

Emotional Agility: Exploring Experts' Perspective

Princy Roslin

Research Scholar, Department of Psychology, Christ (Deemed-to-be) University, Delhi NCR, India, Orcid Number: 0000-0001-6904-7825

&

Dr. Ridhima Shukla

Associate Professor, Department of Psychology, School of Social Sciences and Humanities, Christ (Deemed-to-be) University, Delhi NCR, India, Orcid Number : 0000-0001-7401-2272

Corresponding author: **Princy Roslin**

Abstract

The concept of emotional agility is novel in the field of psychology. It is potentially an evolving concept and construct where its applicability is proved in the literature by the ground breaking work of Susan David. But driving deep into the literature it is proven that the clarity of the construct is seriously lacking, which is addressed in the current study, by using a qualitative approach, with the experts who have contributed in the field with similar terminology at an international level, and the study concludes with the three overarching themes which concludes the conceptualization of emotional agility, the pre-requisite and application of emotional agility from the view of experts. Thus, the study concludes emotional agility is a protective factor in the era of technology, and huddles to navigate better the concerns related to mental health and promote holistic wellbeing of the individuals.

Keywords: Emotional agility, acceptance, flexibility, adaptability, qualitative

Introduction

Global trends change drastically, and unforeseen events are becoming the new normal. Navigating unforeseen events with great agility can promote well-being in any field. Emotion is part of human nature (Hazelton, 2014) and there are 7 basic emotions (Ekman, 1999). Emotions are used as synonyms for the term feeling, sometimes they are evaluated based on the external expression of the behavior exhibited in a context, and these may be measured using facial expression, body language, and vocal expression depending on the field of study (Mauss & Robinson, 2009). So, emotions are the primary human expression of how events are perceived and responded (Barclay et al., 2005). The extent of emotional expressivity is dependent upon how the event is perceived and appraised by the individual, which may also be influenced by socio-cultural factors in which the event is triggered (Weiss and Cropanzano, 1996). Human emotions are both positive and negative, serving different survival features. Nonetheless, individuals perceive positive emotions as valuable whereas negative emotions are considered to be detrimental to mental health (Hazelton, 2014). However, emotions are micro messages that convey genuine needs from the conscious and unconscious realm (David, 2016). Humans have fear, doubts, worries, and criticism, which sometimes stem from their emotions and how others express and perceive them (David, 2016). In the recent literature, post-pandemic, there is a rising tendency, in the studies related to emotionality, in particular (Kamilah & Hanifah, 2021). The transformative aura that was created by

the pandemic contributed a second thought to having additionally flexible and adaptive means, of dealing with and handling emotional concerns, which are compound and sophisticated by nature, or being agile emotionally, at countless aspects of human functioning, like workplace, family, and relationship. Since we are in an epoch of AI, which has created supreme progressions in technology, and its repercussion is felt at the social, political, cultural, and environmental dimensions, being emotionally flexible is the 'need of the hour'. Emotional agility is a term coined by Susan David (2016), and is demarcated as the acceptance of all seven basic emotions as they arise, and the competence of an individual to change behaviors by being in the moment or actuality and responding based on the purposes and values of one's preference. Although the concept of emotional agility is well acknowledged by the business and management fields along with psychology communities because of its applicability in different human arenas, this construct desires to be studied in detail to ascertain the presence or absence of different dimensionality in general. From the conceptualizations by David (2016), it becomes apparent that multiple dimensions may contribute to the malleability of the construct, yet there is a dearth of studies that substantiate the same. Understanding emotional agility, in different contexts can enhance, the generalizability of the concept, across different cultures and traditions. The theoretical gap, is observed for the construct of emotional agility. While reviewing the literature, it is viewed as a skill, where the proponent suggests four steps to enhance emotional agility (David, 2016), but fails to define the construct of emotional agility (Orlov, 2017) as a whole and its distinction from the construct of emotional intelligence. This dynamic construct of emotional agility is currently viewed with great confusion, among practitioners and scholars, which gave space to explore the construct, from the lens of experts. Thus, addressing the theoretical gap about emotional agility.

