

A Thesis Submitted for the Degree of PhD at the University of Warwick

Permanent WRAP URL:

<http://wrap.warwick.ac.uk/175407>

Copyright and reuse:

This thesis is made available online and is protected by original copyright.

Please scroll down to view the document itself.

Please refer to the repository record for this item for information to help you to cite it.

Our policy information is available from the repository home page.

For more information, please contact the WRAP Team at: wrap@warwick.ac.uk

We Get Them Running Through Walls: Crafting Emotion Work Through Strategizing

By

Matthew James Hurst

**A thesis submitted in fulfilment of the requirements for
the degree of Doctor of Philosophy in Business and
Management**

**University of Warwick
Warwick Business School
September 2022**

Table of Contents

Front Matter

Table of Contents	2
List of Figures	4
List of Tables	4
List of Images	5
List of Photographs	5
Acknowledgements	6
Declaration	7
Abstract	8
1 Introduction	9
2 Literature review	17
2.1 Literature Review Introduction.....	18
2.2 Emotion in strategizing – the hidden wider context.....	20
2.2.1 The external strategist and emotional dynamics in strategizing	22
2.2.2 Sociomateriality and emotional dynamics in strategizing.....	24
2.2.3 How do managers emotionally react, cope, and manage?	26
2.2.4 Section summary.....	30
2.3 Theoretical resources from social interactionist perspectives on emotion and emotional dynamics	30
2.3.1 JASPER: Emotions and emotional dynamics can be strategically configured	32
2.3.2 COLLINS: Ordering social interaction can be used to transform emotions	36
2.3.3 HOCHSCHILD: Emotions and emotional dynamics can be effortfully worked on	39
2.4 Literature review conclusion.....	43
3 Methodology	46
3.1 Introduction, research question and general design of the study	47
3.2 Design (extreme case study)	48
3.2.1 Case selection.....	48
3.3 Methodology	53
3.3.1 Access and positioning in the field	53
3.3.2 Data collection methods.....	55
3.4 Analysis.....	68
3.5 Ethics and anonymity.....	75
3.6 Setting: An overview of TC’s consulting programme	76
4 Findings introduction	80

5	The elements of emotion-led strategizing: designing and crafting emotive experience	85
5.1	Chapter introduction	86
5.2	External strategists design and craft emotive experience for emotional outcomes.....	86
5.3	The working on and with emotions is motivated.....	109
5.4	Emotions are worked on and with to produce alignment.....	113
5.5	New emotions and emotional dynamics are embedded into symbols and stories.....	116
5.6	Chapter Conclusion.....	123
6	Combining the elements into an intense emotional configuration	124
6.1	Chapter introduction.	125
6.2	The first five episodes: producing the intense emotional configuration with executives ...	126
6.3	The next three episodes: replicating the intense emotional configuration with senior managers	143
6.4	Chapter Conclusion.....	152
7	Internalising the strategizing process and the ongoing use of the elements	154
7.1	Chapter introduction	155
7.2	Internalising the strategizing process	156
7.3	The ongoing use of the strategizing Elements	164
7.4	Chapter Conclusion.....	175
8	Discussion & Conclusion	178
8.1	Introduction.....	179
8.2	The three main arguments in detail.....	180
8.3	Theoretical implications.....	197
8.3.1	Theoretical implications for the literature on emotion in strategic management.....	197
8.3.2	Theoretical implications for the ‘turn to work’ in organisation studies.....	201
8.4	Practical implications.....	202
8.5	Boundary conditions and future directions	204
9	Bibliography	206

List of Figures

Figure 1 - Emotions in strategizing: the missing interaction with the wider social and material context	19
Figure 2 - The intense emotional configuration of an emotional battery	34
Figure 3 - Interaction Ritual Chains.....	37
Figure 4 - A Process Model of Self-Work	40
Figure 5 - The multimodal toolkit to enable triangulation around the use of emotions and emotional dynamics in strategizing	55
Figure 6 - Identifying the eight episodes used during the strategizing process to construct an intense emotional configuration of an emotional battery	73
Figure 7 - The Typical TC Consulting Programme	77
Figure 8 - The mobilising potential of the emotion work in the strategizing process.....	185
Figure 9 - The process of transforming emotions via emotion work	190

List of Tables

Table 1 - Competitor consultancies and number of prior experiences discussed	49
Table 2 - Further quotes from TC consultants regarding the contrast between TC and their prior consulting firms	52
Table 3 - An overview of ethnographic data collected through the multimodal toolkit	56
Table 4 - Number of interviews conducted during ethnographic fieldwork by function and title	63
Table 5 - Example interview script	64
Table 6 - Concepts, themes and aggregate dimensions identified through iterative analysis	70
Table 7 - Overview of the nine elements of the strategizing process and the aggregate dimensions ..	74
Table 8 - Phases of a Typical TC Consulting Programme	78
Table 9 - Summarising how the Elements of the Strategizing Process Contribute to the Curation of Emotive Experiences	87
Table 10 - An overview of the continuum of state from out-of-state to being-in-state with the constituent dimensions of the physical, mental, emotional, and spiritual.....	95
Table 11 - The Five Sections of the Storytelling Tool, transforming organisational strategy into a short emotive story.....	121
Table 12 - The hidden challenges and unanticipated effects of the strategizing process and ongoing use of the elements.....	156
Table 13 - Summary of Target Management Groups and the Episodes to Construct the Emotional Poles.....	182
Table 14 - Summary of Target Management Group, Episode in the Strategizing Process, Associated Emotions and Emotional Dynamics Worked on and with	187
Table 15 - Summarising how the Elements of the Strategizing Process Contribute to the Curation of Emotive Experiences	189
Table 16 - Theorised resemblance between being-in-state attributes and dimensions of emotional energy.....	194

List of Images

Image 1 - Meticulously capturing observational data on OneNote.....	59
Image 2 - Emotiongraph experiments.....	61
Image 3 - Earlier iteration of the Emotiongraph.....	62
Image 4 - An example live digital conversation as client strategizing process takes place.....	67
Image 5 - Iterative analysis during fieldwork adopting techniques used in the research setting.....	69
Image 6 - Typical floor plan for an executive event.....	102
Image 7 - Typical floor plan for a Senior managers' event.....	102
Image 8 - How the floor plan looked for a Senior managers event: More dramatic spaces created – images captured during Slack conversations.....	103
Image 9 - A rhythm of iterative immersion.....	105
Image 10 - Types of space.....	108
Image 11 - An example Blueprint in the making; a tapped pyramid on the wall with handwritten paper notes – Slack, Oct 2019.....	118
Image 12 - An example designed Blueprint – sourced from TC website, Oct 2021.....	119
Image 13 - The TC Blueprint as branded icon capturing the emotional essence of the new strategy – To turn every employee into a person on a mission.....	158

List of Photographs

Photograph 1 - In the field with some of the TC team at a company retreat.....	58
Photograph 2 - Staying alert to unexpected presence, absence, and formats of documents.....	65
Photograph 3 - Observing the translation of documents into a digitised environment.....	66
Photograph 4 - In the field attending a virtual leadership team meeting.....	68
Photograph 5 - A team of consultants using HJD in the office to map a strategizing process for a client.....	91
Photograph 6 - A team of TC consultants using Human Journey Design.....	91
Photograph 7 - Example corridor (left) executives walk along in an arts centre to enter the main gathering space (right).....	101
Photograph 8 - How the floor plan looked for an executive event.....	102
Photograph 9 - Images of printed boards securely kept at the TC offices.....	106
Photograph 10 - Senior managers moving through an initial stimulus exhibition regarding the recent history of the organisation.....	145
Photograph 11 - The TC Blueprint reveal in action – members of TC stood together.....	159
Photograph 12 - The stimulus for the purpose session.....	162
Photograph 13 - Team energisers in action.....	163
Photograph 14 - Team activity in the Velodrome.....	173

Acknowledgements

For my family.

Declaration

This thesis is my own work and has not been submitted for a degree at another university. It is submitted to The University of Warwick and Warwick Business School as part of my application to for the degree of Doctor of Philosophy. No parts of this thesis are based on work published prior to the research conducted.

Abstract

In this thesis, I study the use of emotion in strategizing by observing how a team of consultants craft a process predicated on extensive emotion work. The strategizing process attempts the effortful working on, and with, the emotions of, and emotional dynamics between, clients of large organisations as a 3-to-5-year organisation-wide strategic plan is created. Accomplishing the process requires the consultants to engage in their own intense emotion work. The strategizing process aims to both materialise a strategy and mobilise clients for strategic action. Drawing from 21 months of ethnographic fieldwork, I find that the emotion work takes place across eight episodes as the consultants construct an intense emotional configuration during strategy formulation – firstly with executives and then with executives and their subordinates. I theorise a model for the intense emotional configuration produced by the emotion work - an emotional battery – made of a negative emotional pole which repels clients from the status quo and a positive emotional pole which attracts them. The contrast between the poles can create an attack mode which mobilises clients for strategic action. I theorise that the emotional battery requires highly socially ordered emotion work. I provide a model of how the conditions for emotion work are crafted as the consultants combine nine elements used to drive the effortful shaping of clients’ emotions towards, and thoughts about, the past, present, and future of the organisation. I find that emotion work during the strategizing process is designed to minimise resistance to strategic action. The intensity of the emotional battery either attracts or repels clients, forcing them to decide whether to stay and support the strategic plan or to leave the organisation. Finally, I identify the hidden implications and unanticipated effects of the strategizing process and the ongoing use of the identified elements.

1 Introduction

“We ignite waves of total belief and confidence in a ruthlessly simple articulation of why, what, how. We get teams running through walls.”

– Management Consultancy Marketing Document

In this thesis, I study the use of emotion in organization-wide strategizing in the context of large organisations. I observe how a team of management consultants craft a strategizing process predicated on extensive emotion work. The process attempts the effortful working on, and with, the emotions of, and emotional dynamics between, clients as a 3-to-5-year strategic plan is created. Accomplishing the process requires the consultants to engage in their own intense emotion work as they aim to both materialise a strategy and mobilise clients for strategic action.

Commentators in the global media frequently speculate about why strategic plans often seem to fail in large organisations (Collis, 2021; Kraaijenbrink, 2019; Olson, 2022). The speculated failure rate during strategy implementation is cited to be ranging between 50-90%, although some scholars have begun to question these figures (Cândido & Santos, 2015; Kaplan & Norton, 1996).

Commentators typically question whether failure is due to the strategic plan being defective, or if organisational members failed to mobilise in its favour. Given the scale and reach of large organisations today, the success or failure of a strategic plan can impact thousands of employees, their families, multiple societies, economies, and ecologies, around the globe. Strategic plans can create immense stress, anxiety, and fear for employees and use considerable organisational resources in their pursuit. An ineffective plan, or lack of execution, can result in disaster for an organisation and all those whom it can impact, as well known examples, like Nokia, have shown (Surowiecki, 2013; Vuori & Huy, 2016, 2022).

The opening quote is from a management consultancy that this thesis uses as a case study. The consultants believe they can create the ideal strategic plan for clients and make it succeed as the strategizing process is used to ignite “waves of total belief and confidence” across a large organisation. Working with large organisations, such as FTSE 100-250 companies, the consultants aim to leave the executive board, and top tier of managers, determined to overcome any obstacles they may face in accomplishing their strategic plan - metaphorically they are ready to run through walls. The consultants believe an explicit focus on client emotions is the key to strategizing success. The strategizing process they design and craft for clients, who want to develop a 3-to-5-year organisation-wide strategic plan, is predicated on emotionally immersive experiences. The intention is to engage clients’ emotions to materialise a strategic plan that they deeply care about, and simultaneously, mobilise them, and their workforce, for it.

Scholarship of strategic management, which seeks to better understand what affects firm performance and how, has historically paid little attention to the influence of emotions on strategy

formation and implementation (Burgelman et al., 2018; Huy, 2012; Pfarrer et al., 2019). In recent years, scholars have increasingly turned their attention to the role of emotion in strategizing to better understand how they influence proceedings (Brundin & Liu, 2015; Kouamé & Liu, 2020). In this thesis, strategy is defined as a “situated, socially accomplished activity”, and strategizing as the “doing of strategy” (Jarzabkowski, 2005: 7; Jarzabkowski, Balogun, & Seidl, 2007: 6).

Pioneering research on emotion in strategizing has shown that powerful individuals in a top management team (TMT) may use their emotions to shape, or steer, the direction of group conversation (Brundin & Melin, 2006; Brundin & Nordqvist, 2008; Kisfalvi & Pitcher, 2003; Samra-Fredericks, 2004). In addition, scholars have begun to explore the types of emotional dynamic that develop between TMT members as they strategise and how those dynamics aid or thwart proceedings. Together, this research has established how emotions might naturally arise into patterns during, or be used as a micro-tactic to shape, the course of everyday TMT strategizing.

As stated, these innovative studies have focused on the strategizing activities of internal TMTs during everyday business, treating them as discrete units in the organisation. Therefore, less is known about how TMT emotions, and emotional dynamics, are used, or form, during more exceptional episodes of strategizing, beyond the everyday, such as the creation of an organisation-wide 3-5-year strategic plan. TMTs in large organisations often turn to consultants to design, and run, such processes given the perceived high stakes involved (Alvesson, Kärreman, Sturdy, & Handley, 2009; David, 2012; Mohe & Seidl, 2011; Sturdy, Handley, Clark, & Fincham, 2010). Exceptional episodes of strategizing become more structured than everyday strategizing given the deliberate use of strategy resources, such as strategy workshops (Hodgkinson, Whittington, Johnson, & Schwarz, 2006; Johnson, Prashantham, Floyd, & Bourque, 2010). While scholars have shown client-consultant interactions to be socially complex, we do not know the extent to which consultants influence the unfolding of client emotions and emotional dynamics during strategizing (Cerruti, Tavoletti, & Grieco, 2019; De Keyser, Guette, & Vandenbempt, 2021; McGivern, 1983).

Equally, scholarly attention has not been given to how emotions, and emotional dynamics, are used, or formed, by the anticipated need to secure the strategic action of others outside the strategizing group – for example, senior managers and thousands of employees. Securing such strategic action is critical to the accomplishment of a medium-term strategic plan in a large organisation. The emotion in strategic management literature on strategy implementation has shown that managers can be expected to react strongly to change wrought by TMT strategizing and, in response, they attempt to manage their own and others emotions with a variety of positive and negative outcomes for strategic management (Huy, 1999, 2011a, 2011b; Sanchez-Burks & Huy, 2009; Vuori & Huy, 2022).

Reflective of a broader trend within strategy-as-practice scholarship, the research on emotion in strategizing has so far zoomed in on the verbal and facial expression of emotions between individuals during everyday strategizing (Rouleau, 2005; Vaara & Whittington, 2012). Therefore, scholarly attention has yet to zoom out to consider how emotions, and emotional dynamics, are being shaped

by, and are shaping, strategy resources used during more structured and deliberate strategizing processes such as the creation of an organisation-wide strategic plan. The extent to which strategy tools and configurations of material artefacts, space, and uses of time, may be intentionally, or unintentionally, structuring the development and trajectories of emotions, and emotional dynamics, during exceptional strategizing remains largely unknown (Golsorkhi, Rouleau, Seidl, & Vaara, 2019; Jarzabkowski, Burke, & Spee, 2015).

Early research on emotion in strategizing has greatly advanced scholarly understanding of how emotions, expressed through discourse and facial display, might be strategically used by individuals, and may form into team emotional dynamics during everyday strategizing. However, I argue that aspects of the wider social and material context that is likely influencing the use and formation of emotions, and emotional dynamics, remains unaccounted for. In particular, we do not know how emotion is used, and formed, during exceptional episodes of strategizing and how emotion affects the development of a 3–5-year organisation-wide strategic plan. These processes involve the extensive use of consultants, deliberate and structured uses of strategy resources, and are shaped by the need to secure the strategic action of an entire large organisation. This omission from scholarly understanding seems significant given the far-reaching influence large organisations have through the success, and failure, of their medium-term strategic plans. Therefore, this thesis aims to contribute knowledge to the emotion in strategic management literature, and the emotion in strategizing literature within it, by answering the following three interrelated research questions:

- *How do consultant-designed strategizing processes use client emotion in the formation of organisation-wide strategy?*
- *How might the use of emotions and emotional dynamics in strategizing be shaped by the need for strategic action?*
- *How are strategy resources used in the shaping of emotions and emotional dynamics?*

Given the processual and complex nature of the phenomenon of interest – the use of emotions and emotional dynamics in strategizing processes – I conducted an ethnographic study to explore the three research questions. Such an approach enables an in-depth and rich understanding of complex phenomena over time, and in situ (Van Maanen, 2010, 2011; Ybema & Kamsteeg, 2009; Ybema, Yanow, Wels, & Kamsteeg, 2009). This approach also builds on the research tradition established within studies of emotion in strategizing (Kouamé & Liu, 2020; Liu & Maitlis, 2014; Samra-Fredericks, 2004).

The setting of a single extreme case study was chosen to help make the phenomenon of interest conspicuous; the management consultancy chosen works with large organisations and has an explicit focus on client emotions during strategizing (Eisenhardt & Graebner, 2007; Gerring, 2007; Stake,

1978; Ybema et al., 2009; Yin, 2011). A multimodal methodological toolkit was used, across 21 months of fieldwork, which included: observation, interviews, document analysis, photography, and the exploration of social and digital channels (Kouamé & Liu, 2020; Nicolini, 2012; Vesa & Vaara, 2014).

Data analysis was conducted throughout fieldwork, moving between the observed phenomena and the literature continually ‘triangulating’ between data sources (Bazeley, 2020; Locke, Feldman, & Golden-Biddle, 2020; Miles & Huberman, 1994; Miles, Huberman, & Saldana, 2018; Spradley, 2016). During analysis, I found that I required additional theoretical concepts to those currently available in the emotion in strategizing literature to explain the effortful working on emotion during strategizing that was becoming evident. I began to find theoretical resources that helped to explain the observed phenomena in the literature on the “turn to work” in organisation studies which emphasises that actors construct organisational life and shape objects, such as organisational strategy, through their effortful work – such as emotion work (Hochschild, 1979; Lawrence & Phillips, 2019; Phillips & Lawrence, 2012).

Concurrently, I found resources beyond the management literature to help illuminate how working with, and on, emotion might be accomplished by the consultants and the types of outcomes being attempted. Through the writing of James Jasper I found a poignant typology of emotions and an emphasis on the ways leaders can strategically configure emotions of followers to motivate their strategic action (Jasper, 2018, 2011). In Randall Collins’s work I found the types of emotional dynamics, or emotional energies, that can be made to arise during intense social interaction between people and how those energies can be embedded into significant symbols (Collins, 2004).

The thesis extends knowledge in the emotions in strategic management literature (Ashkanasy, Humphrey, & Huy, 2016; Barner, 2008; Brundin, Liu, & Cyron, 2021; Brundin & Melin, 2006; Brundin & Nordqvist, 2008; Clarke, Hope-Hailey, & Kelliher, 2007; De Keyser et al., 2021; Holstein, Starkey, & Wright, 2018; Huy, 1999, 2005, 2011a, 2012; Huy, Corley, & Kraatz, 2014; Huy & Guo, 2017; Huy & Zott, 2019; Kisfalvi & Pitcher, 2003; Liu & Maitlis, 2014; Mantere, Aula, Schildt, & Vaara, 2013; Samra-Fredericks, 2003, 2004; Sanchez-Burks & Huy, 2009; Vince, 2006; Vuori, Vuori, & Huy, 2018; Vuori & Huy, 2016, 2022). I find that the “doing of strategy” (Jarzabkowski et al., 2007: 6), by consultants, is through a designed and crafted strategizing process predicated on intensive emotion work - the effortful working on, and with, the emotions of, and emotional dynamics between, clients - to accomplish organisational strategy. Drawing from Hochschild (1979), and following Lawrence & Philips (2019; 2012), I define this emotion work as the deliberate act of ‘trying to change in degree or quality an emotion or feeling’. The theorised strategizing process attempts to craft, through emotion work, an intense emotional configuration during strategy formulation that can charge strategic action.

I find that the overall strategizing process works on clients’ negative and positive emotions in specific sequence and combination, repeatedly moving them towards emotional alignment, while

endeavouring to make them feel self-authorship throughout. Negative emotions are generated around the current status quo of the organisation, designed to repel clients, and positive emotions are generated around the possible future of the organisation, which aims to attract them. These emotional poles are strengthened through contrast with their opposites and the tension between them can mobilise clients for strategic action by eliciting an “attack mode” (Jasper, 1997). Because this configuration generates emotional energy by juxtaposing positive and negative emotions, I follow Jasper in describing it as an emotional battery (Jasper, 2018, 2011). I contribute to the emotion in strategic management literature by providing a model of the intense emotional configuration accomplished through the emotion work of the strategizing process. Drawing from Jasper’s typology of emotion (2018) I also provide a list of the complex emotions, including different types of emotions - both negative and positive, which are attempted through the extensive emotion work across eight episodes of the strategizing process.

The creation of the emotional battery, I find, requires establishing the conditions for highly socially ordered emotion work, so that work can be ‘done by the self upon the self, by the self upon others, and by others upon oneself’ (Hochschild, 1979). Iterative, socially ordered, emotive experiences are crafted by the consultants, combining nine Elements I identify, to drive the effortful shaping of clients’ emotions towards, and thoughts about, the past, present, or future of the organisation during strategy formulation. I contribute to the literature on emotion in strategic management by theorising a model that shows how the emotive experiences are socially ordered for emotion work through choreographing time, space, materials, and bodily situating clients co-present to effectuate their mutual focus of attention (Collins, 2004). Emotion work is motivated by emotion-priming stimuli that is designed to produce individual visceral reactions. These initial emotions are intensified through emotion-led structured arguments to engender dominant shared, and reciprocal, emotions across the client group; and results in most participants becoming emotionally aligned regarding the way forward for organisational strategy and the strategic action required. Emotion work is then embedded in a radically simplified strategic plan and through the emotional arc of a story about the possible future of the organisation.

I find that to minimise resistance to strategy implementation the intensity of the emotional configuration produced during strategy formulation, including the reciprocal and shared emotions between group members, is designed to attract or repel members so they actively decide whether to stay and contribute to strategic action or quickly leave the organisation. The emotion work also provides a means by which organisational members can emotionally realign and recalibrate around strategy during implementation as revisiting the strategic plan necessitates rehearsal of the intense emotional configuration it contains, including reciprocal and shared emotions between organisational members.

The thesis also extends knowledge in the literature on the ‘turn to work’ in organisation studies (Gawer & Phillips, 2013; Grandey, Diefendorff, & Rupp, 2013; Lawrence & Phillips, 2019; Lawrence

& Suddaby, 2006; Lawrence, Suddaby, & Leca, 2011; Leung, Zietsma, & Peredo, 2014; Mantere & Whittington, 2021; Phillips & Lawrence, 2012; Pradies, Tunarosa, Lewis, & Courtois, 2021; Wright, Zammuto, & Liesch, 2017; Zietsma & Lawrence, 2010) regarding emotion work (Barberá-Tomás, Castelló, Bakker, & Zietsma, 2019; Clarke et al., 2007; Hayward & Tuckey, 2011; Heaphy, 2017; Moisander, Hirsto, & Fahy, 2016; Zapf & Holz, 2006). While emotion work is separated for analytic purposes in this thesis, it directs and informs other types of work. I find that in the theorised strategizing process different types of work are entwined and I show how they interact with one another, answering recent calls by Lawrence & Phillips for such scholarly research (2019; 2012).

I find that the strategizing process attempts to engage clients in effortful self-work to accomplish organisation work. Thus, I contribute to understanding of how organisation work is constituted by self-work and self-work is shaped by the imperative for organisation work (Lawrence & Phillips, 2019). The self-work is predominantly emotion work, with the strategizing process predicated on trying to reconfigure the emotions of clients. The organisation work is strategy work and is both motivated by, and accomplished through, the process of emotion work.

I find that the strategizing process targets the ongoing efforts of clients to construct a self that fits within the organisational setting (Lawrence & Phillips, 2019). As clients attempt to shape the future of the organisation together, I find, they do so by reshaping themselves and their relationships with the team and organisation. Making clients work on a sense of fit within the organisation supports strengthening affinity towards, or alienation from, the organisation and new strategy. I theorise that the emotion work throughout the strategizing process informs other types of self-work on the part of clients such as social identity work (Brown & Coupland, 2015; Down & Reveley, 2009; Kreiner, Hollensbe, & Sheep, 2006; Leung et al., 2014; Mantere & Whittington, 2021; Oyserman, Elmore, & Smith, 2011; Tracey & Phillips, 2016; Watson, 2008).

I find that the consultants engage in their own self-work to accomplish strategy work and to lead the emotion work of clients. Typically, this emotion work is found to be a constructive experience for the consultants when with clients; without it they would be overwhelmed by the intensity of the situations they face during strategy work. Therefore, I contribute to understanding regarding the potentially constructive and even positive effects of the emotion work in the strategizing process; something that has typically been overlooked in the literature, for example on emotional labour.

The thesis is structured as follows; in chapter two I provide a literature review on the scholarship of emotion in strategic management which begins with a state-of-the-art overview of the emotion in strategizing literature. I then detail what is known regarding how external strategists, such as consultants, impact emotional dynamics during strategizing; and how strategy resources are used during strategizing activities. I then turn to the strategy implementation literature, within the literature on emotion in strategic management, to show how managers attempt to emotionally cope and manage their emotions, and those of others, when confronted with the need for strategic action. In the second section of the literature review I detail the three social interactionist perspectives which provide

additional theoretical resources to make sense of the findings of the thesis: Jasper (Goodwin, Jasper, & Polletta, 2004, 2006; Jasper, 2018, 1997, 1998, 2006, 2011, 2012, 2014; Jasper & Poulsen, 1995); Collins (Collins, 2001, 2004, 2009, 2017; Collins & McConnell, 2016); and Hochschild (Hochschild, 1979, 1990, 1998, 2012). While Jasper and Collins draw from each others' work, there is less integration between the work of Hochschild and that of Jasper and Collins. However, I believe it is through drawing from all three that new theoretical resources can be identified.

In chapter three I explain the research methodology created to answer the three research questions. I begin by introducing the research questions and general design of the study. I continue by explaining my case selection and the reasons for which I believe it to be an extreme case study. I discuss how I gained access to the setting and my position during the 21 months of ethnographic fieldwork. I comprehensively address the data collection methods selected and rationale for each. The iterative data analysis process is discussed, and tables of concepts, emerging themes, and aggregate dimensions are provided. In this chapter I also cover how ethics and anonymity were managed throughout research and conclude with an overview of a typical consulting programme in the research setting to orientate the reader.

Chapter four briefly introduces the findings chapters of the thesis. It includes an extended vignette which captures a significant, and typical, episode in the observed strategizing process to materialise organisational strategy for FTSE 100 organisations and to get layers of senior leaders mobilised, ready to take strategic action. In chapter five, I identify the nine Elements which, I theorise, enable the consultants to work on, and with, the emotions of clients through the strategizing process.

Chapter six shows how the elements are combined to produce the intense emotional configuration of the emotional battery. In total I identify eight episodes to the emotion work of the strategizing process. The first five are targeted towards the executive board, the next three reproduce the emotional experiences of the executive board for their subordinates. In chapter seven, I provide further depth regarding the workings of the strategizing process and the Elements. Given that it was not possible to secure access to the internalisation of the strategizing process and elements from the perspective of a client, I followed this internalisation within the research setting. Firstly, I show the hidden challenges and unanticipated effects of internalising the strategizing process and, secondly, for the ongoing use of aspects of the Elements of the process.

In chapter eight, the discussion and conclusion, I explore the empirics at a higher level of abstraction as I engage with the overarching research questions of the thesis. I begin by, firstly, providing a brief overview of the main arguments from the findings. Secondly, I explore each argument in detail drawing from the empirical material and the literature. Thirdly, I explain the theoretical contributions of the findings followed, fourthly, by the practical implications. I end the chapter by outlining the boundary conditions of the thesis and possible future directions for research.

2 Literature review

2.1 Literature Review Introduction

Strategic management is “concerned with the major intended and emergent initiatives taken by general managers on behalf of owners involving the utilisation of resources to enhance the performance of firms in their external environments” (Nag, Hambrick, & Chen, 2007: 942). In brief, it can be described as concerned with how actors do strategic analysis, strategy formulation, and strategy implementation (Henry, 2021).

Strategic management is a “multidisciplinary area of research” drawing theoretical resources from diverse scholarly fields ranging from evolutionary ecology to sociology (Durand, Grant, & Madsen, 2017: 6). Using these diverse theories, strategic management scholars have sought to better understand what affects firm performance and how; for example, factors external to a firm (Bowman & Helfat, 2001; Brush, Bromiley, & Hendrickx, 1999; Hansen & Wernerfelt, 1989; Porter, 2008); internal resources and capabilities (Eisenhardt & Martin, 2000; Makadok, 2001; Penrose & Penrose, 2009; Teece, Pisano, & Shuen, 1997); and strategic actors (Daft & Weick, 1984; Gioia & Chittipeddi, 1991; Ocasio, 1997, 2011; Weick, 1995).

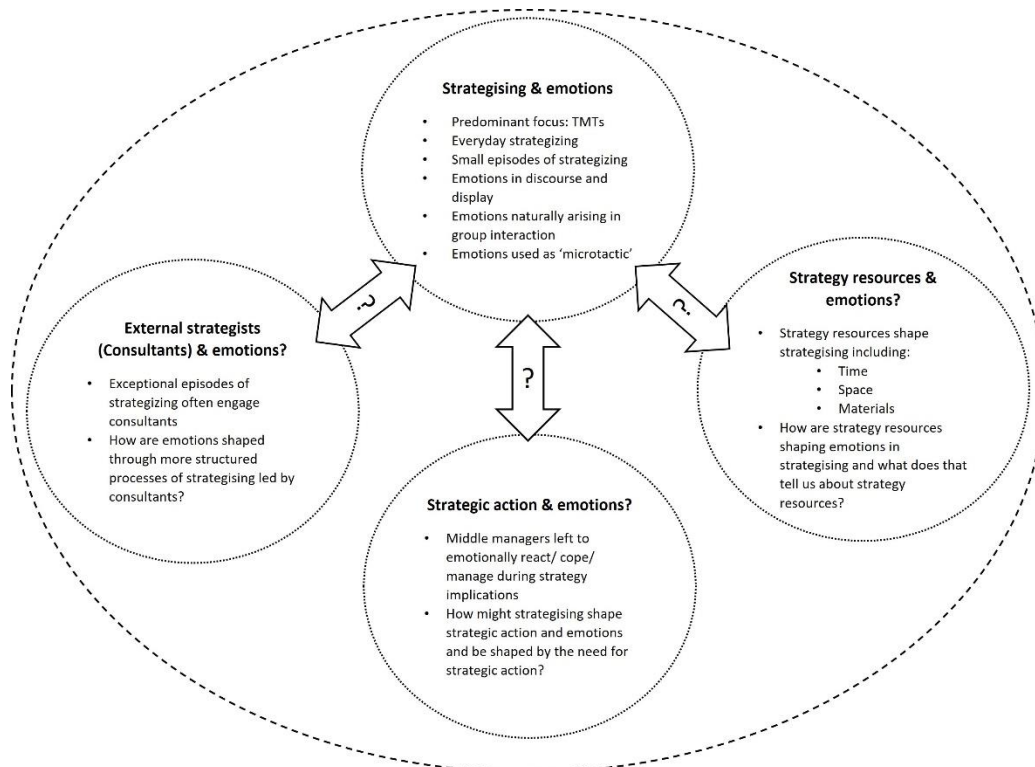
Historically there has been a lack of research into the role of emotions in strategic management. This is concerning given that emotions are central to organisational life and have strategic uses for actors within organisations, especially those engaged in strategic management (Zietsma, Toubiana, Voronov, & Roberts, 2019). Emotions are considered to influence strategy formation and implementation in organisations and yet remains the least researched factor (Burgelman et al., 2018; Pfarrer et al., 2019). Early scholarship of emotions in strategic management treated emotion as a peripheral concern (Huy, 2012: 240). However, emotions are now increasingly treated as critical to better understanding strategic management (Brundin et al., 2021; Vuori & Huy, 2022).

In this literature review I focus predominantly on the strategizing literature (Jarzabkowski, 2005; Johnson, Melin, & Whittington, 2003) within scholarship on emotion in strategic management. I will argue that while pioneering research has extended understanding of the role of emotions and emotional dynamics in strategizing, it has provided a siloed account; Top Management Teams (TMTs) e.g., executive boards, which have been the focus of strategizing research, are treated as discrete units leading to the investigation of within group emotions and emotional dynamics. As such, I argue, we are missing aspects of the wider context interacting with TMT strategizing and the emotions and emotional dynamics present; for example, how TMT strategizing and emotional dynamics interact with the need to accomplish strategic action through implementation by others such as middle managers. Indeed, within the strategy implementation literature within scholarship on emotions in strategic management, focus is towards middle managers and little attention is given to the origins of organisational strategy and TMT team strategizing.

By focusing on everyday TMT strategizing and how emotions naturally arise, or are used as a micro-tactic by individuals, little remains known about how more structured, exceptional episodes of strategizing such as developing a 3–5-year organisation-wide strategic plan, often guided by external strategists, interact with emotions and emotional dynamics. Finally, by a focus in the strategizing literature on emotional display and emotion expressed through discourse, little is known about the wider sociomaterial context, of how emotions and emotional dynamics in strategizing are shaped by and shape strategy resources available during strategizing.

The chapter is organised as follows, firstly I explore the missing wider context in accounts of emotions in strategizing, namely the missing external strategist, missing strategy resources, and the missing need for strategic action. I then will argue that to explore this missing context, additional theoretical resources are required. I turn to three social interactionist theories of emotions that complement one another. Firstly, to the work of Jasper (Goodwin et al., 2004, 2006; Jasper, 2018, 1997, 1998, 2006, 2011, 2012, 2014; Jasper & Poulsen, 1995) who provide insight into how emotions and emotional dynamics can be strategically configured; secondly to Collins (Collins, 2001, 2004, 2009, 2017; Collins & McConnell, 2016) who outline how social context can be used to transform emotions; and thirdly to Hochschild (Hochschild, 1979, 1990, 1998, 2012) who develops the idea that emotions can be effortfully worked on and with. The ideas proposed by Hochschild have been taken forwards by a broader turn to work in organisation studies (Lawrence & Phillips, 2019; Phillips & Lawrence, 2012).

Figure 1 - Emotions in strategizing: the missing interaction with the wider social and material context



2.2 Emotion in strategizing – the hidden wider context

Scholars have increasingly turned their attention to the role of emotion within strategizing in recent years (Brundin & Liu, 2015; Kouamé & Liu, 2020). Such accounts have their theoretical foundations set within strategy-as-practice and strategy process approaches (Golsorkhi et al., 2019; Jarzabkowski et al., 2007; Jarzabkowski & Spee, 2009; Whittington, 1996; Whittington, Molloy, Mayer, & Smith, 2006). In this research, within studies of emotion in strategic management, strategy is defined as a ‘situated, socially accomplished activity’, and strategizing as the ‘doing of strategy’ (Jarzabkowski, 2005; Johnson et al., 2003).

Early studies of emotion in strategizing predominantly focus on the role of the emotions of singular, powerful, internal strategists such as the Chief Executive Officer in the materialisation of strategy within TMTs (Brundin & Nordqvist, 2008; Kisfalvi & Pitcher, 2003; Samra-Fredericks, 2004). In their comparative study of two CEOs in separate organisations, Brundin & Melin (2006) explore the unfolding dynamics of emotions during strategizing (Brundin & Melin, 2006); to do so they conceive emotions as being socially constructed, enacted, and performative through social interaction. Emotions form the glue and flow of human interaction; however, in the study, attention is on the emotional display of the two CEOs in question as expressed through discourse with their respective TMTs.

The authors argue that the degree of emotional dissonance and emotional authenticity experienced by each CEO has a vital organizing effect on strategizing activities of their TMTs. One CEO seeks to display only positive emotions, such as confidence, even when they are internally experiencing worry and frustration, leaving their subordinates confused by the perceived lack of coherence between CEO discourse and perceived emotional display. Emotional dissonance is theorised to restrain TMT strategizing by diminishing emotional energy in the group.

In contrast, the second CEO is found to authentically display a range of emotions including their internal worry and frustration regarding organisational performance; this is characterized as emotional authenticity and theorised to create higher emotional energy in the respective TMT. It unleashes strategic action as members respond to the perceived strength of CEO feeling. The emotions of this CEO, including their powerful negative emotions, are considered a driving force to TMT strategizing activities. Accordingly, the effectiveness of internal strategists can be understood to be directly impacted by the level of emotional authenticity they embody, and TMT strategizing is directly affected by that same presence or absence of emotional authenticity.

Other early studies of emotion in strategizing focused on powerful individuals. These studies show that strategists can use speech and emotional display strategically in interactions with other TMT members. They are argued to accumulate cultural capital by using tacit knowledge of how to ‘do’ emotions in the organisational (e.g., TMT) setting. They are found to draw from existing senses of the organisational, or TMT, moral order to achieve favourable outcomes for themselves and their interests (Kisfalvi & Pitcher, 2003; Samra-Fredericks, 2003, 2004).

Responding to the need to look beyond emotional dynamics at the individual level, scholars have begun to explore emotional dynamics unfolding within groups during strategizing (Liu & Maitlis, 2014; Maitlis & Ozcelik, 2004). Liu & Maitlis (2014) show how emotions shape the discourse through which strategy is socially constructed. Rather than an individual or team discussing a single issue, they analyse emotions in strategizing across a number of strategic issues and between TMT members. In their study, they conceive of emotions as embodied and conveyed through discursive acts centred around emotional display; such displays are theorised to affect the interpretations of other team members regarding what is meant (Liu & Maitlis, 2014).

The study shows that emotional dynamics between top management team members, if left to develop on their own, emerge and interact with strategizing processes to either aid strategizing or entirely thwart it; particularly as soon as strategic issues are urgent and important. In total, Liu & Maitlis (2014) identify five interlinked emotional processes and strategizing processes; the first two centre on positive emotional displays which result in generative strategizing processes and the TMT quickly arriving at consensus, often in relation to non-urgent issues. The last three processes are concerned with urgent and important issues resulting in fraught disagreements between TMT members. In these situations, the display of negative emotions engenders ‘emotional tugs of war’ between TMT members that drive relationships apart. These latter three processes are found to lead to the failure of TMT strategizing as members struggle to deal with internal conflict, tension, and disagreement regarding what feels the right way forward for the organisation in urgent and important matters. This study demonstrates that TMTs can struggle to manage with the complex and fraught emotions they can experience when handling urgent and important strategic issues, leading to inertia and no clear way forward for others in the organisation to implement.

While Liu & Maitlis associate negative emotions with negative outcomes in TMT strategizing, others have suggested they can be generative and productive (Brundin & Melin, 2006; Brundin & Nordqvist, 2008). More broadly within the literature on emotion in strategic management, research on negative emotions, such as fear, anger and anxiety, often links these emotions to negative organisational outcomes. This pattern of association has been critiqued as working from a problematic assumption of symmetry between emotion and outcome; that is, positive emotions can only lead to positive outcomes and negative emotions can only lead to negative outcomes (Barsade & Gibson, 2007; Elfenbein, 2007; Lindebaum & Jordan, 2014). For example, scholars have argued that the energy to pursue strategic action can only be generated through positive emotions that prompt proactive goal processes; negative emotions are cast as counterproductive to motivation and a hinderance to the pursuit of strategic change (Andersson & Pearson, 1999; Kish-Gephart, Detert, Treviño, & Edmondson, 2009; Maitlis & Ozcelik, 2004; Morrison & Milliken, 2000; Parker, Bindl, & Strauss, 2010; Spector & Fox, 2002). As such, the possibility of asymmetrical outcomes is less commonly considered; for example, positive emotions may lead to negative organisational outcomes when the wider context is considered, and negative emotions may lead to positive organisational outcomes

More generally it is argued in the literature that negative emotions are not wholly negative but can contribute to the realisation of desired outcomes. The casting of emotions as either positive or negative is critiqued as overly simplistic and detrimental to understanding organisational phenomena (Antoniadou, Sandiford, Wright, & Alker, 2018). Instead of favouring only supposedly positive emotions through organisational norms, research has found that enabling a full range of emotional expression is vital to achieving preferred organisational outcomes (Ashkanasy et al., 2016; Kiefer, 2002). Indeed, the muting of a full range of emotional expression, such as the exclusion of negative emotions in organisational life, can lead to the failure of whole strategic projects (Vuori et al., 2018).

A growing body of research has begun to show that negative emotions can engender proactive behaviours; for example, fear and anger leading to a recognition of an urgent need for strategic action. In these instances, such emotions, rather than producing a desire for flight, can instead produce the will to fight on behalf of others in an organisation and the organisation as a whole (Lebel, 2017). Negative mood and emotions have also been found to be imperative to creative processes in groups (De Dreu, Baas, & Nijstad, 2008; George & Zhou, 2007; To, Fisher, & Ashkanasy, 2015); achieving preferred outcomes in situations of negotiation (Van Kleef, De Dreu, & Manstead, 2004); and ensuring the exertion of power in social situations (Tiedens, 2001). Indeed, achieving contrasts between positive and negative emotions, such as fear and pride, is argued to potentially improve strategic agility; negative emotions are theorised to play an integral role in creating movement in an organisation (Huy, 2008).

In addition to the productivity of negative emotions and the need to move beyond simplistic classification and expectations of sets of emotions, scholars have encouraged research to move beyond the study of discrete emotions in isolation and instead to embrace the complexity of emotional experiences which often incorporate a range of emotions that can even be in conflict with one another (Ashkanasy et al., 2016). Experiencing and expressing emotional complexity has been identified as positively helping leaders lead organisational change - emotional complexity being defined as the 'simultaneous and sequential experience of at least two different emotional states during the same emotional episode' (Rothman & Melwani, 2017a). Experiencing and expressing emotional complexity is associated with increased cognitive flexibility and adaptability which builds confidence in those observing and following the leader that such flexibility and adaptability exists.

2.2.1 The external strategist and emotional dynamics in strategizing

Studies of the role of emotions and emotional dynamics in strategizing have mostly conducted research with internal TMTs as cases of organisationally internal strategists. As such, less is known about how emotions and emotional dynamics in TMT strategizing processes are affected by the inclusion of external strategists, i.e., external consultants or layers of management outside of the TMT (De Keyser et al., 2021). Such an absence is part of a wider critique within strategy research regarding the 'missing

strategist' and their influences on strategizing processes (Brundin & Liu, 2015; Jarzabkowski et al., 2007).

Large organisations (e.g., FTSE 100-250 organisations), in particular, are likely to rely on external strategists to create processes during more exceptional episodes of strategizing (e.g., a 3-5-year organisation-wide strategic plan) given the increased scale, complexity, and risk TMTs face; and the global, societal and economic impacts these large organisations can have (David, 2012). External strategist-client interventions have been found to be interactionally complex; they are an intensely social activity, relying on the careful balancing of social dynamics between the external strategist and client (Cerruti et al., 2019; McGivern, 1983; McGivern & Fineman, 1983; Mohe & Seidl, 2011). Consultants have been found to often provide a useful outsider perspective to clients, to structure strategizing proceedings for them, to provoke their own working through challenges and, in so doing, to shape their identities (Alvesson et al., 2009; Fincham, 1999; Mohe & Seidl, 2011; Sturdy, 1997; Sturdy et al., 2010). The presence of external strategists and their creation of strategizing processes can be expected to introduce new complexities to emotional dynamics already occurring.

Given this omission in understanding, scholars have begun to explore the role of external strategists in the formation of emotional dynamics in TMT strategizing. For example, De Keyser et al. (2021) show that a group of senior managers engaging external strategists experience a range of emotions in doing so. Their emotional experiences of working with external strategists can result in shifting appraisals over the course of their interaction with them as their impressions develop. In this study, emotions are treated more as adaptive responses to stimuli from the environment surrounding an individual. Emotions are regarded as short-term, discrete, and triggered by an event; moods are longer-lasting, more diffuse and without a specific target event (De Keyser et al., 2021).

The study shows that in the early stages of an external strategist-guided strategizing process, clients have a range of emotional expectations about the likely unfolding experience of working with consultants based on previous experiences that can become a shared impression across a management group. The emotional experience of actually working with external strategists can lead to discrepancies between expectations and experience resulting in reassessments that also become shared and intensified with the passing of time between a management group. Finally, towards the end of strategizing processes, clients can become pragmatic in their emotions towards the process and external strategists as matters become urgent, leading to the rewriting of their emotional experiences, if necessary, to optimally fit within what they perceive employees will expect to hear from them. A guided strategizing process with clients will naturally have a variance in emotions and these emotions, with associated expectations, can become shared through emotional experience with external strategists. However, emotional experience can be completely reformulated by senior managers towards the end of a strategizing process as they begin to pre-empt the pressures of strategy implementation phases.

In summary, it is often the case that TMTs in large organisations will recruit external strategists to help create a medium-term strategic plan due to the high stakes involved. However, little remains known about how their inclusion affects emotions and emotional dynamics during strategizing processes and the accomplishment of the strategic plan.

2.2.2 Sociomateriality and emotional dynamics in strategizing

It is not only external strategists that are missing from accounts of emotion in strategizing, the role of sociomateriality in shaping emotional dynamics during strategizing also remains underexplored. Research into emotion in strategizing has mainly investigated the role of discourse in strategizing processes, reflective of a broader trend within the strategy-as-practice and strategy process literature (Rouleau, 2005; Vaara & Whittington, 2012). However, more recently there has been an emerging interest in moving beyond the role of discourse in processes of strategizing to investigate the breadth of strategy resources available to strategists including bodily, material and spatial aspects (Golsorkhi et al., 2019; Jarzabkowski et al., 2015).

Research has shown that such resources can be used by powerful strategists to both aid and thwart strategizing processes (Hodgkinson & Wright, 2002). However, within the literature on emotion in strategizing, little attention has been given to the role these strategy resources might play in shaping emotions and emotional dynamics. Equally, within the broader literature exploring the role of strategy resources, little attention has been given to the ways they might help shape the flows of emotional dynamics or indeed be shaped by them. Scholars have theorised that emotions play an integral role in the interpretation of artifacts and subsequent attitudes toward organisations (Rafaeli & Vilnai-Yavetz, 2004). I next briefly consider the state-of-the-art understanding regarding the qualities and uses of strategy resources, namely material artefacts, space, and time, which demonstrates that their interaction with emotions and emotional dynamics is currently unknown.

Material artefacts

Strategy tools, as material artefacts, have both material and conceptual uses (Jarzabkowski & Kaplan, 2015). Scholars have found that the selection of strategy tools, by strategists, may not be rational in the classical sense. Instead, technologies such as PowerPoint offer a way to shape discourse, enabling potentially deeper collaboration, discussion, and evolution of thinking. Therefore, material artefacts are not about the content captured alone, but the social process they enable during strategizing (Kaplan, 2011: 20).

Strategic plans, as material artefacts, are argued by scholars to have a directive force, the text having the potential to shape and impact power relations (Vaara, Sorsa, & Pälli, 2010). More broadly, strategists use material objects to communicate strategies and bring them, and the future they contain, to life for others; to craft embodied metaphors that aid their thinking (Comi & Whyte, 2018;

Heracleous & Jacobs, 2008; Whittington et al., 2006); with a cyclical nature of social interaction developing expression of thought through artefacts such as strategy texts (Spee & Jarzabkowski, 2011). Strategists might use a range of physical objects to guide team strategizing, such as photos, graphs, and data sheets through which they can conduct strategic analysis and exploration (Jarzabkowski, Paul Spee, & Smets, 2013; Werle & Seidl, 2015).

There are a range of material artefacts available to strategists, such as strategy tools, strategic plans, and physical objects. These artefacts do not simply capture strategy, they shape the strategizing process and the social dynamics of those engaged in the process.

Space

Within scholarship on the use of space in strategizing processes, there is an emphasis on space as a process; as spatial activities that both enact space and organise it. Space can be understood to be performative and an ongoing accomplishment that contains possibilities (Stephenson, Kuismin, Putnam, & Sivunen, 2020). Therefore, it has been argued by scholars that it is imperative to account for the interaction between the agency of actors and the space within which they are situated.

Such explorations of actors and space have generated theorised types of space that can be produced. For example, space is organized and degree of formalisation is moulded via the type of presence of the strategists – either virtual or physical (Hydle, 2015). Space and activity are described as constituting one another; for example, mutual space where material artefacts help create mutual focus of attention between those engaged in strategizing; dialogic space, where strategists give their attention to one another, monitoring bodily responses during negotiating work; and finally restricted space where strategists compartmentalise spaces in which private strategizing can occur (Jarzabkowski et al., 2015). Strategists transition between spaces and types of work to achieve certain types of outcomes in their strategizing.

Workshops are a particular configuration of space which are argued to be an important part of formal strategizing processes as they remove strategists from day-to-day experiences (Hendry & Seidl, 2003; Hodgkinson et al., 2006). Some scholars argue that this removal from everyday experience can make transferring ideas back into the organisation problematic (MacIntosh, MacLean, & Seidl, 2010). Workshops can help shape senses of continuity or change, strengthening or challenging ties, organisationally, interpersonally, and cognitively (Healey, Hodgkinson, Whittington, & Johnson, 2015; Johnson et al., 2010). Workshops can shape attendees' understanding of the strategic direction of the organisation and issues being faced – shaping how managers think about things. There can be a ritual quality to proceedings with alignment or misalignment between elements resulting in the success or failure of proceedings (Hodgkinson et al., 2006; Johnson et al., 2010).

The space within which strategizing occurs has been found to matter as it can be used to shape strategizing processes. Workshops as a particular configuration of space can direct strategizing by

reformulating the connections of those engaged in the process with the organisation, one another and within themselves.

Time

Handling senses of time has been found to be imperative during strategic management and strategizing particularly as actors face considerable uncertainty. Several scholars have argued that finding ways to account for the past, present and future of the organisation is important (Baum & Wally, 2003; Kunisch, Bartunek, Mueller, & Huy, 2017; Langley, Smallman, Tsoukas, & Van De Ven, 2013; Nadkarni, Chen, & Chen, 2016; Shi & Prescott, 2012). Kaplan and Orlikowski (2013) propose the use of temporal work by strategists, meaning that those engaged in strategizing come to an agreed strategic account of the past, present and future that appears both coherent and plausible, allowing them to move through disagreement to action (Hydle, 2015; Kaplan & Orlikowski, 2013). Greater intensity of temporal work is argued to result in potential for departure from the status quo of an organisation. Bansal et al. (2022) argue that temporal work is not just about aligning interpretations during strategizing but can also influence them. Temporal workers can seek to orchestrate interpretations of time during strategizing and to sustain or redirect temporal assumptions or patterns (Bansal, Reinecke, Suddaby, & Langley, 2022). For example, by contrasting possible undesirable future events with desirable future events a way forwards in uncertainty can be navigated by strategists (Alimadadi, Davies, & Tell, 2022).

Returning to strategy workshops, time given to depth of preparation has been found to be critical and the ways time is used for the duration of the process can either enable strategic progress or hinder it (Frisch & Chandler, 2006). The amount of time required for preparation on the part of participants and time required of participants for events raises cognitive effort with a series of events more likely to translate into tangible outcomes than a singular occasion (Healey et al., 2015; MacIntosh et al., 2010).

Strategy resources including material artefacts, space and time shape and are shaped during strategizing processes; however, in current scholarship on emotion in strategizing the role of these strategy resources in the generation of emotion or emotional dynamics, or how they might be crafted to obtain certain emotional outcomes remains unknown. Curiously, the current literature on strategy resources has largely left unanswered how they might shape and be shaped by emotion. Having illustrated the missing strategy resources in emotion in strategizing literature, I now turn to the missing strategic action.

2.2.3 How do managers emotionally react, cope, and manage?

The emotion in strategic management literature largely treats strategizing and strategy implementation as discrete units within which certain types of emotion and emotional dynamics are contained without

reference to one another. There is currently little understanding of how emotions and emotional dynamics in TMT strategizing interact with organisational members physically outside of the 'room' in which strategizing is occurring. For example, executives and their team of senior managers, or managers and their teams. As will be explored shortly, taking strategic action through strategy implementation creates strong emotional reactions across managers and employees which can prove determinantal to the organisation. To date, this dimension of strategizing is largely hidden from view.

Strategic management, including taking strategic action on strategy, engender emotionally charged circumstances which place considerable emotional demands on managers and employees. These conditions catalyse a range of emotional management strategies as managers, and employees, attempt to emotionally navigate and cope in response to unfolding events (Smollan, 2017). For managers, these strategies include trying to manage both their own and others' emotional reactions as they are left to determine on their own how to feel in relation to strategy.

Huy (1999) argues that radical change is frequently the reality of strategy implementation and that it generates strong emotional reactions in recipients of the change process. This is attributed to the fact that change is 'disturbing when it is done to us, exhilarating when it is done by us' (Kanter, 1983). If emotional dynamics are channelled well, including allowing for authentic expression of a range of emotions, radical change can be facilitated as considerable emotional energy is unleashed. If such emotional dynamics are left unattended, and employees are left to surface act, cynicism and resistance can arise. In addition, strong emotional reactions to strategy are argued to result in the development of new coalitions between employees (Sanchez-Burks & Huy, 2009). Therefore, Huy (1999) theorises that it is important for managers to consider the receptivity of subordinates, to secure their willingness, and to mobilise them for the strategy. Higher the levels of receptivity achieved are linked to greater levels of mobilisation for strategic action. To increase levels of receptivity, managers are encouraged to develop emotional monitoring and discriminating abilities to recognize and attend to subordinate emotional reactions as they arise during the enactment of strategy.

Developing this view, Sanchez-Burks & Huy (2009) have emphasised that managers should not only reactively attend to individual subordinate emotions during strategy implementation. In addition, they should also vigilantly watch for patterns of shared emotions between employees which may arise as they can act as vital signs regarding how implementation is going. Emotions are considered to direct the attention of subordinates, to prompt or inhibit their actions, with the prevalence of negative emotions (such as fear) resulting in risk aversion behaviours and positive emotions (such as hope) leading to energetic collective mobilisation. Therefore, managers responsible for the delivery of strategy are encouraged to measure, as best they can, the proportions of negative and positive emotions within organisational subunits. Greater levels of negative emotions are believed to be a signal of emerging problematic issues. Sanchez-Burks & Huy (2009) conceive of these shared emotional patterns to be dynamic and shifting over time requiring managers to continually monitor

and perceive them during strategy implementation if they wish to minimise resistance and ensure the execution of their responsibilities.

In preparation for strategy implementation, senior executives are found to often favour an ‘affect neutral’ task-oriented approach as they try to enact strategy which can unintentionally activate middle managers’ identities. In turn this can form group-focused emotions so that even those managers benefiting from strategic change, for example receiving a promotion, can still feel anger on behalf of other middle managers (Huy, 2011a). While senior executives might think an affect neutral approach may uphold professional norms it can be perceived as uncaring, and aloof, by their subordinates resulting in negative emotional responses. Huy (2011) argues there are considerable dangers for senior executives in not considering the emotional states of their senior managers in strategizing and during strategy implementation as it can result in substantial resistance to change and suboptimal organisational outcomes within the management group. The layer of middle managers is instrumental to strategy implementation as their emotional state will influence their subordinates, resistance can spread. Once again, encouraging emotional authenticity between senior executives and their subordinates, making proper room for the social-emotional aspects of strategy implementation, is found to be vital in achieving better organisational outcomes.

In a recent review of the emotion in strategic management literature, Brundin, Liu and Cyron (Brundin et al., 2021) highlight emotion regulation to be a major research theme. Most research considers emotional regulation to be primarily intrapsychological, based on psychoanalytic tradition, and emotions as primarily biologically derived through evolutionary process (Gross, 1999; Tooby & Cosmides, 1990); or an interindividual phenomena within a group through encounter, drawing from social psychology, with little attention given to the broader social dynamics at play (Vuori & Huy, 2022). Often this work considers emotional regulation in reaction to strategic events and episodes as managers and employees cope with the unfolding situation.

Emotional regulation is generally regarded as the attempt of an individual to influence their own emotions or those of others (McRae & Gross, 2020). As such, emotional regulation is the regulation of emotion in the self. Accounts of emotion regulation suggest that eliciting emotion and the regulation of emotion are one and the same (Campos, Frankel, & Camras, 2004). Gross proposed a process model of emotional regulation including five steps ranging from situation selection, situation modification, attention deployment, cognitive change and response modulation (Gross, 1998, 1999, 2015; Gross & Barrett, 2011; Gross & John, 2003). Sociologists have argued for inclusion of more macro level phenomena derived from cultural social settings. For example, von Scheve (von Scheve, 2012) argues that feeling rules and framing rules architect emotion regulation processes available to individuals. Working on these aspects can lead to the “systematic social shaping of emotion” (von Scheve, 2012: 9).

Left to cope and navigate their own emotional states in reaction to the outcomes of strategizing, managers might use emotional regulation to reduce the potency of strongly felt emotions (e.g., shame,

pain) by rationalising and emotionally detaching from them (Vince, 2006). They may contain initial emotional reactions, given the influence of senior executives above them, and seek out information to help reappraise both the situation and their feelings towards it (Vuori & Huy, 2022). Managers can attempt to pursue organisational outcomes by balancing emotionally committing to strategic change projects and engaging with the emotional reactions of their subordinates (Huy, 2002). Narratives can be constructed to help managers process their complex feelings (e.g., failure, grief) and justify their role in events (Mantere et al., 2013). As managers attempt to emotionally cope, through strategy implementation, they can mask whole sets of emotions; for example, hiding valid negative emotions resulting in the failure of strategic change projects (Vuori et al., 2018). Emotional regulation can form significant discrepancies between the internally experienced emotions of a manager (e.g., fear and worry) and externally perceived emotions by those around them (e.g., confidence) as they favour positive emotions only (Brundin & Melin, 2006).

Along with regulating their own emotions, managers are encouraged, by scholars, to regulate strong emotions of others around them (Huy, 2011b). The presence of negative emotions, in particular, such as fear, anger, or anxiousness, should be managed to avoid negative impacts on change initiatives (Huy, 2005). Instead, managers are encouraged to generate positive emotions in others (Huy & Guo, 2017). Regulating emotions in others is argued, by scholars, to be important to mitigate potential resistance to change born by distrust (Huy et al., 2014; Smollan, 2013). Instead, regulating emotions can be used to produce receptivity to change, mobilise for action, encourage learning processes, and access human and social capital across the organisation (Huy, 1999, 2008; Huy & Zott, 2019). It is also suggested managers should develop emotional management skills such as perceiving, analysing, and taking action regarding patterns in shared positive and negative emotions through “emotional aperture” (Sanchez-Burks & Huy, 2009); by deliberately expressing, or suppressing, their own emotions to help navigate the complexity of long standing and intense relationships with teams of subordinates during strategic change (Clarke et al., 2007); to get teams to visualize their emotions through drawing metaphors to help subordinates regulate their emotions (Barner, 2008); to use hope regarding the future to resolve tensions between different, and competing, approaches to organisational strategy (Holstein et al., 2018).

Studies in strategy implementation show that it is important for executives to, in turn, try and manage the emotional states of middle managers who can form patterns of shared emotions around change. Little attention is given to how strategizing might be used to pre-empt such emotional dynamics and proactively work with them during the co-creation of strategy. Instead, emotions are presumed to be a matter of reactive emotional regulation, a reactive management measure, to manage and cope with changes brought about by the enactment of the outcomes of strategizing.

2.2.4 Section summary

I have examined within the broader literature on emotion in strategic management what is currently known regarding the role of emotion in strategizing. Scholarship has enabled us to understand how emotional dynamics might naturally arise during TMT strategizing and, also, how emotions can be used as a microtactic by individual strategists to influence proceedings. As I've shown, while pioneering research has extended understanding of the role of emotions and emotional dynamics in strategizing, it has provided a siloed account: Top Management Teams (TMTs) e.g., executive boards, are treated as discrete units leading to the investigation of within group emotions and emotional dynamics.

I argue that we are missing aspects of the wider context interacting with TMT strategizing and the emotions and emotional dynamics present; for example, how TMT strategizing and emotional dynamics interact with the need to accomplish strategic action through implementation by others such as middle managers. By focusing on everyday TMT strategizing, and how emotions naturally arise or are used as a microtactic by individuals, little remains known about how more structured, exceptional episodes of strategizing such as a 3–5-year organisation-wide strategic planning often guided by external strategists, interact with emotions and emotional dynamics. Finally, by a focus in the strategizing literature on emotional display and emotion expressed through discourse, little is known about the wider sociomaterial context, how emotions and emotional dynamics in strategizing are shaped by, and shape, strategy resources available during strategizing.

To explore the hidden wider context of emotion and emotional dynamics in strategizing, additional theoretical resources are required. To find these resources, I turn to social interactionist perspectives on emotion and emotional dynamics from sociology. Such perspectives consider how people, artefacts, materials, and space interact together and through that interaction influence and affect one another. Therefore, social interactionist perspectives consider both individuals and the wider sociocultural context in the generation of emotions and emotional dynamics. This approach can enable understanding of how external strategists, strategy resources, and the need for strategic action shape emotions and emotional dynamics in strategizing processes.

2.3 Theoretical resources from social interactionist perspectives on emotion and emotional dynamics

Within studies of emotion, a debate continues regarding the degree to which emotions are biologically derived or socially constructed (Bendelow & Williams, 1998). Authors in the organismic tradition, inspired by Darwin (Darwin, 2013), typically emphasise emotions as universally innate, discrete, intraindividual phenomena that are triggered in relation to the external world (Ekman, 1977, 1982; Ekman, Levenson, & Friesen, 1983). Such discrete emotions are conceived as “adaptive responses to

the demands of the environment [...] typically referring to discrete and intense but short-lived experiences” (Elfenbein, 2007: 371).

Emotions are argued to be like impulses that take over individuals and are unmediated by social influences (Hochschild, 1979). This research tradition has importantly demonstrated the presence of seven basic emotions that are argued to be universally experienced by humans including anger, disgust, fear, joy, sadness, surprise, and contempt (Ekman, 1992; Jasper, 2018). This conception of emotions, focused on the role of discrete emotions and short lived emotional experiences, has been used by some scholars exploring the role of emotions in strategic management (De Keyser et al., 2021; Huy, 2002; Kisfalvi & Pitcher, 2003; Sanchez-Burks & Huy, 2009). With an emphasis on emotions as evolved adaptive responses, residing within a person, the approach has necessarily given less consideration to the role of sociocultural context and how it might shape those adaptive responses (Elfenbein, 2007; Gooty, Gavin, & Ashkanasy, 2009).

In strong contrast, some scholars have argued for a social constructionist view of emotions. Such views may recognize that emotions are accompanied by some physiological changes in an individual, however, emotions are considered to be fundamentally socially and culturally derived and, therefore, can only be accounted for via the sociocultural context outside the individual (Bendelow & Williams, 1998). As such, emotions are argued to vary greatly in terms of ‘meaning, experience and expression’ between situations and contexts. By placing great emphasis on emotions as socially constructed phenomena, less consideration is given to emotive capabilities which have been derived through evolution and are hardwired biologically. Those critiquing the extreme social constructionist position argue that it results in a “disembodied” view of human emotions (Freund, 1990). Within studies of emotions in strategic management, however, this extreme version of emotions as socially constructed is not prevalent.

Towards the centre of these two more extreme positions is an understanding of emotions as both embodied and sociocultural. Emotion is argued to be found and formed in interaction between the biophysical, personal and social (Wentworth & Ryan, 1994). Broadly this way of conceiving of emotions is described as interactionist and seeks to move beyond ontological assumptions that emotions are either biologically derived or formed only by sociocultural context – instead both are held as true and in tension. Through this account of emotions, “social influences permeate emotion more insistently, more effectively” (Hochschild, 1979: 554). Hochschild argues that it is imperative to differentiate emotional responses with other biological reactions such as “sneezing” given the role of “thinking, perceiving, and imagining” in emotional experience (Hochschild, 1979: 555). Within studies of emotions in strategic management adopting this position, it is described as the social interactional perspective (e.g., Huy, 1999), or sometimes, what is meant by adopting a socially constructed position (e.g., Samra-Fredericks, 2004).

The social interactionist approach affords a way to account for complexity of emotive experience, which may have roots in basic emotions but are blended into complex emotions through interaction

(Bericat, 2016). Such an approach has been argued to be fitting for practice and process studies of emotions in management and organisations, including emotion in strategic management (Zietsma et al., 2019).

Following, I draw theoretical resources from three different, but highly complementary, social interactionist perspectives of emotion and emotional dynamics. Firstly, to the work of Jasper (Goodwin et al., 2004, 2006; Jasper, 2018, 1997, 1998, 2006, 2011, 2012, 2014; Jasper & Poulsen, 1995) which provides insight into how emotions and emotional dynamics can be strategically configured; secondly to Collins (Collins, 2001, 2004, 2009, 2017; Collins & McConnell, 2016) who outlines how social context is used to transform emotions; and thirdly to Hochschild (Hochschild, 1979, 1990, 1998, 2012) who develops the idea that emotions can be effortfully worked on and with. The thinking of Hochschild has been taken forwards by a broader ‘turn to work’ in organisation studies (Lawrence & Phillips, 2019; Phillips & Lawrence, 2012).

By turning to resources from these perspectives, to help explore emotion in strategizing within its wider context, I follow other scholars within management and organisation studies who have used concepts from Jasper, Collins, and Hochschild. For example, scholars have used such theories to identify the ways that social entrepreneurs use multimodal interactions to elicit moral shock and transform emotions into emotional energy for a social cause (Barberá-Tomás et al., 2019). They have shown how emotional dynamics disembedded actors from their given attachments and embed them within new social bonds in relation to social causes (Ruebottom & Auster, 2018). Beyond social movement settings, these theories have been used to show how emotions can work as power and status energisers in executive boards and drive or constrain their strategizing (Brundin & Melin, 2006; Brundin & Nordqvist, 2008); to help show how emotions help generate new shared governance logics between organisations (Fan & Zietsma, 2017); to identify the ritualistic qualities of social interaction (Johnson et al., 2010; Metiu & Rothbard, 2012); to show how emotional dynamics can shape meaningfulness in organisations (Lepisto, In Press; Moisander et al., 2016). I continue by first turning to Jasper and to how emotions and emotional dynamics can be strategically configured by strategists attempting strategic action.

