

BANNED CHARISMA SECRETS

Unleashed

LEARN THE SECRETS OF PERSONAL MAGNETISM AND
HOW TO ATTRACT, INSPIRE, IMPRESS, INFLUENCE AND
ENERGIZE ANYONE ON COMMAND

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Banned Charisma Secrets Unleashed

Learn The Secrets Of Personal Magnetism And How To
Attract, Inspire, Impress, Influence And Energize Anyone
On Command

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Chapter 1: Charisma: The Secret Weapon Of Leadership

Some of the most powerful and influential leaders throughout history have had a secret weapon. What helped to make Dr. Martin Luther King, one of the most respected, quoted, and followed men of modern times? What caused John F. Kennedy to be so seductive to the general public as well as to the most beautiful women of his era? What led young men and women to murder on the command of the deranged cult leader Charles Manson? Simple; all these people, and countless others like them, possess one epic weapon - charisma.

This book is your complete guide to acquiring the most powerful leadership tactic that history has ever known. You will learn exactly what is meant by “charisma” and “being charismatic.” It is a term often spoken, yet rarely understood. In this book’s next chapter you will have the mystery removed from charisma, forever.

Defining charisma is important, but not enough. You will delve deeper into the nature of charisma and the charismatic leader. Inner and outer dimensions of charisma will be explored, simplified, and applied. Countless books and articles offer bland, non-actionable advice such as “be happy” or “use your intelligence.” This book will not waste your time with such empty phrases; instead, the meaning, importance, and application of these ideas will be offered in a way you can understand and apply.

Some of the areas in which you will learn to use your new charismatic superpowers include reacting to different situations, audiences, and individuals. A comprehensive guide to charismatic body language, and why it works, is provided.

The first step to benefiting from the immense opportunity that charisma represents is accepting that people are not born charismatic. Sure, some people may be more naturally inclined towards charisma more than others. Ultimately, however, charisma is a skillset that can be learned. You may be the most extroverted or introverted person to ever walk the earth, but without the understanding, implementation, and repetition of the behaviors and practices that underpin charisma, you will not progress.

Do you have a friend or relative that everyone loves to be around? After reading and applying this book, that person could be you. Have you ever had a boss or colleague everyone seems to love working with and going the extra mile for? Charisma can help you turbo-charge your professional life like those people.

If you've ever been in a relationship or marriage and felt insecure or jealous, charisma is the answer to your woes. Charismatic partners are the best to be with and becoming one will allow you to stay with, or attract, the person of your dreams.

What you do with this book is entirely your choice. You can treat it as an interesting insight into the world of the charismatic leader and what makes him or her tick. Or, you can recognize the immense power of charisma and unleash it to work in your own life. A better career, relationship and life in general await. Enjoy.

Chapter 2: Charisma Defined

This book is your complete blueprint to understanding and applying the most powerful and important aspects of charisma. Before you can delve into the details, it is important to have a foundational understanding of what exactly is meant by “charisma.” This will help you to shatter your misconceptions and begin your progression into harnessing the power of being charismatic. Charisma is defined as possessing compelling attractiveness or charm that can inspire devotion in others.

There are three main components of charisma - personality, actions, and words. Once you understand the fundamentals of each component, we will then see how they combine into a complete process, commonly known as “being charismatic.”

Personality

Personality can be understood as the “inner” aspect of charisma. This aspect includes the thought processes, beliefs, experiences, and understandings that have led to someone attaining a charismatic outlook. Many of the emotional and psychological dimensions of charisma are explained and applied in greater depth in the book’s later chapters. First, the key aspects of the personality need to be explored.

Picture a person sitting alone in a room. If they are not saying or doing anything, can that person still be considered charismatic? Yes; they may be considered “internally charismatic” because they possess the necessary mixture of inner aspects that allow them to outwardly express charisma congruently.

If you are questioning the use or even reality of charisma existing as an “inner dimension,” let it be explained further. Have you ever come across someone you

...could describe as charming but not charismatic? That's a common misconception.

could describe as charming, but not charismatic? Think of a waiter greeting you or a politician trying to win your vote; he or she will likely deploy a lot of charm, but this is unlikely to result in you feeling deeply moved by who they are. This is the key to understanding why internal charisma matters. With only the outer signs of charisma, one is simply wearing the mask of a charismatic being, while internally, that being is anything but charismatic. People are surprisingly adept at noticing this incongruence and are repelled by it.

In its simplest form, inner charisma can be understood as a set of beliefs, attitudes, and understandings that are reinforced and backed up by reference experiences. What does this mean in reality?

You might genuinely “believe” that being positive and warm to people can result in being able to influence them. You may have read it or witnessed it secondhand. However, until you apply this idea to your own life and actually *feel* the difference it makes, you won’t have internalized it. Every time an understanding is enforced by an occurrence can be understood as a reference experience.

Some people make the mistake of seeing the world in black and white terms, with people either being charismatic or appalling. This is a mistake; don’t think of charisma as something that can be turned on or off. Think of it as a scale—people can be more or less charismatic. This applies to charisma as a whole, but also to inner charisma as an aspect. Over time, you can become “more” or “less” internally charismatic. This involves progressing gradually, over time, in the main areas of internal charisma.

Actions

We have looked at an oversight of charisma’s internal dimension. This has showed that charisma is something that can, and must, exist within a person, as well as outwardly through their expression. We will now briefly explore the

main aspects of the “outer dimension” of charisma, known as “actions.”

Outward charisma is not a singular concept. Rather, it consists of various different external charismatic manifestations working in harmony to leave a charismatic impression. These include a person’s body language (on a macro and micro scale), the words you speak, the way in which the words are spoken, the way a person behaves, and also a person’s background and track record.

Body language has an entire chapter in this book due to its importance. Some of the facets of body language that charismatic people exhibit the most include their posture, manner of sitting, manner of standing, gestures, eye contact, facial expressions, and choice of clothing.

Behavior is a vastly important part of the outer dimension of charisma. This includes a person’s behavior towards him or herself, his or her peers, those he or she leads, and his or her behavior towards non-interpersonal aspects of life such as their organization, efficiency, and time management. A person’s track record, as well as their present day behavior, is also important with regards to their charisma, but less so than what a person displays in the present moment.

As stated, it is possible to display the outer signs of charisma without having the internal aspects to support them. Such people are overtly charming without being convincingly charismatic. It is also very difficult to sustain charismatic outer behavior without the supportive internal dimensions. Long term, sustained charismatic action is therefore usually indicative of a charismatic internal dimension.

Words

A person’s use of the spoken and written word is also a key contributor to the overall level of charisma he or she exudes. If you stop and think of any

charismatic figure throughout history, famous or otherwise, you are sure to recognize him or her by with words connected to him. Charismatic speech has an inner and outer dimension, which is explained fully later. It also has an intellectual and emotional synchronicity which are equally important for speech to be considered charismatic.

To briefly introduce the ideas of internal and external charismatic words, and their intellectual and emotional dimension, let's consider an example from history—Dr. Martin Luther King Junior's famous, “I Have a Dream” speech.

“We have also come to this hallowed spot to remind America of the fierce urgency of now. This is no time to engage in the luxury of cooling off or to take the tranquilizing drug of gradualism.”

This small, lesser-known extract from “I Have a Dream” illustrates both the inner, outer, intellectual, and emotional dimensions of charismatic word usage. A fuller analysis of Martin Luther King is found later in this book, as is a more detailed explanation of the different dimensions of charismatic word usage.

When Dr. King says, “the fierce urgency of now,” it is drawing upon the emotional power of charismatic word usage. “Fierce” is a poignant term intended to arouse a response in its audience.

King’s phrase, “the tranquilizing drug of gradualism,” is an example of combining the emotional and intellectual appeal of charismatic words simultaneously. The idea of a “tranquilizing drug” impacts upon a person’s emotions whereas the term “gradualism” speaks primarily to the intellect. By choosing these words, in this combination, King is appealing to both the hearts and minds of people at once. This is beyond more charismatic than appealing to only one or the other.

So what of the inner and outer dimensions of words? Let’s begin with the inner.

When King speaks of his “four little children” these are not mere words. These are very real, precious aspects of King’s life. He has an emotional attachment to the words he speaks - they come from within his heart and mind as well as the page in front of him. This is what is meant by the inner dimension of charismatic speech: the ability to attach genuine emotional meaning to chosen words.

By contrast, the outer dimension of words are the actual way in which the words are delivered. Think about King’s speech or, even better, go online and watch it. Listen to the way in which he delivers his words. Does he sound confident? Yes. Hopeful? Yes. Wise? Certainly. Notice how King pauses to let his words resonate with his audience. He even elicits responses in a way that is particularly engaging to his chosen audience, a concept to be expanded upon later.

This brief, illustrated example into the power of charismatic words has shown that language is at its most charismatic when it has all four dimensions at once – intellectual, emotional, inner, and outer. This is the formula for speaking as charismatically as the greatest orators of all time.

Process

We explored how charisma consists of personality, actions, and words. If you notice, each of these is only an aspect, one piece of a larger puzzle. When people speak of “being charismatic,” what they are actually talking about is a process with an end result.

True charisma, or being charismatic, occurs when a person is able to authentically align their charismatic personality, actions, and words. True charisma occurs only when all aspects are present. Let’s explore an example to understand this in depth.

Picture a person who is internally charismatic, but is not able to express these inner aspects in any way. Such a person has charismatic potential, however

~~inner aspects in any way. Such a person has charismatic potential, however,~~ without having a way to display his or her actions and words, they cannot be considered fully charismatic.

Someone who is able to offer charismatic actions without words is unlikely to ever truly be charismatic either. Anyone who has ever dated someone who is externally attractive, but unable to hold a conversation will relate to this idea. The way in which a person looks and moves may suggest they are charismatic, but without the power of words to finalize this perception, their charisma is ultimately lacking.

Consider someone who is able to offer charismatic speech, but without an inner reality or action to compliment it. Such a person might be seen as a conman, charlatan, or sweet-talker. They know how to talk the talk, but not walk the walk. Someone who is able to speak charmingly, but does not live a charismatic life, is likely to also lack the internal elements of charisma.

Now, in contrast, let's consider someone who possesses all of the charismatic aspects. If he or she has the correct beliefs and mindset, it is almost inevitable to translate into charismatic action. For example, if someone truly believes in helping people and making a difference in the world, it is almost inevitable they will act in this way. Consider the internal element of charisma as a seed. It almost always manifests in an outer representation of its potential.

As a person who possesses inner charisma is almost bound to take charismatic action, this reinforces his or her internal charisma. The two are a self-perpetuating cycle of charismatic continuation.

Of all the three aspects of charisma, speech is perhaps the least natural. Even the best speakers will have been heavily influenced with regards to their speech. This can occur organically, such as through early exposure to impactful speakers, or consciously, such as when a person makes a deliberate effort to

learn to use charisma effectively.

The Charismatic Equation

You now have a foundational understanding of charisma. If any of the concepts seem unconvincing, read on. As you delve deeper into this book, you will learn about all of them in greater complexity through examples and case studies.

To summarize the main idea of this chapter, please consider the following Charismatic Equation.

**A Charismatic Personality + Charismatic Actions + Charismatic Words =
the Charismatic Process or Being Charismatic**

Chapter 3: The Internal Foundations Of Charisma

Remember how the previous chapter discussed the personality aspect of charisma?

It is the first aspect of our Charismatic Equation. The previous chapter only intended to introduce the internal dimension of charisma and explain how, without this dimension, a person could be charming, but not truly charismatic. We will now go deeper into the specific facets of charisma's internal dimension, explaining, illustrating, and applying each feature. Each application will discuss the specific reference experiences that may be sought in order to reinforce the particular internal aspect.

These internal elements are referred to as foundations. Without these foundations, it is impossible to build true charisma. The foundations, alone, do not constitute charisma - only charismatic potential.

Some of the particularly important internal aspects of charisma have their own chapters. If that is the case, the concept will be touched upon in this chapter and elaborated on later in the book. Every aspect of internal charisma is included here in some form in order to provide a full picture of the charismatic foundation, without which true charisma is impossible.

The Importance of Personal Power

What exactly is personal power? This is the unshakeable feeling of being a person of influence, worth, and inherent value. Personal power is not dependent upon the circumstances of life at any given time. Other names for this foundation of charisma include self-belief, resilience, and stoicism.

Truly charismatic people, particularly leaders, are absolutely reliant upon their

unshakeable sense of power and value. Why? If someone's level of self-belief and understanding of their ability to influence a situation is dependent upon external circumstances, it is changeable and not reliable.

To illustrate this idea, let's draw upon the legendary British Prime Minister, Winston Churchill.

During one of the most extreme and brutal wars the planet has ever witnessed, Churchill was tasked with leading the British resistance to Adolf Hitler and the Nazis. Churchill already had a track record of leadership prior to the war. But the war was the time when his personal power truly excelled.

Churchill famously stated that he would "rather see London in ruins than a victorious foe."

Of all the crisis situations that leaders face, it is hard to imagine many bigger than defending a nation against Adolf Hitler. Almost anyone would crack or back down under this immense pressure. Indeed, many great countries at the time did. Churchill, however, remained resolved and unshakeable in his pursuit of leadership.

A full charismatic case study of Winston Churchill is provided later in this book. For now, let's explore his example through the lens of personal power.

Churchill's personal power is the key reason he was such a charismatic leader, revered generations later by people from across the world. Imagine how Churchill's lack of personal power might have hurt him in some alternative reality. Most likely, it would have prevented him from leading the United Kingdom in the first place. However, many leaders without personal power end up running countries.

Such leaders, however, would not have stood up to Adolf Hitler. They would not

have fought him and even if they did take such a course of action, they would not have pursued it with the intensity of Churchill.

Churchill ensured his charisma would outlive the war regardless of who won. Stating that he would rather see a country in ruins than to back down from an evil foe is perhaps the epitome of personal power. It shows an absolute conviction that cannot be shaken or altered no matter what the circumstance.

Therefore, is personal power important for people outside of wartime leadership? Of course! Ultimately, Churchill's response during the war was perhaps best described as the decisive "crisis response." People will face crises of many diverse types during their lifetime. Personal power will help sustain charisma throughout each and every crisis.

One common crisis people face is in their professional life. This can come in many forms and is equally applicable to an hourly manual worker as it is to the CEO of a Fortune 500 company. Any significant, prolonged, or negative change impacting a person's professional life may be considered a professional crisis. Personal power helps with each and every professional crisis.

One of the most common professional crises faced is being fired, laid off, or made redundant. However it occurs, a sudden change in employment security is incredibly challenging to a person's life and routine. If the person happened to be reliant upon his or her situation, rather than him or herself, for their feeling of power and influence, then a professional crisis such as this would represent a significant loss of power for the person affected. Such a person, lacking personal power and charisma, may struggle to rebound from the crisis situation. There are many examples of those whom have been absolutely crushed in mind, body, and spirit by unemployment at one time or the other.

If one were in possession of strong personal power, he or she would be able to

navigate his or her time of crisis with greater ease and less disruption, feeling as if the situation was the problem instead of his or her core self. As an employer, would you offer a job to the person who seemed resilient and strong, or the person who seemed broken and weak? It's an uncomplicated illustration of the practical benefits of personal power.

Romantic relationships and marriages are another area in which a person's power directly influences his or her satisfaction. Have you ever met someone who changes drastically depending on the person they are dating at the time? This can be in superficial ways, such as the music he or she listens to and the clothes he or she wears, or deeper ways such as the religion he or she practices, the views he or she espouses, and the company he or she keeps.

Let's contrast this highly changeable person with one who has strong personal power, no matter what the status of the relationship. This person has a strong understanding of who he or she is and what he or she is about, both of which are core aspects of personal power. This means that the person with strong, personal power feels noble, powerful, and resilient in and out of a relationship.

When such a person, faces a relationship crisis, he or she copes. If someone he or she is with chooses to leave, he or she can bounce back quickly and fully. The person is not a robot whom does not feel sadness; instead, such holders of charismatic personal power are able to deal with emotions appropriately and move on. He or she has control over his or her emotions rather than vice versa. This is only possible with personal power.

Gaining Personal Power

Now that we have explored the importance of personal power theoretically and understood it through applied examples, how do you cultivate it for yourself?

The first step in increasing your levels of personal power are having a full

~~The first step in increasing your levels of personal power are having a full, emotional, as well as intellectual, understanding of its importance. The preceding section may fulfill your understanding of personal power intellectually, but only you can do so emotionally.~~

A great beginning to this process is to think back over your life and try and recall two separate situations—one where you showed personal power, another where you did not. Really take the time to find some examples of how personal power served you or your lack of it harmed you. This can range from huge events such as a divorce, a job loss, or a bereavement, to relatively small ones, such as exercising or saving money.

Only by finding real examples from your own life can you make the personal aspect of “personal power” real! Then it will not just be intellectually fulfilling, but will start to be emotionally fulfilling for you as well.

After attaining a balanced intellectual and emotional appreciation of personal power, you must proactively reinforce its value in your life through the gathering and understanding of reference experiences.

So what kind of reference experiences can help with your cultivation of personal power?

Any time something goes wrong in your life, such as a setback professionally, a relationship turned sour, or a financial mishap, try to apply and understand the concept of personal power in that situation. Utilize some of these phrases to help you gain personal power: *I am not my situation, I am stronger than my circumstance, I am not a prisoner of my surroundings*. Trying to really internalize, experience, and agree with these states of mind is absolutely vital to achieving sufficient personal power.

Once you really understand this concept, your entire life will become a win/win

scenario related to personal power. If you apply personal power and it helps you, great, you have reinforced its value. If something bad happens and you do not exhibit personal power, then you can use the situation as a means of learning and improving for the future.

The Importance of Presence

Presence is an absolutely fundamental concept related to charisma. What is meant by presence? Presence is the ability to focus, to be perceptive, and to live in the current moment rather than in the past or the future. Unfortunately, this is one of the more widely neglected charismatic foundations.

How does presence serve charisma? Picture meeting two separate people - one with presence, one lacking it. As you interact with the person without presence, they seem distracted; his or her body language is distracted and off-putting. The person is unable to make any type of eye contact beyond the absolute minimum and seems a little bit “spaced out” or not entirely “with it.” Such a person is likely to elicit a response of annoyance, dislike, or even pity. This is an example of someone lacking presence.

Imagine interacting with someone with a strong level of presence. This person is likely to make robust, but not intimidating, levels of eye contact with you. He or she seems fully “in the moment” and in touch with what is being said and, more importantly, felt at the time. His or her body language is appealing and open - perhaps deliberately to make you feel especially at ease and comfortable. This person elicits feelings of fondness, trust, and value.

