

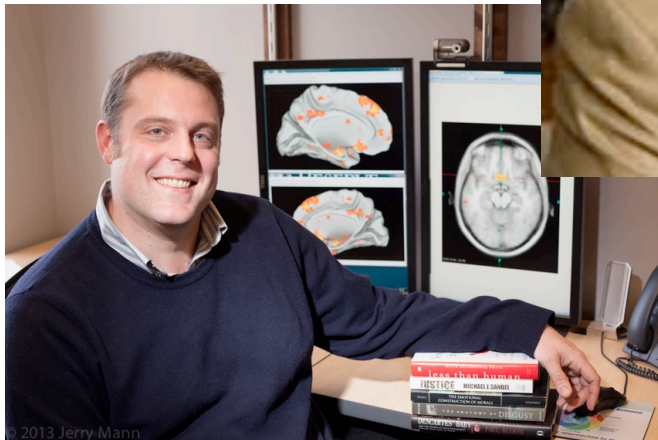
VISION-BASED COACHING: OPTIMIZING THE MIND AND BODY FOR LEADER DEVELOPMENT

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ICPA Webinar Series
March 26, 2015



It takes a village ...



**Coaching Research Lab, Weatherhead School of Management
Case Western Reserve University**

What IS vision-based coaching?

vision-based coaching emphasizes the
ideal self
as the driver of the developmental process



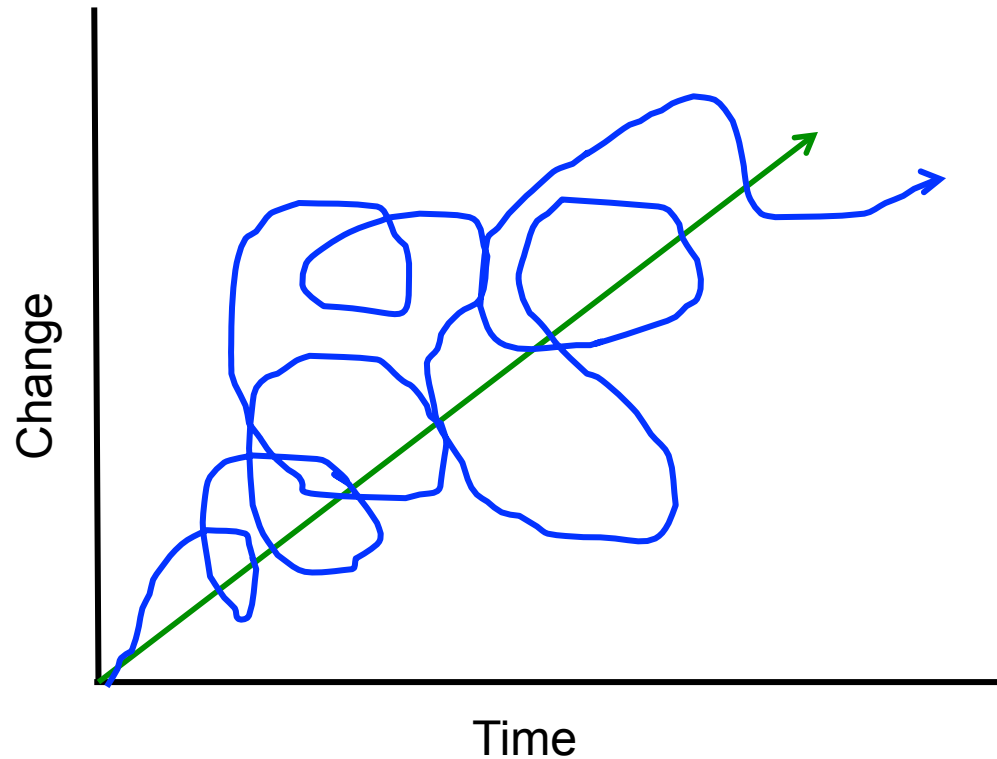
Assumption 1

Leaders are “whole” people.



Assumption 2

The way of development is non-linear.

