Internet Skill-Building Exercise

Apply the chapter concepts! Visit the Web and complete this Internet skill-building exercise to learn more about current leadership topics and trends.

Measuring Your Emotional Intelligence

Go to www.eqdecip.com/suniktest.htm, and choose one of the following two alternatives: (1) Obtain a scientific measurement of your emotional intelligence for about the price of a fully loaded pizza or fancy T-shirt. (2) Choose the option for the Simmons EQ Insights. Compare your score on the test with your self-evaluation of your emotional intelligence. (2) For free, rate yourself on the thirteen key areas of emotional intelligence mentioned in the web site. Which of these areas are closely related to the traits, motives, and characteristics of leaders presented in this chapter?

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In July 2004, Steve Jobs said he expected a full recovery from cancer surgery. Nevertheless, news of his illness raised the question of how his companies, Apple Computer, Inc., and Pixar Animation Studios, would fare without Steve—who some consider the companies' soul—at the helm. "What makes him very hard to replace is his charisma," said industry analyst Rob Enderle. Jobs sent an email message from his hospital bed to Apple and Pixar employees announcing that he had had successful surgery to treat a form of pancreatic cancer, an islet cell neuroendocrine tumor. The cancer is extremely rare and easily cured if diagnosed early, as Jobs says it was in his case. Jobs, 49, assured employees and investors that he expected a full recovery and planned to return to work by the next month.

Apple and Pixar both have leadership succession plans, according to Apple spokeswoman Katie Cotton. But analysts are uncertain who would—or could—lead Apple. "He's iconic. He's very much tied to the Apple name and the driving force behind Apple's reemergence," said analyst Michelle Guthrie. "If anything happens to him, it'll be a big blow to the company."21

The concerns about Steve Jobs discontinuing his leadership roles at Apple and Pixar illustrate how much importance many people attach to having a charismatic at the head of an organization. The study of charismatic and transformational leadership, an extension of the trait theory, has become an important way of understanding leadership.

In this chapter we examine the meaning and effects of charismatic leadership, the characteristics of charismatic leaders, how such leaders form visions, and how one develops charisma. We also discuss the closely related and overlapping subject of transformational leadership. Finally, we look at the dark side of charismatic leadership.

The Meanings of Charisma

Charisma, like leadership itself, has been defined in various ways. Nevertheless, there is enough consensus among these definitions to make charisma a useful concept in understanding and practicing leadership. Charisma is a Greek word meaning "divinely inspired gift." In the study of leadership, charisma is a special quality of leaders whose purposes, powers, and extraordinary determination differentiate them from others. In general use, the term charismatic means to have a charming and colorful personality, such as that shown by basketball sensation Yao Ming or soccer star Mia Hamm.

Charisma is based on perceptions, an important element of charismatic leadership involves the attributions made by group members about the characteristics of the leader and the results they achieve. According to attribution theory, if people perceive a leader to have a certain characteristic, such as being visionary, the leader will be more likely be perceived as charismatic. Attributions of charisma are important because they lead to other behavioral outcomes, such as commitment to leaders, self-sacrifice, and high performance.

A study of attributions and charisma found that the network a person belongs to influences the attributions he or she makes. The subjects in the study were police workers who rated the director of a police organization and students in an introductory business course who rated the charisma of their professors. The study found that network members influenced to some extent whether the study participants perceived their leader or professor to be charismatic and that perceptions of charisma were the closest among friends within networks. What about you? Are your perceptions of the charisma of your professors influenced by the opinions of your network members?

Charisma: A Relationship Between the Leader and Group Members

A key dimension of charismatic leadership is that, like all leadership, it involves a relationship or interaction between the leader and the people being led. Furthermore, the people accepting the leadership must attribute charismatic qualities to the leader. John Gardner believes that charisma applies to leader–constituent relationships in which the leader has an exceptional gift for inspiration and nonrational communication. At the same time the constituents' response is characterized by awe, reverence, devotion, or emotional dependence. The late Sam Walton, founder of Walmart, had this type of relationship with many of his employees. Walton's most avid supporters believed he was an inspired executive to whom they could trust their careers.

