

# Executive Book Summaries

Resonant Leadership By: Richard Boyatzis & Annie McKee

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## Quick Summary

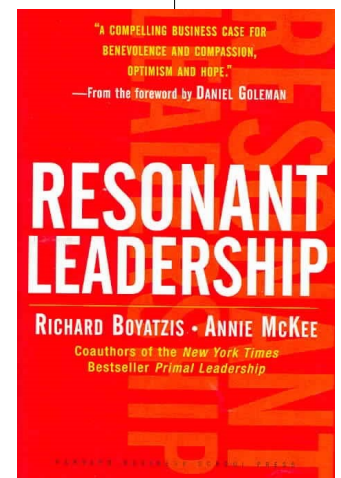
Richard Boyatzis and Annie McKee demonstrate effectively how to be a resonant leader and why it is important to be a resonant leader. Through 9 chapters we are taken through what a resonant leader is, what happens if you are not a resonant leader, and how to become a resonant leader again. After demonstrating what a dissonant leader is, Boyatzis and McKee highlight the steps a person can take to realize if they are a dissonant leader or resonant leader. The book provides different assessments to help people determine the type of leader to which they are. The authors then effectively demonstrate different steps to become a resonant leaders. They highlight three key areas as mindfulness, hope, and compassion as the tenants of what makes a resonant leader. Through these tenants the book discusses how to become a resonant leader and renew your leadership strategy. The authors end the book on how to use resonant leadership to make the change you want to see in the world. The strategies to become a resonant leader are done with miniature case studies of different resonant and dissonant leaders through the nine chapters highlighting the mistakes and successes of different leaders.

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## Key Ideas

- What makes a resonant leader
- How to become a resonant leader
- Signs to check if you are becoming a dissonant leader
- The tenants of resonant leadership
- Developing your attunement to those around you



## Resonance Vs Dissonance

### Resonant Leader:

“Resonant leaders are in tune with those who are around them,” (Pg4). The idea of resonant leadership stems from the connections of self to those who are around them. Using emotional intelligence, resonant leaders find ways to connect with their followers in order to manage their followers emotions to build strong trusting relationships. A resonant leader uses these emotions to help bring out the best in the people around them.

A resonant leader also uses skills to bring about the best in the followers around them. They are able to blend financial, human, intellectual, and social capital to help others get results. To be a resonant leader is not bringing in these skills once, but is about being able to sustain these practices over

“Even the best of leaders—those who can create resonance— must give of themselves constantly.” Pg 5

time. A resonant leader is able to go through the stresses all year long and renew their ability to be emotionally connected to the followers around them. As we look at a resonant leader they understand not just their own emotional intelligence, but the emotional intelligence of those around them.

### Dissonant Leader

A dissonant leader succumbs to the pressures around them. Many dissonant leaders start of as resonant leaders, but over time they lose track of these traits and become dissonant leaders. A dissonant leader disconnects from his followers, and from themselves. They tend to begin to show traits such as easily irritated, oblivious, and abrasive. Usually these traits come from high stress based situations. When a leader is under pressure to produce, complete tasks, or wanting to see better results they can move towards dissonance by pushing their followers too hard. A dissonant leader becomes out of sync with the needs of both their clients and their followers. They struggle to understand what is going on around them. Often they do not realize the burnout of the people who are around them and more importantly themselves. This burnout can result in even more disconnection from their followers.

“ As leaders, we face crisis small and large, as part of a days work.” Pg. 40

A dissonant leader succumbs to the stress of the job. Boyatzis and McKee highlight that this stress caused from dissonant leadership can result in chemical changes in a leaders brain. The authors suggest that these chemical changes alter how leaders are able to think critically, as well as, makes them more susceptible to stay as dissonant leaders.

