Inspiring Leadership Development in Ourselves and Others Through Emotional Intelligence and Renewal

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Great Leaders Move Us

Through Resonance with Others

Through Our Emotions
Exercise

- Think of a leader for whom or with whom you worked – one that brought out the best in you, one that you would gladly work with or for again
- Think of a leader for whom or with whom you worked – one that you try to avoid, left you wishing for more, would help your organization more by working for a competitor

When You were Around Them, What Did They Say or Do? How Did They Make You and Others Feel?


Leadership

Is a Relationship

Is a Resonant Relationship

Being in Tune with or on the Same Wavelength as the Others
What we know about great leaders

They inspire through **hope** and **vision**.
They spread **compassion**.
They are mindful: attuned to mind, body, heart and spirit.
They inspire others by creating and maintaining resonance.


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Resonant versus Dissonant Leadership

- Based on research done at the Cleveland Clinic and Case Western Reserve University
- **RESULTS**
  - Mirror systems activated in RL (deactivated in DL)
  - Social/DMN activated in RL (both activated and deactivated in DL)
  - Approach (RL) vs. avoidance (DL)
  - Positive (RL) vs. Negative affect (DL)

IFG Resonant

The Ideal Self as a Predictor of Career Commitment for Women Engineers
Kathleen Buse

495 women with engineering degrees ranging in age from 21 to 60 responded to the survey
Vision Predicting Success in Mergers & Acquisitions

- Studies consistently report 50 - 80% of M&As fail to achieve shareholder expectations

- Practitioners and scholars continue to struggle in predicting M&A success

- Common, longstanding M&A practices must change!

Byron C. Clayton, DM
Path Diagram

Resonant Leadership

Common Sense
Not
Common Practice
Emotions Are Contagious

- The brain has an 'open loop' system
- We are 'wired' to pick up subtle clues from one another

Resonance is Contagious … So Is Dissonance

The Sacrifice Syndrome

- Blood pressure increases
- Large muscles prepare to fight or run
- Brain shuts down non-essential neural circuits
- Less open, flexible, and creative

Results
- Brain loses capability to learn
- We feel anxious, nervous, even depressed
- Perceive things people say or do as threatening and negative
- More stress is aroused

Hormones Activated: Epinephrine and Norepinephrine
- Stress arouses the Sympathetic Nervous System

Hormones Activated: Corticosteroids

Richard L. Proctor and Anne M. Erec. 2013
Renewal: Engaging the Parasympathetic Nervous System

- Wanting to understand, care for another person, and to initiate some action contributing to their well-being.
- Neural circuit activated; limbic system to the left pre-frontal cortex; Release of Oxytocin and Vasopressin; Adrenal-pituitary axis activated; arousal of the PNS.
- Feeling hopeful, optimistic, at peace or exciting but look forward to the future.
- Systolic and diastolic blood pressure decreased; Increased secretion of immunoglobulin A and natural killer cells.

The Cycle of Sacrifice and Renewal

- Resonant Relationships
- Effective Leadership
- Mindfulness
- Hope
- Compassion
- Laughter, joy, playfulness

- Renewal Cycle
- Sacrifice Syndrome
- Crisis
- Ineffective or Non-Sustainable Leadership
- Sustainable, Effective Leadership
- Threat

© Richard E. Boyatzis and Annie McKee, 2009
Good Leadership Begins with Emotional and Social Intelligence Competencies

Financial Impact of Competencies Demonstrated by ...
Senior partners of a multi-national consulting firm [Boyatzis 2006]
Senior Partners who averaged 19 years with the firm, and 10 years in management
- Self-Management Cluster: Achievement Orientation, Initiative, etc.
- Self-Regulation Cluster: Self-control, Adaptability, etc.
- Relationship Management and Social Awareness Cluster: Empathy, Networking, Developing Others, etc.
- Cognitive Abilities Cluster: Systems Thinking, Pattern Recognition, etc.

