

Negative Emotional Attractors:

Neuro-endocrine	SNS Arousal
Affect	Negative
Ideal Self	Problems, expectations, pessimism, fear
Real Self	Weaknesses
Learning Agenda	"I should do"; performance improvement plan
Experiment/ practice	Actions expected, things our client feels they are supposed to do
Relationships	Resonant

Table 2. Negative Emotional Attractors

Positive Emotional Attractor

Mercer, LLC



Positive Emotional Attractor:

An Exploratory Examination of Positive and Negative Emotional Attractors' Impact on Coaching Intentional Change Anita D. Howard, 2009 Few research studies have tested hypotheses from an integrated multilevel theoretical model on coaching intentional change Drawing on Intentional Change Theory ICT and supporting cognitive emotion and social complexity perspectives on positive and negative affect this dissertation presents the first empirical investigation on the differential impact of inducing positive emotion vs negative emotion in real time executive coaching sessions Nineteen coaching recipients were randomly assigned to two coaching conditions In the PEA condition the coachees own hopes strengths desired future the Positive Emotional Attractor was the anchoring framework of a onetime hour long coaching session In the NEA condition the coachees own perceived improvement needs weaknesses present reality the Negative Emotional Attractor was the anchoring framework Two central ICT propositions were tested Hypothesis1 predicted that PEA participants would show higher levels of positive emotion during appraisal of 360 degree feedback results and discussion of change goals than NEA participants Hypothesis2 predicted that PEA participants would show lower levels of stress immediately after the coaching session than NEA participants Regression analyses found that the PEA group showed significantly lower levels of negative emotions $p = .05$ and anger $p = .02$ and focused more on personal interests and passions $p = .01$ as compared to the NEA group These findings lend preliminary support to the proposition that framing a coaching session around a coachees PEA elicits positive emotions that broaden a persons momentary thought action repertoire whereas framing a session in the NEA elicits negative emotions that narrow this array Further demonstrated time series changes in expressed sadness or depression $p = .01$ and future $p = .04$ offer preliminary support to the ICT proposition that recurrent PEA NEA arousal and associated interplay of positive and negative emotion characterize intentional change The prediction on post coaching level of stress was not supported

SUBJECTIVE WELL BEING THROUGH ENHANCEMENT OF EMOTIONAL COMPETENCIES (A Text of Integrated Intervention Techniques) Dr. P. Veeraja Rao, 2022-04-11 The psychology of well being aims to help people live more rewarding lives A rewarding life consists of sense of fulfillment towards oneself others and community or society in general that provides an overall enjoyment of one s life The experiences of a human being in fulfilling the 3Rs responsibility relationship and reflectivity helps in understanding accepting enhancing and integrating one self A person who is successful in this journey leads towards betterment that gives him or her sense of well being Subjective well being represents people s evaluation of their lives Hence Self evaluation is the key to subjective well being as it represents a person s evaluation of his her life based on the cognitive and emotional reactions

Mindful Leadership: Emotional Intelligence Collection (4 Books) Harvard Business Review, Daniel Goleman, Richard E. Boyatzis, Annie McKee, Fran Johnston, 2015-10-13 This digital collection curated by Harvard Business Review offers four books on the topic of emotional intelligence found by bestselling author Daniel Goleman to be twice as important as other competencies in determining outstanding leadership In

Primal Leadership With a New Preface by the Authors the authors show that great leaders excel not just through skill and smarts but by connecting with others using emotional intelligence competencies like empathy and self awareness The best leaders are resonant leaders individuals who manage their own and others emotions in ways that drive success In Resonant Leadership Richard Boyatzis and Annie McKee provide an indispensable guide to overcoming the vicious cycle of stress sacrifice and dissonance that afflicts many leaders and offer a field tested framework for creating the resonance that fuels great leadership And in Becoming a Resonant Leader Annie McKee Richard Boyatzis and Frances Johnston share vivid real life stories illuminating how people can develop emotional intelligence build resonance and renew themselves Finally HBR s 10 Must Read on Emotional Intelligence presents 10 articles by experts in the field of emotional intelligence all of which will inspire you to monitor and channel your moods and emotions make smart empathetic people decisions manage conflict and regulate emotions within your team react to tough situations with resilience better understand your strengths weaknesses needs values and goals and develop emotional agility