2.3.1 JASPER: Emotions and emotional dynamics can be strategically configured

Jasper (2012) argues that strategy is attempted strategic action in the world. Creating strategy is cast as an emotional endeavour as it is always in interaction with the feelings of a group towards the world and world towards the group. Strategic action is the opposite of living in automated routine in the world as it is the challenging of routines and the attempt to establish new ones. Strategy, therefore, requires the shaping of cultural meaning in and around a group. The focus of strategic action is firmly argued to be upon the “realm of interaction” of actors within sets of other actors asserting agency which leads to particular strategic outcomes and denies other possibilities (Jasper, 2012: 37).

The emotional dynamics generated by a group can be understood as “intentional and strategic” to unleash agency and propel them “from the present into the future” (Goodwin, Japer, & Polletta, 2001; Goodwin et al., 2004; Moon, 2013). The goals of strategic action might include pursuit of reputation, feelings of deeper connection, or greater impact in the world (Jasper, 2011). The building and working on emotional energy is seen as a means of action – the key to unlocking motivation for strategic action (Jasper, 2011). The intentional and strategic use of emotions can help explain the spread and growth of organisations and their ultimate demise (Goodwin, 1997). Strategists of movements have been found to artfully move those involved between rhythms of feelings to intensify emotions and forge deeper levels of participation (Williamson, 2011); using information and experiences to motivate and connect to senses of morality (e.g., shame, pride) being particularly motivational (Berezin, 2002; Goodwin et al., 2001).

The intentional and strategic use of emotion, and emotional dynamics, can lead to particular “combinations and interaction of emotions” (Jasper, 2011: 291). One potent and intense emotional configuration is called the *emotional battery*. It is made by establishing in a group of people a negative emotional pole, consisting of negative emotions towards the status quo (e.g., shame) which repels them, and a juxtaposing positive emotional pole, consisting of positive emotions towards a possible future (e.g., pride), which attracts them (Jasper, 2018, 2011, 2014). The emotional battery is a way to both materialise the goals of strategic action and mobilise a group of people willing to do what is necessary to pursue those goals via a focus on configuring the emotions of participants.

The degree of contrast between the negative and positive emotional poles is critical for the success of the emotional battery and for the realisation of strategic action. If stark enough, the perceived gap – the *indignation gap* – can “give us a shock – some energy that can help move us...propels us” (Jasper, 2012: 37). As Jasper (2018: 158) writes, leaders will “continually try to construct a large [indignation] gap to rouse their troops” into strategic action. Without a considerable indignation gap motivation and action can easily leach away. Strategists aim to exaggerate differences between the emotional poles so that the comparison feels “excruciating” for participants and ensures their motivation for strategic action.

When a leader achieves a sizeable indignation gap, a type of vigilance is theorised to become prevalent for those experiencing the emotional battery – it maintains attention. When there is periodic success, it produces immense feelings of relief as the tension is momentarily eased, with vigilance being replaced by momentary joy (Summers-Effler, 2010). Examples of emotional batteries include pride and shame, pity and joy, fear and hope.

Figure 2 - The intense emotional configuration of an emotional battery

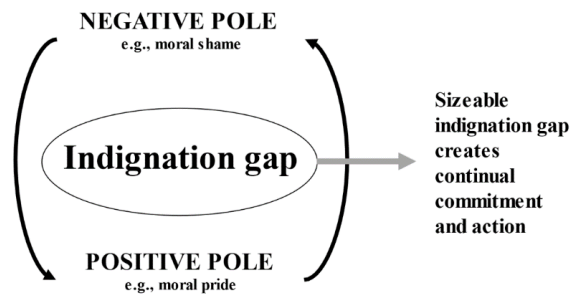


Figure developed using the theory of Jasper

Often central to the production of the emotional battery is moral shock. This shock is grounded in discovering the world is not what one thought it was, particularly when one cares for something that has been taken for granted as being the case. In response to moral shock, one can experience an intense and bodily “visceral unease” (Jasper, 2014: 210). This emotional state fully captures the attention and motivates rapid re-evaluation of the situation to try and make sense of the emerging feelings (Gould, 2009; Jasper, 1997). Moral shocks can be used by strategists to both attract new actors or to intensify the commitment of existing ones (Jasper & Poulsen, 1995). Often, moral shock will begin with reflex emotions such as disgust, anger, and sadness, and will quickly create an absorbing mood of disorientation that can begin to trigger action (Jasper, 2018). Leaders have been found to exploit the power of moral shock as they deliberately try to “rework reflex emotions such as fear...into more abiding moods or affective loyalties” (Jasper, 2006: 25).

Within the context of an emotional battery, moral shock, and the negative feelings it can produce contrasted against a positive emotional pole regarding how things should be in the world, can be channelled towards strategic action. If successful, it can unleash an “attack mode” - a complex of emotions resulting in the willingness to fight figuratively, and literally, in a situation for the desired positive emotional pole (Jasper, 1997: 107). In addition, through the intense emotional configuration, feelings towards a group one is a member of can be intensified if there is a perceived external threat, producing emotional batteries of love for colleagues, friends, or country and hate for the ‘other’ or outsider (Moskalenko, McCauley, & Rozin, 2006).

Construction of an emotional battery is reliant on particular categorisations of emotions and an understanding of how emotions can be reconfigured. This definition of types of emotion rejects the idea that emotions are in opposition to rational thought and only a source of uncontrollable impulsive disruption (Goodwin et al., 2001). Instead, emotions are conceived as “bundles” of “feeling-thinking processes”, feeling being most often a “form of thinking” (Jasper, 2018: 7). Feeling-thinking processes are possible because humans are equipped with a “feeling brain” and a “thinking body” that

help one to “feel our way through the world” around us. The potential for strategic action is filtered through meanings and feelings about which goals to pursue, while acts of persuasion are implicit in nature appearing as “inspiration” that can be communicated through a setting and not reliant on direct appeals (Jasper, 2012: 38).

Building on feeling-thinking processes, Jasper (2011, 2018) contends that “blanket statements” regarding emotions often fall foul of conflating types of feeling that have different sources and forms (Goodwin et al., 2001). Five different types of feeling are proposed (Goodwin et al., 2004; Jasper, 2006): *Reflex emotions* (e.g., anger, fear, surprise) are short-lived, automatic, responses to specific objects or events. Often, this type of emotion is falsely taken to represent the whole of human emotional experience. Bodily *urges* (e.g., hunger, pain) can consume all attention until they are satisfied. *Moods* are longer lasting feelings that travel across situations and are not directed towards a specific object like reflex emotions. Moods are critical in filtering “our intentions and actions, strengthening or dissolving them, changing their tone or seriousness” (Jasper, 2018: 78).

In contrast to reflex emotion, urges or moods, *affective commitments* (e.g., love or hate; trust or mistrust) are more stable, long-term, feeling orientations regarding people or objects. Affective commitments are integral to creating a sense of place in the world and all the associated feelings of membership and belonging that come with it. They draw boundaries around our worlds with violations against loved people or objects evoking immediate anger or fear. Lastly, *moral emotions* (e.g., shame, pride, outrage) are feelings regarding people, situations, or indeed oneself, as being good or bad. They lead to feelings of approval or disapproval and fuel action as one is repelled by disapproval and attracted towards the approval of others. Moral emotions, therefore, relate to our perceived reputation with others around us, how we are viewed through others’ eyes. Together, moral emotions and affective commitments shape our emotional experience and the types of reflex emotions which may arise in any given situation. Affective commitments and moral emotions can mean people are resistant to change as they are emotionally invested in how things stand (Moon, 2013). However, reappraisal of affective commitments and moral emotions is possible through intense emotional experiences such as moral shock (Jasper & Poulsen, 1995).

Two main kinds of emotion are theorised to be important to strategic action. Reciprocal emotions are the ongoing feelings of organisational members towards one another giving rise to feelings of solidarity and loyalty. Secondly, shared emotions are emotions group members hold at the same time, not towards one another but objects outside of the group; for example, in organisations this might be towards their customers or competitors. These shared emotions can be both positive and negative and still create a shared experience of feelings in common with one another. Together, reciprocal and shared emotions build a sense of interaction between organisational members and help mobilise them, their lack can also have a demobilising effect (Goodwin et al., 2001, 2006; Jasper, 1998).

2.3.2 COLLINS: Ordering social interaction can be used to transform emotions

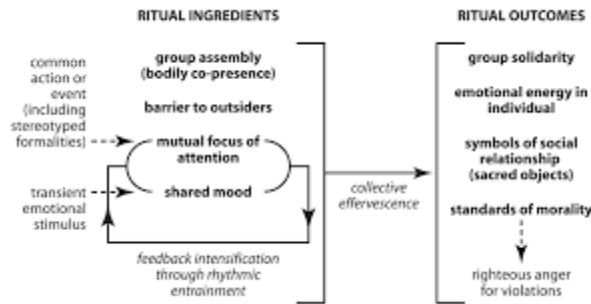
While Jasper theorises the possibility of strategists to configure emotions and emotional dynamics to serve strategy understood as strategic actions, Collins (2001, 2004, 2009, 2017) theorises that ordering social interaction can be used to transform emotions and charge groups with emotional outcomes ready for strategic action (2004: 105). Interaction Ritual Chains theory (IRC) is a “theory of situations” featuring “momentary encounters among human bodies” who are theorised to be “charged up with emotions and consciousness” as they have “gone through chains of previous encounters” with others before (Collins, 2004: 3). The charging of emotions is described as emotional energy which can fluctuate between and during encounters with others. The theory proposes that the starting point of a gathered group might be a variety of emotions (e.g., individual emotional states) but, by tightening and intensifying attention of individuals towards a sustained mutual focus, participants can be led to an awareness of one another’s doings and emotions and of the consciousness of others. Becoming caught up in one another’s emotions can be intensified to the point that, through mutual focus of attention, there is “collective effervescence” and the domination of a single feeling in a group (Collins, 2004: 48). This deeply emotional experience can have a unifying effect on the group, as it instils feelings of solidarity, charging it with emotional energy which can be attached to new group symbols and imbued into new group standards of morality.

The type of emotional energy suggested “has a specifically social orientation” (Collins, 2004: 108). High emotional energy creates a “feeling of confidence and enthusiasm...one gets pumped up with emotional strength from participating in the group’s interaction”, conversely, low emotional energy has an alienating effect from the group and its symbols (Collins, 2004: 108). It is argued, by Collins, that high emotional energy can have a controlling effect on participants; it can be used to make participants feel like “good people”, finding a righteousness, a magnetism, in what they are doing and if the “emotional unifying process is widely enough focused upon, the sense arises that no power can stand against it” (Collins, 2004: 33). Emotional energy becomes a powerful source of strategic action, it is full of “impulses to take the initiative” on behalf of the group (Collins, 2004: xii). Such a sense of overwhelming power, and the need for action, leads to an extreme feeling of pressure to respect and uphold the symbols of the group. People may feel righteous anger towards violations of the groups’ new symbols or threats to the group.

Collins (2004) theorises that groups can recreate the emotional energy initiated in the original assembly, or to inject new emotions into the group, by drawing from freshly identified group enemies. Building on the idea of strategy as strategic action, successful organisations are argued, by Collins, to create ‘moral concern in the very process of mobilising’ (Goodwin et al., 2001: 31). There is a scalability in the mobilisation processes afforded by emotional energy as it brings “internal commitment and forceful activity” that can “spill over and become outwardly directed...It can be consciously staged” through “dramatic events” (Collins, 2004: 31). Once again, the role of strategists

is highlighted as they can learn “how to dramatise their ritualistic activities so that they mobilise a larger penumbra of support” (Goodwin et al., 2001: 31) Below is the IRC process theorised by Collins (2004):

Figure 3 - Interaction Ritual Chains



Reproduced from: Collins (2004: 48) *Interaction Ritual Chains*

IRCs begin with bodily co-presence at an event. People become aware of one another’s bodily proximity in the physical assembly. To those gathered, it is clear who is included and who is excluded in the ritual. As such, a boundary or barrier to participation is established around the event. According to IR theory, the strength of felt boundary or barrier formed around an event has a direct bearing on the intensity of the emotive experience for those included. The emotive experience is argued to be “essentially a bodily process” that something “happens when human bodies are in close contact” immediately producing feelings of anticipation or caution (Collins, 2004: 53). This is because people subconsciously “track one another” and make themselves “trackable” (Collins, 2004: 54). It is this ability to track, and be tracked, that makes rhythmic entrainment a possibility as “the human nervous system” can “become mutually attuned” (Collins, 2004: 64).

Successful IRs work to capture the focus of individuals and make them become increasingly aware of one another’s focus to the point that it becomes a mutual focus of attention. This produces a compelling emotional experience as participants feel “the micro-situational-production of moments of intersubjectivity” (Collins, 2004: 48). The process of mutual focus is enabled through rhythmic entrainment via close bodily co-presence, through taking part together in social interaction. Collins (2004: 66) argues that there is a “collective and rhythmically entraining aspect of micro-interactional ritual” and that “the strongest human pleasures come from being fully and bodily absorbed in deeply synchronised social interaction.”

The collective emotional peaks can be embedded into cultural symbols created by the group. Thus, group symbols are infused with situational emotion and those symbols can be circulated through subsequent networks of people who may not have been in the original physical assembly. How powerful and meaningful these symbols are, when circulated, depends upon the intensity of emotion

that was reached at the time of their creation. Periodically symbols need to be recharged through renewed bodily co-presence and group mutual focus.

Collins argues that successful turn taking in conversations during interactions produces rhythmic properties in the group and that “entrainment occurs especially through falling into shared rhythms in a group” (Collins, 2004: 67). The analogy given is that a conversation can be like the passing of a ball around the group with the ball being the focus of attention (Collins, 2004: 73). The conversation increasingly focuses attention in and through how it is passed around the group and who takes turns and when they take turns: “Whereas there is no metronome playing while people talk, their talking itself serves as a metronome” (Erickson & Shultz, 1982: 72). Conversation, then, can deeply entrain everyone participating in it. Conversations can build over time and go through “crucial passages” where they may not “come off” (Collins, 2004: 71). However, “once a conversation takes off, it builds a self-sustaining momentum” and the feeling for participants is of “strong social meaning being conveyed” as it is built. Crucial to conversations taking off is adherence to “turn-taking rules” of speaking one at a time and leaving no gap, instigating “repair mechanisms...for dealing with turn-taking errors and violations” to increase the chances for the interaction to be a social success (Sacks, Schegloff, & Jefferson, 1974: 701). In turn, successfully completed IR's give rise to feelings of pride and solidarity among participants versus shame when they fail (Scheff & Retzinger, 1991; Scheff, Thomas, 1990).

Expanding the notion of emotional energy, Collins (2016) theorises four ‘sides’ to the concept: body and mind; trajectory; social mood; and rhythm/synchronicity. Body and mind refer to how literally in the body one might feel “strong, fresh, untiring” when experiencing high emotional energy; or when experiencing low emotional energy one might feel “exhausted, immobilised” (2016: 502). Trajectory captures the idea that experiencing high emotional energy one feels “active, alert, attention-setting”, with the alertness being oriented to what is unfolding around one as one pursues a sense of goal-oriented purpose. Conversely, low emotional energy will make one feel “passive, dull, unfocused” (2016: 508). The third side to emotional energy is “social mood”, this is the feeling one has towards “dealings with people” in daily life. In a state of high emotional energy, one might feel “confident, enthusiastic” which means feeling confident about dealings with people ahead of one and one’s ability to deal with them. In a state of low emotional energy one might feel “depressed”, doubting their ability to deal with anyone effectively and likely avoiding any such situations(2016: 527). Rhythm/sync helps make one feel “smooth, flowing, easy” when experiencing high emotional energy, one feels “in rhythm with oneself...if you can impart that rhythm to others, you can lead them”. Someone out of rhythm/sync with themselves can vary in their appearance to themselves and others from “bored” to “agitated” to “frenzied” (2016: 775).

In situations of conflict or confrontation, Collins (2017) argues that emotional domination and using emotional energy can make all the difference to the outcome. Collins (2016: 3805) states that “in a battle, one sides (emotional domination) drive the other side’s (emotional energy) collapse”. It

occurs “when one side seizes the initiative and sets the rhythm while the other side turns passive, at best responding to the rhythm set by the other.” One side might attempt to take the initiative, but the result can be a pervasive feeling of uneasiness in that same side, a feeling of “confusion, surprise, uncertainty” resulting in a failure to “countermobilise” emotional energy.

Regarding the intensity possible by using emotional energy in social interaction, Collins (2016) argues that extreme emotional domination in situations can become “so intense that it takes over one’s sense of reality”. Emotional energy can be used to shape senses of what is and isn’t real and even what is possible. The propensity for it to be used as a dominating force in strategic action is captured in the following: “nothing prevails over the intensely focused emotions of a group in sync” (2016: 875).

2.3.3 HOCHSCHILD: Emotions and emotional dynamics can be effortfully worked on
Jasper theorises the possibility of strategists to configure emotions and emotional dynamics to serve strategy understood as strategic action. Collins, in turn, theorises that ordering social interaction can be used to transform emotions and charge groups with emotional outcomes. Hochschild adds to these views by theorising that emotions can be effortfully worked on and with (Hochschild, 1979, 1990, 1998, 2012).

Hochschild argues that people are always engaged in processes of emotion management; they do not experience their feelings in a vacuum, but they are formed in interaction with the situation around them – for instance how they feel and how appropriate that feeling is within the setting. The term for this ongoing emotion management is “emotion work”, which is defined as “the act of trying to change in degree or quality an emotion or feeling. To ‘work on’ an emotion or feeling is...the same as ‘to manage’ an emotion...” (Hochschild, 1979: 561). Hochschild makes a distinction between manipulating emotions and emotion work which is argued to be about “evoking and shaping” a potentially desired but absent feeling, or “suppressing” initially present but unwanted emotion (Hochschild, 1979: 561). Such emotion work is theorised as being possible through simultaneously changing aspects of cognition, bodily experience, or expression, with the goal not being mere emotional display but actual shifts in authentic feeling. The role of ‘emotion-work systems’ is highlighted as important to supporting this emotion work. This is a matter of actors constructing the conditions for them, or others, to work through their feelings to new places and opens the way for emotion work to be considered as something that “can be done by the self upon the self, by the self upon others, and by others upon oneself” (Hochschild, 1979: 562).

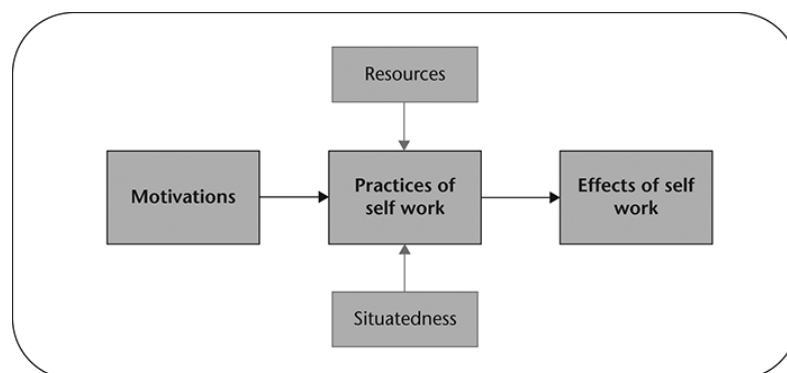
Navigating emotional experience is constituted by the tensions between “consciousness of feelings and consciousness of feeling rules, between feeling rules and emotion work” as conventions of feeling (Hochschild, 1979: 560). This thinking foregrounds the importance of social rules in shaping emotive experience and motivating emotion work. Feeling rules delineate the zone, or space, regarding what is

appropriate to feel in each situation and, therefore, guides processes of emotion management. This means both how we normally, and should, feel in a situation as part of membership to a group such as an organisation or a management team. This can include the (de-)legitimisation of ways to feel by our self and others (Hochschild, 1979). For example, feeling rules can be used to resist new ways of seeing situations. Without attending to feeling rules individuals can be left wondering how to feel. Extending the idea of the role of feeling rules in shaping emotive experience and complementing Collins, Hochschild (1979: 552, 555) argues that there is a “social ordering of emotive experience” that must be accounted for and that “social factors can affect how emotions are elicited and expressed.”

The ideas of Hochschild, particularly emotion work, have helped inform a broader ‘turn to work’ in organisation studies (Phillips & Lawrence, 2012). In particular, Lawrence & Phillips (2019) build on the work of Hochschild using the same definition of emotion work: “trying to change in degree or quality an emotion or feeling” (Hochschild, 1979: 560). Emotion work is seen as part of the “effort to construct a self – efforts that originate in relationship with others and exist as forms of co-action” (Lawrence & Phillips, 2019: 245).

Within organisational contexts this is constructing the self in a particular way to fit. Three qualities of emotion work are argued to be important to self-work. Emotion work can be understood in terms of its temporality as it can take place over extended periods of time as “ongoing attempts to manage...emotions” (Lawrence & Phillips, 2019: 83). Emotion work is accomplished through sets of practices including cognitive, bodily, and expressive strategies, that can be “done by the self upon the self, by the self upon others, and by others upon oneself” (Hochschild, 1979: 562). Emotion work is shaped by social context and feeling rules and an emphasis is placed, by Lawrence & Phillips, regarding the situatedness of emotion work as a form of social-symbolic work. It is constituted by the discursive, relational, and material together (Lawrence & Phillips, 2019: 37). Below is the model of emotion work proposed by Lawrence & Phillips (2019):

Figure 4 - A Process Model of Self-Work



Reproduced from: Lawrence, T. & Phillips, N (2019) *Constructing Organisational Life: How Social-Symbolic Work Shapes Selves, Organisations, and Institutions*

A range of motivations are proposed for people engaging in emotion work given that “people are able to (at least at times) intentionally and reflexively engage in efforts to shape social-symbolic objects” (Lawrence & Phillips, 2019: 87). For example, people can engage in emotion work as a response to organisational demands regarding what is appropriate, or required, in the workplace. It can be in pursuit of more optimal organisational outcomes including navigating difficult situations by managing emotional responses and avoiding unmanaged ones.

The authors advocate that emotion work is accomplished through practices (Nicolini & Monteiro, 2017; Schatzki, 2001) and that there is a need to move beyond assumptions that emotion work can only be an inauthentic endeavour through surface or deep acting. They cite emerging research that highlights that it can also be authentic and part of the negotiation of emotional roles and routines (Zapf & Holz, 2006). There is also argued to be a need to consider further effects of emotion work other than negative consequences that have been highlighted to date (Brotheridge & Grandey, 2002; Zapf, 2002).

The concept of emotion work has been used within management and organisation theory; for example, to show types of emotion work taking place in situations such as being calculative, constraining emotions, compartmentalising emotions, and championing emotions (Wright & Nyberg, 2012). Social entrepreneurs are found to instigate emotion work in others online through the use of emotionally shocking images that help transform emotions and increase group membership (Barberá-Tomás et al., 2019). Rhetorical strategies can be used in emotion work to deal with potential resistance including eclipsing, diverting, and evoking the emotions, or discursively expressed emotions, of others (Moisander et al., 2016). Actors can proactively engage in emotion work, rather than solely reactively, to manage emotional boundaries and felt proximity to others (Hayward & Tuckey, 2011). In addition, mediators’ emotion work has been found to contribute to the collective sensemaking of other actors (Heaphy, 2017).

Emotion work can be linked to other forms of social-symbolic work. Social symbolic work is defined as the “potential for people to engage in purposeful, reflexive efforts to shape those (social symbolic) objects” (Lawrence & Phillips, 2019: 26). Social symbolic objects are defined as “a combination of discursive, relational, and material elements that constitute a meaningful pattern in a social system” (Lawrence & Phillips, 2019: 24). Another form of social symbolic work – organisation work - is strategy work which is defined as the “purposeful activities carried out in the production of strategies” (Lawrence & Phillips, 2019: 44).

Lawrence & Phillips argue that “strategy work represents a particularly important type of organisation work given its focus on an important social-symbolic object around which frequent organisational struggles occur” (2019:152). The authors connect the concept to strategy-as-practice research, within the strategic management literature, which has taken a practice approach considering both actors, practices, and the material objects used by them (Jarzabkowski, 2005; Jarzabkowski et al., 2007, 2015; Jarzabkowski & Kaplan, 2015; Johnson et al., 2003; Kaplan, 2011; Whittington, 1996).

It is argued that the focus of strategy work research has broadened to consider connections to self-work, as it is tied to what people say, think, and feel, and how these accumulate into the organisation as a social-symbolic object (Liu & Maitlis, 2014; Rouleau, 2005). One element argued to be absent from the SAP literature, given the current focus, is the interplay between forms of work. Therefore, how strategy work sits alongside, or competes, with other forms of organisational work remains unknown (for example managerial work) as does how strategy work interacts with self-work.

Returning to Hochschild's work, one concept from emotion work that has been extensively used in management and organisation literature is emotional labour (Brundin & Melin, 2006; Brundin & Nordqvist, 2008; De Keyser et al., 2021; Huy, 1999, 2011a; Samra-Fredericks, 2004; Vuori et al., 2018). Emotional labour is defined as the "management of feeling to create a publicly observable facial and bodily display" (Hochschild, 2012: 328). Following this narrower definition, scholars have emphasised emotional labour as being about emotional display (Ashforth & Humphrey, 1993; Ashkanasy et al., 2016). However, other scholars have proposed that the concept is more an umbrella term which includes reappraisal, experience regulation, and expression regulation (Elfenbein, 2007; Grandey et al., 2013). Generally there is consensus that emotion is recognized to have become part of the labour process and that it is now necessary for many employees to use emotion to meet organisational goals (Domagalski, 1999).

As briefly mentioned earlier, the literature on emotional labour has predominantly focused on the potentially harmful consequences for employees of using their emotions in the labour process. These negative consequences include employee stress, burnout, and exhaustion (Brotheridge & Lee, 2003; Côté & Morgan, 2002; Elfenbein, 2007; Grandey, 2003; Rafaeli & Sutton, 1987). This has been argued to be particularly the case when someone visually displays an emotion they do not truly feel, described in the literature as surface acting or faking emotion. Surface acting is in contrast to deep acting where an employee actively summons an emotion so that it is more authentically experienced (Hochschild, 2012). Surface acting has been found to have various negative psychological outcomes for employees as they experience emotional dissonance – stark contrasts between how they feel and what they publicly project to others through emotional display (Brotheridge & Grandey, 2002; Grandey, 2003; Hülshager & Schewe, 2011; Kammeyer-Mueller et al., 2013; Van Dijk & Brown, 2006; Wang, Seibert, & Boles, 2011; Zapf, 2002).

The likelihood of an employee experiencing negative outcomes from emotional labour is heightened when there is poor person-job fit; for example, when an introverted individual is cast in a role that requires constantly portraying warm and engaging emotions to customers in order to meet organisational goals (e.g., customer services industry). Therefore, person-job fit acts as a moderator as to whether emotional labour will have negative consequences for an employee (Humphrey, Ashforth, & Diefendorff, 2015). Increasing the likelihood of authentic emotional experience is imperative for employees continued wellbeing in roles and is often associated with how deeply an employee is able to identify with the role being performed (Ashforth & Humphrey, 1993; Cable, Gino, & Staats, 2013).

This can be difficult given the variance in social roles workers may need to fill between spheres in their lives which result in a variability in emotion labour as they move between them (Wharton & Erickson, 1993).

While there is an extensive literature on emotional labour which considers the problematic nature of emotional labour, less attention has been given to the potentially positive aspects for employees of engaging in it (Ashforth & Humphrey, 1993; Ashkanasy et al., 2016; Humphrey et al., 2015) and that for some, such as those in emergency services, it can be an exciting and rewarding aspect of their roles (Shuler & Sypher, 2000). Authenticity is argued, by scholars, to be important to accessing the possible benefits of emotional labour – authenticity being defined as the subjective experience of alignment between one's internal experiences and external expressions (Roberts, Cha, Hewlin, & Settles, 2009: 151). The possibility of authenticity has been shown to increase with the strength of identification with, and meaningfulness found in a role being performed, with deeper meaning and stronger identification leading to deep acting and reducing the risk of surface acting (Brotheridge & Lee, 2003; Kumar Mishra, 2014).

Extending the concept of possible positive benefits of emotional labour for employees, a third type of emotional labour has been proposed in addition to surface and deep acting - spontaneous and genuine emotional labour (Ashforth & Humphrey, 1993; Diefendorff, Croyle, & Gosserand, 2005). When spontaneous and genuine, emotions do not need to be summoned but instead naturally flow within organisational expectations of a role leading to employees feeling at ease in themselves given the alignment they feel between their internal experience and external expressions. Indeed, with increased authenticity comes the potential for managers to lead with, and through, emotional labour as it affords the ability to help shape emotional states of those around them (Humphrey, Pollack, & Hawver, 2008). However the literature considering the potential to lead with emotional labour predominantly highlights exemplifying and leading with positive emotions such as hope and confidence (Kiel & Watson, 2009) and as yet has not considered the outcomes of leading with both positive and negative emotions through emotional labour.

2.4 Literature review conclusion

In this literature review I focused particularly on the strategizing literature (Jarzabkowski, 2005; Johnson et al., 2003) within scholarship on emotion in strategic management. I argued that pioneering research on emotions in strategizing has extended scholarly understanding regarding the way emotions might be used, or can naturally arise, during the course of everyday TMT strategizing (Brundin & Melin, 2006; Brundin & Nordqvist, 2008; Kisfalvi & Pitcher, 2003; Liu & Maitlis, 2014; Samra-Fredericks, 2004). However, as such scholarship has zoomed in on the facial and verbal expression of emotions during everyday TMT discourse, scholarship has not yet zoomed out to consider the wider social and material context that may influence emotions and emotional dynamics

during strategizing. With a focus on everyday business in the literature, we still know little about how more exceptional episodes of strategizing are shaped by, and shape, emotions - such as during the development of a 3–5-year organisation-wide strategic plan.

TMTs of large organisations often turn to external strategists, such as consultants, to design and run exceptional strategizing processes given the perceived high stakes involved (Alvesson et al., 2009; David, 2012; Mohe & Seidl, 2011; Sturdy et al., 2010). In turn, consultants create a more deliberate and structured strategizing process using strategy resources, such as workshops, to guide client strategic planning (Healey et al., 2015; Hodgkinson et al., 2006; Johnson et al., 2010; MacIntosh et al., 2010). However, we do not know how the introduction of consultants into a strategizing process influences the development of emotions and emotional dynamics, although client-consultant encounters are known to be socially complex (Cerruti et al., 2019; De Keyser et al., 2021; Gill et al., 2020; McGivern, 1983). Equally, we do not know how the more structured and deliberate use of strategy resources, such as configurations of space, materials artefacts, and uses of time, intentionally, or unintentionally, structure the development of emotions and the types of outcome produced (Golsorkhi et al., 2019; Jarzabkowski et al., 2015).

In addition, given the need to zoom out, scholarly attention has not yet been given to how emotions, and emotional dynamics, are used, or formed, by the anticipated need to secure the strategic action of others outside the group strategizing. TMTs of large organisations face the formidable challenge of getting, sometimes, tens of thousands of geographically dispersed employees taking action to realise an organisation-wide strategic plan. Securing such strategic action becomes a critical matter. The emotion in strategic management literature on strategy implementation has shown that managers react strongly to change wrought by TMT strategizing and, in response, they attempt to manage their own and others emotions with a variety of positive and negative outcomes for strategic management (Huy, 1999, 2011a, 2011b; Sanchez-Burks & Huy, 2009; Vuori & Huy, 2022). We do not know how a TMT, and their appointed consultants, might attempt to engage subordinates (e.g., senior managers) during strategizing in the hope of securing their willingness to take the necessary strategic action.

A lack of scholarly understanding regarding how emotions, and emotional dynamics are used, or formed, and how they structure the development and trajectory of 3-to-5-year strategic plans is concerning. It is particularly concerning when considering how far reaching the consequences of medium-term plans – even in their failure – can be in large, global organisations. Given the scale and complexity of large organisations their impact can be globally felt. Such strategic plans can impact employees, interconnected businesses, shareholders, governments, societies, economies, and environments around the world. The speculated failure rate of strategic plans is frequently cited to be ranging between 50-90%, although some scholars have begun to question these figures (Cândido & Santos, 2015; Kaplan & Norton, 1996). Commentators typically question whether failure is due to the strategic plan being wrong, or if organisational members failed to mobilise in its favour. The wrong

plan, or lack of execution, can result in disaster for an organisation and all those whom it can impact, as well known examples, like Nokia, have shown (Surowiecki, 2013; Vuori & Huy, 2016, 2022). Regardless of the reportedly high failure rates of more formalised strategizing, it remains a common practice in large organisations (George, Walker, & Monster, 2019; Glaister & Falshaw, 1999).

To explore the use of emotions, and emotional dynamics, during exceptional episodes of strategizing, and to account for the wider social and material context I have argued is currently missing in scholarly understanding, additional theoretical resources are required. In the literature review, I have identified three social interactionist theories of emotion that complement one another and can support the extension of knowledge within the emotion in strategic management literature. Firstly, the work of Jasper (Goodwin et al., 2004, 2006; Jasper, 2018, 1997, 1998, 2006, 2011, 2012, 2014; Jasper & Poulsen, 1995) argues that emotions and emotional dynamics can be strategically configured by strategists and provides guidance on the sorts of emotional configuration that are particularly potent. Secondly, Collins (Collins, 2001, 2004, 2009, 2017; Collins & McConnell, 2016) argues that social interaction can be ordered to transform emotions in groups through structured processes such as exceptional strategizing. Such transformational experiences can build feelings of belonging and alienation. Thirdly, Hochschild (Hochschild, 1979, 1990, 1998, 2012) argues that emotions can be effortfully worked on through emotion work done ‘by the self upon the self, by the self upon others, and by others upon oneself’.

Having identified the current state of scholarly understanding in the emotion in strategizing literature and the need to better understand the wider social and material context, I now turn to the research methodology. In the next chapter, I detail the research questions provoked by the current omission in understanding in the literature and provide an overview of the design of the study to contribute further scholarly understanding.

3 Methodology

3.1 Introduction, research question and general design of the study

This thesis explores the use of emotions and emotional dynamics in strategizing and foregrounds interaction with the wider social and material context currently missing in the literature. Firstly, I explore how consultants, as external strategists, use emotions and emotional dynamics during strategizing given they are often recruited to design and deliver strategizing processes for clients facing exceptional episodes of strategy creation (e.g., 3-5-year organisation-wide strategic plan). Secondly, I widen the context of interaction by embracing the use of emotions and emotional dynamics in strategizing is with strategic action in mind, often action by others, beyond the initial groups strategizing together. Thirdly, I embrace the idea that the use of emotions and emotional dynamics during strategizing is with, and through, strategy resources. Therefore, to research this missing wider context of the use of emotion in strategizing, I ask the following three interrelated research questions:

- *How do consultant-designed strategizing processes use client emotion in the formation of organisation-wide strategy?*
- *How might the use of emotions and emotional dynamics in strategizing be shaped by the need for strategic action?*
- *How are strategy resources used in the shaping of emotions and emotional dynamics?*

Given the processual and complex nature of the main phenomenon of interest – the use of emotions and emotional dynamics in strategizing processes – I chose to conduct an ethnographic study. Such an approach can enable an in-depth and rich understanding of the phenomena to develop over time and in situ (Jones, 2014; Marcus, 1998; Van Maanen, 2010, 2011; Ybema & Kamsteeg, 2009; Ybema et al., 2009). The setting of a single extreme case study was chosen to help make the phenomena of interest conspicuous. The one chosen was a boutique management consultancy with a stated explicit focus on the use of client emotions during the strategizing process (Stake, 1978, 1995; Ybema et al., 2009; Yin, 2011).

Studying emotions and emotional dynamics in strategizing is challenging. Building on the prior pioneering work of other scholars, I believed that further methodological innovation would be required and designed a multimodal methodological toolkit accordingly (Kouamé & Liu, 2020; Nicolini, 2012; Vesa & Vaara, 2014). This included physical and virtual observation – participant and nonparticipant; interviews; documents; photography; and engagement with social and digital communications channels.

My methodological approach was informed by calls to be particularly attuned to the sensorial experiences of myself and others and to consider emotions to be accomplished through practices (Lawrence & Phillips, 2019; Nicolini, 2012; Pink, 2015; Schatzki, 1996, 2006). The ability to follow action in real time – blending across and simultaneously between the physical and virtual - felt imperative. This would enable me to study the phenomena across potentially multiple levels and to

allow for the recursive and conjunctive nature of proceedings (Cloutier & Langley, 2020; Langley, 2007; Langley et al., 2013).

Data analysis took place throughout fieldwork and was an iterative process of reflecting on the data collected and the literature, moving continually between both (Locke et al., 2020). Over the course of fieldwork, data was continually coded to identify first order concepts, second order themes, and aggregate dimensions. Analytic memos were extensively used to facilitate this process and identify connections between data sources and the various emerging concepts, themes, and dimensions. As these evolved it was possible to gradually refine the object of study (Spradley, 2016).

In this chapter, I provide detail on the design of the research project, including the case selection, and why I believe it to be an extreme case study. I then turn to the methodology to describe how access was secured for my research project and the detail of the data collection methods selected. Following this, I detail the journey of data analysis showing the first order concepts, second order themes, and aggregate dimensions identified through analysis. These enabled me to theorise how emotions were being used during strategizing and to what end.

3.2 Design (extreme case study)

3.2.1 Case selection

To answer the research questions and study the phenomena of the use of emotions and emotional dynamics in strategizing I conducted a longitudinal study in a single case, a boutique management consultancy for which the pseudonym ‘The Consultancy’ or TC is used. I believed the case study would have both theoretical and practical importance (Gerring, 2007: 40). Case studies provide the opportunity to study the complexity of phenomena and, therefore, can hold explanatory power (Bryman, 2016; Stake, 1978, 1995). They are appropriate for exploring how and why questions such as the research questions of this thesis. A deep focus on a single case study allows one to trace processes, sequences, and events in detail and over time in a ‘real world context’ (Yin, 2009, 2011). This was essential to understand the use of emotions and emotional dynamics in strategizing processes as they unfolded over time.

The case selected proved to be an extreme case, an assertion I will support shortly. An extreme case study is where one can expect the maximum proliferation of the phenomena of interest, rather than other settings where it might be less intensely present. The extremity of the phenomena in the setting made the use of emotion and emotional dynamics in strategizing conspicuous to me as a researcher (Eisenhardt & Graebner, 2007; Gerring, 2006; Yin, 2003). Thus, the setting increased my ability to generate new theory and insights. To draw from Ortner (1984), regarding the use of emotions and emotional dynamics in strategizing, there was a serious game afoot.

The case study selected was a management consultancy as the industry in many ways exemplifies the work of external strategists. The consultancy was focused on strategizing work with clients, versus other types of management consultancies where strategizing work might be a peripheral part of other work. The focus on strategizing work, I believed, would allow for the observation of the use of emotion and emotional dynamics in the strategizing processes across multiple clients. Indeed, this proved correct as I was able to observe aspects of the strategizing process being used with 14 clients and internally within the consultancy itself.

The selected management consultancy was of interest as they work exclusively with executive boards and senior managers of large organisations (FTSE 100-250). Given such organisations demand external strategists engage in significant, complex, and ambiguous client problem solving and generating creative solutions (Alvesson, 2011: 6), I expected emotional dynamics to be intensified given much was likely to be at stake with such high profile clients.

TC is a boutique consultancy, the size I felt would mean that researching the use of emotions and emotional dynamics in strategizing would be more manageable. I could build relationships with multiple members of the consultancy and navigate social and political organisational dynamics more easily (Alvesson, 2004). Most importantly, the consultancy was chosen given that they claim that the experimentally immersive strategizing processes they have developed explicitly targets working on and with client emotions. They do this to ensure that strategy is both made ‘crystal clear’ for clients and translates into their strategic action.

Is my case really an extreme case?

The case study being an extreme case study became apparent over the early stage of ethnographic fieldwork. Through observation, I came to understand the prior career experiences of the founders and consultants who had all worked at other well-known management consultancies ranging from McKinsey to Boston Consulting Group. I regularly asked them, during ethnographic conversations and more formal interviews, how what was happening in situ compared with their prior experiences of doing strategizing work and life at those other management consultancies. In total I spoke with eight consultants about how life at TC contrasted with prior experiences across six other management consultancies, see below.

Table 1 - Competitor consultancies and number of prior experiences discussed

Consulting firm prior to TC	Number of experiences
Boston Consulting Group	2
Accenture	3
Deloitte	2
McKinsey	1
Moorhouse	1
Ernst & Young	1

Through early conversations with the founders, the Chief Executive Officer, Chief Operating Officer, and Senior Partner, it became clear that TC had been founded in response to longstanding frustrations they had with how strategizing work was typically done at other management consultancies. They wanted to defy conventions. They all articulated that the commonly used approaches to doing strategizing left clients ambivalent about their strategy – both unclear about what it is and what to do next. They all commented that the missing element, around which they had built the consultancy, was a focus on client emotions and emotional dynamics. Capturing these frustrations with industry conventions, the Senior Partner said one time:

“If you want to articulate a direction for a business, at the moment the [industry] standard is bringing a [large management consultancy] who are brilliant at analysis and create loads of data and benchmarking...but they leave you with something that people don't understand, is a bit dull, and is too detailed... the language is prosaic, it doesn't tie to the culture, doesn't paint a holistic picture. So, one aspect of what we [TC] are doing is saying: if you want people to buy into a new direction, you need to get them emotionally committed to it; and properly aligned, it's very difficult to align around a 200-page [PowerPoint] deck...it's impossible.” – *Senior Partner Interview 9, Feb 2021*

This missing piece in conventional approaches to strategizing was working on and with emotions. Given my background in business, I was quickly aware of how unusual I found the central focus on engaging with emotions, both with clients and, also, internally in the daily life of the organisation. However, I didn't want to presume this was the case for consultants. In speaking with them, it became clear that they believed TC to be at the “polar opposite” end of the spectrum in comparison to prior management consultancies. Two main themes emerged, firstly, that the focus on emotions in strategizing is highly unusual – even unprecedented – for a management consultancy. Secondly, that the focus on emotions makes the approach to doing strategizing work very unconventional versus established industry norms. For example, on one occasion a consultant who had worked at several big management consultancies tried to articulate the novelty of the approach:

“My background is in big consultancy...I've come from very rational, left brain, big programmatic ways of working and thinking. At [TC], there's the emotional commitment piece...it's front and centre [at TC], and I've just never really had that as a perspective or as an ingredient to any sort of transformation work before. [At my other consultancies] there was a bit around buy-in and ownership, all those buzzwords; but not around emotional commitment.” *Lead Consultant 5 Interview 1, Dec 20*

At TC, the focus on emotions is central to the strategizing process. The attention on emotions in strategizing makes consultants feel that there are completely different expectations on being an organisational member and consultant at TC. Rather than there being an emphasis on rational professionalism, as per every other management consultancy, they are expected to be emotional, relational, and informal. For many the stark difference between life at the consultancy and their prior experiences could not be emphasised enough. Life at TC evidently felt very unconventional in the degree to which personal life and feelings were expected to be frequently and widely shared. For many consultants this has taken time to get used to, they frequently refer to life at TC as being “emotionally intense”, one even describing it as being “emotional as hell”. They recount how meetings at TC frequently begin by everyone sharing their hopes and fears for a piece of work and

how they all individually feel in relation to it. Many said that at their prior consultancies you simply “leave your emotions at the door”. On one occasion, the financial director starkly described the difference with prior large consultancy life through the following two stories:

“At [large management consultancy], you just showed up... it's not about where you are personally [like it is at TC], you know, or you'd never, hardly ever talk about personal stuff. I remember when I was pregnant with [child] and having to go into hospital because they couldn't find a heartbeat. The next day, I showed up at work and no one had a clue. Because I think everyone just shows up...there's a robotic side. I remember [a colleague] was one of the partners at work. Her mum died and no one knew. She said: 'This is my safe space, I'm going to come to work because no one asks me about [my life] here'" – *Financial Director Interview 1, Jan 20*

In contrast to TC, in prior consultancies a consultants' emotions and personal life were of little interest. The consultants also highlighted how a focus on emotions meant a break with industry conventions around how to do strategizing work – again it felt like an extreme contrast. Reflecting on prior experiences, the consultants frequently described highly structured processes that used well established ways of dealing with clients. For example, always meeting in the client offices in their board rooms, using PowerPoint presentations to structure the meetings, the focus being on consultants creating the strategy report following the meeting.

The actual conversations with and between clients often carried ‘little weight’ and weren't seen as that important. While the report at the end was. At TC, the consultants believe the focus is on the quality of social interaction between clients and directing it through using unconventional spaces and experiences matters most. It is the conversation, and directly pulling the emotional in, achieving particular ‘emotional states’, that is most important. On another occasion, a consultant described the contrast between TC and with how they did strategizing before:

“If I contrast [the TC way of doing strategizing] to a [large management consultancy] presentation, which would be a beautifully aligned PowerPoint deck of at least 60 pages, and if you flip through, there'll be no misalignment between the size and the numberings. You know it forces you to engage with it in a kind of professional way... it would always change the kind of commentary you might give. Then if you saw three post its with a question mark next to them [like used at TC]; I think it invites an openness, getting towards the emotional again, like not just your rational head, but your kind of human heart is allowed to come out.” – *Director 5 Interview 1, Sept 21*

Unlike their prior experiences, the TC strategizing process aims to pull more of the self into the strategizing process. Given the explicit focus on emotions, and the stark comparison with norms in other management consultancies in the industry, I became confident that this was an extreme case study. The following table provides further data supporting this assertion. Having discussed case study selection, I now turn to the methodology in detail.

Table 2 - Further quotes from TC consultants regarding the contrast between TC and their prior consulting firms

<p>The focus on emotions in strategizing is highly unusual – even unprecedented – for a management consultancy.</p>	<p>“At McKinsey [where I used to work] everything was numbers and fact-based, [at TC] it’s emotional... when do we use any data to determine what strategic drivers we should use in a business or where we should play in terms of when we look at purpose? We're not sat there doing anything analytical, or looking at the market, or doing anything like that. Our style is to go: let's use consensus driven, people driven approaches. It's getting alignment across a team and then the team will feel ownership. I think the authorship equals ownership is huge for us...when we look at other [consultancies] work, we use it to go: this isn't great. But someone who is sat more on the data [rational] side of it, like McKinsey, they'd say: where is the data to substantiate it all.” – <i>Chief Operating Officer Interview 2, Aug 2021</i></p> <p>A consultant referred to the following typical TC CEO comments on Slack as exemplifying the unconventional public focus on emotion at TC: “That felt like 7 weeks in one. Emotionally. In terms of the different modes we all needed to operate in. In terms of the energy required and expended to live and work in this context...In a situation like this you can't help the cards you are dealt. But you do get to choose how you play them. We played strong this week. Hope everyone gets some rest. Enjoy the sun. Big week next week. Be (TC). It's what we do.” – <i>CEO Slack Message to all company, 19.48 on a Friday</i></p> <p>Contrasting their prior experiences, a consultant described: “[At TC] When you're in a room of 10 executives and you're leading them, that's a massively emotionally charged space. Where you're having to handle their emotions...I think we sometimes think we should be like ‘it's just a workshop’ [like at previous consultancies], but it's very different...even a strategy workshop isn't as complex as when you mix it in that kind of team dynamic.” – <i>Transformation Lead Interview 1, Oct 19</i></p> <p>“The culture of the [TC] business is emotional. I think generally, we try and get clients into, and actually internally within [TC], an emotional state; I didn't see that at [my previous management consultancies]. There it was just: what do we need to do to get the work done? It wasn't: how do we get people into an emotional state rather than a rational state?” - <i>Director 4 Interview 1, Feb 21</i></p>
<p>The focus on emotions makes the approach to doing strategizing work very unconventional versus established industry norms</p>	<p>“At my previous consultancy everything was in a boardroom at client offices...You would never take them [clients] somewhere new ...Everything, absolutely everything, was PowerPoint. So, you'd send out a pre read, you'd never ever consider running a client [strategy] workshop without first sending them a pack before [at TC we don't do that]...You'd also always spend a lot of time after the event creating some sort of pack [at TC we don't do that either]. The pack was meant to be the value of the session, as opposed to the session itself [the opposite of TC]. It was the polar opposite [to TC] and we would very rarely invest any money in terms of doing things that we do [during the strategizing process at TC]... <i>Lead Consultant 5 Interview 1, Dec 20</i></p> <p>“I remember I worked at [large management consultancy], you couldn't visit a bigger place, the way teams are structured, the way the office is structured; everything made it possible to have a day, or a week, where you were slightly anonymous. You know, there are times when you could just turn up, do your work, and go; and, this is an imperfect analogy, but at [TC], it feels like every day you're on stage, kind of in the spotlight, like, there's no hiding.” – <i>Lead Consultant 2 Interview 9, Nov 20</i></p> <p>“A person at my level or below at [large management consultancy] wouldn't have a clue how the business is performing. They certainly wouldn't know [like they do at TC] how much cash is in the bank, the burn rate, and at what point the business will need to fire people.” – <i>Lead Consultant 3 Interview 1, Aug 20</i></p> <p>“If you've grown up in a big consultancy, what that means for how you progressed... you haven't grown people around you; you haven't really thought about your impact [like at TC]. [At big consultancies] It's a highly competitive environment. It's up or out. So, [at TC] if you're performing well, and at the same time not thinking about everybody else around you, and you're having a bad impact on people you're not going up [at TC]. And you go up in those other consultancies despite any of that.” – <i>Director 3 Interview 1, Oct 19</i></p> <p>Our approach [at my previous management consultancy] was to present some PowerPoint ...and then have a conversation. You might have someone capturing some stuff on a flip chart, literally capturing everything that was said rather than synthesising it [like at TC] where we'd say, right, this is what we have agreed; the whole dynamics of what you'd be doing in that time is completely different [to TC]. The importance of having the conversation itself didn't have weight [like it does at TC]. It was the output of the conversation that had weight. It was all note taking to go away and then work out how you turn it into pretty slides. It's not geared up for any sort of emotional commitment [like at TC]. If someone said something in a session, people would feel responsible and accountable for what they said and what was agreed but they wouldn't feel committed to what they said or agreed, it's a very different way of like, soliciting information and getting agreement [compared to TC].” – <i>Lead Consultant 5 Interview 1, Dec 2020</i></p> <p>“The Big Four [management consultancies] and peers of mine who work at them never dream of being able to do the kind of work that I'm doing and have the kind of relationships I have with executives – its unprecedented.” – <i>Lead Consultant 1 Interview 1, Jan 20</i></p>

3.3 Methodology

3.3.1 Access and positioning in the field

Gaining and maintaining access for a longitudinal ethnographic study is often challenging (Van Maanen, 2015; Van Maanen & Kolb, 1982; Ybema et al., 2009). I found it so, but perhaps for slightly unusual reasons I would summarise as relational complexity. I had known the TC CEO for about ten years, during which time we had periodically met for lunch to exchange views and opinions. The TC Senior Partner was someone I had known for much longer, 20 years in total, and they were a friend. They both knew me from my recent professional life and as someone occupying senior leadership roles.

Approaching them to see if I could conduct research felt a significant shift in our relationships and my status – from senior leader to apprentice researcher. Given my leadership roles I knew I was asking much of them, as I was keen to have full access to the life of the business, to see what they did, how, and why – something all consultancies are hesitant to allow. After an initial conversation with my friend, which took courage to initiate, I had subsequent conversations with the CEO, COO, and CPO (Chief People Officer) so they could consider how comfortable they were with me conducting research for an undefined period. Subsequently, they agreed between themselves that my presence may be beneficial to them as it would send a ‘signal’ to the company that someone like me wanted to conduct research with them. It was perceived to speak about the novelty of what they were doing in the industry. When introducing me initially to the whole company, via email, they highlighted my prior professional experiences to maximize the strength of signal they could send:

“Prior to his PhD, Matt was in the communications industry for 18 years. He held a variety of senior roles in the UK, and globally, including: Chief Operating Officer, Global Executive Vice President and Managing Director - at prestigious organisations like Edelman (think the Mckinsey of Communications) working with execs at top tier clients such as Microsoft. Therefore, he's got some interesting views on what it takes to supercharge teams for change” – *All company introduction email – Oct, 2019*

Managing my position in the setting proved an ongoing challenge. As argued by Langley & Klag (2019:516), given my historical relationships and the introductory note with the research setting, I faced an “involvement paradox”. This produced a continual tension to manage during fieldwork as I had to “wrestle with choices about positionality, identity, and the nature of...relationships” with research respondents (Cunliffe & Karunanayake, 2013: 365). I found it particularly important to adopt a relational reflexivity, reflecting on how the researcher-respondent dynamic could, and was, influencing my research (Cunliffe & Karunanayake, 2013; Hibbert, 2022; Hibbert, Sillince, Diefenbach & Cunliffe, 2014).

As a researcher, during fieldwork, I experienced a multiplicity of identities which had to be navigated. Often, I was treated by research respondents as an “external insider”; seen as a researcher but deemed to understand the business enough to appreciate how things happen and why. This insider-outsider status could shift to being perceived as an “indigenous insider” given my previous

career in the consulting industry; it was presumed I had an indigenous, industry, knowledge of what it was like to lead and be part of such organizations (Cunliffe & Karunanayake, 2013: 373; Lavis, 2010). The benefit of being seen predominantly as an “insider” meant I was given open access to the research setting. While TC organizational members often presumed a sameness between us in outlook, I felt considerable difference given my choice to leave the world of consulting and pursue becoming a researcher. As such I often felt “poised between familiarity and strangeness” (Hammersley & Atkinson, 1996: 112).

Given a focus on the use of emotions in strategizing, my sense of involvement in the research setting at points became intensified. Seeking to maintain distance, I had to do so while sometimes being treated as a trusted confidante to an organizational member – TC members were often pleased to be able to speak to someone ‘from the outside’. For example, on occasions the TC CEO asked me confidentially what I thought about the configuration of the TC LT and how things might be improved. Distance also proved difficult to navigate during intense interactions with the research setting, particularly during the TC company retreats. I would leave these often feeling conflicted and confused as I had been so fully immersed in organizational life and treated as a colleague rather than a researcher.

During fieldwork I developed ways to practically manage the balance between distance and involvement (Anteby, 2013). This included periodically removing myself from the field for two weeks to actively reflect and take stock. To support balance between involvement and distance I didn’t conduct ethnographic observation every day of the week, but instead two-to-three days a week. Throughout the entirety of my fieldwork, I frequently met with my supervisory team to reflect on my research experience, producing analytic memos in preparation for these aided reflexivity and generated distance. An open question during these supervisory conversations was the degree to which I might be influencing the setting and being influenced by it - whether I was “going native” in any ways (Langley & Klag, 2019: 516). My research design included the development of emotionographs, as will be discussed in depth later in the methodology section. The use of these facilitated making sense of my emotional experiences as a researcher as I recorded what I felt had happened and used this data for comparison and juxtaposition with others in the research setting. This approach enabled me to actively focus on my emotional perceptions and what was occurring within my body during fieldwork; as such, taking note of my own emotions, and those of others, shaped in interaction with the field supported my own reflexivity, produced distance, and generated insights (Anteby, 2013; Burkitt, 2012; Heaphy & Dutton, 2008; Hibbert, 2022).

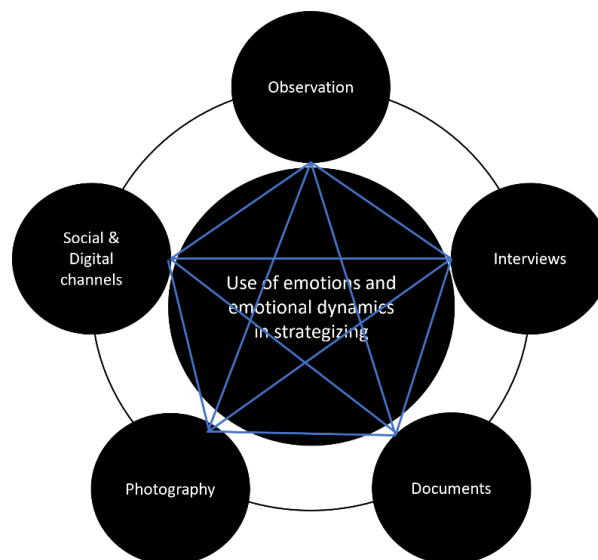
Given the nature of the strategizing work of TC – an explicit focus on engaging with the emotions of clients – I questioned the ethical implications of such work. It provoked me to think deeply about the political and ethical implications of my research (Vaughan, 2008). I allowed such questioning to be generative during the research and analytical process, it helped me to further find balance between

involvement and constructive distance with the research data and the research setting itself (Locke, Golden-Biddle & Feldman, 2008).

3.3.2 Data collection methods

As previously stated, given the challenges of studying the phenomena of interest – the use of emotions and emotional dynamics in strategizing – I decided to use a multimodal toolkit including observation, interviews, documents, photography and social and digital channels (Kouamé & Liu, 2020; Nicolini, 2012; Vesa & Vaara, 2014). The aim was to be able to continually “triangulate” between data sources as shown in the image below.

Figure 5 - The multimodal toolkit to enable triangulation around the use of emotions and emotional dynamics in strategizing



In the following table, I provide a summary of the data collected through the multimodal toolkit.

Table 3 - An overview of ethnographic data collected through the multimodal toolkit

Observation	
• Months of observation/ participant observation	21 months (August '19 – April '21)
• Physical in-person observation: in the office; at organisation gatherings; at client gatherings	322 hours
• Virtual observation: conference calls; zoom meetings; slack conversations; email traffic	Across 2464 hours
• Meetings observed (physical and virtual) – audio recorded	123 meetings; 273 hours
• OneNote pages which include multiple images of hand-written notes, photos, transcripts, screenshots etc.	234 pages
Interviews	
• Interviews conducted – audio recorded	58 interviews
• Informal conversations – notes made	100+ conversations
Documents	
• PDF, PowerPoint, Word, and Excel documents: Client and internal presentations; Leadership Team, Marketing, Financial, HR, Operations, and Consulting Team materials	710 pages
Social & Digital Communications	
• Corporate LinkedIn posts including text, photos and video captured	54 posts
• Slack conversations	308 Slack conversations
• Email conversations	190 email conversations
Photography	
• Photos taken by researcher	774 photos

Observation

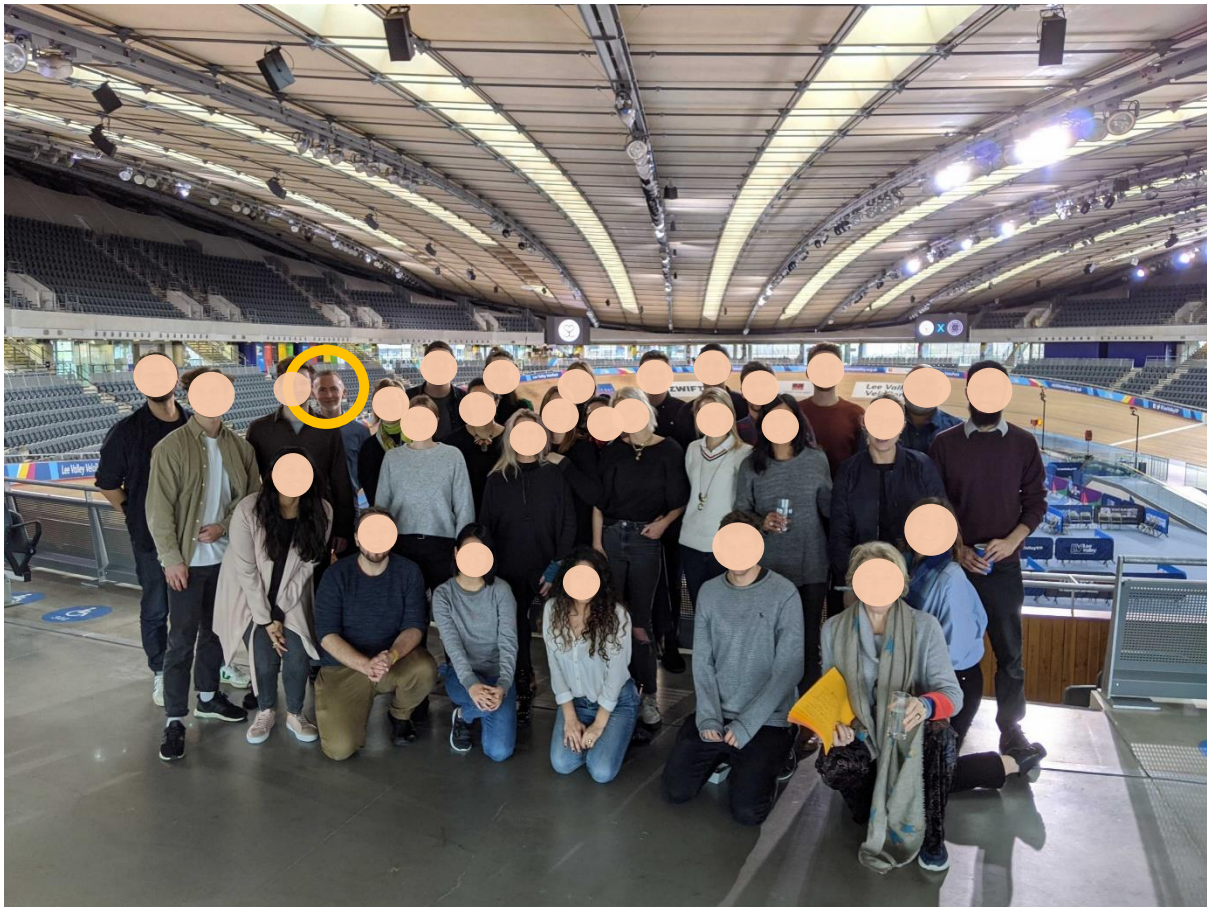
At the centre of my research strategy was observation of life at TC as it happened in real-time. In total I physically and virtually observed the organisation across over 2,464 hours of business over three calendar years (August 2019 – April 2021). I began in August 2019 by conducting informal interviews with each of the LT members to build rapport and gain initial impressions of what was important to them. In early September, I began three weeks of shadowing the Senior Partner (Czarniawska, 2007) as this was seen as a “normal” thing to do in the organisation when people were joining (Quinlan, 2008). On my first day in the office, I was introduced by the Senior Partner to everyone there, having a chance to introduce myself and allow others to do the same.

The shadowing phase allowed me to begin sensitising to the organisation from the perspective of a pivotal figure in it and gain a broad overview of roles, perspectives, and organising processes with all the associated points of relational tension. The Senior Partner was immersed in the client work, and the running of the business, therefore, I got to engage in all aspects of what they were doing. Shadowing afforded a rapid orientation to the “full spectrum of sensory phenomenon” being enacted and experienced within the research setting (Hurdley & Dicks, 2011: 278). Importantly, it began to help me understand what people do versus their official roles and responsibilities (Vásquez, Brummans Boris, & Groleau, 2012). During this phase I necessarily adopted a “light hand” to capture what initially felt significant, or surprising, and I used rare moments of downtime with the Senior Partner to ask them about things I had witnessed and their meanings (Gill, Barbour, & Dean, 2014: 21).

After the initial period of shadowing, I reconvened with the Senior Partner and we agreed the days on which I would get the most from being physically present in the office. We also discussed my observing the organisation for an initial three months, this continually extended during fieldwork. Given the levels of trust established, I enjoyed open access to organisational life. They kindly gave me my own office pass so I could come and go as I pleased.

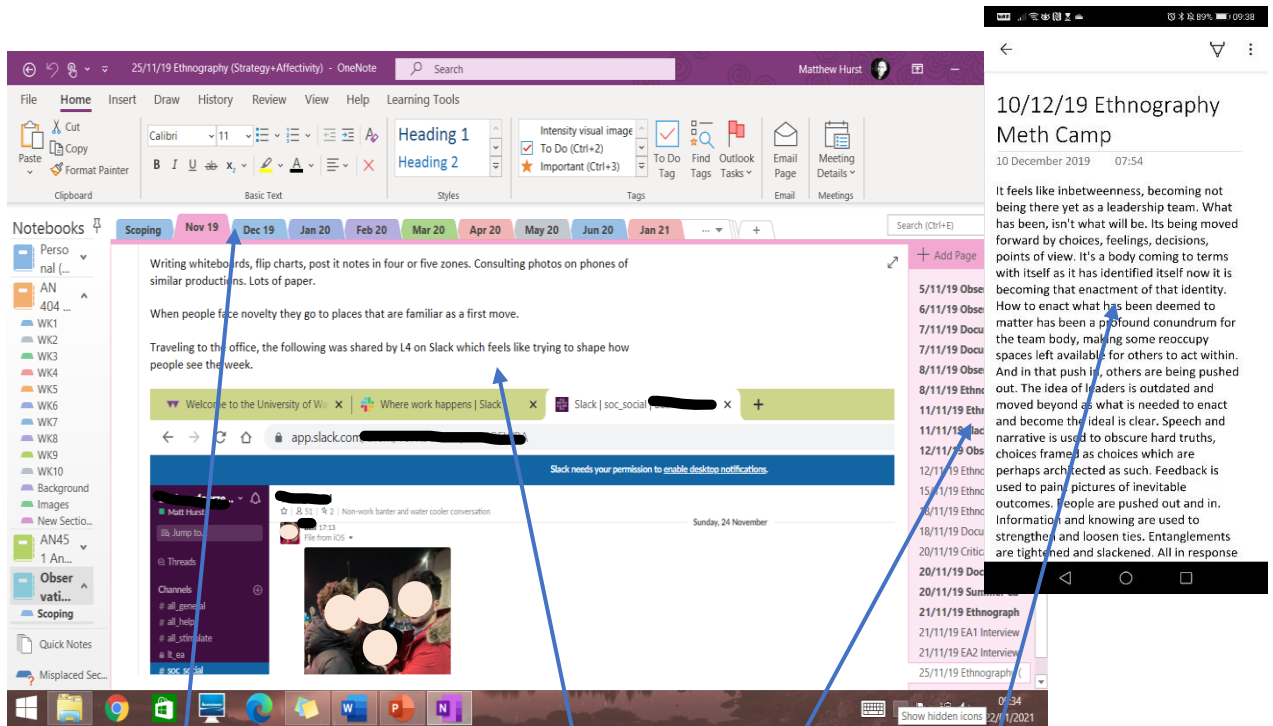
I attended 322 hours of leadership, company, and client team meetings, leadership and company offsite retreats, consultant training courses, and client events. This included every aspect of organisational life; for example, I was present when the LT conducted performance reviews of the whole company, when they set annual objectives and financial targets, in meetings with potential acquisitions, when they were discussing client challenges or opportunities and the ways forwards, even when they were struggling to decide what to do regarding furloughing team members during the pandemic. I got time with the CEO often who gave me his opinion regarding what was going on behind situations. I also was able to access the organisation from the perspective of people of other levels in the organisation. I spent time with junior consultants, the executive assistant team, designers, consulting leads, consulting directors, operations leads, the HR and finance team. What struck me during this early period was how frank and honest people were with me. This I learnt was part of the approach to being emotionally open; for example, people would tell me when things were going terribly in their view.