Think about any person, throughout your life, who was widely liked for how he or she made people feel. This is likely to be a person who was able to apply presence and use it to further his or her own charisma. It is very difficult to communicate effectively with people if you are unable to exhibit presence when interacting with them.

Interacting with others.

Presence also strongly underpins the actions aspect of charisma. How? If you have strong levels of presence and the ability to apply it, you will be better able to focus on the tasks in front of you and the particular advantages of any given moment in time. People who lack presence, however, are often miserable because of their past or mentally living out imagined future worries before they actually happen. Do you know anyone like this? Have you ever been that person yourself?

Presence allows you to become fully aware of, and receptive to, the moment you are in at the time. This unburdens you from your past - you are not living in the past anymore, so you can enjoy the freedom of the present! It also halts your future worrying and instead allows you to plan for it. To plan effectively, you must be fully focused and present. This is yet another example of the liberating impact of presence.

The Dalai Lama is probably the most well known Buddhist figure in the world. He also has incredible presence. Many, many people who have personally met him tell tales of how absolutely and fully interested he appeared at the time. Leading psychological experts have marveled at the ability of the Dalai Lama to appreciate both the larger and more intricate details of any given moment in time.

Countless times, when walking through crowds at events, the Dalai Lama has spotted someone he feels may be in pain or turmoil. This in itself requires extraordinary levels of focus and awareness of the current moment—imagine being able to accurately assess emotional nuances amongst a sea of people! Not only does he identify people in pain, the Dalai Lama zones in on them and gives them the full power of his presence. Many people are absolutely overcome when this happens and break down in tears of happiness.

Presence isn't just for Buddhist leaders, however. Presence can make a massive impact on your professional life, no matter which field you pursue. Imagine being fully present in a job interview. It enables you to be completely in touch with the interviewers and their inquiries. You are not distracted or captive to fears and worries. Instead, your attention is on the people you need to impress, an invaluable objective to possess.

Presence also serves interpersonal aspects of work in many ways. If you develop presence, your colleagues are likely to feel as if you value and respect them. Clients you meet with will be impressed by your ability to respond attentively and comprehensively to what they are saying in any given situation.

The power of presence in practical tasks, related to different professional fields, is another key advantage. This is relevant for literally any job on the spectrum of employment—from a food service job to a brain surgeon. Customer service, food service, retail are all jobs that many people work, but often struggle to make the best of. They are stressful, demanding, and often repetitive.

Being present to the work at hand absolutely helps the employee immensely. By focusing on the task at hand, the employee is more likely to enter a “flow” state. This causes the perception of time passing slowly to vanish entirely. Think of a time when you were totally engaged with your work. Did the time fly by?

Detailed, skilled jobs are also important outlets for the power of presence. Surgeons, police officers, and military operatives all are required to have incredible levels of presence in order to carry out their tasks effectively. These positions are examples of how focus, or presence, can be the difference between life and death.

Gaining Presence

There are many different aspects to becoming present. People are unique and respond to different things. For you to gain the maximum possible benefit from presence, it is suggested you try several of these methods out and see which seems to help you the most. What works for others may not work for you; getting to know yourself, and what you respond to, is a key element of this process.

A physical way of gaining presence is to handle the lifestyle choices that either aid or inhibit your levels of focus. Again, this varies for individuals, but there are some widely applicable principles in which to work. Nutrition has been absolutely proven, beyond any doubt, to help with presence. A lot of people feel that eating “clean” foods, which do not trigger spikes and crashes in blood sugar, is one of the best ways to allow nutrition to support presence. Other people actually find that indulging, moderately, in their favorite foods and drinks help them to become present. Try out different ideas and establish what helps you feel the most focused.

Your choice of drinks is another practical aspect of presence. Staying hydrated is almost universally applicable as aiding presence in people. The specifics of how to do this vary from person to person. Exact calculators exist that determine the amount of water a person of a given size and weight should drink per day. Another option is simply to self-experiment and observe what works for you. It is almost impossible to pinpoint the relationship between hydration and your personal presence, but very easy to understand approximately how different levels of hydration influence your presence.

Choosing the right amount of caffeine is another aspect of presence that many people need to figure out. Some people find they are at their most present after fully detoxing from caffeine and switching to other beverage types. This is not a requirement to becoming present however! It’s an idea worth knowing about and

possibly exploring at some point, however. If you don't want to quit caffeine, find out the optimum level, the amount that helps you to "zone in" on your task without becoming jittery, nervous, or distracted, for your own needs. Again, this is a process of trial and error as well as understanding your own body's responses.

Now that we've explored how food and drink relate to presence, let's think about sleep. The absolute first mistake to avoid here is blindly subscribing to an idea that the right amount of sleep for all people exists. This is absolutely wrong. Do people have different appetites? Different physical capabilities? Of course! Hence, why should they all need the same amount of sleep?

Understand that the length of sleep is only one factor in the presence development process. The quality of sleep matters immensely as well. Have you ever slept for a short period of time and felt very rested and energetic upon waking, yet slept for a long period of time and perhaps felt sluggish and even sleepy the next day? This is clear proof that more sleep does not equal more rest. It is not that simple.

Improving your sleep is easier in the modern era than it ever has been. Almost everyone has a Smartphone. If you do, then you can download a sleep tracker app. This uses your phone to monitor your sleep. You will wake up to a graph detailing how much deep sleep you got, your sleep cycle, and other useful pieces of information. These apps are also able to time your wakening in an optimum way. The point in your sleep cycle at which you wake up is a key factor impacting your levels of alertness. This extra advantage can greatly help with presence.

Considering the limits of the "traditional" sleep cycle is another way of furthering your presence through sleep modification.

A lot of people find that sleeping in an unconventional way helps them to become more focused, and present, on less sleep.

An example would be having a main sleep period at night, which happens to be shorter than the widely preached mantra of “eight hours” for everyone. The sleeper then tops this up with a power nap later in the day. These unconventional sleep patterns are tried and tested for many people. Look into them yourself if you feel your current approach to sleep is reducing the presence you feel in your life.

Now that the physiological aspects of presence have been explored, let’s check out some behavioral ways of becoming present.

Meditation is an excellent tool that can help you become present. If the word meditation goes against your liking, think of it instead as a “focus process.” There are many, many variations of meditation, so there is almost definitely one suitable for you out there. It is not all Buddhist or religious, if you are worried about that. If, however, you find spiritual meditation appealing, there are plenty of ways to explore that as well.

One of the simplest and best forms of meditation is focusing on breathing. Breathing is something that, except in a medical emergency, occurs with or without our focus. Unlike many other involuntary aspects of life, such as our heartbeat, breathing can also be controlled. If you want to take a deep breath, you can. If you want to breathe quickly, that’s in your power as well. So how can breathing be used to help you develop the charismatic power of presence?

The technique for using breathing as an improver of focus is, initially, to simply become aware of your breathing. Shift your attention to it. Really feel every step of it - your lungs filling with air, the process of exhaling, the sensation of your breath leaving and reentering your body. At what point does an inhalation become an exhalation? Simply focus on this, as fully as you can, for a set period

of time. Start slowly, even aiming for as little as a minute a day. As this becomes easier, increase the time gradually. This allows you to build your presence as you would a muscle—steadily and sustainably.

Meditation does not have to focus on breathing alone, however. Many people find guided meditation a great option to help improve their focus. One of the best and most accessible forms of guided meditation is to download an app or use a video found on the Internet. Most guided meditations involve following a series of recorded, verbal instructions. These instructions will usually focus on teaching you to become self-aware, relaxed, and present to the moment.

Physical forms of meditation are also possible. For example, go for a walk will allow you to focus intensely on one physical sensation, such as the ground under your feet or the air against your face. Every time you find yourself thinking, refocus on the physical sensation. By doing this, you learn to become focused on the present moment. Many people prefer this type of mediation, or focus training, to traditional types, particularly if they are active and restless by nature.

The Importance of Compassion

Compassion is probably the most polarizing of the internal aspects of charisma. People hearing that compassion relates to charisma for the first time are either attracted or repelled, rarely reaching middle ground. If you are put off by the idea of compassion, looking at it in a different way might help you to understand why it is an important element of charisma.

One way of seeing compassion is in the traditional sense, viewing compassion as a heartfelt, sincere care for others. The other way of viewing compassion is understanding what people need. If you are put off by the traditional view of compassion, then seeing it in a more strategic, Machiavellian light might emphasize its importance to you.

Either way, compassion essentially boils down to the same takeaway lesson—it is important for charisma, as compassion aids influence. Whether you do this from a heartfelt or a calculating perspective is entirely your choice. Finding a form of compassion that works for you is an essential aspect of building your charismatic foundation.

Why is heartfelt compassion useful in charismatic terms? If you want to lead people, it is a lot easier to do if they believe you are looking out for their best interests. A key part of leadership is convincing people to follow you on a journey. People are much more likely to do this if they feel the person steering the ship cares about them.

Heartfelt compassion is also important in interpersonal relationships, either romantic or platonic. Imagine acting compassionately towards someone—it is likely to be a breath of fresh air. Many people today view a conversation as “waiting to show how I am right.” If you step back and aim to understand and care for the person you are interacting with, he or she is likely to respond positively to you.

Strategic compassion can also be used in the world of business. Without a sense of strategic compassion, it is difficult to seek and achieve a genuine win/win outcome. In order to think in terms of win/win, it is vital to have a clear understanding of the other party’s needs. Strategic compassion is, therefore, an absolutely vital business skill to possess.

Gaining Compassion

Compassion is a broad term and one open to interpretation. To make it useful for your own purposes, the first step is to figure out the type of compassion that will make you most charismatic. In order to increase your levels of heartfelt compassion you may want to begin by looking at your beliefs. Seeing everyone

~~compassion, you may want to begin by looking at your beliefs. Seeing everyone~~ as a fellow human being is a good place to start. Removing the automatic mode of judging people is another. Just accepting people as people, on their own journey, can lay the groundwork for genuine heartfelt compassion to emerge.

If you are pushed back by the idea of being heartfelt, think of compassion as you learning how to influence an exploitable human resource. Think about the classic movie *The Godfather*; by knowing someone's needs and doing them a favor, you own them. You will be able to get them to do a lot more for you, further down the line, when you need them to.

The Importance of Acceptance

This is one of the most fundamental aspects of fulfilling the complete charismatic equation. A failure to “accept” is a massive roadblock that will destroy your journey towards being charismatic completely. What does this mean?

Charismatic leaders “accept” things, but only in a narrow sense of the word. Perhaps when you hear accept, you hear surrender, meekness, or passivity. This is not the charismatic version of acceptance.

Accepting things in a charismatic way means seeing them as they really are at the time. This means being completely honest, straight up, and nothing but real about what reality is and what it means.

We will examine the scenario of acceptance versus non-acceptance using the scenario of a company in decline. A charismatic leader utilizing the power of acceptance would be able to see the state of business as it truly was rather than how he or she wished it could be. Not only would his or her commitment to the truth position the person in a way which offered the best chance of recovery, but his or her overall charisma would assist the staff onboard with the turnaround.

A leader without the ability to accept things fully would instead put some form of cognitive distortion onto the situation. He or she may see things as better than they really are if the person believes in optimism or as unrealistically bad, if he or she believes in excessive conservatism.

To illustrate this idea differently, let's take the example of a sick person. Many sick people are afraid to learn about their symptoms and would rather "carry on bravely." Often, this ends up in preventable health conditions growing, spreading, and destroying their life in the long run. If the person were able to face up to things in the early stages and accept them, he or she would have a better chance of recovery.

Gaining Acceptance

The first step to becoming a charismatic leader, who is able to accept things as they really are, is to understand the importance of doing so. Find an illustrative example that resonates for you. Perhaps it is acceptance as a medical lifesaver or as the key to saving a company from failure. Find whichever example works for you and focus on it intently.

After understanding the concept on a personal, intellectual level, try to relate it to some experiences in your life. Is there a time you faced up to something and it benefited you more than hiding away from it would have? Perhaps there is an opposite example from your past. Did you hide away from accepting the truth of a situation, only for it to turn around and hurt you in the long run?

Once you have the intellectual and personal history of acceptance, start actively pursuing an accepting approach in your life. A lot of charismatic leaders keep journals to understand what they are handling and not handling and to learn long-term lessons from their actions.

If you begin to actively make an effort in recording and understanding times where acceptance has or has not occurred and what the consequences have been, then it will lead to an ongoing cultivation of the acceptance habit. Over time, it will be increasingly ingrained into your patterns of thought and behavior, to the point where you don't have to consciously focus on it any longer.

The Importance of Intelligence

It is not possible for a leader to be truly charismatic without intelligence, in one form or another, running through the core of their being.

When a lot of people hear this, they scoff. People assume intelligence means having a PHD in astrophysics or some other intellectual variety of astuteness. While many charismatic leaders do in fact happen to be academically exceptional, it is by no means a prerequisite. There are many other valid and powerful forms of intelligence a person may have.

Everyday acumen is a form of non-academic intelligence that can serve charisma well. Let's look at the examples of people who leave school with little to nothing in the form of qualifications. Despite this, such people see an opportunity, make the most of it, and succeed.

When a young Richard Branson left school at the age of sixteen, he did so with a poor academic record. In spite of this, he now has a net worth of around \$5 billion, a private island, and a life full of adventure, fun, and philanthropy.

Other people may be astoundingly and emotionally intelligent. This form of charisma is potent when leading other people. If someone can speak to a person's heart and soul eloquently, it matters not what their conventional intellect reflects. Emotional intelligence is something that serves true charisma excellently.

Intelligence is supportive of many of the other charismatic foundations, as well as the actions and words aspects of the Charismatic Equation. Without intelligence, it is hard to understand body language correctly, hard to think in terms of strategic win/win, and almost impossible to be truly charismatic.

A distinction must be drawn between information and intelligence. Someone who simply knows a lot, but is unable to implement it, is not intelligent in the charismatic sense of the word. True charismatic intelligence can be summarized as “knowing the right amount of information to be effective in a desired situation.”

Let’s look at this selective, focused intelligence through the eyes of a CEO. He or she is likely to need to have a certain understanding of the key concepts of many areas of the business being run, but not an in-depth, expert understanding of every area. Knowing the useful aspects of something is a key to charismatic intelligence. Collecting information for information’s sake is different.

Gaining Intelligence

If you believe that people are either born intelligent or not, you are mistaken. While it is true that there is a genetic factor influencing, but not determining, conventional IQ intelligence, we have already established there are many other forms of intelligence that are useful for charisma.

Even conventional intelligence can be cultivated and improved upon. Keeping the brain sharp through the pursuit of intellectual activity, exercise, and nutrition can help any single person maximize their genetic potential with regards to intelligence.

Emotional intelligence can be cultivated through techniques such as the pursuit of active listening, a commitment to read emotional cues, an academic

understanding of how and why emotions affect people, and a commitment to practicing and improving upon emotional intelligence in the course of everyday life.

To acquire practical intelligence, such as the business acumen of Richard Branson, there are a few things you can try. It is true that many entrepreneurs show a gift for profitable behavior from a young age. This is by no means the whole story, however. Colonel Sanders, of Kentucky Fried Chicken fame, did not franchise the company until he was in his mid-60s! If you are using age as an excuse for not pursuing practical intelligence, you are only holding back yourself and your charismatic potential.

Chapter 4: External Foundations: Underpinning Charisma's Outer Dimension

In this chapter you will learn about the outer dimensions of charisma that underpin all of the specific traits, techniques, and tips you will learn about later in the book. Just as the preceding chapter showed the internal thought processes, attitudes, and mindsets that are the foundation of the entire charismatic equation, this chapter deals with the “external foundations” that underpin both charismatic actions and words.

What exactly does this mean? Well, throughout our exploration of charisma, you will witness the “internal aspect” in all of the outer aspects. For example, a charismatic leader will speak with compassion, intelligence, and presence. These are all inner traits manifested in an external way. You will see elements of everything in this chapter throughout the book; however, it is useful to first understand these ideas for their own sake before you understand how they are applied.

Comfort in the Spotlight

One of the hallmarks of a charismatic leader is comfort when they find the spotlight is on them. People often think of an attention seeker or egotistical person when they hear this concept. The reality is very different though. Charismatic leaders do not “need” the spotlight to be on them. They are, however, comfortable when it happens to be.

How does this ease in the spotlight relate to the outer aspects of charisma? An important manifestation of being comfortable as the focus of someone’s, or many people’s attention, is an ability to have charismatic body language. The specific details of how to use charismatic body language can be found later in

the book. For now, the idea of charismatic body language will be used to show the importance of being at ease in the spotlight.

Imagine standing in front of a large audience, giving a talk, such as an address at a large company event, for example. What would charismatic body language look like? The charismatic leader would show an ability to be open, energized, present, and expressive. He or she is able to move across the stage at ease, without awkwardness or self-doubt. Watch a talk delivered by any of the great speakers of the modern era, such as Tony Robbins or Eric Thomas, to witness the power of being comfortable in front of an audience for you.

To take one example, there is a TED talk from Tony Robbins delivered to an incredibly influential audience that would intimidate many people. Not Tony though! During the course of the talk, he was incredibly at ease. Spotting Al Gore in the crowd, he casually interacted with him in a warm, open, and attentive way. Tony Robbins was so at ease, he even ran down to the crowd at one point and high-fived Al Gore. This is almost the epitome of comfort in the spotlight.

Let's contrast this charismatic example of comfort in the spotlight with a leader, or speaker, who lacks this comfort in the face of attention. Have you ever had a teacher, professor, or boss who just cannot captivate the attention of an audience? This is often due to discomfort at being the focus of attention. When a person is nervous, reserved, and worried, this is evident in the way he or she stands, speaks, and the amount of "warmth" or "energy" they are able to project. A leader lacking comfort in the spotlight is unable to inspire or even interest those they speak to. Their charisma is almost close to non-existent.

Comfort in the spotlight is not only an important external foundation for delivering speeches and talks. It is also absolutely a key factor for pressured interpersonal situations. Job interviews, particularly panel interviews, are

entirely made easier when the person being interviewed possesses comfort in the spotlight. The internal charismatic dimension of presence supports this external foundation heavily. If someone is able to be present in the moment, they are likely to focus entirely on responding to interview questions with warmth, attention, and expressiveness. Contrast this with someone who is not present. Their distracted, panicked mind is likely to be so busy doubting itself that the person becomes incredibly nervous, self-conscious, and desperate to leave the spotlight.

