

Getting Mad: Anger and Its Regulation

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“Anybody can become angry—that is easy, but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way—that is not easy.”

Aristotle
Nicomachean Ethics

Anger is a universally experienced emotion that arises when we are blocked from achieving a goal and/or are treated unfairly. As Aristotle and countless other experts have pointed out, anger is also one of the most challenging of our emotions to regulate. This article discusses the basic characteristics of anger, including the importance of its functional benefits as well as the considerable costs involved when it becomes chronically dysregulated. Key cognitive and emotional strategies employed for the regulation of maladaptive anger are also addressed with an emphasis on its effective management.

Basics of Anger

Anger can be formally defined as a hostile reaction to a perceived provocation, hurt, or threat (Videbeck, 2006). It is multifaceted in that it can be experienced and expressed in a wide variety of ways. Anger can be experienced in many different states of disequilibrium ranging from mild annoyance to intense rage; it also can be expressed in multiple modes of dissatisfaction ranging from passive disengagement to aggressive attack.

The multifaceted features of anger are likely related to the emotional latitude and adaptability we humans need to protect and assert ourselves in a complex social world (Pankseep, 2005). As an integral part of our emotional functioning, anger is considered by neuroscientists to be a primary emotion that is universally experienced across all cultures (Brown, 1991; Pankseep, 2005). Together with other primary emotions (such as joy, fear, sadness, and surprise), anger is considered to be a hard-wired visceral reaction that is part of our core biological and social makeup (Ekman & Davidson, 1994).

As a primary emotion, anger can be adaptive or maladaptive (Greenberg, 2002). If it is adaptive, anger marshals our protective and problem-solving responses that are geared to ensuring our safety and well-being. When these kinds of responses take place, anger typically subsides as our coping responses become more resourceful and as the stresses we encounter become more manageable. However, when it is maladaptive, anger tends to intensify with elevated levels of agitation and aggression producing prolonged states of stress that compromise our problem-solving abilities and our capacity for well-being (Greenberg, 2002).

Benefits of Anger

When it is adaptive, anger is a warning signal that something is wrong. Just as physical pain can be a warning that our body is experiencing a threat, so can anger serve as a warning that

we are experiencing a stressor. For example, our anger can serve as a messenger that we are being hurt, that our rights are being violated, and that our needs are not being taken seriously (Lerner, 2014). This forewarning viscerally prepares us to take potential action in order to address whatever threats we are experiencing. Anger can also provide the essential impetus to resist emotional and physical adversity. This protective function is one of the chief benefits of anger and it can be very useful in a number of ways (McKay, Rogers, & McKay, 2003).

Perhaps the most obvious situation where anger can be beneficial is in the face of a physical threat or actual attack. It can energize us to fight back, or if necessary, motivate us to escape a threatening situation. When our interpersonal boundaries are violated, anger can also help us mobilize our defenses to set appropriate limits for how we want to be treated. Moreover, anger can help us overcome the fear of expressing our concerns. Particularly in situations when we are apprehensive about asking for what we need, anger can provide the necessary impetus for us to assert ourselves. Finally, not only can anger help motivate us to advocate for ourselves, it can also serve as a powerful energizer to stand up for others who have experienced interpersonal and social injustices (Lerner & Keltner, 2001).

Beyond its motivational and protective functions, anger also has other useful albeit temporary benefits. Anger can serve as a vehicle to relieve tension and to get others to pay attention and comply with our wishes (McKay & Rogers, 2000). Anger is clearly a motivating force in the short-run, but when it becomes chronic, and especially when it gets dysregulated, it generally has long-term adverse consequences for both ourselves and the people around us.

Costs of Anger

When it is adaptive and episodic, anger plays an important role in maintaining a healthy sense of self and securing a genuine presence in the world. However, when it becomes maladaptive and chronic, anger becomes destructive and is especially hard on our well-being and those we care about. At the physiological level, chronic anger is associated with amplified hypertension, cardiovascular disease, and a shortened life expectancy; at the psychological level, it is linked to elevated hostility and depression; and at the social level, it is highly correlated with increased isolation, aggression, and impaired relationships—particularly marital ones (Gottman & Gottman, 2015; McKay & Rogers, 2000).

