

Helping People Change



Richard E. Boyatzis, PhD, Distinguished University Professor,
Professor, Departments of Organizational Behavior, Psychology and
Cognitive Science

Case Western Reserve University, Cleveland, OH

Department of Human Resources, ESADE

richard.boyatzis@case.edu

Cape Cod Harvard Alumni Club Luncheon
September 20, 2019

Change is stressful

Stress in the doses we get causes cognitive, perceptual and emotional impairment.

Helping others is also stressful because of the responsibility and repeated use of self-control (i.e., power stress).



Cultivating a Resonant Relationship:

Listen Beyond What You Hear

Aaron's story

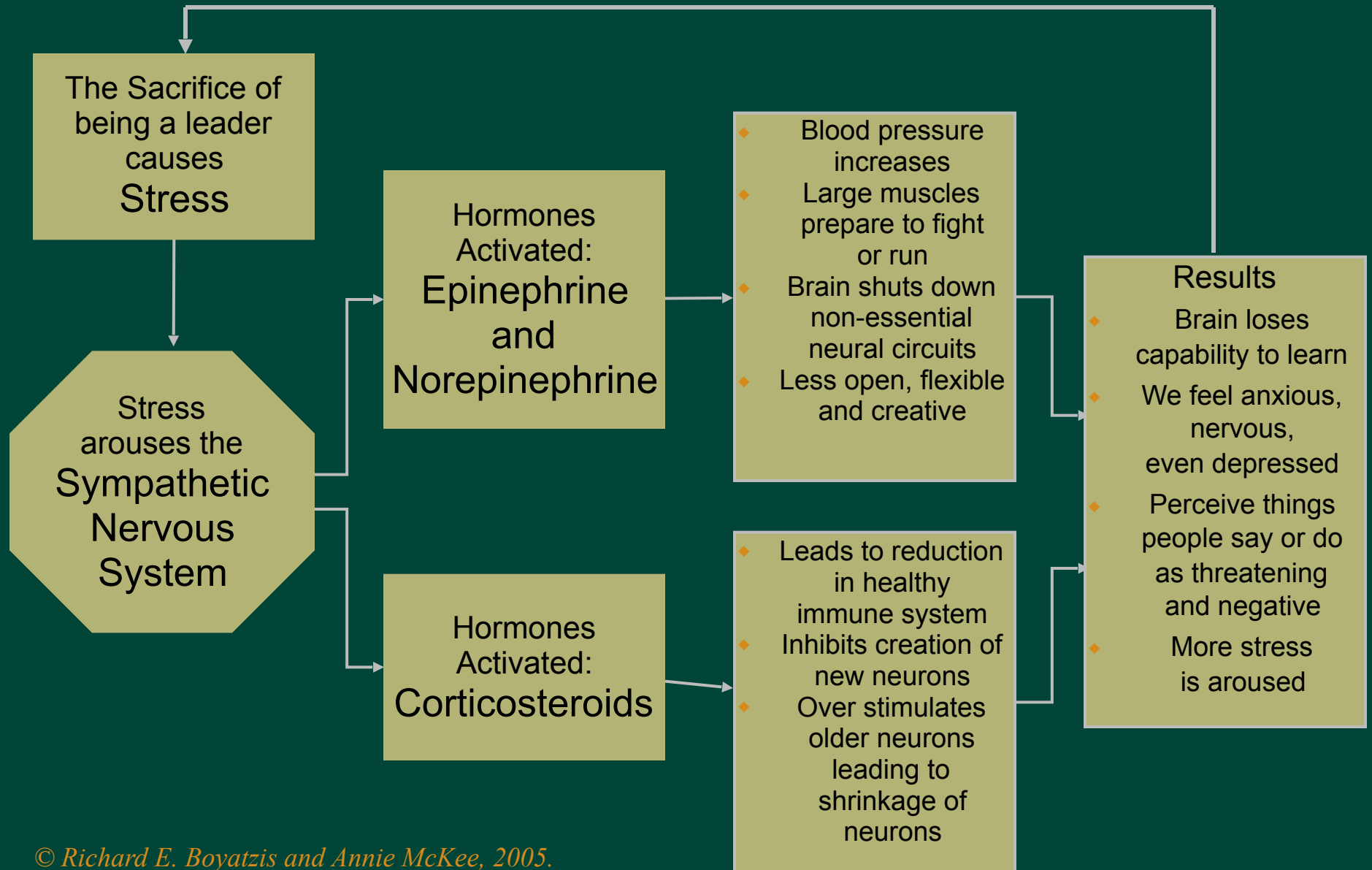
Emotions Are Contagious

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

