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 **MANAGEMENT**

INTRODUCTION TO ANGER AND DECISION MAKING MANAGEMENT

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**TABLE OF CONTENTS**

Introduction……………………………………….3

Literature review………………………………….3

What makes people angry………………………6

Implications of decision making when angry….9

Strategies of anger management……………..11

Case study ……………………………………...13

Analysis………………………………………….13

Conclusion………………………………………14

Annex…………………………………………….14

Bibliography……………………………………..15



**INTRODUCTION**

According to the American Psychological Association, *“Anger is an emotion characterized by antagonism toward someone or something you feel has deliberately done you wrong*. “The Britannica dictionary also defines anger as, *“a strong feeling of being upset or annoyed because of something wrong or bad*.”

Anger is an intense feeling when something has gone wrong or someone has wronged the person. It is characterized by frustration, irritation and stress. It is perfectly normal to get angry. It is also possible for anyone regardless of status, age and mental state to become annoyed.

The following words can be used to mean or describe anger; fury, indignation, irateness, lividness, mad, outrage, wrath, rage, irritation, exasperation, aggravation, vexation and in Uganda (*obusungu),* Dutch (woede),Croatian (ljutnja),Danish (vrede),French (colѐre), Norwegian (sinne) and Romanian (furie).

Decision making and anger management are sort of intertwined because one impacts on the other. Anger management is a psycho-therapeutic program for anger prevention and control. Anger is often a result of frustration or a feeling blocked or thwarted from something the person feels is important. Anger is an emotion that will vary from individual to individual, therefore managing it to be able to make the right decisions is paramount.

**Literature review**

Ideally babies also get angry as early as two (2) months though they may not generally be angry at someone in particular. Children will exhibit true temper tantrums as early as twelve (12) months to 18 months because they can attach their emotions to what is not working out for them. For example; wanting to watch TV but the parent instead takes them to bed, in that case they have anger towards the parents. Therefore, they can destroy something in the process because that is their way to vent out the anger.

Political leaders get angry regardless of their positions because they are human like anyone else with emotions. In this particular scenario, yes it’s perfectly fine to get angry but the repercussions may be devastating thereafter or very uplifting.



Rage is like a trigger, when it’s pulled everyone has a totally different reaction. In some cases a war may erupt or a peace treaty may be reached. Property may be destroyed or may be replaced. Anger is like a beast and princess at the same time. It can be very catastrophic or maybe extremely good.

Aggravation is manifested in different ways by everyone. Animals also get angry and some of their behaviors are close to humans. Some people donno how to manage their anger issues where as others conceal it so well in that it’s hard to tell if they are hungry. Those who manifest anger and those that do not manifest anger are both hard to deal with though it would be ideal for someone to express their emotions but keep them under control. The way people get angry can be categorized in the following ways;

*Assertive anger,* this kind of anger is probably a healthy type of anger. It is not enraged and the person is in total control of their emotions. It is very easy to understand why the person is angry because they express themselves in an assertive way yet not going overboard with raised voices and physical actions. Certain statements are used like for example; “I get annoyed when you take long to respond to the emails, would you mind not repeating that again?”

*Behavior anger,* this is anger with physical reactions or abusive language. It is impulsive and unpredictable and often it results into legal or interpersonal consequences. When the person in question is annoyed over something, they may hull insults to the other person or throw things at them. In worst scenarios they break things that really have sentimental value or highly expensive. This anger always results into violence and in some cases the person ends being remorseful and embarrassed.

*Chronic anger,* chronic generally refers to long term, this type of anger tends to drag on into resentment and frustration. This happens often when people cannot express themselves or their needs. A result of this anger may have a negative impact on the health, stress levels and relationship. Imagine someone who is constantly annoyed, it’s very hard for them to keep healthy relationships with others. This anger makes the victims to feel miserable and unhappy with everyone.

*Passive-aggressive anger,* this is a type of anger that occurs when one suppresses how they feel about something especially if it’s not making them happy. This type of annoyance is dangerous and can affect the person’s self-esteem. Relationship with others will not last because it mostly comes out as sarcastic specifically when it’s verbal. For example; “I like the way you speak even though your grammar is poor.”



*Retaliatory anger,* this type of anger is aimed at the one who annoyed the person. It’s a sort of instinctive reaction when being attacked and the reaction is always a need to revenge back. It is used by some people to regain the control back and it often causes friction in relationships.This is very common among the people to show the other person that they are in charge and can defend themselves when they feel that they are being attacked.

*Self-abuse anger,* this type of anger manifests due to low self-esteem mainly caused by self-pity. Actions of abusing drugs, negative self-talk, disordered eating and unhealthy habits are the outcome. This anger is used to cope with feelings of hopeless and worthlessness and it ends up pushing people away. No one desires to be around a miserable person.