Photograph 1 - In the field with some of the TC team at a company retreat



I was meticulous in gathering data via whatever means felt most sensitive and appropriate to the situation I found myself in. For example, I would switch between taking notes or photos on my phone; making notes, sketches, maps, and diagrams in an A5 notebook; or on a laptop. At the heart of my observational data, I used OneNote and in total created 234 pages each capturing multiple forms of data. Below is an illustration of how observational notes were captured chronologically across the 21 months. Often, the long commutes were used to reflect on what I had seen and to highlight recurring and emerging themes. The aim throughout was to create vivid descriptions that considered situations, relationships, movement, and rhythms. (Emerson, Fretz, & Shaw, 2011).

Image 1 - Meticulously capturing observational data on OneNote



Data captured chronologically across the 21 months

OneNote pages each containing captured notes, images, documents, emails, conversations as the days unfold.

Pages started for each episode of team life captured, be that a day of physical or virtual observation

Screen shot from mobile device as notes captured on OneNote via phone observation

One of the challenges of fieldwork was deciding how to capture emotion and emotional dynamics during observation (Kouamé & Liu, 2020). Scholars have argued that ethnographic data has a “strong potential to reveal collective, relational and intersubjective processes in rich ways to help illuminate understanding of emotions and emotional dynamics” (Zietsma et al., 2019: 64). To explain how emotions and emotional dynamics are used during strategizing, I believed it was important to move beyond the assumption that such phenomena was an epiphenomenon of the micro actions of the bounded individual. Therefore, I wanted to move beyond the attempted moment-by-moment capture of micro emotion – such as discrete emotions expressed through facial and bodily display.

Therefore, I adopted a practice approach to the study of emotions and emotional dynamics so that I could better consider social context, structure, and power relations beyond what is said and done in the event (Nicolini, 2012). I wanted to take a more radically social, relational, and situated view of emotions, considering “the nexus of pasts and futures” which converge in interaction and create a sense

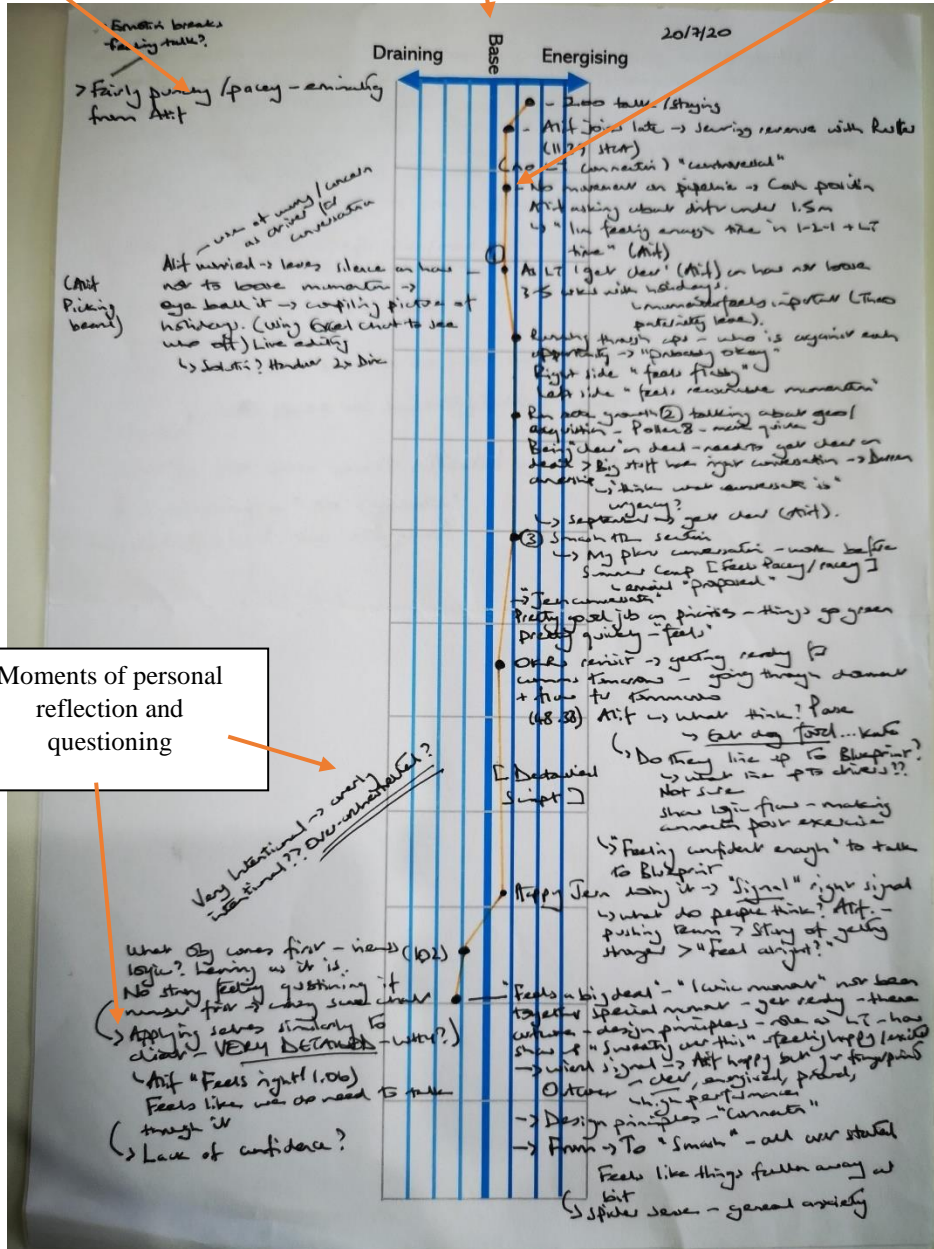
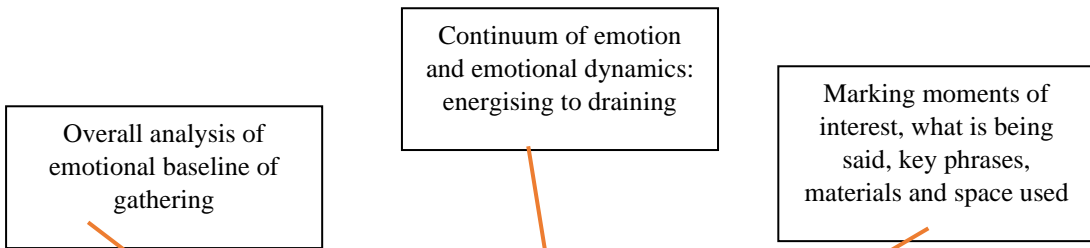
of “oughtness” (Schatzki, 1996, 2006). Such an approach meant considering how emotions and emotional dynamics constitute, and are constituted by, social practices given they are “bodily and discursive choreography” (Nicolini, 2012: 223), entangled in artefacts, objects, and materialities, with all the possible affordances for action (Kahl, 2019; Lawrence & Phillips, 2019; Wetherell, 2012a).

I took provocation from studies from the affective turn regarding the importance of considering what was emerging in situations and how capacities to act were being enabled and constrained through recursive emotions and emotional dynamics (Clough & Halley, 2007; Fotaki, Kenny, & Vachhani, 2017; Gregg & Seigworth, 2010; Kenny & Gilmore, 2014; Massumi, 2002, 2015; Slaby & Scheve, 2019; Wetherell, 2012b, 2015). Equally, I consciously took the “fundamentality of sensoriality” seriously (Pink, 2015: 7); I stayed alert to my own sensory perceptions and categories, and those of the research participants, to really understand what was happening in situ (Culhane & Elliott, 2017; Harris & Guillemin, 2012; Hurdley & Dicks, 2011; Pink, 2015). Exploring the regimes of doings and sayings (Nicolini & Monteiro, 2017) and how they are “knotted together, and what this implies in terms of agency, meaning, and empowerment” (Schatzki, 1996).

In the field, I found it initially very difficult to observe emotion and emotional dynamics in such a way. I found my “gaze” often returned to in-the-moment emotional expression of individuals. I soon realised I needed to methodologically innovate to force myself to take the broader view and search for how emotions and emotional dynamics were being accomplished through social practice. Subsequently, I developed a tool to use in the field I termed an ‘Emotiongraph’. I designed this tool to ensure I began to explore broader flows of emotions and look for the situated and relational nature of what was happening – including the sociomaterial.

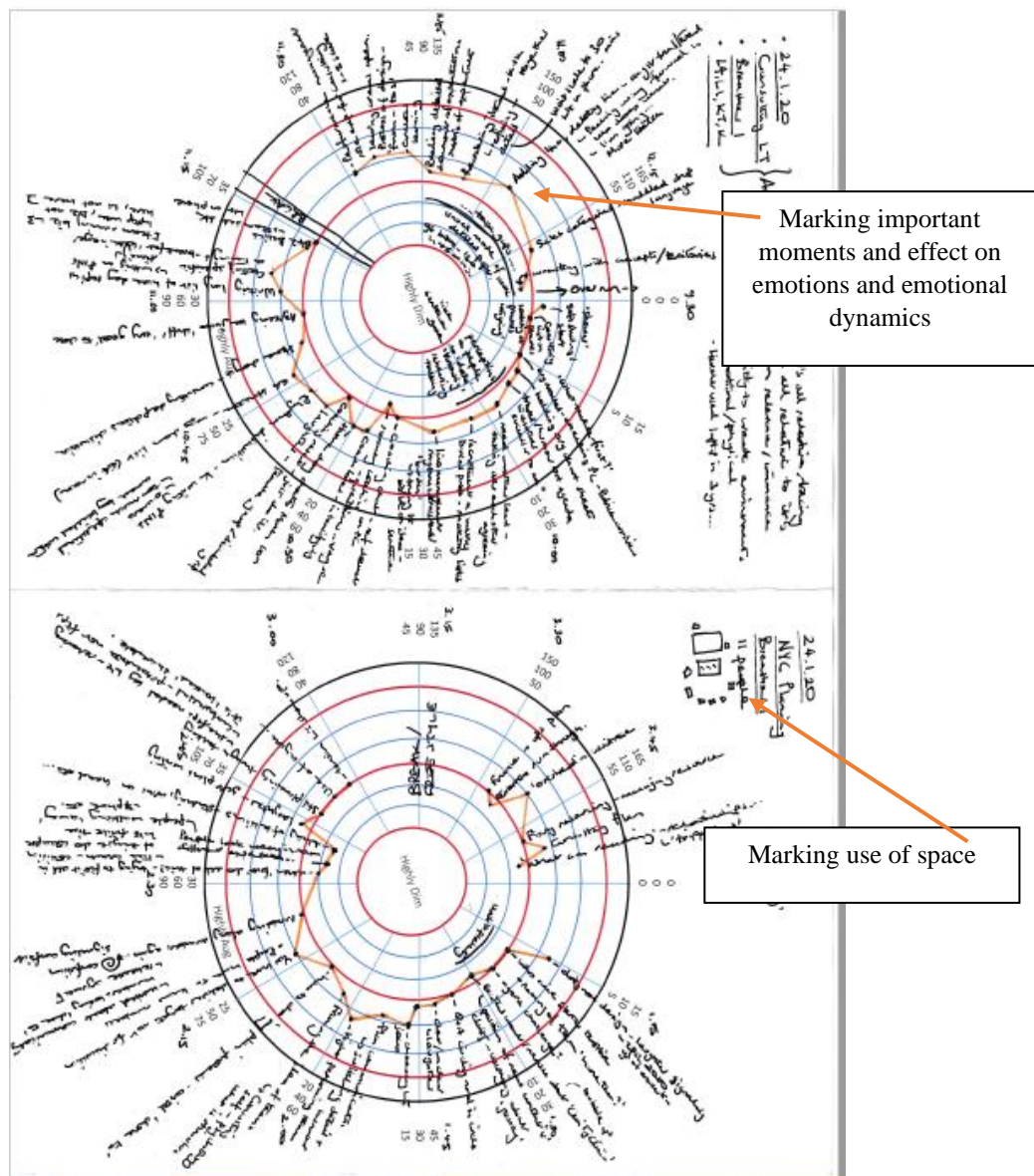
The tool was designed to enable me to regularly plot moments during episodes of observation - for example, an all-day LT meeting or a client working session - and categorize those moments as either increasing emotional energy in the setting or diminishing it. I marked each moment and made notes regarding what was said and done, supported by voice recordings and photography. This approach forced me to broaden my view and not take individual moments out of context. It enabled me to increasingly attune to the mundane flows of emotion and emotional dynamics and how they were being practically accomplished. Through use of the tool, I was forced to think about what was happening in and between group members over time, it also regularly made me reflect on the “baseline” that was re-occurring or shifting in emotional energy in the settings. I had to use my own feelings and emotions during the research process (Rivera, 2018; Vesa & Vaara, 2014). This approach created a way for me to have more meaningful conversations with research participants after events to better explore what had happened, why, and how – to use my feelings to access theirs and search for comparisons or juxtapositions of feeling. In this way, I was equipped to ascertain if my analysis of a situation, including what was happening in terms of emotions and emotional dynamics, was considerably different to others, why that might be, and what it meant. Below are images of the emotiongraph in use.

Image 2 - Emotiongraph experiments



Moments of personal reflection and questioning

Image 3 - Earlier iteration of the Emotiongraph



I found that through the recursive use of the tool, I began to see patterns in the ways that emotion and emotional dynamics were being shaped and used in situ. Supporting the tool, I found it imperative to embrace the research participants' own understanding, concepts, and categories around emotions and emotional dynamics. For example, how they understood fear and what it could produce. During the study, I was able to observe how senior leaders codify their strategizing process and techniques into a new consulting methodology and the preparations for the two day experientially-led training course I was also able to attend.

At the same time as embracing the concepts and perceptions of the research participants and myself, I gradually made sense of the types of emotions being used through the categorisations of Jasper (Jasper, 2018, 2011) and how they were being used through the theories of Jasper, Collins (Collins, 2001, 2004) and Hochschild (Hochschild, 1979, 1998; Lawrence & Phillips, 2019).

Interviews

I regularly conducted ethnographic interviews, for example speaking “on the shop floor” at length with a team member about something that had happened in a client meeting. However, I decided to create opportunities for more structured discussions and so conducted semi-structured interviews (Brinkmann & Kvale, 2015; Kvale, 1996; Roulston, 2010). These totalled 56 with 27 participants, interviews each lasted between 30 minutes to two hours although most were at least an hour long. Interviews were opportunities to understand the perceptions and experiences of research participants regarding TC, colleagues, and clients (Bell, Bryman, & Harley, 2018; Bill, 2005; Gubrium & Holstein, 2002; Wengraf, 2001). During each interview I took notes, an audio recording, and created a transcript following.

In selecting those to interview, I adopted a snowballing technique identifying people to speak with when aspects of what I observed needed explaining or to test my understanding (Eisenhardt, 1989; Whyte, 1984). For example, it was only later in fieldwork that I felt ready to speak with the head of design regarding their approach to the use of materials and space in the strategizing process. On other occasions, for example in response to a particularly interesting piece of strategizing work, I sought time with the consulting team to understand their perceptions of how the strategizing process had used emotions to realise strategy and to immerse myself further in how they had used the various elements of the strategizing process.

Through the snowballing technique I spoke with a breadth of organisational members, from executive assistants to senior consultants. I was able to engage non-consulting employees in interviews given that the TC LT was committed to continually internalising the client strategizing process and techniques, therefore internal employees were recipients of the process as well as some of them (consultants) being the curators of them with clients. Below is a table capturing the levels of those interviewed, the number of interviewees, and the number of interviews with each level.

Table 4 - Number of interviews conducted during ethnographic fieldwork by function and title

Functions	Titles	Number of interviewees	Number of interviews
Senior leadership	Chief Executive Officer, Chief Operating Officer, Senior Partner	3	16
Business Development, Finance, Human Resources, Operations, Design	Directors	5	9
	Managers & Assistants	7	7
Consulting	Directors	4	7
	Consulting Leads	6	13
	Architects	1	2
	Business Managers	1	2
	Total	27	56

I deliberately incorporated sensory oriented questions to trigger sensory memory and access broader perceptions of emotional experience of those I was interviewing (Harris & Guillemin, 2012). I was inspired by the photovoice technique which was pioneered by Caroline Wang and Mary Ann Burris in the early 1990s and has largely been used to help marginalised peoples gain a voice and describe their

realities through an image which they believe best represents it (Sutton-Brown, 2014). Photovoice is argued to facilitate dense narrations of situated emotional experiences (Röttger-Rössler, Scheidecker, & Lam, 2019).

Drawing from this technique I would ask interviewees to describe a moment which encapsulated what they are talking about, to better explore how it felt to them and others. I would ask them to offer an image to encapsulate their emotional experience. This technique uncovered great insight; for example, on one occasion a consultant described life with a client as akin to “living in a tornado”. This approach helped evoke reflections and memories of experiences which lay on the periphery of recollection (Harrison, 2002; Mason & Davies, 2009). Below I include an example interview script to show the types of questions asked during the semi-structured interviews.

Table 5 - Example interview script

<p><u>Sensorially grounding questions to open:</u></p> <ul style="list-style-type: none"> • What image springs to mind encapsulating what a typical day at TC/ with [name] client looks and feels like at the moment? • How would you characterise your relationship with TC at the moment?
<p><u>Internalising client approaches</u></p> <ul style="list-style-type: none"> • What impacts do you think the TC Blueprint is having on you and the business at the moment, if any? • Do you feel affinity to certain aspects of the Blueprint, why? • In what ways do you think TC is internalising client techniques (or not)? What are some of the outcomes?
<p><u>The strategizing work</u></p> <ul style="list-style-type: none"> • Creating emotional commitment and engagement seems important to what you do, and why your clients buy your services, how do you think you generate it? What is ‘it’? • What intentional and unintentional outcomes do you think your Blueprint work creates? • Why is ‘purpose’ so important to the Blueprint work? • How would you describe the emotional state of the client coming into the project? How do you think that has changed/is changing? • What emotions do you think you are trying to create during Blueprint sessions? Why those? • How do you think you produce emotional ‘sucker punches’ that you talk about? • Why are powerful arguments so important to you? What do you think they create? How? • From your experience, what does a powerful argument feel and look like when it’s going well? What about badly? • What emotional outcomes does a powerful argument produce? • Why do you think being-in-state is important to what you do? What does it look and feel like when you and the team are in-state? Out of state? • What role do the analogue materials you use in client sessions play? How are they creating emotional connections or outcomes? What are the intended emotional outcomes? • What about how you use space and time with clients? How are you using these to create emotional connections and outcomes? What are the intended emotional outcomes? • What were some of the most striking or powerful moments during the client session? • How do you think emotions and emotional energy from sessions get carried forwards or replicated in the organisation?

Documents

Over the course of fieldwork, I captured 710 pages of documents which included both internal and external presentations, meeting pre-reads, working documents, and discussion documents. They covered the life of the LT, business functions (e.g., HR, business development) and client work (Scott, 1990). Documents supported my awareness of how emotions and emotional dynamics might be used in situ. They helped me access curated versions of the strategizing processes and explore how these represented, or contrasted, with observed practice (Atkinson & Coffey, 2004). I was able to trace over time ways that thinking evolved or did not.

However, it was more than the content I paid attention to. I sought to sensorially consider documents, the presence or absence of them, their formats, and how documents were iterated, circulated, or forgotten. I looked for how documents might provide cues for attempts to use emotion and emotional dynamics in unexpected ways. For example, during a financial conversation where one might expect an excel spreadsheet, noticing my surprise in finding post it notes in use on a wall; or a client presentation reduced to five large, printed boards.

Photograph 2 - Staying alert to unexpected presence, absence, and formats of documents

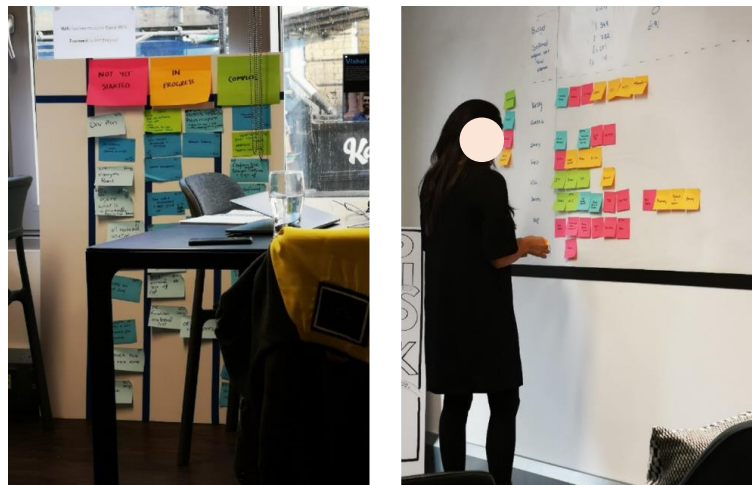
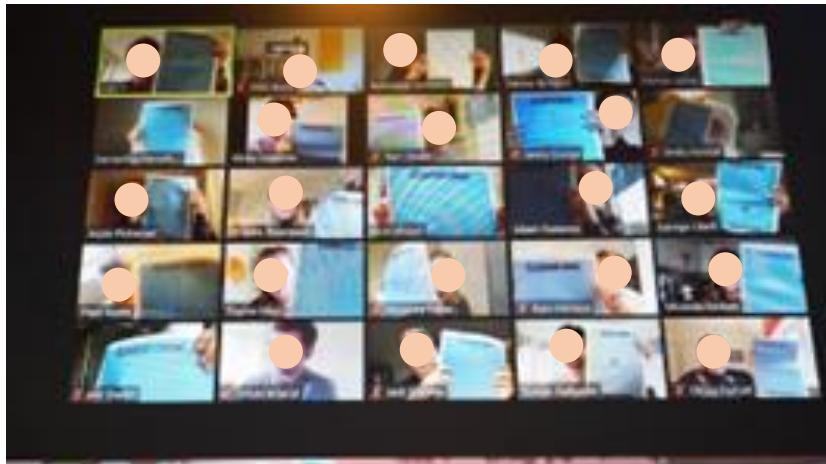


Photo on the left: example of client team ‘to do’ list, not in digital format but using boards, tape, and post it notes
Photo on the right: example of planning business financial pipeline, not on excel spreadsheets but via whiteboard, pens and post it notes

During the pandemic, I paid attention to how the use of documents was amended, or reproduced, for a digitized environment. How analogue and digital were co-created together through documents. This helped highlight the perceived core emotional qualities of certain types of documents and what they were used to achieve in terms of working on and with emotions and emotional dynamics.

Photograph 3 - Observing the translation of documents into a digitised environment



Example of retaining use of analogue documents even in a digital setting

Social media & digital internal communications channels

Scholars have argued that virtualised forms of strategizing processes have been under-studied in strategic management research and that there is a need to take “online strategizing seriously” (Vesa & Vaara, 2014: 293). Data from social media and internal communications channels – Slack and email – were included in my research to ensure this element was present (Barberá-Tomás et al., 2019; Castelló, Etter, & Årup Nielsen, 2016; Kozinets, 2018; Toubiana & Zietsma, 2017). Indeed, as the pandemic arrived, and the organisation became virtualised, this became more important than ever and included engaging with organisational life via Zoom also.

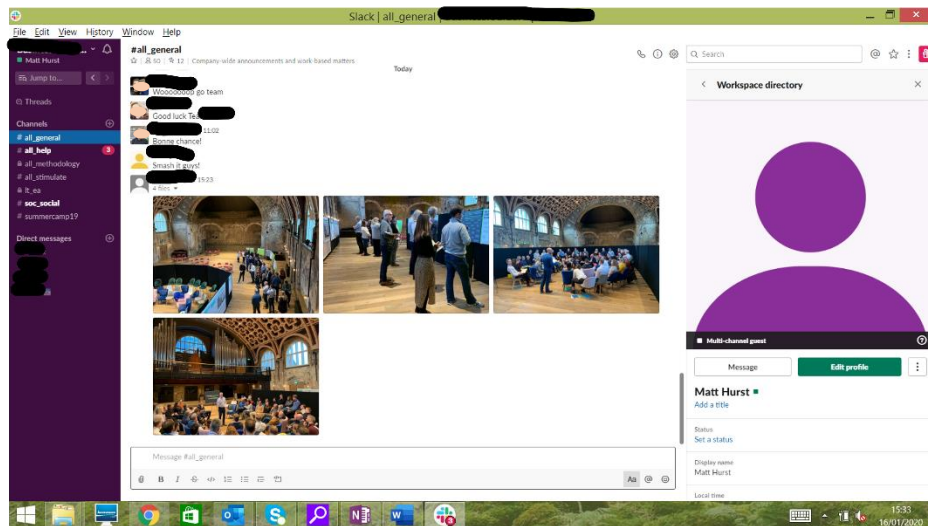
TC has a presence on the professional networking site LinkedIn, this enabled me to adopt the position of a prospective client and observe what material was produced in the hope of securing new business. Over time, I was able to access the ideal voice and character of the brand and often spoke with the head of business development about their intentions behind campaigns and materials. Across observation, I examined 54 LinkedIn posts and the content to which they linked. The content included videos of consultants interviewing clients about the impact of the strategizing process on their business, often accompanied by insightful impact statistics or metrics they had obtained through the work. In addition, consultants interviewed one another about aspects of the TC strategizing approach.

I was able to secure membership to company internal communications channels, including email (I had my own company email address) and Slack (I had my own Slack handle), which meant an unusually intimate view onto organisational life, and strategizing, as it unfolded in real-time. One Slack channel I had access to was the LT group chat. In total I engaged with 190 emails, and 308 Slack, conversations. Each conversation normally included a collection of participants as a situation unfolded.

Slack conversations included live reporting from client events on the progress and impact of the work, often highlighting client responses. The format of Slack meant I gained candid insight into the

informal ways organisational members interacted with one another – it further humanized my observations of the strategizing process. For example, the habitual use of emojis in response to one another to exemplify what they believed they were achieving with their clients emotionally – such as the “lightning bolt” or “explosion” emojis – signifying how they were “supercharging” them.

Image 4 - An example live digital conversation as client strategizing process takes place



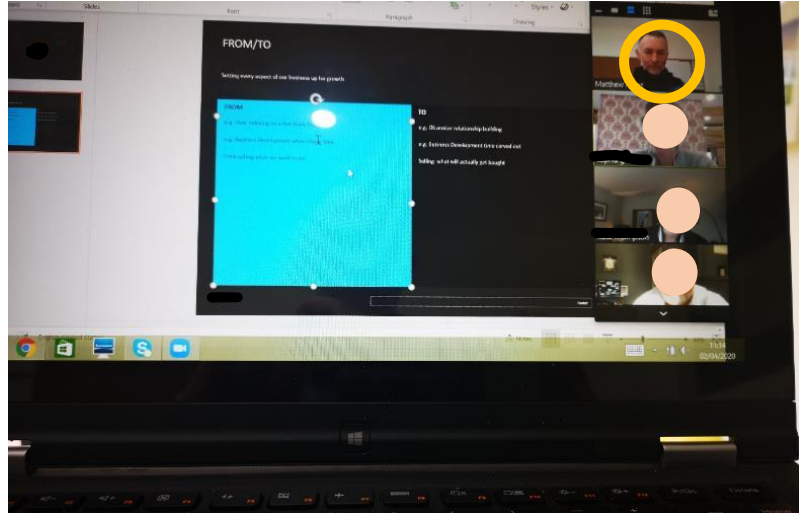
Photography

Photo-research methods, such as photo-documentation, can aid the “richer understanding of organisational processes” (Buchanan, 2001: 151). Photography played an important role in capturing organisational life, and processes (Pink, 2020; Schwartz, 1989). Across fieldwork, I took 774 photos using my smartphone. Given the complexity of the phenomena of interest – the use of emotions and emotional dynamics in strategizing – photography supported my understanding of what was happening, how and why. I used photography to support note taking as I captured the sensory experience of situations (Warren, 2008). This didn’t just include exceptional moments, for example a striking space being used for client strategizing, but many mundane moments. I used photography when physically present, but also virtually during the Pandemic to continue to support my analysis of what was happening in situations.

Photography helped aid my recall and memory of situations, the materials used, the way space was configured, how bodies moved through spaces, or didn’t; how emotions or emotional dynamics were being worked on, and with, through all these things together. It also proved useful in encouraging reflexivity, an awareness of myself in the situation, and broadening out to the situation beyond me. It was often a means of literally forcing myself to either zoom out or zoom in during a setting and

challenge myself regarding what I was choosing to observe and why (Nicolini, 2012) to make “active choices (Warren, 2018).

Photograph 4 - In the field attending a virtual leadership team meeting



Having detailed the multimodal toolkit, I now turn to explain the process of data analysis.

3.4 Analysis

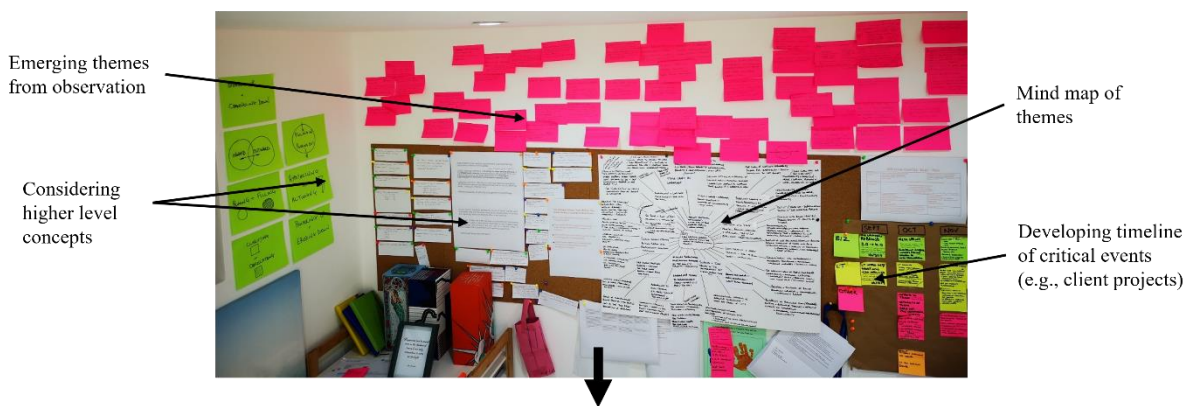
Data analysis was a truly iterative process that enabled the gradual refinement of the object of study over the course of field work moving between the observed phenomena and the literature continually “triangulating” between data sources (Eisenhardt, 1989; Locke et al., 2020; Spradley, 2016; Srivastava & Hopwood, 2009). I engaged in data analysis throughout fieldwork, developing a continual process of exploration (Bazeley, 2020; Miles & Huberman, 1994; Miles et al., 2018).

To aid data analysis, I embraced modes of thinking from the research setting. In particular, using analogue materials and displaying thinking on walls around my workspace; for example, rather than create a timeline of events using a digital programme such as Excel, I opted to “brown paper roll it” - an approach used in the research setting whereby a large piece of brown paper is pinned to the wall and the key items are each represented on post it notes. This technique is part of the ‘human journey design’ process I observed. In addition, I used post it notes to capture emerging codes and placed them on the wall, moving codes around as they merged with others. The intention was for data analysis to provide a means of further engaging with the phenomenon being observed in the field, to deepen my insight and understanding, while conducting the analysis itself.

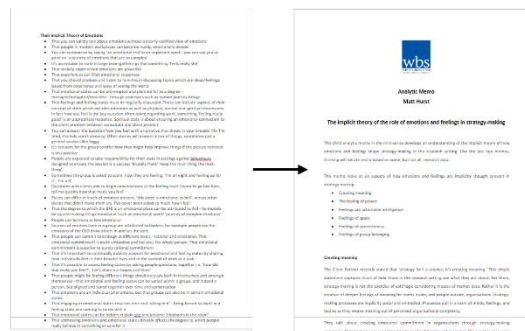
I extensively developed analytic memos throughout fieldwork to engage in deep reflection and use writing as an active process of inquiry to gain insights –they became a source of constant reflective effort and discovery (Alvesson & Kärreman, 2007; Bazeley, 2020; Brinkmann, 2012; Klag & Langley,

2013; Langley, 1999; Miles et al., 2018). In total, I wrote 64 pages of memos. In preparation for each, I extensively worked with the data available up to that point, and prior analytic memos, substantiating existing codes and concepts or generating new ones (Miles & Huberman, 1994). Analytic memos were discussed with my supervisory team who provided an important “outsider perspective” to help interrogate conjectures that emerged throughout my process of data analysis (Gioia, Price, Hamilton, & Thomas, 2010). Below is an image demonstrating this iterative process of embracing the techniques used in the research setting, to initially identify themes and then using analytic memos as a source of continual discovery.

Image 5 - Iterative analysis during fieldwork adopting techniques used in the research setting



Extensively using analytic memos to focus study - 64 pages in total



Approximately every six weeks during fieldwork, I conducted an extended interview with the Senior Partner who was integral to client delivery and developed the consulting approach together with the CEO. Part of these interviews were used to discuss my ongoing analysis and garner feedback.

A critical moment in my analysis was moving from the theoretical resources provided by the “turn to affect” (Clough & Halley, 2007) to focusing on emotions (Collins, 2004; Hochschild, 1979; Jasper, 2011). It became evident that there was a considerable gap between the lived experiences of research participants and the concepts identified by the “turn to affect”. In essence, I found myself having to

explain at length what ‘affectivity’ was, or what it meant. Research participants did not identify with the concepts.

Instead, I chose to take seriously their own “indigenous” language, concepts and categories around emotions (Miles et al., 2018). During analysis, I considered both what they say they do and what I observed they do to make the obvious more obvious and the hidden obvious; plus questioning what was being taken for granted (Bazeley, 2020). This resulted in further data analysis and the writing of analytic memos in which I sought to analyse their implicit theories (the indigenous understandings) of emotions, the strategizing process, and emotions in that strategizing process. This was necessary as although emotions were at the centre of their strategizing process, they had little definition around what emotions are or how they are worked on and with. The core themes of that data analysis are represented in the table below showing first order concepts, second order themes, and aggregate dimensions. The themes represented in the table are extensively illustrated and discussed in the empirical chapters.

Table 6 - Concepts, themes and aggregate dimensions identified through iterative analysis

1 st order concepts	2 nd order themes	Aggregate dimensions
<ul style="list-style-type: none"> Emotions are seen as social in nature – they believe overly psychological perspectives don’t work in practice Emotions and emotional dynamics are believed to ebb and flow in individuals and between them Individuals and groups can experience complex and simultaneous emotions (negative and positive) Groups can share the same emotions or different emotions, they may also not know how to feel Emotions must be understood for teams to function – avoiding emotions leads to significant risk in a business <u>Being emotionally provocative moves people beyond their entrenched positions</u> 	Emotions shape social interaction	Emotions are worked on and with through strategizing
<ul style="list-style-type: none"> The human journey design approach is used to meticulously plan for shift in how groups think and feel Emotional states are treated as outcome targets of strategizing, different types of emotions are being targeted Emotional intensity of strategizing work – feeling everything at once Priming emotional need in order to fill it Strategizing as emotional encounter which is malleable Collective experiences are believed to be emotionally powerful – they are used to indirectly prime emotions Direct appeals to shift to new emotional positions don’t work, people need to feel authorship and ownership <u>Emotional dynamics are hidden in plain sight and need to be worked on if strategy is to succeed</u> 	Emotions are being designed for through strategizing	
<ul style="list-style-type: none"> Feelings and emotions should be regularly shared, and frankness is expected - it’s unacceptable to simply say you are ‘okay’ – narratives are expected which address all aspects of state Dwelling with an emerging feeling during a gathering is important – ‘sitting in it’ or ‘rolling around in it’- more than quickly coming to an answer Feelings should be shared until a common way of feeling is secured It’s possible to produce ‘supercharged’ emotional states in teams as team members are <u>emotionally synchronized – they ‘pull in the same direction’</u> 	Emotions and emotional dynamics should be regularly shared and explored	
<ul style="list-style-type: none"> A team should work with and from feelings in relation to strategizing – feeling the way forwards together Feelings in relation to a strategic issue are allowed to change in light of new ‘data’, in fact they are frequently expected to do so as a team seeks to continually change faster than the world around them Powerful individuals can shape what feelings seem possible during strategizing processes and this needs to be managed Certain emotions and emotional dynamics provide insight into what is ‘really’ going on inside an organisation and should be intensified, such as ‘pain’ 	Emotions are actionable intelligence	
<ul style="list-style-type: none"> Executives don’t know how to feel in relation to ‘unprecedented complexity’ and accelerated pace of change An organisation should continually change ‘faster than the world around them’ – evolve or become extinct 	Conventional approaches to	

<ul style="list-style-type: none"> • Conventional strategizing results in unmanageable amounts of data; leaders feel little in relation to it • Strategizing should be a distilling and simplifying process –why, what and how of strategy in 35 words or less • Radical and brutal simplicity create the best chances for the strategy to be acted upon – strategy should mobilise • Strategy requires the support of just enough data to be emotionally credible • Strategizing must be hardwired and softwired into a business 	strategizing are failing	
<ul style="list-style-type: none"> • Organisational propensity for confusion and mess generates desire for clarity and simplicity • Blueprint becomes a symbol to the group – invested with meanings/feelings – to (re)align around • Team emotional flows generate a need to focus collectively on an ‘other’ – the customer • Producing common ways of feeling through the strategizing process can make it impossible to raise concerns in the future as alignment has already been publicly achieved • Strategizing should see a team get ruthlessly aligned on what really matters • Leadership team members can feel very differently about issues they think they are aligned on resulting in unnecessary work in the organisation beneath them • You must engage the most senior team in strategizing for it to be taken seriously across the organisation – emotional alignment is a top-down process • The most senior team must co-create strategy, not have it done for them, and the process should create ‘total clarity’ regarding the choices they are making • Emotional alignment does not mean a team all getting along, complex histories and emotions can coexist • Strategizing should make executives and managers feel ‘crystal clear’, ‘aligned’ – structured arguments are critical in accomplishing both 	Strategizing is a social experience of getting ‘ruthlessly’ aligned	Emotions and emotional dynamics are being configured through strategizing
<ul style="list-style-type: none"> • Addressing team emotional dynamics means making strategy about relationships and membership • The strategizing process has an organizing effect on feelings around organisational belonging and membership – for some it creates feelings of pride and relief, for others it alienates • Strategizing can be used to invoke membership and the feeling of ‘exceptionality’ in a group • Membership becomes a matter of being emotionally ‘supercharged’ or choosing to leave • Emotional dynamics during strategizing can be used to include and exclude team members 	Strategizing is used to work on feelings of membership and belonging	
<ul style="list-style-type: none"> • The strategizing process should result in deep emotional commitment to the organisation versus conventional approaches that secure ‘rational commitment’ only • Teams should be left ready to ‘run through walls’ to make strategy happen • Strategy is not seen as a science but as the creation of meaning full of emotion – something feeling meaningful • Strategizing pulls in the whole person – their mind, emotions, body – to produce meaning • Strategizing targets broader emotional states and dynamics than just a series of discrete emotions – igniting ‘waves of confidence’, ‘reigniting hunger’ – and pulls on both positive and negative emotions • Addressing emotional dynamics is a ‘brutal’ process using strategy as a new object to work on as a team – relationships are recast through galvanizing around strategy 	Strategizing should forge deep collective emotional commitment	
<ul style="list-style-type: none"> • Making strategy live in an organisation is believed to be a matter of replicating emotional experiences • Replicating experiences enables alignment and collectivisation of subsequent layers of an organisation • Strategizing experiences are meticulously designed and choreographed using a full range of resources • Exhibitions of stimulus can be used to shape emotions in groups • The emotions produced through strategizing can be embedded into the strategy story - the ‘emotional arc’ • Perceived lethargy requires visceral shock through experiences to feel the need for change • Attention deficit requires sensorial experience of strategizing • The informality of strategizing experiences pulls in the whole person into the process 	Strategy lives through the replication of emotional experiences	
<ul style="list-style-type: none"> • Space is metaphorical between executives or senior managers – certain leaders can occupy that space with the permission of others or take it by force; it can be entrusted and taken away • Physical space can be used to generate emotional signals to people and can put them into certain emotional states, to make people feel vulnerable • Physical space is used to configure social space between individuals during gatherings, the agora is used so that everyone can ‘eyeball’ each other • Movements in and through spaces are critical in accomplishing emotional outcomes – rhythms of pairings, groupings and total gatherings in different kinds of spaces • Stillness, silence in movements through space together is important for capturing attention 	Space is used to accomplish emotional outcomes	Strategy resources are choreographed through strategizing to configure emotions
<ul style="list-style-type: none"> • Materials are used to shape the feeling of how concrete something is during strategizing – how flexible and open an experience is or how closed and inflexible • Materials can be used to challenge ‘taken for granted’ ways of seeing an organisation • Materials in executive sessions are used to create the feeling that everything is open to co-creation to secure authorship and feelings of ownership • In larger gatherings, materials are switched to feel more concrete • ‘Human touch’ analogue materials are thought to create collective moments of attention • During sessions materials are used deliberately to break expectations and norms 	Materials are used to accomplish emotional outcomes	

<ul style="list-style-type: none"> Feelings of precariousness and vulnerability are generated by materials and spaces – nowhere to hide 		
<ul style="list-style-type: none"> Structured arguments are important to surfacing the emotionally unaddressed, the accumulated histories Arguments are carefully designed with the design hidden from view of participants Participants are guided on the modes and roles they need to adopt to become synchronized Strategizing participants are encouraged to feeling the way forwards together through arguing out ideas Structured arguments require time to question, explore, reframe before reaching for answers There is a need to continually (re)align conversationally around issues and through arguments during organisational life 	Structured arguments are seen as powerful and central to strategizing	
<ul style="list-style-type: none"> Strategizing requires optimising state – the whole self, including: emotional, physical, mental, spiritual State equips consultants to deal with strong and dysfunctional emotions and emotional dynamics with clients State can be shifted through the use of strategy resources and forms of questioning – how did that make you feel? 	Using emotional state is deemed possible and important for the success of strategizing efforts	

Embracing the turn to ‘work’ in organisation studies

Equipped with the first concepts, themes, and aggregate dimensions, I was able to further explore how emotions are being worked on and with and the type of emotional configuration that is being attempted through the TC strategizing process. As described, throughout data analysis, I moved continually between the data and the literature to try to identify appropriate categories of emotion and emotional dynamics to make better sense of the observed phenomena. I found that current theorising in the strategic management literature on emotion, for example emotion in strategizing, lacked the adequate concepts to explain the effortful working on emotion during strategizing that was becoming evident through data analysis.

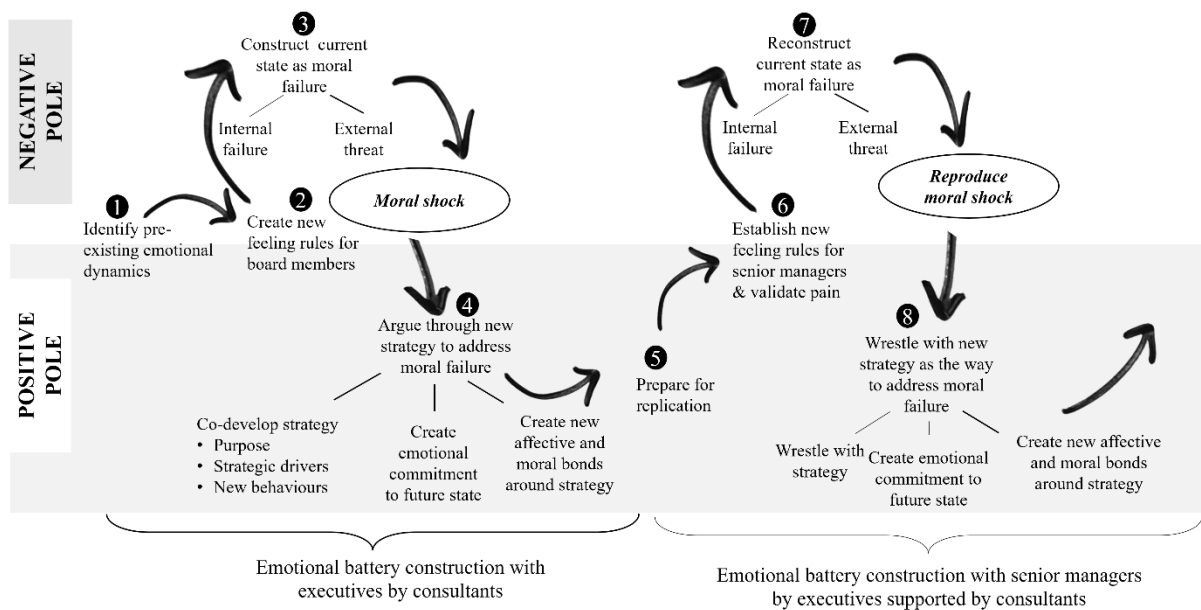
I began to find theoretical resources that helped to explain the observed phenomena in the literature on the “turn to work” in organisation studies which emphasises that actors construct organisational life and shape objects, such as organisational strategy, through their effortful work (Lawrence & Phillips, 2019; Phillips & Lawrence, 2012). An example of this effortful work is constructing a certain kind of self via emotion work (Hochschild, 1979). Through the practice orientation embedded in the understanding of emotion work, this literature also made sense of the extensive use of strategy resources to accomplish certain emotional outcomes.

At the same time, I also found resources in the literature to help illuminate how working with and on emotion was being accomplished by the external strategists and the types of outcomes being attempted. Through the writing of Jasper I found at this time a poignant typology of emotions and an emphasis on the ways leaders can strategically configure emotions of followers to motivate their strategic action (Jasper, 2018, 2011). In Collins I found the types of emotional dynamics, or emotional energies, that can be made to arise during intense social interaction between people and how those energies can be embedded into significant symbols (Collins, 2004). Together, these theoretical

resources from the literature provided a timely conceptual vocabulary with which to make sense of the everyday use of emotion prevalent internally in the research setting and being deployed with clients.

During this phase of fieldwork and analysis I used concepts from Jasper, Collins and Hochschild to help shape observation and interviews regarding the phenomena. Firstly, I was able to identify eight episodes in the strategizing process that sought to accomplish a particular emotional configuration including negative and positive emotions. These episodes are covered in detail in chapter six and shown in the model below.

Figure 6 - Identifying the eight episodes used during the strategizing process to construct an intense emotional configuration of an emotional battery



Secondly, I was better able to identify through data analysis how emotions were being worked on, and with, identifying nine “elements” that are used to construct the strategizing process. These nine elements are identified as aggregate dimensions in the table below with each supported by first order codes and second order themes. Whilst the prior table of data analysis identified more generally how TC perceive emotions and their abilities to shape emotions, this table identifies specific ways they effortfully work on, and with, emotions during strategizing. The contents from this table are covered extensively in chapter five.

Table 7 - Overview of the nine elements of the strategizing process and the aggregate dimensions

First order codes	Second order theme: elements in the strategizing process	Aggregate dimension
<ul style="list-style-type: none"> • Strategizing is not rooted in logical, data-heavy, arguments but the identification of pre-existing and ignored emotional dynamics • Individual and organisational pain is targeted - the urgency of experienced pain acts as a catalyst for, and legitimises, the strategizing process • Imperative to empathize with and validate felt pain in others; idea is to intensify sensation of pain until it is an urgent matter to be attended to 	<p>Element 1 Strategy work is secured by intensifying pre-existing emotions and emotional dynamics</p>	<p>External strategists design and craft emotive experiences for emotional outcomes</p>
<ul style="list-style-type: none"> • Strategy is not rationally created and then employee emotional engagement sought • The strategizing process is human centred and designed to accomplish effortful shifts in feeling/thinking throughout • Desired emotional shifts are identified and targeted to increase ownership for strategy and felt alignment between people • Consultants fine tune the iterative experiential journey through visualizing participant emotional states until they will feel natural to them and enable self-authorship 	<p>Element 2 Accomplishing shifts in the feeling and thinking of executives and managers is meticulously planned for</p>	
<ul style="list-style-type: none"> • Mastery of the mental, emotional, physical, and spiritual self through being-in-state matters most in accomplishing shifts in feeling/ thinking in others, beyond experience and knowledge • Mastery of the self is crucial in putting the self aside to focus on working on and with the emotions of others • A consulting team optimising their state together is able to set the agenda with clients, direct and lead their social interactions with confidence 	<p>Element 3 External strategists optimise their own emotional energy to curate the emotion work of others</p>	
<ul style="list-style-type: none"> • Time, space, and materials are choreographed to work on and with attention, focus and the emotions of client groups • Use of these resources can create ownership through feelings of self-authorship • Time: to capture attention, focus and energy considerable amounts of time is required from clients. Time is meticulously planned but reaching feelings of alignment is most important • Space: is used to create anticipation, feelings of tension/paradox and vulnerability. Space is used to guide focus, attention and emotional energy during interactions to create feelings of alignment • Materials: materials are used to create authorship which is believed to result in ownership; to aid ‘brutal oversimplification of strategy’ that will emotionally resonate 	<p>Element 4 Strategy resources are used to curate iterative emotive experiences</p>	
<ul style="list-style-type: none"> • Exhaustive data is not required in the strategizing process and can be counterproductive • The priority is to generate a provocative, emotive, and revelatory/counterintuitive way of seeing the organisation supported by just enough data • New ways of seeing an organisation should create a ‘sucker punch’, jolt and excite clients • A new way of seeing the organisation should be created using hunches and intuitions, fine-tuned until it produces the right visceral reaction 	<p>Element 5 Clients need to be jolted by a provocative new way of seeing the organisation</p>	<p>The working on and with emotions is motivated</p>
<ul style="list-style-type: none"> • Direct appeals to make shifts in emotions don’t work, experiences are used to indirectly get clients to do it for themselves • Self-authorship of emotions is imperative • Information is crafted into stimulus which is designed to elicit visceral emotional responses • Primed emotions such as fear, anxiety, shame, guilt and jeopardy can be used to create new shared ways of feeling together moving from divergent emotions to aligned emotions 	<p>Element 6 Emotions are indirectly primed through forms of stimulus</p>	

<ul style="list-style-type: none"> • The quality of in-person interaction via structured arguments and movement to felt alignment carries most weight in the process; versus the output of the process e.g., a report • Through structured arguments longstanding differences in emotional attachments and moral emotions are tackled and made to align • Through structured arguments clients vent frustration and anger eventually experiencing hope, confidence, elation, affinity – constructive nature of interactions feels rewarding 	<p>Element 7 Structured arguments are used to create emotional alignment</p>	<p>Emotions are worked on and with to produce alignment</p>
<ul style="list-style-type: none"> • The strategy is captured in 40 words or less - moving away from complication to simplification • Moving from data heavy to being data light ensure it is memorable and actionable • Organisational purpose has the ‘power to propel a business forwards’ by focusing on fighting for customer • Strategic focus areas are not buckets of activity but specific outcomes everyone agrees to fight for • Action is not guided by values but new behaviours that dictate ways to operate • Creation of a Blueprint is focused on producing feelings of alignment and should result in ‘crystal clarity’, ‘total confidence’, ‘total belief’, moral pride • The Blueprint becomes a designed icon that embodies the essence of new emotional energy 	<p>Element 8 Strategy is radically simplified to invest each word with emotional meaning</p>	<p>New emotions and emotional dynamics are embedded into symbols and stories</p>
<ul style="list-style-type: none"> • Strategy should be communicated to others through an emotive story, capturing the emotional arc of the strategizing experience • The story should allow the storyteller to rehearse and remember how they felt and the listener to feel the need for the strategy • Stories should capture complex emotions including jeopardy, anxiety, fear, shame, pride, confidence 	<p>Element 9 Storytelling is used to (re)create emotional connections to the strategy</p>	

Thirdly, through analysis, I was able to deepen my insights into the workings of the process and the elements by focusing on life inside TC. TC is committed to internalising client techniques, including the ongoing use of the elements and the strategizing process. Due to confidentiality, it was not possible to do this with clients. However, in studying life within TC, I was able to explore the hidden implications and unanticipated effects of using the elements, and process, to work on, and with, emotions.

3.5 Ethics and anonymity

Throughout fieldwork I emphasised to TC members that the company identity would remain anonymous as would the identities of those I interacted with. Given the sensitive nature of the work with clients, I continually had to ensure that their identities would remain hidden and that only publicly available information (i.e., that shared on the TC website) was included. Equally there were large amounts of sensitive information, for example associated with employees, that I agreed to omit. On occasions I would offer to leave the room during an LT meeting, although this was rarely taken up. However, when I felt something particularly sensitive was about to be discussed, I would make it clear that I had stopped taking notes – closing my notebook, physically putting it down and would turn off my voice recorder - so those gathered could see my proactivity in maintaining confidentiality and their trust.

3.6 Setting: An overview of TC's consulting programme

TC is a young boutique management consultancy based in a major city in the United Kingdom. The founders (CEO, COO and Senior Partner) come from a background of management consulting, innovation, design and branding. Prior to establishing TC, they had all worked in the context of large organisations, for example FTSE 100-250 organisations and large management consultancies. Prior to founding TC, they had all met working together at an innovation and growth management consultancy known for its strong, irreverent, culture. Together they decided to leave and establish TC to draw from their range of professional experiences and in answer to long-standing frustrations they hold with how strategizing work is typically done in the management consulting industry. Over five years, TC had seen exceptional growth and challenging times, particularly as clients stalled on strategy work as they made sense of Brexit. However, the founders have a plan to scale the business prior to selling it. The start of fieldwork coincided with a final three-year push to quickly grow TC and identify a buyer for it.

Over five years, they have continually refined what they think they can uniquely offer clients given their desire for unconventional strategizing work – increasingly they focused on emotion. I focus here on the evolved strategy creation work, which is the most bought offer of the consultancy. I provide an overview of its typical unfolding. A general observation, one confirmed by many who have worked at other management consultancies, is that the client work and doing the work is deemed to be incredibly “intense”. Timelines for the scale of the work attempted are very short compared to what other management consultancies agree to work with. The level at which all work is conducted – executive boards of FTSE 100-250 organisations - brings an added perceived pressure to the work via the scale and complexity of the organisations. There is always a multitude of situations to consider for the TC consultants. In addition, TC often took on large pieces of work at the same time so that the boutique consultancy was stretched across multiple client accounts.

In the figure below I provide a view of the internal groups engaged in a typical strategizing process at TC and the variance in timelines of activities possible at each phase of the strategizing process. For example, a client might want the whole strategizing process condensed into just eight weeks, for other clients it might take more than six months. In one instance, I witnessed the consultants condense the whole process into just two calendar weeks. In general, there are four phases to a typical strategizing programme: the first focused on the client sponsor(s), the second on the executive board, the third on the senior manager group, and the final fourth phase on the entire organisation. These phases are detailed in Table eight following the figure.

Figure 7 - The Typical TC Consulting Programme

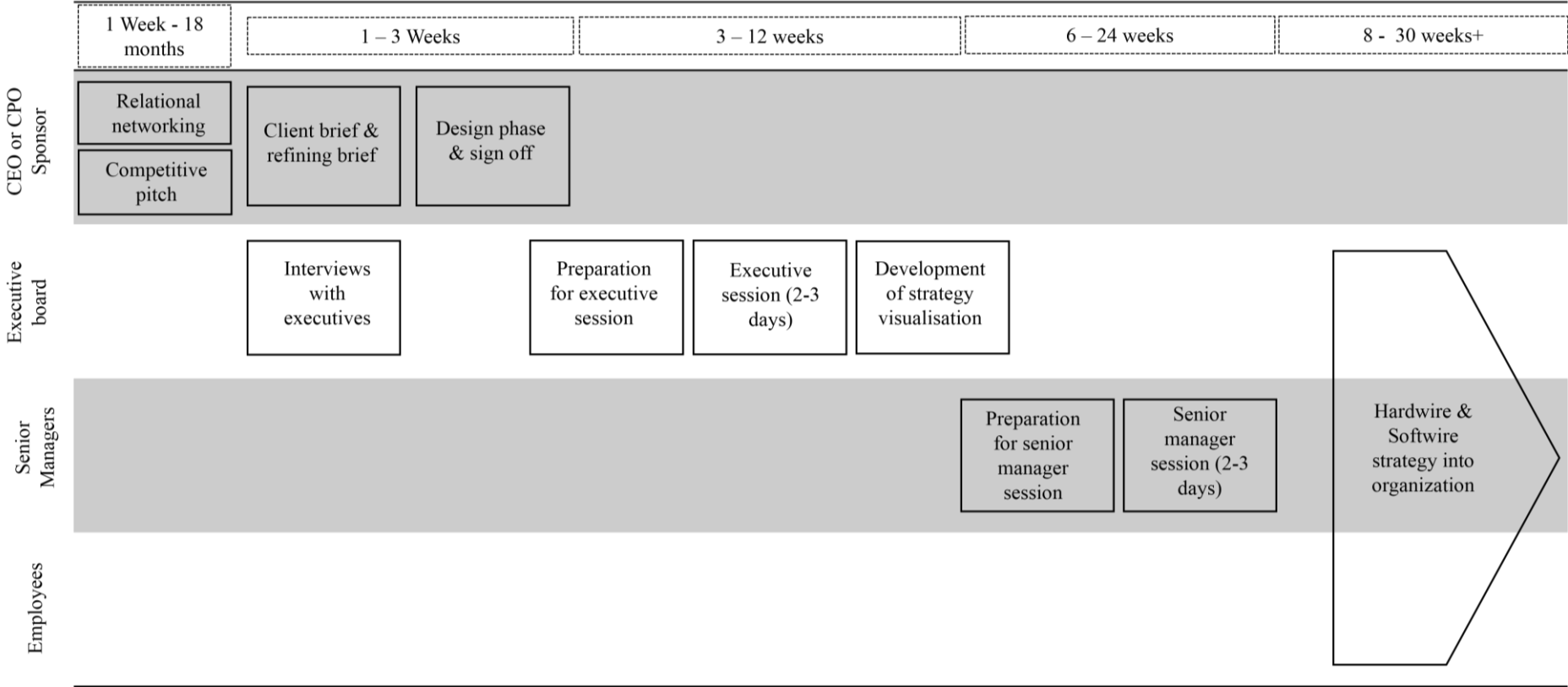


Table 8 - Phases of a Typical TC Consulting Programme

First phase: CEO or CPO sponsor engagement

Typically, TC consulting projects are commissioned by the CEO or CPO of a large organisation. TC has two routes to secure new briefs with clients. The first is to engage in client networking activities to slowly unearth new business opportunities via the building of close relationships. The second is to take part in formal competitive pitch processes. The process of winning new business through either route can take a matter of weeks and become an urgent project for the client/ sponsor or it might take up to 18 months. Part of this difference in timing is associated with the limited time and rapidly shifting priorities of the executive group. New events, such as rapid shifts in market valuation, or significant organisational issues such as supply chain problems can derail intentions to set new strategy as executives became absorbed in navigating the organisation and external stakeholders (e.g., shareholders) through a critical chapter. However, even in the context of significant organisational issues strategizing projects can still be commissioned and the TC team will work around the issues at hand often acknowledging to themselves there is never a perfect time to do the work.

While the client sponsor might initially articulate the brief – that is what they believe the problem is they need help with – the TC team will often interrogate it. They interview other executives and challenge the client/ sponsor with new insights if they feel it is important to do so for the success of the project. Once the client sponsor has agreed the brief, the TC consultants will then enter a design phase to create the appropriate strategizing process to achieve the desired results. The brief, refining the brief, through to designing the programme can take 1 to 3 weeks.

Second phase: Executive board engagement

Next the TC consultants will prepare for a 2–3-day session with the executive board to develop a strategic plan. The preparations involve creating various experiences to help the clients see their situation in a new way and to help them find a new way forwards together. The session will take place in a space away from business as usual and will involve their full-time commitment across the 2-3 days. Following the executive session, the TC consultants will work to create a simplified visualisation – similar to a brand icon- of the organisational strategy which has been summarised into 35 words or less during the session with the executives. Preparing for the executive session, conducting it, and creating the visualization can take between 3 to twelve weeks.

Third phase: Senior Managers' engagement

While the visualization of the strategy is being prepared, typically the TC consultants will turn their attention to progressing preparations for an event to gather global senior managers into one venue for 2-3 days. Once again, this gathering will take place in a venue that differs greatly from business as usual. The focus of the session is to recreate the experiences of the executive board during their session with the senior managers, so they feel similarly towards the new direction of the organisation. Preparation for the senior managers event can take place between 6 weeks and 24 weeks of the project.

Fourth phase: Hardwiring and softwiring the strategy into the organisation

From anywhere between eight and 30 weeks, attention will turn to initiating the hardwiring and softwiring of the strategy into the client organisation. This refers to taking strategic action to embed the strategy into organisational systems and structures, and into the behaviour of organisational members. The first phase of this process is typically to introduce all employees to the new organisational strategy, this can take place via “commitment conversations” where every senior manager takes their teams through the strategy and endeavours to help secure similar feelings towards the new direction in their subordinates. Elements of the executive and senior manager experiences will be condensed down into simple formats to enable shorter half-day sessions with employees. Following the introduction phase, executives, senior managers, and their teams will get on with the tasks of strategic action to embed the strategy into the organisation.

4 Findings introduction

In the first empirical chapter (chapter 5) I will show that the strategizing process is made of what I term “elements”, and evidence what these elements are. For example, as referenced in the vignette, the consultants aim to achieve “human outcomes” that shift how executives and managers think and feel through an element called “Human Journey Design”.

In the second empirical chapter (chapter 6), I will show how the range of identified elements are combined into the strategizing process; first produced with executives, then with the managers making them ready to replicate the essence of the emotional experience with their teams across the organisation. As per the vignette, these elements are brought together into iterative choreographed experiences. For example, the exploration as a group of an exhibition designed to elicit certain kinds of feeling and returning to a central space as a group to publicly share how it made them feel.

In the third empirical chapter (chapter 7), I turn to life inside TC to show the unanticipated effects and hidden challenges of using the strategizing process and the ongoing use of the associated elements. TC is committed to internalising their client consulting approaches and so I was able to gather further insights into the workings of their approach. This proved important as, given client sensitivities, I was unable to do this with external clients.

I start each empirical chapter with a short introduction and provide data throughout the chapters – excerpts from interviews, observation notes, documents, images, and photographs - to illustrate the points I make; however, at the end of each chapter are tables of additional data to further substantiate the phenomena being shown.

Extended Vignette: The strategizing process in action

To introduce my findings, I will use an extended vignette constructed from my field notes. The vignette captures a significant, and typical, episode in the TC strategizing process to materialise organisational strategy for FTSE 100 organisations and to get layers of senior leaders mobilised, ready to take strategic action. Prior to the top 100 managers gathering across the two days, part of which is captured in the vignette, the executives are taken through their own two-day strategizing experience with TC consultants. The vignette alludes to the fact that the strategizing process creates iterative, emotionally immersive experiences designed to work on and with emotion. The strategizing process works firstly with and on, in careful sequence and combination, the emotions of the executive board as a group together to both materialise the strategic plan and mobilise the board for it; and secondly works with and on the emotions of the group of senior managers, once again in careful sequence and combination, to rematerialise the strategic plan for them and to mobilise them for it.

How did yesterday make you feel?

It's 8.30am on the second day of the strategy launch event for the FTSE 100 organisation; 100 senior managers, and the executive board, are gathered in a large cathedral-like exhibition hall. All the walls are covered in black drapes, the floor in dark blue carpet. Spotlights hang from the ceiling rigging colouring the hall in soft white, dark blue and vibrant green. The feeling created is one of intimacy, immersion, of a significant occasion happening. Supporting the executives are the team of Consultants from TC and a full events production team hired by the consultants; the production team, dressed in black, are sat within a production studio in one corner of the hall. The two-day event has been meticulously planned and each consultant - equipped with ear-piece radios - carries a copy of the 'day plan' containing details of every stage and the 'human outcomes' – shifts in feeling and thinking - that need to be achieved in each.

The managers and executives group around a small, low, stage where one of the managers – acting as the MC – stands under a spotlight holding a handsfree microphone. The group quietens down and the MC asks: "How did yesterday make you feel? Can you share a powerful moment with us?" A microphone is passed around the crowd as managers raise their hands to speak. The lighting expands so everyone can see who is talking. Managers, in turn, talk: "I was blown away by...", "I was so shocked by...", "I just feel so immensely proud of...". The MC then says: "It's time to discuss our new behaviours – the way we all need to operate in the future" and they share how to find their groups. Suddenly loud dance music plays throughout the room – its upbeat and pacy – spotlights shine onto new areas in the room and dim down on the small stage; everyone begins to move into place.

Along two edges of the hall there are circles of ten chairs with spotlights now shining on them. Each circle of chairs forms an 'Agora' space allowing everyone to see one another; there is nothing in the middle of the circle of chairs other than A3 boards laying printed face down on the floor. Each board has one of the new behaviours printed on them. As each group takes their place, they are greeted by a colleague who is the designated group leader; each group leader has a script to work from for the session. By most circles of chairs there stands a mounted digital screen displaying the same branded image of what session they are now entering, they read: 'Our new behaviours'. The content is slickly designed and matches that of the boards on the floor and the lanyards around everyone's neck. After a few minutes the music finally stops, and they are left to talk in their circles.

At the centre of the exhibition hall is a large square wooden 'Agora' made for the event. It's hidden behind high walls with steps leading up to two entrances on opposite sides. Inside the Agora there are four tiers of seating on each of the four sides of the square with room for about 25 managers on each. Once seated, managers face one another and it's here they gather and are asked "how did that make you feel?" in response to an exhibition around the room. Through the two days they move from exhibitions back into the Agora to share how they feel.

The exhibitions

The exhibition hall is separated into zones around the Agora which acts as a central hub. To the right side there is a display of boards three meters high and ten meters long on the wall. Through a timeline, full of graphics and images, the history of the organisation is narrated. It states that every company history has 'light and dark'; recounting how the organisation was established, the ambitions of the founders, and how those foundations meant it's future was ultimately unsustainable. It recounts subsequent moments of organisational crisis. The wall is designed to succinctly summarise what has been happening until now – to quickly help the managers see, and feel about, the organisational history in the same way.

