines the final emotional state of the team. Hence the sense-making process involves discussions amongst the team members and

with the Manager, and at times other significant leaders in the organisation. This is a continuous and iterative process.

However, this process is influenced by the current emotion state of the team and the type and strength of the Affective Event. For instance, if the emotion state of the team is of fear or uncertainty, the impact of a negative Affective Event is much higher. This is explained by the process of cognitive appraisal (Lazarus, 1991)). When a team is in a state of fear, the threat perceived from a similar AE is higher, and moreover the team does not have all the resources to undertake appropriate emotion regulation (Gross, 2015).

Similarly, it is also influenced by the type and strength of the Affective Event. If the AE questions the identity or performance if the team, then the collective emotional response is much stronger, and also more pervasive amongst the team members. However, if the AE impacts only a few of the team members, the intensity and pervasiveness of the collective emotion maybe lower. The type of AE has a big impact as we shall see in the following paragraphs.

First, we can plot the collective emotion state of a team on two axis- the intensity of emotions felt and the extent of pervasiveness across the team, and identify the type of

Affective Events that lead to each of those.

Fig 5.2: Intensity and Pervasiveness of collective emotion within a group

	Low Pervasiveness	High Pervasiveness
High Intensity	These impact a small section of the group with very high intensity, and very soon the collective emotion is felt by the whole group due to affective empathy. If the others believe that they would also face a similar AE, then it becomes a pervasive collective emotion very soon.	High intensity and highly pervasive collective emotion come from AEs that impact the identity and future career prospects of the whole group
Low Intensity	Not material events, but if repeated overtime could build up both in intensity and pervasiveness.	These AEs have a pervasive impact across the group, but of low intensity- normally a short term success/disappointment with team results.

Intensity of the collective emotion within the group?

Pervasiveness of the collective emotion across the group- how evenly spread it is?

The sensemaking process starts with high intensity collective emotion, whether pervasive or not. Increased sensemaking discussions across the team increases the spread of the collective emotion. While the intensity is at the peak immediately after an AE, it tends to come down a little bit with the sensemaking discussions, as we saw in Section 4.2 (case of Team 1)

At this point it is also pertinent to also link up to what we discussed in Section 4.2 on the case study of Team 1. In Fig 4.1, I explained the 'cascade of emotions' as part of the sense making process, which was observed in the case of Team 1. When senior leaders make a statement questioning the strategy or performance of a particular project team, the team goes through a sense making process and experiences collective emotion of sadness and uncertainty. The collective emotions experienced by the team rubs off on the leader of the team too, who also experiences strong emotions. Sometimes, the leaders take this as a

personal challenge, and feel the insecurity, and experience emotions of sadness, anxiety, and at times, frustration or anger. Moreover, as the team leader gets down to manage the emotions in the team, his/her own emotions further influences the collective emotions of the team. Therefore, this becomes a dynamic process of collective emotions, emotion regulation and emotion management, strongly influenced by the leaders' own emotions, and the emotion management activities. The role of the leader, as we will observe in subsequent sections in this chapter, becomes more complex as they have to manage their own emotions and also manage the emotions of their team members.

In this section, we had a brief overview of the sensemaking process, once employees experience an emotion evoking event, which we call as Affective Event. In the next sections, we will dive deeper into the types of Affective Events and the other variables that determine collective emotions. Subsequently, in Section 5.6, I will summarise my findings on the complete process of collective emotions.

5.2.2 *The type of affective event has an impact on the intensity and pervasiveness of collective emotion*

Our case studies have given us some insights on the Affective Events that lead to collective emotions, which have been extensively reported in the last chapter. However, the key finding that I want to discuss here is that the type of AE has a link to the extent and pervasiveness of collective emotion. I would also refer to the findings in Chapter 4, especially Table 4.11, where I articulated a 'hierarchy or emotions', and listed out 3 broad types of emotions- direct collective emotion, indirect collective emotion and individual emotion.

In that context, I will examine the type of AE in the following three categories and their impact on collective emotion:

a. The source of the AE- where does the AE emanate from?

b. The intent of the AE- what it does?

c. The population it impacts- the whole group or a section?

So, let us examine each of these and identify the characteristics of each of the AEs, and see how we can use that to learn to use AE proactively to build collective emotions.

a. By Source

As we analyse the various AEs that have impacted the teams and led to emotions being generated, we have tried to look at the characteristics of AEs by the different source. Table 5.1 summarises the different sources from which AE emanate and their impact on collective emotion.

Table 5.1: Affective Events by Source and their impact

Source	Description	Intensity of AE	Pervasiveness in the group
External, market led feedback	Success or failure of a new product or an initiative or an advertising campaign	Medium	High
Top leadership views	A comment or action by the top leadership of the organisation impacting the group	High	High
Leader of the team	AE emanating from the leader of the team are normally of medium intensity, but tend to be continuous over time, so it builds up in intensity over time.	Medium	Medium to high
Organisational Routines	Generally, organisational routines and processes create a pervasive collective emotion, but usually of lower intensity. However, since these are repeated AEs, over time they build a stronger salience. A	Low to Medium	Medium to High

	common AE we heard was of organisational silos that came in the way of achievement of a team's goals.		
Interpersonal issues	Interpersonal issues within the team are another source of AE, but are localised to a small group of people, but with high intensity.	High	Low

b. By the intended action of the AE

We can also characterise the AEs by the intended action, in terms of what it impacts (see Table 5.2).

Table 5.2: Affective events by intended action

What it impacts	Description	Intensity of AE	Pervasiveness in the group
Identity of the team	If an AE impacts the identity of the team, it creates collective emotions of high intensity and all pervasive across the team. This would be a 'direct collective' emotion	High	High
Appraisal/Evaluation of the team or individuals	Recognition of the team performance based on an evaluation creates a strong positive collective emotion in the team. It would be an 'indirect collective' if it is directed at a few individuals which then spreads to the team	Medium to High	Medium
Future growth prospects of team	In all our case studies, what we heard was the importance of career growth prospects for all the teams. AEs that impact the career growth prospects generate high intensity and are pervasive across the team.	High	High
Individual performance or career	AEs that are based on individual performance or career growth do not have high pervasiveness in the group, but tend to have reasonably high intensity.	Medium to high	Low to medium

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c. By Groups that it impacts: AEs can be characterised as those that impact the entire group and those that impact only a smaller section or a few individuals. Clearly, those that impact the whole group tend to be more from the top leadership, and those that impact the identity of the team and an evaluation of their performance.

AEs that affect only a small section of the population can soon become a pervasive collective emotion due to affective empathy or emotional contagion. However, the individual emotion can move to a pervasive group emotion if other team members appraise and estimate that that they will also be similarly impacted in due course- which we earlier termed as 'indirect collective'. The type of impact the AE has on others determines how fast this travels to the rest of the group. For instance, if people are retrenched or terminated, the others feel empathy, but also feel that they may also be subjected to similar treatment, and hence the collective emotion pervades across the group quickly.

To summarise, while it is obvious from literature that the type of AE determines the appropriate collective emotion, what is significant about my findings is that I have been able to classify the different types of AEs, and their impact on collective emotions, thus extending our understanding of Weiss and Cropanzano's affective events theory to teams (1996). I have identified a hierarchy of emotions, and linked it with a framework for evaluating the effect of collective emotions, measured by intensity and pervasiveness of emotions. Using this construct, I have mapped out the various AEs, categorising them by their source, their intent and the group it impacts, thus providing an important finding on the impact that different types of AEs have on emotions. Having looked at the two

key findings and their rationale under this research question, in the next section, we will examine the concept of group identity and the impact it has on collective emotions.

5.2.3   Group Identity has a strong linkage to collective emotions, with identity damage being a key source of negative emotions

As we observed in Chapter 4 in the case study of the five teams, we find that Group Identity plays a significant role in collective emotions. As we saw in Team 1, group membership is a mechanism that employees adopt to see that they are not worse off to others. It helps them to align with people of similar backgrounds. In Team 1, we found people forming a group of all external recruits, and a group of all 'young leaders' etc. We also found such 'groups' in other cases, normally the old versus the new people in the team. So, within a Team, we find various groups which have similar backgrounds, aspirations and challenges and what I observed was that this helps them come together as a group. Group social identities are formed by Self-categorization, which minimizes ingroup differences and maximizes intergroup differences (Turner et al., 1987).

Research has also shown that people may experience some emotions even if they do not experience an AE and do an appraisal of that. This is possible when the group with which they identify themselves, goes through an AE- what scholars call as group-focus emotions. Their feeling of similar emotions is determined by the extent to which they associate and identify themselves with that group (Dutton and Dukerich, 1991). My empirical study confirms that people activated their group social identities, and this was used as a way to appraise their own situation against others of similar backgrounds.

As we analyse the AEs that create collective emotions, our key finding is that the ones that lead to identity damage create the maximum negative emotion amongst the group. Identity damage in organisations happen in a number of ways, as we saw in the cases of the 5 teams:

a. Due to organisational restructuring, the ways of working of a business unit or function changes- these changes are perceived to affect the identity of the unit or team.

b. Organisation changes reorient the reporting relationships of the team. For instance, in Team 1 we found that the organisational change moved the team from being an integrated unit, with all functions reporting to the Head of Team 1, to one in which functions like Marketing, Customer service etc were integrated with the functions in the larger business. This created damage to the 'independent' identity of the team and led to negative emotions.

c. Recognition of the importance of the team is another key way of identity reinforcement. Public announcement by the CEO or other senior leaders of the company of the importance of that team helps in strengthening the identity of the team. In all the cases of the 5 teams, we found that public recognition by the leaders highlighting the importance of that team or function, was a sure way to create positive collective emotions in the teams.

d. Inter functional silos are another element where identity of a team is questioned. Most teams spoke about the organisational silos and politics as a cause of emotions of frustration and sadness. The identity of the team is damaged if members feel that there more instances of them not getting their work done

through other functions. They feel that they are 'at the mercy' of some other function, and it leads to identity damage, and thus strong negative emotions.

A complete list of all events that lead to a particular emotion as observed in these case studies is in Appendix 12A. In my analysis of the various teams, what came clearly was that groups were being formed within the teams based on some common features amongst individuals (similar to Huy, 2002). The identities are at three levels- of belonging to the organisation, of belonging to the team or function, and third could be various social or organisation related features- either linked to tenure in the organisation or their educational or work background or some social feature. While bonds within that group are not that strong initially, however, when faced with a negative AE, a collective emotion spreads throughout that group, reinforcing the identity of the group. Building on the identity damage literature (Williams, 2007), we find that identity damage is led by poor boundary spanning interactions, like the inter-functional silos that we observed in this case study, as well as senior leadership actions, thus leading to very strong collective emotions.

Therefore, to summarise, one of the key findings of this research has been to confirm the strong link of group identity to collective emotions, especially the causes of identity damage and its impact (Huy, 2002, Williams 2007). Leaders play a big role in understanding the different groups within the teams and their core identities, and this could then be a powerful way to manage collective emotions within the teams. In the next section, we will look at the emotion management role of leaders, and how that plays an important role in collective emotions.

5.2.4   Emotion management actions by leaders plays a twin role, generating collective

emotions, and also moderating the collective emotions caused by other AEs.

As we set out to discuss our research question on how organisations can manage collective

emotions, we first looked at the process of sensemaking, followed it up by a deeper

examination of the different types of Affective Events, and their characteristics, and then

built on the research on group identity and its impact on collective emotions. Here we

further build on it and look at the role leaders play in managing collective emotions, using

appropriate Affective Events.

When we observed all the emotion management actions done by leaders, as reported in

Chapter 4, we can categorise them into two types (see Table 5.3). We can first categorise

them on whether they were proactive or reactive emotion management events. On the

second axis, we can categorise them by the focus group – whether it was at the whole group

or collective level, or at an individual or a small group level.

I define reactive emotion management as actions leaders take to respond to or change a

particular collective emotion in the team, whereas proactive actions would be those that

leaders take on their own, without a reaction to a particular emotion state. Table 5.3

provides examples of such leader emotion management actions that the key findings of my

empirical study revealed (see Section 4.3, 4.4, 4.7), but a full list of these actions is in

Appendix 12.

Table 5.3: Categorisation of leader emotion management actions

	Proactive	Reactive
Individual or small team focus	- Talking to a small team on their project completion and recognising them - Informal interaction with a few individuals over lunch or coffee	- Talking to a good performer knowing he is feeling sad at not being promoted - Listening to an employee who has fears of his job being made redundant
Whole Group focus	- A communication meeting with the whole team on the new strategy or vision for the organisation - Recognition event for the whole team	- A Communication meeting with the group after a restructuring in the organisation where some people were made redundant

The actions leaders demonstrate stretch from communication to listening to many other activities. My empirical analysis of leader emotion management behaviours aligns with Kaplan et al. (2014), as also shared in the literature review chapter (see Section 2.8). Based on my findings, we can group the leader emotion management actions into five broad categories, in line with what was proposed by Kaplan et al.

1. Interactions with people: Interacting with people, both in formal settings and in an informal way to build approachability and trust. We have observed in our study that leaders do such interactions with their teams, and we heard team members talking about such interactions with their leaders. Building that approachability and trust through such interactions, enables people to openly talk about their emotions. Each

informal interaction helps the others to understand the leader, and helps in building trust.

2. Communicating with teams: Establishing various communication forums and communicating with people regularly and in an open way was one of the key actions we observed that helped the leaders to manage the emotions of their teams. In addition to certain regular ways of communicating, our leaders used all opportunities to communicate to the people and to answer their questions on strategy and priorities. These communication events were used as an important AE to provide emotional uplifts.

3. Listening and demonstrating support: Empathetic listening to employees, either to their concerns or to their ideas, was a critical emotion management activity we observed. Listening to employees and showing support for their projects or work tasks, by coaching them or eliminating bottlenecks or giving quick decisions – we saw that this was critical in managing the emotions of the team (see Section 4.4, 4.5, 4.6, and summary in Section 4.8). The support could be in terms of the employee's career growth or to help with removing bottlenecks with other functions in their project or just advise on how to approach a problem. Listening to them, and brainstorming with the teams is a big emotional management behaviour.

4. Providing clarity of goals and strategic direction: One of the biggest areas I observed in this study was the need for clarity of goals. While organisations are going through a strategic transformation, one big change is that their old way of working or priorities normally change. That's when they feel the biggest need for clarity, and our

observation from the case study has been that time spent by the leaders in such activity has led to a strong sense of positive emotion of hope and excitement.

5. Recognition: One of the strong themes that emerged from our empirical work was the importance of recognition. Strong emotions of happiness and pride amongst employees came when they were recognised by leaders. Equally, the strongest feelings of sadness came when the team felt that the leaders did not recognise their effort. Hence, recognition is one of the strongest levers for emotion management.

All the above substantiate the hypothesis put forward by Kaplan et al. (2014).

Recognition was the only element that was not explicitly proposed by them in their paper (they mention providing frequent emotional 'uplifts', see Section 2.8) but from our empirical research, that seems to be quite an important emotion management action and in my opinion deserves to be highlighted separately.

