

## VITA

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#### **Education**

Ph.D., Social Psychology, Harvard University, Cambridge, MA., 1973  
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

1987-1991: Associate Professor with tenure

1991-present: Professor with tenure

2004 to present: Secondary Appointment in Department of Psychology

1996-1999: Associate Dean of Executive Education, WSOM, 1996 to 1999

1996- 2004: Chair of Department of Organizational Behavior

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

1999: Recipient of the Weatherhead Research Award

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

2003: Recipient of the Weatherhead Executive Education Teaching Award

Organizational and Management Consultant, and Speaker to/for: BFGoodrich; Coopers  
&Lybrand; ENI S.p.A.; Glaxo Italia; IBM, Italia; ICI; Merrill-Lynch; Mobil;  
NASA; Progressive Insurance; Roadway; Veterans Administration Hospital in  
Cleveland; Cleveland Clinic Foundation; KeyCorp; Lehman Brothers; National  
College of School Principals in the UK; ING; Anglo American; Petronas; Sabanci  
University (Istanbul); ALBA (Athens); London Business School; and others.

Visiting Professor, ESADE, Barcelona, 2001- present

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

Member, Board of Directors

1994-1998: Graduate Management Admissions Council

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

1992-1995: Istituto di Sviluppo di Organizzazione Imparando.

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

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, 20<sup>th</sup> 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

Boyatzis, R. & McKee, A. (in press). *To Be a Leader: Sustaining Resonance Through Mindfulness, Hope, and Compassion*. Boston: Harvard Business School Press.

Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press. Appearing in 25 other languages under slightly different titles and different Publishers (UK English, German, Italian, Spanish, French, Dutch, Norwegian, Danish, Brazilian Portuguese, Portuguese, Japanese, Korean, Taiwan Chinese, PRC Chinese, Greek, Hebrew, Polish, Hungarian, Turkish, Indonesian, Estonian, Slovenian, Russian, Romanian, and Thai). 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 four months, assorted local lists in the US, such as the Cleveland Plain Dealer, Denver Post, Boston Globe, as well as best seller lists in Spain and Japan.

Boyatzis, R.E. (1998). *Transforming qualitative information: Thematic analysis and code development*. Thousand Oaks, CA: Sage.

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.

Boyatzis, R.E. (1982). *The competent manager: A model for effective performance*. N.Y.: John Wiley & Sons.

Boyatzis, R.E. (1974). *Power motivation training workbook & instructor's manual*. Boston: McBer & Co.

### Articles and Chapters

Boyatzis, R.E., Smith, M. and Tresser, N. (under review) "Sustaining leadership effectiveness through coaching and compassion: It's not what you think"

Taylor, S.N. and Boyatzis, R.E., (under review). "Going beyond the current treatment of multisource feedback assessment"

Boyatzis, R.E. (under review). "Competencies in the 21<sup>st</sup> century"

Boyatzis, R.E. (under review). "Intentional change theory from a complexity perspective"

- Boyatzis, R.E. & Akrivou-Naperksy, K. (under review). “The Ideal Self as a Driver of Change”
- Boyatzis, R.E. (in press. “Developing leadership through emotional intelligence,” In Alexander Antoniou and Cary Cooper (eds.), A Research Companion to Organizational Health Psychology
- Boyatzis, R.E., (in press) “Core competencies in coaching others to overcome dysfunctional behavior,” to appear in Druskat, V., Mount, G., and Sala, F. (eds.) Emotional Intelligence and Work Performance. Erlbaum
- Boyatzis, R.E., Bilimoria, D., Godwin, L., Hopkins, M. and Lingham, T. (in press). “Effective Leadership in Extreme Crisis.” In Raz Gross, Yuval Neria, Randall Marshall and Ezra Susser (eds). 9/11: Public Health in the Wake of Terrorist Attacks. NY: Cambridge University Press
- Boyatzis, R.E. (in press). Using tipping points of emotional intelligence and cognitive competencies to predict financial performance of leaders. Psicothemia (a European psychology journal).
- Boyatzis, R.E. (2004), “Competencies,” N. Nicholson, P. Audia & M. Pillutla (eds.), Blackwell’s Encyclopedic Dictionary of Management: Organizational Behavior 2nd Edition
- Boyatzis, R.E. (2004), “Emotional Intelligence,” N. Nicholson, P. Audia & M. Pillutla (eds.), Blackwell’s Encyclopedic Dictionary of Management: Organizational Behavior 2nd Edition.
- Boyatzis, R.E., Howard, A., Rapisarda, B. and Taylor, S. (2004). Coaching can work, but doesn’t always, People Management, March 11, 2004
- Boyatzis, R.E., and Sala, F. (2004). “Assessing emotional intelligence competencies.” In Glenn Geher (ed.), The Measurement of Emotional Intelligence, Hauppauge, NY: Novas Science Publishers.
- Boyatzis, R.E., Frick, C. and Van Oosten, E., “ Developing Leaders Throughout an Entire Organization by Developing Emotional Intelligence Competencies, “ To appear in Berger, L.A. and Berger, D.R. (eds.). (2003) The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning High-Potential Talent. NY: McGraw Hill.

