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Education

Ph.D., Social Psychology, Harvard University, Cambridge, MA, 1973
Ph.D. Honoris Causa, ESADE and Ramon Llull University, 2017
M.A., Social Psychology, Harvard University, Cambridge, MA, 1970
B.S., Aeronautics & Astronautics, Massachusetts Institute of Technology,
Cambridge, MA., 1968

Related Work Experience

Department of Organizational Behavior, Weatherhead School of Management, CWRU
2017: Became a Board Certified Coach (with specializations in career, executive
and life coaching)
2010 to present: Distinguished University Professor
2007 to present: H.R. Horvitz Chair in Family Business
2007 to present: Secondary Appointment in Department of Cognitive Science
2004 to present: Secondary Appointment in Department of Psychology
1996- 2004: Chair of Department of Organizational Behavior
1996-1999: Associate Dean of Executive Education, WSOM (Chair of Executive
Education from 1994-1996 prior to it becoming an Associate Dean role)
1991-present: Professor with tenure
1987-1991: Associate Professor with tenure

Academic Related Advisory Boards or Boards of Trustees:

2020 - present: Member Executive Committee, Organizational Neuroscience
Interest Group, Academy of Management
2019 – present: Board member Thought Leadership Institute, International
Coaching Federation
2018 – present: Board member MD Anderson Leadership Institute (Houston)
2018 - present: Advisory Board School of Nursing, CWRU: Leadership Academy
2017: - present: Advisory Board CWRU School of Medicine Health Innovation

and Entrepreneurship Pathway

2016 – present: Masters of HR, ALBA at the American University, Athens, Greece

2016 - present: Member, Advisory Board ALBA School of Business, American College of Athens

Awards:

2021: Thinkers 50 included in the Top 50 Coaches Worldwide

2020: Lifetime Achievement Award for Contributions to Leadership Coaching From *Coaching at Work* magazine

2020: Elected a Fellow of the American Psychological Association

2019: Thinkers 50, included in the Top 50 Coaches Worldwide, and awarded #1 Coach Academic Influencer award

2019: WSOM Enduring Impact research Award

2019: Elected a Fellow of Society for Industrial and Organizational Psychology (Division 14 of the American Psychological Association)

2018: Institute of Coaching: Harvard Medical School: Vision of Excellence Award for the Science of Coaching

2017: Ph.D. Honoris Causa, ESADE and Ramon Llull University, 2017

2017: International ISIPM Award for distinctive research in Project Management, Rome, October, 2017

2017: The Archer Lifetime Achievement Award in Human Resources from Crain's Business Cleveland, August, 2017

2016: Elected a Fellow of the Association of Psychological Science

2012 and 2014: Named #9 in a ranking of International Thinkers in HR by a survey of 18,000 HR Directors by *HR Magazine*

2007: Recipient of the Case Western University John Diekhoff Award for Graduate Student Teaching

2003: Recipient of the Weatherhead Executive Education Teaching Award

2002: Recipient of the Weatherhead Alumni Association David Bowers Faculty Service Award

1999: Recipient of the Weatherhead Research Award

1996: Recipient of the Weatherhead Theodore M. Alfred Distinguished Service Award

Interim Executive Director of the Mandel Center for Nonprofit Organizations, 2011-2012

Organizational and Management Consultant, and Speaker to many universities, companies and governments worldwide

Visiting & Adjunct Professor, ESADE, Barcelona, 2001- 2021

Visiting Professor, London Business School, 2005-2006

President, Experience Based Learning Systems, Inc., 1990 - 2002

Member, Board of Directors

2005-2016: Cleveland Botanical Gardens
 2012-2015: The Caleb Foundation
 2010-2016: Eastham Part Time residents Taxpayers Association
 1994-1998: Graduate Management Admissions Council
 1992-1995: Istituto di Sviluppo di Organizzazione Imparando
 1985-1991: Instructional Systems Association (President, 89-90)
 1976-1989: McBer & Co.
 1989-1995: Council for Adult and Experiential Learning
 1983-1985: Yankelovich, Skelly & White
 1983-1984: Reliance Consulting Group
 1985-1987: The Hay Group
 1983-1992: McBer Institute

McBer and Company (now a part of the Hay Group/Korn Ferry)

1976-1987: President and Chief Executive Officer
 1972-1975: Director of Research
 1968-1972: Associate
 Organizational and management consultant to a variety of industries and government agencies such as Monsanto, Mattel, SCM, Owens-Illinois, 20th Century Fox, Baxter Labs, IBM, American Management Association, Procter and Gamble, Mobil, Rohm and Haas, Peace Corps, Abbott Labs, McDonnell Douglas, ICI, U.S. Departments of: Army, Labor, Health and Human Services, Navy, State and Transportation. Multiple research studies on management, human resource management, motivation and alcohol abuse.