The main focus of the present research is to understand the multidimensional nature of emotional agility, the prerequisites of emotional agility, and the outcomes associated when individuals are emotionally agile. The three dimensions can give clarity into the scientific structure of the construct of emotional agility from the views of experts.

Problem statement

Emotional agility has a great contribution to enhancing well-being (Kamilah & Hanifah, 2021) and managing emotions effectively (David, 2016). The rapidly changing practices, in all sectors have originated pressure to progress, the construct of emotional agility and its measurement better, so it can be applied in the field of psychology, and management effectively. The inability to navigate the complex emotional experience is a grave concern, so guaranteeing new measures to understand and use emotional agility as a measure to deal with stressful times and nurture resilience would be an adaptive framework after emotional intelligence. However, the dearth of literature and scientific works led the researchers to explore the concept from the experts directly from the field.

Rationale of the study

The research exploring emotional agility from an expert perspective; gives more clarity into the construct. Theoretical understanding of the construct is the basic requirement, for the progress and development of a construct like emotional agility; which has proved its applicability as a skill by Susan David (2016). Emotional experiences handled by influential leaders, subordinates in the organization, employees in job setups, in a family context, in relationships, etc. are different and unique which proves the dynamic nature of emotions, henceforth emotional agility is dynamic (David, 2016). The scope of emotional agility is higher, but the gap in the theoretical framework limits its applicability in the scientific and scholarly community, which is the key gap addressed, from the perspective of the experts. Since emotional agility is a novel construct there are a lot of differences of opinion among the experts regarding the conceptualization, but this is an effort to observe the commonalities and differences in opinion and come to a scientific conclusion.

The study employs the 'ontological position' of the constructive interpretative paradigm since it is resolved that reality is constructed socially, and is subjective in nature. In the study, the certainty related to the construct of emotional agility is positioned around the lookouts of the experts and is idiosyncratic, since there is scarcely any literature, to comprehend the construct. Emotions are not unbending, it is fluid in nature as from the view of literature, they alter and can get modified from period to time. The expert's expertise is employed in understanding the concept of emotional agility which takes this ontological position. Constructivism is the 'epistemological position' of this research since the social-cultural context, has a crucial role in shaping the reality related to emotional agility in the current research. The social and cultural views are taken into account when conducting the research and the experts are from different cultural and social contexts who have contributed to the construct. The main emphasis of this study is to interpret the views and understand the meaning attributed by the experts about emotional agility. The methodological framework that contributes to the study includes thematic analysis proposed by Braun and Clark, which gives a systematic and organized outlook into the view of experts and comes up with themes that give perceptual clarity to the concept and construct.

Review of Literature

The construct of emotional agility was introduced into the field of psychology by Susan David (David, 2016), and from another lens by Kurz (Kurz, 2016). In her view, it is the capability to navigate and adapt one's own basic emotions, in a flexible manner, which includes being aware of emotions, accepting the basic emotions, understanding the message that the emotions convey in different contexts, and responding to them in a more appropriate manner, which is in alignment with the values and goal (David, 2016). The process of emotional agility is cultivated initially by accepting the emotions, both positive and negative with equal weight, which gives more clarity regarding the internal faculties specifically related to emotional needs. Emotional clarity can facilitate the process of being flexible in emotional processing, with a greater pace, than entertaining ruminating thoughts of bottling and brooding which stems automatically from the natural wiring as per the view of the proponent. The second phase of viewing the emotions from a metacognitive perspective facilitates accepting them rather than criticizing them. Each emotion gives a key message towards the internal needs. Identifying this language of emotions can result in "stepping out", which helps individuals to move towards appropriate decision-making skills, which are aligned with the bigger values and goals of the individual (David, 2016). So being emotionally agile enables individuals to regulate the emotional processing not just focusing on the positive nature of emotions, but appreciating all emotions with equality.