Connecting this analysis on leader emotion management actions with the constructs of sensemaking and Affective Events (see Section 5.2.1 and 5.5.2), I propose a construct of thinking about proactive and reactive emotion management actions (see Figure 5.3). My recommendation is that leaders should look at every leader interaction listed above as a possible Affective Event and accordingly use these for generating the right collective emotion.

Figure 5.3: Construct of Proactive and Reactive emotion management actions
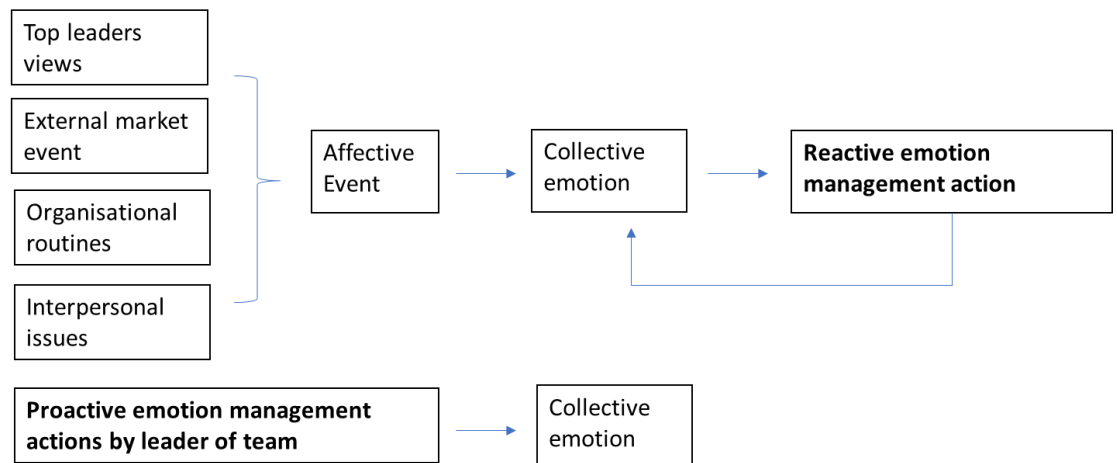
As we see from the Figure 5.3, of the five sources of AEs, there are four over which the leader may have little control (i.e. Top leaders' views, External market event, Organisational routines and Interpersonal issues in the team), but however is in full control of his or her own actions. If an AE is created by any of the other sources, the leader could evaluate the collective emotion created, and carry out additional reactive emotion management. If the AE has created positive emotions, the leader can reinforce and amplify those. If it is a negative collective emotion, the leader can address it appropriately.

5.2.5 The team's collective emotion to a particular AE would vary over time based on the historical learning from each event, mediated by organisational processes

My findings further reveal that the group learns over time and resets its emotional responses (see Section 4.6). With a new manager and leadership, over time the expectation and emotional responses are continuously reset. For instance, the first critical action by a new leader in a meeting creates an emotional response. However, over time, when the team gets used to the style of the new leader and copes with

those AEs better. Therefore, the emotional responses to the same event may vary over time due to the 'emotional intelligence' of the team, that helps it to learn and reset its responses.

The emotional responses to an AE are mediated by historical learning of the team regarding the organisation's past actions or response. In our case study, what came across very strongly was the reaction to any proposed restructuring, stemming from the fact that just two years ago the organisation went through a restructuring where some people lost their jobs. Teams which went through that period of restructuring recollected the event and the emotions it created. Hence, historical learning of the team moderates any response to an AE.

Also, organisational processes, if well established, also help in toning down emotional responses over time by acting as 'buffers'. Here I would like to differentiate organisational processes from leader emotion management actions. The empirical observations highlight that belief in certain organisation processes helps moderate the emotional responses to an AE (see Section 4.3, 4.5 and 4.6). From our interviews, two key elements of organisational processes are critical:

- If organisations have strong processes for listening to employees and redressing grievances

- Processes and systems for ensuring fairness to employees, either through the values of the company or through the top leaders' views- this could be through the role of the HRM function in the organisation.

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In summary, based on my empirical findings, we can confirm that the collective emotional responses to an AE would be mediated by the following variables, and moderated by the leader emotion management actions (see Figure 5.4).

Fig 5.4: Factors mediating and moderating emotional response to an AE
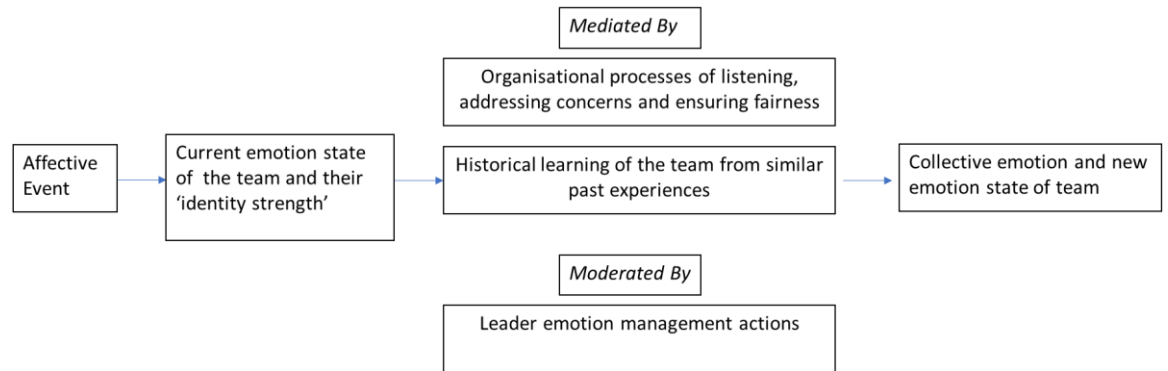
Therefore, summarising the discussion on the research question of how organisations can manage collective emotions, I conclude that collective emotion is dependent first on the current emotion state of the team, and the strength of their perceived identity in the organisation, and on the type of AE. On the occurrence of an Affective Event, the collective emotion is moderated by the emotion management activities undertaken by the leader of the team, and mediated by the organisational processes of listening, addressing concerns and ensuring fairness, and the historical learning of the team from past experiences in the organisation. Of course, while the emotion is significantly dependent upon the type of the Affective Event, the above framework clarifies the role of the leader and the organisational processes. The current emotional state of the team and the perceived strength of their identity are key dependent variables, as the emotion experienced is dependent on that too. This discussion thus answers our first research question and reinforces on our propositions 1a and 1b outlined in Chapter 2.

In the next section we will look at the second research question on the role of leaders in managing emotions.

5.3 **Research Question 2:** What key roles do leaders and middle managers play in this process?

I now examine the second research question in the light of the key findings reported in chapter 4. My empirical findings reveal a major role of leaders and middle managers in managing emotions during a radical change process (see Chapter 4, summarised in Section 4.8). I would divide this discussion into two levels- actions by leaders of the teams, and actions by the middle managers who report to these leaders and in turn manage smaller teams.

5.3.1 Significant emotional balancing work being done by middle managers, especially in early stages of transformation

As I discuss the role of middle managers, my findings reveal a difference between teams 1 and 5, and the other teams. As we saw in the detailed description of the cases (see Section 4.3 and 4.7), in both Teams 1 and 5, the leaders of the team were themselves under a lot of pressure to change and are dealing with emotions themselves. They have to balance the emotional needs of their teams, and yet drive the changes led by the leadership of the organisation, reflecting the concept of emotional balancing (Huy, 1999).

So what behaviours have we observed of these leaders? We can divide the behaviours into two- emotion management of self and emotion management of others. When we look at the emotion management of themselves, it is important to bring into focus the context of

change. The new CEO and the new leadership team changed the focus of the two teams, and the ways of working – this meant that the leaders had to align themselves to the new vision, which was different from the earlier framework. This created some dissonance, which they had to manage. For instance, in Team 1, the new leadership changed the way the various functions reported to the Team 1- from direct reporting to part of a matrix, thus a significant change. This AE created collective emotions of sadness and uncertainty, as it affected the identity of the team.

As we can see from the above, in periods of radical change, the leaders have to first regulate their own emotions and then do emotion management activities for their teams. My finding is that this adds a new dimension to the emotional balancing role that managers have to play that Huy articulated in his study - the additional dimension of managing their own emotions, in addition to managing the emotions of the team, and providing the focus for the project execution (see Huy, 1999).

My findings reveal that middle managers played a very powerful role in managing strategic transformation (see Section 4.6). An analysis into their role reveals the emergence of three stages of transformation and the relevant behaviours that middle managers should demonstrate for successful transformation (see Table 5.4 for their articulation).

Table 5.4: Middle managers' role in different stages of transformation

Stages of transformation	Mobilising commitment	Reinforcing commitment	Sustaining change and scaling up
Behaviours demonstrated by middle managers	Communicating vision for change Listening to inputs from teams Setting an example by own behaviour Enlisting and building teams Communicate apprehensions to leadership and look for communication	Celebrating success and early wins Showcasing teams that have done well Give feedback to leadership on what is not working	Deeper communication Sharing success stories and ideas

The findings also show that the role and 'load' on middle-managers was the highest in the early stages of strategic transformation. This is where the 'emotional labour' required by middle managers was the most- as they had to expend extra effort to change the mindset of the teams, and at the same time they had to understand the new way themselves.

5.3.2 The leadership behaviours needed for emotion management are confirmed

The key findings from my empirical study supports the theoretical model of employee emotion management presented by Kalpan et al. (2014). As we discussed in Section 4.8, and summarised in Section 5.2.4, the framework of leader behaviours as articulated by Kaplan et al. (2014) is confirmed even in this context, as follows:

- Interacting with people

- Communicating with individuals and teams

- Listening and demonstrating support

- Providing clarity of goals, reinforcing vision

- Recognising people and teams

5.3.3   Managers adopt a mix of internal focussed and external focussed actions for emotion management of self

The empirical findings (see summary in Section 4.8) provide insights on the mechanisms adopted by individuals to manage and regulate their emotions. As seen in Section 5.3.1 earlier, in a case of radical change, managers have to first regulate their emotions, before they could attend to their team. In this brief discussion, our objective is to understand the context of the manager's emotion management behaviours and skills, in the light of emotion regulation theory (Gross, 2015).

Emotion of management responses vary with the type of Affective Event, that undermine an individual's self-esteem and ambition, for instance, not getting a desired promotion, leads to an immediate emotion of disappointment (Gross, 2015). The response, as we saw from our study, was normally for people to take some time off- go home early, switch-off from work for some time, be with family, etc. This immediate reaction is followed by certain other actions- either take time to speak to their immediate manager or, if they have not established a rapport with the manager, then to colleagues or other mentors. The effect of such disappointment continues at work. From what we saw in our study, the behaviours exhibited are of being less participative in-group work, more silent, and taking frequent breaks. Over time, they decide on a course of action and thus get over the negative emotion. Equally, if a person experiences a positive AE, like a significant recognition that enhances their pride and self-worth, they demonstrate happiness by talking to more people, and participating more in-group work.

As we looked into the coping mechanisms and processes used by people, after the initial phase where they take time off or go home early, we can divide them into two key ways, internal-focussed and external-focussed.

a. Internal focussed actions: Here leaders introspect and prepare themselves to face the challenges. My findings (see summary in Section 4.8, and in the case details in Chapter 4) show the process that involves them thinking about the reasons for the AE and what it meant to them in the context of their journey. One group of internal focussed response was to think about the causes of the AE and plan for a better result the next time. For instance, in Team 1 we saw an example where there was a failure, and the leader went back to think of the potential reasons and came up with a renewed plan in his mind. The second type of internal focussed is to evaluate the AE in terms of what it means to the person in terms of their career, goals etc. Here they would look at the AE as part of a step towards their goals- they position it as a necessary step to reach their goal. The other way of thinking we observed was to reflect on their own past experience or success in similar transformation. They relate to similar transformation experiences in their career, and gain strength from the fact that they have managed to grow through that- this helps them gain renewed energy. Therefore, to summarise, we observed three ways of internal focussed regulation:

i. Take time-off and do something different – watch TV, be with family, go home early. Something to get away from the physical context.

ii. Think critically about the reasons that led to the AE, and do post-mortem analysis to come up with actions they can implement to avert a similar event in the future

iii. Introspect and position the event in the context of their own journey or ambition. This response is to look at the long-term goal, which they regard as a mission, and position this as a necessary event to reach that goal

iv. Again, here they introspect but gain strength from their own past experience of having been through similar situations. This reflection touches on how they have grown from similar disappointments in the past and helps them put this in context.

b. External focussed emotion regulation actions involve talking to other people, normally the manager, or other mentors in case the manager is new or they do not have a trusting relationship with the manager. They also speak to colleagues. This discussion allows them to put the AE in perspective and plan their actions. The other external focussed action we noted managers do after an AE is to get their team together and discuss the issues. Spending time with them and discussing the issues amongst themselves helped them regulate their emotions. Therefore, to summarise the external focussed emotion regulation actions, we can broadly see the following two categories:

i. Talk to manager, other mentors or leaders in the organisation and to colleagues

ii. Spend time with one's own team

In this discussion, I provided the rationale as well as the two primary ways in which managers regulate their own emotions, as it was necessary a step for managing the emotions of others.

At this point, I revisit the Propositions 2a to 2d that I outlined in Chapter 2, and the above discussion confirms those propositions. To summarise, in this section I have discussed the second research question on leader's roles and behaviours in managing collective emotions, and have confirmed the leader behaviours needed for emotion management. I also have identified the unique 'emotion labour' needed to be done by middle managers in managing their own emotions during radical change, in addition to the emotional balancing role that they played in their projects. I concluded by identifying the internal focused actions and the external focused actions that they took to manage their own emotions, ratifying the emotion regulation theory and the extended process (Gross, 2015). In the next section, we will look at the third research question on the role of emotions in the strategic transformation process.

5.4 Research question 3: How do these collective emotions interact with other change dynamics and strategic management processes in an environment of radical change?

In this section, we will discuss the findings relating to the third research question on the link between emotions and strategic transformation processes. As we saw in our empirical studies of the five teams, certain emotions are needed at different stages of the strategic transformation process, which I have summarised in Section 4.8. In this section, I am connecting my findings with the concepts of change management and the strategic management process, and building on the existing literature (Kotter, 1989, Tuckman 1965).

Linking the different phases to the emotions needed, my findings of the different emotions needed at each of those stages can be summarised in the following Table 5.5

Table 5.5: List of key collective emotions needed at different phases of transformation

Phases of transformation	Start-up phase: incubating and scaling up	To drive innovation and new ideas	Mobilising commitment	Reinforcing commitment	Sustaining change and scaling up
Collective Emotions that help in success	Excitement Optimism/ Hope	Excitement Interest (Curiosity)	Sadness (frustration or dissatisfaction with current state) Optimism/Hope Excitement	Excitement Gratitude Optimism/ Hope Happiness	Pride Gratitude Happiness

Based on our empirical research, we find that the emotions of excitement, optimism, gratitude, pride, happiness and interest/curiosity are the core positive emotions needed in any transformation, but different emotions are needed at different phases of transformation, as indicated in Table 5.5. In addition, emotions of sadness (arising out of frustration or dissatisfaction with current state) is also needed as the teams need to mobilise commitment for change, as I observed in our case study and reported in Chapter 4.

