

# The Quest for Sustained, Desired Change from Individuals to Teams, Organizations to Communities

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**Efficient Language Coaching Global SL Family**  
February 1, 2025

# CHANGE

We need change to survive.

We feel ambivalent about change.

Useful, or sustained, desired change is a form of adaptation and innovation.

Adaptation and innovation requires diversity of thought and perspective.

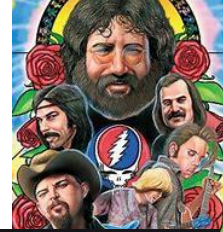
Adaptation and innovation requires being open to new ideas and others.

# Change is hard – Did you ever wonder why?

- Change is necessary for survival and growth.
- If it occurs, change is at best ephemeral.
- Improvement in behavior predictive of leadership, management and professional effectiveness is developed in above average MBA programs at about 2%, and in industry and government training about 11%.
- Retention of knowledge from a required MBA course is 6 1/2 weeks.
- Treatment adherence for every disease or surgical recovery studied is less than 50%.
- APA survey shows less than 20% of people achieve goals set in resolutions.
- 80% of organizational development efforts fail to reach objectives.

# **Intellectual Tapas**

**Did you ever wonder why  
the teams, organizations or communities  
in the following slides  
to the left of the blue lightning bolt are  
different from those to the right?**

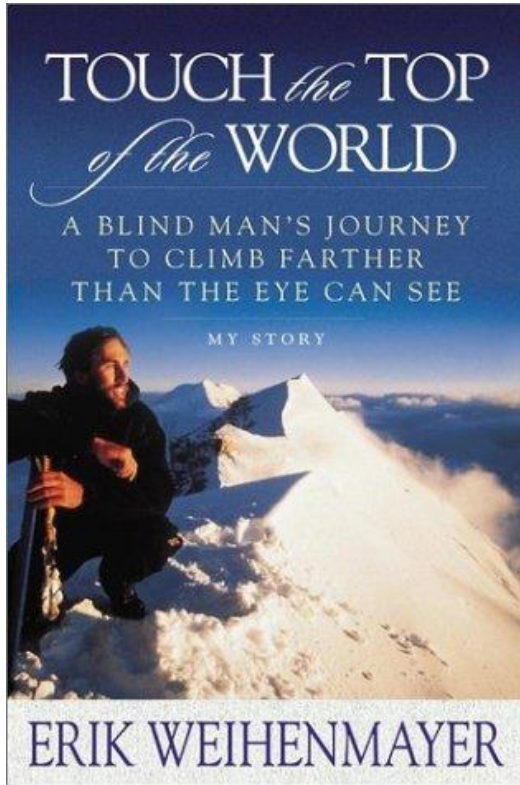


THE SUPREMES  
meet the supremes

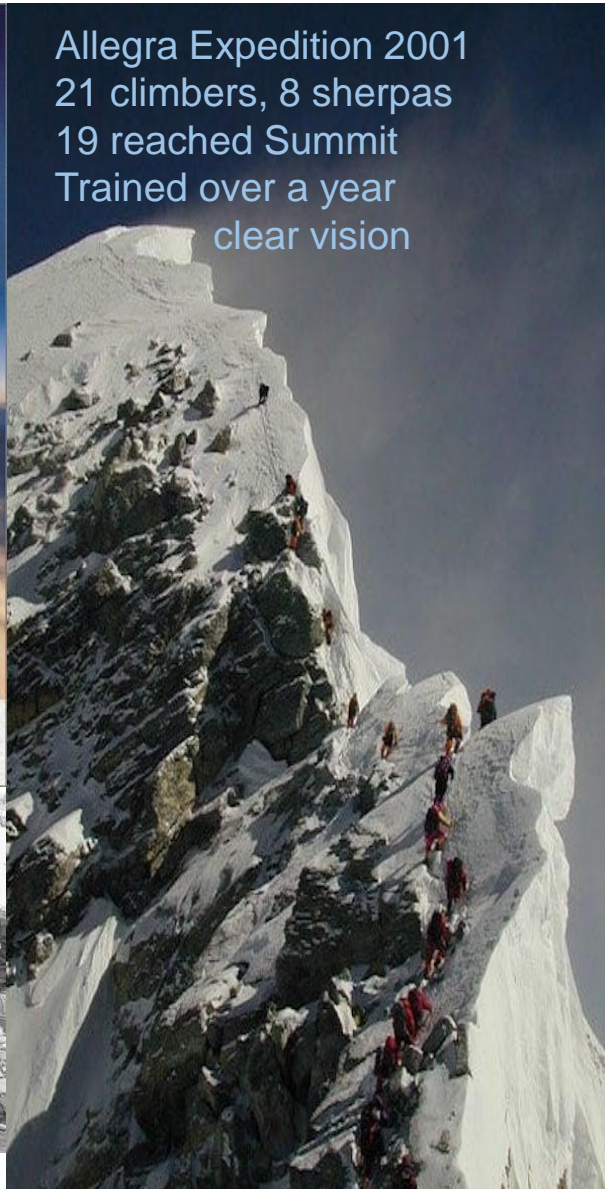


ORIGINAL  
ALBUM  
plus bonus  
singles

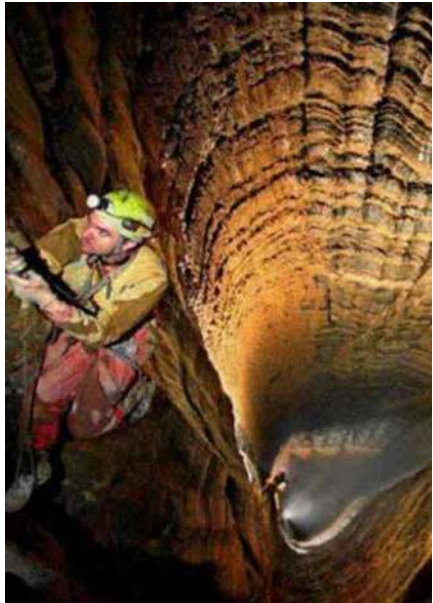




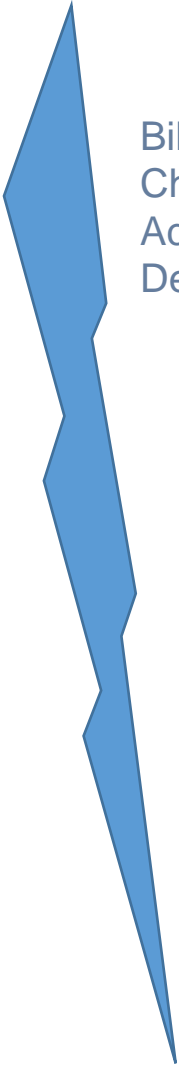
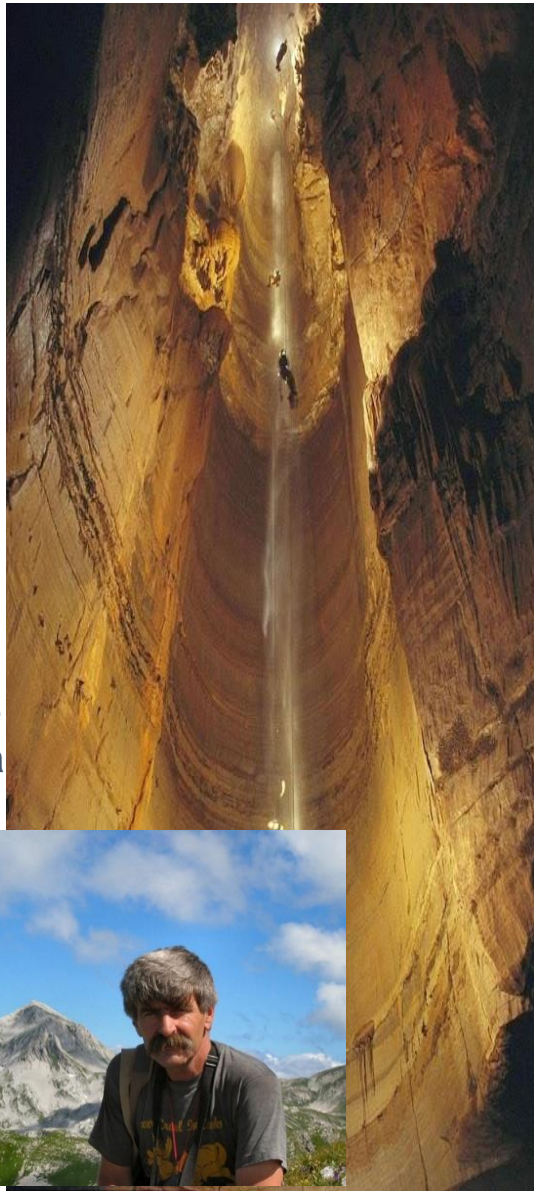
Allegra Expedition 2001  
21 climbers, 8 sherpas  
19 reached Summit  
Trained over a year  
clear vision



**Adventure Consultants 1996**  
**8 clients @ \$85,000**  
**15 climbers**  
**3 reached Summit**  
**2 clients & 2 guides died**  
**Many with frostbite**



Alexander Klimchouk & Krubera Deep Cavers  
7,188 ft, 2004, everyone made it safely: Abkhazia



Bill Stone  
Cheve Oaxaca  
Accidents & 1 death  
Deep breather



amazon.com

BLOCKBUSTER  
VIDEO

YMCA

BORDERS

N

SONY



SEARS



## Amsterdam and Netherlands

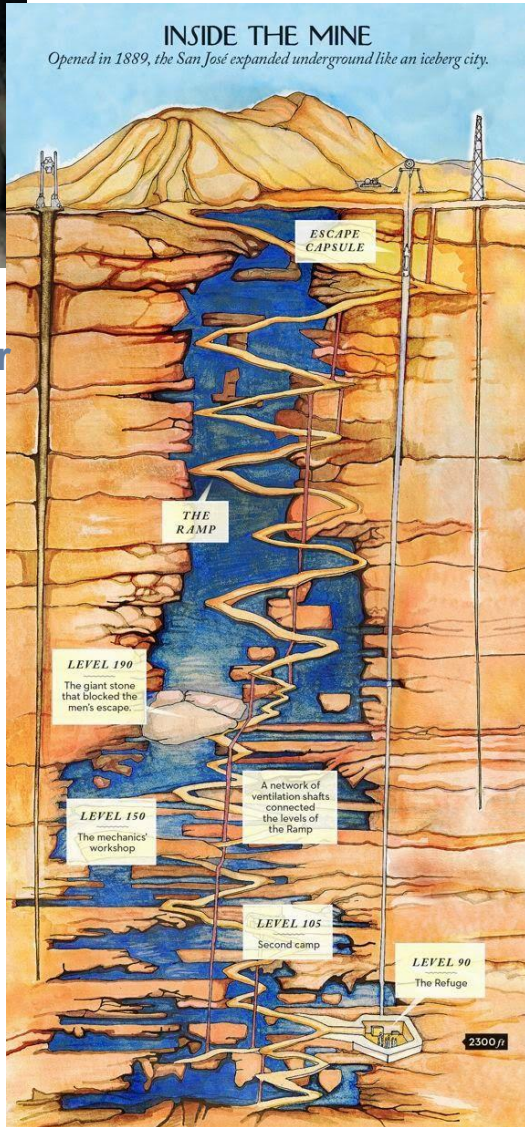


**Boston eliminating lanes  
in the middle of downtown**





Chilean mine disaster  
2010  
33 miners trapped  
below 2,000 ft  
69 days, all rescued  
safely



Deep Water Horizon  
Worst man-made  
environmental  
Disaster;  
Hurricane  
Katrina—  
New Orleans





Iceland  
~100% renewable  
energy



UK  
~40% renewable  
energy



# Let's Start with Primary Processes

- Who helped you the most in your life become who you are?
- Remembering a moment in which you learned something from that person, what were they saying or doing?

