

Nobody want to spend their days in hyper-vigilance watching for signs of covert emotions. That sounds paranoid, right? What fun is that? Most people just want to do their jobs and not focus on the negative.

**Emotional continuity management
is risk management.**

To learn how to keep an eye out for signs of emotional spinning, raise your awareness levels and create a fine-tuned set of recognition skills. Managing emotions does not mean becoming a psychologist or a spy, although there are skills in these areas you must learn. Emotional continuity management is *risk management*. When everyone in your company becomes aware of the risk presented by emotional mismanagement, your company will have the upper hand in predicting, managing, and avoiding unnecessary emotional spin events.

Some folks complain that they are not showing faith in people if they are “on guard.” Regular people don’t want to appear paranoid. The *hard fact* is that emotional spinning does not care about your opinions or resistance to learning how to manage, because emotional spinning has a life of its own. Bullies don’t care what you think; they have their own agenda. And *intentional spinners, like emotional terrorists and bullies, are counting on your resistance so they can take more emotional or physical territory*. Emotional terrorists are expansionists seeking new collections of people, places, and things to increase their empires. *Ask yourself if you really think it wastes company time and money, shows lack of good faith, or demonstrates paranoia to purchase a fire extinguisher? Then go have that discussion with a fire. Then go ask an arsonist*. If you are still worried about good stewardship over the corporate dollar, call five attorneys and ask them to give you their hourly fees for court appearances.

A Setup for an Intentional Emotional Spin Can Look Like One Of These

- ▶ Andrew starts a rumor about layoffs.
- ▶ Bryan tells Nora that his marriage is ending and asks whether she would be willing to listen to him later after work because he needs a special friend right now, someone who would understand and appreciate him like she does. He tells Nora she is special.
- ▶ Lonni cozies up to Desmond and tells him that she thinks it is a crime that Frank was given the assignment he wanted, and now

she thinks that Frank might be having an affair with the supervisor. She tells him she is on his side if he wants to fight it.

- ▶ Gena repeats Jeanne’s rumor, but adds her beliefs that it might have something to do with Bruce getting an attorney.
- ▶ Carl calls all his team members after work encouraging them not to go to the meeting with the new consultant, because he heard that he might be taping the meeting, and then would share that with the bosses.
- ▶ Krissy blows off the new training meeting and tells her co-workers that if they go they are just “kiss-asses” and that if they want to keep their jobs they should just let the manager know how absurd it is to keep on getting all this training when it doesn’t help.
- ▶ Hanna tells the manager what Gene said with the additional information that “everyone is now upset” and that Jared, the assistant manager, mentioned he might quit over this.
- ▶ Karen has been trying to stir people up for years to keep her power and control base. She is in a union. The rest of the business is not union. She brings in union reps that start promoting their cause. She uses this information to terrorize people who are under-represented.
- ▶ Jorge is an anti-union manager who uses threats of lay-offs and bankruptcy to terrorize people against joining a union.

Questions for Further Thought and Discussion

1. How much can your company afford to spend on one employee who creates emotional spinnings that escalate into “tornadoes?”
2. What are the criteria that are in your policy for calling 911 or Security Services? Can anyone call at any time or does it need to have management approval? What is “enough” to justify a call to 911?
3. Under what circumstances would you report an episode of gossiping to your boss? What determines benign gossip as opposed to malicious gossip? What is the difference in terms of your policies and procedures for “hurt feelings”?
4. Can you list 10 reasons to call in your EAP provider?
5. Can you list 10 reasons to call in a Critical Incident Stress Debriefing?
6. Can you list 10 reasons to call in your Emotional Continuity Management Team?