

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

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### Great Leaders Move Us

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Through Resonance with Others

Through Our Emotions

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## Exercise

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- ◆ 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?

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2

## Leadership

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Is a Relationship

Is a Resonant Relationship

Being in Tune with or on the Same Wavelength as the Others

3

## 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

- ◆ Boyatzis, R.E., Koenig, K., Lowe, M., Mathew, B., Passarelli, A.P., Stoller, J., & Phillips, M. (2012). "Examination of the neural Substrates Aroused in experiences with Resonant & Dissonant Leaders". *Leadership Quarterly*
- ◆ 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)

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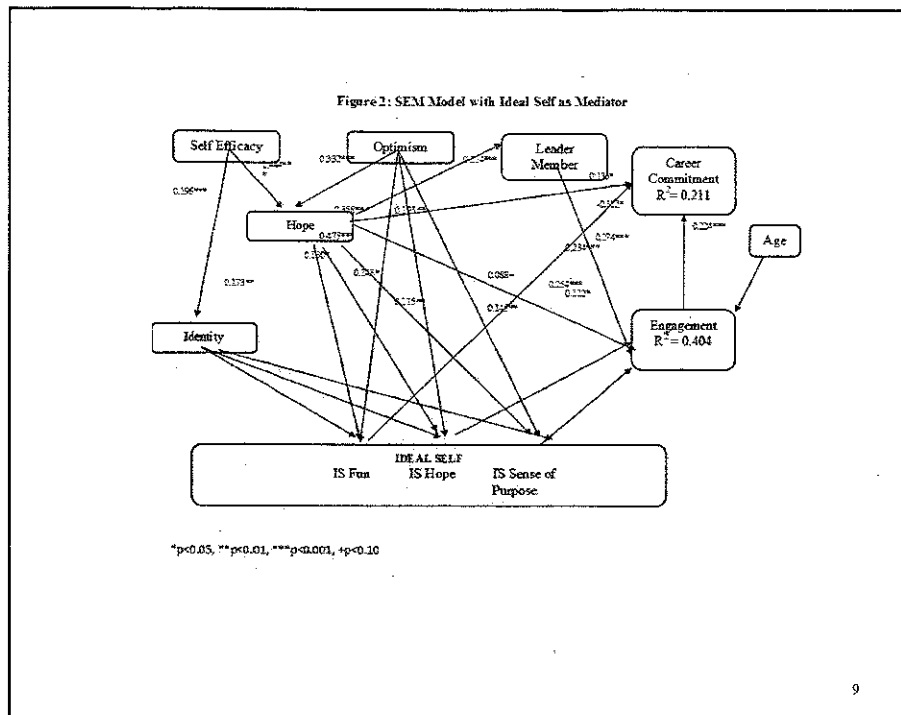
12  
© Cessaro, R.L., Boyatzis, R.E., Khawaja, M., Passarelli, A., Barry, K., Jack, A., 2010.

## IFG Resonant



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

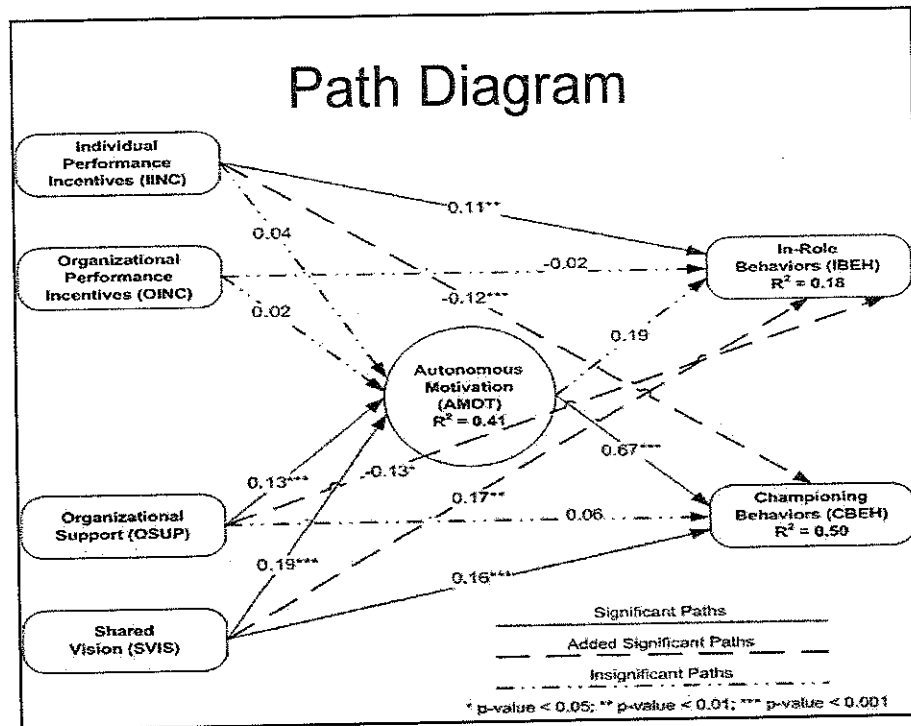
495 women with engineering  
degrees ranging in age from 21 to 60  
responded to the survey