# Two Attractors

## Positive Emotional Attractor

Neuro-endocrine PNS Arousal, Empathic  
Network

Affect

Positive

Ideal Self

Possibilities, dreams  
optimism, hope

Real Self

Strengths

Lrng Agenda

Excited about trying

Experiment/  
Practice

novelty, experiments,  
Practice to mastery

Relationships

Resonant

## Negative Emotional Attractor

SNS arousal, Analytic Network

Negative

Problems, expectations,  
pessimism, fear

Weaknesses

Should do, performance  
improvement plan

Actions expected, things you  
are supposed to do

Dissonant or annoying

# Distinctive Features of ICT

- Uses complexity theory to acknowledge discontinuities and non-linear dynamics of change which often appear as power curves (not often gradual). Emergence is invoked by tipping points.
- Most energizing and motivating river of change is a vision (ideal self, purpose, dream, and shared vision in collectives) which invokes hope. It is not goals, problems or plans, nor the real self-ideal self discrepancy. It is the big picture, the why, the possible (not the probable).
- Tipping points are a mind-body conspiracy. Stress (SNS) causes cognitive, emotional, and perceptual impairment. Renewal (PNS) is the only antidote. TPN allows focus and analytic thinking. DMN allows openness to new ideas, people and emotions. Positive and negative emotions are a third axis. They form the psychophysiology of the Positive and Negative Emotional Attractors. Each of these poles are antagonistic.
- A tipping is needed to move to the next phase and to energize conditions within a phase for openness to change, to the sustainability of change. A person and our collectives need brief episodes of PEA to continue a change process. Rhythms of change are likely non-linear.
- ICT is a multi-level, fractal theory of change.
- Cross level transmission of emotions and information is through resonant leadership and social identity groups. Sustainable change requires change at multiple levels (i.e., at levels above and below the focal level). Swarming, as well as inclusiveness and adaptability are often a key to sustained, change while rational, analytic planning is not.

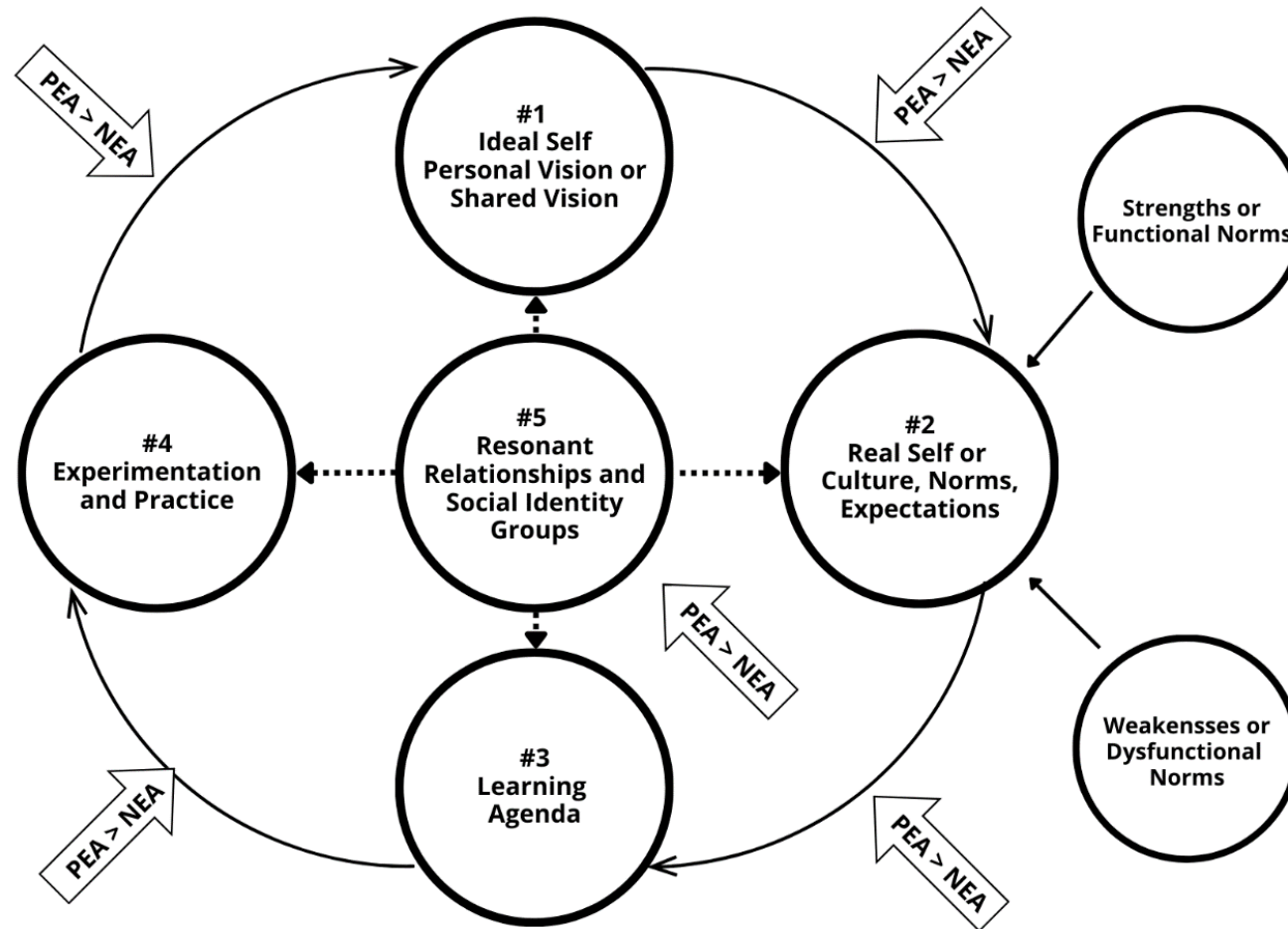
# The Ten Principles of Intentional Change Theory

(Boyatzis, The Science of Change, 2024)

1. The first phase of ICT is the driver of sustained, desired change -- the Ideal Self, or personal vision and at the collective levels, a shared vision.
2. Being in the PEA allows a person or human system to be open to new ideas, scanning their environment, other people and emotions. It is a tipping point into the next phase of Intentional Change Theory. The psychophysiological states called the Positive Emotional Attractor and Negative Emotional Attractor are described with three axes: (1) Parasympathetic versus Sympathetic Nervous System arousal; (2) neural activation of the Default Mode versus Task Positive Networks; and (3) positive versus negative affect.
3. Sustained, desired change in humans and human systems is most often discontinuous and non-linear.
4. The second phase of ICT is realization of the Real Self. At the individual level, this is one's strengths and weaknesses relative to their Ideal Self. In human collectives, it is the norms, values and culture of the specific human system that are strengths or weaknesses relative to their shared vision.
5. The third phase of ICT is articulation of a learning agenda and plan to use one's strengths to move closer to the Ideal Self while possibly working on developing 1-2 weaknesses. Collectively, it is a shared learning agenda and plan. For best progress and sustainable effort, the weaknesses chosen should be closest to the tipping point into becoming strengths.
6. The fourth phase of ICT is the sequence of repeated experimentation with the new feelings, thoughts, attitudes, or behavior and then moving into repeated practice to the point of mastery (beyond the point of comfort).
7. The fifth phase of ICT is the establishment and maintenance of resonant relationships.
8. As a fractal theory, ICT describes sustained, desired change at all levels of human endeavor from individual to dyads, teams, organizations, communities, countries and global processes.
9. Resonant leadership relationships facilitate moving information and emotions within and across levels of human systems facilitating sustained, desired change.
10. Social identity groups facilitate the enduring quality of sustained, desired change by helping or hindering progress toward one's Ideal Self (vision) or a group's shared vision and moving information and emotions within and across levels of human systems facilitating sustained, desired change.

