

# Creating Human Capital: The Promise of Resonant Leadership



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**Sant Cugat Tribuna**  
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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.

# Resonant Leadership

Common Sense  
Not  
Common Practice

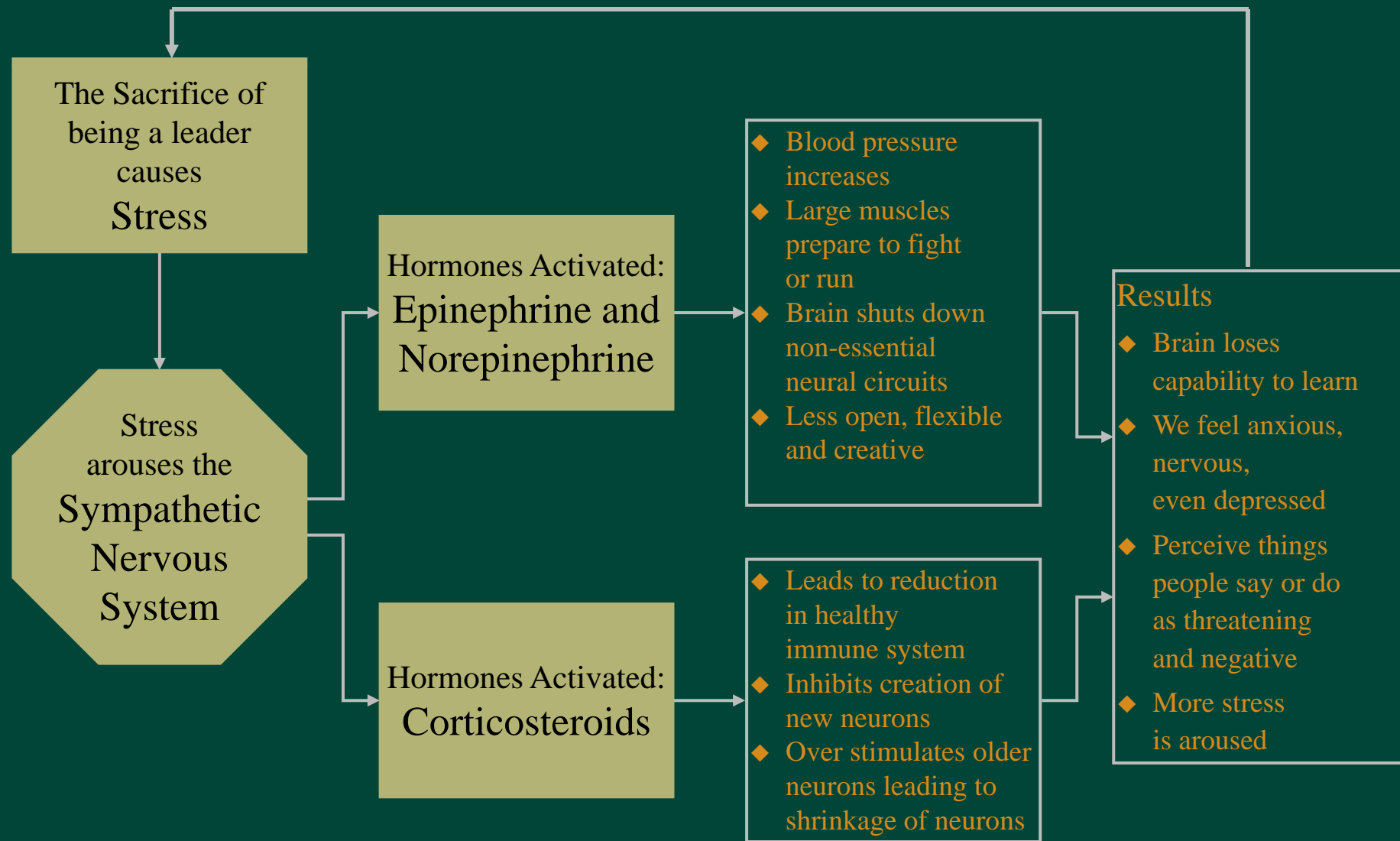
# Emotions Are Contagious

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

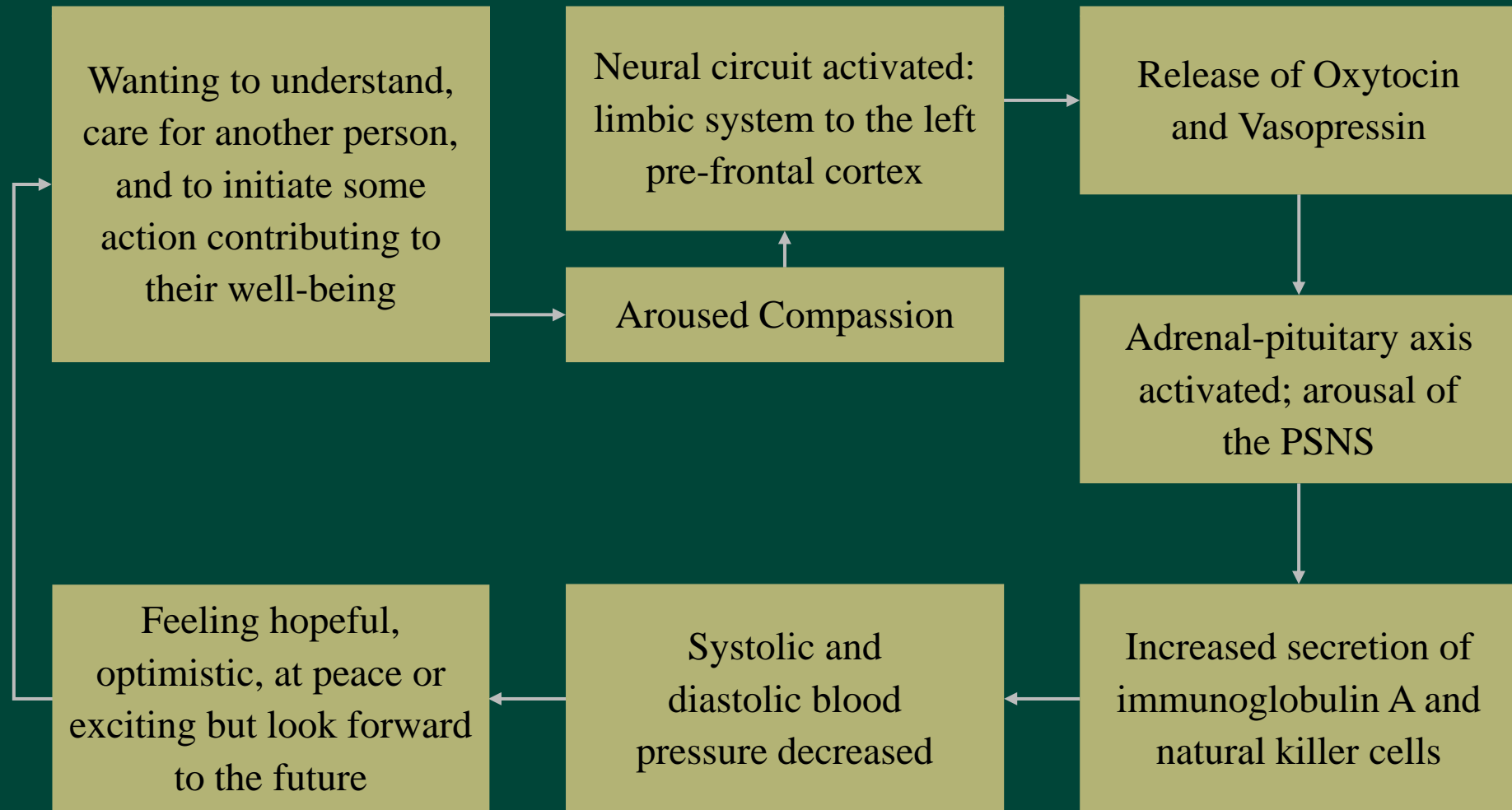


Resonance is Contagious ... So Is Dissonance