The Impact of Shared Vision on Leadership, Engagement, and Organizational Citizenship Richard Eleftherios Boyatzis, Kylie Rochford, Scott N. Taylor, 2015-10-28 According to management and psychology courses as well as legions of consultants in organizational psychology shared vision in dyads teams and organizations can fill us with hope and inspire new possibilities or delude us into following false prophets However few research studies have empirically examined the impact of shared vision on key organizational outcomes such as leadership effectiveness employee engagement organizational citizenship coaching and organizational change As a result the field of organizational psychology has not yet established a causal pattern of whether if and how shared vision helps dyads teams and organizations function more effectively The lack of empirical work around shared vision is surprising given its long standing history in the literature Bennis and Nanus 1982 showed that distinctive leaders managed attention through vision The practitioner literature has long proclaimed that vision is a key to change while Conger and Kanungo 1998 discussed its link to charismatic leadership Around the same time positive psychology appeared in the forms of Appreciative Inquiry Cooperrider Sorensen Whitney Yaeger 2000 and Positive Organizational Scholarship Cameron Dutton Quinn 2003 In this context a shared vision or dream became a legitimate antecedent to sustainable change But again empirical measurement has been elusive More recently shared vision has been the focus of a number of dissertations and quantitative studies building on Intentional Change Theory ICT Boyatzis 2008 at dyad team and organization levels of social systems These studies are beginning to lay the foundations for a systematic body of empirical knowledge about the role of shared vision in an organizational context For example we now know that shared vision can activate neural networks that arouse endocrine systems and allow a person to consider the possibilities of a better future Jack Boyatzis Leckie Passarelli Khawaja 2013 Additionally Boyatzis Akrivou 2006 have discussed the role of a shared vision as the result of a well developed set of factors that produce a desired image of the future Outside of the organizational context positive visioning has been known to help

guide future behavior in sports psychology Loehr Schwartz 2003 medical treatment Roffe Schmidt Ernst 2005 musical performance Meister Krings Foltys Boroojerdi Muller Topper Thron 2004 and academic performance Curry Snyder Cook Ruby Rehm 1997 This Research Topic for Frontiers in Psychology is a collection of 14 original papers examining the role of vision and shared vision on a wide variety of desired dependent variables from leadership effectiveness and executive performance to organizational engagement citizenship and corporate social responsibility and how to develop it through coaching

Management: A Focus on Leaders Annie McKee, Travis Kemp, Gordon Spence, 2012-11-01 A new view of the four functions of Management through the lens of leadership The pace and scope of change in the world and organisations during the past 10 years is unprecedented In this environment staying ahead of the curve and preparing for success in work management and leadership is challenging Amidst the financial crises catastrophic disasters and business scandals frequently making headlines Annie McKee and the Australian authors of this new text Management a Focus on Leaders believe there is a unique opportunity to re focus the way students are prepared for their future in business Show future managers how to lead in a complex yet exciting global environment With an engaging writing style and an outcome driven approach Annie McKee and Australian authors Travis Kemp and Gordon Spence directly address the many behavioural social cognitive and emotional challenges beyond the four functions of management Management features exciting Australasian and global case studies and easy student friendly teaching tools Unique Decision Making mini simulations using adaptive technology allow students to make management decisions and see the impact of their decisions

Resonant Leadership Richard Boyatzis, Annie McKee, 2005-09-14 The blockbuster best seller Primal Leadership introduced us to resonant leaders individuals who manage their own and others emotions in ways that drive success Leaders everywhere recognized the validity of resonant leadership but struggled with how to achieve and sustain resonance amid the relentless demands of work and life Now Richard Boyatzis and Annie McKee provide an indispensable guide to overcoming the vicious cycle of stress sacrifice and dissonance that afflicts many leaders Drawing from extensive multidisciplinary research and real life stories Resonant Leadership offers a field tested framework for creating the resonance that fuels great leadership Rather than constantly sacrificing themselves to workplace demands leaders can manage the cycle using specific techniques to combat stress avoid burnout and renew themselves physically mentally and emotionally The book reveals that the path to resonance is through mindfulness hope and compassion and shows how intentionally employing these qualities creates effective and enduring leadership Great leaders are resonant leaders Resonant Leadership offers the inspiration and tools to spark and sustain resonance in ourselves and in those we lead

Handbook of Strategic 360 Feedback Allan H. Church, David W. Bracken, John W. Fleenor, Dale S. Rose, 2019-04-10 The definitive work on strategic 360 feedback this volume presents viewpoints from researchers scientists practitioners and consultants on best practices in the design implementation and evaluation of many forms of multirater processes and technologies currently used to support talent management systems

