

Charisma Training

The Charisma Effect - Charismatic Leadership Tactics in Leadership Communication



Fachhochschule
Südwestfalen
University of Applied Sciences

Gefördert durch



Agenda

Day 1

- ◆ **Introduction**
- ◆ **Your Motivational Speech – *The Foundation for the After-Effect***
- ◆ **Start with Charisma!**
 - Understanding Charisma
 - Grasping Charisma
 - Identifying Charisma
- ◆ **Who Recognizes Charisma the Fastest?
*A Charisma Contest***
- ◆ **Charismatic Storytelling**
- ◆ **Summary & Outlook**



Agenda

Day 2

- ◆ **What insights were you able to take away from yesterday?**
- ◆ **Who are you? What do you stand for? -**
Your personal canvas
- ◆ **How to truly understand your counterpart with the Empathy Canvas**
- ◆ **Let the Magic happen!**
Your motivational speech from yesterday - now even more charismatic!
- ◆ **Feedback & Conclusion**



The Training

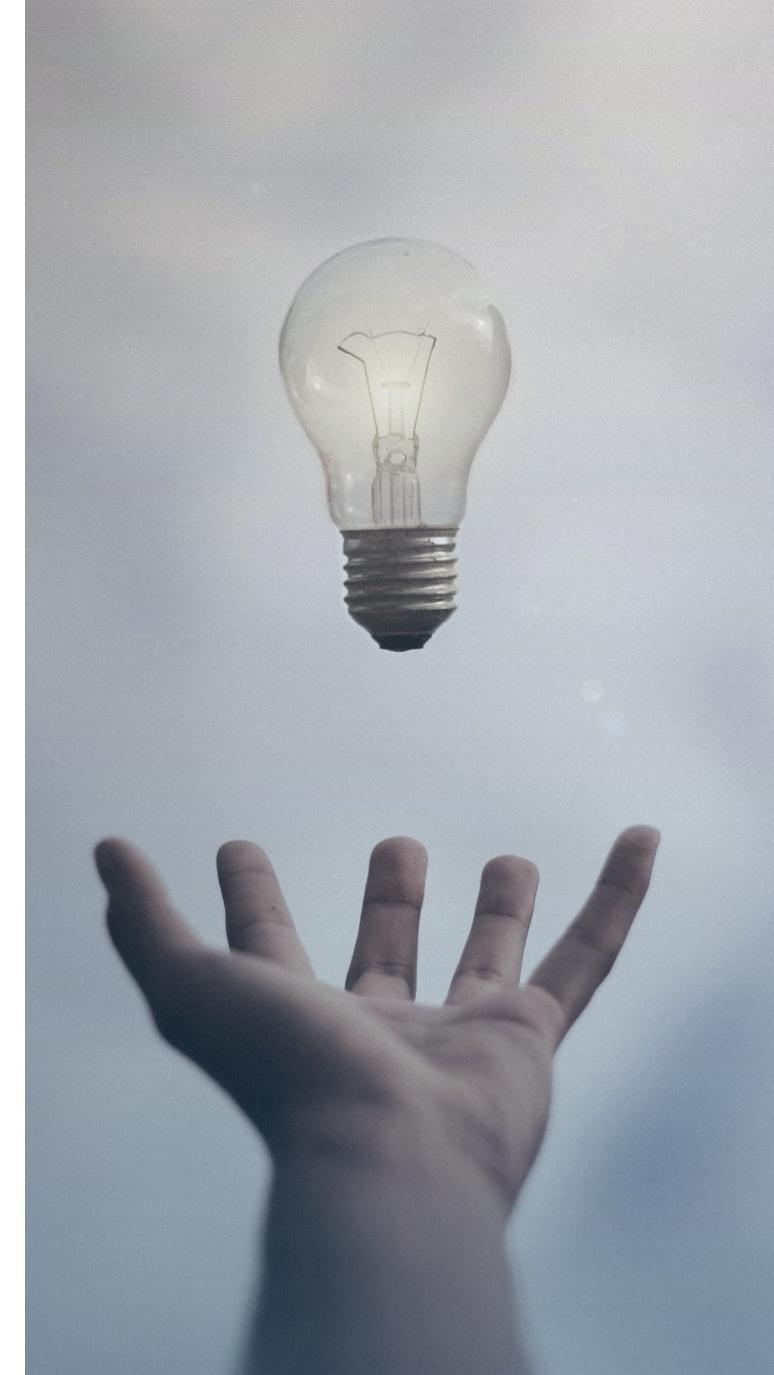
Learning Objectives

We will work with you to:

- ▶ Master the foundations of charismatic leadership
- ▶ Learn about the use of charismatic leadership tactics and how to identify them

Upon completion of the training, you will know:

- ▶ What charisma is
- ▶ How to practice it
- ▶ How to incorporate charisma into your leadership behaviors to maintain team motivation and enhance performance.



Exercise

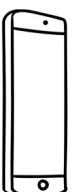
Motivational Speech

Write a one-minute motivational speech. This speech will be used as a before-and-after comparison in your charisma training.

Situation 1: Encourage a low-performing employee and get him or her back on track.

Situation 2: Due to the transformation in your company, there are changes in collaboration. It is important to follow the guidelines so that cross-departmental work functions well.

Situation 3: Do you have an idea for a situation? (Motivational speech)



Practice your speech and then record yourself with your phone camera to see a before-and-after effect later.



Exercise

Charismatic Individuals

Which charismatic persons do I know?

What makes the person charismatic?

Create a flipchart with the following information in collaboration with your table group:

Name, Key qualities that make the person charismatic



Wrap-up: *Charismatic Individuals*





Start with
Charisma!



Understanding Charisma

Charisma Myths

"Charisma is a very special fluid."

"It is not measurable. [...]."

"It manifests itself through the impact it achieves"

"It cannot be proven in the laboratory [...]."

Matthias Matussek in Spiegel 46/2012



Understanding Charisma

Charisma Myths

Definition:

Charisma has been defined as “values-based, symbolic, and emotion-laden leader signaling”

(Antonakis et al., 2016, p. 304).



Signal: **The gait**

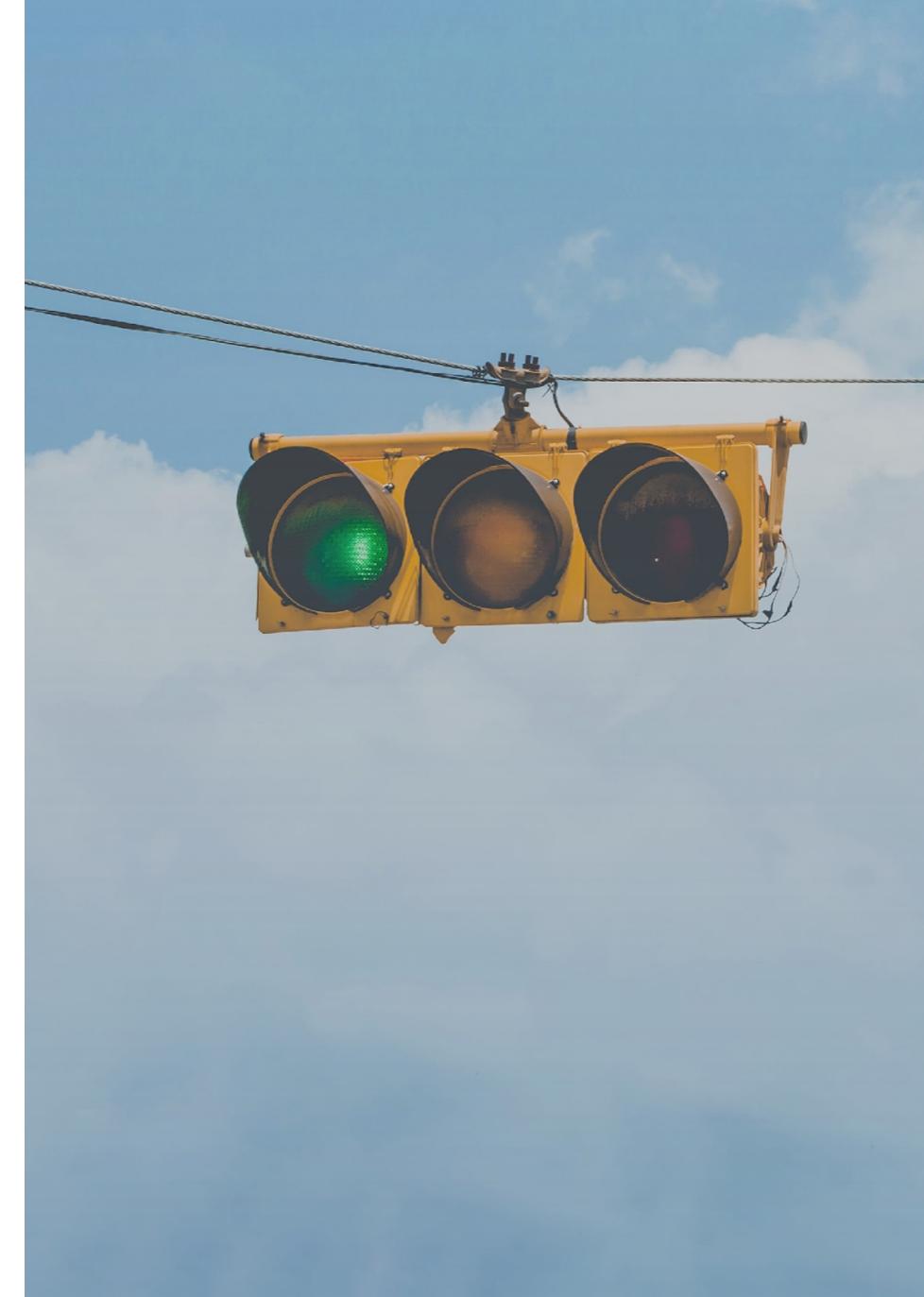


Signal: **Handshake**

Understanding Charisma

Signaling-Theory

- „Signals are things one does that are visible and that are in part designed to communicate“
(Spence, 2002, S. 434).
- Signaling can occur both through verbal and nonverbal charismatic leadership tactics (CLTs)
(Antonakis et al., 2011).