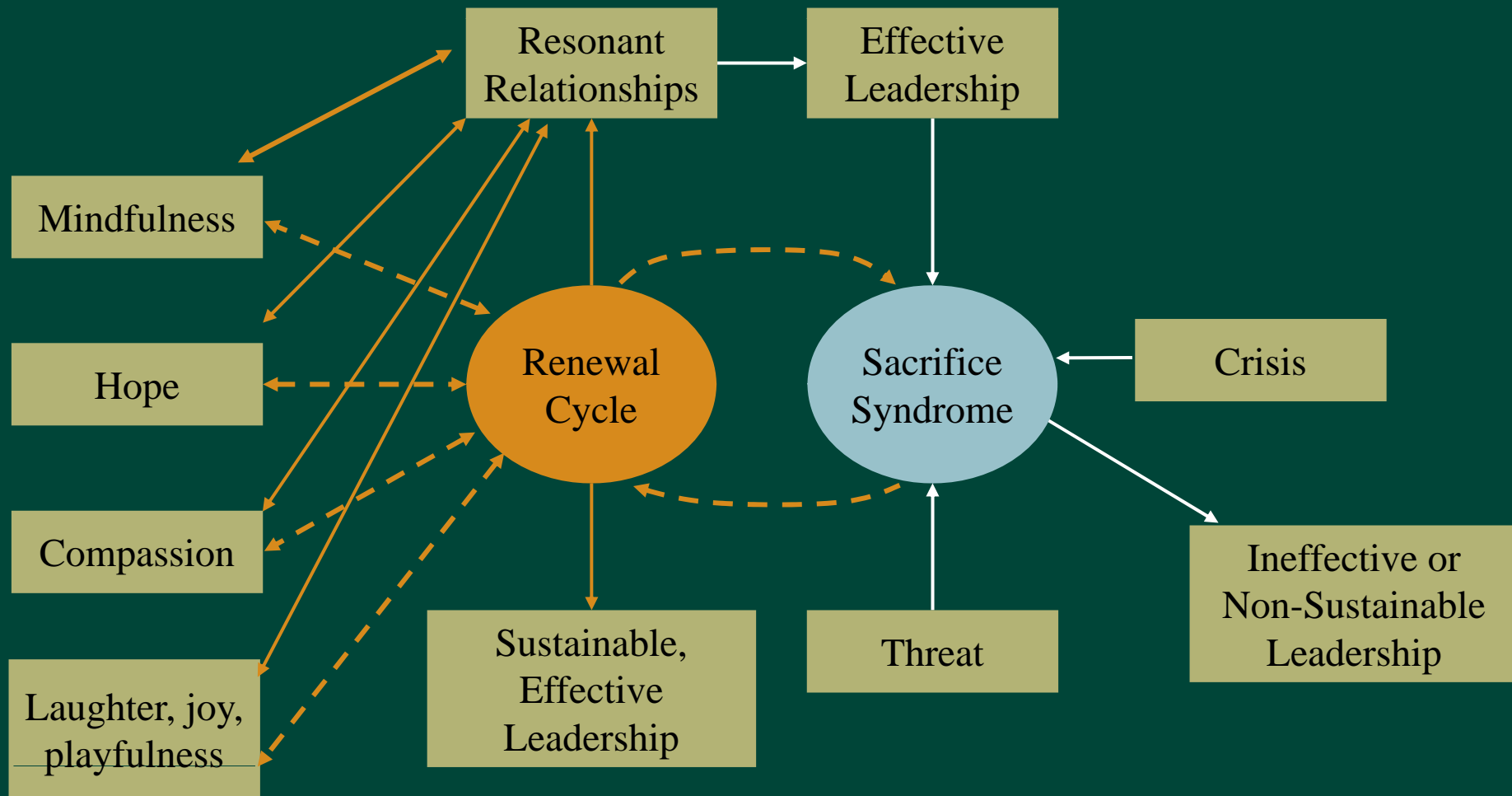
# The Sacrifice Syndrome



# Renewal: Engaging the Parasympathetic Nervous System



# The Cycle of Sacrifice and Renewal



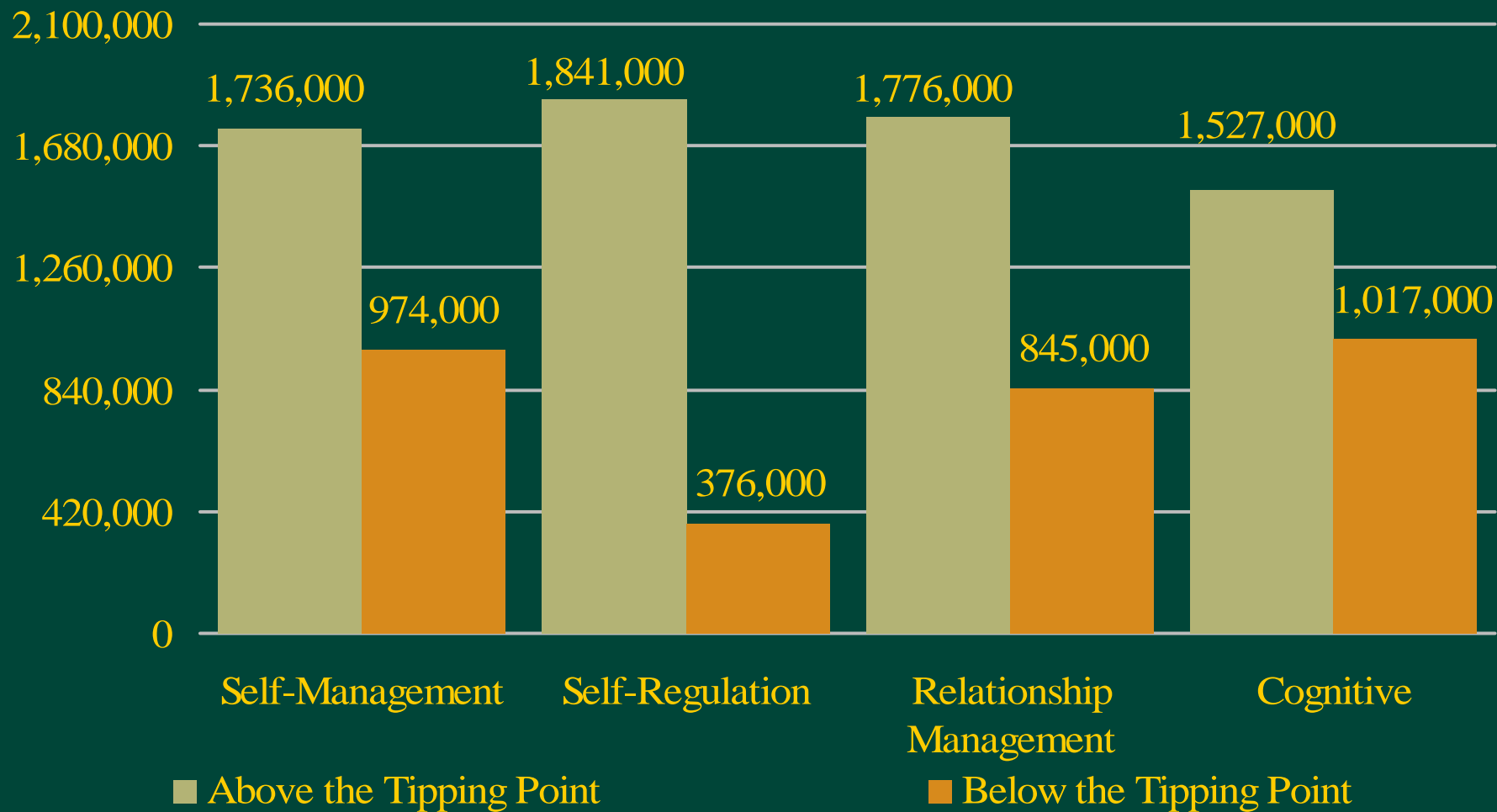
# Financial Impact of Competencies Demonstrated by ...

