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Becoming a
**RESONANT
LEADER**

DEVELOP *Your Emotional Intelligence*

RENEW *Your Relationships*

SUSTAIN *Your Effectiveness*

Annie
McKEE

Richard
BOYATZIS

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GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE
QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI

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Contents

Preface and Acknowledgments ix

1. Leading for Real	1
<i>Becoming the Leader You Most Want to Be</i>	
2. Resonant Leadership	11
<i>What It Takes</i>	
3. Listening to Your Wake Up Calls	45
<i>Staying Awake, Aware, and Ready to Learn</i>	
4. Seeing Your Dream	69
<i>Building an Energizing Personal Vision</i>	
5. Appreciating Your Real Self	109
<i>Seeing the Whole Picture</i>	
6. Becoming a Resonant Leader	151
<i>Taking Your Desires from Awareness into Action</i>	
7. Igniting Resonance	175
<i>Creating Effectiveness in Teams, Organizations, and Communities</i>	

Notes 215

List of Exercises 225

Index 227

About the Authors 231

Preface and Acknowledgments

We have been studying leadership for many years and are often asked why we think it is so important. To us, there is no nobler goal than to lead people to excellence, fulfillment, and collective achievement. Our lives, our society, and our planet have changed rapidly and unpredictably in recent years—and this is probably just the tip of the iceberg. If we are to find our way to a better world, a more stable environment, and societies in which all people have access to life's gifts, we need people who can see beyond today, spark hope instead of despair, and draw others into an intentional journey of transformation. We need more great leaders who think and act in new ways—women and men unafraid to travel the road less taken, the road that requires vision and courage.

The capacity to mobilize energy toward improving the quality of people's lives is one of the most fascinating and crucial abilities to understand—and, ultimately, to master. Throughout our research, practice, and writing, we've sought to answer these questions: What is great leadership? What differentiates the best leaders from the average? How can people improve their capacity for resonant leadership, and how can they sustain effectiveness in the face of the daunting responsibilities and inevitable challenges of their roles?

In 2002 we wrote *Primal Leadership* with Daniel Goleman to begin to answer these questions. We shared research, stories, and our own

experiences to build the case that emotional intelligence and the ability to create resonant relationships were the keys to great leadership. But one question persisted: why do so many good leaders fail to reach their potential?

In *Resonant Leadership*, we again shared research and stories that show how even the best leaders can find it difficult to sustain effectiveness over time. This is, ironically, particularly true for good leaders—people who take their roles and responsibilities seriously. In that book, we explained why people often lose their capacity for resonance—they get caught in the Sacrifice Syndrome. We also showed how leaders can avoid this syndrome when they adopt practices that spark renewal: mindfulness, hope, and compassion. By tapping into mindfulness and cultivating the capacity for hope and compassion, leaders manage the cycle of sacrifice and renewal while sustaining resonance and effectiveness over time.

As the messages of these books have spread, we have been asked by people around the world, *How* can I create resonant relationships? *How* can I develop emotional intelligence and resonant leadership? *How* can I renew myself and return to resonance?

We have written this book to answer these questions. We have summarized our key ideas, as well as the research, and included stories of leaders who have managed to develop and sustain resonance. We have also taken a deliberate departure from our previous books' approaches. This book includes the most powerful and transformative exercises that we have used with leaders across the globe in all types of organizations. These exercises will help you develop emotional intelligence and your capacity for resonant leadership as you chart a path toward your personal vision for your life and work. We encourage you to really *use* this book—as you would a workbook. In other words, *write in it* as you move through the chapters and as you work toward the goal of creating and sustaining resonant leadership—whether you wish to renew this quality in yourself or to inspire it in others around you.

The Best Way to Use This Book

This book is a tool for personal and professional growth. We want our concepts and exercises to be useful to you. And, because this book is probably quite different from other leadership and self-development books you may have read, we would like to prepare you to work most effectively with the ideas and exercises.

Below are a few tips that we have developed from years of experience with the ideas, research, and exercises. Following the list of tips for using the book is a detailed outline that shows you what lies ahead.

Tips for Getting the Most from This Book

- ***Do the exercises.*** It is the only way to apply the concepts in the book.
- ***Take time to reflect.*** The exercises are best done one, two, or, at most, three in one sitting. Do a few, and then come back to the concepts and next exercises later—this pace will give you some time to digest what you've learned so that each sitting allows you to build on the previous ones. Going too quickly through the exercises often results in missing some of the most useful and transformative experiences for leaders.
- ***Think and feel as you go.*** Progress requires reflection—this means thinking and noticing your feelings about the concepts and insights you develop from the exercises.
- ***Consider working with a partner.*** Often, people find that talking with trusted others helps them extract more insight from the thoughts and feelings evoked by the exercises.
- ***Don't be in a rush.*** It took you years (or decades) to get to this point. You will not find a desired path to the future in a few minutes or even a few hours. Give yourself the gift of time.