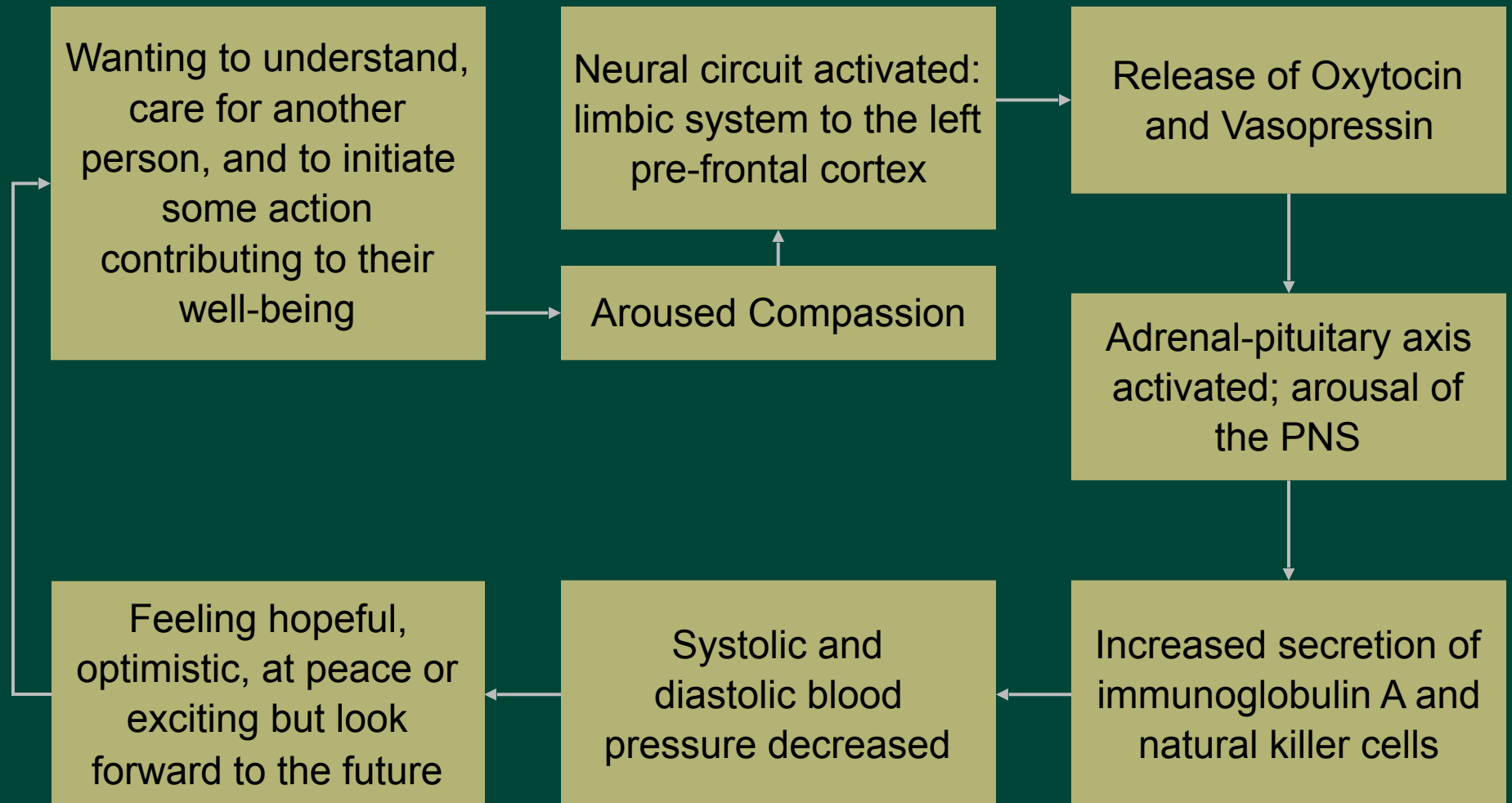


PEA is contagious so is the NEA

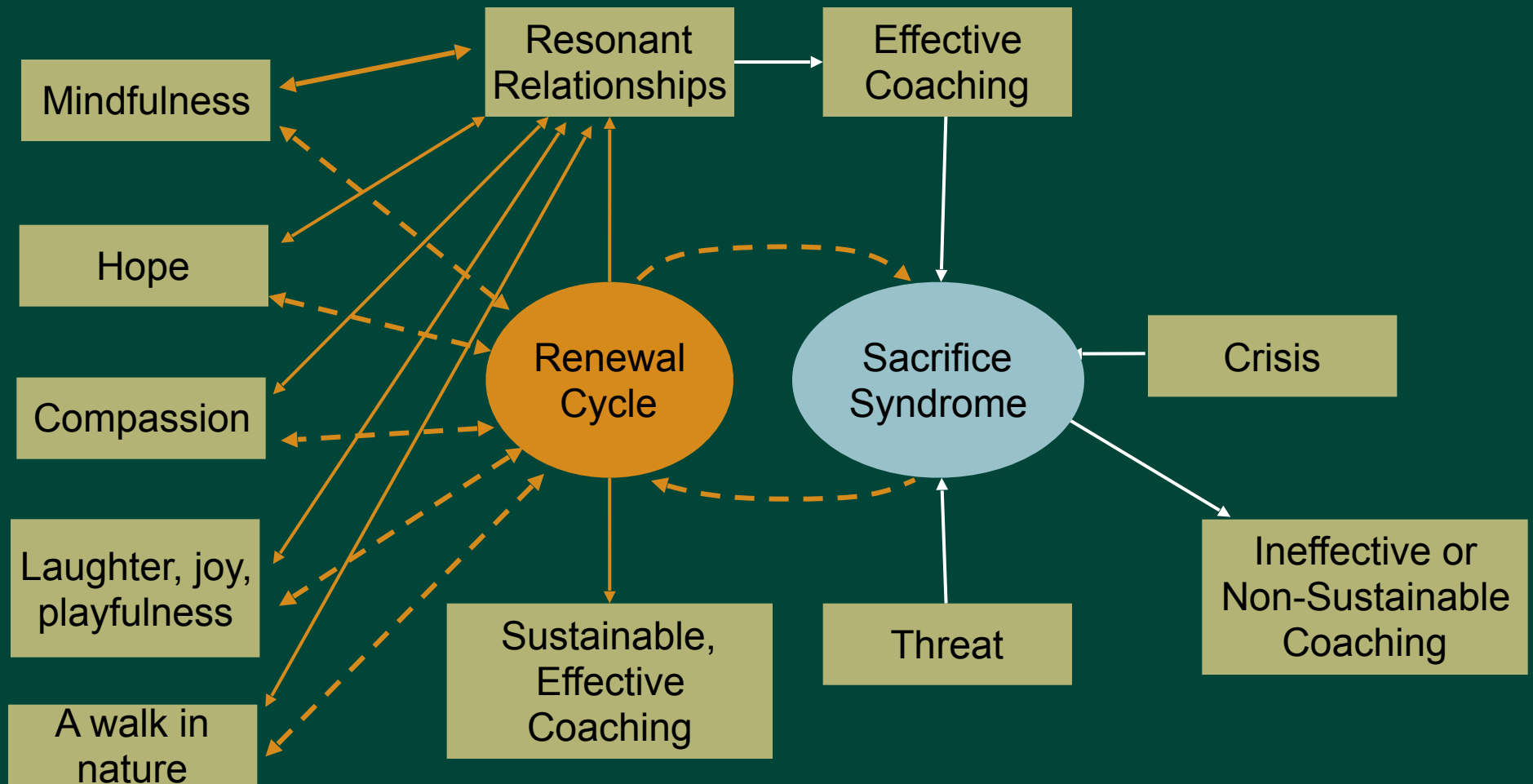
The Sacrifice Syndrome



Renewal: Engaging the Parasympathetic Nervous System



The Cycle of Sacrifice and Renewal



Relationships Build Openness to Possibilities

- ◆ 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

(1970, 1999, 2000, 2008)



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
Experiment/ Practice	novelty, experiments, Practice to mastery	improvement plan Actions expected, things you are supposed to do
Relationships	Resonant	Dissonant or annoying

Coaching with Compassion
(to the PEA)

VS

Coaching for Compliance
(to the NEA)

Anchoring coaching in vision matters, not just letting the coachee decide the agenda.