Literature also supports emotional agility as having its applicability in the workplace (Fleming, 2016). The role of emotional intelligence in the workplace is explored which describes a positive relationship between attitude in the workspace and a unique description is the literature points to a close association between personality and using emotional agility as a skill (Kurz, 2016) and this can bring a transformative effect in different carriers (Mendonça, 2022). Authors also propose emotional agility as a subdimension of the construct of personal agility giving a lighthouse model (Sivaramen & Raczka, 2020) Even though different authors have proposed this construct, a theoretical clarity of emotional agility is extensively lacking across the scientific work, and the construct has different viewpoints in each writing. So, an exploration from the experts in the field is the only option to explore this construct in the current scenario which serves the purpose of the current study.

Methodology

A qualitative research method is used to investigate expert opinions about emotional agility. The analysis used is thematic with the aid of Braun and Clark's method (Braun & Clarke, 2022), which can explain the themes from a constructive interpretative paradigm examining the perspectives of the experts.

Participants

The participants for the expert interview on emotional agility were narrowed down based on the academic contribution to the construct purely from academic expertise. Either a scientific work or a book related to emotional agility or similar construct was a mandatory component to be included in the interview, expertise in tool construction was also included to get a wider perspective. Keeping this criterion, the researcher explored the literature and tried connecting the experts online. The agreed participants were part of research from India and abroad. The final participants were seven, three from India, of whom one was an expert in tool construction, and four from the UK, Indonesia, Germany, and Switzerland, and among them, two were experts in tool construction. A semi-structured interview schedule was created and validated by 4 experts before administering to participants.

Data Collection

The participants who consented to the research were part of the study, and the in-depth interview was conducted to understand the construct of emotional agility, they also added a point along the lines of having few pre-requisites of emotional agility and the outcomes obtained by being emotionally agile. The accuracy of the data collection was ensured by audio and video recording of the session with permission and transcribed.

Data analysis

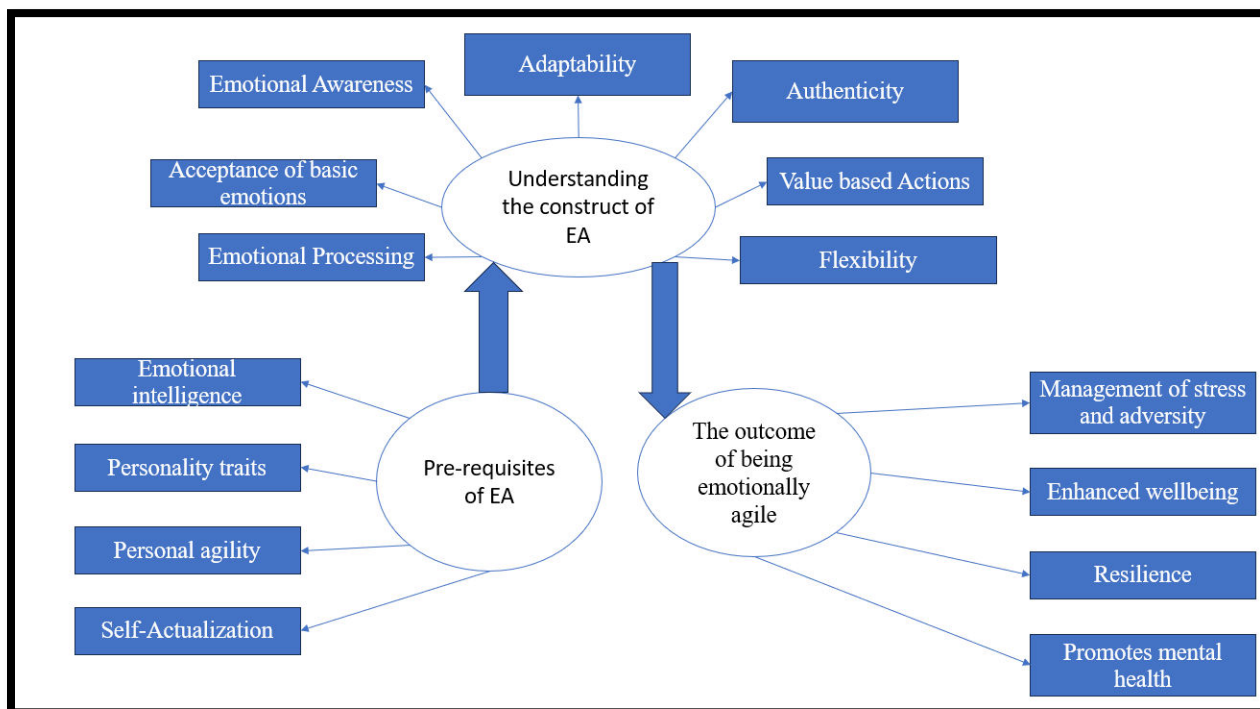
The obtained data was thematically analyzed using the Braun and Clark method (Braun & Clarke, 2022), which is a qualitative way of analyzing the data, and the global themes were derived. The analysis used the Braun and Clark method of analysis by familiarizing the data, followed by the initial code generation, searching for the themes, reviewing and defining the themes, and finally reporting the themes (Braun & Clarke, 2022).

