

The Neuroscience of Effective Coaching

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Vancouver & Washington State*

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Learning and Change is Stressful

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

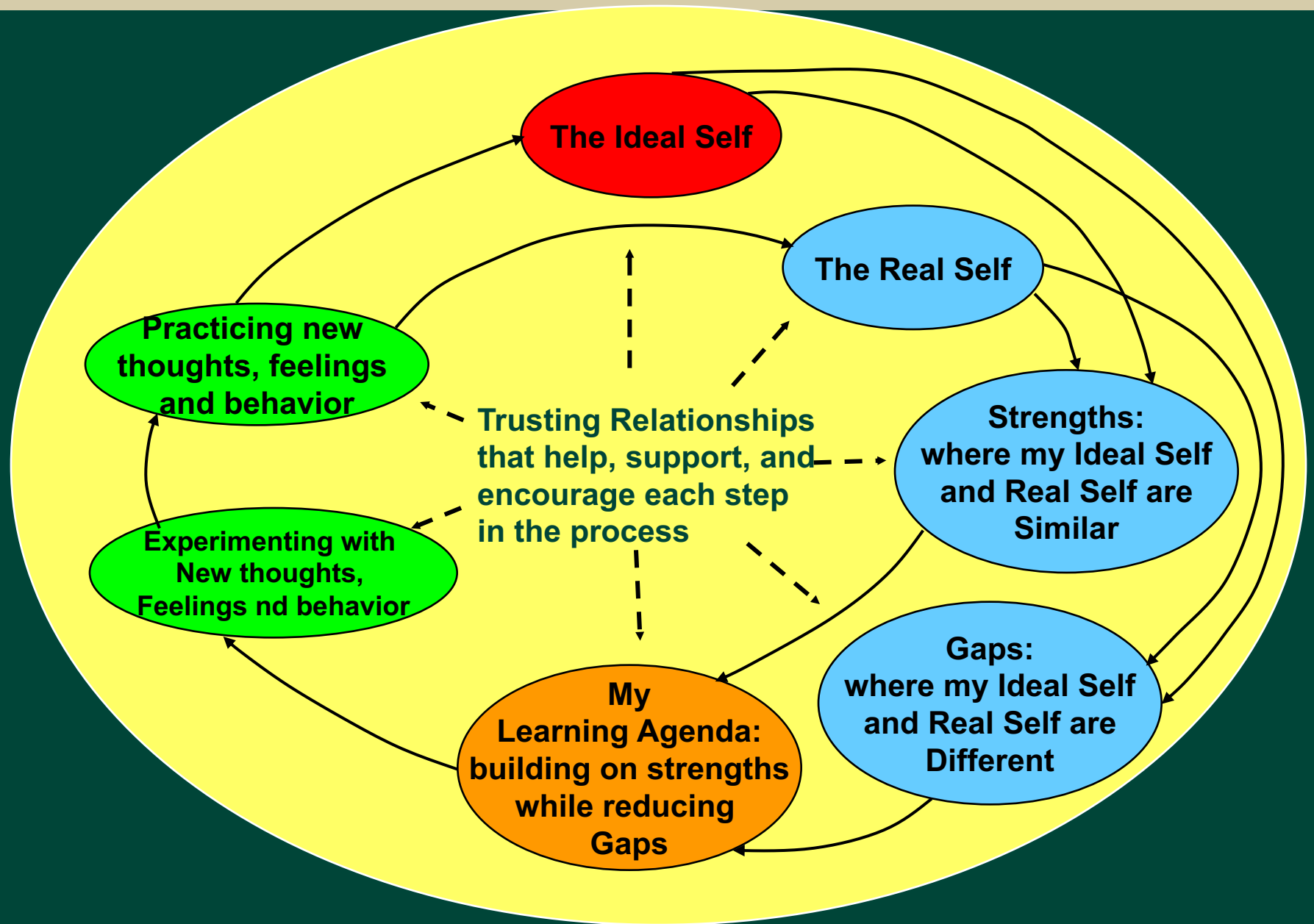
Helping others is also stressful because of the responsibility and repeated use of self-control – power stress.

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)