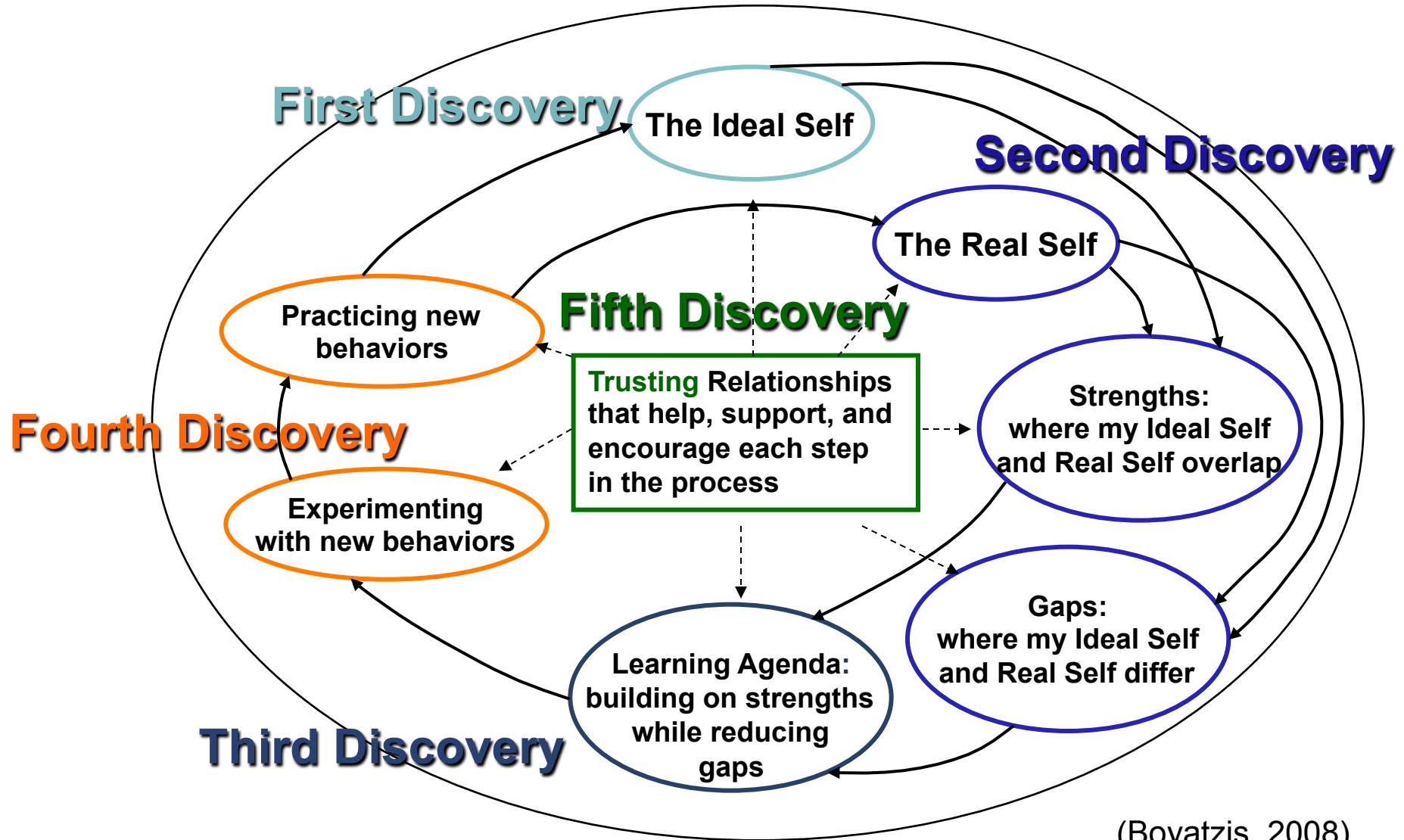


Assumption 3

Adults sustain effort toward change they DESIRE.