While anger can be a powerful tool for obtaining influence and control, expressing it in a maladaptive manner comes at a price. It is hard on our health and our relationships. Anger, especially dysregulated anger in the form of aggression, depletes our energy and makes us feel bad about ourselves and those we care about. Anger certainly has the benefit of warning those around us to stop doing what upsets us, but it also can increase people's resistance—particularly their passive resistance—to our demands (McKay, Rogers, & McKay, 2003).

Regulation of Anger

Given that anger is a ubiquitous primary emotion that takes a substantial toll when it is maladaptive, we humans have to make special efforts to manage this formidable emotion. Chronic difficulties in managing emotions like anger are the result of too much emotional

vulnerability and inadequate emotional adaptation. Too much emotional vulnerability is characterized by a combination of high sensitivity (e.g., feeling easily offended), intense responses (e.g., expressing unrestricted agitation), and a slow return to a state of equilibrium (e.g., taking an hour or more to calm down). Inadequate emotional adaptation is the inability to exhibit or inhibit visceral arousal in any given situation (Dimeff & Linehan, 2001). The regulation of difficult feelings like anger requires an amalgamation of emotional resilience and adaptability to achieve requisite levels of self-management.

When vulnerability is intensified and/or when adaptability is insufficient, emotional dysregulation is likely to take place. Emotional dysregulation is essentially a state of arousal in which feelings like anger take over the experience of a person. Being able to obtain and sustain effective regulation involves exercising cognitively and emotionally based strategies that increase emotional resilience and adaptability. While both strategies employ somewhat different means to achieve the requisite emotional regulation, both can be very effective in helping people better manage intense feelings like anger.

Emotionally based methods of regulation are primarily concerned with employing emotions to achieve adjustment. These methods emphasize the development of such skills as practicing self-acceptance and forgiveness, acknowledging formative emotional experiences, exploring underlying feelings related to problem emotions, and generating positive sentiments. In contrast, cognitively based methods rely primarily on thoughts to achieve emotional regulation. These methods stress the development of such skills as identifying thought triggers, exercising mindfulness, challenging self-talk, and increasing emotional resilience through relaxation (Dimeff & Linehan, 2001; Spradin, 2003). Both methods emphasize the importance of engaging in active self-soothing and distraction, as well as improving interpersonal effectiveness, but they approach regulation of emotion from two different vantage points.

Regardless of their varied perspectives, the different methods from each approach are clearly effective; but as previously pointed out, they tend to be selectively effective—cognitive approach working better for some people and the emotive approach working better for others. Why? It is largely due to the complex wiring in our brains where, despite the overlap between reason and emotion, one of these functions is usually more fully developed than the other. Consequently, we are typically more adept at employing one approach over the other to regulate our feelings. In sum, our own amalgamation of emotional and cognitive capabilities will determine what strategies we can most effectively employ to achieve more adaptive emotional regulation.

Whether using an emotional or cognitive approach, genuine change typically begins with an admission to yourself and to the key people in your life that you have a problem in regulating your anger. Making this admission is an important starting point, but it also should extend to making a commitment to limit the duration of your anger to no more than 24 hours and to inform the key people in your life that you will apologize to them for losing your temper within 24 hours of becoming dysregulated. Notice that this commitment does not say you won't get upset or even become angry. It simply states that you will not use dysregulated anger as the principal medium for expressing your frustrations; and when and if you do, you will take responsibility for your threatening behavior by apologizing for it within 24 hours.

This 24-hour norm may seem inordinately stringent, but it is a well-established principle that successful behavioral change begins with personal acknowledgement that there is a problem and a commitment to take personal responsibility for actively addressing it (Branden, 1997; Covey, 1989). This kind of acknowledgement also commits you to taking more responsibility for your own behavior instead of resorting to the chronic blame that underlies so much of dysregulated anger (McKay, Rogers, & McKay, 2003).

Regulation Approaches

What follows is an examination of the different conceptual frameworks and proposed change strategies for each of these two anger regulation approaches. Again, if you are interested in more effectively managing your anger, particularly your chronic and dysregulated anger, you are invited to select whichever perspectives and strategies work best for you. The important point is that you incorporate and practice a set of approaches that are consistent with your particular emotional and cognitive ways of functioning.

Cognitively Focused Approaches.