Understanding Charisma

*Charismatic Leaders
build follower trust through...*

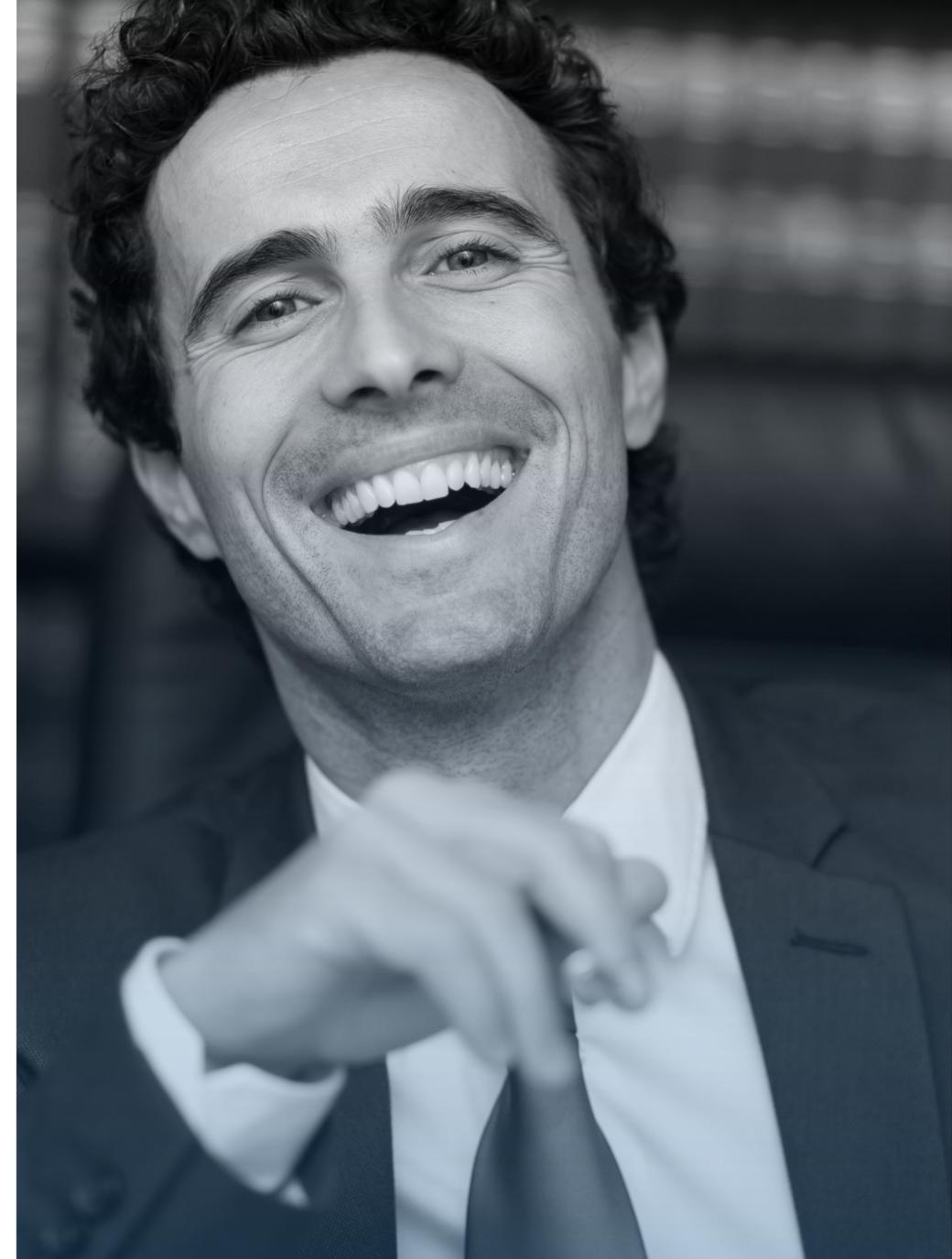
- ▶ ...having an attractive vision
- ▶ ...demonstrating concern for follower needs
- ▶ ...taking risks
- ▶ ...accepting personal sacrifices
- ▶ ...engaging in unconventional behavior, breaking out of their own role

(Conger & Kanungo, 1998)



Grasping Charisma -

Why is Charisma relevant for leaders?



The Charisma Effect

Performance (1)

- ▶ Participants first watched a neutral/charismatic video about a children's hospital.
- ▶ Then they folded donation letters to collect money for the children's hospital.



*Group 1
Standard Speech*



*Group 2
Standard Speech +
Financial Incentives*



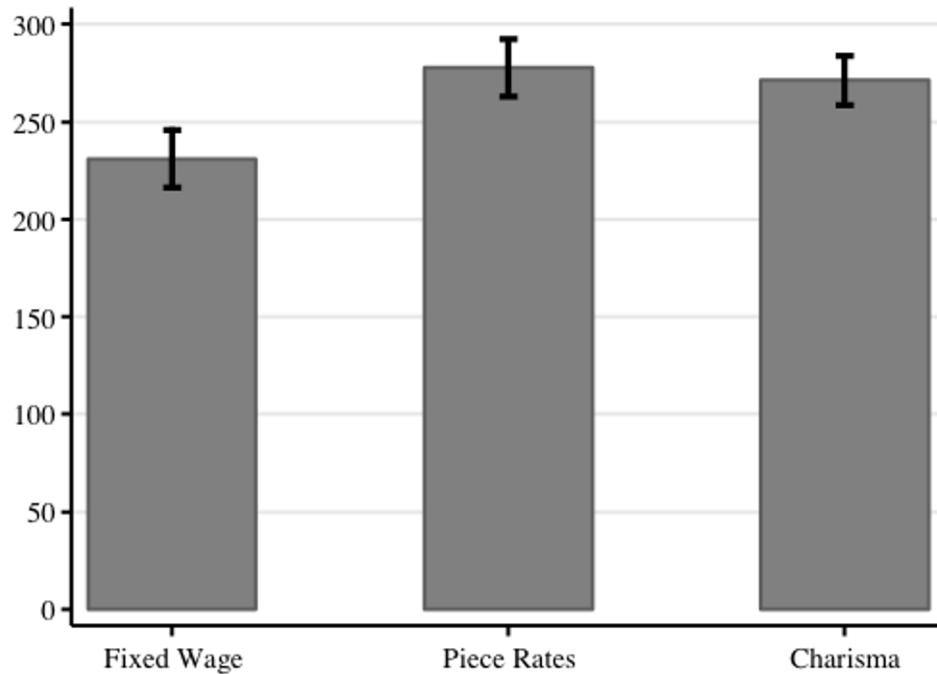
*Group 3
Charismatic Speech*

(Antonakis et al., 2021)

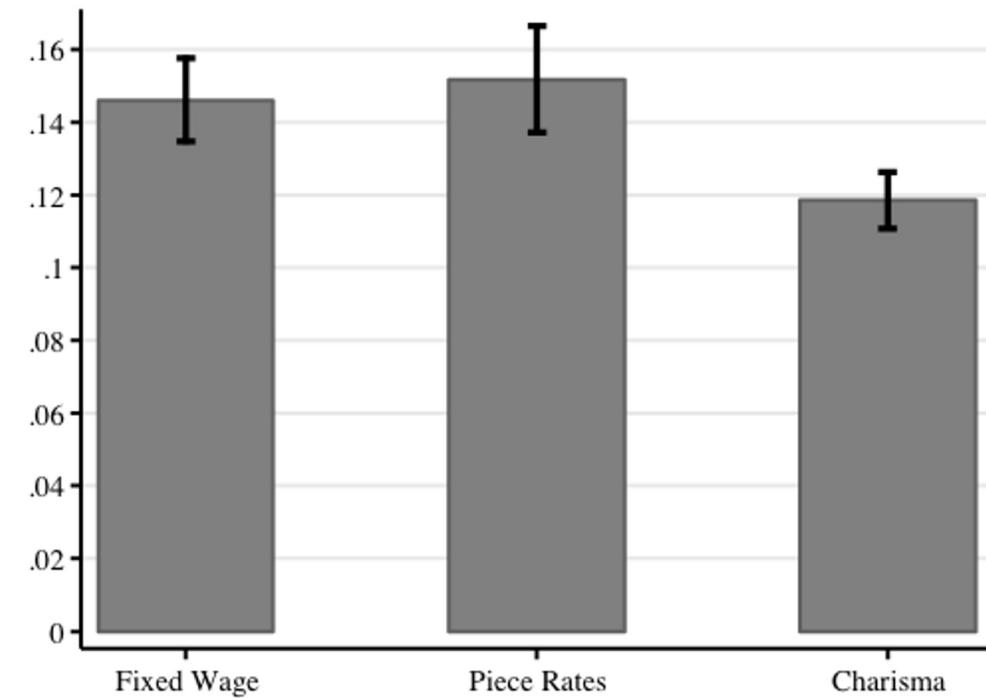
The Charisma Effect

Performance (2)

Panel A: Average Number of Letters Stuffed



Panel B: Average Cost per Letter



(Antonakis et al., 2021)

The Charisma Effect

Saves Lives (1)

► *Charisma*

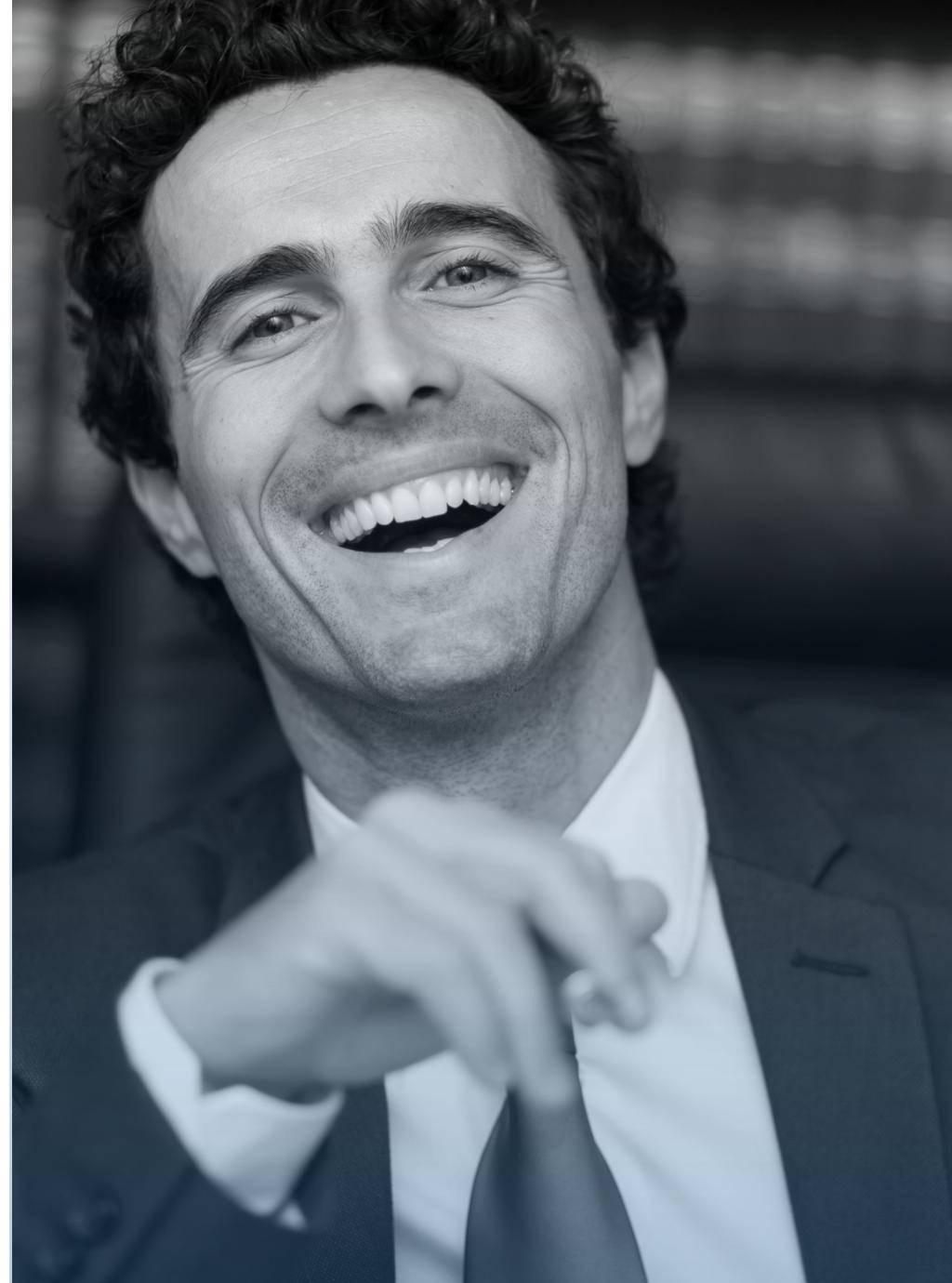
- ... coded for 350 speeches given by US governors between March and April 2020
- 265 speeches (75.71%) directly appealed to stay at home

► *Physical distancing 1 or 7 days after the speeches*

- Percentage of residents who stayed at home
- Home defined as within 100 square meters of their residence
- Measured through geodata from mobile phones
- A 10 percentage point increase in the number of charismatic tactics in a speech is associated with a 1.10 percentage point increase in physical distancing.