School of Education, Boston University, 1974-1975: Taught PhD Seminar in Community Intervention Practicum for the Counseling Department

Veterans Administration Hospital, Brockton, Ma., 1971-1973: Consulting Psychologist to Alcoholism Unit

University of South Florida, 1972: Visiting Assistant Professor

Private Consulting, 1969-1972: Consultant to the National Association of Independent Schools, Committee on Guidance and Counseling, National Friends Council on Education, and a variety of independent and public schools

Department of Social Relations, Harvard University, 1969-1972: Teaching Fellow for courses in Introduction to Social Psychology, Human Motivation, Interpersonal Attraction, Personality and Interpersonal Behavior, and Social Intervention

Sloan School of Management, MIT: Research Associate, 1968-1969; Research Assistant, 1967-1968

Northrop, Norair (Los Angeles): Research Engineer, 1966-1967

Publications

Books

9. Boyatzis, R.E., Smith, M., & Van Oosten, E. (2019). *Helping People Change: Coaching with Compassion for Lifelong Learning and Growth*. Boston, MA: Harvard Business School Press. Translated into Spanish, Simple Chinese, Complex Chinese, Italian, Turkish and Russian. Gold Award winner in Human Resources of Axiom Book Awards, 2020.
8. Boyatzis, R.E., Rochford, K. & Taylor, S.N. (2015). *The Impact Shared Vision on Leadership, Engagement, Citizenship and Coaching*. E Book: Frontiers in Psychology. <http://journal.frontiersin.org/researchtopic/3009/the-impact-of-shared-vision-on-leadership-engagement-and-organizational-citizenship>
7. McKee, A., Boyatzis, R.E. & Johnston, F. (2008). *Becoming a Resonant Leader: Develop Your Emotional Intelligence, Renew Your Relationships, Sustain Your Effectiveness*, Boston: Harvard Business School Press. Appearing in 7 languages (Chinese Simplified, Italian, Russian, Spanish, Thai, French)
6. Boyatzis, R. & McKee, A. (2005). *Resonant Leadership: Renewing Yourself and Connecting With Others Through Mindfulness, Hope, and Compassion*. Boston: Harvard Business School Press. Appearing in 18 languages (Simple Chinese, Complex Chinese, French, Danish, Greek, Indonesian, Italian, Japanese, Lithuanian, Norwegian, Polish, Portuguese, Romanian, Russian, Spanish, Thai, Ukrainian, and English).
5. Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press. Appearing in 31 languages (under slightly different titles in Chinese (Taiwan), Chinese (Simple-PRC), Danish, Dutch, English (UK), Estonian, French, German, Greek, Hebrew, Hungarian, Indonesian, Italian, Japanese, Korean, Lithuanian, Norwegian, Portuguese (Brazilian), Portuguese (Portugal), Polish, Romanian, Russian, Serbian, Slovenian, Spanish, Thai, Turkish, Ukrainian and US English), Vietnamese On New York Times (non-fiction and business), and/or Wall Street Journal, and/or Business Week best seller lists from February 2002 through January, 2003, and again in May, 2004; also on the Toronto Globe and Mail best seller list for five months (2002,2005), assorted local lists in the US, such as the Cleveland (2002, 2005) Plain Dealer, Denver Post, Boston Globe, Pittsburgh (2002, 2005), Dallas, as well as best seller lists in Spain and Japan.
4. Boyatzis, R.E. (1998). *Transforming qualitative information: Thematic analysis and code development*. Thousand Oaks, CA: Sage. Appearing in 2 languages - Chinese.

3. Boyatzis, R.E., Cowen, S.S., & Kolb, D.A. (1995). *Innovations in professional education: Steps on a journey from teaching to learning*. San Francisco: Jossey-Bass.
2. Boyatzis, R.E. (1982). *The competent manager: A model for effective performance*. N.Y.: John Wiley & Sons. Appearing in two languages- Russian.
1. Boyatzis, R.E. (1974). *Power motivation training workbook & instructor's manual*. Boston: McBer & Co.