Conceptual Perspective. Cognitively focused approaches evolved out of the extensive research about how anger is generated and how it works (Dahlen & Deffenbacher, 2001). The basic model of anger that emerged from this perspective is that there are two central ingredients to anger: the presence of unsettling stress and the subjective experience of arousal that accompanies it. Based on this schema, this model proposes that anger takes place in the form of a two-step process.

The first step involves responding to stress with a coping reaction. Some of these reactions, like relaxation and problem solving, tend to be emotionally adaptive because they help those affected to step back and gain perspective about the stressors they are experiencing; but other reactions, like blame and anger, tend to be emotionally maladaptive because they engulf those affected and often block the expression of painful feelings, like hurt and frustration, that accompany the stress.

When maladaptive, the second step involves the assignment of culpability in the form of blame and/or irresponsibility. The interpretation becomes “you deliberately did this to me” or “you should have known better.” The implication is that the person should know how to behave correctly and has broken the rules of reasonable conduct out of stupidity and/or selfishness. Both interpretations contain what are referred in this model as “trigger thoughts.” These attributions are based on the underlying core belief that people should by all reasonable standards know better (McKay, Rogers, & McKay, 2003).

The cognitively focused model uses a straightforward formula to understand anger: unsettling stress + trigger thoughts = anger. This model posits that you cannot have anger without both components being present. Trigger thoughts without arousal produce a judgement without emotion; conversely, arousal without trigger thoughts leaves people in a state of chronic agitation without a particular culprit (Obviously, (McKay, Rogers, & McKay, 2003).

Regulation Strategies. Applying the cognitive based model, there are three major coping strategies that have been found to be successful in achieving effective regulation of anger: (1) identifying trigger thoughts, (2) reappraising self-talk, and (3) relaxing tensions.

Identifying Trigger Thoughts. An important initial step is being able to recognize trigger thoughts. The basic features of most trigger thoughts are the perception that you have been harmed and victimized, the belief that the person harmed you deliberately, and/or the conviction that the provoking person was ill-meaning and wrong to harm you. Becoming more aware of your personal versions of these attributions, and being able to identify them when they get activated, can set the stage for reappraising the self-talk that generates your angry ruminations.

Reappraising Self-Talk. Self-talk is the automatic internal dialogue that takes place subconsciously in your mind. Its function is to help you make sense of your experience—both internally and externally (Beck, 2008). When your self-talk becomes maladaptive, various trigger thoughts predominate and provide you with misleading interpretations that interfere with your efforts to navigate stressful situations successively. Most importantly, as you become more frustrated, feelings of helplessness typically emerge and anger is often activated in an effort to buffer these painful feelings. When this routinely occurs, reappraisal of your self-talk is in order.

Reappraisal involves recognizing the maladaptive characteristics of your self-talk and reframing these misguided thoughts to minimize your dysregulated anger. For example, you can reappraise your flash of anger when a car cuts you off on the highway by providing yourself with a less vexing alternative interpretation (e.g., “Perhaps the person is eager to get home to see his or her kids.”). As the protagonist in Yam Martel’s (2001) *The Life of Pi* poses, “What story do you prefer?” In other words, whatever story you rely on—whatever self-talk you prefer—tends to shape the quality of your life experiences. Moreover, a convincing body of research shows that people who regularly reappraise their self-talk into more understanding stories often have better social functioning, well-being, and positive emotions compared with those who do not use reappraisal (Rokach, 2018).

Relaxing Tensions. Another key strategy for regulating your anger is practicing intentional relaxation. By their very nature, stressful situations wind you up because they are placing you on threat alert. Keep in mind that getting angry is a two-step process. First, physical tension has to exist in the body; and second, if this tension is left unremedied, it often morphs into anger-triggering thoughts that can lead to dysregulated anger. A tremendous amount of emotional regulation can be accomplished by intentionally relaxing the physical tension that results from various threatening situations. It is well established that if you can relax your body, and keep your body relaxed, it is very difficult for you to get angry and almost impossible to become dysregulated with your anger (McKay & Rogers, 2000).

Fortunately, there are a wide variety of relaxation methods available, including deep breathing exercises, progressive relaxation techniques, mindfulness practices, and standard aerobic activities ranging from brisk walking to swimming laps. It does not really matter what relaxation methods you use, it just matters that you use one or any combination of them as part of a regular relaxation routine. When you are actively utilizing these and other related methods,

you are utilizing a highly effective means of taking care of yourself and especially helping you regulate your anger.