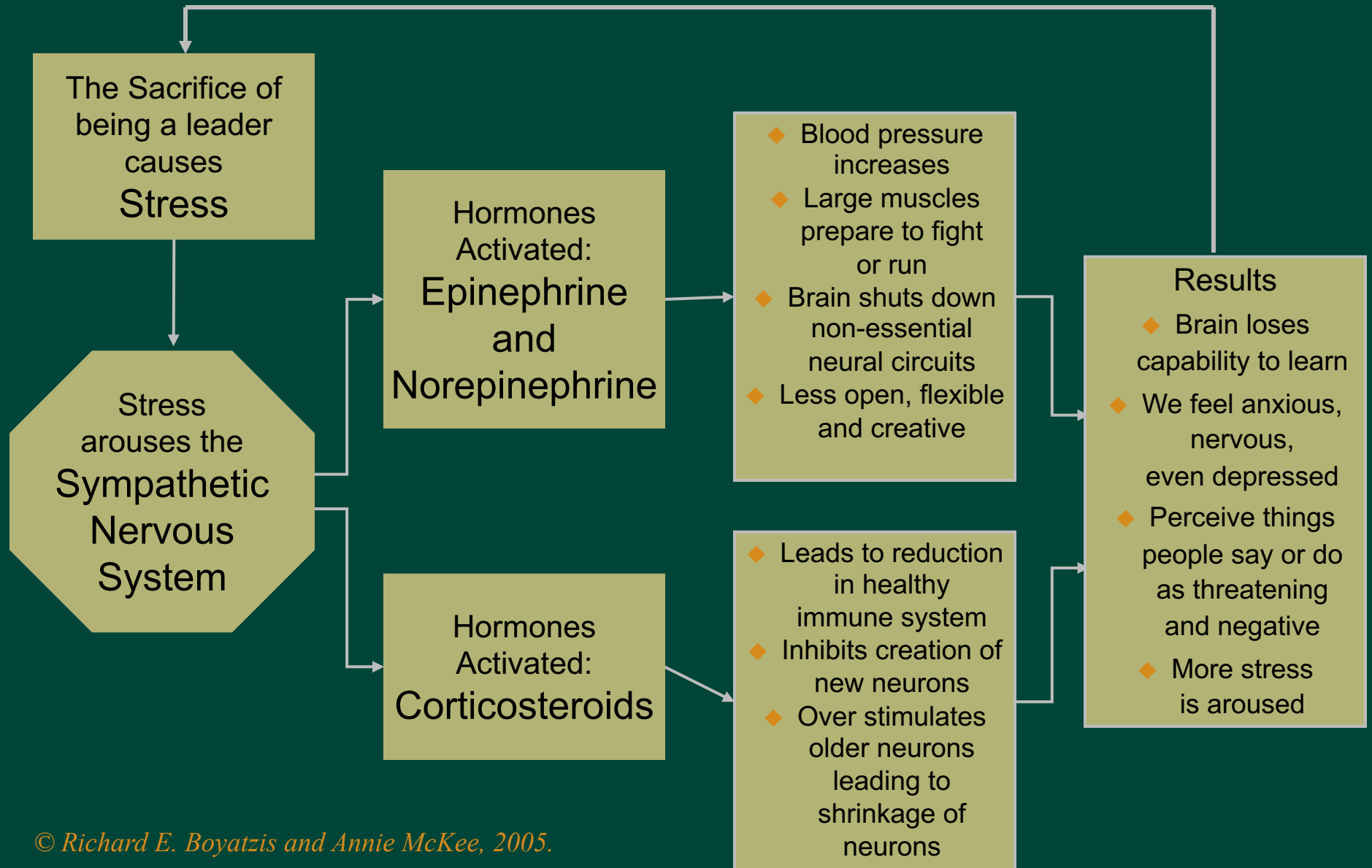
Emotions Are Contagious

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

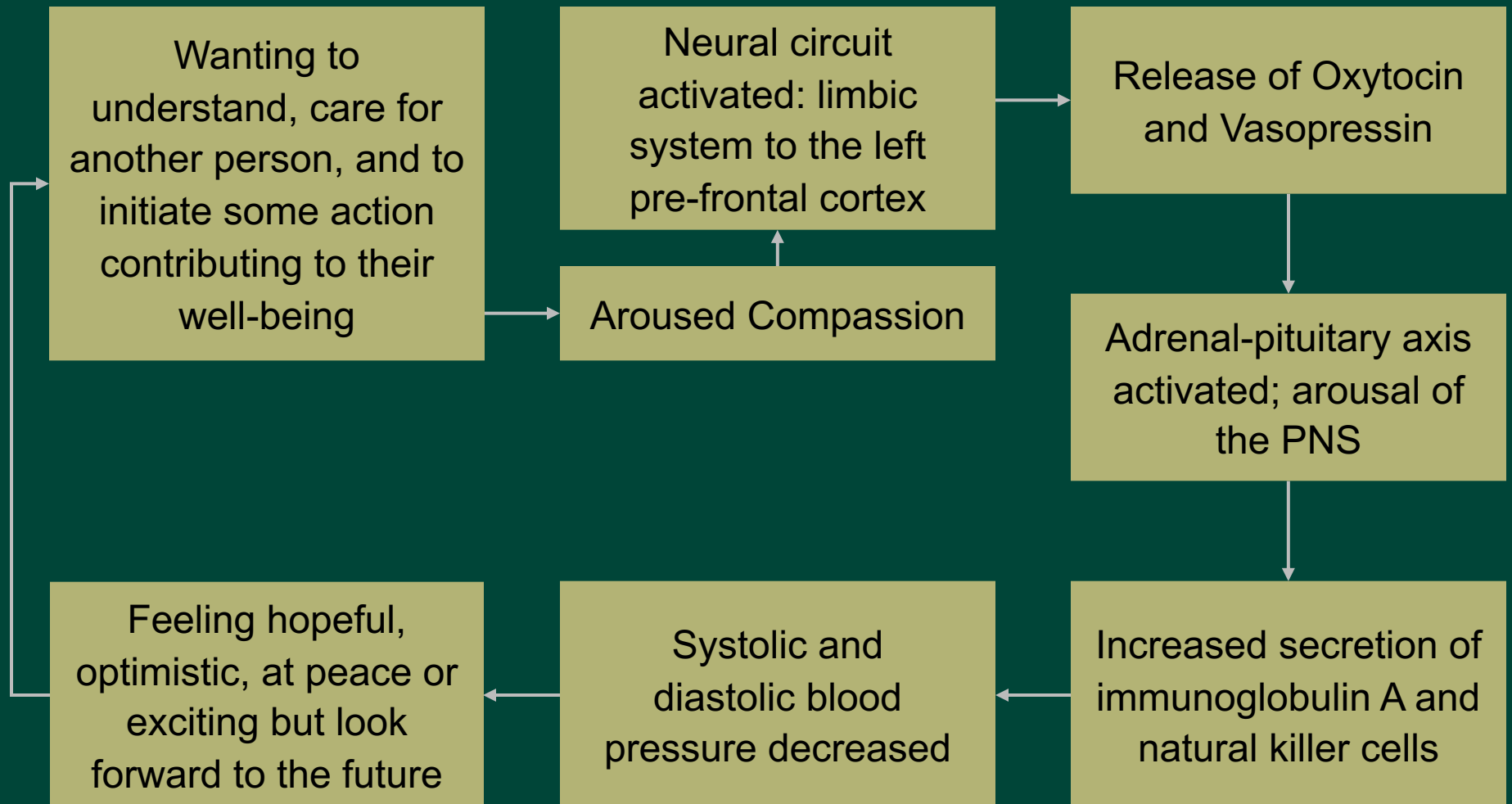


PEA is contagious so is the NEA

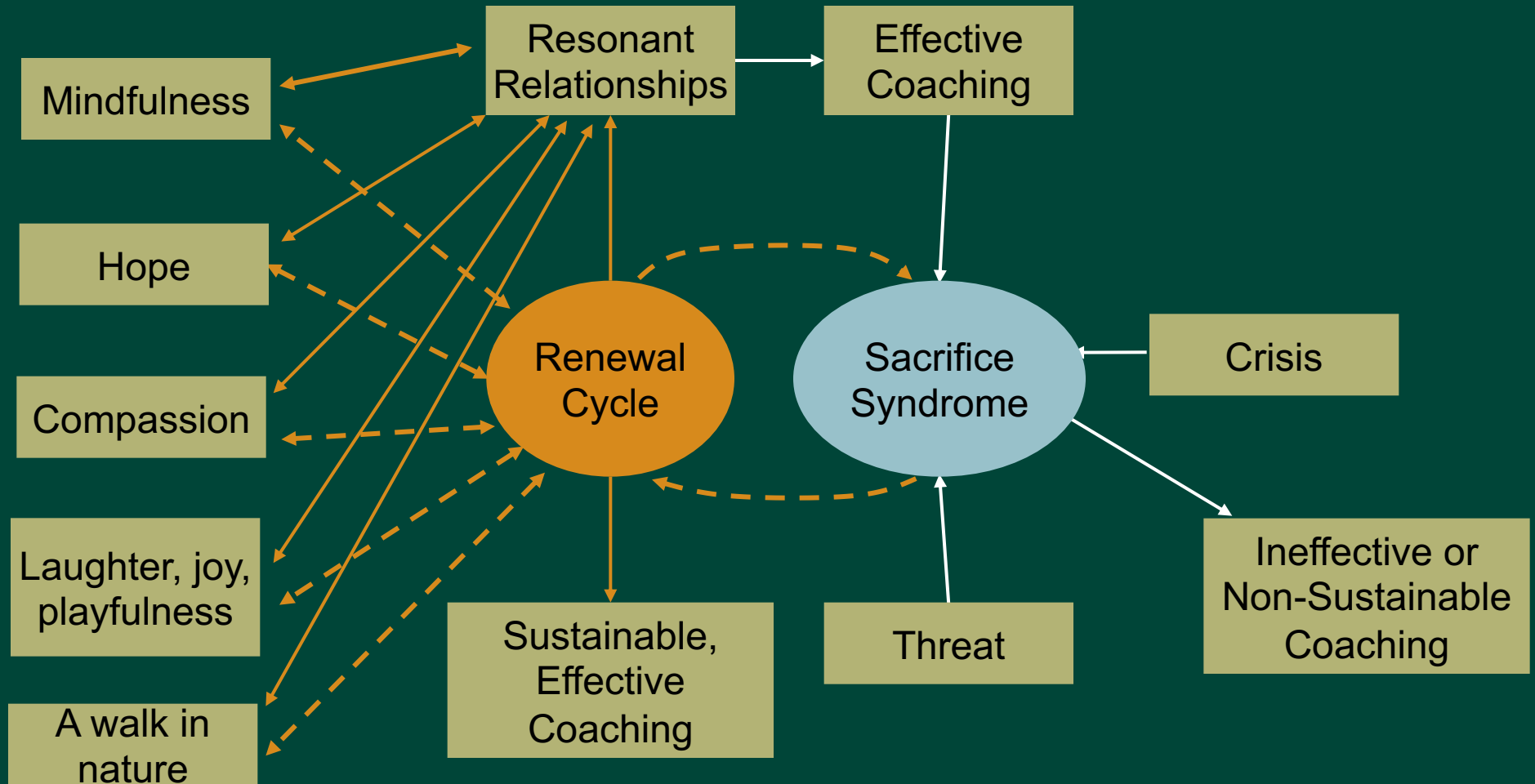
The Sacrifice Syndrome