Refereed Articles and Chapters

196. Boyatzis, R.E. (in press). Motivating others to learn and change. In Underhill, B., Passmore, J & Goldsmith, G. , *Coach Me: Your Personal Board of Directors and Advice from the World's Greatest Coaches*. London: John Wiley.
195. Martinez, H.A., & Boyatzis, R.E. (in review). Leadership beyond the leader: Leadership behavior as a function of relationship quality. 2nd edition of SAGE Handbook of Leadership
194. Badri Bajaj, Ragini Gupta & Richard E Boyatzis (in review). The potential role of Leader's Emotional Intelligence in enhancing Employee Engagement
193. Passarelli, A., Boyatzis, R.E., Dawson, A.J. & Jack, A.I. (in review). Seeing the Big Picture: An fMRI Study of Coaching Ideal and Real Self Narratives. Also presented at AOM Annual Meeting, August 2018.
192. Boyatzis, R.E., Hullinger, A., Ehasz, S.F., Harvey, J., Tassarotti, S., Galloti, A., & Pinafore, F. (under review). The Grand Challenge for Research on the Future of Coaching.
191. Boyatzis, R.E., & Volkova Feddeck, M. (in review). Why Healthcare Needs Coaching with Compassion to Increase Emotional Intelligence at Four Levels
190. Boyatzis, R.E., & Dhar, Udayan (2022). The dynamics of the ideal self. *Journal of Management Development*.
189. Dhar, U., Liu, H., & Boyatzis, R.E. (2021). Personal sustainability: Renewal as an antidote to stress. *Sustainability*. 13, 9945. <https://doi.org/10.3390/su13179945>
188. Boyatzis, R.E., (2021). Neuroscience. George Goethals, Scott T. Allison, and Georgia J. Sorenson (eds.), *The Sage Encyclopedia of Leadership Studies*
187. Liu, H., & Boyatzis, R. (2021). Focusing on resilience and renewal not stress: The role of emotional intelligence. *Frontiers in Psychology*. 12:685829. doi: 10.3389/fpsyg.2021.685829

186. Boyatzis, R.E., Goleman, D., Dhar, U., & Osiri, J.K. (2021). Thrive and survive: Assessing personal sustainability. *Consulting Psychology Journal*. 73 (1). 27-50. <https://doi.org/10.1037/cpb0000193>
185. Martinez, H., Rochford, K., Boyatzis, R., Rodriguez, S. (2021). Inspired and effective: The role of the ideal self in employee engagement, well-being, and positive organizational behaviors. *Frontiers in Psychology* 12:662386. doi: 10.3389/fpsyg.2021.662386
184. Bonesso, S., Gerli, F., Pazzaro, C., & Boyatzis, R.E. (2021). The role of intangible human capital in innovation diversification: Linking behavioral competencies with different types of innovation. *Industrial and Corporate Change*,
183. Boyatzis, R. E. (2020). Social intelligence. In B. J. Carducci (Editor-in-Chief) & A. Di Fabio, D. H. Saklofske, & C. Stough (Vol. Eds.), *Wiley-Blackwell encyclopedia of personality and individual differences: Vol. III. Personality processes and individual differences*. Hoboken, NJ: John Wiley & Sons.
182. Boyatzis, R.E. (2020). David C. McClelland. In *Sage Encyclopedia of Personality and Individual Differences*. Sage Publications.
181. Boyatzis, R.E. (2020). Learning Life Skills of Emotional and Social Intelligence Competencies. Manuel London (ed.). *Oxford Handbook of Lifelong Learning: Second Edition*, Oxford University Press, 2020
180. Boyatzis, R.E., & Rochford, K. (2020). Relational climate in the workplace: Dimensions, measurement and validation. *Frontiers in Psychology*. 11(article 85). <https://doi.org/10.3389/fpsyg.2020.00085>
179. Boyatzis, Smith, M, & Van Oosten, E. (2019). Coaching for change. *Harvard Business Review*, Sept/Oct issue.
178. Batista-Foguet, J.M., Saris, W.E., Boyatzis, R.E., Serlavós, R., & Velasco-Moreno, F. (2019). Multisource Assessment for Development Purposes: Revisiting the Methodology of Data Analysis. *Frontiers in Psychology*, <https://doi.org/10.3389/fpsyg.2018.02646>
177. Boyatzis, R.E. (2019). Coaching Teams through Intentional Change Theory In Clutterback, D., Lowe, K., Hayes, S., MacKie, D., Iordanou, I. & Gannon, J., *Practitioner's Handbook of Team Coaching*, NY: Gower.
176. Jack, A., Rochford, K., Friedman, J., Passarelli, A. & Boyatzis, R.E. (2019). Pitfalls in Organizational Neuroscience: A Critical Review and Suggestions for Future Research. *Organizational Research Methods*,