## 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

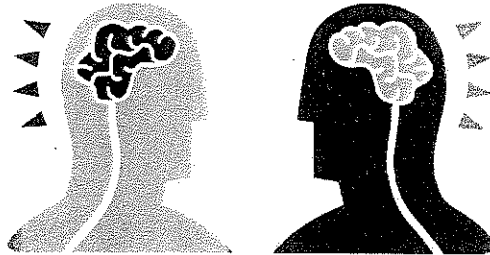


## Resonant Leadership

Common Sense  
Not  
Common Practice

## Emotions Are Contagious

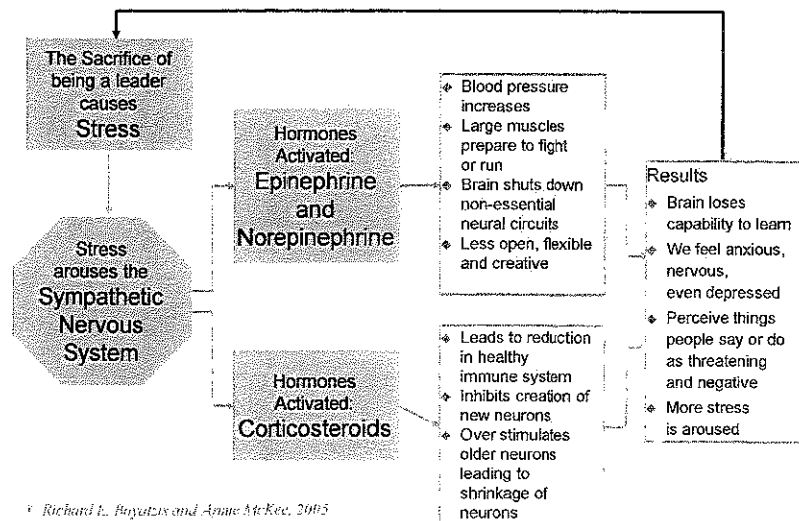
- ◆ The brain has an 'open loop' system
- ◆ We are 'wired' to pick up subtle clues from one another



Resonance is Contagious ... So Is Dissonance

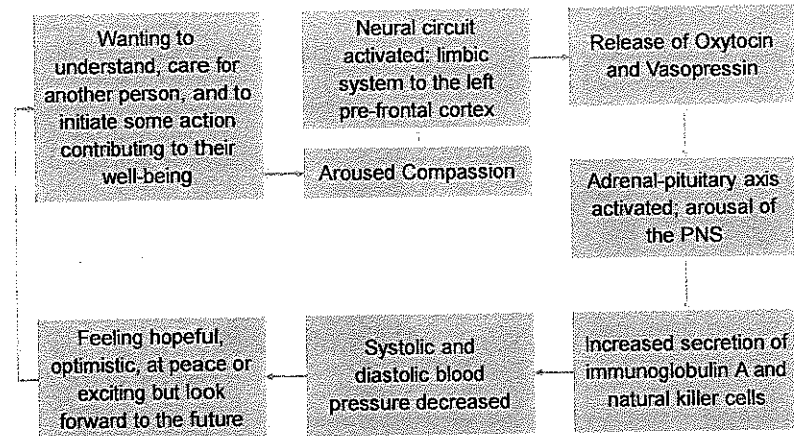
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## The Sacrifice Syndrome