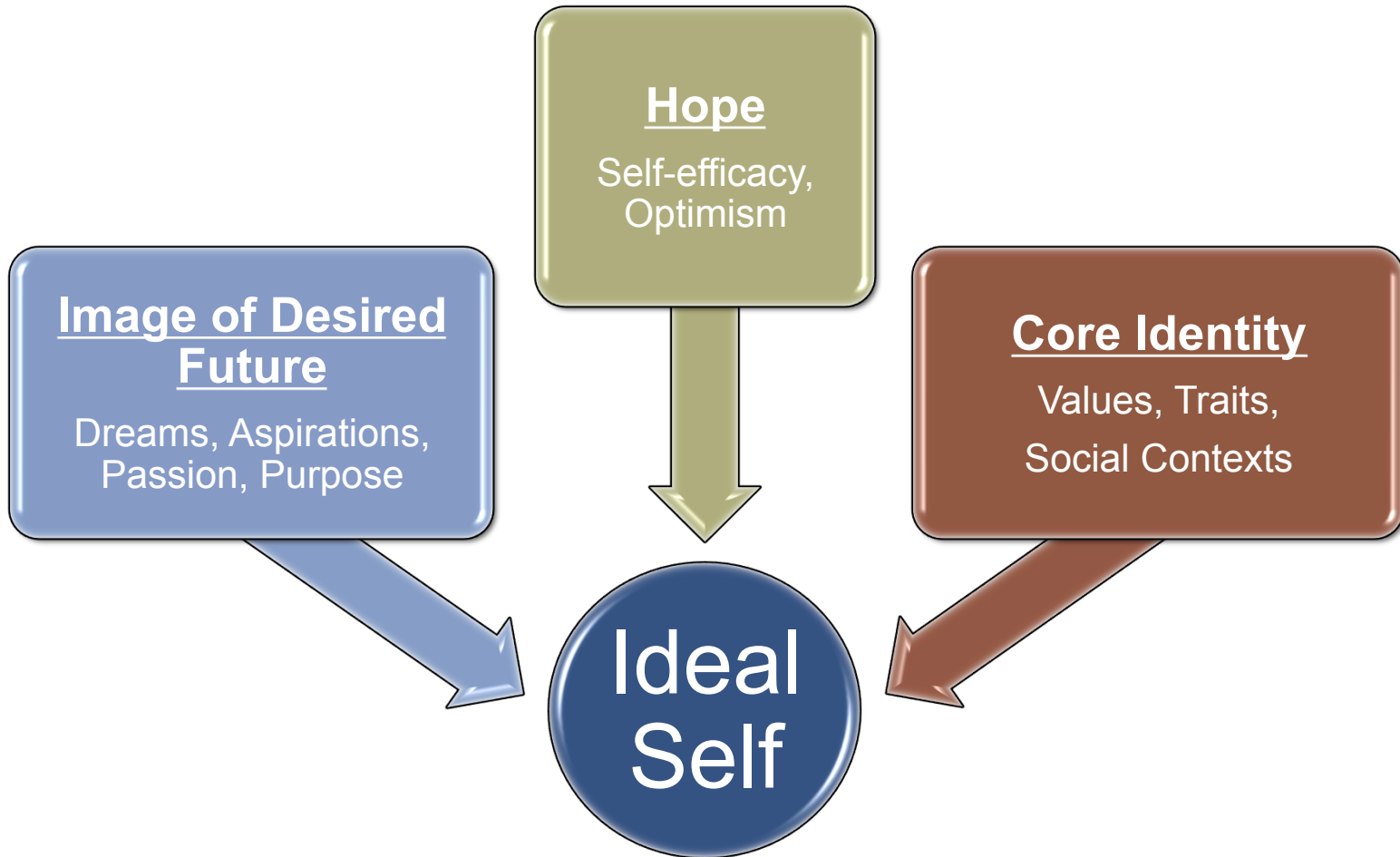


Intentional Change Theory (ICT)



(Boyatzis, 2008)

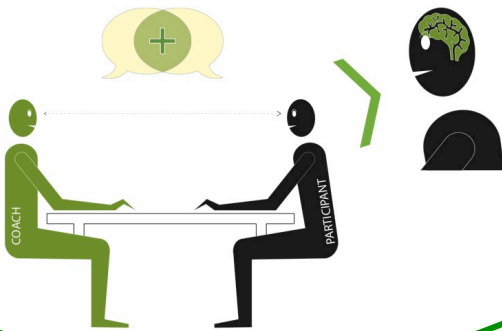
Components of the Ideal Self



(Adapted from Boyatzis & Akrivou, 2006)

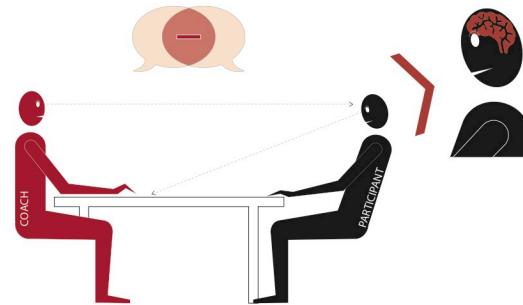
Coaching & ICT

Coaching to the Positive Emotional Attractor (PEA)