Any pressured situation at all is aided by comfort in the spotlight. This is also applicable in the world of interpersonal and romantic relationships. Imagine a first date scenario; one of the key mistakes that a lot of non-charismatic people make in this situation is letting their inner anxiety and fear leak out into their words, behaviors, and gestures. This in turn loses the date's attraction to them.

Ask any man or woman if they find confidence, and particularly comfort during attention, as attractive. The majority of people will find this an appealing trait in both men and women. This isn't because exhibiting comfort is somehow inherently sexy. What it says about a person, however, is deeply attractive. So what does displaying comfort say about someone on a deeper level?

The underlying messages represented by a display of comfort in the spotlight are: "I am OK with myself, I am happy, and I have my life together so I don't mind when people focus on me."

Contrast this with the behavior of someone who shies away from the spotlight. He or she is usually likely to do so due to their worry, self-doubt, and general unease. The underlying messages communicated by nervous behavior are "I am unsure about myself, I am worried I am not good enough for you, and I would rather you don't focus on me."

When explored at this deeper level of sub communication, the importance of comfort to charisma makes a lot of sense. Think about your favorite performer, perhaps a musician or comedian. If you watch one performance you are likely to see how the comfort level enhances the content. Rock stars are used to being under the spotlight, literally, often in arenas with thousands of fans expecting a good return on the money they paid for a ticket. Imagine if a rock star looked worried, sad, or unsure of what he or she was doing. It would kill the magic of the performance. The audience would become distracted by the behavior of the performer and lose appreciation for the music itself.

Contrast this idea of a nervous performer with one who is wholly at ease and expressive under the spotlight. This performer is so “in the moment,” or present, that he or she really let go and be expressive during the performance. This energy transfers directly onto the audience and frees them to also feel comfortable and enjoy the performance completely.

Whatever you happen to do in life is your “performance.” If you are trying to win someone over on a date or leading a professional team during a crisis, you are performing. The level of comfort you exhibit during your performance is likely to have a key impact on its success and the way it is received.

Cultivating Comfort in The Spotlight: Practical Ideas

You might have read the last section and understood the importance and appeal of a charismatic leader who exhibits great levels of comfort when the spotlight is on. You might, however, have worried that this did not sound like you. If that is the case, don’t worry; like every aspect of the Charismatic Equation, you can work hard on improving it for yourself.

As in anything, comfort is something that becomes more natural with repetition. It is, therefore, a good idea to seek out as many “under the spotlight” experiences as possible. By doing this, you increase your level of familiarity with pressure

and your ability to thrive under it. When a pressured situation makes its way into your life, which it inevitably will, you will be ready to face it.

So what are the types of experiences you can seek out? Giving talks or speeches is one of the most beneficial and rapid ways to improve your comfort in the spotlight. There are many different organizations that are dedicated to helping someone to feel at ease in front of an audience. To find out about these, it is worth searching online under public speaking (your local area). There is a good chance you will be able to find people to help you develop this charismatic quality in a supportive and useful environment.

Putting yourself just beyond the edge of your comfort zone is another powerful way to achieve greater ease in the spotlight. If there is something you are particularly scared of, confront it. For example, when it comes to working out, a lot of people are afraid to do it because they don't want to be judged by others. If this is you, try this technique of confronting your anxiety. It will help you overcome your fear in a single hour if you fully commit to it. Dress in some workout wear that is suitable, but not too tame, perhaps a bright Nike shirt. Go running in a public place for as long as you can. Even if you are out-of-shape, try this. You will notice that your worst fears do not come true. People are so busy in their own life that they are unable to pay you any attention.

By forcing yourself into situations such as exercising in public, you train your body and psyche to feel naturally and automatically at ease when the attention is on you. Depending on your levels of bravery, you can take this to extremes. What does an extreme way of building confidence look like?

Let's say you have a fear of talking to strangers. A rapid and powerful way to overcome this is to go out to a bar, nightclub, or other social venue appropriate for interaction. Make a promise to yourself to strike up ten polite conversations before you leave. If you follow these techniques, you will notice that your

confidence in the spotlight increases in many areas of your life. Overcoming insecurity in one area filters through automatically to the others.

Another great technique for becoming more comfortable in the spotlight is to seek out a mentor or advisor of some kind. This could be someone you meet with in person or someone who inspires you secondhand, such as through their books or videos. Ideally, you will find someone who has been through the same journey you are trying to make and has succeeded. Finding a person like this allows your mind and body to realize that difficult situations are not impossible. They can be achieved and there are plenty of people out there who will help you in this pursuit.

If you take action on these ideas, be sure to look back and appreciate what you have achieved. Allow yourself to feel happiness at your progress and bravery. Also, understand that this process is a “snowball effect” scenario.

Taking the first small steps is the hardest part of the process. After you have taken this initial leap of faith, you will develop the routine of becoming more confident and also benefit from the results you witness.

Extroversion

Extroversion is closely related to comfort in the spotlight, but is more widely applicable. Like many terms in popular usage, extroversion is one which many people will use without understanding. Thus, let's begin by exploring the true differences between introverts and extroverts.

Many people mistakenly associate extroversion and introversion with the behaviors of the people who exhibit them. In the eyes of many, extroverts are likely to be talking to lots of people, while introverts are timidly pursuing their own solitary pastimes. This is far from the truth. So what actually makes

extroverts an extrovert or an introvert?

SOMEONE AN EXTROVERT OR AN INTROVERT?

The definition of being an introvert or extrovert is not reliant upon someone doing one thing or another, but rather upon his or her *response* to different activities. The key is whether a person feels more comfortable and “recharged” after a time around people or a time on their own.

Many people who are naturally introverted are forced into situations where they may seem to be, from an outsider perspective, extroverts. What stops this from being true is the fact that, internally, they are unhappy and uncomfortable with the extrovert behaviors they are exhibiting.

The converse principle applies to natural extroverts forced into solitary lifestyles. Why do you think solitary confinement is seen as such an extreme punishment?

Now, how does extroversion aid charisma? As you learned earlier, being charismatic cannot occur in isolation. A charismatic leader who does not lead others is only “internally” or “potentially” charismatic. Being around people, and feeling good during the experience, is a key part of charismatic leadership.

In order to be present, comfortable, and confident, it is important that the charismatic individual is internally positive about what is happening. Excessive introversion, such as seeing interaction as a chore rather than a pleasure, is one of the main roadblocks to being charismatic.

Exploring Extroversion

Now that we have considered the nature of extroversion and how it is conducive to charisma, let’s consider some of the ways in which people can become more extroverted.

Like almost any other charismatic trait, there is a good probability that genetics

Like almost any other charismatic trait, there is a good probability that genetics, early environment, etc., inclined you towards either introversion or extroversion. Like anything else in life, this is not an excuse for overcoming it.

Are there ways for enhancing extroversion for those who already possess it? In addition, is it initially attainable for serious introverts? Exploring ways to answer these questions will help to explain how to become more extroverted.

If you already feel as if you are an extrovert, or at least have a side to yourself which could be described as extroverted, it is important to gain a deeper understanding of this. What about you is extroverted? How has it helped you? How can you increase the extroverted side of you while decreasing the introverted side?

Like almost any other aspect of charisma, the traits, actions, and words aren't inherently better—they just help you become more charismatic. Extroversion is no different; however, if you want to become an extrovert or amp up your existing extroversion, it is important to train your mind to focus on the benefits of extroversion and the harms of introversion.

If you feel you are incredibly, or at least mostly, introverted, it's important to be realistic about the speed of your transition into extroversion. Don't expect to go from shy to the most confident person in a crowd overnight. Set small, achievable steps towards your goal and reward yourself for following them.

It is also important to realize that introversion and extroversion are not "all or nothing." If you find yourself slipping backwards at times, don't worry. Think about your progression as a line chart; as long as it is trending upwards over time, minor setbacks are not too detrimental to long-term success.

A valuable influence on your levels of extroversion is your peer group. If you surround yourself with extroverted people, their behavior is naturally bound to

transfer onto you over time. If you want to encourage something, such as extroversion, within yourself, make it your “new normal.” By doing this, you allow extroversion to become “fitting in” and introversion to become “awkwardly standing out.” This is incredibly powerful in the long run.

Attention

Attention can be understood as the outward manifestation of presence. Presence is the ability to be in the moment on your own or with others. Attention is the ability to transfer this internal presence outwards in a variety of different scenarios. We will explore how this is useful for charisma, how it applies to different aspects of life, and how you can improve your own levels of attention.

All of the internal aspects of attention have been covered comprehensively in the book’s section on presence. So what are some of the examples of how this inner presence can be used in the form of outward attention?

One situation in which attention is invaluable is when you are interacting with someone on a one-to-one basis. The person is likely to feel more comfortable with you, more open to you, and more grateful about having interacted with you and your full attention. So, how can this occur?

One aspect of paying someone attention is to listen actively to what they are saying. This involves both verbal and nonverbal aspects of listening. If someone makes a point, take the time to rephrase it slightly and check you have understood their meaning. This shows a level of interest and care about their words; instead of you are not just sitting there, counting down the seconds until it is your turn to speak.

Attention can also be provided by your physical presence during an interaction. Fidgeting, looking away excessively, checking your phone—these are all ways to instantly destroy any attention you have managed to convey until that point.

Attention is equally important for tasks as it is for people. The modern era is the hardest ever to focus in. We are constantly facing the temptation of Smartphones and social networks and endless ways to procrastinate and let the seconds of our lives go to waste.

Paying attention to our tasks is a twofold process - first, figure out exactly what you need to do in any given day, week, or other time period, and the order in which it should be done. Then, commit to it and give it your full energy and effort, in their proper order. This is far easier said than done, so what makes this process achievable?

In order to facilitate your attention to tasks, be very strict and disciplined with yourself. For example, make a strict rule of “no Facebook for four hours, or no stopping until I reach my target for today.” To make this easier, attach massive mental significance to your work such as frequently reminding yourself of all the rewards you will enjoy after handling your tasks. Remind yourself that every second spent scrolling through social media is one you will never get back.

Only by reframing the way in which you see work will you be able to give it your full attention, passion, and energy.

Chapter 5: The Charismatic Key: Confidence

As of yet, we have explored the importance of charisma, what it really is, the elements that form the Charismatic Equation, and the internal and external foundations for becoming charismatic.

You can consider the book up until this point to be Charisma 101. Now, you will take things to the next level. The remaining chapters explain, explore, and apply the most powerful charismatic techniques in existence. There is one key that is essential to make the rest of the book work—confidence.

If the inner dimensions are charisma's skeleton, the outer dimensions, its limbs, are derived from confidence—the lifeblood essential for everything to work as it should.

You Can Be Confident

Let's start by addressing the most important topic related to confidence—the necessity of seeing it as a learnable skill. The biggest and most powerful blockage of becoming confident is a belief that people are or aren't confident and changing this isn't being true to who I am. This is a huge error that will cause untold amounts of pain and frustration in a person's life if they do not fix it.

Confidence is no different to body fat, for example. Your level of confidence is something you have accumulated as a result of your life choices mixed with your genetic predisposition. Would you tell yourself "being fat is just who I am?" Hopefully not; just because confidence is less visible than body fat, it does not make it any less important to control and influence to work in your favor.

Like almost any aspect of human behavior, confidence has an inner and an outer

dimension. In the book's earlier chapter exploring the inner dimensions of charisma, personal power was explored as one of the most important inner dimensions of charisma possible. Confidence can be seen as the outward manifestation of personal power. Thankfully, both the inner and outer aspects of confidence can be learned, understood, and applied. The section on personal power deals with the inner aspects of confidence.

Self-confidence

Self-confidence can be understood as the ways in which people's inherent self-belief and feelings of personal power are expressed outwardly. What are some of the situations in which this becomes relevant? When dealing with the ability to accept compliments, the ability to trust your own decision regardless of the judgment of others, and the need to avoid bragging and seeking validation. Dealing with compliments graciously is something that is a clear point of differentiation between charismatic people and people lacking charisma.

If someone who has a good level of self-confidence is complimented, he or she will accept the compliment in a gracious and warm way and are likely to sincerely thank the person complimenting him or her and move on. The compliment is appreciated, but not overly important to a truly self-confident person.

Someone lacking in self-confidence is far less likely to respond charismatically to a compliment. If someone compliments someone with low self-confidence, the response is likely to go one of two ways. The first response is the person receiving the compliment rejecting it entirely. Let's look at an example of this.

Person 1: "Nice job today, well done."

Person 2 (with low self-confidence): "No, I didn't do a good job, I made a lot of

mistakes. Anyone could have done what I did, but better.”

So, what is going on in this situation? The person with low self-confidence does not believe in who they are and what they are capable of doing. Therefore, when complimented, he or she is unable to simply accept it and move on due to a low self-worth, making a compliment unacceptable to them.

The second possible response to a compliment by someone with low self-esteem is to turn the compliment back on the person giving it, but in an excessive way. Let's look at an example.

Person 1: “Cool outfit.”

Person 2 (with low self-confidence): “No, it’s not, yours is way cooler. I love how you look, I wish I was you.”

This is a combination of very low self-worth coupled with a desire to please others to a degrading extent.

So now that we've looked at examples of how low self-confidence can manifest in relation to compliments; in the first case, the person was sincerely trying to be positive and friendly. By having such a negative response offered, this intention was ruined in two ways. First, the person feels dejected and his or her mood lowers as a result of the person with low self-confidence transferring his or her emotions onto them. Secondly, the situation is incredibly socially awkward, as knowing how to respond is difficult. A simple situation can suddenly become a minefield. This is likely to result in the person with low self-confidence being avoided in the future as a result.

Dealing with decision-making is another way in which self-confidence, or lack thereof, impacts upon a person's life. If a person is self confident, he or she is likely to trust in their own decision making, even if other people go against it.

Let's say, for example, someone with high self-confidence has made a particular lifestyle choice, perhaps trying out a new diet or a new form of exercise. Even if everyone in his or her peer group disagrees with this choice, the highly confident person will continue with it regardless. Defensiveness or anger will not cloud the mind; instead, he or she will just calmly persist with the decision, trusting in his or her judgment.

Someone with low self-confidence, on the other hand, is very unsure of him or herself, as well as his or her feelings and beliefs. Eager to impress others, this person is quick to change the intended course of action in his or her life or previously held beliefs. This is, obviously, incredibly dangerous. Someone whose beliefs and actions are so easily swayed is unable to commit to anything, particularly in the long-term. This weakness and indecision is antithetical to charisma and its practice.

The final practical aspect related to self-confidence is validation seeking. Have you ever met someone in life who lives to be approved and liked by others? There are various ways this can take place. Some people are constantly trying to dominate a conversation with overzealous tales of their own achievements and importance.

Not only this, such people react extremely well to being praised and extremely poorly to being criticized. This type of behavior is known as "validation seeking," a symptom of people not knowing or believing that they are inherently good enough. They rely on others to fill that doubt for them.

Validation seeking is not a trait you will find in people with high levels of self-confidence. Look at true greats like Steve Jobs; during his famous presentations, did he ever brag, boast, or demand praise from others? No. He just relentlessly pursued his ideals and vision and let the chips fall where they may.

Steve Jobs' is a good example of someone with high levels of self-confidence and void of the need to seek validation from others. People who already know, accept, and strive to improve who they are do not have to be reliant on others for how they feel. They have taken the time to acquire a good level of self-understanding, which in turn leads to their self-confidence.

The first step to becoming self-confident is getting to know and accept yourself. This involves having an honest and clear understanding of who you are, what you do, and why you do it.

This understanding should be reasoned and backed by experience. Such an understanding is then rock solid and not susceptible to judgment or influence by others. By gaining this level of self-confidence, you will be able to continue through life without needing or wanting the approval of others. Avoiding validation seeking due to low self-confidence is absolutely vital for becoming charismatic.

To be a charismatic leader, people need to feel like following you is a good, secure, and beneficial option. Following someone who is so weak they need to constantly be made to feel good by other people is not an attractive option for anyone worth leading.

Situational vs. Core Confidence

Another key concept in relation to charisma is the idea of confidence being either “situational” or “core” in nature. Many people wrongly believe that people either have situational or core confidence, not both. This is inaccurate.

A person’s core confidence is their base level of confidence, which they carry out at all times, regardless of where they are or what they are doing. This is then either increased or decreased slightly based on the situational confidence

relevant to any given context. These ideas become clearer through the use of examples.

First, let's understand core confidence. This is someone's base level of self-confidence, personal power, and general certainty and efficacy in life. It is intrinsic rather than extrinsic—it is not reliant on factors outside of the person.

Someone with a high level of core confidence is charismatic in a wide range of situations. They are able to use their core confidence to exude charisma and influence, no matter what the particular reality in front of them at the time.

Signs of this high degree of core confidence can be seen throughout history. Leaders who are as able to lead in the good times as they are in the bad are the most useful to organizations and the people within them.

Situational confidence relates to the environmental boost, or loss, that a person's core confidence experiences depending on the circumstance facing. For example, think of a professor who is very well respected within a specific university. Within that environment, he is confident, as he is a figure of authority and respect. Placed in an unfamiliar environment, such as a nightclub, his confidence may decrease significantly due to the lack of contextual factors, which provided his situational confidence.

So how does an ideal charismatic leader make the best use of both core and situational confidence? Simply by combining them for a maximum advantage; by developing core confidence, over time, the charismatic leader ensures to be reliant on only his or herself, experiences, and history for the confidence they feel each and every day. On top of this, understanding how to draw situational confidence from a range of different environments allows the leader the ability to top up his or her already high core confidence. For example, a charismatic leader that is able to win the hearts and minds of different types of audiences

draws situational confidence from different contexts.

Think of a person who is respected within his or her family, workplace, and religious institution. Each of these situations differs, yet the respected person is able to make all of them serve his or her own levels of confidence.

Continuous Confidence Improvement

The idea of continuous improvement is originally found in the macro, or organizational, context of business. It refers to the idea of making quality an ongoing aim of an organization, with the company making small, yet powerful, changes on a never ending basis.

Continuous improvement can be powerfully applied to the cultivation of charismatic confidence. This is achieved by seeing confidence as a journey, rather than a destination. What matters is taking action towards improving both core and situational confidence, at all times, and never allowing progress to stagnate. This idea of continuous improvement is especially useful as it allows people seeking charisma to have a blueprint for moving forward, no matter the level of confidence they happen to have already achieved.