- doi.org/10.1177/1094428117708857 (IF=4.9)
175. Boyatzis, R.E. (2019). Emotional Intelligence and Its Measurement. In R. Aldag (ed.). *Oxford Encyclopedia of Business and Management*. NY: Oxford University Press. doi:10.1093/acrefore/9780190224851.013.159.
 174. Boyatzis, R.E. (2020). Leadership Intelligence, In Robert Steinberg (ed.). *Cambridge Handbook of Intelligence (2nd edition)*. Vol. 2, 802-819.
 173. Boyatzis, R.E. (2018). Coaching through Intentional Change Theory. In Susan English, Janice Sabatine, and Phillip Brownell. *Professional Coaching: Principles and Practice*. Springer Publishing. 221-230.
 172. Boyatzis, R.E. (2018). The Behavioral Level of Emotional Intelligence and Its Measurement. *Frontiers in Psychology*. 9(article 1438). doi.org/10.3389/fpsyg.2018.01438
 171. Truninger, M., Fernández-i-Marín, X., Batista, J.M., Boyatzis, R.E., & Serlavos, R. (2018). The Power of EI Competencies Over Intelligence and Individual Performance: A Task-Dependent Model. *Frontiers in Psychology, September*, <https://doi.org/10.3389/fpsyg.2018.01532>
 170. Boyatzis, R.E., Goleman, D., Gerli, F., Bonesso, S. & Cortellazzo, L.(2018). Chapter 6: Emotional and Social Intelligence Competencies and the Intentional Change Process. In Belack C., Di Filippo I., and Di Filippo D. (eds), 2018, *Cognitive Readiness in Project Teams: Reducing Project Complexity and Increasing Success in Project Management*, CRC Taylor & Francis, Boca Raton, FL.
 169. Boyatzis, R.E., Goleman, D., Gerli, F. & Bonesso, S. (2018). Chapter 8: Emotional and social intelligence competencies for project management. In In Belack C., Di Filippo I., and Di Filippo D. (eds), 2018, *Cognitive Readiness in Project Teams: Reducing Project Complexity and Increasing Success in Project Management*, CRC Taylor & Francis, Boca Raton, FL.
 168. Boyatzis R.E. & Cavanagh K.V. (2018). Leading Change: Developing Emotional, Social, and Cognitive Competencies in Managers During an MBA Program. In: Keefer K., Parker J., Saklofske D. (eds) *Emotional Intelligence in Education. The Springer Series on Human Exceptionality*. Springer. 403-426. DOI: https://doi.org/10.1007/978-3-319-90633-1_15
 167. Boyatzis, R.E. (2018). Measuring the Impact of Quality of Relationships Through the Positive Emotional Attractor. In Stewart Donaldson and Meghana Rao (eds.). *Positive Psychology of Relationships*, Praeger Publishers. 193-209.
 166. Topa, G., Lunceford, G. & Boyatzis, R.E. (2018). Financial planning for

- retirement: A psychosocial perspective. *Frontiers in Psychology*, <https://doi.org/10.3389/fpsyg.2017.02338>
165. Boyatzis, R.E. (2018). Emotional intelligence. In Bruce Frey (editor). *Sage Encyclopedia of Educational Research, Measurement and Evaluation*. Thousand Oaks, CA: Sage Publications. 579-580.
164. Boyatzis, R.E. & Jack, A. (2018). The neuroscience of coaching. *Consulting Psychology Journal*. 70(1). 11-27.
163. Howard, A., Healy, S. & Boyatzis, R.E. (2017). Using Leadership Competencies as a Framework for Career Readiness. In *New Directions for Student Leadership*. 156, 59-72.
162. Boyatzis, R.E., Thiel, K., Rochford, K. & Black, A. (2017). Emotional and Social Intelligence Competencies of Incident Team Commanders Fighting Wildfires. *Journal of Applied Behavioral Science*. 53(4), 498-516.
161. Boyatzis, R.E., Rochford, K. & Cavanagh, K. (2017). The Role of Emotional and Social Intelligence Competencies in Engineer's Effectiveness and Engagement. *Career Development International*. 22(1). 70-86.
160. Boyatzis, R.E. (2017). Commentary of Ackley (2016): Updates on the ESCI as the behavioral level of emotional intelligence. *Consulting Psychology Journal*, 68(4). 287-293.
159. Boyatzis, R.E., Passarelli, A. & Wei, H. (2017). A Study of Developing Emotional, Social, and Cognitive Competencies in 16 Cohorts of an MBA Program. *Journal of Management Education*. [Best Paper Proceedings, AOM 2013].
158. Friedman, J., Rochford, K. Jack, A. I. & Boyatzis, R.E. (2016). Antagonistic Neural Networks Underlying Organizational Behavior. In David Waldman (ed.). *Organizational Neuroscience*. London: Emerald Press. 115-142.
157. Jack, A., Friedman, J., Boyatzis, R.E. & Taylor, S. (2016). Why do you believe in God? Relationships between religious belief, analytic thinking, mentalizing and moral concern. *PLOS ONE*. (IF 3.2)
156. Rochford, K., Boyatzis, R.E., French, S. & Jack, A. (2016). Neural Roots of Ethical Leadership and the Development of Better Leaders: The Default Mode Network versus the Task Positive Network. *Journal of Business Ethics*, 144(4). 755-770. DOI 10.1007/s10551-016-3264-x
155. French, S., Bilimoria, D., & Boyatzis, R.E. (2015). Disruptive philosophy: A turnaround artist with heart. *International Journal of Ethical Leadership*. 3