Findings and interpretation

General finding

The research aimed to explore the construct of emotional agility from the expert's perspective and three overarching themes were obtained, the initial theme was the understanding the construct of emotional agility, which includes the subthemes of emotional awareness, acceptance of the basic emotions, emotional processing, adaptability, authenticity, flexibility, and value-based action, the second overarching themes focus on the pre-requisites of being emotionally agile, which include emotional intelligence, personality traits, personal agility, and self-actualization, the final overarching themes were around the outcomes that can be obtained by an individual if they are emotionally agile, which include the capacity of managing the stress and adversity, enhancing the wellbeing, resilience and promote mental health.

Figure 1: Author’s work (2024)



Analysis and interpretation

Theme 1: Understanding the construct of emotional agility

Each construct is governed by a series of fundamental philosophies. These fundamental philosophies are guided by certain measurable elements which are called as the construct. To define a construct these fundamental elements, have a pivotal role which gives form and structure in this case it is about emotional agility. There are 7 subthemes that contribute to the construct of emotional agility from the view of the experts.

Subtheme 1: Emotional awareness

Emotions are basic and fundamental. Awareness is the cornerstone of the decision-making process, so emotional awareness provides lucidity about emotional decision making and expressivity. The emotional states arising in an individual can be of different intensity, based on situational factors. So, identifying the pattern of emotions that are displayed and naming them with appropriate emotional vocabulary, gives more precision for acknowledging the emotions, so there is less space for ignoring or suppressing the emotions, but more space for emotional clarity, about what the individual is feeling and why they are feeling in that particular context. So, one of the basic components of emotional agility is having emotional awareness.

“I said that it enhances a person's emotional awareness”.

Subtheme 2: Acceptance of basic emotions

There are eight basic emotions and accepting emotions as they occur is difficult, unless and until certain emotional awareness is obtained. Majority of the individuals just act on autopilot which is the survival

mechanism for ages but allowing emotions to be accepted not compartmentalizing them as positive and negative and expressing them appropriately is one of the components for emotional agility.

“it is something, that gives you the liberty to go beyond and expand and express your emotions whether negative or positive, and expressing emotions in a decent manner without hurting someone. But you express them do not, hold with yourself because holding emotions, might disturb you for a longer period but expressing them whether positive or negative in nature, and telling them to the right person in the right manner might resolve, a lot of issues. So that is something which I have understood from the concept”.

“Whereas in the case of emotional agility, it goes more beyond an emotional intelligence because it emphasized the acceptance of a full range of emotion”

Subtheme 3: Emotional processing

Emotional processing is the process of completely and skillfully recognizing, and regulating a wide range of emotions, including positive and negative ones. It requires being able to identify challenging emotions and then communicate them in a way that is suitable and productive. To effectively control and regulate emotions and limit their negative effects, emotional processing necessitates a rapid and flexible cognitive process. It encourages a sensible and beneficial approach to comprehend, express, and manage emotions in a variety of contexts. It is a stance for self-regulation of emotions.