- Boyatzis, R.E. and Oosten, E.V., (2003) "Developing Leaders with Emotional Intelligence and The Emotionally Intelligent Organization," Ivey Business Journal (on-line magazine) from University of Western Ontario
- Boyatzis, R.E. and Oosten, E.V., (2003) "Developing Leaders with Emotional Intelligence and The Emotionally Intelligent Organization," Greek Management Journal
- Boyatzis, R.E. and Oosten, E.V., (2003) "Developing Leaders with Emotional Intelligence and The Emotionally Intelligent Organization," To appear in Roderick Millar (ed.). International Executive Development Programmes, 7th Edition. London: Kogan Page Publishers
- Boyatzis, R.E. and Howard, A., (2003) "Career Success through Emotional Intelligence: Developing EI Competencies," Journal of Career and Professional Development
- Boyatzis, R.E., (2003) "Developing Leadership through Emotional Intelligence: Parts One and Two," Agape (a Polish HR Journal)
- Boyatzis, R.E. (2002). El desarrollo de competencias sin valores es como el sexo sin amor. (Competencies without values is like sex without love). Psicología del Trabajo y de Las Organizaciones, 18: 2-3, 247-258.
- Boyatzis, R.E., Stubbs, E.C. and Taylor, S.N. (2002). Learning cognitive and emotional intelligence competencies through graduate management education. Academy of Management Journal on Learning and Education. 1(2). 150-162.
- Boyatzis, R., McKee, A., and Goleman, D. (2002). Reawakening your passion for Work. Harvard Business Review. 80(4). 86-94. Reprinted in Prem Kumar (ed.). 2003. Organizational Learning for All Seasons. Singapore: National Community Leadership Institute. 87-96. Also reprinted in Reprinted in (2002). Harvard Business Review on Managing Your Career. Boston: Harvard Business School Press. 1-22. Also reprinted in Clinical Leadership and Management Review. March/April, 2003. 75-81.
- Goleman, D., Boyatzis, R. , and McKee, A. (2002). The emotional reality of teams," Journal of Organizational Excellence. 21(2). 55-65
- Boyatzis, R.E. (2002). "Unleashing the Power of Self-Directed Learning," In Ron Sims (ed.) (2002) Changing the Way We Manage Change: The Consultants Speak. NY: Quorum Books. 13-32.
- Boyatzis, R.E., and Mainmelis, C.,(under review) "An empirical study of the pluralism of learning and adaptive styles in an MBA program"