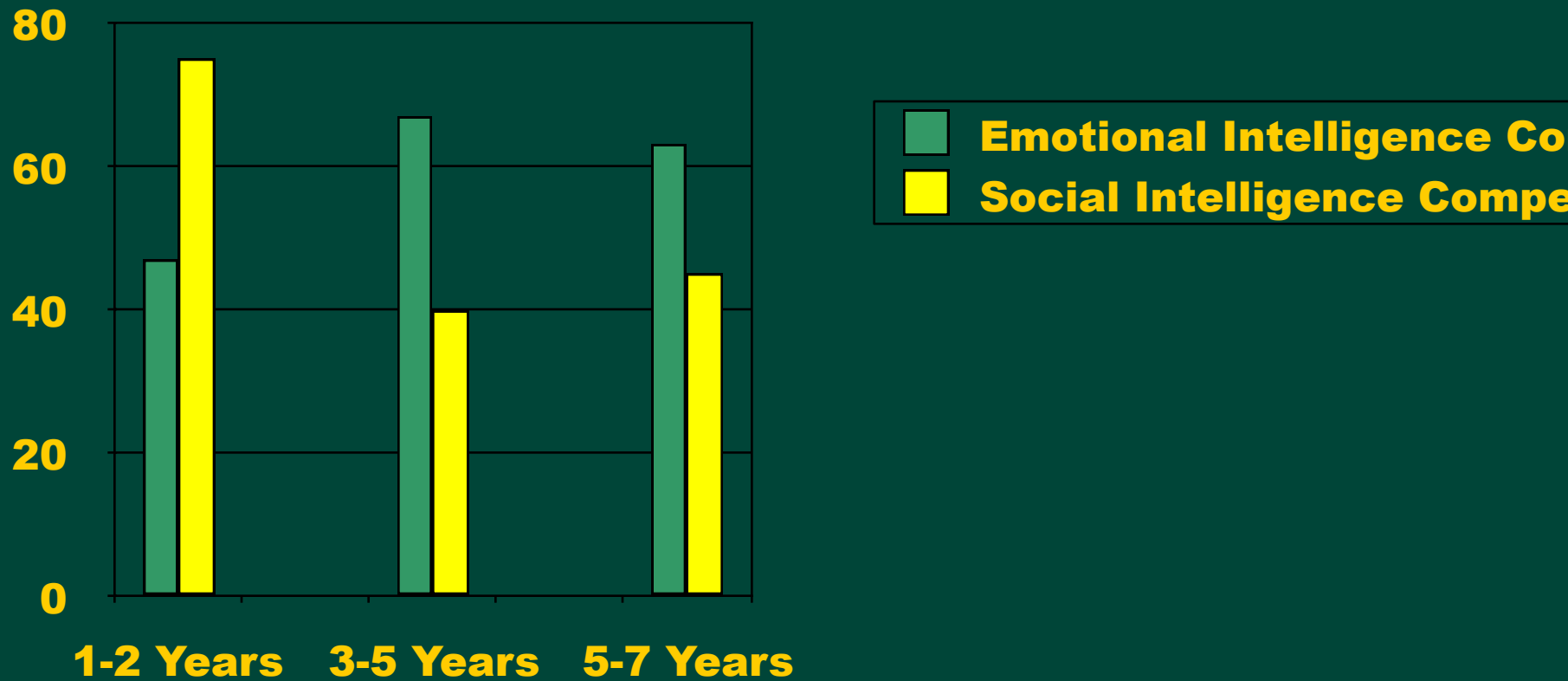
Anchoring coaching in resonant relationships because it pulls for compassion.