## **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.

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

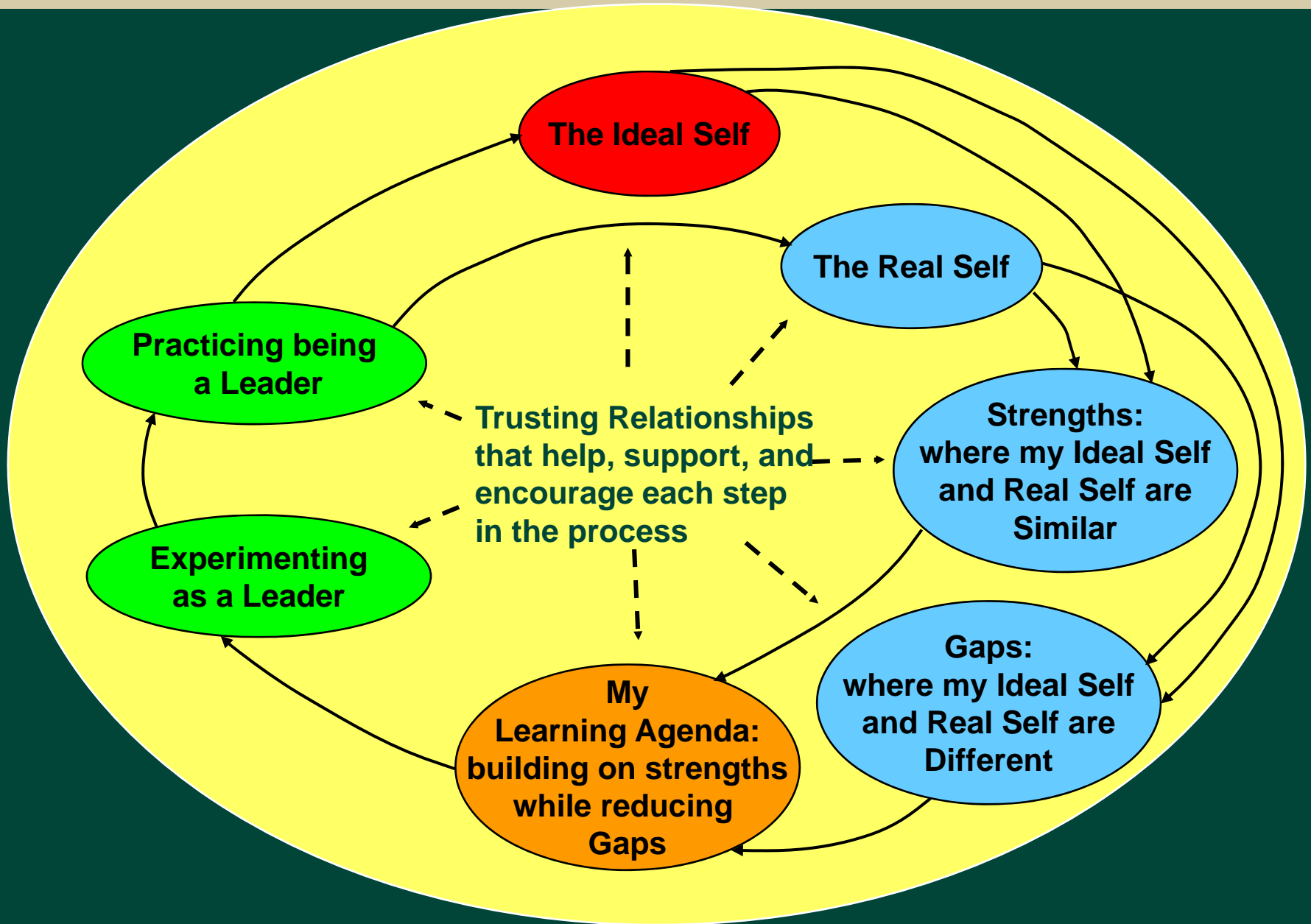


# Relationships Build Leadership

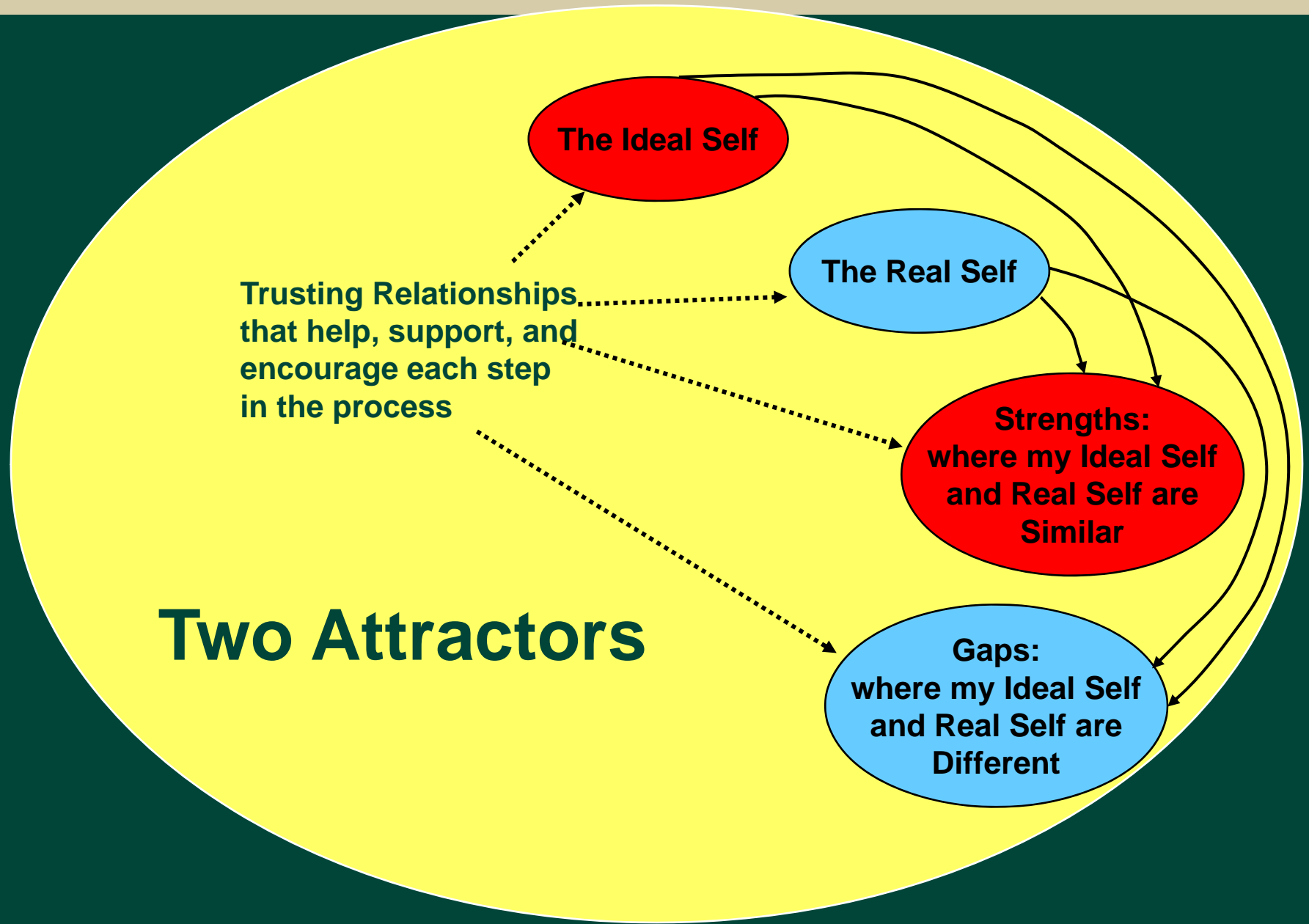
- ◆ Who helped you?
- ◆ Think back over your life and career
- ◆ Who were the people who helped you develop the most?
- ◆ What did they do and how did it make you feel?

# Boyatzis' Intentional Change Theory

(1970, 1999, 2000, 2005) [the theory formerly known as Self-Directed Learning Model ]