Renewal: Engaging the Parasympathetic Nervous System



Survive and Thrive



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

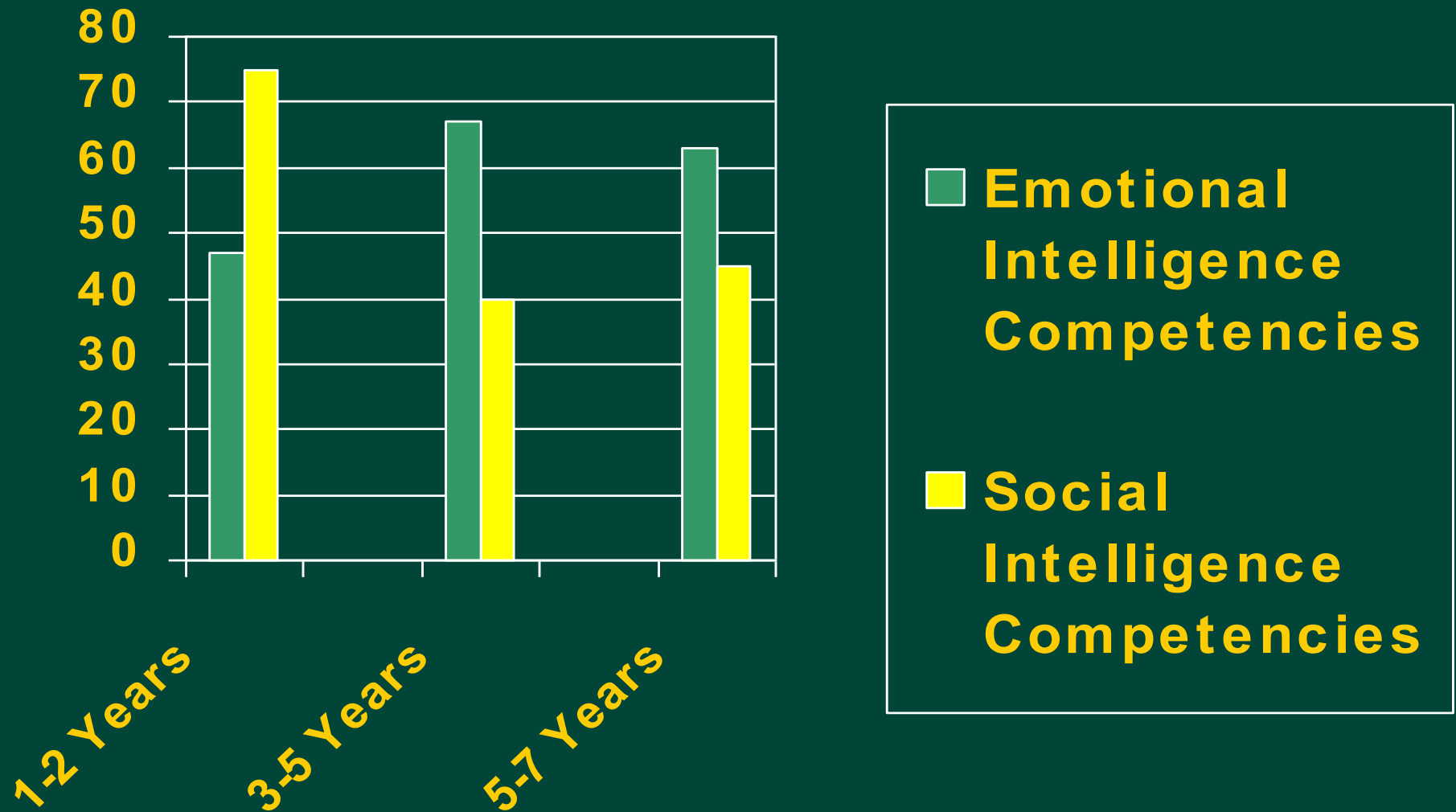
Anchoring coaching in resonant relationships because it pulls for compassion.