# The Process of Intentional Change Theory

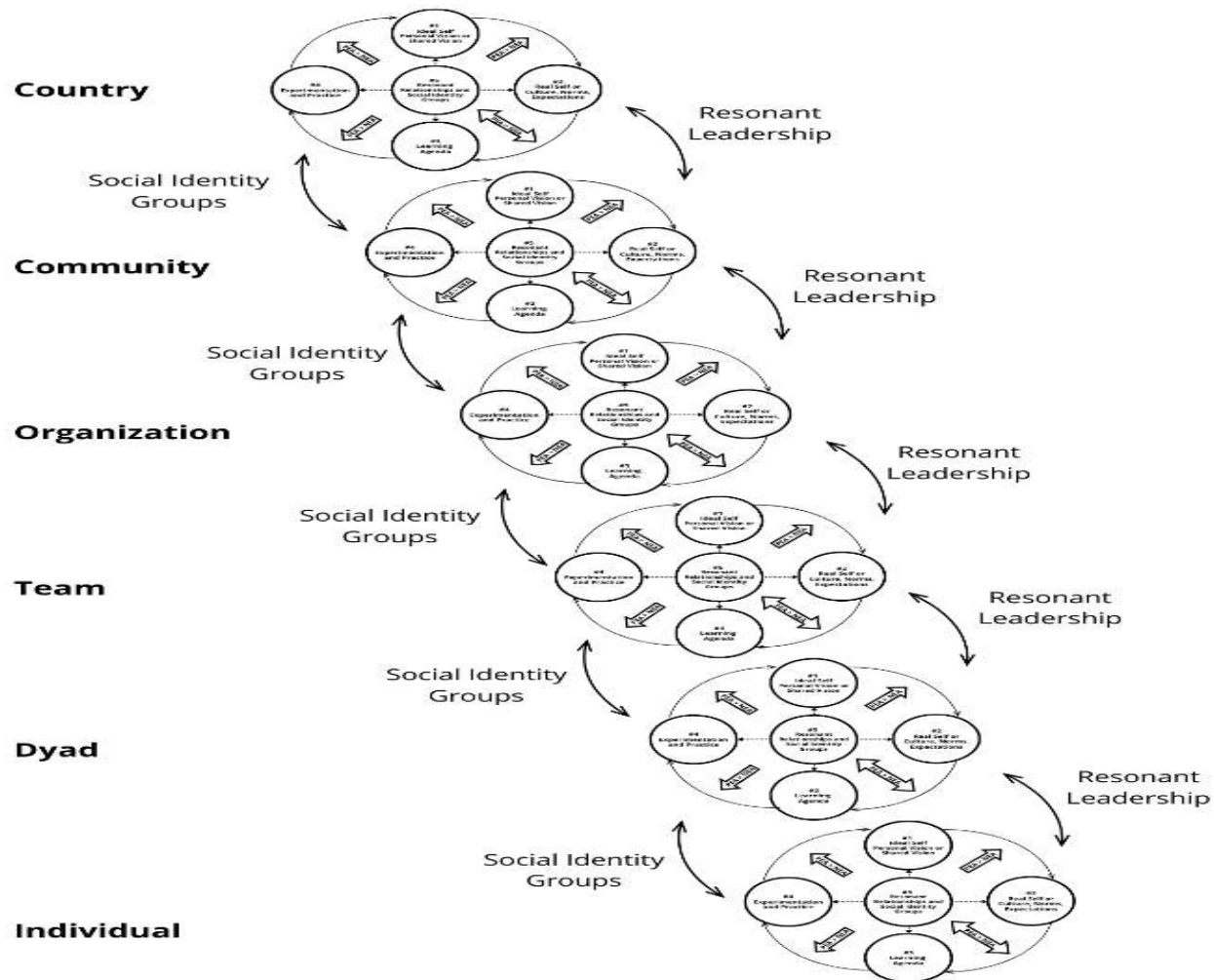
(Boyatzis, The Science of Change, 2024)





# The Multi-Level, Fractals of Intentional Change Theory

(Boyatzis, The Science of Change, 2024)



Conversations that Inspire Learning & Change

Coaching with Compassion

(to the PEA)

vs

Coaching for Compliance

(to the NEA)

**Ideal Self – Shared Vision, Not Goals, Not Problems, Not Discrepancies Motivate Sustained Change**

“If you want to build a ship, don't herd people together to collect wood and assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

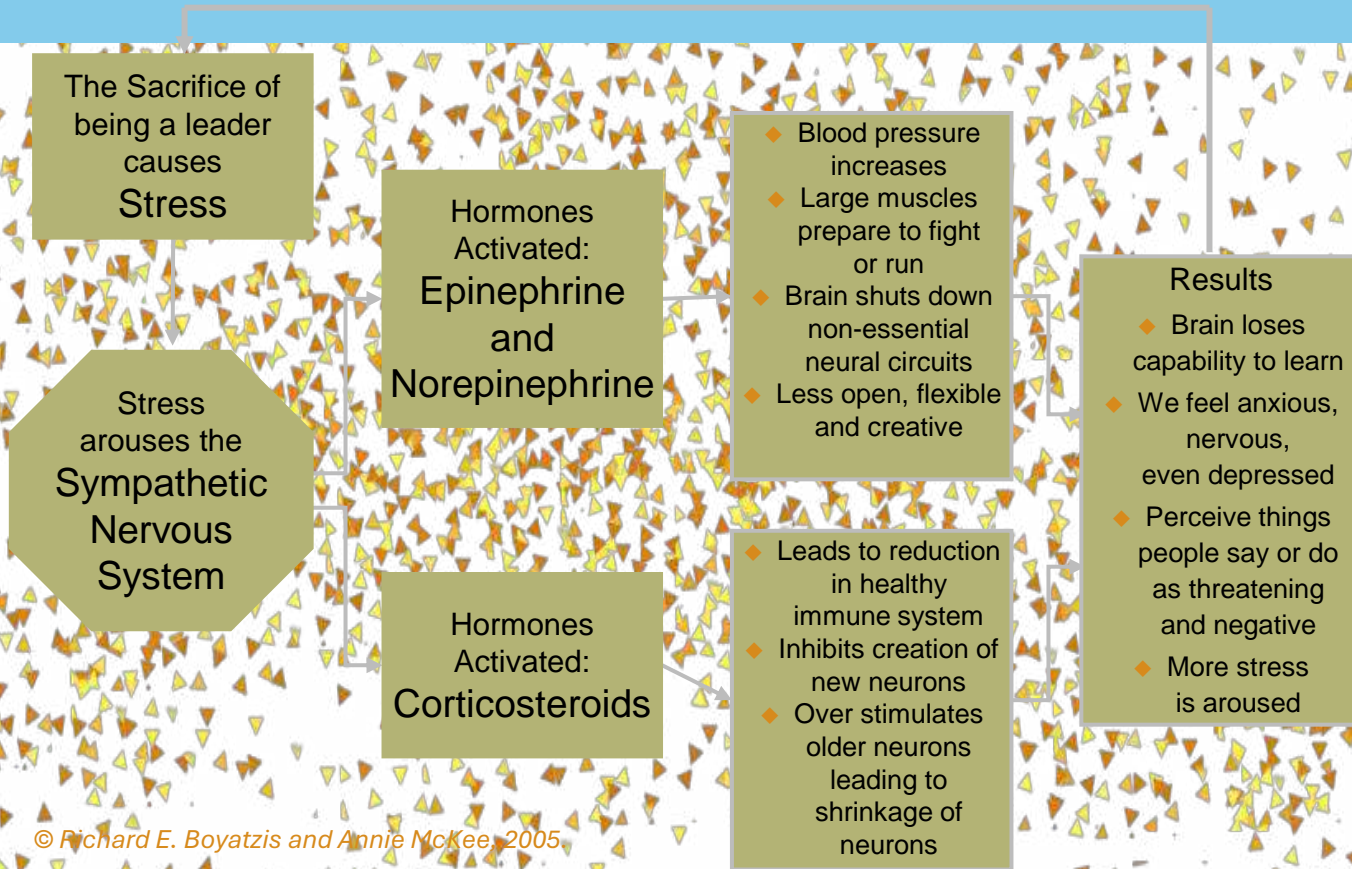
Antoine de Saint Exupery

# Swarming via Emotions Contagion

- We are 'wired' to pick up unconscious emotions from one another.
- People self-organize and get motivated via swarming not rational, strategic planning.
- Resonant leaders and Demagogues capture hearts and minds of others in this way.