Emotional Intelligence Can Be Developed

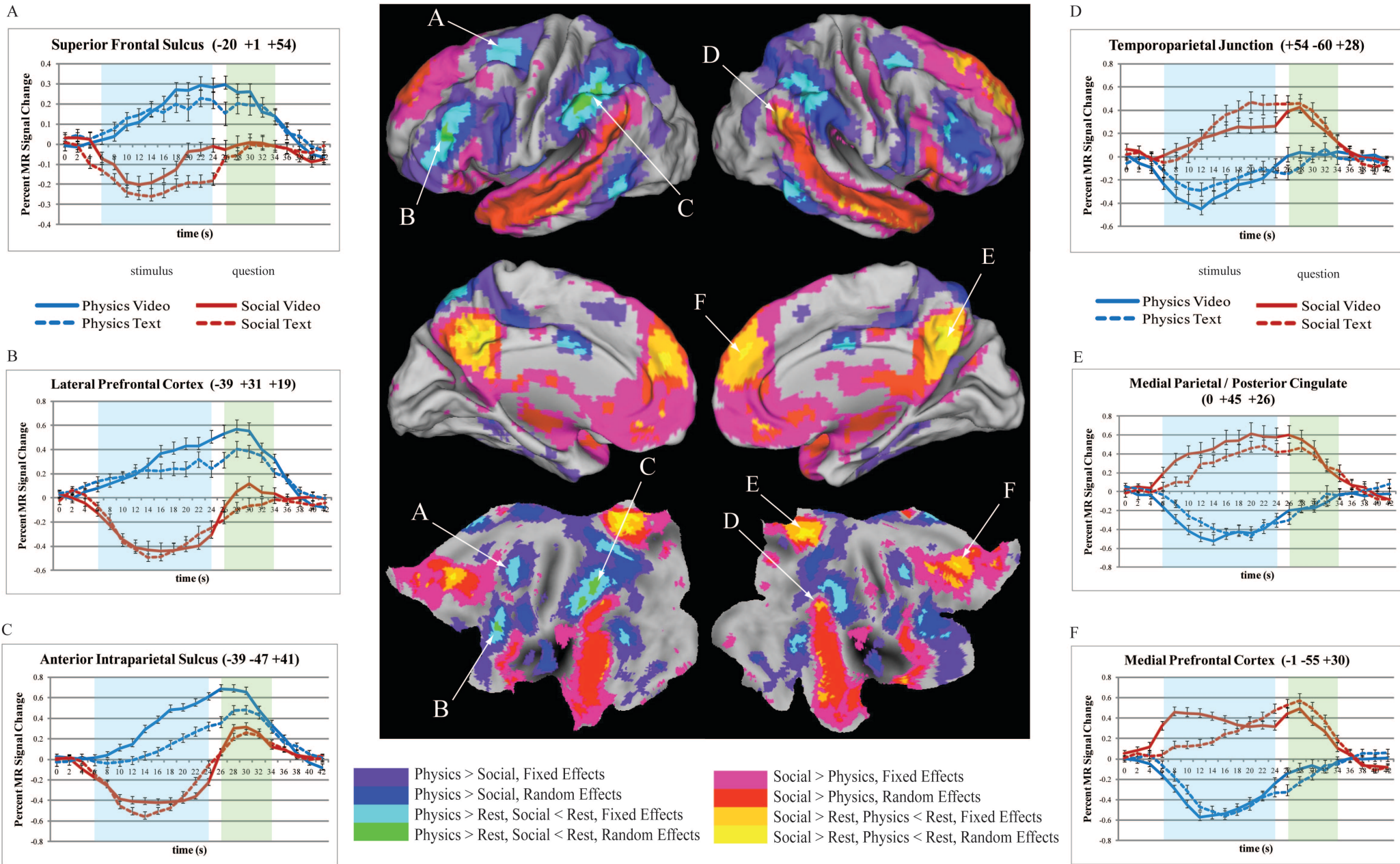
**Results from 32 longitudinal studies
at the Weatherhead School of
Management of 25-35 year old managers.**

**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



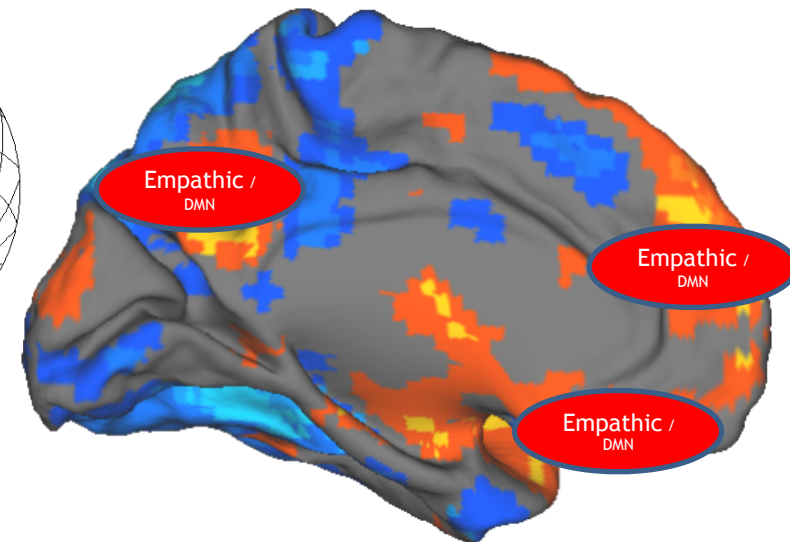
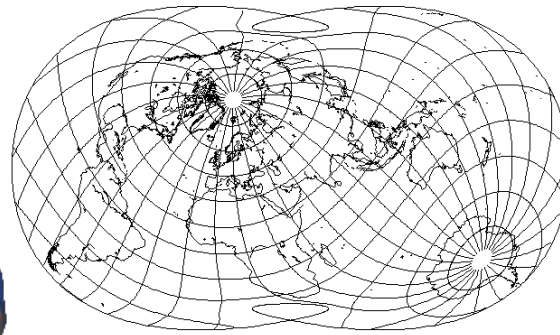
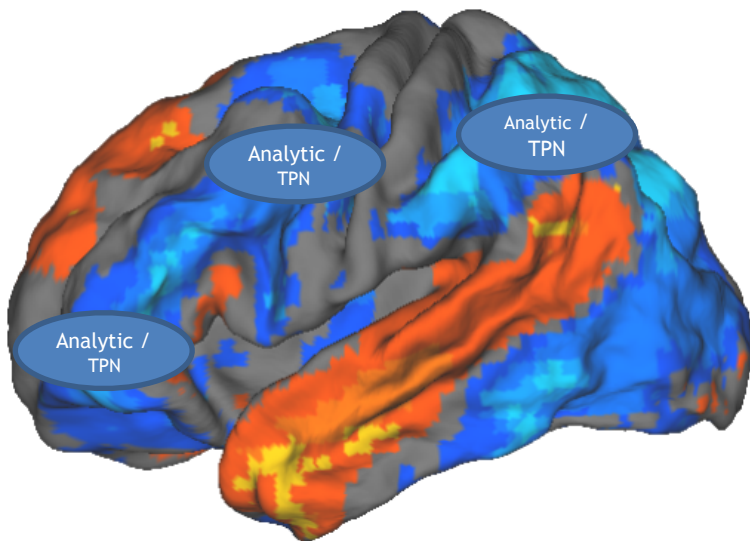
Analytic vs empathic in the brain



Jack, A.I., Dawson, A.J., Begany, K.L., Leckie, R.L., Barry, K.P., Ciccio, A.H., & Snyder, A.Z. (2013). fMRI reveals reciprocal inhibition between social and physical cognitive domains. *Neuroimage*, 66C, 385-401.