13

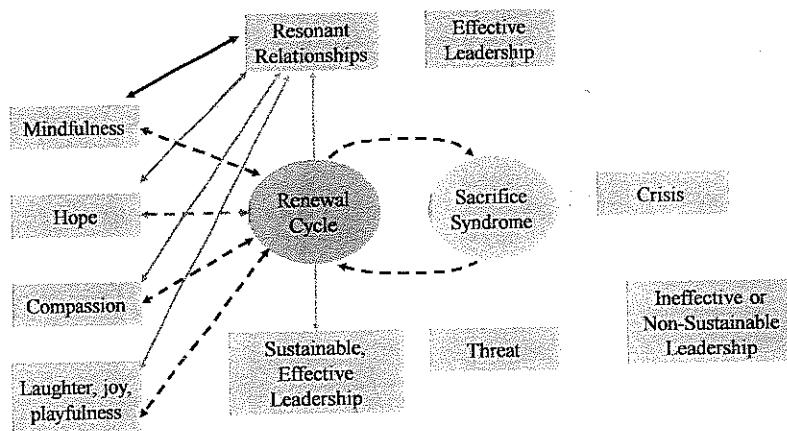
## Renewal: Engaging the Parasympathetic Nervous System



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16

## The Cycle of Sacrifice and Renewal

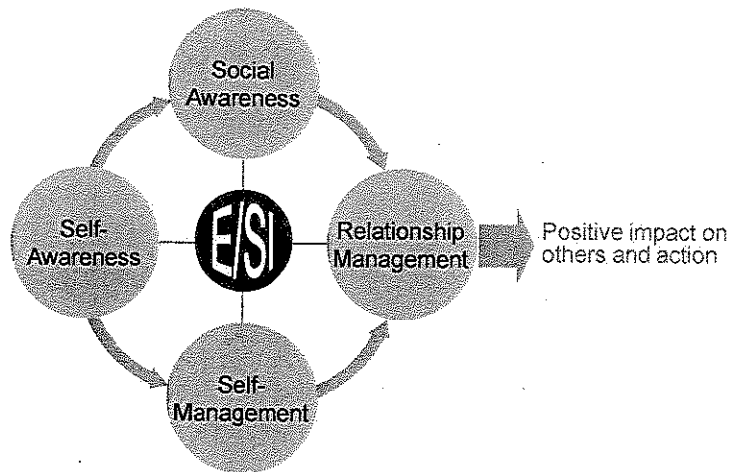


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15



## Good Leadership Begins with Emotional and Social Intelligence Competencies



17

## Financial Impact of Competencies Demonstrated by ...

**Senior partners of a multi-national consulting firm  
[Boyatzis 2006]**

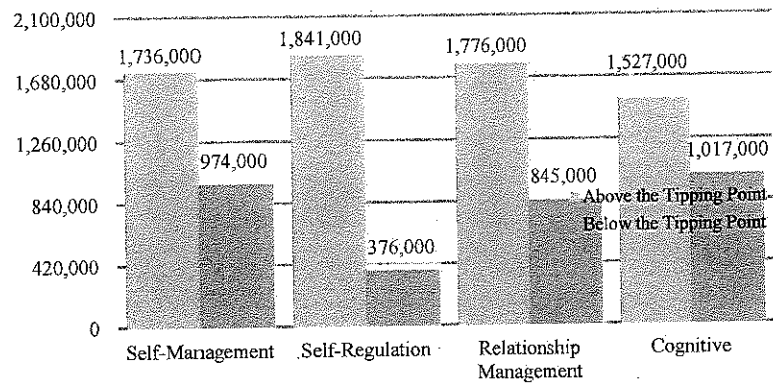
Senior Partners who averaged 19 years with the firm, and 10 years in management

- ◆ 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.

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18

## Annualized Operating Profit for Senior Partners ABOVE vs. BELOW the Tipping Point



19

## How Do You Develop Great Leaders?

How Do You Develop Leadership Resonance?

Richard E. Boyatzis and Annie McKee, 2005.

20

## Relationships Build Leadership

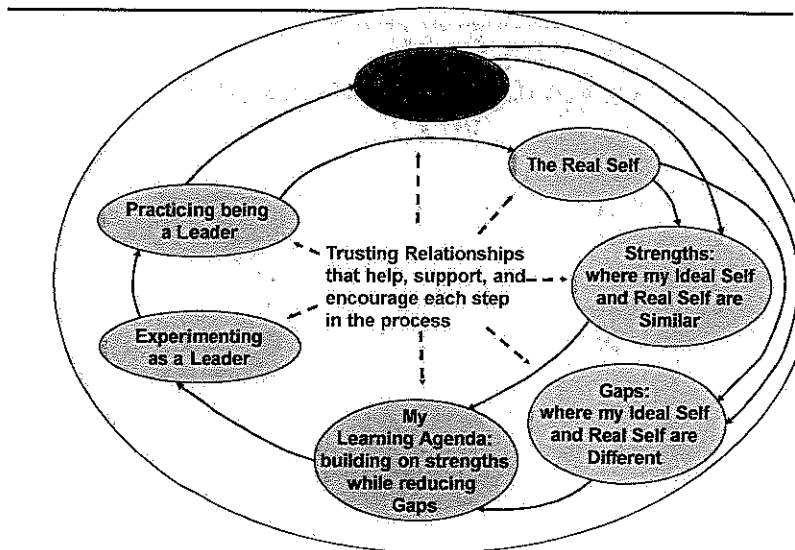
- ◆ Who helped you?
- ◆ Think back over your life and career
- ◆ Who were the people who helped you develop the most?
- ◆ What did they do and how did it make you feel?