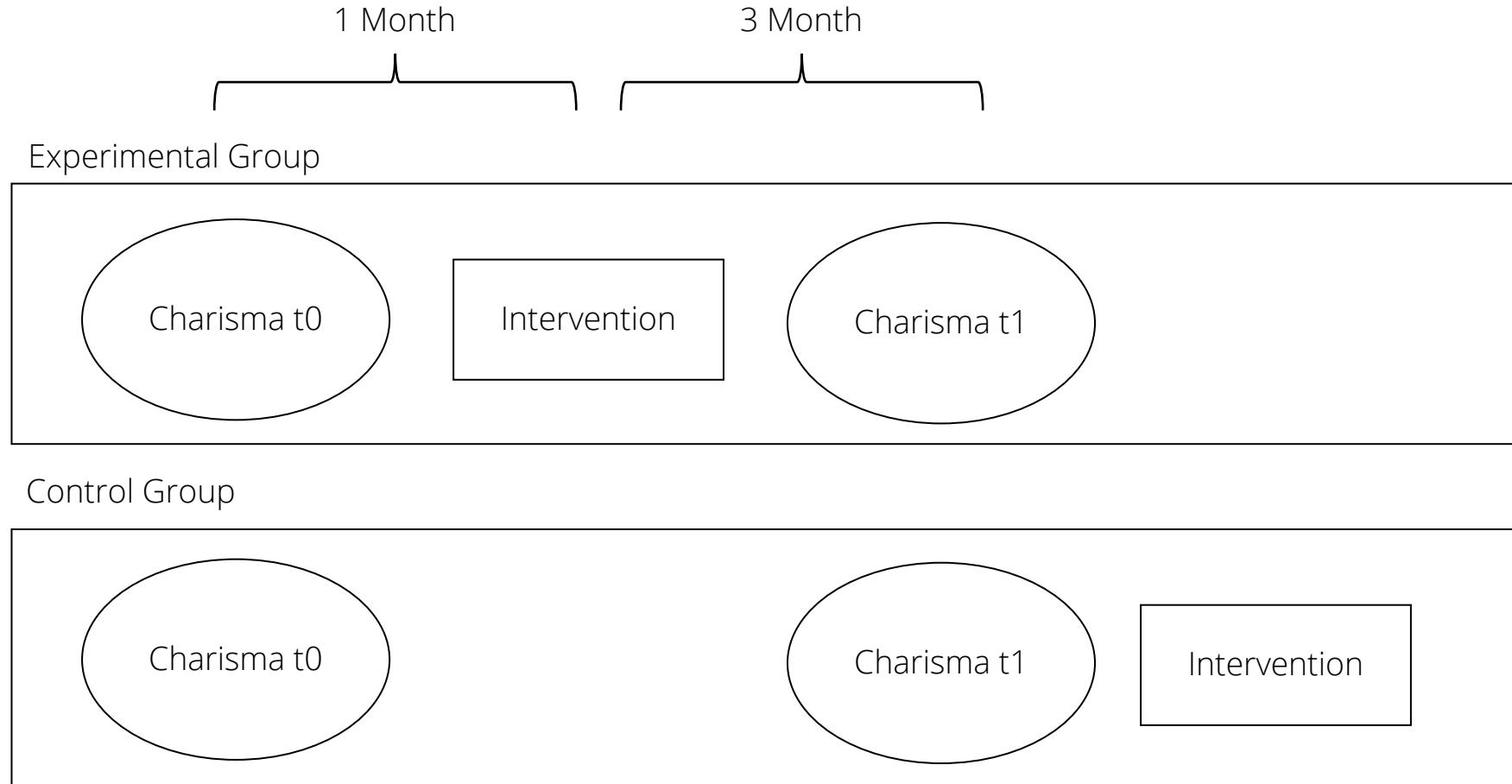
(Jensen et al., 2021)

Identifying Charisma - Effect, yes, but can I learn charisma?



Study Design-

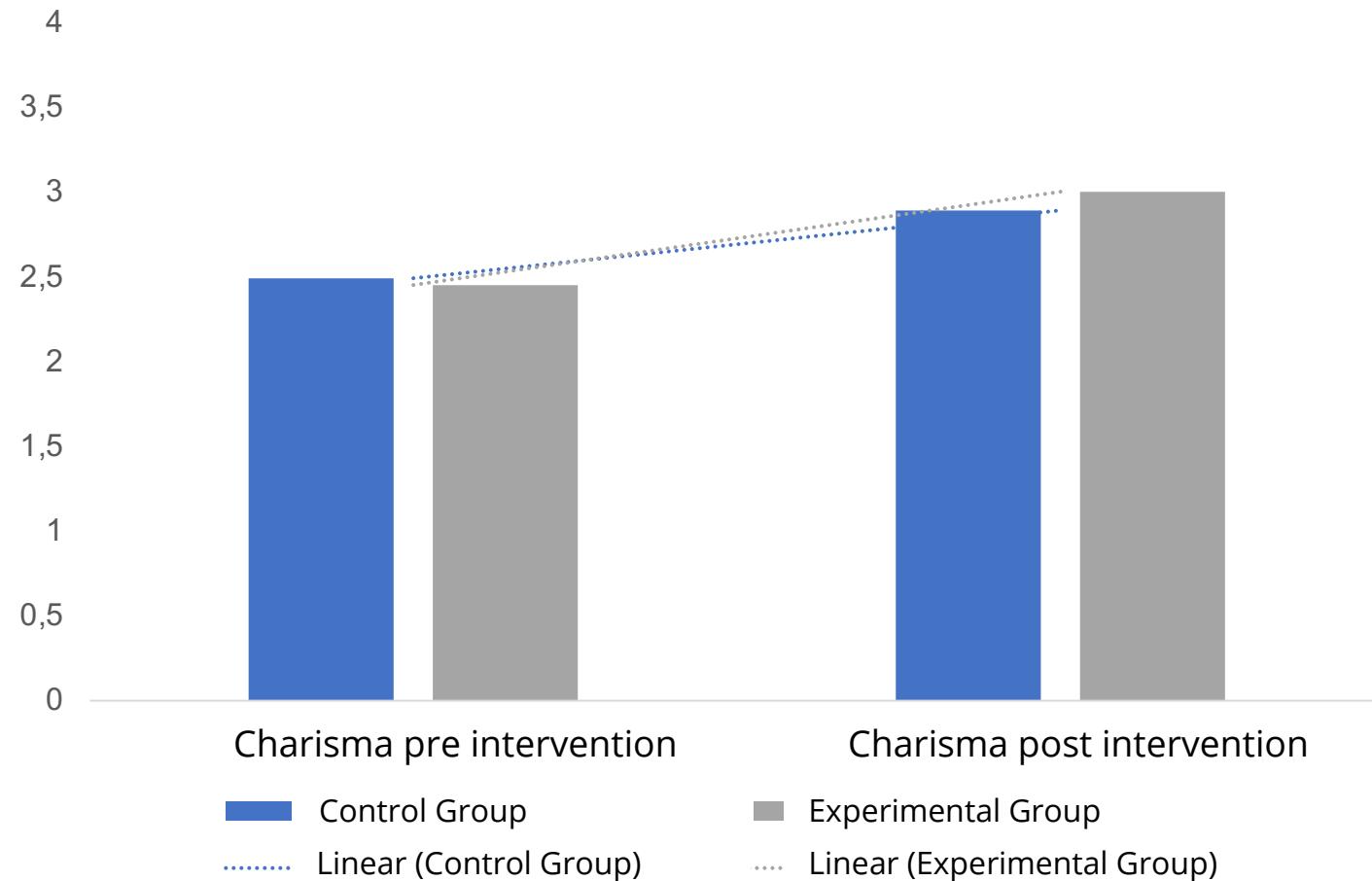
Can Charisma be taught?



(Antonakis et al., 2011)

Results (1)

Can Charisma be taught?



(Antonakis et al., 2011)

Excercise

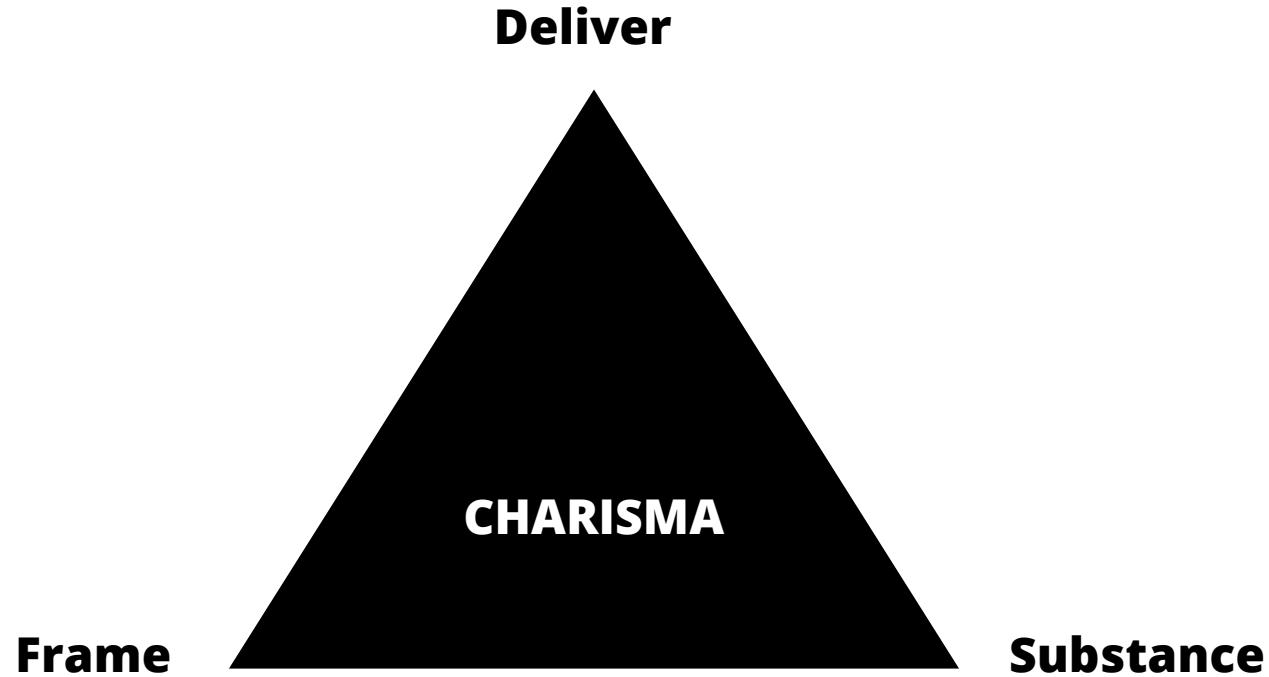
Read the standard speech

Please read the standard speech provided on your worksheet.



