

# Charisma

## Worksheets



## 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:***

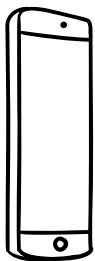
Encourage a low-performing employee and get him or her back on track.

### ***Situation 2:***

Due to the transformation in 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)



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

[illegible]



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# Exercise:

## *Apply charismatic leadership tactics*

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### Field experiment Standard speech:

**Hi:** My name is Mike and I am working with the team that has hired you. My main task is to brief you on the importance of what you are going to do; but, in my spare time I will be stuffing envelopes too, along with my colleague Giovanna. In the next couple of minutes though, I just want to explain to you the nature of the fundraising campaign and to give you an overview of the task ahead. Of course, you are here to stuff envelopes and earn some money. That is clear. At the same time your efforts will also help Birmingham's hospital charity achieve what is a noble mission, which is to help children who are sick with all kinds of serious illness. Therefore, the job you are doing is really important to help some children. You will help children because the letters you have are written to convince a potential donor to help the charity. Each letter can potentially help a child have a nice Christmas. Let me tell you why. Many gravely sick children will spend Christmas in hospital. This is obviously not a nice state of affairs for the children and their families. Thus, the charity will help families who cannot afford to be near their children during the Christmas period. They will help the families in a number of ways, for example, by paying for parental accommodation or by providing a nicely decorated room so that the families can open their Christmas presents in a pleasant environment. They can also help provide a playroom and toys for the children. Every envelope you stuff with a letter will make a difference because it is only through reaching potential donors that we can raise money. So, I want you to be very professional when you are doing your job so that you can better help the children. Of course, you will be paid regardless of how many envelopes you stuff. However, the more you do, the better; the more envelopes you stuff the more money we can potentially raise for them. Next, please follow the instructions you have been given, fold the letters and seal the envelopes neatly and maintain correct records. Printing this many letters sometimes produces printing faults. So, scan the letters quickly to ensure that they are clean. We don't want to turn away donors by sending them bad letters. A bad letter might not help raise money. Also, please think of the children when you do your job because every letter can potentially help a child. So you might think, well, I will just do what I have to—my extra effort won't really help. Yes, your extra effort will help! Just think of how many of you are in this room and all the other people we have hired to do this task as well. Every letter helps. The more letters you can do for us, the more letters we have to send out in our fundraising drive. This of course means that the more donors we can potentially reach and the more you can potentially help the charity. At the end of the day, we may be able to make a much bigger difference to these sick children, which is really what matters most of all. So please do your best by doing your job as well as you can, to the best of your ability. Doing so will really help make a difference to the children. Of course, this will help you to earn some extra money too, so we all winning here. Remember, each letter is important: The more letters we send out the better. So do work as hard as you can and do work as precisely as you can. That all's I have to say: Please do the best that you can because in this way we can all better help the charity. Thank you for listening to me. I'll let Giovanna conclude the briefing.

Thank you.

Antonakis, J., d'Adda, G., Weber, R., & Zehnder, C. (2021). Just words? Just speeches? On the economic value of charismatic leadership. *Management Science*, 1–27.



# Exercise:

## *Apply charismatic leadership tactics*

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### Field experiment Charismatic speech

**Hi:** My name is Mike and I am working with the team that has hired you. My main task is to brief you on the importance of what you are going to do; but, in my spare time I will be stuffing envelopes too, along with my colleague Giovanna. In the next couple of minutes though, I just want to explain to you the nature of the fundraising campaign. So, why are you here? Some of you may think you are here just to stuff envelopes to earn a few quid. However, by being here you are going to do something special by helping Birmingham's hospital charity achieve its mission; and, this is a noble mission. Your efforts will make a difference to sick children: Children with cancer, children with leukaemia, and children with all sorts of serious illnesses. This is something worth doing; I think it is a right thing to do. Just how are you going to do something special? Well, the letters you have are written to convince a potential donor to help the charity. In a way, the letter is a ticket for a child to attend Christmas. Let me tell you why. Many gravely sick children will spend Christmas in hospital. What must that be like? For the parent? The child? The family? The charity will help families who cannot afford to be near their children during the Christmas period. They will help them by paying for the parents' accommodation in or near the hospital, by providing a nicely decorated room so that the families can open their Christmas presents in a cozy environment, by providing a playroom and toys for the children. Every envelope you stuff with a letter will make a difference because it is only through reaching potential donors that we can raise money. So, I want you to do three things to give the kids a ticket to Christmas: work hard, work smart, and think of the kids you will help. First: Work hard. You will be paid regardless of how many envelopes you stuff. However, the more you do, the better; the more envelopes you stuff the more money we can potentially raise. Second: Work smart. Follow the instructions you have been given, fold the letters and seal the envelopes neatly and maintain correct records. Printing this many letters sometimes produces printing faults. So, scan the letters quickly to ensure that they are clean. We don't want to turn away donors by sending them bad letters. A bad letter is a bad ticket. Third: Think of the kids when you do your job. You are not just stuffing envelopes to earn money. You are stuffing envelopes to help sickly kids too. So you might think, well, I will just do what I have to—will my extra effort really help? Yes, it will! This reminds me of story about an old man who while walking along the seashore noticed a girl picking up starfish and throwing them into the sea. The old man approached her saying: "what are you doing?" She replied: "I am throwing starfish into the sea, because the sun is coming up and the starfish will die." "But," said the man, "there are thousands of starfish, the sun is high, and the tide is going out. How can you possibly make a difference?" The girl bent down, picked up a starfish, threw it into the sea and said: "well, I made a difference to that one." Remember, every letter is a ticket for a child to attend Christmas: the more tickets we issue, the better. Work hard, work smart, and think of the kids. Every time you open an envelope, imagine the flap is like a mouth that is whispering to you, "work hard, work smart, think of the kids." You may think I have gone "doolally" but I know you can do it. So, what are we going to do? I'll let Giovanna conclude the briefing.