Creating Sustainable Work Systems Peter Docherty, Mari Kira, A.B. (Rami) Shani, 2008-10-30 Since the first edition of this book was published the subject of sustainability has risen to the forefront of thinking in almost every subject within business and management Tackling the latest developments and integrating practical perspectives with rigorous research this new edition sheds light on a vital aspect of working life Current trends reveal that increasing intensity at work has major consequences at individual organizational and societal levels Sustainability in work systems thus requires a multi stakeholder approach emphasising a value based choice to promote the concurrent development of various resources in the work system This sustainability grows from intertwined individual and collective learning processes taking place within and between organizations in collaboration In exploring the development of sustainable work systems this book analyzes these problems and provides the basis for designing and implementing sustainable work systems based on the idea of regeneration and the development of human and social resources The authors who are leading researchers and practitioners from around the world consider the existing possibilities and emerging solutions and explore alternatives to intensive work systems

The Fulfilling Workplace Ronald J. Burke, 2016-03-09 It is very easy for organizations to ignore or overlook the impact of social and commercial change of increased pressure to deliver profit above all else and of transformation in the ways in which we are now working on the mental health and consequently the performance of their employees And yet there is plenty of evidence that in many workplaces performance is down stress is up and professional employees are struggling to balance their home and work lives This collection while looking at individuals places the spotlight on organizational initiatives to support the development of attitudes values character and behaviors in employees The aim of these initiatives is to increase our resilience to those experiences and events which impact on performance There is a particular focus on managerial and professional jobs where employee discretion and commitment are critical The Fulfilling Workplace extends the themes developed in early titles in the Psychological and Behavioral Aspects of Risk Series deeper into organizations to explore the organization's role in coming to grips both with human frailties and toxic workplaces both destructive to individual and organizational health

The Handbook of Mentoring at Work Belle Rose Ragins, Kathy E. Kram, 2007-10-09 a comprehensive overview of the current state of research theory and practice drawn from the leading scholars and practitioners who have advanced our understanding of mentoring in the workplace The Handbook of Mentoring at Work Research Theory and Practice provides a definitive guide that not only informs the field but also extends it in three critical ways Chronicles the current state of knowledge of mentoring and identifies important new areas of research The Handbook begins with offering an extensive cutting edge and in depth review of core topics in mentoring research such as diversity in mentoring relationships learning processes in mentoring relationships formal mentoring peer mentoring socialization and mentoring leadership and mentoring dysfunctional mentoring personality and mentoring and electronic mentoring Extends the theoretical horizon of mentoring The theoretical section of the Handbook builds and extends mentoring theory by drawing on

a diverse and rich literature of related theories such as network theory adult development theory relational theory communication theory personal change theory work family theory and theories of emotional intelligence Builds a bridge between the practice and study of mentoring The Handbook includes chapters that address not only formal mentoring programs but also mentoring practices that relate to leadership development programs diversity programs and international perspectives The Handbook is a must have reference for understanding the key debates and issues facing mentoring scholars and practitioners and provides a theory driven road map to guide future research and practice in the field of mentoring

Handbook of Strengths-Based Clinical Practices Jeffrey K Edwards, Andy Young, Holly Nikels, 2016-08-25 An interdisciplinary handbook about strengths based clinical practices this book finds the common factors in specific models from social work psychology and counseling The book ends with a grounded theory informed method that pulls together what each of the chapters report and posits a theory based on that work Comprised of 23 chapters and written by leaders in the human services fields Handbook of Strengths Based Clinical Practices shows how professionals and students can facilitate change and resiliency in those with whom they work

Breakthrough: A Memoir of Toxic Work, Mindfulness, and Inner Peace Sunita Devi Alves, 2022-11-22 As the first woman in her Indo Caribbean family to be an engineer Sunita enjoyed her career in Canadian tech but soon saw a darker side of corporate life This memoir is a courageous and open first hand account of how work can harm health spirit and integrity You ll cheer on the sidelines as Sunita finds well being in a silent mindfulness retreat with a group of strangers from Toronto after losing her health to toxic stress Readers will enjoy how the story flows and leave with techniques to create more balance peace and health even if they are navigating toxic situations

The 7 moments of coaching Alberto Ribera, 2020-09-17 Twelve experienced coaches and collaborators with the Executive Coaching Unit of IESE Business School take you on a journey exploring different key moments of the coaching process They touch upon some of the central themes of executive coaching resilience motivation leadership difficult relationships decision making happiness and more With an easy to read humble and enjoyable writing style the book combines real life cases with explanations of simple and efficient coaching tools and concepts An essential read for executives human resources managers and anyone interested in excellence both in life and in business