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21

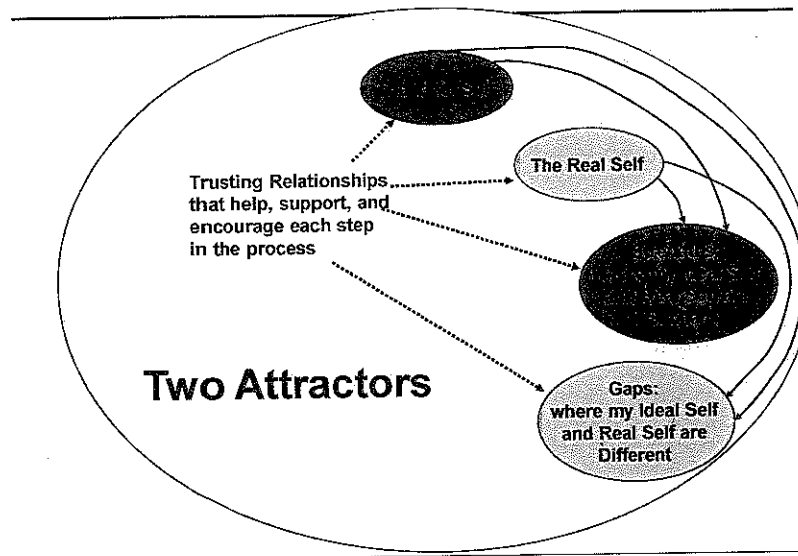
## Boyatzis' Intentional Change Theory

(1970, 1999, 2000, 2008)



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### Boyatzis' Intentional Change Theory (1970, 1999,2000,2008)



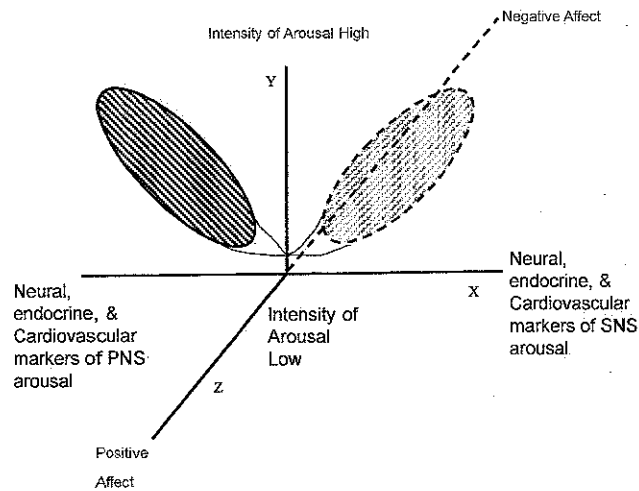
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### Two Attractors

	Positive Emotional Attractor	Negative Emotional Attractor
Neuro-endocrine	PNS Arousal	SNS arousal
Affect	Positive	Negative
Ideal Self	Possibilities, dreams optimism , hope	Problems, expectations, pessimism, fear
Real Self	Strengths	Weaknesses
Lrng Agenda	Excited about trying	Should do, performance improvement plan
Experiment/ Practice	novelty, experiments, practice to mastery	Actions expected, things you are supposed to do
Relationships	Resonant	Dissonant or annoying