- Mainemelis, C., Boyatzis, R.E., and Kolb, D.A. (2002). Learning styles and adaptive flexibility: Experiential learning theory. Journal of Management Learning 33(1), 5-33.
- Boyatzis, R.E. & Taylor, S. N. (2002). Developing emotional intelligence and competence in graduate and executive management education, In Chowhury, S. (ed.), Organization 21<sup>st</sup> Century: Someday All Organizations Will Lead This Way. NY: Financial Times-Prentice Hall. 225-240.
- Goleman, D., Boyatzis, R., & McKee, A. (2001). "Primal leadership: The hidden driver of leadership. *Harvard Business Review*, December. Reprinted in (2001). Harvard Business review on Break through Leadership. Boston: Harvard Business School Press. 25-49. Also reprinted in Prem Kumar (ed.). 2003. Organizational Learning for All Seasons. Singapore: National Community Leadership Institute. 75-86.
- Boyatzis, R.E., (2001). Developing emotional intelligence. In C. Cherniss, R.E. and D. Goleman (eds.), *The emotionally intelligent workplace*. San Francisco: Jossey-Bass.
- Kolb, D.A., Boyatzis, R.E., and Mainemelis, C. (2001). Experiential learning theory: Previous research and new directions. In R. Sternberg and L. Zhang (eds.), *Perspectives on thinking, learning, and cognitive styles*. NY: Lawrence Erlbaum Associates.
- Boyatzis, R.E., (2001). David C. McClelland: A biographical sketch. *Biographical dictionary of management*. London: Thoemmes Press.
- Boyatzis, R.E. (2001). Stimulating self-directed learning through a managerial assessment and development course. In J. Raven (ed.), *Competence: The learning society*. NY: Peter Lang Publishers. 281-302.
- Boyatzis, R.E., (2000). David C. McClelland: A biographical sketch. *The international encyclopedia of business and management*. London: International Thompson Business Press.
- Boyatzis, R.E., Murphy, A., and Wheeler, J.,(2000). Philosophy as the missing link between values and behavior. *Psychological Reports*, 86, pp. 47-64.
- Boyatzis, R.E. (2000, Spring/Summer). Management education: Coming of age. Selections, pp. 14-15.
- Boyatzis, R.E. (2000). What if learning were the purpose of education? Developing the whole person and emotional intelligence. *Leading Edge: The Journal of the London Leadership Centre, University of London*. 4(2), pp. 116-131.

- Boyatzis, R.E. and Kram, K.E. (1999, Autumn /2000, Winter). Reconstructing management education as lifelong learning. *Selections*, pp. 17-24.
- Boyatzis, R.E., Goleman, D., and Rhee, K. (2000). Clustering competence in emotional intelligence: Insights from the Emotional Competence Inventory (ECI)s. In R. Bar-On and J.D.A. Parker (eds.), *Handbook of emotional intelligence*. San Francisco: Jossey-Bass, pp. 343-362.
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- Boyatzis, R.E. and Kolb, D.A. (1999). Performance, learning, and development as modes of growth and adaptation throughout our lives and careers. In M. Peiperl, M.B. Arthur, R. Coffee, and T. Morris (eds.), *Career frontiers: New conceptions of working lives*. London: Oxford University Press. p. 76-98.
- Ballou, R., Bowers, D., Boyatzis, R. & Kolb, D. (1999). Fellowship in lifelong learning: An executive development program for advanced professionals. *Journal of Management Education*, 23(4), 338-354.
- Boyatzis, R.E. (1999). Self-directed change and learning as a necessary meta-competency for success and effectiveness in the 21<sup>st</sup> century. In Sims, R. & Veres, J.G. (eds.), *Keys to employee success in the coming decades*. Westport CT: Greenwood Publishing Group. pp. 15-32.
- Boyatzis, R.E. (1998). David C. McClelland: A biographical sketch. *The international encyclopedia of business and management handbook of management thinking*. London: International Thompson Business Press.
- Boyatzis, R.E. (1998). Ricordo di un gigante della mente: Davide C. McClelland. *Sviluppo e Organizzazione* (Rivista del Centr di Ricerca sul'Organizzazione Aziendale Universitata Bocconi, Milano), 167, Maggio-Giugno, pp. 736-776.
- Boyatzis, R.E. (1998). Unleashing the power of self-directed change: Learning more from our experiences. *Proceedings of the First World Conference on Self-Directed Learning*. Montreal: GIRAT.
- Boyatzis, R.E., Leonard, D., Rhee, K. & Wheeler, J. (1996). Competencies can be developed but not in the way we thought. *Capability*, 2(2), pp. 25-41.
- Boyatzis, R.E. (1996). Consequences and rejuvenation of competency-based human resource and organization development. In Woodman, R.W. & Pasmore, W.A. (eds.), *Research in organizational change and development, Vol. 9*. Greenwich,