*Silent anger,* what a dangerous anger, imagine bottling everything inside and pretending that all is well. This is non-verbal anger and however much the person tries to hide it, there is a high possibility that people will still realize that the person is annoyed. This anger can develop into overwhelmed anger and a very small thing can trigger it off leading to enrage and destruction. It is a constant buildup of frustrations, resentment and tension. It may lead someone to do grievous harm to others or property.

In Faupel Adrian, Sharp Peter and Herrick Elizabeth (2011), the authors wrote quoted Aristotle, “Anyone can be angry anger – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way - is not easy.”

It is alright to get angry or not get angry when something unfair happens. Dealing with anger is paramount, and keeping anger under control is no mean fit, it requires a lot of work and dedication. Anger manifests in different ways, at times its explosive and other times its silent anger but from the same person due to the nature of what caused the irritation. Everyone gets angry at a given day and time and therefore it’s a normal emotion that everyone possesses.



*Fig.1 shows multiple anger body languages.*

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What makes people angry

Hagiliassis Nick (2006) wrote that anger may occur when people feel threatened by something or by another person. Ideally, different things threaten people. Threats may be physical, spiritual or social. For example feelings of hurt when we greet someone and they don’t respond back. This may escalate into anger if it happens again and a confrontation is going to follow suit.

In article by the president and CEO of Lakeside Educational Network, Vassar Gerry(2011),she attributes anger as a result of complex emotionally charged thought that is triggered by someone’s sphere of life. Vassar Gerry (2011), Stoney Graham (2016) have broken down the triggers that cause anger as below;

**Injustice**, one of the most primal sources of anger being treated unfairly. This induces rage especially when different people put the same effort in a task but some people are recognized and others are not, it is perceived as inequality and therefore the ones treated unfairly become indignant. For example two people make the same mistake but only is punished.

**Disrespect**, everyone deserves to be treated with respect other factors kept constant like the age, the sex, the ethnicity or religion. Disrespect anger can be deep-seated and



intense. Often times it’s something that can be manageable but because of insecurity the person may perceive it differently and be annoyed with it.Perharps, it may have been something so little. It comes out as a defense mechanism. But most times feeling disrespected may be validated by actions and speech.

**Violation of personal space**, personal space is the most prized possession anyone can have. This is a region surrounding the body which is regarded as psychologically theirs. Imagine someone infringing in your personal space, ultimately that would cause discomfort and annoyance. These intrusions cause stress hormones to skyrocket and can affect the mental state of someone. Blood pressure, heart rate and muscle tension can all be affected.

**Criticism**, as long as people feel overwhelmed with their daily life hassles, then irritation and annoyance follow in the wake.Cristism does not help matters when the person is

already under pressure and doing their best. A person who is criticized in most cases becomes defensive and the communication between the two parties is affected. It is common in people with narcissistic personality disorder to exploit those that fail to admire them. In this case they become overly sensitive to criticism taking it as judgment and defeat instead.

**Shaming, blaming**, basing on clinical observation, feelings of shame may instigate a hostile type of anger which is often described as humiliated anger. The negative talk like labelling someone as a thief, will trigger unwanted emotions like anger towards the victim and others. Shaming is a form of blaming which maybe from the person’s own thoughts or from others. Naturally people do not want to be blamed because it arouses feelings of inadequacy and embarrassment.

**Physical threats**, no one wants to feel threatened emotionally or physically. For physical threats, the animal instinct to fight back surfaces. This kind of anger makes the person to experience different physical conditions like; tense muscles, tightness in the chest, feeling hot and increased heartbeat. Most of the time the body language from the other person makes the person to go angry like talking to the person while banging on the table, without even thinking, anger is a reflex action and a fight may be the outcome.

**Insults**, these can be in various forms like; rudeness, broken promises, being ignored, ingratitude, body shaming and mentioning contagious diseases. The castigator in most cases is well aware of what they are doing and it might require a lot of self-discipline not to become angry. The intention of an insult is mostly to offend another person.



**Not feeling heard**, not being heard is an emotional trigger and it can be exhausting. When someone decides to express their innermost desires it means that they trust the person they are telling. When this person is feeling unheard, they experience shame and the trust erodes away. In most cases this causes frustration and anger which may lead to anxiety disorders and self-hatred. A person who does not like himself or herself easily gets annoyed.

**Misinformation**, this occurs when the person’s recall of episodic memories becomes less accurate due to the post-event information. This is very common when witnesses are giving false information when testifying in courts of law. For example, “Did you hear the sound of the car driving away from the scene and did you recognize the registration plate number?” the witness will not miss a beat by giving information of another event just because they hold a grudge with the defendant.

