

# Master Class: The Science of Effective Coaching

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](mailto:richard.boyatzis@case.edu)

IOC, Boston  
March 26, 2020

# Change is Life

Adaptation and innovation

Openness to learning

Helping others is also stressful because of the responsibility and repeated use of self-control – power stress.

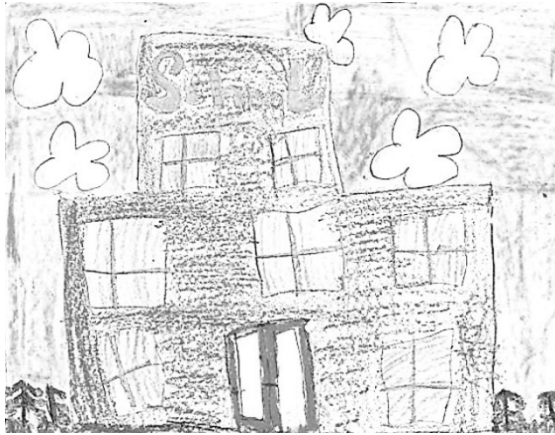
# Learning and Change is Stressful

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

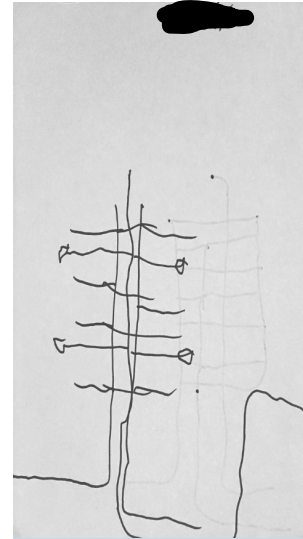
What have we learned from

- 39 published longitudinal behavioral change studies
- 3 fMRI studies
- 2 hormonal studies

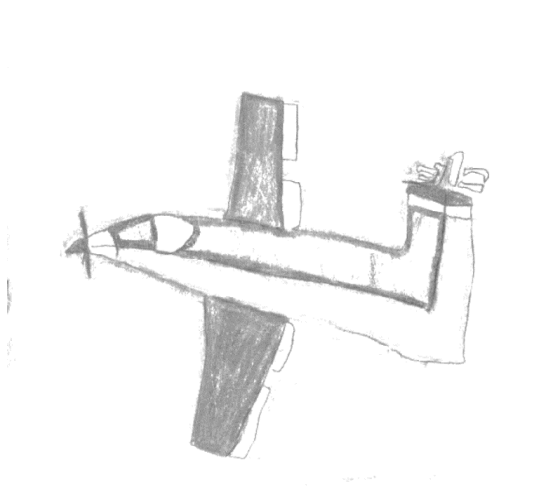
**Figure 4-1. House**  
**By Most Kindergartners**



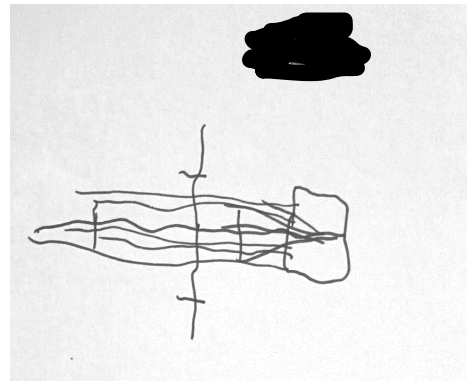
**By Aaron**



**Figure 4-2. Airplane**  
**By Most Kindergartners**



**By Aaron**

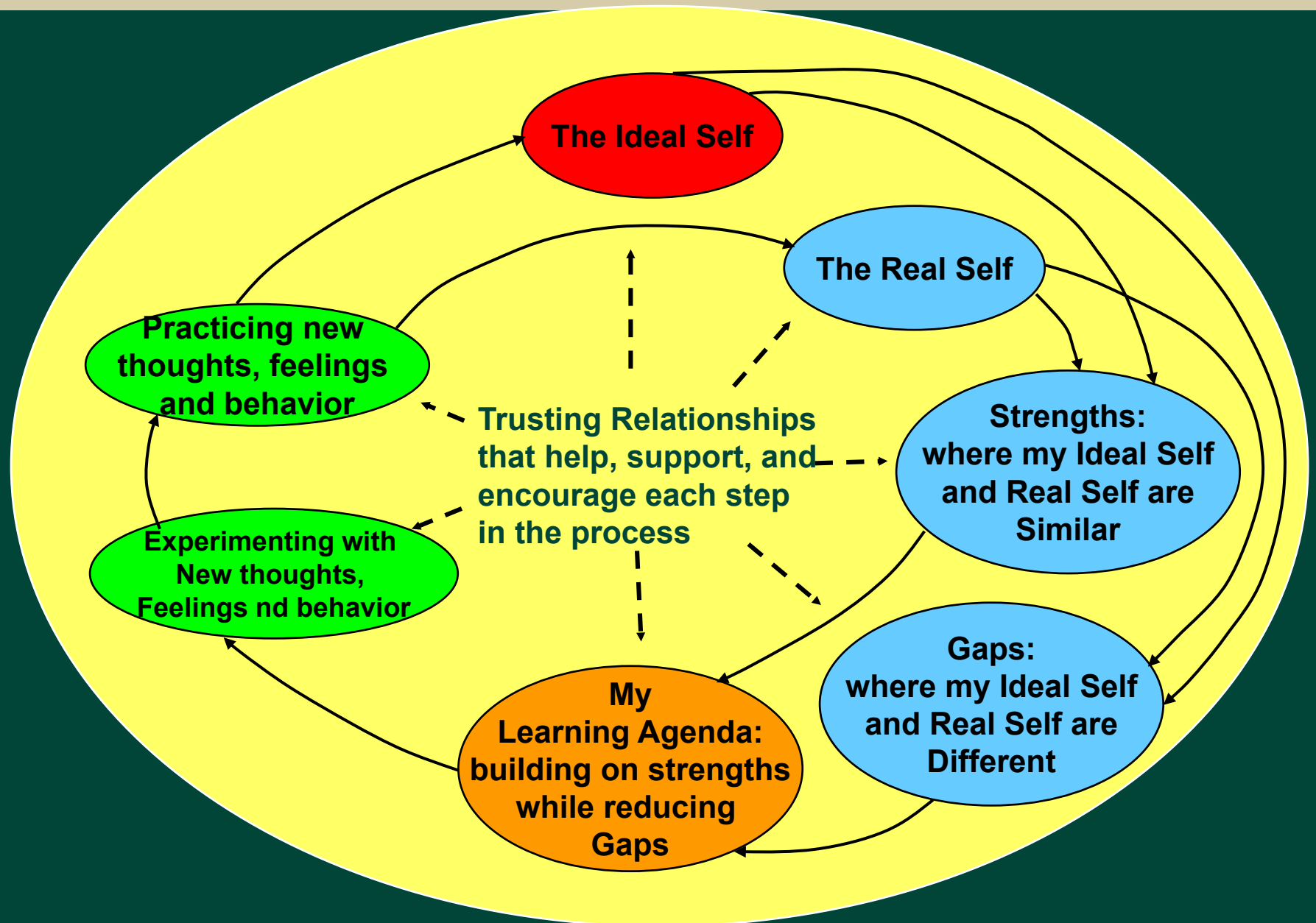


# Relationships Build Openness to Possibilities

- ◆ Who helped you the most in your life?
- ◆ Who were the people who helped you the most become who you are?
- ◆ 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, Empathic Network	SNS arousal, Analytic Network
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

Conversations that Inspire

Coaching with Compassion  
(to the PEA)

VS

Coaching for Compliance  
(to the NEA)