To pursue continuous confidence improvement, it is vital to focus sincerely on assessing both core and situational confidence from the perspective of: How are these serving me? Where are my weakest areas? What practical steps can I take to improve? What will my measures of success be?

Keeping track of continuous improvement efforts in a journal, or any other format, is a great way to ensure progress is ongoing, understood, and useful. By chronicling confidence in this way, the charismatic leader is able to draw upon personal experiences and track record at any given time. This offers them a range of useful reference experiences to draw upon. Insight into the lessons of the past, in terms of what has and hasn't worked, is also an important element of

this.

Why Confidence is the Lifeblood of Charisma

As discussed earlier in this chapter, confidence can be considered analogous to the “blood of charisma.” This isn’t simply an empty idea; confidence plays a supportive, sustaining, and strengthening role in every other aspect of the Charismatic Equation.

Confidence is absolutely essential in acquiring and increasing the internal foundations of charisma. Without a strong confidence in why these internal aspects are needed, it is almost impossible to pursue them with any dedication or commitment. It also helps people to persist through difficulties, especially in relation to the more hard to grasp aspects of confidence, such as presence.

The outer foundations of charisma, such as the ability to step outside of one’s comfort zone, face up to fears, and push through barriers, are all absolutely reliant on sufficient confidence being in place. Without confidence, people are likely to feel dejected, jaded, and discouraged.

Charisma is absolutely dependent on the leader having sufficient understanding and usage of the various types of confidence described in this chapter. As you progress through the book, think of the importance of confidence in every idea you come across. Consider how an understanding of confidence, and a proper application of it, can lead to charisma’s power increasing exponentially.

Chapter 6: Charismatic Body Language

Charismatic body language is one of the most impactful aspects of charismatic leadership. Knowing how to hold oneself in any given situation is an aspect of influence that sets apart charismatic leaders from mere leaders.

In this chapter, the detailed aspects of charismatic body language will be explored as well as how to use these aspects effectively. You will be given the theory behind the body language tips, examples of when to use each technique, and an understanding of how body language supports and reinforces other aspects of charisma.

Why Actions Speak Louder Than Words

The human mind is designed to derive meaning from the details of communication outside of actual words spoken. Hence, someone's body language, and tone of voice, are often more indicative of his or her meaning and message rather than the actual chosen words.

Think about the phrase "Good Morning;" depending on how it is spoken and the body language of the person saying it, it can mean almost anything from, "Hello, my good friend," through to "Leave me alone. I am feeling very sad today."

Just like every other aspect of charisma, and the equation that underpins it, body language is most charismatic and effective when it is used in congruent harmony with other aspects of a person's communicative efforts. Every aspect of the Charismatic Equation works in harmony with the others. Quite simply, a congruent equation is parallel to greater charisma.

To understand this idea of the equation forming a congruent, reinforcing, united structure. rather than mention all of the aspects. we will focus on a few specific

aspects for the sake of simplicity.

Let's begin by picturing a leader delivering a speech. This leader happens to have high levels of presence and compassion, which they have attained through their pursuit of the inner foundations of charisma. This, in turn, is reinforced by the warm, expressive attention they give to their audience—the outer manifestation of their inner foundations.

This general attitude is then further enhanced by an intelligent and emotionally impactful choice of language, delivered through bodily stance, and in a tone of voice, which are totally in harmony with the leader's internal and external charisma.

The above example shows how charisma is maximized when every element works to support every other. If someone is delivering an emotionally energetic choice of words, but standing and speaking in a way that is dull and flat, the message loses its congruence and impact. The following are some specific aspects of body language, and how to use them congruently for the maximum charismatic effect.

Stance

How a charismatic communicator stands or sits is a key aspect of their body language.

The first element of this idea to fully grasp is that the choice of posture should be appropriate for both the message being delivered and the personality of the person delivering it. There are several different stances a charismatic leader can adopt while standing.

Generally speaking, standing with your feet slightly wider than shoulder length, ~~with shoulders back and chin slightly raised is the most “powerful” way for a~~

~~With shoulders back and chin slightly raised, is the most powerful way for a~~ person to stand. This base stance can then be adapted, increased, or decreased slightly depending upon the specific message being delivered. How does this look in practice?

Let's say a charismatic business leader wanted to deliver a speech following a period of good performance for the company. Standing powerfully would be absolutely appropriate for this scenario. The speaker would want to energize and congratulate his or her audience and would, therefore, incorporate an additional motion and excitement to the stance.

This should be carefully limited, however. There is a thin line between motion and hyperactivity. The key in staying on the right side of that divide is to ensure the leader is in control of their movements at all times; the movements should be deliberate and not rushed, rather than involuntary and jerky.

Stance can also be carefully matched to the tone of a leader's voice, in order to add impact to the way they speak. For example, imagine a leader is delivering a talk containing a mixture of bravado and emotional sensitivity. If the leader wishes for the audience to feel the full emotional force of these ideas, it is important for the leader to adjust his or her stance to something less "full on" during the emotional aspects of the talk. The person may wish to decrease the gap between his or her feet and/or adjust the angle of his or her shoulders to be slightly less open to the audience.

Staying with the above example, when the leader is ready to deliver the more confident sections of the talk, he or she can shift stances to be more open, powerful, and direct. The audience is unlikely to be consciously aware of what the leader is doing, but they will feel the impact nonetheless. This is similar to the choice of camerawork taking place during a movie. Good camera angles and cuts will absolutely enhance the content and tone of the story taking place, even though the audience will not consciously understand why.

~~...and our audience will not consciously understand why.~~

The stance a leader chooses while sitting is another important aspect of charismatic body language. This stance is dependent upon the particular situation at the time. When speaking to one, or a small number of people, it is good to be aware that leaning forward can indicate interest and attention. This should not be carried out non-stop, however, as it makes the leader look wooden and one-dimensional. Times of interest, shown by leaning forward, should be alternated with times of leaning back in an open and powerful way.

When sitting and speaking to a bigger group, such as in a boardroom or some form of seated discussion, it is a wise idea for the charismatic leader to sit up straight. The chin should be tilted slightly back and one should not be afraid to take up space, as this sub-communicates confidence and high status.

If you are in need of a role model for this idea, check out Don Draper in *Mad Men*. His body language during pitches, meetings, and other occasions is absolutely appropriate for a character of his status and reputation.

Emulating some of these traits is a great way to increase the confidence listeners feel in your choice of words.

We have focused on conveying power, interest and emotional congruence through stance so far. It is also a useful tool for conveying humility and contrition, when needed. An interesting example of this is the stance used by high-ranking executives from Sony during the fallout from a high profile hack of their PlayStation service.

When the executives chose to deliver a public apology, they did so through bowing! This was a display of stance absolutely reinforcing message, particularly in light of the body language codes of their cultural context.

[Email Contact](#)

Eye Contact

The right use of eye contact is perhaps the most powerful body language tool found in this entire book. Why? Have you ever heard the expression “eyes are the windows to the soul?” It basically means that a person’s eyes are expressive and offer a glimpse into what a person is thinking or feeling at the time. A charismatic leader can use this idea to reinforce and support the communication conveying.

A strong, calm eye contact is a very attractive and powerful form of charisma. What does this mean? It is basically a level of comfort in looking someone in the eye for a long period of time. People often hear this tip and take it too far, staring disturbingly; this is not what is meant.

The eye contact should ideally feel calm as a base level. The projected vibe should be, “I am comfortable with myself and therefore with you,” rather than, “I am trying to stare you down and intimidate you.”

The use of eye contact differs slightly depending on the situation of the time. If someone is speaking to an individual one-on-one, eye contact is easier to use, as there are less variables in play. In a situation such as this, the key is to maintain a base level of eye contact with occasional slow, controlled glances to reduce the “pressure” and maintain the listener’s level of comfort.

A responsive, charismatic user of eye contact will also be aware of, and reactive to, the extent to which the person they are speaking with is comfortable with eye contact. If the listener is very shy, the intensity of eye contact should be lessened to preserve their comfort. Conversely, if the listener is very confident, the intensity of eye contact can be increased in order to hold the listener’s attention and respect.

Eye contact can also be used by a charismatic leader to “read” the person they

are interacting with. If someone is making a lot of jerky, erratic eye movements, it suggests they are uncomfortable or nervous in some way. If they look away at certain points, it may indicate untruthfulness.

A leader's ability to use their knowledge of charismatic body language to read someone's eye contact is reliant upon the leader's knowledge of body language in general, and the person they are interacting with in particular.

A leader's use of eye contact when speaking to an audience is also important. One way to project an image of strength, confidence, but also intimacy, is to alternate between looking strongly ahead and making occasional, slow, deliberate eye contact with particular members of the audience. This should be used sparingly; if a speaker is constantly trying to look different members of the crowd in the eye, it results in them appearing to be nervous and unsure of what they are doing.

If a charismatic speaker is being filmed, their ability to look at the camera correctly becomes key. Looking directly into the camera is, by and large, the best strategy, but if this is pursued, it is important for the leader to switch up their facial expressions to avoid seeming too robotic or as if they are simply staring.

Handshake

A good handshake is a well known tool to be used in the pursuit of charismatic influence. Almost everyone knows the basics: a dry palm, shake firmly, but not aggressively, hold the handshake for a few seconds, make eye contact while doing so. There are, some subtle variations on this idea, however.

If you look at videos of political leaders shaking hands during meetings, summits, etc., you will often see one leader place his second hand over the top of the existing handshake. The more charismatic leader extends his left hand and

grasps the two right hands in a sign of subtle dominance and confidence.

Another similar technique to the above is touching someone briefly on the shoulder or arm as you shake hands with him or her. This is a gesture that conveys both rapport and dominance. It should only be used in situations where the charismatic leader feels it will be appropriate, however. Misguided use of body language can absolutely destroy charisma. A prime example of this is when George W. Bush attempted to give Chancellor Merkel of Germany a surprise shoulder rub during a high level political summit. Chancellor Merkel reacted in visible disgust and Bush's charisma was diminished as a result.

Breathing

Breathing may sound strange in relation to body language, but it is important and underpins every other aspect of charismatic delivery. One key component of this is filling the lungs with breath before starting to speak. This allows a charismatic figure to carefully control his or her voice to make it sound powerful and resonant. This is a technique used by opera singers and is equally applicable to people giving speeches or even talking informally to others.

A failure to breathe sufficiently and frequently enough is a massive roadblock to charisma. If you have ever heard a speaker who is nervous, a hallmark of this is their inability to breathe comfortably and consistently. They may even literally run out of breath while speaking. When this happens, the speaker looks awkward and unsure and diminishes any influence they had managed to accumulate until that point.

Gestures

The use of gestures is one of the more complex aspects of charismatic body language to get right and use correctly. Many people, when hearing that gestures

can be used to increase charisma, begin to make the mistake of gesticulating wildly and without thought while speaking. The word gesticulate refers to an uncalibrated, nervous looking deployment of the hands while talking. Someone doing this in a careless way is likely to come across as worried and out of control rather than powerful and charismatic. So what is the right way to use gestures?

The main principle of charismatic gesturing is to ensure that the chosen gestures are deliberate, intended and appropriate for what is taking place. For example, if the leader is talking about opening up or honesty, he or she may slowly and deliberately open the hands in an expansive motion. This is used to add a visual reinforcement to what is being said and embed the message deeper into the minds of the listeners.

A gesture known as the “hand chop” is another powerful use of charismatic body language. This is similar to a small “karate chop” motion, which can be used to emphasize key points of emphasis. This will be illustrated through the following scenario imagining a leader giving a speech to an executive team.

Leader: “We will increase revenue *hand chop*, expand our market share *hand chop* and offer higher quality than our competitors *hand chop*.”

The hand chop gesture should be used at the same time as the key parts of a speech, not just after the key words. It should also be used in moderation to retain its emphatic power, rather than making the person using it look like he or she is fighting thin air.

Laugh

Have you ever found another person’s laugh very contagious and influential? Some people seem to be blessed with a very appealing laugh that is hard to resist. Other people have the opposite effect—their laugh is very nasally and off putting. Isn’t it interesting how something as seemingly minor as a laugh can be

used to exude charisma?

There is no such thing as “the perfect charismatic laugh.” Everyone has to find out what works for him or her. The way to do this is to try to notice times when your laughter has been met with other laughter and/or other times when your laughter has been met with awkward silence. Did you laugh more openly and expressively one time or the other? Did some other movement such as leaning forward accompany your laugh to try and suppress it? A laugh works best when it seems congruent to the person laughing and the situation. Imagine an alpha male leader with a high-pitched giggle; such a laugh would diminish charisma greatly. Finding an appropriate laugh that works for your circumstance is an important part of charismatic body language.

Facial Expressions

Facial expressions are key for exuding charismatic influence, as a person’s face is likely to be the focus of attention for anyone they are interacting with. Subtle use of facial expressions is a good way to increase charismatic perception. This should be used with restraint, however. Someone who becomes excessively expressive with their face starts to look like a mime or a clown rather than a charismatic leader.

If a leader wishes to convey warmth and compassion, finding an effective smile is an important element. Scientific studies have shown that a smile is most impactful when it is seen in both the eyes and the mouth at the same time. Focusing only on one or the other leads to a smile seeming a little insincere or forced. Small smiles can also be used to lighten the mood during times of hardship or sadness, but should be subtle, such as a small motion at the corner of the mouth, rather than a full grin. The message of a sad smile is, “this situation is difficult, but we will remain positive,” rather than, “I am inappropriately enjoying this moment.”

Learn from the Best

Now you know some of the specific facets of charismatic body language. This chapter is intended as a map rather than a photograph. What does this mean? It should point you in the direction of how to acquire charismatic body language rather than teaching you directly. So what is the best way to learn and master such body language?

The first step in the process is to know the type of technique you wish to learn. For example, if someone wishes to improve his or her stance, thinking specifically about the type of stance he or she wants to acquire should be the initial step.

Next, a person must seek out role models who are known for using the desired type of body language and analyze what they are doing and why it works. In today's world, with the Internet, this is easy. People can watch and analyze the most charismatic people from history at the touch of a button. Once such role models have been found and analyzed, it is important to consistently apply the newfound techniques. Otherwise, the time spent learning is wasted, as there is no tangible benefit or improvement.

Chapter 7: Adapt Or Die: The Importance of Engagement

What Does it Mean to Engage?

The ability to adapt aspects of charisma in order to engage people is a vital part of the entire process. In this chapter, you will learn how to adapt and engage depending on the situation you face at the time and whether you are engaging a large audience or an individual. The importance of pursuing adaptation and engagement will be explained, as will the reasons why the principles are impactful in practice.

The key idea underpinning this chapter is that a charismatic leader must be responsive to his or her situation, not some kind of “one size fits all” puppet. The core reason for this is the ability to adapt a sign of intelligent humanity. Someone who can modify his or her behavior, language, and general energy is someone who conveys intelligence, awareness, and influence.

It is important for charismatic leaders to not take this principle too far; being adaptable and flexible does not mean becoming a chameleon without an identity or genuine personality. True charismatic leaders have the mentality that, “I need to show the side of myself most suited to this situation” rather than, “I need to become the person necessary for this situation.” This is an important distinction because human beings respond well to character and authenticity. If a leader has a core personality that he or she can show in different ways at different times, it is a clear sign of adaptability and experience. However, a leader that alters his or her energy and image too severely is unable to convey any sense of lasting self. The balance between flexibility and authenticity is therefore vital.

Situational Engagement

The following two sections of this chapter deal with engaging people. This chapter, on the other hand, focuses on adapting to and engaging within a specific situation.

The first aspect of situational engagement is to have a clear leadership aim that is appropriate to the context. For example, if a charismatic leader is giving a speech, what is its purpose? Is it to engage? Inspire? Warn? Reassure? Having an overall aim, or several harmonious aims, is an important first step in situational engagement.

Aims are important for leadership scenarios other than speeches. For instance, if a charismatic individual takes over a position of influence in a company, developing a clear strategic objective is a vital first step to exerting influence. Without this, it is impossible to lead effectively. A charismatic leader should ask questions such as: Where is this company currently? Where is it going? What are its strengths and weaknesses? What are the opportunities and threats it faces? Only by developing a full picture of what is taking place at the time does the leader then have the necessary information to decide upon a direction and objective.

Cultural factors are also vital considerations when charismatically influencing a situation. This can apply in a local or company sense such as the fact that different countries have different customs, norms, and appropriate modes of behavior, as do different audience demographics. A charismatic leader should be aware of these contextual norms and adapt his or her own behavior to work within the boundaries of the audience.

Company culture is as important as local or national culture. Different companies have different ways of doing things, which is reflected in their choice of branding, company structure, and general philosophies influencing everyday

operations. A charismatic leader is able to ascertain such cultural factors and use them to boost charisma. So what are the factors to look for?

Let's compare two types of companies: the traditional bureaucratic company and the modern, more liberal type of company, such as a tech startup. The dress code, choice of language, and general "energy" of each company is likely to be vastly different. To operate effectively in either environment, a charismatic leader is required to be able to almost construct a Venn diagram between his or her self and the company culture, seeking as many areas of adaptive overlap as possible in order to become effective within any particular cultural context.

Once the cultural blueprint of either a region or company has been determined, and the charismatic leader has thought about ways of overlapping who they are with what they face, it is important to translate these specific ideas of overlap into actionable behaviors, words, and deeds.

If, for example, a charismatic leader is giving a speech within a bureaucratic context, the leader should seek a story from his or her life that can resonate within such a context. The story can then also be delivered using language that is suitable for the environment and with body language appropriate for the situation. The leader is still being authentic and charismatic, but in a way suitable for the environment.

Some people have a belief that this form of situational adaptation is somehow dishonest or immoral. This is far from the truth. If you were casually going for coffee with friends, would you dress and talk a certain way? Probably. If you were going to a funeral, would you dress and talk differently? Let's hope so! In both situations, you would be your authentic self, just an appropriate version for the situation. Leadership scenarios are no different from everyday life in this sense.

Larae Audience Engagement

Engaging a large group of people is a context that calls for adaptation. This section will use the scenario of delivering a talk to a large audience to explain and illustrate this concept.

The first type of situational engagement a charismatic leader should seek to deploy is an understanding of how to interact with their given audience. Some possible types of interaction include a call-and-response, asking for volunteer participation, or pausing for laughter or applause. It is imperative to note that each of these tactics is dependent upon the situation encountered and the appropriateness of the given situation.