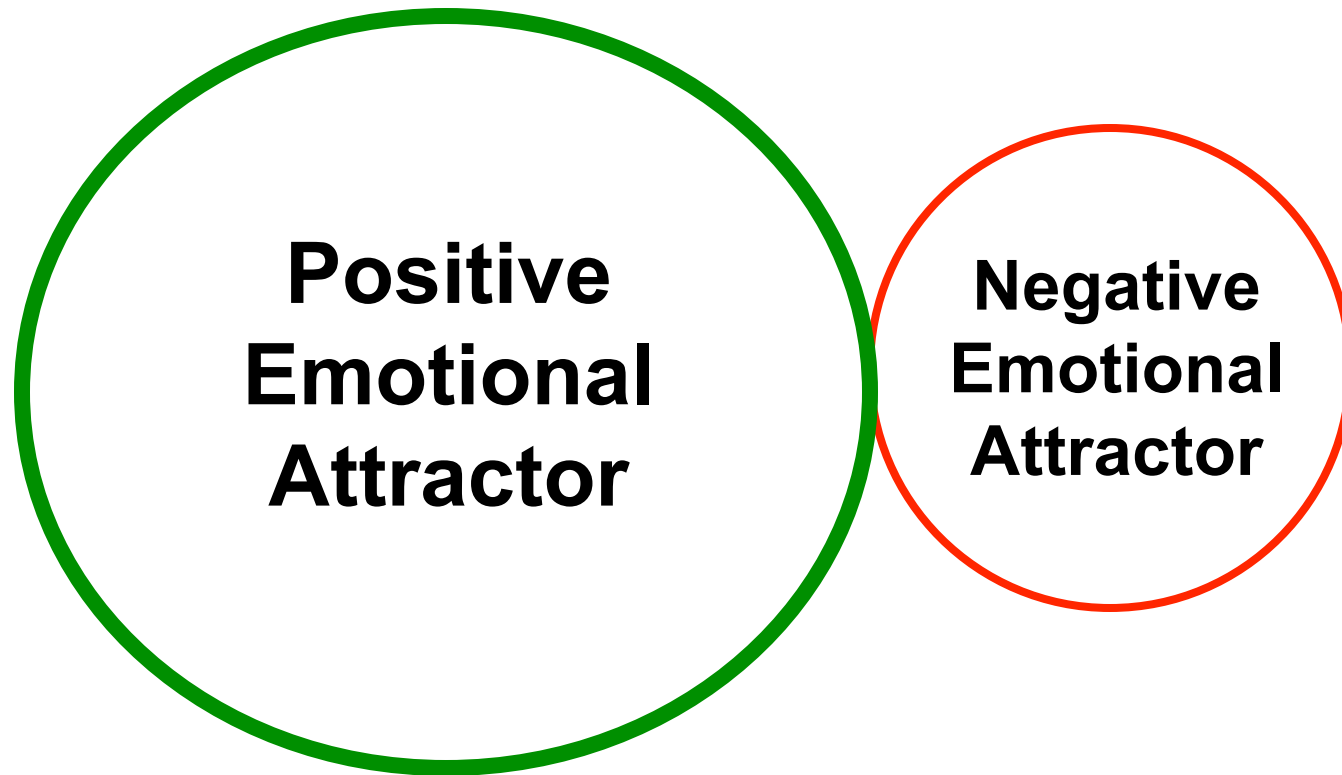
- Taps the *ideal self* (dreams, aspirations, core identities)
- Triggers *positive emotions*: hope, compassion, mindfulness, playfulness
- *Parasympathetic Nervous System (PNS) influences* on autonomic functioning

Coaching to the Negative Emotional Attractor (NEA)



- Taps the *real self* (current realities, strength/weakness)
- Triggers *negative emotions*: shame, guilt, anxiety
- *Sympathetic Nervous System (SNS) influences* on autonomic functioning

The Ratio Matters



Benefits of Vision-Based Coaching

For the individual

- Accelerates the formation of a positive coaching relationship
- Facilitates leader identity expansion
- Increases vitality
- Activates learning-oriented goals
- Fosters a promotion-oriented, self-regulatory stance

For the organization

- Increases engagement, commitment, retention
- Promotes prosocial behavior at work
- Creates a culture of development