© Anthony I. Jack
brainmindconsciousness.com

Poles of Reason: **Analytic** & **Empathic**



Analytic

Task Positive Network
(TPN)

e.g. science, logic,
“arguments”



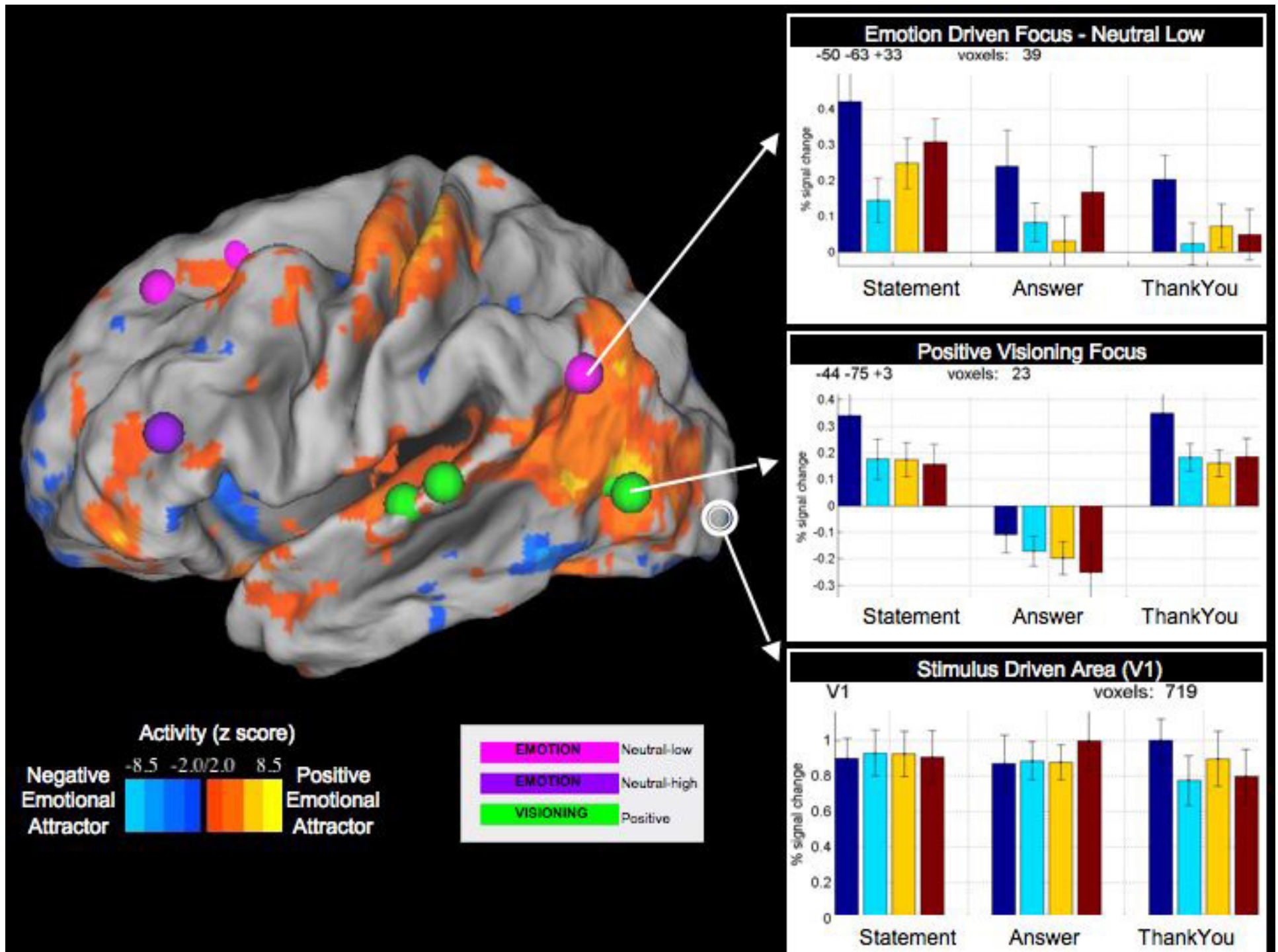
Empathic

Default mode network
(DMN)