[Richard I. Boyatzis, 2006]
Annualized Operating Profit for Senior Partners
ABOVE vs. BELOW the Tipping Point

How Do You Develop Great Leaders?

How Do You Develop Leadership Resonance?

Relationships Build Leadership

- Who helped you?
- Think back over your life and career
- Who were the people who helped you develop the most?
- What did they do and how did it make you feel?

Boyatzis' Intentional Change Theory

Two Attractors

Trusting Relationships that help, support, and encourage each step in the process

The Real Self

Gaps: where my Ideal Self and Real Self are Different

Two Attractors

<table>
<thead>
<tr>
<th>Positive Emotional Attractor</th>
<th>Negative Emotional Attractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuro-endocrine</td>
<td>SNS arousal</td>
</tr>
<tr>
<td>Affect</td>
<td>Negative</td>
</tr>
<tr>
<td>Ideal Self</td>
<td>Problems, expectations,</td>
</tr>
<tr>
<td></td>
<td>pessimism, fear</td>
</tr>
<tr>
<td>Real Self</td>
<td>Weaknesses</td>
</tr>
<tr>
<td>Lrng Agenda</td>
<td>Should do, performance</td>
</tr>
<tr>
<td></td>
<td>improvement plan</td>
</tr>
<tr>
<td>Experiment/Practice</td>
<td>Actions expected, things you are</td>
</tr>
<tr>
<td>Relationships</td>
<td>supposed to do</td>
</tr>
<tr>
<td></td>
<td>Dissonant or annoying</td>
</tr>
</tbody>
</table>

Graphical representation of the Positive (PEA) and Negative Emotional Attractors (NEA) in Intentional Change Theory

Adaptation of Lorenz equations to PEA/NEA of ICT

\[
\begin{align*}
\frac{dx}{dt} &= a(y - x) \\
\frac{dy}{dt} &= -xz + bx - y \\
\frac{dz}{dt} &= xy - cz
\end{align*}
\]

\(a = \text{(emotional intensity/emotional contagion)}\)

\(b = \text{(Rayleigh #/critical Raleigh #)}\)

\(c = 4(a^2 + 1),\) where \(a = \text{emotional resilience}\)
Masud Khawaja, M.D. PhD Thesis,

The Mediating Role of Positive and Negative Emotional Attractors Between Psychosocial Correlates of Doctor-Patient Relationship and Treatment Adherence in Type 2 Diabetes, Case Western Reserve University, August, 2010

Physicians n = 25, patients n = 375, from 5 hospitals in Karachi, Pakistan

© Khawaja, 2010.
Emotional Intelligence Can Be Developed

Results from 24 longitudinal studies at the Weatherhead School of Management of 25-35 year old managers.

Comparable results with 4 longitudinal studies of 45-55 year old executives in an Executive Education program, and 2 longitudinal studies of 38-42 year old high potential managers.


Sustainable Percentage Improvement of EI/SI

- Emotional Intelligence Competencies
- Social Intelligence Competencies

Coaching with Compassion to the PEA vs Coaching for Compliance to the NEA

- Preliminary findings presented at the Society for Neuroscience annual meeting, Chicago, October 19, 2010 entitled, "Neural correlates of inspirational mentoring," by Regina Cesaro, Richard Boyatzis, Masud Khawaja, Angela Passarelli, Kevin Barry, Katie Begany, Anthony Jack
- Based on research done at the Brain, Mind, & Consciousness Lab, Case Western Reserve University, Professor Anthony Jack, Director and Principal Investigator on this study
- http://tonyjack.org/

Neural correlates of inspirational mentoring

Positive Emotional Attractor  Negative Emotional Attractor

Conflict in the ACC
We found evidence of greater activity in the anterior cingulate cortex in the NEA as compared with the PEA condition. This region has been associated with cognitive conflict and both physical and social pain perception. It may reflect the greater conflict and emotional discomfort associated with the NEA condition.