“So, a lot of times they have difficulties in spontaneously, first of all, processing that emotion half of the times they don't even know what is it that is going on. the only thing that they get to know is there, thought patterns, when we try to analyze that, this is something that they were thinking about in that particular moment that led to that specific emotion. So, one is quick processing of emotions”

Subtheme 4: Flexibility

The ability to adapt and be honest about one's feelings is known as flexibility. It involves acceptance of feelings without passing judgment on them and cultivating mental adaptability by remaining receptive to different viewpoints and explanations. The capacity to respond to situations in a flexible rather than a rigid manner is the key to flexibility. True flexibility is about being able to explore, process, and stay open to a variety of emotional experiences.

“Adaptive flexible with one emotion, it may be positive just being aware of your emotion and accepting it without judgment and using it to guide your behavior and decision making more productively”.

Subtheme 5: Authenticity

Being authentic is acknowledging and embracing one's inner experiences as well as getting rid of inhibitions and expressing feelings freely, regardless of how positive or negative they may be. It means keeping a strong foundation, for being truthful at all times, especially concerns regarding emotions. So, authenticity means truthful expression of emotions and not the suppression of emotions or not having the fear of looking at those emotions, or avoiding the emotions.

“It reduces errors; it helps us to be more innovative improves performance as well as helps us in acknowledging and accepting inner experiences with allowing us to be authentic”

Subtheme 6: Adaptability

The ability to change one's thoughts, feelings, and actions in reaction to the constantly shifting circumstances of life is known as adaptation the capacity to adapt is called adaptability. This deliberate, proactive approach

emphasizes the values and feeling upholding them each emotion, along with taking the initiative when faced with challenges. Ultimately, it promotes an ongoing process of assessment and modification that directs decisions and deviances all throughout life.

Subtheme 7: Value based Action

Value-based conduct results from our internal value system directing how we perceive and respond to emotional events. This is acknowledging that our underlying beliefs have a significant impact on how we view and manage our emotions. Clarity of perception comes when we are clear about the values that we uphold. The definition demonstrates how these values have a major impact on our overall emotional agility by connecting our guiding principles with how we navigate and process a wide range of emotional situations and manage them with a great sense of compassion and purpose.

“This value system can have a large impact when it comes to our overall, in reflection of emotional agility”.

Theme 2: Pre-Requisites for being emotionally agile

Subtheme 1: Emotional intelligence

The view of the experts is visualizing emotional agility as a skill, of which the pre-requirement is having emotional intelligence in the first place. An individual who is emotionally intelligence can understand a wide range of emotions, regulate and process them which gives a space to go beyond emotional intelligence and being flexible and adaptive in the given context and become more authentic and self-compassionate, in dealing with emotions than having a rigid, fixed stance. This can move in an upward spiral when an individual is subjected to more complex and novel emotional experiences.

“I think emotional intelligence is the basic pre requisite for emotional agility, an emotionally intelligent person. I think the person will be, better in terms of expressing regulating, and processing his or her emotions”.

“Emotional agility is something which is beyond emotional intelligence”.

“If a person is emotionally intelligent, this person quickly can train to be emotionally agile”

Subtheme 2: Personality traits

Experts’ opinion also points out the need to have clarity about the personality traits to grow towards emotional agility, the comprehension was around the difference in personality traits and the difference in training that we need to give for a person who is high on openness and who is high on neuroticism. A person who is high on openness tends to be more curious and open to experiences where the person finds it easy to grow towards emotional agility, but a person who is high on neuroticism finds it difficult and needs to take an extra measure to grow towards emotional agility because regulation itself is challenging for them.

“The person can also be trained on emotional agility and this can be inculcated as a trait aspect of the individual’s personality”

“And then I talk about your emotional qualities are the personality bit of your emotional intelligence, and I talk about your emotional agility, being the skills that you can learn that are separate from your personality”.

“We can have emotional qualities linked to personality and emotional agility, which are things that you can learn to do that their skills that are easier to learn”

Subtheme 3: Personal agility

Personal agility is considered an umbrella term under which emotional agility is a part of the same. Personal agility according to the expert can enhance emotional agility and they resonate with each other, so a person who is personally agile and engages in personal agility practices can gradually grow towards emotional agility. So personal agility contributes to the capacity of handling emotions in a more agile manner and can act as a pre-requisite for being emotionally agile.

