



Marcelo Manucci

FORMULA of **experiences**

Model to redefine the meaning of events

Why emotions?

Emotions regulate behaviors through chemical discharges that emerge as responses to contact with certain facts. All living systems, from unicellular to social, respond to the dynamic of context. But in a case of people, these responses are mediated by the personal experience of events. In other words, the characteristics of the context are based on our personal interpretation, which more or less is connected with reality of facts. Interpretations define the meaning of events which are emotionally colored by certain molecules. This combination of meaning and chemistry sets the way each person experiences everyday events.

Emotions are the chemical component of our behaviors. Emotions are complex programs of actions, usually automatic, inherited by evolution. In fact, there are a set of universal emotions, not learned, that can be recognized in all cultures. The experiences define moods that establish how we deal to events. These moods are different from emotions (such as chemical discharges). Emotions are bodily responses and moods are responses from the "virtual reality" (meaning) that we define in relation to daily events.

Create new experiences



The experiences are representations of events reconstructed subjectively which generate certain emotional states. Mood arising from the experiences are different of the emotions because refer to different levels of response. Emotions are the biological support of our behaviors that act as complex programs of activities. But moods are different of the emotions because they are constructs which involved subjectivity and culture in conformation and permanence. Therefore, moods involve a set emotions associated with particular meaning.

Emotions are automatic responses from the body

Moods are responses from the experiences



Both processes define a personal way of approach to the facts

In the case of organizations, the context of relationship has other conditions. The context is related to internal structure of the organization and the rules that define roles and linkages in this space. The goal of managing experiences in organizations involves establishing a favorable emotional framework for responses to the demands of context. To achieve a change in the quality of relations with the context, it is necessary to change experiences related to the context.

+ **Formula** components

The relationship with the everyday facts is a relationship with subjective interpretations and explanations of different situations. So, the relationship is a relation with a virtual reality. People build their reality as a puzzle of thoughts, emotions and habits. The landscape we face daily is a virtual reality supported by a neural network connected by chemical components that define the "color" of these images. In virtual reality, the subjective meaning of the world generates an emotional impact. And, at the same time, the emotional impacts also affect the meanings. Experiences are "subjective packages" arising from the articulation of two processes: the content related to certain situations and emotional position regarding this content. The frame of contents is defined by cognitive interpretations of events ("what"). The other process responds to chemical answers that define the emotions related interpretations ("how"). Both processes operate as a unit approach to daily events.

The relationship between these two processes is described by the following formula:

contents + emotions = experiences

[Cognitive interpretations]

[Body responses]

[Subjective representations]

In personal experiences there is a direct relation between interpretations (meanings) and emotions (chemistry). A thought can change brain chemistry, as well as a physical event in the brain can change a thought. An external or internal stimulus triggers a specific chemical discharge, which generates a specific emotion (fear, joy, anxiety, excitement, etc), depending on the type of molecule involved. This is a natural reaction of the body when facing certain situations. But in the case of people, the emotions take a particular meaning from thoughts that generate specific feelings which are made up of a set of simultaneous processes: the stimulus that generates reactions in the brain, the response in the body and ideas that accompany this reaction

The chemical combination that defines an emotion involves different molecules that cause different results. From a chemical point of view, molecules always produce the same emotions (joyfulness, depression, excitement, etc.), as a result of certain biological processes. But emotions do not always generate the same feelings, because the definition of feelings is related to the thoughts which are associated with this chemical process, and both define an specific experience. Feelings are a combination of chemical reactions and thoughts. The experiences can be triggered both by an emotion or a thought. But at some point, both processes begin to reinforce each other, generating global feelings.

Applying the formula

Manage personal responses and improve the quality of interpersonal relationships

To transform experiences in organizations is necessary to change the conditions that create those experiences. According to formula, experiences arise from two components. The first component relates to the meanings that define the contents of the personal interpretations and explanations about certain events in the context. The second component is related to the chemistry of emotions that define the modalities of responses against those events. In this regard, the transformation of experiences involves two aspects relates to:

1 Reframe the interpretations

This intervention aims to generate a coherent framework about processes and organizational situations. These ideas should be clear and simple to generate a reliable frame of reference about organizational context. In this sense, there are three important points to consider: a) **Define key ideas to share** in the organizational context which affect the interpretations and explanations that people have about the events, b) **Maintain feedback** expanding spaces for dialogue to care the quality of contents, c) **Define performance rules** which provides a clear reference framework with clear objectives to guide the performance of individuals.

2 Caring the quality of relationships

This intervention aims to sustain a favorable context for the integration and motivation of people. The management of a suitable chemical for performance is accomplished through managing personal responses and the quality of interpersonal relationships. To do this is necessary to consider the following points: a) **Reduce hostility and threat** to create a favorable emotional context to think, create and decide, b) **Encourage the participation and integration** to facilitate self-management performance that enable autonomy, concentration and determination on personal goals, c) **Inspire challenges and recognize** people to generate positive mood and personal enthusiasm.

contents + emotions = experiences

[Reframe the interpretations] [Caring the relationships] [Subjective representations]



Define key ideas

Maintain feedback

Define performance



Reduce hostility

Encourage participation

Inspire challenges