Creating Value Through People Mercer, LLC, 2009-02-04 Practical guidance on how to empower people to do their best Filled with stories by and fascinating interviews with human capital innovators Making a Difference Through People provides practical guidance on how to empower people to deliver their best performance by employing their guiding principles Offering relevant strategies and tactics each interview is preceded by an introduction that provides a biographical recap and a brief discussion of each innovator Mercer is the global leader for trusted HR and related financial advice products and services They work with clients at enhancing the financial and retirement security health productivity and employment relationships of the global workforce M Michele Burns is Chairman and Chief Executive Officer of Mercer Prior to being named Chairman and CEO of Mercer Ms Burns held the

position of Chief Financial Officer for MMC **Becoming a Resonant Leader** Annie McKee, Richard E. Boyatzis, Frances Johnston, 2008-03-06 What distinguishes great leaders Exceptional leaders capture passion They lead for real from the heart smart and focused on the future and with a commitment to being their very best As Annie McKee and Richard Boyatzis have shown in their bestselling books *Primal Leadership* and *Resonant Leadership* they create resonance with others Through resonance leaders become attuned to the needs and dreams of people they lead They create conditions where people can excel They sustain their effectiveness through renewal McKee Boyatzis and Frances Johnston share vivid real life stories illuminating how people can develop emotional intelligence build resonance and renew themselves Reflecting twenty years of longitudinal research and practical wisdom with executives and leaders around the world this new book is organized around a core of experience tested exercises These tools help you articulate your strengths and values craft a plan for intentional change and create resonance with others Practical and inspiring *Becoming a Resonant Leader* is your hands on guide to developing emotional intelligence renewing and sustaining yourself and your relationships and taking your leadership to a whole new level This book is ideal for anyone seeking personal and professional development and for consultants coaches teachers and faculty to use with their clients or students **Beyond Goals** Susan David, 2016-04-15 What is there in developmental relationships beyond setting and striving to achieve goals The presence of goals in coaching and mentoring programs has gone largely unquestioned yet evidence is growing that the standard prescription of SMART challenging goals is not always appropriate and even potentially dangerous in the context of a complex and rapidly changing world *Beyond Goals* advances standard goal setting theory by bringing together cutting edge perspectives from leaders in coaching and mentoring From psychology to neuroscience from chaos theory to social network theory the contributors offer diverse and compelling insights into both the advantages and limitations of goal pursuit The result is a more nuanced understanding of goals with the possibility for practitioners to bring greater impact and sophistication to their client engagements The implications of this reassessment are substantial for all those practicing as coaches and mentors or managing coaching or mentoring initiatives in organizations **Management Education for Integrity** Charles Wankel, Agata Stachowicz-Stanusch, 2011-09-02 Explains how curricula should be streamlined and rejuvenated to ensure a high level of integrity in management education providing numerous examples of new tools teaching methods integrity sensitization and development exercises and ethical management education assessment approaches *Emotions and Leadership* Neal M. Ashkanasy, Wilfred J. Zerbe, Charmine E. J. Härtel, 2019-08-26 This volume of Research on Emotion in Organizations contributes to the ongoing research on emotions within organizational leadership through a three level analysis focusing on leadership and individual team members leadership and its effects on the team construct and leadership in the overall context of organizations and culture **The Science of Change** Richard E. Boyatzis, 2024 The Science of Change integrates over 50 years of research in many fields into a unifying theory of behavioral change Intentional Change Theory ICT This multi

level fractal theory is equally applicable to getting better at playing the guitar achieving a department sales target rallying a community to action over a toxic spill or mobilizing a country to fight a pandemic In this book Richard E Boyatzis examines each phase and principle of the theory and provides examples of sustained desired change at the individual dyadic team organizational community and country level [The Palgrave Handbook of Fulfillment, Wellness, and Personal Growth at Work](#) Joan Marques,2023-08-31 This handbook discusses the role of sustainability well being and growth in engagement and purpose at work When employees are dissatisfied with their job they tend to be disengaged and less productive Given the correlation between job satisfaction and job performance organizations are looking for ways to increase employee engagement and productivity Divided into three sections this work opens with an examination of the concept of work then discusses fulfillment of workforce members at mental emotional and spiritual levels The next section on wellness explores drivers that advance interhuman approaches and trends including meaning leadership happiness resilience and motivation The last section focuses on personal and professional growth through the cultivation of an entrepreneurial mindset but also justice equity and interactive flourishing through the promotion of positive trends or the conscious reduction of toxic ones With contributions from a global cluster of scholars this book offers readers broad perspectives on the potential nature of work as a gratifying vocation It will serve as a horizon expanding reference for those researching topics related to meaningful work and workplace fulfillment and thriving

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