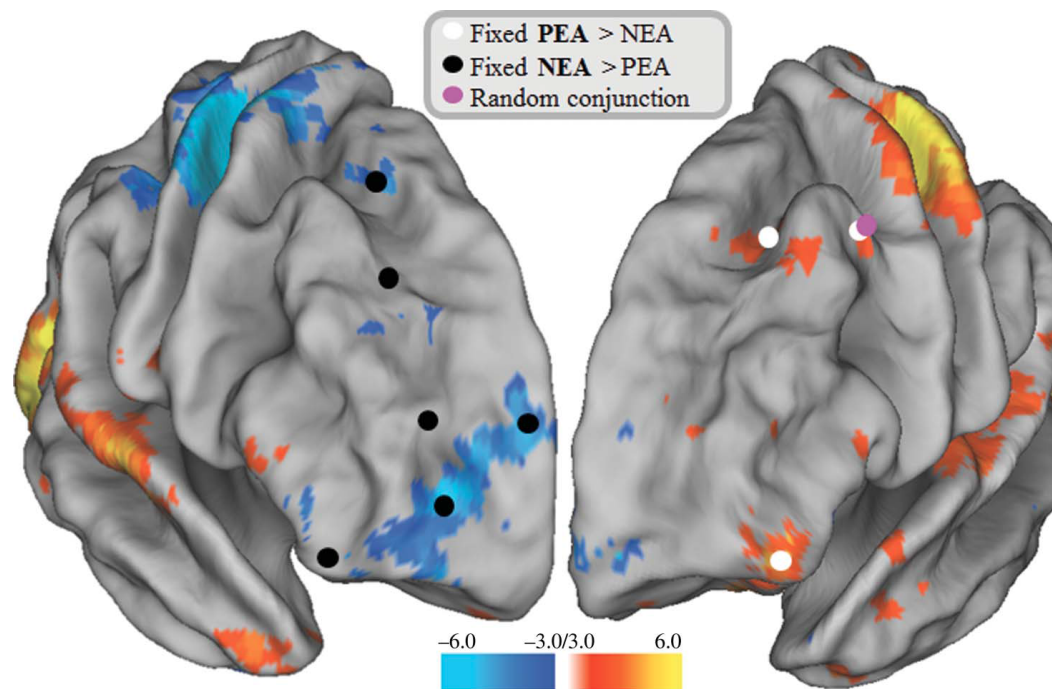
A Growing Empirical Evidence Base

- 2 neuroimaging studies & the Heart of Helping Study*
- Paradigm to isolate conditions:
 - **PEA:** “Imagine it is 10 years from now and your life is ideal. What would you be doing?”
 - **NEA:** “What problems or challenges are you currently facing?”
- Experimentally examine:
 1. **emotional** and **neurobiological responses**
 2. **the quality of the coaching relationship**
 3. **goal-related behavior**



Emotional Response

- Frontal asymmetry → emotional and motivational differences in PEA and NEA coaching



Key:

■ = PEA coaching / Positive, approach

■ = NEA coaching / Negative, avoid

(Jack, Boyatzis, Khawaja, Passarelli & Leckie, 2013)