Charismatic leaders use impression management to deliberately cultivate a certain relationship with group members. In other words, they take steps to create a favorable, successful impression, recognizing that the perceptions of constituents determine whether they function as charismatic leaders. Following are two of the many propositions (or conclusions and interpretations) offered by William L. Gardner and Bruce J. Avolio to explain how charismatic leaders use impression management:

1. Charismatic leaders, more than noncharismatic leaders, value and pursue an interrelated set of images to convey the impression that they are trustworthy, credible, morally worthy, innovative, esteemed, and powerful. The leader's overall impression as a charismatic person depends on constructing and maintaining these images in the minds of followers.

2. Charismatic leaders, more than noncharismatic leaders, use the assertive impression management strategies of exemplification and promotion to secure and maintain desired images of their selves, their vision, and their organization.

Impression management seems to imply that these leaders are skillful actors in presenting a charismatic face to the world. But the behaviors and attitudes of truly charismatic leaders go well beyond superficial aspects of impression management,
such as wearing fashionable clothing or speaking well. For example, a truly charismatic leader will work hard to create positive visions for group members.

Charismatic leadership is possible under certain conditions. The constituents must share the leader’s beliefs and must have unquestioning acceptance of and affection for the leader. The group members must willingly obey the leader, and they must be emotionally involved both in the mission of the charismatic leader and in their own goals. Finally, the constituents must have a strong desire to identify with the leader.9

The Effects of Charisma

Robert J. House developed a theory of charismatic leadership that defines charisma in terms of its effects. A charismatic leader, according to House, is any person who brings about certain outcomes to an unusually high degree. Charismatic leadership has taken place when extraordinary levels of devotion, identification, and emulation are aroused in group members—specifically, when the leader has produced the following nine effects:7

1. Group members’ trust in the correctness of the leader’s beliefs
2. Similarity of group members’ beliefs to those of the leader
3. Unquestioning acceptance of the leader
4. Affection for the leader
5. Willing obedience to the leader
6. Identification with and emulation of the leader
7. Emotional involvement of the group members or constituents in the mission
8. Heightened goals of the group members
9. Feeling on the part of group members that they will be able to accomplish, or contribute to, the accomplishment of the mission

In practice, few charismatic leaders would have all nine of these effects on people, yet many of them might take place. Few professionals today, for example, are likely to have unquestioning acceptance of the leader because most professionals today expect leadership to be somewhat shared.

Jane A. Halpert factor-analyzed (statistically clustered) these nine hypothesized outcomes into three groups or dimensions, as outlined in Figure 3-1.8 The first six effects refer to the power exerted by the leader. Three of them (similarity of beliefs, affection for the leader, identification with and emulation of the leader) are related to referent power, the ability to influence others because of one’s desirable traits and characteristics. Three other effects (group member trust, unquestioning acceptance, and willing obedience) are related to expert power, the ability to influence others because of one’s specialized knowledge, skills, or abilities.

The last three effects are perceptions related to the task or mission. Halpert notes that these effects (emotional involvement, heightened goals, and perceived ability to contribute) are concerned with job involvement: charismatic leaders encourage group members to be involved in their jobs. Job involvement is a key component of job satisfaction, and one empirical study has provided evidence of the relationship between charismatic leadership and job satisfaction. Using a sample of state government employees, the researchers found that managers who rated their own managers as high on charisma tended to have high job satisfaction with supervision. The study also found that working for a charismatic leader enhanced commitment to the organization.9

In summary, the nine charismatic effects in House’s theory can be reduced to three dimensions: referent power, expert power, and job involvement. Such information is useful for the aspiring charismatic leader. To be charismatic, one must exercise referent power and expert power and must get people involved in their jobs.