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



# Two Attractors

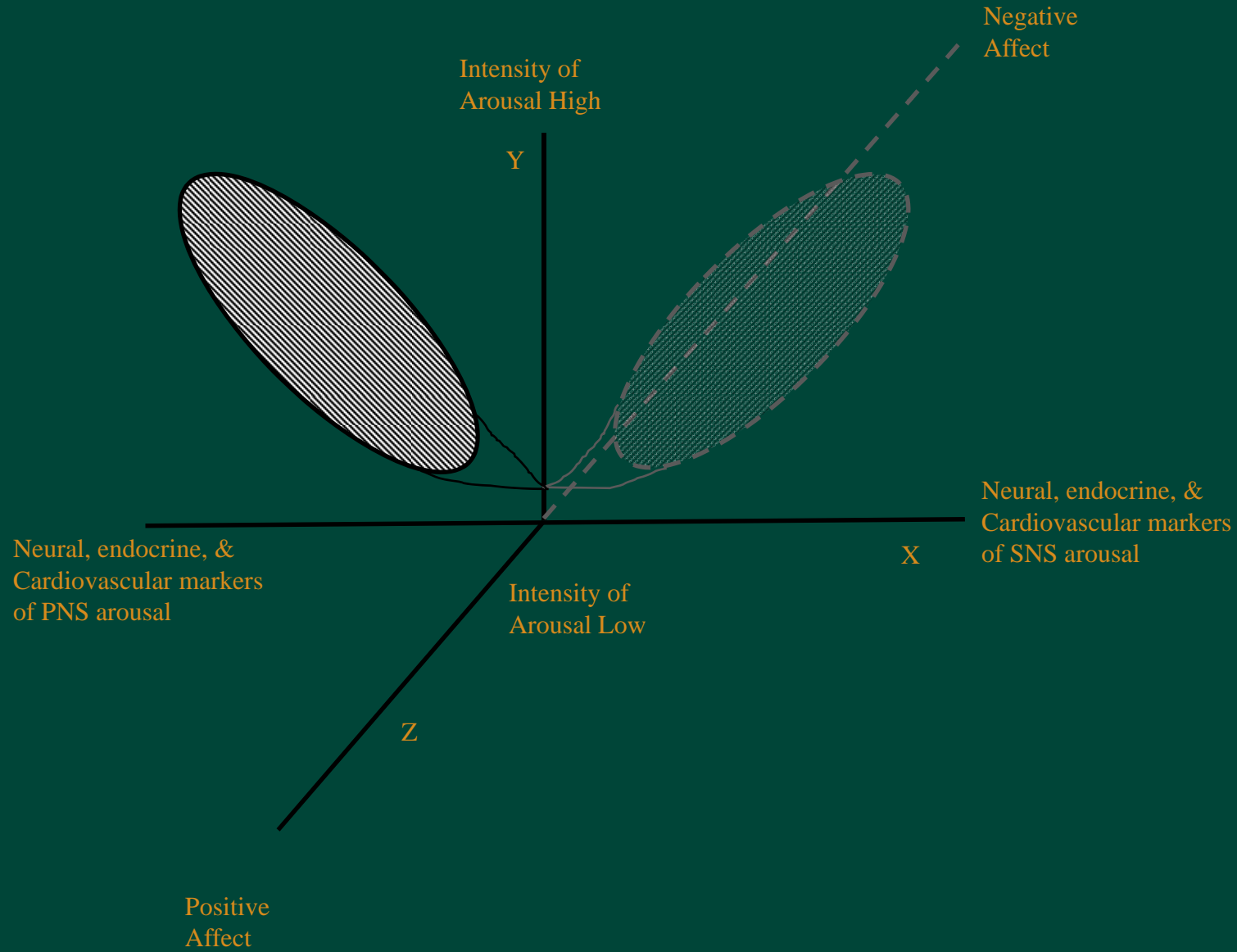
## Positive Emotional Attractor

- ◆ PSNS Arousal
- ◆ Left Prefrontal Cortex/NAcc
- ◆ Ideal Self
- ◆ Strengths
- ◆ Focus on Future
- ◆ Hope
- ◆ Possibilities
- ◆ Optimism
- ◆ Learning Agenda and Goals

## Negative Emotional Attractor

- ◆ SNS arousal
- ◆ Right Prefrontal /ACC
- ◆ Real Self / Social Self
- ◆ Gaps / Weaknesses
- ◆ Focus on Past
- ◆ Fear
- ◆ Problems
- ◆ Pessimism
- ◆ Performance Improvement Plan

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

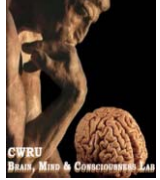


# Coaching with Compassion to the PEA vs Coaching for Compliance to the NEA

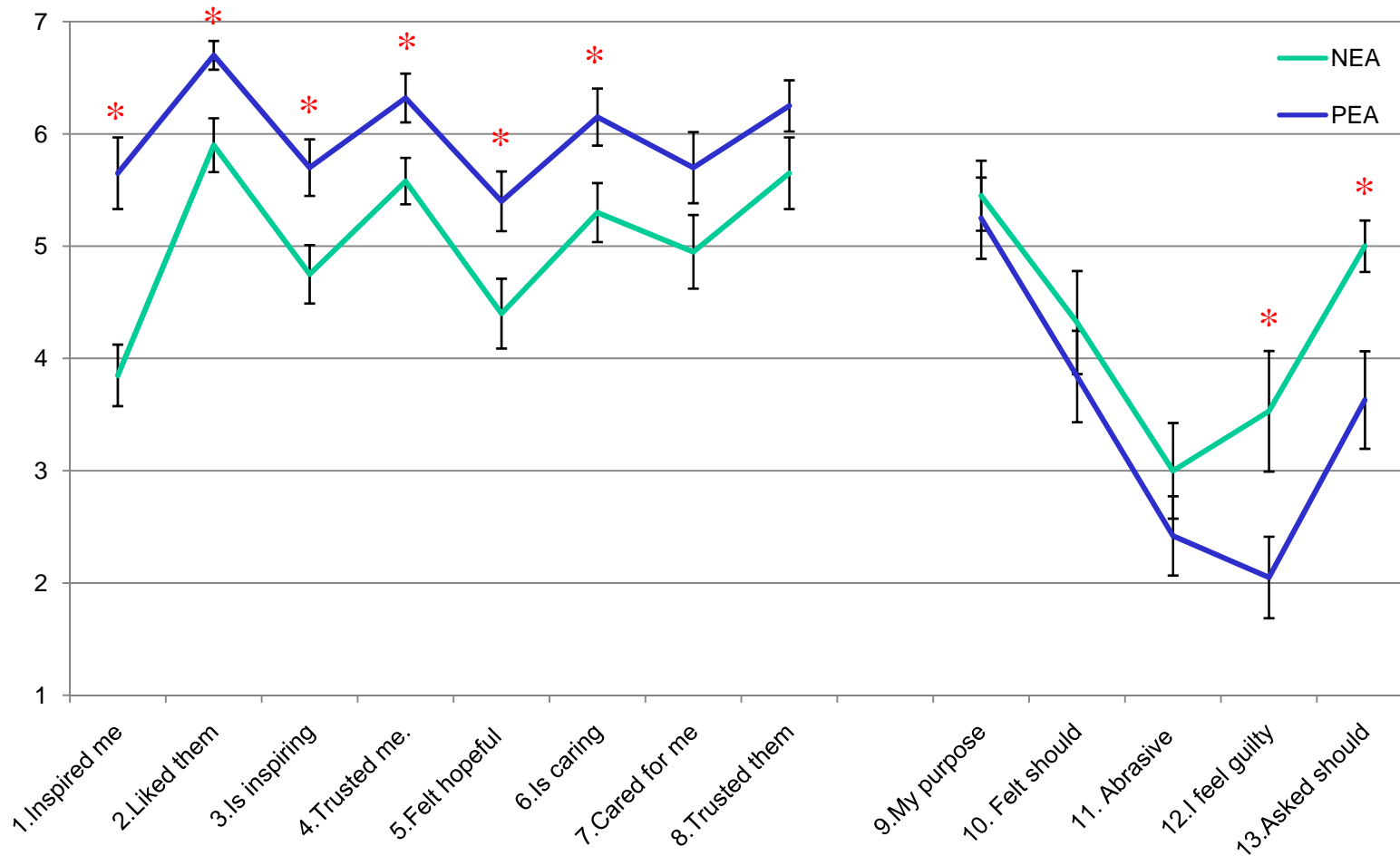
- ◆ Preliminary findings presented at the Society for Neuroscience annual meeting, Chicago, October 19, 2010 entitled, “Neural correlates of inspirational mentoring,” by Regina Cesaro, Richard Boyatzis, Masud Khawaja, Angela Passarelli, Kevin Barry, Katie Begany, Anthony Jack

Paper entitled, **“Coaching with Compassion: An fMRI Study of Coaching to the Positive or Negative Emotional Attractor,”** by Richard E. Boyatzis, Anthony Jack, Regina Cesaro, Masud Khawaja, Angela Passarelli