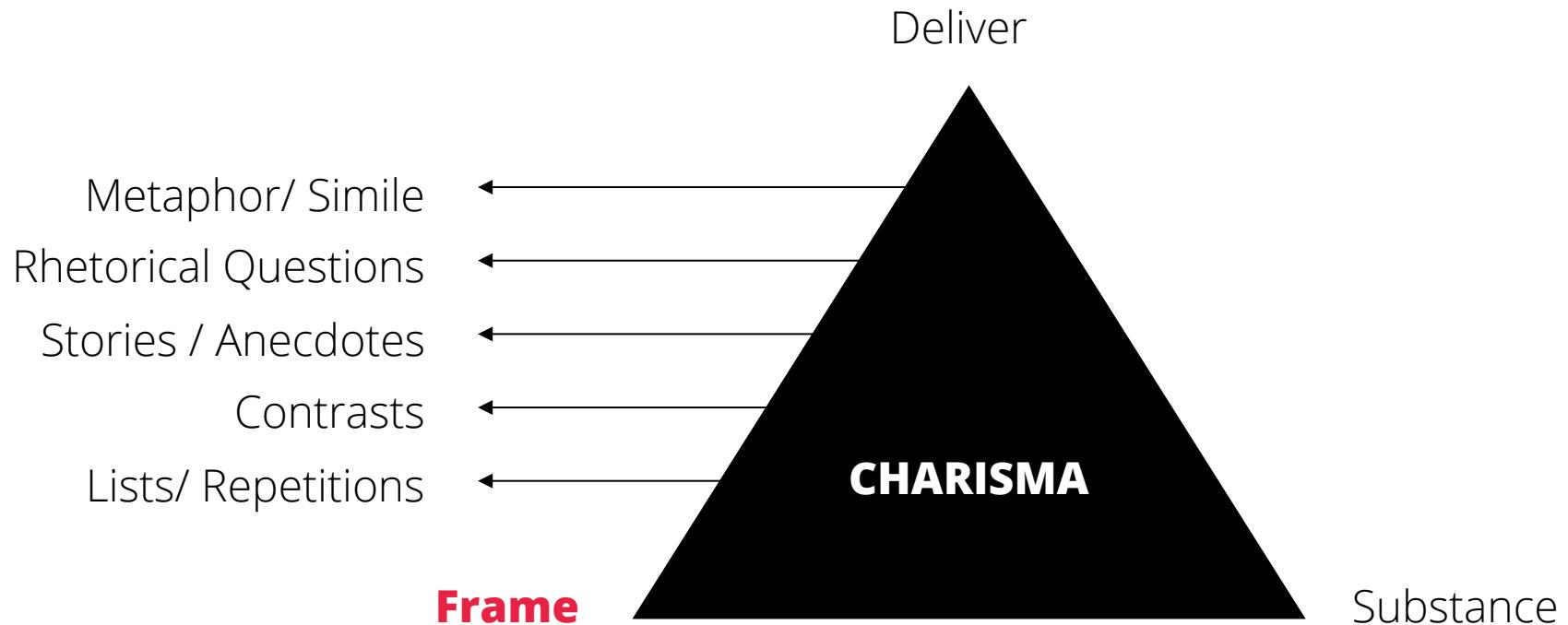
Identifying Charisma

The Triangle



Charismatic Leadership Tactics

Frame



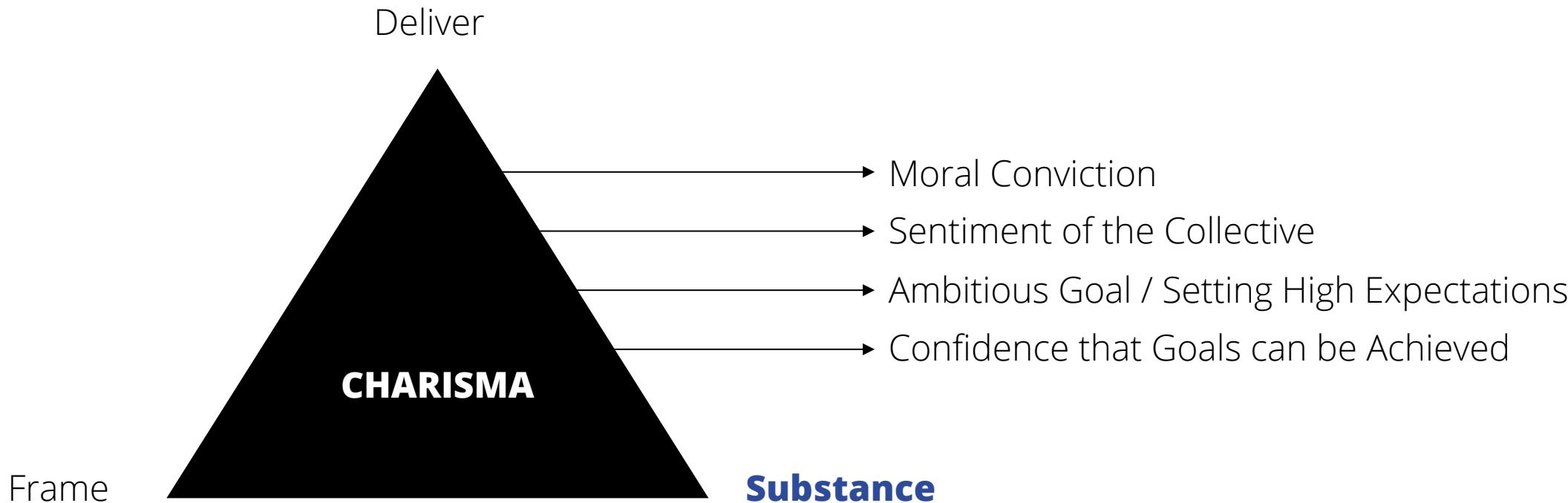
Charismatic Leadership Tactics

Frame

Metaphor/ Simile	Rhetorical Questions	Stories / Anecdotes	Contrasts	Lists/ Repetitions
<p><u>Metaphor</u>: Word or phrase describing something by comparing it to something else. <u>Simile</u>: a comparison using "like" or "as".</p> <p>"Chaos is a friend of mine." (Bob Dylan)</p>	<p>Question that is asked to create an effect or make a statement, not to gather information.</p> <p>"How can you expect me to change an engine in a plane midflight?" (Antonakis et al., 2012)</p>	<p>Generally refers to particular places, events, characters. Has a plot and/or resolution. Do not need to be true.</p> <p>"I remember when I used to sit on my dad's lap while he drove around town delivering mail." (Chris Heckmann)</p>	<p>Figure of speech in which one idea is opposed to another one.</p> <p>"People don't buy what you do, people buy why you do it." (Simon Sinek)</p>	<p>Lists have three to five parts and can be explicit or implicit. Repetition is the repetition of a word or phrase two or more times.</p> <p>"The air was thick with doubt, anticipation, and fear." (Barack Obama)</p>
				<p>Deliver</p> 

Charismatic Leadership Tactics

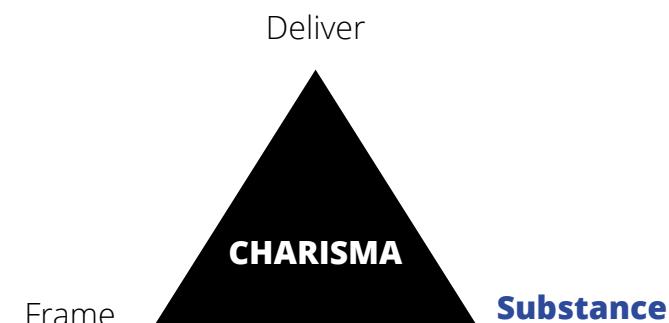
Substance



Charismatic Leadership Tactics

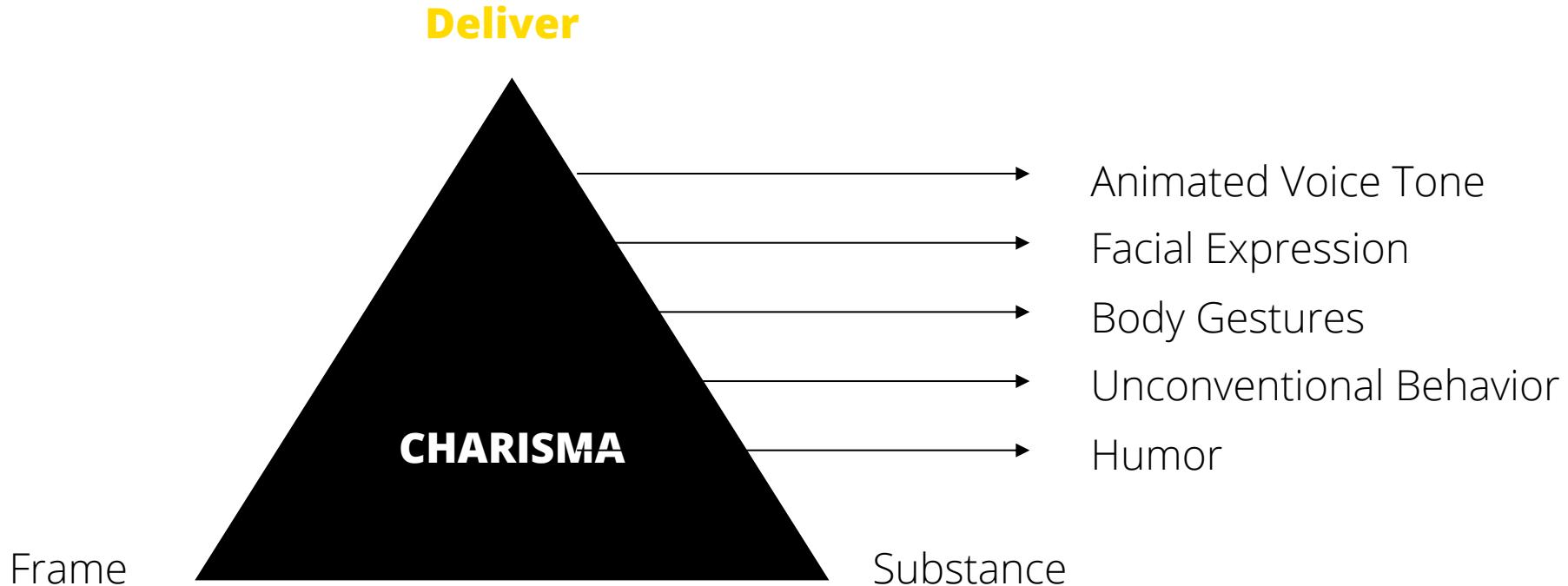
Substance

Moral Conviction	Sentiment of the Collective	Ambitious Goal / Setting High Expectations	Confidence that Goals can be Achieved
Personal statement of values or assessment of a situation that is value-laden. Often asserts right from wrong.	Statement of what one believes the followers are thinking, feeling, or aspiring to.	Explicit goal-setting for followers that is ambitious, often specific.	Statement that the speaker believes goals can be achieved.
"We all matter - maybe less than a lot but always more than none." (John Green)	"You might be afraid to invent a story :)"	"I am highly confident that the company will land humans on Mars in about six years from now." (Elon Musk)	"Yes we can." (Barack Obama)