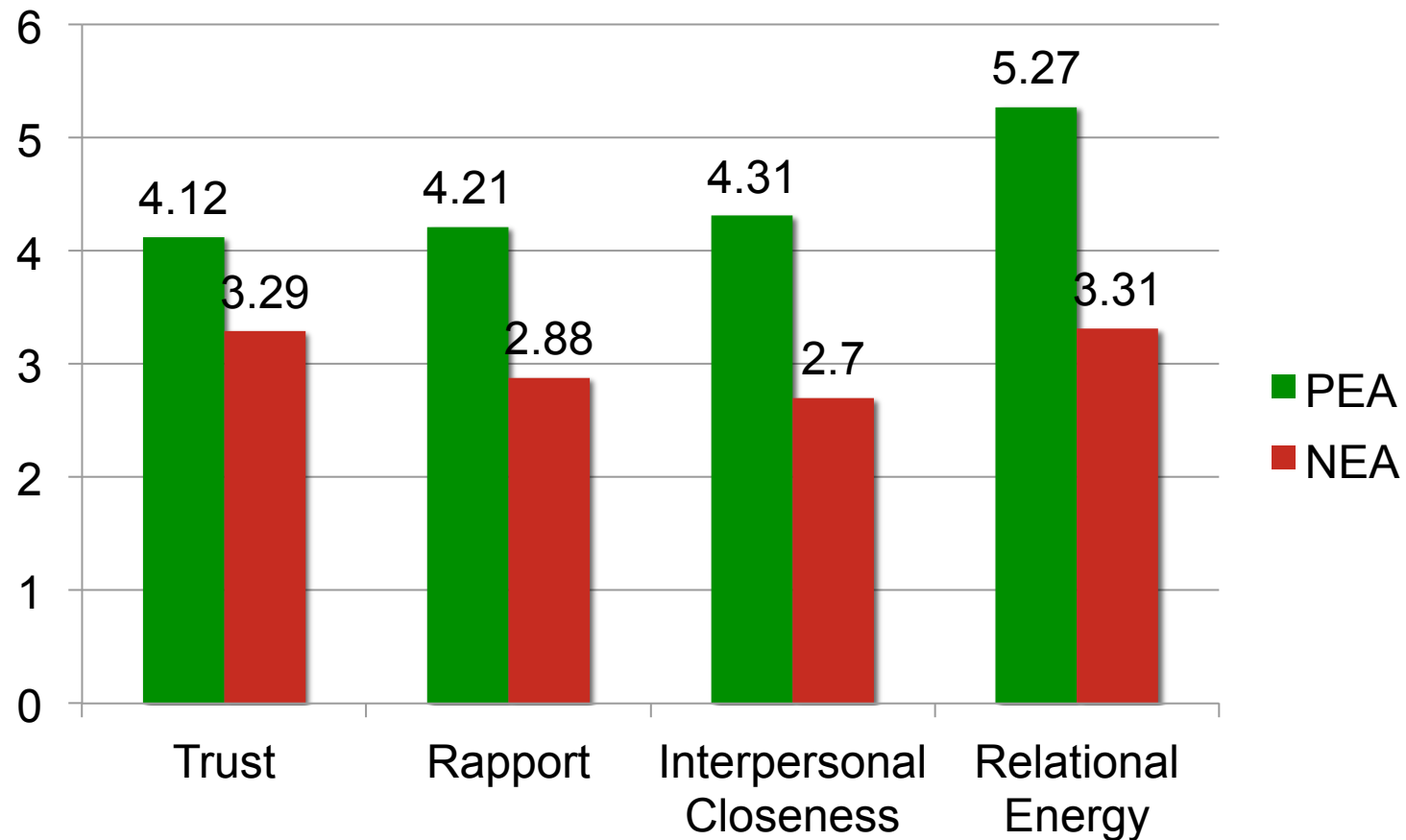
Heart of Helping Study - Emotions

Affective State	PEA Condition M (SD)	NEA Condition M (SD)	Paired t-test (n = 48)
Ashamed	1.17 (.66)	1.48 (.77)	$t(47) = -2.23^*$
Guilty	1.17 (.66)	1.75 (.79)	$t(47) = -4.78^{***}$
Distressed	1.23 (.52)	2.13 (.91)	$t(47) = -7.05^{***}$
Upset	1.06 (.25)	1.69 (.95)	$t(47) = -4.86^{***}$
Hostile	1.02 (.14)	1.41 (.74)	$t(47) = -3.73^{***}$
Irritable	1.10 (.37)	1.63 (.79)	$t(47) = -4.24^{***}$
Nervous	1.69 (.78)	2.08 (1.05)	$t(47) = -2.57^*$
Jittery	1.54 (.74)	1.96 (1.09)	$t(47) = -2.61^*$
Afraid	1.08 (.35)	1.31 (.66)	$t(47) = -2.86^{**}$
Scared	1.25 (.60)	1.31 (.55)	NS
Proud	3.50 (1.09)	2.92 (1.09)	$t(47) = 3.59^{***}$
Inspired	3.51 (1.09)	2.10 (1.21)	$t(47) = 6.93^{***}$
Interested	4.19 (.73)	3.38 (.89)	$t(47) = 5.01^{***}$
Excited	3.52 (1.01)	2.42 (1.16)	$t(47) = 5.78^{***}$
Strong	3.25 (1.00)	2.81 (1.07)	$t(47) = 2.49^*$
Attentive	4.04 (.80)	3.73 (.87)	$t(47) = 2.70^{**}$
Enthusiastic	3.98 (.91)	2.83 (1.10)	$t(47) = 6.24^{***}$
Active	3.15 (1.13)	2.56 (1.22)	$t(47) = 3.65^{***}$
Alert	3.67 (1.04)	3.52 (1.03)	NS
Determined	3.33 (1.06)	3.00 (1.24)	NS

Strongest
differentiators

* = $p < .05$, ** = $p < .01$, *** = $p < .001$, NS = not significant (two-tailed)

Quality of Coaching Relationship



All differences significant at $p < .001$ level

V-B Coaching Affects the *Nature* of Goals

Thematic analysis of open-ended goal setting exercise:

- 1) What goals do you have for your life and career
- 2) Why are they important?