In the following paragraphs, I will discuss each of these emotions by linking the key findings from my study, to the literature on constituents of each of the collective emotions, outlined in Chapter 2. Subsequently, I will address the organisational routines and leader actions that help build those collective emotions. Let us begin with our discussion on each of the emotions.

Happiness: The literature indicates that findings from the correlational and regression analyses repeatedly demonstrate that the measured variables most uniquely related to happiness are three in character: (1) mood and temperament (i.e., mood, positive affect,

negative affect, extraversion, and neuroticism,); (2) global satisfaction with life (i.e., the

Satisfaction With Life scale and domain satisfaction with one's ''life right now)''; and (3)

social relationships (i.e., loneliness, satisfaction with friendships, and, to a lesser extent,

satisfaction with family and marriage) (Lyobomirsky et al, 2005). However, this is across a

large population and over time, and they relate to more longer lasting mood states or affect

states. A key finding from my study, however, are the following core elements that lead to

the discrete emotion of happiness, as they have been repeatedly mentioned by people as

the reasons for the emotion of happiness:

- A sense of being treated fairly, given right opportunities for their growth

- Recognition of their work

- Achieving something significant or substantial

- Good social relationships with co-workers and supervisor

My findings examined happiness here distinctly from job satisfaction. While job satisfaction

would also have an impact on happiness, my empirical research focused on identifying what

made them happy and we found these. It supports the Lyubomirsky research, in that these

are discrete emotion states, and are caused by intentional activities like what we observed in

my study.

Pride: I found various instances in my study when individuals and teams felt a sense of pride.

Connecting with the literature, pride is marked by a sense of accomplishment and an

enhanced sense of self-satisfaction and self-worth, and individuals must perceive as being

responsible for the achievement (Tracy and Robins, 2004). There are two types of pride, a)

self-referent pride (due to an individual's behaviour or identity), and b) group-referent pride

(in the context of the larger group of which they are part, more to do with group identity). (Hu and Kaplan, 2015, see Chapter 2). A key finding from my study is that the emotion of pride is mostly derived from a significant achievement of an individual or the group, which has been recognised, and that led to the collective emotion of pride in that group. Recognition therefore plays a significant role, coupled with a significant achievement.

Further, self-referent pride can be of two types: a) pride due to attributions to controllable causes is called 'authentic pride', i.e., 'I succeeded because I put in efforts', and b) pride due to attributions to stable causes is called 'hubristic pride', i.e., 'I succeeded because of who I am' (Tracy and Robins, 2004, 2007). We have to understand these two types of pride, as authentic pride leads to more of similar result-oriented behaviour, whereas hubristic pride can lead to interpersonal conflicts. The pride we observed in our empirical research is a result of achievement and concomitant recognition, thus it is authentic pride. My finding therefore is that authentic pride has helped the team take on stretch goals and continue the momentum on the transformation, and in the next section we will identify ways to build such authentic pride.

Interest: As we saw in Team 4 (see Section 4.6), a collective emotion of interest or 'exploration' is needed to spur innovation. This creates a climate of curiosity and spurs employees to look for ideas, as we saw in our empirical study. Literature also has identified that the emotion of interest leads to creation of new ideas and possibilities (Fredrikson, 1998). A key finding from my study is that the emotion of interest makes employees look for new possibilities, brainstorm new ideas and build on other ideas and explore the external world for clues from which they can build new ideas.

Gratitude: The emotion of gratitude was not explicitly mentioned by our informants in the interviews. It is not an emotion that consciously comes to the minds of people. But we found in the interviews that they were thankful to the senior leadership support for helping them achieve their goals. They also acknowledged the cross functional support when they were able to do some significant achievement or project, for instance, the 'commando' teams. Therefore, one could make out an implicit sense of gratitude to what enabled their success. Research also proves that gratitude enables more prosocial behaviour (McCullough et al., 2001), and strengthens social bonds (Fredrikson, 2004). My finding is that gratitude as an emotion clearly helps collaboration and team working.

Excitement/Passion: I observed the emotion of excitement that many informants spoke about in my study - when working on a new project, in a new role, working on something big that they want to make a difference creates an emotion of excitement (see Section 4.3, 4,4, 4.7). A key finding from my study is that the emotion of excitement is a mix of passion, with a small element of uncertainty. Passion involves intense and pleasurable feelings arising from engagement in activities associated with a role identity that is deeply meaningful (Cardon et al, 2009). Passion readily facilitates creation of unusual associations, such as recognition of patterns, enabling entrepreneurs to engage in novel and creative paths of action (Fredrikson, 1998). I found that when employees feel that they have to engage in activities that is meaningful to them and they believe that they will be recognised for that achievement, they bring their entrepreneurial passion to the work. If the task is huge and the pay-off is appraised to be high, with a little bit of uncertainty of how they will achieve the task, it creates excitement. This emotion of excitement is critical for success in very big

and major transformational projects, like doing a start-up within a large company, or game-changing projects.

Hope/Optimism: In our interviews, the emotion of hope or optimism manifested itself in many instances. Many instances where informants were optimistic about the future after being through an emotion of sadness or frustration. We have seen that this optimism normally came about after an interaction with leaders, and that prompted them to change their behaviour and thus a step to success. Thus, I found that a collective emotion of optimism was needed as the team embarks on a strategic transformation, and that sets the momentum going. Peterson defines optimism and articulates the difference between Big Optimism (about the long-term future) and Little Optimism (about some event happening in the very short term, normally driven by idiosyncratic learning history) (2000). Optimism can also be classified as dispositional optimism or by the way a person explains problems (Peterson, 2000). However, we are more interested in the discrete emotions rather than on trait or dispositional affect. I have identified that Optimism is about a more hopeful and positive appraisal of the future, prompted by the stimulus around an individual or a team. As we saw from our case studies, this is an important emotion to mobilise commitment and start on the transformation journey. A full list of all events that led to particular emotions is in Appendix 12A, based on my empirical observation in these cases.

Having discussed the collective emotions that are relevant to different stages of transformation, I will now identify the leader actions and organisational routines that help create these emotions through relevant Affective Events. In the next section, I will cover the

role of organisational routines and identify the appropriate routines for managing or building particular emotions.

5.5 Research Question 4: Which organisational routines are relevant to arousing different types of emotions?

Our next discussion is to address the above research question on identifying the appropriate routines to generate different emotions. In my empirical study, I observed various organisational routines that themselves served as Affective Events, or helped in managing collective emotions that were created. Thus, these routines are a very important part of any organisation in creating and managing collective emotions. In this section, I will further discuss these routines and also link them with the emotional capability of an organisation, as we had outlined in Section 2.8 (Huy, 1999).

I will start by classifying all the routines that we observed into those that help in creating certain specific collective emotions, and routines that are more general in nature (see Table 5.6 for an overview). As obvious from the table, some routines can help create a number of emotions, depending on the nuance and the emphasis laid by the leader.

Table 5.6: List of organisation routines observed and the collective emotions it creates

General routines	Routines that help in creating specific collective emotions					
	Pride	Excitement	Gratitude	Interest	Optimism	General positive affect/ Happiness
Communication meetings/town halls						x
Goal setting process/meetings		x			x	
Informal team events/dinner						x
Celebrations of success	x		x			
Recognitions, rewards events	x	x		x		
Changes in roles/career growth process and discussions		x			x	
Performance appraisal process/ discussions			x			x
Vision communication/ Reinforcing belief/focus in business		x		x	x	
Review of team performance			x			
Employee training events	x				x	
Consistent communication and feedback						x
Leader interactions/		x			x	

Connects like roundtables/skip level meetings						
Routines that give greater empowerment/ Flexibility		x				
Discussions with co-workers from other teams			x			
Leader training						x
Team discussions and brainstorming		x		x		
HR Manager interactions						x
External forums /insights				x		
Strategic vision workshops		x		x	x	

These routines, combined with the 5 leader emotions management behaviours that I articulated earlier (see Section 5.2.4), contribute towards the emotional capability of a team or an organisation. Based on our empirical observations and as we saw in Section 5.2.5, the past experience of the team and the degree of belief in the routines is important to determine the emotional capability- and both of these are determined by the leader behaviour and the organisation's commitment to the processes. Thus, we can express emotional capability of a team as follows:

Emotional capability of a team= f (Strength of Organisational routines x Leader emotion management behaviour).

What is unique about my finding is the focus on the 'strength' of the organisational routines. Linking to our discussion in Section 5.2.5, the degree of belief in the routines is critical, which tempered by the historical learning in the organisation. While some routines are specific to certain collective emotions, the core routines aimed at listening to people with empathy, communicating with people and recognising them, and those that bring general positive affect (which I call foundational emotional openness), are critical to building the emotional capability of a team/organisation. Since leader emotion management behaviours are critical to emotional capability of a team, routines that help managers develop emotion management capability through training and routines that reinforce good leader emotion management behaviours are essential. I have built on the work of Huy and Kaplan et al. and brought out an integrated framework of routines for building emotional capability (Huy, 2002, Kaplan et al., 2014). This is summarised in Table 5.7 below.

Table 5.7: A framework of routines for building emotional capability in a team

Core routines of listening to employees, understanding emotions, communicating with employees and creating positive affect- to build foundational emotional openness	Routines that build leader emotional management behaviour	Specific routines that help build specific emotions as desired
- Communication meetings with the team as well as small groups - Informal leader interactions with team and with individuals one-on-one - Regular emotional check-in at the beginning of each meeting - Recognition processes and events	- Training leaders on emotion management behaviours - Regular feedback to managers on their emotion management behaviours - Selecting and promoting managers with good emotion management behaviours	As appropriate from Table 5.6

Rituals are seen to be critical in managing collective emotions, especially in creating strong positive emotions of happiness and pride. I would define rituals as organisational routines that have a ceremonial or formal feel to them, are regular, most times have some leadership involvement, and that celebrate people, their achievements or milestones. Rituals, or similar artefacts, signal the culture of the organisation (Schien, 1972). For instance, the ritual to celebrate performance or to recognise people every quarter was seen as a positive affective event. To drive the emotions of pride and happiness, organisations could create more appropriate rituals – by adding ceremony, regularity, leadership involvement and uniqueness to some of their organisational routines such that they enhance the collective emotions created. Designing appropriate rituals to build collective emotions is thus a very important area for organisations.

In this section, we discussed the key findings on the organisational routines that are necessary to build emotional capability in the organisation. Linking it with the existing theory, I have provided a rationale for a comprehensive framework of organisational routines that build foundational emotional openness, leader emotion management behaviours and specific emotions needed for the phase of the business. The above discussions also reinforce and build on our propositions 3a to 3e that we articulated in Chapter 2.

5.6 Research Question 5: How do leader behaviours and HRM practices influence collective emotions and EC, and how can firms build an emotion-based dynamic capability?

We will now address the final research question, which brings together our key findings on how we could build emotional capability as a dynamic capability, through organisational routines and HRM practices.

5.6.1 Emotions can be integrated as a dynamic capability by leader actions and organisational routines integrated with strategic management process

As we saw earlier, emotional capability is made up of a set of organisational routines along with leader emotion management behaviours. As presented in Chapter 2 (see Section 2.10), a dynamic capability is defined as a higher order capability, as opposed to an ordinary capability, which helps the firm to adapt, shape and deploy its resources differently (Teece, 2014). Teece similarly defines dynamic capabilities as a set of routines and managerial action that cannot be easily replicated (2014). Even signature processes of an organisation could be replicated by competitors over time and they become ordinary capabilities rather than dynamic capabilities. A core dimension of dynamic capabilities is its strong linkage to the concept of continuous renewal, and knowledge creation (Nonaka, 1994; Teece, 2014).

My construct of emotional capability is similarly a mix of organisational routines and leader actions, supported by the historical learning in the organisation. While the routines may be replicated, the organisational context and the leader actions are not easy to replicate, if these are integrated with the strategic management process. Thus, emotion based strategy development and execution capability could be developed as a dynamic capability.

Referring to analysis of a dynamic capability on Section 2.9, the findings from my study has identified the following characteristics are necessary to embed emotional capability as a clear dynamic capability:

- Organisations need to understand and have deep insights on the collective emotion needed for the particular phase of transformation

- Organisations should build the ability to continuously review the routines it adopts in light of the appropriate emotions needed, and design proprietary organisational routines that help create the relevant emotions and enable sustained emotion management. Organisations should create the ability to continuously learn and adapt

- They have to ensure that routines to help leaders demonstrate right emotion management behaviours are present- this would be through training, and deep knowledge of how to make emotions work for strategy implementation, through unique managerial actions. Further, keeping leaders focussed on relevant emotion management behaviours through HRM practices would be critical

- Strong integration of these emotion-oriented routines with the strategic management process and management review processes would be critical. In addition, creating deep linkages with the context of the organisation, and investment in creating the right historical narrative would help. The focus provided by top leadership of the organisation to the emotion management actions creates a big impact.

Therefore, to summarise, the emotional capability of an organisation is a distinct dynamic capability, made up of a set of organisational routines along with leader emotion management actions. The organisational routines are normally in three areas: a. routines to build foundational emotional openness, i.e., listen to employees, empathise with them and communicate with them, b. routines to build leader emotion management capability, and, c. routines that build specific collective emotion as needed by the team in that phase of

strategic implementation. If these are supported by strong integration into the strategic management processes, then we have a winning dynamic capability.

5.6.2 Confirm that collective emotions and emotional capability are also relevant in the Indian context

One of the objectives of the research was to look at the Indian business and cultural context and examine if the concept of emotion management and emotional capability was pertinent. While that was not a major objective, my intention was to examine if the concept of affect and emotional capability would hold true in the Indian context.

In all my empirical investigation, I have observed a great deal of focus on emotions. Indian managers and employees, as we saw in all the interviews, laid a great emphasis on affect (see Section 4.3, 4.4, 4.7). I observed the impact of various events on the collective emotions of people, and noted the various emotions people go through. Emotion management was also noted as a significant activity done by leaders. Thus, the focus on emotions in all my empirical observations and interviews was significant.

Therefore, we can confirm with a fair degree of confidence that affect plays a very significant part in the Indian culture. People are sensitive and the extent of emotional responses was also observed to be high. The role of emotion and emotion capability definitely holds good in the Indian cultural context, thus confirming our Proposition 4 outlined in Chapter 2.

5.6.3 HRM practices that build collective emotions and emotional capability have been identified and confirmed

In this section, we will look into the role of HRM practices in managing collective emotions, emerging from the key findings of the empirical study, to address our research question on how leader behaviours and HRM practices can influence EC. The discussion is organised under three broad areas:

a. HRM practices as affective events

b. HRM practices to manage emotions

c. HRM practices to aid and enable leader emotion management

5.6.3. a. HRM practices as affective events

As highlighted in the last chapter (see Section 4.8), particular HRM practices lead to significant emotions amongst many employees. For instance, one such HRM practice is related to performance management. The analysis of interviews reveal that not getting an expected performance rating could lead to significant negative emotions amongst people (see Section 4.7). A performance rating is considered by employees as a recognition for the work someone has put in, and not getting the expected rating creates negative emotions. The other HRM process that leads to negative emotion is on career development and growth (see Section 4.6 and Section 4.7). Employees expect to get a bigger role or a promotion, and if that does not happen, it leads to significant negative emotion. HRM practices of recognition also led to collective emotions. We also saw instances of collective emotion of sadness, when the organisation was restructured and in the new organisation, they found that opportunities for promotion are going to be reduced. Therefore, HRM practices to do with work structures also are appraised as Affective events and lead to particular emotions.