Self-consciousness in the MPFC
We found evidence of greater activity in the medial prefrontal cortex (MPFC) in the NEA as compared with the PEA condition. This region has been associated with theory of mind and with social cognition broadly construed including explicit thoughts about the self and how we are socially perceived by others. Activity in this area may reflect greater social self-consciousness evoked by the NEA as opposed to the PEA condition.
PEA-NEA replicated (50 rather than 20 participants)
Dose-dependency of positive coaching  
(correlation n PEA sessions with PEA activity)

Bad is stronger than good, but...

Survive and/or thrive ----
When the NEA is too much...
  When it is not enough...
When the PEA is not enough....
  When the PEA is too much...
Scales, or Multiple Levels of Intentional Change Theory

- Individual
- Dyad
- Team, Family, Coalition
- Organization
- Community
- Country, Culture
- Globe

Multiple Levels of Intentional Change Theory

- Individual
- Dyad
- Team, Family, Coalition
- Organization
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- Country, Culture
- Globe
- Resonant Leaders
- Social Identity Group's
- First Degree Interaction: Leadership
- Second Degree Interaction: Reference / Social Identity Groups
Resonant Leadership and the Multi-Level (isomorphic) Educational System

- Community
- Resonant Superintendent
- School
- Resonant Head Teacher/Principal
- Class
- Resonant Teacher
- Student


Apple's (iPod) vs. Sony's (Walkman) "Please don't STOP the Music"

How APPLE has created and maintained Sustained Desirable Change with the iPod

Presented By:
Deidra Davis, Kris Nunn, Markeya Owens & Stacy Ward-Braxton
Social Imagery Examples

| Branding | Apple: I’m an IPOD | Sony: I’m an MP3 player | Point: Kleenex vs. tissue, ones generic and one is identifiable |
| Selection | The MAC has one right way | Many ways to process with Sony | Chain vs. local restaurant - Less variety but you know what you want and that you’ll like it |
| Customer Link | Apple Store | Best Buy | Wal-Mart vs. boutique - larger variety less control of experience |
| Culture Reinforcement | I’m in the Apple support group of Maine! | Aiwa is Sony? | Fraternity vs. honor society - group identity first and information is controlled by a few and reinforced by its members |


- Trusting Relationships that help, support, and encourage each step in the process
- The Motivation To Change: Finding their passion and dreams
- Breaking from the Ought Self

The Ideal Self...
Catching your dreams and engaging your passion

- The power of positive imaging and visioning
- Thinking in the Left Prefrontal Cortex
- But we often skip over formulating the Ideal Self image in development or education and become anesthetized to our own ideal and dreams
- We cannot inspire this passion in others without engaging it ourselves


35

Parts of “Pedra Filosofal” by Antonio Gedeão

Eles não sabem que o sonho
é uma constante da vida ...
Eles não sabem que o sonho
é vinho, é espuma, é fermento,
bichinho áspero e sedento,
de focinho pontiagudo,
que fossa através de tudo
num perpetuo movimento
Eles não sabem que o sonho
é tela, é cor, é pincel ...
Eles não sabem, nem sonham
que o sonho comanda a vida
o mundo pula e avança
como bola colorida
entre as mãos de uma criança

36
The Ideal Self

Self-efficacy → Feasibility → Optimism

Passion → Calling, Purpose

Dreams, aspirations, fantasies → Image of a Desired Future → Ideal Self → Personal Vision/Shared Vision

Life/career stage, cycle → Values & Philosophy → Core Identity


The Leader's Challenge

Manage the Cycle of Sacrifice and Renewal through Mindfulness, Hope and Compassion

*Richard E. Boyatzis and Anna McKee, 2005.*
Living Your Passion – Inspiring Others

We Do Not Want to Be Bored or Live Routine Lives – Nor Do Those Working With Us.


Remember the Moment