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



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25

### Adaptation of Lorenz equations to PEA/NEA of ICT

$$\frac{dx}{dt} = a(y - x)$$

$$\frac{dy}{dt} = -xz + bx - y$$

$$\frac{dz}{dt} = xy - cz$$

$$\frac{dx}{dt}$$

$$\frac{dz}{dt} = xy - cz$$

$$\frac{dx}{dt}$$

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

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

$$c = 4/(1+a^2), \text{ where } a = \text{emotional resilience}$$

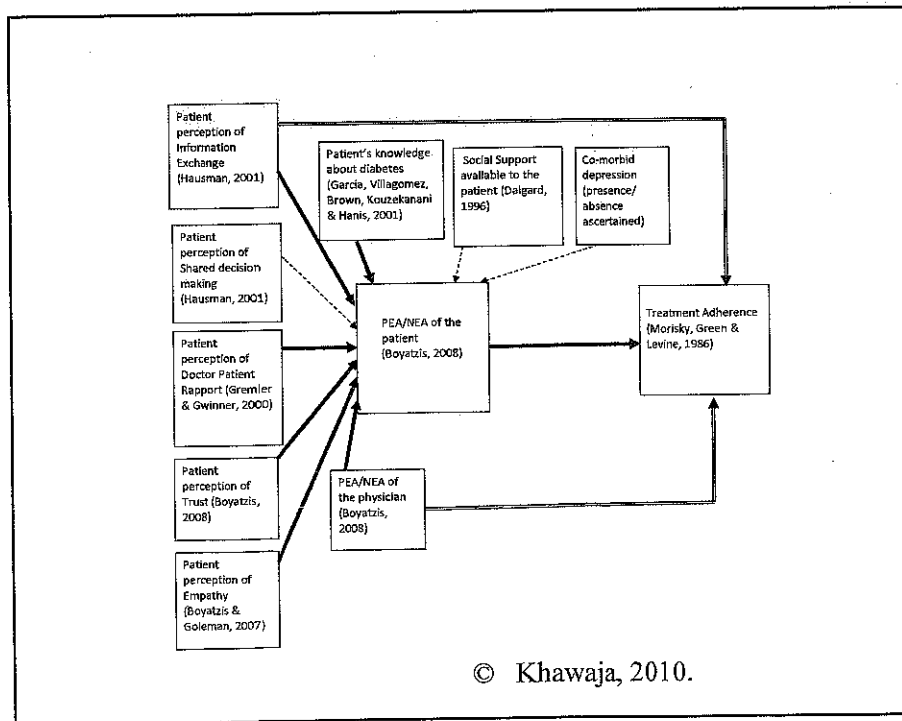
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26

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



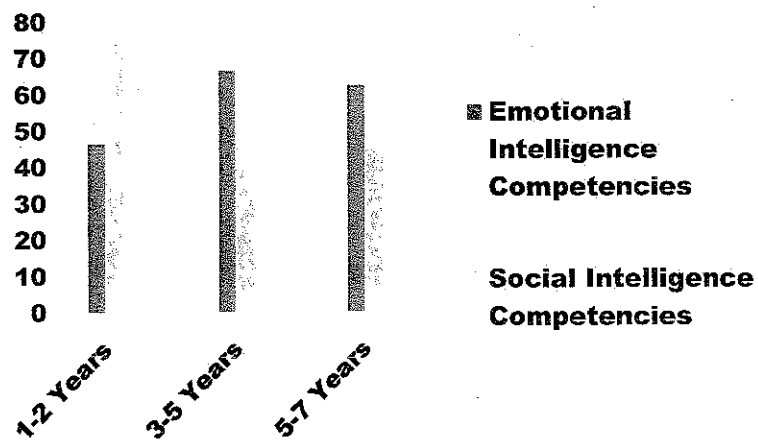
## **Emotional Intelligence Can Be Developed**

**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.**

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## **Sustainable Percentage Improvement of EI/SI**

