New Directions in Research on Strategizing Activities and Practice: The Perspective of Emotions

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Agenda

1. What is the role of emotions within the strategy-as-practice perspective?

2. What theoretical frameworks and emotional constructs are relevant to the strategy-as-practice perspective?

3. Future directions and methodological challenges with the emotion perspective
The role of emotions

- Belong to both our private and professional spheres
- Serve rationality; are rational (cf. interfere with rationality)
- Contributes to the strategic process and outcome
- Brundin & Melin 2006; Brundin & Nordqvist, 2008; Brundin et al., 2008; Huy 2002, 2011; Liu & Maitlis, 2013
Perspectives on emotions within organization theory

- Philosophers’ perspective
- The cognitive perspective
- The social constructionist perspective
  - Within psychology
  - Within sociology
Emotions as socially constructed

*Emotions are socially constructed and dependent on relations and social interactions. Emotions evolve, transform and take new directions formed by institutional and organisational contexts. They can vary in intensity and can be expressed, displayed or restrained*

*(Brundin, 2002)*
A sociological approach to s-a-p

- The organization as an emotional arena in general
- Macro and micro processes
- Part of organizational culture
- Political and gender aspects
- Part of communication
- Part of psychoanalysis
Emotional constructs within s-a-p

• Display and experienced emotions
  – authentic emotions vs. emotional dissonance as driving or counteracting strategizing (Brundin & Melin, 2006)

• Emotional energy
  – high and low emotional energy as power energizers and status energizers in boardroom dynamics (Brundin & Nordqvist, 2008)
Emotional constructs within s-a-p

• Display of emotions
  – The key strategist (Kisfalvi & Pitcher, 2003; Samra-Fredericks, 2004)
  – Multiple strategists (Edmondson & Smith, 2006; Mangham, 1998)
  – Emotional dynamics (Liu & Maitlis, 2013)
Alternative emotional constructs in strategy process

• Managing emotions in strategic change & implementation (Huy, 1999; 2002; 2011)
  – Emotional intelligence
  – Emotional capability
  – Emotional balancing
Future directions & methodological challenges

• How can individual level emotions explain firm-level processes and performance?
• How can we relate emotions to the individual level, group level and organizational level
• How to capture transient emotions? And what do you capture?
• How to analyze the data?