Types of Charismatic Leaders

The everyday use of the term charisma suggests that it is a straightforward and readily understood trait. As already explained, however, charisma has(647,285),(720,377)(666,487),(720,575) different meanings and dimensions. As a result, charismatic leaders can be categorized into five types: socialized charismatics, personalized charismatics, office-holder charismatics, personal charismatics, and divine charismatics.10

Following the distinction made for the power motive, some charismatic leaders use their power for the good of others. A socialized charismatic is a leader who restrains the use of power in order to benefit others. This type of leader also attempts to bring group members’ values in line with his or her own values. The socialized charismatic formulates and pursues goals that fulfill the needs of group members and provide intellectual stimulation to them. Followers of socialized charismatics are autonomous, empowered, and responsible.

A second type of charismatic leader is the personalized charismatic. Such individuals serve primarily their own interests and to exercise few restraints on their use of power. Personalized charismatics impose self-serving goals on constituents, and they offer consideration and support to group members only when it facilitates their own goals. Followers of personalized charismatics are typically obedient, submissive, and dependent.

Another type of charismatic leader is the office-holder charismatic. For this type of leader, charismatic leadership is more a property of the office occupied than of his or
her personal characteristics. The chief executive officer of the Procter & Gamble Company, for example, might have considerable stature but would lose much of it immediately after leaving office. Office-holder charismaticis attain high status by occupying a valuable role.

In contrast to office-holder charisma, personal (not personalized) charisma gain very high esteem through the faith others have in them. A personal charismatic exerts influence whether he or she occupies a low- or high-status position because he or she has the right traits, characteristics, and behaviors. Former Secretary of State Colin H. Powell would qualify in the eyes of many as a personal charismatic. After retiring from his position as the top-ranking U.S. Army general, Powell was deluged with offers to serve on corporate boards and to make speaking appearances. He was eventually appointed as secretary of state in the George W. Bush administration and served during Bush’s first term.

An historically important type of charismatic leader is the divine charismatic. Originally, charismatic leadership was a theological concept: a divine charismatic was someone endowed with a gift of divine grace. In 1924 Max Weber defined a charismatic leader as a mystical, narcissistic, and personally magnetic savior who would arise to lead people through a crisis. When Steven Jobs helped lead Apple Computer back to profitability and acclaim in the late 1990s, and when he spearheaded the iPod several years later, many company employees and Apple Computer fans reacted to him as if he were a divine charismatic. At stockholder meetings, some stockholders screeched and cheered as if Jobs were a famous rock star.

Characteristics of Charismatic Leaders

The outstanding characteristic of charismatic leaders is that they are charismatic! They also have other distinguishing characteristics. Because charisma is a key component of transformational leadership, many of these characteristics also apply to transformational leaders. A transformational leader is one who brings about positive, major changes in an organization. Many charismatic leaders, however, are not transformational. Although they inspire people, they may not bring about major organizational changes. As we look at the characteristics of charismatic leaders, you will note that many of these characteristics apply to leaders in general.

First, charismatic leaders are visionary because they offer an exciting image of where the organization is headed and how to get there. A vision is more than a forecast; it describes an ideal version of the future of an entire organization or an organizational unit. The next section provides additional information about vision in leadership, including guidelines on how to develop a vision. Chapter 13, in discussing the leadership aspects of business strategy, also contains information about formulating visions.

Charismatic leaders also have masterful communication skills. To inspire people, the charismatic leader uses colorful language and exciting metaphors and analogies. (More about the communication skills of charismatic leaders is presented later in this chapter.) Another key characteristic is the ability to inspire trust. Constituents believe so strongly in the integrity of charismatic leaders that they will risk their careers to pursue the chief’s vision. Charismatic leaders are also able to make group members feel capable. Sometimes they do this by enabling group members to achieve success on relatively easy projects. They then praise the group members and give them more demanding assignments.