As a corollary to this, we also propose that HRM practices should be carefully designed to get the relevant collective emotion that is desired. For instance, in a competitive environment, a performance management system can lead to emotions of pride in some individuals and emotions of disappointment in some others (Hu and Kaplan, 2015). Similarly, in a collaborative environment, when employees are rewarded for supporting each other, the performance management or reward practices could lead to emotions of gratitude. HRM practices are a specific subset of organisational routines, and therefore, I would refer to the earlier section 5.5 where we discussed organisational routines as the same principles would apply here.

To conclude, HRM practices could create particular collective emotion, as they are sometimes appraised as an affective event. Therefore, organisations need to design and deploy them appropriately to elicit the relevant collective emotions needed.

5.6.3 b. HRM practices to manage collective emotions

HRM practices also play a critical role in the emotion regulation and management process. HRM practices to do with listening to the voice of employees are very critical to emotion management, as we saw in Section 4.7, and summarised in Section 4.8. Similarly, practices to do with employee communication and employee participation in management are also critical in managing and regulating emotions.

As we saw earlier in this section, when faced with an Affective Event, the first response of people is to make sense of it by talking to their managers and other colleagues. Appropriate HRM practices at that time to listen to employees and communicate with them will help in managing the collective emotions.

5.6.3 c. HRM practices to enable leaders to do emotion management

As highlighted in Chapters 1, 2 (see Sections 1.4, and 2.10) and earlier in this chapter, emotional capability is a function of organisational routines and leader emotion management behaviours. HRM practices play a big part in enabling the leaders to demonstrate the right emotion management behaviours. This could be done by training leaders and by reinforcing their behaviours through appropriate reward and recognition mechanisms. Training leaders on identifying the right emotions needed at different times in the transformation or strategy implementation process and ensuring that they follow appropriate emotion management actions or behaviours would be enabled by HRM practices of training, behaviour reinforcement and rewards and recognition.

To conclude this section, it is clear from the empirical study that HRM practices are a subset of organisational routines and are essential for emotion management. We also identified three types of HRM practices that we observed are crucial for emotion management- HRM practices that are Affective Events, i.e., create relevant collective emotions, HRM practices that are relevant for emotion management and regulation and lastly, HRM practices that train and enable leaders to carry out appropriate emotion management action and behaviours. This discussion on HRM practices confirm our propositions 5a and 5b outlined in Chapter 2, and further clarifies them.

5.7 Chapter Summary

In this Chapter, I have attempted to answer our research questions and synthesised the empirical findings from the 5 teams. We looked at the process of sense-making in organisations and came up with a clear framework to understand that process. We then

looked at affective events and understood them and their impact. As we explored the 5 teams, we had insights about Group identity and its role in collective emotions.

We then looked at the strategic transformation process and identified the different emotions that may be relevant at different times, also aligned to the stages of team development. We looked at emotion management actions, both of self and others and identified the leadership behaviours that are necessary for emotion management. The role of leaders and middle managers in the emotion management process was articulated. We then identified the organisational routines that support emotion management as well as different collective emotions. We articulated the definition of emotional capability of an organisation as being a function of the strength of organisational routines and the leader emotion management actions. We also identified how emotional capability can be a dynamic capability and help the organisation build its distinctive competitive advantage. We reaffirmed that emotions do matter in the Indian context, and finally we looked at the HRM practices that can help emotion management and build the emotional capability of an organisation.

In the next chapter, we will look at the implications of our findings and how we can use this to embed emotional capability in current organisations.

6 Conclusions, Contributions and Way Forward

6.1 Introduction to the chapter

In chapter 5, I looked at the key findings and provided a discussion focusing on the rationale for such findings. I also addressed our research questions and research propositions that were outlined earlier. In this chapter I will present the implications of those findings, and propose a set of new principles, contributions to relevant theories and for applications to business. In the light of our empirical study, I will also propose a new framework for HRM, with a greater focus on harnessing the power of affect. We will look at the contributions, both academic and for practice, summarise the limitations of this study and identify the areas of future research.

6.2 Concluding discussion

To begin this section, I want to first go back to my research aims and research questions that I articulated in Section 1.4. To recap, the keys aims of my research were the following:

To articulate how collective emotions are formed, and how leaders and organisational routines can create appropriate collective emotions to achieve strategic transformation.

- To understand collective emotions in the research organisation operating in the Indian context
- To understand the role of collective emotions in strategic transformation and implementation

- To articulate how firms can build an emotion-based dynamic capability through leader actions and organisational routines

I would like to keep the research aims and questions in context as I summarise my conclusions.

Affect has a significant impact on people and organisations but has often been under-researched and underestimated in the organisational context. While there are various forms of affect, in my study I focussed on discrete emotions and discrete collective emotions. I have reinforced the belief that discrete emotions have an impact on work performance at an individual level, and on strategy implementation and business performance at an organisational level.

My research propositions were based on the Affective Events theory, and I have substantiated that collective emotions are caused by Affective Events (Weiss and Cropanzano, 1998). AEs can be of various types, which were articulated in Section 5.2.3. I also outlined the sensemaking process in organisations in response to an AE, and I was able to identify the core mediating and moderating factors for emotion regulation in organisations, based on the Emotion Regulation theory (Gross, 2015). I have articulated that the type of AE, the current emotion state of the team and the strength of its group identity, the organisational processes of listening and addressing concerns, the historical learning from past events, strongly moderated by leader emotion management actions, determine collective emotions. These provided insights into the emotion management process in organisations and the supporting leader emotion management actions. I substantiated that collective emotions can be created both by organisational routines

and leader actions, as both of these are AEs, and further proved that a combination of these is the only sustainable way to manage collective emotions. Therefore, I addressed my first research question: How can organisations manage collective emotions, and what factors influence this process?

I identified the role of leaders and middle managers in emotion management, and reinforced the proposition put forward by Kaplan on leader emotion management behaviours (Kaplan, 2014). I articulated that in radical change, the middle managers have to regulate their own emotions significantly, in addition to the emotion balancing role that they have to play (Huy, 2002). Thus, I comprehensively addressed the research question: What key roles do leaders and middle managers play in this process?

The third research question was about how these collective emotions interact with other change dynamics and strategic management processes in an environment of radical change? My empirical study also substantiated the proposition that the strategic transformation process has different stages, and different collective emotions are necessary for each of those stages. I linked emotions to the change process and team development processes and identified the core emotions that enable successful change. I identified the core collective positive emotions of happiness, pride, gratitude, interest, excitement and optimism, as well as the negative emotions of dissatisfaction and uncertainty, as being necessary for different stages of strategy implementation and execution, and articulated as to which of these emotions are more relevant for which stage of transformation. These reinforced and added to the proposition made by Hu and Kaplan on the link of certain emotions to work performance (Hu and Kaplan, 2015).

From my empirical study, I identified the organisational routines that help in creating the different collective emotions needed for different stages of strategic transformation. I also clarified the concept of 'Emotional Capability' of an organisation, as a function of organisational routines and leader emotion management actions, adding to the literature in articulating emotional capability (Huy, 1999). Via the construct of emotional capability, I highlighted the organisational routines can be of three types- routines to create the relevant collective emotions, routines to listen, empathise and manage emotions, and routines to train and enable leaders in emotion management. The emotional capability of an organisation will be high if it has these routines in addition to driving relevant leader emotion management behaviour. Thus, I addressed my research question on which organisational routines are relevant to arousing different types of emotions. Later in this chapter, I will propose a checklist to measure the emotional capability of an organisation, adding a new dimension to the work of Akgun (2007).

I also identified how emotional capability can be developed into a dynamic capability. While there is considerable debate on the definition of a dynamic capability, I have stuck with the definition propounded by Teece for dynamic capability as being a second order capability, which is not easy to replicate and which gives the firm a competitive advantage (Teece, 2014). I have proposed a set of actions that can integrate emotional capability into the core organisational processes and make it a dynamic capability, thus enabling firms to leverage it and drive competitive advantage. In addition, I have clearly outlined the HRM practices that can enable firms to manage collective emotions, ensure that their leaders are trained and demonstrate appropriate emotion management actions, and integrate emotions into the strategic management process. Thus, I

addressed the research question: How do leader behaviours and HRM practices influence collective emotions and EC, and how can firms build an emotion-based dynamic capability, and how can collective emotions be used as part of a dynamic capability in driving strategic transformation?

Finally, one of my research objectives was to confirm if the concept of collective emotion and emotional capability was valid in the Indian context, and my empirical study confirms that this is even more valid in countries like India where emotions are felt and expressed more openly. I also looked at HRM practices, as being a subset of organisational routines, they could also impact collective emotions. In fact, the role of HRM practices takes considerable importance as we build emotional capability as a dynamic capability. In the next section, I will propose a new framework for HRM that will enable organisations to leverage and get the most out of emotions as a dynamic capability.

6.3 HRM – a proposition for a new framework

As I learnt from my empirical study, it is clear that emotional capability is critical for successful business transitions, especially as organisations and teams manage radical strategic change. We also know that affect has been underestimated and underleveraged in organisations, and that the latest research has thrown up a number of areas where organisations can benefit from our understanding of affect (Barsade, 2005). Given the strong link of organisational routines and leader behaviour to building emotional capability, and its strong connection with HRM, I propose a new framework for HRM that would enable it to take the lead in bringing this new understanding of

affect, collective emotions, strategy implementation and emotional capability for the benefit of organisations.

Traditional definitions of the role of HRM have been very process-oriented and administrative, not focussing on the role as much. The first definition of HRM from a role perspective was proposed by Dave Ulrich in his model of HR Champions. The model described four roles of HRM- as Administrative expert, Employee champion, Change catalyst and Strategic partner. While that definition has helped transform HRM in the current day, it has its drawbacks. First, HRM has changed significantly over the years, and these roles are no longer relevant at times. With outsourcing and automation, the role of administrative expert is no longer relevant. The concept of change catalyst and strategic partners have been long ingrained as part of the role given the fast changing business context, and have now become commonplace. Moreover, in the light of the new literature on organisation and employee engagement, and the future business context, the framework for a new role for HRM needs review.

Based on the insights and learning from my empirical study and having observed the importance of affect and the reasons for most negative emotions, I am proposing a new framework to articulate the role of HRM function in any organisation in the future. The future role of HRM function could be in three buckets:

- Designing and executing HRM processes that are just and fair: As a reflection of the current times, fairness and organisational justice are becoming critical. From our empirical study, I found that the biggest cause of negative emotions was the obvious perception of the lack of fairness in organisational processes. Areas of diversity,

gender pay gap, biases in career growth are all gaining a lot of focus. Therefore, the key role of HR would be to design HRM processes that are fair and just and the CHRO should take personal responsibility of creating a fair and just organisation. The following would be the key points of consideration to ensure a fair and just organisation:

- o Does the organisation have fair and just processes?

- o Do people have clarity on the processes

- o Does the organisation do a regular audit to check if the processes are fair and just

- Defining, on-boarding and developing the right talent needed to grow the business: regularly articulating and defining the skills, competencies and mindset of talent needed for the organisation to succeed in the future world, and attracting, hiring and on-boarding such talent, and also putting in place a strong talent development mechanisms to develop internal talent in line with future needs would be one of the key roles of the HRM function. The right talent at the right time in the right roles is critical for the success of the organisation. In line with the fairness principle stated above, internal talent should have the same opportunities and means to grow and progress, with respect to external talent. The key considerations for the HRM function in this area are:

- o What kind of talent do we need? When? In which roles?

- o How do we develop them internally?

- o How do we attract, hire and on-board them?

o How do we renew and keep the talent relevant for the future?

- Articulating the collective emotions needed in each business unit/team at different stages and helping create those emotions: the HRM function has to help leaders and business teams decide the kind of emotions they need given their particular situation, and put in place organisational routines and HRM practices to build those collective emotions, and ensure that leaders demonstrate the right behaviours to support those emotions. As we saw in my empirical study, the right collective emotions at the right stage, supported by leader emotion management behaviours, make a big difference to the organisation's success. And organisational routines and HRM practices play a big role in building those emotions. Therefore, helping create the right collective emotions has to be a key role for the HRM function. The following would be the key considerations that the HRM function needs to find solutions in this area:

    o What collective emotions are needed in each part of the business given their challenges and the different stages they are in?

    o What organisational routines and HRM practices are needed to build those collective emotions?

    o What leader emotion management behaviours are needed to support this?

    o How do we coach leaders to proactively manage the emotions needed in their teams?

Therefore, I would propose a new framework for HRM in a context of radical change, by articulating these 3 new roles. Figure 6.1 below captures this new

framework, which I propose as a guide to all organisations in focussing their HRM

function.

Figure 6.1: A proposition for an HRM framework for the future- key roles of HRM

The Talent Diviner/Partner

The Emotions Architect/Coach

The Fair Process Designer/Advocate
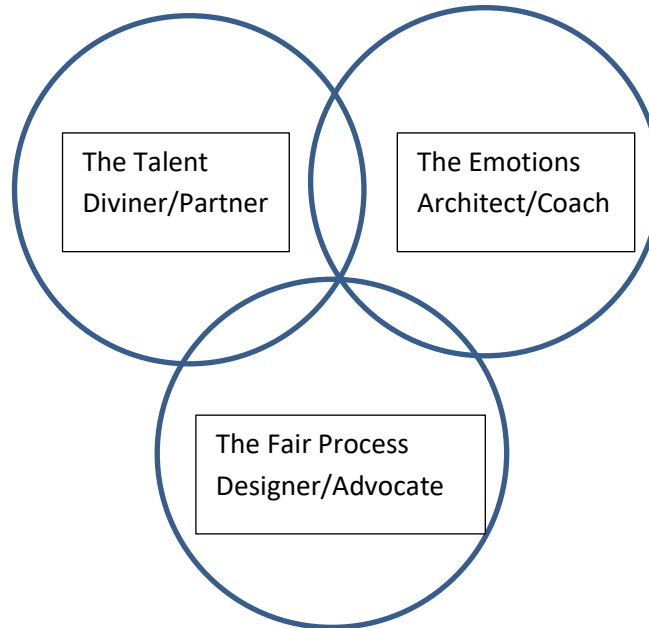
I believe this new focus for the HRM function would enable it to prioritise on the

essentials needed in contemporary times like responding and adapting to radical change,

ensuring that different units and teams in the company are focused on the appropriate

collective emotions for their particular situation, bringing a degree of fairness and

transparency to the firms routines to appeal to the millennials, and having a sharp focus

on the right talent for their business. This new proposition for HRM could be tested in

future research and organisations could experiment with this new framework.