- ◆ 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/>



## Manipulation Check Results



1.S/he inspired me about my future

2.I liked him/her

3.S/he is an inspiring person

4.S/he trusted me

5.S/he made me feel hopeful about my future

6.S/he is a caring person

7.S/he cared about me

8.I trusted him/her

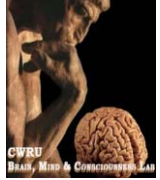
9.S/he made me think about my purpose

10.S/he made me think that I should be working harder

11.S/he asked abrasive questions

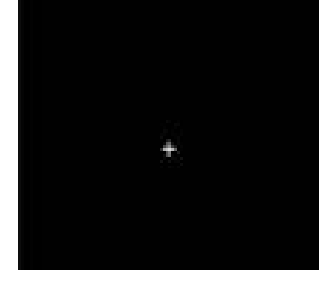
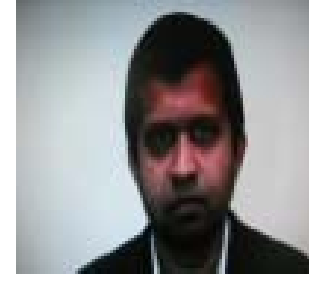
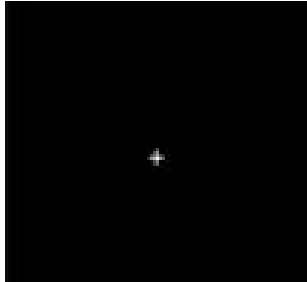
12.S/he made me feel guilty about how much effort I am putting into my studies

13.S/he asked questions about things I should be doing at Case regarding my studies



## Timeline of In-Scanner Events

NEA



~ 6.74 seconds



~ 2.0 seconds



~ 3.70 seconds

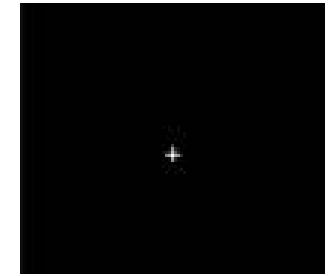
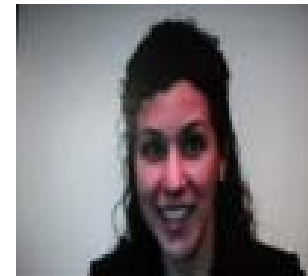
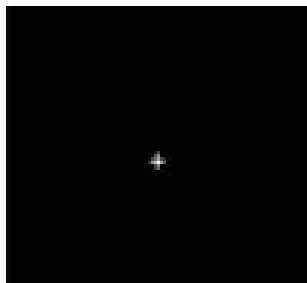
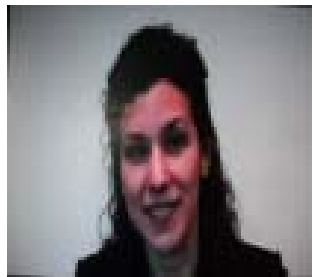


~ 2.60 seconds



~ 2.0 seconds

PEA



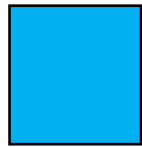
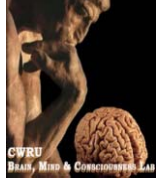
Statement Video

Fixation Slide

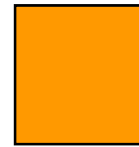
Response Slide

“Thank You” Video

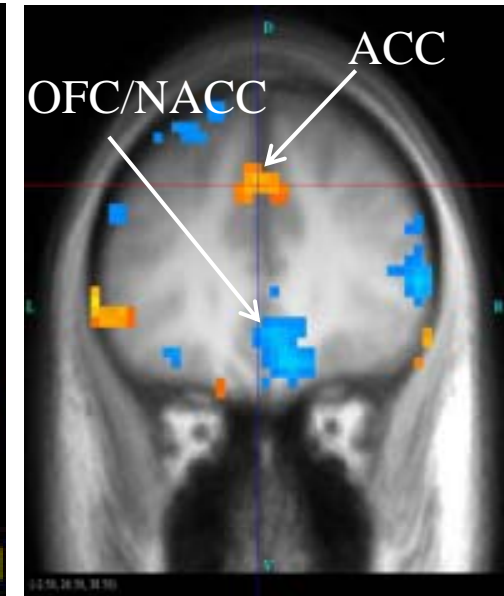
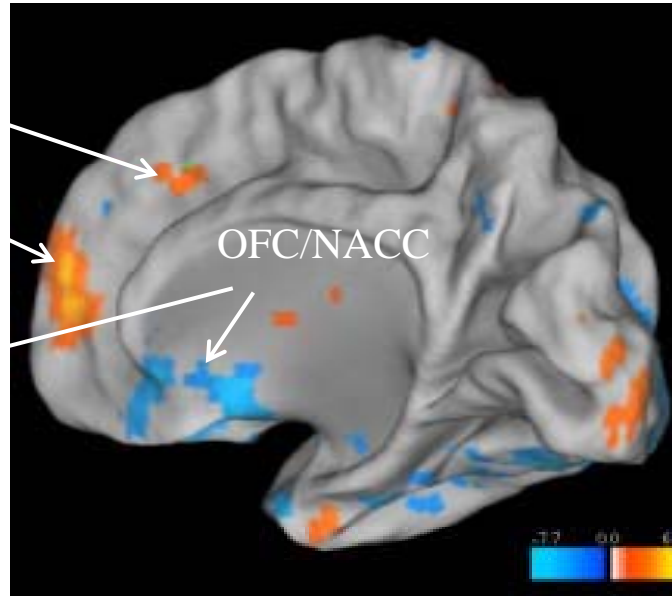
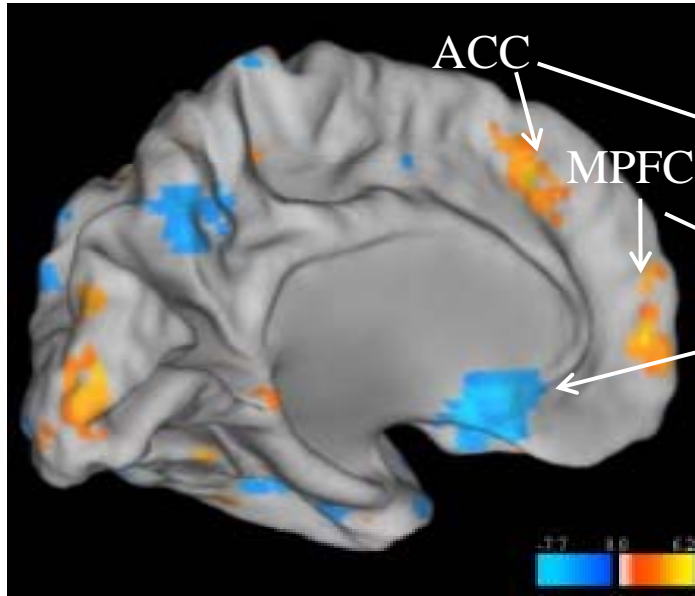
Fixation Slide