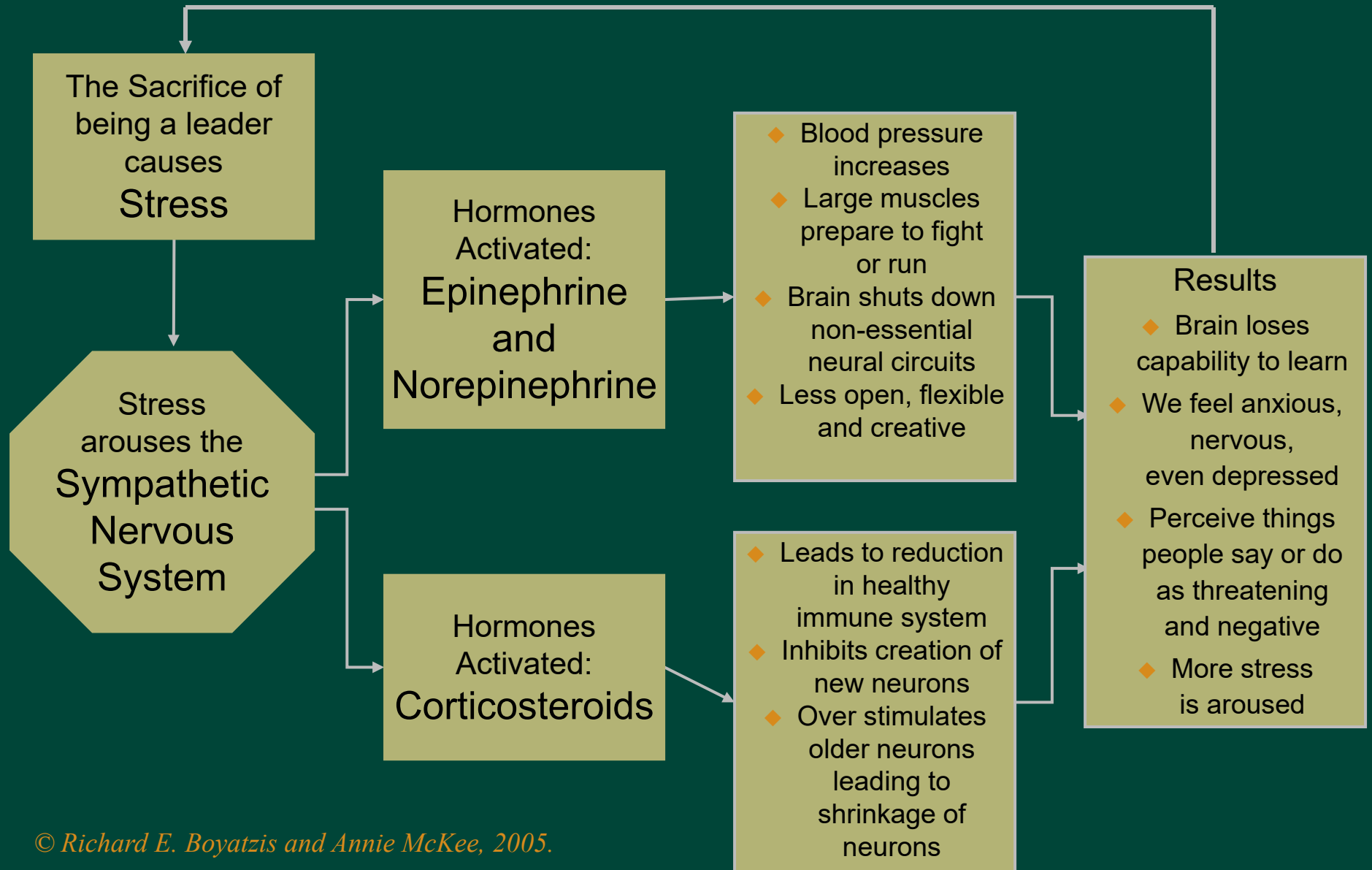
# Emotions Are Contagious

- ◆ We are hard wired to feel the emotions of others in thousandths of a second.

