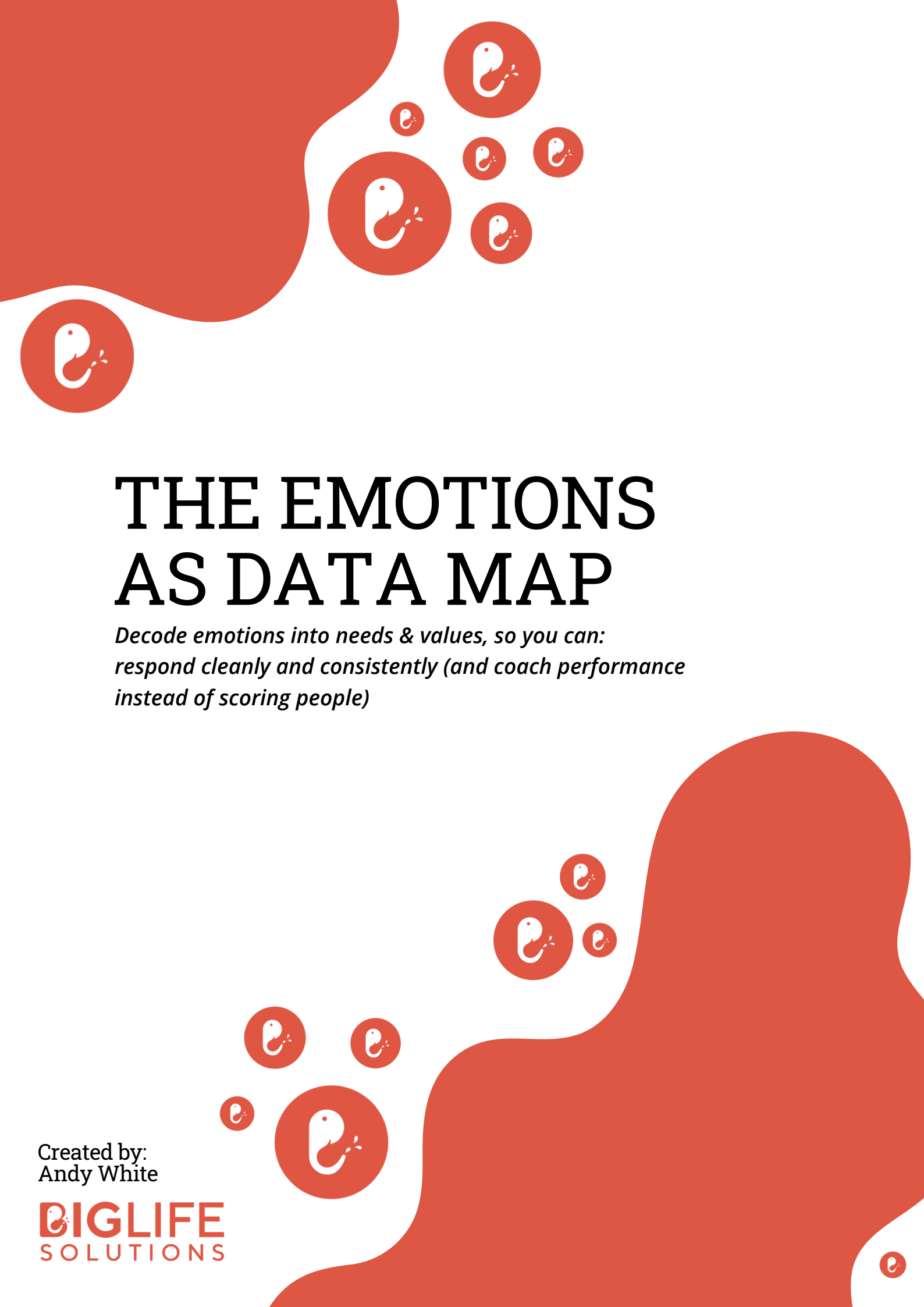




THE EMOTIONS AS DATA MAP

*Decode emotions into needs & values, so you can:
respond cleanly and consistently (and coach performance
instead of scoring people)*

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Before You GET STARTED

1

Introduction

The Emotions as Data Map is a practical tool to decode emotions into the **needs and values** driving them—so you can respond with consistency, not guesswork.