“I think the definition of personal agility and emotional agility is pretty aligned”.

“And I think the result of doing personal agility is that you are emotionally agile”.

Subtheme 4: Self-Actualization

Self-actualization is a term that had a cultural connotation from the view of experts, in the current study. As per the view, the expert stated that a state of self-actualization is needed to grow toward emotional agility. To obtain the highest potential and have self-fulfillment and grow towards transcendence, takes a lot of effort, and it is difficult for individuals to reach up to that state, but according to this expert, he suggests that self-actualization is a pre-requisite to grow towards emotional agility. The greater amount of self-awareness, amalgamated with giving back to humanity would be the emotional expression, quoting the example of Mr. Ratan Tata he said.

“a person who self-actualizes and actually understands all these components very well can express and manage how to express negative emotions. Very well”.

“The person on emotional intelligence and then progress towards the emotional agility, the person must be attained, somewhat level of self-actualization because that is important”

Theme 3: The outcome of being emotionally agile

Emotional agility gradually transforms an individual, by making agility at the three realms of functioning the cognitive, emotional, and behavioral level. Adaptability and flexibility in the three realms contribute to the optimum functioning of an individual, where they are not stuck by the rigid and inflexible pattern in thoughts, emotions, and behavior which is automatic by nature, but giving a space between the thought and the thinking which gives more clarity in the process of being agile at the moment, and it gradually spirals ups, making individuals more resilient in the long run.

Subtheme 1: Management of stress and adversity

When the process of automatic response is regulated by giving a space for thinking it gives more visibility for the wider possibility of means to respond to the situation, and not just overcoming the anxiety, that is triggered by the situation. This helps in implementing better coping patterns during stressful situations, and not just using the short-lived defense mechanisms for overcoming adversity. So emotional agility contributes to the management of stress and adversity because of a change in perception of the situation. In this case, stress and adversity are viewed as a means of improvement and new ways of learning to deal with it with a better perspective and tweak the current plans for incorporating better decisions.

When it comes to, managing your stress. And emotion, really does play, a very important role in managing. your anxiety, even any kind of adversity, you face in the future.

Emotional agility would be helpful for coping up with stressful times.

Subtheme 2: Enhanced wellbeing

Emotional agility contributes to the well-being of the individual, which includes physical, psychological, and emotional dimensions. Psychosomatic and autoimmune diseases are part of suppression of a lot of emotions that are not processed. So being emotionally agile can promote physical, emotional, and psychological well-being, thus promoting life satisfaction.

I really like its emotional agility can help your overall mental health and wellbeing

Subtheme 3: Resilience

According to the experts view emotional agility promotes resilience, the emotional expressivity and comprehension is the key to this process. Mature ways of emotional expressivity, effective communication, and a thorough awareness of their emotional environment are characteristics of emotionally agile people, which help them overcome hardship speedily and cultivate self-aware emotional behaviors.

“Then your emotional expressivity and understanding of your emotions are very good, so that will help you to bounce back resilience. It will help in resilience “

resilience can be one part of, emotional agility then because it is bouncing back.

Subtheme 4: Promotes mental health

The strong association between emotional suppression and mental health is evidently explored in the literature. From the expert's perspective emotional agility can be a protective factor against mental health problems, and reduce the intensity of the occurrence of the same. Majority of the mental health issues are stemmed from the fact of having the inability to understand the emotions, process emotions and accept it unconditionally, which turns out to be toxic, and which promote a distorted way of thinking and functioning. Emotional agility gives clarity about the inner emotional needs, able to evaluate the external emotional situation, and appreciate full range of emotions experienced within oneself and respond to the emotion needs based on the inner value system, which guides the individual and there is congruency and authenticity in emotional expression.