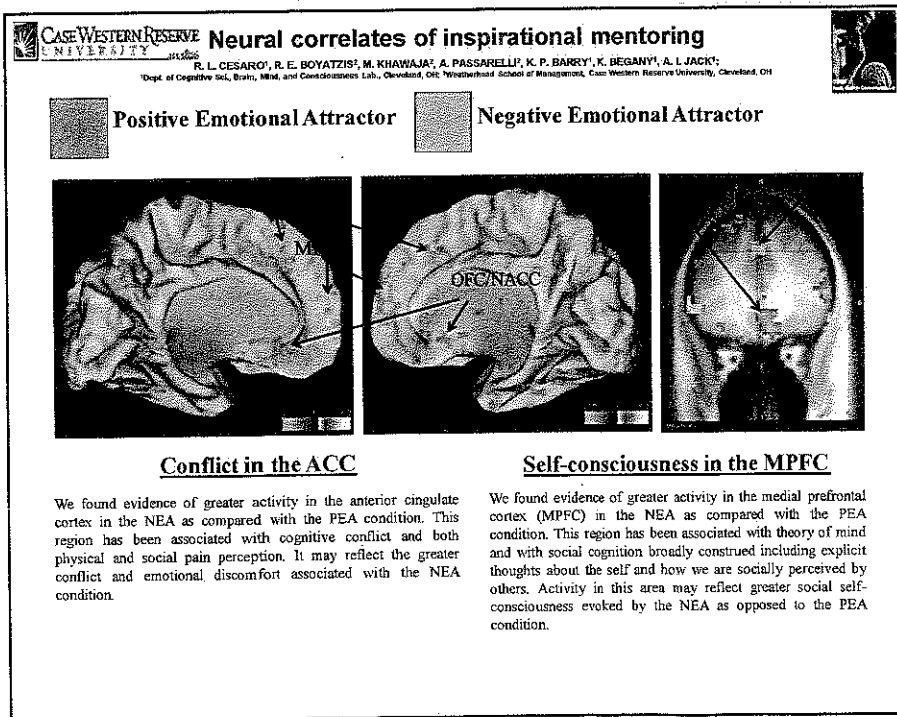


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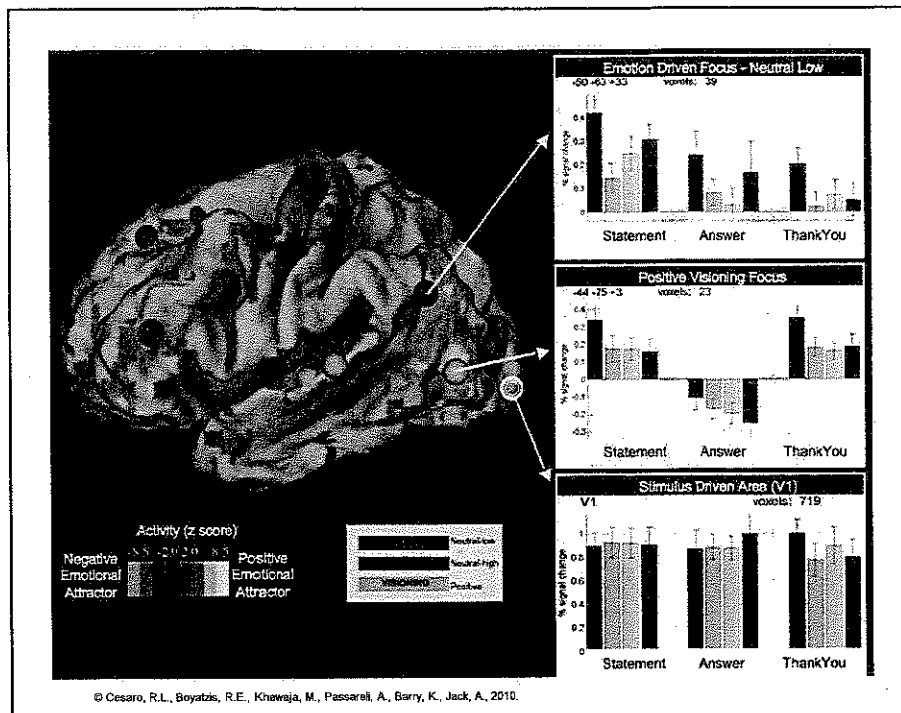
## Coaching with Compassion to the PEA vs Coaching for Compliance to the NEA

- ◆ 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/>

12







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...

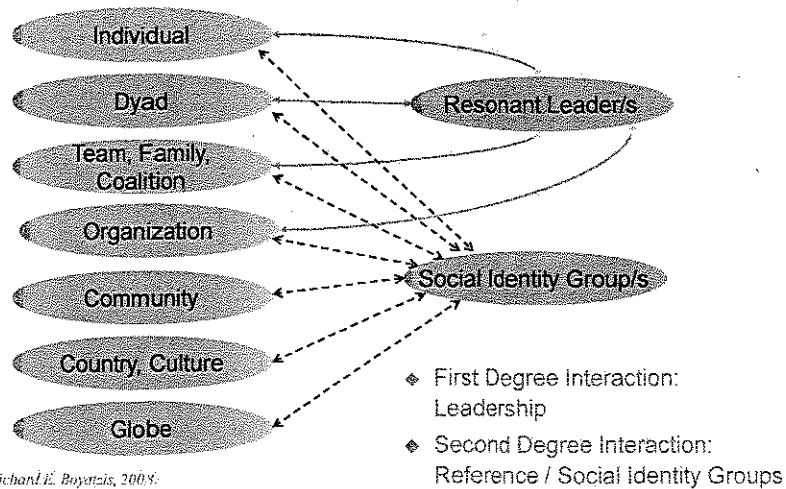
## Scales, or Multiple Levels of Intentional Change Theory