**Lying**, this really infuriates even the kindest person because it tests the patience of a person. In other words it means that the person lying to the other person does not value the enough to tell them the truth. Being lied to brings feelings of insecurity and it makes the person’s version of truth to be discredited. Some people experience delight when lying to others not knowing that this triggers off anger and hurt.

**Unsolicited advice**, this is a major hiccup especially when the person decides to take certain action then another person offers advice that is not solicited for. In most cases, the advice giver is the one who needs it more but they think that they know better. This is a two way thing, the advice giver will feel frustrated when their advice is not taken and the advice receiver will feel offended and undermined by the unsolicited advice. This kind of advice feels more like an insult than an attempt to help.

**Relationship disputes**, in a relationship dealing with anger changes the dynamics of the situation quickly. A partner may have anger issues without realizing it and this makes the relationship difficult. In some cases a partner feels misunderstood, demeaned and attacked which sparks off annoyance at the other party. Feeling angry in a relationship is natural especially when the two people share life closely.

**Constant disappointment**, when disappointed there is risk of physical or emotional difficulties. This often causes headaches, moist palms, over-perspiration and gastrointestinal difficulties. Disappointment will be accompanied with verbal expressions

 

of displeasure and unhappiness because of failure to meet expectations. The unwillingness to accept reality is what triggers anger. For example making an appointment to meet someone and they don’t show up or even call to cancel disappoints people and makes them seethe with anger.

*Fig.2 shows different causes of anger*

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Implications of decision-making when angry

The BACH Team (2018) wrote an article about emotions and decision making emphasizing that making emotional decisions is natural. They further went ahead to explain that the brain interprets memories and creates emotions which triggers how people feel and behave. Anger can lead to impatience and rash decision-making due to excitement without considering the implications. The anger feeling may lead the person to make decisions which at times may push the person to make poor judgment of the situation.

Lerner Jennifer S and Shonk Katherine (2010), wrote an article on the subject, saying that a number of organizations have programs in place for anger-management for their staff. The employees still make illogical decisions stemming from anything that has triggered the anger for example a fight at home with the partner. Angry people normally are quick to make decisions and end up blaming others for their mistakes. It is very common to make judgment when people hear or see something like another child hitting another child; the decision is always to punish the one who was beating the other without finding out why.



Ideally anger influences perceptions, ideas, beliefs, reasoning, choices and reasoning. Anger is a commonly experienced emotion which is often viewed as negative because it clouds judgment and decision making. It is perfectly okay to get angry and everyone absolutely has the right to get angry but how decisions are made when angry is the biggest elephant in the room. George Jennifer M and Dane Erik (2010) wrote about how anger can undermine decisions and how people who are prone to anger take greater risks.

Anger can color people’s perceptions and guide their behavior while angry. Most times when someone gets angry there is a grain of hate in that moment which will ultimately sway the mind from making informed decision. There are cases especially in a relationship when the lady or gentleman is angry at the partner and destroys the household property. Barely a few minutes or hours after that reaction they regret their acts and they made the decision to destroy the things in the home or office.

In the movie, “Waiting to exhale”, (1995), there are four different African-American women and their relationships with men. In particular, Bernadine Harris burns John Harris’ clothes and car due to a buildup anger that has been festering in her mind for the eleven years of marriage. Bernie is married to John for eleven years and she helped him set up his own company and went ahead to achieve her master’s degree but remained his secretary, office manager and computer in the company. Then on top of that, her husband tells her that he wants a divorce so that he can marry the twenty four year old Kathleen. The decision she made to burn his clothes and car was because she was very mad at her husband. Anger can indeed influence decision making.

*Fig.3 shows Bernie burning John’s clothes and car in the movie “waiting to exhale”*





Strategies of anger management

It is unpractical and impossible to eliminate anger feelings due to the fact that people do not control how other people think and act. People need to realize that sometimes anger is justifiable and other times it is uncalled for. Therefore it is important to recognize what causes anger and deal with it in a way that the anger will not take over control of the person. Controlling anger responses can help in the long run to avoid unhappy situations. Various authors and articles have written about strategies of anger management and below are the examples from Mayo clinic (2022), Tafrate Raymond Chip and Kassinove Howard (2019);

Do not hold a grudge, the probability for people to hurt others is very high but what are the chances of forgiveness. Harboring a grudge for prolonged periods makes people bitter and allows negative feelings to fester. Learning to forgive reduces emotional stress on both sides and it removes the unnecessary tension that can contribute to anger outbursts.

Use humor to relieve stress and practice self-relaxation skills, when someone is angry indeed there is a viable reason why they are in that state but it would be very good if things are not taken too far by trying to lighten up and diffuse the tension. Care has to be taken not to seem sacrcastic.This can be achievable if the person takes deep breath or keeps repeating some self-affirmations like, “it is well, I can handle this”.