- (6). 48-58.
154. Batista-Foguet, J.M., Ferrer-Rosell, B., Serlavós, R., Coenders, G., & Boyatzis, R.E. (2015). Unveiling the Third Dimension of Experiential Learning Theory. *Frontiers in Education*. Vol. 6, article 1742, <http://dx.doi.org/10.3389/fpsyg.2015.01742>, 1-10
153. Petersen, R.B., Lissemore, F., Appleby, B., Aggarwal, N., Boyatzis, R.E., Casadesus, G., Cummings, J., Jack, A., Perry, G., Safar, J., Sajatovic, M., Surewicz, W., Wang, Y., Whitehouse, P. & Lerner, A. (2015). Neurodegeneration to Brain Health: an integrated approach. *Journal of Alzheimer's Disease* (IF 3.16)
152. Boyatzis, R.E., Rochford, K. & Taylor, S.N. (2015). The Role of the Positive Emotional Attractor as Vision and Shared Vision: Toward Effective Leadership, Relationships and Engagement. *Frontiers in Psychology*, 21 May, 6 (article 670). <http://dx.doi.org/10.3389/fpsyg.2015.00670> (IF=2.6)
151. Boyatzis, R.E., Batista, J.M., Fernandez-Marin, X. & Truninger, M. (2015). EI Competencies as a Related but Different Characteristic than Intelligence.. *Frontiers in Psychology*. 6:72. doi: 10.3389/fpsyg.2015.00072 (IF=2.6)
150. Hazy, J.K. & Boyatzis, R.E. (2015). Emotional contagion and protoorganizing in human dynamics. *Frontiers in Psychology*. 12 June 2015 | <http://dx.doi.org/10.3389/fpsyg.2015.00806> (IF=2.6)
149. Amdurer, E., Boyatzis, R.E., Saatcioglu, A., Smith, M. & Taylor, S.N. (2015). Longitudinal impact of emotional, social and cognitive intelligence competencies on career and life satisfaction and career success. *Frontiers in Psychology* 5, article # 1447, pp. 1-15, doi:10.3389/fpsyg.2014.01447. (IF=2.6)
148. Boyatzis, R.E. (2015). Organizational Psychology on the Way to 2065: A Challenge to Scholars. *Frontiers in Psychology*. 22 June 2015. doi: 10.3389/fpsyg.2015.00948 (IF=2.6)
147. Mahon, E.G., Taylor, S.N. & Boyatzis, R.E. (2014, Fall). Antecedents of organizational and job engagement: Exploring emotional and social intelligence as moderators. *Frontiers in Psychology*. (IF = 2.6)
146. Boyatzis, R.E. (2015). Building and Maintaining Better Leadership Relationships through Mindfulness. In Jochen Reb & Paul Atkins (eds.). *Mindfulness in Organizations*. Cambridge University Press: Cambridge, UK.
145. Boyatzis, R.E. (2014). Possible Contributions to Leadership and Management Development from Neuroscience. *Academy of Management Learning and Education*. 300-303. (IF= 2.1)

144. Boyatzis, R.E., Gaskin, J., & Wei, H. (2014). Chapter 17. Emotional and Social Intelligence and Behavior. Dana Princiotta, Sam Goldstein & Jack Naglieri (eds.), *Handbook of Intelligence: Evolutionary, Theory, Historical Perspective, and Current Concepts*, Springer Press: NY. pp. 243-262. Also published by The Hay Group as Boyatzis, R.E. & Gaskin, J. (2010). *A Technical Note on the ESCI and ESCI-U: Factor Structure, Reliability, Convergent and Discriminant Validity Using EFA and CFA*. Cleveland: Case Western Reserve University.
143. Batista-Foguet, J.M., Revilla, M., Saris, W., Boyatzis, R.E. & Serlavós, R. (2014). Reassessing the effect of survey characteristics on Common Method Bias in Emotional and Social Intelligence Competencies Assessment. *Structural Equation Modeling. A Multidisciplinary Journal*, 21: 596–607. (IF=3.07)
142. Boyatzis, R.E. & Khawaja, M. (2014), How Dr. Akhtar Hameed Khan led a change process that started a movement. *Journal of Applied Behavioral Science*. 50:3, 284-306. (IF=1.06)
141. Boyatzis, R.E., Rochford, K. & Jack, A. (2014). Antagonistic Neural Networks Underlying Differentiated Leadership Roles. Carl Senior (ed.). *Frontiers in Human Neuroscience*. 8, article 114, pp. 1-15. (IF=2.9).
140. Boyatzis, R.E. (2013). Emotional and social intelligence. In Eric Kessler (ed.). *Encyclopedia of Management Theory, volume 1*, p. 225-229
139. Boyatzis, R.E., Passarelli, A. & Wei, H. (2013). Developing emotional, social and cognitive competencies in MBA programs: A Twenty Five Year Perspective. In Ron Riggio and Sherylle Tan (ed.). *Building Interpersonal Skills in Management Programs*. 311-330.
138. 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.
137. Boyatzis, R.E., Smith, M., Van Oosten, E. & Woolford, L. (2013). Developing Resonant Leaders through Emotional Intelligence, Vision and Coaching *Organizational Dynamics*, (42). pp. 17-24
136. Victoroff, K. & Boyatzis, R.E. (2013). An Examination of the Relationship Between Emotional Intelligence and Dental Student Clinical Performance. *Journal of Dental Education*, (77)4, pp. 416-426.
135. Cherniss, C. & Boyatzis, R.E. (2013). Using a multi-level theory of performance based on emotional intelligence to conceptualize and develop “soft” leader skills. In Ron Riggio and Sherylle Tan (ed.). *Building Interpersonal Skills in Management Programs*. 53-72.

