

# Chapter 3

## Charismatic and Transformational Leadership

LEADERSHIP: Research Findings, Practice, and Skills

Andrew J. DuBrin, 8<sup>th</sup> Edition

# CHAPTER OUTLINE

- The Meanings of Charisma
- Charisma: A Relationship Between the Leader, Group Members, and Other Stakeholders
- The Effects of Charisma
- Three Types of Charismatic Leaders
- Characteristics of Charismatic Leaders
- The Vision Component of Charismatic Leadership
- The Communication Style of Charismatic Leaders
- Leadership by Inspiration
- Leadership by Storytelling
- Extensive Use of Social Networking
- The Development of Charisma
- Techniques for Developing Charisma
- Transformational Leadership
- How Transformations Take Place
- Attributes of Transformational Leaders
- The Impact of Transformational and Charismatic Leadership on Performance and Behavior
- Concerns about Charismatic Leadership
- Challenges to the Validity of Charismatic Leadership
- The Dark Side of Charismatic Leadership
- Summary
- Key Terms
- Guidelines for Action and Skill Development
- Leadership Case Problem A
- Leadership Case Problem B
- Note

# Learning Objectives

- Describe many of the traits and behaviors of charismatic leaders.
- Explain the visionary component of charismatic leadership.
- Explain the communication style of charismatic leaders.
- Have an action plan for developing your charisma.
- Explain the nature of transformational leadership.
- Identify several of the impacts of charismatic and transformational leadership on performance and behavior.
- Describe the concerns about charismatic leadership from the scientific and moral standpoint.

# The Meanings of Charisma

- Variety of definitions:
  - *Greek word meaning “divinely inspired gift”*
  - *Special quality of leaders whose purposes, powers, and extraordinary determination differentiate them from others*
  - *Having a charming and colorful personality*
- The various definitions above have a unifying theme:
  - Charisma is a positive and compelling quality that makes many others want to be led by the person who has it.

# Charisma Relationship

- Charismatic leadership involves the **ATTRIBUTIONS** made by group members about the characteristics of leaders and the results they achieve.
- When group members **PERCEIVE** a leader to have a certain characteristic, the leader will more likely be perceived as charismatic.
- Charismatic leaders use impression management to cultivate their relationships with group members.

# Effects of Charisma

- The impact of charisma is mostly found in the positive affect the charismatic leader triggers in a group.
- With a charismatic leader, group members:
  - Are happier
  - Have increased productivity and reduced stress due to positive mood
  - Trust the leader's beliefs
  - Have affection for the leader
  - Identify with and attempt to emulate the leader
  - Have emotional involvement in the mission
  - Have heightened goals
  - Feel they will be able to accomplish or contribute to the accomplishment of the mission

# Types of Charismatic Leaders

- **Socialized Charismatics**

- Restrain the use of power in the interest of others.
  - Their followers have a clear sense of self and values.

- **Personalized Charismatics**

- Use power to serve their own interests.
  - Their followers tend to be obedient, submissive, and dependent.

- **Celebrity Charismatics**

- Overlap their public celebrity with socialized & personalized traits.

# Characteristics of Charismatic Leaders

- Visionary
- Masterful communication skills
- Ability to inspire trust
- Ability to make group members feel capable
- Tactful in social situations
- Energy and action orientation
- Emotional expressiveness and warmth
- Romanticize risk
- Unconventional strategies
- Self-promoting personality
- Test employees
- Dramatic and unique



# Vision Component of Charismatic Leadership

- **VISION** – The ability to imagine different and better future conditions and ways to achieve them.
- Charismatic leaders inspire others with their visions, which are often lofty, long-term goals.
- Being a *visionary* is far from an ordinary task, and recent research in neuroscience suggests that visionary leaders use their brain differently from others.
- Leaders implement their vision by using vision statements and involving a wide range of employees in the process.

# Communication Style of Charismatic Leaders

- Charismatic leaders utilize a colorful, imaginative, open, and expressive communication style.
- **Leadership by Inspiration**
  - Articulating a highly emotional message
    - Using metaphors and analogies
    - Gearing language to different audiences
- **Leadership by Storytelling**
  - Inspiring and instructing by telling fascinating stories
- **Extensive Use of Social Networking**
  - Face-to-face networks
  - Social networking sites

# The Development of Charisma

- Create visions for others
- Be enthusiastic, optimistic, and energetic
- Be sensibly persistent; almost never say “no”
- Remember people’s names
- Develop synchrony with others
- Develop a personal brand, including making an impressive appearance
- Be candid
- Display an “in-your-face” attitude

# Transformational Leadership

- Focuses on what the leader accomplishes, yet it still pays attention to the leader's personal characteristics and his/her relationship with group members.
- Helps bring about major, positive changes by moving group members beyond their self-interests and towards the good of the group, organization, or society.
- Essence is in developing and transforming people.
- In contrast, TRANSACTIONAL leadership is focused on routine transactions and rewarding group members for meeting standards.

# How Transformations Take Place

## THE LEADER:

1. Raises people's awareness
2. Helps people look beyond self-interest
3. Helps people search for self-fulfillment
4. Helps people understand need for change
5. Invests managers with a sense of urgency
6. Commits to greatness
7. Adopts long-range broad perspective
8. Builds trust
9. Facilitates proactive behavior
10. Concentrates resources where most needed

TRANSFORMATIONS

# Attributes of Transformational Leaders

- Are charismatic
  - Agreeable, extroverted, optimistic, and open
- Score high on emotional intelligence
- Create a vision
- Encourage the personal development of others
- Provide supportive leadership
- Practice empowerment
- Think innovatively
- Lead by example
- Utilize moral reasoning

# Impact of Transformational Leadership

- Transformational leadership, at its best, can arouse followers to a higher level of thinking.
- It can appeal to the ideals and values of constituents, in turn enhancing commitment to a vision.
- Group members become more responsible because they are inspired.
- Workers who report to transformational leaders have a more positive mood.

# Concerns About Charismatic Leadership

- Charismatic leadership has been challenged from two major standpoints:
  - **Validity of the Concept**
    - Some doubt charisma can truly be defined or measured
    - *Leadership polarity* indicates leaders are often either revered or vastly unpopular
    - May not even be necessary for leadership effectiveness
  - **Misdeeds of Charismatic Leaders**
    - Charismatic leadership can be exercised for evil purposes
    - Some charismatic leaders are unethical and lead their organizations and outsiders toward illegal and immoral ends



# Summary

- Charisma is a special quality of some leaders that differentiates them from others.
- Charismatic leaders often contribute to group members' attributions of their charismatic qualities through impression management.
- Much of the impact of charisma is based on the positive affect (emotion) the charismatic leader triggers among the group members.
- There are three types of charismatic leaders: socialized, personalized, and celebrity.
- Charismatic and transformational leaders are able to articulate a vision in a way that inspires others.
- There may be a dark side to charismatic leadership.