You'll learn how to:

- name what you're feeling with more accuracy (beyond “stressed” or “fine”)
- interpret emotions as **data**—not something to suppress
- connect emotion → likely **unmet need / threatened value**
- choose a **clean expression** that builds trust
- regulate quickly before difficult conversations so you don't become reactive or shut down

Note: This tool isn't about diagnosing other people. It's about leading yourself first—so you can lead conversations with clarity and care.

2

How to Use the Toolkit

Over the page, you'll find some common emotions that may arise for you in challenging and/or pressured situations. The process is simple:

Step 1: Pick one emotion

Step 2: Find the likely need/value

Step 3: Choose a “clean expression” and one next step you can take.

Step 4: Repeat

The Emotions Map

Emotion you notice	The data it may be pointing to (a need)	Values it may be protecting	Clean expression (leader language)
Anxiety / unease	clarity, certainty, a plan	competence, security	"I'm noticing uncertainty. Can we clarify what success looks like and agree the next step?"
Irritation / impatience	progress, fairness, focus	standards, respect	"I'm feeling frustrated because progress matters here. Let's decide the next action and deadline."
Resentment	boundaries, shared ownership, recognition	equity, contribution	"This isn't feeling sustainable. Let's reset responsibilities so ownership is clear and fair."
Defensiveness	respect, understanding, psychological safety	dignity, reputation	"I want to understand your concern fully. Here's my perspective—what am I missing?"
Disappointment	reliability, shared commitment	trust, excellence	"We didn't hit what we agreed. Let's look at what got in the way and what we change next time."
Overwhelm	prioritisation, fewer inputs, support	wellbeing, effectiveness	I need to prioritise. Here are the top outcomes—what can we pause or delegate?"
Hurt / dismissed	connection, inclusion, respect	belonging, collaboration	"When that happened, I felt dismissed. I'd like us to reset how we raise issues respectfully."
Suspicion / discomfort	transparency, information, alignment	integrity, trust	"I'm sensing something unspoken. What's the concern we haven't named yet?"



3

The 3-Minute Reset

Taking control of your emotions doesn't have to be as difficult as you may imagine. But it does require consistent awareness, commitment and intention.

For each unhelpful emotion you experience during your day, try this simple approach, which we'll call the D.A.T.A method. It works like this:

The Method:

1. **D — Describe** the emotion (one word)
2. **A — Ask** what it's protecting (need/value)
3. **T — Translate** into a clean sentence you can say without blame
4. **A — Act** with one small next step (question, boundary, agreement)

Mini prompt: "What is this emotion trying to protect that matters to me as a leader?"

Quick example:

- **Emotion:** defensive
- **Need/value:** respect + being understood
- **Clean sentence:** "I want to understand your concern fully—talk me through what you're seeing."
- **Next step:** Ask for one specific example + agree what "good" looks like.

4

Common Scenarios

When you can't read the room, use language that creates signal. Take a look at these common workplace examples and then be sure to make use of the simple mini-worksheet to check-in with your emotions, how you responding to them, and what you might do differently.

Scenario 1: Silence in meetings / fewer contributions

Try: "I'm not getting much signal—what feels unclear, risky, or unhelpful about this plan?"

Scenario 2: Polite agreement, low follow-through

Try: "I'm noticing follow-through is slipping. What's the real obstacle we need to name?"

Scenario 3: Short/sharp messages

Try: "Quick check—are we aligned, or is something getting in the way we should surface?"

Mini worksheet (fill in)

1. The emotion I've felt most this week at work: _____
2. The need/value it may be pointing to: _____
3. The clean sentence I can say: _____
4. One action I'll take in the next 24 hours: _____

Tip: Use this mini-worksheet on a weekly basis, and review your responses to spot themes and patterns, so that you can become proactive, rather than reactive, in how you deal situations that typically trigger unhelpful emotions for you