In addition, charismatic leaders have an energy and action orientation. Like entrepreneurs, most charismatic leaders are energetic and serve as role models for getting things done on time. Emotional expressiveness and warmth are also notable. A key characteristic of charismatic leaders is the ability to express feelings openly. A bank vice president claims that much of the charisma people attribute to her can be explained very simply: “I’m up front about expressing positive feelings. I praise people, I hug them, and I cheer if necessary. I also express my negative feelings, but to a lesser extent.” Nonverbal emotional expressiveness, such as warm gestures and frequent (nonsexual) touching of group members, is also characteristic of charismatic leaders.

Because emotional expressiveness is such an important part of being and becoming charismatic, you are invited to take Leadership Self-Assessment Quiz 3-1 on page 74. It will help you think about a practical way of developing charismatic appeal.

Another trait of charismatic leaders is that they romanticize risk. They enjoy risk so much that they feel empty in its absence. Jim Barndale, now a venture capitalist for online startup companies and former CEO of Netscape, says that the fear of failure is what increases your heart rate. As great opportunists, charismatic people yearn to accomplish activities others have never done before. Risk taking adds to a person’s charisma because others admire such courage. In addition to treasuring risk, charismatic leaders use unconventional strategies to achieve success. The charismatic leader inspires others by formulating unusual strategies to achieve important goals. Anita Roddick, the founder of the worldwide chain of cosmetic stores called The Body Shop, accomplishes her goals unconventionally: she travels around the world into native villages, searching out natural beauty products that in the manufacturing process do not harm the environment or animals.

Charismatic leaders often have a self-promoting personality. They frequently tout their own worth and allow others to know how important they are. Richard Branson, the colorful chairman of the Virgin Group, has relied on self-promotion to build his empire, a collection of about 200 companies with the Virgin trademark. Among his antics have been flying around the world in a balloon and sliding down the side of a silver ball attached to a New York City building. He also conducts much of his business electronically from his private island in the Virgin Islands.

Another characteristic observed in many charismatic leaders is that they challenge, prod, and poke. They test your courage and your self-confidence by asking questions like “Do your employees really need you?” Donald Trump regularly asks his builders why they cannot construct a part of a building to look better, yet at lower cost.

A final strategy for becoming more charismatic is really an amalgam of the ideas already introduced: being dramatic and unique in significant, positive ways is a major contributor to charisma. This quality stems from a combination of factors, such as being energetic, promoting yourself, romanticizing risk, and being emotionally expressive. Andrea Jang, the chief executive of Avon Products, Inc., is dramatic and unique in the sense that she expresses love for all the Avon ladies.
### The Emotional Expressiveness Scale

**Instructions** Indicate how well each of the following statements describes you by circling the best answer: very inaccurately (VI), inaccurately (I), neutral (N), accurately (A), very accurately (VA).

<table>
<thead>
<tr>
<th>Statement</th>
<th>VI</th>
<th>I</th>
<th>N</th>
<th>A</th>
<th>VA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. While watching a movie I sometimes shout in laughter or approval.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. During a group meeting, I have occasionally shouted my approval with a statement such as “Yes” or “Fantastic.”</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. During a group meeting, I have occasionally expressed disapproval by shouting an expression such as “absolutely not” or “horrible.”</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Several times, while attending a meeting, someone has said to me, “You look bored.”</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Several times while attending a social gathering, someone has said to me, “You look bored.”</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Many times at social gatherings or business meetings, people have asked me, “Are you falling asleep?”</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. I thank people profusely when they do me a favor.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. It is not unusual for me to cry at an event such as a wedding, graduation ceremony, or engagement party.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. Reading about or watching news events, such as an airplane crash, brings tears to my eyes.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. When I was younger, I got into more than my share of physical fights or shouting matches.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11. I dread having to express anger toward a co-worker.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12. I have cried among friends more than once.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**Scoring and Interpretation** Add the numbers you circled, and use the following as a guide to your level of emotionality with respect to being charismatic and dynamic:
- 90–100: Your level of emotionality could be interfering with your charisma. Many others interpret your behavior as being out of control.
- 70–89: Your level of emotionality is about right for a charismatic individual. You are emotionally expressive, yet your level of emotional expression is not so intense as to be bothersome.
- 20–69: Your level of emotionality is probably too low to enhance your charisma. To become more charismatic and dynamic, you must work hard at expressing your feelings.