- CT: JAI Press, pp. 101-122.
- Boyatzis, R.E. (1996). David C. McClelland: A biographical sketch. *International encyclopedia of business and management*. London: Thomson Business Press, Routledge Publishing, 2601-2606.
- Boyatzis, R.E. (1995). Sometimes in the pursuit of learning you have to stop teaching. *Adult Assessment Forum*, 4(4), pp. 13-15.
- Boyatzis, R.E., Cowen, S.S., & Kolb, D.A. (1995, Spring). A learning perspective on executive education. *Selections*, 11(3).
- Boyatzis, R.E. & Kolb, D.A. (1995, March-April). From learning styles to learning skills: The Executive Skills Profile. *Journal of Managerial Psychology*, 11(1).
- Boyatzis, R.E. & Skelly, F.R. (1995). The impact of changing values on organizational life: The latest update. In D.A. Kolb, J. Osland, & I. Rubin (eds.), *The organizational behavior reader* (6th edition). Englewood Cliffs, N.J.: Prentice-Hall.
- McMillen, M.C., Boyatzis, R.E., & Swartz, L. (1994). Contextual integration of knowledge, experience and action learning for management education. *Management Education and Development*, 25(2).
- Boyatzis, R.E. & Kolb, D.A. (1994). Performance, learning and development as modes of growth. In Keeton, M. (ed.), *Perspective on experiential learning: Preludes to a global conversation on learning*. Chicago: Council of Adult and Experiential Learning (CAEL).
- Boyatzis, R.E. (1994, January). Rendering unto competence the things which are competent. *American Psychologist*, 49(1).
- Boyatzis, R.E. (1994). Competencies of effective public sector management. In H. Bryce (ed.), *The handbook of public sector management*, 8. N.Y.: AMACOM.
- Boyatzis, R.E. (1994, August). Stimulating self-directed learning through the Managerial Assessment and Development Course. *Journal of Management Education*, 18(3).
- Boyatzis, R.E. (1994). Beyond competence: The choice to be a leader. *Human Resource Management Review*, 3(1).
- Boyatzis, R.E. & Ratti, F. (1992, Novembre/Dicembre). Cicli di sviluppo e potere dei collaboratori. *Sviluppo e Organizzazione (Journal of the University of Bocconi, Milano)*, 134.
- Boyatzis, R.E., Esteves, M.B. & Spencer, L.M. (1992). Entrepreneurial innovation in

- pharmaceutical development. *Human Resource Planning*, 15(4).
- Boyatzis, R.E., Cowen, S.S., & Kolb, D.A. (1992, Fall). Implementing curriculum innovation in higher education: Year One of the new Weatherhead MBA Program. *Selections*.
- Boyatzis, R.E. & Kolb, D.A. (1992). Assessing individuality in learning: The Learning Skills Profile. *Educational Psychology*, 11(3,4), 279-295.
- Boyatzis, R.E. (1991). Faculty intent and student outcome in graduate management education. In J.D. Bigelow (ed.), *Managerial Skills: Explorations in Practical Knowledge*. Special issue of the *Journal of Management Education*. Newbury Park, Ca.: Sage Publications.
- Boyatzis, R.E., Cowen, S.S., & Kolb, D.A. (1991, Spring). Reflections on curriculum innovation in higher education: The new Weatherhead MBA Program. *Selections*. Also in R. Sims & S. Sims (eds.), *Managing institutions of higher education in the 21st Century*. Greenwood Press, 1991.
- Boyatzis R.E. & Skelly, F. (1990). The impact of changing values on organizational life. In D.A. Kolb, I.M. Rubin & J.S. Osland (eds.), *Organizational behavior: A book of readings*. Englewood Cliffs, N.J.: Prentice-Hall.
- Boyatzis, R.E. & Renio, A. (1989). The impact of an MBA program on managerial abilities. *Journal of Management Development*, 8(5).
- Boyatzis, R.E. (1985). Building on competence: The effective use of managerial talent. In D.D. Warwick (ed.), *Contemporary organization development*. Glenview, Ill.: Scott, Foresman & Co.
- Boyatzis, R.E. (1983). Who would drink what, when and where if looking for a fight? In E. Gottheil, K.A. Druley, T.E. Skolada, & H.H. Waxman (eds.), *Alcohol, drug abuse, and aggression*. Springfield, Il.: Charles C. Thomas.
- Boyatzis, R.E. (1983). Managerial competence and interpersonal conflict. In D. Tjosvold & D. Johnson (eds.), *Conflicts in organizations*. N.Y.: Irvington Publishers.
- Boyatzis, R.E. (1982). Competence at work. In A. Stewart (ed.), *Motivation and Society*. San Francisco: Ca.: Jossey Bass.
- McClelland, D.C. & Boyatzis, R.E. (1982). Leadership motive pattern and long term success in management. *Journal of Applied Psychology*, 67(9), 737-743. Also in McClelland, D.C. (ed.) (1984). *Motives, personality and society: Selected papers*. N.Y.: Praeger.