In the front right-hand corner from the Agora is an exhibition. High pillars have been designed to tower over people and are constructed from boards. It's here that yesterday managers moved together, in silence, through the provocative 'reality check' full of direct quotes from employees themed together, naming specific situations and how executives or managers are negatively impacting organisational life. It's intended to elicit surprise, shock, and leave the managers anxious.

Towards the back left of the hall there's another large exhibition of three meters by eight called 'sharks and piranhas'; it has a large image of a shark ready to bite and a large school of piranhas on the hunt. Full of provocative facts and statistics, it was here yesterday that the managers walked through the space and encountered the aggressive movements, imminent threats, against the organisation by large competitors and 'hungry', new 'disruptive' industry entrants. The final element in that section is titled 'evolution or extinction'. Pillars of boards tell the stories of companies and managers that failed to evolve fast enough, failed to respond to the changing world around them. Images and quotes from failed business leaders describe what went wrong, how they failed to act. The area is curated to elicit shared feelings of fear and jeopardy in the managers as they see how others, just like them, have ultimately failed themselves, their customers, and their organisations.

Building total alignment¹ one feeling at a time

In the front left-hand corner of the hall is a theatre style seating area with a stage and five occasional chairs set up on it. A large screen, behind the chairs, fills the stage. Long black drapes hang from the ceiling to the floor on either side of the rows of seating to create the feeling of a separate space. It was here, yesterday, the CEO played videos bringing to life the daily struggles of their customers. Managers had explored a space by the theatre full of moving stories from customers about their struggles and hopes for life. Managers had gone onto the stage to tell personal 'powerful' stories of encounters with customers, of their daily challenges, and how the organisation must fight for them. The new organisational purpose revealed was centred on exactly that; the organisation now fighting to improve the lives of the customer and to change their futures. The whole experience was designed to create the shared feeling that a different future is possible for the organisation, it had a new cause which could be a source of immense pride.

While the managers work together in their teams an executive, with the day plan in hand, approaches the senior consultant from TC. The executive has a handsfree microphone on his ear and is about to run the next Agora session with the 100 managers. He looks concerned and says things seem to be going too well; that everyone seems completely happy with the behaviours and that he finds that strange. He says that he is used to more cynicism and pushback. The Senior Consultant talks about how to manage the next Agora session and how to ask questions that probe what people really feel and think.

Suddenly a 'voice of god' announces it's time for everyone to return to the Agora, the digital screens around the room come to life and say the same, music begins to play. The spot lighting shifts in the hall dimming where teams sat and lighting up on the Agora. All 100 managers move. Once seated, the music dies down. The feeling in the space is close, intimate, intense; everyone can see everyone else through the spotlighting; there are no evident hierarchies in the seating, anyone can sit anywhere; the executives are sat in different places around the space. In the middle of floor the executive stands; scattered at his feet are the four boards each with a new behaviour on it. The day plan he previously held is nowhere in sight. He holds a box microphone ready to throw it to managers when they have something to say. The executive begins by asking people to tell him what excites them about the new behaviours. As people answer he then probes them on what the behaviours are felt to specifically

¹ See page 71

mean and what they will do with them from today. Managers build on one another's points, comparing how they feel, a common feeling of excitement and confidence is shared.

Throughout, the Senior Consultant is sat on the front row and within arm's reach. Every so often they lean forwards and while someone is speaking the executive leans down and listens to something they say about where to go next in the conversation; you can see them pointing, as if probing, as they speak. In all, the conversation lasts for about an hour, there is a countdown clock on the ceiling rigging; as the clock nears zero, a consultant signals to the senior consultant that time is up; the senior consultant then signals to the executive. The executive wraps up the session and asks the managers to get a quick snack to refuel their energies; the music starts again; the lighting shifts and the managers leave to go to the coffee area.

Embedding a world of emotions into 35 words

After 15 minutes the 'voice of god' asks delegates to return and walk to the theatre seating area; music plays, and lighting shifts on to the theatre seating area. Here on the large stage the CEO is waiting. Once everyone is sat, the lighting dims and only spotlights shine on the CEO. They talk about the importance of bringing all the elements of the strategy, together - their new purpose, the new areas of strategic focus and the new behaviours. They nod, the lights go out, loud music plays, and a dynamic graphic materialises on the large screen filling the stage. The graphic is a designed icon that contains all the words of the 35-word strategy and captures the essence of the energy of it all. It makes sense of all the images and materials people have experienced in the room until now; from the white, blue, and green lighting scheme to the lanyards around their necks.

The CEO then says that until now there has been a feeling of being lost, directionless, without a clear feeling of what should come next; that they face formidable threats and internal challenges that must be met; and that the strategy provides clarity and confidence for the way forwards; she concludes by saying everyone in the room must own the strategy and quickly make it happen. In essence, she rehearses the strategy story, designed by the consultants, complete with its fine tuned 'emotional arc'. In response, people talk about the need to make it clear to everyone in the organisation that moving forwards will be defined by the new strategy icon and story. They talk about the need to give people the time to internalise and experience the strategy in the way they have; that they will need to be engaged with it again and again. They talk about feeling 'ready', 'up for the fight' and 'fired up to do what's necessary'.

5 The elements of emotion-led strategizing: designing and crafting emotive experience

5.1 Chapter introduction

In this chapter, I show that the TC strategizing process is made of nine elements which contribute towards the ability of TC consultants to attempt working on, and with, the emotions of clients through the creation of an organisation-wide strategic plan. In the extended vignette, many of these elements are either explicitly or subtly evident as they aid the choreographing of iterative emotive experiences that gradually secure feelings of ownership for the strategic plan through feelings of self-authorship.

Together, the elements make for iterative emotionally charged and immersive experiences as they target the intrapersonal and social interaction between groups of individuals through the arrangement of discourse, materials, space, and time. In general, the elements are designed to produce feelings of “total alignment”, as described by TC consultants, regarding what feels right and wrong for the future of the organisation and a desire to take the necessary action to pursue what feels right. As shown in the methodology, through data analysis, the nine elements were grouped under four aggregate dimensions:

1. External strategists design and craft emotive experience for emotional outcomes
2. The working on and with emotions is motivated
3. Emotions are worked on and with to produce alignment
4. New emotions and emotional dynamics are embedded into symbols and stories

In this chapter, each dimension is taken in turn and the elements shown. To enable orientation, a summary table is provided to show how each dimension sits within the context of the other dimensions and elements. I begin by addressing the first dimension: external strategists design and craft emotive experience for emotional outcomes.

5.2 External strategists design and craft emotive experience for emotional outcomes

In this section, I show that TC consultants, as external strategists, design for and craft the emotive experience of clients to attempt the accomplishment of meticulously planned for emotional outcomes. As will be shown, TC consultants ground the need for strategizing work in the identification and intensification of pre-existing emotional dynamics experienced by clients and across the organisation. To lead strategizing work with clients, the TC consultants seek to optimise their own emotional energy so they can be fully focused on the emotions of, and emotional dynamics between, clients. To further curate the working on and with emotions of others they extensively use strategy resources including time, space, and materials. As highlighted below in the table, the following four elements will be addressed:

- Element 1: Strategy work is secured by intensifying pre-existing emotions and emotional dynamics

- Element 2: Accomplishing shifts in the feeling and thinking of clients is meticulously planned for
- Element 3: External strategists optimise their own emotional energy to curate the emotion work of others
- Element 4: Strategy resource are used to curate iterative emotive experiences

Table 9 - Summarising how the Elements of the Strategizing Process Contribute to the Curation of Emotive Experiences

Phase	Elements Used
External strategists design and craft emotive experience for emotional outcomes	<ul style="list-style-type: none"> • Element 1: Strategy work is secured by intensifying pre-existing emotions and emotional dynamics • Element 2: Accomplishing shifts in the feeling and thinking of clients is meticulously planned for • Element 3: External strategists optimise their own emotional energy to curate the emotion work of others • Element 4: Strategy resource are used to curate iterative emotive experiences <ul style="list-style-type: none"> ○ Time ○ Space ○ Materials
The working on and with emotions is motivated	<ul style="list-style-type: none"> • Element 5: Clients need to be jolted by a provocative new way of seeing the organisation • Element 6: Emotions are indirectly primed through different types of emotional “stimulus”
Emotions are worked on and with to alignment	<ul style="list-style-type: none"> • Element 7: Structured arguments are used to create emotional alignment
New emotions and emotional dynamics are embedded into symbols and stories	<ul style="list-style-type: none"> • Element 8: Strategy is radically simplified to invest each word with emotional meaning • Element 9: Using storytelling to (re)create emotional connections to the strategy stories

Element 1: Strategy work is secured by intensifying pre-existing emotions and emotional dynamics

The first element equips TC consultants to design and craft the strategizing process by grounding the need for the strategic plan in pre-existing emotional dynamics present in an organisation. This grounding informs the creation of sets of experiences such as those in the extended vignette. The TC sales process is not focused on data-heavy presentations to drive rational decision making with

executives; instead, TC consultants attempt to uncover pre-existing problematic emotions and emotional dynamics being experienced by the executives, running through the executive board, and the wider organisation. As the TC sales document describes, in the early stages of engaging a client a consultant should use these emotional dynamics as a source of intelligence regarding what TC could do through strategizing:

“Unearth pain...gather insights...qualify the new business opportunity.” – *TC Sales process document*

To gather insights and determine the scope of the opportunity, TC consultants deeply empathise with a prospective client. They attempt to demonstrate understanding of the predicaments they face in their senior leadership positions and to legitimise the complicated feelings they are experiencing. As one consultant put it:

“Part of what allows us to build emotional commitment (to the strategizing work with executives) is really talking about the challenges in big businesses, ‘we get you’, ‘we feel your pain and perspective’, ‘we understand your pain and we’re not just coming in with this solution to fix it.’” - *Lead Consultant 1, interview 1, Jan, 2020*

The second phase of the sales process is called “build value”, which focuses TC consultants on establishing what problems the identified pain is causing the executive and the organisation. The goal is to explicitly connect the identified pain-related problems with the impact they are having on the commercial performance of the clients’ business to demonstrate the value of investing in the remediation of pain through new strategizing work. TC consultants try to intensify the experience of pain, to make clients pause and dwell in the scale of the challenges they, and the organisation, face: “You’ve got to dial up the pain!” is how it is frequently referred to. TC consultants use it as a shorthand with one another regarding how a meeting went with a prospect: “We really dialled up the pain, they were really feeling it”. The ambition is to intensify the pain to the point that it feels a consuming and urgent matter to address. As the same consultant said:

“...what we do is we dial up the pain for the client, so they’re really sitting in that feeling of, I mean it’s not fake, pain. It’s what’s really happening in their business. They know it and that’s why they react to it.” - *Lead Consultant 1, interview 1, Jan, 2020*

Only once consultants have accessed the pre-existing emotions and emotional dynamics described as pain and rooted the strategizing work in an urgent need to resolve it, can they move to the final phase of the sales process: “offer solutions”. Once again, they emphasise the possible gains for the executives and their organisation by finally removing their pain-related problems. Objective setting for clients is framed, internally at TC, as addressing pain. On one occasion a TC Director was talking about objective setting to all the consultants gathered together and passionately stated: “Objectives should be pain relief!...show how you will solve the clients’ pain.” The ability to access pre-existing

emotions and emotional dynamics through this process of empathy is taken very seriously. For example, during a week-long training exercise for all TC consultants the following happened:

The Zoom meeting has been going for an hour with the TC CEO, HR Director, and New Business Director. Together we are reviewing the new business pitches teams of consultants have just made to the CEO and myself as the culmination of a week-long new business training exercise. I participated as a pretend client. As we compare the merits of the different pitches together, the TC CEO looks concerned and frustrated, he's holding back. Finally, he simply says: 'the teams are just being too reliant on general emotional warmth'. As we explore what he means it becomes clear consulting teams aren't decisively targeting pain and showing how they'd relieve it. They are empathising in the wrong way. – *Observation notes, January 2020*

Following the training exercise, the decision was made to spend time revisiting the sales process again with consultants to ensure they refocus on unearthing pain, intensifying the experience of it, and to demonstrate the value of relieving it. It is the focus on pain that anchors the TC strategizing process in a pre-existing emotional reality that will resonate across the executive board and the wider organisation.

Element 2: Accomplishing shifts in feeling and thinking of clients is meticulously planned

Having grounded the strategizing process in the remedying of pre-existing pain, TC consultants engage in a design process to explicitly work on and with the emotions of groups of clients. The approach aims to accomplish shifts in emotion, as alluded to in the extended vignette, the design process is called Human Journey Design (HJD). Taking the insights gathered through unearthing pain, TC consultants attempt to identify shifts in feeling/thinking they deem individuals (e.g., an executive) or groups (e.g., an executive board) need to make through the strategizing process so that the formed strategic plan will become strategic action.

TC consultants extensively use empathy to visualise how individuals or groups are currently feeling/thinking about the organisation, they'll say things like: "But how are they *really* feeling right now?" They will question one another's views, adding different intuitive insights from the "unearth pain" conversations they've held; for example: "I don't buy it, she was clearly signalling she is feeling lost and betrayed." Gradually they will align on a current emotional state and a desired future state of feeling/thinking for them to accomplish by the end of the strategizing process. Through doing so a gap – or "human outcome" as it is described – is identified moving from the current position to the desired future emotional position. The gap initially can seem daunting given the potential level of emotional dysfunction they face; for example: "It's a complete s*itshow, they can't even get through an executive meeting without someone storming out and slamming the door"; or on another occasion: "They're in complete denial and shutdown. Everyone is pretending it's going to be okay." The goal is

to emotionally move clients through HJD to emotional positions deemed to be more productive, as a consultant put it:

“The first question you ask (in HJD) is how do you want them (clients) to think and feel; and what do you want them to do afterwards? Feel particularly, we want them to feel really energised so they can go back to their teams within the business and feel really clear and spread that energy on to the rest of the business that they have felt and experienced...” – *Lead Consultant 3, Video Post on LinkedIn, Oct 2020*

Consultants begin the HJD process by taking an executive group, and their top management teams, and breaking them down into smaller subgroups for analysis. This is called “chunking it up” or “breaking it into chunks” and doing so helps the TC consultants get more precise and nuanced in their targeting of feeling/thinking shifts. It also helps the consultants begin to tackle the daunting nature of the current emotional states and dynamics running through, and between, individuals and groups. On one occasion, a consultant stated the need to “chunk it up” in the following way:

“I think when you start a piece of work (with a large organisation), it feels really nerve wracking...if you break it down into small chunks, get creative around the bits you need to, then you're going to get there...‘this is the (client emotional) challenge’, but I'm going to chunk it out to something that's manageable.” – *Director 2, Interview 1, Oct 2019*

For an executive team, TC consultants take each executive as a unit of analysis and for top manager teams, such as the one outlined in the extended vignette possibly of 100 - 150 managers, they will break the group down into three or four main subgroups. This division might be based on business function or role, or by grouping together people feeling the same things about organisational life – so focused solely on emotions. The consultants debate together where each person, or subgroup, sits in terms of their current feeling/thinking towards organisational life. Following, the consultants will discuss where they need to shift the individual, or subgroups, to in their feeling/thinking by the end of the strategizing process. They are encouraged to identify just a couple of places they want to shift everyone eventually through the process, this is because:

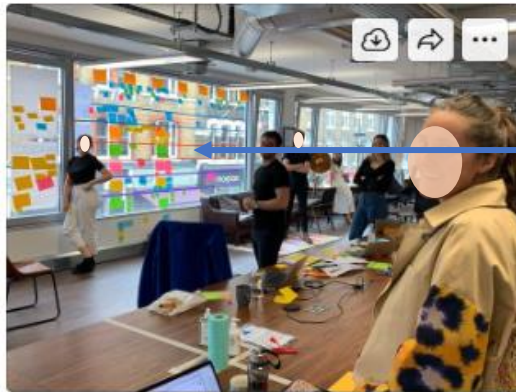
“You want everyone Thinking, Feeling and Doing the same thing (by the end of the strategizing process)” - *TC Consulting Methodology Document*

One of the occasions where HJD was observed in action was as a group of TC consultants planned for an internal two-day summer retreat which was modelled on a client executive session. Preparation involved mapping “human outcome” shifts in feeling/thinking for TC employees, as the following observation notes capture:

The TC consultants are about to begin presenting to the TC LT the human outcomes they want to accomplish through the upcoming company retreat. The HR Director has just forcefully said the gathering “feels like a big deal”, the CEO has agreed and with equal force said, “This is a really significant moment for us.” It will be the first time TC have physically gathered during the pandemic. One human outcome the consultants highlight accomplishing is shifting the TC team from “feeling disconnected as a team” to “feeling reunited as one team and excited for the rest of the year”; another is shifting the team from feeling “unsure of the plan for the rest of the year” to feeling “unanimous trust and confidence in a clear and cracking plan.”

HJD is a creative, intuitive, and iterative process as a consulting team feels their way forwards to a sequence of emotional experiences that will feel coherent and natural for the client. It is a predominantly physical exercise as consultants work together to map the HJD on a wall, as the photo from one occasion shows:

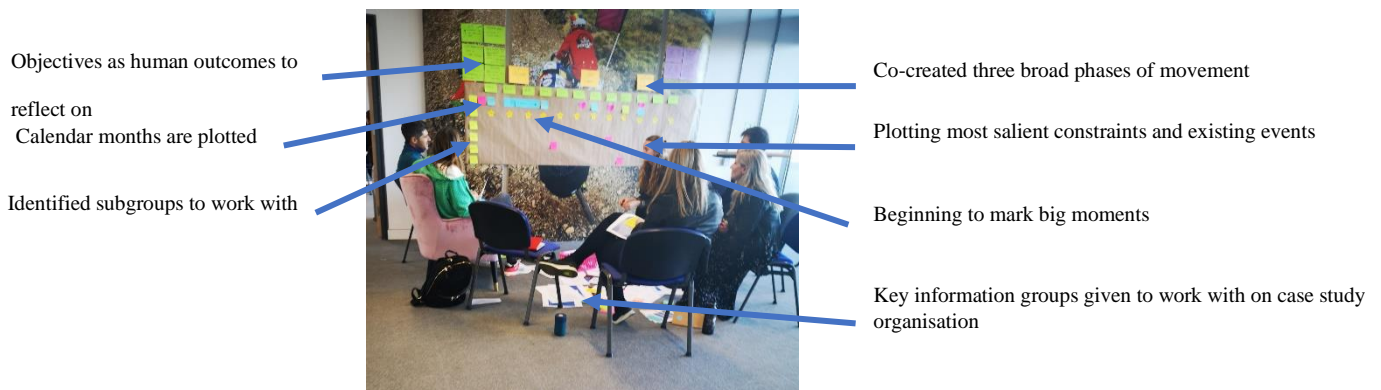
Photograph 5 - A team of consultants using HJD in the office to map a strategizing process for a client



The team of consultants using the HJD approach to map a strategizing process for a client

TC teams often begin HJD by standing in a circle and reading what is felt to be the most important client information to the process which is spread out across the floor. Subsequently, they take time to discuss their initial impressions and things that strike them as most important. Then they begin to physically map onto the wall a possible human journey using brown paper and post-it notes – as a photo from another occasion shows:

Photograph 6 - A team of TC consultants using Human Journey Design



Firstly, they plot the months they are planning for across the top of a long piece of brown paper using post-it notes. Secondly, the individuals, or subgroups, they are targeting are listed along the left side

of the brown paper with each name or group on a separate post-it. Then, thirdly, reflecting on the human outcomes they need to accomplish, they debate and co-create three broad phases of movement they need to take everyone through. On one occasion a movement phase created by one team was “getting clear”, with the phase focused on getting executives and managers emotionally aligned regarding the scale of the significant challenges facing the organisation.

Fourthly, teams debate through the most salient constraints and significant organisational events that are already happening across the months they are planning for plotting each using a post it note. TC consultants want to identify how events before and after strategizing experiences will affect how executives or managers feel/think coming into a session and how to work with and on those ways of feeling/thinking.

Fifthly, they typically start to write, on post-it notes, the experiences they need to create across the phases of movement to move the individuals or groups towards the emotional outcomes. Throughout, teams will practice empathy for those they are targeting. They discuss how a flow of planned experiences might feel for each individual or subgroup, often they use the language of “you’d go” or “I’m going” to construct a sense of how something will feel for a person or group. Often, it is a process of zooming out to different aspects of the wider context to connect and imagine what someone, or some group, might feel about the flow so that adjustments can be made if it does not feel right or quite natural enough.

HJD is used to map emotional movements across the whole of a strategizing process. However, the same approach is applied to planning specific emotional experiences in the journey such as an executive strategizing session, or a senior manager event, such as the one in the extended vignette. For a two-day executive or top manager sessions, the HJD approach is translated into an A4 landscape word document called a “day planner” - as held by TC Consultants in the extended vignette - which maps out each proposed session for a given day, the emotional shift that should be achieved through each session, a description of the session, who is leading it, and the materials that are required to make it all happen. Sometimes the shift can seem counterintuitive initially, as the emotional outcome for a session is “to leave them disoriented”, or even more vividly, “we want to leave them feeling f*cked up”. Once again, the consultants will spend time to visualise together how executives or managers might feel/think through the experience to ensure they manage their movement towards the desired emotional outcomes. As a junior consultant put it:

“...we talk a lot about human journey. When we're writing our session plans, there's a lot of thought that goes into, okay, how are people going to feel going from this exercise to this exercise?... Like we spend a lot of time thinking about that journey and how people are going to be and feel over the course of two days.” – *Business Manager 1, Interview 1, Mar 2020*

This visualising how executives or managers might be made to feel through an experience is taken seriously. On one occasion, a TC director raised concerns with their team about the flow of the day

planner for a client executive session even though in one hour they would be talking the client CEO through it. Time was immediately made to rework the day planner and reengineer the flow of experiences to better accomplish emotional shifts, as the following observation notes describe:

The five TC consultants are sat around a meeting table to prepare for the imminent client call. As the meeting starts the Director, who looks worried, starts to challenge the flow of the day plan, saying it “just doesn’t feel right.” They rapidly start exploring a different way forward together, using phrases like “I’d buy that” to signal when things begin to feel better. They shift between how materials and movement can help shape the executive groups’ contribution. They switch between what is written down in the day planner and rehearsing what the flow feels like, feeling through the emotional experiences for the executives. To visualise, the TC consultants begin by saying “I’m going” and use their bodies talking with arms stretched out wide and then narrowing down to represent the flow of the strategizing experience and how it should guide the emotional encounter of the executives. They get to points and simply say “It feels right.”

- *Observation notes, Feb 2020*

On another occasion the seriousness with which TC consultants approach attempting to accomplish emotional outcomes through HJD was highlighted during an ethnographic conversation with a different consultant:

Harry tells me that in preparation for the company retreat, at which they launched their own strategic direction, one of the TC Directors took three hours to decide employee pairings for one breakout session. She thought, in detail, how each person might emotionally respond to the prior session. How she could balance emotional perspectives in pairings following to get to the right shared emotional outcome in each and ensure the right emotional outcome when all the pairings gathered together in the main group session after. - *Consultant 5, ethnographic interview, Nov 2019*

Counterintuitively the amount of detailed planning is frequently described by TC consultants as enabling spontaneity. Detailed HJD planning gives them the confidence to be flexible in strategizing experiences and do whatever appears necessary in the moment to accomplish the desired emotional outcome with clients. On one occasion, an in-house designer described this flexibility in approach to achieved emotional outcomes in the following way:

“[The consultants] can very easily pivot their day plan and use a different bit of space, which is why having these larger warehouses with different areas to move around and change things up just helps, to change the flow, energy, and maintain the focus and attention (of clients)” – *Senior Designer, Interview 1, Dec 2020*

While HJD is used to target emotional shifts in executive and top manager groups, the broader organisation is continually kept in mind throughout. The planning of emotional shifts within executives and managers is designed with the scale of emotional shifts they will need to achieve across all their employees. HJD is about catalysing this more wide-spread movement of emotional shifts across all employees of an organisation through a top-down process of replication.

Element 3: External strategists optimise their own emotional energy to curate the emotion work of others

Given a focus on accomplishing designed emotional shifts, knowledge and experience are not deemed to be the most important factor in successfully leading client strategizing processes. TC consultants widely believe that the greatest impact on performance is the degree of effective mastery of the self in social interactions with clients and the ability to curate the mood and energy in a client group in pursuit of emotional outcomes. This self-mastery is talked about at TC through their concept of “State” and of reaching a place of “being-in-state.” On one occasion, a consultant described it as being “The way that I am and therefore the impact I have on others.”

State is described as a “practical tool” that equips TC consultants to reflect upon their internal world to ensure it does not compromise achieving shifts in client feeling/thinking. It should accelerate shifts by helping them to tune into a group of people and how they are feeling. As a consultant described it on one occasion:


“If you come in looking stressed it sets a tone...sometimes you want to set pace and set that tone...you know, saying that this is a group that always messes around. I’m going to come in and say we’ve got a big job to do, your people need you to do it...it’s about emotionally role modelling which you can’t do if you’re not in the right [state]” – *Senior Partner, Interview 3, Mar 2020*

State is comprised of four “enmeshed” dimensions: the mental, physical, emotional, and spiritual. The physical is defined as tuning into how their body feels whether strong, tired, energised, or restless. The mental is awareness of what is going on for a consultant in their mind, whether thought processes are constructive to the social situation, aiding alertness and awareness of others, or pulling oneself negatively inside oneself. The emotional is being sensitive to one’s overarching feelings or moods, whether happy or sad, excited, or melancholic. The spiritual is not religious, instead it is about establishing a deep connection with what a person is doing in a situation, such as a client strategizing process. Some consultants would describe it as establishing a deep emotional connection with “why you are there.” State is commonly described as running on a continuum ranging from “being-in-State”, or “rocking it”, to being “out-of-state” and overwhelmed by the social situation. Between these two extremes lies a middle territory categorised as “coping” or “managing” where the consultant is neither fully in state nor completely out of state. On one occasion a Senior Director put it this way:

“When in State you are rocking it...you’re in flow, you’re fully present and doing your best work. Out of State, you’re distracted and unable to do your best work. We spend a lot of our time in between coping or managing, somewhere in the middle.” – *Senior Director, Interview 2, Apr 2020*

The following table summarises the continuum and the experiences of state along it.

Table 10 - An overview of the continuum of state from out-of-state to being-in-state with the constituent dimensions of the physical, mental, emotional, and spiritual

	Out-of-state	Coping or Managing	Being-in-state Rocking it
			
Physical	Tired, aching body, restless		Strong, fresh, energized
Mental	Distracted, distant, overwhelmed		Clear-minded, alert
Emotional	Unconfident, sad, melancholic		Confident, excited, happy, content
Spiritual	Disconnected, no purpose		Connected, sense of purpose

TC consultants typically recount being-in-state as feeling like they are “flowing” and able to tune into the dynamics of a social interaction. The body is brimming with feelings of deep confidence and energy, they experience an openness towards events as they unfold including all the uncertainty of how clients might emotionally react. Consultants speak about experiencing an alertness and proactivity in social interactions that manifests as an agility and responsiveness to what is unfolding. Being-in-State physically looks like someone who is standing grounded and secure, in a relaxed pose, and moving around little; “They stand like a rock” someone might say of them. One consultant described being in the flow of state in the following way:

“When I’m in State I feel calm, slow, still, and at peace with the uncertainty...it gives you the headspace to in the moment think and react in an easy way, not get flustered. If you’re stressed, time speeds up and you don’t know how to react...but if you’re calm and an executive throws you a curve ball you feel completely confident taking a pause...Even if I’m sometimes sat on the floor surrounded by 12 executives and you think ‘I don’t know what I think’...you have total confidence to know that you don’t need to have the answers I just need to be able to find a way through the uncertainty.” – *Lead Consultant 2, Interview 2, Mar 2020*

Many TC consultants talk about experiencing calmness, stillness even contentment during episodes of “rocking it” even in the face of formidable client emotional dynamics. It is the opposite of “buzzing around the room” as one Director described on another occasion:

“I feel confident, energised, proud, curious, like this is an adventure...I’m engaged...I’m really listening with everything in my body...I feel like this is what I’m meant to do...I am here to help make this better.” – *Senior Director, ethnographic conversation, Apr 2020*

Given the challenges they face in accomplishing emotional shifts with clients, TC consultants describe the experience of being out of state in equally vivid terms. Reflecting on the negative experience of being out of state in a situation, one consultant said:

“I was lost in my head...I wasn’t paying attention to what’s happening in the room, I just got caught up in this rush of emotions. Scenarios started to play out in my head which I’m more focused on... I’ve this unfocused stare. My brain is clouded with anxiety, my body is shrivelled up and I keep thinking I’ve messed up.” – Lead Consultant 3, Interview 2, Apr 2020

The experience of being-in-state requires self-mastery on the part of individual TC consultants, but it is also addressed within a consulting team. It is frequently talked about by consultants and they will analyse and compare state across the team together. TC consultants have a variety of ways to have this conversation, sometimes it is almost flippant as they invite one another to package their state using an analogy: “If you were a pizza right now what would you be?” Or on another occasion: “If you were a biscuit right now what would you be?” On other occasions it’s treated more seriously: “How are you feeling?” Or “What’s going on for you right now?” However, it is not just a matter of awareness of how a consultant might feel in a social situation, but is thought to provide “levers” for consultants to “pull” to optimise their impact in social interactions with clients, as the following comments show from a Senior Director:

“When you’re thinking about how you are, you’re thinking about it on a number of different dimensions, partly because it allows you to understand yourself better, and partly because... you can begin to get an idea of what will change things for you in terms of state, and you can pull levers in all of those four areas...How you can dial yourself up to rocking it...we have control over our state, you can do something about it.” –Senior Director, Interview 2, Apr 2020

Being in state is felt to have the greatest impact on performance in the strategizing process because TC consultants believe they are not merely acting as facilitators to strategy creation with executive boards, but rather they are artfully leading executives towards the desired emotional shifts identified through HJD. This requires consultants being able to give their whole focus, attention, and energy, to the ways a client group is feeling/thinking in the moments of sessions and actively working with and on it towards desired new positions. As shown in the extended vignette, even if they do not appear to be directly leading a session in the senior manager event, they are tracking the ways shared emotions are emerging and which questions an executive should ask next of the group to accelerate this. A Senior Partner described leading through state, on one occasion, in the following way:

“The reason state is so important is that I don’t think we facilitate clients we lead them...you need to be able to be in tune with the group so that your shit doesn’t get in the way...so you feel how they’re feeling not project stuff into it. Know where you’re trying to take them to so you can lead them there” - Senior Partner, interview 4, Jul 2020

Given the importance of state in leading clients, either visibly or indirectly, TC pay close attention to how physical settings might improve or could impair the ability of consultants to get into state. For

example, in choosing venues for client strategizing sessions consultants will always consider how it might affect being-in-state both in general terms and given the preferences of those leading the client strategizing session. Senior TC consultants have preferences for types of setting that they feel can accelerate them getting into state. One junior consultant, who sources venues to match these preferences, described going to considerable lengths to ensure they are right for eliciting being-in-state:

“When I’ve searched for venues for (strategizing) sessions I’ve climbed on roofs and tested the surface of the roof [she knocks on the table] ...once there was a roof that was corrugated, and it rained and [the senior consultant] felt he couldn’t do his job. For him it is the environment that gets him in-state...the aesthetic, the feel, the acoustics.” – Senior Architect 1, interview 1, Mar 2020

Spaces are also thought to be useful for the ways they can work on the state of clients, deliberately chosen to put them in state or to throw them out of it. Through using being-in-state TC consultants believe they are best positioned to navigate and curate the emotive experience of others. It is through using being-in-state that they can give their attention and focus to accomplishing shifts in the emotions of others.

Element 4: Strategy resources are used to curate iterative emotive experiences

Through HJD, the emotive experiences required to shift clients’ emotions are identified. As the extended vignette shows, the curation of strategy resources, including time, space, and materials, play an integral role in creating these experiences. They are used to rapidly challenge preconceptions executives, or senior managers, may have regarding their ability to remain passive or removed from strategizing. As one consultant vividly put it on an occasion:

“We are signalling from minute one (of the strategizing process) ...that this is very, very different. So, any part of you that thought you were going to be leaning back the next few days in a conference room dazing in and out; like, this is active, we are asking you to engage with this stuff.” – Senior Architect 1, interview 2, Oct 2020

Using the curated environment, through the deployment of strategy resources, to indirectly convey new expectations for the strategizing process, is often discussed by TC consultants. Strategy resources provide a means through which to take seasoned business professionals and render them vulnerable, on another occasion a consultant said:

“There’s something about vulnerability...the overall effect is basically disarming people if they are used to screens and desks; signalling this is going to be different.” – Lead Consultant 2, Interview 1, Feb 2020

Strategy resources are used to break assumptions, shift expectations, and make participants feel stripped bare – open to the possibilities of being influenced. Given the sense of novelty, TC Consultants describe clients having no option but to “give themselves over to” or “surrender to” the

process given it feels so alien to them. They cannot rely on their existing business experience to predict what will happen next. As will be explored, time is used to capture and hold the attention and emotional energy of executives and managers. Choice and configuration of space are used to make executives and managers feel disarmed. Types of materials are used to generate feelings of self-authorship and ownership for what takes place through the emotive experiences of the strategizing process.

5.2.1.1.1 Using time to occupy attention and emotional energy

The TC strategizing process demands significant amounts of executive time. For most clients engaging with TC for the first time there is surprise regarding how the process can require so much of their attention: “Don’t I need to just offer my thoughts?” is something frequently heard from them. Clients expect to remain removed subject specialists, with the external consultants expected to “do the actual work.” Through the commandeering of significant amounts of time to be physically co-present, TC consultants attempt to ensure the strategizing process becomes the focus of executive attention, versus the urgency of their daily pressures and concerns. As a TC Director on one occasion said:

“We [TC] do a very good job of being intense and occupying your life as a client, it would be easy for business-as-usual to be the main thing and the executive team strategy workshops to be on the side-line, but [the strategizing sessions] become things that demand your full attention, and they keep that attention.” - *Director 5, interview 1, Sept 2020*

Beyond the executive groups, using time to intensely occupy the lives of clients with the strategizing process is also true for senior managers. Given the radically simplified approach to strategy creation by TC, summarising organisational strategy in 40 words or less, senior managers can assume they will simply be briefed on the contents during a short conference call. However, TC argue for managers to be gathered physically together in the same way executive have, from around the world, for two to three days as shown in the extended vignette portraying a typical second day of such a global gathering. This gathering creates a sense of paradox for participants: “How can we need so much time for so few words?!” The feeling is built that they *must* be important to warrant so much time (and financial) investment. A Lead Consultant talked about the importance of fuelling the feeling of paradox in the following way:

“If your company is willing to get 150 of the most senior people together for two days, and talk about 35 words, there's an implicit level of focus and attention; this stuff really matters...it feels like it's very deliberately creating a collective focused energy.” – *Lead Consultant 2, interview 9, Nov 2020*

As TC consultants attempt to work on and with emotions indirectly, time is practically needed for different emotive experiences that can each attempt the production of emotional shifts. For example, generating anxiety and fear towards external threats facing the organisation; or a deep pride for a new customer-centric organisational purpose as shown in the extended vignette. By clients being focused across two or three days together, these emotional shifts can be layered one upon the next and each

produced in the context of the other. To TC consultants, time is essential for a sense of cohesion and for executives and senior managers to accomplish their own emotional shifts – self authorship of emotions takes time. It needs to feel natural and cannot be rushed. As TC consultants describe it “They (clients) need to roll around it,” “They have to sit in it, to really feel it,” “They need to eyeball one another and dwell in it.” One time, a consultant described the emotional layering process over time in the following way:

“It’s iterative immersion. You start with the immersion [of one] stimulus. Then you just add to it, and add to it, with all the stuff that you create over time. I just think that every time they walk into the (strategizing) space, they reconnect to it and really look at it. It makes it go deep; thinking about it emotionally, you know cognitively understanding it, emotionally connecting to it...as you build up the story over time.” – *Lead Consultant 5, interview 1, Dec 2020*

While TC consultants are meticulously careful in their allocation of time for each emotive experience during the strategizing process in pursuit of the emotional outcomes, they are frequently spontaneous and responsive to the client group if they feel it is required. They will quickly huddle after a session and say something like “We need to switch up the energy.” They have a range of “energisers” ready to use which aim to create fresh energy in the client group and to recapture their attention. One favourite exercise TC consultants enjoy using is a “rock, paper, scissors competition.” On one occasion, like the one in the extended vignette, all 150 senior managers, including executives, were given simple instructions to: “Stand up and quickly go to the open space, find a partner, and play three rounds of rock, paper, scissors. See who wins, then follow the winner onto their next round to cheer them on loudly! Now go!” Quickly, the room is full of roars of laughter, groans, and cheers: “No! you won!” “Yes! I did it!” The sound becomes deafening as the competition reaches a crescendo and only a few pairs are left competing with the rest of the managers chanting names of players: “Sarah! Sarah! Sarah!” “Satyen!, Satyen!, Satyen!” cheering them on. They clap, whoop, punch the air. What had started to feel emotionally draining during a segment of the strategizing process is made to feel completely different.

Equally, with executives during their strategizing sessions, consultants will decide to change their plans and quickly redesign the exercise if they need to re-capture attention or build energy in the group, particularly if they have reached an apparent impasse. On these occasions, the consultant will stand up and say something like: “Right I’m going to tape out rectangles on the floor, each rectangle box signifies an option, go stand in the option you are fighting for.” With executives now physically stood in large rectangular boxes on the floor, heated and lively debates can ensue as executives will appeal to one another to adopt their physical positions: “Come on James, join me here!”; they slowly gravitate to new options and positions. Once again, what had started to feel like an impossible impasse has been reenergised and a way forwards found.

The focus in the use of time is always upon achieving the desired emotional outcome, the shifts in feeling/ thinking, regardless of the amount of time it takes to achieve it. This can be bewildering for consultants joining from other management consultancies where they perceived proceedings were always kept to time and agenda items rarely overran– the conversation was simply stopped. One such consultant shared their surprise in the following way:

“I’ve never, in all the other consultancies I’ve worked for, been in meetings, workshops, and sessions where (The lead consultant) is happy to completely ignore time, in the interests of getting everyone to a position of (emotional) alignment” – *Lead Consultant 5, interview 1, Dec 2020*

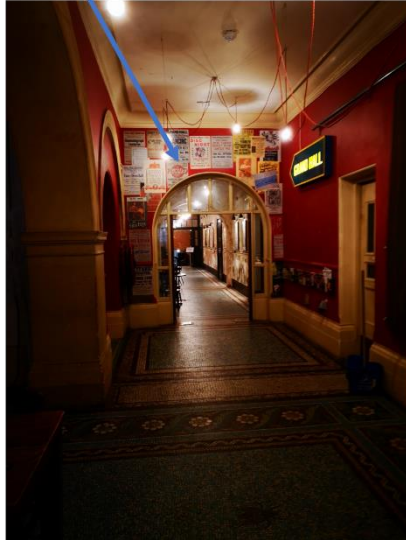
Time is both meticulously planned for, and used as required, to ensure specific emotional shifts are accomplished and groups are made to emotionally align through maintaining their attention and emotional energy throughout the process.

5.2.1.1.2 Using space to disarm executives and managers

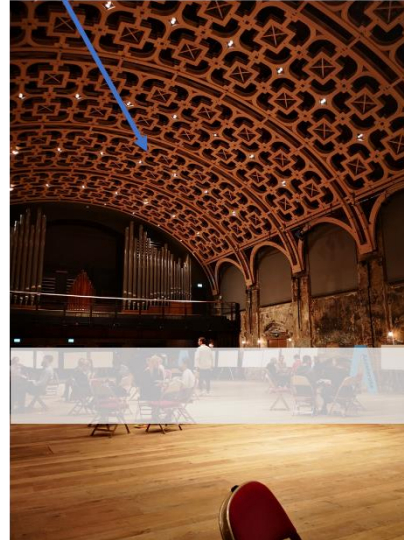
As shown in the extended vignette, the spaces selected for events with executives and managers during the strategizing process aren’t traditional office spaces, instead they are art centres, exhibition spaces, and even botanical gardens. These spaces all feature a volume of physical space; for example, one art centre chosen for an event with 20 executives could hold 600 people; an exhibition hall chosen for an event with 150 senior managers could hold 800 people. These cathedral-like spaces typically have high ceilings and are unstructured, open-ended, blank canvases, given they could be used as concert venues, wedding venues, art exhibitions. TC consultants describe these spaces as needing to make clients “look up and out” beyond their own organisation metaphorically as they are typically felt to be stuck “looking down and in” lost in the minutiae of their corporate worlds. As the photos below show, arrival at such spaces often involves walking through areas that are the opposite of sleek, modern corridors in corporate headquarters.

Photograph 7 - Example corridor (left) executives walk along in an arts centre to enter the main gathering space (right)

Darkly lit corridors lead to the open space for strategizing activities



Large, open-ended space for executive strategizing activities



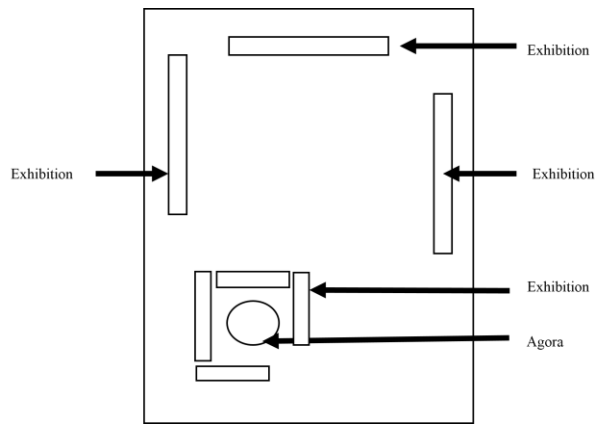
Such spaces provoke a sense of paradox and anticipation, often clients mouth “Wow!” as they walk into one. At the same time, you can see them questioning it: “This is a lot of space...” The space implies a use which is hard to anticipate or predict. The spaces are chosen to help executives and managers feel and think differently about themselves as leaders, as a group together, and about organisational life. The sense of space is about generating the feeling of possibilities, alternatives compared with existing habits or behavioural norms. As a Lead Consultant put it:

“The physical environment is working to afford emotion, it allows us to introduce emotion to the executives, it signals this is different, you can be different here.” – *Lead Consultant 2, interview 2, Mar 2020*

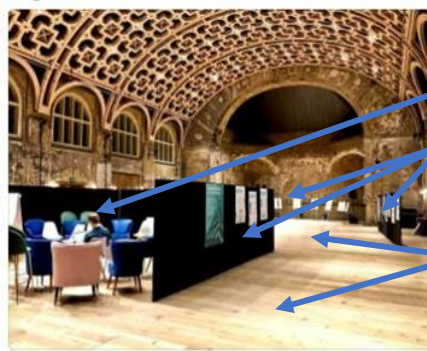
The configuration of the open-ended spaces is consistent across strategizing processes for different clients. For senior managers the production is on a far grander, dramatic, scale. For executive strategizing sessions the large space is split into zones, around the edge of the room are exhibitions of “stimulus” created by the TC consultants. Towards the centre, enclosed and hidden behind large screens is an “Agora,” which will be discussed shortly. At senior manager events, as the one in the extended vignette, the same basic template is used. An Agora sits at the centre of the room and exhibitions of stimulus are around the edge of it. However, for senior managers there is the addition of a theatre-style seating area, additional informal staging areas and space for the full event production team to sit. The following images show the basic floor plans for executive and senior manager events

from observation notes, and photos are provided showing how they looked during example client events.

Image 6 - Typical floor plan for an executive event



Photograph 8 - How the floor plan looked for an executive event



Intimate Agora seating area, with high surrounding walls
 Exhibitions of stimulus around the room edges
 Empty spaces for spontaneous changes in approach with executives

Image 7 - Typical floor plan for a Senior managers' event

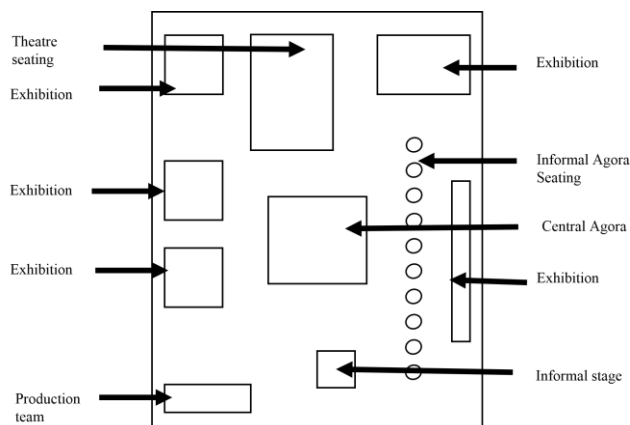
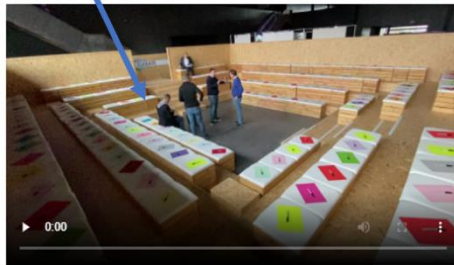


Image 8 - How the floor plan looked for a Senior managers event: More dramatic spaces created – images captured during Slack conversations

Typical wooden Agora with tiered seating in a square and with high walls surrounding the space



Exhibitions of Stimulus with atmospheric lighting



The Agora is deemed by TC consultants to be a particularly important organising of space for client sessions within the strategizing process. The Agora is an enclosed, enveloped, area dedicated for structured arguments and the accomplishment of aligned ways of feeling. For executives, a circle of informal soft furnishing chairs is arranged surrounded by high boards. The only addition is a flip chart and pen. For senior managers, as in the extended vignette, the Agora is a temporary wooden structure with tiered seating to enable the same sense of being in a circle together. For both, the ambition frequently discussed by TC consultants is to leave people feeling disarmed and vulnerable, as one put it in a promotional video:

(The Agora) is 360, you can look directly into everyone's eyes and there's basically all hierarchies stripped out...I think the first time that people walk in and are seated in an Agora it can feel quite discombobulating because they're really used to an environment where they can hide. So, yeah, it can be quite exposing.” – *Company LinkedIn Post, Dec 2019*

In both cases, for executives and senior managers, there is always a high wall immediately backing onto the agora which means the visual focus of participants is forced onto the gathered group. There is nothing else to look at but each other. Whereas outside the Agora there are exhibitions of emotionally provocative curated data, inside the Agora there is none. The focus of attention is towards one another in the intimate space. On occasions, a senior manager might wish to look away from what is happening in the Agora; the only option is to look up, straining the neck to look at the ceiling briefly.

Intending space to be deliberately un-nerving and uncomfortable for participants as a way to combat the usual forms of defences, distractions or mediation for a group is seen as important by TC consultants. The senior in-house designer, responsible for designing the use of spaces, described the desired experience of an Agora:

“[The Agora] is exposing. I think when you sit in an Agora...you are just sat there ...you haven't got all of these usual props, it strips you out of your role and your usual comfort...we try and get them to shed away a little bit of who they are...when it comes to the [Stimulus] later they might feel more open and vulnerable... you haven't got anything in front of you so if you're going to say something that's quite powerful, or, you're asked a question that you might find shocking, your body language is so evident.” - *Senior Designer, interview 1, Dec 2020*

On another occasions the TC CEO said that the use of the Agora format is explicitly about using “social forces.” Executives and senior managers are made to see one another, hear one another, speak to one another. As some are seen to more deeply, emotionally, engage with a topic, social pressure can be built and directed so others are compelled to do the same. On one occasion, a Lead Consultant said that it takes a “brave individual” to try and stand against a shared way of feeling that has gained social momentum in an Agora setting. The TC CEO feels the Agora can secure a solidifying affect in a client group for new aligned ways of feeling/thinking together. It can leave people feeling emotionally charged as they align together. As a TC corporate post on LinkedIn explained:

“Unless leaders are given the chance to really vent and debate out their opinions, they won’t be able to get on the same page and be fired up about what they need to deliver together as a team. Agoras create the environment to light that fire. A safe space where everyone is at the same level, no place to hide, ready to argue, compelled to engage.” - *Company LinkedIn post, Dec 2019*

The use of space compels executive and senior managers to take part in the strategizing process and work on, and with, their emotions. As shown in the extended vignette, there are movements from the Agora, out into the broader exhibition spaces and back into the Agora space. A rhythm is established for a group of leaving the Agora and returning to it, time and time again. Through the process outlined by the HJD, a sense of “iterative immersion” is produced. The movements are always a social experience with executives or managers briefed on how they need to behaviourally engage, for example a consultant might say: “I need you to stand quietly in a moment, leave the agora together and go to the exhibition in the far-right hand corner. Read all the content. Please stay silent until you come back here in 20 minutes.” The image below captures the iterative flow of moving out from an Agora and returning to it.

Image 9 - A rhythm of iterative immersion

Repeatedly beginning in an Agora for a structured argument, going out to explore an exhibition of stimulus and then returning to the Agora for a structured argument. The event images were publicly shared by TC on a LinkedIn post describing their approach to exhibitions and Agoras



While people might read an exhibition at their own pace in silence, they often glance at one another as they read, sharing small facial reactions of how it is making them feel; for example, a grimace, a look of worry, shock, or simply a “wow.” People will audibly be heard gasping, sighing deeply, swearing under their breath. The silent movement through space is designed to create the feeling of shared experience, the feeling again of being surrendered to an experience out of their hands. A consultant said of this:

“The exhibition creates a shared experience. If I’m in a room of 20 people, and we’re all looking at the same thing, and it’s big, and it’s there, that unity is quite different from me having the ability to flick through pages in my hand. In that moment, looking at this board, I am in someone else’s hands and we are all looking at the same thing and having that shared experience.” – *Lead Consultant 1, interview 2, Mar 2020*

Having shown how time is used to capture the attention and emotional energy of clients, and how space is used to disarm and make them feel in the hands of someone else, I now turn to the final aspect of this element – the use of materials to generate feelings of self-authorship to create ownership for organisational strategy.

5.2.1.1.3 *Using materials to generate feelings of self-authorship and ownership*

During client work, TC consultants will often refer to the ideas that “authorship equals ownership” and that “teams are formed in the work.” These ideas inform the types of materials that are used during the strategizing process with clients. “Teams are formed in the work” means teams are thought to be built by getting the group clear on what they will uniquely achieve together and actively working on that thing. In the case of an executive group this includes the organisation-wide strategy, as a director put it:

“We believe that teams form in the work not in some offsite training initiative in France, or in psychometric based executive coaching. I say that as a certified executive coach, I love coaching. I think teams form when something needs to get done.” – *Director 2, Interview 1, May 2020*

Counterintuitively, TC consultants will say that spending lots of time on team building exercises or addressing team psychology intensively is a waste of time. Getting emotionally aligned around, and actively working together on, the one thing the team can do together matters most, as the TC Senior Partner put it:

“There's a brutal oversimplification in what we do, which is about: face overtly into the really difficult conversations, get really aligned about what it is you want to do in the world, keep working on (relational) shit for sure, but don't disappear up your own arse into the complete microcosm of psychology and relationships because you just don't have time to resolve that.” – *Senior Partner ethnographic conversation July 2020*

Materials are designed to aid this “brutal oversimplification”, to make executives work deeply together to create, and emotionally form around, organisational strategy. Analogue materials, not technology, are always used in executive sessions. As stated, in an executive Agora space the only addition to the circle of chairs is a flip chart, pens, post it notes and perhaps a taped pyramid on the wall for creating the 35-word strategy. Outside of the Agora, exhibitions of stimulus are meticulously designed A1 boards presented on easels. As the below images show, huge quantities of printed boards can be seen all around the TC offices as they store prior client work.

Photograph 9 - Images of printed boards securely kept at the TC offices



TC Consultants commonly feel analogue materials, such as the boards above, uniquely enable them to work on and with the emotions of groups of clients. As a consultant described on one occasion:

“People (Clients) are suddenly being asked to engage with content in a way that they're not used to and that allows them to absorb it in an entirely different way.” – *Lead Consultant 1, Interview 1, Jan 2020*

In contrast, technology driven methods such as using PowerPoint presentations are felt to deplete this ability: “They are so disposable”, “You can just zone out”, “You just totally avoid one another” were common ways of describing the perceived problems. Conversely, the use of analogue materials forces executives to directly, physically, emotionally, engage in the strategy co-creation process. It can aid the generation of feelings of self-authorship which is believed to result in ownership for what has been created. As another consultant put it:

“You have to get the pen in their hands, make them feel they are building something together, to create the emotion in the work.” – *Senior Architect 1, interview 2, Oct 2020*

With clients being physically involved, having the pen placed in their hand, during the strategy cocreation process, TC consultants feel better able to form deeper emotional connections with the content. Clients become the authors, the originators of it, what has been produced is publicly materialised by their own hand, as a consultant described:

“We'd say, by writing it you are more emotionally committed to it because it's come from your head, your hand.” - *Lead Consultant 3, Interview 1, Aug 2020*

Different types of analogue materials are used by TC consultants to adjust how concrete something feels to participants during the strategizing process. The agenda for an executive session, for example, is never printed on a page or presented on a screen. TC consultants will say with vigour: “we'd *never* do that!” Instead, agendas are written on post-it notes so that they can easily be moved around if necessary to secure feelings of self-authorship among an executive group. While that rarely happens, the material format is intended to send a signal to clients: “It's all in their hands, not ours.”

The use of a flip charts, together with the other analogue materials, is designed to elicit the feeling of flexibility and openness in proceedings, elevating what is written to the level of creative ideation and brainstorm. The focus is held on the social dynamics of the group and the choices they are making together being made – again describing how materials contribute to feelings of self-authorship and ownership a consultant said on this:

“Our use of analogue materials means everything feels less set in stone, that opens up the space for conversation more. It helps with energy because people stay in the room more. It communicates we're working together on this.” – *Business Manager 1, interview 1, Mar 2020*

For executive sessions the contrast to flipcharts and post it notes is the use of printed boards for the exhibitions of stimuli. These stimuli are designed by in-house designers at TC to feel concrete and set in stone and by being large, printed, designed, and on display on easels they are believed to better

provoke a visceral reaction. As exhibitions, like an art exhibition, the stimuli enable an executive group to move around the boards together, to stand up close and look together, the content is fixed, closed, and requires a response.

In contrast to the executives who are the authors and originators of the strategy, senior managers are not. Instead, more attention is given by TC Consultants to have them “form in the work” during their events in the strategizing process. Degrees of self-authorship are possible, as senior managers generate their feelings and feedback in relation to what is unveiled. The shift in emphasis results in a different use of materials. As shown in the opening extended vignette, there are no flipcharts, pens, or post it notes; instead, there are now digital technologies in use such as lighting, sound, and screens.

These material formats are designed to make matters feel more set in stone, to be imposing, somewhat awe-inspiring, to create a sense of spectacle. As the two photos below capture, while the executive environment is overtly analogue, the typical senior managers are mixed-media, dramatic, and immersive productions.

Image 10 - Types of space

Analogue space

Predominantly analogue space in an executive Agora with flip chart, paper, and tape on the walls



Produced space

Use of light, sound, and digital technologies in addition to analogue materials to create a more dramatic production for senior managers



While senior manager events see the inclusion of digital technologies, analogue material formats still form the foundation. For example, the dramatic scale of physical exhibitions of stimulus which tower over groups of managers. TC consultants believe that through their thoughtful design, printed format, and sheer physical size they command a specific type of collective focus and shared emotional engagement; they literally can't be ignored. The analogue materials, once again, enable the working on and with the attention and emotions of the senior managers to create deeper emotional connections

to the content in ways digital technologies alone cannot. A TC consultant described the power of analogue materials to engage clients emotionally in the following way:

“It’s such a powerful thing...you can feel it. You’re in it and they [the boards] are bigger than you...the print form feels more concrete, more a thing that is there... it’s not like if someone shows you a slide deck you just you can you can finger point your way out of it; there’s something about being (physically) in something that makes it feel like all of our problem.” *Senior Architect 1, Interview 2, Oct 2020*

Analogue materials are integral to generating ownership through the strategizing process, through the feelings of self-authorship the experiences engender. The elements covered so far have described some of the ways the TC consultants curate emotive experiences: by grounding it in pre-existing pain, designing for shifts in emotions, optimising their own emotional energy, and using the strategy resources of time, space, and materials. As was just being described, exhibitions are used to motivate feelings of self-authorship. The ways the working on, and with, emotions is motivated will be shown in the next two elements.

5.3 The working on and with emotions is motivated

Through the strategizing process, with accomplishing emotional shifts in mind, there are two main ways that clients are motivated to work on and with emotions, please refer again to table 7. Firstly, by jolting them with a provocative new way of seeing the organisation, and, secondly, by indirectly priming emotions through forms of stimulus. The elements to be addressed are:

- Element 5: Clients need to be jolted by a provocative new way of seeing the organisation
- Element 6: Emotions are indirectly primed through forms of stimulus

These will now be taken in turn.

Element 5: Clients need to be jolted by a provocative new way of seeing the organisation

At TC, a highly prized consulting skill is the ability to transform sometimes scant amounts of data regarding an organisation into an “electric point of view” – an emotionally provocative way of seeing things for the client. It is felt to differentiate them in the consulting industry, as a consultant put it:

“We really value having an opinion and sharing that with the client early on. We try and have a punchy opinion to differentiate us in the market...”- *Director 4, Interview 1, Feb 2021*

A point of view is defined at TC as a clear, compelling, and confidence-building story capturing a possible future state of a FTSE 100 organisation that has an emotionally “electric” quality - the power to, as the TC consulting methodology document states, “spark and provoke change” with executives.

Points of view are crafted to be counterintuitive, to jolt, to provoke and challenge the underlying assumptions of clients about their organisations and their place in the world. As the TC consulting methodology encourages consultants:

“When you’ve got a good [point of view], you’ll know! It will feel clear, simple, and fresh – leaving you and others feeling excited – I hadn’t thought about it like that before.”

– *TC Consulting Methodology Document*

Emotionally charged points of view are formed for general issues facing businesses – such as organisational leadership; forming high performing teams; leading through the pandemic crisis – and for clients. They aren’t formed through exhaustive data analysis, but the combination of insights and hunches informed by just enough data to support and justify the most emotionally provocative story possible.

Just enough data is provided by much sought after “Killer insights”, as they are referred to at TC, which are key pieces of data that are felt to provide surprising emotionally stirring revelations of what is “really” going on in and around a client organisation. There are some core questions TC consultants will ask one another as the following notes from one occasion show:

The team of consultants are sat on the sofas, beginning to discuss how they are going to find killer insights. The lead consultant is looking for ideas from the team on where they are going to look for them. About the client they say: “What external changes will *really* impact them?”; ‘What is *really* holding the executive team back?’, ‘What are they *really* driving for and how are they doing?’, ‘What’s *really* going on inside the business?’

Whenever TC consultants approach a new client project, there is always an emphasis on a reality that is hidden from clients, waiting to be discovered, and is emotionally charging. Through desk research, visits to locations (e.g., headquarters; stores) and speaking to people (e.g., customers; executives’ coaches) TC consultants try to find answers to the four core questions and find the killer insights.

Once killer insights are found, they are transformed by TC consultants into ‘hunches’, emotionally intuitive ideas about where the organisation is “really.” The formation of a point of view is always done through a team of consultants debating together in-person until they reach a point of view that feels surprising, revelatory, and emotionally provocative, as the following observation notes from another occasion describe:

Once everyone is seated in the circle of chairs, the Senior Consultant asks one of the consultants to share their point of view. The consultant shares their ideas as a story. The group focuses on the story and begins to argue the points raised together, testing how it feels; they say, ‘let me test that’. They intensely listen to one another, let one another finish, and offer counterpoints; they challenge, they provoke. As other consultants share their points of views as stories certain elements are felt to contain more emotional power, more provocation and spark. The group says things like ‘that feels right’, ‘that feels good’. The consultants are more upbeat, animated, and they seem synchronised. They keep going, without a break, they start to say, ‘that feels really right’, ‘this is explosive’. As they reach this point the energy in the group increases, there is a sense of confidence and enthusiasm; that what they’ve created together feels potent. – *Observations notes, Dec 2019*

On occasions consultants will joke that the TC Senior Partner and CEO have continued to refine a point of view over email late into the evening or throughout the whole weekend: “they’re battling it out again!”, they’ll say. They are to “obsessively” adjust the point of view until it provides the maximum “sucker punch” that will catalyse an emotional response in the client on hearing it.

Element 6: Emotions are indirectly primed through different types of emotional “stimulus”

To motivate shifts in emotion, TC consultants create experiences that can work on and with the emotions of executives and senior managers such as those described in the extended vignette. As previously described, this working with executive or manager emotions is not through a direct appeal to those emotions, but indirectly through the curation of information into what is referred to at TC as “stimulus” that can elicit powerful emotions. As a consultant put it:

“We prime them at each stage to feel the exact thing we think they need to. It is very deliberate. It’s about creating an emotional sucker punch.” - *Lead Consultant 2, Interview 1, Feb 2020*

Stimulus is the creation and curation of information with the aim of making those that encounter it suddenly feel differently about a problem or opportunity. Stimulus is widely discussed at TC as being important in creating a “visceral connection and shared understanding” in and between a client group regarding what is happening within and around them. This indirect approach is felt better suited to securing feelings of ownership as participants feel they arrived at their own conclusions and emotional responses. As the TC CEO said on one occasion:

“If I stood up and said, this is what's important I'd have to be Barack Obama level inspiring to be believed, and I'm not and nor are many other business leaders...there's something really important about this ritual of giving people stimulus to explore. So, they literally step into the world, and you trust them to join the dots in roughly the same way as you joined the dots when you thought about those things. I think that's what it takes to create ownership and to create an emotional relationship.” - *CEO, Interview 5, Jan 2021*

Information is created so clients connect the dots emotionally for themselves. The most frequently used forms of stimulus are the “reality check” which is created through theming together direct quotes from employee interviews with TC consultants to unearth the challenges (i.e., pain) they are facing in organisational life and the named sources (i.e., specific executives) of those challenges. The second is the “case for change” which brings to life the external threats and jeopardy facing an organisation in their market environment. The latter is hoped to be “like throwing a grenade” into a client group, as it was often described. It should be emotionally explosive.

Most often stimulus is curated into an exhibition or, sometimes, through a group exercise. Overall, stimulus isn’t data-heavy, but prioritised graphically so that ‘killer insights’ and quotes are brought to life and emotionally impact the reader. The underlying, indirect, approach in the curation of stimulus,

is referred to by TC consultants as *priming* emotions. They deliberately seek to make executives and managers emotionally ready for what is about to happen next during the strategizing process.

The need to prime emotions through stimulus is attributed to executive teams, and their direct reports in the senior manager groups, often have longstanding divergent, contentious, ways of feeling about the organisation which need to be challenged if a new unifying organisational strategy is to be created and actioned. However, given how fraught some of the underlying emotions are, beginning by indirectly tackling them through emotionally priming stimulus is thought to be the best way.

Consultants believe it paves the way to then have more direct conversations once a shared way of feeling about something provocative has been achieved. Stimulus gives the executives or managers something new to emotionally coalesce around rather than the same, well-rehearsed contentions within the group. As the TC Senior Partner put it:

“You essentially prime the group. You get them all on the same page with some stimulus...something which just really grounds the group...one of the problems is that they’re all operating in different knowledge levels or just haven’t had the time to form a point of view. That’s when they get entrenched positions on things or getting dysfunctional positions on things.” - *Senior Partner, Interview 3, Mar 2020*

Getting to the right sorts of stimulus to correctly prime emotions is a challenging task. For example, on one occasion a team of TC consultants attempted to develop case for change stimulus during a three-hour meeting for a client. The case studies, prepared by junior TC consultants, were supposed to tell explosive emotional stories of companies that were racing ahead in the current challenging business environment, they should have created a sense of jeopardy. The Lead Consultant reviewing the work was underwhelmed: “This isn’t going to work.” She stood up and started writing on the whiteboard: “Let’s think about the nature of change today, how is it multidimensional? How is it full of paradox? Where are the tensions? What does it take to win?”

The consultant then began to design provocative themes underneath, with a proposed company case study under each. They kept encouraging the team: “You’ve got to wrestle with the content to get to the right emotional outcome.” In this case, the experience was hoped to leave the clients feel “disoriented” and “fucked up”. Subsequently, they wrestled with the content together by iterating, testing, and fine tuning the point of view and thematic buckets underneath to see how they each felt, talking through the content to see what feelings it produces. In all the occasions of case for change development the approach was light on data and focused on the emotive nature of the stories that could be told around each company. As the lead consultant said: “We need just enough data under each to be convincing.”

Once stimulus is felt to contain the needed emotional priming qualities – the “sucker punch” - the content is briefed into the in-house design team to convert it into exhibitions and exercises for clients.

On each occasion the designers are focused on supporting and deepening the emotional outcomes the stimulus is trying to achieve. As the Senior Designer described it on one occasion:

“Do we need them to feel worried? Do we need to reassure them? Do we need to throw them in the deep end? Those kinds of things shape what that actual final experience will be that they go through...there's so many things that we can do to prime people to get them to like, feeling and thinking at the same level. So that then you give them the message, and they're excited about it, or they're kind of like all behind it, and that kind of thing.” - *Senior Designer, Interview 1, Dec 2020*

The primary purpose of stimulus is to pave the way for more direct, emotionally honest, conversations with executives or managers to accomplish new aligned ways of feeling about how things stand in the organisation and how they should move forwards through new strategy. This move to emotional alignment will be discussed next.