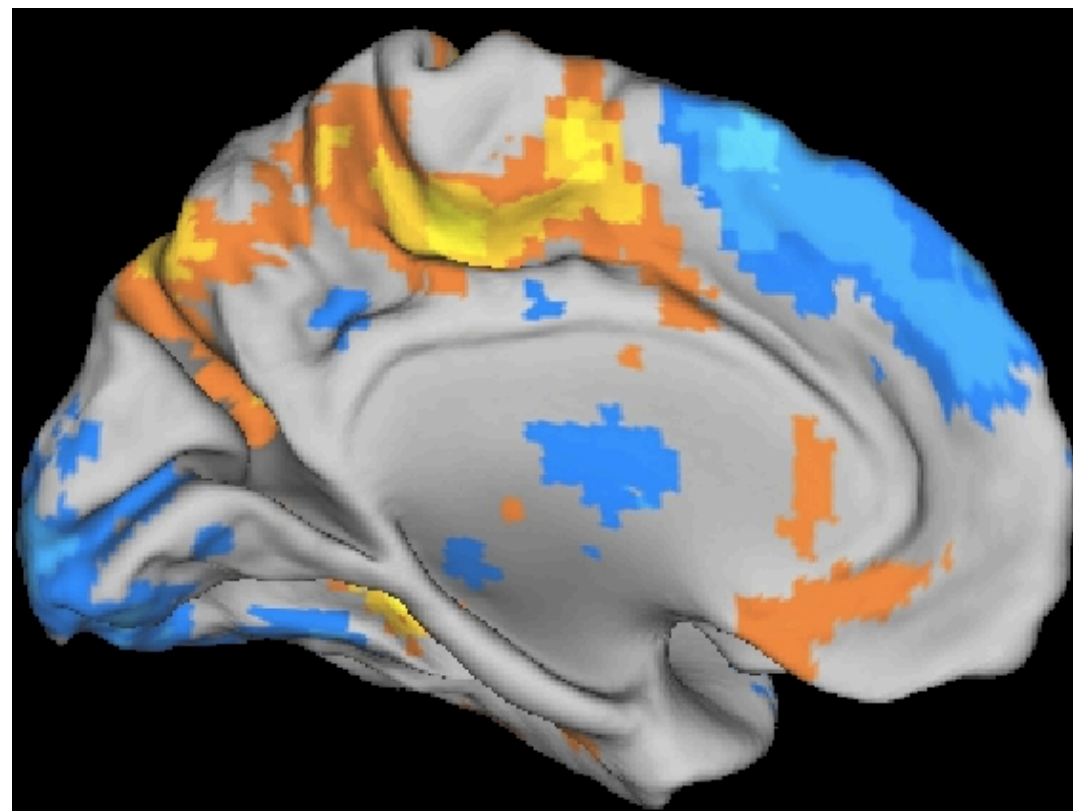
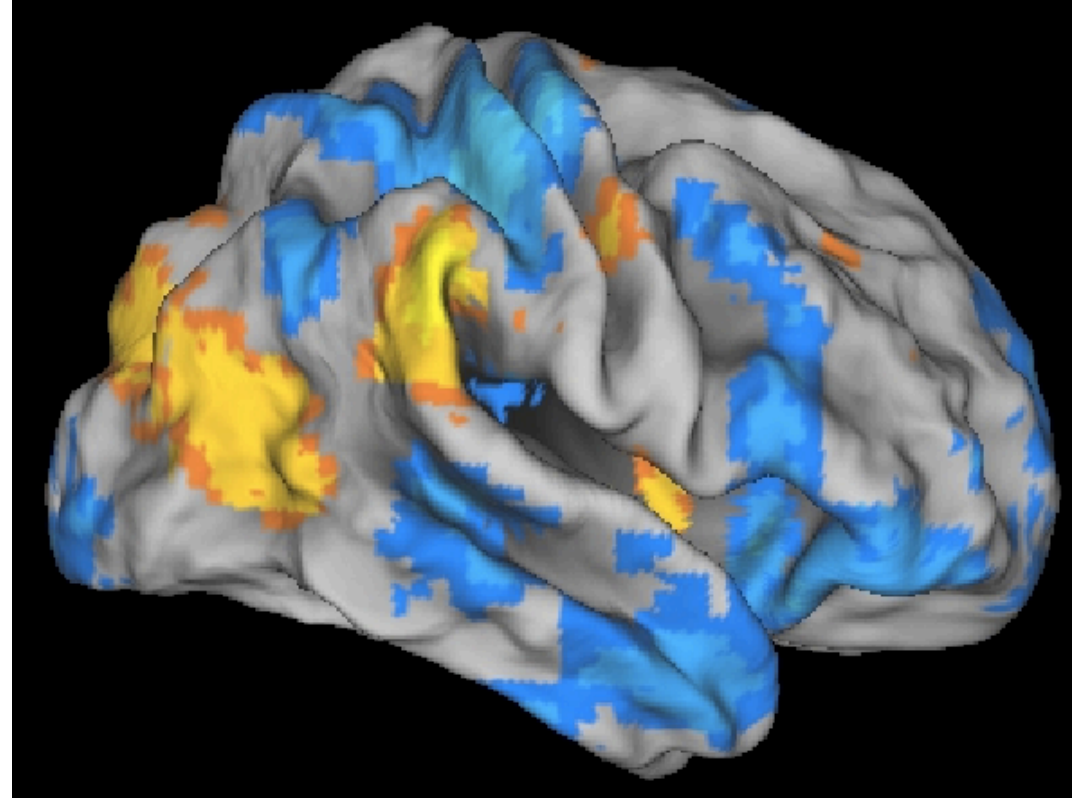
e.g. values, morality,
“stories”

Jack, A., Boyatzis, R.E., Khawaja, M., Passarelli, A.,M. & Leckie, R. (2013). Visioning in the brain: an fMRI Study of inspirational coaching and Mentoring. *Social Neuroscience*. 8(4). 369-384.