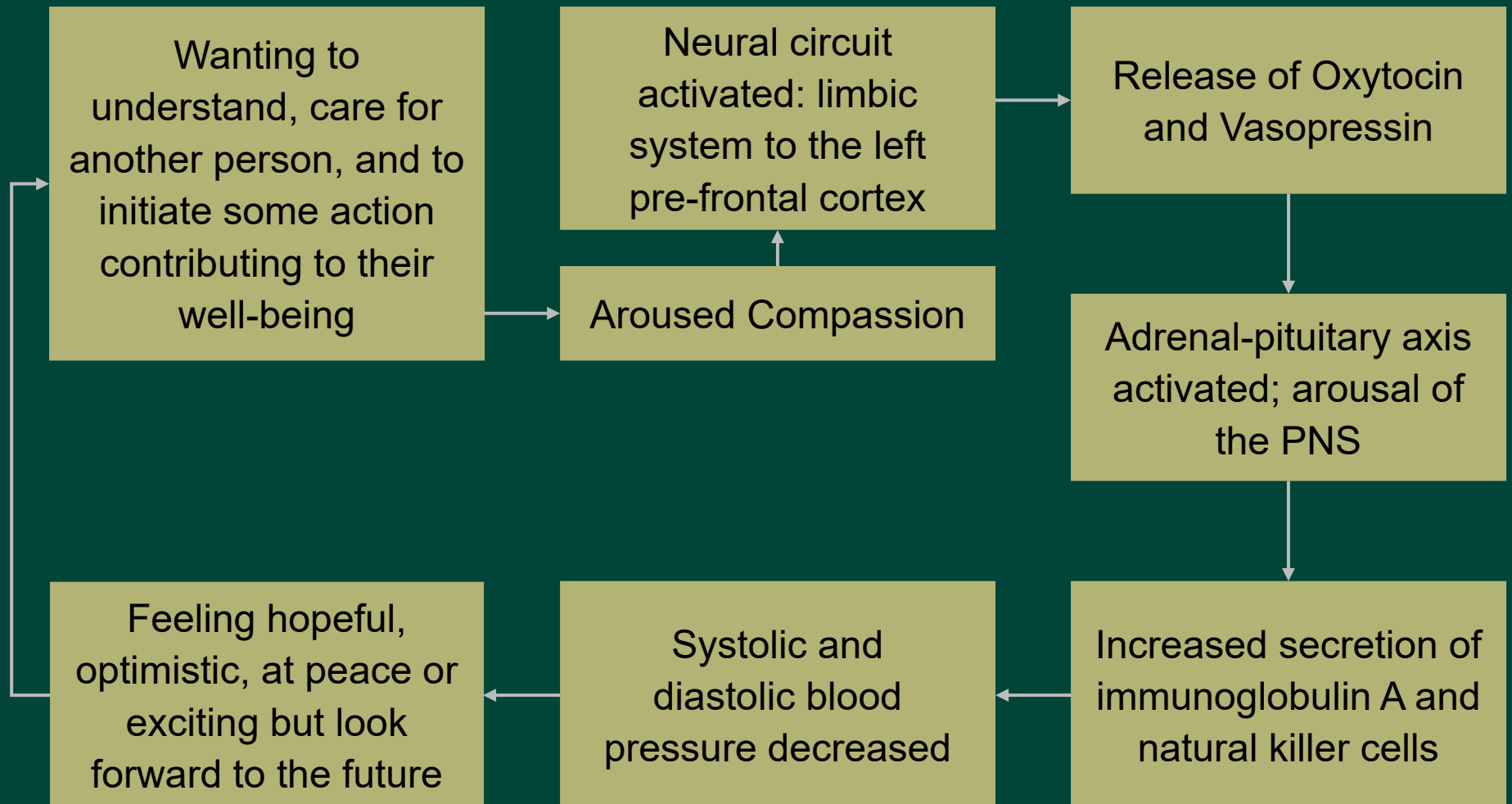


PEA is contagious so is the NEA

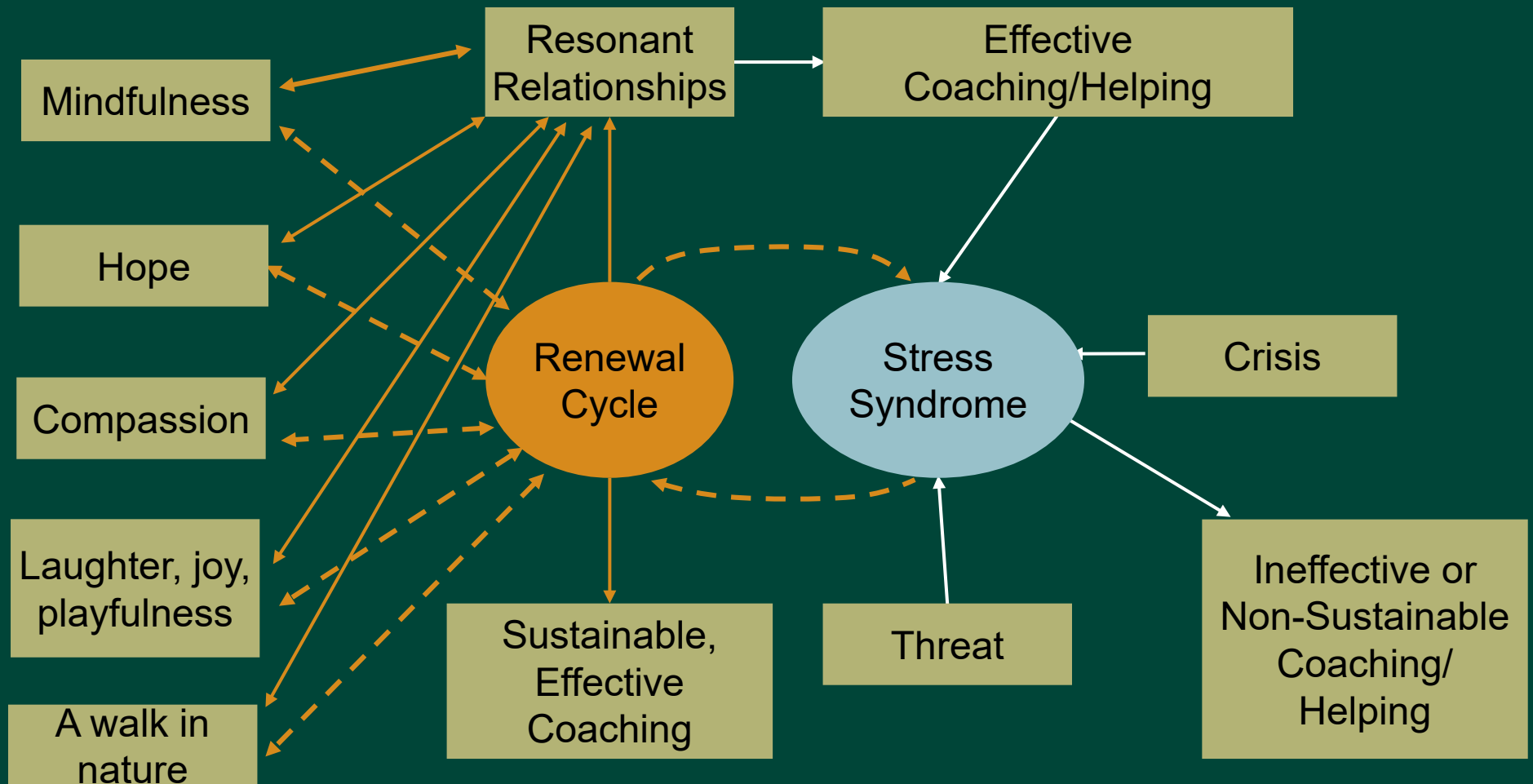
# The Sacrifice Syndrome



# Renewal: Engaging the Parasympathetic Nervous System

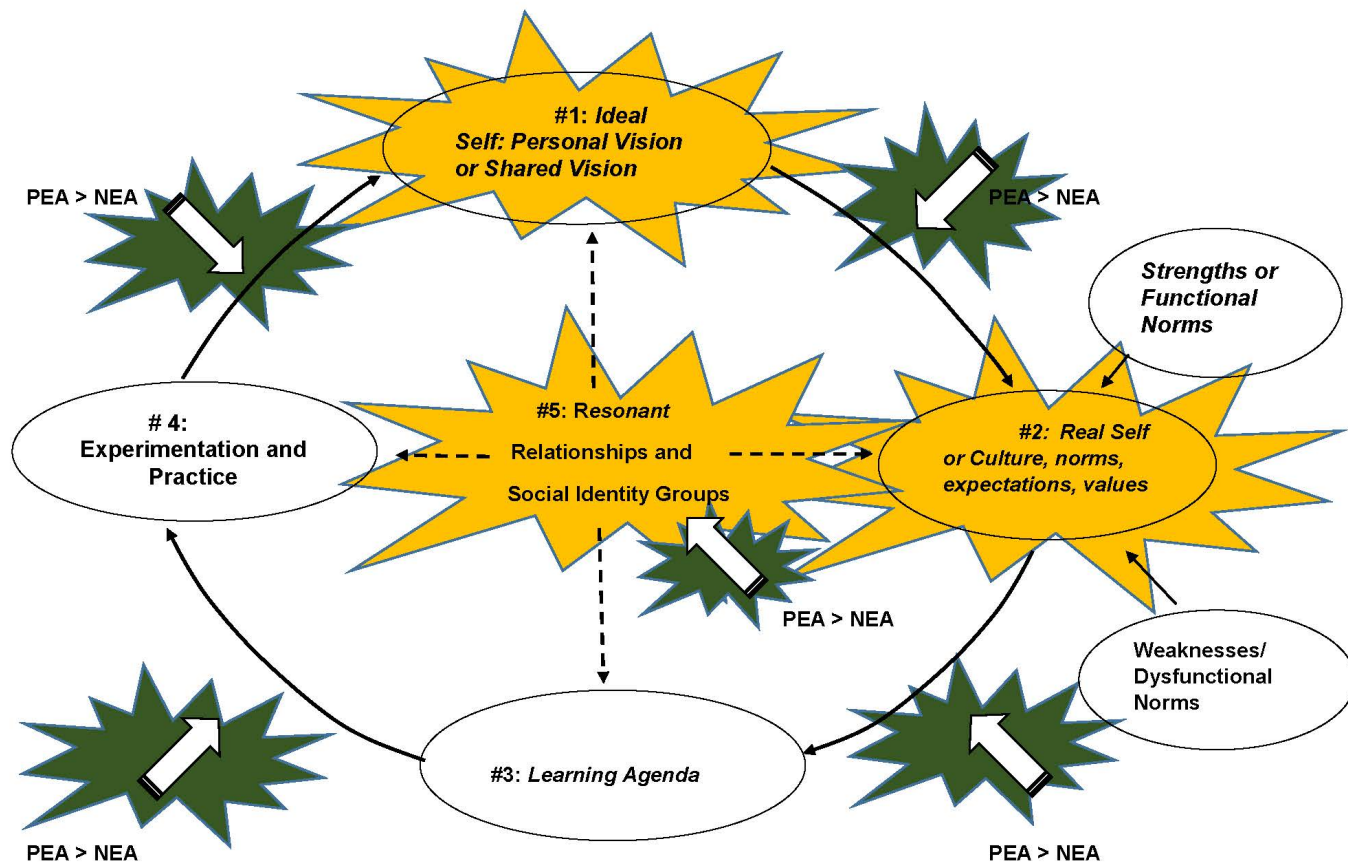


# Survive and Thrive: Bob's Story



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

Anchoring coaching in resonant relationships because it pulls for compassion.