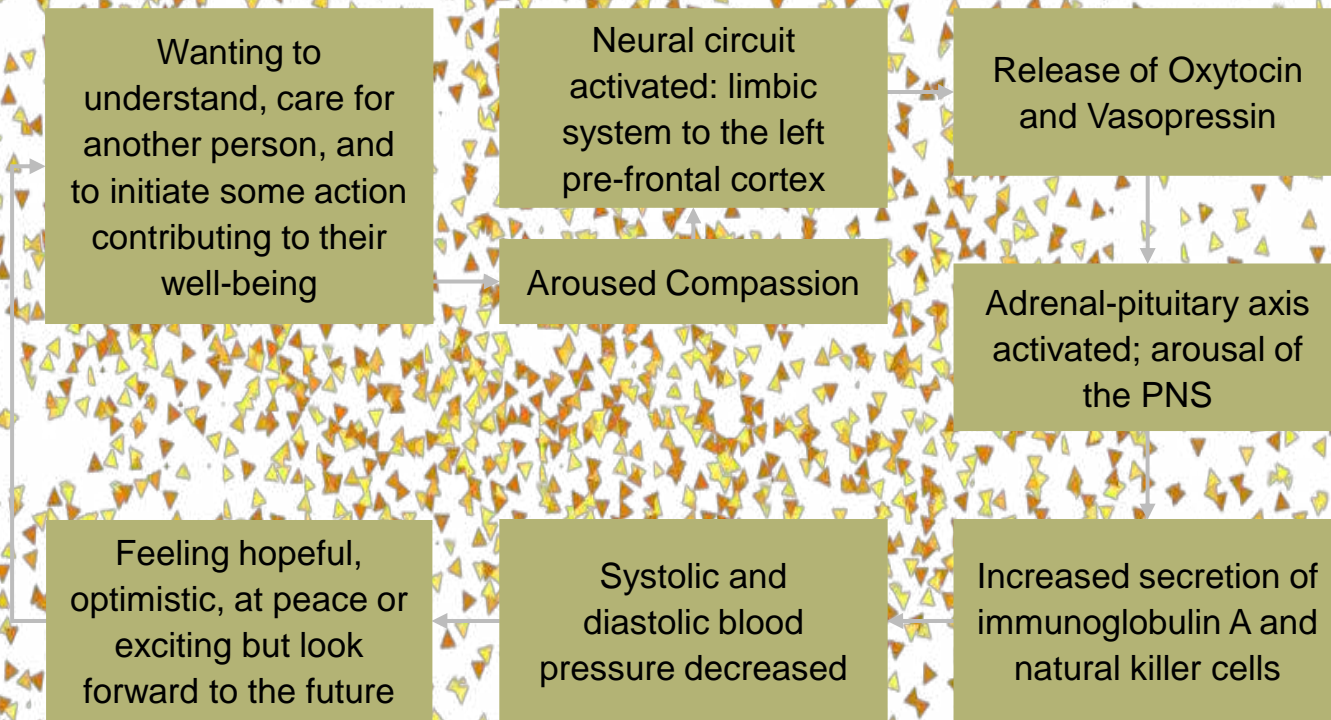


# The Sacrifice Syndrome

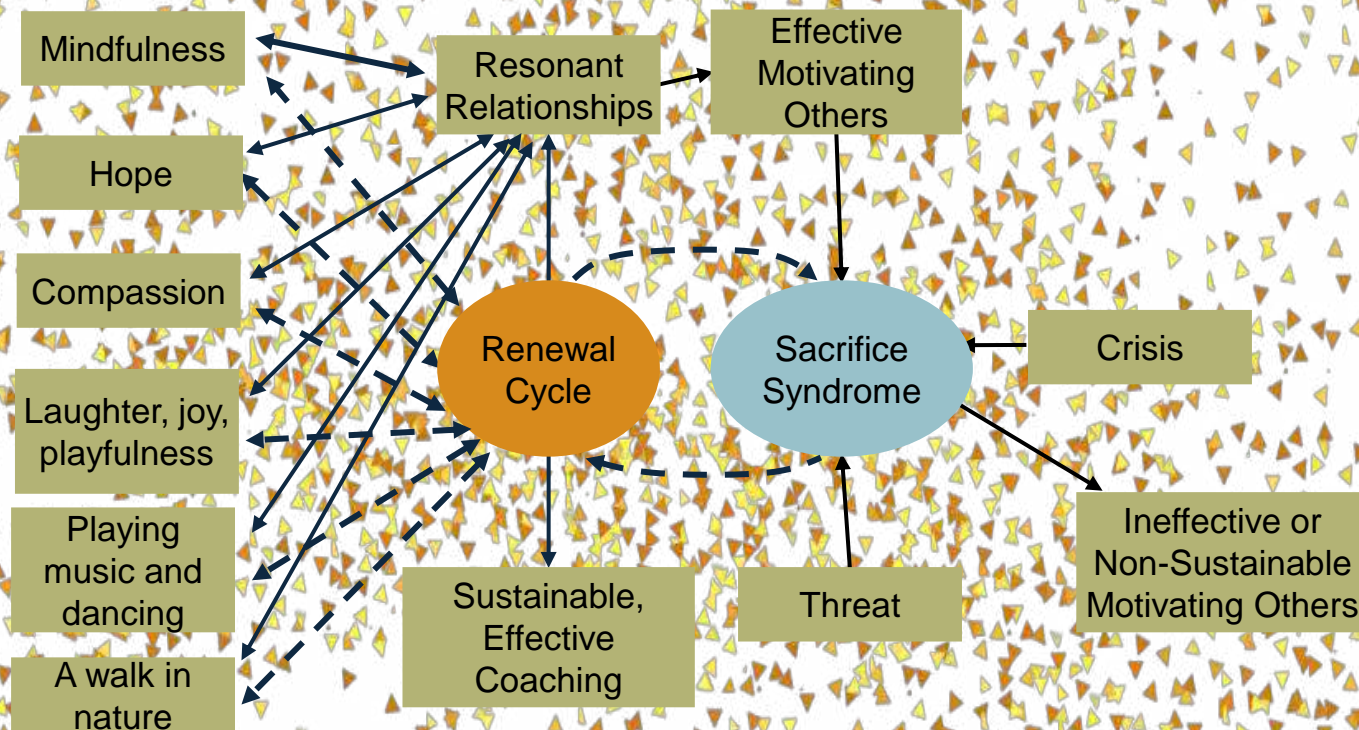


© Richard E. Boyatzis and Annie McKee, 2005.