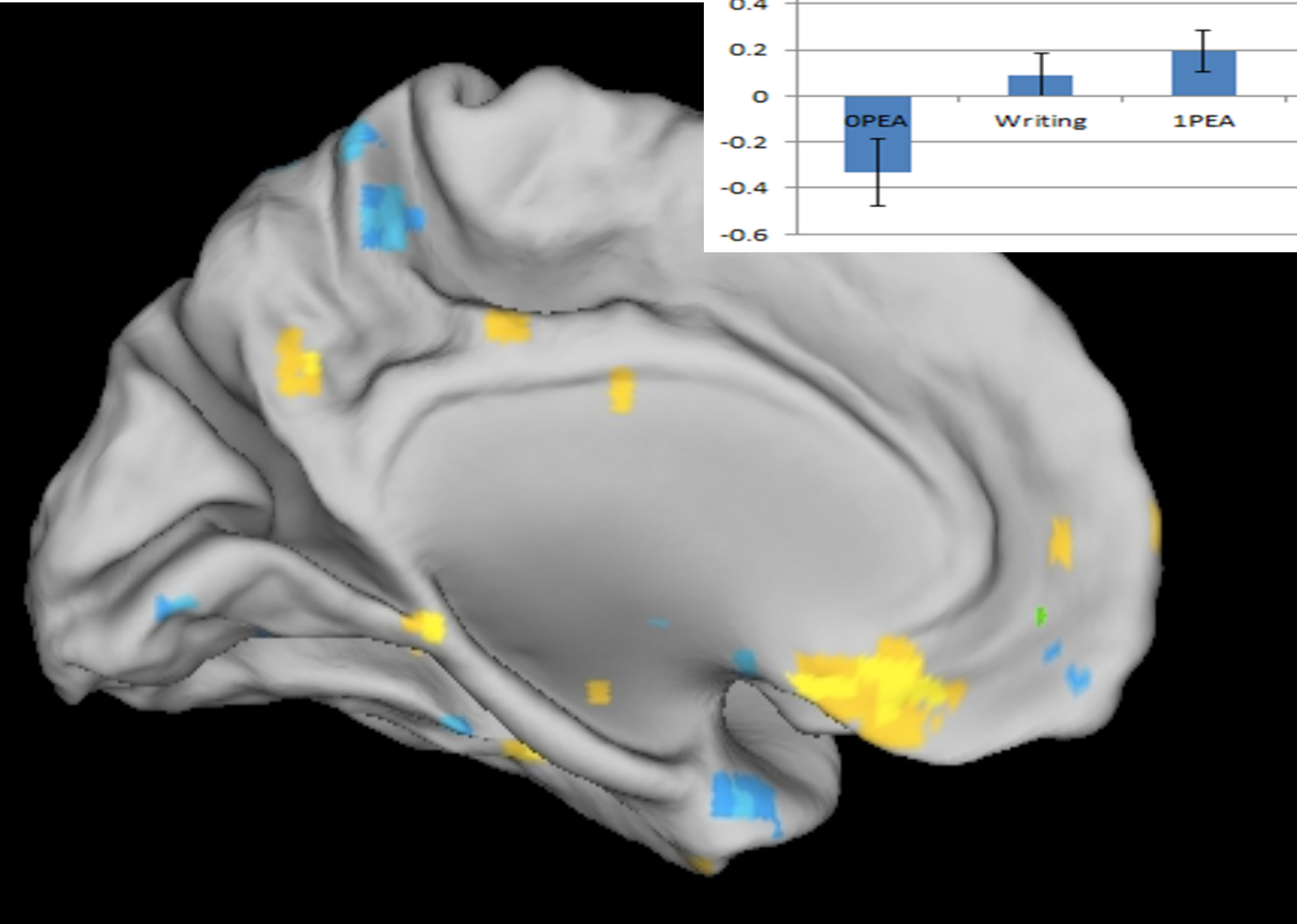
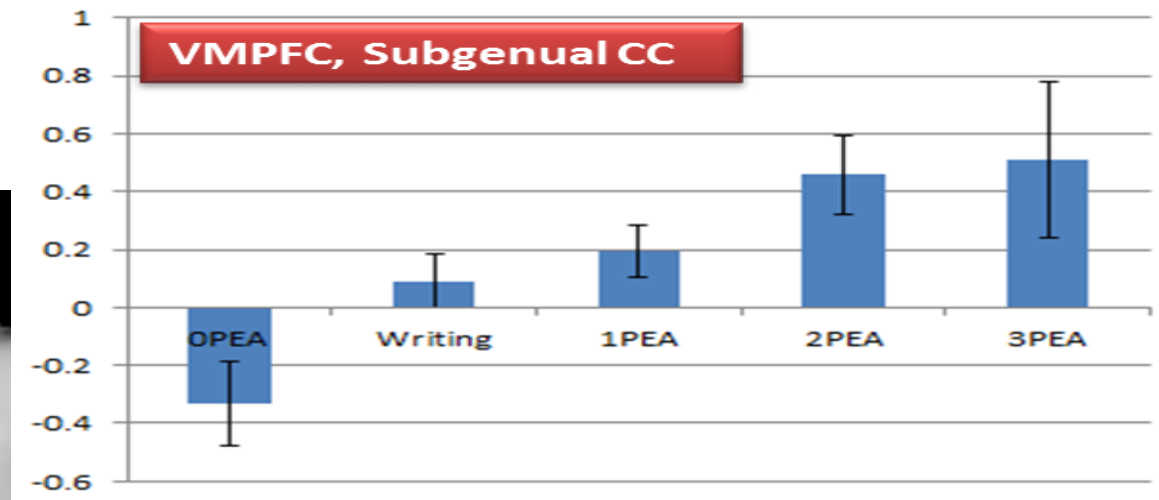
- ◆ Based on research done at the Brain, Mind, & Consciousness Lab, Case Western Reserve University, Professor Anthony Jack, Director and Principal Investigator on this study
- ◆ <http://tonyjack.org/>



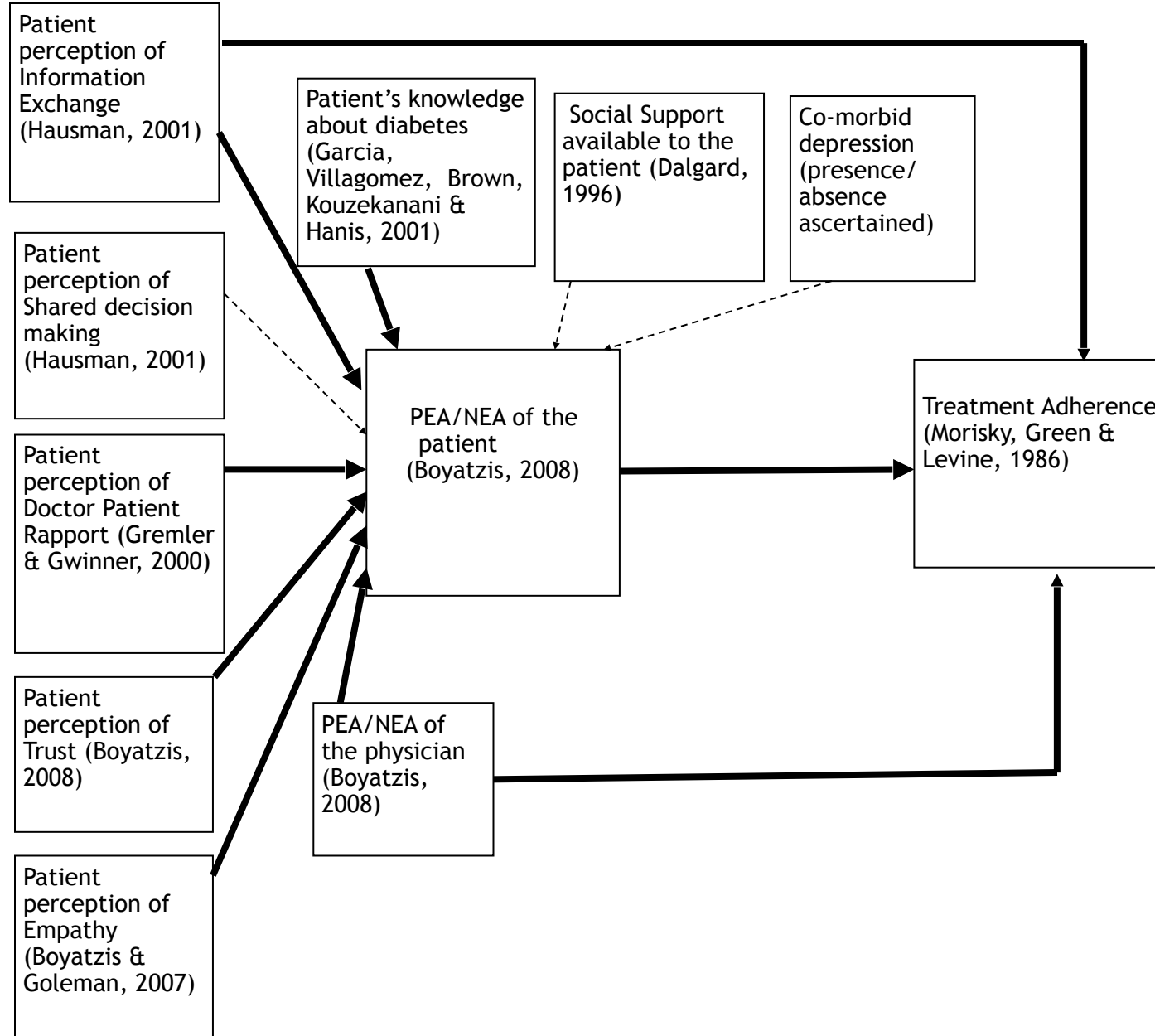
PEA-NEA
replicated
(50 rather
than 20
participants)