- McClelland, D.C. & Boyatzis, R.E. (1980, January). New opportunities for counselors from the competency assessment movement. *Journal of Personnel and Guidance*.
- Cutter, H., Boyatzis, R.E. & Clancy, D. (1977). The effectiveness of power motivation training for rehabilitating alcoholics. *Journal of Studies on Alcohol*, 38(1).
- Boyatzis, R.E. (1977). Alcohol and interpersonal aggression. In Gross, M.M. (ed.), *Alcohol, intoxication and withdrawal: Experimental studies*, 3B.
- Boyatzis, R.E. (1976). Power motivation training: A new treatment modality. In F. Seixas & S. Eggleston (eds.), *Work in progress on alcoholism: Annals of the New York Academy of Sciences*, 273.
- Boyatzis, R.E. (1976). Drinking as a manifestation of power concerns. In M. Everett, J. Wadell, & D. Heath (eds.), *Cross-cultural approaches to the study of alcohol*. The Hague, Netherlands: Mouton Publishing Co..
- Boyatzis, R.E. (1975). The predisposition toward alcohol related interpersonal aggression in men. *Journal of Studies on Alcohol*, 36(9), 1196-1207.
- Boyatzis, R.E. (1974). The effect of alcohol consumption on the aggressive behavior of men. *Quarterly Journal of Studies on Alcohol*, 35(3), 929-972.
- Boyatzis, R.E. (1974, 1979, 1982, 1990, 1995). The need for close relationships and the manager's job. In D.A. Kolb, I. Rubin & J. McIntyre (eds.), *Organizational psychology: A book of readings* (2nd, 3rd, 4th, 5th & 6th editions). Englewood Cliffs, N.J.: Prentice-Hall.
- Boyatzis, R.E. (1973). Affiliation motivation: A review and a new perspective. In DC McClelland & R.S. Steele (eds.), *Human motivation: A book of readings*. Morristown, N.J.: General Learning Press.
- Boyatzis, R.E. (1971). Leadership: The effective use of power. *Management of Personnel Quarterly*, 10(3).
- Kolb, D.A. & Boyatzis, R.E. (1970). Goal setting and self-directed behavior change. *Human Relations*, 23(5), 439-457.  
Also in D.A. Kolb, I.M. Rubin, & J. McIntyre (eds.), *Organizational psychology: A book of readings* (1st, 2nd, 3rd, & 4th editions). Englewood Cliffs, N.J.: Prentice-Hall, 1971, 1974, 1979, 1982.
- Kolb, D.A. & Boyatzis, R.E. (1970). On the dynamics of the helping relationship. *Journal of Applied Behavioral Science*, 6(3), 267-290.  
Also in Kolb, D.A., Rubin, I.M. & McIntyre, J. (eds.). *Organizational psychology: A book of readings* (1st, 2nd, 3rd, & 4th editions). Englewood Cliffs, N.J.: Prentice-Hall, 1971, 1974, 1979, 1982.