134. Boyatzis, R.E. & Howard, A. (2013). When goal setting helps and hinders sustained, desired change. In Susan David, David Clutterbuck & David Megginson (eds.). *Goal Setting and Goal Management in Coaching and Mentoring*. 211-228. NY: Routledge.
133. Boyatzis, R.E., Smith, M. & Beveridge, A. (2013). Coaching with Compassion: Inspiring Health, Well-Being and Development in Organizations. *Journal of Applied Behavioral Science*. 49:2, 153-178.
132. Boyatzis (2013). When Pulling to the Negative Emotional Attractor is Too Much or Not Enough to Inspire and Sustain Outstanding Leadership. R. Burke, C. Cooper, and G. Woods (eds.), *The Fulfilling Workplace: the Organization's Role in Achieving Individual and Organizational Health*, Gower Publishing, London, pp. 139-150.
131. Steinheider, B., Wuestwald, T., Boyatzis, R.E. & Kroutter, P. (2012). In search of a methodology of collaboration: Understanding researcher-practitioner philosophical differences in policing. *Police Practice and Research*.2(1). 23-30.
130. Taylor, S.N. & Boyatzis, R.E. (2012). Looking at stress and learning: Peer coaching and compassion as a possible remedy. *Transformative Dialogues: Teaching & Learning Journal Volume 6* (1), 1-14.
129. Emmerling, R.J. & Boyatzis, R.E. (2012). Emotional and social intelligence competencies: cross cultural implications. *Cross Cultural Management: An International Journal*, 19:1, 4-18.
128. Boyatzis, R.E., Massa, R. & Good, D. (2012). Emotional, social and cognitive intelligence as predictors of sales leadership performance. *Journal of Leadership and Organizational Studies*. 19(2), 191-201. (IF=1.1)
127. Boyatzis, R.E. & Soler, C. (2012). Vision, leadership, and emotional intelligence transforming family business. *Journal of Family Business Management*. 2(1), 23-30.
126. Boyatzis, R.E., Passarelli, A.P., Koenig, K., Lowe, M., Mathew, B., Stoller, J. & Phillips, M. (2012). Examination of the Neural Substrates Activated in Experiences with Resonant & Dissonant Leaders. *Leadership Quarterly*. 23:2, 259-272.
125. Boyatzis, R.E, Smith, M. & Van Oosten, E. (2011). Building Relationships and Talent: Coaching to the Positive Emotional Attractor for Sustained, Desired Change. In Berger and Berger (eds.), *The Talent Management Handbook*, NY: McGraw Hill. P. 217-226.
124. Boyatzis, R.E. (2011). Managerial and leadership competencies: A behavioral