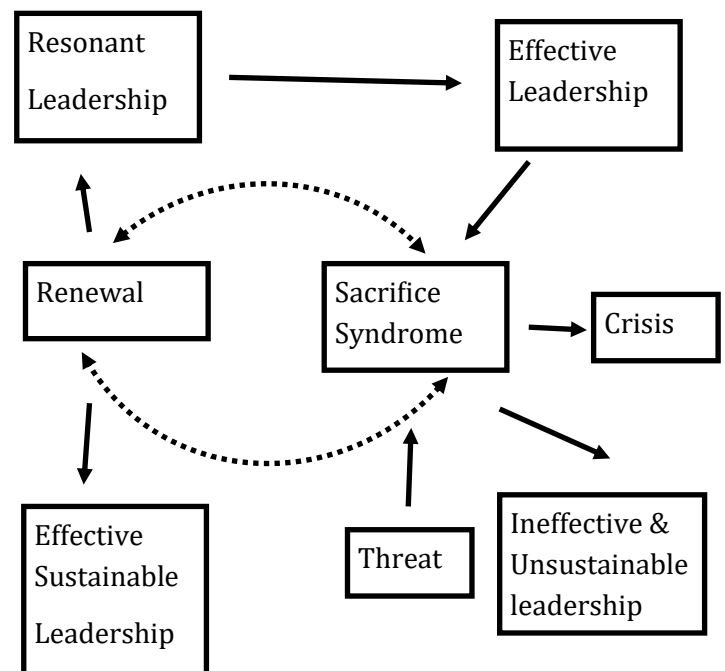
# Renewal Process & Sacrifice Syndrome

## Sacrifice Syndrome

The sacrifice syndrome is when a leader begins to give to much, resulting in them wearing themselves thin. They stay late to at work in order to fix issues, resulting in them disconnecting from themselves and the things important to them. They begin to be unable to recognizing that they are not taking care of themselves, that they begin to lash out at those around them. Often when in the sacrifice syndrome for too long they begin to be unable to recognize that they have become stuck in a loop. Thus they begin to push themselves and those around them harder, resulting in ineffectual leadership. This is when we see different hormones and adrenaline run through their body re-

sulting people to stay in this state for long periods of time. A person in the sacrifice syndrome does not take the adequate time to take care of themselves as an individual and as a result they are unable to take care of those around them. This results in the creation of a dissonant leadership, and the longer they stay in this cycle the more dissonance they create in their followers.

### The Cycle of Sacrifice and Renewal pg 62



## Renewal Process

The renewal process is the steps a leader must take in order to prevent them from stretching themselves too thin. A person gets the same chemical changes in the brain from going through the renewal process as they do from the sacrifice syndrome. When they conduct positive actions they receive positive stimulus to their brains. The authors suggest that a leader will get these positive stimulus through the use of the three major tenants of resonant leadership: mindfulness, hope, and compassion. These actions make people feel positive, elated, and provide clarity. The first step towards the renewal process is to have recognize that the leader is beginning to fall into the sacrifice syndrome. Leaders need wake up calls when they begin to fall into the sacrifice syndrome. The authors Boyatzis and McKee highlight on page 81 a

list of different wake up calls that will allow a person to realize they have fallen into a sacrifice loop. A few examples of this are death in the family, divorce, or moving into a new home. Once they have made this realization they can use the tenants of resonant leadership to change their personal life first. Once they have begun the renewal process they can work towards becoming a resonant leader.

## Tenants of Resonant Leadership

*“ Great leaders are awake, aware, and attuned to themselves, to others, and to the world around them. Pg. 3 “*



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### HOPE

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Hope is the ability to have dreams and aspirations of what can be. Choosing to believe that we can make something better, and optimistic that we can be the ones that make that change.



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### COMPASSION

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Compassion is empathy and caring in action. Meaning we try to understand what is going on around us, fully caring past just work and then connect on these emotions with others around us.



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### MINDFULNESS

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Mindfulness is the capacity to be fully aware of all that someone experiences around us and to pay full attention to what is going around us. As well as, acting on what is going on internally and externally around us.

# Case Studies

## Case Study 1: Lechesa Tsenoli

In chapter eight Compassion, Lechesa is an example of how compassion can be used in renewing and creating resonant leaders. . Lechesa was a member of parliament in South Africa, who was also a freedom fighter during the apartheid in the 1980's.

1. Compassion means to truly listen to what someone is saying
2. Making a connection with the people around you regardless of differences is key to leadership
3. All people are people first regardless of the choices that they make

## Case Study 2: Mrs. Zikhali

In chapter seven Hope, we are introduced to Mrs. Zikhail who identifies another key tenant of resonant leadership hope. As a school's headmistress she had a dream and represents how powerful hope can be.

1. Hope must start with a vision of what could be
2. It must have a clear goal in order to feel it can be attainable
3. To make sure that others who are helping understand the dream to which they are apart of.

## Case Study 3: John Studki

In chapter six we are introduced to John a CEO of an investment banking company who lives an extremely busy life. He is a patron of the arts, works for a large company, works on other boards, and works with various human rights groups. John also uses mindfulness in order to remain balanced following basic tenants.