Emotionally Focused Approaches

Conceptual Perspective. Like the cognitively focused perspective, the emotionally focused model is based on extensive research albeit through the lens of how our limbic system operates (Greenberg, Ford, Allen, & Johnson, 1993). The emotionally focused model also views anger as a primary emotion that is wired into our psychological and biological functioning. Moreover, this model considers anger to be both adaptive and maladaptive in most of the same ways as the cognitively focused model views anger. However, these two models differ considerably in their classification of emotions and in their approach to regulating the maladaptive aspects of primary emotions like anger.

Unlike the cognitively focused model that approaches the regulation of anger as a function of reappraising self-talk, the emotionally focused model concentrates on facilitating awareness and understanding of how other related emotions illicit and inhibit anger. As such, the emotionally focused model treats the regulation of anger not so much as a matter of cognitive restructuring, but as an issue of emotional reorientation (Greenberg, 2001).

Besides its clearly protective role in addressing threats, anger is viewed by the emotionally focused model as a coping response that temporarily helps people overcome their related feelings of hurt, confusion, and fear. From this perspective anger provides a temporary sense that we can gain control over our disconcerted feelings about stressful situations. Because angry reactions are mostly effective in the short-term, they eventually leave us with considerable long-term frustration where we are left blaming others for the problems that remain unresolved. This cycle of frustration and blame can then become self-perpetuating where we tend to stay agitated and fail to take responsibility for our own behavior (McKay, Rogers, & McKay, 2003).

In addition to primary feelings like anger, the emotionally focused model concentrates on a host of other reactions called secondary emotions. They are called secondary because they are emotions about emotions or what are referred to as meta-emotions (Bailen, Wu, & Thompson, 2019). These meta-emotions are generally considered learned responses that are typically in reaction to or in defense of primary feelings (Greenberg, 2001). Unlike primary feelings, secondary emotions are considered to be the product of our socialization and are mostly shaped by our growing up and family-of-origin experiences (Ferrari & Koyama, 2002).

Feelings like pride, shame, worry, embarrassment, and guilt are all examples of secondary emotions that are connected to anger. Just like anger, these secondary emotions can be maladaptive because they can obscure or intensify our adaptive primary feelings. Frequently, when maladaptive secondary reactions predominate, we can get caught up in more about how we are supposed to feel than how we actually feel. Eventually, these secondary emotions can become conditioned responses that become part of our established patterns of emotional maladaptation.

Both maladaptive primary and secondary emotions are recognizable because they end up inordinately frustrating us. However, they differ from one another in that maladaptive primary emotions are often more targeted whereas maladaptive secondary emotions tend to be more global. For example, dysregulated feelings of anger are typically directed at a particular person or situation with some kind justification for the antipathy involved. In contrast, maladaptive secondary emotions like shame signal that something is wrong, but we might not know exactly why. We may feel out of sorts, but we typically do not necessarily understand the disconcerting feelings involved (Greenberg, 2001).

A basic example of how maladaptive emotions operate is a situation where we might be unexpectedly moved to intense tears in response to a sad scene in a movie theater, but then experience puzzling feelings of unease for reacting so emotionally in a public place. In this case, an understandable primary feeling like sadness might generate a confusing secondary emotion like shame in which we might inexplicably feel there is something wrong with us (e.g. for being too sentimental). In contrast, drawing on this same scenario, a primary feeling like anger might also be maladaptive if it arose with the effect of dismissing our shame as being overly melodramatic.

Notice that in the dismissing scenario the primary emotion of anger does not precede but follows the secondary emotion of shame. Even though the terminology classifying these emotions suggest a linear relationship (i.e., where secondary emotions follow and modify primary ones), the relationship is a recursive one (i.e., where secondary emotions can also precede and be modified by primary ones). The key distinction in this classification is that primary does not necessarily mean “first” and secondary does not necessarily mean “following”; rather, primary emotion refers to those feelings principally derived from hard wiring and secondary emotion refers to those feelings predominantly shaped by learning. However, regardless of the source of emotions involved, both primary and secondary emotions frequently influence one another and become maladaptive when their modifications complicate rather than facilitate the activation of our coping capabilities.