## Renewal: Engaging the Parasympathetic Nervous System



# The Cycle of Sacrifice and Renewal

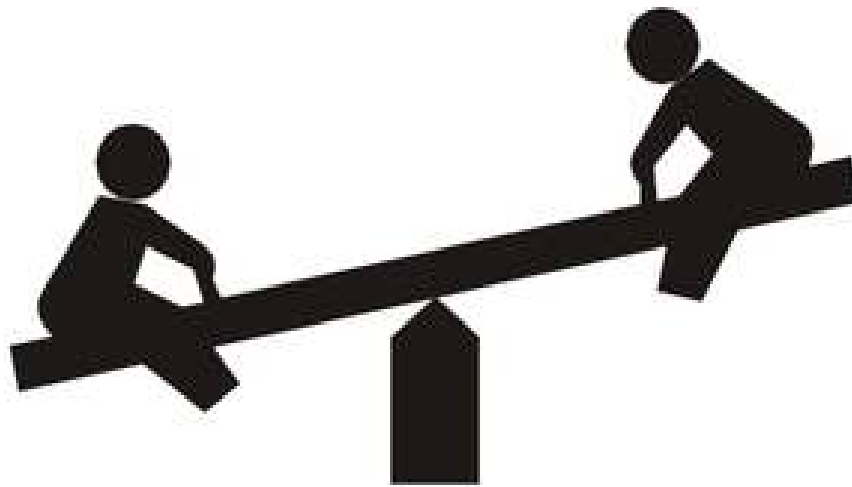


© Richard E. Boyatzis, 2022



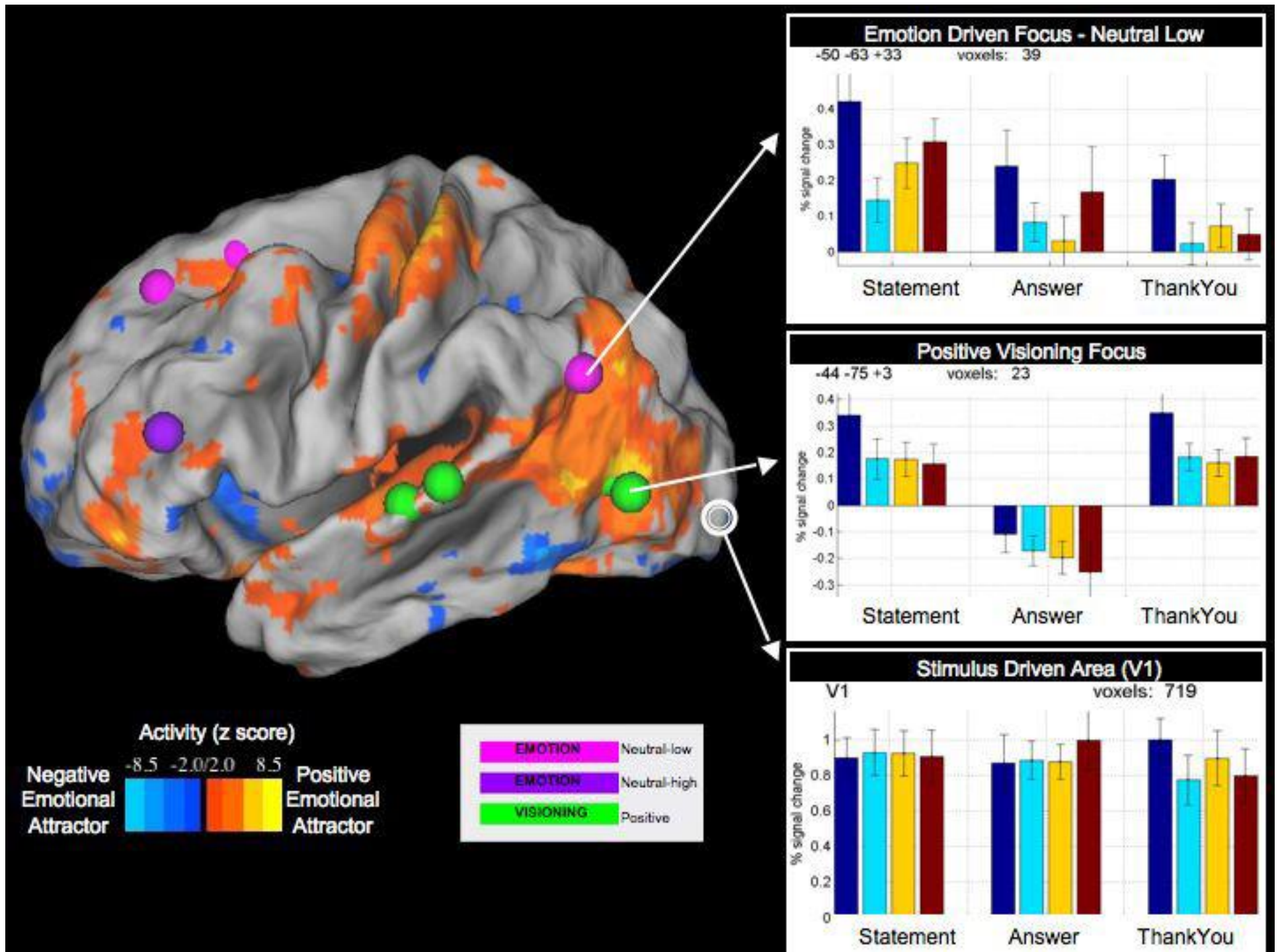


# See-saw

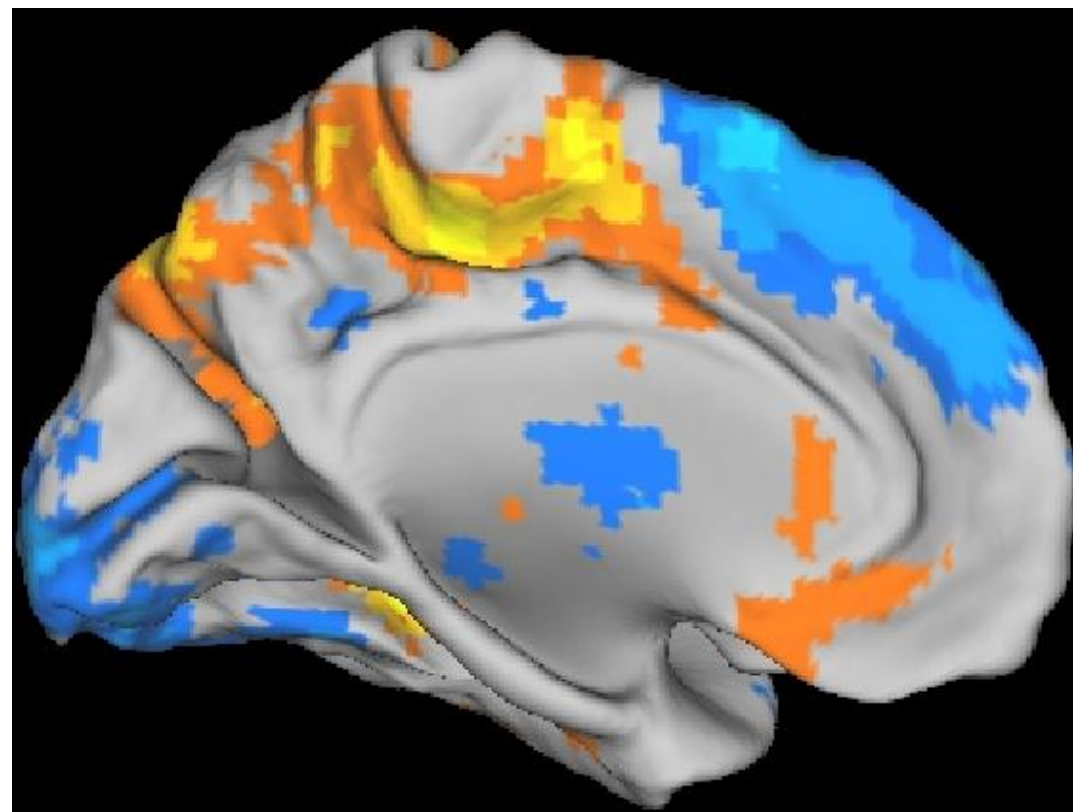
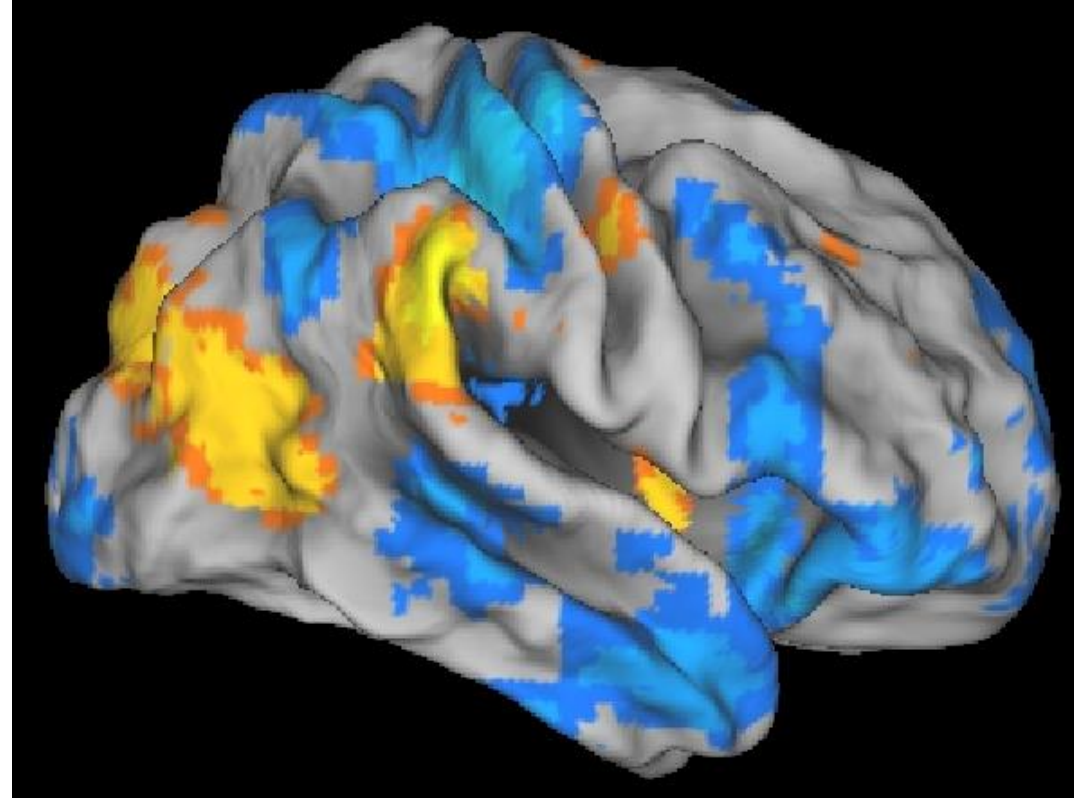


# Coaching, Motivating, and Inspiring with Compassion to the PEA vs Coaching for Compliance to the NEA

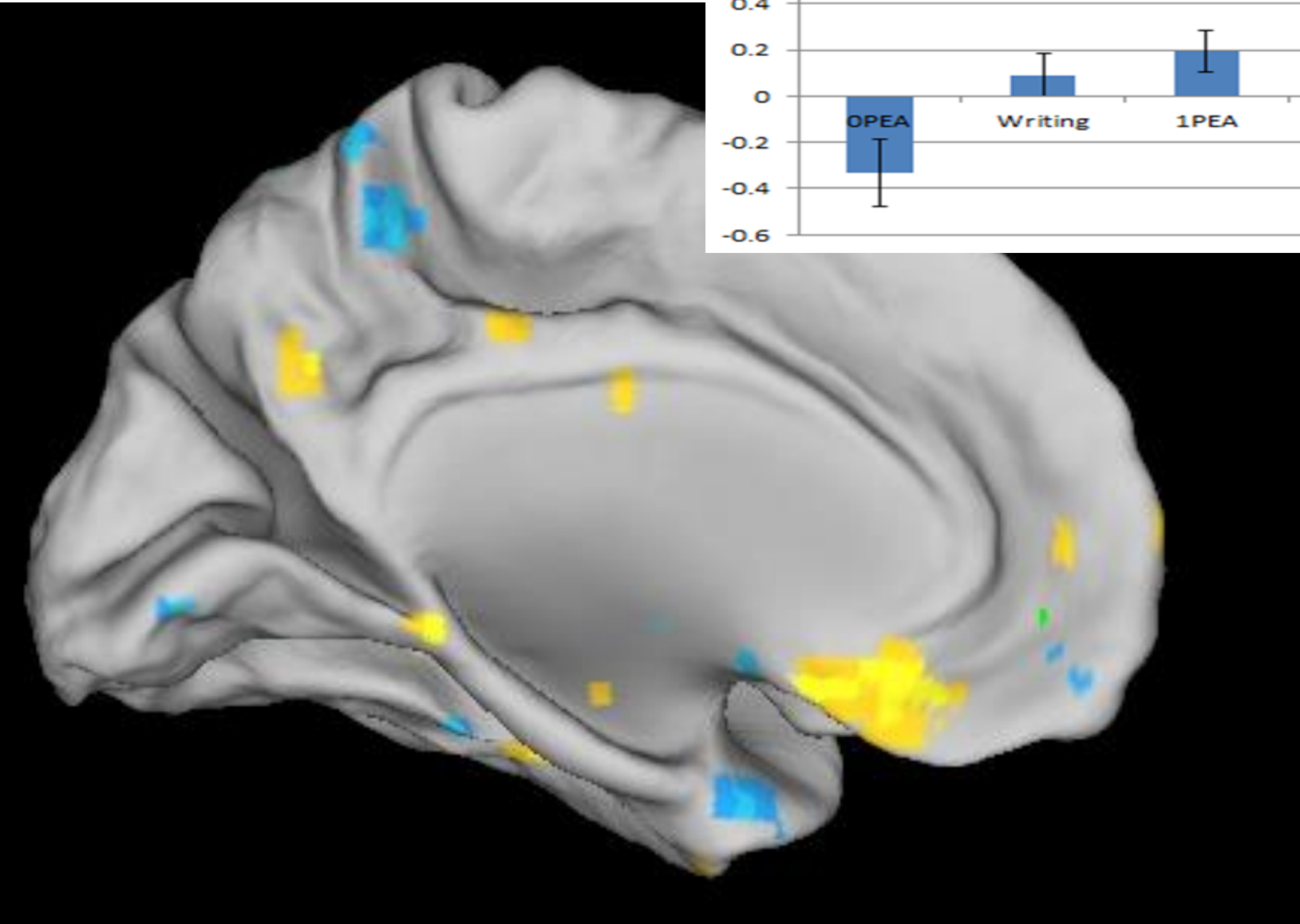
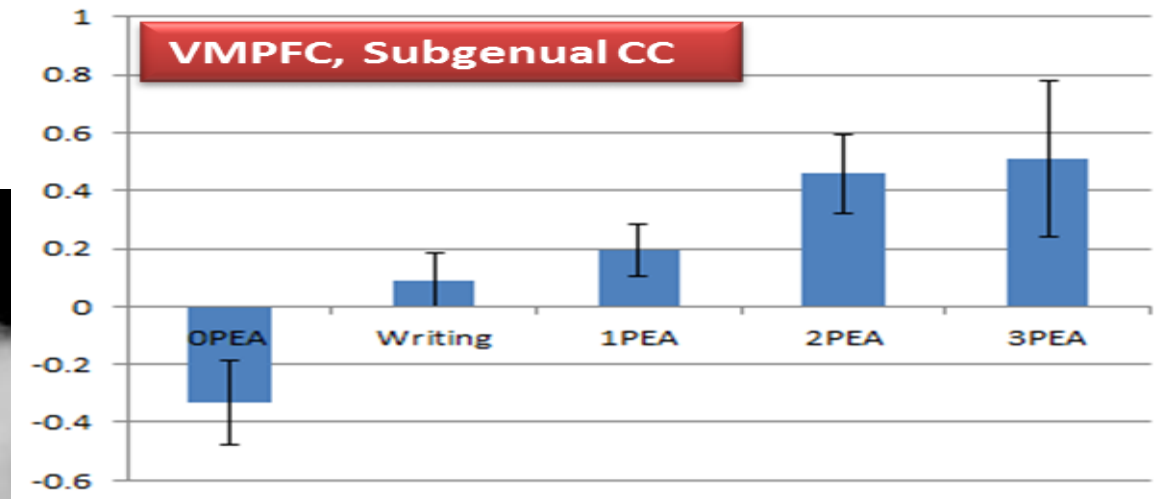
- Jack, A., Boyatzis, R.E., Khawaja, M., Passarelli, A.,M. & Leckie, R. (2013). Visioning in the brain: an fMRI Study of inspirational coaching and Mentoring. *Social Neuroscience*. 8(4). 369-384.
- Jack AI, Passarelli AM and Boyatzis RE (2023). When fixing problems kills personal development: fMRI reveals conflict between Real and Ideal selves. *Frontiers in Human Neuroscience*. 17:1128209. doi: 10.3389/fnhum.2023.1128209
- 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



Anchoring motivating and inspiring others in vision, not just letting the other person decide the agenda.