Charismatic Leadership Tactics

Deliver



Charismatic Leadership Tactics

Deliver

Animated Voice Tone	Facial Expression	Body Gestures	Unconventional Behavior	Humor
Raising and/or lowering voice pitch or volume; intentional pauses in speech. Rising to a crescendo (speaking louder) at an important point.	Expressions such as smiling, frowning, and laughing used to demonstrate emotion. Maintaining eye contact with listeners.	Hand, arm, or body movements used to emphasize a point. Waving a hand to draw attention.	Refers to actions that deviate from societal norms or expectations. Jumping on a desk during a meeting.	Entertainment or communication that uses wit, irony, or absurdity to create amusement. "If I do die on Mars, I just don't want it to be on impact." (Elon Musk)

Deliver





Lunch Break

Excercise: Competition

Recognizing CLTs within Quotations

1. Shortly, you will be presented with a series of quotes that exemplify charismatic leadership tactics. Each quote may contain one or more of these tactics.
2. Once your table group is confident that you have identified all the CLTs within a quote, you may stand up and announce your table number.
3. Now it's your turn! Please share the tactics you have identified and provide an explanation of where you observed them. Other groups will have the opportunity to contribute by adding or correcting your findings.
4. Each correctly recognized tactic will earn your group one point. Additional contributions or corrections will also be scored.



Get ready...!

Recognizing CLTs



"It was not a clash of armies, but a clash of wills; a contest to determine the meaning of America."

Get ready...!

Recognizing CLTs



"It was not a clash of armies, **but a clash of wills**; a contest to determine the meaning of America."

Contrast

Metaphor

Get ready...!

Recognizing CLTs



“The air was thick with doubt, anticipation, and fear.”

Get ready...!

Recognizing CLTs



“The air was thick with doubt, anticipation, and fear.”

Metaphor

List

Get ready...!

Recognizing CLTs



“Together, we can raise the level of mutual trust that policing is built on – the idea that police officers are members of the communities they risk their lives to protect, and citizens in Ferguson and New York and Cleveland just want the same thing young people here marched for – the protection of the law.”

Get ready...!

Recognizing CLTs



“Together, we can raise the level of mutual trust that policing is built on – the idea that police officers are members of the communities they risk their lives to protect, and citizens [in Ferguson and New York and Cleveland](#) just want the same thing young people here marched for – the protection of the law.”

Confidence in goals

List

Get ready...!

Recognizing CLTs



"That reminds me of the challenge my team and I faced when we climbed the Eiger summit a few years ago. We were caught by bad weather and could have died up there. But with combined efforts, we managed to survive. And we made possible what initially seemed impossible. Today, we find ourselves in an economic storm, but if we pull together, we can reverse this situation and be successful."

Get ready...!

Recognizing CLTs



"That reminds me of the challenge my team and I faced when we climbed the Eiger summit a few years ago. We were caught by bad weather and could have died up there. But with combined efforts, we managed to survive. And we made possible what initially seemed impossible. Today, we find ourselves in an economic storm, but if we pull together, we can reverse this situation and be successful."

Story

Contrast

Confidence in goals

Metaphor

Get ready...!

Recognizing CLTs



"So tonight, let us ask ourselves – if our children should live to see the next century; if my daughters should be so lucky to live as long as Ann Nixon Cooper, what change will they see? What progress will we have made? This is our chance to answer that call."

Get ready...!

Recognizing CLTs

"So tonight, let us ask ourselves – **if our children** should live to see the next century; **if my daughters** should be so lucky to **live as long as Ann Nixon Cooper**, **what change will they see? What progress will we have made?** This is our chance to answer that call. ..." (Obama, 4 November 2008)

Repetition

Simile

Rhetorical Question

Get ready...!

Recognizing CLTs



"I know what's going through your mind because the same thoughts are going through my mind as well. We are all disappointed and demotivated. Some of you have told me that you've had sleepless nights; others have mentioned tensions within the team and even at home because of this. Personally, I find my life dull and colorless now. I know how hard we all worked and how disappointed we are because success has simply slipped away from us."

Get ready...!

Recognizing CLTs



"I know what's going **through your mind** because the same thoughts are going **through my mind** as well. **We** are all disappointed and demotivated. Some of **you** have told me that you've had sleepless nights; others have mentioned tensions within the team and even at home because of this. Personally, I find my life dull and colorless now. **I know how hard we all worked and how disappointed we are because success has simply slipped away from us."**

Repetition

Simile

Rhetorical Question

Get ready...!

Recognizing CLTs



"We know the battle ahead will be long, but always remember that no matter what obstacles stand in our way, nothing can stand in the way of the power of millions of voices calling for change."

Get ready...!

Recognizing CLTs



"We know the **battle ahead** will be long, but always remember that **no matter what obstacles stand in our way, nothing can stand in the way of the power of millions of voices calling for change.**"

Repetition

Metaphor

Confidence in Goals

Contrast

Get ready...!

Recognizing CLTs



"They were words spoken by a community who, in the face of hate and violence, had every right to express anger but instead opened their doors for all of us to grieve with them. And so we say to those who have lost the most, we may not have always had the words."

Get ready...!

Recognizing CLTs



"They were words spoken by a community who, **in the face of hate and violence, had every right to express anger** but instead opened their doors for all of us to grieve with them. And so we say to those who have lost the most, we may not have always had the words."

Moral Conviction

Contrast

Metaphor

Get ready...!

Recognizing CLTs



"We may have left flowers, performed the haka, sung songs or simply embraced. But even when we had no words, we still heard yours, and they have left us humbled and they have left us united."

Get ready...!

Recognizing CLTs



"We may **have left flowers, performed the haka, sung songs or simply embraced**. But even when we had no words, we still heard yours, and they have left us humbled and they have left us united."

Lists

Contrast

Get ready...!

Recognizing CLTs



“But with that memory comes a responsibility. A responsibility to be the place that we wish to be. A place that is diverse, that is welcoming, that is kind and compassionate. Those values represent the very best of us.”

Get ready...!

Recognizing CLTs



“But with that memory comes a responsibility. A responsibility to be the place that we wish to be. A place that is diverse, that is welcoming, that is kind and compassionate. Those values represent the very best of us.”

Repetition

Lists

Contrast

Get ready...!

Recognizing CLTs



“Because we are not immune to the viruses of hate, of fear, of other. We never have been. But we can be the nation that discovers the cure.”

Get ready...!

Recognizing CLTs



“Because we are **not** immune to the viruses of hate, of fear, of other. We never have been. **But we can be the nation that discovers the cure.**”

Metaphor

Lists

Contrast

Setting High Expectations

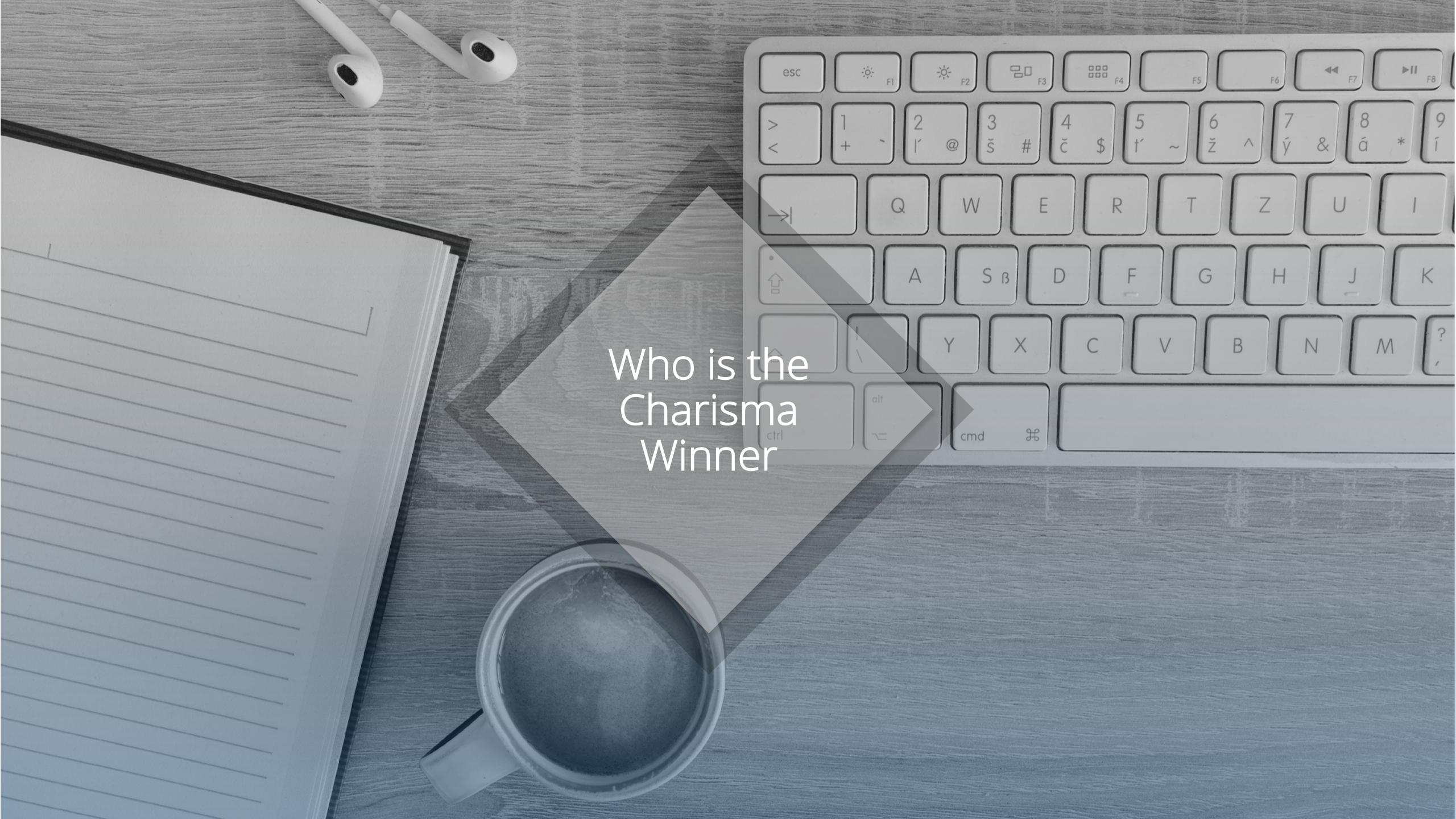
Level up!