Regulation Strategies. There are a variety of emotionally focused strategies for effectively coping with anger. Four major strategies include: (1) practicing self-acceptance and forgiveness, (2) understanding emotionally impactful growing up experiences, (3) exploring underlying feelings related to anger, and (4) generating positive sentiment override.

Practicing Self-Acceptance/Forgiveness. Most forms of anger are related to frustrations and hurtful events that befuddle you. In your attempts to make sense of these situations, you can get bogged down in what is bothering you instead of understanding how you are getting bothered. It is how you become disconcerted and how your consternation escalates into anger that provides a crucial window into your personality and your psychological defenses. Maintaining self-awareness of these critical aspects of yourself can provide you with the wherewithal to slow yourself down before your visceral reactions speed you up into dysregulated anger.

The unfairness, neglect, rejection, and failures you experience can bring you down and bring out your flaws. However, these flaws—your temper, your self-doubt, your criticalness,

etc.—do not define your self-worth, nor does your self-worth depend on the mistakes you have made and/or the injustices you have perpetrated. Yes, you may have your limitations and faults to face, but they cannot and should not take away from what is already yours, namely, your self-worth. Your self-worth is your own inherent value and uniqueness as a human being despite your flaws. Self-worth is the underlying basis for possessing a healthy ego and maintaining clear boundaries in your relationships with others (Reel, 2007).

When you start questioning your fundamental self-worth, a useful corrective strategy is to remind yourself that your self-worth is not a conditional quality but an intrinsic one. When blame and anger take over, you may become frustrated to the point where you see yourself and others as deficient and incompetent. When this happens, discouraging reactions may take over to the point where you become unable to see and accept your fundamental self-worth. This is a wake-up call to start working on your self-acceptance.

First and foremost, practicing self-acceptance involves actively affirming your intrinsic value as a human being. Your self-worth is about validating your uniqueness as a person and not reflexively linking it to what you have accomplished or failed to have accomplished. Although real accomplishments are important for developing a sense of self-worth, you also need to take into account the unique qualities that make you *you*. This also means recognizing that it is a losing battle to let your inner critic run rampant by unfavorably comparing yourself to others. This one-down struggle will eventually wear you out and often culminates in you angrily blaming yourself or others for feeling deficient (Firestone & Firestone, 2013).

A closely related coping strategy to practicing self-acceptance is exercising forgiveness. Forgiveness is letting go of the resentment and anger you experienced from the injuries and injustices that took place in your life. Forgiveness is a particularly powerful tool in cases where terrible injuries have taken place in which you or a loved one were egregiously harmed. In these situations, you understandably have become entangled in the unfairness of the injury and cannot let it go. You often move into a state of angst, concluding that since the injury should not have taken place, it could have been avoided; and because it could have been avoided, resentment and anger are justified as preventive safeguards and/or as means of seeking retribution.

Typically, any painful injury is hard to accept. When something is hard to accept, we often move toward interpretations that service our hurt feelings and prolong our distress. Finding resolution involves replacing these hurtful interpretations with ones that are open to other possibilities, and a recognition that since the injury or injustice has already taken place, there is nothing that can be done to change it. This approach, known as radical forgiveness, essentially interprets the wrong or injury as a *fait accompli* with nothing to be gained by holding on to your anger. It certainly doesn't suggest or mean that you should accept what has happened as okay, it just means you can choose to let it go if you want to achieve some resolution (Bach, 2004). By choosing to let it go, you can allow yourself to work on managing your anger with the understanding that some of the underlying hurt and resentment might never go away, but it certainly does not have to imprison you.

Nazi concentration camp survivor Edith Eger (2017) places the task of forgiveness in context of a choice we can make to move beyond the injustices we have experienced:

At some point we will suffer some kind of calamity or abuse, caused by circumstances [in] which we have little or no control. This is life. And it is victimization. It comes from the outside. It's the neighborhood bully, the boss who rages, the spouse who hits, the lover who cheats, the discriminatory law, the accident that lands you in the hospital. In contrast, victimhood comes from the inside. No one can make you a victim but you. We become victims not because of what happens to us but when we choose to hold on to our victimization. We develop a victim's mindset—a way of thinking and being that is rigid, blaming, pessimistic, stuck in the past, unforgiving, punitive, and without limits or boundaries. We become our own jailors when we choose the confines of the victim's mind. (pp. 7-8)

Understanding Formative Experiences. Still another strategy to help you better manage your anger is understanding your emotionally impactful growing up and socialization experiences. Different ethnic influences and family experiences have a major impact on your attitudes about anger and on the different ways to express it in a socially acceptable manner. These cultural and socialization influences profoundly shaped the ways in which you learned how to handle stress and the expression of anger (McGoldrick, Giordano, & Garcia-Preto, 2005).