“I mean, if you ask me, there are so many mental health problems, which result from difficulty in, emotional regulation and difficulties in emotional processing and if a person is emotionally, agile. That will definitely enhance his or her, overall well-being”

“It can also act as a protective factor, against several mental health problems”

Summary of analysis

Emotional agility is viewed as a dynamic process, and there need to be certain characteristics and competencies for an individual to grow towards emotional agility which are viewed as the pre-requisites, which include being emotionally intelligent, being aware of one's personality traits, being personally agile and growing towards a self-actualized before growing to the process of emotional agility. The theme of understanding the construct of emotional agility gives clarity to the ambiguous concept of emotional agility which are the possible dimensions from the view of the experts, which is yet to be empirically tested and the outcome of emotional agility gives the practical implication of being emotionally agile in the real-world practice.

Discussion

Emotional agility and emotional awareness are related from the view of the experts, where the literature supports, that being aware of emotions in an organization is beneficial for the employees and the institutional leaders which give, clarity to the functionality (Grassi et al., 2023) and cross the composite social dynamics, prevailing in the workspace. This promotes interpersonal competency and thus agility can be implemented in the workplace (Hosein & Yousefi, 2012), thereby improving well-being, which is suggested by the experts, as the outcome of being emotionally agile. Thus, the workplace is a safe space, (Fosslien & Duffy, 2019). Emotional awareness and openness, can tackle the changing emotional needs of the individual, either at the managerial level or subordinate level and emotional management, is possible at the workplace providing adaptability, and flexibility giving space for better decisions, and setting healthy boundaries between employers and employees (Fleming, 2016). So, the foundation for emotional agility is well supported, by the pillar of emotional awareness, and it directly contributes to adaptability and flexibility in understanding, acknowledging, processing, and expressing emotions with authenticity and, a more value-oriented manner.

Emotional intelligence and emotional agility give a mixed opinion from the literature which is because of the in-clarity about the construct among the scholars. However, as per the view of experts, there are both ways of viewing emotional agility and emotional intelligence and their relationship. Emotional intelligence is visualized, as a broader construct and viewing emotional agility as a skill where it can be trained and developed which has proved to be a great success (David, 2016). Secondly, experts also opionate, emotional agility as a construct beyond emotional intelligence, and it can act as a prerequisite, for developing emotional agility, which is the opinion of the majority of the experts interviewed. So, in this study, we consider it as a prerequisite for becoming emotionally agile.

Emotional agility promotes resilience (David, 2016). Experts also unanimously opionated that emotionally agile individual grows towards resilience, and it can act as a protective factor against mental health conditions. Emotional agility cannot be the direct solution to mental health problems (David, 2016), but being agile at the emotional, cognitive, and behavioral levels can act as a protective factor in reducing the, incidence of mental health conditions. The mechanism that can promote emotional agility is the pace of processing emotions and being flexible to the emotional needs at the moment. The role of being positive in times of challenges, is completely denied by this concept, at the same time focus is given to appreciating both positive and negative emotions and viewing them as messages, to understand the authentic, needs in the emotional realm and being true to the same and not denying or not acknowledging them (Koole et al., 2015).

Conclusion

This research asks the question about the multifaceted nature of emotional agility. Since there was a dearth of literature to comprehend the nature and dimensions of the construct, experts in the field who have contributed academically were invited to share their perspectives to understand the construct from their perspective and thus three overarching themes have emerged from the data, which are conceptualization, pre-requisites, and outcome of emotional agility

The theme of understanding the construct of emotional agility claims the contribution of having emotional awareness, acknowledging the emotions as they arise, accepting the wide range of emotions, and processing the emotions which gives more space for being flexible in the context, and adaptive and having authenticity in responding to the emotions based on actions which are core to one's value system. The congruence of identifying the inner emotions and the expression of the emotions are the key elements of being emotionally agile. This study thus proposed that this could be the possible dimension of emotional agility.

The second overarching theme that came up from the interview transcripts is, there are certain pre-requirements for being emotionally agile or to grow towards emotional agility. The first is having emotional intelligence, having clarity about the personality traits that each individual belongs and functions from, having personal agility, and growing towards self-actualization, which can proceed towards becoming emotional agility. In conclusion, we need to rise above our basic needs to think about emotional agility, to be adaptive and flexible from the rigid stance be more innovative, and employ constant learning in the process of handling emotions because even though basic they require a lot of transformation and molding.

