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EMOTIONAL TERRITORIES

The experiences are the core of the territories that define our everyday movements. The relationship between subjective experiences and global context generate emotional territories that define the possibilities and restrictions of our movements in different spaces.

The interpretations of our daily lives are supported by a subjective script that distributes characters, organizes the sequence of events, and defines results over time. This personal script reshapes the past, defines the experiences in the present and make projections about future results. This personal script is consequence of our history, our experiences and our habits. For this reason, when people face new situations, always address “the new” from the past, from “the old”. In other words, each of us faces the future from the memory of the past.

Our personal script is a reconstruction process based on fragments of images, interpretations, explanations and experiences. In this puzzle, memory has a role to articulate a coherent image to deal with the conditions of the present and possibilities of the future. The past unfolds in thoughts and emotions and both generate a particular emotional territories.

In times of change, new points appear outside the map of people. New life circumstances pressure

people to integrate a new point outside their map of experiences. In times of change, new points appear on the map of which there is no previous experience. Unpublished landscape causes uncertainty and, in many cases, leads to stereotypical reactions to “fit” the new in past experiences. Between the known world of our experiences and the new space of unknown places there is a threshold that defines the movement of transformation. This threshold is critical because is the transition point to new realities. The way that people face this threshold defines if people are open to new experiences or closed in the past.

How do we transform perceptions of threats into alternatives of development? How do we transform resignation into determination? How do we expand the limits of the territory? How do we generate alternatives movements? To transform these (and others) experiences, we must restructure the emotional territories to expand opportunities in the present and extend more alternatives in the future.

Experiences delimit the context by emotions and thoughts (chemistry and meaning). A larger ductility experiences generates a greater diversity of landscapes. The ductility of experiences enables greater possibilities for adaptation to the changes in the context. In the case of organizations, the context of relationship has other conditions. The context is related to internal structure of the organization and the rules that define roles and linkages in this space. Changing the quality of relationships with the context involves changing subjective experiences with the context. We are surrounded by situations that are not interest us, when we focus on a particular context, “we trim” the territory from two processes:

Perceptions

These are associated with personal images about the context. From these images, the context can be seen optimistically as a **Stimulating** space for personal opportunities and development options, or these images can also present the context as a **Restricted** space with limitations and threats to personal growth.

Responses

These are related to personal modes of decision. People may have a **Reflective** responses focused on the impact of actions in the context with results the long term, or people may have a **Reactive** responses focused on solving personal emotion turbulence in short term.

The articulation of modalities of perceptions and responses generates four particular moods. These states are temporary positions that people assume when facing specific features of the context. Each mood synthesizes the relationship between specific experiences in specific contexts and is reflected in different behaviors as shown in the following matrix.



These states are dynamic because they depend on changes in personal perceptions of the context and modes of decisions. We can describe these moods in four combinations:

Vulnerable

RESTRICTED CONTEXT WITH REACTIVE RESPONSE. From this position, the context is experienced hostile and threatening. This perception creates a high level of anxiety that produces reactive responses in people in order to resolve quickly their emotional situation. This combination (RESTRICTED - REACTIVE) subtracts alternatives of movements because people feel they have no chance of transformation on their reality. Therefore, they have a sense of permanent failure and try to avoid or escape from anything new. Their choices are focused on refuge from hostility to protect themselves and maintain survival conditions.

Defensive

RESTRICTED CONTEXT WITH REFLECTIVE RESPONSE. In this position, people have a reflexive decisions, but this attitude is based on a perception of restricted context. From this combination (RESTRICTED - REFLECTIVE) people are focused on the limitations and they neglect their potential development. Therefore, their choices are oriented to control of the context to fend off the obstacles hampering their permanence. Any disturbance is perceived as a threat to be controlled to maintain the context within known parameters.

Adaptable

STIMULATING CONTEXT WITH REACTIVE RESPONSE. From this position, people have an open view about the possibilities of the context, but their decisions are based on maintaining stability without major challenges. They understand the dynamics of events, and accept "the rules" of context, but their choices are limited to trying to get the immediate benefits of the system. This combination (STIMULATING - REACTIVE) reduces their choices because they are focused on the short term perspective and they mobilize when they feel their stability is threatened.

Purposeful

STIMULATING CONTEXT WITH REFLECTIVE RESPONSE. In this position, people have a positive outlook about their future possibilities and development alternatives. Additionally, they have a reflective attitude that gives more choices to address the possibilities of context. From this combination (STIMULATING - REFLECTIVE), they see the future as an opportunity for transformation. This perspective leads them to create initiatives and engage with new development alternatives, because they feel their movements and decisions influence the course of events.

In organizations, the purpose of application of the model is creating a favorable environment for development, both for people individually and collectively for the organization. For the design of favorable development contexts, we use the mood states to establish a shared frame of positive conditions in the organization. These four emotional states provide four points of intervention:

1 **ESTABLISH CLEAR RULES.** This point is related to ORGANIZATIONAL PURPOSE. Vulnerability appears with the sense of threat or danger. In order to transform vulnerability to determination, it is necessary for people to be clear about the goals of the organization and integration values in the system. In this regard, it is important to: share a clear picture of the strategic direction, manage the integration of people in a shared project, and design a framework to guide responses and adaptation movements the context.

2 **HOLD SYMMETRICAL RELATIONSHIPS.** This point is related to LINKAGES IN ORGANIZATIONS. Emotional capital is critical for performance, to encourage participation and cooperation in groups. The quality of relationships determines the level of trust, security, and cooperation of the people. In this regard, it is important to: strengthen diversity and the integration of heterogeneous points of view (professions, gender, age, philosophies, etc.), create an environment of respect and shared learning to hold the symmetry of relations, and maintain a solid emotional capital and a clean working atmosphere.

3 **DEFINE A TRANSCENDENT PURPOSE.** This point is related to the MEANING OF WORK that people assume. The greater the significance of personal contribution, the greater the level of commitment and creativity in the task. To develop this purpose, it is necessary to: set meaningful goals to achieve new areas of development, generate innovative solutions to address everyday challenges, and recognize the participation and contribution of people in the development of corporate purpose.

4 **PROMOTE TRANSFORMATION ROLES.** This point refers to the INTERDEPENDENCE OF PEOPLE and the impact of individual behaviors in others person's life. Each person can contribute significantly to the transformation of others. To maintain the importance of people as agents of change it is necessary to: expand personal leadership and knowledge sharing, broaden participation and commitment to different social groups, and define long-term goals and objectives of social transcendence in everyday acts.