Dose-dependency of positive coaching



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

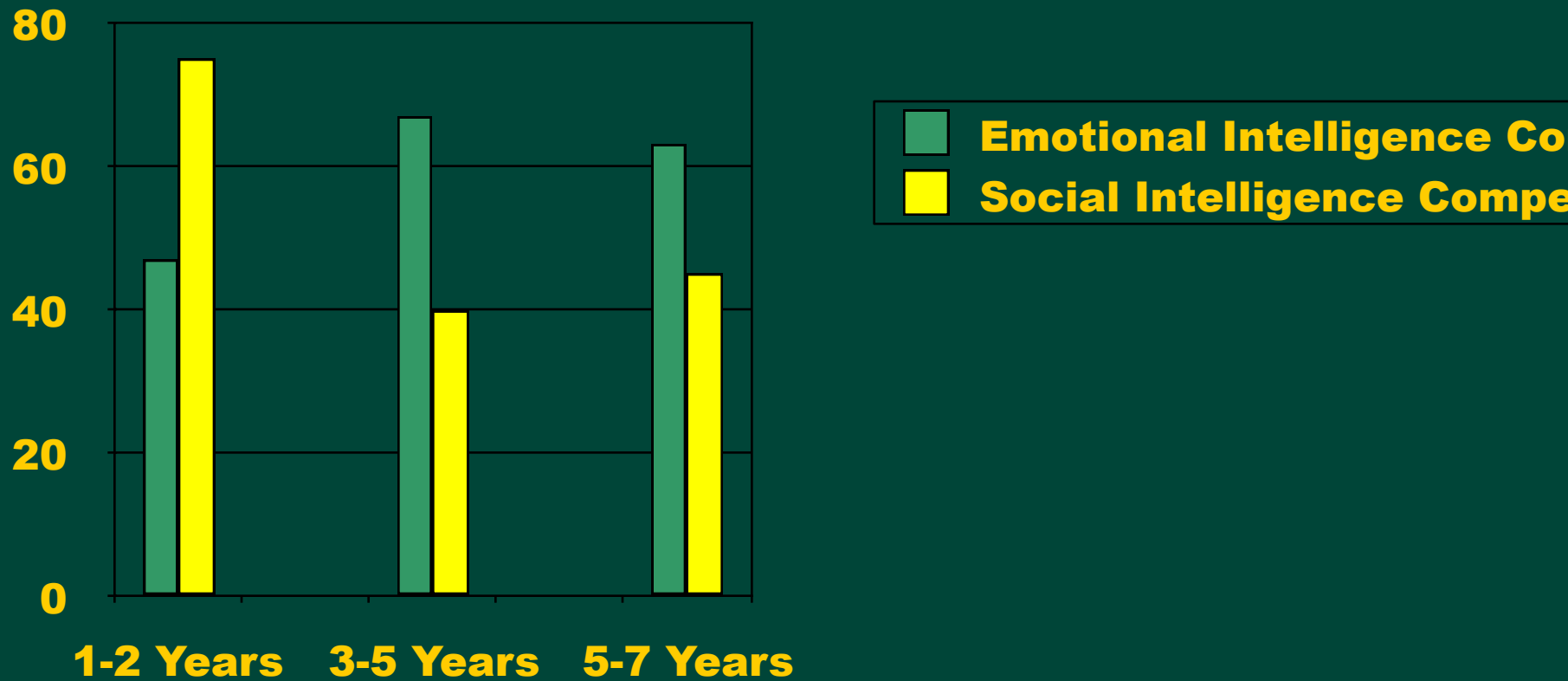


Emotional Intelligence Can Be Developed

**Results from 32 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



Think back to the people who helped you the most
exercise

How do you feel just thinking about them and those moments?

Is it engaging and motivating?

Does the PEA spread to others (and visa versa) through emotional contagion?

Does it invoke renewal, openness and learning, sustainability of change?

Practical Tips: Something to Try Next Week

1. Positive ways to introduce people and build better relationships
2. Reflecting about leaders who brought out the best in you
- 3-14. Increase resonant relationships and renewal through: (3) meditation; (4) prayer; (5) yoga; (6) tai chi; (7) massage; (8) physical exercise; (9) feeling hopeful about the future; (10) being in a loving relationship; (11) helping those less fortunate and/or ill and/or elderly; (12) having pets you can pet; (13) being playful; (14) walking in nature
15. Initiating inspiring conversations: who helped you?
16. Coaching with compassion (i.e., to the PEA)
17. Start every meeting with a discussion of shared vision,. values or positive stories
18. Practicing mindfulness (emotional awareness) of yourself and others

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