6.4 Institutionalising strategic renewal process with emotional capability

An objective of my research is to link the concepts from strategic management literature and the emotion management literature to bring together a proposition by which emotional capability of an organisation can be a dynamic capability, and can be leveraged to drive successful strategy execution. In Chapter 5, I summarised the key findings from the case study. In this section, I propose to integrate those findings and conclusions, and propose a new way to create an emotion based dynamic capability, so that this enables firms to truly build a dynamic differentiated capability for achieving competitive advantage.

To summarise the findings from my research, I have articulated each of the conclusions here, and would try and integrate them so as to build a holistic understanding of emotions in strategic management, which can be integrated into the organisational routines.

a. Collective emotions are caused by Affective Events, moderated by leader emotion management behaviours.

b. There are different types of Affective Events, characterised by the different sources they emanate from or their intended actions, and each of those create different nature of collective emotions.

c. Collective emotions can be characterised by the extent of pervasiveness within a group and the degree of intensity by which employees feel it. I also examined which type of Affective Events cause influence both pervasiveness and intensity, and to what extent

d. We also concluded that leader emotion management actions are an important determinant of collective emotions, along with right organisational routines. I also identified which leader emotion management actions have the biggest impact.

e. I identified which emotions are necessary at different stages of strategic transformation, and also identified the routines that help build those emotions

f. I also defined Emotional Capability as a function of organisational routines and leader emotion management behaviours and then identified three types of routines that would be important- a. routines to build the appropriate emotions, b. routines to manage emotions, and c. routines to enable leader emotion management actions.

g. Based on the literature of what is a dynamic capability, I also identified how we can make EC as a dynamic capability

With that summary of our key conclusions, in this section I propose a new process of strategy implementation that integrates EC and makes it a dynamic capability.

When we look at the strategy development and implementation process, we know it is iterative and while the overall strategy of the organisation may not change over the medium terms, various developments in the competitive environment and internal processes may warrant that the organisation reviews its strategy and implementation.

Accordingly, let me divide the strategic management process in four blocs (see Table 6.11), building on the literature from change management and strategic management:

Table 6.1: Routines needed in different steps of Strategic management process

	Strategy Development	Strategy implementation /Execution		
		Mobilising commitment ('Unfreeze and Change')	Reinforcing commitment ('Refreeze')	Sustaining momentum (Scaling)
Key Questions being answered?	Where do we want to play? How will we win?	Why is this needed? What's in it for me? Where and How can I begin?	I can see why this is important. I know how we can do it.	How do we accelerate and scale it? How do we apply learning to other areas?
Collective emotions relevant for success in this stage	Interest Excitement Sadness (Dissatisfaction with current state)	Sadness (dissatisfaction with current state) Optimism/Hope Excitement	Excitement Gratitude Optimism/Hope Happiness	Pride Gratitude Happiness
Routines that need to be part of Strategic management process	External forums /insights Strategic vision workshops Team brain storming and ideation workshops	Vision communication workshops Goal setting workshops Employee training Regular forum for connecting with leader Individual and team Recognition	Celebration of success Review of team performance Employee training	Recognition events Review of team performance and continuous improvement Greater empowerment and flexibility Employee training
Other continuous actions	Continuous sensing of employees' emotions Enabling right leader emotion management behaviours, with leader training on the above routines Integrate with management reviews			

Table 6.1 provides an overview of the organisational routines that need to be embedded

in the strategic management process. Every strategic management process has a set of

activities- however, as I articulated in Chapter 1 (see Section 1.3), those activities often

times ignore the emotion oriented aspects. By integrating the above routines into a strategic planning and implementation process of an organisation, and complementing this with supportive leader actions through training, this could become an emotion based dynamic capability. Hence, a source of competitive advantage for the organisation.

To further support EC, I have also created a checklist of routines that can be used by organisations to determine if they have the framework for building EC in their organisation (see Table 6.2). This checklist will also enable us to put in place the organisational routines that build EC.

Table 6.2: Checklist to evaluate routines that make the Emotional Capability of a firm

Does your organisation have any of the following practices?	Existence of practice: Write Yes or No	Effectiveness of practice: Rate from 1 to 4 *(4 is effective, 1 least)*
Routines to build collective emotions		
Regular communication forums for CXO level leaders to share strategy and performance		
Regular forums for Unit level leaders to share strategy and performance updates		
Regular forums for senior leaders to meet with employees across levels		
Forums for joint goal setting and sharing goals		
Forums to reinforce vison and mission of the organisation and unit		
Small group meetings with managers of the unit to brainstorm on issues and actions		
Regular celebration events at a unit level		
Recognition process with senior leadership involvement		
Routines for Emotion Management		
Regular skip level meetings with employees		
Forums for employees to raise concerns		
Regular employee pulse on the emotions felt by employees		
Small group communication meetings		
Routines for enabling leader emotion management actions		

Training and coaching for leaders on understanding emotions and emotion management		
Selection process for leaders which examines 'emotional intelligence'		
Leaders evaluated on their emotion management behaviours		
Process of Multi-rater feedback on leaders' emotion management behaviours		
Total points (out of 80)		

6.5 Contributions from the research

My case study of the telecom firm going through radical change has provided a significant number of key findings, as I observed the five teams and looked at their collective emotions as they embarked on their strategic transformation projects. The contributions from this research can be classified into four key areas and I will go through each of them in the next couple of sections.

6.5.1 Contribution to academic research

I began this research by articulating my research questions, followed by an analysis of literature. Subsequently, then I laid a few research propositions based on a couple of key theories, notably the Affective Events theory, the theory of emotion regulation and the emotional capability theory. My research thus reinforces certain theories, and also provides for some new insights to them.

I have been able to add to the research of collective emotions and emotion management. I have added to the Affective Events theory by proving that it extends to teams and collective emotions, and also by providing a framework to classify Affective events (Weiss and Cropanzano, 1996). I have articulated the different types of Affective Events by their source

and by the intended consequences, and the potential impact they have on collective emotions. This has extended our understanding of Affective Events at an organisational level, and would help in further research on organisational routines to build the right collective emotions. By examining the root cause of emotions, I have better articulated the types of AEs, and proved that AEs can be both proactive and reactive, as well as linked to organisational routines or through leader behaviours.

I have also added to the understanding of collective emotions and the sensemaking process, to the work done by Huy (1999), and extending the emotion regulation work done by Gross (2015) . By using the framework of intensity and pervasiveness, we have a better understanding of evaluating collective emotions, and on how collective emotions are created. The study has highlighted that collective emotions will depend on the type of Affective event, the current emotion state of the team and its perception of its identity and mediated by the organisational processes of listening and addressing concerns as well as the historical learning of the team from past experiences and moderated by leader emotion management actions (Fig 5.4). This is a significant contribution to academic literature as it brings to fore the key factors that influence collective emotions. This lays the foundation for proactively creating collective emotions to drive business performance.

This research also confirms and extends the propositions on leader emotion management behaviours that were outlined by Kaplan et al (2014) and Gooty et al (2010). This study brings out the importance of recognition as a significant driver of emotions, in addition to providing clarity on goals and expectations. The five core areas of leader emotion management actions have been identified as a) interactions with people including informal interactions, b) communicating with people and teams regularly, c) listening to employees

and providing support, d) providing clarity of goals and strategic direction, e) providing recognition. This further adds to the literature on EC, and clarifies the exact antecedents of EC. This research did not get into the skills and knowledge needed for these emotion management actions, which could be taken up in further research.

Another significant contribution is in outlining the role of middle managers during radical change, adding to research done by Huy on the emotion balancing role (1999), and by Balogun (2003). My findings indicate that in addition to the emotion balancing role, middle managers have to regulate their own emotions during radical change. This research has further sharpened their role in the strategic transformation of an organisation and enables us to train them appropriately to do this role in an optimum way.

Critically, we have added to the understanding of the emotions needed for transformation, building on the work done by Huy (1996, 2002) and Hu and Kaplan (2015). I have delineated different phases of strategic transformation and highlighted the emotions needed at each of them for success. The emotions of excitement (passion), happiness, pride, optimism, gratitude and interest are the core positive emotions, along with the negative emotions of dissatisfaction and anxiety, for all stages of strategy development and implementation, reinforcing the propositions made by Hu and Kaplan (2015). This case study enabled us to understand the emotions at different points in the transformation journey, across several teams, and that helped us in draw this conclusion.

Another notable addition to the literature is the discussion on Emotional Capability. Based on this case study, we have built upon the definition of EC as articulated by Huy (1999) and deconstructed it further into a set of routines and leader emotion management behaviours. The routines have further been divided into 3 broad types – a) routines to generate

appropriate collective emotions, b) routines to manage collective emotions, and c) routines to enable leaders to demonstrate the right emotion management behaviours. This definition of emotional capability in terms of its deconstruction, and clarifying how it is built, is a big step for us to mould it as a dynamic capability. A key contribution of my research is the articulation of EC in more concrete form and the bridge to make it a dynamic capability. The role of organisational routines, rituals and HRM in emotion management and further their role in strategic transformation was also another key insight from this research, adding to the research on HRM and strategic management.

Lastly, while not the most critical focus of my research, I have also established that emotions are relevant in the Indian context, and that collective emotions and the leader emotion management actions are strongly embedded in the Indian culture. This helps in confirming the applicability of the various theories of emotion, affective events, emotion regulation and EC to the Indian context.

6.5.2 Empirical contributions

Being an empirical case study, I have made observations and findings that significantly add to the academic literature. Some parts of this study have been inductive, whereas other parts have been deductive. For instance, the whole process of collective emotions that was described in Fig 5.3, came from empirical observations. I began this as an inductive research, by asking open ended questions on what emotions did the people perceive, and the causes for those, and subsequently connected it to theories and propositions, and added to our understanding.

Another significant empirical evidence that I have got through my research is on the confirmation of the leader emotion management behaviours, as articulated by Kaplan et al.

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(2014). This was an instance of deductive research. I examined the proposition outlined, and based on empirical data, I have been able to confirm the five core emotion management actions that leaders take, which corroborates the proposition made by Kaplan. My findings on organisational routines and linking those routines to collective emotions have also come from my empirical observations. Thus, the empirical study helped in both indictive and deductive research.

6.5.3 Methodological contributions

The case study methodology that was used in this research is not a common methodology. While I studied the impact of radical change in one organisation, the methodology of examining five teams in that organisation made this a multi case approach, within a larger case study. This multi case approach also helped me to identify common themes and any differences from the cases and also to look for the rationale for those, thus leading to my findings. Each of the five cases has had different strategic challenges, a different leader, and in the 15 months that I observed, some went through more leadership changes than the others, and helped me to observe the impact of those differences, especially in leader behaviours. This multi case approach also enabled me to look at organisational routines- while some were routines that were common in the organisation, this also provided me to observe leader initiated routines. Therefor the multi case approach added to the robustness of my research and substantiated the advantages of a multi case approach (Yin, 2014).

The other methodological contribution as in the qualitative analysis of interviews and supporting that with other data in the organisation and discussions with senior leaders. After coding each of the interviews, I use the thematic analysis technique to identify major themes in each interview, and then built up the common themes for each of the five teams. This was

triangulated by my initial observations which I recorded, as well as other complementary data from the organisation and critically correlated by interviews with senior directors on the organisation. These interviews with Directors validated my findings but also gave a broader strategic context to the case study. Moreover, it was a longitudinal study in some sense, the observations and the interview period lasting over 15 months. The robust qualitative analysis, combined with the features of a longitudinal study, has been a contribution to methodology.

6.5.4 Contribution to practice

There are a number of significant implications for the practicing managers from my study. First, this study provides them a framework to understand the process of collective emotions, and on what creates such collective emotions. The understanding of AEs and their impact on collective emotions will help practising managers think about using AEs and organisational routines appropriately. Second, I have been able to provide a simple linkage of different stages in the strategy development and implementation process to the collective emotions that will make those successful. This will help the managers in conceptualising the strategic transformation process and identify areas to be more effective. Moreover, I have also given them an understanding of what kind of organisational routines will help building those collective emotions. Third, I have clearly articulated the emotion management process- both on the emotion management of self and of others. This can be used to train managers so they understand the processes and leverage their learning to improve their emotion management behaviours and actions.

The leadership behaviours that support emotion management have also been clearly articulated- this will help practising managers understand how they could manage emotions

and the skills they need to develop. The role of middle managers and leaders in the emotion

management process has been outlined to help organisations take advantage of these in

their transformation processes.

However, the most significant contribution is the articulation of Emotional Capability as a

function of both the strength of organisational routines and leader emotion management

actions, and the features that would make it a dynamic capability. This would enable

organisations to build emotional capability as a dynamic capability and leverage emotions

for successful strategy implementation. I also examined the HRM practices that support

collective emotions and emotion management and have outlined the key HRM practices

needed for the same. Together, the organisational routines, HRM practices (which are

anyway a subset of organisational routines) and leader emotion management actions create

the emotional capability of an organisation or a team. My study and recommendations made

provide a ready guide for organisations to build their emotional capability. I have also

developed a checklist, which can be used to measure the extent or strength of emotional

capability in an organisation, through practices that exist for appropriate emotion

management.

Finally, in Section 6.3, I have outlined a new framework for the role of the HRM function.

This would be a great contribution to redefining the focus of the HRM function in

organisations, as that would enable organisations to get leverage emotions and also drive an

effective HRM function.

6.6 Limitations of the research

There are a few limitations in my research that one should be conscious of. First, it is a case

study of one organisation going through a radical transformation, and we examined five

teams as they traversed this strategic transformation journey, with each of them being a case study within the larger case study. The empirical findings are from the observations of these teams in this organisation. We have to keep that in mind- it is one organisation that was studied. Moreover, as we tracked the team over the year, we found that some of the people either left the organisation or moved to new roles in the organisation as we reached the end of the 15th month period of our study, so the sample size dwindled a little bit over time.

Secondly, the research paradigm and methodology adopted have their own limitations. As mentioned in Chapter 3, the paradigm of my research is social constructivist, and we have to be conscious of the limitations of that paradigm. Moreover, as a case study, it was not a clearly deductive study to prove theories. We started with a few theories and propositions and tested for them in the case study, while at the same time the observations in the case study provided us insights to build new frameworks and add to theories. The natural limitations of this methodology and paradigm have to be kept in mind.

6.7 Areas for future research

This case study has tried to connect the literature from two streams, the strategic management field and the emotion management and regulation field. The empirical observations have confirmed many propositions and have also enabled us to build some new propositions. However, there are a few areas where further research would be very useful to establish the theoretical concepts we have developed.

I used the framework of EC operationalised by Akgun (2007). However, my research suggests that the measure of EC should be reviewed. A further study into the operational measures of EC, and the link between different routines and leader emotion management actions to

build Emotional Capability of a firm would be very relevant, and to test this across organisation and industries.

The other area of research would be to test for the measures of each of the six emotions that I have listed out as being critical for different stages of transformation and do a further quantitative study to evaluate their impact on the success of the different stages of transformation, across organisations. We would need a robust operational measure for each of the emotions that are critical so that we can measure and test them for the specific business situations. While we have built this theory based on this case study, it would need further reinforcement by testing it rigorously over a larger scale.