PEA Condition

- Aspirations
- Compassion
- Heartfelt connection to aspirations

NEA Condition

- Proximal / Instrumental goals
- External expectations
- Prevention concerns
- Unidimensional focus

* Interrater reliability = 90.6% on the presence/absence of codes;
After reconciling codes, achieved 100% agreement.

(Passarelli, 2014)

An Illustration

Vision-Based/ PEA Condition

1) *To be working as a Clinical Research Associate with a management degree to ensure creative ideas in clinical research get explored and get the right scientific study. Also to promote the sport of cricket which is so close to my heart and get it to the grass roots of school system.*

2) *It is something that I am passionate about, and what I see myself giving my 100 percent creative mind to; cricket or career goal.*

NEA Condition

I don't really have one particular goal in terms of my career. I suppose I want to have a job I like where I make enough money to not be worried about paying about the bills. I think there are a number of paths I could take to that goal. So while I am super focused on my graduate work, and doing well in my program I don't really translate that into "I must be a professor or else I will never be happy." I feel very ambivalent about my future.

V-B Coaching Affects Goal Striving

More motivated to strive toward goals after
Vision-Based Coaching!

Following the PEA session, participants reported:

- Goals of greater importance
- Willingness to expend more effort
- Find journey more joyful

The Conclusion

Vision-based coaching inspires a host of developmental resources, so . . .

. . . make the IDEAL SELF a central part of the coaching process!

But how?



Ask PEA-based Coaching Questions

Hope

Imagine it is 10 years from now and life is ideal, what might it be like?

What are you passionate about?

Compassion

Who inspired you to become who you are today?

What do you recall about the moment you first met someone you fell in love with?

Mindfulness

What are your guiding values?

What do you think about when you don't have to think about anything?

Playfulness

Just for fun, imagine money were no object. What would you do with your time?

What did you love to do when you were young?

Draw Out a Personal Vision



Coaches help clients rediscover and connect with two important parts of the whole: Being and Doing.

My Personal Vision Statement (by Paul)

MY PERSONAL VISION STATEMENT by Paul

I am an educator, activist, change agent, father, son, brother, entrepreneur, spouse, leader, learner, lover, athlete, trainer, facilitator, ally, friend, fighter and "human becoming." My life's journey is to reveal and nurture the positive core of strengths and unfulfilled potential that shapes the soul of every individual, organization, and community. Through my example, I will invite, empower and encourage others to be the change they want to see in the world.

I will attract and construct career opportunities that allow me to serve a higher purpose, contribute my unique gifts, and co-create and share something extraordinary with humanity.

I will find enjoyment in my personal life through the witness of love that can be found every day in the earth's natural beauty, the eternal love of learning, and the unconditional love shared in authentic relationships.

Those who know who I really am will say that I am dependable, selfless, passionate, personable. Those who know me least will gather that I am a thoughtful, respectful, consistent, and courageous.

I will live life with a humility and sense of purpose that honors the sacrifices of my parents, my ancestors, and pioneers to whom I am forever indebted.

I am immune to criticism, self-doubt and fear.