A call-and-response style of delivery is appropriate for higher energy, less formal contexts. A motivational talk is a great example of this. When motivational speaker Tony Robbins is interacting with a crowd, he will frequently elicit verbal agreement responses from the crowd. What is the purpose of doing so? It is threefold. First, the audience remains focused, as they are engaging with, rather than passively receiving, the content. Secondly, the audience's energy level rises with the collective sound of the room. Have you ever been in an environment where people are collectively verbalizing, perhaps at a rock concert, religious service, or sporting event? If so, you will know the power of collective verbal response. The third and final purpose for call-and-response audience engagement is to establish the frame of the speaker being in control.

Asking for volunteers from the audience has both risks and rewards. The right volunteers will add audience interest in the talk and also make it more relatable. However, the wrong type of volunteer can change the vibe of a talk inappropriately or ruin its smooth progression. A great way around this is to plant known volunteers in the audience, which allows all of the benefits of volunteer participation to be retained while the negative aspects are eliminated.

A pause for laughter is an appropriate audience response during a lighthearted or positive talk. A couple of well-timed jokes are powerful tools to raise the energy and mood of the room. There are some important caveats to be aware of such as utilizing jokes sparingly. Too many jokes will turn a speech into a stand-up comedy performance and reduce its impact. Also, pausing for laughter requires careful attunement from the leader speaking. If the audience is not laughing, do not pause awkwardly and do not repeat the joke in a desperate need for a response. If a particular joke doesn't hit, no big deal. Move on like nothing happened.

Pausing for applause is similar to pausing for laughter in some ways. It is a good idea to have "impact points" in a speech in which applause might be appropriate. A charismatic speaker should be aware of these in order to know when to potentially pause for applause. Similarly to pausing for laughter, pausing for applause should not be sustained or forced. If the crowd doesn't applaud, that's fine and you should just move on. Don't wait awkwardly or look visibly disturbed by a lack of response. Staying in control at all times is essential to maintain a charismatic presence while public speaking.

The final principle underpinning audience engagement is the understanding of the hearts and minds of the people you are speaking to. By modifying your talk or speech to include aspects of life the audience are passionate about and will respond strongly to, you are ensuring the audience will feel appreciated, understood, and influenced. When carrying out this technique it is important to do so authentically. Trying to shoehorn in a couple of token references to something you half-heartedly expect your audience to respond to will kill charisma rapidly. The epitome of this is the rock band that greets the wrong city while performing. Avoid such mistakes at all costs, or kiss your charisma goodbye.

Individual Engagement

There are both similarities and differences when adapting to and engaging with individuals rather than audiences. The first approach to take is to think through the following three questions.

1. Who am I interacting with?
2. What is the situation at hand?
3. What is the right way to approach this particular person in this particular situation?

This flexible, nuanced form of personal management is a key technique for adapting to, and influencing, individuals.

Let's explore each stage in further detail.

Step one is the recognition that people are different. Some people are confident, others shy. Some people are positive, others negative. There are many, many variations of individual personality. Knowing the right way to reach the specific person you are engaging with at the time is an essential part of influencing them charismatically.

Knowing the situation, as well as the person, is crucial. Are you speaking to them to congratulate them? Are you warning them? Firing them? Whatever the situation happens to be, you are required to adapt your approach accordingly.

Once you have a full understanding of the person you are interacting with and the reason you are interacting with them, you can prepare your approach. Different people will need to be spoken with in different ways depending on their specific situation at the time. For example, the same person would require a totally different approach depending on whether you were trying to warn or reassure him or her.

Some factors to think about when preparing your approach to individual engagement include being aware of the language you are using, the type of energy you are projecting, the pace at which you speak, and your body language. The guiding principle behind all of these specific changes should be “what do I need to do to get the outcome I want?”

Even the best approach is limited. You need to be prepared to adapt your intentions as the course of the interaction progresses. For example, if you had intended to boost a person’s morale, you may have felt that some appropriate jokes would be a good way to go about this. If, however, the jokes are not helping, let them go. There is nothing less charismatic than stubbornly persisting with an intended approach regardless of whether it is working. Real time calibration and adjustment is therefore crucial during individual interaction.

Many influencers of the past went into interactions with the outlook of “winning.” They wanted to get as much as they could from the other side while giving little in return. This is an example of short-term thinking, which is not sustainable in the long run. If another party receives a bad deal, they will become unhappy and unwilling to do business in the future. It is therefore important to find a win/win agreement.

What is meant by win/win? It is finding an overlap between the two parties’ interests and aims. For example, imagine you are an employer asking an employee to work longer hours. Going into this interaction with the outlook of “I am the boss; do as you are told or find a new job,” may or may not work, but it is unlikely to work well. It is an example of you winning and your worker losing. This is not good in the long run. A better approach would be to explain that, in exchange for longer hours, he or she would gain something valuable in return. This could be extra vacation day, a financial bonus—whatever is both valuable and realistic for you to offer.

It is also important to remain calm, collected, and in control during any one-on-one interaction. These situations can be incredibly stressful and taxing on a leader's powers of calm and resolve. No matter how much provocation takes place, it is important for the leader to not let their outward charismatic aspects deteriorate. What does this mean in practice? If you set out to be upbeat, friendly, and positive, do not suddenly become angry, aggressive, and bitter if the person doesn't respond as you hoped. A true charismatic leader is able to remain in control and follow the intended course of action, no matter what occurs.

Chapter 8: Meekness = Weakness: The Importance of Assertion

What is Assertion?

Assertion is an absolutely vital trait for charismatic leaders to possess. Like many other concepts found within this book, assertion is often misunderstood. In the popular imagination, being assertive involves being aggressive, forceful, and getting your own way no matter what. This is a mistaken view. In actuality, assertion relates to understanding your own needs and rights, the needs and rights of others, and finding the overlap between the two.

The opposite of being assertive is being meek. Meekness is also known as being a pushover, a “walk in the park,” or someone who is otherwise weak and unable to get what they need out of a situation. No such person is charismatic. It is impossible for them to be so.

In this chapter, you will learn about the contrast between the assertive and the meek and why one is preferable to the other for charismatic purposes. Both the theory behind assertion and its practical application will be explored. Practical steps in your pursuit of assertion will be offered and tools to overcome any stumbling blocks will be provided.

Meekness Does Not Equate with Charisma

The first important thing to understand is meekness is not being labeled poorly; it is just worse for achieving charisma. If you know a meek person, this book is not calling him or her “bad.” It is just explaining that the person is not likely to be a leader anytime soon. Meek people often receive many labels such as nice, sweet, kind, etc. What people really mean is meek people are inoffensive and no

threat; they deserve no special attention.

Think of the contrast between someone who inherently leads and someone who inherently follows. The leader wishes to exert influence, pull the strings, and remain in control in order to witness the manifestation of his or her world. A follower does not have such a vision, nor a desire to influence, and is happy to play the role of the follower in the grand scheme of things.

However, both leaders and followers are necessary for life to work as intended. If you are developing your charisma, you are likely to be inclined towards leadership and understanding and embracing your role is important.

So what about an assertive person is so charismatic? Someone displaying the type of assertive behavior described in this chapter is indicating that they are in control of his or her life. An assertive person has a high level of self-awareness and his or her needs in any given scenario. There is also a high level of social awareness, as assertive people are able to ensure their needs are met.

As we progress through this chapter, you will see the distinctive feature of assertive people is their ability to get what they want in a way that is acceptable to others. This is the difference between a charismatic person practicing assertion as opposed to a selfish person out to get as much as they can.

Calm, Positive Assertion

In order to ensure that assertion remains charismatic, it is important to keep it calm and controlled. One common reaction to people being unable to get what they want is to lose their temper and start making demands, threats, and getting angry. If you have ever been around a three-year-old, you will be familiar with this concept. Genuine charismatic adults, however, have learned that asking for things in the right way is a more productive approach. Even if they are unable to ~~get their needs met in a particular scenario, they are likely to somewhere else~~

~~get their needs met in a particular scenario, they are likely to somewhere else while also keeping their dignity and reputation in tact in the process.~~

The reason why this calm style of assertion is charismatic is someone who gets angry is showing that he or she is not in control of him or herself, let alone anything else. Anger and aggression also shut a lot of people down instantly. There are many scenarios in life where people could have eventually acquired what they wanted if they had remained calm and persistently sought it in the right way. By shouting or making threats, on the other hand, it often self-sabotages any chance of making things go according to plan.

This is not to say that forceful behavior and words have no place at all, but they are not the right approach with regards to charismatic assertion.

Seeking Win/Win

The idea of win/win was introduced in the last chapter but it will be applied more fully now.

Charismatic assertion is absolutely in harmony with the win/win ideal because an assertively charismatic person is able to find an overlap between the needs of others and the vision the leader has in mind. People are only really ready to give everything to a leader, and his or her vision, if they believe in it as well and see the benefits.

One common area of application for win/win is when seeking a pay rise. A lot of employees in the world feel they deserve a raise, but are afraid to ask for one or unsure of how to do so. The principles of win/win are incredibly useful in this scenario. A charismatic employee is able to calmly and convincingly state to the employer why he or she deserves such a raise and why it will benefit both parties. Even if the employer is unable to grant the raise at the time of asking, he or she may be impressed by the calmly assertive way in which the request took

place. This is likely to be beneficial for the employee in the long run.

Thinking about romantic relationships through the lens of charismatic, win/win assertion is also a helpful approach to take. Many of the behaviors that destroy relationships stem from going about things in a way contrary to this charismatic idea. For example, a lot of people in relationships are so focused on getting their own way that they end up neglecting the needs of the person they are with. It is possible, and preferable, to have a win/win approach to romance. By knowing what your partner, and you, need from a relationship, it is easier to ensure both people are happy.

Taking Action

Another key component of charismatic assertion is being able to ensure that any ideas you have are translated into action. There is no use in reading countless books, including this one, if you are unwilling to act upon what you have read. Assertion is intended as an action rather than an idea. Let's look at some practical steps you can use to increase your levels of charismatic assertion.

The first important step to take is to understand the place in your life you are in. This involves assessing the degree to which you are currently assertive. Ask yourself questions such as: When did I last act assertively? What was the outcome? Are there times I find it difficult to be assertive? When do these occur? Why? Once you understand your current assertive ability, you gain a basis upon which to improve it.

Once you have established the aspects of assertion you need to work on, you can begin to chart your progress and gain an understanding. Apply the ideas in this chapter and see how they work for you. Which do you feel are useful? Which do you feel are more difficult than others? Once you begin to establish this level of information, you will be able to start making assertion work for your life and the objectives you have.

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Choice of Words

Interestingly, the words you use to express yourself are an important part of your ability to be assertive. Choose words which empower you and are compatible with your charismatic aims. Precisely, which words should you be thinking about?

A lot of the time, people consciously use disempowering language through habit. How many times have you heard someone say, “I had to” or “You/they made me”? Think about these phrases for a second. Are they really true? Outside of someone holding a gun to your head, how often do you “have” to do things in today’s world? Do we not have a choice in most situations? Even if the choice is narrow, it still exists. Reframing “I had to” as “I chose to for these reasons” changes this simple linguistic phrase into an empowered and assertive one.

Let's look at "You/they made me"; is this assertive or charismatic? Quite the opposite. It is a person evading their personal responsibility for the choices they made. Contrast this with "I made that choice. I own the consequences of it," which is a much more charismatic approach to assertion. The person speaking regains control of the situation recognizes the fact he or she influenced it, and accepts whatever arises from the decision they made.

Overcoming Limiting Beliefs

A limiting belief is any ingrained pattern of thought which prevents someone reaching his or her aims in life or holds them back from a habit, which would move them towards the life they want to live. Let's take a look at some of the limiting beliefs related to assertion and how to overcome them.

“Being assertive is rude.”

Perhaps the most commonly held limiting belief relating to assertion is that being assertive is impolite. People often have had some kind of bad experience with a pushy person that has influenced their opinion of assertion towards negativity. People also often hold this belief due to a misunderstanding of what assertion is.

To overcome this limiting belief, people must first realize why they hold it. Some people have had a bad experience in the past. By revisiting where their original opinion of assertion stems from, such people are able to understand the reasons why their view of assertion is incorrect. Clearing past baggage out the way is an important first step in becoming assertive.

Overcoming the limiting belief related to an incorrect view of assertion is easier. It is fairly straightforward to explain to someone that assertion involves a mutual understanding and respect between the needs and wants of two parties. Once this mistaken view of assertion has been corrected, it is up to a person to understand how assertion is in fact mutually beneficial and positive.

“That’s not how I was raised.”

Being held back by the behavior of family members is a stumbling block towards assertion that can be difficult to overcome. People who feel a strong sense of connection with the values instilled in them by their family may see becoming a different person, an assertive person, as some form of rebellion against their upbringing. This can be difficult to overcome.

The first step in overcoming a limiting belief of this type is helping a person to see that changing one aspect of how they are towards others is not a rejection of their family. It is nothing more than a small, manageable personal change. After people really stop and confront this limiting belief logically, it is usually possible to help them see that their family wants them to be happy, and if assertion helps with happiness, it is something their family would support.

“It goes against my culture.”

It is an undeniable fact that differences between cultural norms exist between countries. To say so is not in any way prejudiced or discriminatory. It is simply recognizing that the world is a rich place full of diverse cultures and ideas. The problem occurs when someone lets his or her national identity hold him or her back from becoming assertive. There are two main forms of this limiting belief: someone operating within his or her own national culture and someone operating outside his or her own national culture.

If someone was raised in a culture less assertive than the one he or she now operates in, it is possible to help him or her overcome these boundaries quickly. Pointing out to the person that his or her lack of assertion may have been appropriate for another culture, but is less so for the one currently in, helps him or her to understand the cultural relativity of behavior. Explaining to the person that becoming assertive within a different national culture is not rude, but sensible, can help people find the practical benefits of doing so.

“I’ve tried before and it didn’t work for me.”

This is an excuse you hear in many areas of life and assertion is no different. People who feel that they have tried to be more assertive in the past, but it didn’t work out well for them, often assume that it won’t in the future. There is more than one reason why someone may hold a belief such as this.

The first major reason is a misunderstanding of what being assertive is. Perhaps someone tried to be aggressive in the past, it didn’t work, and as a result have mistakenly written-off being assertive in the present. If someone holds this limiting belief, it is important to explore past actions. It will often be the case that he or she did not try genuine assertion in the past and have since dismissed the concept incorrectly or perhaps tried something close to genuine assertion, but in a wrong situation.

Only by finding the past mistake is it possible to correct the future action. Until someone knows where he or she went wrong, it will be difficult to make things go right. Fixing this limiting belief, and the technique for doing so, can greatly help people in almost any area of life currently failing.

“There’s no point.”

The limiting belief of thinking assertion is pointless typically stems from two possible areas: a genuine view that it is pointless or using this idea as an excuse to avoid taking action. Each can be overcome in a slightly different way.

If someone thinks that assertion is in fact pointless, the way to overcome this belief is to help him or her realize the many benefits of assertion, both for the individual and the people they interact with. Such a person can have a new view of assertion reinforced through self-examination and the cultivation of reference experiences.

If someone is using this limiting belief as an excuse for taking action, the remedy is to make the pain of inaction greater than the pain of action. What does this mean? People avoid doing something because it seems like the best choice for them. The human brain is rational and weighs the benefits of action against the cost of action. When you can make taking action on becoming assertive more popular and attractive than remaining inactive, it is almost inevitable that the journey towards assertion will begin.

Chapter 9: The Charismatic Mind: Intelligence is Your Ally

This chapter will explore the facets of intelligence, in its various types, that help to support charisma. The importance of combining emotional intelligence with cognitive intelligence to form charismatic intelligence will be emphasized and applied to various possible scenarios you will face in your life. You will learn the power of making big ideas understandable and why it is important to use examples to illustrate when explaining things to people. The chapter will conclude with an exploration of intelligent storytelling and how it can serve your charismatic journey.

Emotional Intelligence + Cognitive Ability = Charismatic Intelligence

Throughout this book, the idea of being either cognitively intelligent or emotionally intelligent alone has been shown to not be enough. Combining these two ideas to make a potent formula lead to charismatic intelligence.

A common mistake when attempting to cultivate charismatic intelligence is to pursue emotional and cognitive intelligence separately at first, before attempting to force them together in some haphazard way further down the line. This approach can work, but it is not optimal. A better idea is to focus on cultivating complementary forms of emotional and cognitive intelligences in the first place.

How can emotional and cognitive intelligence be cultivated together in the same process? It is important to think about how each form of intelligence you are pursuing will work with the other in the long run. This idea is easier understood through examples.

Imagine you are trying to pursue charisma related to providing financial advice.

What are the two areas of intelligence that would serve you? The first would be cognitive financial intelligence; the second would be emotional financial intelligence. Let's take a look at these in turn before exploring how they work together.

Cognitive financial intelligence relates to the technical, mental, and mathematical aspect of finance. For example, understanding income, taxation, savings, interest, compounding, and debt. This is the technical side of finance, the “logical” intelligence as opposed to the emotional. Without a good amount of cognitive financial intelligence, it is doubtful that anyone you wish to advise would be happy to follow your ideas. So is this cognitive financial intelligence enough alone?

It isn't. With any human behavior, there is a rational and an emotional side at play. Charismatic leaders understand this and are able to make use of the concept to serve their own aims in life, whatever they happen to be. Using our example of someone seeking to become a charismatic financial advisor, it is important to understand that people will not be charismatically influenced by someone who has a high degree of technical knowledge alone. If he or she cannot convey this knowledge to people in an impactful way, it is as good as useless. So how would a charismatic financial advisor seek to develop his or her emotional intelligence?

Some aspects of emotional intelligence that are related to the field of finance include the reasons why people spend what they do, the psychological motivations and fears related to finance, and any type of emotional technique which has proved powerful to financial advisors of the past. As we have discussed, it is essential to possess relevant emotional intelligence alongside cognitive intelligence. But how can they be pursued jointly to provide the optimum level of charismatic intelligence?

Instead of thinking of the two areas as separate fields of study, the charismatic

learner should think of cognitive and emotional intelligence as two strands of the same rope. Knowing how the strands link together, and the right way in which they link, helps to strengthen the rope and make it as durable as possible. So how, in practical terms, can this rope analogy be applied?

While thinking about a cognitive financial topic, the possessor of charismatic intelligence would seek to constantly think, “How does this idea link into my emotional knowledge?” Conversely, when pursuing an emotional topic, the question, “How does this tie into the cognitive side of finance?” should be asked regularly. We will explore a specific exploration of this through the use of two topics - motivation and interest.