**Positive Emotional Attractor**



**Negative Emotional Attractor**

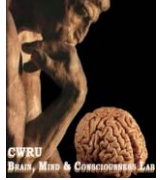


## Conflict in the ACC

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

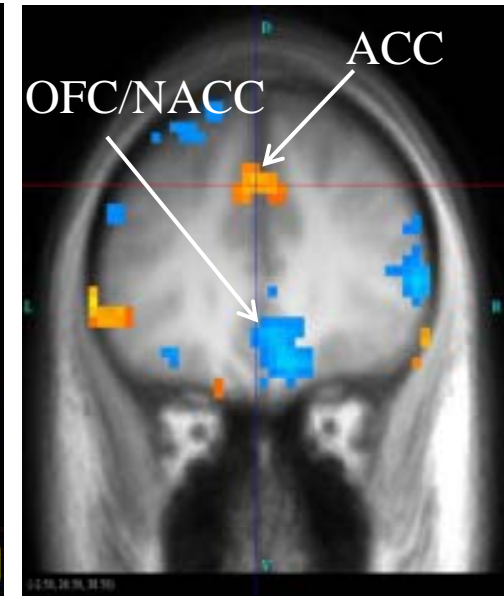
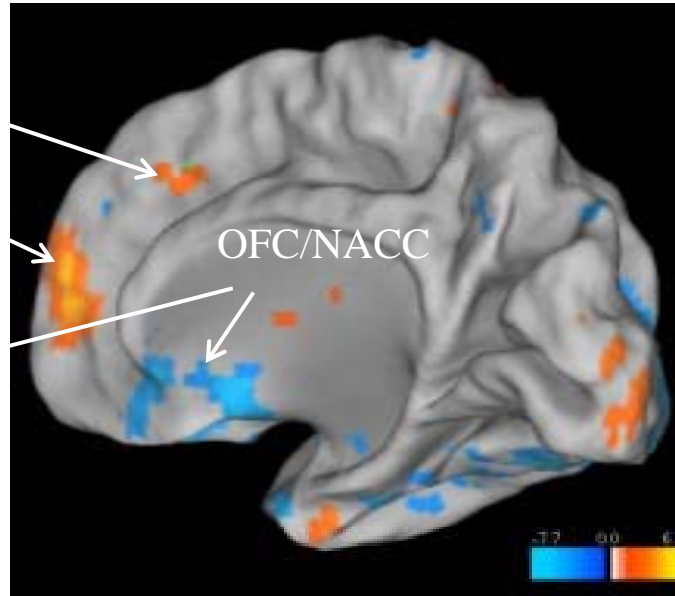
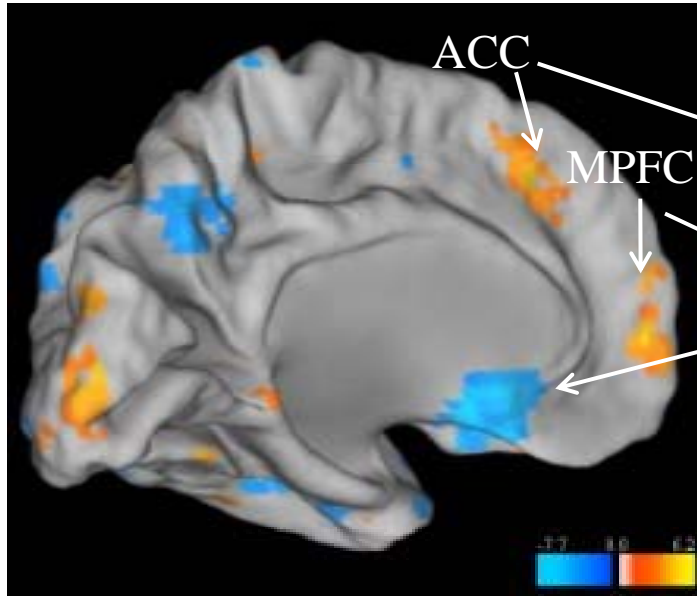
We found evidence of greater activity in the medial prefrontal cortex (MPFC) in the NEA as compared with the PEA condition. This region has been associated with theory of mind and with social cognition broadly construed including explicit thoughts about the self and how we are socially perceived by others. Activity in this area may reflect greater social self-consciousness evoked by the NEA as opposed to the PEA condition.



**Positive Emotional Attractor**



**Negative Emotional Attractor**



## Emotional Engagement in OFC/NACC

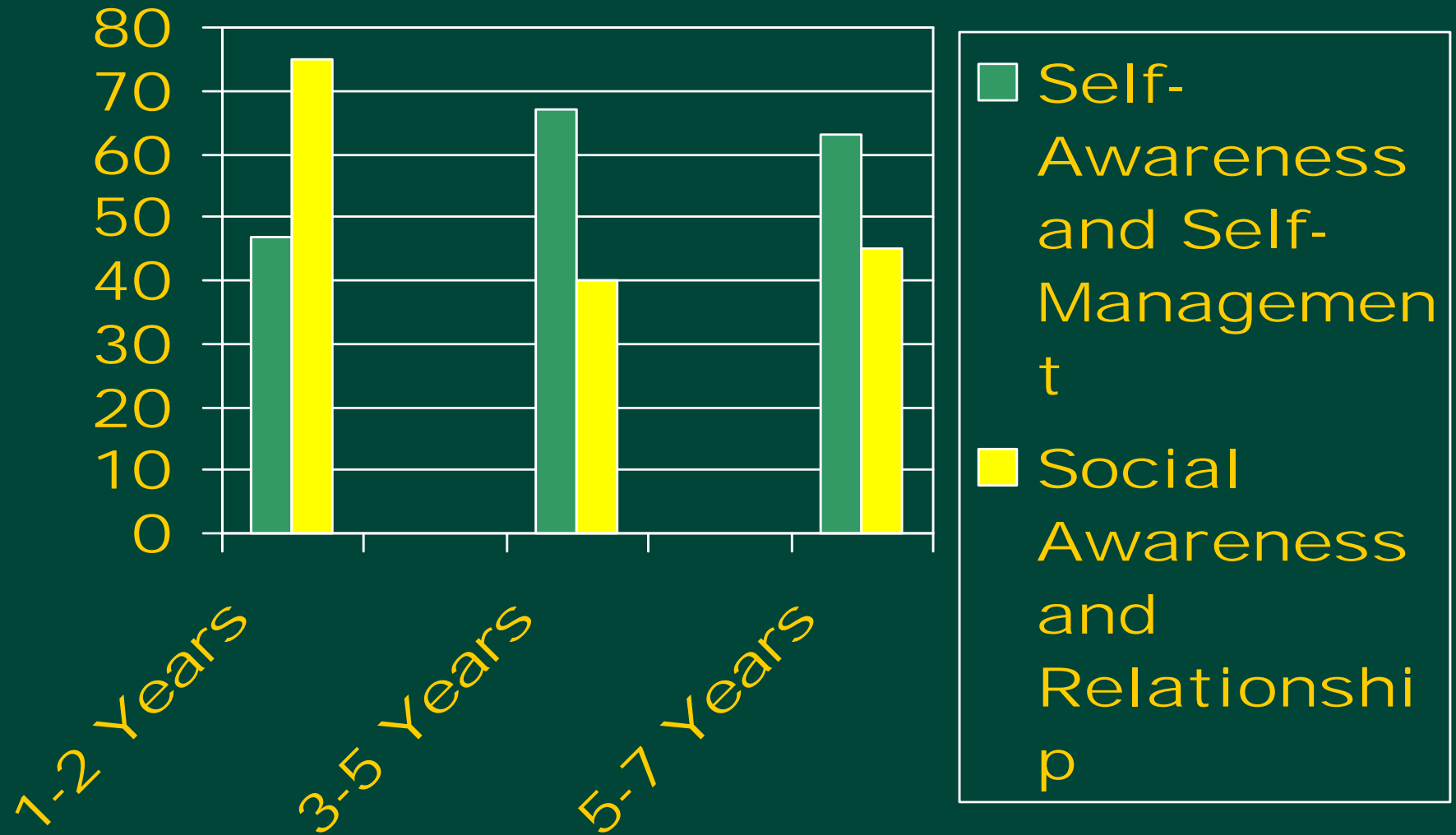
We found evidence of greater activity associated with the PEA condition as opposed to the NEA condition which extended throughout both orbitofrontal (OFC) and nearby limbic structures, including the nucleus accumbens (NACC). These areas have been associated with emotion and reward (refs from yesterday). This may reflect greater emotional engagement, which we predicted would be evoked by the PEA condition. While both OFC and MPFC regions may be broadly characterized as being involved in emotional processing, This stands in contrast to the more self-conscious emotional response seen in MPFC (see above), which might be characterized as a more defensive response.