Recognizing CLTs based on Ray Lewis's speech.

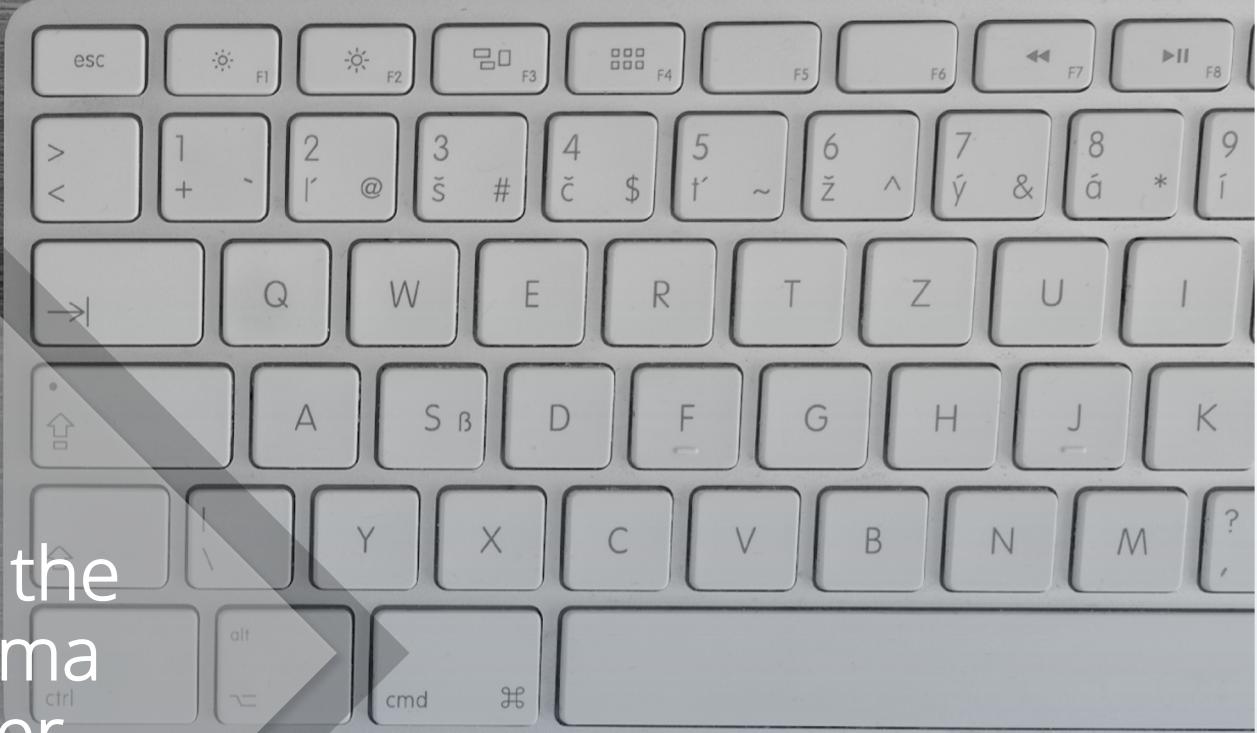
1. Now, you will be presented Ray Lewis' motivational speech 'It Ain't About One Play', Post game address AFC Championship Game – 2012. Each quote may contain one or more of these tactics.
2. Once your table group is confident that you have identified all the leadership tactics within a quote, you may stand up and announce your table number.
3. Now it's your turn! Please share the tactics you have identified and provide an explanation of where you observed them. Other groups will have the opportunity to contribute by adding or correcting your findings.
4. Each correctly recognized tactic will earn your group one point. Additional contributions or corrections will also be scored.



Image: ray ray <https://www.flickr.com/photos/truello/2905188849>



Who is the
Charisma
Winner



Exercise: Coding Lewis' Speech

Recognizing CLTs

The motivational speech by Ray Lewis, 'It Ain't About One Play', Post-game address AFC Championship Game - 2012.

Please code Lewis' written speech in small groups.

As a group, code the given speech in terms of the charismatic leadership tactics it contains.

Code the presence (X) of respective charismatic leadership tactic.

For this, find a quiet place where you can be undisturbed and read the sentences aloud to concentrate before coding them.



Image: ray ray <https://www.flickr.com/photos/truello/2905188849>

Wrap-Up:

Solution Speech by Lewis & your Impressions

1. Which tactics were easy for you?
2. Which tactics did you have difficulties with?
3. Which tactic had the biggest motivating effect on you? (can be entirely individual)



Image: ray ray <https://www.flickr.com/photos/truello/2905188849>

Exercise:

Charismatic Short Stories

Tell each other charismatic short stories in your table groups. Each group will receive 3 story cubes and a mixed, concealed stack of charisma cards.

Round 1: Each person rolls 3 story cubes and must tell a short story using them, taking turns.

Round 2: Each person rolls 3 story cubes and tells a story, then draws a charisma card and incorporates it into their short story. The others listen and guess which charismatic leadership tactic was incorporated.

Round 3: Each person draws two charisma cards and incorporates them into their short story.

Round 4: Advanced - one person starts with their story, introduces a CLT, the next person repeats that story with the CLT and adds an additional CLT, and so on.



Summary & Outlook



Wrap-Up & Conclusion:

What else is there to say?

- ▶ How are you doing?
- ▶ Is there any topic you would have liked to discuss today?
- ▶ Do you have any questions about the content?