- approach to emotional, social and cognitive intelligence. *Vision: the Journal of Business Perspective (Indian journal)*, 15(2), 91-100.
123. Boyatzis, R.E. (2011). Managerial and leadership competencies: A behavioral approach to emotional, social and cognitive intelligence. Reprinted in Shamira Soren Malekar (ed.). (2011). *Emotional intelligence & Leadership: Better Work and Learning Environment*. A Publication of the Forum for Emotional Intelligence Learning. Excel Books: New Dehli. 1-22.
 122. Boyatzis, R.E. (2011). Learning Life Skills of Emotional and Social Intelligence Competencies. In Manuel London (ed.). *The Oxford Handbook of Lifelong Learning*, New York: Oxford University Press, p. 91-101.
 121. Boyatzis, R.E., Brizz, T., & Godwin, L. (2011). The Effect of Religious Leaders' Emotional and Social Competencies on Improving Parish Vibrancy. *Journal of Leadership and Organizational Studies*, 18(2), 192-206. (IF=1.1)
 120. Boyatzis, R.E., Lingham, A., & Passarelli, A. (2010). Inspiring the development of emotional, social, and cognitive intelligence competencies in managers. In Mitchell Rothstein & Ron Burke (Eds.), *Self-Management and Leadership Development*. 62-90. Cheltenham, UK: Edward Elgar Publishers.
 119. Boyatzis, R.E. & Mainemelis, C. (2010). Assessing the distribution of learning and adaptive styles in an MBA program. In Stephen Raynor & Eva Cools (eds.). *Style differences in cognition, learning and management: Theory, research and practice*. Routledge: London. P. 99 - 114.
 117. Boyatzis, R.E. (2010). Leadership development that works. In David Dotlich, Peter Cairo, Ron Meeks, and Stephan Rhinesmith (eds.), *2010 Pfeiffer Annual: Leadership Development*, NY: John Wiley & Sons. 334-347.
 116. Boyatzis, R.E., Smith, M.L., & Van Oosten, E. (2010). Le coaching compatissant, allie de la santé et du renouveau. *Gestion*, 35(3). 41- 46.
 115. Boyatzis, R.E. & Kelner, S. (2010). Competencies as a behavioral manifestation of implicit motives. In Oliver Schultheiss, Friedrich-Alexander, and Joachim Brunstein (Eds.). *Implicit Motives*. 488-509.
 114. Boyatzis, R.E. (2010). Coaching teams to use emotional, social and cognitive intelligence for sustainable, desired change. In Manfred Kets De Vries and Laura Guillen (eds.). *Beyond Coaching; Creating Better Leaders, Teams, and Organizations*. 168-180. Palgrave MacMillan; New York.
 113. Boyatzis, R.E., Fambrough, M., Leonard, D. & Rhee, K. (2009). Emotional and Social Intelligence Competencies of Effective Project Managers. To appear in David Clelland and Bopaya Bidanda (eds.), *Project Management Circa 2025*,

- 273-288.
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2. Boyatzis, R.E. (1977). Book Review of *Managing training and development systems* by R. Tracy, *Journal of Education*, 159(4).
1. Boyatzis, R.E. (1972). *A two-factor theory of affiliation motivation*. Unpublished doctoral dissertation. Cambridge, Ma.: Harvard University.

Impact of Work: Citations and Web Sites

Google Search on February 6, 2021 for "Boyatzis" yielded 520,000 (after adjusting for the approximate 6.6% for another Boyatzis); Google Scholar search for "Richard Boyatzis" yielded 70.770 (h index= 80, i10= 231).

Asynchronous Learning and Pedagogical Innovations

Developed MOOCs on Leadership (total enrollments and visitors of 1,251,214 as of 1/22/2021):

- a) Inspiring Leadership Through Emotional Intelligence Offered eight times on Coursera with total enrollments or visitors of 1,028,613 as of 1/22/2021 from over 215 countries;
- b) Launched on iTunes University in March, 2014; 5,173 as of 1/22/2021
- c) Developed MOOC on coaching called Conversations that Inspire: Coaching Learning, Leadership and Change, enrollment and visitors of 183,764 as of 1/22/2021
- d) Developed and launched MOOC called Be a Leader, Develop a Leader, enrollment and visitors of 38,337 as of 1/22/2021.

Created the Coaching Research Laboratory (with Melvin Smith and Ellen Van Oosten) in OB 2014.

Tests Developed

Abilities Assessment Questionnaire: A test of 22 abilities (i.e., competencies) with boss, subordinate, and peer versions; available in Italian and Brazilian Portuguese

Learning Skills Profile (with D.A. Kolb): A card-sort instrument assessing 12 sets of learning skills and the corresponding job demands for those skills, based on experiential learning theory; available in Italian; currently published for worldwide distribution by The Hay Group..

Adaptive Style Inventory (with D.A. Kolb): A test of integrative flexibility (i.e., a measure of advanced cognitive development), learning flexibilities and inflexibilities based on experiential learning theory; currently published for worldwide distribution by The Hay Group.

Role Preference Map (with J.A. Burruss): A test of disposition to be in the role of leader versus manager versus professional (i.e., individual contributor), with versions for subordinate, boss, and peer; currently available from the authors.

Philosophical Orientation Questionnaire: A test of pragmatic, analytic and human caring value orientations, or operating philosophy; currently available from the author.

Emotional Competency Inventory, now the Emotional and Social Competency Inventory (with Dan Goleman): A test of 12 competencies constituting a person's emotional intelligence; currently published for worldwide distribution by The Hay Group/Korn Ferry. Also, the ECI-U and now the ESCI-U was developed as a separate version for use in colleges and universities. Specialized versions of the ESCI-U have been adapted for WSOM, ESADE in Barcelona, Spain and ALBA in Athens, Greece.

RCS: Relational Climate Survey (with Kylie Rochford): new and improved version of the PNEA Survey: a questionnaire to assess the degree of PEA and NEA experienced in teams and organizations in terms of Shared Vision, Compassion, and Overall Positive Mood. It has been used in numerous dissertations and is showing the importance of vision and compassion in a wide variety of consequences such as successful mergers and acquisitions, family business success, job engagement in IT teams, organizational citizenship behavior, increased treatment adherence among Type II Diabetics, etc.