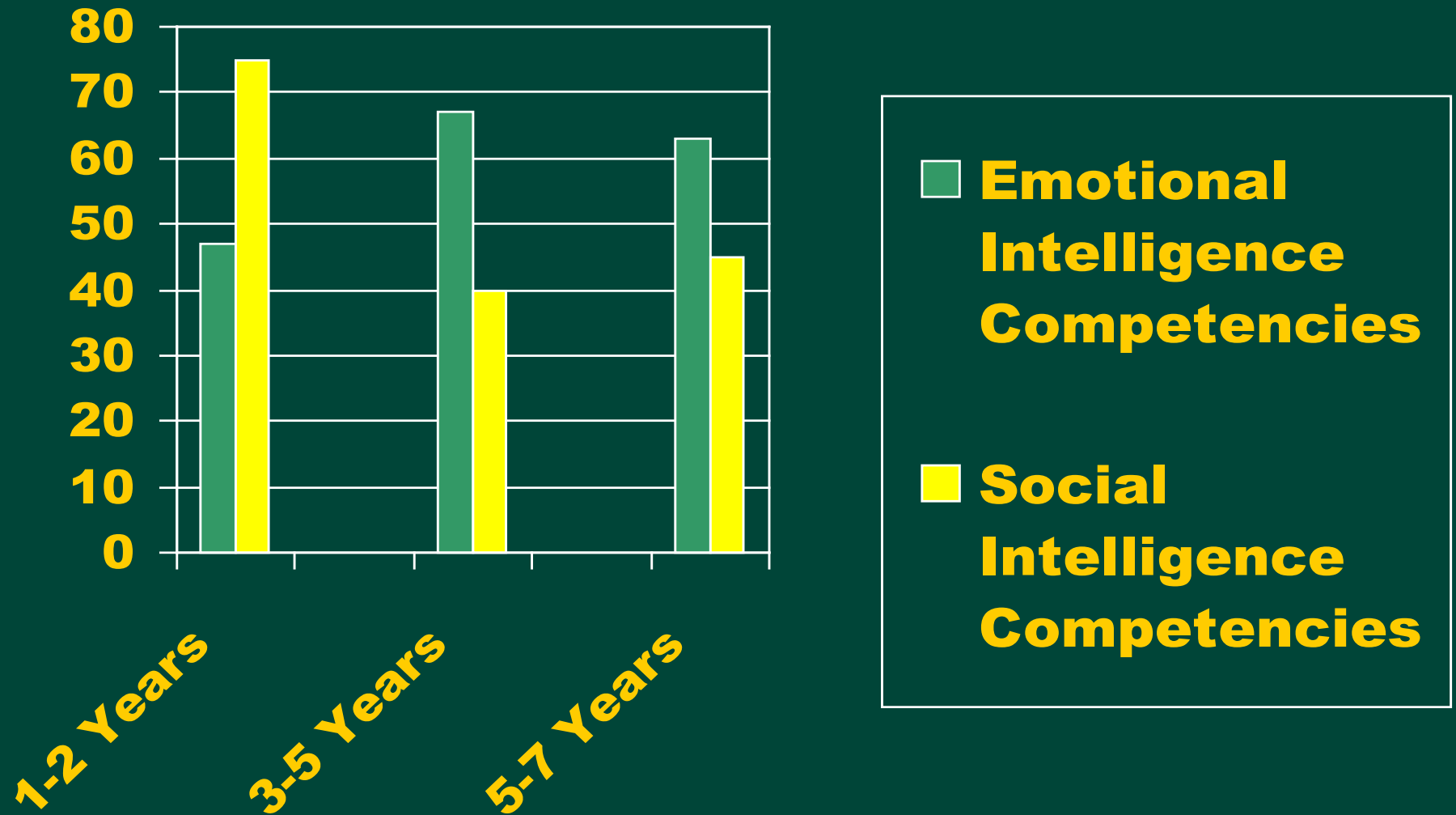


# **Emotional Intelligence Can Be Developed**

**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

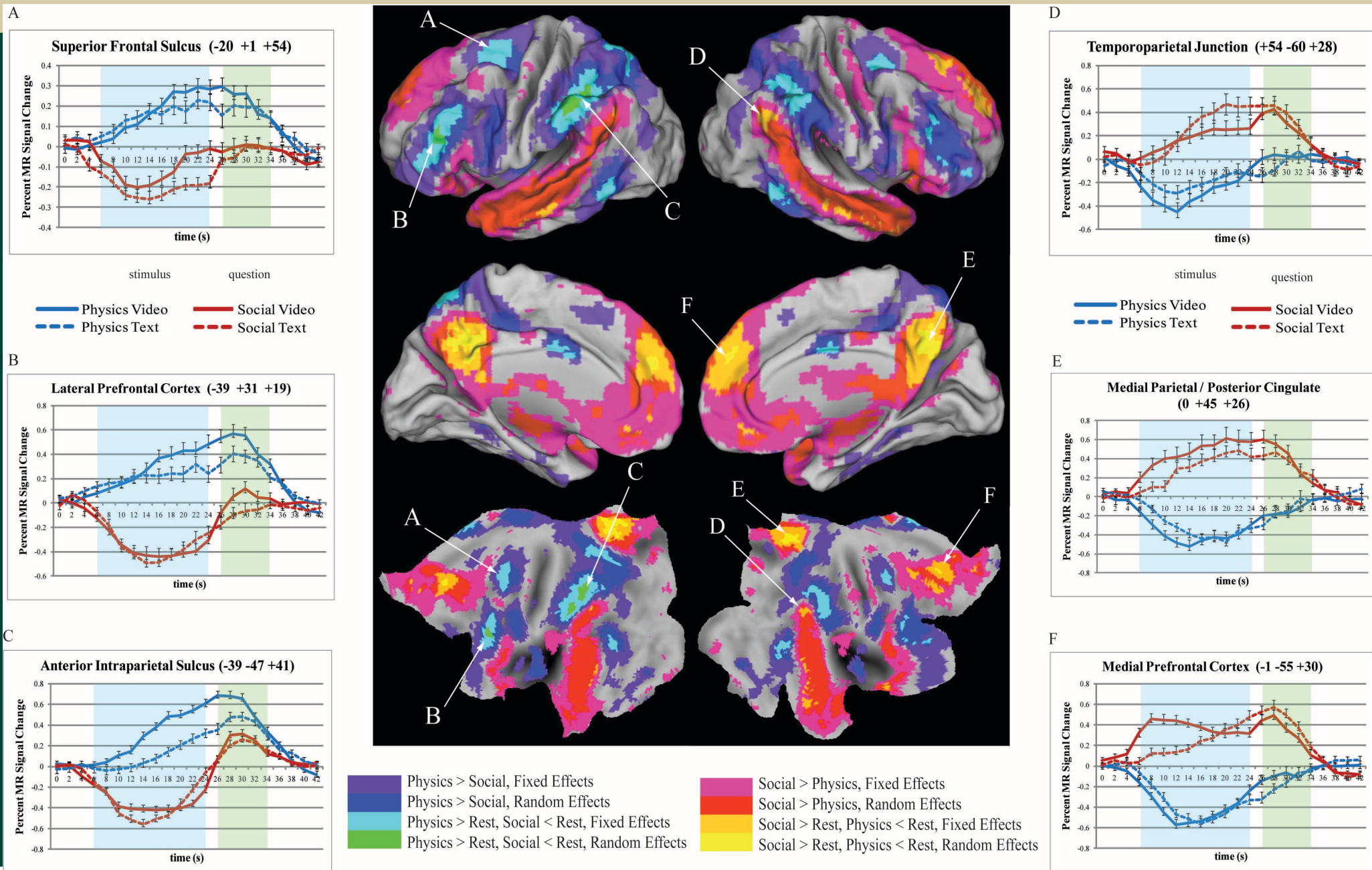




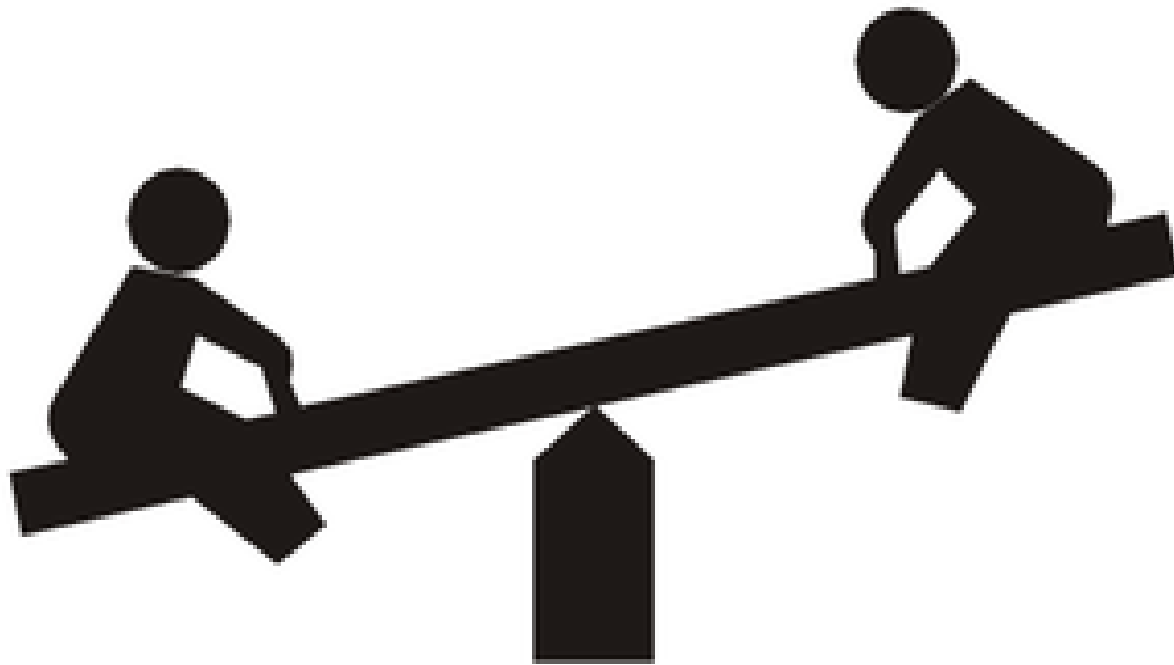
Anchoring coaching in vision matters, not just letting the coachee decide the agenda.

Anchoring coaching in resonant relationships because it pulls for compassion.

**Jack, A.I., Dawson, A.J., Begany, K.L., Leckie, R.L., Barry, K.P., Ciccio, A.H., & Snyder, A.Z. (2012). fMRI reveals reciprocal inhibition between social and physical cognitive domains. *Neuroimage*, 66C, 385-401.**