For example, it is well documented that children exposed to high levels of marital and parental aggression are more likely as adults to experience problems in managing their own angry and aggressive impulses (Mahoney, Donnelly, Boxer, & Lewis (2003). Moreover, as far as socialization is concerned, boys are more likely than girls to be taught that anger and physical aggression are acceptable modes of responding to threatening encounters (Eagly & Stephen, 1986).

If you want to better manage your anger, a key step is to reflect on how you experienced anger and aggression growing up, and how you have been socialized to handle these impulses. The aim of this examination is to shed some light on how you might have learned to internalize the hurt and helplessness from these painful experiences. By internalizing these feelings, you might also take a look at how you not only used anger as a shield, but employed it as a weapon as well.

Like all weapons, anger has likely helped protect you, but it also could have hurt you—especially by alienating those closest to you. Taking an honest look at how your growing-up has history affected the ways in which you express and handle anger can provide you with the necessary emotional awareness to help you to put down your emotional shields and weapons in favor of establishing a more satisfying and lasting peace with those closest to you.

Exploring Underlying Feelings. Using an emotionally focused approach, the overarching strategy for moving forward is to identify the related primary emotions (like fear) and secondary emotions (like shame) that are being shielded by your anger, but at the same time are contributing to the dysregulation of your anger and your hostility toward others. This awareness provides an opportunity for you to explore how these other feelings—feelings largely related to experiencing helplessness—might also be major contributors to the challenges you are facing in attempting to regulate your anger.

The strategy is to temporarily put aside your protective shield of anger in order to understand how some of these other feelings are reducing your capacity to cope effectively with your frustrations. When you are able to grasp how this coping mechanism is maladaptive, you are more likely to give yourself permission to express your underlying feelings of helplessness as a means of relinquishing their hold on you. By reducing the power of their influence, the operative principle is that you have less of a need to remain angry and more opportunities to become resourceful in addressing the various stressors that you are experiencing.

Generating Sentiment Override. One of the most proactive strategies for neutralizing resentment and anger is positive sentiment override. When your anger becomes chronic, your attitude can shift into what John Gottman (1999) calls negative sentiment override. This refers to a persistent pessimistic mood in which you tend to perceive neutral and positive events as negative. In this state of affairs, you are expecting, assuming, projecting, and experiencing negativity even in the face of favorable circumstances. These negative perceptions override what is actually occurring and they often result in further resentment and anger.

A formidable antidote to this downward spiral is positive sentiment override in which you perceive neutral and negative events as positive (Gottman, 1999). In this state of mind, you see the glass as half full and the resulting positive sentiments provide a calming effect on your feelings of resentment and anger. This shift in focus is not accomplished by putting on rose colored glasses, but by actually going to the important people in your life and letting them know what you genuinely appreciate about them.

This strategy will not fully extinguish your resentments and anger, but by letting someone important in your life know you value them, you are showing them appreciation—one of the qualities that is likely missing in your life because of your chronic resentment and anger. This strategy of using positive sentiments (like appreciation) to temper negative ones (like resentment) goes to the heart of the emotionally focused approach where one emotional state can be used to modify another. This strategy can be especially useful when you can identify and show appreciation to the people who you resent, but it is typically much easier to express appreciation to the people who you value. Regardless, both ways of extending appreciation can contribute to the attenuation of your resentments and anger.

Summary

Anger is a complex emotion with many different facets. Consistent with the multifaceted nature of anger, there are a number of scientifically informed ways to understand anger and there are a wide variety of well-established corrective strategies for its effective regulation. Because of the different amalgamation of emotional and cognitive capabilities that each person possesses, the most successful anger management efforts will typically be comprised of the combination of proven approaches that are consistent with the particular mix of each person's capabilities. No one idea or strategy will be helpful to everyone; the challenge is to find the right combination that will help you more effectively regulate your anger in a manner that works best for you.

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