Emotional Intelligence Can Be Developed

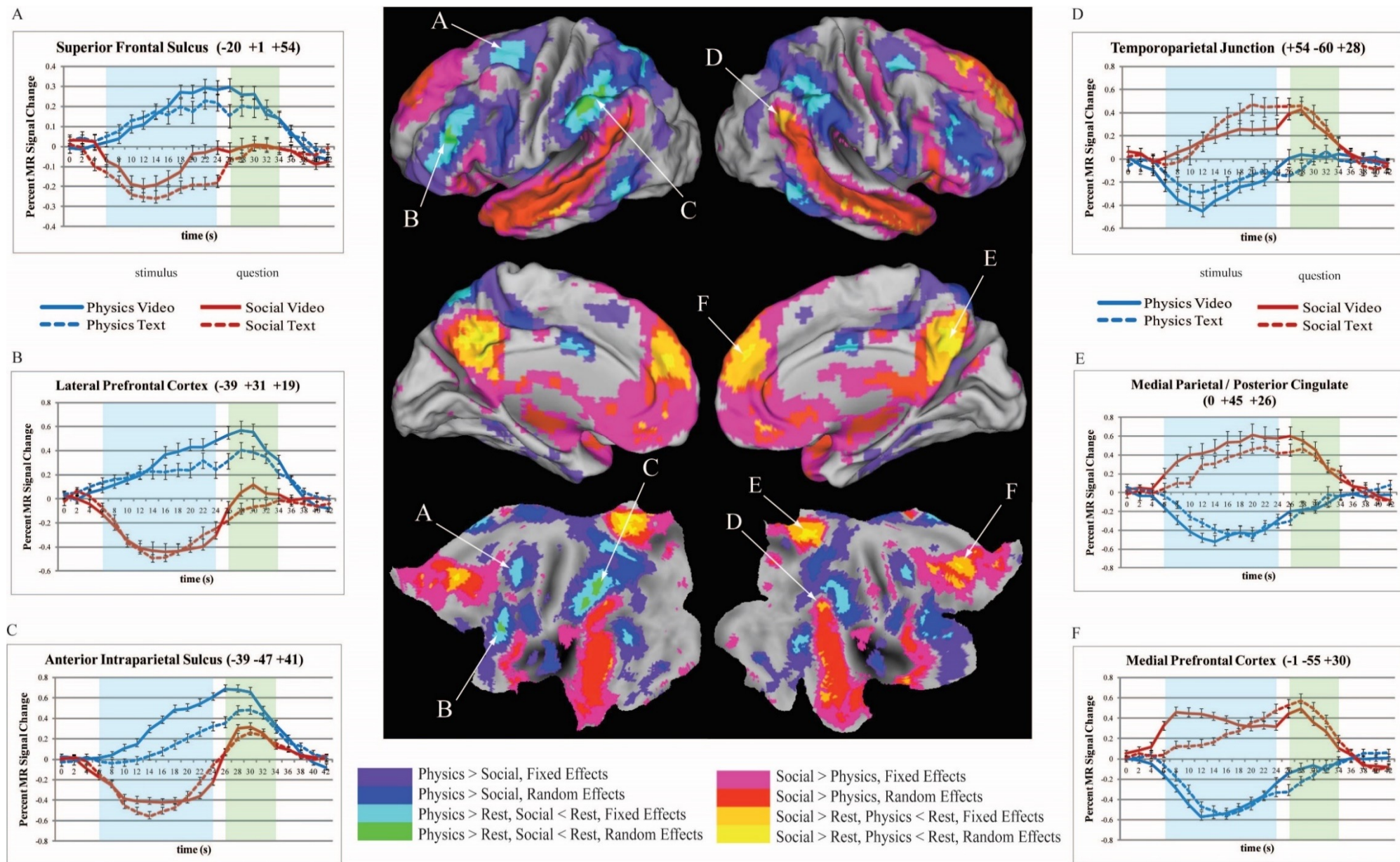
**Results from 32 longitudinal studies
at the Weatherhead School of
Management of 25-35 year old managers.**

**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



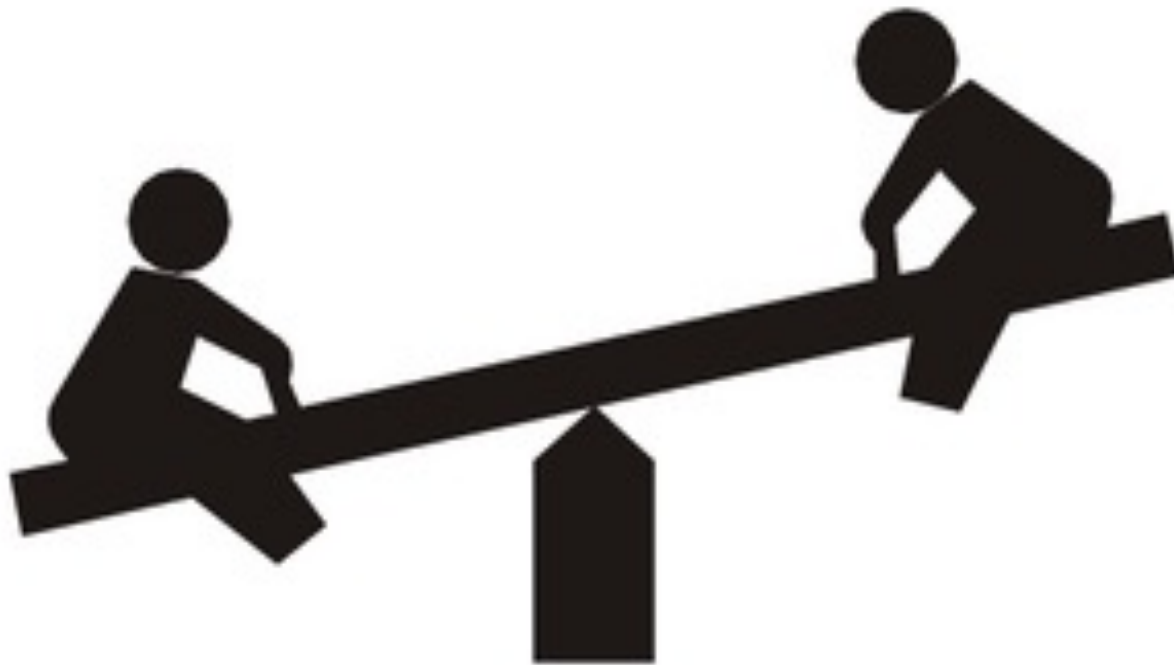
Analytic vs empathic in the brain



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.