Seek advice or see a counselor, sometimes it is hard to realize that there is a problem and especially if that problem affects the individual and causes them to hurt others in the process. Having anger issues is something that cannot be dealt with single handedly but with help it can be manageable. If a person can go from zero to one hundred in a flash, it means they can literally do anything that can be destructive and embarrassing.

Stick with the “I” statements, being a critic stresses people out and makes them upset whether what they are being told is right or wrong it doesn’t matter. It will go a long way to avoid anger triggers if blaming and criticizing is stopped. An example would be how people speak to others .Instead of telling the person outright that you they don’t clean the living room well, instead say, “I feel embarrassed when visitors have to clean their seats first before they sit down.”



Identify possible solutions, instead of getting angry with everyone; it’s ideal that people find practicable ways of getting solutions to what makes them angry. For example; at the workplace the manager keeps shouting at Jane for not picking her mobile phone, it would be better if Jane puts her phone in silent mode to avoid getting upset when the manger shouts at her to receive her call.

Get some exercise, when angry, figure out what to do in order not to cause any aggravation. Sport is a good way of calming down. Take a run, go to a gym or do some walking to clear the mind off what is really causing the anger.

Take some time out, even adults need some time out or time alone. In relationships when angry with each other it is ok for a partner to get some time alone either do some window shopping to think things through or meet up some friends for a cup of coffee to unwind. Getting out of the toxic environment helps to clear the mind and brainstorm.

Think before you speak, there is so much that can be said in the heat of the moment especially when angry. It is very important to think things through before saying anything because what is said in anger cannot be taken back. Take time to think before speaking and also allow others to think.

Rearrange your world, whenever possible delay potentially problematic interactions until the heat of the day has passed or after dinner. Installing air conditioners is as helpful as reducing alcohol consumption. These factors may seem unlikely to manage anger but in fact they play a vital role in mitigating episodes of rage that may lead to regrets. Also when angry, eat first before reacting like the saying goes, “a hungry man is an angry man”.

Side step some anger-producing situations, it’s true that continued anger can poison a relationship but if the person is not yet in position to deal with the problems that make them angry in the relationship it is way better to avoid confrontation until they are ready to deal with it in a calm way. It’s unwise to confront problems without planning. This does not make the person weak at all but in the long run it pays off when the relationship has lasted throughout the storms.



Case study

Cain and Abel, Bible (New International Version), the case study highlights the story of two brothers born of Adam and Eve. Cain was the first born and worked the soil while Abel was the second born and kept flocks. When time came to offer sacrifice to God, Cain offered some of the fruits of the soil while Abel offered fat portions from the first born of his flock. God was pleased with Abel’s offering and looked with favor on Abel but God was not pleased with Cain’s offering and did not look with favor on him. This made Cain very angry and his face was downcast. He took his brother for a walk in the fields and killed him.

*Fig.4 shows an illustration of Cain killing Abel*



**The analysis**

According to that Bible story, there was jealousy combined with anger with led to hatred. These are two brothers born of the same mother and father but the rage made Cain forget all this and he acted in a way that was barbaric. His actions though did not go unpunished. He was so embarrassed with what he did whereby when God asked him where his brother was, he responded that he was not his brother’s keeper. That is a classic example of what anger can lead to. What is done when angry comes with regrets, shame and punishment.

According to the Bible, Cain was well aware of what he had done and was very scared of what people would do to him when they met him. The punishment turned out to be worse than what he had anticipated. He was to live under a curse and the grounds were would no longer yield crop yet this was his way of living and he would be a restless wanderer.



Conclusion

To error is human and in the same context getting angry is part of what makes people human with emotions. Anger is an emotional state that may intensify from mild to rage. It is absolutely normal to get angry but when anger replaces common sense and logic then it is wrong and needs to be managed.

Anger causes problems in relationships, at work, at school and overall quality of life. If not held in check. Anger affects the heart rate, the levels of adrenaline and energy hormones and all this can be due to both internal and external events. People can be angry at specific persons or at even themselves especially if they have memories that trigger anger feelings.

Anger can lead people to the deepest holes of regret and despair causing depression and suicidal feelings. When still a baby, the parents should be keen on how their babies behave when angry and learn to control the temper tantrums at an early stage. Show the children love and show them what is wrong in a manner that is not is not going to influence their decisions in a negative way.

Adults need to do a self-study about them because it is important to know personal behaviors and deal with them when time is still on their side. When something bad is done due to anger, yes it may be forgiven but neither party will ever forget it and the bond will be weakened forever. Seek help where necessary and be slow to get angry by trying out anger management strategies.

Annex

Fig.1 shows multiple anger body languages………………………………………………..6

Fig.2 showsdifferent causes of anger……………………………………………………….9

Fig.3 showsBernie burning John’s clothes and car in the movie “waiting to exhale”….10

Fig.4 shows an illustration of Cain killing Abel ……………………………………………..13



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