A charismatic financial advisor would seek to understand motivation and interest separately, but also how they tie in to one another. For example, when considering compound interest, the charismatic advisor would also consider how people can be emotionally impacted to understand the value of compound interest and pursue it through action. Emotional and cognitive topics are not viewed in isolation but as interlinking pieces of the same puzzle. This is the truly charismatic approach to the pursuit of applied intelligence.

Simplify Brilliance

The ability of a charismatic individual to make a difficult concept relatable to everyday people is a hallmark of true charisma. It also ties in with the theory of looking at both the cognitive and emotional aspects of a topic and making them work in harmony. This idea can be understood through the concept of newspaper headlines.

Think of a newspaper headline. Its purpose is to convey both cognitive and emotional information to a reader in a succinct way. Headlines will usually relate to a very complex issue about which thousands of words can be written. The skill in an effective headline though is boiling down the complex to the

simple and making it work on both a rational and emotional level. Charismatic influencers are able to do something similar.

Many complex ideas over the years have been boiled down to their factual, but also captivating, essence, and this has helped people to understand and appreciate them. Think about the Big Bang Theory for example; if you read about this in detail, your head will spin. It involves some of the most complex technical ideas that mankind has ever discovered. The simple combination of two words - Big Bang-makes something very difficult very simple. The phrase captures the essence of the idea and does so in an interesting way.

To take another example, think of the term “Smartphone;” this is simple, understandable, and works on an emotional level—the phone is “smart.” How futuristic and enticing is that? Imagine an alternative name, possibly “Internet enabled multi-functional communications device.” This is more cognitive, but lacks any emotional impact and is also not simple. Most people will switch off, not take in the name and be turned off by the concept completely because of it.

To become truly charismatic in whichever field of life you choose to pursue, you need to cultivate the ability to take difficult concepts and simplify them in a way which can be understood both intellectually and emotionally at the same time. Doing this provides a great deal of power and also value for those you are aiming to influence. People are always grateful and fascinated when something previously out of reach is made accessible.

The Ability to Illustrate with Examples

Using charisma intelligently is more than just being able to take difficult concepts, relate them on an emotional and intellectual level, and boil them down for the sake of simplicity. A lot of people will find this concept interesting, but not necessarily useful. To become truly charismatic, you need to be able to show

people why an idea matters for their life and how they can use it. This is known as charismatic application. Being able to explain why people can, and should, use your ideas is a powerful tool in your charismatic arsenal.

To find the most useful charismatic examples to offer within any sphere of influence, it is useful to think about the main problems your audience face and how you can help them solve them. This is useful for two reasons; first, by helping people deal with the things that matter most in their lives, you are offering a huge amount of value and making a real difference. This in and of itself will enhance your reputation as a charismatic leader. Secondly, by engaging people on this deep level of value, you are showing your intellectual and emotional intelligence simultaneously.

So how do charismatic leaders go about finding the right areas of life to help their followers? One common way of approaching this is to begin with the area of life that the charismatic person deals with personally. Let's take a business leader who has risen through the ranks to become an influential executive. This person will be able to relate to the struggle and challenges that people setting out on the same journey will experience. From his personal experiences, this leader will be able to draw upon intellectually and emotionally relevant examples and speak directly to those he leads.

Indirect experience is also useful for finding the pain points with which to help followers. Let's take the example of a therapist who has spent years treating patients. Over the years this therapist is likely to have encountered similar situations arising again and again. This provides an experienced roadmap towards the pain points that are most common within this particular area of therapy and how to solve them. If this therapist wishes to expand their sphere of charismatic influence beyond their immediate therapeutic services, he or she has a roadmap that will help identify the key areas to reach a wider following in the future.

Intelligent Storytelling

Storytelling is a technique which can be used intelligently for the purposes of charismatic influence. What are the ways in which intelligent charismatic storytelling differs from regular storytelling? Intelligent storytelling draws upon all of the preceding concepts in this chapter in order to make a powerful impact upon those who encounter it. We will now break down and analyze how all of these concepts combine into charismatic storytelling and how the technique can be used in various areas of life.

First, an intelligent charismatic story should never be told for its own sake or merely to entertain. It should be intended to influence and impact those who hear it according to the vision and wishes of the charismatic leader telling the story. Keeping the purpose of any given charismatic story firmly in mind is essential to make sure it is as useful as possible.

Secondly, any given charismatic story should be either created or, at the very least, adapted for the audience that hears it. Keep in mind the values and references the audience shares and work these into the story wherever possible. If an audience feels as if the story they hear has been created for their particular needs, it is likely to have a far greater impact.

Third, the story must work on both an intellectual and emotional level simultaneously. What does this mean? The story should make sense, have a flow, and work on a basic intellectual level. This on its own is not enough though; the story is also required to contain embedded emotional spikes. This means that the logical path of the story is not enough on its own. The logical plot also needs to contain details, which resonate with the heart of those hearing it.

Finally, the story should be able to explain a powerful concept in a simple way.

Think about some of the most charismatic people throughout history. The

think about some of the most charismatic people throughout history. The parables of Jesus Christ made spiritual wisdom accessible through memorable stories that were easy to understand. The speeches of Dr. Martin Luther King made complex racial and social ideas emotionally and intellectually moving in the fewest words possible.

How to Apply Intelligent Storytelling

Storytelling told using the principles of charismatic intelligence is able to reach a wide range of life's areas. Within the professional sphere, almost every industry makes use of this type of storytelling at one time or another. This can happen on both industrial and company levels.

Think of any given industry. Let's take professional sports, for example. Legendary stories are often told of the great players and coaches of the past. Think about the story of Michael Jordan or Vince Lombardi. Their tales are told in a way which influences and inspires people within the world of sports and outside it. When these stories are told they are likely to satisfy both logically and emotionally. This is an example of powerful stories occurring at an industrial level.

Companies with a strong culture are also likely to use charismatic storytelling to enhance the feeling of unity within the ranks and also to further the company's values. Let's take Apple for example. Apple is known throughout the business world for having one of the most immersive and charismatic cultures out there. Their late leader, Steve Jobs, was treated as a saint by many fans and workers of Apple. After his death, people around the world held vigils and treated him like a departed martyr. Jobs was the epitome of an absolute corporate legend. His status and reputation was enhanced by charismatic presentations.

Chapter 10: Happiness: The Emotion of Charisma

The core emotional dimension of charisma is happiness, which may sound like a strange word to use for charismatic people. Charismatic people are truly happy, however, not the shallow imitation of happiness, which has perhaps come to be associated with the word in the popular imagination.

In this chapter, we will explore the difference between genuine happiness and forced happiness and why one helps, as the other harms, charisma. We will look at the process of utilizing happiness in pursuit of charisma and how it can be specifically applied to a range of different situations. The importance of widespread, rather than selective, happiness will be stated. The importance of the relationship between value, contribution, and happiness will be explored. How to radiate these positive aspects outward is the chapter's final focus.

Real vs. Forced Happiness

The first key distinction that must be made is between authentic happiness and a pale imitation of happiness that many people mistakenly associate with the term.

If forced to imagine a happy person, you might think of an annoying individual who is excessively and irritably upbeat all the time; the kind of person whose enthusiasm is always set to 100% or someone with a big cheesy smile and an empty sounding “positive phrase” for any particular occasion. This type of happiness can be considered forced and is not the type that is associated with charisma. So what is real happiness?

Real happiness is subtle, supported by truth, and uplifting to those who encounter it. Unlike false happiness, people who are around genuine happiness will feel grateful for, rather than annoyed by, the experience. Authentic

happiness is unconditional, for those lucky enough to possess it, but not in the same way that false happiness is. When asked, someone taking the path of false happiness would probably say they are happy because “it’s the best way to be” without being able to explain further. Someone with real happiness is able to identify specific things in his or her life he or she is grateful for and see opportunities and blessings in even the toughest of times. Someone with real happiness is a powerful charismatic leader. This is because they are able to inspire the feeling of authentic positivity and happiness in others as well as themselves.

Generate Positivity Internally First

Some people make the mistake of thinking that they will be able to inspire others to be positive without focusing on their own life first. This is a mistake. Until someone has experienced genuine happiness and the benefits it offers, there is no possible way he or she can authentically teach others about something he or she does not have firsthand knowledge in. Let’s consider the logic of this through the use of examples.

Would you be inspired to become rich by a poor person begging on the street? Definitely not. Similarly, if an overweight person was giving you exercise and workout tips, would you be likely to take them? It’s doubtful. So how could someone who is not authentically happy hope to spread the feeling to others?

If you are pursuing charisma and feel that authentic positivity and happiness could assist in your aim, please try out the following ideas in generating it in yourself. Respecting your body and mind is the first step to take. This means you need to live a balanced life. What is meant by this?

To live a life of balance, a person must identify the various aspects of life that matter to them. These could include work, relaxation, learning, health, hobbies,

etc. After finding out what matters to you, you can begin to examine how much time you spend between the different areas. In doing this, you will be able to identify areas that feel unbalanced. Perhaps you spend too much time in one area and too little in another. By recognizing this imbalance, you can begin to take steps to readjust how you spend your time.

After finding out if you are living a balanced life, it is important to make better use of your time. Scheduling activities can be useful for this purpose. This is easier than ever before. Your Smartphone or laptop will have a great calendar feature, which you can use to prioritize the things you want to get done and allocate your time between the different areas of your life that are important to you.

Another way of cultivating authentic happiness in yourself is to focus on spending time consciously being grateful for anything in your life that you are happy about or thankful for. This helps to build an attitude of deep happiness and positivity that is based on reality rather than naivety. The more you train your mind to focus on the good things in life, the more it will do so. Gratitude is an essential step towards becoming as positive as possible on autopilot. The hardest part of developing this habit is the beginning. After a while, it will become your default mode, and anything other than gratitude will seem strange.

Spread Internal Positivity Unconditionally

We have now looked at ways to cultivate genuine internal positivity. This is a great foundation to being able to use the trait charismatically. It is not enough, however. The next step in the process is to begin transferring this external attitude of positivity onto others. One common mistake people make, when beginning to try and use this element of charisma, is to become selective about whom to be positive around. Let's take a look at why this mistake is so serious and how it is detrimental to charisma in the long run.

The problem with being positive around some people and not others is that it leads to positivity coming across as synthetic and shallow. Due to the necessity of being authentic in order to come across as charismatic, it is not possible to choose when and how to display positivity. Let's take a look at an example in order to understand this concept more fully.

Picture a worker within a typical office environment. This person may have decided, rightly, that becoming more charismatic will help to get further in his or her chosen professional field. Mistakenly, however, he or she thinks that this expression of positive feeling is something that is to be used carefully and only on people "worthy" of influence. Due to this mistaken belief, the person is positive around people he or she considers to be high status and worthy of his or her efforts. Other people, however, notice that the person is not authentically positive and are able to see through the deception which is taking place.

The additional problem with being selectively positive is it is likely to be noticed by the people it is intended to impress. For example, if someone is positive to managers and other authority figures only, these managers are almost certain to know that the person is putting on a positive act rather than showing who they really are. How is this possible? People are absolutely attuned to signs of authentic behavior on a deep level. If someone is "acting" positively, there are likely to be small cues and indications in their behavior that denote this is not who they really are. Such small signs of inauthenticity are likely to trigger an uncomfortable response in the people picking up on them. Thus, it is important to understand that positivity is only conducive to charisma when used authentically.

So what does the opposite of this look like? How does someone who is authentically positive seem? First, they are not selective about who they express their positivity around. A top manager is as worthy of positive treatment as the

person who delivers the coffee at lunchtime. Positivity is truly and freely applied to anyone who happens to come across such a charismatic individual, not just a select group that have been chosen for strategic, calculated reasons. We will illustrate this limitless positivity with a real world example of a very charismatic business leader—Sir Richard Branson, head of the Virgin group.

In one of his many business books, Branson states what he believes to be the importance of going about life in an enthusiastic and positive way. He also talks about the necessity of deeply valuing everyone within an organization, not just a certain few people. This idea is further supported by Branson's personal desire to get to know every member of his staff he possibly can, right down to those responsible for cleaning and other similar duties. He explains this is important due to the fact that almost anyone can possess valuable talents and skill that may be of use to the business. He illustrates this idea by recounting a story of how a cleaning lady for Virgin Records ended up becoming a top manager due to the positive attitude and other intangible qualities she was able to display.

In order to make use of this unreserved positivity in your own life, it is important to actively cultivate the characteristic. The starting point is to examine your existing approach to positivity and how you use it. Are you positive around everyone or only certain people? If there are some people, or types of people, that you are not positive around, why do you think this could be? Is there some mental stumbling block holding you back from being more universally positive?

You need to make clear in your mind the benefits of being positive as a default state. Think about how everyone is deserving of your positivity. Think about how you never truly know who is “deserving” of positivity, as judging people by their status is a mistake. Also, keep in mind that if you are selectively positive, it is likely to result in those you need to perceive you as positive instead seeing you as inauthentic. The ultimate take home message of all this is being selectively positive will hurt you deeply, whereas being authentically positive

will do nothing but help.

So what are some signs of genuine positivity you can show to people? Small things are powerful in this area. For example, greeting people with a smile, even if you are tired or sad, makes a huge difference. Trying to bring a slightly higher level of energy to the table than the person you are interacting with also makes a huge difference. Finding something good to say about any given situation is another way in which you can show your ability to find the positive aspects of life.

Provide Value

One of the key concepts to keep in mind with regards to genuine, charismatic positivity is the provision of value. This is a way in which authentic, charismatic positivity differs from shallow, inauthentic positivity. What is meant by value? When many people hear the expression they think of financial value. This is not really the way in which the word is used in this context. So what do we mean by charismatic value?

Value, in this sense, is basically being a person who is able to offer something to the world that people appreciate. Exactly what this constitutes is different in every instance. For example, information is value, but only if it is information that people need and can make use of. Therefore, the type of information that constitutes value in a given situation is entirely dependent upon what the people are seeking in that situation. Let's take a look at some of the situational ways in which value can be understood.

Let's take the example of a life coach who aims to inspire people to take control of their lives and meet their goals in various areas. Such a coach would be providing value to his clients, but only as long as what he taught them was useful. If such a coach had strategies, information, and ideas that could be

genuinely utilized, such a coach would be providing value.

Outside of the above context, however, such a coach might not be providing value, even if they were offering exactly the same information. Let's say, for example, the coach offered the same information to a group of people who were looking to better understand nutrition. Although valuable to the first context, the information would not be valuable in the context of the second scenario. What does this go to demonstrate? There is no absolute idea of what constitutes value. There are only situational demands. So can you figure out how to be valuable in any given situation?

The starting point of providing value is to approach any given situation or person with two questions in mind: What is needed here? How can my own skills and experiences match what is needed? By asking these two questions, a person is able to determine the overlap between what the situation requires and what the person is able to offer. This is the starting point for offering value.

Another useful approach to take is the problem solving mentality. This involves figuring out what problems an organization, person or situation is facing. Then, simply try and find answers to the problems. This is one of the key differences between someone who provides value, and is therefore charismatic, and someone who is not able to offer value. People who are not charismatic are often able to identify and focus on problems, but are unlikely to know how to solve them. Charismatic people are, at least, able to focus on the potential solution as much as they are on the problem itself.

Appropriate Positivity

The final important nuance relating to charismatic positivity is the ability to be “appropriately positive” for any given situation. What is meant by this? Just as providing value requires understanding what is needed in a particular situation,
~~being appropriately positive requires an understanding of the situation also. That's~~

Let's take a look at some examples of how to determine the appropriate level of positivity and what constitutes appropriate positivity and what are the major mistakes to avoid.

To begin, what exactly do we mean by “appropriate positivity?” Appropriate positivity essentially involves matching the positive projection to the situation at the time. This is better understood through some examples. Imagine a sales team has not only met, but also vastly exceeded, their quarterly sales target. This is a time where positivity should be fully and enthusiastically expressed. Language bordering on the hyperbolic can be used, whereas in other situations it would seem like too much.

Let's contrast this above scenario with the opposite outcome—a sales team has failed to meet their expectations and target goal. Some people might think that such a time is not appropriate for positivity in any way. They would be wrong. Charismatic leaders are able to be appropriate in almost every situation, but in the right way. So what would be the right way in this scenario? It would involve stating that there are valuable lessons to be learned, another chance to meet and exceed targets in the next quarter, and that many people had given excellent levels of effort.

So does being positive in the face of negative circumstances mean ignoring the true reality of the situation? Not at all; instead, it involves choosing to find and focus on any good aspects that have occurred. It is important to note that such good aspects must genuinely exist. People know when they are being lied to, so simply stating positives have occurred which have not, is a bad tactic to take.

Let's look at some practical ways to be realistically and appropriately positive. The main way to go about this is by actively seeking to train the mind to find something good in any situation. This is most difficult when it is first pursued, but becomes easier over time. Let's use an analogy to explain what is meant by

but becomes easier over time. Let's use an analogy to explain what is meant by this.

Imagine a sports team just played a big match, but have fallen far short of expectations and were beaten soundly. Despite the overall outcome, perhaps there was one period of the match or one player in particular, who had excelled. A charismatic leader would be able to recognize these beneficial events, while still being completely realistic about the downsides of what had occurred.

Some people will be asking the question: What if there is a situation where no one performed well and nothing went right? Such situations are very rare, but let's say one has occurred. This would be a great chance for a charismatic leader to explain that the lowest point had been reached and only good things would follow.

You are now equipped with a thorough understanding of how happiness, and genuine positivity, contribute to charisma. We will now explore the major mistakes you can avoid making, before going on to look at some of the most charismatic people the human race has ever witnessed, and the lessons you can learn from them.

Chapter 11: How to Kill Charisma: Don't Dig Your Own Grave

Up to this point, we have explored exactly what charisma is and looked at specific ways of becoming more charismatic. The book's focus has been entirely on what should be done and ways of becoming more charismatic. We will now switch focus to looking at the foremost mistakes to avoid making in your pursuit of charismatic influence. It is vital to know what to avoid since, like many things in life, charisma can take years to develop, but an instant to kill. To avoid self-sabotaging your own charisma, we will look at specific traits to avoid and how they apply in a wide range of different situations.

Indecisiveness

Indecisiveness is absolutely counter to the charismatic personality. One of the things about a charismatic leader that makes him or her so appealing to follow is the ability to make clear decisions and stick to them. If you think of any charismatic leader in any field, you are sure to recognize his or her ability to assess a situation, make a decision, and stand by that decision to incite one of the most powerful charismatic techniques available to him or her. So what exactly do we mean by indecisiveness? Which situations does it apply to and how can it be avoided?