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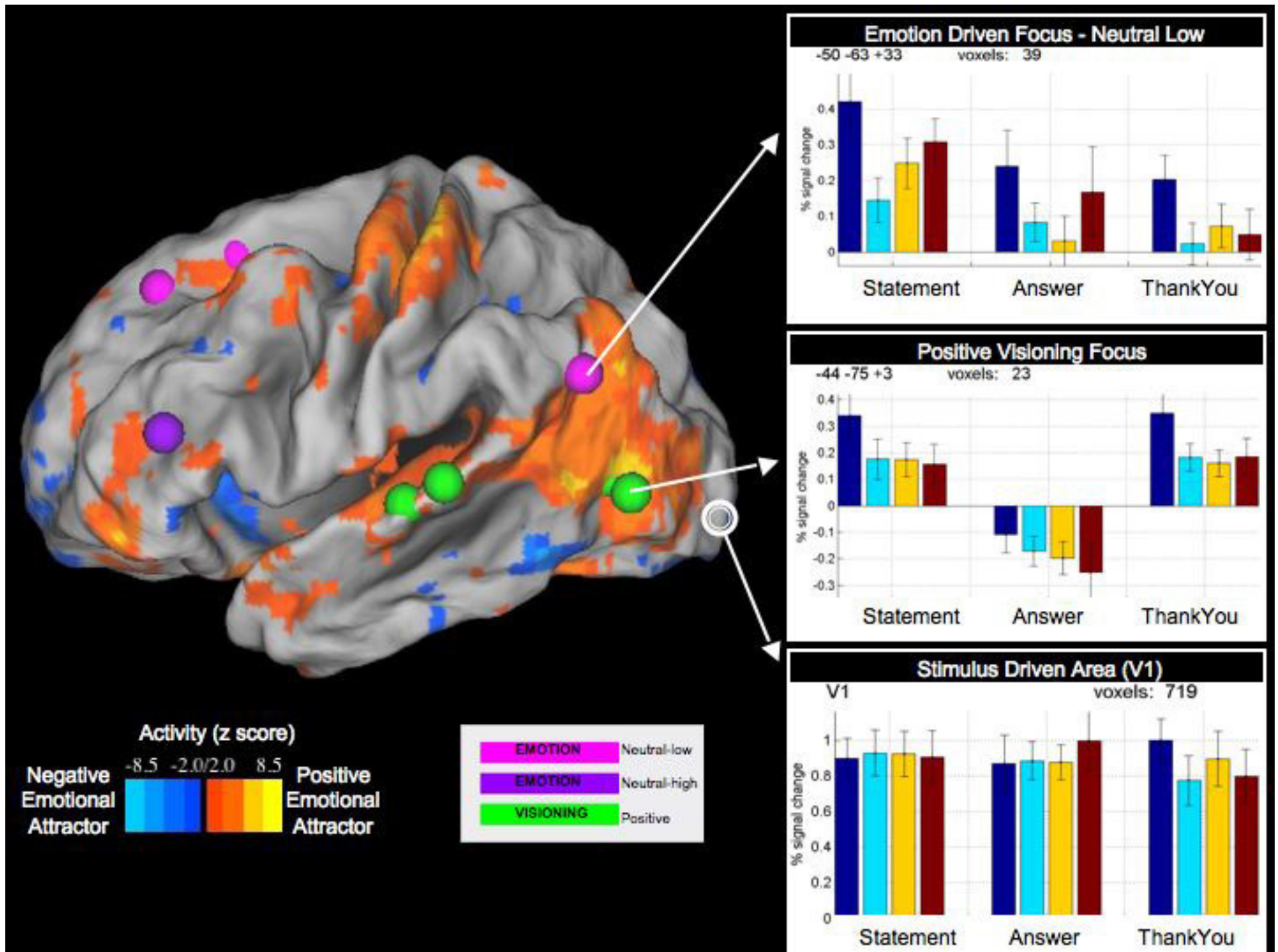
The Battle in Your Brain



