

Emotional gap

Organizational design and management have had, from the beginning, a principle based on the efficiency of the processes, but isolated from the dynamic context. This self-referential design that generated the great development of industrialization, in this century, is collapsing due to three factors: a) the conflicts in its functioning, b) the difficulties in responsiveness, and c) the impossibility of sustainable management models. In the first case, the mechanical design is a rigid structure that conflicts with the nature of human systems: open, dynamic, and paradoxical. The dynamics of machines do not correspond to the dynamics of human processes and generate deep conflicts in a team's performance. Second, in the current context of increasing volatility, this rigid design has no appropriate responses to changing environments. Inflexibility does not guarantee adequate responses, which intensifies the difficulties in operation and performance. Finally, mechanistic management models are designed to "win", they are not intended for system development in all its dimensions. This principle defines the decisions and movements that focus on the exclusion of actors (market or community) and resources exploitation.

Today, these factors create a wide gap between the volatility of the world, with its unprecedented and unforeseen changes, and the structural capacity of organizations to respond and act in this context of transformation. When it is difficult to respond to the dynamics of the context, organizations force their structure to sustain results, pressing on the human system. The cost of this pressure is the collapse of the emotional quality of its people, which also involves low performance and productivity. The result is a vicious cycle of despair, pressure, and deterioration in working conditions that enlarges the emotional gap.

The neurobiology of reality

People, individually and as a group, build their reality as a puzzle of concepts and experiences. These subjective structures define the ways in which each person shapes and interprets everyday phenomena. Personal experience is supported by networks of neurons that are connected chemically. There are no possibilities to construct meaning and personal experiences without biological support. At the same time, the growth of neural networks is not possible without meanings and experiences that generate new connections. These neural patterns are connected by chemical keys that generate emotional reactions. The landscape we face when making decisions is a picture mediated by symbols, language, and experiences that are supported by neural networks which are connected by chemical components that define the "color" of the interpretations and the "horizon" of possibilities for action.

When facing new events, first reactions arise from established patterns. We face the "new" from past experiences. Therefore, our contact with reality is always a landscape painted with our own style and colors that take a particular shape according the chemistry underpinning neural connections. Hence, nobody reacts to the "reality" of events, but from a landscape designed with perceptions, language, and experiences "colored" with emotions.

The emotional costs of the threat

From a mechanistic perspective, all that disturbs "the order" is an enemy. Traditionally, the classical role of Management has focused on optimizing the limitations or restrictions. This model is based on the assumption that we share a limited territory, where other players are enemies that we eliminate or to whom we restrict access to limited resources. From this view, the development possibilities are limited and exclusive. In the current dynamics of the social context, this concept extends the threats and creates the feeling of a context increasingly hostile and confrontational. The cost of living "under threat" implies a neurobiological state that reduces by half the capacity of cognitive performance (decisions, design, and creativity) of people. In

these cases, the performance problem is not in people skills, but their living labor. Although profitability is 100%, people are working at 50% of their personal development.

Paradoxically, the point of vulnerability where the implementation fails is emotional. Even with this diagnosis, there is an asymmetry in investments. All investments are concentrated in the physical structure. There are no emotional investments. Thus, the emotional costs become a greater impact variable for organizations. Investing in emotions means to generate conditions in the emotional climate that sustains and expands the capacity to an unpredictable and unstable context.

Emotionally productive areas

The biggest difference between mechanical and human systems is that people move according to a "subjective meaning" of the world that surrounds them. Machines move according to a task; a person moves depending on their motivation. Emotions are a key factor supporting the subjectivity of people. A reductionist view (neurobiological) of subjectivity is very risky, akin to ignoring the biological support that defines the "colors" of the motivation. Under this premise, an emotionally productive space is related to production processes that have "meaning" and significance for people. It is necessary to recover the concept of production as a much wider dimension, one that surpasses mere profitability. It is necessary to recover a concept that includes multiple facets of human development (cultural, social, political, productive, intellectual, etc.).

All motivation comes from a personal experience. Our hypothesis is that the personal experience arises from a map where each person stands and defines possible actions. This "self-perception in the environment" and the possibilities for action generate an experiential structure that displays certain moods (chemicals), with impact on the quality of relationships.