The third overarching theme that emerged from the data is the outcomes that contribute to individuals being emotionally agile. There are four outcomes that emerged which include, managing stress and adversity, enhancing well-being, and resilience, and promoting mental health. Stress and adversity are the new normal in the dynamic and changing culture, and its pace is increasing when AI has taken up the global market, so adaptability is the best measure to navigate the rapid pace since human beings are not machines, they do have emotions and apprehensions so managing them also require new tactics

Acknowledgments: I acknowledge Dr. Stewart Desson, Dr. Neeraj Panwar, Miss Ishangi Mishra, and a few of the other experts who wish to remain anonymous for their support in this research.

Conflict of Interest: The authors declare that we do not have a conflict of interest.

Funding: There is no funding source.

Informed consent: Informed consent was obtained from all individual participants included in the study, and the data was collected using the online interviews after validating from 3 experts

Availability of data and material: Data is part of a Ph.D. thesis and made available at the request

Code availability: Analysis was done using NVivo software version purchased

Authors' contributions (optional): 1st Author, Idea, data collection, data cleaning, analysis, and manuscript writing (Scholar), 2nd Author: Review, guidance, logical connection of ideas and suggestions (Supervisor)

Corresponding concerning this article should be addressed to Princy Roslin, CHRIST (Deemed to be University) Delhi- NCR 2101001, India

References

1. Agnoli, S., Mancini, G., Andrei, F., & Trombini, E. (2019). The relationship between trait emotional intelligence, cognition, and emotional awareness: An interpretative model. *Frontiers in Psychology, 10*.
2. Barclay, L. J., Skarlicki, D. P., & Pugh, S. D. (2005). Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology, 90*(4), 629-643.
3. Fleming, K. (2016). *The leader's guide to emotional agility (Emotional intelligence): How to use soft skills to get hard results*. Pearson UK.
4. Fosslien, L., & Duffy, M. W. (2019). *No hard feelings: Emotions at work and how they help us succeed*. Penguin UK.
5. Grassi, D., Lanubile, F., Novielli, N., & Serebrenik, A. (2023). Towards supporting emotion awareness in retrospective meetings. *2023 IEEE/ACM 45th International Conference on Software Engineering: New Ideas and Emerging Results (ICSE-NIER)*.
6. Hazelton, S. (2014). Positive emotions boost employee engagement. *Human Resource Management International Digest, 22*(1), 34-37.

7. Hosein, Z. Z., & Yousefi, A. (2012). The role of emotional intelligence on workforce agility in the workplace. *International Journal of Psychological Studies*, 4(3).
8. Kamilah, H., & Hanifah. (2021). Construction and validation of emotional agility measurement tools : Measuring One'S emotional agility. *JPPP - Jurnal Penelitian dan Pengukuran Psikologi*, 10(1), 65-72.
9. Koole, S. L., Schwager, S., & Rothermund, K. (2015). Resilience is more about being flexible than about staying positive. *Behavioral and Brain Sciences*, 38.
10. Kurz, R. (2016). Emotional agility – a new language and paradigm for psychiatry. *European Psychiatry*, 33(S1), S211-S211.
11. Martins, A., & Shah, N. (2023). Navigating the waves of change: Emotional agility as the compass for internal auditors. *Evaluating a Pandemic*, 119-144.
12. Mauss, I. B., & Robinson, M. D. (2009). Measures of emotion: A review. *Cognition & Emotion*, 23(2), 209-237.
13. Orlov, F. (2017). Book review. Emotional agility: Get unstuck, embrace change, and thrive in work and life by Susan David. *Philosophy of Coaching: An International Journal*, 2(1), 52-54.
14. Stevens, P. B., & Matarelli, M. (2021). *Personal agility: Unlocking higher purpose, alignment, and performance*.
15. Weiss, H. M., & Beal, D. J. (1996). Reflections on affective events theory. *Research on Emotion in Organizations*, 1-21.