

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

Belle Rose Ragins, Kathy E. Kram



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 01 and future 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

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

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

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

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

Playfulness in Coaching Stephanie Wheeler, Teresa Leyman, 2023-07-24 Winner of the Henley Centre for Coaching Award for Coaching Book of the Year 2023 What do we mean by playfulness Playfulness and play are no longer seen as only of benefit to children s learning and development but are being used increasingly for coaching adults in the context of serious challenges and issues Benefits include better communication understanding self awareness relationship building creativity ideation and innovation in a business environment This book is the first to introduce and expand on the idea of playfulness as an approach in coaching *Playfulness in Coaching* fully explains the serious role of playfulness and provides the why and the how for new and experienced coaches Using case studies throughout the book takes a broad and evidence led look at the relevant areas of playfulness in coaching contracting developing insights forming direct communications how to prime the coach and the client for playfulness identifying and overcoming barriers assessing risks and closing a session It is packed with theory research stories from practice ideas and inspiration for understanding and applying playfulness in life and work This will be an invaluable resource for coaches particularly those with experience who are moving towards intermediate and mastery level The book has been written with coaches working with corporate clients in mind particularly in the context of challenges in a VUCA environment It will also be relevant to HR and Learning and Development managers who source coaches for organisations and oversee internal coaches as well as managers as coaches life coaches and mental health professionals

The Handbook of Mentoring at Work Belle Rose Ragins, Kathy E. Kram, 2007-10-09 This handbook is remarkable in that it provides a comprehensive and finely nuanced account of the diverse approaches that researchers, theorists, and practitioners have taken to mentoring by incorporating insights of some of the most widely known and respected researchers in careers and in mentoring. This handbook is poised to become a classic in career and mentoring literature with its potential long-term heuristic usefulness in generating new intersections among theory, research, and practice. Rebecca L. Weiler, Suzy D. Enbeau, Patrice M. Buzzanell, Purdue University. This handbook is poised to become a classic in career and mentoring literature with its potential long-term heuristic usefulness in generating new intersections among theory, research, and practice. It is encouraging that so much of the handbook establishes grounds for future communication research and relates directly to current trends in organizational and managerial communication. MANAGEMENT COMMUNICATION QUARTERLY. Ragins and Kram, both scholars whose work ignited the field of mentoring some 20 years ago and has guided it ever since, have teamed up to produce this lucid and accessible compendium of research and theory on mentoring relationships at work. Bringing together an impressive group of scholars, this volume offers a comprehensive assessment of the current state of knowledge about mentoring as well as an ambitious theory-driven practice-oriented agenda for future research. This book is an essential resource and could not be more timely as organizational scholars and practitioners alike grapple with the challenges of developing an ever more diverse workforce to meet the needs of an ever more global and technologically sophisticated organizational world. Robin Ely, Harvard Business School. The most complete reference in mentoring. The most seminal thinkers and the most significant collection of essays in print. A must read for everyone concerned with growth and learning. Warren Bennis, University of Southern California. This book is extremely timely. After two decades of research and debate, it provides a definitive guide to the study and practice of mentoring. In a world of looming talent shortages, it will prove an invaluable resource to reflective practitioners and organizational scholars alike. The authors should be congratulated for offering this tour de force of cutting-edge research and practice on mentoring while also charting new territories for future investigation. Herminia Ibarra, INSEAD. From two of the leading theorists in the field of mentoring comes an extraordinary volume. Ragins and Kram have guided a stellar group of authors toward new heights in theory and practice. The book covers all the bases and provides multiple perspectives, some entirely new, that promise to be generative of innovative research and practice. No one interested in mentoring, neither scholar nor practitioner, can afford to ignore this remarkable book. Lotte Bailyn, MIT Sloan School of Management. The explosion of interest in workplace mentoring today cries out for more robust research frameworks as well as new and better practical applications. This superb Handbook closes that gap by bringing together leading scholars and practitioners for a comprehensive overview of this fast-growing phenomenon. Researchers, students, human resources professionals, and practicing managers alike, indeed anyone who has been a mentor or mentee, will find this groundbreaking volume an indispensable companion. John Alexander, Former President and Senior Advisor, Center