If you believe that emotional expressiveness is a trait and behavior out of your reach or inclination, direct your efforts toward developing other traits and behaviors associated with charisma. For example, you could work on developing vision and taking risks.

### The Vision Component of Charismatic Leadership

A major buzzword in leadership and management is vision, the ability to imagine different and better conditions and ways to achieve them. A vision is a lofty, long-term goal. An effective leader is supposed to have a vision, whereas an ineffective leader either lacks a vision or has an unclear one. Creating a vision is one of the major tasks...
of top management. According to Jim Collins, a vision statement is likely to be more inspirational when it combines three elements:

1. A reason for being beyond making money
2. Timeless, unchanging core values
3. Ambitious but achievable goals

Mechanisms should then be established that set the values into action. A well-known example is that 3M encourages scientists to spend 15 percent of their time on whatever they want; this policy supports the company vision of being a world-class innovator. A vision is also considered an important part of strategy implementation. Implementing the vision (or ensuring that the vision is executed) is part of the leader’s role. This is true despite the opinion that the leader creates the vision and the manager implements it. Jürgen Schrempp, the former chairman of DaimlerChrysler, believes strongly that the leader must also help execute his or her vision. “The chief should not be the one who just sort of guides the board on vision and strategy. You should also know what you are talking about. I go to the factories and we have debates on how cars should look five years from now.”

Visions have become so popular that some companies have them reproduced on wallet-size plastic cards, key rings, and coffee mugs. It has been said that an effective vision fits on a T-shirt. Here are several sample vision statements:

**Aron Products, Inc.** The ultimate relationship marketer of products and services for women.

**Microsoft Corporation**: To enable people throughout the world to realize their potential.

**Vietnam Airlines**: The strategic vision for Vietnam Airlines in the next 10 to 20 years is to become one of the best airlines in the region, to operate efficiently, and to become even better at meeting the increasing requirements of the society for air transportation.

**Tommy Hilfiger Corporation**: Be whatever our customers want us to be.

Although many vision statements appear as if they could be formulated in fifteen minutes, managers invest considerable time in their preparation and often use many sources of data. To create a vision, obtain as much information from as many of the following sources as necessary:

- Your own intuition about developments in your field, the market you serve, demographic trends in your region, and the preferences of your constituents.
- The work of futurists (specialists in making predictions about the future) as it relates to your type of work.
- A group discussion of what it takes to delight the people your group serves.
- Annual reports, management books, and business magazines to uncover the type of vision statements formulated by others.
- Group members and friends; speak to them individually and collectively to learn of their hopes and dreams for the future.
- For a vision for an organizational unit, the organization’s vision. You might get some ideas for matching your unit’s vision with that of the organization.

Leadership Skill-Building Exercise 3-1 gives you an opportunity to practice vision formulation. Keep in mind that a critic of vision statements once said that it is often difficult to tell the difference between a vision and a hallucination.

**FOMULATING A VISION**

Along with your teammates, assume the role of the top management group of an organization or organizational unit that is in need of revitalization. Your revitalization tactic is to create a vision for the organization. Express the vision in no more than twenty-five words, using the guidelines for developing a vision described in the text. Come to an agreement quickly on the organization or large organizational unit that needs a vision. Or choose one of the following:

- The manufacturer of an electric-powered automobile
- A distributor of paid-for online music
- A waste disposal company
- The human resources department of a large company
- A manufacturer of watches retailing for a minimum of $25,000

**The Communication Style of Charismatic Leaders**

Charismatic and transformational leaders communicate their visions, goals, and directives in a colorful, imaginative, and expressive manner. In addition, they communicate openly with group members and create a comfortable communication climate. To set agendas that represent the interests of their constituents, charismatic leaders regularly solicit constituents’ viewpoints on critical issues. They encourage two-way communication with team members while still promoting a sense of confidence. Here we describe two related aspects of the communication style of charismatic leaders: management by inspiration and management by anecdote.

