

# Let's face emotions!

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## **Impact paragraph**

Successfully managing one's emotions at work should help maintain well-being and social functioning (Grandey & Gabriel, 2015). Given this evident importance of emotion regulation, I will discuss how the findings of the current dissertation can benefit science and society in this paragraph. In particular, I will focus on two points: 1) shifting from broad categories to specific emotion regulation categories, 2) considering a broad range of strategies.

The first key message that can be taken from this dissertation is that researchers and practitioners should focus on specific emotional labor strategies rather than broad categories. Failing to do so may lead to an incomplete understanding of emotional labor. To date, research on emotional labor has mainly studied two broad categories. In particular, theoretical and practical recommendations regarding deep acting have remained limited. This dissertation showed that differentiating specific strategies under the broad category of deep acting can provide richer scientific understanding and, in turn, societal implications. Such a finer-grained approach is relevant to studying emotion regulation in the context of emotional labor and outside of the work context. A long-term goal of this approach should create more robust theories that can be applied to improve the use of adaptive emotion regulation strategies. The current findings recommend perspective-taking as a particularly optimal strategy for employees' well-being and performance.

Second, it is important to understand a diverse set of emotional labor strategies that employees use to move emotional labor science forward. Our findings suggest that traditionally-studied emotional labor strategies only tell one part of the story. Having a narrow focus on emotional labor strategies would result in a limited understanding of the consequences of emotional labor and, in turn, suboptimal interventions. Instead, understanding the nature of a broader range of strategies can facilitate the development of more efficient programs for employees' health.

## Reference

Grandey, A. A., & Gabriel, A. S. (2015). Emotional labor at a crossroads: Where do we go from here? *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 323–349. <https://doi.org/10.1146/annurev-orgpsych-032414-111400>