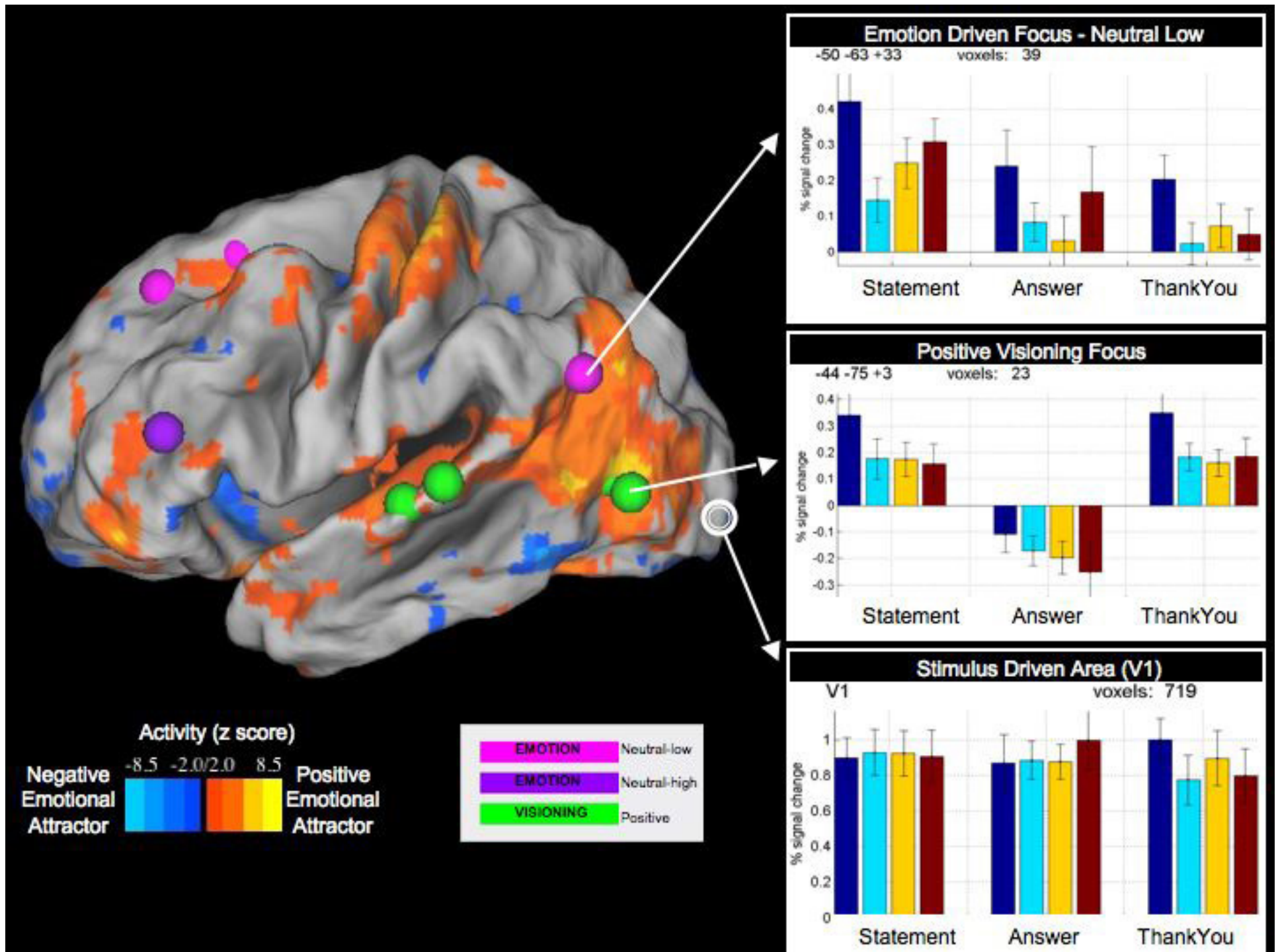
# *The Battle in Your Brain*



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

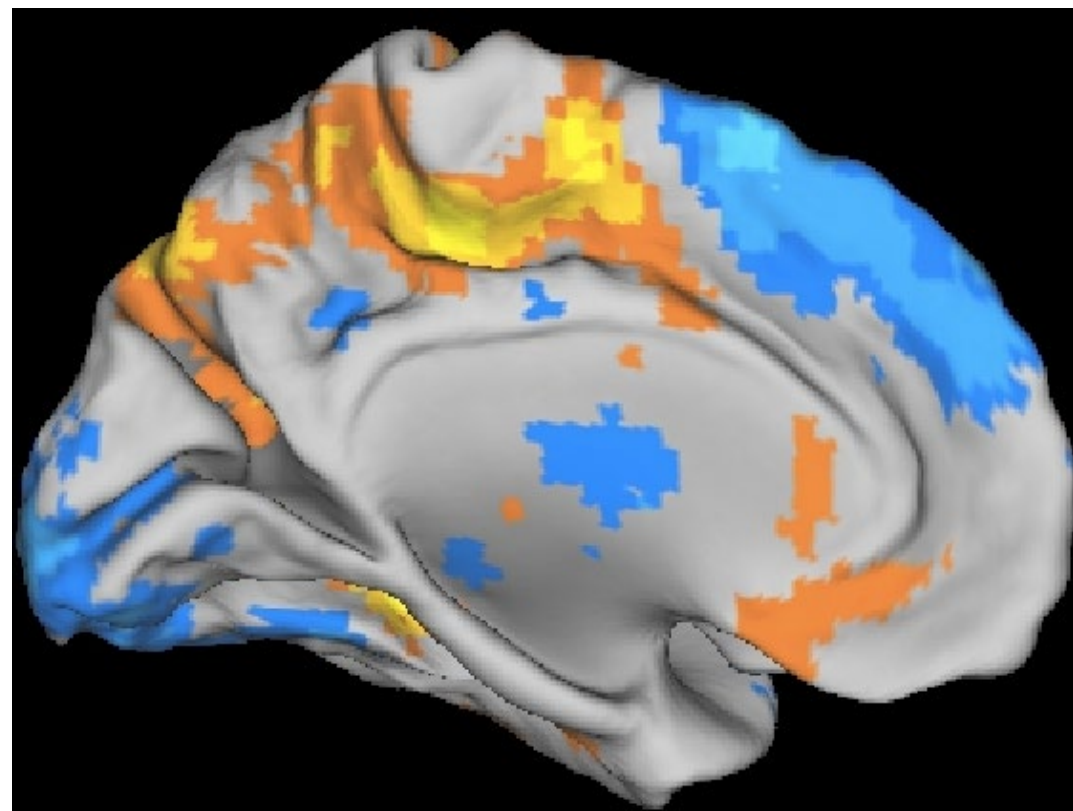
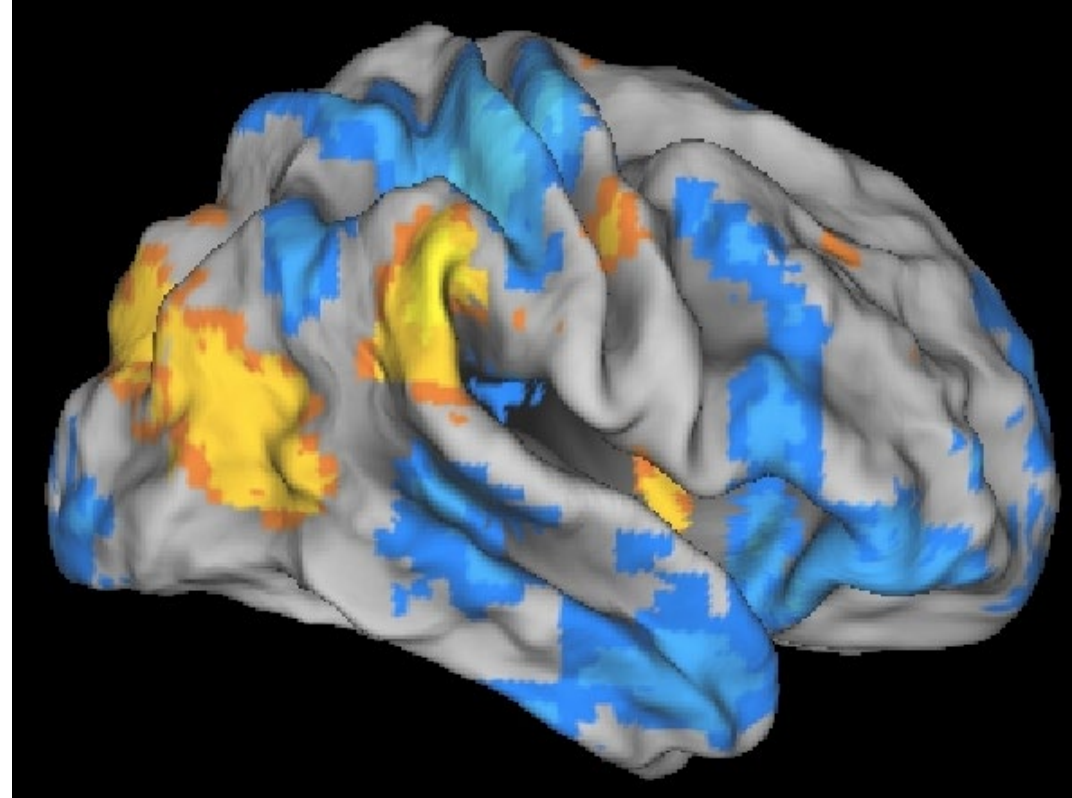
Jack, A., Boyatzis, R.E., Khawaja, M., Passarelli, A., M. & Leckie, R. (2013). Visioning