

It takes 2 to Tango: The role of emotion in service interactions

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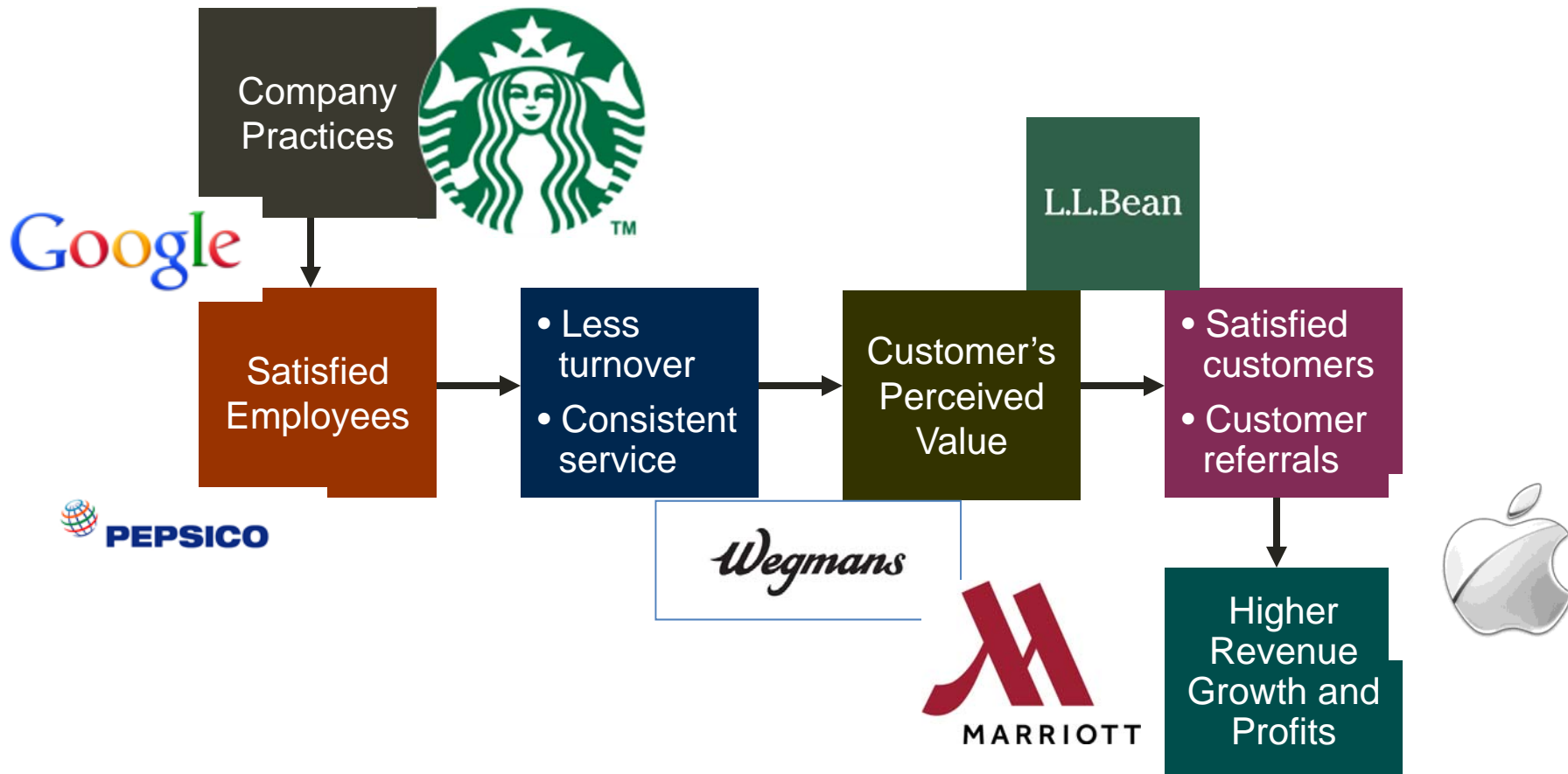
Tango, you said tango?

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- <https://www.youtube.com/watch?v=GSsfP8nRvYg>

Emotion and business are much more connected than we usually acknowledge!

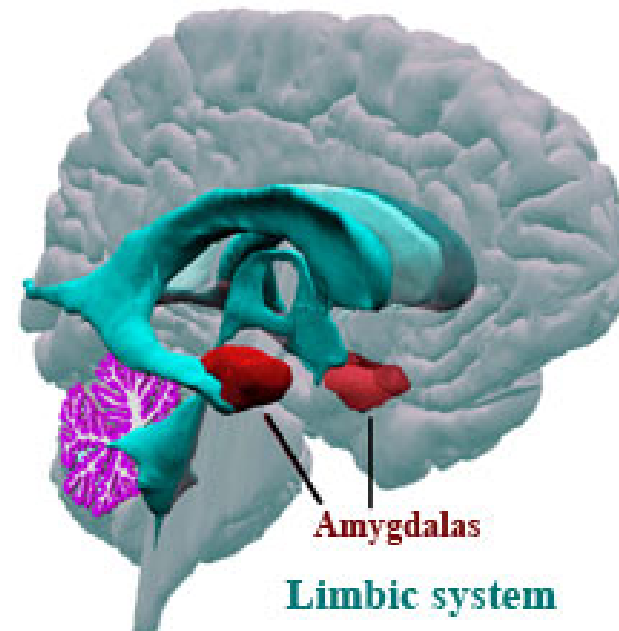




What is an emotion?