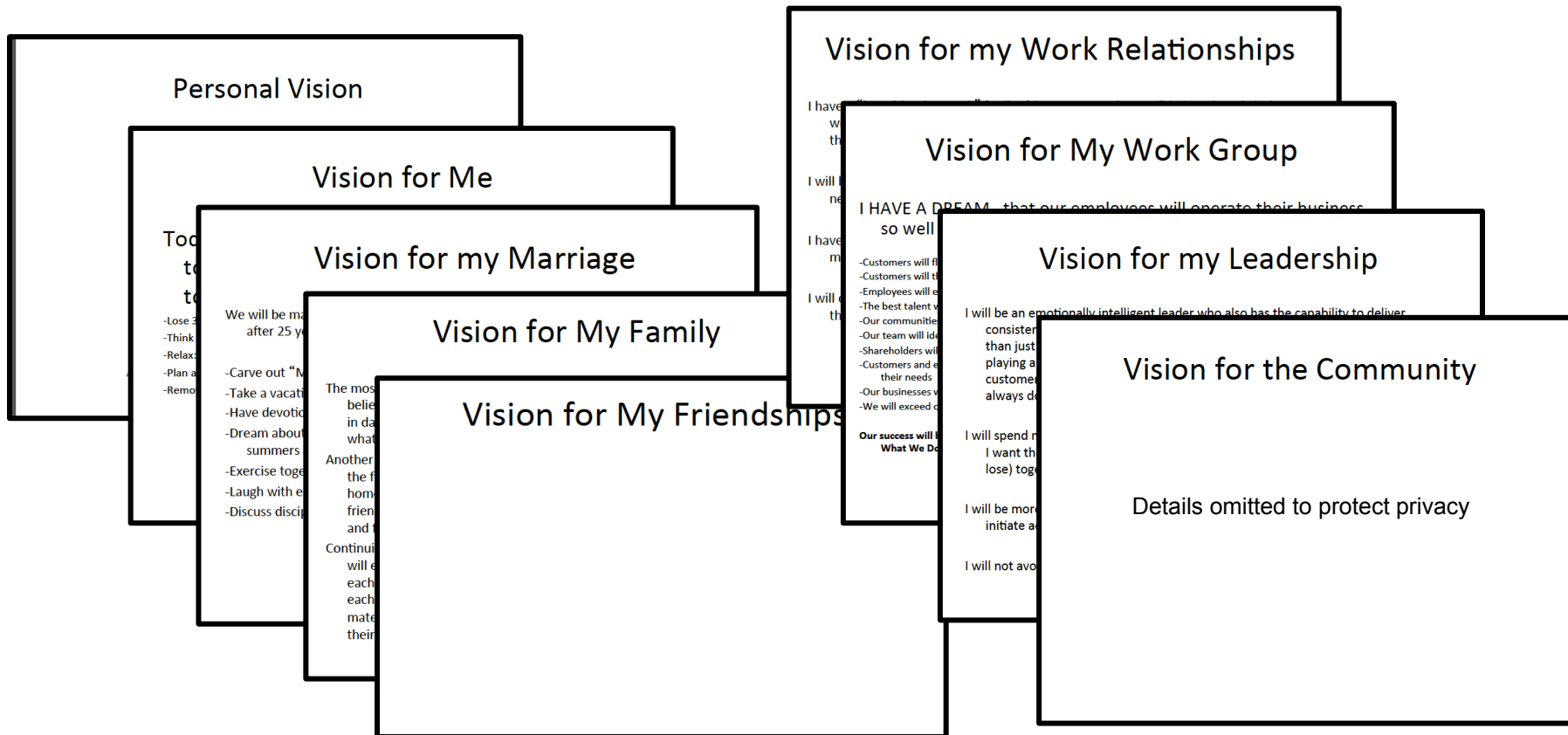
I am not afraid of any challenge and beneath no one.

I am here to serve. I am here to inspire. I am here to love. I am here to live my truth|

(shared with permission by the author)

The Vision of My World (by Mary)

Headline: "Leave a positive imprint on people's lives."



My Personal Vision Statement (by Jackie)

If, in my final years, I can sit at a worn wooden table and remember drinking coffee there

“If, as an old and wrinkled woman, I can look at the cloth I have woven with my strong and elegant hands and see in it depth and texture and vibrant colors and durability; if I can recall sitting on a bench before my loom, rocking side to side, passing shuttles of yarn back and forth and listening to the wood creak as I worked, rhythmically, creating cloth from what was single strands, uniting what was solitary, then I will know I have done what I am here to do.”

Author’s Note: ... *the weaver image signifies uniting communities and organizations and movements working for social change in ways that are lasting, vibrant, and respectful of each entity’s true essence ...*

spread a wide network into the earth and let the trunk of a redwood grow up through my throat and tall into the sky, connecting me to what is ancient and to what is visionary, then I can say I have truly lived the life I was called to live.

Know the Limits!

- **Visioning alone is (likely) insufficient**
 - Anchor other discoveries in the ICT process
 - Mental contrasting
 - Process forecasting
- **Recognize vision dysfunction**
 - Escape fantasies
 - Scattered, unfocused thinking
 - Rumination on painful past or anticipated future experiences
- **Respond to Resistance**
 - Use another route to the PEA to “warm up” (e.g. gratitude, values)

If you are working on
something exciting
that you really care
about, you don't
have to be pushed.
The vision pulls you.

Steve Jobs



Thank You!

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