Thank you.

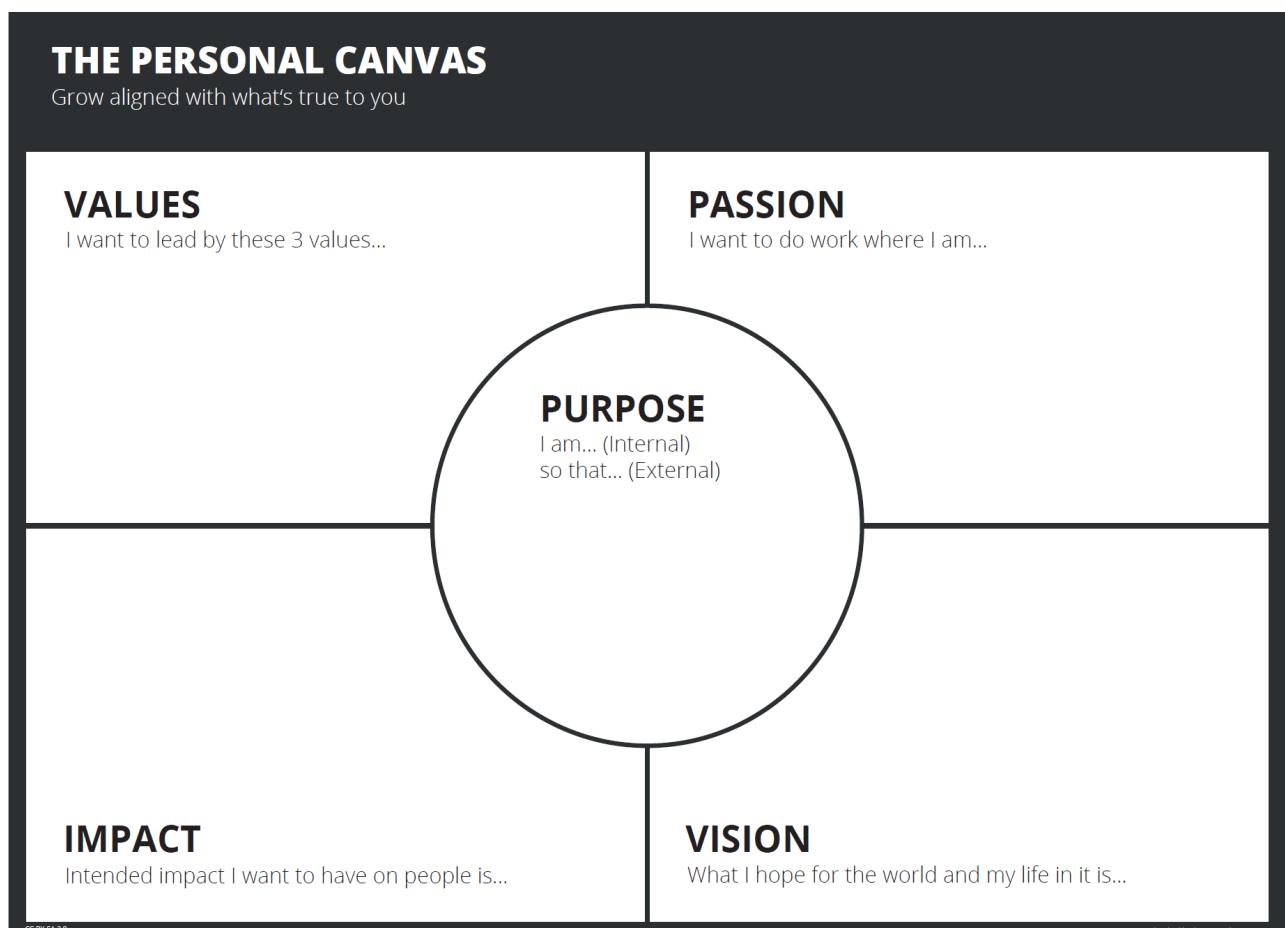
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# Exercise:

## *Developing a clear, personal attitude*

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

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?





## Truly Listening

# 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.

THE EMPATHY MAP

Customer Perspective

What does he/she think and feel?

What really counts?  
Major preoccupations?  
Worries and aspirations?

What does he/she hear

Attitude in public?  
Appearance?  
Behavior toward others?

What does he/she see?

Environment?  
Friends?  
What the market offers?

What does he/she say and do?

Attitude in public?  
Appearance?  
Behavior toward others?

Pain

fear, frustration, obstacles, ...

Gain

Wants/needs, measures of success, obstacles, ...

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Inspired by xplane.com



# Exercise:

## ***Crafting Your Motivational Speech with Charisma***

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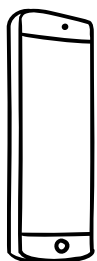
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