5.4 Emotions are worked on and with to produce alignment

Developing provocative new ways of seeing the organisation and emotion priming stimulus help initially motivate the working on and with emotions during the strategizing process. Following, emotions are worked on and with in a group until new aligned ways of feeling are accomplished as will be discussed next. As shown previously in table 7, the element which will be covered is the following:

- Element 7: Structured arguments are used to create emotional alignment

Element 7: Structured arguments are used to create emotional alignment

Strategizing by TC is not moved forward by groups of executives and managers dispassionately assessing the merits of data together but rather through those groups being made to express and work together with how they feel about the organisation. The ambition is to make an executive, or senior manager, group reach points of emotional alignment between them. This is done through, what are termed by TC consultants as, “structured arguments” as the following LinkedIn post describes:

“Argue isn’t a dirty word – teams are only as strong as their ability to argue. A team supercharged for change must be able to say the unsaid, square up to the elephants in the room, and get on the same page about what happens next...unearth the pain points...stay rooted to the outcomes...use emotion, don’t ignore it” – *Company LinkedIn post, Nov 2019*

A team politely and superficially getting along is considered to be as counterproductive as a team explosively and continually disagreeing about the way forwards. TC aim to use the emotions in groups to fuel arguments that can produce emotional alignment. During the many arguments observed it was striking that they are not about the rapid identification of actions regarding an organisational issue. Rather, time is taken to explore how group members feel and think differently before any attempt is made to identify a way forward. The TC consultants allow conversations to slide in

different directions to prioritise making group members feel heard and understood. The pursuit of emotional alignment is described as being “obsessive” and even “unreasonable” by consultants. On one occasion a consultant shared the following example:

“It was day two of the executive session, and about 7pm. We were still going. It had been three hours, nearly three hours. On one word. Because we were trying to nail that behaviour and the Chief Financial Officer could not get aligned with that one word.” – *Lead Consultant 5, Interview 1, Dec 2020*

The obsessive pursuit of alignment often meant client meetings or agenda items would overrun. TC consultants express their belief that executives and managers in large organisations typically lack the skills to constructively socially interact with one another and productively use the emotion in the group, particularly about contentious issues between them, which are described by consultants as “feeling too hot to touch.”

Emotionally hot issues are perceived, by the consultants, to be habitually ignored, or worked around, by executives or senior managers resulting in forms of organisational dysfunction. Arguments are used to work through the emotions that are often hidden from one another and yet are having an organising effect on the business. As described earlier, the Element of stimulus is used to prime emotions ready for an argument. Following engagement with stimulus a consultant will begin by asking the group of leaders: “How did that make you feel?” not “What do you think?”, or “What should be done?” Usually what follows is the sharing of a range of emotions expressed, as the TC Senior Partner said on one occasion:

“When [an argument] feels really good it’s when there’s no pent-up emotion...you see people saying that was shit, I really feel crappy about that thing...they’re not trying to wish the pain away but expressing it...you have to create a space where people can really open up and be emotional but get their point across and make sure everyone’s heard that.” – *Senior Partner, interview 3, Mar 2020*

To equip executives and managers to argue well together, at the start TC consultants are explicit about the subject that needs to be discussed, why it needs to be addressed and where the group needs to get to by the end of the conversation together. The consultants talk executives and managers through the ways and manner that arguments should flow, specific “modes” they all need to move between during it. These modes are practiced with the group, consultants actively coaching executives on the way they are adopting them during arguments. As the senior Partner continued:

“[Arguments] feel structured. [In them] you’re behaviourally well structured. So, you understand what mode you need to be in now. So here, I’m listening; here, I’m putting a point of view across and reacting to something or being emotional about this or saying how I feel about that thing. Then I’m naming what the issues might be and offering points of view; and then listening to other points of view. Then sort of beginning to name potential solutions and cohere around those. It actually feels quite structured.” – *Senior Partner, interview 3, Mar 2020*

To ensure a sense of the argument feeling structured, TC consultants are watchful in maintaining the focus of a group on a single issue and exploring what it means until there is a shared meaning, significance, and emotional alignment in the group. The consultants draw on the feelings and opinions

of the group to build points rather than offer their own. Carefully crafted questions are used to make the group create connections and meanings together as the following observational notes captured during one session show:

Following, the breakout groups the whole of company are brought back together. A Leadership team member is acting as facilitator for the next session and asks groups to share their reflections, to talk about 'what excites you about the new behaviours': 'Both direct and empathetic'; 'Both kind and driven'; and 'Both idea and return'. The first person to speak says their group is struggling with the difference between the terms kind and driven, direct and empathetic. Rather than the facilitator offering their view, they immediately respond by asking the larger group: 'What is everyone else's view? Tell me about the difference between direct and driven, can you tease them apart for me?' People from different breakout groups take turns to share their reflections of how the meanings of the concepts feel distinct and what the relationship is between them; often people will start with 'it feels like.'

Throughout, there are moments where people from different groups identify having had the same reflections and feelings; there is the sense between the group that the concepts are significant, and agreement begins to emerge around the ways of seeing them and feeling about them. The facilitator then asks: 'Do you think if you are empathetic, you must be kind?' Once again, they allow people to offer their reflections; together the group explore the significance, people tell stories and use examples from their own experiences to build on the points being made by others. Each time the conversation gains momentum as people share. In the final section the facilitator asks the group to explore what the behaviours specifically mean for performance in and of the business; they say: 'help me connect the dots, what will we see as we apply these behaviours?' - *Observation notes, Jan 2021*

As a consultant described on another occasion, arguments are about getting "all opinions and feelings out so they can be let go of" and new shared ways of feeling accomplished about the future direction of the organisation. Arguments are oriented towards the quality of the social interaction taking place, TC consultants work to create a feeling of synchronicity between group members as discomfort, or confusion born of divergent ways of feeling are tackled. This is rarely an easy process, but through practice participants shift towards deeper more constructive ways of socially interacting with one another. As the observation notes show above, there is often a sense of momentum that builds between group members, as a Lead Consultant described:

"People are actually asking questions of each other, deepening their understanding of one another's viewpoints. That's when people might say 'I didn't know that, I think you're right'; which is how we get a way to move forwards. When set up well, the conversation has a rhythm and cadence to it. Rather than fits and starts, the conversation is rolling, people get deeper, they cover more ground." - *Lead Consultant 2, interview 2, Mar 2020*

Arguments should build a rewarding rhythm or cadence for all involved. Being made to feel aligned is hoped to have a bonding effect on client group members. They should express pride in their accomplishment. TC consultants describe it as "feeling the energy change in the room" as things are no longer left to "linger" between executives or managers. As alignment is achieved, there are often positive emotional expressions in groups, people express feelings of confidence in achieving alignment, feeling stronger together; immense relief as they move beyond misalignment: "I can't believe we did it!", capturing the essence of these observations, the TC Senior Partner said:

“It always feels like a process, you know, and people feel good at the end of it; they feel elated...they feel all the knottiness fall away, they feel release as they get to that level of alignment.” – *Senior Partner, interview 4, Jul 2020*

As has been shown, in contrast to other strategizing approaches, TC look to generate constructive social interactions between executive and top management groups through structured arguments which are essential to achieving emotional alignment. With aligned ways of feeling accomplished, new shared emotions can be embedded into strategy symbols and stories as will be discussed next.

5.5 New emotions and emotional dynamics are embedded into symbols and stories

The final dimension containing two elements of the strategizing process focuses on how new aligned emotions and emotional dynamics are embedded into symbols and stories. The first element shown is used to radically simplify organisational strategy so that is made of few words around which groups have been made to emotionally align. The second element is used to take the emotions experienced during the strategizing process and translate them into a story which can be used to attempt the replication of emotional responses in others and to rehearse previously experienced emotions in the self. As shown in table 7 the elements which will be covered are the following:

- Element 8: Strategy is radically simplified to invest each word with emotional meaning
- Element 9: Using storytelling to (re)create emotional connections to the strategy

Element 8: Strategy is radically simplified to invest each word with emotional meaning

An important element of the TC strategizing process is the Blueprint, a tool through which organisation-wide strategy is defined in the simplest terms so that executives and employees can easily recall it and, therefore, it can drive their choices and actions even when under pressure. It is specifically designed in response to the perceived problems senior leaders face in getting strategy to become strategic action, as the TC CEO put it:

“If you look at CEOs, the problem isn’t they don’t know what needs to be done. The big problem is how the hell do they get everybody else to do it. In this world, they need everybody else to do it fast. They need people to really care, because if they don’t really care then the amount of change that’s needed just isn’t going to happen.” - *TC CEO, ethnographic conversation, June 2020*

On several occasions, consultants told stories to explain why the Blueprint approach was felt so necessary. They each recounted a moment of having met with a FTSE 100 executive board who, having worked with another large management consultancy to set organisation-wide strategy, remained confused about what it was – “half the board think they have a strategy, the other half have no idea!” In each account, the executives had shown a TC consultant a resulting strategy document which were hundreds of pages long and full of data analysis. Written on the front pages of each was a

narrative in small font which attempted to make sense of the data analysis but were described as making no sense – “It’s just word soup, it doesn’t mean anything at all.” In each case, the TC consultant described similar results: the process had failed to get the executives to actively decide anything together regarding the future of the organisation; the executive team remained weakened by their continued pulling of the organisation in different directions; and they lacked the necessary confidence or enthusiasm to direct their employees or meet the challenges facing the organisation. As a TC Senior Partner articulated in a blog post making the case for their strategizing process and the co-creation of a Blueprint:

“Analysis is not strategy. Detailed plans are not strategy. Strategy in our definition is the clear choices you make about where you want to focus your time and effort (and critically where you won’t), the things that will propel you towards a goal that’s worth achieving. It lives not in 200-page PowerPoints, but in the hearts and minds of your teams as they make decisions on a daily basis...The success of your strategy comes down to whether your people are willing to run through walls to deliver it.” - *Senior Partner Blog Post, Oct 2019*

In contrast to long strategy presentations, the Blueprint captures in under 40 words a new organisational purpose (the why), what the organisation must strategically focus on in the next three to five years (the what) and the way executives and employees should operate to achieve the prior two (the how). In contrast to engaging in large amounts of data, TC members commonly state that the “ruthless simplicity” of the Blueprint forces the executives to emotionally align around choices regarding the future of the organisation. Such ruthless simplicity and decision making is thought to produce “crystal clarity”, as it is termed internally, as executives are made to invest emotional meaning into each of the chosen 40 words selected for the Blueprint.

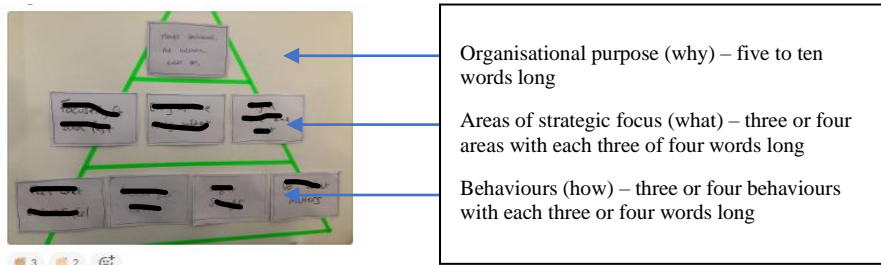
In total six Blueprints were completed for clients during my observation. The structure of content was similar across each: the purpose – or why - was between five to ten words long. There were three or four areas of strategic focus – the what - with each one being on average three words long. There were three or four behaviours – the how - with each being on average three words long. As will be shown shortly, the language used is always simple English, lacking any business jargon, and is ‘catchy’ comparable to strap lines in marketing materials. Speaking with consultants this language was deliberately chosen to engage executives and employees. As the TC CEO put it:

“Change is scary for everybody...so unless they really care and are ready to run through walls, they’re not going to do the difficult change. You might get rational clarity through a 30-page document, but the really big thing is can you get people emotionally committed, saying right I’m in, let’s find a way.” - *TC CEO LinkedIn video, Oct 2019*

The Blueprint is designed to get people ready to run through walls to make strategy happen. It should “ignite total belief” as TC consultants often describe it. As the image below shows, Blueprints are always co-created with executives as a pyramid, sometimes referred to by TC consultants as the

“pyramid of truth”, with the purpose sat at the pinnacle, followed by areas of strategic focus in the middle and behaviours underpinning them all:

Image 11 - An example Blueprint in the making; a tapped pyramid on the wall with handwritten paper notes – Slack, Oct 2019



TC consultants believe that a newly articulated purpose should have the power to “propel an organisation forward” by providing “decades of stretch”, as it is commonly put. At TC, organisational purpose is defined as the “unique role an organisation should play in their customers’ lives” which is thought to naturally produce commercial growth and innovation. When talking about organisational purpose, TC consultants become frustrated by what other consultancies and companies are doing. They commonly express the view that purpose has become vague statements about doing good or are too removed from the commercial core of a business. Instead, TC is focused on identifying a cause worth fighting for, the betterment of customers’ lives. As the Senior Partner described it:

“It is that ‘why’, that a group needs to form around. What it wants to do in the world, what it wants to be, and achieve ... what you want is to try and get that emotional turmoil or agenda as aligned as possible. So you are always starting out from some kind of consistent emotion. Like a desire to achieve this thing together that feels worth doing.” – *Senior Partner, Interview 4, July 2020*

The purpose, or why, creates a level of emotional alignment a group can work from. An example purpose observed being created by TC for a financial client was: ‘Money Confidence. For everyone. Everyday.’ Through testimonies by customers, it became clear just how lacking in confidence they were to manage their money, TC identified it as a cause worth fighting for.

The areas of strategic focus in the Blueprint, often referred to by TC consultants as ‘strategic drivers’, are internally defined as the choices made by executives regarding what they and their employees will focus their time and organisational money on to realise the new organisational purpose. Once again, this approach is felt to be in contrast to existing strategy approaches which TC consultants feel results in the identification of “bland” or “broad” “buckets” of strategic focus. TC seeks to use evocative, active, language to articulate the outcome the organisation should be “gunning

for”, as consultants often describe it. Returning to the financial client example, a strategic focus area being articulated was “digital inside and out”; the driver captured the choice, and desired outcome of action, to urgently prioritise the digitization of the customer experience and also to overhaul internal systems and structures to improve the competitiveness of the organisation.

The final piece of the Blueprint is focused on articulating how employees “need to operate” to appropriately enact the purpose and areas of strategic focus. TC consultants eschew the role of organisational values, as the Senior Partner once again described on an occasion:

“The more you can identify specific behaviours, and make it feel like that’s something we’re working on; they’re like muscles, we’re developing rather than, you know, fundamental qualities that we do or don’t have as an organisation. I think you can see quite a lot of practical change.” – *Senior Partner, ethnographic conversation, July 2021*

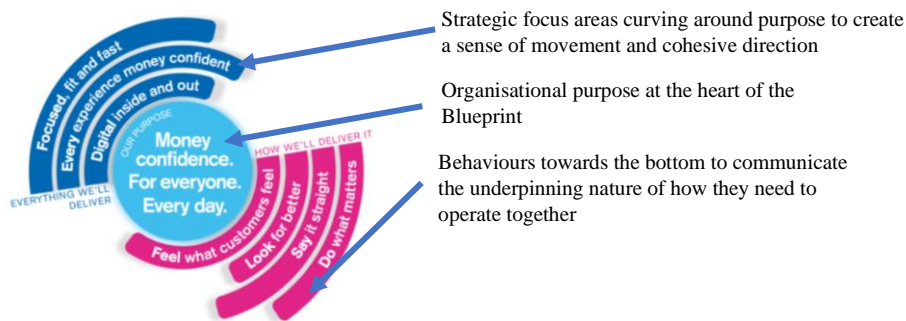
Behaviours should create muscles in an organisation as certain ways of being are enacted. Behaviours are defined at TC as “single-minded calls to action”. An example of a behaviour is “say it straight” which is designed to direct employees to actively cut through internal politics and get to the heart of matters more quickly with one another for the sake of accelerating delivery of the organisational strategy and transformation of the business.

To ensure the Blueprint carried the emotional alignment accomplished through its production, TC consultants work with the inhouse designers to transform the words into a graphically designed format, like a branded icon. The design process draws from elements of the clients’ branding to feel familiar enough to employees and yet novel enough to hold their attention. The Blueprint design process is taken very seriously by all those involved: consultants, designers, and clients. It is not uncommon for there to be upwards of 240 amendments to perfect the emotional energy for executives and managers. As the senior inhouse designer put it:

“You often get to version 25 or to 30... that can mean that there are eight [amendments] within each of those versions...It could be things like tweaking the colours; because the reds go in the wrong direction, and it doesn't feel like the energy is moving in the right way. Because that’s the whole thing. And then it can be the words, the hierarchy of the words don't sit right...because the strategic drivers look like they're more important than the behaviours and they overpower the purpose...you go back and forth and back and forth.” – *Senior Designer, Interview 1, Dec 2020*

The branded Blueprint is used in multiple ways as the new strategy is launched and lives within an organisation. For example, for one client it became the automated homescreen on every employee computer; for another it became the image for the executive team WhatsApp group. The following image provides an example of a Blueprint turned into a branded icon.

Image 12 - An example designed Blueprint – sourced from TC website, Oct 2021



While the Blueprint serves to help carry the emotional energy and emotional alignment achieved through strategy creation, narratives are used also to embed emotional outcomes. Storytelling will be discussed next.

Element 9: Storytelling is used to (re)create emotional connections to the strategy

An element observed in the strategizing process that creates, what TC members refer to as, “a powerful moment” in a strategizing session is storytelling. To help ensure organisational strategy is felt to be simple rather than complicated, TC always capture the essence of the emotional journey executives go on during their sessions – the stimulus, the arguments, the Blueprint – and co-create with them a deliberately emotive short story to be used by executives with the rest of the organisation. Talking about the story tool on one occasion a consultant put it this way:

“The framework for how you build the story is designed to bring you on an emotional journey. So, it’s a situation of threat to overcome, reason to believe and the arc itself is emotional. We just fill in the gaps on that emotional arc and tell the truth.” - *Senior Architect 1, Interview 3, Jan 2021*

In using the emotional arc of a story, TC consultants talk about leveraging how people are “wired to remember the beat of a story”, to “recognize a rhythm” that connects deeply with them and moves them. Consultants will say that people always remember how a story made them feel, particularly when they care about something. Executives will rehearse and revisit their feelings in telling others the strategy story.

As the above quote says, the storytelling tool is described as containing an “emotional arc” which should “inspire action” if it is finely tuned to have the right effect on those listening. These short stories never contain large amounts of data, certainly no figures or charts, instead it is centred on the emotive narrative. The structure has a fairy tale like quality in that it portrays a ‘monster’ that must be overcome. Employees are typically cast as ordinary, everyday people who can become heroes in the face of danger if they will make use of the power of the organisational strategy. TC Consultants

describe that at their best, a story must contain “light and dark.” As the table below shows, the storytelling tool typically splits the story into five sections:

Table 11 - The Five Sections of the Storytelling Tool, transforming organisational strategy into a short emotive story

	Part 1	Part 2	Part 3	Part 4	Part 5
Overarching story	The story so far	Then came a monster	How to overcome the monster	A brighter tomorrow is possible	A call to arms now!
Strategy Story Plot	Setting a believable context of where the organisation has come from and is today	Building a sense of Jeopardy – introducing the monster that now threatens the organisation	Introducing the unique power of the new organisational purpose, strategic focus and behaviours	Introducing reasons to hope - how the future could look if action is taken now	Outlining the actions everyone in the organisation must take now given the present danger
Emotional Arc	United way of feeling about history	<i>'Magic Element'</i> Collective sense of fear regarding possible future	Hope for a better future, sources of pride and indignation	Building hope and confidence for the possible future	The personal actions everyone must urgently take

Taking each story section briefly in turn, as seen through my observation; firstly, the story establishes a common way of seeing the past and present of an organisation – the story so far. TC consultants are encouraged to focus on “just enough” information to maintain an emphasis on simplicity and be “believable.” Balancing a positive and negative tone together in this section is felt to be the key to being believable. One story observed, exemplifying this balancing of tone, carefully painted the history of the organisation including the bold moves made by its founders to differentiate the business in the market and do good in society; and, also, the subsequent strategic missteps which had cost the organisation dearly – there were clearly both emotionally positive and negative elements included and acknowledged to be true.

The second section of a story is described by senior TC leaders as being the “magic element.” It creates a feeling of jeopardy for listeners by introducing the fierce threat now facing the organisation – “the monster we need to defeat” as it is commonly described at TC. This is like the evil character often central to a fairy tale who must be confronted by a hero even in the face of death. TC consultants are taught that to create a deeply emotional connection with listeners requires being as direct with them as possible regarding the level of danger the organisation faces. Once again, they are encouraged to “dial it up.” Another story developed for a client observed made plain that the foundational business structure – a partnership model – was in danger if the organisation failed to change in the next 12 months. Something employees assumed would never be threatened. This

information was not typically shared by the executives with their employees as it was felt it would have a negative, demoralising, effect on them. As a consultant discussed on this occasion:

“[The CFO] had the numbers they knew how stark the situation was, they were saying very matter of factly what was going to happen if we didn’t achieve the plan in the next 18 months... then people said ‘how much of that do we want to tell our people?!’ they were worried about being *that* honest...someone made the call... ‘Well, I think we should tell them all of it’ ...that was the basis for the sucker punch.” - *Senior Architect 1, Interview 3, Jan 2021*

For the emotional arc to work, radical levels of honesty are used to deliver an emotional “sucker punch” to those listening to it. Employees should be jolted and shocked through the level of candour, to feel included in knowing how things “really” stand.

With a sense of danger or jeopardy established, the third section of the story introduces what can uniquely overcome the monster, the new organisational strategy contained in the Blueprint. This story section seeks to establish the feeling that there is a way through the present danger, a reason to hope and to have confidence. The fight ahead is framed as one of bettering the lives of customers (the purpose), fighting on their behalf to overcome the monster; the strategic focus areas are described as being the key to realising the new customer-centred purpose; finally, this section describes how they must all operate behaviourally if they hope to meet the danger they now face.

The fourth section continues to build a sense of hope and confidence by articulating what tomorrow can look like for the organisation, and the customer, if they overcome the monster together. The fifth and final section of the story then pivots to describe what every employee must urgently do. At TC, this is called the “call to action” as it emphasises the importance of everyone playing their part in a collective effort and that only through everyone doing so will the future of the organisation be secured.

To create a story, TC Consultants will explicitly talk an executive team through the structure of what makes an emotionally compelling story that can move employees. On occasion, they will begin by telling a personal story of triumph; for example, a TC consultant telling their journey to overcome their fear of public speaking. Once told, they ask executives how their story made them feel and why, so they begin to appreciate the potential power of telling their strategy through an emotional story. In addition, they will often read a provisional draft of a story they have prepared for an executive group before splitting them into smaller groups to work on their own version. Critically, the executives are left then to mould the story themselves to create feelings of self-authorship and ownership before regrouping and sharing their groups’ version of the story. TC Consultants will advocate for radical candour and actively work to fine tune the emotional arc in the narrative; as one TC Director said:

“Talking with the client I said ‘What I’ve done is had a go at roughly what that [story] could be for you guys...we read [the story] out to them. Then we said: ‘go use this framework and go land your own version’. The two groups then both read their narratives out to each other. We poked around where it wasn’t feeling emotional enough, where actually it was too emotional. When you do that process, quite often people swing the other way. Then we combined the two [stories] together. [The chairperson] then

read it out in the launch to the senior managers and then the whole business.” – Director 3, interview 3, Apr 2020

Once a story is agreed upon, TC Consultants will then spend considerable amounts of time with executives to help them practice telling the story in an emotionally authentic way that draws in all the emotion the executive has felt during their strategizing session. The oral delivery of the story is felt to be critical to it having the desired effect, it must be seen to come authentically from the executive; that they believe and mean every word they are saying. This embodiment is essential for the sense of emotional connection to get passed on to others. It also creates a way for the executives to remember how they have felt during the strategizing session and regarding the organisational strategy itself.

5.6 Chapter Conclusion

In this chapter I have shown that the TC strategizing process is made of nine elements, distributed across four dimensions, which together afford the working on and with the emotions of clients through the process of co-creating organisation-wide strategy. The elements support the choreographing of iterative emotive experiences that seek to accomplish planned shifts in client emotions and emotional dynamics while securing feelings in clients of ownership for strategy through feelings of self-authorship throughout.

Together, the elements show that the strategizing process, by TC consultants, centres on designing and crafting iterative emotionally charged and immersive experiences for clients which target the intrapersonal and social interaction between them through the arrangement of discourse, materials, space, and time. In pursuit of organisational strategy, the elements are used to motivate the working on and with client emotions, to form newly aligned emotions and emotional dynamics in client groups and to embed those aligned emotions into symbols and stories.

In the following chapter I will show how the elements are combined by TC consultants into the strategizing process to work on and with the emotions of their clients as they co-create organisation-wide strategy.

6 Combining the elements into an intense emotional configuration

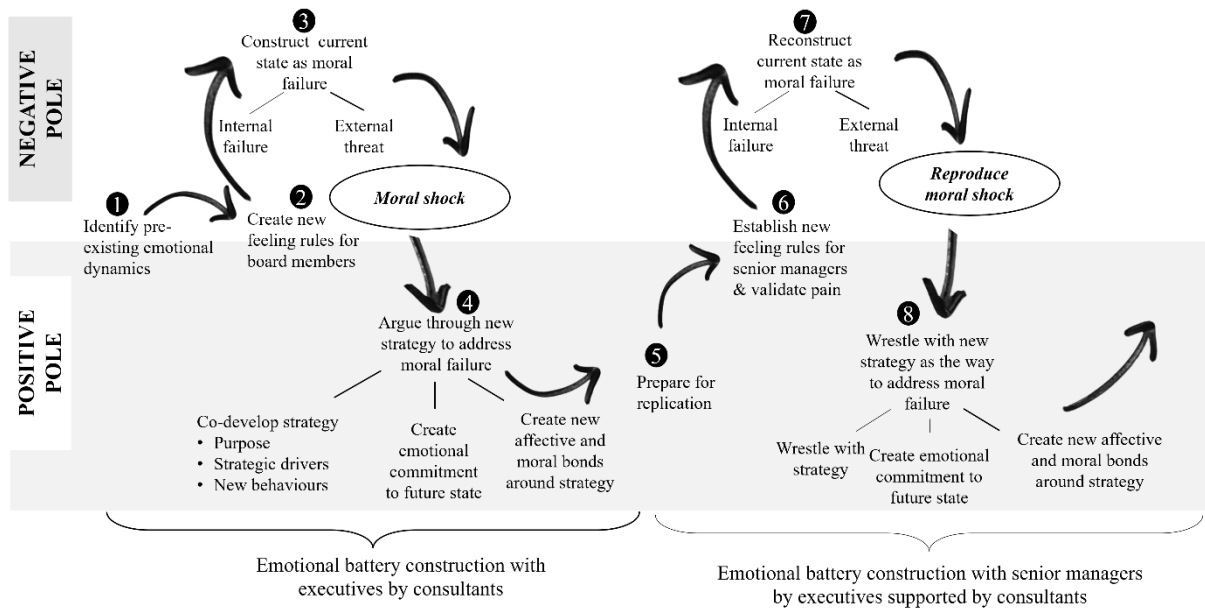
6.1 Chapter introduction.

In the last chapter I detailed nine elements used during the TC strategizing process to generate organisation-wide strategy for FTSE 100 organisations. The elements were shown to afford the working on and with the emotions of clients and to create an emotionally intensive strategizing process. In this chapter I show how the nine elements are combined in the strategizing process. The chapter does so by splitting the strategizing process into eight ‘episodes’ that each prioritise the attempted accomplishment of specific emotional outcomes. I use the term episode as each covers specific events which are part of a broader sequence. The first five episodes are targeted towards the executives and executive board, the last three towards their senior managers.

I show that the process begins by first validating strategizing through the identification and intensification of pre-existing executive and organisational pain. Following, I show the TC consultants work on and with the complex emotions of executives through iterative emotionally immersive experiences to co-create organisation-wide strategy around which it is hoped they are made to feel “total alignment” and ownership. Then I will show that TC consultants work with the executives to prepare them to replicate the same emotionally intense experiences with their senior managers, but on a much grander scale, to attempt similar emotional outcomes of “total alignment” and ownership for the organisation-wide strategy. In turn, managers are prepared to replicate the experience with their teams. It is through the replication of emotional experience to the point of “total alignment” that the strategy and strategic plan is believed to be transferred down the organisation.

As will be shown, types of emotion are attempted in designed sequence and combination across the episodes in the strategizing process to produce an intense emotional configuration of an emotional battery, constituting strategy, and made from contrasting negative and positive emotional poles to drive clients into strategic action. The emotional configuration is first constructed with executives and then replicated with senior managers. The eight episodes contributing to the construction and replication of the intense emotional configuration are illustrated in the model below to help orientate the reader.

Figure 7 - The eight episodes used during the strategizing process to construct and replicate the intense emotional configuration of an emotional battery



6.2 The first five episodes: producing the intense emotional configuration with executives

First episode: Identify pre-existing emotional dynamics

During the first episode, TC consultants identify pre-existing pain and design an emotionally experiential journey to attempt emotional alignment with clients. TC consultants centre the initiation of their strategizing process on first capturing the attention, and crafting the emotional commitment for the process, of the most senior people in a client organisation – the Executive board. Across observed client work during fieldwork, TC always worked with either the Chief Executive Officer or the Chief People Officer as the primary sponsor of their work. TC consultants explained that other strategizing processes, conducted by competitor management consultancies, often fail to generate the right emotional energy across a business because strategy is not seen by employees to be authored or owned by the executive board.

A team of TC consultants take the initial strategy work brief from the client sponsor and, in so doing, establish their emotional pain by drawing from the sales process. TC consultants also request individual time with each executive board member prior to gathering them together as a group. The

aim is to further interrogate the shape and nature of the pre-existing emotional pain and to determine the underlying problems. As a consultant put it:

“You get a bunch (Executive group) of very high IQ, probably quite low EQ, very operational experts; professionals who are at the top of their game because they're the best at what they do. You know, and so they will probably get to, like, entrenched positions in their assumptions and rivers of thinking.” – *Director 2, Interview 1, May 2020*

It is critical for TC consultants to begin to understand the pre-existing emotionally entrenched positions of the executive group. TC consultants believe the smallest nuance regarding emotional pain and emotional dynamics, and the associated underlying problems, can have a disproportionate effect. On one occasion a consultant said: “It’s like light passing through a prism” – a small reorientation can have a dramatic effect on the outcome.

On occasions during this episode, TC consultants revert to the client sponsor with their views on the true nature of the challenge drawing from their conversations with executives. Tapping into the real emotional pain and creating multiple moments of “dwelling in it” across the executive board validates the need for the strategizing process and new strategy. TC consultants will talk about “being-in-state” together prior to these client conversations to optimise their ability to focus on the emotions of the client(s). A Lead Consultant described the importance of creating multiple mutual moments of sharing in emotional discomfort in the following way:

“We pay so much attention to really understanding what the actual problem is that needs to be solved...the things that really matter...We spend an hour with each [Executive] individually in advance [before the executive sessions]. We're not rushing in to deliver something...we're forcing them to take time and to stop, you know what it's like when there's something uncomfortable going on and part of you wants to shove it to the side and when you really sit in it, that's when it really becomes your reality; and really gives you that feeling of ‘shit, I've got to do something about this’.” - *Lead Consultant 1, Interview 1, Jan 2020*

Intensifying the pain, and being made to dwell with it, aims to create a sense of urgency for the strategizing work. These initial encounters are used to ascertain how executives currently feel about themselves, other executive team members, the executive group as a team, and the whole organisation to inform the human journey design (HJD) process and the types of emotional shifts required to create emotional alignment. Executive groups typically lack a togetherness, this was commonly articulated at TC as executives “pulling (the organisation) in different directions”, a “total lack of alignment”, or as another consultant described it:

“You have entrenched team dynamics, the group is split, it’s unproductive, it’s unhealthy.” – *Lead Consultant 3, Interview 1, Aug 2020*

A split executive team has a detrimental, splintering, effect on the whole organisation. Across the clients observed there were hierarchies within executive boards which exacerbated the splintering effect. One consultant put it this way:

“There’s a hierarchy...an executive part of the exec board...a lot of that is broken down (through the strategizing process), there are power play changes.” – *Lead Consultant 5, Interview 1, Dec 2020*

In these instances of an executive board within a board, two or three executives make all big organisational decisions for the large organisation and side-line the other executive members. For one observed client the TC consultants grappled with severely dysfunctional relationships across an executive board, who could not successfully complete a board meeting without someone walking out of the room in anger, therefore, they rarely met. In another instance, the executive board were deeply fearful, including the CEO, regarding the unpredictable and highly dysfunctional affects a chairperson had on them when they met. For another client, the executive board members were all relatively new, including the CEO, and so they lacked any sense of being a team together. For other observed situations, the executive teams were continually in demand and had little time for gathering together or focusing on themselves as a team. Commonly across the clients, TC consultants say that executives have deep, long held, emotional ties with their own sections or remits within the organisation, wanting them to thrive and reflect positively on them as executives. They also express frustration and pent-up emotion regarding areas of the organisation for which other executive members are responsible. As the senior partner described on one occasion:

“People (Executives) are attached to their own trainsets; they just want to be left alone to run them...Given it’s so hard to change anything, the executives become really pragmatic. They’re used to taking the path of least resistance. The passion has gone.” - *Senior Partner, Interview 5, Aug 2020*

Given emotional attachments to their areas of responsibility they believe different stakeholders to be the most important; for example, the Chief People Officer will think the employees most important while the Sales and Marketing Executive will think the customer is most important. Prior to meeting with TC, this means that executive boards struggle to find compromises and ways forward together. Decision processes are fraught, highly political, and problematic with executives finding ways to work around issues away from the executive board group, as a consulting director captured in a comment:

“Because the executives disagree, maybe not explicitly, it results in the business being pulled in different directions. Consciously or not, they want to protect their parts of the business.” – *Director 2, Interview 1, May 2020*

These emotional complexities, born of wanting to pull the business in different directions, are incorporated into the HJD process to identify the shifts in emotion required. It is believed, by TC consultants, that organisational emotional alignment originates in the executive board and that it can then be worked down through the layers of a large organisation –described to clients as a process of “obsessive alignment”. The strategizing journey to produce alignment is designed and the TC consultants continually test, as they design it, how the flow will feel for the groups of clients experiencing it, fine tuning as they go until it feels natural.

In addition to HJD, in this episode of the strategizing process, work is done to develop, and emotionally adjust the point of view to jolt and provoke the client and motivate them to work on and

with their emotions. The point of view, once formed, feeds back into the HJD process as it informs the types of experiences, including stimulus exhibitions and arguments, both executives and senior managers need to go through to accomplish shifts in feeling/ thinking and create emotional alignment between them.

Individual experiences, such as the Blueprint development session with an executive board, are then shaped through the HJD process resulting in detailed day planners that articulate the aims of each session and the shifts in feeling/thinking that are being targeted through them. Finally at this stage, TC consultants will begin crafting the stimulus for sessions with executives and senior managers. TC consultants, for example, will interview employees from across the organisation to help shape the reality check. Once just enough data is collected to tell emotive stories, the content is passed to the in-house designers to create the stimulus exhibitions.

Second episode: Create new feeling rules for board members.

The second episode in the strategizing process is to physically gather an executive board together with the team of TC consultants for, normally, two days. The purpose of the two days is to co-create the new Blueprint containing the why, what, and how of the new organisational strategy. A large venue is always chosen as it will both support TC consultants being-in-state and shape how the executives will emotionally feel together during this stage of the strategizing process. Around the edges of the room are the exhibitions of stimulus on easels and at the centre of the room, hidden behind screens, is the Agora. The sessions will often begin with executives and the TC consultants seated facing one another in the enclosed Agora circle. The setting immediately begins to challenge any pre-existing hierarchies or power dynamics within the executive board as everyone in the circle is made intensely visible, trackable, to one another.

Sat together in the circle, TC consultants seek to challenge the executives' assumptions about the range and relevance of feelings to strategy co-creation for their time together. As groups they are typically described as being overly rational, one time a consultant said:

“Clients are rational! Rational! Rational! Rational! The default is always what they think!” – Lead Consultant 2, Interview 2, Mar 2020

On another occasion a consulting director put it this way:

“Executives often can't articulate what is wrong. We help them see that all they have is purely rational, nothing emotional. Soon they're saying: 'we're so rational!'” – Director 3, Interview 2, April 2020

The idea is to establish new feeling rules in the group to challenge the over reliance on the rational that can be replicated for senior managers and the wider organisation. Rather than strategy-making demanding only the intellect of the executives the TC consultants attempt to attune them to how they truly feel in relation to themselves, the executive group, and the wider organisation. Most executives operate as rational, knowledge experts, and are often made nervous by the inclusion of emotions

unless they are deemed positive ones. Executives have often developed ways to actively push aside emotion in their interactions together to survive the demands of running a large organisation, as the senior partner described:

“Emotion makes executives nervous. They think it’s bad. They don’t know what to do with it. They think you have to be positive, so I get them to understand they need to be authentic...so I often start by talking about emotion.” – *Senior Partner, Interview 4, Jul 2020*

Challenging assumptions regarding the range and relevancy of emotions to strategizing will often begin by TC Consultants simply asking executives seated in the Agora: “What is worrying you most in life inside and outside of work?” The ambition is to make the executives see one another as people. By being forced to give their full attention it is hoped they might empathise with one another, rather than just see the executive role someone is inhabiting. On an occasion, for example, an executive will say: “We’re having troubles with my eldest, we don’t know what do to anymore, I’m losing sleep over it”; or executives will realise that many of them are carrying the same worries regarding an aspect of the organisation: “I can’t believe it, I feel exactly the same”. In one instance it became clear that an entire executive board were nervous and worried about their lack of a coherent or compelling strategy given the urgent need to share it with the entire organisation and soon, shareholders. They realised they were all terrified. Through sharing in this way, the techniques executives have developed to separate emotion from their interactions are slowly challenged, as a consulting director put it:

“We give them renewed permission to feel what they feel about things...There's just so much training in you that will mentally click in and influence whatever the emotional reaction is that you're having; and what you might say then in the context of an executive meeting is something that's quite divorced from emotion. In fact, you might not even know how to identify the emotion you've got so good at putting that to one side.” – *Director 2, Interview 1, May 2020*

The timing, and type, of questions first asked of the executive group is critical in appropriately setting the stage for all future sessions across the two days together. It has a priming effect on the group. The way answers are listened and responded to is also carefully managed, consultants will often say: “you have to get it just right”. Forcing an executive group to be too emotionally open too soon can prove detrimental as they don’t feel safe to share at such depths; equally not getting them emotionally open early on can mean future interactions in the strategizing session get stuck at a superficial level of interaction. During these initial moments, TC consultants describe the importance of being-in-state together to read emotions and strike the right balance. TC consultants might ask probing questions to increase levels of openness across the group; and importantly know when not to.

Through this episode executives are encouraged to begin using their feelings to navigate through the strategizing process and discover what they truly feel is right and wrong for the way ahead; as a consulting director put it one time:

“We get them (executives) to a place where they’re switching off their brain a little so that they can switch on every other part of their body. So, they’re engaging in the conversation with all of themselves rather than just their intellect.” – *Director 2, Interview 1, May 2020*

The consultants are attempting to pull the whole individual into the strategizing process and not just the intellect. Through the second episode, the TC consultants challenge current feeling rules and aim to produce new ones as the executive group is sat in the Agora facing one another. The hope is that they embrace a variety of emotions as being relevant for strategy-making and begin to acknowledge how they truly feel about organisational life. With new feeling rules established the negative emotional pole of the intense emotional configuration can be attempted through the next episode.

Third episode: Construct current state of organisation as moral failure and the negative emotional pole

With new feeling rules created in the group, rather than next beginning the co-creation of the Blueprint content, executives are given their first experiences with stimulus. This draws from the ‘electric point of view’ and is designed to elicit new aligned negative emotions about the present state of the organisation. The first stimulus experience is the ‘case for change’ designed to create explosive emotional responses and challenge executive’s assumptions regarding the position of their organisation in the external market and world.

The second exhibition used is the reality check which is designed to equally challenge how the executives perceive the internal health of the organisation and their role in it. Together, the experience of these exhibitions is designed to shock and jolt executives, to elicit negative emotions of fear, anxiety, shame, embarrassment, anger, and frustration. TC consultants deem these negative emotions important sources of emotional energy for the remainder of the executive session. The ability of an executive board to effectively co-create a Blueprint together is thought to be dependent on their sharing strong new, and collectively aligned, negative emotions towards the present state of organisation, as a consulting director explained:

“You’re trying to get them to tune into the same frequency together, often they are coming from completely different places and you want them to land in the same place together.” – *Director 2, Interview 1, May 2020*

TC consultants want the experience of landing in a similar place emotionally to be as sudden and strong as possible, to create an emotional “sucker punch” with clients leaving them feeling an unexpected and sudden emotional blow. The same consultant put it this way:

“Critical is a collective ‘fuck me’ or ‘come to Jesus moment’, that it’s mainly them holding the business back. The leadership team needs to realise that emotionally, and all together, up front before much work can be done.” – *Director 2, Interview 1, May 2020*

Typically, these types of stimuli articulate a new way of seeing the period of time the executive group and client organisation is in, complete with strong, formidable, new industry disruptors and rapidly shifting customer expectations. For one client, for example, the central idea of the case for change exhibition compared the current decade with the level of ‘unprecedented technological and social change’ of the 1920’s. This had been developed through the emotionally charged point of view

process. It claimed that the change and the role of technology being experienced now were far more complex, unpredictable, and far reaching resulting in ‘radical change’ that will challenge the client’s industry and ‘demand action’. Across the eight by three metres board were six trends, such as the ‘war for talent heats up’ - which in that section described the increased pressure on organisations to battle for the best recruits in the employment market. Under each theme were six to eight short emotive stories with minimal amounts of data, sometimes including what new entrants were doing differently. The in-house design team had spent considerable amounts of time creating the large exhibition to heighten the emotionality of the experience. In this instance the client sponsor was so impacted by the exhibition that they asked for it to be put on permanent display at their corporate headquarters.

Considerable time is taken for case for change stimulus and for working on how executives feel in respect to their position in the external world. TC consultants take their time to make sure the executive group dwells with the material, voicing and reflecting on their emotions towards it, as a consultant described:

“The case for change is so important and sometimes I can feel the client being frustrated that we’re going too slow at the start of a process... We did it on [Client], so we basically didn’t touch (Blueprint) content until the middle of the afternoon on day one. This is a client that had a profit warning three days before... But we were really deliberate about pace... we were always moving the conversation forward, but we protected all of that time. Then, through the afternoon and the first part of the morning the next day, we got through so much stuff. We just completely accelerated their thinking, their working. At the end of it... the HRD said ‘I can’t believe the way that you managed to manipulate how these two days have felt, if you’d asked me, I would have expected just an hour on case for change and then focus on content.’” – *Senior Architect 1, Interview 2, Oct 2020*

Taking time for case for change is imperative to the process. For the case for change stimulus, the executive group are told to physically stand and leave the agora together in silence, to walk to the section of the large surrounding space that contains the exhibition. This is their first experience of a “ritual of stimulus”, and they are asked to read the material in silence before then returning to the enclosed Agora. The reading in silence is designed to intensify the shared emotional experience taking place, for example on one occasion executives could be heard saying: “fucking hell!”, “urghhhhh!”, building a feeling of shared impact.

When seated again in the Agora, focusing on one another in the circle, the lead TC Consultant ask the executives: “how did that make you feel?” With focused attention on one another executives begin to share their feelings, to author their own emotions, in reaction to the stimulus and are stopped if they try to voice more rational actions or solutions to what was read. TC consultants are very comfortable with long silences, believing in the forces of social pressure that eventually mean someone will speak first and begin sharing how they feel. The subsequent conversation is used to elicit emotional alignment in the group. Focused on one another they share their feelings and, under guidance of TC consultants who are practicing being-in-state so they can lead them, they gradually converge around ways of feeling together building on one another’s views. The TC CEO emphasised the importance of

these in-person conversations in producing feelings of alignment in the group and to elicit ownership for what is unfolding:

“I think it's really critical that people get space to make sense of things out loud... the reason why there's so much conversation in our client work is we just fundamentally believe that ownership comes from stepping into things versus being told to do them...owning it and taking the initiative for themselves...that only happens if they had space to make sense of stuff; and also with the social reinforcement of hearing their peers make sense of stuff, and seeing their peers commit to things and not committing to things.” – *CEO, Interview 4, Feb 2020*

The desired self-authored emotions to accomplish through change stimulus is fear and to activate pervasive anxiety in the executive group which can generate an urgent desire to take new action. The stimulus casts the client's organisation as being in jeopardy from formidable market forces. The idea is to make executives feel they've been far too overconfident in their assessments; that previous strategy and any emotional attachments to the current ways of working together are too weak to meet current conditions. One consultant described it this way:

“We like to make them feel scared, insignificant, not as individuals but as a company, insignificant, overconfident and make them realise they've been hubristic... a lot of the case for change stuff is basically making them realise the dominant message: ‘better people than you have failed. You are not as good as you think you are.’” – *Lead Consultant 2, Interview 1, Feb 2020*

On another occasion a consultant built on this idea of questioning the achievements of the executive group through case for change stimulus to produce anxiety:

“What we needed to really get them to face into was the fact that they were leaving a whole lot of stuff on the table, not performing as well as they should be; a performance anxiety with their underachieving.” – *Director 3, Interview 3, Nov 2020*

Activating such anxiety is thought possible because most executives are deeply worried about their reputations and how they might be impacted by the performance of the business during their tenure, as the following remarks captured:

“Most of them (executives) are sort of sitting there in a three-year seat thinking: ‘I just, you know, I just don't want anything to happen. I don't want this to tank on my watch.’” – *Director 2, Interview 1, May 2020*

TC consultants believe fear and anxiety together can be used, via the case for change stimulus, to drive the feeling that action is required. Strategizing can be made a matter of feeling the need to take strategic action, as the following comments show:

“We get them to feel a collective sense of fear, the kind of ‘Oh, shit’, and it's so deliberate in the kind of content that we produce and how we display it... You want them to feel an anxiety about their status as a company in their market and in the world, and then start feeling really restless and agitated about wanting to do something about it.” – *Lead Consultant 2, Interview 2, Mar 2020*

While the exhibitions aim to elicit fear and anxiety, they also result in the surfacing of anger and frustration between executives. Often these emotions have built and solidified over time resulting in dysfunctionality in the team as situations are avoided. The senior partner described these emotions

and how challenging an executive group can find beginning to handle them together in the following way:

“An executive started sharing how they felt about what was going on in the team, the dynamics and performance of the business. I stopped one of the board from misinterpreting her emotion. He was sort of wishing the emotion away, saying ‘don’t get upset!’. He was seeing her tears as sadness and vulnerability when, actually, she was feeling anger and frustration towards him and his team.” – *Senior Partner, Interview 1, Mar 2020*

Rather than directly addressing the anger and frustration that has built up in the executive group, the stimulus and resultant conversation indirectly does the work. Executives are given space and time to feel, author their own emotions, and converge together around a way of feeling about the external need for change. They are often taken next through a second ritual of stimulus – the reality check. This exhibition is made drawing from the numerous interviews TC consultants have conducted with people across the client organisation regarding the challenges they face internally. TC consultants spend considerable amounts of time drawing themes out of the interview data and grouping direct quotes together under themes. Each theme, and associated direct quotes, are then produced by the in-house design team on large exhibition boards. A reality check is referred to as being “hard” or “soft” depending on the level of emotive content in the material and the ability of it to create an emotional shock, jolt, or sucker punch in the executive group, as a consultant put it:

“The point is to jolt them into: ‘oh fuck, all is not rosy’” – *Lead Consultant 2, Interview 3, Apr 2020*

A reality check being ‘hard’ means that the content packs a particularly emotional punch, often directly calling out negative situations in the organisation and naming the executives ultimately deemed responsible for the dysfunction – there are “cutting quotes”. In these instances, TC consultants refer to them as presenting “horrendous mirrors” that leave executives utterly shocked as it challenges their assumptions about their reputational standing within the organisation. Describing the importance of the reality check making issues personal across the executive board, a consultant said the following:

“Without a reality check, it's easy for (strategizing) to remain quite rational, like a rational solving of a challenge. Rather than from the perspective of people with: ‘oh no, my name is in that quote!’, or ‘my colleague over there, that’s his name is in that quote!’, you can't unsee that.” – *Lead Consultant 1, Interview 1, Jan 2020*

Similarly, to the case for change stimulus, executives are asked again to stand, leave the enclosed agora space, and move towards the reality check exhibition. They are required to read in silence together to heighten their awareness of one another’s reactions to what is being read. When it is a ‘hard’ reality check, there will be intakes of breath, people glancing at one another, the raising of eyebrows. This content is designed to help them see that they are the authors, originators, of the dysfunction across the organisation. Once the group has finished reading the materials in silence, they are asked to return and sit in the agora circle, again they are asked: “how did that make you feel?”

Unlike the case for change stimulus, which is designed to produce fear and anxiety, the reality check is created to produce feelings of shame, embarrassment, guilt and once again encourage anger and frustration on the part of the executives for failing to live up to the needs and expectations of organisational members, as one consultant put it:

“The reality check is totally shaming; it's shame and...embarrassment that they've let this happen on their watch...and it makes them feel personally accountable.” - *Lead Consultant 2, Interview 4, Apr 2020*

The in-house designer said it like this:

“In terms of the design of the reality check experience, it's about creating shame and embarrassment; and you know, people get upset and they cry, and they're like, heartbroken.” – *Senior Designer, Interview 1, Dec 2020*

For one client the shame and embarrassment were particularly strong given the scale of bullying and stress vividly depicted through the reality check. The experienced executives were nearly in tears, one said: “fucking hell, this is happening on our watch!” As shame and embarrassment are discussed, anger and frustration can again surface, as one consultant described making sense of a reality check with a group of executives:

“It felt tense, heated, difficult, and people were putting their neck on the line and exposing themselves; saying stuff they normally wouldn't have said, and hearing a whole load of baggage, but I think at the end of it, it felt for them like really coalescing.” – *Director 3, Interview 3, Nov 2020*

As reasons for frustration and anger are explored, executives can begin to make sense of the feelings of betrayal they carry from the actions of their colleagues, as the senior partner put it:

“You can feel so lonely in corporate life, you know, and lost, and wondering why things aren't happening and feel so betrayed. You think ‘I'm sure we agreed that, but they did it anyway, are they a bad person? Do they like being Machiavellian and undermining me? Why do they do it? Why do they get angry when I they find out my team is doing this thing?’” - *Senior Partner, Interview 3, Mar 2020*

The reality check dramatically shows the consequences of the executive groups dysfunction and can be used to indirectly work on and with the feelings of anger and frustration running through the executive board.

On another occasion the importance of the two exhibitions of stimulus, to help generate a negative emotional pole from which energy can be drawn for strategizing, was made starkly clear when it failed to produce the desired emotional outcomes with a large retail client. The following observation notes capture the moment of reflection between the consultants afterwards:

It's 10am and I'm stood in the middle of the office with the Senior Partner and a Lead Consultant, they look downcast. I asked how the event had gone with the client: “not good” one of them says. The other says: “they had a grey blanket of indifference over them, we couldn't move it”. In response to both exhibitions, they said the client collective response had been “yeah, we know, so what. It's all DeJa'Vu!”. The consultants clearly couldn't believe the clients were totally aware of the issues they faced and weren't concerned to do anything about them. The senior partner said: “normally I can build the emotion up, but they just batted every effort away”. The whole strategizing process had failed they said. The client didn't feel anything and so the whole process became like a superficial conversation. Everyone got frustrated – *Observation Notes, Dec 2020*

Without the ability to establish the negative emotional pole made of fear, anxiety, shame, embarrassment, anger, and frustration the executive group could not be moved to action. On another occasion a consultant described the emotional energy these negative emotions should create for the process in the following way:

“From the reality check you get ‘I’m so ashamed about us’, which is one lever; and then the other lever is the case for change, which I think creates an anxiety of ‘Oh my God, we’ve got to do something now!’ When you combine those two things together, shame of ‘Oh my God, we’ve not been doing things properly; how have we let it get to this?’ with ‘Oh, my God, we’ve got to do something, we’re gonna die; I need to get cracking right now.’ Those two levers create a huge amount of energy, focus, and impetus that then is the fuel that powers your off site.” – *Lead Consultant 2, Interview 4, Apr 2020*

These emotions are essential for producing the intense emotional configuration through the strategizing process.

Fourth episode: Argue through new strategy to address moral failure and construct a positive emotional pole

With the negative emotional pole established, the strategizing process begins producing a strongly contrasting positive emotional pole through the co-creation of the simplified organisational strategy. This is first done by directing the focus and energy produced by the negative feelings of fear, anxiety, shame, embarrassment, frustration, and anger into structured arguments between the executives, deliberately including emotions, to further shift emotions and create greater emotional alignment. One consultant put pursuit of emotional alignment through arguments this way:

“I think what you have to try to get to (through arguments) is one agenda; where you’ve got 10 people doing 10 different jobs, but you’ve got one agenda. So they’re all actually going after the same thing. I think the only way you get to that is by arguing out differences...” – *Director 3, Interview 2, Apr 2020*

Arguments are centred on finally tackling the longstanding differences, the root causes of organisational pain, that have been left ignored or worked around. This is possible as current ways of working, including present emotional attachments and moral emotions, are shown to be originators of the present failing state of the organisation. Tackling these issues is critical to securing the way for deeper emotional ties in the executive group to emerge, towards one another, and the organisation, as another consultant described:

“Without emotional commitment, properly buying into it emotionally rather than just rationally; if that isn’t there the whole thing falls apart. But you can’t get to that without proper argument. Like the tough conversations.” – *Director 2, Interview 1, May 2020*

Arguments begin by the consultants briefing clients on the different modes they need to adopt to argue well together: “You need to truly listen to one another”, “don’t just jump in with another point or counterargument, try to better understand how they feel and why”, “ask more questions, really understand what is going on for them”. They live coach executives, for example saying: “wait, ask

them to explain more how they feel right now”. Even with live coaching and briefing on modes to adopt, the arguments are always an emotionally uncomfortable experience for executives. The consultants are pragmatic around this, they expect them to be difficult, as one put it:

“Our definition of arguing well would be that it might still feel like conflict, it might still feel uncomfortable because you're debating different views and people disagree. But the skill in arguing well lies in being okay with that uncomfortableness.” – *Lead Consultant 2, Interview 3, Apr 2020*

It is hoped that executives will get used to dealing with the difficult emotions and emotional dynamics surfacing through arguments. Another consultant emphasised how it is the intentional working on and with emotions that makes arguments feel uncomfortable:

“The reason why it (argue) feels an uncomfortable word in business is because it reintroduces emotion back in the discussion, it's often the thing corporate cultures are missing...businesses move really, really slowly because they don't argue it out properly.” – *Senior Partner, Interview 3, Mar 2020*

The consultants are intentionally pulling the emotions of the group into the centre of social interaction. On their part, consultants use being-in-state to help focus on, and navigate through, what is emotionally unfolding through fraught interactions within the executive group. For the first argument TC consultants will clarify the question the group needs to debate, often they'll say: “this is what we are going after”, or “this is what we're all gunning for”. They then focus on ensuring as many differences of opinion as possible within the group are voiced by executives and listened to by them, exploring what executives feel and why. TC consultants believe voicing these differences is an essential part of attempting to get executives to begin to let go of them and their associated emotional attachments and underlying moral emotions. Clients are challenged to consider which way(s) of feeling/thinking will truly make a difference to the organisation moving forwards, slowly moving the group towards a point of emotional alignment - a way to feel about the situation.

The arguments always take place with executives seated facing one another in the agora circle, adding to the emotional intensity of the occasion. TC consultants keep attention on the argument taking place between executives with analogue materials such as the flip chart and pen being used only sparingly by a consultant to capture a critical moment of alignment and to enforce when a common way of feeling by the group has been reached regarding an issue. On this a consultant remarked:

“We're watchful...Our job is to pull out the threads and to hold them to account to talk about one thing well. We spot when a decision has or needs to be made and we move the conversation on. We keep focus and rigour.” - *Lead Consultant 2, Interview 3, Apr 2020*

The experience of feeling things moving on regarding differences which have been challenging – or getting ‘ruthlessly clear’ together – is expected to begin to instil a powerful mood of hope and confidence in the potential of more collective action among the executives. One senior partner described how many executive groups are “paralysed by uncertainty” and that the confidence TC consultants can produce, together with the executives through arguments for the way forwards, proves

“intoxicating” for them. When an executive group complete an argument, the sense of relief is palpable, almost a collective sigh in the room, as one consultant described:

“You see everyone in the circle sit back, they relax. You can see they’re thinking ‘we’ve had it, we’ve done it, we’ve resolved it, it’s not lingering anymore.’” – *Senior Architect 1, Interview 1, Mar 2020*

While it is noticeably uncomfortable to argue out differences towards a new place of emotional alignment, doing so creates new emotional ties between the executive group. It has a bonding effect, as a consultant put it on one occasion:

“Executives come out understanding each other better, there’s a greater sense of unity...a deeper bond.” – *Lead Consultant 5, Interview 1, Dec 2020*

Emerging new emotional bonds typically further generate new hope and confidence in an executive group. Executives begin to believe that powerful organisational politics might diminish, and their collective energies can be invested elsewhere. TC consultants attempt to make use of the feeling in the group that anything might now be possible, plus the urgency for action generated by the negative emotional pole from the stimulus, into the co-creation of the Blueprint. On this the senior partner said:

“They start to believe the politics might finally die back or down and they build hope that things might finally be different.” – *Senior Partner, Interview 3, Mar 2020*

The hope for things being different is directed towards generating the purpose – or why – of the organisation first. To help unify the executive board, the purpose is focused on the customer and the unique role the organisation can play in their customers’ lives. The customer is made a new moral cause by TC consultants that the executives can “rally the whole organisation to go after” as one consultant put it. A consultant described this moment in the strategizing process as taking executives to a “place of introspection” as they reflect on the current state of the organisation and dare to believe for a different future; they are asked: “what can I *fight* for?”

The generation of the purpose aims to make the executives see new good in what they do for customers, to generate a sense of shared emotional commitment to the customer and provide a sense of collective moral pride in themselves and the organisation. In answer to the feelings of shame, embarrassment, fear, anxiety, anger, and frustration, the executive group find a powerful source of moral pride, as one consultant put it:

“The purpose is about what will feel really motivating for people, will make them feel good. Seeing good in what they already do for customers. It’s about connection and pride.” – *Lead Consultant 2, Interview 9, Nov 2020*

Another remarked:

“The purpose is about instilling pride, it’s the ability to look your daughter in the face and know that ‘I want to be able to pay for you to do really nice things in the world’, but know when they say: ‘what do you do?’ I can say: ‘well, I look after people, I make sure that they can be okay’” – *Senior Partner, Interview 5, Aug 2020*

For one client, the source of pride – a fight they wanted to take on for their customer – was fixing systemic issues in their wider industry which they believed would reap substantial benefits for their customers, be a general force for good in the world, and drive new internal innovation and growth. On another occasion the fight the executive board wanted to take on was to generate unprecedented levels of confidence during the lifetimes of their customers who were deemed to be facing exceptional levels of uncertainty in the world today. For another client, the fight was to provide their urban customers with the joy of the natural world through their products and fight for the protection of that natural world on their behalf.

While arguing through the wording for the purpose, the focus remains on group conversation and not large amounts of written output. As each element of the purpose is agreed upon it is simply written onto a small a5 piece of paper and placed on the triangle on the wall. Arriving at an articulation of the purpose that feels ‘right’ to the consultants, can inspire people to fight for it, is a challenging – sometimes fraught - process. Following the executive session there are rounds of wordsmithing to get the approximately ten words to a place where it feels energising, has the right emotional qualities, and is deemed to be able to get the organisation fighting on behalf of the customer.

Following the co-creation of the purpose, the TC consultants focus executives on the co-creation of the strategic areas of focus – the ‘what’ of the organisational strategy - or strategic drivers as they are often called. The process is like the purpose in terms of the executives being in the enclosed agora space and analogue materials being sparingly used so that attention stays on one another and the argument being had. Generating the strategic focus areas requires the executives arguing through what will and, essentially, won’t be focused on as strategic priorities in the next phase of the organisation. In this area there is often a similarity in what is co-created by clients given the large organisations are often facing similar issues. Across four different clients, for example, a strategic driver which each group of executives emotionally aligned around as important was the need for new levels of organisational ‘fitness’ in the pursuit of agility and pace: ‘fit and focused’; ‘focused, fit and fast’; ‘lean and strong’; ‘fighting fit’. The same was true regarding the final piece of co-creation for the Blueprint: the behaviours – or the how of the organisation strategy. Across three different client Blueprints a behaviour which emerged was the need to ‘say it straight’, encouraging employees to cut through organisational complexity and be more direct with one another. Across two Blueprints there were similar behaviours that called for the collective pursuit of ‘better’ across the organisation: ‘we fight for better’; ‘be hungry for better’. Finally, across another three there were similar behaviours encouraging employees to take ownership, to act as stewards, for the organisation and what happens across it: ‘act like it’s yours’; ‘leave it better’; ‘we don’t wait to be asked’.

While the generation of the new Blueprint is expected to engender strongly positive emotions of pride, confidence, and hope among the executive group the flow of experiences they’ve gone through

together during the session – the journey itself - is also designed by TC consultants to deepen a sense of pride, as one consultant put it:

“Something that we really try and create...in the process is pride in what they've created; pride in the work they've done; and about the impact that the work they're going to do will have on people; that this could really change lives.” - *Lead Consultant 2, Interview 9, Nov 2020*

The Senior Designer explained this sense of pride in the following way:

“We create a lot of pride, creating pride within the business of what they've done as a group of leaders; you know, and we need to show them the amazing work that they've done.” – *Senior Designer, Interview 1, Dec 2020*

With the new Blueprint created, and the positive emotional pole established in contrast to the negative emotional pole, the next episode of the strategizing process is to embed the essence of the emotional energy of the strategy into the designed Blueprint, the strategy story and prepare executives to lead for the senior managers session; this will all be explored next.

Fifth episode: Prepare executives to replicate the intense emotional configuration with senior managers

During the final episode of the executive strategizing session, TC consultants bring together all the core elements of Blueprint, and bring to life the intense emotional configuration achieved, into a strategy story. Often a TC consultant will have drafted a version to give the executive group something to work with. They begin by reading it aloud to them and explaining the vital emotional arc for a powerful story. An executive group might be split into two groups, each tasked with working on their own version of the strategy story. When groups are brought back together, and an executive from each group is asked to read their version aloud to the group, feelings of self-authorship, ownership and emotional alignment are deepened. Upon hearing the strategy story versions, containing radical transparency, executives will often physically react— letting out their breath, saying “wow!” as they look at one another, “I've got goosebumps!”, “That was so powerful”. On one occasion, the chairperson simply said: “For the first time I can feel it now.”

Following the public readings, the executive group, under the guidance of the TC consultants, work to combine the story into a final version they can practice. Following the strategizing session with the executive group the TC consultants brief the Blueprint into the in-house design team to iterate a design that will capture the emotional essence of the new organisational strategy. Consultants liaise with the client sponsor on versions of the design to fine tune it and ensure it will resonate across the organisation.

As the Blueprint is finalised, TC consultants also progress plans for the two-day senior managers' event as the next significant stage of the strategizing process. To replicate the emotional experience, TC consultants believe an executive board must lead proceedings so that the strategy is seen to be authored and owned by them and their total emotional alignment behind it can be shown. This

approach means that the TC consultants will intensely prepare the executives to lead differently, as one consultant put it:

“We will spend hours with these execs really prepping them to do a great job so that we can just disappear into the background...it means that for the rest of the business, they're seeing it from their executives, and that allows them to commit.” – *Lead Consultant 1, Interview 1, Jan 2020*

By stepping back, the way is made open for senior managers to emotionally commit to the strategy. On another occasion, a company LinkedIn post described the focus being on executives generating emotions in their senior managers:

“For the [executives] that have to facilitate [the event], it is often quite a shift in how they're used to engaging delegates... being front and centre, having to navigate a conversation like they've been taken through by us in their executive sessions...getting their delegates to a place where they're feeling, where they understand and are feeling committed to what it is they're talking about.” – *Company LinkedIn post, October 2020*

Senior managers need to feel what executives have felt. The ambition in preparing the executives is to enable them to share the emotion and energy they experienced during the executive board sessions and replicate it in others – targeting shifts in emotion was clearly articulated to executives as the thing that would make the difference to the fortunes of the strategy. Executives are encouraged to reflect and draw upon their experiences during the executive session as a resource and prototype for what they are seeking to elicit in the feelings of their senior managers and how they want them to be. As a consulting director put it:

“It’s about achieving a sense of ‘we have skin in the game’, you know, the classic process that we run is exec deliver to the next level; the next level to the next level (of an organisation) with that sense of responsibility and accountability which is ‘I’m not just listening into this to comment on it or throw stones at it. I actually need to get on board because it’s mine now to deliver’. That is a small but massive weapon...it’s not just a cascade...it’s ‘you need to get the next level of the business as emotionally bought into this as you are...you’re responsible for that, that’s on your shoulders’” – *Director 3, Interview 3, Nov 2020*

Replication of emotional experience is a weapon that is on the shoulders of the executives to deploy. However, executives are not left to do this alone, instead as shown in the extended vignette immersive iterative emotional experiences support the effort, as consultant remarked:

“It’s not a communications cascade through the business. It’s about replicating the emotional experience. The emotional experiences (of the senior manager events) are designed to help people create the right atmosphere to feel together.” - *Business Manager 1, Interview 1, Mar 2020*

The focus of the preparation is to turn the executives into people able to replicate some of the approaches of the consultants. Enabling them to manage interactions in the way the consultants have during the executive board session; able to work with the emotions of the senior managers so they can shift them to the places of alignment in relation to the new strategy.