**Management by Inspiration**

According to Jay A. Conger, the era of managing by dictate is being replaced by an era of managing by inspiration. An important way to inspire others is to articulate a highly emotional message. Roger Enrico, the long-time dynamic CEO of PepsiCo, Inc., directed a leadership development program for selected company managers. At the outset of the program, he knocked participants off balance by telling them “nobody in this room can look at the company’s problems and blame the turkeys at the top. You’re now one of them.” Conger has observed two major rhetorical techniques of inspirational leaders: the use of metaphors and analogies, and the ability to gear language to different audiences.

**Using Metaphors and Analogies** A well-chosen analogy or metaphor appeals to the intellect, to the imagination, and to values. The charismatic Mary Kay Ash (now
deceased), founder of the cosmetics company Mary Kay Inc., made frequent use of metaphors during her career. To inspire her associates to higher performance, she often said: “You see, a bee shouldn’t be able to fly; its body is too heavy for its wings. But the bumblebee doesn’t know that and it flies very well.” Mary Kay explained the message of the bumblebee metaphor in these terms: “Women come to us not knowing they can fly. Finally, with help and encouragement, they find their wings—and then they fly very well indeed.”

Gearing Language to Different Audiences Metaphors and analogies are inspiring, but effective leaders must also choose the level of language that will suit their audience. This is important because constituents vary widely in verbal sophistication. One day, for example, a CEO might be attempting to inspire a group of Wall Street financial analysts, and the next day she or he might be attempting to inspire first-level employees to keep working hard despite limited salary increases.

An executive’s ability to speak on a colloquial level helps create appeal. A person with the high status of an executive is expected to use an elevated language style. When the person unexpectedly uses the everyday language of an operative employee, it may create a special positive response. One of the many reasons Donald Trump is so popular with construction workers and tradespeople is that he often speaks to them in a tough-guy language familiar to them.

Management by Anecdote

Another significant aspect of the communication style of charismatic and transformational leaders is that they make extensive use of memorable anecdotes to get messages across. Management by anecdote is the technique of inspiring and instructing team members by telling fascinating stories. The technique is a major contributor to building a strong company culture. When David Armstrong was an executive at Armstrong International, he used the following anecdote to reinforce the importance of listening to customers:

Bill, our sales manager, wanted to add an obsolete feature to our company’s new fish finder. We thought he was crazy. Bill knew that we preferred only to offer high-end, advanced products in order to hold on to our market share. The “flasher” he wanted to add to our fish finders was outdated, since it only told the fishermen that fish were nearby—while our new computerized models would also indicate the fish’s location and size.

Who on earth would want the old-fashioned fish finder? Our customers, as it turned out. Many of them were old-time fishermen and didn’t feel comfortable with the newfangled model, which confused them. They wanted the kind of machine they were used to.

Nobody agreed with Bill at first, but eventually he got his way. We put the “flasher” back on the fish finder. Customers are still calling us to tell us how much they like this feature. We’ve sold a lot more units, because we listened to the market.18

After Armstrong tells this story, he explains the lessons illustrated by the story. One is, “Listen, listen, listen to your salespeople and your customers. Get direct feedback and don’t second-guess them.” Another is, “Ask yourself if this feature is necessary. Technology is not an end in itself.” The third lesson is that classic products can out-sell new products. Experts told the Coca-Cola Company to change its formula, but Coca-Cola drinkers did not agree.19

Storytelling as a leadership tool has been elevated to such a level that some companies hire corporate storytellers to help their executives develop the art. Storytelling is also useful for consultants who have to develop good connections with their clients.20 Being charismatic helps the consultant attract and retain clients.

