

Thursday, October 15, 2026

3:00 p.m. Berlin | 9:00 a.m. New Haven

Emotions as Intel: What Pride and Shame Tell Us at Work

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We tend to treat emotions at work as private experiences to manage. This session treats them as information. When colleagues express pride or shame, others read those emotions for clues about competence, standards, and what is expected. The session draws on research showing what these emotional signals communicate at work.

Shame is usually seen as corrosive. But people who see a colleague express shame infer what the group's norms are and follow them more closely, even when doing so is financially costly. Pride is usually seen as a safe way to signal competence. But expressing pride in a performance can make someone seem less competent when peers react to the same performance without pride. It suggests the performance was close to the best that person can do.

Participants will leave with a clearer read on what their own emotions communicate to others, and what the emotions of their colleagues and teams are telling them.



Rebecca (Becky) Schaumberg is an Assistant Professor of Organizational Behavior at ESMT Berlin. She studies how self-conscious emotions such as guilt, shame, and pride shape motivation, social dynamics, and organizational culture. Her work has been published in the *Academy of Management Journal*, *Psychological Science*, *Organizational Behavior and Human Decision Processes*, and the *Journal of Applied Psychology*. She holds a Ph.D. in Organizational Behavior from Stanford University. Before joining ESMT, she was on the faculty at Wharton and NYU Stern, where she taught award-winning courses on leadership, decision-making, negotiations, and conflict management.



**Register by
Tuesday,
October 13**