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

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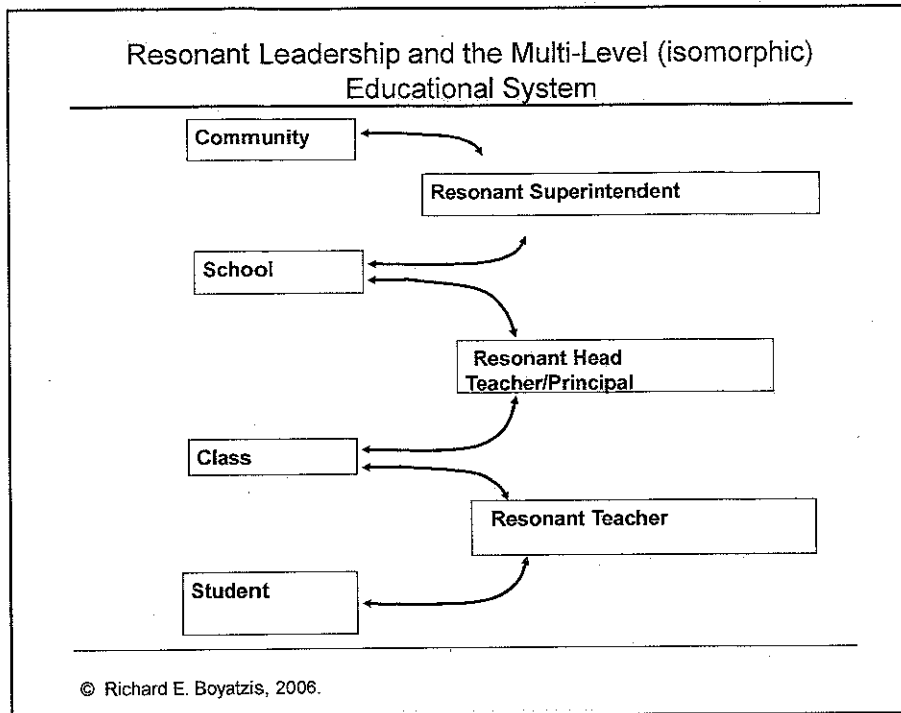
27

## Multiple Levels of Intentional Change Theory



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29



## Apple's (iPod) vs. Sony's (Walkman)

### “Please don't the Music”

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

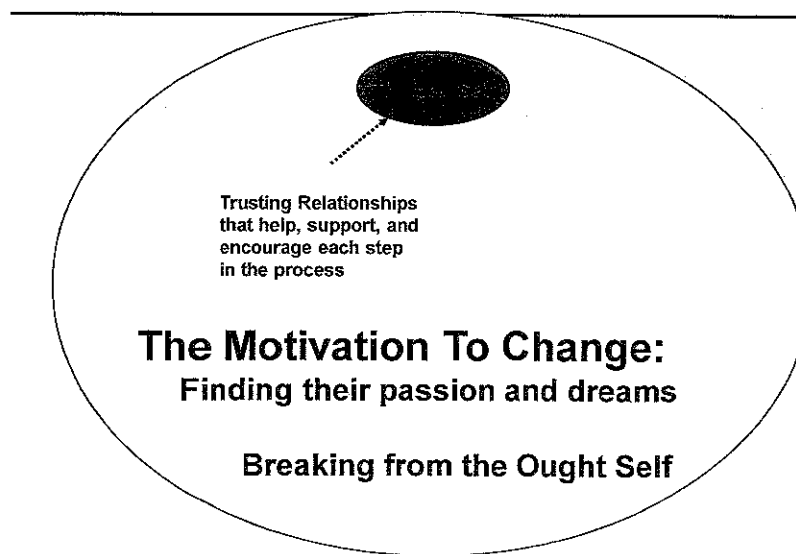
Presented By:

Deidra Davis, Kris Nunn, Markeya Owens & Stacy Ward-Braxton

## Social Imagery Examples

	Apple	Sony	Point
<b>Branding</b>	I'm a an IPOD	I'm an MP3 player	Kleenex vs. tissue, ones generic and one is identifiable
<b>Selection</b>	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
<b>Customer Link</b>	Apple Store	Best Buy	Wal-Mart vs. boutique- larger variety less control of experience
<b>Culture Reinforcement</b>	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

### Boyatzis' Intentional Change Theory (1970, 1999,2000,2005)



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## The Ideal Self ...

