



Charismatic Leadership Tactics

The CLTs were introduced by Antonakis et al. (2011). The definitions are derived from a CLT coding training guide developed by Antonakis, Tur, and Jacquart (2017) and cited by Ernst et al. (2021)

Substance

Moral conviction

Personal statement of values or assessment of a situation that is value-laden. Often asserts right from wrong.

"We all matter - maybe less than a lot but always more than none."

(John Green)

Substance

Substance

Sentiment of the collective

Statement of what one believes the followers are thinking, feeling, or aspiring to.

"You might be afraid to invent a story :)"

Substance

Substance

Ambitious goals/ setting high expectations

Explicit goal-setting for followers that is ambitious, often specific.

*"I am highly confident that the company will land humans on Mars in about six years from now."
(Elon Musk)*

Substance

Substance

Confidence that goals can be achieved

Statement that the
speaker believes goals
can be achieved.

*"Yes we can."
(Barack Obama)*

Substance

Frame

Metaphor / simile

Metaphor: Word or phrase describing something by comparing it to something else.

Simile: a comparison using "like" or "as".

*"Chaos is a friend of mine."
(Bob Dylan)*

Frame

Deliver

Animated voice tone

Raising and/or lowering voice pitch
or volume;
intentional pauses in speech.

*Rising to a crescendo (speaking
louder)
at an important point.*

Deliver

Frame

Rhetorical questions

Question that is asked to create an effect or make a statement, not to gather information.

*"How can you expect me to
change an engine in a plane
midflight?"
(Antonakis et al., 2012)*

Frame

Frame

Stories/ anecdotes

Generally refers to particular places, events, characters.
Has a plot and/or resolution. Do not need to be true.

*"I remember when I used to sit on my dad's lap while he drove around town delivering mail."
(Chris Heckmann)*

Frame

Frame

Contrasts

Figure of speech in which one idea is opposed to another one.

*"People don't buy what you do,
people buy why you do it."
(Simon Sinek)*

Frame

Lists and repetition

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.

*"The air was thick with doubt,
anticipation, and fear."
(Barack Obama)*

Deliver

Facial expressions

Expressions such as smiling, frowning, and laughing used to demonstrate emotion.

Maintaining eye contact with listeners.

Deliver

Deliver

Body gestures

Hand, arm, or body movements
used to emphasize a
point.

*Waving a hand to draw
attention.*

Deliver

Deliver

Unconventional behavior

Refers to actions that deviate from societal norms or expectations.

Jumping on a desk during a meeting.

Deliver

Deliver

Humor

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