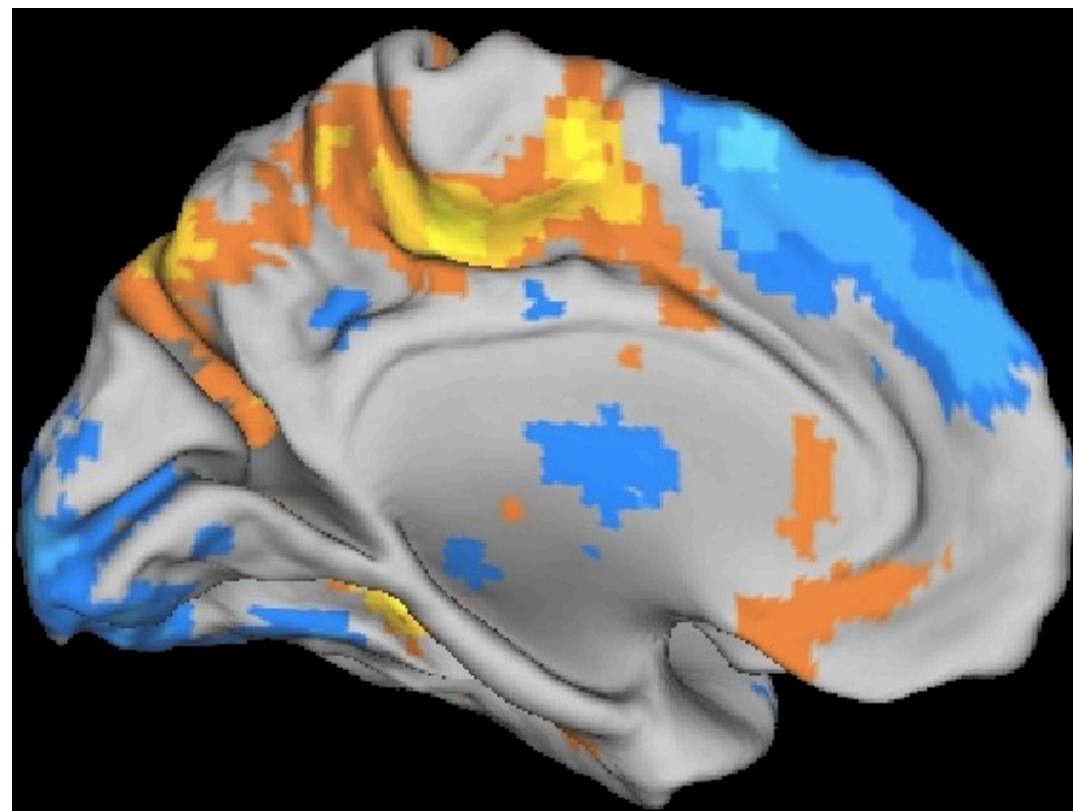
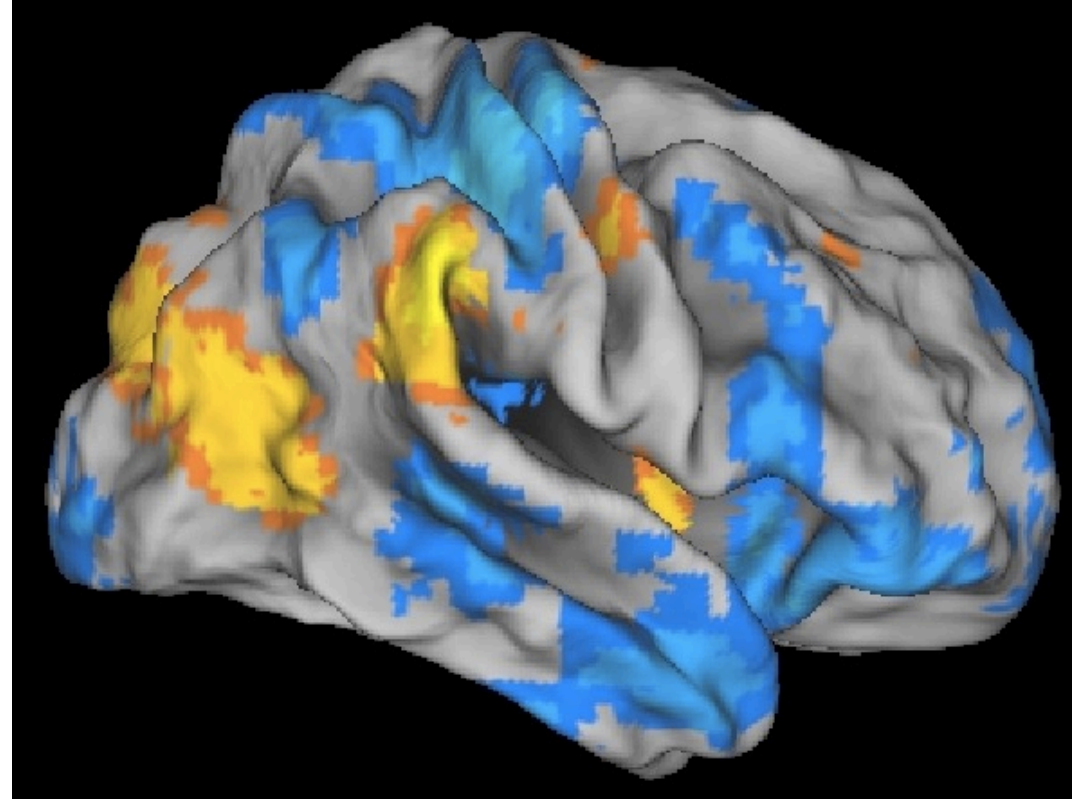
Coaching with Compassion to the PEA vs Coaching for Compliance to the NEA

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.