# Emotional Intelligence Can Be Developed

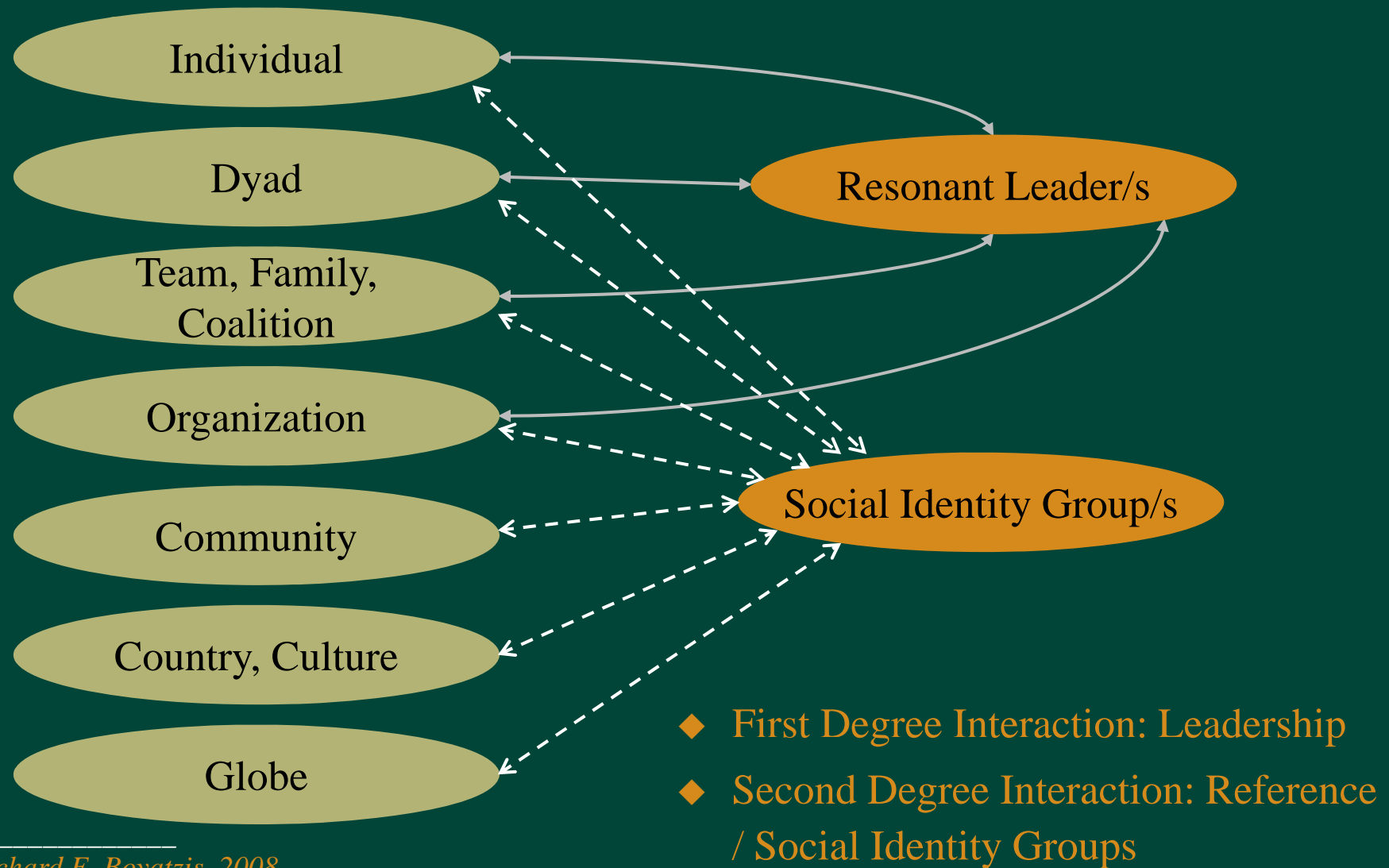
**Results from 24 longitudinal studies  
at the Weatherhead School of  
Management of 25-35 year old managers.**

**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



# Multiple Levels of Intentional Change Theory



**Community**

**Resonant Owner/General Manager of  
Team Organization**

**Organization**

**Resonant Head Coach**

**Team**

**Resonant Team Captain**

**Individual  
Player**



# How Do You Develop Leadership Resonance?

Through Mindfulness, Hope and Compassion

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

**The Ideal Self**

**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

# 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 álaçre e 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

# The Leader's Challenge

Manage the Cycle of Sacrifice and Renewal

through

Mindfulness, Hope and Compassion

# 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