- Boyatzis, R.E. (1969). Building efficacy: An effective use of managerial power. *Industrial Management Review*, 11(1), 65-67.  
Also in N. Harlow & J. Hanke (eds.), *Behavior in organizations*. Boston: Little, Brown & Co., 1975.
- Boyatzis, R.E., Kolb, D.A. & Taylor, D. (1969). Entrepreneurship in the inner city: A case study of organizational development. *Educational Opportunity Forum*, 1(4), 109-124.
- Other Publications
- Boyatzis, R. (2002). Response to several letters to the editor, Harvard Business Review. 80(7). 120-121.
- Boyatzis, R.E. (2002). Positive resonance: educational leadership through emotional intelligence. Education Week. 21(32). 52.
- Goleman, Boyatzis, and McKee, "How are those mean SOBs successful at being CEOs?" The Patriot Ledger, January 15, 2002, p.9
- Boyatzis, R., "Author's Exclusive to Best Books," Best Books, November, 2002
- Boyatzis, R.E., Goleman, D., and McKee, A. (2002). Discovery at Weatherhead- Reviving passion for work and life. *Weatherhead Magazine*, Summer, 19-21
- Boyatzis, R.E., (in press). "Preface," To Shimon Dolan, Fundamentals of organizational behavior. Paris: Thomson Publishing.
- Boyatzis, R.E. (2000, December). Book review of William T. Gormley, Jr. and David L. Weimer, *Organizational report cards*. Cambridge, MA: Harvard University Press. In *Administrative Science Quarterly*.
- Boyatzis, R.E. (1997). Book Review of *Management: A sociological introduction* [by Keith Grint, 1995, Cambridge, Polity Press]. In *Human Relations*, 50(4), pp. 461-467.
- Boyatzis, R.E. (1996). Interviewed by Young, A.: Competencies for HR professionals: An interview with Richard E. Boyatzis. *Human Resource Management*, 35(1), pp. 119-131.
- Boyatzis, R.E. (1977). Book Review of *Managing training and development systems* by R. Tracy, *Journal of Education*, 159(4).
- 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

Citations from SSCI (excluding self-citations) (as of July 7, 2004): 627

Google Search on December 23, 2004 for exact phrased “Richard Boyatzis”- 14,300 (all appropriate); search for “Boyatzis” yielded 36,300 (of first 100 checked, 11 were for other Boyatzis’); Google Scholar search on December 23, 2004 for exact phrase “Richard Boyatzis” - 68; search for “Boyatzis” yielded 1,000 (of the first 100, 16 were for other Boyatzis’).

### 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 Competence Inventory (with Dan Goleman): A test of 20 competencies constituting a person’s emotional intelligence; currently published for worldwide distribution by The Hay Group. Also, the ECI-U was developed as a separate version for use in colleges and universities. Specialized versions of the ECI-U have been adapted for WSOM, ESADE in Barcelona, Spain and ALBA in Athens, Greece.

### **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 State Training Directors  
 Council on Adult and Experiential Learning  
 Decision Sciences Institute  
 Eastern Academy of Management  
 Eastern Psychological Association  
 Edison Electric Institute  
 Graduate Management Admissions Council  
 Higher Education for Capability  
 Human Resource Planning Society  
 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

### **Editorial Referee**

*Journal of Management Learning*, 1996-Present  
*IEEE Transactions*, 1996-Present  
*Journal of Organizational Change Management*, 1995-Present  
*Nonprofit Leadership and Management*, 1992-Present  
*Journal of Management Education*, 1990-Present  
*Journal of Studies on Alcohol*, 1975-1987  
*Applied Psychology: An International Review*, 2001- Present  
*Academy of Management Journal of Learning and Education*, 2002-Present

### **Editorial Boards**

*Journal of Management Education*, 1997- Present  
*Academy of Management Journal of Learning and Education*, 2000- Present

## **Professional Affiliations**

### Memberships:

Academy of Management  
American Psychological Association  
Instructional Systems Association  
Society for Industrial and Organizational Psychology

### 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

## **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 (formerly known as Self-Directed Learning Theory).

A study of eleven cadres of MBA graduates as part of a 50-year longitudinal study of the growth and development of adults from early career (i.e., average age at entry into the study about 26) until their retirement. Other longitudinal studies of EMBA's, EDMs, and executives.

### Development of Emotional Intelligence

Continued research on the measurement and test development of Emotional Intelligence (EI) test development, both in the US, UK, Spain and Greece.

### Coaching

Research into effectiveness and processes affecting coaching.

December, 2004