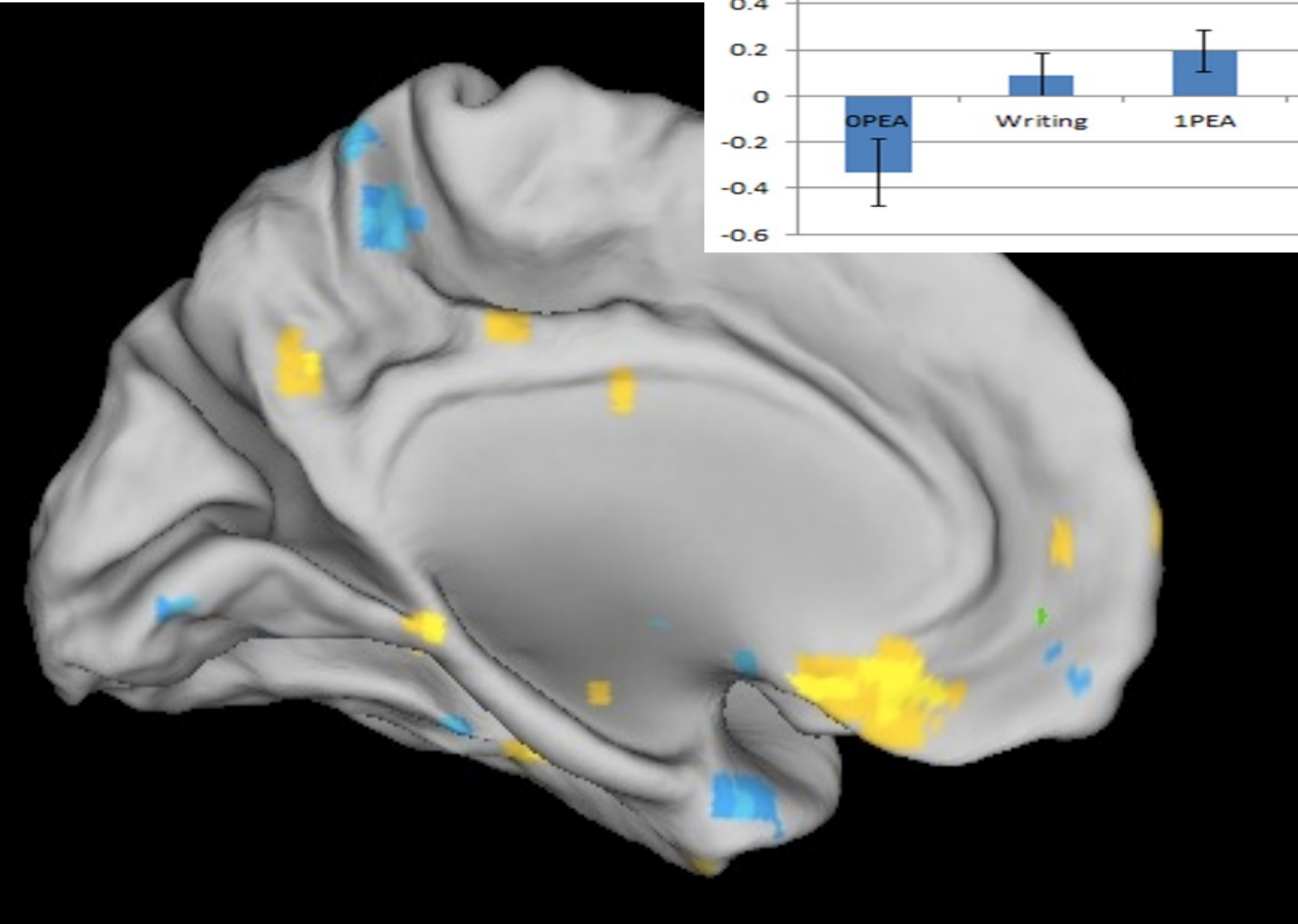
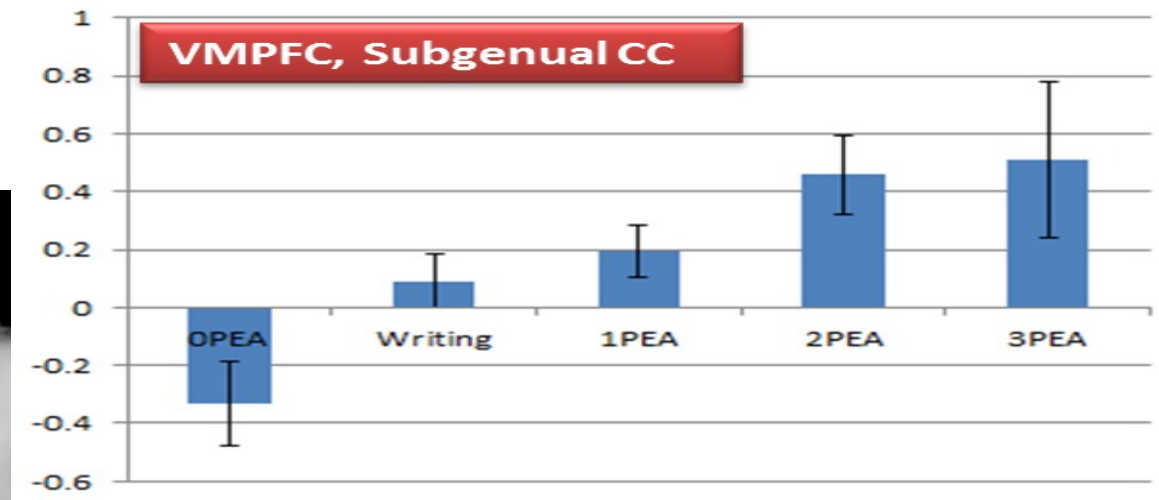
- ◆ Based on research done at the Brain, Mind, & Consciousness Lab, Case Western Reserve University, Professor Anthony Jack, Director and Principal Investigator on this study
- ◆ <http://tonyjack.org/>



PEA-NEA
replicated
(50 rather
than 20
participants)

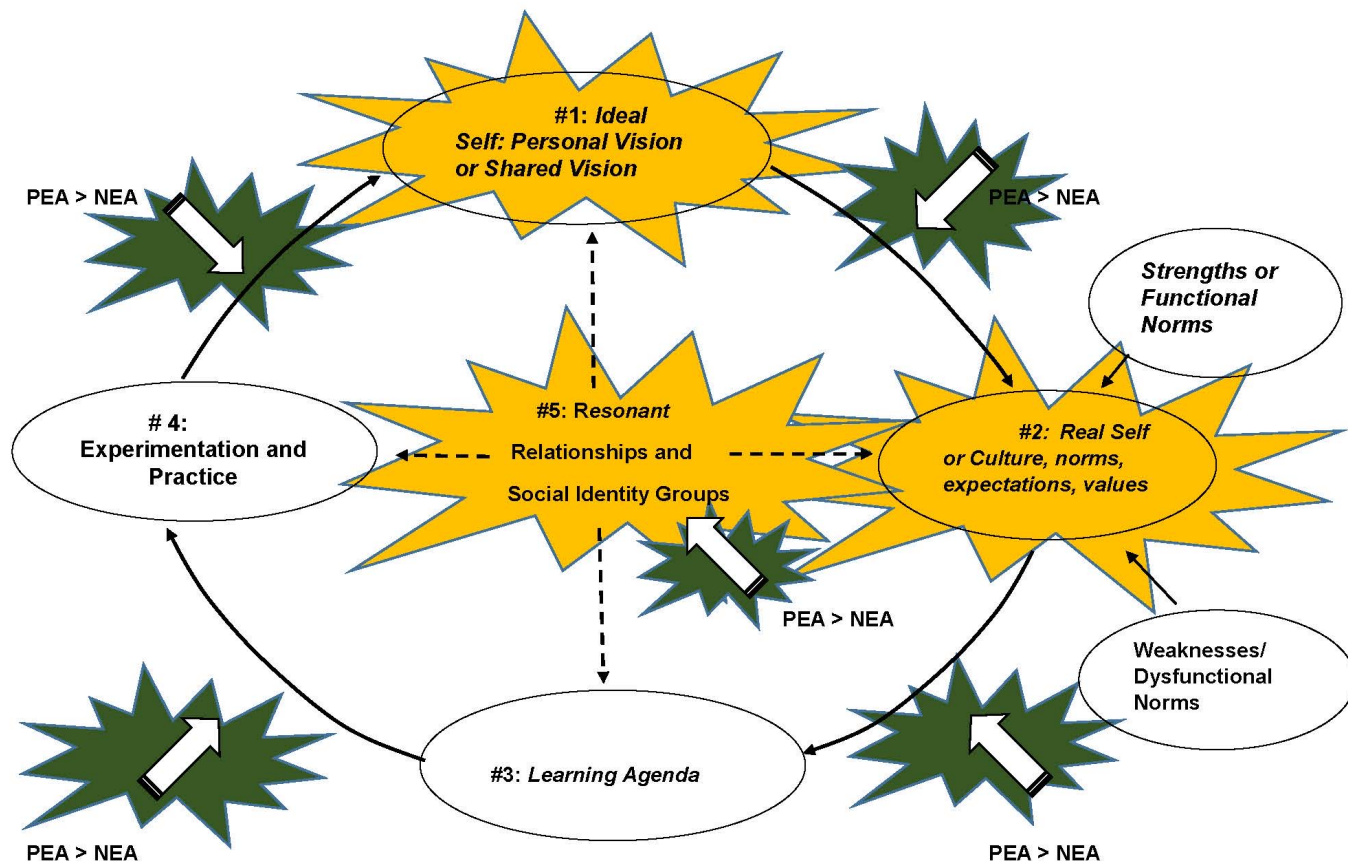


Dose-dependency of positive coaching



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



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.