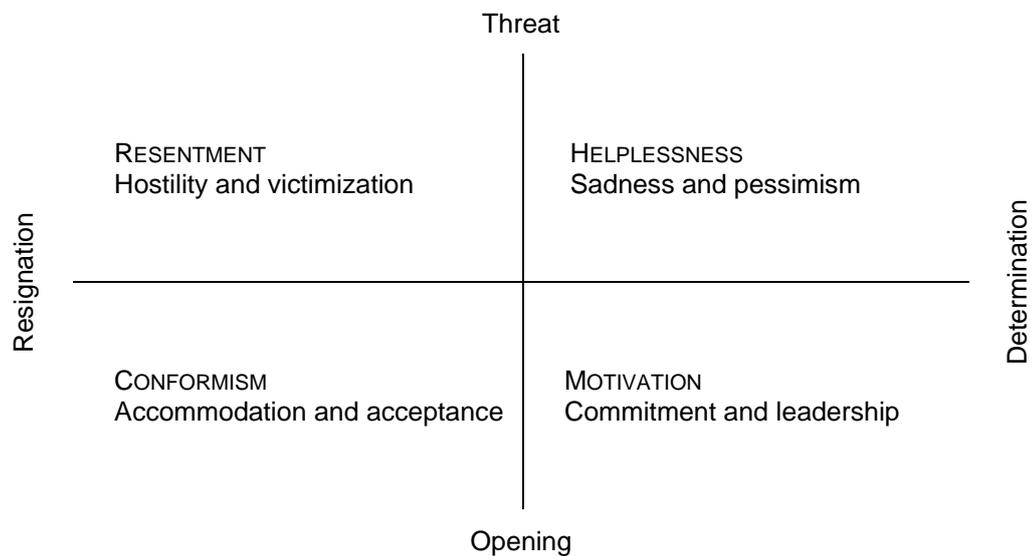
The place on the map

The structure of experience is composed of two perceptual dimensions: experience of the present and the future projection. The "*experience of the present*" defines the way in which people integrate the world; it can be integrated from an open mind to new experiences and opportunities for development or it may have a negative outlook in which the environment is perceived as threatening and hostile and which we must defend and shelter. Moreover, "*the projection of the future*" defines the possibilities of intervention in that territory subjective; this can have a positive projection supported by commitment and enthusiasm about the possibilities for change and transformation in the environment, or the projection can be installed as a state of helplessness to try changes.

Dimensions	Experiences	Neurochemical circuit	Impact
<i>Experience of the present</i>	Opening	Dopamine circuit Left prefrontal cortex Nucleus accumbens Oxytocin circuit SNPS	Confidence Concentration, discipline, cooperation and empathy
	Threat	Circuit glucocorticoids (adrenaline, cortisol) Amygdala SNS	Defense. Hostility Diminished cognitive processes. Fear. Automatic thoughts.
<i>Projection of the future</i>	Determination	Left prefrontal cortex Dopamine Serotonin SNPS	Projection, enthusiasm and concentration. Optimism Commitment.
	Resignation	Right prefrontal cortex. Low levels of dopamine and serotonin	Depression. Sadness. Low resilience. Hypochondria. Difficult of integration.

Motivational matrix

Emotional reactions are activated against specific events or causes. But if these reactions continue, even after the events or causes disappear, these chemical discharges establish moods that become structural patterns of relationship in the system. For this reason, the neurobiological component is important for understanding the structure of moods which are installed as behavior patterns in individuals and groups. From this perspective, we can draw a matrix of motivation, according to the axes of the two dimensions that define the self-perception of the environment.



The challenge of the motivation is to keep the system in a state of movement and creativity. If the system is too tight, the risk is stereotyped or there is a compulsive response. If the system is very relaxed and indifferent, the risk is the lack of appropriate responses, the ineffectiveness. Both extreme states have implications for: relationships (the integration of people in the group), performance (results of activities), and its impact on the larger context (in the projection of their actions on other systems).

To advance in the management of this matrix, there are three important points to consider:

1. **CLEAN THE ENVIRONMENT:** Care for the impact of emotions. The working environment is one of the most important factors of performance, while labor costs. Many of the relationships are framed under the pressure of enforcement of certain relationships.
2. **CLEAR THE CONTENTS:** Clarity of criteria and instructions. Much of the documentation of an organization responds only to bureaucracy, which is inconsistent with the dynamics of context.
3. **CLEAN PROCESSES:** Coordinate actions with clear objectives to guide the performance of individuals. Much of the daily tasks are fragmented and do not respond to transcendent goals.

Following the sequence of emotions and their impact on relationships, we can trace the interventions in three dimensions: a) on language that defines the shared content, b) in shared spaces that define experiences, and c) on relationships that frame the context that gives meaning to everyday events.

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