To get them ready, the consultants look to share their experiences of cultivating state so that they can focus on working with and on the emotions in the manager group. The idea is that they too can enter the flow of proceedings, to be brimming with total confidence and energy, an alertness and

proactivity that is grounded, allowing them to focus on the managers. By cultivating the properties of state, the executives are better able to subtly lead the managers and not just facilitate their gathering. The executives can be clear about where they want to get them and lead them there working with and on their emotions. On one occasion the TC CEO described a vital element of this style of leading in-person social interactions between managers which is shared with executives, ensuring managers are given the room to be heard first:

“Get leaders (executives) to talk less and talk last; you can always nudge people into the right place if they've had a chance to feel respected and listened to. If you tell them too early they're thinking about it wrong or there's a different frame; I don't know whether that works anymore. They just go ‘well, okay. I'll sit back and be a bit passive because it's your show anyway; don't pretend that it matters whether I commit because you've decided that I have to anyway’, it's like a religion kind of thing.” – *CEO, Interview 5, Jan 2020*

The planned emotional intensity of the senior managers' event is designed by TC consultants to have an inevitably alienating effect on some senior managers as it accelerates feelings that the future direction of the organisation – the ‘fight’ ahead – is not for them, as described during a conversation with a consultant:

“It just puts everything into perspective. You know, it adds up to whether you want to be in or not, that's actually a really big thing. Whether you're part of it, or not part of it.” – *Director 3, Interview 1, Oct 19*

Whether senior managers want to continue to be part of the organisation or not is particularly associated with emotions around the purpose, or fight, the company is rallying around. As the senior partner put it:

“The purpose is there to be like, actually, people who are up for that belong in this business (those who aren't don't).” – *Senior Partner Interview 2, Mar 2020*

This sense of belonging or feeling alienated based on the new fight for the organisation is frequently referred to in documents also, for example:

“It's purpose that really unites and differentiates us...whether they (senior managers) really connect to your purpose or not will determine if they're really in.” – *Nail the basics article, Oct 2019*

TC consultants believe the strategizing process properly working, the feeling of total emotional alignment and clarity it affords, should result in 10% of a clients' workforce deciding to leave. They no longer want to stay as they feel no affinity for the new fight. This is something TC consultants explicitly brief an executive team on in preparation for the senior manager event; that if done correctly, the rest of the strategizing process should force their people to actively decide if they are in or out, willing to be fired up for the impending fight or not. This is believed to clear the way for the organisation to be constituted predominantly of those who feel active ownership for the strategy, ‘up for the fight’, collectively emotionally aligned, and ready to take strategic action together. A consultant captured the essence of their beliefs around affinity and alienation in the following:

“Our CEO said to the client CEO, ‘the aim with doing this (strategizing) work is not to come up with an answer that pleases everyone; 10% of your business may decide that the future direction isn't for

them, and they'll leave, and that's fine' ... it really is a membership thing.” – *Lead Consultant 4, Interview 1, Nov 2020*

Another consultant put it this way:

“If people hate it, create space for that feedback and get them to, you know, like give them the space to emote’. And then having given them the space, tell them that it's what we're doing... You just need to give them the space to emote and then be like, ‘no, I really understand that, it's really, really, good to hear. What else do we think about this?’. Then as long as the dominant position that gets entrenched is one of like, ‘we're doing this’, you know, this kind of 70% majority [of people on board] that becomes the narrative and people coalesce around that position, and it sort of becomes like, ‘the thing’” – *Lead Consultant 2, Exit Interview, Nov 2020*

With executives expecting to force feelings of organisational membership with senior managers, the TC consultants finalise day plans for the sessions across the two days as part of the HJD process; briefing clients on every session and the human outcomes they are looking to achieve in each.

Following preparing the executives for the senior managers events, through multiple daily meetings, I observed TC consultants preparing for the senior managers gatherings, liaising between the venue, events production team, in-house designers, the client, and additional TC consultants to add support across the two days to ensure an immersive emotional experience for those participating.

6.3 The next three episodes: replicating the intense emotional configuration with senior managers

Following the first five episodes crafted for the executive group, the next three are generated with the senior managers. As will be shown, the strategizing process seeks to establish the significantly different feeling rules and validate feelings of pain senior managers may be experiencing. This is followed by generating the negative emotional pole including reconstructing the current state of the organisation as a moral failure. Finally, the positive emotional pole is attempted through the unveiling of the new organisation strategy and ensuring senior managers have the time required to emotionally wrestle with it and work through their feelings. Please refer to figure 7 to see the next three episodes in context.

The next stage in the strategizing process is for the senior managers of a client organisation to be physically gathered together for two days, the extended vignette shows events from the second of these two days. As shown, the managers are gathered in a large exhibition space complete with large-scale exhibitions, one central Agora and smaller Agoras for breakout groups. The two days are designed to replicate the emotional experiences of the executives for senior managers and to reconstruct the intense emotional configuration of both negative and positive emotional poles, as a consulting director put it:

“The process we run allows people [managers] to feel emotions, not just rationally go ‘here's the strategy’; to let those emotions out, it sticks with people. That's one thing in terms of how we transfer the emotional energy.” – *Director 3, Interview 3, Nov 2020*

The process is designed to replicate emotional energies in the senior managers. It is important for it to be shared emotional experience between the executives and senior managers, both take part in it as another consultant described:

“The strategy is carried by waves of leadership having the same emotional experience together. They catch the belief of their seniors...it’s about transparently sharing everything and recreating the experience.” – *Lead Consultant 3, Interview 1, Aug 2020*

To recreate a similar emotional experience, the strategizing process necessitates spending considerable time establishing the need with senior managers for new direction. Following, each element of the strategy is slowly revealed in turn to attempt the configuring of emotions around the why (purpose), the what (strategic focus areas), and the how (behaviours), all captured in the strategy icon and in the ‘emotional arc’ of the strategy story.

As the extended vignette showed, replication is premised on creating iterative immersive emotional experiences to work on and with the emotions in the senior manager group as they move repeatedly between stimulus exhibitions and the agora spaces. Toward the end of the event, the emotional energies of senior managers are then grounded towards how they will, in turn, share their emotional energy with, and replicate it in, others. Once again, the emotional outcomes to accomplish have been meticulously designed, using both negative and positive emotions as the TC CEO put it:

“If you want to get (managers) moving, like they’re not moving they’re static, I think you need fear. The only way to really get people to move fast is enough fear. What you can’t do is leave them in fear because fear is so corrosive. You have to very quickly, once you’ve got them just shifted, you’ve got to have this exciting, compelling thing you care about. We’ve learned a lot about how to genuinely create that... how we can get people to a place where they can, as adult human beings, get excited about the thing the CEO wants to do.” - *TC CEO – social media promotional video*

With the aim of accomplishing shifts in senior managers emotions and emotional dynamics, the process aims to establish the new feeling rules and empathise with experiences of pain in the organisation.

Sixth episode: Establish the new feeling rules for large group and validate pain

Often at the very start of the two days, the CEO stands among the managers and informally addresses them as they are waiting in a holding area outside the main exhibition room – in stark contrast to formal greetings by executives from a stage. They are asked to prepare to walk together through a first stimulus exhibition in silence, about the history of the organisation, before gathering later in the central Agora. Following, the doors into the main space open and the managers step inside together – often in close proximity. The initial experience creates a sense of shared experience – an awareness of one another’s attention - and starts working on the emotions of the group through the unexpected, dramatised, combination of space, materials, lighting, and physical proximity to one another. As the Senior Designer put it on one occasion:

“After the welcome from the CEO...they [the managers] are asked to go through the Stimulus for half an hour in silence before they regroup...we might put them through a tunnel, so we’ll build two big walls that are ten foot high and they are really overpowering; they’ll be spot lit and the content will talk about the problems the company has faced so far that year to make them feel worried and uncomfortable by the time they come out from it...but there’s also a buzz that builds as people realise ‘this is going to be different, I wonder what is next’” – *Senior Designer, Interview 1, Dec 2020*

The senior manager event immediately breaks with prior expectations managers may have for the strategizing event. As they enter the space, managers look at each other, raise their eyebrows, share their surprise at the environment they are seeing. The photo below shows this earlier movement through an exhibition.

Photograph 10 - Senior managers moving through an initial stimulus exhibition regarding the recent history of the organisation



Following, managers assemble for the first time in the large Agora space, once again designed to feel very unusual and exposing for them as they sit facing one another. Alternatively, on occasions, they are asked to gather first in smaller Agora spaces in pre-assigned groups. Regardless, the first episode of the strategizing process is for the executives to establish with the senior managers the new feeling rules created during the executive board session. Often creative methods are used to get senior managers sharing their emotions in new ways, as a consulting director described it:

“We took the senior managers through a very similar journey to what we did with the exec. The first thing they did was break out into groups with the exec and draw a picture of how they felt over the last 12 months, talk about it with each other and really understand where each other is coming from.” – *Director 3, Interview 3, Nov 2020*

This sort of exercise is designed to begin setting the emotional tone to the gathering as people share snapshots of their emotional states – often involving a complex range of feelings. Such moments follow the same process of introducing the relevance of a diverse range of feelings to organisational life and the creation of strategy. The aim is to create a commitment to greater openness and produce a feeling of new emotional authenticity being modelled by the executives. Such authenticity is enabled by the stimulus acknowledging both ‘light’ and ‘dark’ in the recent history of the organisation.

Using the stimulus which has initially primed emotions and created a common way to feel about the recent history of the organisation, the opportunity is made for executives to start surfacing and ground the start of the strategizing experience in pre-existing pain regarding aspects of organisational life. The executives are seen to empathise and validate those experiences of pain shared by the senior

managers. The executives are often hesitant to model the new feeling rules in front of their senior managers, given how significantly they differ to previous feelings rules exhibited by the executive board. Suddenly emotions are being made relevant to strategizing, as the senior partner put it discussing a recent senior manager event:

“We started the top leaders meeting with ‘how are you feeling?’ The executive board were nervous to start there but it was really powerful and set the tone for the whole time together.” - *Senior Partner, Interview 8, Nov 2020*

The shift in feeling rules is a significant moment for all gathered. Senior managers may directly comment on it, on one occasion a senior manager said:

“Whatever you have done over the last two months as an exec has transformed you...” – *Senior Manager, Mar 2021*

The powerful moment of hearing how executives, and one another, are feeling often results in senior managers discovering new things about colleagues or that many other managers from different, competing, parts of the organisation are experiencing similar feelings about organisational life. Without this broadened view of the relevance, or range, of emotion to strategy-making it is impossible to elicit deeply negative and positive emotions through the rest of the episodes. With greater emotional authenticity exemplified and radically different feeling rules established as a new norm and expectation, the strategizing process continues by attempting the replication of the negative emotional pole towards the current state of the organisation which is cast as a failure on the part of its leaders.

Seventh episode: Reconstruct current state as moral failure to configure negative emotional pole

Senior managers are next taken through case for change and reality check stimulus exhibitions to attempt the accomplishment of the negative emotional pole. As described in the extended vignette, unlike the executive exhibitions, these are typically larger in scale, involving big, printed, boards staged in ways to direct the movement of senior managers, and combine the use of lighting and sound to help direct the attention of managers through them. The case for change stimulus aims to prime feelings in the managers of fear, anxiety, anger, and frustration regarding the external threats or missed opportunities facing the organisation. Through HJD, time is made for managers to deeply experience this stimulus and then to reflect upon their feelings at length with the executives in the Agora. It can create important moments as a consultant described:

“They had a real moment of like, ‘fuck, we are at a moment where we can either be the people that evolve or people that go extinct. They were really, really, really into every single word in every single case study...just introducing that language into the business creates both the sense of jeopardy and the sense of opportunity from the word off...it lays the foundations for everything else to land.” – *Director 3, Interview 3, Nov 2020*

The case for change can produce the feeling that everyone gathered is at a pivotal moment in time. Managers take their time reading the stimulus, for example, one time a senior manager sat on the floor in front of the stimulus so they could spend time with it. Through the immersive experience the aim is to ensure that managers, as the executives did, deeply feel the jeopardy they face as an organisation and begin to feel emotionally invested in remedying the situation. As the same consultant put it on another occasion:

“It’s about making them feel the jeopardy, the ‘oh fuck’ moment, you lay the foundations to really feel, to let the emotions out, that experience sticks with people; they get a sense of skin in the game.” – *Director 3, Interview 2, Apr 2020*

The intention is to craft an emotional experience that sticks with the senior managers. Following the case for change stimulus, managers are asked to leave the Agora space and explore in silence the reality check exhibition. This has been designed to prime emotions of shame, embarrassment, anger, and frustration. Once again, the format of the reality check exhibition is printed on large boards that guide the attention of managers to create the sense of a shared immersive emotional experience. TC consultants believe that the increased number of participants, up to 150 senior managers compared to around 20 for the executive session, increases the feeling of an emotionally significant moment taking place, as a consultant captured in the following remarks:

“Some of the most powerful experiences are when you’ve got 150 leaders reading shoulder-to-shoulder and in silence the exhibition about the internal challenges. You can see a growing feeling that ‘this is on us, this is happening on our watch, we’ve got to do something’. You can see the shock as they read names and see specific situations being called out.” – *Senior Architect 1, Interview 2, Oct 2020*

The format and scale of participation heightens the feeling of shared responsibility, self-authorship and ownership for what is occurring. Managers can be seen physically reacting to what they read as they express surprise and shock quietly alongside one another, perhaps mouthing a bewildered or shocked “wow!!”, showing surprise as they read a cutting quote. The reality check is expected to shock the managers through the radical candour and the feeling that something must be urgently done.

Following the experience of the stimulus exhibitions, designed to prime emotions of fear, anxiety, shame, embarrassment, anger, and frustration, managers will move back into the enclosed and intimate Agora space where they are made to feel exposed and vulnerable. Throughout the event, these movements are guided by the event production team playing upbeat dance music through the sound system, shifting the lighting in the hall by dimming down the exhibition and lighting up the Agora, and by announcements being made by a ‘voice of god’ through the sound system: “please return to the Agora”. In the main Agora space, the executives ask the managers “how did that make you feel?” The exploration of feelings in this heightened social setting creates a tense and dramatic atmosphere; managers are coming to terms with new insights into internal problems for the first time and the fact that specific executives and managers are identified as the originators, the authors, of those problems. Managers share stories of their experiences and how they are being emotionally

impacted by situations. A designer encapsulated the emotionally charged atmosphere in the following way:

“You sit there [in the agora] with bated breath going, ‘where's this gonna go? And who's gonna say what next?’ ...so just shock and surprise, because there's often stuff that you haven't even heard rumours of going on in the business that, you know, then people are really spilling their guts saying all of these things. I think [it makes managers feel] fear and embarrassed and a bit trepidatious and there's a kind of weird tension in the air.” – *Senior Designer, Interview 1, Dec 2020*

During these moments of intense interaction in the Agora a lead TC consultant is sat close to the executive leading the session so they can discreetly coach them on where to go next in the sharing process to help accomplish a shared feeling. For example, while a manager continues to share, the executive will bend down to listen to the TC consultant who is suggesting a question to ask next as they stay tuned to how the group is feeling and responding together. Consultants use their hands to poke, probe the air, as they talk to the executives about things to push forwards with.

For both the case for change and the reality check the sharing of feelings is led into structured arguments following the pattern of the executive sessions. For example, the executives (and consultants) will work to ensure that the managers increasingly feel ‘totally aligned’ around the scale of change that is going to be demanded of them by the new strategy and the evident need for that scale. Critical to getting them to that place is providing the time to sit and work through their feelings together, as consultant put it:

“You've got to give them the space and time to roll around in it all. To really engage with what is being presented and to work through how they feel.” – *Lead Consultant 1, Interview 1, Jan 2020*

With time to debate, argue, and work through their feelings to a place of increasing consensus, the executives will lead these arguments by instigating and modelling the ‘modes’ and ‘behaviours’ they were coached on by the consultants. The executives seek to build the cadence and rhythm of successful arguments ensuring managers are made to listen to one another, to build on one another's shared points, to feel the way forwards together.

Often executives, standing on the Agora floor in full view of all the managers, will share their own emotional reflections on how they felt in response to the stimulus as part of these discussions, creating the conditions for others to share their negative emotions and for the group to begin emotionally aligning. For example, recalling their own shame and embarrassment, as described by a consultant:

“In the Agora where they were debriefing the reality check the executive said: ‘I remember when I read that, I felt a real sense of shame.’ That recalling the emotion creates permission for the people who are seeing it for the first time to feel it, share it. In the Agora they use the same mechanism of getting people to share ‘how did that make you feel?’ We teach them the same thing; don't let them [the managers] answer with what they think make them share how they feel; it's the same mechanism repeated from executive down to the next layer of leaders.” – *Lead Consultant 3, Interview 1, Aug 2020*

The executives revisit and share their emotions, paving the way for others to gravitate towards them. On one occasion a CEO became very frustrated as the conversation flowed and they voiced their anger, made evident how emotionally moved they were regarding the present situation further

reinforcing the presence of new feeling rules for the group being necessary for aligning on the future direction of the firm. As a consultant described:

“People [managers] really went on the journey from being slightly sceptical...to debate; seeing leaders say how they cocked up but also seeing the CEO get very directive at times and getting annoyed; so you saw that emotion...creating emotional commitment in the group” - *Director 5, Interview 1, Sept 2020*

The executives embodying new feeling rules and types of emotion encourages managers to do the same. As with the executive session, single points will be fixated upon to ensure the managers fully engage with the flow of the conversation and how they feel in relation to it until the feeling of alignment is secured for the majority. Under the guidance of the TC consultants, the executives seek to keep focus and tight rigour. As for the executives, so for the managers, the experience of feeling ‘totally aligned’ with one another and the executives is designed to be an emotionally rewarding experience. To feel increasingly emotionally aligned and in synchrony with other senior managers and executives leading the business – particularly those of higher status –has a binding and bonding effect within the group; it can elicit feelings of elation.

The social nature of the sharing and argumentation process that takes place eventually evolves into a dominant feeling and narrative in the group regarding a way to see and feel about the current state of the organisation. In the context of everyone seeing one another, being fully trackable, these dominant feelings and narratives are intended to gain considerable social momentum which take hold by the very nature of most managers (and all executives) seeming to adopt them. Subsequently it proves difficult for any manager to voice concern if the feeling and narrative have taken hold; the social momentum can prove insurmountable which is critical for motivating the managers for future action.

As one consultant put it:

“It takes a lot of bravery in an Agora... you know, where everyone is all talking together in a conversation; there's a lot of bravery required to go against the grain. If later, you go against the grain, but you hadn't expressed it previously; it's very easy for the charge to be thrown at you, which is: ‘but we created this massive safe space for exploration’. It does happen, but it's a brave senior leader at one of our events that that goes, ‘Hey, I'm not sure I agree with this’.” – *Lead Consultant 3, Interview 1, Aug 2020*

The social intensity of the Agora space helps generate a dominant way of feeling about issues. With the negative emotional pole established containing fear, anxiety, shame, embarrassment, anger, and frustration, the process turns to the crafting of the positive emotional pole.

Eighth Episode: Wrestle with new strategy as the way to address moral failure and configure positive emotional pole

Once most managers feel ‘totally aligned’ around the need for the scale of change, with the negative emotional pole established, the next episode in the strategizing process is for the executives to reveal each element of the Blueprint. Through this they build contrasting positive emotions within the group

of managers, namely of pride, hope, and confidence. It's imperative that throughout this phase the executives embody their collective alignment, demonstrate how strongly united they are around the Blueprint and their synchronised feelings of what is felt right and wrong for the future of the organisation.

At this stage of the process there is a shift in style and tone as executives look to replicate in the managers a sense of 'crystal clarity' through their own evident confidence and belief in the way forward. The executives are encouraged to lead with greater force, while making space for senior managers to emote and explore their reactions to the Blueprint continually securing feelings of self-authorship and ownership, the emphasis is on the executives sharing their strength of confidence and belief in the Blueprint. The TC CEO put it this way:

"There is a critical thing, once you've got their [managers] commitment to the higher order concepts, context, and stimulus; you've given them a chance to step into that world, they're (emotionally) committed. You don't want to work out clarity with all of those people...you're like, 'Okay, well, given all of that this is something we need to get done [the Blueprint]. Yes, I'll still hear your views; but now I'm going forward and I'm giving you clarity, I'm up for discussing and reacting to that clarity still, but I am giving you clarity.'" –CEO, Interview 5, Jan 2020

Executives giving clarity in a untied way, exemplifying pride, hope, and confidence – 'total belief' – can produce feelings of immense relief in senior managers. For example, on one occasion, senior managers kept sharing how lost they had felt, directionless, but witnessing the level of clarity and confidence for the way ahead left them feeling immensely energised. The process of revealing each piece of the Blueprint through further emotionally immersive experiences and the simple clarity contained in it is designed to create collective focus and attention and have a unifying effect. Such feelings are designed to create readiness for strategic action, as the following comments from a consultant show:

"(The senior manager event) went really well as everyone left feeling committed to their Blueprint and ready/excited/pumped (delegate words) to lead for the Blueprint and taking it out into the business...people left in high spirits and massively up for capturing the opportunity ahead for the business. The exec left really bloody happy." - *Lead Consultant 3, Interview 1, Jan 2020*

Given the level of emotional energy released to pursue the new strategy, the executives left satisfied. On another occasion, the TC CEO reflected on why senior managers can feel such relief, hope, and confidence:

"The human impact of that [Blueprint] is, people in the business said it used to feel like there were 173 planes trying to land on one runway and we (the managers) were responsible for somehow getting those planes to land. Then, suddenly, with blinding clarity when the Blueprint came out, it was one plane and all our eyes were on the one plane, and we will land that one plane together." *CEO – LinkedIn promotional video, Nov 2019*

The strategy contained in the Blueprint feels like radical simplification to the senior managers. The first piece of the Blueprint brought-to-life for the senior managers is the new organisational purpose. This is done often by breaking with the rhythm of the event so far of moving between stimulus and Agora spaces. Managers are gathered in a plenary seated theatre featuring a large stage, equally large

presentation screen, and rows of seating; it has a theatrical or cinematic quality as per the extended vignette. The lighting is only provided by spotlights towards the stage, the space is enclosed by floor to ceiling drapes. The level of production and staging is intended to help reinforce the degree of alignment behind the purpose, to elevate its position to the managers. The session is for the group of managers to be immersed into the lives of their customers and to build deeper empathy with them. The session will feature emotive stories told by managers of encounters with struggling customers, or direct encounters with customers themselves, as the following remarks show:

“One of the things that is really powerful is getting them to talk to the actual customers. Whenever I've seen that done, it's a really, really, powerful thing. Suddenly they are talking to human beings who say: ‘I hate your industry. I hate what you do. I'm one of your customers, and I resent you because it's not fair.’ That creates an eye-to-eye kind of emotional commitment, I think. It makes managers realise that the decisions they make across emails, their phone, their laptop, have an impact on a human being.” - *Lead Consultant 2, Exit Interview, Nov 2020*

Senior managers are made to face the emotions and emotional realities of their customers. The need for the purpose – to fight for the customer – is made personal. Once the managers have been immersed into the world of the customer, sometimes supplemented by another exhibition of stimulus on the customer located adjacent to the theatre, the purpose is revealed as the way they will fight for the customers' betterment in the future. It is a new moral cause to pursue together which is designed to elicit feelings of pride and confidence in the managers. The purpose is positioned as the answer to the failures of the organisation, the jeopardy it faces, and a way to make sense of the negative emotions managers have experienced so far. Managers can have very strong emotional reactions for example one said: “I could cry I'm so emotional about the whole thing. It's incredible”.

Following the purpose, the areas of strategic focus are revealed, followed by the new behaviours. For each set, time is made for the managers to sit, reflect, and feel emotions in relation to the new content firstly in groups of ten in the informal agora spaces and finally altogether back in the main enclosed agora space. The types of questions used by the executives back in the main Agora are now more directive in terms of the types of feelings that should be produced, as shown in the agora scene in the extended vignette. For example, rather than simply ask ‘what are you feeling? They are asked to share: ‘what *excites* you about the new strategic drivers/ behaviours?’, ‘how *will* you use them?’, ‘what *difference* are they going to make?’, ‘what *worries* you about them?’. On rare occasions a group of senior managers may have a negative reaction to the wording of a particular behaviour, and it is so evidently unanimous that it requires a change. The TC consultants will work with the executives to shift the language during a break and the change only increases feelings of self-authorship and ownership in the senior manager group. The norm, however, is for the language to be untouched and instead wrestled with by managers, they grapple with it and work through their feelings. For another client, asked to summarise how they feel about the Blueprint overall, managers said some of the following: “I've got goosebumps”, “holy shit it feels scary but I'm up for the fight” and simply “I'm in.”

As per the extended vignette, towards the end of the two days, the emotional experience is brought together through the revealing of the strategy icon that incorporates all the elements of the 35-word strategy and has been designed to capture the essence of the emotional energy produced through the event. For example, the need to move forwards with pace and determination. Accompanying this reveal of the strategy icon will be the recounting of the strategy story by an executive with the embedded emotional arc within it. This creates a powerful moment for managers, and it often has a significant impact as the story makes sense of the range of feelings managers have experienced and encapsulates their desire to take strategic action now.

The final stage of the event is for the senior managers to be tasked with replicating the experience for their teams, so that they also feel as deeply as they do regarding the need for, and the potency of, the strategy. Replication of the total belief is put upon their shoulders as per the executives before them. Teams will work on practical plans to ground their emotional energy into action; how they will create the conditions for their teams to encounter the strategy icon and story again and again. In the final agora session, there is typically a feeling of pride in the journey the managers have gone on over the two days, echoing that of the executives during their sessions, and feelings of greater affinity between managers. The senior designer described this in the following way:

“[Before] They're very siloed, or they just work all over the world, and very rarely all come into one place. You force them together for a couple of days; you force them to work problems together for a few days and experience the same thing. You mix them; our experiences can help create empathy for each other but also more respect for each other and bring people together.” – *Senior Designer, Interview 1, Dec 2020*

The strategizing process attempts to build deep emotional connections between managers and executives. Clients often leave very enthused having witnessed the replication of the same emotions and emotional alignment in others; one CEO described the experience as the ‘most powerful’ of their ‘working life’. Another C-Suite executive put it this way:

“We created a whole new level of commitment at pace...Crucially, we've come away totally aligned on what we're going after and fired up for what it's going to take” – *Csuite client response, June 2020*

Another client talking with the TC consultants at the end of the two days said:

“You woke a team of very senior leaders up to the fact that we've got a lot of work to do. Holding the mirror up has been really impactful but you also gave them confidence that there is a way through.” – *C Suite Client, Feb 2020*

6.4 Chapter Conclusion

In this chapter I have shown how the nine elements are combined in the strategizing process, each element affording the working on and with emotions of clients to create emotionally intensive experiences. The chapter split the strategizing process into eight ‘episodes’ that each prioritised the attempted accomplishment of specific emotional outcomes. The first five episodes being targeted towards the executives and executive board, the last three towards their senior managers.

I have shown that TC consultants, through the process, attempt the working on and with the complex emotions of executives through iterative emotionally immersive experiences to co-create organisation-wide strategy around which it is hoped they are made to feel ‘total alignment’ and ownership. Then TC consultants work with the executives to prepare them to replicate the emotionally intense experiences with their senior managers, but on a much grander scale. The aim is to attempt similar emotional outcomes of ‘total alignment’ and ownership for the organisation-wide strategy.

In each episode, particular types of emotion are attempted in designed sequence and combination to produce an intense emotional configuration of an emotional battery which is then replicated. A negative emotional pole is generated first, followed by a positive emotional pole designed together to both create strategy and a willingness to take necessary strategic action.

Having shown the nine elements of the strategizing process and how these elements are combined into the strategizing process to generate an intense emotional configuration of an emotional battery, the final empirical chapter explores the unanticipated effects and hidden implications of using the process and continually using aspects of the identified elements. Given that I was unable to follow life inside a client company I do this by turning to life inside TC given their commitment to internalise client techniques.

7 Internalising the strategizing process and the ongoing use of the elements

7.1 Chapter introduction

In this chapter I provide further depth regarding the workings of the strategizing process and the elements. Given that it was not possible to secure access to the internalisation of the strategizing process and elements from the perspective of a client, I followed this internalisation within TC itself.

Firstly, I show the hidden challenges and unanticipated effects of internalising the strategizing process. The LT tried to comprehensively work through their own emotional dynamics, rather than embrace the ‘brutal oversimplification’ used with clients, during the strategizing process. This resulted in the strategizing process taking much longer than expected. The delay both increased employee frustration and pressure upon the TC LT to create something compelling and worth the wait

I show that the reveal of the Blueprint to TC employees appeared to create emotional energy and, also, negative lasting effects as some emotional dynamics were not properly worked on and with during the reveal. I continue by showing that the TC Blueprint did seem to effect feelings of belonging and membership for TC employees, as expected with clients. Following the launch of the TC Blueprint, while some employees expressed a greater sense of membership, others decided to leave. The experience of this proved difficult for the TC LT to accept and instead they took measures to stop people leaving. In addition, I show that an error made by the TC LT was a failure to immediately direct the emotional energy created through the Blueprint reveal into strategic action in the firm. This lack of strategic action created an emotional crash amongst employees. Finally, I show that the Blueprint periodically needs recharging with emotional meaning.

Secondly, I show the hidden challenges and unanticipated effects of the ongoing use of aspects of the elements to the strategizing process. I show that while producing emotional alignment across TC can create counterintuitive ideas, it also takes significant amounts of time to accomplish which is difficult to accommodate in organizational life. The ongoing use of radical candour, sharing the ‘unvarnished truth’, can produce deeper emotional commitment amongst employees but also creates confusion. I continue by showing how the level of ongoing emotional openness present in TC is both intoxicating for many employees and can turn toxic for some. The TC LT is committed to rapidly changing “faster than the world around them” and use their feelings to determine direction. This results in responsiveness to emerging issues and intensified unpredictability for TC members. Finally, I show that being made to feel “totally aligned” can be motivating for TC members but can feel deeply manipulative too. The table below summarises the hidden challenges and unanticipated effects of the strategizing process and ongoing use of the elements.

Table 12 - The hidden challenges and unanticipated effects of the strategizing process and ongoing use of the elements

Aspect of internalisation	Hidden challenges and unanticipated effects
Internalising the strategizing process	Trying to comprehensively work on all emotional dynamics delays the strategizing process
	The Blueprint creates emotional energy but failing to work through emotions has a lasting negative effect
	The Blueprint does make employees decide to leave and it is difficult for the LT to accept
	Failing to immediately channel employee emotional energy leads to an emotional crash
	The Blueprint periodically needs fully re-charging
The ongoing use of strategizing elements	Producing emotional alignment can create counterintuitive ideas but takes significant amounts of time to accomplish
	Ongoing radical candour can produce deeper emotional commitment across TC but can create confusion
	Emotional openness can be intoxicating for TC members but can turn toxic for some
	Using feelings to determine direction can heighten responsiveness to issues but also intensifies unpredictability for TC members
	Feeling “totally aligned” can be motivating for TC members but can feel deeply manipulative

I begin by exploring the implications and effects of internalising the strategizing process.

7.2 Internalising the strategizing process

TC, like their clients, experienced catalytic events resulting in the LT, and employees, feeling they had lost their way and needed a Blueprint. The TC founders wanted to build a digital platform business. The management consulting business – and strategizing offer - was first created to fund the TC business infrastructure while the digital business was built. However, the digital business failed and was closed in April 2018.

The first six months of 2019 were financially difficult as uncertainties surrounding the UK leaving the EU halted strategizing work. TC had little client work and revenue just as they were questioning their position in the world. It was during this six-month period that the LT decided to internalise their client offer and create their own Blueprint – an approach they describe as ‘eating our own dogfood’.

As the CPO put it:

“I came in, in March and we said we need to eat our own dog food, we need a new strategy... We aligned around a great outcome, we argued hard, we debated hard, we all had such belief around it.” – *Chief People Officer, Interview 2, Feb 2020*

The LT attempted to emotionally align around a new future direction for TC. However, as will be explored first, the Blueprint process took much longer than expected.

Trying to comprehensively work on all emotional dynamics delays the strategizing process

Rather than the TC strategizing process taking two days, as per with a client with perhaps three weeks of preparation, the TC LT took five months to create and launch the Blueprint to the business. As they ran the process for themselves, they sought to simultaneously run the business. As the TC CEO put it:

“People (TC employees) started to question what the fuck was going on as it [the strategizing process] was taking too long”.

The delay deeply frustrated employees. It also increased the pressure on the LT to create something worth the exceptional delay. One consultant, who created the two-day retreat at which the TC Blueprint was revealed, explained this pressure building in the following way:

“It felt, like, really, important. I think people were tired and, like, it was a weird mood [in TC] and felt like a real moment where potentially a lot of cynicism could bubble over... your leadership gets put under a lot more scrutiny... it was a bit like a 50/50 moment [for the LT]” – *Lead Consultant 2, Interview 8, Jun 2020*

Given the amount of time creating the Blueprint took, the reveal became a decisive moment for the credibility of the LT. As previously referenced, the Senior Partner stated that with clients they use a “brutal oversimplification” during strategizing which prioritises addressing only the most difficult issues and emotional dynamics but avoids the “microcosm of psychology and relationships because [clients] just don't have time to resolve’ it. However, during their strategizing process, the LT attempted to work on their emotionally charged relational issues more comprehensively. TC consultants noted that the LT trying to address these complexities, rather than adopt ‘brutal oversimplification’, was a likely reason the Blueprint took so long. As one consultant put it:

“[Through the strategizing process] the LT worked on their relationships and were figuring out how to enjoy running the business together again. They basically did a lot of work on themselves as a team. And then, once they'd done that, then got a load of work done on the proposition of the brand and the strategy.” – *Lead Consultant 2, Interview 5, Apr 2020*

The LT working on their own emotional and relation dynamics was challenging and took significant amounts of time. The TC Chief operating officer (COO) emphasised how important they felt working with their emotions was to the Blueprint creation process. The Blueprint was created by searching and comparing how they felt about the future rather than using exhibitions of stimulus:

“It was 100% emotionally-led. It was emotionally driven going ‘look there should be something about this, there should be something about this issue, something about this one’. It's smart thinking when you play it back to someone. It's like, ‘Oh, yeah, that makes sense’. It's logical, and it's hard to argue [against]. But it's definitely more emotional and narrative led than data led.” – *Chief Operating Officer, Interview 2, Aug 2020*

Once the TC Blueprint was eventually created, centred on a new purpose to ‘turn every [client] employee into a person on a mission’, the in-house design team converted it into a branded icon with the aim to capture the emotional energy of the strategy. The following photo shows the sense of energy the LT were trying to convey to TC employees and their clients.

Image 13 - The TC Blueprint as branded icon capturing the emotional essence of the new strategy – To turn every employee into a person on a mission



With the Blueprint finally created, and some of the complexity of LT emotional dynamics worked through, the new strategic plan could be revealed to TC employees.

The Blueprint creates emotional energy but failing to work through emotions has a lasting negative affect

The TC Blueprint was launched at the company retreat. In preparation, the HJD process was used with the aim to meticulously plan for desired emotional outcomes. However, one element of the emotional journey reportedly failed. TC members fed into a reality check to capture their experience of organisational life and to help identify where the present strategy and LT were failing. As for clients, the employee feedback was grouped into themes and presented on exhibition boards for employees to walk through. The reality check included some stark, and negative, experiences of TC members themed under headings such as: “Am I good enough?”, capturing that TC employees feel a pervasive insecurity and feel unable to attain the high expectations of the LT; “Pace at a price”, communicating the continual urgency and emotional intensity employees experience through organisational life and whilst working with FTSE 100 organisations; and ‘All aboard. All change’, reflecting the experience of continual change within TC as organisational developments are communicated continually and the LT seem to regularly change direction. The following photo shows part of the experience at the company retreat.

Photograph 11 - The TC Blueprint reveal in action – members of TC stood together



Once the TC team had walked through the exhibition and regrouped together in an Agora circle, the external facilitator critically didn't follow with the practice of asking: "how did that make you feel?" and, subsequently, "what are the likely implications for us?". Instead, they immediately split people into groups away from the Agora and asked groups to identify "three things they want to tell the LT". Group leaders then reported back, the first said: "we are *so* exhausted". This moment is described as having been "pregnant with emotion" and "a really big moment". The feeling deeply resonated with everyone in the Agora, they felt worn out. However, the external facilitator didn't explore that strong shared feeling, nor did they attempt to work on and with it; they simply abruptly thanked the contributor and moved on to the next group leader. The TC LT didn't intervene to ensure the emotion was worked through. As the consultant responsible for the two days said, this moment:

"Felt really, really, unsatisfying, because they [everyone in the Agora] needed to be heard and the catharsis just wasn't there." – *Lead Consultant 3, Interview 1, Aug 2020*

Strong, negative, feelings were left unaddressed. No shame, or guilt, on the part of the LT as originators of the current state of the organisation was expressed. In the January following the event, the CEO reflected on how this moment of failing to work through how employees felt towards the LT "created a (emotional) hangover" for the organisation. The "underwhelming" emotional experience of the reality check had long-lasting negative emotional consequences for TC.

Even though a part of the process so significantly failed, through multiple accounts from TC members at the two days, overall, it was felt to have been an emotionally "powerful" experience. As one team member put it:

"The summer camp was magical, everyone came out on such a high, such a high! Five people were in tears with pride, they were so proud. We were sky high...everybody was so on the same page, (emotionally) aligned...we had a lot of conversations, it ignited everyone's passions. It brought everyone together, we had a new respect for each other." – *Executive Assistant 1, Interview 1, Nov 2019*

Many people were emotionally moved and aligned through the experience. While aspects of working on and with negative emotions was missing, as the new purpose was revealed at least five people publicly cried in the Agora together given an immense feeling of pride in fighting for client employees. Through the Blueprint reveal, many people felt a surge in emotional energy. However, some negative feelings remained unaddressed which was felt to have a lasting effect on the organisation.

The Blueprint does make employees decide to leave and it is difficult for the LT to accept

As expected with clients, the clarity of the Blueprint influenced feelings of belonging and membership for TC employees. It strengthened the feeling for some that they deeply belonged and made others feel they no longer did. A Director described how the TC Blueprint created subsequent decisions around belonging and membership in the following way:

“I think the one thing is it [TC Blueprint] makes it really bloody clear what we're about. That whole mantra around: ‘it should act as a decision-making tool for people that want to be on the bus or off the bus’, I think is really true. I mean, from my perspective, I feel really behind it [the Blueprint]. It feels like a wicked thing to go after and something that I'm really bought into. I also think, like, for new people coming into the business, it makes it really clear what we're about.” – *Director 3, Interview 2, Apr 2020*

The Blueprint, for some became a compelling future to pursue. The same Director reflected on how the Blueprint reveal had been the catalyst to a colleague immediately deciding to leave TC. Indeed, following the Blueprint reveal the outworking of feelings of membership and belonging became evident as several TC consultants, and non-consulting employees, decided to move on. While TC consultants tell clients that 10% of employees will decide to leave following their encounter with the Blueprint, the TC LT experiencing it for themselves became increasingly anxious about the significance of leavers in the two months following. Rather than allow people deemed influential to leave it led to urgent efforts to engender feelings of belonging – multiple one-to-one conversations took place between the CEO and TC members. As an executive assistant described during an informal conversation:

Since (the Blueprint reveal) she noted there have been concerns around a drop in energy and challenges with talent retention, and the LT isn't sure if there is a correlation between the new Blueprint and people choosing to leave. - *Executive Assistant 1, informal conversation, Oct 2019*

It proved hard for the LT to accept their employees might choose to leave in view of the Blueprint they had created. While the Blueprint did have an effect on feelings of membership and belonging, it led to new efforts to enforce feelings of belonging among those deemed too important to lose.

Failing to immediately channel employee emotional energy leads to an emotional crash

One issue the LT began to realise is that they had failed to immediately channel the surge in emotional energy created at the Blueprint reveal. It was as though internalising the strategizing process had stopped at the company retreat, the LT didn't have an immediate plan for implementation. Some TC members described this as creating an intense "emotional crash" as nothing of substance seemed to be changing even though everyone now felt emotionally aligned. TC members began to feel frustrated, the new clarity of direction made the lack of substantive change or perceived movement almost unbearable. As one consultant put it:

"We need to act on it [the Blueprint]. People are going to start to get pissed off...we're working really hard...Everything feels tough. Yeah, we feel clear [given the Blueprint]. It still feels tough. When's it going to stop feeling this hard?" – *Director 3, Interview 1, Oct 2019*

The lack of immediate action could partly be explained by, as the TC CEO described, the LT got stuck in a "strategizing mode" as they attempted to internalise the strategizing process for themselves. On one occasion he shared his conviction that "business is five or 10% strategy, 95% or 90% execution" but that the LT had "drifted" into "90% strategy and very little execution". He later reflected that, through running their own strategizing process, they had "turned all their consulting energy on themselves". The answer was to now "ensure the consulting energy is placed (back) on clients and not the business". This being stuck in a strategizing mode was noted by many in the business. For example, one team member said at this time:

"They're consultants who are consulting on their own fucking business! They love to sit around and admire the problem like they would with a client. They sit around consulting, having the tough conversations, calling out elephants. Bringing up thoughts and never an idea what they are going to do. They can violently agree for half an hour. It's non-stop consulting on themselves!" – *Executive Assistant 2, Interview 1, Nov 2019*

Another TC member echoed this sentiment:

"At worst the LT historically was two weeks of prep, one week of debrief, two weeks of prep and it was like that's all you did is preparing for (strategizing sessions). So now the LT obviously is going to be completely different, it's going to be more executional they're not just sitting on an LT they're actually doing stuff." – *Financial Director, Interview 1, Jan 2020*

To make the Blueprint live within the business the TC LT needed to stop strategizing and become more executional. At an all-company 'huddle' in mid-October 2019, with TC members sitting in an Agora circle, the TC CEO stood in the middle to speak about a new phase they would be moving into together, of embedding the Blueprint into the business. During his talk he alluded to a forthcoming transformation of TC they'd attempt in light of the Blueprint:

"It's really the start of our own transformation. The start of a six-month process to make it [The Blueprint] real. That there are fundamental elements [hardwiring] and shiny elements of the transformation [softwiring]. Living the new Blueprint out is what is going on and it should ground everyone at TC, the Blueprint is something to lock onto and now operate out of." - *Observation notes of TC CEO speech, Oct 2020*



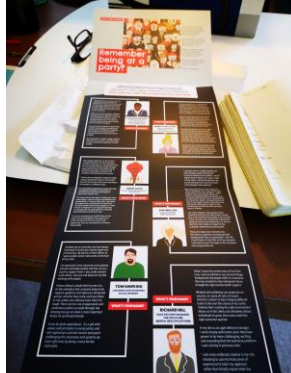
In response to employee frustration, living out the Blueprint was now a matter of transforming TC. In the months following, the CEO both reshaped the LT and restructured the business using the energy and logic of the Blueprint as the rationale.

The Blueprint periodically needs fully recharging

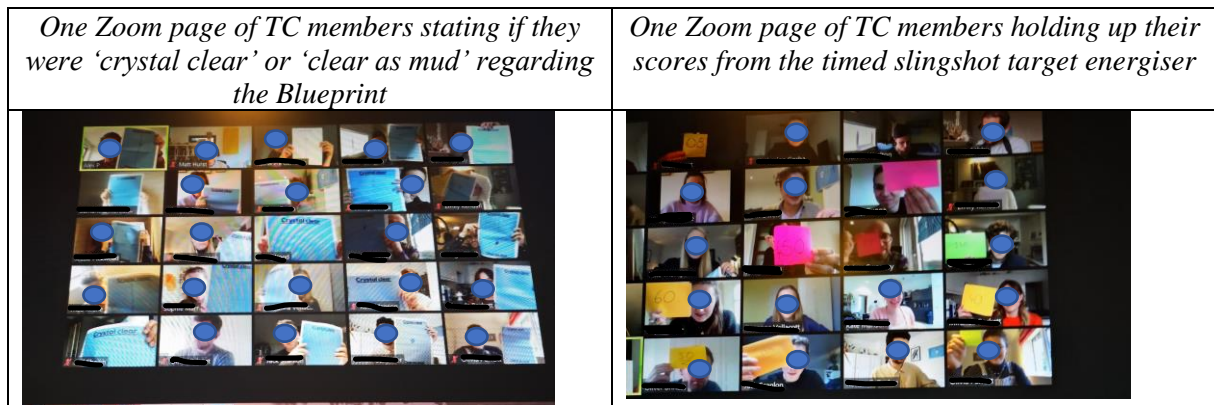
After one and half years of living with the Blueprint, the LT decided it was time to dedicate the whole of the first 2021 company retreat to “reconnect to the Blueprint and make it live in the business”. This decision mirrored how TC consultants revisit Blueprints with clients through annual two-day gatherings of executives and senior managers to attempt to get them “fired up” and “reignite ownership for executing the Blueprint”. The TC event was designed to re-establish the emotional need for the TC Blueprint and endeavour to have them author emotions together as they re-connected with the purpose, strategic drivers, and behaviours, so that they might feel greater ownership for its execution.

The TC two-day retreat was modelled on the new virtualised top manager Blueprint launches created during the Covid-19 pandemic. It was designed to virtually create iterative emotionally immersive experiences for everyone who was at home. For example, the whole company received meal and drink parcels to eat at the same times together and a box full of props and materials branded under the event theme to be used, on cue, during the sessions. These props varied from a specially printed newspaper to packs of stimulus for sessions, to snacks, candles, and even cocktails to help everyone maintain their energy and attention over the two days. The photos immediately below show one example of a piece of stimulus used together; the second row of photos show TC members using materials during team energisers.

Photograph 12 - The stimulus for the purpose session

<p><i>The stimulus for the purpose session contrasting ‘what’s your number?’ with ‘what’s your name?’</i></p>	<p><i>The stimulus first described the experience of feeling like ‘just an employee’</i></p>	<p><i>The stimulus then addressed what ‘feeling like a name’ was like (a person on a mission)</i></p>
		

Photograph 13 - Team energisers in action



To set the scene for the two days, the TC CEO addressed the whole company in a “virtual Agora” on Zoom. He repeatedly asserted his “total belief” in the Blueprint and his positive feelings regarding the unique mission he felt it provided. He also shared strongly contrasting negative feelings, a type of performance anxiety, he was experiencing regarding how he felt TC was still falling short of living up to the potential future of the Blueprint. As the following observation notes capture:

The CEO begins by saying “the year ahead contains multiple challenges” and that all TC members are “engaged in emotional journeys”. He talks about “wanting to win in 2021”, his belief that TC “deserves to win”, “has earned the right to win”. He asserts earnestly, multiple times, that TC is a “miracle business”. From the two days he wants to “get people into the same place of confidence and total belief” in the Blueprint he is experiencing. He repeatedly asserts his “total belief” in what could be possible in 2021. He then changes tone and says, “we have a problem in the way the Blueprint isn't living as it should yet in the business”. He contends that the Blueprint “isn't powering the business in the way it should”. He states that “there is something wonderful, possible, and yet we are falling short of it.” He “really, really believes that the Blueprint could be charging us” but that as a group they are “far off from what is possible, and that is powering his belief”. – *Observation notes, 2021 company retreat, Jan 2021*

Through the opening narrative the CEO strives to emphasis both a positive potential of the Blueprint and frame current efforts as failing to live up to that potential. Rather than time being spent on a reality check or case for change materials, to further elicit negative feelings, the focus of subsequent sessions was on the content of the Blueprint. During the purpose session, for example, stimulus was used to indirectly build emotional connections again with the importance of it. The intention being to build empathy and a sense of indignation for what their customers (clients) face. During the purpose session many TC employees converged around the feeling that the TC purpose is an important act of benevolence, it is “vital”, “urgent work” with potential for “grand impact”. They shared their pride in “turning every employee into a person on a mission”. They articulated their belief that TC could impact society and the whole world through their purpose which “leaves clients buzzing with emotional energy”. They appeared to feel that through their work they were liberating people in their workplaces and that the status quo many client employees face – of feeling like “just an employee” – was unacceptable and a fight worth fighting.

At the end of the two days the CEO closed the event stating: “this is a team that has stepped into owning the ambition of the Blueprint” and concluded: “you all know what we need to do. You all know.” Speaking with the CEO following, he shared his expectation from the revisiting of the Blueprint:

Reflecting on his most powerful moments of the New Years’ company retreat, the TC CEO says it was witnessing TC people having “total empathy” and “connection with the client”; understanding the significant impact TC members can have on their lives. He added that he felt that new empathy should lead to more discretionary effort of TC members and more collaboration across the business. - *Notes from CEO interview, Jan 2021*

By deeply re-engaging with the Blueprint the CEO hoped new empathy with the client was forged and TC members would exert more energy. The expectation was that empathy would lead to greater discretionary effort of TC employees and deeper connections between them.

As previously stated, and in summary, internalising the strategizing process took the TC LT longer than expected as they attempted to work through all their relational emotional complexities. Once revealed to employees the TC Blueprint built emotional energy for many and had a lasting negative effect as some emotions weren’t properly worked through. The Blueprint reinforced feelings of affinity and alienation, some employees choose to leave. In practice, this proved difficult for the LT to accept, instead they sought to stop some leaving who were felt too influential to lose. In creating the Blueprint for themselves, the LT became stuck in a strategizing mode which created an emotional crash across TC as employees became frustrated with a lack of an immediate plan for strategic action. As the Blueprint was eventually brought to life in TC significant changes were made. However, as with clients, there was a need to recharge the Blueprint and be recharged by it through dedicating two full days to exploring its meaning. In addition to internalising the strategizing process, TC habitually use aspects of the elements in the life of the organisation, this will be explored next.

7.3 The ongoing use of the strategizing Elements

TC attempts the ongoing use of aspects of the strategizing process elements during daily organisational life. The LT believe their use should result in a more effective consulting business. This means that techniques used intensely across two days with clients are used continually at TC. As a consultant described on one occasion:

“I feel like [TC] has great intentions for the stuff around emotional commitment; and adult-to-adult conversations; and ‘make them care’; like all the principles that we put in for a Blueprint or a [senior managers] launch, I can see real examples of where that’s the case [at TC]” – *Lead Consultant 5, Interview 1, Dec 2020*

Another consultant described this ongoing internalisation of client approaches in this way:

“We’re good at [doing the things we tell our clients to do to ourselves]. So, we make sure, we have a purpose, we’re really clear on strategic priorities and behaviours. We try and carve out regular space for people to reflect and talk about how they’re feeling and emoting and talk about the mission we’re on. We do lots of stuff to make it feel like a journey.” – *Lead Consultant 2, Exit Interview, Nov 2020*

Regular time is allocated to work on, and with, emotions to generate the feeling of being on an important mission together. As will be shown, the ongoing use of aspects of the elements has hidden implications and unintended effects.

Producing emotional alignment can create counterintuitive ideas but takes significant amounts of time to accomplish

The TC LT aims to pay attention to the ongoing feeling of alignment between them. If you ask an LT member how the team is, for example, they will answer frequently with “really aligned” or “not at all aligned” to summarize their view. The pursuit of continual emotional alignment generates a notable level of confidence across the LT. It equally demands considerable amounts of time to achieve and sustain. This always presents a challenge given the myriad of urgent demands presented by daily business life. The LT believe, as they do for clients, that divergence away from emotional alignment between them may lead the LT to pull TC in different directions and erode business performance. On one occasion, for example, as the LT debated reasons for resignations in the business the TC CPO recounted:

“We [the LT] said we needed to re-align, [the CEO] was in a panic mode. There had been a number of resignations. He went into a panic mode he said he felt ‘really cloudy’. We [the LT] said we need to re-align; it [the situation] feels really messy...” – *Chief People Officer, Interview 2, Feb 2020*

Faced with challenges, the LT felt emotionally re-aligning was a priority. To re-align took time; on this occasion the TC CEO said it wasn’t a “one- or two-hour conversation” that was needed, but “a five- or seven-hour conversation together”. On another occasion, the Senior Partner and CEO sought to renew their feeling of emotional alignment regarding their relationship and on several important business matters. They had an intense two-hour conversation to argue and agree what they really needed to have a conversation about to renew their felt alignment for the way forwards. Continually seeking emotional alignment demanded significant amounts of LT time.

The process of arguing for emotional alignment often resulted in TC taking somewhat more counterintuitive moves compared with their competitors. One example was observing the LT grapple with how to respond to the COVID-19 pandemic. Through taking time to argue, to emotionally align, they arrived at the decision that no one should lose their jobs and instead they should increase the pace of hiring new key members of staff as they believed that the market would quickly recover putting them in an advantageous position. This contrasted with other firms who, at the time, were cutting employees to protect profits. On this occasion, the TC LT decision proved prudent and they were able to capitalize on the rapid recovery in client demand.

The LT seek to sustain continual emotional alignment across the wider business. Similarly with clients, the preference is to work indirectly on the emotions of the team to ensure self-authorship of emotions and greater ownership for what is decided. The ongoing experience of this can be complex

for TC members to navigate, as one consultant put it following one agora session together as a business:

“At times [the LT] can be quite hands off. So, they kind of want us to corral around a thing [arguing together]...but then kind of God like, which is like I'm going to plant the seed of an idea, now you discuss, debate, get the answer for yourself. Then we'll go 'Yeah, that feels right or not'. One is participation, the other is steering. That combination of like, hands off and god like, at the same time.”

– Director 3, Interview 1, Oct, 2019

The indirect working on, and with, emotions via arguments makes the LT feel both removed and omnipresent to TC members. During these agora sessions, the LT are very watchful for the emotional responses of TC members and actively discuss what they've noted. On one occasion, for example, the following was observed:

At the LT meeting following the weekly huddle the CEO says: “I was struck by the lack of emotional response at the huddle, people didn't know how they feel or what to feel... *WOW!*”. He said he looked around the group and thought “*wow* they don't know how they feel about any of this!”. He continued “It was all individual-by-individual emotional states and feelings, there is no broader team opinion or verdict about things and feelings towards things.” - *Observation notes of LT meeting, Oct 2019*

The lack of a shared emotion and emotional alignment about what had been discussed during a team agora session was seen as problematic by the LT and deeply troubling to the TC CEO. On another occasion a consultant described the experience of this attentiveness to shared feeling:

“It feels like it's kind of being watched over. I mean, it just feels like that in any aspect when you work with [the CEO] that shadow that [they] cast, [they're] wicked, but everyone's kind of waiting for the recognition or the nod of the head” – Director 3, Interview 3, Apr 2020

In response to the LT desire for emotional alignment, TC members look for their watchfulness and approval regarding what they are feeling. Attempting continual emotional alignment can produce counterintuitive ideas, building the confidence to implement them. However, it also takes considerable amounts of time and drives employees to watch for signals that how they are feeling fits in relation to situations. To facilitate ongoing emotional alignment, the LT believe in continually sharing the “unvarnished truth”, this will be explored next.

Ongoing radical candour can produce deeper emotional commitment among TC members but it can create confusion

The LT seek to establish and sustain among themselves, and the wider business, the “unvarnished truth” of what is happening at TC. As one TC consultant said, this continual pursuit of the “unvarnished truth” has both “light and darkness”. The LT share, for example, with the whole of TC very early conversations they are having with potential acquisitions, joint ventures, new employees, and client prospects. The LT attempt to demonstrate radical candour, as encouraged with clients, creates an ongoing expectation among TC employees to always know what is happening in the

business. As one consultant described, suddenly not knowing something becomes a very troubling experience:

"Because a lot of stuff is really in the open, like, when we're making acquisitions... everything feels like it's fair game to chat. It's quite rare to be completely blindsided by moves. So, when that happens, people freak out in a way that I just can't imagine is normal in businesses where most things happen behind closed doors... The *only* times I ever feel on edge is when I get that something is going on and I don't know what it is." – *Senior Architect 1, Interview 2, Mar 2020*

A commitment to sharing the unvarnished truth can generate exceptional employee anxiety when they feel something is being kept from them – it is presumed it must be very serious. Speaking with TC members, this level of transparency made them feel deeply included, or “in the circle” as it was often referred to. They would express feeling intensely emotionally invested in the welfare of the business. As one of the Executive Assistants put it on one occasion:

“The CEO loves to bring people, a lot of people, ‘in’ so that they feel heard. He's always interested in their opinion. But then you end up with half the business knowing, half not knowing something, and then obviously everybody knows something!” – *Executive Assistant 1, Interview 1, Nov 2019*

While transparency for emotional alignment can create belonging and commitment, it is also often remarked that it can lead to confusion. Given the pace of change, it proves impossible to keep everyone abreast of rapid developments. As another Executive assistant put it:

“The rate of change is continuous. They (the LT) try and get everyone clear but then things change again. They’ve gone to the business, and they’ve said: ‘this is something new.’ They present it, then more work is done, and it changes, again! They probably should have waited, but they try and get people clear. But it can create confusion...sometimes too much transparency creates confusion and frustration.” - *Executive Assistant 2, Interview 1, Nov 2019*

By trying to keep the business emotionally aligned it is possible to create confusion and frustration. On one occasion, during the COVID-19 pandemic, the LT shared their version of the “unvarnished truth” with the whole of TC regarding decisions they needed to make. The Financial Director and CEO did a presentation that made fully transparent the current client pipeline of revenues, cash in the bank for TC, current cash burn rates, overhead costs, profit aspirations, and provided various forward projections against different possible scenarios. Following, TC consultants said this level of sharing the unvarnished truth would never have happened at their previous management consultancy. As a TC consultant captured in the following remarks, it attempted to make everyone feel invested in and responsible for what happens next:

“Transparency is brilliant but what it does is it creates revenue accountability, whether real or perceived, from every individual at every level of the business. Any revenue gap is felt all the way down the organisation...People really care, they really care about the success of the business. I’ve said other places are like a cult, but here people give a shit! There is the cool aid and people *really* care. The burdens of leadership, revenue, and commercial performance of the business; everyone has a little bit of that...” – *Lead Consultant 3, Interview 1, Aug 2020*

Being radically transparent attempts to make everyone feel emotionally invested in the fortunes of the company. While it can be motivational it can also leave organizational members at every level feeling

the 'burdens of leadership' and deeply caring beyond their given role and responsibilities. The radical candour is part of a broader commitment to emotional openness during daily life at TC which is explored next.

Emotional openness is intoxicating for TC members but can turn toxic for some

The importance of being-in-state is seen as imperative for life inside of TC. The ability to attend to the emotions of, and emotional dynamics between, others is seen as a sign of strong leadership. As, on one occasion, a consultant put it:

“If you look at the leaders in this business who are really effective, they are the people that walk into the room and just inject energy into others. I’m just thinking about people who are really successful in this business.” – *Senior Architect, Interview 1, Mar 2020*

The ability to rapidly create emotional energy in others is identified in the LT members, for example on another occasion the TC COO said of the TC CEO:

“[The CEO is a] very emotional leader, he’s incredibly emotional and as a result he’s able to create emotional connections. That’s his superpower: to leverage emotion and he uses his empathy to do that.” – *COO, Interview 2, Aug 2020*

Emotional openness is thought to build emotional connections with others as they feel compelled to be as emotionally open as the leader. Given how much being-in-state is valued as a leadership quality, learning to be in rhythm with one another, how to elevate mood, remaining sharp and aware of the energy in those around them is a skill consultants value acquiring. One TC member put it this way:

“This [State] is one of the biggest things that I've learned in our business and it’s the kind of thing where I think, ‘my goodness, I wish everyone got a chance to know about this’”. – *Lead Consultant 1, Interview 2, Mar 2020*

Given the felt importance of being-in-state, there is a continual focus, by LT and TC members, on one another’s state. This generates an intense emotional energy across TC as members seek to assess state and optimise it together so they can “rock it” in moments of organisational life. The intensity of emotional openness means consultants can feel they must always engage deeply in organizational life. To not do so can result in the assumption, often by LT members, that something must be wrong, needs attention or an intervention. On one occasion a consultant recounted an example of this intervention in the following way:

“We were sat in a (TC) Agora session and were being asked by the LT: ‘What could the impact of this be? How do we feel about it?’ I didn't say anything. The CEO pulled me aside at the end of the day and asked: ‘What's going on? Are you okay? You’ve been really, really, quiet’. I said, ‘Yeah, I’m fine, just a bit tired, working on other stuff and I didn't really have anything to contribute’. He asked again, ‘Are you sure you’re okay?’ I said again, ‘Yeah, I’m fine’. Then 10pm that evening the CEO sent me a text to my private phone saying: ‘I’m always here if you want to talk’! You can't just phone it in. You can never just phone it in you've always got to be 100% present, I guess that's the kind of thing that creates a tone of intense emotion to it all.” – *Lead Consultant 2, Exit Interview, Nov 2020*

The constant tracking of emotional openness and energy is an intense experience for some TC members and can produce what feels to be unsustainable demands. Given the expected levels of emotional openness during organizational life, for some it felt as though their whole selves were made relevant for performance feedback, rather than just their actions, including their likely hidden underlying psychological needs and intents. Team feedback sessions between TC members could be like a prayer circle, with participants stood, and everyone taking it in turn to address one member and to talk about their social impact in the previous meeting and reminding them about their potential to impact what happens in the next meeting. Given the feeling of intensity, and the self as fully available for feedback, many TC members talked about feeling increasingly “shit” about themselves. Continual emotional openness was making them feel vulnerable. People shared ways to avoid making public how they really felt as they were worried it could be misconstrued by the LT and they could, counterintuitively, become known for not being able to optimally control their emotions. The insecurity born of emotional openness can affect junior and senior TC members alike; for example, the CPO shared on one occasion:

“I gradually felt I’m failing in every sphere of my life, (TC) makes people feel underconfident, like they’re not good enough. It came up in the [summer retreat], it came up twice before, now it’s happened to me. I’ve seen it happen to three others. There’s something here in the environment that systemically creates insecurity...the emotional intensity can create positivity but also massive insecurity...” – *Chief People Officer, Interview 2, Feb 2020*

Focusing on intense and sustained emotional openness has positive effects but also creates the conditions for significant negative experiences for some employees. Being emotionally open at TC strikes all the new employees as unusual. It is particularly so for those joining from large management consultancies. As one consultant put it:

“It’s emotionally open [at TC]. This is just a small example, but the CEO going on to Slack and posting about how he got emotional about Biden’s inauguration and he posts, like: ‘Oh, this is what gave me joy this weekend’ and stuff like that. That for me, the first few weeks, that was quite new. I was like, ‘What *is* this?!’ ...At [my previous consultancy], we were not really like that in terms of being emotionally open or talking about that.” – *Director 4, Interview 2, Mar 2021*

It takes time for new employees to come to terms with the level of emotional openness normalized at TC. The importance of attuning to situations and feeling your way through events, is something modelled by the LT. On countless occasions LT members, especially the CEO, were observed publicly expressing emotions in relation to what was occurring in, and around, TC. On one occasion, for example, the TC CEO wrote on the company Slack channel:

“What an emotional end to an important week...if I am honest, I have been on a journey of emotions so complex I haven’t known what to think...we are navigating an enormous amount right now. I remain proud and grateful that I am doing so with this group of people. Like I said, an emotional end to an important week. Be well. Enjoy the Sun x” – *CEO Slack post to all company June 2020*

Rather than express single emotions, the LT share the emotional complexity or emotional “journey” they are experiencing. Consultants stated that such authoring of emotions – acknowledging how complex emotions could be - by the LT set the emotional tone of the business. For TC members to

witness the LT care so much about the business led TC members to care just as much. As one TC consultant remarked following a team Agora session:

“Did you see [the LT member]? He was quite tearful on Thursday...It [the LT’s emotion] makes you more emotionally invested in a different way because I’m like: ‘Oh my God. He really cares about this’. You see he’s human. He’s like: ‘I really want this’. It’s, like, a very human aspect to it. It doesn’t feel like just a job.” – *Lead Consultant 4, Interview 1, Aug 2020*

Continually using being-in-state means life at TC is made to feel more than just a job, something important. TC members describe how the regular, and deep, sharing of how people feel can lead to complex and close relationships with one another. Most express experiencing blurred boundaries in the role TC plays in their lives. They see one another as close friends, not work colleagues; a number describe forming sibling style relationships with one another or a parent-child dynamic with one of the LT. For some TC members the emotional openness and resultant relational complexity can become overwhelming, as one consultant put it:

“It became toxic for me. I just felt embarrassed and ashamed. I was 30, 32 years old at the time, I was like, ‘you should not be feeling like this’. Part of it was like ‘I need to get out’ (of TC). The need, the need to feel like you’re in someone’s light, you know, it’s not a good place to be.” – *Lead Consultant 3, Interview 1, Aug 2020*

The continual depth of emotional openness with the LT, for some, could become destructive as they increasingly relied on how others felt towards them. LT members are also thought to be prone to these emotional complexities given the level of emotional openness between them. On one occasion, for example, the TC CPO put it like this:

“It’s emotional as hell! It’s so emotional (in the LT) because there is so much father-son shit going on between the leaders. Wanting validation, there’s massive [emotional] attachment.” – *TC CPO, Interview 2, Feb 2020*

For TC members, including the LT, the emotional openness generates a complexity of emotions flowing between them that can prove problematic and difficult to live with. The TC senior partner captured the experience of this flow of complex emotions in the following way:

"It's irreducible, right, everything [at TC] will start with some emotion. So, it's such a swirling set of emotions. At different times, there are different links, you know. There's an enduring emotion about wanting to realise some value from this business and what that means to us emotionally...So there's an enduring set of feelings around that which always underpins an awful lot. Then there's sort of interpersonal dynamics and feelings, you know, the need to not just please but play out the roles you have... you know, there's fear, there's panic, there's worry, you know, which is sort of driving us a lot and the idea of being balanced and confident." – *Senior Partner, Interview 4, Jul 2020*

Being emotionally open, via being-in-state and tracking the state of the self and others, leads to an awareness of the complexity of emotions running through TC. While the attention to emotional openness at TC is motivating for some members, making them feel invested in the business, for other TC members it can become a toxic experience and negatively affect them. Given an orientation towards emotional openness, feelings are used to shape the direction of TC which, next, will be shown leads to both intended and unintended consequences.