To get started developing the skill of management by anecdote (or storytelling), do Leadership Skill-Building Exercise 3-2.
THE PERSONAL MAGNETISM DEFICIT INVENTORY

INSTRUCTIONS: Insufficient personal magnetism could be blocking your career growth, assuming you are already technically competent and hard working. To test how much magnetism you have, respond to the following statements in terms of Yes, No, or Not Applicable (NA).

1. It has been a long time since you received new assignments and/or promotions in your job.
2. You have been a downsizing victim at two or more firms.
3. People rarely ask for your opinion during a meeting.
4. You were absent from a meeting and nobody commented later that you were missed.
5. Almost nobody wants you to become a member of his or her network.
6. When you join a new team, you are rarely nominated to be the leader.
7. Your jokes and witty comments rarely receive much of a reaction from others.
8. Coworkers or fellow students seldom mention your name during meetings or other gatherings.
9. Other people rarely quote statements that you make.
10. You frequently make a statement or volunteer your opinion during a meeting, and you rarely receive a reaction.
11. A person you know received a compliment for wearing a certain outfit, yet nobody complimented you when you wore almost the identical outfit.
12. People you attempt to lead rarely act inspired.
13. You rarely receive email messages or instant messages from contacts unless they are in response to your message.
14. In school, you were never (or are never) nominated to be the captain of a team or the head of a club.
15. Strangers rarely smile at you.
16. When in a public building or airport, a stranger rarely opens the door for you.
17. When at a social gathering, you usually have to initiate conversations because few people start talking to you spontaneously.
18. You receive few compliments on the job, in school, or in personal life.
19. People tend to yawn frequently in face-to-face interactions with you.
20. You cannot recall anyone ever saying that you are dynamic or that you have a sparkling personality.

INTERPRETATION: Very few people would be able to say that they have had none or only one of the twenty experiences just listed. But you may need to develop your personal magnetism and your charisma if you have had five or more of these experiences. The information in this section of the chapter and in the corresponding references could help you become more magnetic and charismatic.

Techniques for Developing Charisma

Create Visions for Others: Being able to create visions for others will be a major factor in your being perceived as charismatic. A vision uplifts and attracts others. To form a vision, use the guidelines presented previously in the chapter. The visionary person looks beyond the immediate future to create an image of what the organization or unit is capable of becoming. A vision is designed to close the discrepancy between current and ideal conditions. The vision thus sees beyond current realities.

Another characteristic of an effective vision formulated by the leader is that it connects with the goals and dreams of constituents. For example, the leader of a group that is manufacturing fuel cells for electric cars might listen to team members talk about their desires to help reduce pollution in the atmosphere and then base the vision statement on a “desire to save the planet” or “reduce global warming.”

Be Enthusiastic, Optimistic, and Energetic: A major behavior pattern of charismatic people is their combination of enthusiasm, optimism, and high energy. Without a great amount of all three characteristics, a person is unlikely to be perceived as charismatic by many people. A remarkable quality of charismatic people is that they maintain high enthusiasm, optimism, and energy throughout their entire workday and beyond. Elevating your energy level takes considerable work, but here are a few feasible suggestions:

1. Get ample rest at night, and sneak in a fifteen-minute nap during the day when possible. If you have a dinner meeting where you want to shine, take a shower and nap before the meeting.
2. Exercise every day for at least ten minutes, including walking. No excuses are allowed, such as being too busy or too tired, or the weather being a handicap.

3. Switch to a healthy, energy-enhancing diet.

4. Keep chopping away at your To Do list so you do not have unfinished tasks on your mind, because they will drain your energy.

An action orientation helps you be enthusiastic, optimistic, and energetic. “Let’s do it” is the battle cry of the charismatic person. An action orientation also means that the charismatic person prefers not to agonize over dozens of facts and nuances before making a decision.