6.8 Chapter summary

In this chapter I have taken our conclusions and findings from Chapter 5 and worked on a couple of key areas for the future. First, we articulated a new framework or model for HRM given the changing environmental and business context. With increasing automation in businesses, emotions become all the more critical for organisations to leverage. Moreover, based on insights from this study, we know that there is significant opportunity to leverage emotions in various business situations, provided managers and the HRM function have a clear framework. I have a defined a new framework, which I believe will be relevant for the HRM function in the future.

I have further also articulated the steps we can take to create an emotion based dynamic capability. My suggestions to integrate the concept of Emotional Capability in the Strategy planning and implementation process would help us build it as a dynamic capability and lead to significant competitive advantage.

Being a DBA thesis, I have been conscious that this research should provide practising managers with relevant tools and frameworks that they can benefit from. Given the new insights from my study, and the various concepts and frameworks, I think this will benefit practising managers significantly. Moreover, this study has also made some significant contribution to academic literature, in terms of adding to theory, to methodology and to empirical investigation, and I have also identified areas for future research. It has added to the research in the Indian context and confirmed the relevance of emotions and emotional capability in the Indian context.

Finally, this case study is a wonderful microcosm of the world around us. I am truly grateful I had the opportunity to build this case study of transformation. It has given me a great opportunity to interview many people, listen to their stories, and unravel the insights and piece together the learning for future generations.

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Appendix 1
Interview Guide (Semi-structured guide to questions)

1. Introductions (objective of the study, consent to record and to take notes, etc.)
2. As you sit here today, what are some of the feelings you have about your work/project and how things are going?
3. What do you think are some of the common feelings of your group members? (Explore for differences in expression)
4. Tell me more- what do you think that is creating these feelings? Reflect. (Explore for – Organisational actions, Leader behaviour, co-worker behaviour, organisational routines)
5. How are you responding to those feelings? What is helping you? What's coming in the way?
6. What coping mechanisms or emotion management mechanisms are you using? (Explore for Organisation led through organisational routines, HRM practices, Leader/Manager led, Individual led, Co-worker led)
7. What are the challenges you see in the achievement of your transformation goals?
8. Thanking and getting them to fill in questionnaires on a) Emotional capability, b) Organisation capacity for change c) Emotional State Rating Form

Appendix 2

Emotional State Rating form- to be filled by each participant for themselves as they come for the interview

Which of the following emotions do you feel now? Tick Yes or No			If yes, then rate the extent of emotion felt by you on the 7-point scale						
Emotion	*Yes*	*No*	*1(Low)*	*2*	*3*	*4*	*5*	*6*	*7(High)*
Hope									
Anger									
Fear									
Guilt									
Excitement									
Sadness									
Happiness									
Sympathy									

Team Emotional State Rating form- to be filled by each participant as they finish the interview

Which of the following emotions do you think your team members feel now? Tick Yes or No			If yes, then rate the extent of emotion felt by them on the 7-point scale						
Emotion	*Yes*	*No*	*1(Low)*	*2*	*3*	*4*	*5*	*6*	*7(High)*
Hope									
Anger									
Fear									
Guilt									
Excitement									
Sadness									
Happiness									
Sympathy									

Appendix 3

Questionnaire to measure Emotional Capability (Adapted from Akgun et al., 2011)

We would use a 5- point Likert scale with poles at Strongly Agree to Strongly Disagree

1. Dynamics of Encouragement
   a. Our team has an ability to instil hope among of all its members
   b. Managers in our team encourage enthusiasm
   c. Managers in our team infuse hope and joy in the team
2. Dynamics of Displaying Freedom
   a. Our team has the ability to facilitate the variety of authentic emotions that legitimately can be displayed
   b. In our team, people are encouraged to express their full range of emotions without fear of reprisal
3. Dynamics of Playfulness
   a. Our team creates a context that encourages experimentation
   b. Our team tolerates mistakes of people who take initiatives
   c. In our team, a safe and protective work environment is created to test new team identities (such as new process, ideas) without premature lock-in
4. Dynamics of Identification
   a. Members of our team express their deep attachment to salient team characteristics such as values and beliefs
   b. Members of team firm stay together because there are mutual benefits: among the most important of those are the emotional bonds that develop over time in relation to self-identified
   c. People defend our team's name and reputation to outside work boundaries
5. Dynamics of Experiencing
   a. Our team members have the ability to understand others' feelings
   b. People in our team experience the same or other appropriate emotions in response to others' feelings
   c. People in our team communicate their emotions with others
   d. People are able to read the subtle social cues and signals given by others in order to determine what emotions are being expressed and understand the perspective of other individuals
6. Dynamics of Reconciliation
   a. Our team has the ability to bring together two seemingly opposing values people feel strongly about
   b. People in our team can jointly develop a meaningful bridge between their various emotions
   c. People in our team feel the general feeling of another with no direct sharing of that person's experience

Appendix 4

Table A: Scores on the Culture dimensions for India and Anglo clusters			
Culture Dimensions	**India –As Is**	**India-Should Be**	**Anglo- As Is (Scores for USA taken)**
Uncertainty Avoidance	4.15	4.73	4.15
Future Orientation	4.19	5.60	4.15
Power Distance	**5.47**	2.64	4.88
Institutional Collectivism	4.38	4.71	4.20
Humane orientation	**4.57**	5.28	4.17
Performance orientation	4.25	6.05	4.49
In group collectivism	**5.92**	5.32	4.25
Gender Egalitarianism	**2.90**	4.51	3.34
Assertiveness	**3.73**	4.76	4.55

Table B: Scores on the Leadership dimensions for India and Anglo cluster		
Leadership Dimensions	**Scores for India**	**Scores for Anglo cluster**
Charismatic	5.85	6.05
Team oriented	5.72	5.74
Self protective	**3.77**	3.08
Participative	**4.99**	5.73
Humane oriented	**5.26**	5.08
Autonomous	3.85	3.82

Appendix 5

Coding Sheet: Start List of Codes

Participants		**Emotion management actions**	
Team leader	PTL	Interactions with leader	EMLI
Team member	PM	Discussions with co-workers	EMCI
Gender Male	PGM	Organisational routines	EMOR
Gender Female	PGF	Focus- provide new focus	EMF
		Team discussions	EMT
Company tenure >2 years	PT	**Organisation Routines**	
New in company	PN	Vision communication/Reinforcing belief in business	ORV
		Goal/target setting/alignment	ORG
Emotions demonstrated #		For Showing empathy	ORSE
Fear	EF	Review of team performance	ORTP
Guilt	EG	Celebrations of success	ORC
Hope	EHo	Recognitions, rewards	ORR
Anger/Indignation	EA	Employee training	ORET
Sadness	ES	Leader training	ORLT
Excitement	EE	Restructuring/structure changes	ORCS
Sympathy	ESY	Changes in roles	ORCR
Frustration/irritation	EFI	Communication – consistent communication and feedback	ORCC
Being defeated	EBD	Leader interactions/Connect	ORLI
Confusion/Uncertainty	EC	HR Manager interactions	ORHI
Pride	EP	Informal Events	ORIE
Happiness	EHa	Forums for Sharing emotions	ORSE
		Empowerment/Flexibility	ORE
Apparent Causal Root of emotions (one-off events)		**Organisation Features**	
Achieving something as a team Doing something new as a Team	CRTA	Strong communication network	OFCN
Organisation Events/Decisions- change in priorities, and change in Ways of working	CROE		
Structure changes/ restructuring	CRORS	**Execution Outcomes**	
Leader Actions/Communication/Perception	CRLCP	Successful project completion	OSP
Disconnect from personal goals	CRPGD	Milestone achievement	OMA
Organisational politics	CROP	Failure to meet target	OFT
Peer respect	CRPR	Delays	OD
Work stress/overload	CRWS	New idea/product development	OI
Failure of a plan or an initiative	CRF	**Manager actions**	

Vibes/messages from Organisation	CRM	Middle manager Shielding teams below	MMS
Not getting a promotion or a salary increase	CRPS	Building teams/enlisting people	MMBT
Apparent Causal root of Emotions (sustained over Time)		Communicating vision/purpose	MMCV
Lack of recognition	CRTR	Middle managers setting an example	MMSE
Lack of career growth/promotions	CRTG	Managers appreciating people	MMR
Poor salary	CRTS	Take an in-depth and considered view and not superficial-purposeful	MMP
Lack of support/time from boss	CRTB	MM communicating changes	MMCC
Organisation Routines	CRTOR		

Challenges in Teams		**Activities done by Start-up teams**	
Talent challenges	CT	Experiments	SE
Organisational Buy in	COB	Not keep narrow focus	SF
Organisation integration	COI	Ways of working	SWOW
		Structure- investing more in	SS
Actions in Teams		Talent- investment	ST
Coaching	AC		
Emotion Management of Self		**Emotion Management of Others**	
Reflect on past success	EMSR	Listening	EMOL
Meet other leaders/talk to others	EMSL	Show Empathy	EMOE
Analyse reasons for failure	EMSA	Compare with other options	EMOC
Communicating and reinforcing their journey	EMSC	Offer to help	EMOH
Spent time with own team	EMST	Reframe context/perspective	EMORC
Take time off (do something else- with family, TV)	EMSTO	Build self-esteem of individuals	EMOS
Come up with a new/renewed plan	EMSP	Emphasise continuity/perspective of time	EMOT
Sensemaking actions		Celebration events	EMOC
Seek clarifications	SMSC	Reinforce/communicate vision, inspire	EMOV
Meet others	SMMO	Trust, not question	EMOT
		Welcome new ideas	EMOI
Innovation Outcomes (to be coded)		Coach	EMOCO
		Admit own faults	EMOA

Appendix 6: Thematic Analysis- Team 3

Excitement of new ideas

Vision and bold goals

(Passion and Excitement)

Team discussions

Leader's passion

Silos- lack of support

CRTG- Roles and Career growth

(Sadness)

Confusion in roles

Fear of failure

Reputation of company

(Pride)

Recognition of ideas by leadership

Target achievement

New focus, vision

(EMF)

Bold goals

Transformation thinking workshops

Tuesday meetings

(Routines)

Empowerment, ownership

Commando teams- better cross functional working

(Overworked)

Accountability of others

Not working as a team, vibes from peers

(Leadership involvement)

Buy in from leadership

Approachability of leaders

ORLI/CRM

Appendix 7: Record of initial observations

Initial observations and Insights

Team 1- Indiatel Money

Background:
- Established as a business about 4 years ago, as the company wanted to go into mobile commerce and mobile payments space
- ██████ - a banker (from ███████) joined the company as CEO for this business
- Built a team- hired some specialist bankers and some internal telecom managers
- Took the team 3 years to get the business launched- partly due to regulatory clearances and partly due to delays in getting the IT system and product ready
- From their perspective- they had to fight the system to get support from functions like IT as they were a small business and depended on the rest to make things happen.
- Therefore, in the start-up phase they over-resourced in terms of people- and once the business has been launched and with clear directions, they have scaled down some resources
- ██████ - the CEO for Indiatel Money- is a passionate leader
- Perpetual question in their minds- whether they would be better off as an independent start-up/business or as an integrated part of the main Mobile business. While the central product team and marketing is separate, they initially started sales in the Circles (country divided into 18 regions called Circles) as an integral part of the mobile business. Last year, they got their own Indiatel Money Sales and Marketing Head for each circle and their own Sales managers (called Zonal Money Managers), and the main Mobile Sales people do not focus any more on Indiatel Money.
- We have had a new CEO for the company (███l) and a new Head for the consumer business (███) to who the CEO of Indiatel Money reports.

Key Conceptual insights and areas for exploration

1. New leader – questions existing way of working or priorities – hurts the existing team on the project leading to a feeling of disappointment.
   a. How the 'core team' becomes vested with the strategy and any question on that is seen as questioning their competence
   b. What specific actions of leaders triggers the 'emotions' – is it words like 'lack of focus' or do simple objective change of strategy trigger negative emotions?
2. Small start-up business in a large company- key issues triggering emotions:
   a. Always looking for signals from top management regarding their relevance and importance
   b. Small signals from leadership sends ripples
3. Collective emotions - in a group are normally caused by
   a. organisational events,
   b. signals from top management- the salience of such signals vary with the 'size/maturity' of the businesses. A smaller business like Indiatel money would place a greater salience than a larger business like Mobile.
   c. and in some cases, where individuals within a team are seen to be treated unfairly – in such cases people 'gang up' against the perpetrator and express solidarity through collective emotions
4. Existing core founding team Versus new people into the team – how people quickly categorise themselves into groups like old and new, leading to group focus emotions.

Similarly, groups form as 'money/payment experts' and 'telecom regulars'. Also, Indiatel money versus the larger mobile team.

5. Too frequent structural changes create uncertainty. Can we define this as 'excessive organisational dynamism' as against 'organisational stability'- we could explore the role of organisational stability in leading strategic transformation. What advantages would a highly 'dynamic' firm have?

6. Every leadership change brings a structure change, and every structure change leads to change of leaders. Change of leaders creates uncertainty amongst people as they now have to deal with the perception of the new leader. Does this help or hinder strategic transformation?

7. Importance of a ritualised induction process into every team- how it builds attachment and identification.

8. Speed and effectiveness of informal communication channels- why only 'bad' news travels faster through the informal channels. Is it because it is seen as a threat to the existence of the Indiatel money team? What factors aid or assist in rumours spreading.

9. Collective emotions-people may have two opposite emotions at the same time. In Indiatel money, there is a feeling of hope (8 out of 10), and yet a feeling of fear (4 out of 10). Very hopeful of the new advertising campaign, but yet keeping fingers crossed on its success, and feeling a little tentative with new changes. So therefore, opposite collective emotions can co-exist, but at different intensity. How does this help in the mobilisation process?

10. Role of continuous leadership connect and communication in building confidence and optimism is clearly highlighted.

11. Role of middle managers (like ▮▮▮▮▮▮ in the transcript)- how they manage their own emotions and yet lead the team.

12. How the mood of the leader impacts the emotions in the team.

13. The challenges of aligning a bigger organisation, especially the frontline sales team, to the needs of a small business. The frustrations and the negative emotions this creates.

14. How do they manage the parallel lines of information that go to the top management? They experience frustration when top management picks up information from different parts of the organisation which is not in line with the Indiatel money team. Is this due to lack of trust, transparency or common goals?

Initial Observations and Insights- Team 2

Customer Service- Mobile Experience team

Background:

1. The Customer service function has gone through the biggest transformation in the last 6-9 months.

2. A new leader for Customer Service (▮▮▮▮▮▮ has come in after the new CEO took over. He moved in from within the company. For the first time, the organisation had a business CEO heading Customer Service- rather than a functional person.

3. In the first three months, he met the existing people at the leadership level of CS function and took some clear calls on people. He moved out a couple of people and got a new team in place. Some job losses at the senior levels took place in the CS team in April-May 2013, after he took over from March.

4. Some significant change in the direction of the CS function has been taken in the last 6 months. ▮▮▮▮▮▮ has built a good rapport with the new leadership team in CS, through his intellectual rigour and focus on improvements.