Using feelings to determine direction can heighten responsiveness to issues but also intensifies unpredictability for TC members

The TC LT are committed to continually changing the business so that they feel they are transforming “faster than the world around them”. They stay alert to how situations make them, and other TC members, feel. As with clients, feelings towards internal and external events are taken seriously as data to move on, this results in rapidly shifting priorities. As one consultant put it:

“On a good day, I'd say 80% of what you expect to happen does happen. On average, that's probably like 50%, or on a bad day that's like 10%. It can be very, like ‘[the LT] has decided this’. All of a sudden, your day has changed...It feels worse in this business... often it's for the right reasons but that still doesn't mean it's not frustrating like I spend a lot of my time doing stuff that just doesn't translate into anything.” – *Transformation Lead, Interview 1, Oct 2019*

For many, the commitment to change faster than the world around them is a disorienting and frustrating experience. The LT regularly develop provocative points of view, based on hunches made of emotion and little data, to make sense of situations they face and develop a way of feeling and thinking about the significance of them. TC members typically describe the LT as “restless”, in “perpetual motion”, striving for “the near impossible” if they feel a course of action is now the right one to pursue. Some consultants remarked how the LT restlessness and commitment to change faster than the world around them introduced a paradox and tension to the business – the LT tried to change so often that nothing substantial seemed to change. This resulted in a cynicism for some TC members, for example one said:

“Why am I going to believe this one (change)? Why should I get behind it? Why should I emotionally get behind this one...the change never actually comes.” – *Transformation Lead, Interview 1, Oct 2019*

While some TC members expressed this cynicism, many seemed to find this perpetual movement and pursuit of change emotionally exhilarating as well as disorienting. As another consultant explained on one occasion:

“Things change all the time (at TC) and I don't mind too much when things change, because I think that's part of the thrill of, ‘oh, gosh, now there's something else, and now there's something else, and now there's something else’. The high that you feel tackling something or when you've been working all hours...Like, really, nothing compares to that!” – *Lead Consultant 1, Interview 1, Jan 2020*

For some, the constant pursuit of change can be emotionally rewarding. However, treating emotions as data to develop a point of view around and act against can prove challenging for the TC LT. On one occasion the TC CEO shared his desire to care less about the emotions of others in the team:

“We need to get better at absorbing the emotional dynamics of the business and not responding to them, to not give so much of a fuck about them.” – *Informal conversation with TC CEO, Aug 2019*

Attempting to strike the right balance of emotional responsiveness was something the LT continually struggled with. A willingness to take how the LT feel about situations as valid data around which to

rapidly develop a point of view can result in mood swings within the LT and wider business as situations unfold. For example, on one occasion, over the course of two LT meetings at the end of June 2020, the following happened:

During the late June LT meeting the Senior Director and CEO shifted their whole outlook on the likely performance of the business in multiple areas given a client win just before the LT meeting. The overall feeling communicated was that things would now be a breeze and that everything would inevitably work out. It resulted in a bullishness, sense of momentum and optimism based on this most recent development. The following week, the mood in the LT was completely different given the way some business hadn't converted to client work over the preceding two days. Everyone was noticeably more sombre, the LT team seemed drained especially the CEO. It particularly coloured a conversation around a Joint Venture which was now seen as problematic; the CEO kept saying "I'm just not clear on what we're gunning for here" – *Observation notes from LT meetings, late June and early July 2020*

Given feelings are treated as serious data, the whole perception of the performance of the business can rapidly shift. This propensity to mood swings is evident across the wider business too. On another occasion a director described how notably the emotional energy across TC can change given developments in the business and how emotionally open people are in response to them:

"I think the mood in the office can fluctuate, like in a 12-hour period. So, you come in one day and it feels really tense. You can come in one day and it feels, like, really high energy and everyone's in a really good mood...It is actually pretty imbalanced how it feels." – *Director 3, Interview 1, Oct 2019*

Focusing on emotions and how one truly feels can result in rapid moods swings across TC. Using emotions to continually make sense of what is going on in, and around, TC results in a readiness to change and, also, intensifies how unpredictable organizational life can feel for TC members leading to frustration.

Feeling "totally aligned" can be motivating for TC members but can feel deeply manipulative

Continuously being made to feel emotionally aligned makes many TC members feel as though they belong to a special group of people engaged in important work and, fundamentally, energised. As per client strategizing events, the source of emotional alignment is not via direct means, but indirectly, as one consultant put it:

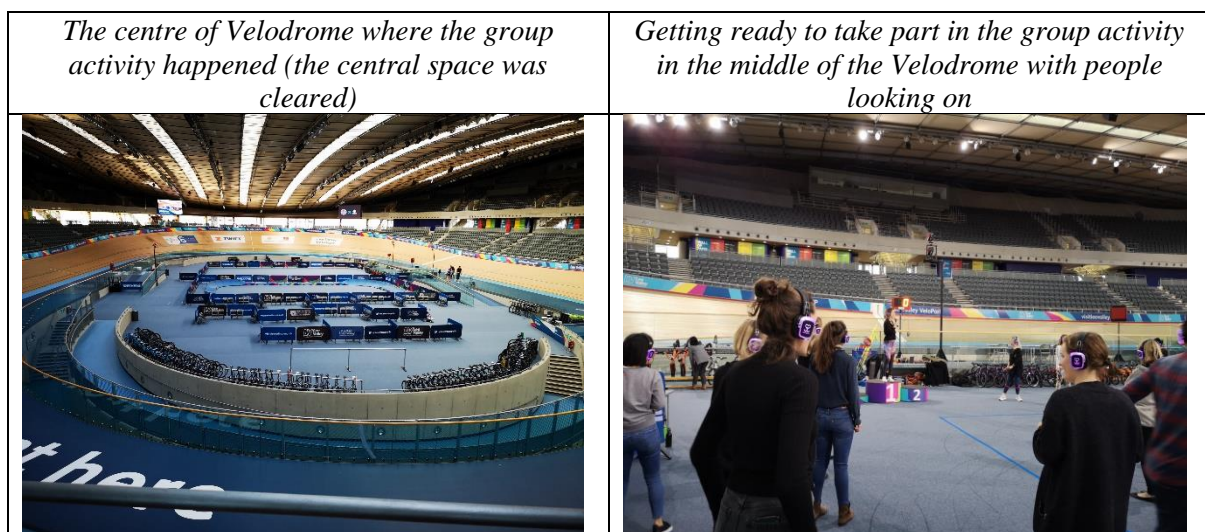
"Whether it's in a huddle slot, creating space for people to emote and share how they feel and share anxieties; whether the rallying cry messages on the Friday afternoon: 'rest up well this weekend, because next week is going to take everything we've got!'. It's making everyone feel like they're part of the journey, making everyone feel like there's this one big thing we're all trying to do, which is brilliant. It is one of the things that can make (life at TC) feel consuming." – *Lead Consultant 3, Exit Interview, Nov 2020*

Feeling emotionally aligned, and on a journey together, feels both exciting and consuming. An emotional energy comes from TC members feeling and thinking in similar ways about the current state of the organisation and its future. One consultant described how it made them feel "frantically happy", another tried to explain how it felt using the metaphor of an 18th Birthday Party:

"The image I have [of how TC feels] is like an 18th birthday party. There's that hungriness, that nervous expectation that you've got on an 18th birthday party. That moment where you feel indestructible and willing to take risks...feeling really strong... There's an element of frivolity and joy...I think it also has that energy, it has that sort of fizziness about it...The energy is coming from a real like mindedness. It's almost like we could all have gone to the same school." – *Lead Consultant 5, Interview 1, Dec 2020*

For many, feeling emotionally aligned can make them feel on occasions indestructible and strong. One striking example of the energy that could be produced by the TC team was during a two-day retreat. On the morning of the second day, everyone was gathered in the centre of a Velodrome in London where the retreat was taking place. All TC members were given headsets into which an instructor could speak, music would play, and everyone was asked to: “put the headsets on and stand in a space where you can easily move around”. On a pedestal, in the centre of the room, stood the instructor who said: “Close your eyes, I’m going to take us on a journey together, dare to let yourself go!” Over the next hour, the group moved as a group, with different kinds of music playing through the headsets and with different instructions given. At the very start, upon instruction, everyone pretended to paint a portrait with their eyes closed, making the painting movements bigger and bigger with encouragement. By the end of the hour, everyone was crawling across the floor acting out an epic battle with an alien species on a faraway planet; they were partaking in an ‘illegal rave’ in Ibiza – complete with TC members dancing on tables in the open and public space. At the end of the session, the instructor was amazed: “I can’t believe how much you all went for it! I was going to do something tame, but you let me do something intense!” Not a single person had opted out of the activity. Some of the TC members were covered in sweat from the amount of energy they’d committed to the improvisations. Speaking with TC members afterwards, it seemed they were used to performing in that full bodied way together during life at TC and to fully giving themselves to one another in the process. Below are photographs of the public setting of the group exercise and the exercise about to start:

Photograph 14 - Team activity in the Velodrome



TC members are used to the need to commit themselves deeply to activities and being emotionally vulnerable with one another. At the same time, for some, the feeling of continually being emotionally aligned - and in a common emotional state with one another - generated the feeling of subtly being manoeuvred and manipulated. As one consultant put it:

“Some of the things that go on around here. I mean, it can be a pretty manipulative place, especially where the LT is concerned. I think people [the LT] don't go out there thinking, okay, I want to manipulate her into doing something.... I don't think that there's a lot of maliciousness and malice that exists around here.” – *Lead Consultant 1, Interview 1, Jan 2020*

Being indirectly made to feel emotionally aligned can feel manipulative. Speaking with TC members about their experiences of reaching ‘total alignment’ seemed, for some, to also produce tightened senses of capacities to act, narrowing the potential repertoires of meaning available to them. Being strongly aligned potentially cut off future grounds for objection, casting such thoughts as unreasonable or unnatural. People commented that the way the LT might recount the emotional experiences of past events, and future potentials, was so subtle that they could feel they were being ‘manoeuvred’ into a seemingly inevitable position and way of seeing things moving forwards. For example, the LT are very skilled at talking people into things they hadn’t previously considered. One Senior Partner said the CEO, in particular, is like the ‘pied piper’ and can lead people anywhere. This pattern was observable in new employee hires that failed. Three senior leaders separately conveyed how they had met with the CEO while not actively looking to move positions, indeed all three had reasons why such a move would be suboptimal and highly likely to fail. However, they all joined TC.

They each expressed how upon joining they felt elevated by the CEO, put on a ‘pedestal’, but as that faded they all questioned themselves. Previous reasons why the roles for each shouldn’t be feasible, given limited time available due to other life commitments for example, eventually became a reality. The CEO then initiated conversations with each of them stating that in hindsight it was never going to work out. One such leaver was the, then, CPO as the following ethnographic notes capture:

The CPO has one week to go at TC, we’re sat in a restaurant having lunch before she leaves. She reflects that when she met the CEO she was a full-time mum on maternity leave from a large consultancy. When she met the CEO she had ‘no intention of joining’, she wasn’t even looking. However, she says the CEO ‘was excited by me’, that he ‘threw out big salary numbers’. She had emphasized that she had limited time available, he’d ‘responded by saying it wasn’t a problem’; that ‘I really feel there is something here’. She described how magnetic he’d been and that she’d felt so much alignment between. She met the Chief Operating Officer too and she joked ‘I don’t know how anyone can say no to those two’. Following, she ‘felt really pumped’ at joining TC. However, upon joining she soon realized her lack of available time was a real issue, and that in practice she didn’t have the experience they were hoping for the role, she soon felt she was failing in all aspects of her life: ‘I took a massive hit in confidence, it all made me feel really insecure, I felt a massive crash’. - *Ethnographic conversation with Exiting CPO*

The senior person felt they have been manoeuvred, or manipulated, into an impossible position. One of the other senior people to leave described their amazement that they’d never asked for a written job description through the hiring process. They too had been pulled in by a feeling of chemistry, excitement, and alignment that had been enough to see them leave their prior consulting role and join

with TC. Eventually, upon encountering all the demands of the senior role, the emotional intensity in TC, she too soon realized the role wasn't for her.

Those who feel like they are failing in roles have described a common experience where they become aware of a feeling towards and around them that things are not working out. They've found it hard to explain, but the sense that something is happening around them. One director shared an experience they had never recounted internally when they experienced the feeling of being steered into a position regarding their role and the future, and yet found it very hard to explain how they felt that had happened. They explained that a meeting they thought was purely a moment to connect with an LT member seemed to turn into them being given feedback and made to feel they were failing in their role. However, that was not explicitly said, instead there was a pervasive feeling of disappointment being shared by the LT member; the encounter created the feeling that 'something went down' and yet exactly what eluded explanation as the following comments show:

“We (me plus the LT member) had this really extraordinary meeting which I will never forget, which I've never had with [them] since, or before. It was basically pitched as a relationship meeting...But it was basically a bit of feedback that went: 'I'm really disappointed this isn't working.' It wasn't really that explicit, it just felt really uncomfortable... It felt manipulative, underhand. Not really clear. There was definitely disappointment in there, it was in the ether and not articulated... We're just sitting outside the restaurant, and I thought, 'oh, that just happened.' – *Senior Director, Interview 1, Jan 2020*

Without directly referring to emotions, emotions are communicated and produced during interactions with the LT and this makes TC members feel manipulated. Feeling emotionally aligned, and the feeling of being deeply synchronised with others, can mean that TC members are disproportionately affected by moments of disappointment by the actions of the LT. As the same Senior Director put it:

“[The LT] is very good at helping people navigate the highs and lows and making them feel that the lows have actually been highs; they're not a low... So that means that you rise and fall together; you are whipped into an emotional state. So, all the emotion is there... it creates a bond, but it has been worked up. Therefore, when you feel that you've been disappointed then it probably has a more extreme impact than it should, or that it warrants, because you're already in an emotional state.” *Senior Director, Interview, Jan 2020*

Being in a shared collective emotional state, means that moments of disappointment jolt and surprise TC members, they don't expect it to be disappointed. Being made to continually feel emotionally aligned can engender a deep feeling of belonging, it can be motivating, but can also feel manipulative.

7.4 Chapter Conclusion

In this chapter I have provided further depth regarding the workings of the strategizing process and its elements. To do this I followed the internalisation of the strategizing process within TC and, also, how aspects of the elements are used continually in the organisation. In doing so, I have shown the hidden challenges and unanticipated effects of internalising both.

As shown, the LT didn't apply to themselves the “brutal oversimplification” used with clients, instead they tried to address a range of complex, emotionally charged, relational issues between them.

This proved difficult for them to do on their own and contributed to the strategizing process taking longer than expected. The results were increased employee frustration and pressure upon the TC LT to develop something that could justify the delay.

I have shown that through the reveal of the TC Blueprint to employees, emotional energy was created. However, there were negative lasting effects as emotional dynamics were not properly addressed during the episode designed to work on and with negative emotions. In addition, by not immediately grounding the emotional energy generated through the Blueprint reveal into strategic action within the business, the LT created fresh frustration amongst employees.

The Blueprint was shown to impact feelings of membership and belonging for TC employees. While some employees felt greater affinity for TC, it made other employees feel alienated and they decided to leave. In practice, employees leaving based on the Blueprint proved difficult for the LT to accept and they attempted to reinforce feelings of belonging and membership particularly with those who felt too critical for the business to lose. Finally, I have shown that, periodically, the Blueprint needs to be deeply reinvested with emotional meaning and time needs to be made for leaders, and their teams, to emotionally reconnect with the purpose, strategic drivers, and behaviours.

In addition to the internalization of the strategizing process, I have shown some of the hidden challenges and unanticipated consequences of continually using aspects of the Elements in organizational life. The TC LT seek to sustain a feeling of emotional alignment across the business. This can create confidence and somewhat more counterintuitive ideas but takes significant amounts of time to produce. To support emotional alignment, the LT seek to continually make known the “unvarnished truth” about what is going on in the company to all employees. This radical candour can produce both deeper emotional commitment and it create confusion amongst employees as situations quickly evolve. More broadly, the practice of being emotionally open with one another is both a compelling experience for some TC members and can turn toxic for others as it produces complex, emotionally charged, relationships.

The LT attempt to rapidly change in response to their feelings about what they perceive to be happening externally and internally around the organisation. This willingness to change seems to create an organisational responsiveness to issues that can feel exhilarating, however, it also intensifies how unpredictable organizational life is for TC members which is disorienting and frustrating. Finally, I have shown that being made to feel “totally aligned” can be a motivating experience for TC members; it can also feel manipulative as employees feel manoeuvred into embracing new ways of thinking and feeling through means they find hard to articulate. Please reference again table 10 summarising the hidden challenges and unanticipated effects of internalising the strategizing process and the ongoing use of the Elements.

Having presented the three empirical chapters of the thesis, I now turn to the discussion and implications of the findings. I will consider both the theoretical and practical implications of the

findings and then detail the boundary conditions of the thesis and possible directions for further research.

8 Discussion & Conclusion

8.1 Introduction

In the previous three chapters, I have shown the elements that make the strategizing process which is crafted by consultants; how these elements are combined into episodes that form the strategizing process; and, finally, I have shown the hidden challenges and unanticipated effects of the strategizing process and the ongoing use of aspects of the elements. In this chapter I explore the empirics at a more abstract level as I engage with the overarching research questions of this dissertation: *How do consultant-designed strategizing processes use client emotion in the formation of organisation-wide strategy? How might this use of emotions and emotional dynamics in strategizing be shaped by the need for strategic action? How are strategy resources used to shape emotions and emotional dynamics in the strategizing processes?*

I begin by, firstly, providing a brief overview of the main arguments from the findings. Secondly, I explore each argument in detail drawing from the empirical material. Thirdly, I explain the theoretical contributions of the findings followed, fourthly, by the practical implications. I end this chapter with outlining the boundary conditions and possible future directions for research.

Summary of main arguments from the findings

In answer to my three research questions, I theorise that in my case the ‘doing of strategy’ (Jarzabkowski, 2005; Johnson et al., 2003), and the strategizing process created by consultants is predicated on intensive emotion work; prioritising the effortful working on and with the emotions of, and emotional dynamics between, clients to accomplish organisational strategy (Lawrence & Phillips, 2019). Drawing from Hochschild (Hochschild, 1979), I define this emotion work as the deliberate act of ‘trying to change in degree or quality an emotion or feeling’. Strategizing is a process of emotion work through which the consultants attempt to craft an intense emotional configuration with clients during strategy formulation that can charge their strategic action. The aim is to simultaneously materialise strategy and mobilise clients to take the necessary strategic action. I next summarise the three main arguments from the findings:

- *Argument one: Strategy is materialised, and clients are mobilised, through the construction of an emotional battery during strategy formulation.* The overall strategizing process works on clients’ negative and positive emotions in specific sequence and combination, repeatedly moving them towards alignment, while endeavouring to make them feel self-authorship throughout. The resulting negative and positive emotional poles achieved through emotion work are strengthened through contrast with their opposites and the tension between them can mobilise clients for strategic action.
- *Argument two: The construction of an emotional battery is reliant on highly socially ordered emotion work.* The creation of the emotional battery requires establishing the conditions for highly socially ordered emotion work, so that work can be ‘done by the self upon the self, by the

self upon others, and by others upon oneself’ as highlighted in the literature review (Hochschild, 1979). Iterative socially ordered emotive experiences are crafted by the consultants using strategy resources to drive the effortful shaping of clients’ emotions towards, and thoughts about, the past, present, or future of the organisation during strategy formulation.

- *Argument three: Through emotion work during strategizing, resistance is minimised to mobilisation and strategic action.* The intensity of the emotional configuration, produced through emotion work, during the strategizing process is designed to attract or repel members of the clients’ organisation. The intention is that they actively decide whether to stay, and contribute to strategic action, or quickly leave the organisation. The emotion work during strategizing also provides a means by which members of the clients’ organisation can emotionally realign, recalibrate, around strategy during implementation; revisiting the strategy necessitates rehearsal of the intense emotional configuration it contains.

8.2 The three main arguments in detail

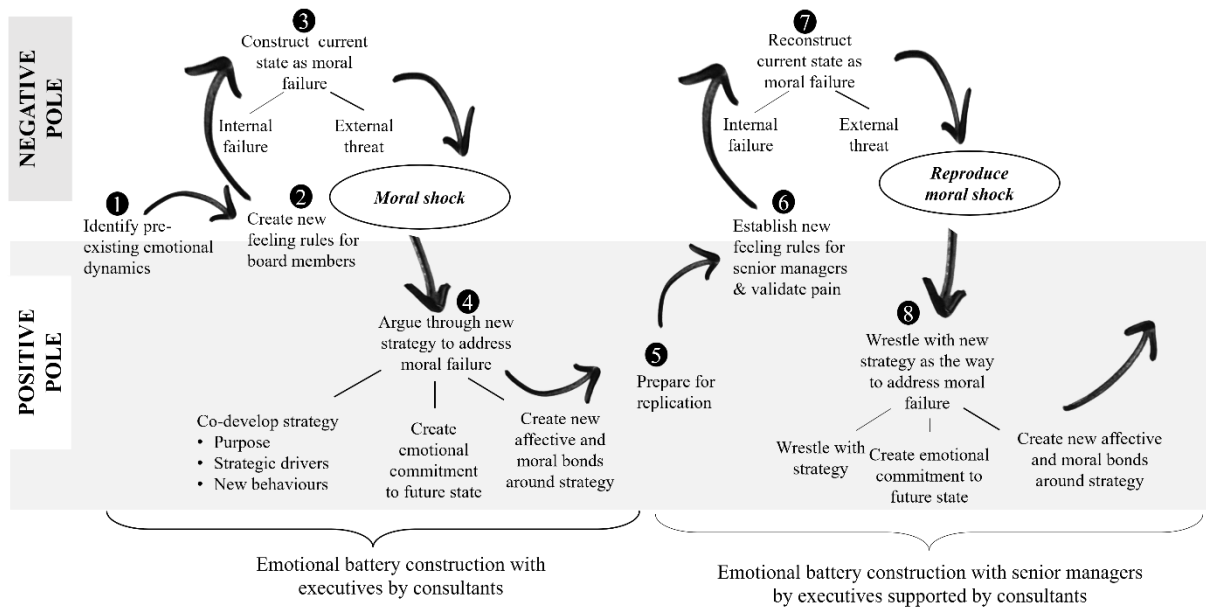
Argument one: Strategy is materialised, and clients are mobilised, through the construction of an emotional battery during strategizing

In chapter six, I have shown the attempted effortful working on, and with, the emotions of, and emotional dynamics between, clients by the consultants and via the strategizing process. I argue that this emotion work tries to construct with clients an intense emotional configuration I call an emotional battery, drawing from Jasper as per the literature review (Jasper, 2018, 2011, 2012, 2014). The process attempts to establish with clients a negative and a strongly contrasting positive emotional pole during proceedings. Following Jasper (Jasper, 2012) in the literature review, I theorise, this emotional configuration both fosters the materialisation of organisational strategy and, simultaneously, mobilises clients for the strategic action it requires. It can unleash agency and propel clients towards a different future (Goodwin et al., 2001, 2004; Moon, 2013: 20). To secure readiness for strategic action, the strategizing process seeks to engender feelings of self-authorship throughout proceedings with clients as self-authorship is believed, by the consultants, to result in ownership for strategy and strategic action. The strategizing process aims to make participants feel increasingly united in their emotions towards the past, present, and future of the organisation. As referenced in the literature, these united ways of feelings are theorised to be shared and reciprocal emotions (Goodwin et al., 2001, 2006; Jasper, 1998).

In total, in chapter six, I identified eight episodes of emotion work to the strategizing process. The first five were targeted towards the executive board, and the latter three towards their senior managers. Therefore, the emotion work to establish an intense emotional configuration is first done with the

executive board and then replicated with their senior managers who, in turn, are expected to replicate the emotional configuration with their teams further down the organisation. The following figure from chapter six shows the eight episodes across the strategizing process and how each contributes to the overall accomplishment of the emotional battery.

Figure 7: Emotion work in the strategizing process – eight episodes constructing the intense emotional configuration of the emotional battery



The table following summarises the target management groups, and the episodes of the strategizing process towards the construction of the emotional poles in the intense emotional configuration – the emotional battery.

Table 13 - Summary of Target Management Groups and the Episodes to Construct the Emotional Poles

Target management group	Eight episodes of the strategizing process	Constructing the emotional poles	Empirics references	
			Chapter	Section
Executive Board	1: Identifying pre-existing emotional dynamics	Crafting conditions for construction of emotional poles	6	6.2
	2: Create new feeling rules for executives			
	3: Construct current state of organisation as moral failure	Constructing with executives' negative emotional pole	6	6.2
	4: Argue through new strategy to address moral failure	Constructing with executives' positive emotional pole	6	6.2
	5: Prepare for replication	Preparing to replicate the emotional poles	6	6.2
Senior Managers	6: Establishing new feelings rules for senior managers & validate pain	Crafting conditions for construction of emotional poles	6	6.3
	7: Reconstruct current state of organisation as moral failure	Constructing with senior managers negative emotional pole	6	6.3
	8: Wrestle with new strategy to address moral failure	Constructing with senior managers positive emotional pole	6	6.3

As shown in the table, the strategizing process is used to establish the conditions for the configuration of emotions and then sets about the attempted configuration via emotion work. The conditions for the construction of the emotional battery are obtained first through accessing and intensifying the pain and frustrations experienced by executives as they attempt to fulfil their duties and regarding the performance of the executive board as a group and the wider organisation. The consultants deliberately change in degree the felt emotions by intensifying them, prior to strategizing sessions, through acts of deeply empathising with executives to legitimise their feelings and to legitimise the strategizing process with the executives i.e., individual, group and organisational pain must be urgently relieved. As shown in the literature review, pain as an urge can consume attention and become intolerable until it is relieved (Jasper, 2018, 2011).

During the strategizing session with executives, the conditions for emotional battery construction are further promoted by establishing new feeling rules within the group. In the literature review, feeling rules were argued to delineate what is appropriate to feel in situations (Hochschild, 1979). The consultants seek to change the conventions in the executive group around the range, repertoire, and level of honesty about felt emotions appropriate to team life. I theorise that this moment in proceedings legitimises the need for deeper shared emotional experiences in team life and delegitimises prior ways of handling emotion, such as avoiding emotions or emotional dynamics deemed negative or difficult. The ability for actors to legitimise and delegitimise feeling rules was highlighted in the literature review (Hochschild, 1979). Working on feelings rules motivates future emotion work on the part of executives during the strategizing process as what is normally felt, and should now be felt, as part of executive group membership is reframed. How an executive should feel is directly addressed, they are not left to wonder how to feel during the strategizing process, in line with the theory of Hochschild (1979:566).

With the conditions for the construction of the emotional poles established, the strategizing process turns to the construction of the emotional poles themselves; the work of ‘trying to change in degree and quality’ emotions and emotional dynamics. The construction of the poles requires trying to establish with executives negative and positive shared emotions and reciprocal emotions regarding the past, present, and future of the organisation, the executive group, and the self. The attempt is made to change the emotional dynamics from a place of divergence, conflict, and competing emotions regarding the way forwards for the organisation.

First, the intensely negative emotional pole is attempted with clients regarding the current state of the organisation. I theorise that this negative emotional pole is intended to repel the executives away from the current situation and motivate them towards an alternative future. The emotion work around the negative emotional pole is instigated using moral shock as the current state of the organisation is framed, through experiences with emotion-priming stimuli, as a moral failure on the part of executives and their senior managers. In the literature review, the power of moral shock to make people reassess their taken for granted view of the world around them and form new shared and reciprocal emotions

was highlighted (Gould, 2009; Jasper, 1997, 2006, 2014; Jasper & Poulsen, 1995). The hoped for result is that executives encountering this stimulus material will experience “visceral unease” (Jasper, 2014) including feelings of reflex fear and the engagement of their deeper affective commitments to anxiety - the ongoing worry that the large organisation might fail on their ‘watch’. Additionally, by emphasising the internal failings of executives and their managers within the organisation, it is hoped that emotion work will produce shared guilt and moral shame in and between executives regarding how they have let their employees, and themselves, down. As shown in chapter seven, failing to properly work through emotions during this episode can have a lasting, negative, effect on an organisation as participants feel their pre-existing feelings of frustration or pain are not properly addressed.

With the negative emotional pole established, attention in the strategizing process turns to the construction of the strongly contrasting positive emotional pole through strategy formulation. The positive emotional pole, I theorise, is designed to attract executives towards the pursuit of an alternative future for the organisation, the executive group, and the self. During this episode, the most problematic emotional dynamics between executives, such as deeply conflicting and entrenched affective commitments and moral emotions about the past, present, and future of the organisation, are addressed through strategy co-creation and gradual emotional alignment to new more united ways of feeling and thinking. The emotion work of resolving conflicting emotional dynamics and the instigation of new shared and reciprocal ones is designed to elicit in executives an exhilarating mood of confidence and hope. It creates the feeling that anything might now be possible, such feelings are then directed back into the production of ambitious organisation-wide strategy.

Through this episode in the process, the existence of the organisation is strategically focused on the shared goal of fighting for the betterment of the lives of customers, the levels of confidence and hope are used to create a lofty and aspirational potential future for the organisation and their customers. The organisational purpose can become a new shared moral cause between executives and can elicit strong shared moral emotions. As discussed in the literature review, connecting to senses of morality can be particularly motivational for those being targeted by the process (Berezin, 2002; Goodwin et al., 2001). The establishment of a deep feeling of moral pride, strongly contrasted against prior moral shame, is attempted regarding what the executive group has been able to accomplish together and the possible new standing in the world - a way to redeem the situation is found.

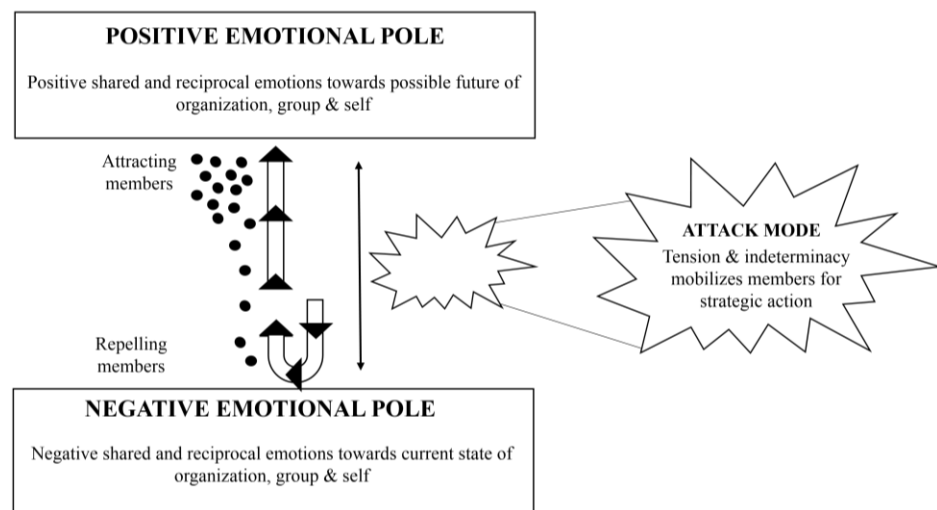
Attempting the accomplishment of ‘attack mode’

As highlighted in the literature review, I theorise that the emotion work of the strategizing process, if successful, produces a gap between emotional poles that feels “excruciating” for clients and propels them to sustained action (Jasper, 2011: 291, 2012). This can become a group “attack mode”, with clients willing to figuratively fight for the organisation (Jasper, 1997: 199, 107); ‘running through walls’ as the consultants describe it. However, in chapter seven I have shown that the amount of emotional energy

produced through the strategizing process, the attack mode, must be directed immediately into strategic action within the organisation. Failing to do so generates new frustration in participants as there is no outlet for the shared and reciprocal emotional energy produced.

The mobilising potential of the theorised intense emotional configuration of an emotional battery produced through the emotion work of the strategizing process is captured in the figure below. It shows the positive emotional pole, containing positive shared and reciprocal emotions towards a possible future, attracting organisational members; and the negative emotional pole, containing shared and reciprocal emotions towards the current situation, repelling them.

Figure 8 - The mobilising potential of the emotion work in the strategizing process



As shown in the eight episodes of the strategizing process, once the emotion work with the executives is completed, attention turns to the senior manager group. To crafting the conditions for the construction of the emotional poles – and emotion work - and then the construction of the intense emotional configuration itself with the group and the associated shared and reciprocal emotions it aims to produce. Therefore, the strategizing process is found to rely heavily on the replication of the emotional battery and the resultant gap of tension and indeterminacy, called by Jasper an “indignation gap” (Jasper, 2014). Whilst the emotional battery is initially attempted with both executives and managers, chapter seven shows that periodically these groups need to be gathered to fully re-charge the strategy and emotional battery with renewed emotional meaning.

The emotion work across the eight episodes embraces emotional complexity and negative emotions

I follow other organisational theorists, highlighted in the literature review, by finding that negative emotions and complex emotional dynamics can be productive (Antoniadou et al., 2018; Ashkanasy et al., 2016; Barsade & Gibson, 2007; De Dreu et al., 2008; Elfenbein, 2007; George & Zhou, 2007; Huy, 2002; Kiefer, 2002; Lindebaum & Jordan, 2014; Rothman & Melwani, 2017b; To et al., 2015). The emotion work of the strategizing process moves beyond trying to change in degree or quality single reflex discrete emotions with clients, such as individual fear, but includes other types of emotion identified in the literature review through the theory of Jasper (2018, 2011). In addition to reflex emotions, the emotion work of the strategizing process engages with urges (e.g., pain), produces moods (e.g., confidence), and forces the reappraisal of deeper, longer term, emotional commitments and moral emotions of executives and senior managers (e.g., to relinquish control of their ‘trainsets’).

Therefore, the emotion work taking place is on, and with, different types of emotion in sequence and combination. However, as shown in chapters five, the consultants attempt to engage with emotional complexity through the lens of “brutal oversimplification” during strategizing. Only the most pertinent emotionally charged issues are addressed. In chapter seven I have shown that trying to comprehensively work on all emotional dynamics in a team delays the strategizing process. This delay creates both employee frustration and intensifies pressure on the leadership team.

I theorise that negative emotions are integral to the strategizing process for securing ownership for strategy and a willingness to strategic action in clients. Moral shock, pain, reflex fear, moral shame, affective commitments to anxiety are all important in provoking the reappraisal of clients regarding their situations in the world around them. As argued in the literature review, these negative emotions help fuel urgency and the will to fight on behalf of the organisation (Lebel, 2017). However, I find that negative emotions alone cannot accomplish the desired materialisation of strategy and mobilisation for strategic action – negative emotions are only productive in contrast to other positive emotions, as suggested by Huy (2008) in the literature review.

In the table below, I summarise the list of emotions worked on, and with, during the eight episodes of the strategizing process. This list extends prior lists of discrete emotions theorised in strategic management studies of emotion e.g., (Liu & Maitlis, 2014). The list also furthers understanding of how emotions can lead to asymmetric outcomes referenced in the literature review – that negative emotions in sequence and combination with positive emotions can help produce positive organisational effects (Lindebaum & Jordan, 2014).

Table 14 - Summary of Target Management Group, Episode in the Strategizing Process, Associated Emotions and Emotional Dynamics Worked on and with

Target Management Group	Episode of the strategizing process	Emotions and emotional dynamics worked on and with – producing shared and reciprocal emotions	Empirics references	
			Chapter	Section
Executive Board	1: Identifying existing emotional dynamics	Pain, frustration	6	6.2
	2: Create new feeling rules for board members	Affective commitment to being more open and authentic	6	6.2
	3: Construct current state as moral failure	Reflex fear, anger Frustration Affective commitment to anxiety Moral shame Reappraisal of affective commitments and moral emotions (e.g., pragmatism; 'own train sets')	6	6.2
	4: Argue through new strategy to address moral failure	Affective commitment to executive group and whole organisation Mood of hope and confidence Moral pride Moral emotions about what is right and wrong for the future Affective commitment to organisational strategy	6	6.2
Senior Managers	5: Establish existing emotional dynamics	Pain, frustration	6	6.3
	6: Establish new feeling rules for large group	Affective commitment to being more open and authentic	6	6.3
	7: Reconstruct current state as moral failure	Reflex fear, anger Frustration Affective commitment to anxiety Moral shame Reappraisal of affective commitments and moral emotions (e.g., pragmatism; 'own train sets')	6	6.3
	8: Wrestle with new strategy to address moral failure	Affective commitment to top 150 management team and whole organisation Mood of hope and confidence Moral pride Moral emotions about what is right and wrong for the future Affective commitment to organisational strategy	6	6.3

Having discussed my first main argument from the findings in detail – that strategy is materialised, and clients are mobilised, through the construction of an emotional battery during strategizing – I now turn to my second main argument.

Argument two: The construction of an emotional battery is reliant on highly socially ordered emotion work

In chapter five, I showed how the strategizing process is made of nine elements which are used by the consultants to deliberately design and craft iterative emotive experiences for executives and managers. These elements were also referenced throughout chapter six showing the strategizing process taking place. To summarise here, of the nine elements to the strategizing process, I find that four contribute to the overall design and curation of the process; two contribute primarily to motivating emotion work; one to aligning emotion work; and a final two to embedding the emotional outcomes of emotion work. Table 13 on the next page is replicated from chapter five to summarise the distribution of the elements across the different aspects of emotion work in the strategizing process.

Following Hochschild in the literature review, I theorise that the strategizing process is reliant on highly socially ordered emotion work and the deliberate “social ordering of emotive experience” by consultants for executives and managers (1979: 555). The nine elements are combined into the strategizing process, I theorise, to attempt the accomplishment of an “emotion-work system”. Such systems were argued in the literature review to create spaces for groups to work through their feelings to new positions by creating the conditions for emotion work to be “done by the self upon the self, by the self upon others, and by others upon oneself” (Hochschild, 1979: 562).

I build on the notion of highly socially ordered emotive experiences, and the generation of an “emotion work system”, by following Collins (2004) Interaction Ritual Chains theory outlined in the literature review. I theorise that by demanding the physical co-presence of participants, the designed strategizing experiences intensify social forces through the deliberate situating of participant bodies co-present to help make emotion work happen. All configurations of space used, for example, expressly make participants “trackable” to one another. This I argue, opens the way for participants to become emotionally “mutually attuned” with one another (Collins, 2004: 55, 64). The strategizing process can create extended experiences of “intersubjectivity” between clients which are in themselves “compelling emotional experiences” for them given that there is a “collective and rhythmically entraining aspect of (the) micro-interactional” being crafted (Collins, 2004:66).

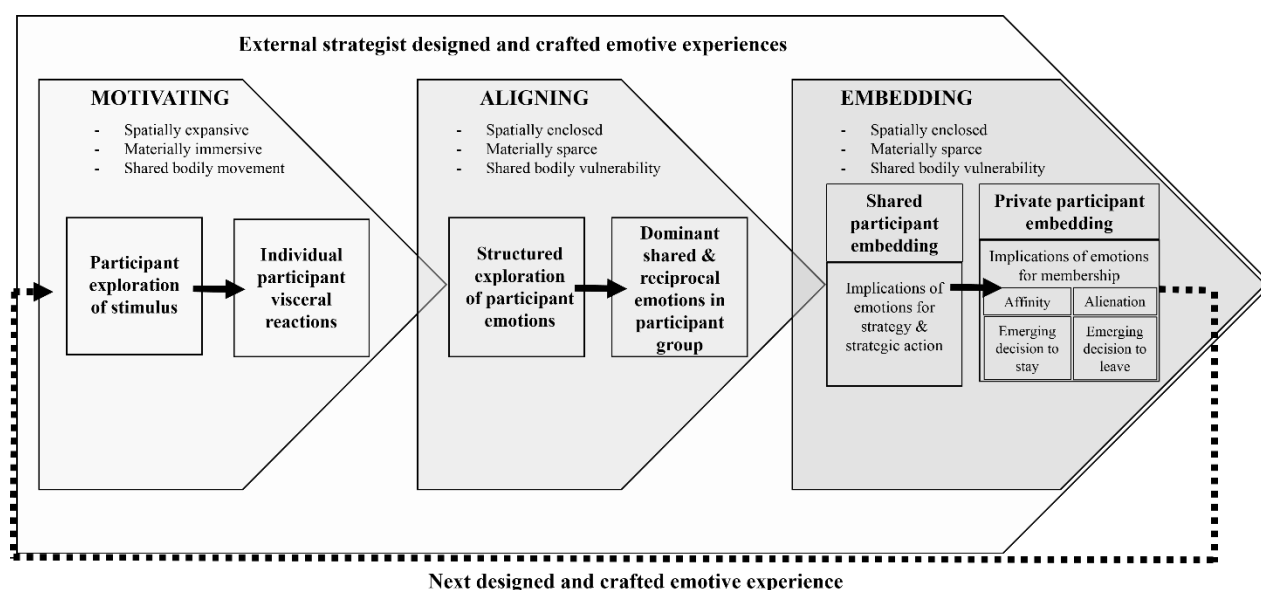
Table 15 - Summarising how the Elements of the Strategizing Process Contribute to the Curation of Emotive Experiences

Phase	Elements Used	Empirics references	
		Chapter	Section
External strategists design and craft emotive experience for emotional outcomes	<ul style="list-style-type: none"> • Element 1: Strategy work is secured by intensifying pre-existing emotions and emotional dynamics • Element 2: Accomplishing shifts in the feeling and thinking of clients is meticulously planned for • Element 3: External strategists optimise their own emotional energy to curate the emotion work of others • Element 4: Strategy resource are used to curate iterative emotive experiences <ul style="list-style-type: none"> ○ Time ○ Space ○ Materials 	5	5.2
The working on and with emotions is motivated	<ul style="list-style-type: none"> • Element 5: Clients need to be jolted by a provocative new way of seeing the organisation • Element 6: Emotions are indirectly primed through different types of emotional “stimulus” 	5	5.3
Emotions are worked on and with to alignment	<ul style="list-style-type: none"> • Element 7: Structured arguments are used to create emotional alignment 	5	5.4
New emotions and emotional dynamics are embedded into symbols and stories	<ul style="list-style-type: none"> • Element 8: Strategy is radically simplified to invest each word with emotional meaning • Element 9: Using storytelling to (re)create emotional connections to the strategy 	5	5.5

The ways that the strategizing process tightens and intensifies the mutual focus of attention between clients, for example during an agora session, I argue, is socially ordering proceedings so that a single way of feeling can dominate – both shared emotions towards a strategic matter and reciprocal emotions between the group taking part. Drawing from the literature review, I theorise that the social ordering of emotion work, and the unified ways of feeling produced, can have a controlling effect on clients as they find a magnetism in what they are doing together. The feeling can be produced that “no power can stand against” them (Collins, 2004:33) and that the strategy formulated through the intense emotional experience must be honoured. It is through the explicit, and repeated, situating of bodily co-presence and the effectuating of mutual focus of attention that clients can be made to do emotion work upon themselves, upon others, and allow others to do emotion work upon them.

I foreground the deliberate, and staged, acceleration of emotional transformation theorised by Collins (2004). In doing so, I show the critical role space, time, and materials, play in aiding the transformation of emotions, via emotion work, in addition to bodily co-presence to generate mutual focus of attention and processes of shared emotion. I join other scholars (Metiu & Rothbard, 2012) in highlighting the importance of these resources which Collins does not mention in Interaction Ritual Chain theory. However, I make a stronger claim that they are critical to generating emotion work, for creating mutual focus of attention, and for emotional transformation which must be accounted for in analysis. The theorised highly socially ordered emotion work process is captured in the figure below and will be discussed in detail next.

Figure 9 - The process of transforming emotions via emotion work



To build the emotional battery you need a specific and carefully designed process

Figure nine shows a process of attempted emotional transformation, via emotion work, that I theorise underpins the construction of the emotional battery during the strategizing process. When building the emotional battery, emotions need to be mobilised in a specific sequence. This process works by making emotion work highly socially ordered. The figure shows the movement of clients through a single emotive experience in the strategizing process; for example, the case for change which casts the current organisational status quo as a moral failure on the part of executives.

However, as shown in chapter six, one emotive experience leads to, and is built upon by, another and so the process is repeated multiple times, strengthening the shared and reciprocal emotional outcomes that build the emotional battery poles. As shown in the figure, the consultants, as external strategists, design and craft emotive experiences to order clients' emotion work through three phases – motivating, aligning, and embedding – with each phase having particular configurations of space, materials, and bodies, to socially order the emotion work. This figure draws inspiration from the process model included in the literature review by Lawrence & Philips (2019). As shown in the literature review, their process model of self-work includes motivations, resources, situatedness, practices of self-work, and the effects of self-work.

Motivating emotion work

As Lawrence & Philips (2019) highlight, emotion work must be motivated. Within the figure above, I theorise, exhibitions of stimuli which elicit certain emotions are used to motivate client emotion work. As shown in chapters five and six, the motivating phase takes place in expansive spaces, materials are designed to be overpowering, and clients are required to move through the exhibition in silence 'as one'. The motivating stage is designed to result in individual participant visceral reactions to the stimuli, e.g., reflex fear, or anxiety; and to ensure that participants are aware of the reactions of others given they are trackable to one another.

Aligning emotion work

Once clients' emotion work has been motivated, as shown in chapter six, they are asked to enter the agora space. For aligning emotion work the space is enclosed, materially sparse, and there is a shared bodily vulnerability as clients face one another. Through structured arguments, I theorise, it is possible to work on clients' initial visceral emotional reactions, via comparison and contrast between them, towards aligned shared emotion and reciprocal emotions across the client. As per the literature review, I theorise that the structured arguments craft emotion work by producing experiences of constructive social interaction between clients. The consultants attempt to produce "shared rhythms" (Collins, 2005: 67), keeping clients' attention on a single issue, and one another, through the rhythmic passing of the conversation between them regarding how they feel and think. As shown in chapter

five, client's social interaction is explicitly coached to ensure optimal turn taking and the instant repair of conversational interaction when required. Following Sacks et., al. (1974: 701), I theorise that structured arguments attempt to produce the feeling that "strong social meaning is being conveyed" through the emotion work taking place. The external strategists help navigate crucial moments in the arguments to ensure they "take off" into self-sustaining momentum. As discussed in the literature review, such successful social interactions can produce shared pride in their accomplishment and strengthen reciprocal emotions towards one another (Scheff & Retzinger, 1991; Scheff, Thomas, 1990).

Embedding emotion work

As the figure shows, with newly aligned ways of feeling dominating, embedding emotion work takes place. Remaining in the same spatial, material, and bodily configuration, aligned emotions are embedded into organisational strategy. The implications of aligned emotions for strategy and strategic action are captured in the creation of sections of the organisational Blueprint and the strategy story.

The 35-word Blueprint is meticulously crafted to embody what has been experienced by executives and managers during their strategizing experiences and to capture the essence of the movement of energy they wish to see throughout the organisation. In turn, the strategy story attempts to articulate the emotional arc of the strategizing experiences and the emotional battery constructed; new, felt understandings of how things are and should be.

As the figure shows, once an embedding phase is complete, participants are moved onto the next designed and crafted emotive experience. Through iterative emotive experiences, the emotional energy produced through each is accumulated into the organisational strategy, formulating the emotional battery. The figure also shows the theorised aspect of 'private embedding' regarding implications for the new aligned ways of feeling for organisational membership, which will be explored shortly.

Theoretical implications of figure 9.

Given the importance of figure 9 to my thesis, I will briefly detail the theoretical implications of the model.

In comparison to Jasper (2011, 2014, 2018), my findings show that the creation of the intense emotional configuration - the emotional battery - applies to corporate settings and to the context of organisation-wide strategizing. While Jasper proposes that the emotional battery is created by social movement leaders to recruit and mobilise existing and potential members; I find that strategists in the context of large for-profit organizations attempt to install an emotional battery to mobilise executives and their subordinates for strategic action. My model (figure 9) extends the work of Jasper by showing how a group of executives and their subordinates can be artfully moved through a

strategizing process to iteratively transform their emotions and produce the contrasting negative and positive emotional poles of the emotional battery.

In contrast to Collins (2001, 2004), I find that the process of emotional transformation, as shown in my model, is highly reliant on the use of space, time, and materials in distinct configurations; something Collins does not account for in Interaction Ritual Chains theory. My model shows that emotional transformation is not left to chance through bodily co-presence, as proposed by Collins. The model shows that designed configurations of time, space, and materials are used to ensure emotional transformation can happen by effectuating and intensifying mutual focuses of attention to curate newly shared and reciprocal emotions between participants. The model shows how emotional transformation is made possible via motivating, aligning, and embedding emotion work. In contrast to Collins, I find that the use of these configurations of space, time, and materials, are critical to secure feelings of self-authorship of emotions which I find is intended to intensify feelings of ownership for the strategic plan produced.

In contrast to Hochschild (1979, 1990) I find that emotion work – shifts in authentic feeling - is meticulously planned for, by strategists, who craft the socio-material context to produce iterative emotive experiences for specific emotional outcomes. My model shows that the socio-material context is used to create the conditions for targeted emotion work to be done “by the self upon the self, by the self upon others, and by others upon oneself (1979: 562). Rather than needing to account for the “social ordering of emotive experience”, as proposed by Hochschild (1979: 552), I find that the theorized process in my model is predicated on extensive, intentional, and continual social ordering of emotive experience. The strategizing process is an emotion work system that attempts the emotion work of executives and their subordinates throughout the strategizing process.

My model extends the literature on strategy-as-practice (Jarzabkowski et al., 2007; Jarzabkowski & Spee, 2009; Whittington, 1996) by showing that the theorized strategizing process is predicated on artfully working on, and with, the emotions and emotional dynamics between those strategizing. To date scholarship has shown that emotions during strategizing might organically form into constructive or dysfunctional emotional dynamics or can be used as a microtactic by individuals (Brundin & Nordqvist 2008; Kisfalvi & Pitcher, 2003; Samra-Fredericks, 2004; Liu & Maitlis, 2014). My model shows that designed, and crafted, emotive experiences actively engage participants in emotion work with the aim of moving them towards iterative points of emotional alignment to accomplish organization-wide strategy and make participants ready for strategic action. As my model shows, I also extend the strategy-as-practice literature by finding that the theorised emotive experiences, that constitute the strategizing process, are produced using specific forms of social interaction in deliberate, and contrasting, configurations of space, time, and materials. As such, I theorize the importance of considering the socio-material context for curating emotion work during strategizing and that the use of space, time, and materials impacts the emotions and emotional dynamics of those strategizing.

My model extends the literature on emotion work (Phillips & Lawrence, 2012; Lawrence & Phillips, 2019). The model shows that through the theorised strategizing process organization work is done through self-work; strategy work, as organization work, demands extensive, and intensive, emotion work, a form of self-work. My models shows that strategic plans are formed through the reformulation of participants emotions and the emotional dynamics between them so that they embody the strategic plan and are made to care for its implementation. My model shows that the social and material strategizing process targets the ongoing efforts of executives and their subordinates to craft a self that fits within the organization. Given that the strategy work demands extensive self-work, the model shows that strategy work can be used to both intensify feelings of affinity and alienation for executives and their subordinates. For some the degree of self-work required to fit as an organisational member feels untenable and they are left with the feeling they should leave.

To craft emotive experience external strategists work on their own emotions

While the emotive experiences, shown in figure 9, are designed to socially order the emotion work of clients, as shown in chapter five, the consultants engage in their own emotion work. I theorise this is designed to deliberately elevate in themselves the qualities of high emotional energy so that they can craft clients’ emotion work. I theorise that the consultants do this emotion work through their concept of ‘being-in-state’ – generating the feeling of a strong body, clear mind; sense of trajectory; confident social mood; being in rhythm and synchronized with others. Drawing from the literature review, I theorise that the attributes of ‘state’ have close resemblance to the dimensions of emotional energy theorised by Collins & McConnell (2016), as captured in the table below.

Table 16 - Theorised resemblance between being-in-state attributes and dimensions of emotional energy

External Strategist ‘Being-in-State’ Attributes	Emotional Energy Dimensions (Collins & McConnell 2016; Collins 2014)
Continuum – out of state to ‘rocking it’ <ul style="list-style-type: none"> • Physical - Feeling fresh, strong • Mental - Clear, alert • Emotional – Confident, present • Spiritual – Connected, flowing 	Continuum – low to high Emotional Energy <ul style="list-style-type: none"> • Body/Mind – Strong, fresh untiring • Trajectory – Active, alert, attention-setting • Social mood – confident, enthusiastic • Rhythm/Sync – Smooth, flowing, easy

As shown in chapter five, by attending to the attributes of being-in-state, the consultants attempt to elevate their emotions to the place of “rocking it” with clients. They look to “dial up” their own

combined physical, mental, emotional, and spiritual energies to the point that they can fully attend to the emotions of others. Rather than a private matter, I have shown that the team of consultants obtain high emotional energy between them as a group, to create deep synchronicity between them prior to any encounter with a client.

As per the literature review, this emotion work, I theorise, equips the consultants with a form of emotional influence over clients (Collins, 2017). Thus, they can confront the deeply entrenched emotional commitments, and divergent moral emotions of clients, and navigate the power and status differences between client and external strategist. As shown in the literature review, consultant-client interventions have been found to be interactionally complex, an intensely social activity, relying on the careful balancing of social dynamics between the consultant and client (Cerruti et al., 2019; McGivern, 1983; McGivern & Fineman, 1983; Mohe & Seidl, 2011).

The hidden implications and unanticipated effects of the ongoing use of strategizing elements

In chapter seven, I have shown that there are hidden implications and unanticipated effects for an organisation using aspects of the elements. These are important to acknowledge in the context of the theorised process in the figure above of motivating, aligning, and embedding emotion work, and the use of state to craft emotive experiences.

Firstly, the chapter has shown that producing emotional alignment creates counterintuitive ideas, vital for strategizing, but can take time to achieve which proves difficult to manage in situ. Secondly, I have shown that the ongoing use of radical candour, or the “unvarnished truth”, which features strongly in elements from exhibitions, to structured arguments, to the use of the strategy story, can generate deep emotional commitment in a group but can also create confusion as situations rapidly evolve and information shared as the “unvarnished truth” becomes redundant. Thirdly, using feelings to determine direction, as sought throughout the strategizing process, creates a responsiveness towards the external and internal organisational environment but can equally create unpredictability as feelings change in relation to unfolding events. Fourthly, being made to feel “totally aligned”, through motivating, aligning, and embedding emotion work theorised in the figure, is motivating for individuals but can feel manipulative at times. These four implications, and effects, illuminate further dimensions that need to be accounted for through the strategizing process.

So far, I have detailed my first argument that strategy is materialised, and clients are mobilised through, the construction of an emotional battery during strategizing; and my second main argument that the construction of an emotional battery is reliant on highly socially ordered emotion work. I now turn to my last main argument.

Argument three: Through the strategizing process, resistance to mobilisation and strategic action is minimised

The literature review highlighted that strategy has been argued to be an object around which “frequent organisational struggles occur” (Lawrence & Phillips, 2019: 152). I theorise that, by focusing the strategizing process on emotion work, the attempt is made to pre-emptively address many sources of political struggle through the process of strategy formulation. As discussed, the feeling of strong alignment between clients has the potential to exert a controlling effect as it proves difficult to contravene what has been collectively, emotionally, embedded into the organisational strategy.

As shown in chapters five and six, the level of emotional alignment attempted during the strategizing process, and the intensity of emotion work entailed, is expected to both attract and repel client organisational members. It is expected to result in most members being made to feel “up for the fight”, willing to “run through walls”, or enter an “attack mode”; but for others, the outcome is a decision that the fight contained in the strategy is not for them.

In the previous figure, I theorise that ‘private embedding’ occurs as clients consider the implications of resultant emotions, both shared and reciprocal, for their continued membership of the organisation. I argue that through each iterative emotive experience a growing sense of either affinity for, or alienation from, the organisation and wider team can grow. Drawing from the literature review, and the work of Jasper (2018), I theorise that this can be understood as individuals feeling affinity or alienation as entrenched moral emotions and affective commitments are challenged and a new moral cause is created through the strategizing process. Either affinity or alienation is also produced as feeling rules, as discussed in the work of Hochschild (1979) in the literature review, are challenged and new ones legitimised, and enacted, through the emotive experiences of the strategizing process. The feelings of affinity or alienation, I theorise, form into emerging decisions to stay and take strategic action or to quickly leave and avoid having to do so as the new emotional demands feel untenable.

The consultants were shown in chapter five to tell clients that 10% of employees will decide to leave in view of a Blueprint. As shown in chapter seven, people do seem to decide to leave an organisation following a Blueprint reveal. However, the chapter also shows that this can prove difficult for leaders to accept. Mitigation measures can result, designed to reinforce feelings of belonging and membership among those who have been made to feel alienated. Therefore, whether resistance is truly minimised remains an open question.

The frequent revisiting of the content of the strategy contained in the Blueprint, and the strategy story, during strategy implementation necessitates a rehearsal, or recreation, of the associated shared and reciprocal emotions contained in the emotional battery. Therefore, organisational members can realign regarding the past, present, and future of the organisation and the strategic action required of them. As shown in chapter seven, sometimes this revisiting of the Blueprint needs to be more

substantial with time taken for a group to emotionally re-connect with the purpose, strategic drivers, and behaviours, and recreate shared and reciprocal emotions around it.

So far, I have discussed my three main arguments from my findings connecting my theorisations with the literature. Firstly, that strategy is materialised, and clients are mobilised, through the construction of an emotional battery during strategizing. Secondly, that the construction of an emotional battery is reliant on highly socially ordered emotion work. Thirdly, that through the strategizing process, resistance to mobilisation and strategic action are minimised. I will now outline the theoretical implications of my arguments for the emotion in strategic management literature and the ‘turn to work’ literature in organisation studies.

8.3 Theoretical implications

8.3.1 Theoretical implications for the literature on emotion in strategic management

I theoretically extend current understanding in the literature on emotion in strategic management (Ashkanasy et al., 2016; Barner, 2008; Brundin et al., 2021; Brundin & Melin, 2006; Brundin & Nordqvist, 2008; Clarke et al., 2007; De Keyser et al., 2021; Holstein et al., 2018; Huy, 1999, 2005, 2011a, 2012; Huy et al., 2014; Huy & Guo, 2017; Huy & Zott, 2019; Kisfalvi & Pitcher, 2003; Liu & Maitlis, 2014; Mantere et al., 2013; Samra-Fredericks, 2003, 2004; Sanchez-Burks & Huy, 2009; Vince, 2006; Vuori et al., 2018; Vuori & Huy, 2016, 2022). As shown in the literature review, previous studies of emotion in strategic management have theorised how emotions naturally arise during team strategizing within the confines of top management teams, for example executive boards, (Brundin & Melin, 2006; Brundin & Nordqvist, 2008; De Keyser et al., 2021; Holstein et al., 2018; Liu & Maitlis, 2014) or can be used as a micro tactic by individual strategists during proceedings (Kisfalvi & Pitcher, 2003; Samra-Fredericks, 2003, 2004). They have also theorised how formalised strategy triggers emotional reactions in managers during strategy implementation as they attempt to cope and manage (Barner, 2008; Clarke et al., 2007; Huy, 1999, 2002, 2005, 2011a; Huy et al., 2014; Huy & Guo, 2017; Huy & Zott, 2019; Mantere et al., 2013; Sanchez-Burks & Huy, 2009; Smollan, 2013, 2017; Vince, 2006; Vuori et al., 2018; Vuori & Huy, 2016, 2022).

Extending current understanding, I find that emotions and emotional dynamics are not left to naturally arise or to be used strategically by individuals during executive team strategizing; nor are managers left to determine how to feel, to reactively emotionally manage and cope. I find that the identified strategizing process in my case, designed by external strategists, is predicated on extensive emotion work (Hochschild, 1979; Lawrence & Phillips, 2019; Phillips & Lawrence, 2012). This involves the effortful attempt to work on, and with, the emotions of, and emotional dynamics between, executives and managers to accomplish organisational strategy and a readiness to take strategic action. I bring together the strategizing and strategy implementation scholarship within the

emotion in strategic management literature as I find that the theorised strategizing process brings both executives and managers into the same process of emotion work - configuring emotions, to simultaneously materialise strategy and mobilise them ready for strategic action; in turn equipping them to replicate the process down through the organisation.

In my case, emotional outcomes are found to be explicitly designed for and attempted through effortful crafting of the lived experience of executives and senior managers during strategy formulation. Strategy is formed through the attempted configuration of the emotions of individuals and the emotional dynamics between them to produce shared and reciprocal emotions into an emotional battery. The strategy can then be carried forward into strategic action via the socially derived and ordered emotional configuration established within individuals and across the group of executives and managers during strategy formulation. I proceed by detailing five aspects of the identified extensive emotion work in the strategizing process.

Firstly, I provide a theorised model of the intense emotional configuration that is attempted through the emotion work during the strategizing process – the emotional battery, see figure 7 (Jasper, 2018, 2011, 2014). This model shows the importance of accomplishing the construction of a negative emotional pole through strategizing, which can repel clients, and a positive emotional pole, which can attract them. The tension and indeterminacy between the two emotional poles can produce an “attack mode” which is a readiness to take strategic action, see figure 9 (Jasper, 1997). The intense emotional configuration argued to be an emotional battery, is found to be both replicable and scalable. By replicable I mean that it can be reproduced more than once, as in this case. The emotional battery was first built by the consultants for/with the executive team; it was then re-built in the same shape and form by the consultants and the executive team for/with the first tier of middle managers. The expectation being that the same process would then be replicated throughout the organisation with the same results. As highlighted in the work of Collins (2004) in the literature review, emotive experience can be scalable through dramatisation; I find that the theorised process is scalable in that it can involve an increasing number of participants through such dramatisation.

As per the literature review, recent reviews of emotion in strategic management scholarship (Brundin et al., 2021) have highlighted the prevalence of actors efforts to regulate their own emotions (Bryant & Cox, 2006; Garrety, Badham, Morrigan, Rifkin, & Zanko, 2003; Huy, 2002; Mantere et al., 2013; Vince, 2002; Vuori et al., 2018; Vuori & Huy, 2022), regulate the emotions of others (Barner, 2008; Clarke et al., 2007; Huy, 2002; Huy et al., 2014; Kiefer, 2002); or to lead through the management of emotions (Huy, 1999, 2002, 2008; Huy & Zott, 2019; Sanchez-Burks & Huy, 2009). I find that through the observed strategizing process an emotion work system is attempted that has an intended regulating effect on the emotions of, and emotional dynamics between, whole tranches of organisational leaders – both executives and senior managers – via their emotion work as the intense emotional configuration of the emotional battery is built. Emotions are not regulated at the intraindividual or interindividual level (Gross, 1998, 1999, 2015; Gross & Barrett, 2011; Gross &

John, 2003; McRae & Gross, 2020), but collectively via the construction of an emotional battery. Therefore, I follow Vuori & Huy (2022) by theorising the importance of including broader social dynamics and their influence on emotion regulation processes (Vuori & Huy, 2022).

Secondly, I extend current understanding regarding the role of negative and complex emotions in strategic management by showing that rather than having a negative effect, for example leading to thwarted team strategizing (Liu & Maitlis, 2014) or dysfunctional strategic action (Vuori & Huy, 2016) they play a positive and essential role (Rothman & Melwani, 2017b) in the process of emotion work during strategizing. Without attempting to effortfully work on, and with, negative and complex emotions strategy formulation and readiness for strategic action cannot be accomplished. However, I argue that these positive effects are only possible in the context of contrasting positive emotions. In table 12, I have provided a list of the types of emotions and emotional dynamics that are engaged through the emotion work of the strategizing process. My findings also contribute to scholarship outside of emotion in strategic management which studies the productive potential of negative emotions and complex emotions (Antoniadou et al., 2018; Ashkanasy et al., 2016; Barsade & Gibson, 2007; De Dreu et al., 2008; Elfenbein, 2007; George & Zhou, 2007; Huy, 2002; Kiefer, 2002; Lindebaum & Jordan, 2014; To et al., 2015).

Thirdly, I have detailed the emotion work process through which the intense emotional configuration of the emotional battery is achieved during strategizing. Represented in figure 10, I show how the consultants create the conditions for client emotion work. They design and craft for highly socially ordered emotion work by creating emotive experiences that motivate emotion work, do aligning emotion work and, finally, embedding emotion work. This model shows how the emotion work is an iterative process with one emotive experience, and associated emotion work, being built on by the next. As such I extend understanding of how experiences can help executives and managers work through feelings (Barner, 2008; Mantere et al., 2013) and show a process which potentially provides support to managers who are often left to do their own emotion work in isolation (Clarke et al., 2007) and manage emotions that arise in interaction with external consultants (De Keyser et al., 2021).

In addition, the production of the conditions for emotion work is found to be heavily reliant on the use of strategy resources including space, time, materials, bodies, and discourse. Together they are designed and crafted into emotive experiences that support the indirect working on, and with, the emotions of and emotional dynamics between executives and middle managers to shift them to points of alignment. I contribute to the literature by highlighting the importance of different configurations of strategy resources, both discursive and bodily/material, which can be used in sequence and combination to generate emotion work upon the self by the self, upon others by the self, and upon the self by others, something currently missing in studies which have focused on emotional display in strategizing discourse (Brundin & Melin, 2006; Brundin & Nordqvist, 2008; Kisfalvi & Pitcher, 2003; Liu & Maitlis, 2014; Samra-Fredericks, 2003, 2004). Strategy resources are combined to create emotive

experiences that can achieve shifts in emotions and emotional dynamics in participants while ensuring their feelings of self-authorship throughout proceedings. Strategy resources are the means through which emotion work can be highly socially ordered to generate shared and reciprocal emotions.

I argue that these attributes of strategy resources, to shape emotion work, are exerted in strategizing situations regardless of whether they are deliberately choreographed, potentially leading to unintentional consequences for those doing strategizing together. For example, the building of emotional dynamics around unimportant matters during strategizing as the choice of materials unintentionally elevates their apparent importance to those gathered; or using strategy resources in such a way that participants feel no self-authorship or ownership for proceedings, such as strategizing materials designed and printed so that content is unintentionally made to appear inflexible. The attributes of strategy resources to shape emotion work is something currently absent in present accounts of the affordances of strategy resources (Balogun, Jacobs, Jarzabkowski, Mantere, & Vaara, 2014; Hodgkinson et al., 2006; Hydle, 2015; Jarzabkowski & Kaplan, 2015; Jarzabkowski et al., 2013; Jarzabkowski & Spee, 2009; Jarzabkowski & Whittington, 2008; Johnson et al., 2010; Kaplan & Orlikowski, 2013; Vaara & Whittington, 2012; Whittington et al., 2006).

Fourthly, I have theorised the emotion work necessary between a team of consultants, as external strategists, to successfully lead the emotion work of clients. The consultants emotion work is targeted towards elevating in themselves high emotional energy so that they can set the trajectory of proceedings and emotionally influence them (Collins, 2004; Collins & McConnell, 2016). Therefore, I add to existing understanding of the emotional skills required for those engaged in strategic management (Huy & Guo, 2017; Huy & Zott, 2019) including emotional balancing (Huy, 2002, 2005), emotional aperture (Sanchez-Burks & Huy, 2009), emotional capability building (Huy, 1999).

Fifthly, I contribute to literature on emotion in strategic management by showing that the emotion work in the strategizing process explicitly targets building affinity or alienation of organisational members towards the organisation with the express intention of forcing them to decide whether to stay or leave the organisation. The construction of the emotional battery includes establishing new feeling rules and in so doing changes what might normally be felt and what should be felt by executives and managers as part of organisational membership and delegitimises alternatives (Hochschild, 1979). The intensity of the emotional configuration of the emotional battery aims to ensure that those who remain in the organisation are constituted primarily of those willing to take strategic action, while potential resistors have been alienated and made to leave. The emotion work during the strategizing process pre-emptively engages the social identities of executives and senior managers and doesn't leave them to be reactively activated as previously thought (Huy, 2011a). Nor does it leave the emotional dynamics between executives and middle managers to develop on their own, potentially into dysfunctional forms (Huy et al., 2014; Smollan, 2013).