Indecision is simply the state of not knowing what to do. Why exactly is this so detrimental to charisma? A large part of charismatic influence and leadership is inspiring people to take a certain course of action. If you are unable to make a decision regarding the correct course of action to follow, it is impossible to inspire others. So what are some of the main reasons why people are indecisive?

One primary reason for indecision is genuinely not knowing the best course of

action to take. This can occur for a number of reasons; to start, sometimes people are unaware of the field or context that their decision must apply to. For example, if a manager joins a new company, he or she may be unaware of the nuances of that particular industry and thus unable to operate effectively within it. Inexperience is therefore a major reason for being unaware of the best decision to make.

Secondly, people are often unsure of the right decision to make due to being presented with different options and being unable to decide between them. This can be avoided if a leader is equipped with the skill to evaluate a range of options, choose one, and pursue it relentlessly. So how does a leader go about this process of evaluation? The key principle is to think, “what are the aims of the situation and which of my choices is best suited to the aims?” This idea is easier to understand through the exploration of an example.

Let’s take a human resources manager who has been tasked with hiring a new member of the staff. The manager may have a range of strong applicants, but is impressed by two in particular. Of these two strong candidates, it would be up to the manager in charge of hiring to choose a “best fit” approach. The best hire would be the one that was the closest match for the requirements of the role. This principle can be applied in any other situation, not just hiring. Whichever option out of a range that is the most suitable for a set of needs is the one which should be chosen. This is hugely beneficial for charisma.

One reason why some people struggle with the issue of indecision is due to an inability to understand the importance of being decisive. People such as this may not see that there is something inherently lacking charisma about failing to evaluate, choose, and pursue a decision. For such people, it is absolutely vital to overcome this mental stumbling block before being able to harness the power of decisive action and avoid the pitfalls of indecision and the negative impact it has upon charisma.

Another major problem with indecision is that even after an indecisive person makes a decision, people are unlikely to feel inspired by it or willing to follow it. This is due to the fact that it has not been chosen with any confidence and it is therefore unappealing for people. If people do have to follow a decision like this, which has been chosen without confidence, they are likely to do so with caution and hesitation and will always be expecting it to fail. This leads to a lack of concerted effort and is likely to sabotage any chance the decision had of achieving its intended purpose.

So what are some of the decisions in life in which people become indecisive? One is in their choice of a career. Some people are so paralyzed by the fear of choosing a wrong career path that they fail to choose any at all. Other people don't understand that they are in control of their own lives and are able to pursue whichever career they choose. Because of this lack of knowledge of their own power and choice, they fall haphazardly into whatever happens to be in front of them. If you wish to become truly charismatic it is worth always avoiding detrimental indecision when it comes to your career and professional life.

Another common area of indecision relates to romantic relationships. The starting point for this type of indecision is not knowing what you want. How many people do you know who drift between relationships without seeming to have a clear idea of what they actually require from the situation? To avoid this, the vital starting point is to have a clear idea of what you need in your life at any given time. Perhaps your life circumstances mean it is best you are single and free. If so, keep this in mind, and do not involve yourself with people who are looking for something more serious.

Alternatively, perhaps you decide that a relationship is in fact right for you. If so, what type of relationship do you need? Do you need someone who is funny, kind, smart, or something else entirely? If you are unable to know what it is you

personally want and require, you are unable to be decisive.

Indecision can also negatively impact upon romance in a different way. Often, people will be scared of acting decisively in a relationship, through fearing of offending the person they are with. A common example of this is when someone is unable to choose a restaurant or say where he or she wants go on vacation. Although their intention in this indecision is good, they end up hurting themselves. This is due to the fact that decisiveness is charismatic and, therefore, attractive. Indecision, on the other hand, is not charismatic, and is therefore unattractive.

Try this principle out for yourself in your own relationships. The next time you are asked something, give a decisive answer. Even if the person you are with disagrees with your choice, he or she will almost certainly respect you for having made it. Only by trying this for yourself, and witnessing the benefits firsthand, are you likely to understand how important it is to become more decisive in every area of your life.

Negativity

Negativity is an absolute charisma killer and one that must be avoided at all costs. We will now explore some ways in which negativity harms charisma, different situations in which negativity is often found, and ways of avoiding slipping into negative patterns, even when it is tempting to do so.

Earlier in this book we explored how positivity and authentic happiness are key components for someone who wishes to exert charismatic influence. It naturally follows that negativity is contrary to charisma and therefore harmful. What many people fail to understand, however, is that negativity harms charisma more than positivity helps it. This point cannot be emphasized enough. *Positivity aids charisma, but not nearly as much as negativity harms it.* So what are some of the

most common situations in which people are negative?

Perhaps the most common manifestation of negativity with regards to charisma is when people are negative towards themselves. Some common examples of this are people failing to recognize their own strengths, people feeling insecure, and people being pessimistic about the future.

Interestingly, many people do not actually realize they are being negative. Why is this? One of the main reasons that people fail to understand they are being negative is due to a belief they are simply being “realistic.” People often think that by focusing on the negative aspects of life, they are being more honest and authentic than people who choose to maintain a positive outlook. This viewpoint is mistaken.

Although it is important to have a full and honest understanding of a situation and what it entails, focusing on the negative aspects is not being realistic. This is because by focusing primarily on what is bad, it is giving a distorted picture of the situation in its entirety. A visual analogy for this is people looking at a garden and seeing only the weeds, rather than the garden as a whole.

Another negative situation that is harmful for charisma is when people allow their view of their own strengths and weaknesses to be overly influenced by others. This is usually down to a failing to understand and know oneself fully. In such a situation, people are easily led and influenced. Let’s take a closer look at this idea through an example.

Imagine someone who initially believed that they were a skilled communicator. If they simply thought this without knowing the specific reasons why, they would not have a clear picture in their own mind of why they felt they were effective. Such a person is therefore open to influence by others. Why? If someone says, “you are not a good communicator,” and offers several reasons

for this, the person has nothing to counter with, as their personal viewpoint is based on ignorance. They trust the other person's opinion over their own, as it seems more logical, and become negative about something they previously believed to be a strength.

So how does a person counter this influence from others leading to negativity? The first step is to have a clear reason why you feel the way you do. For example, if you think you are good with people, then be able to justify this viewpoint and have examples from your own life which support it. Without such justification, you are vulnerable to the influence of others. This can lead to negativity, or at least the potential for negativity. Don't allow this. Protect your own charisma by understanding why you feel positive about yourself.

Other people are negative as a strange form of protection and self-preservation. Such people think that if they are not positive and enthusiastic, they cannot be hurt. Let's take a look at some of the most common situations in which this problem relating to a lack of charisma arises.

A person's career is one area where negativity as a form of protection often occurs. Imagine someone who has just got a new job. If his or her friends ask about this job, the person will often downplay its significance and express more negativity about it than they actually feel. This is because they do not want to set themselves up for a failure, so to speak.

So how else can this "protective negativity" occur? One situation is within a romantic relationship. Someone might be in a new relationship, or even just continuing a long-term relationship, but despite feeling very positive about it, he or she may hold back from expressing this positivity. Similarly to the example of protective negativity within the world of careers, such people are aiming to prevent themselves from getting hurt by being overly cautious. Ironically, by being overly negative, you are hurting your charisma and with it the prospects of

a happy and successful relationship.

How can this protective negativity be avoided? The essential first step is to understand how such negativity may feel protective, but in fact is only going to cause harm down the road. Until one is able to grasp that, in spite of feeling protective, such negativity is in fact harmful, it is doubtful one will be able to avoid this common killer of charisma.

Negativity can also involve speaking badly of others and failing to recognize their strengths. There are a range of motivations for this particular charisma killing behavior. First, when people speak poorly about others, they are sometimes doing so in order to make themselves seem comparatively better. If you think about someone who is the best in their field, they are likely to be well aware of their own talents and abilities and not need to emphasize them to others as a result. Think about, for example, a leading actor. How much time does he or she spend stating that other actors are not as good as they are? Probably little to none because someone who is confident in his or her own abilities knows that talent speaks for itself. There is no need to diminish the abilities or efforts of others in order to seem better in comparison.

Not only is being negative about others ineffective for the purpose of making yourself seem better, it actually achieves the opposite effect. People are aware of the fact that only insecure people with deep levels of self-doubt feel the need to diminish others. Therefore, people who gain in this outward projection of negativity are harming their own charisma, reputation, and image in the eyes of others as an end result.

It is also possible for people to broadly have a negative outlook on life in general. What does this consist of? Typically, a generally negative outlook involves holding a series of beliefs and ideas about the world which make it seem like a less positive place than it is in reality. What are some examples of these beliefs? Common examples include: most people are selfish, there are

These beliefs? Common examples include, most people are selfish, there are scarce opportunities, or there is no justice in the world. So why are such beliefs contrary to the principles of charisma?

When people hold negative beliefs, the end result is withdrawal from seeing the world as it really is. By deciding to see life through a distorted lens, they cut themselves off from many good things, which would otherwise be possible if they chose to have a more balanced picture of the world. Ironically, many people who hold such negative views think they are being cautious and seeing the world how it really is, when in fact this is far from the truth.

So how do people avoid falling into having such a negative outlook overall, given that it is so bad for their charisma and ability to hold influence over the world? It is important to see the world in a balanced way. This involves not taking what others say as fact at face value. One of the most common reasons for having an overall negative outlook is believing what other people say without questioning it. To combat this directly, it is important for a person to look at his or her views about the world and really determine where they have originated. Has someone fed the information to him or her to skew his or her view of reality? Has his or her childhood had a negative impact?

Once someone has identified the source of as many negative limiting beliefs as it is possible, the next vital step is to think of a range of more empowering beliefs to replace them with. What type of beliefs should a person choose? Mainly beliefs that better enhance charisma and also view the world in a more positive light. The guiding principle for doing this should be to ask the questions: Is the way I see the world positive? Does this view aid charisma? In order to explore this concept in greater depth, we will look at some examples of old, negative beliefs, and the empowering beliefs that can replace them.

One of the most common negative, limiting beliefs is, “the world is an unfriendly place.” People often have this view after being hurt and taking their

~~unfriendly place. People often have this view after being hurt and taking their~~
own, limited experience as representative of all people, instead of the small amount of people they have actually come across. A better belief to have is, “The world contains all types of people. I will find the ones that are right for me.” Analyzing why this is a preferable viewpoint to hold, we notice it recognizes that although the world does have the potential to have bad people in, it does not consist only of such people. Secondly, this belief makes clear that people are empowered to find the right people. It places autonomy, and therefore charisma, in the hands of the person, rather than making him or her powerless and forced to expect whichever people happen to come into his or her life.

Let’s look at another negative belief and how to replace it with a more useful one—“people are selfish and only out to take and not give.” People will often end up with this viewpoint after coming across such selfish people. A better belief to hold is, “While some people prefer to be selfish, this is something that only harms them in the long run. I am the type of person who wishes to give and there are many people like me.” Notice how this belief is realistic and balanced? It does not shy away from the fact that there are, in fact, selfish people in the world. Instead, it recognizes that they are not the entirety of the population and seeks to make the person with the new, empowering belief feel that he or she is not alone.

Finally, a negative limiting belief regarding the world is, “The world is an unfair place and people do not get what they deserve and because of this, I won’t make any effort.” This viewpoint is often held as an example of protective negativity, explored earlier in this chapter. By deciding that there is no point in acting, people make the choice to avoid taking risks and potentially being hurt. Instead of holding this view, a more realistic, and also useful, belief is “Although I can’t control the outcome of events, I can influence them as much as possible. Thus, I will exert effort in moving towards my goals, as this gives me the best chance of things working out in my favor.”

Notice that all of the above empowering beliefs are not unrealistic. They do not paint the world as a perfect place. Instead, they simply avoid distorting reality in an overly negative light and harming oneself in the process. You might find it useful to take some time to look at all of the beliefs you hold, in any given area of life, and see if you can replace them with something more helpful or useful.

Discomfort

We will now look at the various ways in which a lack of comfort harms negativity, the situations this problem is commonly found in, and the ways of overcoming this block to charisma.

Discomfort is basically a lack of ease with any given situation. It relates to people feeling worried, nervous, sad, or anything other than calmly accepting what is taking place. Discomfort can be physical or mental as well as situational or general.

One type of discomfort is physical. Strangely, this is one of the easiest to overcome, but one of the types that often people seem unwilling to take action to correct. What exactly does physical discomfort mean? It is a mixture of several things - sitting or standing in a way that hinders charisma, wearing clothes that reduce someone's feeling of confidence or being uncomfortable in situations of physical proximity or contact, such as shaking the hand of another person. Let's take a look at these individually and explore why they are harmful for charisma.

The first issue relates to body language. You will have hopefully noticed that sitting or standing uncomfortably is in direct contradiction to the principles of charismatic body language, which we looked at earlier in the book. That chapter primarily focused on the right body language, rather than that to avoid. So what exactly is a type of body language which shows physical discomfort?

One of the most common types of physical discomfort, related to posture, is when someone sits or stands in a position they are not at ease in or cannot sustain and therefore must frequently move from. For example, many people stand or sit with their shoulders hunched up, rather than relaxed and at ease. This position is physically uncomfortable and therefore must be changed after a short period of time. Because of the need to change this, it results in someone frequently changing their posture. This results in them appearing to be fidgety and unfocused and distracts from their words. By now, you will clearly understand that this is incredibly bad for charisma.

It may sound strange, but wearing the wrong clothes can be very detrimental to charisma! What do we mean by the “wrong” clothes? There are basically two types of clothing that can harm the charismatic of a person: clothes that fit poorly and clothes that make someone feel uncomfortable in some other way. This may sound very trivial, but you are making a big mistake if you underestimate how serious the impact of these two types of clothing mistakes.

Poorly fitting clothing comes in two varieties—too baggy or too loose. If someone is wearing clothing that is too baggy, it reduces his or her physical charisma. If you need a clear example of this concept, search for images of “poorly fitting suit” on the Internet. It may be shallow, but as human beings we judge others based on his or her appearance. There is no getting round this. Thankfully, this is one of the easiest types of charismatic roadblocks to overcome. Simply, have a clear understanding of what clothing size you are and make sure you stick to it no matter what!

The second type of clothing error that can harm charisma is when someone is wearing an outfit that makes him or her feel uncomfortable in any way unrelated to fit. Let’s look at some of the common ways in which this can occur. First, if someone wears clothes that are less formal than a situation requires, it is likely to

harm charisma by making the person feel underdressed, and therefore not present to the moment, or people will judge the person for not dressing suitably for the occasion, causing the person to feel discomfort and inappropriate.

So how can we overcome the problem of wearing unsuitable attire? It is quite simple—have a careful understanding of what the norms are for any given situation and dress accordingly. It may sound obvious, but many people overlook this and struggle with it. Some situations have a formal dress code. If this exists, follow it, but follow it accurately. Your understanding of “smart casual” may differ from the general understanding. If you are ever unaware of what a dress code actually means, just research the meaning online from a reputable source.

Other situations will not have a formal dress code to follow such as a nightclub or some parties. In situations such as these, there is obviously a little more flexibility, but it is still important to try and dress in a way not be off putting to others. If, for example, the venue in question is a nightclub, try and take a look at their website or social media page to see if there are any photographs indicating the right or wrong way to dress. Failing this, dress in the same way as the people you know who are attending do. This will mean, at the very least, you are not the only person dressed a certain way!

Physical proximity/contact is one of the main situations in which a lot of people show physical discomfort. Some of the main signs of feeling a lack of confidence and comfort being around other people include fidgeting, moving around in a distracted way, avoiding standing near people, or shrinking and withdrawing body language when close to someone else. This is a sign of deep discomfort and is very bad indeed for charisma. Instead, people should seek to be at ease around others. If this is an initial stumbling point, it can be overcome by seeking out the proximity of others and learning to be OK with it. Then when a situation is not chosen, but rather necessary, there will not be a problem

relating to physical proximity, as the person will already be used to it.

Mental discomfort is the other main type of discomfort that harms charisma. So what are the main types of mental discomfort and how do they manifest outwardly? First, finding yourself in a new or unfamiliar environment is a key trigger for mental discomfort. People naturally are more relaxed and at ease when they are around places and people that they have a track record of interacting with. So how does a person overcome this mental discomfort related to unfamiliarity?

Obviously, it is impossible for someone to seek out, and become comfortable with, every possible type of situation they could face. So if people are unable to do this, will they always be bound to be mentally uncomfortable in unfamiliar situations? No. While it is impossible to become comfortable with every situation, it is possible to become comfortable with new situations in general. In order to do this, people should seek out new opportunities whenever they can. This results in the mind becoming more at ease in general with people and places that it has not encountered before. If you try out this technique, you will notice a rapid difference in the level of comfort you experience.

Situational discomfort is a type of discomfort which only manifests in specific situations, not others. For instance, some people are fine with speaking in front of an audience in general, but find it very uncomfortable when the audience is consisted of people of a “higher status,” such as a superior colleague or an elder. . Other people are fine with meeting new people, but struggle if they meet people and a language barrier happens to exist between them. Any situation that is uncomfortable if a certain factor is present, but comfortable otherwise, is an example of situational discomfort.

The way to overcome situational discomfort is by taking the time to sit down and have a careful look at different situations in life. Perhaps there is a time you

noticed you felt discomfort and it surprised you because usually that is the type of situation you are fine in? This is often an indication that situational discomfort is a problem.

Let's take a commonly found type of situational discomfort related to the world of romance and dating—talking to a specific type of stranger. People may find themselves able to interact socially in general, but when they are interacting with an unusually beautiful member of the opposite sex, it becomes difficult to do so. This is a prime example of situational discomfort. In order to overcome this, the person would first need to identify specifically the issue. Is it people who look a certain way? Is it beauty in general? Once the source of the situational discomfort has been clearly found, the person can then begin to actively seek it out. Over time, as such uncomfortable situations become routine, they lose any power they had over the person.

