

# D&I MOMENT EMOTIONAL CULTURE.

Institution of  
**MECHANICAL  
ENGINEERS**

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Trustee Board

**Improving the world through engineering**



# EMOTIONAL CULTURE (1).

## Why is it important?

*Our energy, mood, presence and the atmosphere that we generate are very important when we welcome guests, visitors or observers to our meetings.*

The Emotional Culture that we create can help support inclusivity and diverse ways of being or thinking.

Different Emotional Cultures can exist in different areas of an organisation.

There is a direct impact on inclusion in real time.

*Q. How do people experience us as a group?*

*Q. Where are we operating within the 4 Stages of Psychological Safety?<sup>(2)</sup>*

# ORGANISATIONAL CULTURE<sup>(1)</sup>.

-Typically refers to *Cognitive Culture, not Emotional Culture*

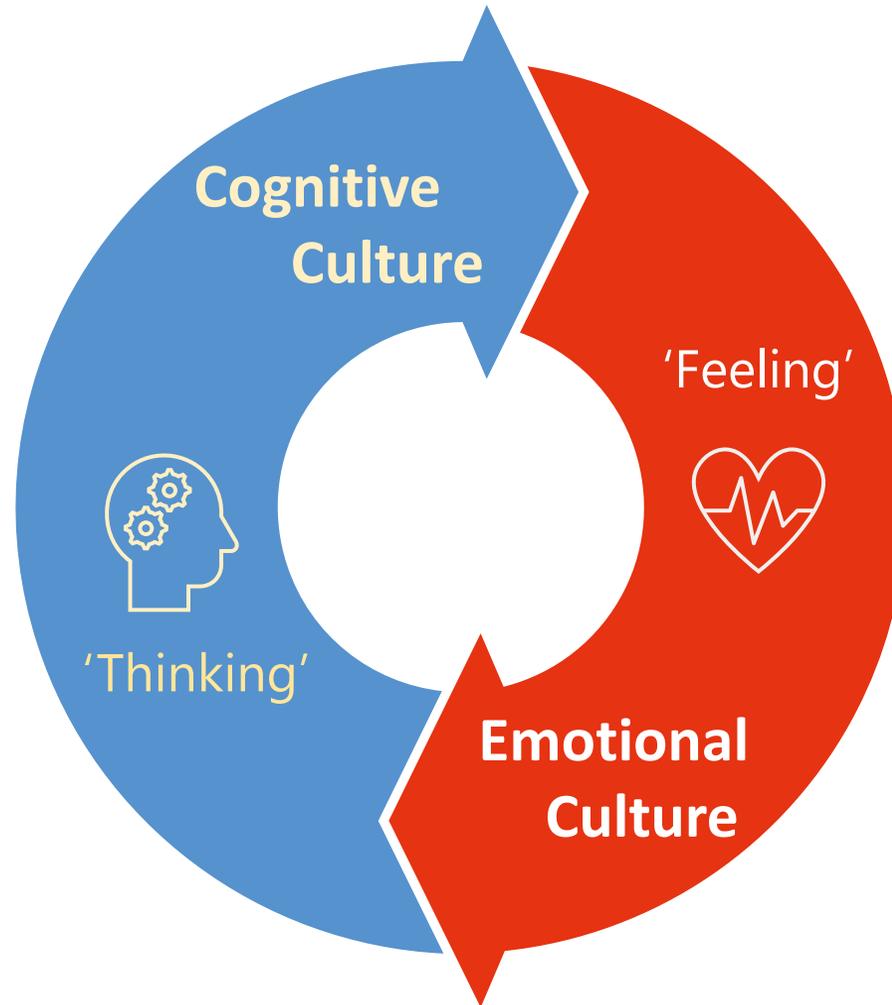
- Little attention is paid to how people are — or could — be feeling
- Emotions are central to building culture; behaviours are often driven by feelings
- Positive emotions are consistently associated with better performance.
- By understanding & consciously thinking about emotions - we could better motivate, support & include each other.

“Emotional culture is rarely managed as deliberately as cognitive culture.”

# CULTURE CONSISTS OF 2 PARTS<sup>(1)</sup>.

## Cognitive Culture

- Sets the tone for how members/employees think and behave — for instance, how customer-focussed, innovative, team-oriented, or competitive they are or should be.
- Shared intellectual values, norms and assumptions that serve as a guide for the group to thrive.
- Conveyed verbally.



## Emotional Culture

- Influences member or employee satisfaction, burnout, teamwork, and hard measures such as financial performance and absenteeism.
- Shared affective values, norms, and assumptions that govern which emotions people have and express at work and which ones they are better off suppressing.
- Conveyed through nonverbal cues  
- body language / facial expressions.

# CREATING EMOTIONAL CULTURE<sup>(3)</sup>.

## What we could consider doing -

- Work together to define how we want people to feel, and not to feel in different contexts;
  - When engaging with us as the Trustee Board, or,
  - When engaging in their work or volunteering.

A. How do we want people to feel when engaging with us?

- *It is important that they feel...*
- *Our success relies on our people feeling this...*

B. How do we not want people to feel?

- *It is important our people don't feel this...(but they might from time-time)*
- *We absolutely don't want our people to feel this...*

- The feelings generated as answers to both **A & B** can be used to generate actions and new ways of interacting to help create an emotional culture that supports your people.

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# THANK YOU.

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