8.3.2 Theoretical implications for the 'turn to work' in organisation studies

In addition to the emotion in strategic management literature, I draw from, and theoretically extend understanding in the broader turn to work in organisation studies (Gawer & Phillips, 2013; Grandey et al., 2013; Lawrence & Phillips, 2019; Lawrence & Suddaby, 2006; Lawrence et al., 2011; Leung et al., 2014; Mantere & Whittington, 2021; Phillips & Lawrence, 2012; Pradies et al., 2021; Wright et al., 2017; Zietsma & Lawrence, 2010) regarding emotion work (Barberá-Tomás et al., 2019; Clarke et al., 2007; Hayward & Tuckey, 2011; Heaphy, 2017; Moisander et al., 2016; Zapf & Holz, 2006). While emotion work has been separated for analytic purposes in this thesis, it directs and informs other types of work. I find that in the theorised strategizing process different types of work are entwined and I show how they interact with one another, answering recent calls by Lawrence & Philips for such scholarly research (2019; 2012).

Firstly, I theorise that the strategizing process attempts to engage clients in effortful self-work to accomplish organisation work. Thus, I contribute to understanding of how organisation work is constituted by self-work and self-work is shaped by the imperative for organisation work (Lawrence & Phillips, 2019). I theorise that the consultants act as agents of widespread self-work through their designing and crafting of the strategizing process. The self-work is predominantly emotion work, with the strategizing process predicated on trying to reconfigure the emotions of clients. The organisation work is strategy work and is both motivated by, and accomplished through, the process of emotion work. The effortful production of strategies – or strategy work – is discovered entwined within the production of the intense emotional configuration of the emotional battery.

Secondly, I extend understanding in the 'turn to work' literature by showing how the strategizing process targets the ongoing efforts of executives and managers to construct a self that fits within the organisational setting (Lawrence & Phillips, 2019). As clients attempt to shape the future of the organisation together, I theorise, they do so by reshaping themselves and their relationships with the team and organisation. Making clients work on a sense of fit within the organisation supports strengthening affinity towards, or alienation from, the organisation and new strategy. As suggested by Lawrence & Philips (2019: 24) in the literature review, the possibility emerges for strategy as an object to become a truly "meaningful pattern" for organisational members. As such, I theorise that the emotion work throughout the strategizing process informs other types of self-work on the part of clients such as social identity work (Brown & Coupland, 2015; Down & Reveley, 2009; Kreiner et al., 2006; Leung et al., 2014; Mantere & Whittington, 2021; Oyserman et al., 2011; Tracey & Phillips, 2016; Watson, 2008).

I find that the consultants engage in their own self-work to accomplish strategy work and to lead the emotion work of clients. Typically, this emotion work is found to be a constructive experience for the consultants when with clients, without it they would be overwhelmed by the intensity of the situations they face during client strategy work. Therefore, I contribute to understanding regarding the

potentially constructive, and even positive, effects of the emotion work in the strategizing process; something that has typically been overlooked in the literature, for example on emotional labour. (Ashforth & Humphrey, 1993; Ashkanasy et al., 2016; Brotheridge & Lee, 2003; Brotheridge & Grandey, 2002; Côté & Morgan, 2002; Elfenbein, 2007; Grandey, 2003; Grandey et al., 2013; Hochschild, 1979, 2012; Hülshager & Schewe, 2011; Humphrey et al., 2015; Kammeyer-Mueller et al., 2013; Rafaeli & Sutton, 1987; Van Dijk & Brown, 2006; Wang et al., 2011; Zapf, 2002; Zapf & Holz, 2006).

8.4 Practical implications

The thesis has several practical implications for both consultants and clients attempting to lead a strategizing process. Firstly, the thesis shows that it is important to include emotions into a strategizing process rather than treat them as a peripheral concern. Space should be made for the inclusion of both positive and negative emotions to generate more authentic emotional experiences for those taking part in strategizing. It is important to think broadly about the types of pre-existing flows of emotion, and the types of emotion, that can be worked on during the process. For example, paying attention to more enduring emotions such as moral emotions and affective commitments towards aspects of the organisation. Consideration should also be given to the types of emotional configuration current approaches to strategizing are producing and the possibility of using an emotional battery configuration to help produce a willingness for strategic action as strategy is formed – realising an attack mode, as it is described in the thesis.

Secondly, the thesis argues that for a strategic plan to become strategic action, emotion work is required on the part of participants. This work on, and with, emotions can be designed to help lead those strategizing towards moments of emotional alignment towards the past, present, and future of the organisation. It is vital that participants feel self-authorship throughout proceedings to facilitate their ownership of the strategy – participants must figuratively feel the strategic plan has come from their hand, head, and heart. To produce self-authorship requires time being made for participants to emote and work through their feelings towards an aligned way of feeling. This emotion work needs to be replicable for the strategy to be carried down through the organisation. Information cascades will not reproduce the emotional battery for employees, emotional experiences will. To aid replication of emotional experience, this thesis shows the importance of the radical simplification of a strategic plan so that the emphasis is on employees developing shared and reciprocal emotional meaning towards the core ideas. Through radical simplification a strategic plan can become an iconic artefact in an organisation that can frequently be revisited to rehearse the associated emotions experienced.

Thirdly, as suggested above, to facilitate emotion work a strategizing process should be built around emotionally engaging experiences. To help, strategy resources can be used in imaginative ways to aid the indirect working on, and with, emotions in a group towards a desired emotional outcome. As such, different configurations of space, materials, time, discourse, and positioning of

those participating will enable or lessen trackability. The degree of trackability will, in turn, impact the intensity of attunement possible between participants and how easily emotional alignment can be obtained. The thesis argues that emotional experiences in a strategizing process should be iterative. Desired emotional shifts should be taken one at a time – as per the theorised episodes in the thesis – to accomplish an overarching emotional configuration.

Fourthly, attention should be given to how emotionally engaging experiences in a strategizing process are enabling the three theorised phases of motivating, aligning, and embedding emotion work. In particular, the thesis has argued that structured arguments are a useful way to move a group towards emotional alignment. They can be used, in the correct configuration of strategy resources, to create a forum in which a group can work through emotions in relation to one another while staying focused on the collective goal of developing organisational strategy. If coached correctly, it is possible to improve social interactions across a team so that they become more accustomed to more troubling emotions such as anger and frustration, and better understand how to work on, and with, them.

The thesis also identifies challenges those leading a strategizing process will face if they engage in emotion work more intentionally and aim to configure emotions into an emotional battery. The process theorised in the thesis has shown that it results in feelings of strong affinity and alienation amongst employees. The stated goal is not to please everyone, however, as shown in the third empirical chapter, it can be difficult for leaders to accept team members choosing to leave based on a strategy they have formed and feel emotionally committed to. In addition, the mishandling of working through emotions in a group can lead to long lasting negative effects. Time must be made to ensure people feel heard and that their emotions are being given attention. Those leading the strategizing process must have a plan regarding how they will immediately direct the emotional energy generated through emotion work and the configuration of an emotional battery into strategic action, otherwise they can expect employee frustration.

During the process it is important to resist trying to work through all troubling emotionally charged relational dynamics in a team. Doing so has been shown, in the thesis, to result in a strategizing process taking much longer. The emphasis of the process should be on working through emotions in relation to arriving at aligned ways of thinking and feeling about the past, present, and future of the organisation. Used well, the focus on emotion work during strategizing can be motivating, intoxicating, facilitate organisational responsiveness, and deep emotional commitment. However, the thesis has also shown that it can lead to feelings of manipulation, that being extremely emotionally open can become toxic for some employees, and it can generate unpredictability and confusion.

8.5 Boundary conditions and future directions

This thesis is based on a single extreme case study, which raises a question regarding the transferability of the findings particularly in less extreme circumstances. I believe the findings are relevant and transferable to many situations where those instigating, and leading, a strategizing process are considering how to make people care about a strategic plan and become willing to take strategic action. I argue that all strategizing processes lead to emotional outcomes, even if those outcomes are frustration, ambivalence, or even an absence of feeling. The thesis suggests that emotion work will be present even if unintentional and resulting in the reinforcement of hidden feeling rules such as the exclusion of emotional expression, or emotional suppression. The thesis provides ways to examine what emotion work is already being done and how emotion work can be more intentionally conducted to reach more optimal organisational outcomes.

The focus of the thesis is strategizing designed by consultants for clients. Therefore, how the strategizing process would unfold if conducted by employees inside a large organisation remains unknown. Future research should investigate to what extent the strategizing process can be successfully driven internally without the support of external consultants acting as outsiders. The third empirical chapter suggests that an internal team may face challenges working on their own emotional dynamics. Therefore, is it possible for an employee to successfully challenge pre-existing and entrenched moral emotions and affective commitments in their own organisation? Of the most senior group of leaders in the business? If so, how?

Future research should further explore the theorised emotional battery, comparing between different emotional configurations, and what happens when an emotional pole is less pronounced. Comparisons could also seek to identify the types of outcomes obtained in situations where an emotional battery is configured through effortful emotion work during strategizing versus situations where one is absent, and emotions are largely ignored.

Given constrained access to the perspectives of clients in this thesis, future research should more deeply understand variances of client emotional experience throughout the strategizing process. Through a multi-person, multi-sited ethnography it would be possible to simultaneously trace the experiences of both a consulting team and their clients to look for contrasts and comparisons. This could also include tracing the longer-term outcomes of an emotional battery within an organisation and whether the elements can be used ongoing or are best suited to periodic use to emotionally jolt an organisation.

The thesis has contributed further understanding regarding the ways configurations of strategy resources can support the working on, and with, of emotions. Future research could seek comparisons between types of space, materials, time, discourse, and positioning of bodies to understand intentional and unintentional emotional outcomes in strategizing. Further, future research could investigate how emotion work differs between physically gathered strategists versus those strategizing together virtually via technology. The findings suggest that novelty of the strategizing setting and experiences

played an important role in generating designed emotional outcomes. Future research could explore whether continued exposure to the outlined ways of crafting emotion work results in participants becoming accustomed to them and no longer affected by them; for example, do people who frequently experience an agora space feel less vulnerable in them? Is continual innovation required to create visceral reactions?

I have theorised that emotion work interacts with other types of self-work during a strategizing process, for example, social identity work. Future research could consider the interaction between these types of work more fully and the types of processes of self-work taking place. How is emotion work being informed and how does it inform social identity work? Related to this is consideration of the ways that the strategizing process can be resisted and deconstructed by participants either during or following the process. During research, some notable instances of failure and resistance were noted but this could be further explored. As such, what may contribute to the identified process working smoothly or breaking down? When and why might participants resist the process – beyond the 10% expected to leave? While the process makes going against emotional alignment difficult, is it possible? If so, how is it done?

Finally, the study focused on the use of the strategizing process with large organisations. Future research should consider if the size of the organisation matters to the accomplishment of the process. Is it the scale of an organisation (geographic spread, number of employees) that necessitates intense emotional work to ensure strategy can travel? Whether smaller organisations require less intense emotion work during strategizing remains to be seen.

9 Bibliography

- Alimadadi, S., Davies, A., & Tell, F. 2022. A palace fit for the future: Desirability in temporal work. *Strategic Organization*, 20(1): 20–50.
- Alvesson, M. 2004. *Knowledge Work and Knowledge-Intensive Firms*. Oxford: Oxford University Press
- Alvesson, M. 2011. *Management of Knowledge-Intensive Companies*. New York: De Gruyter.
- Alvesson, M., & Kärreman, D. 2007. Constructing Mystery: Empirical Matters in Theory Development. *The Academy of Management Review*, 32(4): 1265–1281.
- Alvesson, M., Kärreman, D., Sturdy, A., & Handley, K. 2009. Unpacking the client(s): Constructions, positions and client–consultant dynamics. *Scandinavian Journal of Management*, 25(3): 253–263.
- Andersson, L. M., & Pearson, C. M. 1999. Tit for Tat? The Spiraling Effect of Incivility in the Workplace. *The Academy of Management Review*, 24(3): 452–471.
- Anteby, M., 2013. Relaxing the Taboo on Telling Our Own Stories: Upholding Professional Distance and Personal Involvement. *Organization Science*, 24(4):1277-1290
- Antoniadou, M., Sandiford, P. J., Wright, G., & Alker, L. P. 2018. Workplace Fear: A Phenomenological Exploration of the Experiences of Human Service Workers. *Individual, Relational, and Contextual Dynamics of Emotions*, vol. 14: 271–297. Emerald Publishing Limited.
- Ashforth, B. E., & Humphrey, R. H. 1993. Emotional Labor in Service Roles: The Influence of Identity. *Academy of Management Review*, 18(1): 88–115.
- Ashkanasy, N. M., Humphrey, R. H., & Huy, Q. N. 2016. Integrating Emotions and Affect in Theories of Management. *Academy of Management Review*, 42(2): 175–189.
- Atkinson, P. A., & Coffey, A. J. 2004. Analysing documentary realities. In D. Silverman (Ed.), *Qualitative Research: Theory, Method and Practice* (2nd ed.): 56–75. London: Sage Publications Ltd.

- Balogun, J., Jacobs, C., Jarzabkowski, P., Mantere, S., & Vaara, E. 2014. Placing Strategy Discourse in Context: Sociomateriality, Sensemaking, and Power. *Journal of Management Studies*, 51(2): 175–201.
- Bansal, P. (Tima), Reinecke, J., Suddaby, R., & Langley, A. 2022. Temporal Work: The Strategic Organization of Time. *Strategic Organization*, 20(1): 6–19.
- Barberá-Tomás, D., Castelló, I., Bakker, F. G. A. de, & Zietsma, C. 2019. Energizing through Visuals: How Social Entrepreneurs Use Emotion-Symbolic Work for Social Change. *Academy of Management Journal*, 62(6): 1789–1817.
- Barner, R. 2008. The dark tower: Using visual metaphors to facilitate emotional expression during organizational change. *Journal of Organizational Change Management*, 21(1): 120–137.
- Barsade, S. G., & Gibson, D. E. 2007. Why Does Affect Matter in Organizations? *Academy of Management Perspectives*, 21(1): 36–59.
- Baum, J. R., & Wally, S. 2003. Strategic decision speed and firm performance. *Strategic Management Journal*, 24(11): 1107–1129.
- Bazeley, P. 2020. *Qualitative Data Analysis: Practical Strategies*. London: SAGE.
- Bell, E., Bryman, A., & Harley, B. 2018. *Business Research Methods* (5th edition). Oxford: Oxford University Press.
- Bendelow, G., & Williams, S. 1998. *The Lived Body: Sociological Themes, Embodied Issues*. London: Routledge.
- Berezin, M. 2002. Secure States: Towards a Political Sociology of Emotion. *The Sociological Review*, 50(2_suppl): 33–52.
- Bericat, E. 2016. The sociology of emotions: Four decades of progress. *Current Sociology*, 64(3): 491–513.
- Bill, G. 2005. *Research Interviewing: The Range Of Techniques*. Maidenhead: McGraw-Hill Education (UK).
- Bowman, E. H., & Helfat, C. E. 2001. Does Corporate Strategy Matter? *Strategic Management Journal*, 22(1): 1–23.

- Brinkmann, S. 2012. *Qualitative Inquiry in Everyday Life: Working with Everyday Life Materials*. London: SAGE.
- Brinkmann, S., & Kvale, S. 2015. *InterViews: Learning the Craft of Qualitative Research Interviewing* (3rd ed.). London: Sage Publications.
- Brotheridge, C., & Lee, R. T. 2003. Development and validation of the Emotional Labour Scale. *Journal of Occupational and Organizational Psychology*, 76(3): 365-379.
- Brotheridge, C. M., & Grandey, A. A. 2002. Emotional Labor and Burnout: Comparing Two Perspectives of “People Work.” *Journal of Vocational Behavior*, 60(1): 17–39.
- Brown, A. D., & Coupland, C. 2015. Identity Threats, Identity Work and Elite Professionals. *Organization Studies*, 36(10): 1315–1336.
- Brundin, E., & Liu, F. 2015. The role of emotions in strategizing. In D. Golsorkhi, D. Seidl, E. Vaara, & L. Rouleau (Eds.), *Cambridge Handbook of Strategy as Practice* (2nd ed.): 632–646. Cambridge: Cambridge University Press.
- Brundin, E., Liu, F., & Cyron, T. 2021. Emotion in strategic management: A review and future research agenda. *Long Range Planning*, 55(4): 102–144.
- Brundin, E., & Melin, L. 2006. Unfolding the dynamics of emotions: How emotion drives or counteracts strategising. *Journal of Work Organisation and Emotion*, 1: 277–302.
- Brundin, E., & Nordqvist, M. 2008. Beyond Facts and Figures: The Role of Emotions in Boardroom Dynamics. *Corporate Governance: An International Review*, 16(4): 326–341.
- Brush, T. H., Bromiley, P., & Hendrickx, M. 1999. The Relative Influence of Industry and Corporation on Business Segment Performance: An Alternative Estimate. *Strategic Management Journal*, 20(6): 519–547.
- Bryant, M., & Cox, J. W. 2006. The expression of suppression: Loss and emotional labour in narratives of organisational change. *Journal of Management & Organization*, 12(2): 116–130.
- Bryman, A. 2016. *Social Research Methods*. Oxford: Oxford University Press.
- Buchanan, D. A. 2001. The Role of Photography in Organization Research: A Reengineering Case Illustration. *Journal of Management Inquiry*, 10(2): 151–164.

- Burgelman, R. A., Floyd, S. W., Laamanen, T., Mantere, S., Vaara, E., et al. 2018. Strategy processes and practices: Dialogues and intersections. *Strategic Management Journal*, 39(3): 531–558.
- Burkitt, I., 2012. Emotional Reflexivity: Feeling, Emotion and Imagination in Reflexive Dialogues. *Sociology*, 46(3), 458–472.
- Cable, D. M., Gino, F., & Staats, B. R. 2013. Breaking Them in or Eliciting Their Best? Reframing Socialization around Newcomers' Authentic Self-expression. *Administrative Science Quarterly*, 58(1): 1–36.
- Campos, J. J., Frankel, C. B., & Camras, L. 2004. On the nature of emotion regulation. *Child Development*, 75(2): 377–394.
- Cândido, C. J. F., & Santos, S. P. 2015. Strategy implementation: What is the failure rate? *Journal of Management & Organization*, 21(2): 237–262.
- Castelló, I., Etter, M., & Årup Nielsen, F. 2016. Strategies of Legitimacy Through Social Media: The Networked Strategy. *Journal of Management Studies*, 53(3): 402–432.
- Cerruti, C., Tavoletti, E., & Grieco, C. 2019. Management consulting: A review of fifty years of scholarly research. *Management Research Review*, 42(8): 902–925.
- Clarke, C., Hope-Hailey, V., & Kelliher, C. 2007. Being Real or Really Being Someone Else?: Change, Managers and Emotion Work. *European Management Journal*, 25(2): 92–103.
- Clough, P. T., & Halley, J. 2007. *The Affective Turn: Theorizing the Social*. London: Duke University Press.
- Cloutier, C., & Langley, A. 2020. What Makes a Process Theoretical Contribution? *Organization Theory*, 1(1): 1–32.
- Collins, R. 2001. Social Movements and the Focus of Emotional Attention. In J. Goodwin, J. Jasper, & F. Polletta (Eds.), *Passionate Politics: Emotions and Social Movements*. Chicago: University of Chicago Press.
- Collins, R. 2004. *Interaction Ritual Chains*. Princeton: Princeton University Press.
- Collins, R. 2009. *Violence*. Princeton: Princeton University Press.

- Collins, R. 2017. Emotional Dynamics and Emotional Domination Drive The Microtrajectory of Moments of Collective Contingency: Comment On Ermakoff. *American Journal of Sociology*, 123(1): 276–283.
- Collins, R., & McConnell, M. 2016. *Napoleon Never Slept: How Great Leaders Leverage Social Energy*. Maren Ink.
- Collis, D. J. 2021, July 1. Why Do So Many Strategies Fail? *Harvard Business Review*.
<https://hbr.org/2021/07/why-do-so-many-strategies-fail>.
- Comi, A., & Whyte, J. 2018. Future Making and Visual Artefacts: An Ethnographic Study of a Design Project. *Organization Studies*, 39(8): 1055–1083.
- Côté, S., & Morgan, L. M. 2002. A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, 23(8): 947–962.
- Culhane, D., & Elliott, D. A. 2017. *A different kind of ethnography: Imaginative practices and creative methodologies*. North York: University of Toronto Press.
- Czarniawska, B. 2007. *Shadowing: And Other Techniques for Doing Fieldwork in Modern Societies*. Abingdon: Copenhagen Business School Press.
- Daft, R. L., & Weick, K. E. 1984. Toward a Model of Organizations as Interpretation Systems. *The Academy of Management Review*, 9(2): 284–295.
- Darwin, C. 2013. *The Expression of the Emotions in Man and Animals*. Cambridge: Cambridge University Press.
- David, R. J. 2012. Institutional Change And The Growth Of Strategy Consulting In The United States. In T. Clark & M. Kipping (Eds.), *The Oxford Handbook of Management Consulting*: 71–92. Oxford: Oxford University Press.
- De Dreu, C. K. W., Baas, M., & Nijstad, B. A. 2008. Hedonic tone and activation level in the mood-creativity link: Toward a dual pathway to creativity model. *Journal of Personality and Social Psychology*, 94(5): 739–756.

- De Keyser, B., Guiette, A., & Vandembemt, K. 2021. On the emotional dynamics of guided strategizing: An affective view on strategy-making directed by strategy consultants. *Strategic Organization*, 1–30.
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. 2005. The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66(2): 339–357.
- Domagalski, T. A. 1999. Emotion in Organizations: Main Currents. *Human Relations*, 52(6): 833–852.
- Down, S., & Reveley, J. 2009. Between narration and interaction: Situating first-line supervisor identity work. *Human Relations*, 62(3): 379–401.
- Durand, R., Grant, R. M., & Madsen, T. L. 2017. The expanding domain of strategic management research and the quest for integration. *Strategic Management Journal*, 38(1): 4–16.
- Eisenhardt, K. M. 1989. Building Theories from Case Study Research. *The Academy of Management Review*, 14(4): 532–550.
- Eisenhardt, K. M., & Graebner, M. E. 2007. Theory Building From Cases: Opportunities And Challenges. *Academy of Management Journal*, 50(1): 25–32.
- Eisenhardt, K. M., & Martin, J. A. 2000. Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10–11): 1105–1121.
- Ekman, P. 1977. Biological and Cultural Contributions to Body and Facial Movement. In J. Blacking (Ed.), *The Anthropology of the Body*: 34–84. London: London Academic Press.
- Ekman, P. 1982. *Emotion in the Human Face* (Annotated edition). Los Altos, California: Malor Books.
- Ekman, P. 1992. An argument for basic emotions. *Cognition and Emotion*, 6(3–4): 169–200.
- Ekman, P., Levenson, R. W., & Friesen, W. V. 1983. Autonomic nervous system activity distinguishes among emotions. *Science*, 221(4616): 1208–1210.
- Elfenbein, H. A. 2007. Emotion in Organizations: A review and theoretical integration. *Academy of Management Annals*, 1(1): 315–386.
- Emerson, R. M., Fretz, R. I., & Shaw, L. L. 2011. *Writing Ethnographic Fieldnotes* (2nd ed.). Chicago, IL: University of Chicago Press.

- Erickson, F., & Shultz, J. J. 1982. *The counselor as gatekeeper: Social interaction in interviews*. New York: Academic Press.
- Fan, G. H., & Zietsma, C. 2017. Constructing a Shared Governance Logic: The Role of Emotions in Enabling Dually Embedded Agency. *Academy of Management Journal*, 60(6): 2321–2351.
- Fincham, R. 1999. The Consultant–Client Relationship: Critical Perspectives on the Management of Organizational Change. *Journal of Management Studies*, 36(3): 335–351.
- Fotaki, M., Kenny, K., & Vachhani, S. J. 2017. Thinking critically about affect in organization studies: Why it matters. *Organization*, 24(1): 3–17.
- Freund, P. E. S. 1990. The expressive body: A common ground for the sociology of emotions and health and illness. *Sociology of Health & Illness*, 12(4): 452–477.
- Frisch, B., & Chandler, L. 2006, June 1. Off-Sites That Work. *Harvard Business Review*.
- Garrety, K., Badham, R., Morigan, V., Rifkin, W., & Zanko, M. 2003. The Use of Personality Typing in Organizational Change: Discourse, Emotions and the Reflexive Subject. *Human Relations*, 56(2): 211–235.
- Gawer, A., & Phillips, N. 2013. Institutional Work as Logics Shift: The Case of Intel’s Transformation to Platform Leader. *Organization Studies*, 34(8): 1035–1071.
- George, B., Walker, R. M., & Monster, J. 2019. Does Strategic Planning Improve Organizational Performance? A Meta-Analysis. *Public Administration Review*, 79(6): 810–819.
- George, J. M., & Zhou, J. 2007. Dual Tuning in a Supportive Context: Joint Contributions of Positive Mood, Negative Mood, and Supervisory Behaviors to Employee Creativity. *Academy of Management Journal*, 50(3): 605–622.
- Gerring, J. 2006. *Case Study Research: Principles and Practices*. Cambridge: Cambridge University Press.
- Gerring, J. 2007. *Case Study Research: Principles and Practices*. Cambridge University Press.
- Gill, M. J., McGivern, G., Sturdy, A., Pereira, S., Gill, D. J., et al. 2020. Negotiating Imitation: Examining the Interactions of Consultants and Clients to Understand Institutionalization as Translation. *British Journal of Management*, 31(3): 470–486.

- Gill, R., Barbour, J., & Dean, M. 2014. Shadowing in/as work: Ten recommendations for shadowing fieldwork practice. *Qualitative Research in Organizations and Management: An International Journal*, 9(1): 69–89.
- Gioia, D. A., & Chittipeddi, K. 1991. Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal*, 12(6): 433–448.
- Gioia, D. A., Price, K. N., Hamilton, A. L., & Thomas, J. B. 2010. Forging an Identity: An Insider-outsider Study of Processes Involved in the Formation of Organizational Identity. *Administrative Science Quarterly*, 55(1): 1–46.
- Glaister, K. W., & Falshaw, J. R. 1999. Strategic Planning: Still Going Strong? *Long Range Planning*, 32(1): 107–116.
- Golsorkhi, D., Rouleau, L., Seidl, D., & Vaara, E. 2019. *Cambridge Handbook of Strategy as Practice*. Cambridge: Cambridge University Press.
- Goodwin, J. 1997. The Libidinal Constitution of a High-Risk Social Movement: Affectual Ties and Solidarity in the Huk Rebellion, 1946 to 1954. *American Sociological Review*, 62(1): 53–69.
- Goodwin, J., Japer, J., & Polletta, F. (Eds.). 2001. *Passionate Politics: Emotions and Social Movements*. Chicago: The University of Chicago Press.
- Goodwin, J., Jasper, J., & Polletta, F. 2004. Emotional Dimensions of Social Movements. In D. Snow, S. Soule, & K. Hanspeter (Eds.), *The Blackwell Companion to Social Movements*: 413–432. Oxford: Blackwell Publishing Limited.
- Goodwin, J., Jasper, J., & Polletta, F. 2006. The Return of The Repressed: The Fall and Rise of Emotions in Social Movement Theory. *Mobilization: An International Quarterly*, 5(1): 65–83.
- Gooty, J., Gavin, M., & Ashkanasy, N. M. 2009. Emotions research in OB: The challenges that lie ahead. *Journal of Organizational Behavior*, 30(6): 833–838.
- Gould, D. B. 2009. *Moving Politics: Emotion and ACT UP's Fight against AIDS*. Chicago: University of Chicago Press.

- Grandey, A. A. 2003. When “The Show Must Go On”: Surface Acting and Deep Acting as Determinants of Emotional Exhaustion and Peer-Rated Service Delivery. *Academy of Management Journal*, 46(1): 86–96.
- Grandey, A. A., Diefendorff, J. M., & Rupp, D. E. 2013. Bringing emotional labor into focus: A review and integration of three research lenses. *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work*: 3–27. New York, NY, US: Routledge/Taylor & Francis Group.
- Gregg, M., & Seigworth, G. J. (Eds.). 2010. *The Affect Theory Reader* (Illustrated edition). Durham, NC: Duke University Press Books.
- Gross, J. J. 1998. The Emerging Field of Emotion Regulation: An Integrative Review. *Review of General Psychology*, 2(3): 271–299.
- Gross, J. J. 1999. Emotion Regulation: Past, Present, Future. *Cognition and Emotion*, 13(5): 551–573.
- Gross, J. J. 2015. Emotion Regulation: Current Status and Future Prospects. *Psychological Inquiry*, 26(1): 1–26.
- Gross, J. J., & Barrett, L. F. 2011. Emotion Generation and Emotion Regulation: One or Two Depends on Your Point of View. *Emotion Review*, 3(1): 8–16.
- Gross, J. J., & John, O. P. 2003. Individual differences in two emotion regulation processes: Implications for affect, relationships, and well-being. *Journal of Personality and Social Psychology*, 85: 348–362.
- Gubrium, P. of S. and C. J. F., & Holstein, P. J. A. 2002. *Handbook of Interview Research: Context and Method*. London: SAGE.
- Hansen, G. S., & Wernerfelt, B. 1989. Determinants of Firm Performance: The Relative Importance of Economic and Organizational Factors. *Strategic Management Journal*, 10(5): 399–411.
- Harris, A., & Guillemin, M. 2012. Developing Sensory Awareness in Qualitative Interviewing: A Portal Into the Otherwise Unexplored. *Qualitative Health Research*, 22(5): 689–699.
- Harrison, B. 2002. Photographic visions and narrative inquiry. *Narrative Inquiry*, 12(1): 87–111.

- Hayward, R. M., & Tuckey, M. R. 2011. Emotions in uniform: How nurses regulate emotion at work via emotional boundaries. *Human Relations*, 64(11): 1501–1523.
- Healey, M. P., Hodgkinson, G. P., Whittington, R., & Johnson, G. 2015. Off to Plan or Out to Lunch? Relationships between Design Characteristics and Outcomes of Strategy Workshops. *British Journal of Management*, 26(3): 507–528.
- Heaphy, E. D. 2017. “Dancing on Hot Coals”: How Emotion Work Facilitates Collective Sensemaking. *Academy of Management Journal*, 60(2): 642–670.
- Heaphy, E., & Dutton, J., 2008. Positive Social Interactions and the Human Body at Work: Linking Organizations and Physiology. *AMR*, 33(1): 137–162
- Hendry, J., & Seidl, D. 2003. The Structure and Significance of Strategic Episodes: Social Systems Theory and the Routine Practices of Strategic Change. *Journal of Management Studies*, 40(1): 175-196.
- Henry, A. 2021. *Understanding Strategic Management*. Oxford: Oxford University Press.
- Heracleous, L., & Jacobs, C. D. 2008. Crafting Strategy: The Role of Embodied Metaphors. *Long Range Planning*, 41(3): 309–325.
- Hibbert, P., 2022. **How to be a reflexive researcher**. London: Routledge
- Hibbert, P., Sillince, J., Diefenbach, T., & Cunliffe, A. L., 2014. Relationally Reflexive Practice: A Generative Approach to Theory Development in Qualitative Research. *Organizational Research Methods*, 17(3), 278–298.
- Hochschild, A. R. 1979. Emotion Work, Feeling Rules, and Social Structure. *American Journal of Sociology*, 85(3): 551–575.
- Hochschild, A. R. 1990. Ideology and emotion management: A perspective and path for future research. *Research agendas in the sociology of emotions*: 117–142. Albany, NY, US: State University of New York Press.
- Hochschild, A. R. 1998. The sociology of emotions as a way of seeing. In G. Bendelow & S. J. Williams (Eds.), *Emotions in Social Life: Critical Themes and Contemporary Issues*: 3–16. London: Routledge.

- Hochschild, A. R. 2012. *The Managed Heart: Commercialization of Human Feeling, Updated with a New Preface* (3rd ed.). Berkley: University of California Press.
- Hodgkinson, G. P., Whittington, R., Johnson, G., & Schwarz, M. 2006. The Role of Strategy Workshops in Strategy Development Processes: Formality, Communication, Co-ordination and Inclusion. *Long Range Planning*, 39(5): 479–496.
- Hodgkinson, G. P., & Wright, G. 2002. Confronting Strategic Inertia in a Top Management Team: Learning from Failure. *Organization Studies*, 23(6): 949–977.
- Holstein, J., Starkey, K., & Wright, M. 2018. Strategy and narrative in higher education. *Strategic Organization*, 16(1): 61–91.
- Hülshager, U. R., & Schewe, A. F. 2011. On the costs and benefits of emotional labor: A meta-analysis of three decades of research. *Journal of Occupational Health Psychology*, 16(3): 361–389.
- Humphrey, R. H., Ashforth, B. E., & Diefendorff, J. M. 2015. The bright side of emotional labor. *Journal of Organizational Behavior*, 36(6): 749–769.
- Humphrey, R. H., Pollack, J. M., & Hawver, T. 2008. Leading with emotional labor. (C. M. Brotheridge & R. T. Lee, Eds.) *Journal of Managerial Psychology*, 23(2): 151–168.
- Hurdley, R., & Dicks, B. 2011. In-between practice: Working in the ‘thirdspace’ of sensory and multimodal methodology. *Qualitative Research*, 11(3): 277–292.
- Huy, Q. N. 1999. Emotional capability, emotional intelligence, and radical change. *Academy of Management. The Academy of Management Review*, 24(2): 325–345.
- Huy, Q. N. 2002. Emotional Balancing of Organizational Continuity and Radical Change: The Contribution of Middle Managers. *Administrative Science Quarterly*, 47(1): 31–69.
- Huy, Q. N. 2005. Emotion Management to Facilitate Strategic Change and Innovation: How Emotional Balancing and Emotional Capability Work Together. In C. E. J. Hartel, N. M. Ashkanasy, & W. J. Zerbe (Eds.), *Emotions in Organizational Behavior* (1st ed.). New York: Psychology Press.

- Huy, Q. N. 2008. How Contrasting Emotions can Enhance Strategic Agility. In N. M. Ashkanasy & C. L. Cooper (Eds.), *Research Companion to Emotion in Organizations*: 546–560. Cheltenham: Edward Elgar Publishing.
- Huy, Q. N. 2011a. How middle managers' group-focus emotions and social identities influence strategy implementation. *Strategic Management Journal*, 32(13): 1387–1410.
- Huy, Q. N. 2011b. Emotions and Strategic Change. In K. Cameron & G. Spreitzer (Eds.), *The Oxford Handbook of Positive Organizational Scholarship*: 811–824. Oxford: Oxford University Press.
- Huy, Q. N. 2012. Emotions in strategic organization: Opportunities for impactful research. *Strategic Organization*, 10(3): 240–247.
- Huy, Q. N., Corley, K. G., & Kraatz, M. S. 2014. From Support to Mutiny: Shifting Legitimacy Judgments and Emotional Reactions Impacting the Implementation of Radical Change. *Academy of Management Journal*, 57(6): 1650–1680.
- Huy, Q. N., & Guo, Y. 2017. Middle managers' emotion management in the strategy process. In S. W. Floyd & B. Woolridge (Eds.), *Handbook of Middle Management Strategy Process Research*: 133–153. Cheltenham: Edward Elgar Publishing.
- Huy, Q., & Zott, C. 2019. Exploring the affective underpinnings of dynamic managerial capabilities: How managers' emotion regulation behaviors mobilize resources for their firms. *Strategic Management Journal*, 40(1): 28–54.
- Hydle, K. M. 2015. Temporal and Spatial Dimensions of Strategizing. *Organization Studies*, 36(5): 643–663.
- Jarzabkowski, P. 2005. *Strategy as practice: An activity-based approach*. London: SAGE.
- Jarzabkowski, P., Balogun, J., & Seidl, D. 2007. Strategizing: The challenges of a practice perspective. *Human Relations*, 60(1): 5–27.
- Jarzabkowski, P., Burke, G., & Spee, P. 2015. Constructing Spaces for Strategic Work: A Multimodal Perspective. *British Journal of Management*, 26(S1): S26–S47.
- Jarzabkowski, P., & Kaplan, S. 2015. Strategy Tools-in-Use: A Framework for Understanding “Technologies of Rationality” in Practice. *Strategic Management Journal*, 36(4): 537–558.

- Jarzabkowski, P., Paul Spee, A., & Smets, M. 2013. Material artifacts: Practices for doing strategy with 'stuff.' *European Management Journal*, 31(1): 41–54.
- Jarzabkowski, P., & Spee, P., Andreas. 2009. Strategy-as-practice: A review and future directions for the field. *International Journal of Management Reviews*, 11(1): 69–95.
- Jarzabkowski, P., & Whittington, R. 2008. Hard to disagree, mostly. *Strategic Organization*, 6(1): 101–106.
- Jasper, J. 2018. *The Emotions of Protest*. Chicago: The University of Chicago Press.
- Jasper, J. M. 1997. *The Art of Moral Protest: Culture, Biography, and Creativity in Social Movements*. Chicago: University of Chicago Press.
- Jasper, J. M. 1998. The Emotions of Protest: Affective and Reactive Emotions In and Around Social Movements. *Sociological Forum*, 13(3): 397–424.
- Jasper, J. M. 2006. Emotions and the Microfoundations of Politics: Rethinking Ends and Means. In S. Clarke, P. Hoggett, & S. Thompson (Eds.), *Emotion, Politics and Society*: 14–30. London: Palgrave Macmillan UK.
- Jasper, J. M. 2011. Emotions and Social Movements: Twenty Years of Theory and Research. *Annual Review of Sociology*, 37(1): 285–303.
- Jasper, J. M. 2012. Choice Points, Emotional Batteries, and Other Ways to Find Strategic Agency at the Microlevel. In G. Maney, R. Kutz-Flamenbaum, & D. Rohlinger (Eds.), *Strategies for Social Change*. Minnesota: University of Minnesota Press.
- Jasper, J. M. 2014. Constructing Indignation: Anger Dynamics in Protest Movements. *Emotion Review*, 6(3): 208–213.
- Jasper, J. M., & Poulsen, J. D. 1995. Recruiting Strangers and Friends: Moral Shocks and Social Networks in Animal Rights and Anti-Nuclear Protests. *Social Problems*, 42(4): 493–512.
- Johnson, G., Melin, L., & Whittington, R. 2003. Micro Strategy and Strategizing: Towards an Activity-Based View. *Journal of Management Studies*, 40(1): 3–22.
- Johnson, G., Prashantham, S., Floyd, S. W., & Bourque, N. 2010. The Ritualization of Strategy Workshops. *Organization Studies*, 31(12): 1589–1618.

- Jones, M. 2014. *Researching Organizations: The Practice of Organizational Fieldwork*. London: SAGE.
- Kahl, A. 2019. *Analyzing Affective Societies: Methods and Methodologies*. Abingdon: Routledge.
- Kammeyer-Mueller, J. D., Rubenstein, A. L., Long, D. M., Odio, M. A., Buckman, B. R., et al. 2013. A meta-analytic structural model of dispositional affectivity and emotional labor. *Personnel Psychology*, 66(1): 47–90.
- Kanter, R. M. 1983. *Change Masters*. New York: Simon and Schuster.
- Kaplan, R. S., & Norton, D. P. 1996. *The Balanced Scorecard: Translating Strategy Into Action*. Boston: Harvard Business Press.
- Kaplan, S. 2011. Strategy and PowerPoint: An Inquiry into the Epistemic Culture and Machinery of Strategy Making. *Organization Science*, 22(2): 320–346.
- Kaplan, S., & Orlikowski, W. J. 2013. Temporal Work in Strategy Making. *Organization Science*, 24(4): 965–995.
- Kenny, K., & Gilmore, S. 2014. From Research Reflexivity to Research Affectivity: Ethnographic Research in Organizations. In K. Kenny & M. Fotaki (Eds.), *The Psychosocial and Organization Studies: Affect at Work*: 158–182. London: Palgrave Macmillan UK.
- Kiefer, T. 2002. Analyzing Emotions for a Better Understanding of Organizational Change: Fear, Joy, and Anger During a Merger. *Managing Emotions in the Workplace*: 45–69. New York: Routledge.
- Kiel, L. D., & Watson, D. J. 2009. Affective Leadership and Emotional Labor: A View from the Local Level. *Public Administration Review*, 69(1): 21–24.
- Kisfalvi, V., & Pitcher, P. 2003. Doing What Feels Right: The Influence of CEO Character and Emotions on Top Management Team Dynamics. *Journal of Management Inquiry*, 12(1): 42–66.
- Kish-Gephart, J. J., Detert, J. R., Treviño, L. K., & Edmondson, A. C. 2009. Silenced by fear: The nature, sources, and consequences of fear at work. *Research in Organizational Behavior*, 29: 163–193.

- Klag, M., & Langley, A. 2013. Approaching the Conceptual Leap in Qualitative Research. *International Journal of Management Reviews*, 15(2): 149–166.
- Kouamé, S., & Liu, F. 2020. Capturing emotions in qualitative strategic organization research. *Strategic Organization*, 19(1): 97–112.
- Kozinets, R. V. 2018. Netnography for Management and Business Research. *The SAGE Handbook of Qualitative Business and Management Research Methods and Challenges*: 384–397. London: SAGE.
- Kraaijenbrink, J. 2019. 20 Reasons Why Strategy Execution Fails. *Forbes*.
<https://www.forbes.com/sites/jeroenkraaijenbrink/2019/09/10/20-reasons-why-strategy-execution-fails/>.
- Kreiner, G. E., Hollensbe, E. C., & Sheep, M. L. 2006. Where is the “Me” Among the “We”? Identity Work and the Search for Optimal Balance. *Academy of Management Journal*, 49(5): 1031–1057.
- Kumar Mishra, S. 2014. Linking perceived organizational support to emotional labor. *Personnel Review*, 43(6): 845–860.
- Kunisch, S., Bartunek, J. M., Mueller, J., & Huy, Q. N. 2017. Time in Strategic Change Research. *Academy of Management Annals*, 11(2): 1005–1064.
- Kvale, S. 1996. *InterViews: An Introduction to Qualitative Research Interviewing*. Thousand Oakes: Sage Publications.
- Langley, A. 1999. Strategies for Theorizing from Process Data. *The Academy of Management Review*, 24(4): 691–710.
- Langley, A. 2007. Process thinking in strategic organization. *Strategic Organization*, 5(3): 271–282.
- Langley, A., & Klag, M., 2019. Being Where? Navigating the Involvement Paradox in Qualitative Research Accounts. *Organizational Research Methods*, 22 (2): 515-538
- Langley, A., Smallman, C., Tsoukas, H., & Van De Ven, A. H. 2013. Process Studies of Change in Organization and Management: Unveiling Temporality, Activity, and Flow. *The Academy of Management Journal*, 56(1): 1–13.

- Lavis, V., 2010. Multiple researcher identities: Highlighting tensions and implications for ethical practice in qualitative interviewing. *Qualitative Research in Psychology*, 7(4): 316-331
- Lawrence, T. B., & Phillips, N. 2019. *Constructing Organizational Life: How Social-Symbolic Work Shapes Selves, Organizations, and Institutions*. Oxford: Oxford University Press.
- Lawrence, T. B., & Suddaby, R. 2006. Institutions and Institutional Work. *The SAGE Handbook of Organization Studies* (2nd ed.): 215–254. London: SAGE Publications Ltd.
- Lawrence, T., Suddaby, R., & Leca, B. 2011. Institutional Work: Refocusing Institutional Studies of Organization. *Journal of Management Inquiry*, 20(1): 52–58.
- Lebel, R. D. 2017. Moving beyond fight and flight: A contingent model of how the emotional regulation of anger and fear sparks proactivity. *The Academy of Management Review*, 42(2): 190–206.
- Lepisto, D., A. In Press. Ritual Work and the Formation of a Shared Sense of Meaningfulness. *Academy of Management Journal*.
<https://journals.aom.org/doi/epdf/10.5465/amj.2018.0854>.
- Leung, A., Zietsma, C., & Peredo, A. M. 2014. Emergent Identity Work and Institutional Change: The ‘Quiet’ Revolution of Japanese Middle-Class Housewives. *Organization Studies*, 35(3): 423–450.
- Lindebaum, D., & Jordan, P. J. 2014. When it can be good to feel bad and bad to feel good: Exploring asymmetries in workplace emotional outcomes. *Human Relations*, 67(9): 1037–1050.
- Liu, F., & Maitlis, S. 2014. Emotional Dynamics and Strategizing Processes: A Study of Strategic Conversations in Top Team Meetings. *Journal of Management Studies*, 51(2): 202–234.
- Locke, K., Feldman, M., & Golden-Biddle, K. 2020. Coding Practices and Iterativity: Beyond Templates for Analyzing Qualitative Data. *Organizational Research Methods*, 25(2): 262–284.
- Locke, K., Golden-Biddle, K., Feldman, M., 2008. Perspective—Making Doubt Generative: Rethinking the Role of Doubt in the Research Process. *Organization Science* 19(6):907-918.
- MacIntosh, R., MacLean, D., & Seidl, D. 2010. Unpacking the effectivity paradox of strategy workshops: Do strategy workshops produce strategic change? In D. Golsorkhi, L. Rouleau, D.

- Seidl, & E. Vaara (Eds.), *Cambridge Handbook of Strategy as Practice*: 291–309.
Cambridge: Cambridge University Press.
- Maitlis, S., & Ozcelik, H. 2004. Toxic Decision Processes: A Study of Emotion and Organizational Decision Making. *Organization Science*, 15(4): 375–393.
- Makadok, R. 2001. Toward a synthesis of the resource-based and dynamic-capability views of rent creation. *Strategic Management Journal*, 22(5): 387–401.
- Mantere, S., Aula, P., Schildt, H., & Vaara, E. 2013. Narrative attributions of entrepreneurial failure. *Journal of Business Venturing*, 28(4): 459–473.
- Mantere, S., & Whittington, R. 2021. Becoming a strategist: The roles of strategy discourse and ontological security in managerial identity work. *Strategic Organization*, 19(4): 553–578.
- Marcus, G. E. 1998. *Ethnography through Thick and Thin*. Princeton, NJ: Princeton University Press.
- Mason, J., & Davies, K. 2009. Coming to our senses? A critical approach to sensory methodology. *Qualitative Research*, 9(5): 587–603.
- Massumi, B. 2002. *Parables for the Virtual: Movement, Affect, Sensation* (Reprint edition).
Durham, NC: Duke University Press Books.
- Massumi, B. 2015. *Politics of Affect*. Cambridge: Polity.
- McGivern, C. 1983. Some Facets of the Relationship Between Consultants and Clients in Organizations. *Journal of Management Studies*, 20(3): 367–386.
- McGivern, C. K., & Fineman, S. 1983. Research and Consultancy: Towards a Conceptual Synthesis. *Journal of Management Studies*, 20(4): 425–439.
- McRae, K., & Gross, J. J. 2020. Emotion regulation. *Emotion*, 20(1): 1.
- Metiu, A., & Rothbard, N. P. 2012. Task Bubbles, Artifacts, Shared Emotion, and Mutual Focus of Attention: A Comparative Study of the Microprocesses of Group Engagement. *Organization Science*, 24(2): 455–475.
- Miles, M. B., & Huberman, A. M. 1994. *Qualitative Data Analysis: An Expanded Sourcebook*.
London: SAGE.

- Miles, M. B., Huberman, A. M., & Saldana, J. 2018. *Qualitative Data Analysis: A Methods Sourcebook*. London: SAGE Publications.
- Mohe, M., & Seidl, D. 2011. Theorizing the client—Consultant relationship from the perspective of social-systems theory. *Organization*, 18(1): 3–22.
- Moisander, J. K., Hirsto, H., & Fahy, K. M. 2016. Emotions in Institutional Work: A Discursive Perspective. *Organization Studies*, 37(7): 963–990.
- Moon, D. 2013. Powerful emotions: Symbolic power and the (productive and punitive) force of collective feeling. *Theory and Society*, 42(3): 261–294.
- Morrison, E. W., & Milliken, F. J. 2000. Organizational Silence: A Barrier to Change and Development in a Pluralistic World. *The Academy of Management Review*, 25(4): 706–725.
- Moskalenko, S., McCauley, C., & Rozin, P. 2006. Group Identification under Conditions of Threat: College Students' Attachment to Country, Family, Ethnicity, Religion, and University before and after September 11, 2001. *Political Psychology*, 27(1): 77–97.
- Nadkarni, S., Chen, T., & Chen, J. 2016. The clock is ticking! Executive temporal depth, industry velocity, and competitive aggressiveness. *Strategic Management Journal*, 37(6): 1132–1153.
- Nag, R., Hambrick, D. C., & Chen, M.-J. 2007. What is strategic management, really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*, 28(9): 935–955.
- Nicolini, D. 2012. *Practice Theory, Work & Organization—An Introduction*. Oxford: Oxford University Press.
- Nicolini, D., & Monteiro, P. 2017. The Practice Approach: For a Praxeology of Organisational and Management Studies. In A. Langley & H. Tsoukas (Eds.), *The SAGE Handbook of Process Organization Studies*: 110–126. London: SAGE publications.
- Ocasio, W. 1997. Towards an Attention-Based View of the Firm. *Strategic Management Journal*, 18(S1): 187–206.
- Ocasio, W. 2011. Attention to Attention. *Organization Science*, 22(5): 1286–1296.
- Olson, A. B. 2022, June. 4 Common Reasons Strategies Fail. *Harvard Business Review*.
<https://hbr.org/2022/06/4-common-reasons-strategies-fail>.

- Ortner, S. B. 1984. Theory in Anthropology since the Sixties. *Comparative Studies in Society and History*, 26(1): 126–166.
- Oyserman, D., Elmore, K., & Smith, G. 2011. Self, self-concept and identity. In M. R. Leary & J. P. Tangney (Eds.), *Handbook of Self and Identity* (2nd ed.): 69–104. New York: Guilford Publications.
- Parker, S. K., Bindl, U. K., & Strauss, K. 2010. Making Things Happen: A Model of Proactive Motivation. *Journal of Management*, 36(4): 827–856.
- Penrose, E., & Penrose, E. T. 2009. *The Theory of the Growth of the Firm*. Oxford University Press.
- Pfarrer, M. D., Devers, C. E., Corley, K., Cornelissen, J. P., Lange, D., et al. 2019. Sociocognitive Perspectives in Strategic Management. *Academy of Management Review*, 44(4): 767–774.
- Phillips, N., & Lawrence, T. B. 2012. The turn to work in organization and management theory: Some implications for strategic organization. *Strategic Organization*, 10(3): 223–230.
- Pink, S. 2015. *Doing Sensory Ethnography* (2nd ed.). London: Sage Publications Limited.
- Pink, S. 2020. *Doing Visual Ethnography*. London: SAGE.
- Porter, M. E. 2008. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Simon and Schuster.
- Pradies, C., Tunarosa, A., Lewis, M. W., & Courtois, J. 2021. From Vicious to Virtuous Paradox Dynamics: The Social-symbolic Work of Supporting Actors. *Organization Studies*, 42(8): 1241–1263.
- Quinlan, E. 2008. Conspicuous Invisibility: Shadowing as a Data Collection Strategy. *Qualitative Inquiry*, 14(8): 1480–1499.
- Rafaeli, A., & Sutton, R. I. 1987. Expression of Emotion as Part of the Work Role. *The Academy of Management Review*, 12(1): 23–37.
- Rafaeli, A., & Vilnai-Yavetz, I. 2004. Emotion as a Connection of Physical Artifacts and Organizations. *Organization Science*, 15(6): 671–686.
- Rivera, K. 2018. ‘Use Your Feelings’: Emotion as a Tool for Qualitative Research. *The SAGE Handbook of Qualitative Business and Management Research Methods*: 450–467. London: SAGE Publications Ltd.

- Roberts, L. M., Cha, S. E., Hewlin, P. F., & Settles, I. H. 2009. Bringing the Inside Out: Enhancing Authenticity and Positive Identity in Organizations. In L. M. Roberts & J. E. Dutton (Eds.), *Exploring Positive Identities and Organizations*: 149–170. London: Routledge.
- Rothman, N. B., & Melwani, S. 2017a. Feeling Mixed, Ambivalent, and in Flux: The Social Functions of Emotional Complexity for Leaders. *Academy of Management Review*, 42(2): 259–282.
- Rothman, N. B., & Melwani, S. 2017b. Feeling Mixed, Ambivalent, and in Flux: The Social Functions of Emotional Complexity for Leaders. *Academy of Management Review*, 42(2): 259–282.
- Röttger-Rössler, B., Scheidecker, G., & Lam, A. T. A. 2019. Narrating visualized feelings: Photovoice as a tool for researching affects and emotions among school students. *Analyzing Affective Societies*. London: Routledge.
- Rouleau, L. 2005. Micro-Practices of Strategic Sensemaking and Sensegiving: How Middle Managers Interpret and Sell Change Every Day. *Journal of Management Studies*, 42(7): 1413–1441.
- Roulston, K. 2010. Considering quality in qualitative interviewing. *Qualitative Research*, 10(2): 199–228.
- Ruebottom, T., & Auster, E. R. 2018. Reflexive dis/embedding: Personal narratives, empowerment and the emotional dynamics of interstitial events. *Organization Studies*, 39(4): 467–490.
- Sacks, H., Schegloff, E. A., & Jefferson, G. 1974. A Simplest Systematics for the Organization of Turn-Taking for Conversation. *Language*, 50(4): 696–735.
- Samra-Fredericks, D. 2003. Strategizing as Lived Experience and Strategists' Everyday Efforts to Shape Strategic Direction*. *Journal of Management Studies*, 40(1): 141–174.
- Samra-Fredericks, D. 2004. Managerial elites making rhetorical and linguistic 'moves' for a moving (emotional) display. *Human Relations*, 57(9): 1103–1143.
- Sanchez-Burks, J., & Huy, Q. N. 2009. Emotional Aperture and Strategic Change: The Accurate Recognition of Collective Emotions. *Organization Science*, 20(1): 22–34.
- Schatzki, T. R. 1996. *Social Practices: A Wittgensteinian Approach to Human Activity and the Social*. Cambridge: Cambridge University Press.

- Schatzki, T. R. 2001. Introduction: Practice theory. In T. R. Schatzki, K. K. Cetina, & E. V. Savigny (Eds.), *The Practice Turn in Contemporary Theory*: 10–23. London: Taylor & Francis Group.
- Schatzki, T. R. 2006. The Time of Activity. *Continental Philosophy Review*, 39(2): 155–182.
- Scheff, T. J., & Retzinger, S. M. 1991. *Emotions and Violence: Shame and Rage in Destructive Conflicts*. Indianapolis: Lexington Books.
- Scheff, Thomas. 1990. *Microsociology—Discourse, Emotion, and Social Structure*. Chicago: The University of Chicago Press.
- Schwartz, D. 1989. Visual ethnography: Using photography in qualitative research. *Qualitative Sociology*, 12(2): 119–154.
- Scott, J. 1990. *A Matter of Record: Documentary Sources in Social Research* (1st ed.). Cambridge: Polity.
- Shi, W. (Stone), & Prescott, J. E. 2012. Rhythm and Entrainment of Acquisition and Alliance Initiatives and Firm Performance: A Temporal Perspective. *Organization Studies*, 33(10): 1281–1310.
- Shuler, S., & Sypher, B. D. 2000. Seeking Emotional Labor: When Managing the Heart Enhances the Work Experience. *Management Communication Quarterly*, 14(1): 50–89.
- Slaby, J., & Scheve, C. von. 2019. *Affective Societies: Key Concepts* (1st ed.). London: Routledge.
- Smollan, R. K. 2013. Trust in change managers: The role of affect. *Journal of Organizational Change Management*, 26(4): 725–747.
- Smollan, R. K. 2017. Learning to cope with stressful organisational change. *International Journal of Work Organisation and Emotion*, 8(2): 148–167.
- Spector, P. E., & Fox, S. 2002. An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review*, 12(2): 269–292.
- Spee, A. P., & Jarzabkowski, P. 2011. Strategic planning as communicative process. *Organization Studies*, 32(9): 1217–1245.
- Spradley, J. 2016. *Participant Observation*. Long Grove: Waveland Press Inc.

- Srivastava, P., & Hopwood, N. 2009. A Practical Iterative Framework for Qualitative Data Analysis. *International Journal of Qualitative Methods*, 8(1): 76–84.
- Stake, R. E. 1978. The Case Study Method in Social Inquiry. *Educational Researcher*, 7(2): 5–8.
- Stake, R. E. 1995. *The Art of Case Study Research*. London: SAGE.
- Stephenson, K. A., Kuismin, A., Putnam, L. L., & Sivunen, A. 2020. Process Studies of Organizational Space. *Academy of Management Annals*, 14(2): 797–827.
- Sturdy, A. 1997. The Consultancy Process—An Insecure Business? *Journal of Management Studies*, 34(3): 389–413.
- Sturdy, A., Handley, K., Clark, T., & Fincham, R. 2010. *Management Consultancy: Boundaries and Knowledge in Action*. Oxford: Oxford University Press.
- Summers-Effler, E. 2010. *Laughing Saints and Righteous Heroes: Emotional Rhythms in Social Movement Groups*. Chicago: The University of Chicago Press.
- Surowiecki, J. 2013, September 3. Where Nokia Went Wrong. *The New Yorker*.
<https://www.newyorker.com/business/currency/where-nokia-went-wrong>.
- Sutton-Brown, C. A. 2014. Photovoice: A Methodological Guide. *Photography and Culture*, 7(2): 169–185.
- Teece, D. J., Pisano, G., & Shuen, A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7): 509–533.
- Tiedens, L. Z. 2001. Anger and advancement versus sadness and subjugation: The effect of negative emotion expressions on social status conferral. *Journal of Personality and Social Psychology*, 80(1): 86–94.
- To, M. L., Fisher, C. D., & Ashkanasy, N. M. 2015. Unleashing angst: Negative mood, learning goal orientation, psychological empowerment and creative behaviour. *Human Relations*, 68(10): 1601–1622.
- Tooby, J., & Cosmides, L. 1990. The past explains the present: Emotional adaptations and the structure of ancestral environments. *Ethology and Sociobiology*, 11(4): 375–424.
- Toubiana, M., & Zietsma, C. 2017. The Message Is on the Wall? Emotions, Social Media and the Dynamics of Institutional Complexity. *Academy of Management Journal*, 60(3): 922–953.

- Tracey, P., & Phillips, N. 2016. Managing the Consequences of Organizational Stigmatization: Identity Work in a Social Enterprise. *Academy of Management Journal*, 59(3): 740–765.
- Vaara, E., Sorsa, V., & Pälli, P. 2010. On the force potential of strategy texts: A critical discourse analysis of a strategic plan and its power effects in a city organization. *Organization*, 17(6): 685–702.
- Vaara, E., & Whittington, R. 2012. Strategy-as-Practice: Taking Social Practices Seriously. *Academy of Management Annals*, 6(1): 285–336.
- Van Dijk, P. A., & Brown, A. K. 2006. Emotional labour and negative job outcomes: An evaluation of the mediating role of emotional dissonance. *Journal of Management & Organization*, 12(2): 101–115.
- Van Kleef, G. A., De Dreu, C. K. W., & Manstead, A. S. R. 2004. The Interpersonal Effects of Emotions in Negotiations: A Motivated Information Processing Approach. *Journal of Personality and Social Psychology*, 87(4): 510–528.
- Van Maanen, J. 2010. A Song for My Supper: More Tales of the Field. *Organizational Research Methods*, 13(2): 240–255.
- Van Maanen, J. 2011. *Tales of the Field: On Writing Ethnography, Second Edition*. University of Chicago Press.
- Van Maanen, J. 2015. The present of things past: Ethnography and career studies. *Human Relations*, 68(1): 35–53.
- Van Maanen, J., & Kolb, D. M. 1982. The professional apprentice: Observations on fieldwork roles in two organizational settings. *Working papers*. no. 1323–82., Massachusetts Institute of Technology (MIT), Sloan School of Management.
- Vásquez, C., Brummans Boris, H. J. M., & Groleau, C. 2012. Notes from the field on organizational shadowing as framing. *Qualitative Research in Organizations and Management: An International Journal*, 7(2): 144–165.
- Vaughan, K., 2008. A tale of two hyphens: Working the policy-research and research-researched hyphens in a longitudinal youth transition project. *International Journal of Social Research Methodology*, 11(3): 215-227

- Vesa, M., & Vaara, E. 2014. Strategic ethnography 2.0: Four methods for advancing strategy process and practice research. *Strategic Organization*, 12(4): 288–298.
- Vince, R. 2002. The politics of imagined stability: A psychodynamic understanding of change at Hyder plc. *Human Relations*, 55(10): 1189–1208.
- Vince, R. 2006. Being Taken Over: Managers' Emotions and Rationalizations During a Company Takeover. *Journal of Management Studies*, 43(2): 343–365.
- von Scheve, C. 2012. Emotion Regulation and Emotion Work: Two Sides of the Same Coin? *Frontiers in Psychology*, 3.
- Vuori, N., Vuori, T. O., & Huy, Q. N. 2018. Emotional practices: How masking negative emotions impacts the post-acquisition integration process. *Strategic Management Journal*, 39(3): 859–893.
- Vuori, T. O., & Huy, Q. N. 2016. Distributed Attention and Shared Emotions in the Innovation Process: How Nokia Lost the Smartphone Battle. *Administrative Science Quarterly*, 61(1): 9–51.
- Vuori, T. O., & Huy, Q. N. 2022. Regulating Top Managers' Emotions during Strategy Making: Nokia's Socially Distributed Approach Enabling Radical Change from Mobile Phones to Networks in 2007–2013. *Academy of Management Journal*, 65(1): 331–361.
- Wang, G., Seibert, S. E., & Boles, T. L. 2011. Synthesizing What We Know and Looking Ahead: A Meta-Analytical Review of 30 Years of Emotional Labor Research. In C. E.J. Härtel, N. M. Ashkanasy, & W. J. Zerbe (Eds.), *What Have We Learned? Ten Years On*, vol. 7: 15–43. London: Emerald Group Publishing Limited.
- Warren, S. 2008. Empirical Challenges in Organizational Aesthetics Research: Towards a Sensual Methodology. *Organization Studies*, 29(4): 559–580.
- Warren, S. 2018. Photography in Qualitative Organizational Research: Conceptual, Analytical and Ethical Issues in Photo-Elicitation Inspired Methods. *The SAGE Handbook of Qualitative Business and Management Research Methods*: 239–261. London: SAGE.
- Watson, T. J. 2008. Managing Identity: Identity Work, Personal Predicaments and Structural Circumstances. *Organization*, 15(1): 121–143.

- Weick, K. E. 1995. *Sensemaking in Organizations*. London: SAGE.
- Wengraf, T. 2001. *Qualitative Research Interviewing: Biographic Narrative and Semi-Structured Methods*. London: SAGE.
- Wentworth, W. M., & Ryan, J. 1994. Introduction. In D. D. Franks (Ed.), *Social Perspectives on Emotions*. Greenwich, London: JAI Press Inc.
- Werle, F., & Seidl, D. 2015. The Layered Materiality of Strategizing: Epistemic Objects and the Interplay between Material Artefacts in the Exploration of Strategic Topics. *British Journal of Management*, 26(S1): S67–S89.
- Wetherell, M. 2012a. *Affect and Emotion: A New Social Science Understanding*. London: SAGE Publications Ltd.
- Wetherell, M. 2012b. *Affect and Emotion: A New Social Science Understanding*. London: SAGE
- Wetherell, M. 2015. Trends in the Turn to Affect: A Social Psychological Critique. *Body & Society*, 21(2): 139–166.
- Wharton, A. S., & Erickson, R. I. 1993. Managing emotions on the job and at home: Understanding the consequences of multiple emotional roles. *Academy of Management Review*, 18(3): 457–486.
- Whittington, R. 1996. Strategy as practice. *Long Range Planning*, 29(5): 731–735.
- Whittington, R., Molloy, E., Mayer, M., & Smith, A. 2006. Practices of Strategising/Organising: Broadening Strategy Work and Skills. *Long Range Planning*, 39(6): 615–629.
- Whyte, W. F. 1984. *Learning from the Field: A Guide from Experience*. London: SAGE.
- Williamson, E. 2011. The Magic of Multiple Emotions: An Examination of Shifts in Emotional Intensity During the Reclaiming Movement’s Recruiting/Training Events and Event Reattendance. *Sociological Forum*, 26(1): 45–70.
- Wright, A. L., Zammuto, R. F., & Liesch, P. W. 2017. Maintaining the Values of a Profession: Institutional Work and Moral Emotions in the Emergency Department. *Academy of Management Journal*, 60(1): 200–237.
- Wright, C., & Nyberg, D. 2012. Working with passion: Emotionology, corporate environmentalism and climate change. *Human Relations*, 65(12): 1561–1587.

- Ybema, S. B., & Kamsteeg, F. H. 2009. Making the familiar strange: A case for disengaged organizational ethnography. In S. B. Ybema, D. Yanow, H. Wels, & F. H. Kamsteeg (Eds.), *Organizational ethnography: Studying the complexities of everyday life*: 101–119. London: Sage.
- Ybema, S., Yanow, D., Wels, H., & Kamsteeg, F. 2009. *Organizational Ethnography: Studying the Complexities of Everyday Life*. London: SAGE.
- Yin, R. K. 2003. *Case Study Research: Design and Methods*. London: SAGE.
- Yin, R. K. 2009. *Case Study Research: Design and Methods*. London: SAGE.
- Yin, R. K. 2011. *Applications of Case Study Research*. London: SAGE.
- Zapf, D. 2002. Emotion work and psychological well-being: A review of the literature and some conceptual considerations. *Human Resource Management Review*, 12(2): 237–268.
- Zapf, D., & Holz, M. 2006. On the positive and negative effects of emotion work in organizations. *European Journal of Work and Organizational Psychology*, 15(1): 1–28.
- Zietsma, C., & Lawrence, T. B. 2010. Institutional work in the transformation of an organizational field: The interplay of boundary work and practice work. *Administrative Science Quarterly*, 55(2): 189–221.
- Zietsma, C., Toubiana, M., Voronov, M., & Roberts, A. 2019. *Emotions in Organization Theory*. Cambridge: Cambridge University Press.