in the brain: an fMRI Study of inspirational coaching and Mentoring. *Social Neuroscience*. 8(4). 369-384.

- ◆ 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/>

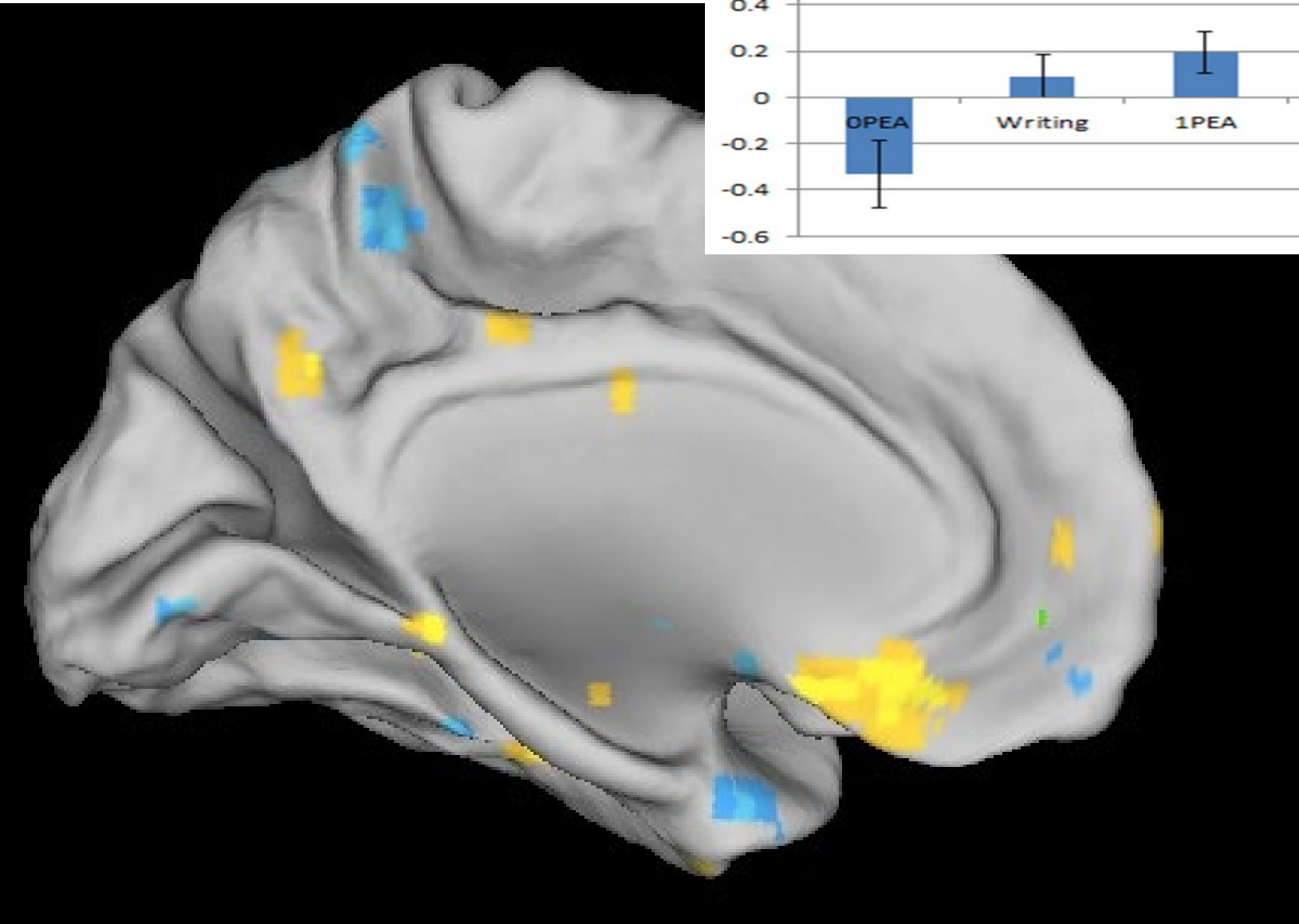
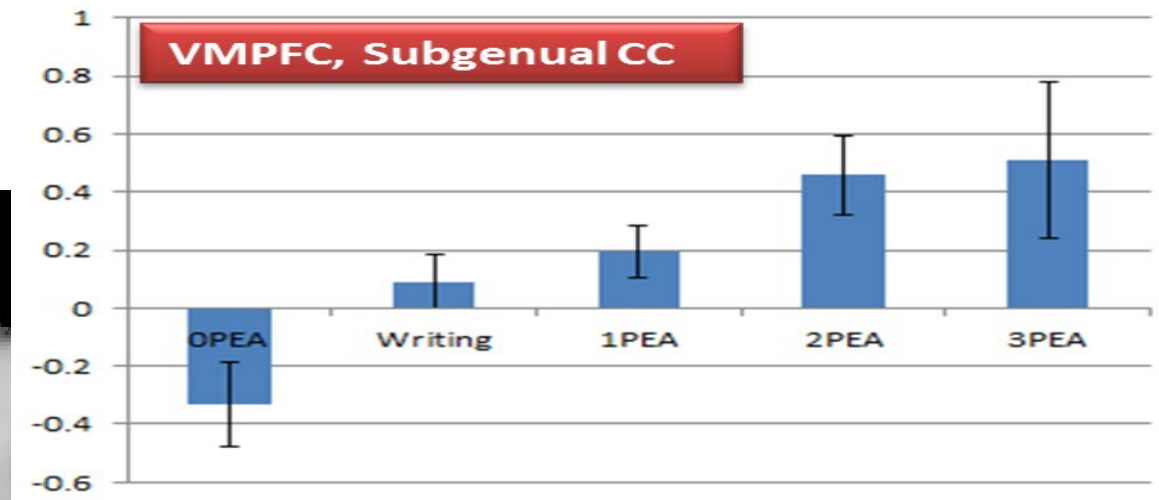