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### 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

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35

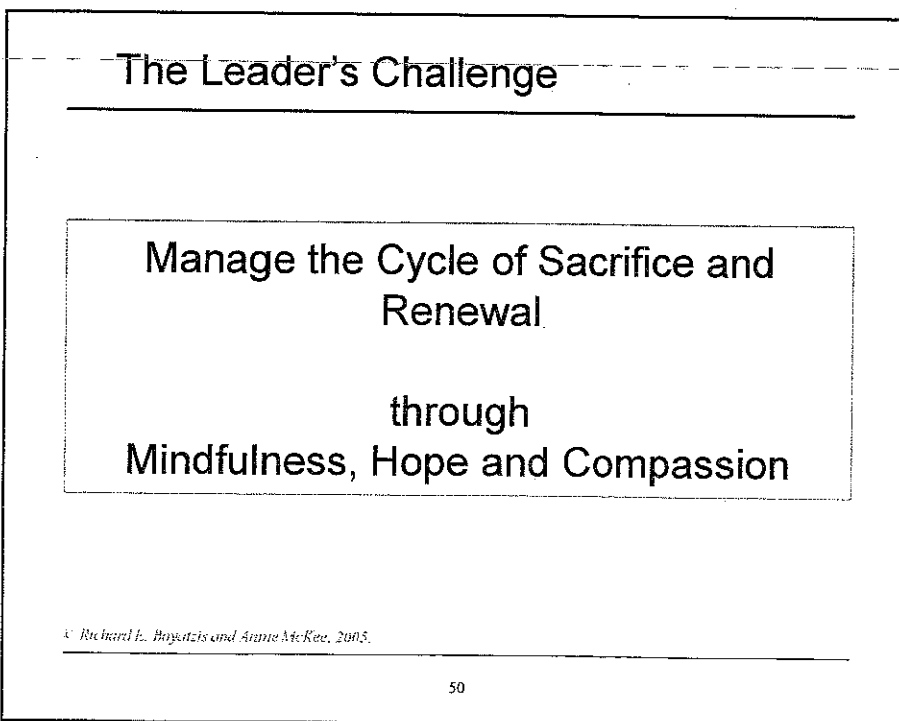
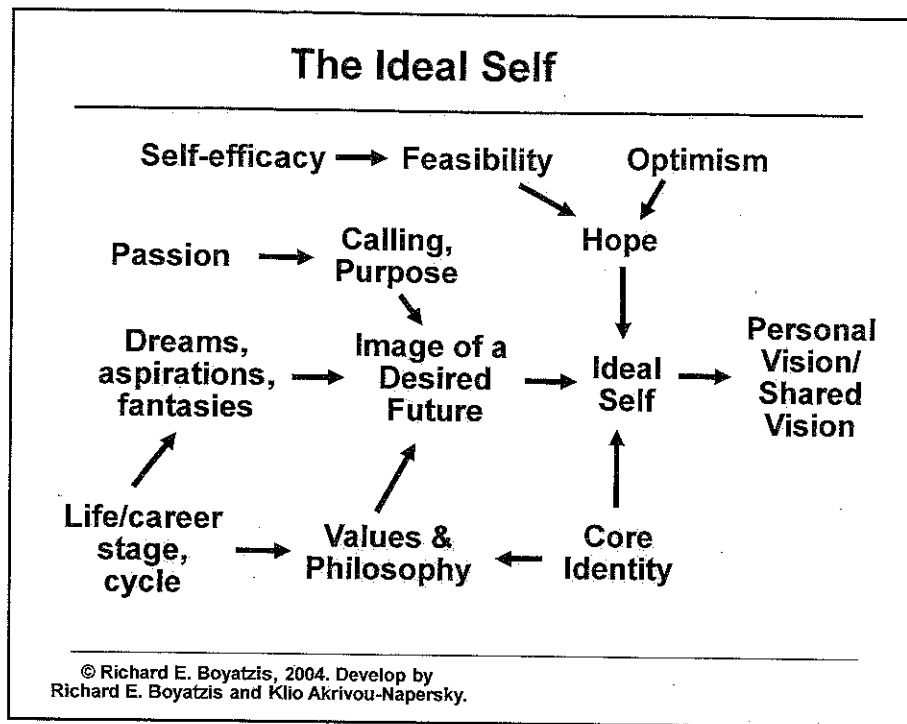
## Parts of "Pedra Filosofal" by Antonio Gedeão

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Eles não sabem que o sonho  
é uma constante da vida ...  
Eles não sabem que o sonho  
é vinho, é espuma, é fermento,  
bichinho álcree sedento,  
de focinho pontiagudo,  
que fossa através de tudo  
num perpétuo 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

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36



## Living Your Passion – Inspiring Others

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

It Is a Waste of Human Talent, Spirit, and Potential

Remember the Moment

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