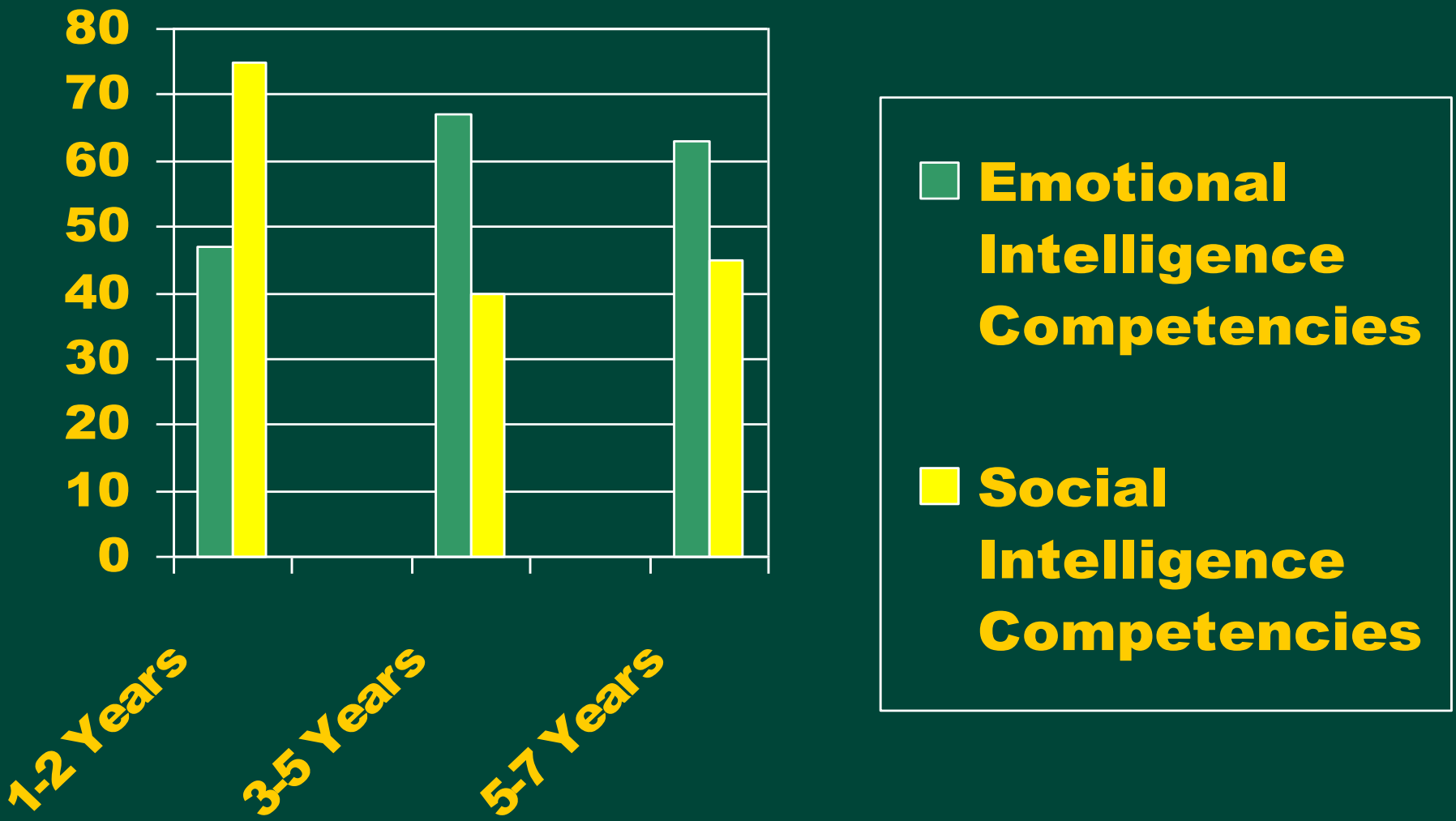
Anchoring in resonant relationships because it pulls for compassion.

# Emotional Intelligence Can Be Developed

**Results from 33 longitudinal studies at the Weatherhead School of Management of 25-35 year old managers.**

**And 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.**

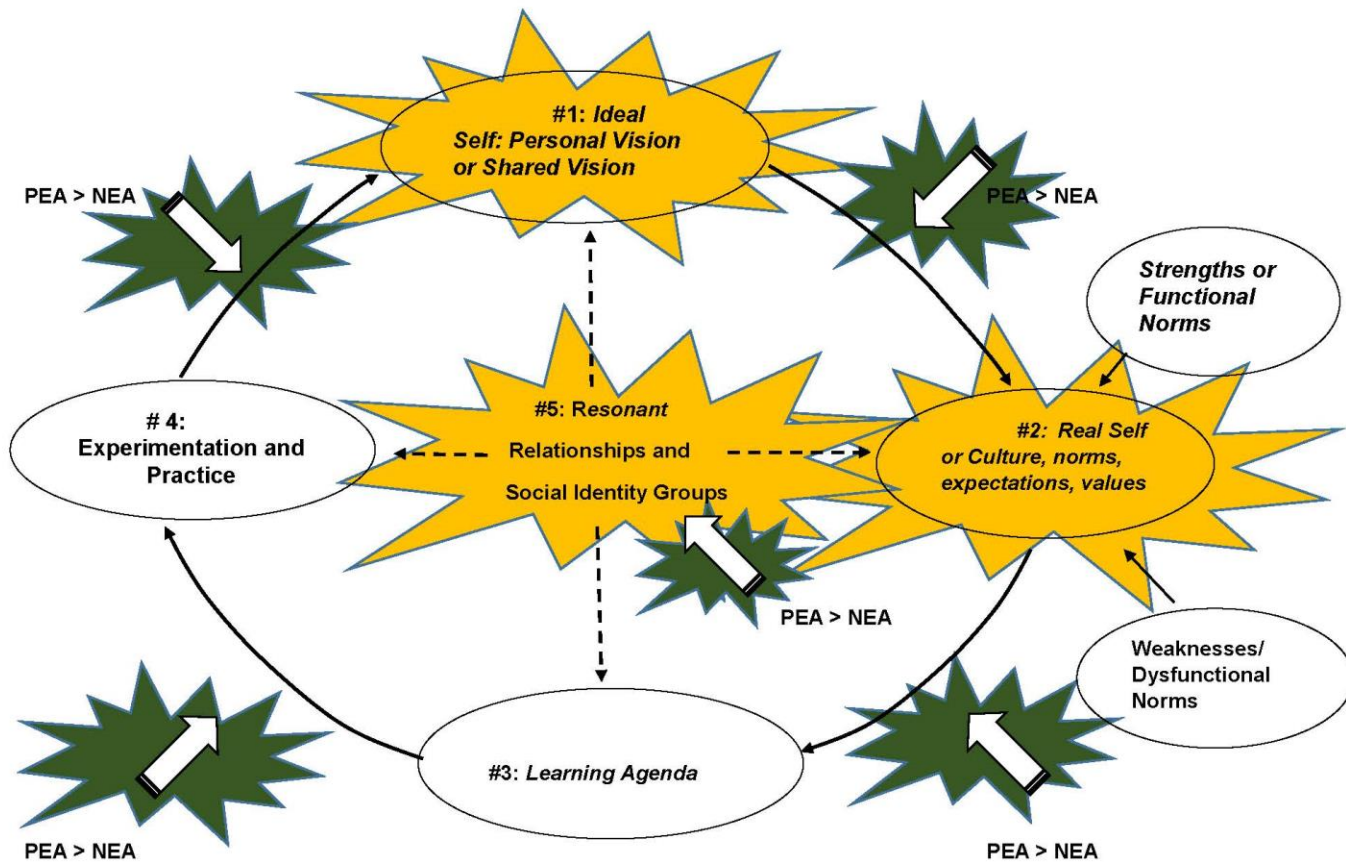
# Sustainable Percentage Improvement of EI/SI





# 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



## **The Real Self– Current Culture**

**How others experience us and our collectives...**

**Faux Self**

**Hostage to Ought Selves**

**Ego Defense Mechanisms**

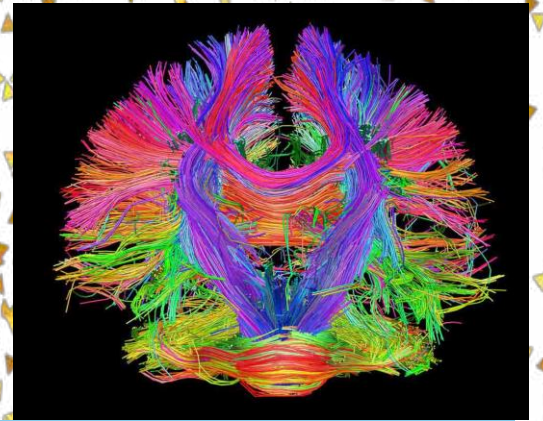
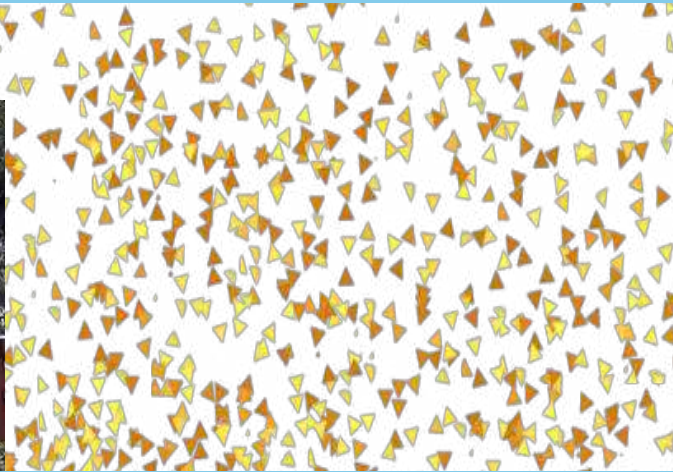