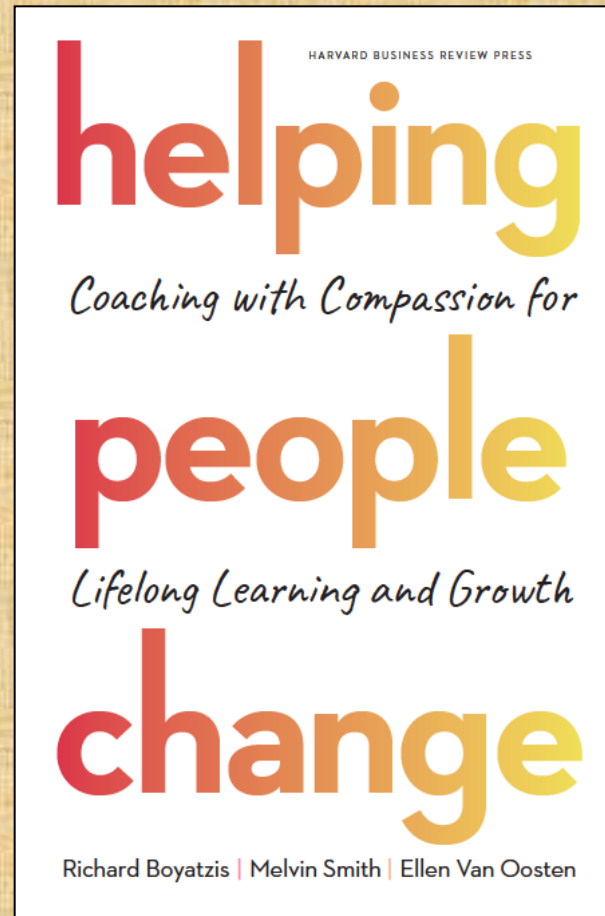
Help with Coaching Competency Study

- 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 35-40 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

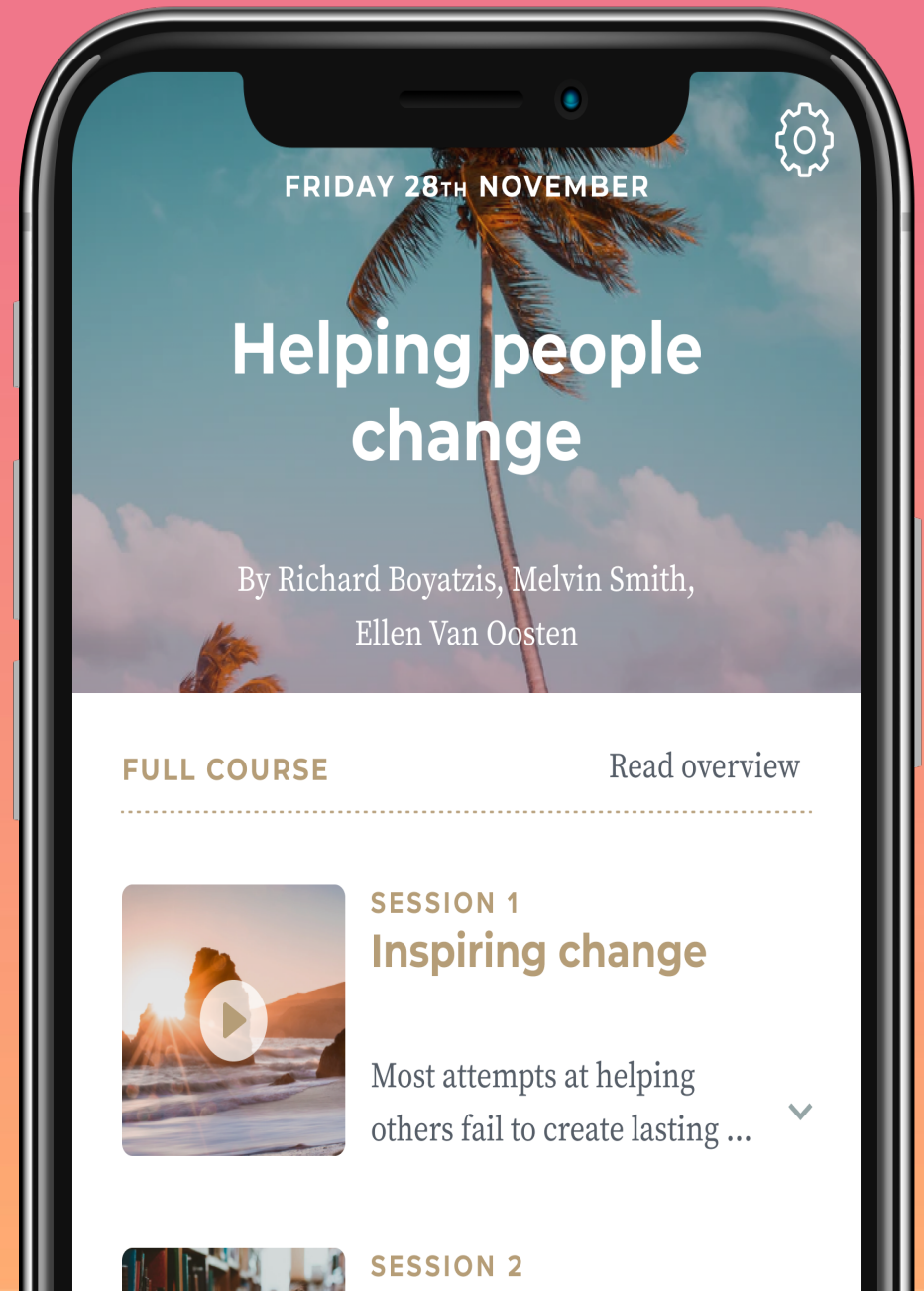
Our new book:



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/>

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