- **Emotion** is an episodic phenomenon, of a relatively brief duration, event/object specific
- **Translation** = you always have an emotion because of something or someone!

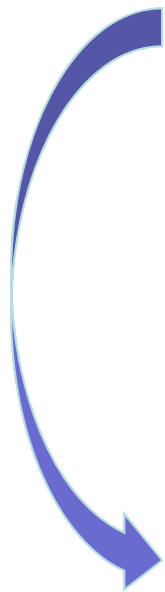




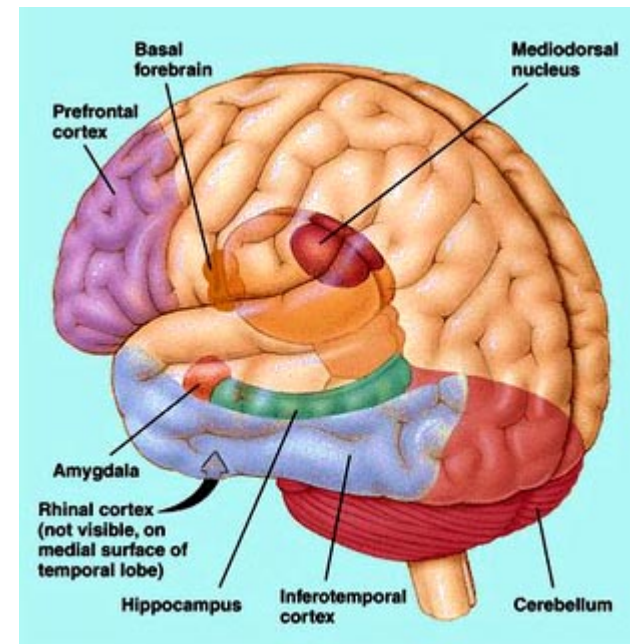
Our brain is the mastermind



- **Emotion** is a multiple-component phenomenon:
 - **With a cognitive content,**
 - With some physiological manifestations
 - With focused and specific behavioral implications (e.g. specific facial expression; action tendencies)
 - With a subjective feeling



This cognitive evaluation triggers “conversations” between different parts of our brain





Our body sends us valuable messages

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We catch facial expressions and have instantaneous information about others

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What about emotion and customer service?



- “Service with a Smile” or “Using the Right Tone”
 - <https://www.groovehq.com/support/customer-service-tone>
- It can be part of a company’s strategy
 - <http://www.starbucks.com/about-us/company-information/mission-statement>
- From the **employee** point of view, we are talking about emotional labor
- From the **customer** point of view, we are talking about customer delight, customer loyalty, customers leaving, customer rage





From the employee point of view

- *Emotional labor is the effort, planning and control needed to express organizationally desired emotions during interpersonal transactions:*
 - with the clients
 - with one's collaborators



I introduced the term “emotional labor” to capture the emotional dimension of what is produced in most service industries“ - 1979



There are two ways of regulating emotions in the emotional labor context



- **Surface acting** – Changing the face
 - You pretend to display an emotion while being aware you are acting for a specific audience
- **Deep acting** – Changing the heart
 - You really change your emotions by exhorting yourself, remembering past memories (e.g. sad memories when at a funeral)



We can imagine interaction scenarios



	Customer	Interaction	Employee
Congruence	😊 →	😊	← 😊
	😐 →	😐	← 😐
	😞 →	😞	← 😞
Divergence	😊 →	😊//😐	← 😐
	😐 →	😐//😞	← 😞
	😞 →	😞//😊	← 😊
Convergence	😊 →	😊 or 😐	← 😐
	😐 →	😐 or 😊	← 😊
	😞 →	😞 or 😐	← 😐
	😐 →	😐 or 😞	← 😞



An example of emotional congruence





An example of emotional divergence

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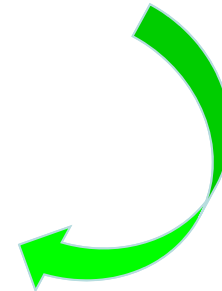
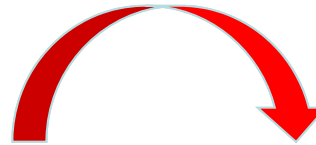
- The “Pretty woman” effect