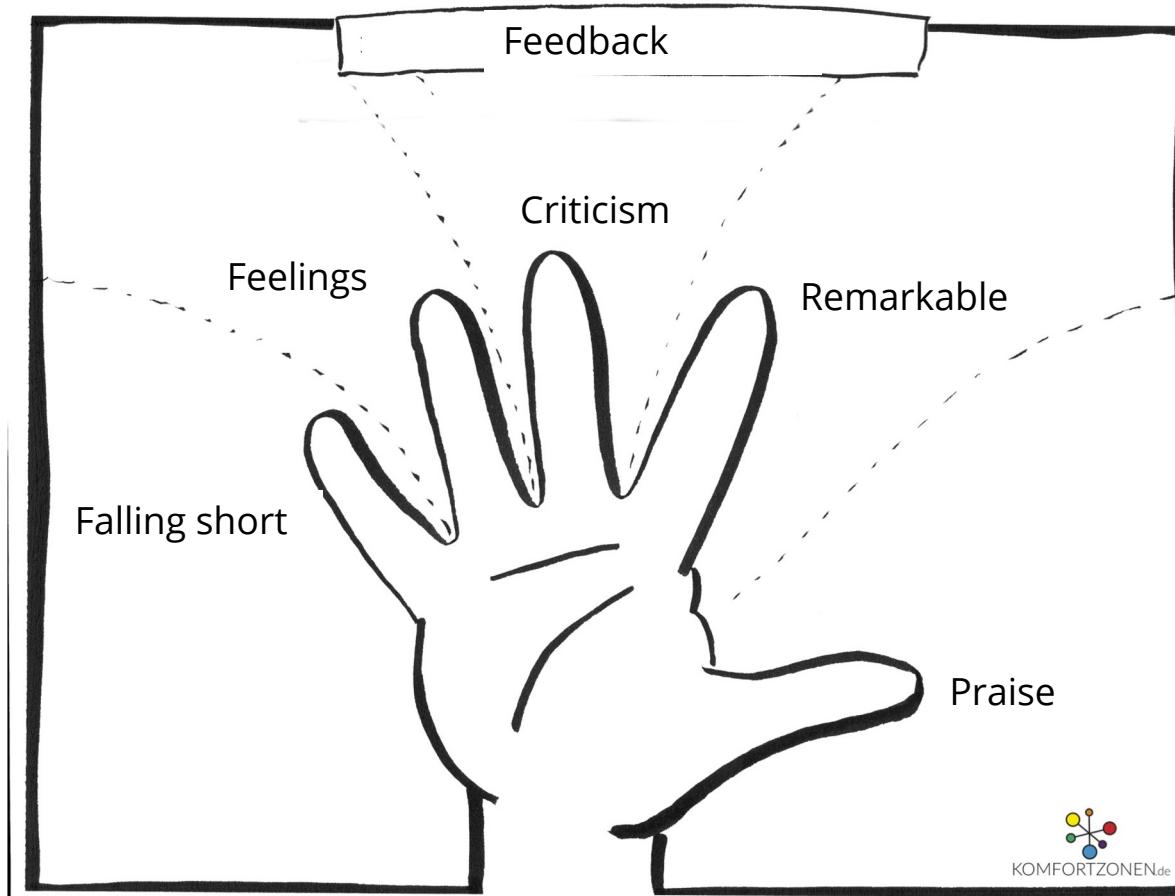


Feedback



Your Feedback

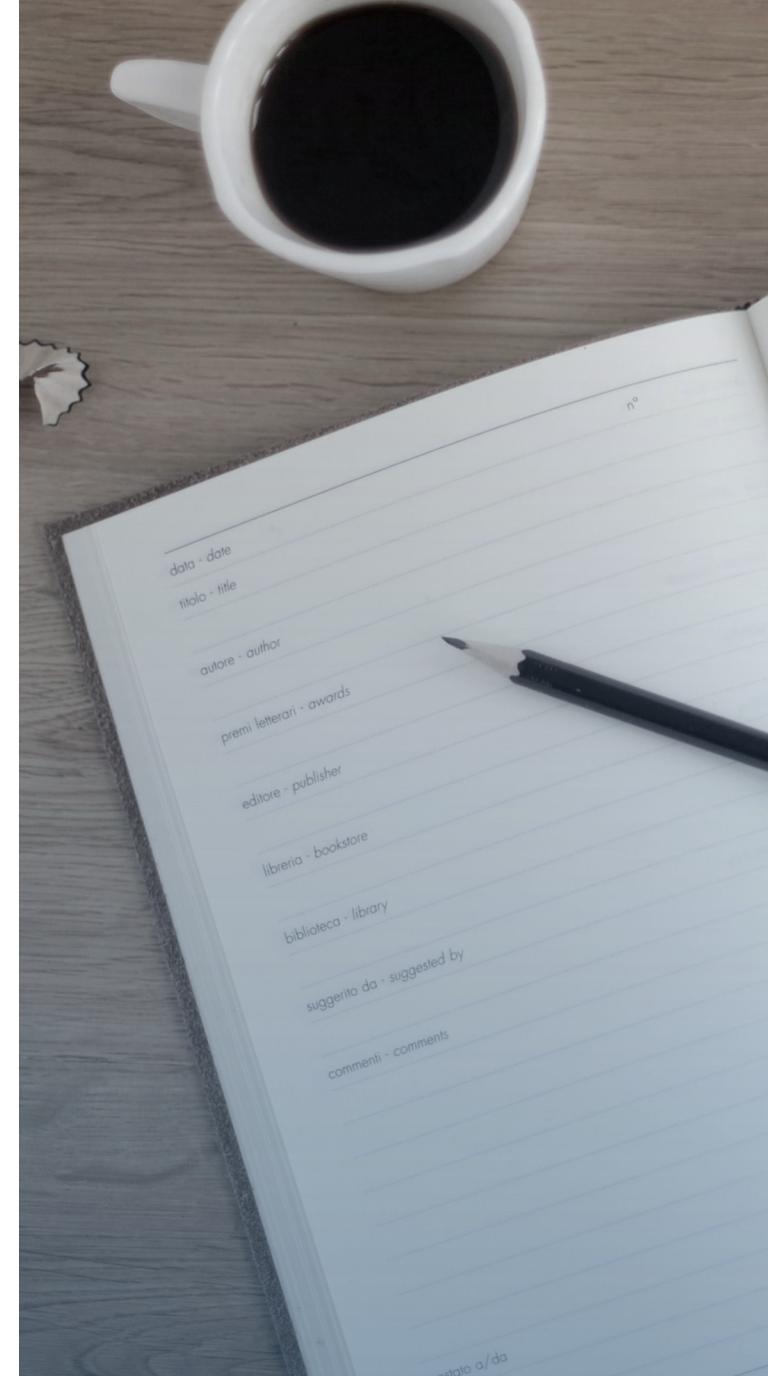
Five-Finger-Feedback



Agenda

Day 2

- ◆ **What insights were you able to take away from yesterday?**
- ◆ **Who are you? What do you stand for? -**
Your personal canvas
- ◆ **How to truly understand your counterpart with the Empathy Canvas**
- ◆ **Let the Magic happen!**
Your motivational speech from yesterday - now even more charismatic!
- ◆ **Feedback & Conclusion**



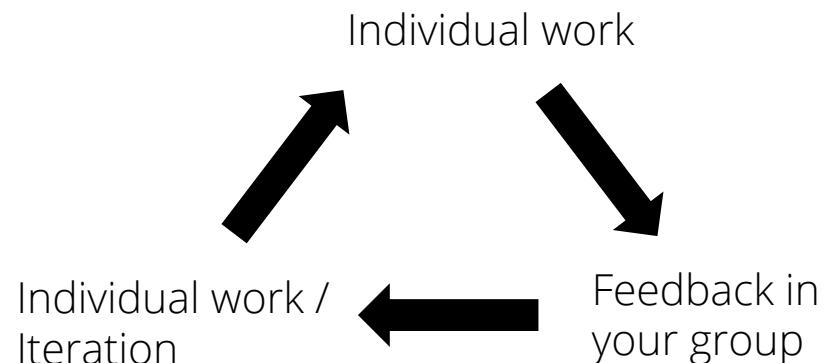
Input & Exercise:

Developing a clear, personal attitude

Develop your own personality canvas, which you can present to your groups in the end.

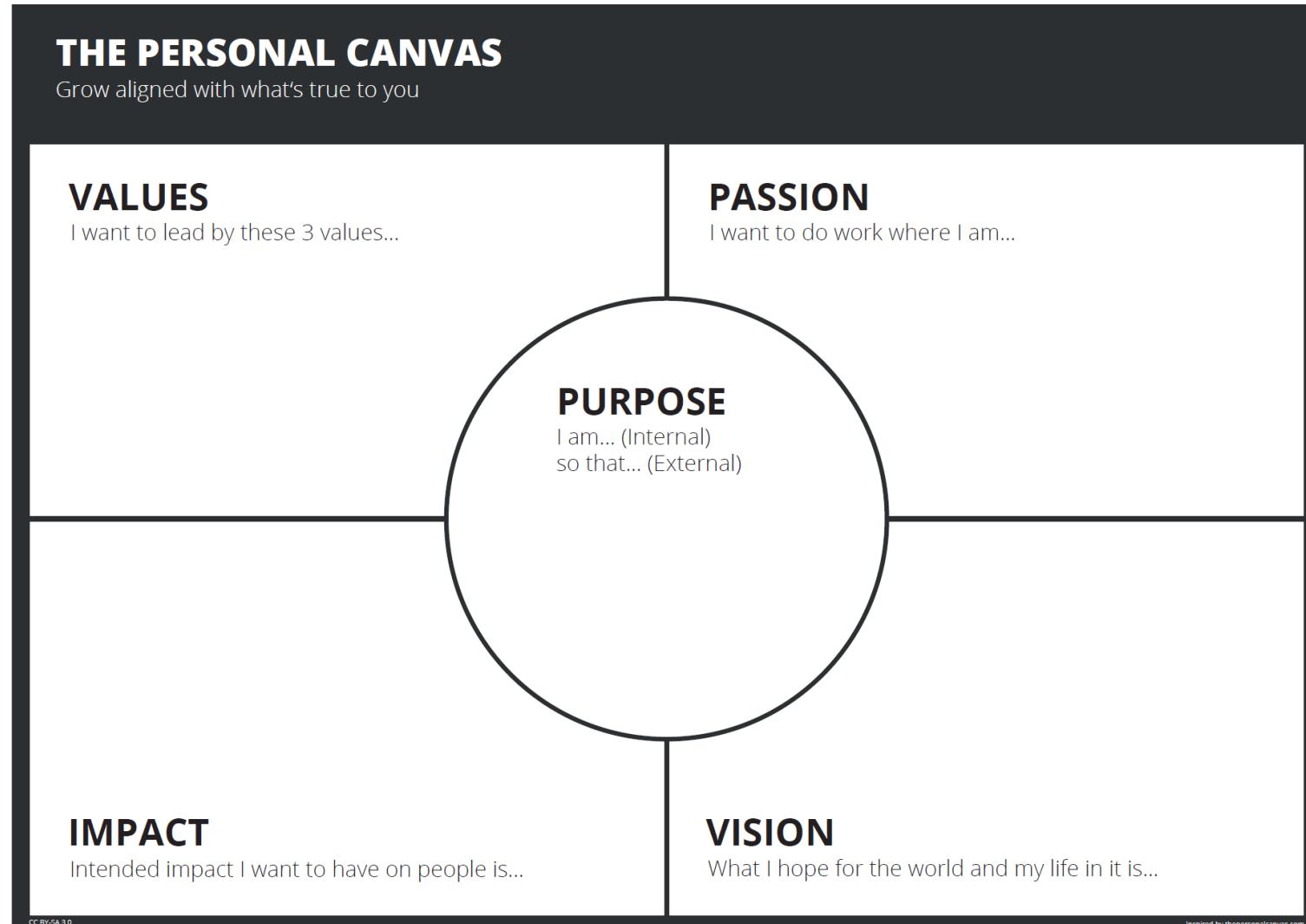
Steps:

1. Define your values + passions
2. Define your impact + vision
3. Define your purpose
4. Final presentation in your groups: What do I stand for?



Input & Exercise:

Developing a clear, personal attitude



Wrap-up:

Developing a clear, personal attitude



Presentation

What do I stand for as a leader

Utilize the information you have gathered in your presentation canvas to prepare a 3-minute charismatic speech about your leadership principles and values.

You will receive feedback from your colleagues and the trainers.



Input & Exercise:

Truly Listening

Preparation for "Sentiment of the Collective"

How does your partner think or feel - part 1?

Form groups of three.

Roles distribution:

1 case presenter, 2 listeners

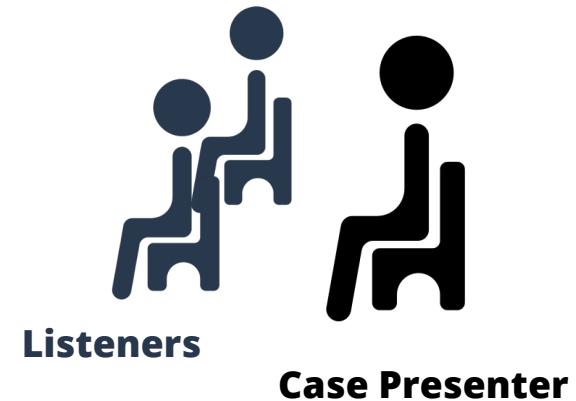
Positioning:

The case presenter sits on a chair in the room

The two listeners sit with their backs to the case presenter

Procedure:

1. The case presenter describes a challenging situation they have experienced
(Only the case presenter is speaking)
2. The advisors discuss what they have understood (Only the advisors are speaking)
3. The case presenter gives feedback to the advisors on how well they understood him/her.
4. Change roles until everyone has been the case presenter and advisor at least once."



Sitting down icons created by edt.im - Flaticon

Input & Exercise:

Empathy Map

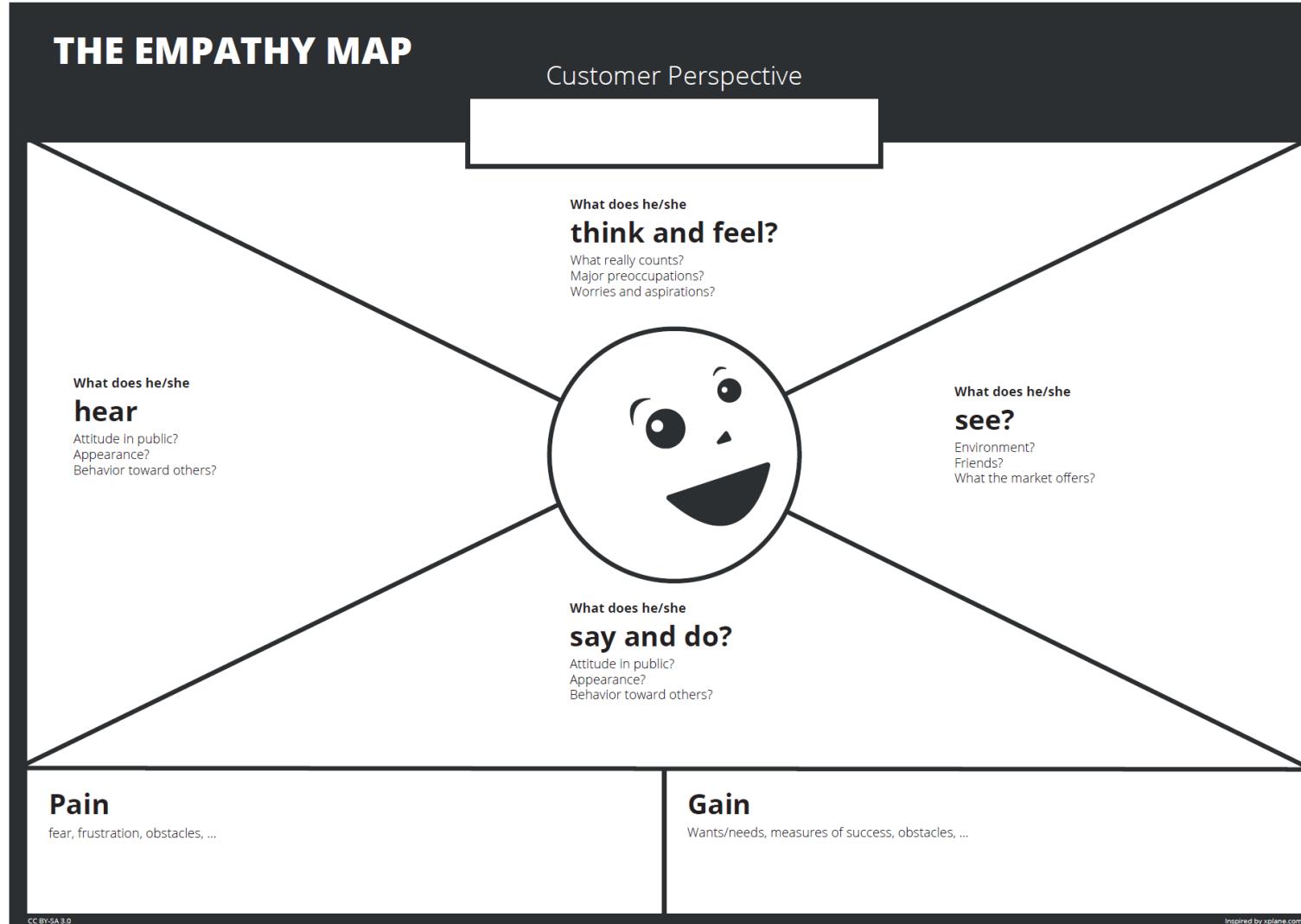
How does your partner think or feel - part 2?

1. Conduct a brief interview with a partner.
2. Inquire about something your partner enjoys a lot.
3. Create an empathy map based on what you learned from the interview.
4. Utilize the information you have gathered on your presentation canvas to prepare a 1-minute speech about what your partner enjoys a lot. Incorporate as many expressions of the “sentiment of the collective” as possible.



Input & Exercise:

Empathy Map

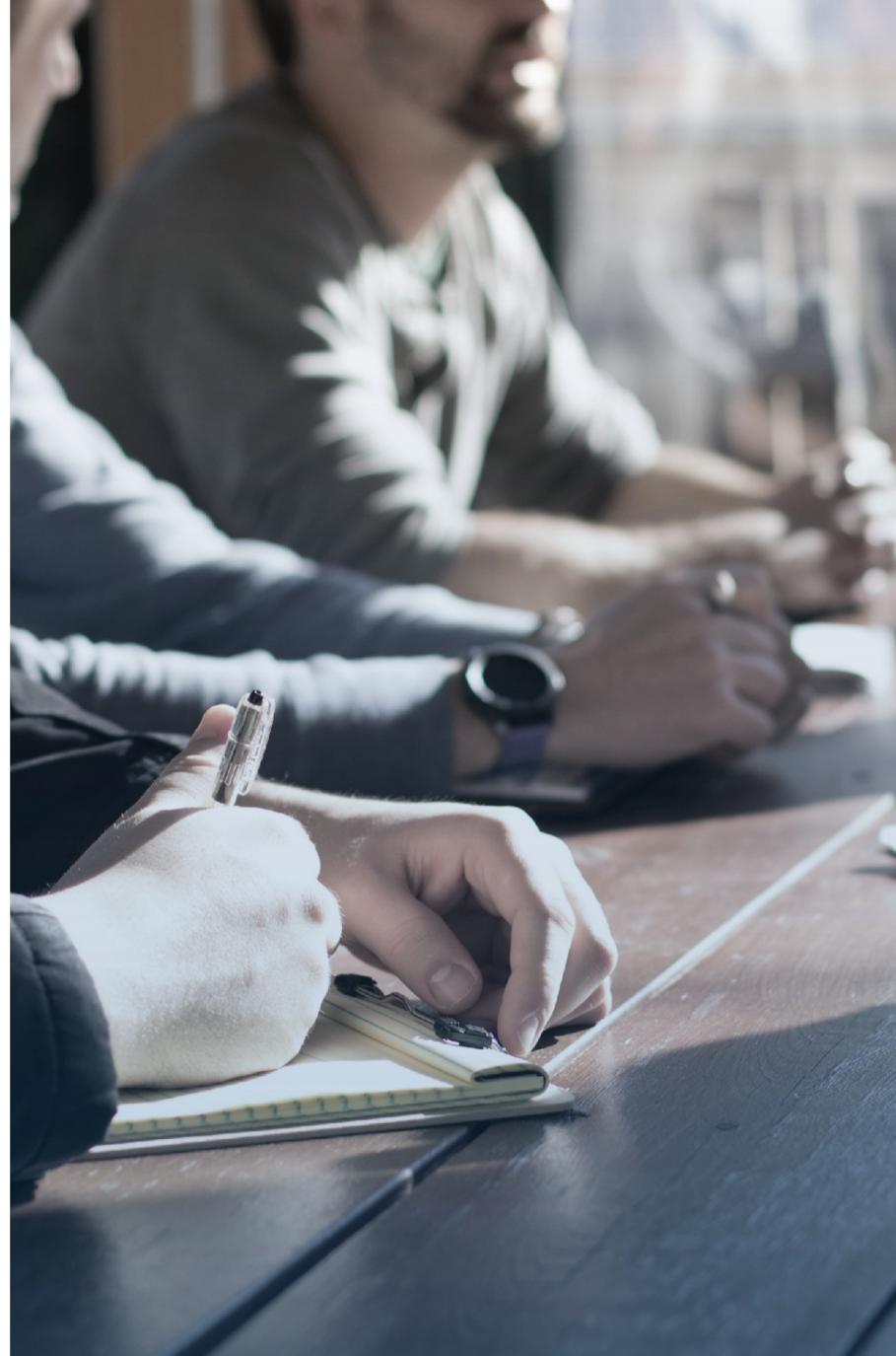


Wrap-up

Empathy Map

Were there any difficulties?

Where can the group help you here?



Exercise

Crafting Your Motivational Speech with Charisma

1. Write a short "charisma speech/address" for the situation you chose at the beginning of the training.
2. Practice your speech and then record yourself using your smartphone camera to see a before-and-after effect.

Situation 1: Encourage a low-performing employee and get him or her back on track.

Situation 2: Due to the transformation in the company, there are changes in collaboration. It is important to follow the guidelines so that cross-departmental work functions well.

Situation 3: Do you have an idea for a situation? (Motivational speech)



Exercise

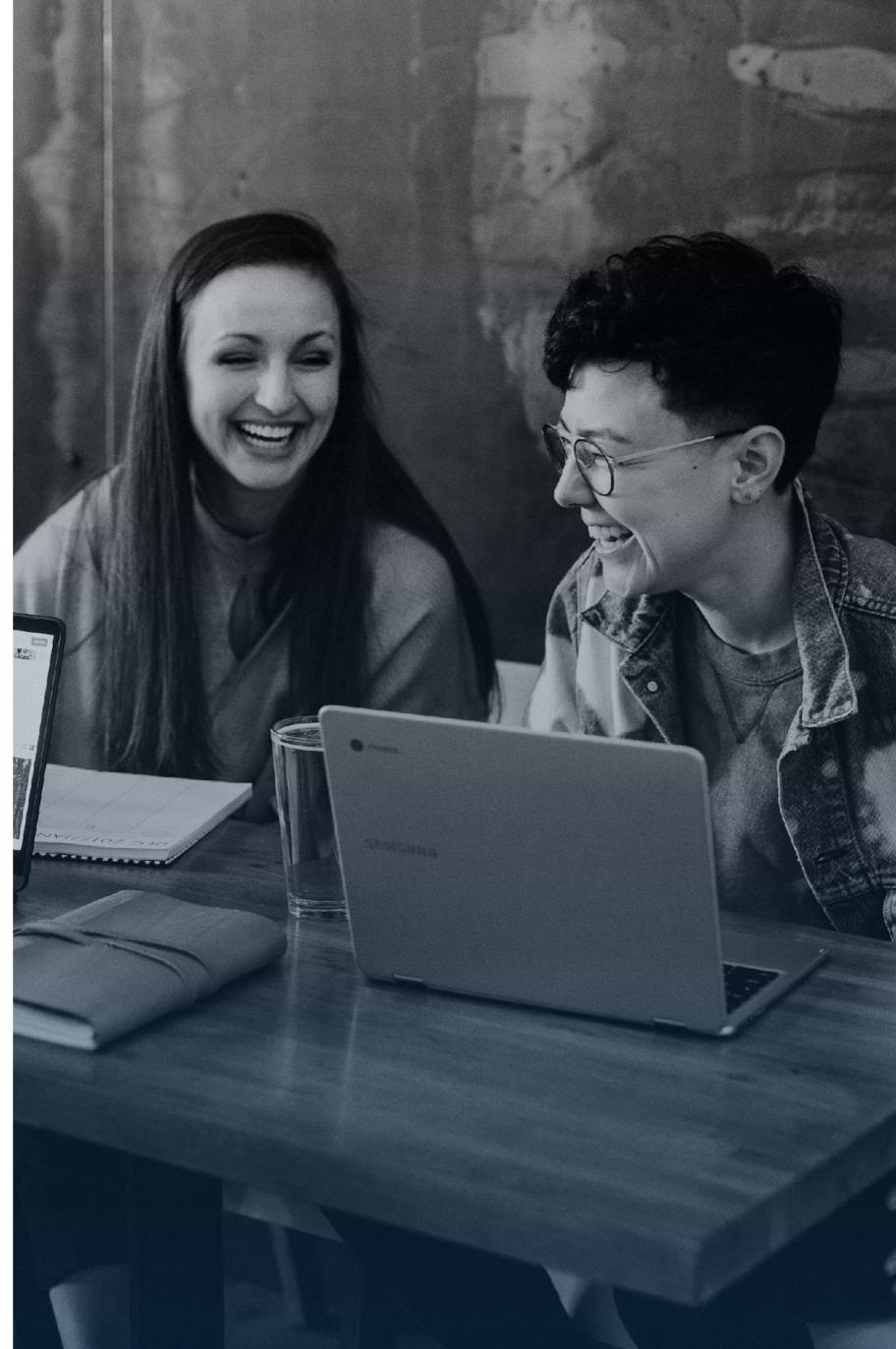
Motivational Speech

1. *Give green feedback:*

I liked that

2. *Give red feedback:*

Here's how you could improve it even more



Thank you very much for your attention.



Feedback



Your Feedback

4-L-Feedback