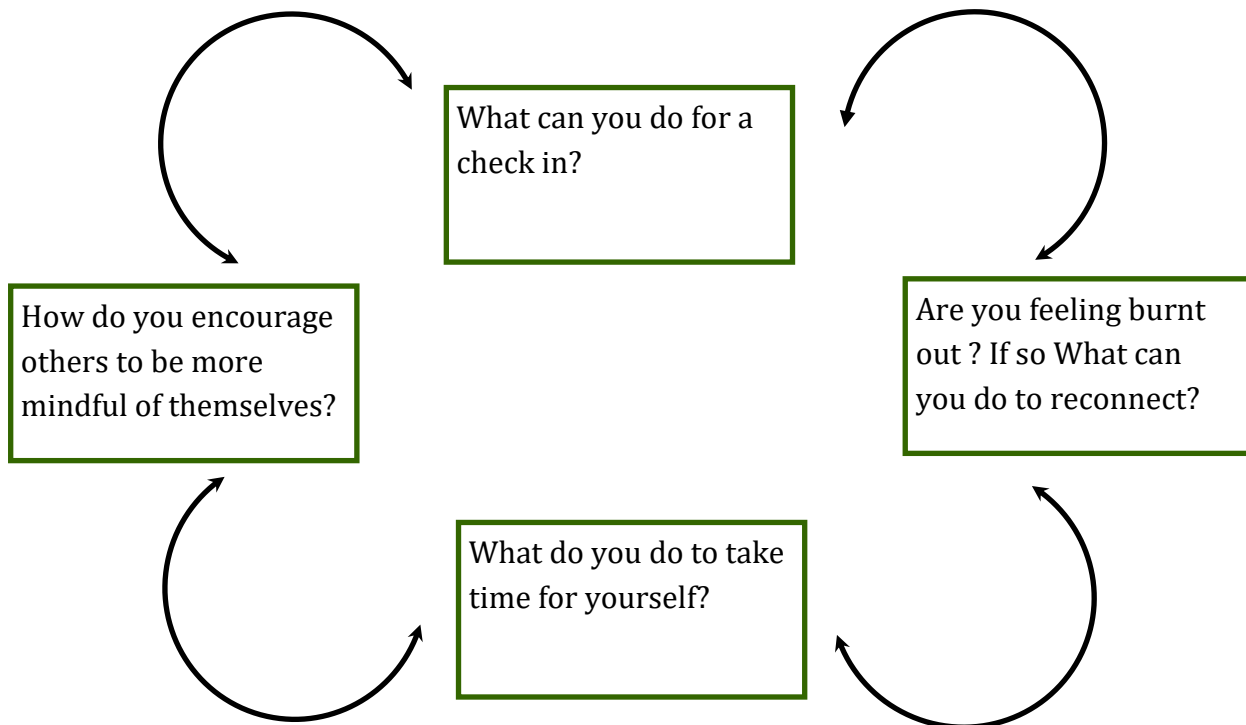
1. Mindfulness is about being fully aware of what you are seeing around you and using it.
2. Being in tune with ourselves and those around us.
3. Taking moments each day to tune into what is going on internally with ourselves no matter what is going on around us

*“When dealing with a crises or the unknown we cannot predict what is to come” Pg. 118*

*“Cultivating compassion in a way that makes it spread through the organization begins with establishing compassion as a norm.” Pg. 189*

### Discussion Questions

1. Am I In touch with others, do I know what is in their hearts and minds?
2. Am I in tune with myself, others and the environment around me in an authentic way?
3. Do I take time in my day to reflect on what I need as an individual to be able to remain a resonant leader?
4. How can we identify the signs within ourselves that we are becoming disconnected?
5. How can we bring ideas like hope, compassion, and mindfulness into discussions that do not always include them, such as a board room?



# CRITICAL REVIEW



*“Resonant Leadership goes straight to the heart of what it takes to be a leader in today’s pressure-cooker world. It is data driven and full of unconventional wisdom.”*

*-Jim Loehr*

*“The quality and sustainability of any organization rests on the intellectual and emotional connection between leaders and the key stakeholders”*

*-Mats Lederhausen*

Overall this book highlights how to identify when you are in a “slump.” Reading through this guide to becoming a resonant leader, it effectively describes the best way to identify when a leader is in need of a shift in the workplace, and the best way to do it. It describes clearly using effective case studies how a leader can fall into a sacrifice cycle, which would result in dissonant leadership. Using hope, compassion, and morality as guides McKee and Boyatzis describe clearly how someone can shift from a dissonant leader to a resonant leader. These guides help people understand why someone can get stuck in a rut, and what to do to get out of them. McKee and Boyatzis use research and case studies to demonstrate their points. The case studies provide clear connections to the research that is highlighted by the two others. The major failing of the book is the lack of description of what a resonant leader and dissonant leader look like. The authors make the assumption that their readers will be able to pull the traits out through different case studies and tables, They spend little time highlighting characteristics or traits in a direct manner to help their readers understand the difference between the two. Overall McKee and Boyatzis use concrete examples to help their readers use their own emotional intelligence to make positive connections with their followers, and suggestions for the best way to maintain these positive connections over the long term.

#### References:

Northouse, P. G. (2013). *Leadership: Theory and Practice (6th Ed.)*. Thousand Oaks, CA: SAGE Publications Inc.

Boyatzis, Richard E., and Annie McKee. *Resonant Leadership: Renewing Yourself and Connecting with Others through Mindfulness, Hope, and Compassion*. Harvard Business School Press, 2005.