5. He is questioning some existing processes and getting the leadership team to get down into details and understand the actual processes themselves.
6. Based on some of the directional changes (for instance, reducing out-calling to customers or stopping the SMS messages sent to customers), the organisation structure for the CS teams was drawn up keeping the new work requirement, and this also resulted in some job losses at the lower levels. This happened in September 2013.
7. The Mobile Experience (ME) team is new enhanced team. The leader, ██████████, was leading part of it till March, and thereafter lot more got added and integrated into the ME team.

Key Conceptual insights and areas for exploration

An observation on how people are identified with a specific strategy came to life. Under the old leadership, there was a focus on sending regular communication to the customers by SMS- and the team took pride in how many messages they managed to send (under guidelines)! When the new leader came in, a decision was taken not to send any communication to the customers and respond only if the customer approaches. The 'Communications' team now feel that they are being personally held responsible that such a lot of communication was sent. Leaders and others are questioning their capability and competence- but they felt they were only executing the earlier decisions of the leadership

Initial observations and Insights- Team 5

B2B Chief Marketing Officer team

Background:
The B2B business of Indiatel has been through some key changes
- The overall business did very well in 2012-2013- probably the best in many years, due to dome aggressive push in sales.
- The key top leaders left the business during Feb-June- the President of the B2B business and the CEO of the Enterprise business left the company, while CMO moved to another role.
- Since June it has been under a transitionary leadership.
- The new CMO- ██████████ moved in from another part of the business in March. He had previously worked in the B2B business and knows the people.
- Further the B2B business was split into two – the Global Business (GB), and the Enterprise and Government Business(EGB). By virtue of this split, the P&L of each part of this business came to the fore, and the EGB saw that they were being subsidised by the more profitable GB. This has put more pressure on profitability. The CMO now works for the EGB
- A new leader for the EGB has joined on 1 Jan 2014.
- The new CEO for the Indiatel overall has been driving some change in strategy- to get better rates from Customers, not to do unprofitable business   etc
- With the split in the business, the CMO team also restructured itself by removing some layers and removing any overlapping roles. As a consequence, about 15 people lost their jobs- some were accommodated internally in other functions, but many had to leave. This happened around September.

Key Conceptual insights and areas for exploration
1. When people are positive, we see them doing the following:
   a. Talk about their role

      b. Involve other people

      c. Reach out to others more

      d. Work for a larger business objective more readily than in silos

2. When the collective mood is not positive, then
    a. Sit in their desks and work
    b. Not go beyond their normal work or job description
3. Collective mood of the team
    a. Is down due to recent restructuring, uncertainty
    b. Goes up and becomes more positive when it gets focus of top management, the business gets reviewed by top management
    c. Gets omitted from planned business reviews
4. New businesses with then B2B portfolio- not important to the mainstream, hence does not get supported.
5. Current restructuring has had an impact, as people who still retain their jobs feel
    a. Still uncertain thinking there will be another bout of restructuring
    b. Feel sympathy for their colleagues who didn't have a job
    c. Felt that someone whose performance was good didn't have a job- therefore, they feel performance is no guarantee for job security
6. There is new strategic focus post the restructuring – some people acknowledge more action on the part of the staff and less 'lethargy'- therefore, the restructuring is having some business impact in a positive way. However, people still do not have a positive view of this. Despite a positive business outcome, they still believe that people are not working at their best.
7. Communication and transparency during change is seen as critical. This is seen as a critical role of middle managers
8. When middle managers don't themselves know what is happening or they remain silent in the face of speculation, this leads to greater rumours. Middle managers play a big role in building trust and authenticity.
9. Importance of fun or engagement activities – helps people to interact with each other and get to know others, and builds some fun, pride
10. Outbound or team bonding activities- also seen as helping people know each other away from work- critical in helping build relationships
11. Role of HR also came across- they would like HR to be more visible, talk to them more, and connect with them emotionally. They feel HR has got them to do a lot of their work 'on-line'- but they would want HR to intervene, speak with them, talk to their bosses where required and help them emotionally. This goes against the modern thinking in HR that HR should be an enabler, and that line managers should actually do the real HR!
12. Regular department meetings (with all present) help employees receive communication and make them aware of what is happening. This gives them a sense that bosses are not hoarding information, and they feel it improves team work and collaboration.
13. Change in strategic focus leads to varying levels of uncertainty. First, there is a feeling that what they have done so far is not valued. A sense of personal hurt, as if someone is questioning their competence. Second, it takes a long time to get all aligned to the new metrics. Not all understand what is to be done. While marketing teams are questioned regularly, by the CEO and want to drive the new metric of Customer Rate, the Sales teams are under pressure to focus on Market share.
14. Big struggle between marketing folks who want to drive new products and the 'bread and butter' sales teams. New products tend to take more time and not as profitable for the sales person, who could get the revenues by spending less time on traditional products. Teams

leading alternate product development have a sense of being outliers, at times looked down as those not bringing profitable business.

15. How a significant change in business focus leads to chaos – people figuring out what it means, why it is important, and understanding the various drivers. Time is taken for a common understanding, and thereafter, the teams work on alignment. Consistent, clear leadership is needed in this phase.

16. Sympathy- an interesting point of debate. While we explored the collective emotions, 'sympathy' came across as one held by the employees- primarily due to the fact that the team had gone through a restructuring in the past 3 months, and some people lost their jobs. However, this emotion is about employees having sympathy for others, as opposed to the managers having sympathy, or the organisation, through the leadership, expressing sympathy and compassion. As per the emotional capability theory, the latter emotion facilitates change. How do we look at this nuance?

17. When we got employees of this team to speak of their emotions and what they think are the emotions of the team, and rate these emotions on an Emotions state rating form (using a 7-point scale), on the whole, they rated their individual emotions more positively, and felt that the team overall was sadder, having more anger and fear and less excitement and happiness. What explains this? Are negative emotions more salient? Or is there an optimism bias amongst them? (See attached Emotion rating sheet for B2B)

Appendix 8: Organisation Charts

Top level organisation chart- IndiaTel

```
                                CEO
   ┌──────┬──────────┬──────────┬──┴──┬──────────┬──────────┬──────────┬──────────┐
 Head of  Executive  Executive  CFO  Executive  Executive  Executive  Executive  Executive
 Consumer Director   Director        Director   Director   Director   Director   Director
 Business Enterprise Global          Customer   IT         HR         Networks   Supply Chain
          Business   Carriers        Experience
```
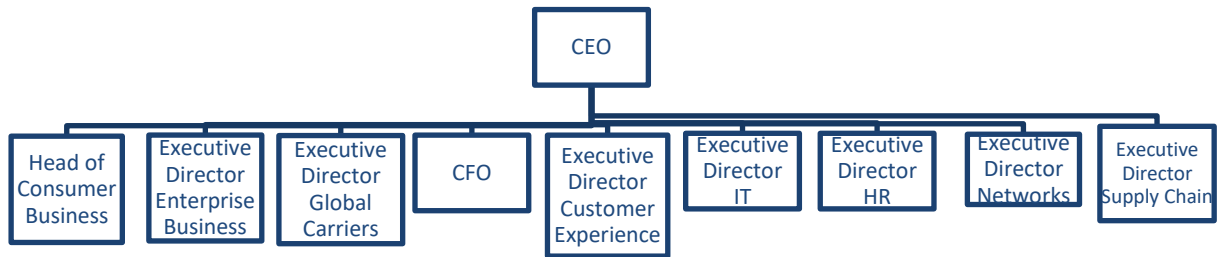
Organisation chart- Consumer Business

```
                            Director CB
   ┌──────┬──────────┬──────────┬──┴──┬──────────┬──────────┬──────────┐
  CMO    CEO        CEO –      CEO-   Chief Brand Head –     CEO – Own  Head –
         Indiatel   Homes      Offices Officer    Consumer   Retail     Online &
         Money                         Insights              Products

        ↗ Team 1
```

297
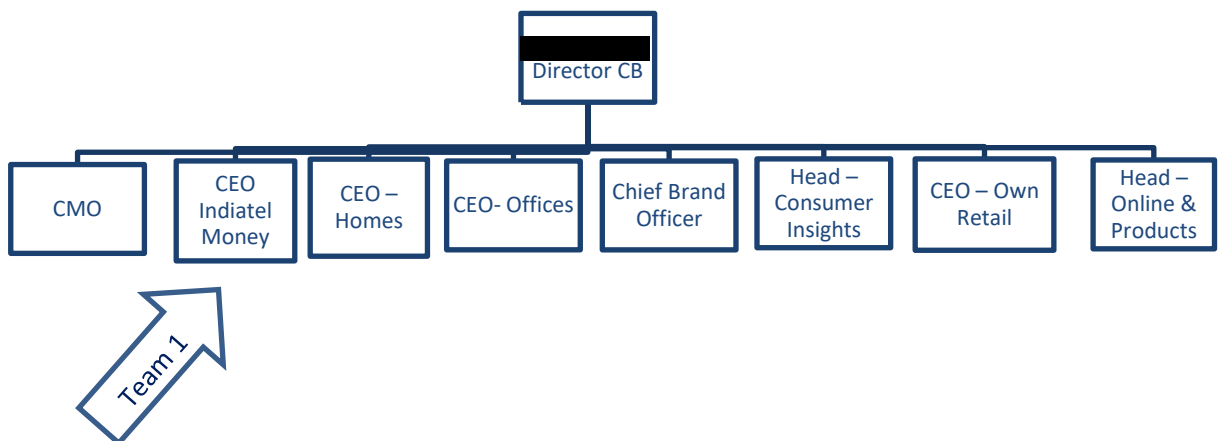
Organisation Chart- Customer Service/Experience

```
                    Executive
                    Director CE
                        |
    CE Mkt Ops &      Contact
    Indiatel Money    Experience        Team 3
                        |
        Team 2  Mobile     Managed
                Experience  Services
                        |
        Customer On     Telemedia
        boarding and    Experience     Team 6
        C&R
                        |
        DTH & Media     Service
        Experience      Support &
                        Governance
                        |
        Own Retail
        Experience
```
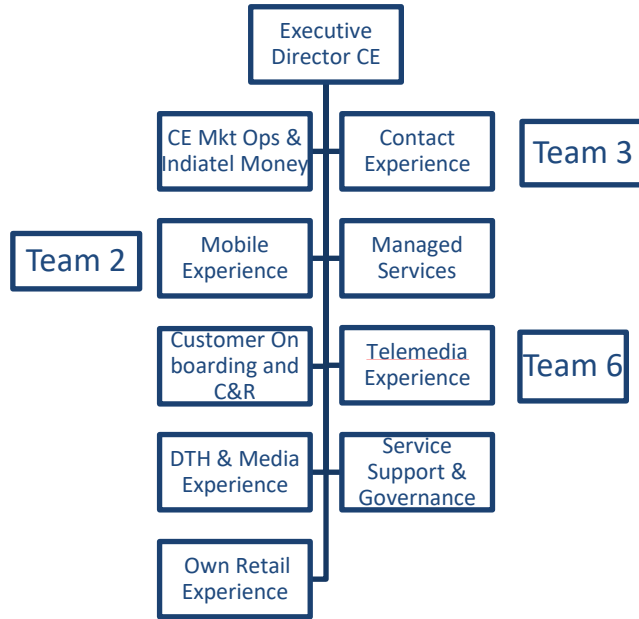
Organisation Chart under CMO- Consumer Business

```
                            CMO
          ┌──────┬──────┬────┴────┬──────┬──────┬──────┐
    Head Usage   Head Pricing &  Head CLM  Head VAS  Head Postpaid  Lead        Analytics SME
    and Retention Market Ops                                        Compliance
    Team 4
```
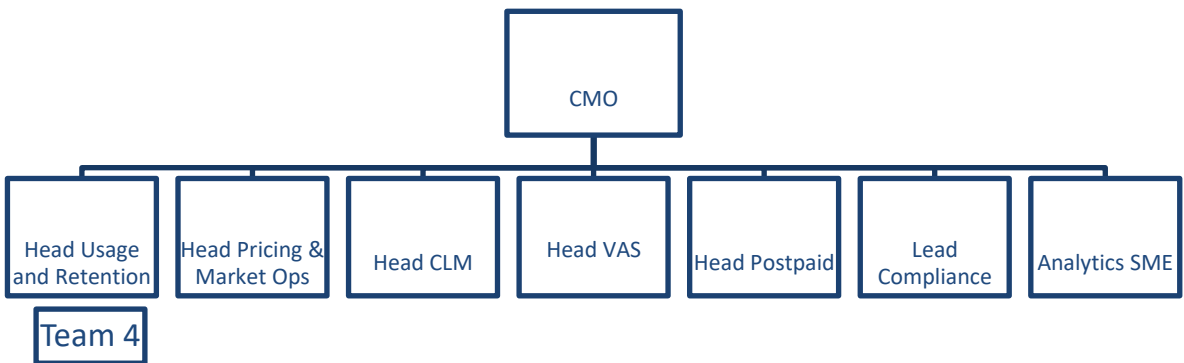
Organisation Chart: Enterprise Business

```
                        ┌─────────────────────┐
                        │ Director - Enterprise│
                        │      Business        │
                        └─────────────────────┘
   ┌──────────┬──────────┬──────────┼──────────┬──────────┬──────────┐
┌──────┐  ┌──────┐  ┌──────┐  ┌──────┐  ┌──────┐  ┌──────┐  ┌──────┐
│Head -│  │Head –│  │Head  │  │COO-  │  │COO-  │  │COO – │  │CMO   │
│Govt  │  │DMX   │  │SMB – │  │N&E   │  │South │  │West  │  │(SVP) │
│Accounts│ │      │  │BSG   │  │      │  │      │  │      │  │      │
└──────┘  └──────┘  └──────┘  └──────┘  └──────┘  └──────┘  └──────┘
                                                          ┌────────┐
                                                          │ Team 5 │
                                                          └────────┘
```

Organisation Chart: Team 1

```
                    ┌──────────────┐
                    │ CEO –Money   │
                    └──────────────┘
                            │
  ┌──────────────┐     ┌──────────────┐
  │ Head         │─────│ Head Products│
  │ Circle/Market│     │              │
  │ Operations   │     │              │
  └──────────────┘     └──────────────┘
  ┌──────────────┐     ┌──────────────┐
  │ Head         │─────│ Business     │
  │ Merchants    │     │ Development  │
  └──────────────┘     └──────────────┘
  ┌──────────────┐     ┌──────────────┐
  │ Marketing    │─────│ Customer     │
  │              │     │ Service      │
  └──────────────┘     └──────────────┘
  ┌──────────────┐
  │ Compliance   │
  │ and Fraud    │
  └──────────────┘
```

Marketing and customer service initially reporting directly to CEO Money, but later were integrated into the functional structure

Organisation chart: Team 2

Head Mobile Experience
VP

VAS Exp DGM	Prepaid DGM
Revenue Generation & Lead Mgmt Sr manager	Self Service DGM
Data Mobile DGM	Customer Communication DGM
Postpaid DGM	Devices Sr manager

Organisation chart: Team 3

Head Contact Experience

Premium CE GM	Call Centre Ops VP
Hi Value GM	Service Recovery GM
DTH CE DGM	Money CE DGM
TMD CE DGM	RMC DGM
Data CE DGM	

```
                    ┌──────────────────┐
                    │ Head Usage and   │
                    │   Retention      │
                    └────────┬─────────┘
                             │
    ┌──────────────┐     ┌───┴──────────────┐
    │  Voice UnR   │─────│ New product      │
    │              │     │ development –    │
    │              │     │ Voice            │
    └──────────────┘     └──────────────────┘
                             │
    ┌──────────────┐     ┌───┴──────────────┐
    │  Data UnR    │─────│ New Product      │
    │              │     │ Development -    │
    │              │     │ Data             │
    └──────────────┘     └──────────────────┘
                             │
    ┌──────────────┐     ┌───┴──────────────┐
    │ Campaign     │─────│ Campaign         │
    │ Manager      │     │ Analytics        │
    └──────────────┘     └──────────────────┘
                             │
    ┌──────────────┐        │
    │ International │────────┘
    │  roaming     │
    └──────────────┘
```

Performance data on Team 4: 2014-2015

Performance against their goals/project:		
Creation of Technology Services organization that will lead growth of non-core business in the regions through a team of subject matter experts in four verticals – Collaboration, Cloud & Managed Services, Enterprise Mobility and Intelligent Networks.	Strategic Deals Group with the objective of pursuing large deals worth Rs 25 Cr or higher, created a collaboration project with Singtel for co-creating some products in the India market	Launch of some key products like M2M and MDM in the mobility space, managed services through Managed Security and Managed Wi-Fi, SaaS through a "very large" partnership

Performance on Innovation:		
Launched an International Video Conferencing service along with Orange Business Services, IaaS in the Enterprise space	**KPO formation** for supporting the more commoditized bandwidth business	Innovative Marketing campaigns to establish Indiatel Business as a dominant brand in b2b in India.