IST: Ideal Self Test (with Scott Taylor and Kathy Buse): a test to assess the quality of a person's ideal self or personal vision. It is currently being used in several studies to assess career retention of women engineers and validation against essays about

a person's vision.

PSI: Personal Sustainability Index (w/ Daniel Goleman), a measure that helps researchers and practitioners develop a specific strategies for managing their stress and renewal balance in activities (i.e., measuring both the intensity of their PNS versus SNS activation as well as the variety of activities activating their PNS versus SNS)

SOP: Sense of Purpose (w/ Daniel Goleman), a measure of how well and intense a person has awareness of their personal sense of purpose in life which is a key component of a person's Ideal Self or Personal Vision

Presentations at Professional Conferences and Associations

Over the years, presentations, speeches and invited addresses have been given at numerous professional conferences, including (not included are client-sponsored conferences or special invitational conferences for professionals studying specific issues):

- Academy of Management
- Alcohol and Drug Problems of North America
- American Assembly of Collegiate Schools of Business
- American Association of Higher Education
- American Educational Research Association
- American Heart Association
- American Management Association
- American Psychological Association
- American Society for Training and Development
- Association of Coach Training Organizations
- Association of State Training Directors
- Conference Board
- Council on Adult and Experiential Learning
- Decision Sciences Institute
- Eastern Academy of Management
- Eastern Psychological Association
- Edison Electric Institute
- Graduate Management Admissions Council
- Graduate Schools and Education Advancing Coaching
- Higher Education for Capability
- Human Resource Planning Society
- International Coaching Federation
- Japanese Management Association
- Life Insurance Marketing Research Association
- Management Centre Europe
- National Council on Alcoholism
- National Institute of Alcoholism and Alcohol Abuse
- New England Schools of Business Conference

Organizational Behavior Teaching Society
 Presidents' Association
 Society for Consulting Psychologists
 Society for Industrial and Organizational Psychology
 Leading Edge Consortium for Executive Coaching (unit of SIOP)
 Society for Neuroscience
 Society for Psychologists in Management
 Young Presidents Organization
 and others

Editorial Referee

Applied Psychology: An International Review, 2001- present
Academy of Management Journal of Learning and Education, 2002-present
Academy of Management Review, 2009 to present
Consulting Psychology Journal, 2009 to present
Human Performance, 2011-present
Human Resource Development Review, 2011- present
IEEE Transactions, 1996-present
Intelligence, 2004- present
International Journal of management Education, 2011 to present
Journal of Applied Behavioral Science, 2011- present
Journal of Coaching Philosophy, 2016 to present
Journal of Management Education, 1990-2008
Journal of Management Learning, 1996-present
Journal of Organizational Change Management, 1995-present
Journal of Studies on Alcohol, 1975-1987
Leadership Quarterly, 2011 to present
Nonprofit Leadership and Management, 1992-present
Psychological Reports, 2000-present

Editorial Boards

Journal of Applied Behavioral Science, 2011 – present
Leadership Quarterly, 2017- present
Journal of Coaching Philosophy, 2016 - present
 Chief Section Editor Special Section of *Frontiers in Psychology* called
Organizational Psychology, 2015- 2020
Frontiers in Psychology, Organizational Behavior and Psychology Section, 2015-
 present
Journal of Management Education, 1997- 2009
Academy of Management Journal of Learning and Education, 2000- 2008
Action Research, 2005 – 2012
EuroMed Journal of Business: 2009 –2015
Consulting Psychology Journal: 2013 – present
Journal of Cross-Cultural Management: 2011- 2018
Leadership Quarterly: 2015- present

Professional Affiliations

Memberships:

Academy of Management
 American Psychological Association, Fellow
 Association for Psychology Science, Fellow
 Instructional Systems Association, Honorary Trustee
 Society for Industrial and Organizational Psychology, Fellow

Officer Positions

Alcohol and Drug Problems of North America:
 Chairman, Research Committee
 Annual Program Committee, 1976
 Instructional Systems Association:
 President: 1987-1989
 Vice President: 1985-1987, 1989-1991

Personal Interests

Photography (especially of animals and plants)- one published photo on *Digital Photographer*; music (listening and playing); rock polishing and jewelry making; wine (drinking and collecting)

Current Research Agenda: How do People Change, Learn and Grow Throughout Their Lives and Careers?

Intentional Change Theory: Theoretical and empirical work on complexity theory interpretations of Intentional Change Theory.

Development of Emotional and Social Intelligence Competencies: Continued research on the measurement and test development of Emotional and Social Intelligence Competencies (ESI)

Coaching: Research into effectiveness and processes affecting coaching.

December 27, 2021