**Pygmalion and Placebo Effects**

**Lake Wobegon and Business Week survey**

**Freud and Diogenes walk into a bar...**

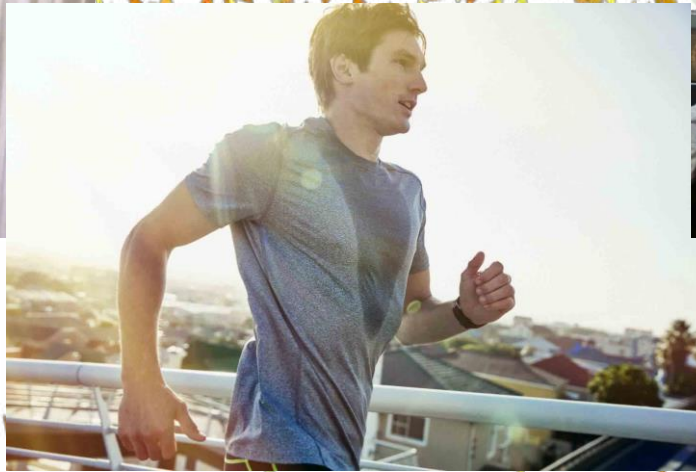
# Learning Agenda



- **Frontoparietal Control Network (FPCN)**
- **Planning *is* practice. Visualizing *is* planning.**
- **The role and timing of goal setting.**
- **Organizations should develop a culture of development to complement a culture of performance.**

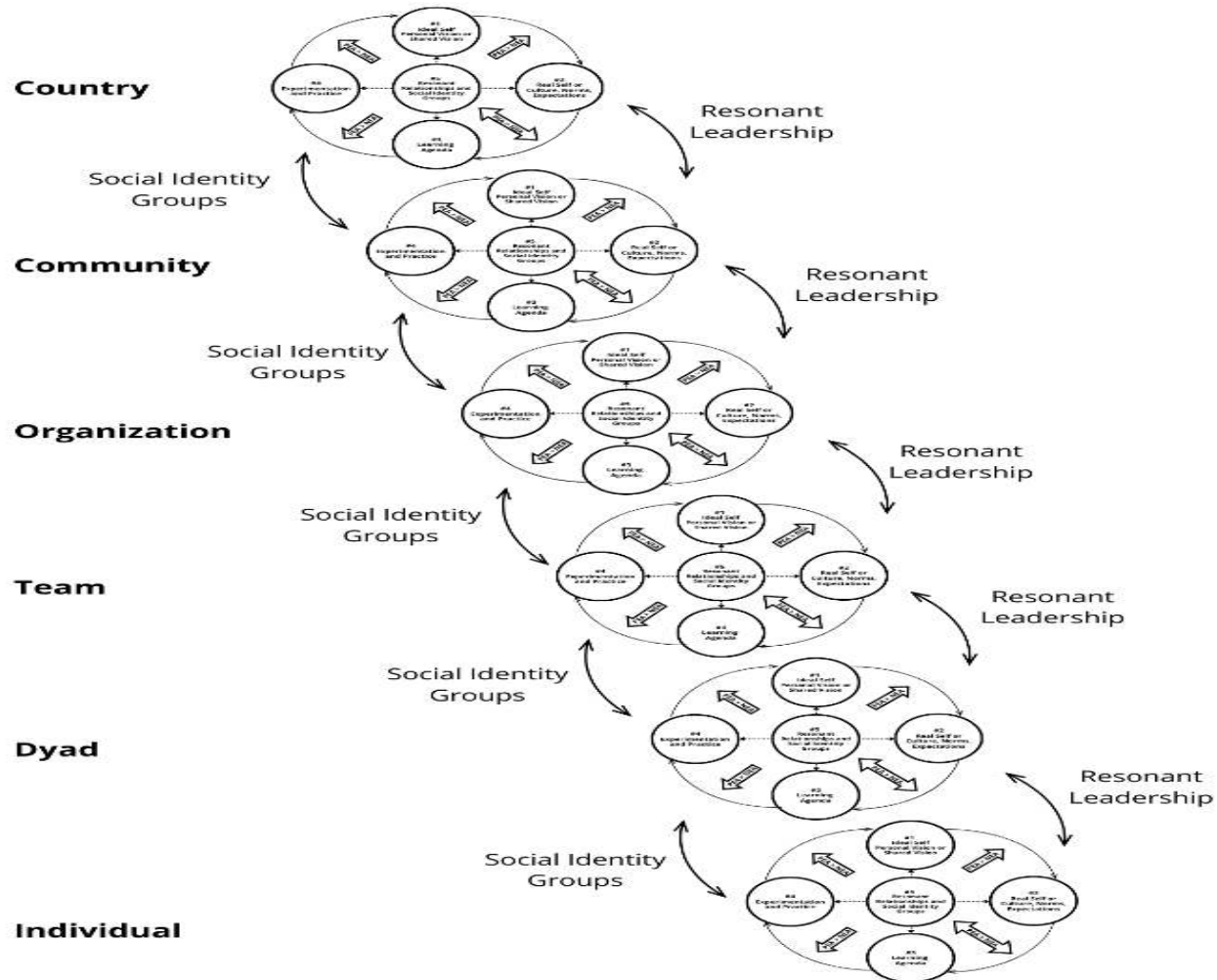
# Experimentation and Practice

- Trying it on for size.
- Then once chosen, practice, practice, practice.
- Role of feedback and nudging versus nagging.
- Rhythm, dosage and convenience



# The Multi-Level, Fractals of Intentional Change Theory

(Boyatzis, The Science of Change, 2024)



# **Harnessing Grandmother Power Friendship Benches Dr. Dixon Chibandra**



The background of the slide is white with a pattern of small, scattered triangles in shades of yellow and orange. A large, solid light blue rectangle is centered on the page, containing the main text.

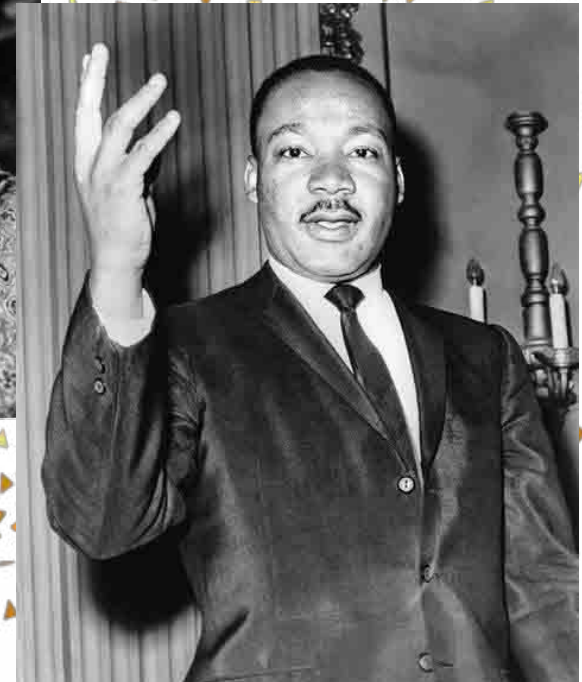
**Moving Emotions and Information  
Within and Across Levels**