for Creative Leadership The Handbook of Mentoring at Work Theory Research and Practice brings together the leading scholars in the field in order to craft the definitive reference book on workplace mentoring This state of the art guide connects existing knowledge to cutting edge theory research directions and practice strategies to generate the must have resource for mentoring theorists researchers and Leader Interpersonal and Influence Skills Ronald E. Riggio, Sherylle J. Tan, 2013-12-04 This edited volume explores different models conceptualizations and measures of leader interpersonal and influence soft skills that are so necessary for effective leadership These include the communication skills persuasion skills political savvy and emotional abilities used by leaders to inspire motivate and move followers toward the accomplishment of goals The book emanates from the two day long 21st Kravis de Roulet leadership conference which brought together top scholars working in this area The intent of the conference and this edited volume is to increase understanding of the interpersonal and influence skills or soft skills of the leader to highlight state of the art research on the topic and to provide clear research based guidelines for the development of leader skills Chapter authors are recognized experts in their respective areas and each section of the book will be introduced by an editor authored chapter reviewing the specific topic area in brief

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

Becoming a Resonant Leader Annie McKee, Richard E. Boyatzis, Fran 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

Self-management and Leadership Development Mitchell Grant

Rothstein,Ronald J. Burke,2010-01-01 This book is based on a really important timely and relevant idea to bring together sources on the self management of leadership development The book is important because almost all leadership development relies to a great degree on the leader s capability to manage his or her personal development It is timely because there is currently no single volume that covers the topic and it is relevant because leadership is such an extremely important issue for the success of our organizations countries and society in general The editors have done a thoroughly professional job in identifying top quality authors and combining their contributions into a very worthwhile volume Ivan Robertson University of Leeds UK Self Management and Leadership Development offers a unique perspective on how leaders and aspiring leaders can and should take personal responsibility for their own development This distinguished book is differentiated from other books on this topic with its view on the instrumental role played by individuals in managing their own development rather than depending on others such as their organization to guide them Expert scholars in the area of leadership emphasize the importance of self awareness as the critical starting point in the process Explicit recommendations are provided on how individuals can manage their own self assessment as a starting point to their development The contributors present insights and practical recommendations on how individuals can actively self manage through a number of typical leadership challenges Business school faculty teaching electives in leadership and managers who engage in leadership development for themselves or others should not be without this important resource Consulting firms and training institutions offering leadership development programs and participants in MBA and executive development programs will also find it invaluable

Handbook of Managerial Behavior and Occupational Health Alexander-Stamatios G. Antoniou,2009-01-01 The reader will find the articles themselves very well written and well researched this book would best be utilized as a reference tool for a researcher or as a reader for a masters or doctoral level course in organizational studies industrial or organizational psychology this text will be extremely valuable Jeffrey D Yergler Leadership Organization Development Journal This exciting Handbook provides an authoritative and comprehensive overview of managerial behavior and occupational health Containing both theoretical and empirical contributions written by eminent academics the Handbook covers a range of factors that influence behavior including migration and health job insecurity the impact of age diversity work stress and health in the context of social inequality as well as occupational health from a psychological perspective It is an essential reference tool to further research on psychology stress and understanding the behaviors of health within working environments The book will be invaluable to academics and students in the fields of occupational health

EBOOK: Leadership and Change for the Health Professional Elizabeth A. Curtis,John Cullen,2017-06-16 Leadership and Change for the Health Professional will provide health professionals with the latest thinking on leadership theory and research It highlights the issues that can block successful healthcare leadership initiatives and explores ways of constructively engaging with the opportunities provided by change Each chapter draws out practical lessons for effective and efficient leadership of care that is compassionate and safe