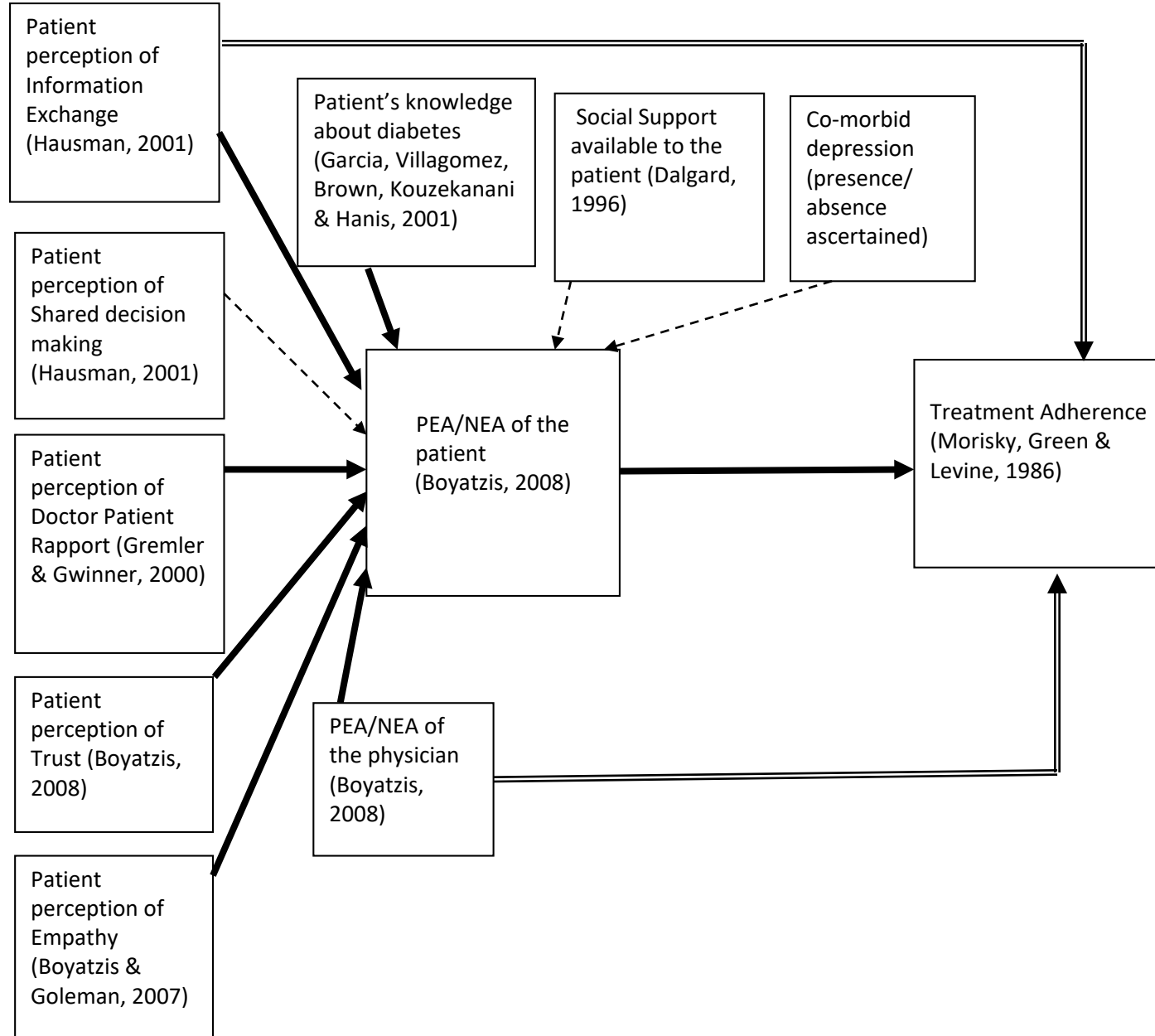
PEA-NEA  
replicated  
(50 rather  
than 20  
participants)



