



**IPINCLUSIVE**

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**Jonathan's Voice**  
Speaking out for mental health

# Exploring Emotional Labour

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**Jonathan's Voice**

[www.jonathansvoice.org.uk](http://www.jonathansvoice.org.uk)

**Registered Charity 1180424**



**Jonathan's Voice**  
Speaking out for mental health

# Self-care during delivery

If anything raises any distressing issues for you, please take care of yourself during and after, in whichever way suits you best



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# Introduction to Jonathan's Voice



Jonathan was a patent attorney in Bristol. On the outside, life appeared to be going well. But a month after his 35th birthday he tragically took his own life on 30th October 2017. An “out of the blue” suicide. Sadly, he had been masking his mental health struggles very, very well.

**Shortly after this tragic event his family founded Jonathan's Voice, now a registered charity, to promote better mental health in the workplace.**



# Our Mission

- ▶ To open up the conversation about mental health in the workplace and to provide resources to organisations and individuals in order to support good mental health so all may thrive.
- ▶ Most importantly, we want to break down the stigma which prevents people from opening up about their mental health



# What do we do?

- ▶ Because of our history we have a particular focus on the staff working in intellectual property sector and associated professions.
- ▶ We work alongside professional institutions, individual firms and CIPA, CITMA and IP Inclusive to help develop mentally healthy workplaces where all may thrive.
- ▶ We provide workshops, webinars and resources. As a charity, we can offer these free at the point of delivery.
- ▶ We also fund vital research into better understanding of male suicide and preventative steps.



All available to download free of charge from  
[www.jonathansvoice.org.uk](http://www.jonathansvoice.org.uk)



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# We depend on your generosity

If you would like to donate or do some fundraising for us please visit our webpages for simple information on how to do this.

<https://jonathansvoice.org.uk/donate>

<https://ipinclusive.org.uk/ip-inclusive-fundraising/>





# Where to get help

- ▶ Your GP or practice nurse, especially if you have physical symptoms that need checking out; in a crisis call 111, 999 or go to A & E
- ▶ Hub of hope <https://hubofhope.co.uk/>
- ▶ Your line manager, supervisor or colleague
- ▶ Human Resources
- ▶ Mental Health First Aider or Mental Health champion
- ▶ Employee Assistance Programme, if you have one
- ▶ For student members of CIPA, there's also the Informals' MHFAer support line via [informalswelfare@gmail.com](mailto:informalswelfare@gmail.com) (see <https://yellowsheet.wordpress.com/access-to-mental-health-first-aiders-and-support-helplines/>).
- ▶ LawCare <https://www.lawcare.org.uk/> 0800 279 6888
- ▶ Samaritans <https://www.samaritans.org/> 116 123
- ▶ Calmzone <https://www.thecalmzone.net/> 0800 585858



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# Find out more about us

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# Emotional Labour

- ▶ Arrive
- ▶ What do you think Emotional Labour is?
- ▶ What impact do you think Emotional Labour might have?
- ▶ What can you do about Emotional Labour?



# Emotional Labour

## ▶ What do you think it is?

**Arlie Russell Hochschild** - American professor of sociology at the University of California, Berkeley.

*“Emotional labor, as I introduced the term in *The Managed Heart*, is the work, **for which you’re paid, which centrally involves trying to feel the right feeling for the job.** This involves evoking and suppressing feelings. Some jobs require a lot of it, some a little of it. From the flight attendant whose job it is to be nicer than natural to the bill collector whose job it is to be, if necessary, harsher than natural, there are a variety of jobs that call for this. Teachers, nursing-home attendants, and child-care workers are examples. The point is that while you may also be doing physical labor and mental labor, you are crucially being hired and monitored for your capacity to manage and produce a feeling.”*



# Emotional Labour

- ▶ Hochschild who was looking at the costs working in service industries and began to delineate a few interesting concepts such as the

- ▶ **commodification of emotional work**

“The work we do to manage our feelings and emotions, ensuring that we give the correct emotional displays in accordance with the requirements of the role for which we are paid....

...Emotional labour includes the expression of prescribed emotions (whether they are felt or not) and also the suppression of emotions that should not be expressed in that role. Desired emotions are often not scripted.

Hochschild distinguished between surface acting and deep acting in order to achieve the desired emotional displays, in which the surface acting require a more superficial engagement with the desired emotion and deep acting a deeper engagement. The need to act can create a strain on individuals”

- ▶ **Manifestations of, and the notion of, display rules**



# Emotional Labour

- ▶ The debate then begins between the notions of Emotional Labour and Emotional Work.
- ▶ Hochschild “... emphasises the divide between the public and private performances.”
  - ▶ But both take their toll.



# Emotional Labour

- ▶ What should interest us perhaps is when it happens, and how Emotional labour might cause harm or hurt in any way.
- ▶ It's not just about display through – it's about the impact of responding to, or being asked to respond to, the high/intense emotion of another person.
- ▶ My first job at Mr Wimpy



# Emotional Labour

- ▶ It's quite a lot to take in I think. So maybe let's reflect to get a real grasp of it, can you think and ask yourself if in the last month have you found yourself masking a real feeling or faking a feeling/emotion?
- ▶ Or have you had to contend with intense emotion from another person for some reason for work?
- ▶ Thumb emoji's up if you've received any training in this?
- ▶ And lastly hands up if its features as a part of your professional review or job description?



# Emotional Labour

- ▶ Liz Yeoman. The Neo Liberal condition.
- ▶ And in this work Liz has made the link to notions of shame.
- ▶ Without support and telling ourselves off - we are harming ourselves.