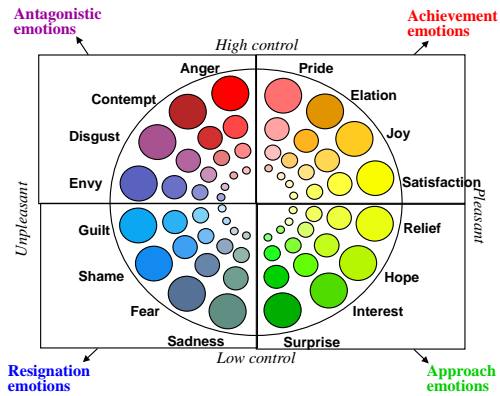
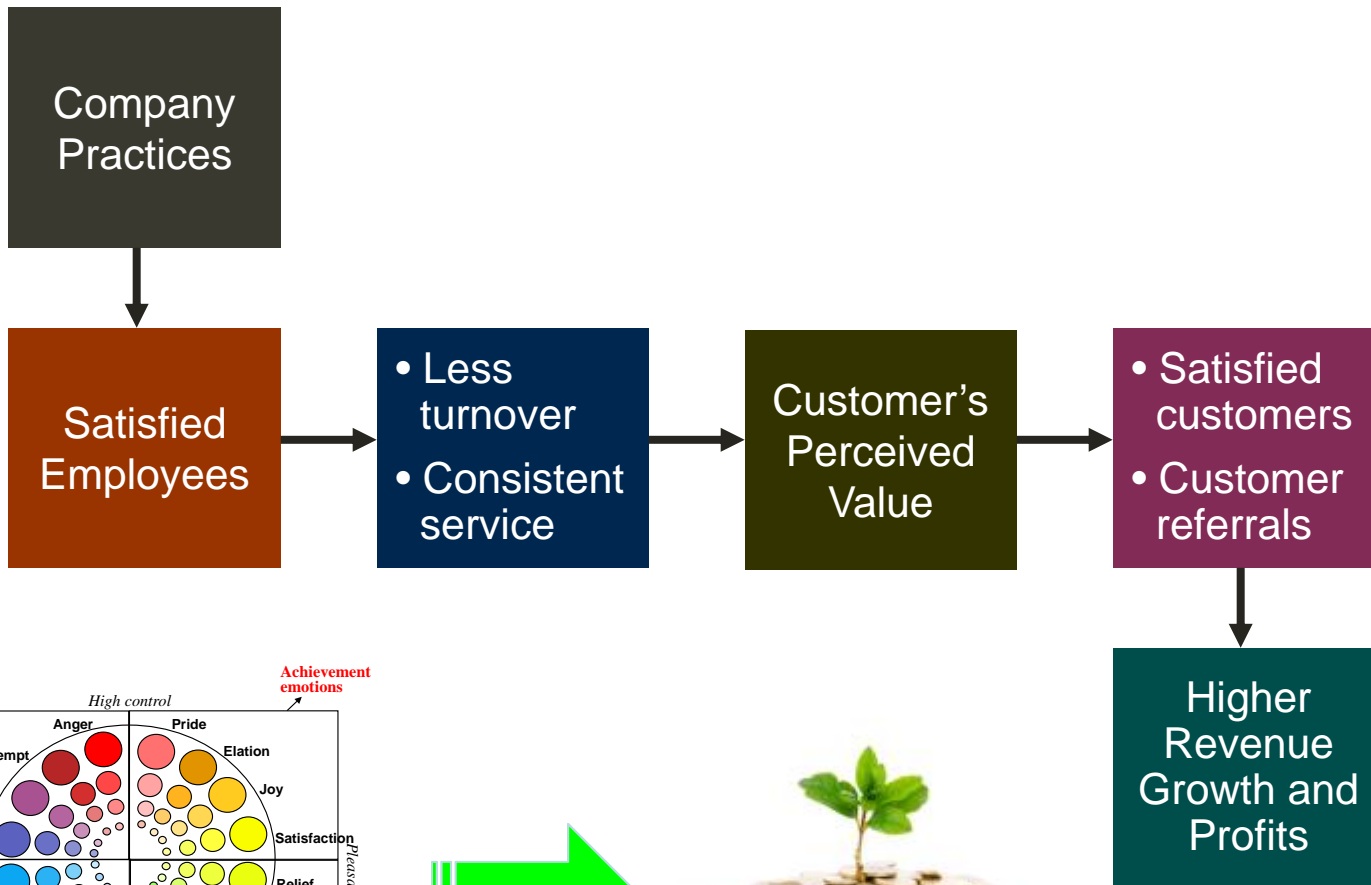


An example of emotional convergence

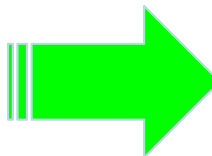
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Companies should gain insights in moving from Emotion added value to Economic added value



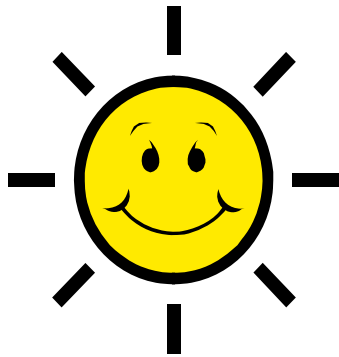
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So, ready to dance?



Thank you!