# 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





# *The Power of a Personal Vision: Dreams, Not Just Goals*



The Ideal Self

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

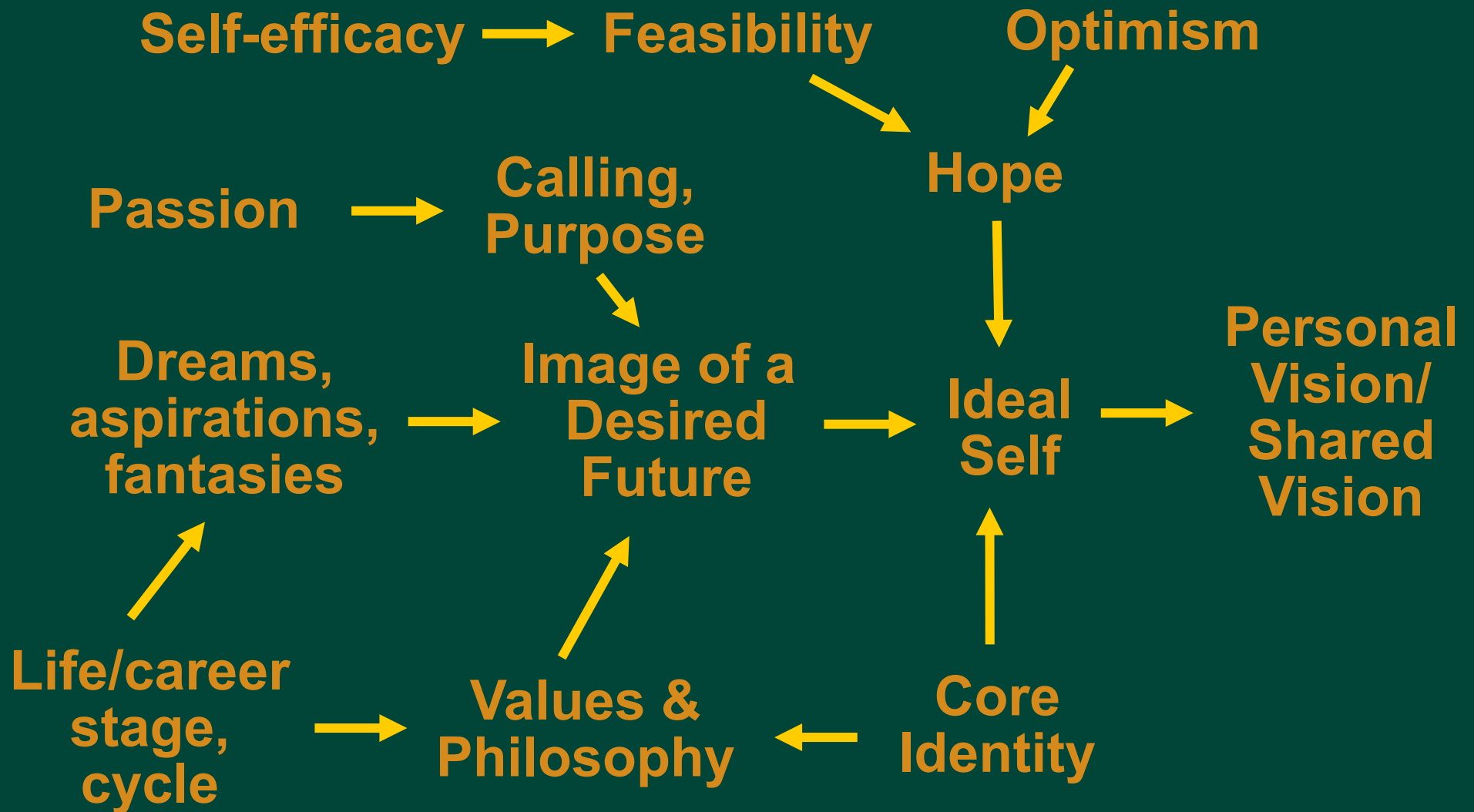
**Awakening the Desire To Change:**  
**Finding Purpose and Meaning**  
**Breaking from the Ought Self**

# The Ideal Self ...

## Catching your dreams and engaging your passion

- ◆ The power of positive imaging and visioning
- ◆ But we often skip over formulating the Ideal Self image in development or education and become anesthetized to our own ideal and dreams
- ◆ Emily's, Darryl's and Amy's stories
- ◆ We cannot inspire this passion in others without engaging it ourselves

# The Ideal Self



# The Impact of Shared Vision

- Successful mergers and acquisitions (Clayton, 2009)
- Family business financial success over time (Neff, 2011)
- Family business development of next generation leaders (Miller, 2014)
- Daughter succession in family businesses (Overbeke, 2009)
- Higher engagement of knowledge works in teams (Mahon, 2010)
- Effectiveness of physician leaders (Quinn, 2013)
- Effectiveness of IT managers (Pittenger, 2012)
- Coaches improving leader performance (Van Oosten, 2013)
- Increased treatment adherence of Type II Diabetics (Khawaja, 2010)
- Effectiveness of Community College Presidents (Babu, 2016)
- Product Innovation in high tech (Kendall, 2016)
- Managers mentoring and coaching subordinates effectively (Docherty, 2019)
- Engagement of engineers in a large manufacturing company (Boyatzis, Rockford and Cavanaugh, 2018)

Think back to the people who helped you the most exercise

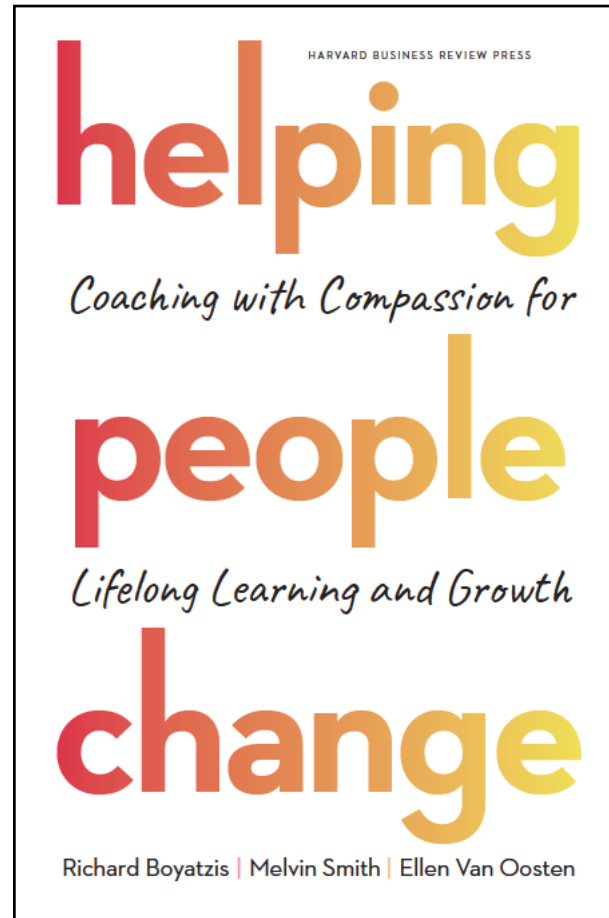
How do you feel just thinking about them and those moments?

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?

**Our new book:**



from Harvard Business Review Press pre-order on [Amazon.com](https://www.amazon.com/Helping-People-Change-Coaching-Compassion/dp/1633696561/) at  
<https://www.amazon.com/Helping-People-Change-Coaching-Compassion/dp/1633696561/>

# Competencies of Coaches

- To date, no empirical study showing a full set of competencies of coaches that yield positive change in a coachee's ideal self (i.e., personal vision), real self (i.e., their behavior), or the quality of the coaching relationship
- According to one of the foundational research studies on competencies that created the competency movement in HRM, Boyatzis (1982) , a competency must be:
  - 1) empirically tested (i.e., validated) against performance or a desired outcome variable;
  - 2) it must specific behavior of a person; and
  - 3) it must distinguish outstanding or superior performers from average and poor performers in the research.

# Threats of Common Practices

- Wasted effort chasing the wrong behavior or competencies, often ones that are popular or perceived to be relevant according to the current culture or attitudes (i.e., fads), or chasing job tasks or perceived role consistent actions (i.e., creating conformity)
- Excluding groups based on value prejudices
- Institutionalizing mediocrity (Fallows, J. (1985). The case against credentialism. *Atlantic Monthly*, December, 49-67)



# Summary

	ICF	WABC*
actual competencies	4	5
job tasks	2	4
style/role	2	1
threshold competency	1	2
skills	2	0

\* Many of the listed so called competencies included numerous elements, some of which might have been actual competencies, but others were tasks or skills. Here they were classified as to the greatest number.

# Help with Coaching Competency Study

- First study of competencies of coaches assessed against client outcomes
- We need coaches to enroll in the study (ICF and CCE are assisting in recruitment) – you and your friends!
- We need:
  - About 1 hour and 5 minutes of your time completing surveys (and asking peers to complete a 360 on your behavior) *and*
  - 1-3 (or more) of your clients to spend 20 minutes completing several surveys near the beginning of your coaching relationship and again about a year later (can be done later than you completing the surveys)

If interested, for detailed description and Letter of Consent go to:

[https://cwru.az1.qualtrics.com/jfe/form/SV\\_1Cf1PX7ttwFFxNX](https://cwru.az1.qualtrics.com/jfe/form/SV_1Cf1PX7ttwFFxNX)

# 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