# Emotional Labour

- ▶ “Crack a smile: the causes and consequences of emotional labour dysregulation in Australian reef tourism”.
- ▶ This paper primarily considered the impact upon employees in the Australian tourist industry on trips going out to see the Great Barrier Reef either on day trips or for several days. This interested me because I have done both.
- ▶ This paper really gets a hold of the consequences of **“being on”, being on show, being the face of a business or an organisation**. Where this particular tourist industry is known “ for its informality with friendly exchanges between employees and customers that verge on ‘matey’ (Lashley, 2002, p. 256) which contributes to positive experiences for customers. ...
- ▶ These researchers consider how “This indicates that a better understanding of **what causes emotional labour dysregulation**, as well as its consequences, may potentially allow workers to become more aware of their situation and factors and allow them to modify their behaviours to better deal with certain situations.” (Pabel, Naweed, Ferguson, & Reynolds, A. (2019).





# Emotional Labour

- ▶ “Emotional labour has been conceptualized in two ways: job-focussed emotional labour and employee focussed emotional labour”
- ▶ “Different occupations demand different levels of job-focussed emotional labour, however employee-focussed emotional labour may be a better predictor of emotional exhaustion and burnout levels than their occupational categories”
- ▶ So they seem to be saying there is a task aspect to this and or a relational aspect and importantly what level of control or autonomy I have over it - if it's expected of me...



# Emotional Labour

- ▶ *Chu, Baker, and Murrmann found that employees high in positive affect (i.e. with higher negative affect who required more effort to perform emotional labour (thus tended to be more irritable and nervous).*
- ▶ So now we start to think about dissonance - where my insides and my outside might not match



# Emotional Labour

- ▶ ... Culture has also been shown to influence attitudes, perceptions and personality traits, which in turn may influence an employee's behaviour, attitude and performance (Schmitt, Allik, McCrae, & Benet-Martinez, 2007). While some cultures may have an innate tendency to provide better emotional performance, no conclusive findings have been made as to what kind of cultures are more suited for employment in the tourism and hospitality industries (Gursoy, Boylu, & Avci, 2011).

Schmitt, D. P., Allik, J., McCrae, R. R., & Benet-Martinez, V. (2007).

Gursoy, D., Boylu, Y., & Avci, U. (2011).



# Emotional Labour

- ▶ What impact might it have?
  - ▶ Acute feelings
  - ▶ Stressed and/or guilty about not meeting their company's 'promise' to the customers:
    - ▶ not meeting an organisations display rules
    - ▶ 'You can almost feel your heart pumping differently when you're at work'.
  - ▶ Long-term impact
    - ▶ Over time, chronic compassion fatigue.
    - ▶ 'Emotional fatigue, compassion fatigue, the whole lot. Fatigued on every level'....if you are tired, stressed and fatigued and you are like I'm not doing any extra, I'm not going to go out of my way to make sure someone has a good experience'.
- ▶ Embitterment



# Emotional Labour

- ▶ Much like chronic compassion fatigue, emotional labour dysregulation was perceived to lead to exhibiting less empathy, patience and/or tolerance: 'I'd still try my best to help ... less patient ... your level of tolerance goes down'.
- ▶ Becoming more abrupt: just saying a flat out no!
- ▶ I can get very short and sharp.
- ▶ Cutting corners in service provision - Doing the bare minimum.
- ▶ I am just not willing to do any more.
- ▶ Less likely to go the extra mile.



# Emotional Labour

- ▶ What to do about it?
- ▶ Your thoughts?
  
- ▶ Ways to think and navigate and increase our awareness to create choices and protection. Our work PPE.



# Emotional Labour

- ▶ What are our options then? **What can we do about it?**
  - Healthy resistance - stop colluding.
  - Resources you need to perform your job effectively, by providing assurance of security during stressful times.
  - That sometimes these aspects of our roles grown quietly unintentionally around us.
- ▶ Do more of what I know is crucial – supervision – mentoring – line management and training.
- ▶ And then training, training, and appropriate skilled management and supervision. I'm just not allowed to do my job without it. Someone has to have my back. Know you and know what you are capable of.
- ▶ SELF CARE.
- ▶ Sharing vulnerability.
- ▶ Boundaries.



# Emotional Labour

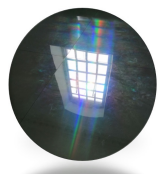
- ▶ And I really like this - Mind out for the “**philanthropic version, the “giving of emotional gifts”**” (Brook, 2009). I am not saying don't be generous, that's entirely up to you, be rather consciously generous.
- ▶ Assertive communication.
- ▶ Respect. Differences. Neurodiversity.
- ▶ Consequences for self, other and the organisation.
- ▶ Expect our leaders to either recruit people with or encompass skills for organisational emotional literacy.
- ▶ Count it in - but keep Hochschild's caution in mind and don't count in things that aren't EL - Credit it - Count it as work/ health cost.
- ▶ SELF CARE.
- ▶ Autonomy (Brook).
- ▶ See it in the tradition of DSE, new interventions – ISO 43005 – Psychosocial hazard (Risk assess it).
- ▶ Remember dissonance is ok.
- ▶ Help us identify what being on “duty” actually means.





# Emotional Labour

- ▶ Self-care – ask for the resources you need to perform your job effectively, by providing assurance of security during stressful times.
- ▶ Remember my reflection at the beginning of this talk.
- ▶ Catching the emotional content – emotional literacy! We have to stop the procreation of societal myths about who can do what across the genders. Inclusion first equality second.
- ▶ Did I say SELF CARE yet?
- ▶ We are doing that here.
- ▶ What might be your one takeaway from today?



Nicola Neath



# Emotional Labour

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