**Resonant Leadership Relationships**

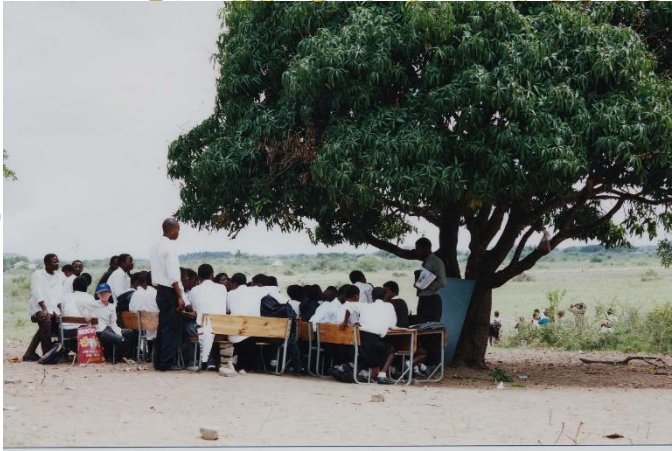
**Social Identity Groups**

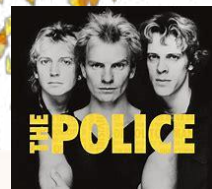


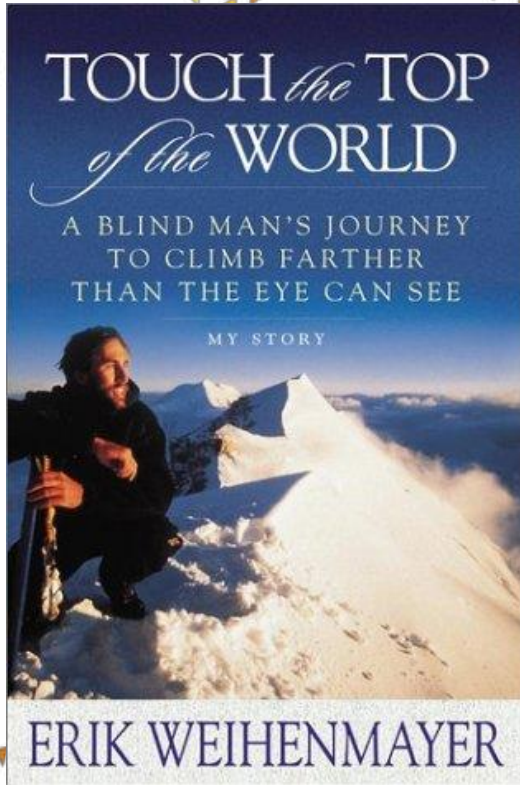
# Resonant Leadership Relationships



# Mrs. Nomusa Zikhali and the Nkomo Primary School in Kwa-Zulu Natal



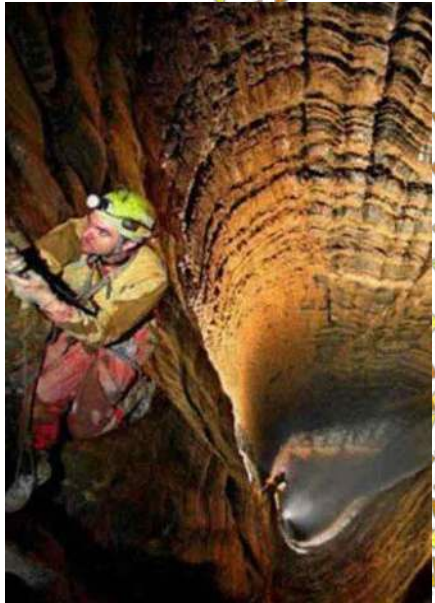




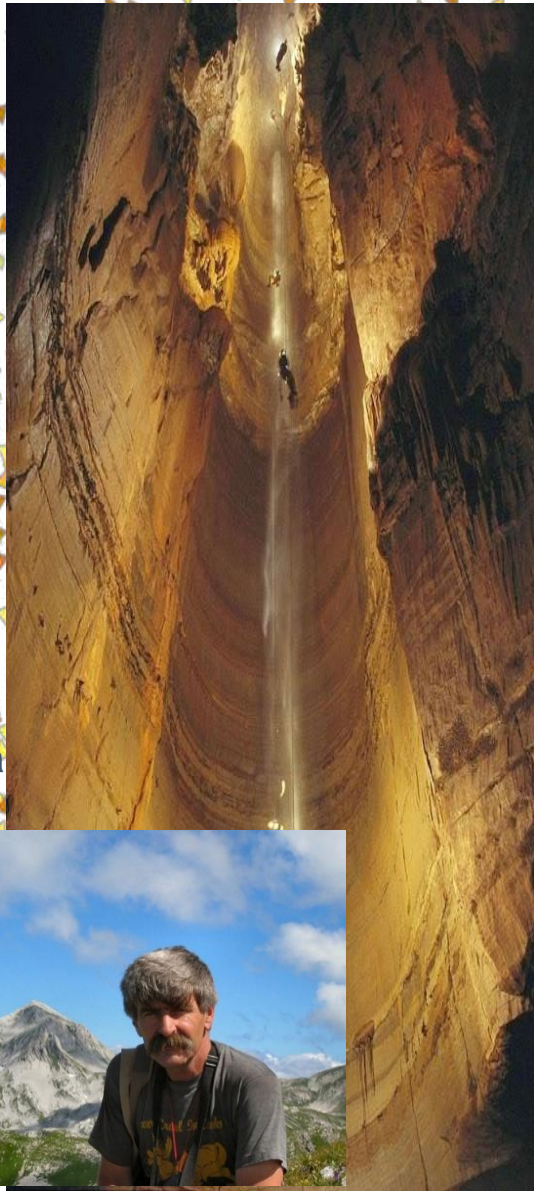
Allegra Expedition 2001  
21 climbers, 8 sherpas  
19 reached Summit  
Trained over a year  
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Alexander Klimchouk & Krubera Deep Cavers  
7,188 ft, 2004, everyone made it safely. Abkhazia



Bill Stone  
Cheve Oaxaca  
Accidents & 1 death  
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amazon.com

BLOCKBUSTER  
VIDEO

YMCA

BORDERS

N

SONY



SEARS

## Amsterdam and Netherlands

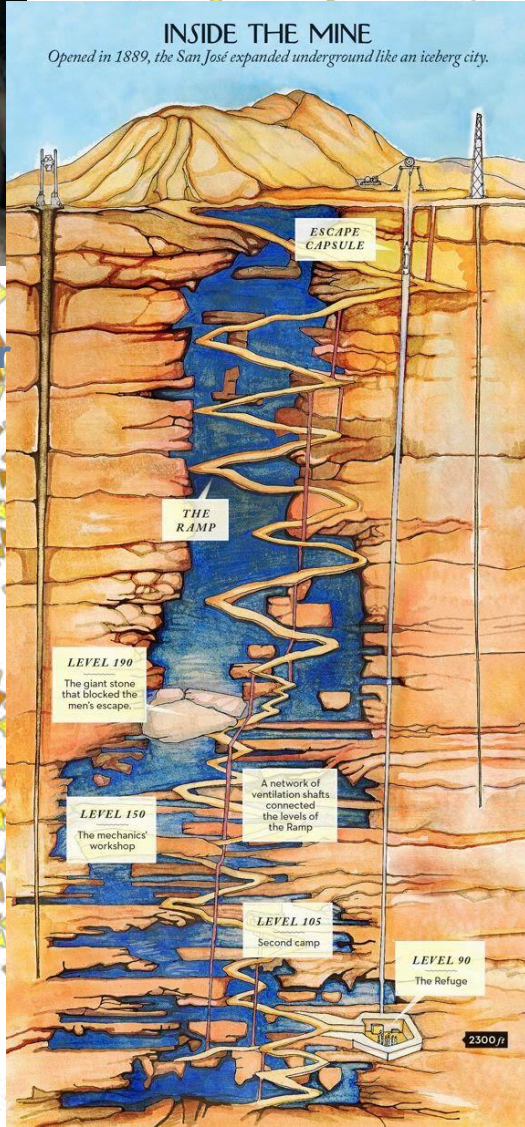


**Boston eliminating lanes  
in the middle of downtown**





**Chilean mine disaster**  
**2010**  
**33 miners trapped**  
**below 2,000 ft**  
**69 days, all rescued**  
**safely**



**Deep Water Horizon**  
**Worst man-made**  
**environmental**  
**Disaster:**  
**Hurricane**  
**Katrina-**  
**New Orleans**







Iceland  
~100% renewable  
energy



UK  
~40% renewable  
energy



## Two Studies of Competencies of Coaches that Predict Client Behavior Change over Two Years

**Study 1:** Boyatzis, R.E., Quinn, J., Liu, H., Smith, A., & Zwygart, K. (2023).  
Competencies of Coaches that Predict Client Behavior Change. *Journal of Applied Behavioral Sciences*. 1-31. DOI: 10.1177/00218863231204050

### Method

Sample: 69 coaches and 314 medical students (21-35, 55% male) enrolled between 2012 and 2018. Each client had two coaches for their four year program.

As a result, sample 1 with ESCI for 60 coaches had 240 coach-client dyads; sample 2 with ESCI and ICAR for 27 coaches had 137 coach-client dyads. Coaches were 27-65, 32% male.

# Summary of Findings: Coach Competencies That Predict Client Behavioral Change Over Two Years

(significant or near significant findings)

**Achievement Orientation** (shown in seven different statistical tests, including all four clusters of Client Behavior Change)

**Emotional Self-Control** (shown in two different statistical tests)

**Adaptability** (shown in two different statistical tests)

Positive Outlook (shown in one statistical tests of one cluster)

**Empathy** (shown in two different statistical tests)

**Organizational Awareness** (shown in two different statistical tests)

**Influence** (shown in two different statistical tests)

Coach & Mentor (shown in 1 statistical tests)

Conflict Management (shown in two different statistical tests)

Teamwork (shown in one statistical tests)

## **Summary of Findings continued**

General Mental Ability did NOT.

Among the competencies, the most potent was: Achievement Orientation.

No differences in Client Behavior Change among the Clients from the two campuses.

No differences in Client Behavior Change between Client change on these two samples and the over all population.

No differences in Client Behavior Change due to the gender of the coaches.

Study 2: From Boyatzis, Ehasz, Liu and Van Oosten, A Qualitative Study of Competencies of Coaches That Predict Client Behavior Change (under review, October 4, 2024)

**Table 2. Competencies/Emergent Themes Among Effective (n=12) and Less Effective Coaches (n=10)**

Competency/Theme	Presence: % with 1 or more		Frequency: Mean for 3 incidents	
	Effective	Less Effective	Effective	Less Effective
<b>Emotional Self-Awareness</b>	<b>58%</b>	<b>30%</b>	<b>1.17</b>	<b>.40 *</b>
Emotional Self Control	50%	30%	.75	.30 +
Adaptability	33%	10%	.50	.10 +
<b>Achievement Orientation</b>	<b>50%</b>	<b>0% **</b>	<b>.58</b>	<b>.00 **</b>
Positive Outlook	25%	20%	.25	.20
<b>Empathy</b>	<b>92%</b>	<b>50% *</b>	<b>1.42</b>	<b>.60 **</b>
Organizational Awareness	0%	0%	0	0
<b>Coach and Mentor</b>	<b>92%</b>	<b>50% *</b>	<b>2.00</b>	<b>.60 ***</b>
Inspirational Leadership	0%	0%	0	0
Influence	42%	30%	.67	.30
Conflict Management	0%	0%	0	0

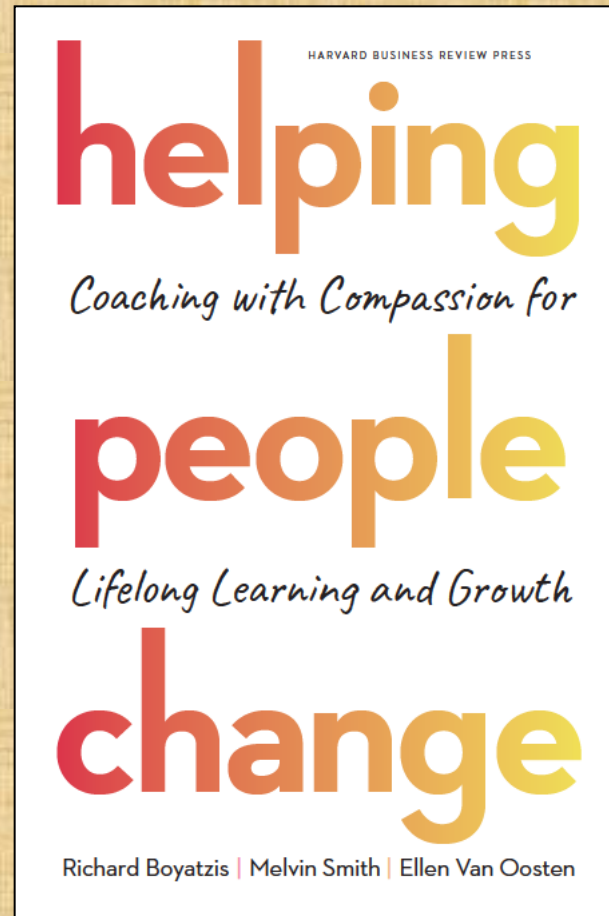
ESI competencies and emergent themes highlighted in **BOLD** show significant differences between the performance groups on a chi square analysis using Fischer's Exact Test for presence versus absence and t-tests and ANOVAs for frequencies with one tailed significance levels. These have been characterized as distinguishing competencies and emergent themes. +  $p < .10$ ; \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .

Teamwork	8%	0%	.08	0
<b>ESI Total</b>	<b>100%</b>	<b>80% *</b>	<b>8.08</b>	<b>.50 ***</b>
<b>Role Differentiation</b>	<b>92%</b>	<b>50% *</b>	<b>.92</b>	<b>.50 **</b>
Continued Learning	42%	30%	.42	.30

ESI Total is the coaches showing 1 or more of the 12 competencies in their entire interview.

The frequency is the total number of the 12 shown in one or more incidents.

**Our new book:**



from Harvard Business Review Press 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/>



Discovering Sustained  
Desired Change from Individuals to  
Organizations and Communities

# The Science of Change

Richard E. Boyatzis



# 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