Be Sensibly Persistent Closely related to the high energy level of charismatic is their almost-never-accept-no attitude. I emphasize the word almost because outstanding leaders and individual contributors also know when to cut their losses. If an idea or a product will not work, the sensible charismatic absorbs the loss and moves in another direction. An executive at a telecommunication firm said, “A test of executive material in our company is whether the middle manager has the guts to kill a failed project. Some managers become so ego-involved in a product they sponsored, they fight to keep it alive long after it should have died. They twist and distort financial information to prove that there is still life left in their pet product. A person with executive potential knows when to fold his or her tent.”

Remember Names of People Charismatic leaders, as well as other successful people, can usually remember the names of people they have seen only a few times. (Sorry, no charisma credits for remembering the names of everyday work associates.) This ability is partly due to the strong personal interest charismatic leaders take in other people.

The surest way to remember names, therefore, is to really care about people. Failing that, the best way to remember a name is to listen carefully to the name, repeat it immediately, and study the person’s face. You can also use the many systems and gimmicks available for remembering names, such as associating a person’s name with a visual image. For example, if you meet a woman named Betty Applewhite, you can visualize her with an apple (or a white personal computer) on her head. The best system of name retention remains to listen carefully to the name, repeat it immediately, and study the person’s face.

Make an Impressive Appearance By creating a polished appearance, a person can make slight gains in projecting a charismatic image. A few people can make great gains by looking good. Ralph Lauren, the most successful fashion designer in American history, is a leader who has enhanced his charisma through his impeccable physical appearance. Given that he is in the fashion business, a “Ralph Lauren-like” appearance is important for his personal image as well as to help build a brand image.

However, in most cases the effect of appearance depends on the context. If exquisite clothing and good looks alone made a person a charismatic leader, those impressive-looking stores associates in upscale department stores would all be charismatic leaders. Therefore, in attempting to enhance your charisma through appearance, it is necessary to analyze your work environment to assess what type of appearance is impressive. Ralph Lauren, with his exquisite suits, cuff links, and pocket handkerchief, would create a negative image at a Silicon Valley firm: his carefully cultivated appearance would detract from his charisma. (Of course, Lauren could enhance his charisma by wearing clothing from his employer’s Polo line.)

Despite these caveats, there is much you can do to enhance your appearance. In recent years there has been a surge of image consultants who help businesspeople develop an appearance that is useful in influencing people and getting hired. These consultants perform such services as helping you shop for a new wardrobe, suggesting a new hairstyle, or helping you revamp your slouching posture.

Be Candid Charismatic people, especially effective leaders, are remarkably candid with people. Although not insensitive, the charismatic person is typically explicit in giving his or her assessment of a situation, whether the assessment is positive or negative. Charismatic people speak directly rather than indirectly, so that people know where they stand. Instead of asking a worker, “Are you terribly busy this afternoon?” the charismatic leader will ask, “I need your help this afternoon. Are you available?”

Display an In-Your-Face Attitude The preferred route to being perceived as charismatic is to be a positive, warm, and humanistic person. Yet some people earn their reputation for charisma by being tough and nasty. An in-your-face attitude may bring you some devoted supporters, although it will also bring you many detractors. The tough attitude is attractive to people who themselves would like to be mean and aggressive.

Instruction in Charisma: Research Evidence Research with a group of German managers demonstrates that certain aspects of charisma can be taught and learned. A one-and-one-half day training program that teaches inspirational communication as part of charismatic leadership was evaluated in two studies with a total of forty-seven managers. A research design was developed to compare public speakers who had received training in the behaviors of inspirational communication with public speakers who had not received such training. Measurements of charismatic behaviors were made before and after training.

The training consisted of teaching managers about the verbal (spoken) aspects of inspiring workers, as well as the paralinguistic (nonverbal) aspects. As part of the training, participants were presented with principles of an inspirational speech; they were then videotaped as they spoke and received feedback on their performance. Role-playing was also used. The training produced several good results as measured by raters who listened to the inspirational speeches—in the use of gestures, metaphors, and emotional appeals. Similar results were not found for untrained behaviors.

Transformational Leadership Transformational leadership focuses on what the leader accomplishes rather than on the leader’s personal characteristics and his or her relationship with group members.