Progress on Managing Change:

The team has experience 3 Leadership changes within the last 2 years and one major structure change. Initial resistance to change and motivation levels dipped. Also the cohesiveness of the team had become a challenge. However with the last leadership change 10 months back, team has come together; Acceptance of leader has been strong ; Motivation levels of team have gone up ; output and productivity of team has gone up.

Key Result Areas of Team 2 and 3

Head Mobile Exp – Team 2

FY '14 - '15

Reduce number of calls (Mobility) - Prepaid & Post-paid CPC
All new first-time product launches at global standards.
serve to sell - Upsell from Selfcare and Outbound
Reduction in churn for Post-paid(W/o P2P) & HV Prepaid

FY '13 - '14

Reduction in churn for
Post-paid(W/o P2P) & HV Prepaid
Reduce number of calls (Mobility)
Prepaid & Post-paid CPC
serve to sell
Upsell from Selfcare and Outbound
All new first-time product launches at global standards.

Head Homes and office Exp- Team 6 (dropped)

FY '14 - '15

Improving Homes I&FR experience

DSL churn reduction

Homes and SMB - Serve to Sell

Project Rifle execution and MOT simplification

FY '13 - '14

Project Rifle execution and MOT simplification

Homes and SMB - Serve to Sell

DSL churn reduction

Homes I&FR experience

Head - Contact Exp- Team 3

FY '14 - '15

Call Quality - Resolution scores

Reduce repeat calls
Serve to Sell
Post & Pre Inbound (in Mn)
Revamp prepaid framework

FY '13 - '14

Not available

Appendix 9A

HC and Attrition

Vertical	HC			Vol Attrition						Total Attrition					
	FY '13	FY '14	FY '15	FY '13		FY '14		FY '15		FY '13		FY '14		FY '15	
Homes &Offices – Team 6	24	23	20	1	4.2%	2	8.7%	3	15.0%	1	4.2%	4	17.4%	3	15.0%
Mobile Exp- Team 2	36	33	35	0	0.0%	5	15.2%	3	8.6%	0	0.0%	5	15.2%	4	11.4%
Contact Exp- Team 3	185	102	86	13	7.0%	28	27.5%	12	14.0%	20	10.8%	54	52.9%	23	26.7%

Employee Engagement Score

Vertical	FY '14
Homes &Offices- Team 6	67%
Mobile Exp- Team 2	75%
Contact Exp- Team 3	82%

Vertical	HC		
	FY '13	FY '14	FY '15
Homes &Offices – Team 6	24	23	20
Mobile Exp- Team 2	36	33	35
Contact Exp- Team 3	185	102	86

For Team 5: B2B

Performance on People Engagement		
Attrition of team- voluntary and involuntary	20% vol 1.7% involuntary	
Engagement scores in team	82% Airpulse for Prod Team	
Engagement scores in function/company/Indiatel centre for comparison	E–B - 84% , Indiatel 86%	

Appendix 10: Questionnaire for Functional directors' evaluation of teams

	Not met goals	Partially met goals	Met expectations to a large extent	Fully met expectations	Exceeded expectations
To what extent has the team achieved its goals for the project					
To what extent has the team achieved its transformational goals					
To what extent has the team come with new ideas, been innovative					
How would you rate the team in its ability to manage and adapt to change					
How would you rate the leader of the team in his people leadership					

Appendix 10A
Performance Rating
of Team1

	Not met goals	Partially met goals	Met expectations to a large extent	Fully met expectations	Exceeded expectations
To what extent has the team achieved its goals for the project				x	
To what extent has the team achieved its transformational goals				x	
To what extent has the team come with new ideas, been innovative					x
How would you rate the team in its ability to manage and adapt to change		x			
How would you rate the leader of the team in his people leadership				x	

Appendix 10B-
Assessment of Team2

	Not met goals	Partially met goals	Met expectations to a large extent	Fully met expectations	Exceeded expectations
To what extent has the team achieved its goals for the project			x		
To what extent has the team achieved its transformational goals			x		
To what extent has the team come with new ideas, been innovative			x		
How would you rate the team in its ability to manage and adapt to change				x	
How would you rate the leader of the team in his people leadership				x	

Appendix 10C-
Assessment of Team 3

	Not met goals	Partially met goals	Met expectations to a large extent	Fully met expectations	Exceeded expectations
To what extent has the team achieved its goals for the project		x			
To what extent has the team achieved its transformational goals			x		
To what extent has the team come with new ideas, been innovative			x		
How would you rate the team in its ability to manage and adapt to change				x	
How would you rate the leader of the team in his people leadership		x			

Appendix 10D-
Assessment of Team 4

	Not met goals	Partially met goals	Met expectations to a large extent	Fully met expectations	Exceeded expectations
To what extent has the team achieved its goals for the project				x	
To what extent has the team achieved its transformational goals				x	
To what extent has the team come with new ideas, been innovative				x	
How would you rate the team in its ability to manage and adapt to change			x		
How would you rate the leader of the team in his people leadership				x	

Appendix 10E:

Assessment of Team 5

	Not met goals	Partially met goals	Met expectations to a large extent	Fully met expectations	Exceeded expectations
To what extent has the team achieved its goals for the project			x		
To what extent has the team achieved its transformational goals			x		
To what extent has the team come with new ideas, been innovative				x	
How would you rate the team in its ability to manage and adapt to change				x	
How would you rate the leader of the team in his people leadership				x	

Appendix 11 **Consent form**

Full title of Project: Emotional Capability and its impact on Strategic Transformation- Case study of ████████████

Name, position and contact address of Researcher: K Shankar, DBA Student, Aston Business School, ████████████████████████████████

Please initial box

I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.

☐

I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.

☐

I agree to take part in the above study.

☐

I agree that my data gathered in this study may be stored (after it has been anonymised) in a specialist data centre and may be used for future research.

☐

Please tick box

	Yes	No
I agree to the interview being audio recorded	☐	☐
I agree to the use of anonymised quotes in publications	☐	☐

_____   _____   _____

Name of Participant   Date   Signature

Appendix 12

List of emotion management actions

	Proactive *(prior to the significant affective event)*	**Reactive** *(post the occurrence of an affective event)*
Group level	Communicating vision of the unit Meetings to discuss new ideas and strategy Informal group meetings/offsite Celebration events and recognition events A communication meeting with the whole team on the new strategy or vision for the organisation Recognition event for the whole team Goal setting meetings Greater empowerment to teams Exposure to senior leaders in company Brainstorming and asking for ideas	Communication meeting on the affective event (AE) A Communication meeting with the group after a restructuring in the organisation where some people were made redundant Review of team performance Team communication on an issue Meetings with members of other related teams Meetings and townhalls with senior leaders of the company
Individual level	Leaders interacting with people on their career Coaching meetings Talking to a small team on their project completion and recognising them Informal interaction with a few individuals over lunch or coffee Changes in roles of people; promotions, career discussions Employee training Skip level meetings	Individual discussion to communicate details of AE Talking to a good performer knowing he is feeling sad at not being promoted Listening to an employee who has fears of his job being made redundant Coaching conversations Listening and reframing context Providing perspective

Appendix 12A: Emotions caused by Affective Events

Emotion	Affective Events
Pride	Achieving bold goals, milestone achievement Recognition Team morale improved, getting morale back

Fear, anxiety (pressure)	Organisation restructuring and fear of job loss
	Lack of communication from leaders, body language giving different signals
	Lack of team discussions
	Leaders not showing sympathy
	Committing to a target number in volatile environment
	Not seeing much improvement despite all efforts
Happy	Achievement of certain milestones
	Leadership acknowledging their work, messages from leadership
	Recognition
Confused, uncertain	Organisation structure changes, change in roles,
	Lack of role clarity
	Lack of communication from leaders
	Alignment of goals, no clarity of goals
	Confused strategy
	Lack of focus
	Too large a challenge, and not sure how it will turn out
	Changes in ways of working- not sure how to align other departments
	Organisation structure changes, change in roles, lack of role clarity
Frustrated	Internal silos- aligning people
	Alignment of goals and KPIs
	Internal silos- aligning people
	Organisational politics
Sad	Restructuring in organisation
	Seeing colleagues asked to go
	Feedback from colleagues who have left
	Lack of career growth, promotions
	Lack of people orientation, lack of informal interactions with leaders
	Hearing the views of senior leadership on their business
	Not getting all information for doing job
	Seeing good people leave
	Promotion opportunities reduced
	Not a priority for leadership – focus and resources not provided
	Unfairness perceived by employees
	Poor performance rating
	Organisational silos
	Stressed, feeling overworked
	Lack of support from leaders, boss not standing up for team
	Restructuring, people don't know what is next for them
	Not recognised, did not celebrate success
	Senior leaders didn't know about business (perception)
	Not long-term in thinking
	Longer term Career prospects not bright
	Pressure around numbers, targets
	When things don't happen as planned
	Restructuring, people don't know what is next for them

Excited	With the new job as it was a wonderful opportunity
	Challenge of transformational work
	Significant achievement as a team
	New projects or innovation underway- new TV commercial to be launched
	Leader communication – on vision and plans

Appendix 13: Details of all respondents

Function	Sub Function	Role	Level	Leader	Mid manager
CSD	Contact Experience	Regional Head	DGM		x
CSD	Contact Experience	Regional Head	DGM		x
CSD	Contact Experience	Regional Head	DGM		x
CSD	Contact Experience	Business Manager	Manager		
CSD	Contact Experience	SOP Post-paid	Sr Manager		
CSD	Contact Experience	Head Customer Escalations	Sr Manager		
CSD	Contact Experience	Post-paid Call Center Ops	GM		x
CSD	Contact Experience	Prepaid Call Center Ops	GM		x
CSD	Contact Experience	CE - Telemedia	DGM		
CSD	Contact Experience	Premium Call Center Experience	GM		x
CSD	Contact Experience	Head - Contact Experience	-	x	
CSD	Contact Experience	Black Belt	Sr Manager		
CSD	Mobile Experience	Upsell & Lead Mgmt.	Sr Manager		
CSD	Mobile Experience	Self Service	DGM		
CSD	Mobile Experience	Data & Devices	DGM		
CSD	Mobile Experience	VAS Experience	DGM		
CSD	Mobile Experience	Prepaid Experience	DGM		
CSD	Mobile Experience	Head - Products & Channels	VP	x	
CSD	Mobile Experience	4G & Wi-Fi Customer Experience	Sr Manager		
CSD	Mobile Experience	Customer Communication	DGM		
CSD	Mobile Experience	Product & Compliance	Sr Manager		
CSD	Mobile Experience	IVR Prepaid	Sr Manager		
CSD	Mobile Experience	Black Belt	Sr Manager		
CSD	Homes & Office Experience	Head - Homes & Office Experience	VP	x	
CSD	Homes & Office Experience	Field Service	DGM		
CSD	Homes & Office Experience	DSL Customer Experience	DGM		
CSD	Homes & Office Experience	DSL Provisioning	Sr Manager		

Marketing	Own Base	Mobile	DGM		
Marketing	Own Base	Inactive Mass & Baby Care	Manager		
Marketing	Own Base	NULL	VP	x	
Marketing	Own Base	NULL	Sr Manager		
Marketing	Own Base	Mobile	Sr Manager		
Marketing	VAS Operations	Offdeck & Gaming	DGM		
Marketing	Mobile	Analytics	GM		
Marketing	VAS Operations	VAS	GM		
mComm	Product	Head Product Development & Management	GM		x
mComm	Business Head	Head Market Operations	Sr VP		x
mComm	Merchant	Head Merchants	GM		x
mComm	Merchant	Category Manager - B2B	Manager		
mComm	Product	Product Manager - Trade & Super	Sr Manager		
mComm	Business Head	National Operations Manager	Sr Manager		
mComm	Merchant	Merchants Sales	Sr Manager		
mComm	Head	Head	EVP	x	
mComm	Circle Ops & Indiatel Money	Transaction Processing	DGM		
B2B	Marketing-Products team	Product Head- Data	GM		x
B2B	Marketing-Products team	Product Head - Voice Solutions	DGM		
B2B	Marketing-Products team	Head - ISMS	DGM		
B2B	Marketing-Products team	Brand & Product Communications Manager	Sr Manager		
B2B	Marketing-Products team	Product Head - VC + NLD	DGM		
B2B	Marketing-Products team	Product Head -IP +MPLS	DGM		
B2B	Marketing-Products team	Marketing Head	DGM		
B2B	Marketing-Products team	Product Head - Mobile Data	DGM		
B2B	Marketing-Products team	Contract Manager	GM		x

B2B	Marketing-Products team	Product Head - Core Voice	DGM		
B2B	Marketing-Products team	CLM	Manager		
B2B	Marketing-Products team	MO Factory & Engagement	Manager		
B2B	Marketing-Products team	Product Manager - Govt Apps	Manager		
B2B	Marketing-Products team	Product Head-	SVP	x	
B2B	Marketing-Products team	CMO	SVP	x	
HR	HR	HRBP-CS	DGM		
HR	HR	HR Head - Consumer	SVP		
	Customer Experience	Executive Director- CS	UC/EVP		
	Enterprise/B2B	Executive Director- Enterprise	UC/EVP		
	Marketing	CMO	UC/EVP		

Appendix 14: The event that led to a reputation issue for the organisation

https://www.dailyo.in/technology/Indiatel-zero-net-neutrality-trai-internet-freedom-telecom/story/1/3062.html

http://www.rediff.com/news/column/so-how-does-Indiatel-zero-violate-net-neutrality/20150417.htm