General discomfort contrasts directly with situational discomfort, whereas in the case of situational discomfort, specific sources of worry exist for a person, general discomfort involves no such obvious triggers. General discomfort means that a person is uncomfortable regardless of the external triggers in place. It is important to note that this does not mean such a person is uncomfortable in each and every situation. Rather, a person experiences discomfort in a range of different situations, but without any kind of obvious cause or trigger. This sounds like something very difficult to overcome! Worry not; it is possible to do so. How? If general discomfort is a problem to you, the remedy is to focus deeply on the internal pillars of charisma that are found earlier in this book. This will not be recapped here, merely expanded upon. In the case of general discomfort, the most important tool that exists to overcome it is to seek out any situation or practice which results in a feeling of wellbeing and relaxation. If someone teaches their body to feel deep levels of relaxation, it is good for stress, both physically and mentally. So what are some techniques that can aid with

general discomfort and therefore promote physical well-being?

~~general discomfort and therefore promote physical well being!~~

Exercise is very important. This can be anything a person happens to enjoy. Indeed, it is vital to find a form of exercise that is enjoyable, as this makes it more likely to be adhered to. By exercising, a person helps his or her body to get rid of stress. They also release various “feel good chemicals” into the brain, which promote a general sense of calm and positivity. This then manifests in a greater level of general comfort and subsequent charisma. Taking the time to indulge in calm, pleasurable activities can also reduce general discomfort. These can include reading, learning something interesting, or listening to music. Anything that makes you feel calm and at ease will help your comfort levels in general and boost your charisma in the long run.

Coldness

Throughout this book, you will have noticed the importance of expressing warmth and care in being charismatic. Similarly to other ideas in this chapter, the opposite behavior harms charisma a great deal. First, we will explore what is meant by being cold. Second, we will look at why it is so bad for charisma. Finally, we will look at ways of avoiding this roadblock to charisma.

Charisma killing coldness can take a variety of forms. Generally, however, it will involve a person’s thoughts, words, or actions. Let’s take a look at some of the main examples of how these three aspects can come across as cold and why it is bad when they do.

Cold thoughts are some of the most damaging to have. Why? If you are thinking in a cold, compassionless way, it is almost certain to manifest outwardly in the way you treat, and come across to, other people. So what exactly does a “cold” thought look like? Some examples include: I don’t care about others, I only want to help myself, I don’t owe the world anything, or any other mode of thought which involves selfishness, or being closed off.

Cold words are verbal, or written, manifestations of a lack of compassion. It is important to note that many people make the mistake of coming across cold without meaning to. There are plenty of people who reduce their own charisma by using words that do not reflect how they really feel! Some examples of this include signing emails off in an abrupt manner, using language contrary to good manners, being overly “dry” or “technical” when speaking, or anything else that reduces the level of compassion, and therefore charisma, which is expressed through words.

In order to overcome the problem of speaking or writing, in a cold manner, it is important to get the feedback of someone neutral whom you trust. This should not be someone very close, such as a spouse or a relative, as they are unlikely to feel completely free to be honest with you. Someone in your professional network or a dispassionate friend is a good choice. Then, solicit actionable feedback from this person with regards to your choice of words, tone, and other aspects. Be sure to take their advice on board and make a definite and deliberate effort to become more charismatic through warmth.

Cold actions are the final aspect of coldness known to harm charisma. These can include a person’s body language and even the way in which one makes decisions. Cold body language is anything which runs contrary to the body language chapter found earlier in this book. It is easy to overcome—simply implement the principles relating to stance, gesture, facial expression, and so forth. Depending on how deeply cold body language is ingrained, it may take a long period of time to overcome. It is very much worth it, however, as cold body language is one of the fastest ways to kill charisma.

Cold decisions are a form of coldness that harms charisma greatly. What exactly is meant by a cold decision? Basically, any course of chosen action which seems to have been made without the feelings of others in mind can be seen as cold.

This doesn't mean that decisions can only be made which are pleasing to everyone. Far from it! Difficult choices still can, and should, be made. The important thing is to ensure that the appearance of care and consideration is given. As long as people have the perception that their needs have been considered, they are likely to forgive almost anything.

Inflexibility

Inflexibility is the final major roadblock to charisma which a person must actively seek to overcome. We will now take a look at exactly what inflexibility is, why it harms charisma so much, some of the situations in which it commonly occurs and how to overcome it.

So, what exactly is inflexibility? It is when someone has a very rigid view of the world and they are either totally unwilling, or very slow, to change the way they see things. This usually comes across as wanting things to be a certain way. Rigid people like a very predictable, routine life, and are disturbed to one degree or another when things do not match their model of the way the world should be.

Inflexibility is bad for charisma as it shows a leader is unable to deal with the world as it really is. People need to follow charismatic leaders who have a good, careful understanding of the way the world works. If someone is inflexible and rigid, it is indicative that they are living in an idealized version of the world, which fails to reflect the real circumstances. If someone cannot see the world as it really is, how can they be expected to operate effectively within it?

Inflexibility is also bad for charisma, as it means that people are only able to be influential when their situation at the time happens to conform exactly to their preference. Any deviation from this idealized reality hampers a leader's ability to act. As the ability to act is tantamount to charismatic influence, inflexibility is a serious form of self-sabotage when it comes to being charismatic, the final

aspect of the Charismatic Equation.

Inflexibility can occur in almost any situation, but there are some more common than others. Cultural inflexibility can occur either on a national or company level. Cultural inflexibility involves a leader being effective within the norms of their national culture, but ineffective outside of it. Company cultural flexibility occurs when a charismatic leader is only effective within a certain type of company context, for example, a bureaucratic company culture with strict rules or a more flexible company culture.

Interpersonal inflexibility is perhaps the most common, and also most serious, type of inflexibility that harms a person's charisma. This involves only knowing, or being able to show, one way of interacting with other people. As you have seen in the book's earlier chapters, it is absolutely vital to interact with people as individuals and to treat them accordingly. A way of communicating with one person is different from another and this must be clearly understood. If someone is interpersonally inflexible, they are unable to operate charismatically with the various types of people the world contains. They are therefore limited in the influence they can exert.

Overcoming inflexibility can be worked on in both specific and general ways. To overcome inflexibility in general, you should challenge yourself to find different, but equally effective, ways of operating. For example, make a list under any given heading, such as "communication." Then list all of the different ways in which you can communicate effectively. By doing this, you will show yourself that there is more than one valid way to be. This is powerful as it trains your mind to realize that there is no "one right way." Doing this exercise in different areas also provides practical ways of how flexibility can be applied, rather than merely understood.

Overcoming inflexibility in a specific area of life requires you to understand

exactly how you are inflexible in a certain area and why being that way is harming you. You might be aware of your inflexibility, but unaware of how to change it. Alternatively, you may not know the areas in which you are inflexible. Asking others and getting feedback can help with this.

Once you have identified a specific area in which you feel your inflexibility is a problem, it is important to get a clear picture of what a textbook flexible response to this situation would look like. Writing this down can help; for example, in the situation of cultural inflexibility, you could write down all of the ways in which someone who is culturally flexible would act, talk, and come across in general. By doing this, you can then find ways to apply these ideal behaviors to your own life and benefit from them by becoming more charismatic.

Final Thoughts

You now have a better understanding of the many ways in which charisma can be self-sabotaged and how this problem can be avoided. Understand that this chapter is not as comprehensive as your own insight. Once you understand charisma, you intuitively will be able to understand your own life and how charismatic it is. It is important to constantly think of charisma in a twofold way —improving charisma while removing roadblocks to charisma. By both developing certain behaviors and avoiding others, you are helping to ensure you live as charismatic life as possible. It is important to realize this is an ongoing process and you will experience setbacks along the way. As long as you are always aiming to move in the right direction, however, you are sure to become truly charismatic eventually.

Chapter 12: Charismatic Role Models Decoded

In this chapter, we will explore some of the key charismatic ideas found in this book in an applied way. The chapter takes a look at four of the most charismatic people found in our history, the ways in which they were charismatic, and the lessons that can be learnt and applied from each. The four individuals have been chosen as they all show the power of charisma in relation to leadership, and they are figures that most people will have a general awareness and knowledge of. This chapter's main aim is to show how charisma is a powerful force in the world and to analyze and decode the behavior of famously charismatic figures.

Martin Luther King Jr. has been chosen in particular for his mastery of charismatic language and emotional intelligence. President John F. Kennedy has been selected both for his charismatic life and also as an example of how charisma can provoke strong reactions in people. Winston Churchill has been used as a sign of how charisma can be found in people who may lack behaviors, traits, or appearances, which some people may assume are needed for charisma. Finally, cult leader Charles Manson has been chosen to show how charisma can have a very dark side and how its principles are not selective, but universal, regardless of morality.

For each of the four charismatic figures, their life will briefly be explored and related to charismatic ideas found in this book before specific lessons from each individual are extracted and applied.

Dr. Martin Luther King

Dr. Martin Luther King is a unique example of how charisma can not only impact upon individuals, but upon society as a whole. We will look at some of the achievements that this great man's charisma helped achieve and then seek to

understand how his example can be applied to everyday, modern life.

Dr. King was able to make the ideas of racial equality and fairness seem important to people who may never have had to consider them before. Although black citizens of America were acutely, painfully aware of the struggle of racial inequality, it is not something that the majority of the population may have particularly stopped to consider at the time. Dr. King was able to change that. How did he do this difficult task?

One of the reasons that King was able to impact upon people outside of the black community was due to his ability to make racial issues seem relevant to America as a whole, rather than just the black community specifically. How did he do this? By drawing on emotional and cultural intelligence to make complex ideas relatable, such as drawing upon the principles of the Constitution and showing how racial inequality ran contrary to some of the ideas and philosophies found in this document. The Constitution is important and close to the hearts of many Americans, so by making reference to it, King was able to make the racial struggle seem relevant to those who may not have thought about it before.

King was also able to use the ideas of intellectual and emotional intelligence working in parallel to impact upon people's hearts and minds simultaneously. How did he do this? Often within the same sentence, King was able to touch upon both the emotional and intellectual dimensions of a topic. This is a key example of both emotional and intellectual intelligence being needed to be truly charismatic. Not only are they both needed, they must be used together, rather than separately, to have the maximum amount of impact.

King is also a prime example of the charismatic power of empathy, understanding, and warmth. When you listen to King speak, or witness him interacting with others, it is clear that he seems to care deeply. He is not merely talking about his ideas in the abstract; they are close to his heart and his words

and deeds convey this level of sincere, personal care.

So how can you apply ideas from Dr. King to your own situation? There is no need to think his ideas apply only to the political or social dimension of life. Instead, they are universal. By looking at the way in which King combines intellectually and emotionally intelligent language, you can use this as a blueprint for your own words. No matter whether you are a professional operating within a career context or an individual operating within a romantic context, King's intelligence combination is a powerful charismatic force.

You can also model King's body language and facial expressions for your own benefit. For example, watch some footage of King greeting people. Look at the way in which he shakes their hands and his facial expressions, which seem to convey warmth and sincerity. You may find that you are inspired by these to try them in your own life and see if people respond well when you do.

President John F. Kennedy

If you ever read about President Kennedy you are sure to encounter the word "charisma" over and over again. Despite the fact that Kennedy is so frequently described as charismatic, there is often a lack of information regarding what exactly caused him to be perceived in this way.

One reason why Kennedy was so charismatic was his apparent vigor and enthusiasm. He was one of the youngest people to ever hold influential political status. At the time, the youth of America were enjoying a social status they rarely had before and Kennedy was representative of this trend.

Kennedy also came across as deeply compassionate. Much of his legacy relates to attempting to spread the cause of human rights around the world. This is an example of how projecting an image of warmth and care causes people to respond well to a leader. No one will ever know how much of this was for

political reasons or whether it was truly heartfelt. The lesson, however, is that as long as you come across as compassionate and caring, people will respond well.

Kennedy was also charismatic due to this seeming mixture of intellectual and emotional intelligence. Kennedy was able to show himself as compassionate and, therefore, emotionally intelligent. On top of this, however, Kennedy had a strong track record of academic performance at some of the most prestigious American institutions of learning. People respected the fact that their president was able to show intelligence in multiple ways.

So how can you draw upon the charismatic example of President Kennedy and make use of it in your own life? First, Kennedy shows how having a strong intellectual appearance, without bragging about it, can lead to increased levels of charisma. This doesn't mean that you need to become a leading academic. Instead, simply be aware of where your own academic strengths are and be confident about expressing them. When doing this, avoid the mistake of bragging, or showing off.

Kennedy's level of compassion can also be used as a charismatic example to follow in your own life. What made Kennedy so charismatic in this area? He was not simply caring when it suited him; he seemed to care deeply about all people. You can apply this by making sure to express compassionate words and sentiments about people who are outside your immediate circle of social closeness. So, for example, don't just be compassionate about your own family, friends, and colleagues; this is expected of almost everyone! You can stand out from the crowd by showing care and heartfelt good intentions towards people who have nothing to offer you in life. This is a sign of true compassion and is very charismatic to be around.

Winston Churchill

Winston Churchill is one of the most famous political leaders of all time and a prime example of how someone can be charismatic even if he or she lacks a “conventional” charismatic appearance. How exactly does this description apply to Churchill?

One of the most well known and famous facts about Churchill was that he suffered from depression. Churchill referred to this as his “black dog.” This description, in and of itself, is an example of the charismatic ability to boil down an idea that is complex and difficult into a succinct and understandable form. By being upfront about his depression, Churchill won the admiration of those who knew about it by displaying strength in the face of adversity. In the words of the man himself, “If you are going through hell, keep going.”

Another way in which Churchill was charismatic was his track record. Churchill had a range of military experiences in his lifetime and had witnessed conflict firsthand. This meant that people saw Churchill as a man who was able to understand and relate to war, not a distant, detached leader sitting in an ivory tower.

So how can the charismatic example of Winston Churchill be applied? First, Churchill’s depression is a key example of how a mental health condition does not exclude someone from being charismatic. If you happen to suffer from depression or any mental illness, realize that it will not automatically cause you to lack charisma. This does not mean you can ignore your condition; instead, understand it and take control of it. People will respect and admire you for being so brave and controlled in the face of adversity.

Churchill’s ability to make his own background something which is relatable, and therefore inspirational, is another way in which you can harness his charisma for your own purposes. How is this done? Whichever situation you are in, think of what the people you are trying to lead are going through. For

example, if you are a sales manager, have a clear understanding in your mind that the people you are leading are under immense pressure. By showing them that you yourself have been through this in your lifetime, they are likely to see you as a sympathetic, relatable figure. This makes them more likely to want to follow you.

Charles Manson

The inclusion of Charles Manson in this book is controversial. That does not make it wrong, however. Manson is not intended to serve as some kind of inspiration or role model worthy of emulation. Instead, Manson is included both as a warning and a lesson. Let's look at how Manson was charismatic to a lethal effect, literally.

In what way was Manson charismatic? He led a cult which committed some of the most notorious and graphic murders in American history. Manson himself, however, did not kill. He was simply able to inspire others to carry out evil deeds for him. How, exactly, did this occur?

Manson was able to come across as very charismatic to people by relating to them in a way they understood. He drew upon the cultural legacy of the era to make himself seem like a figure worthy of admiration, at least among his followers. He did this by portraying himself as wise and able to offer insight into the contemporary circumstance which was as powerful as it was unusual.

Manson was also notorious for using his body language, in particular his eye contact and facial expressions, to influence people. Many of his followers have since stated that his level of eye contact was almost hypnotic. Even during his trial, Manson frequently made flirtatious gestures to people in the courtroom, which they responded to. Take a moment to stop and think about that. A serial killer/cult leader was able to flirt successfully with people fully aware of the accusations against him. If that doesn't illustrate the power of charisma, nothing.

~~accusations against him. It may doesn't illustrate the power of charisma, nothing~~
does.

So, what lessons can be learned and applied from Charles Manson? The first lesson to take on board is cautionary in nature. If you find yourself responding favorably to a charismatic individual, question carefully what their motives are. Be sure you are comfortable and OK personally with their intentions for you. This applies to the world of business as well as the world of romantic relationships.

You may also draw lessons from Manson's charismatic body language. Obviously, do not use this to start your own cult! However, you can use strong eye contact and the ability to be physically at ease around those you lead for your own, hopefully noble purposes.

Chapter 13: Charismatic Conclusions

You now have a complete picture of what it takes to become charismatic in various areas of life. Let's take a moment to recap our Charismatic Equation.

A Charismatic Personality + Charismatic Actions + Charismatic Words = The Charismatic Process or Being Charismatic

You know the various inner dimensions of charisma that must be developed and how these lead to potential, or inner, charisma. You also know how these alone are not enough; to be truly charismatic you must express your inner charisma outwardly through the use of charismatic actions and words. You have a clear understanding of what these both are, and how they can be used in various situations.

One of the most important lessons you need to take away from this book is that the inner dimensions of charisma are not something that can be overlooked. Without them, the most you will ever achieve in life is giving an appearance of superficial charm. While this shallow imitation of true charisma may serve you in some situations, it is likely to leave you unsatisfied, and leave you open to the threat of people seeing straight through you and not wanting to follow you.

You should also be sure to heed the warning of the chapter listing the behaviors that hurt charisma. Consider charisma to be a fragile house of cards. It will take you a very long time to build, but it can be destroyed in an instant. Therefore, you need to always think of developing charisma in two ways: developing positive behaviors and avoiding negative behaviors.

Charismatic figures from history have also been offered to you as both a warning and an inspiration. You are urged to never stop seeking out additional charismatic figures. Now that you know what charisma is and is not, you have

the toolkit you need to analyze any given human being and see how charismatic he or she may be. In this sense, charisma is like a lens through which to see the world. Never stop looking at the world in this way.

Perhaps the most important thing for you to keep in mind once you finish this book is one single word: application. Knowing about charisma is important, in fact vital. But, if you want to have a more satisfying career, a more authentic relationship, and a more impactful interpersonal life, you need to apply these ideas.

Know that charisma is not all or nothing. It exists in degrees. You will not go from “zero to hero,” so to speak, overnight. Like anything in life, there are no cheat codes for charisma. You need to be willing to put in the work and to strive with conscious effort to become a more charismatic person in every aspect of your life.

Once you have developed the charismatic ability for yourself, you may wish to use the tools and techniques you now possess to help others as well. If you are a manager, think how effective your staff will become if their own levels of charisma increase. If you have a family, imagine the satisfaction your children will experience should they increase their charisma in various ways. Understand charisma is one of the most powerful and important gifts you can give. Be generous with it.

Finally, please use your powers for good. Charisma is absolutely powerful beyond measure, as examples of charismatic evil, such as Charles Manson show. Understand that your charisma will give you unimagined levels of influence over almost anyone. How you utilize this is up to you. Just be careful.

You now are a potential master of life’s most powerful weapon. What will you do with it?

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