Leaders and students at all levels will be able to use this book to expand their leadership repertoire in a text that engages with many themes including The basics of leadership and the idea of leadership as a calling Motivating employees Implicit leadership theory Developing trust Building learning organisations Gender and equality Planning and organising change in healthcare Leading change The links between the theory and practice of healthcare leadership are skilfully explored with examples of research implemented in practice and the textbook further equips your study with helpful summaries and suggestions for further reading This is essential reading for all healthcare professionals in clinical practice as well as students studying or engaged in research on health care management and leadership With a foreword by Thomas Garavan Edinburgh Napier Business School UK Amongst the vast number of leadership texts published every year this book stands out It has been edited with considerable care by two highly respected scholars in the field to make it accessible to all those interested in and practising leadership whether healthcare professionals or students It is well organised and moves seamlessly to address many important questions about the nature of leadership including important questions of ethics gender trust motivation innovation teams and distributed leadership The final section focuses on leading change in healthcare a critical element of leadership practice in today s world Too many leadership books ignore context This book however is firmly rooted in the healthcare context and aspires to help professionals in this sector to reflect deeply on the complexities of leading through uncertain times Whilst each chapter stands alone the book s merit is in offering multiple perspectives Curtis and Cullen have encouraged the book s contributors to address the big debates and themes in healthcare leadership today whilst keeping in sharp focus the practice of leadership Sharon Turnbull Visiting Professor Lancaster University Management School UK In Leadership and Change for the Health Professional Elizabeth Curtis and John Cullen have crafted an exceptionally timely collection of practically based research insights As global healthcare systems face disruptive and often uncomfortable forces for change this book tackles complex topics that health leaders must understand While oriented toward generative practice and creative leadership skills Curtis and Cullen do not shy away from engaging with controversial aspects of leadership development such as bias gendered practice or even clinical failure making it a valuable resource for educators and practitioners alike Accessible and lively Leadership and Change for the Health Professional is a successful blend of current issues with a visionary future Kathy Lund Dean Board of Trustees Distinguished Professor of Leadership Ethics Gustavus Adolphus College USA Curtis and Cullen bring together a comprehensive overview of leadership from its historical development up to its role within the current healthcare context presented by a variety of scholars The particular challenges and demands faced by leaders and those who aspire to lead are discussed within and it addresses the many facets of leadership approaches Anyone interested in the development of leadership and change will find this particularly stimulating and a valuable text for academic and students alike Alison H James School of Healthcare Sciences Cardiff University UK This book covers many aspects of leadership which are timely in nature and directly relevant

to health professionals The contributors are highly respected and offer different perspectives on this complex issue We need to encourage practitioners to see themselves as leaders this evidence based text will serve to guide them in this quest De emphasising the individual leadership qualities and including those of teams makes this book stand out from others The NHS features prominently but despite this readers from other countries should be able to easily transfer the content to their own health services The useful websites at the end of each chapter provide further direction for readers This is a text that is written with a very positive stance even though the difficulties of being a leader are not ignored It ends with a discussion on the vision for leadership at individual team and organisational levels Lots to read absorb and you can do this a chapter at a time which is great Professor Bridie Kent Head of School of Nursing and Midwifery Plymouth University UK This book addresses an important topic where there is huge scope to add value This is partly due to the scale of the NHS The language makes the text accessible to professionals as well as academics It is also good to see that the issue of learning organisations is addressed as well as impact of leadership on patients Professor John G Burgoyne Lancaster University Management School UK Leadership and Change for the Health Professional is a timely and authoritative academic and professional exposition of the challenges for clinicians and healthcare managers in carrying out their management roles in our modern medical and healthcare systems Its focus on change is both apt and relevant in the context of the dynamic development of our healthcare structures Niamh Brennan Michael MacCormac Professor of Management University College Dublin 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 *Workplace Spirituality* Yochanan Altman, Judi Neal, Wolfgang Mayrhofer, 2022-01-19 Workplace spirituality is an emerging field of study and practice and this book asks the questions Where have we been in the last ten years as a field and where should we be headed in the next ten years The editors asked these questions of thought leaders from around the globe leaders who represent different sectors faith traditions worldviews and organizational functions This volume represents the best of current thinking about the state of the field of workplace spirituality and of what the future

holds There are four themes 1 management themes such as leadership ethics change management and diversity 2 workplace spirituality in sectors such as health and wellbeing policing and creative industries 3 key issues that are emerging such as self spirituality mindfulness storytelling and the importance of nature and 4 cutting edge epistemologies and methodologies including indigenous studies relational ontology ethnography and psychodynamics These articles were chosen to provoke new thinking new research and new practice in the field of workplace spirituality with the goal of helping the field mature in the next decade **The 2010 Pfeiffer Annual** David L. Dotlich, Peter C. Cairo, Stephen H. Rhinesmith, Ron

Meeks, 2010-01-19 This comprehensive resource includes an international panel of contributors who are leading academics and practitioners in the field Their combined wisdom has created the most authoritative and up to date source for new ideas tools models and contemporary practices in leadership development This unique volume is a world class resource for all practitioners teachers and students of leadership development Book Jacket *Contemporary Leadership in Sport*

Organizations David Scott, 2021-11-03 Research on leadership both within and outside of sport settings combines with practical skills to provide an effective approach to leadership in the sport industry Learn foundational concepts and modern theory to prepare for a successful career in sport organizations of all levels and types **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 **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

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