

# Charismatic Leadership

*The skills you can learn to motivate  
high performance in others*

Kevin Murray

# CONTENTS

## PART ONE

### **An introduction to charismatic leadership 1**

- 1 Why you need charisma... and what this book will teach you 3
  - You have the wrong idea about charisma 4
  - Defining charisma 5
  - Different kinds of charisma 6
  - The traits and skills of charismatic leadership 7
  - What you can learn from this book 9
  
- 2 The five traits of charismatic leaders 10
  - The skills of charismatic leadership 11
  - Integrating skills 18

## PART TWO

### **Authenticity 21**

- 03 How to be a great manager... by managing who you are being 23
  - The trust gap 25
  
- 04 Authenticity skill 1: Practise honesty and integrity 26
  - Honesty wins respect 27
  
- 05 Authenticity skill 2: Have and live a personal mission 30
  - The conviction to prosecute an agenda 31
  
- 06 Authenticity skill 3: Be more visible, and be visibly committed 38
  - Visible leadership 39
  - How can I help? 40

- 07 Authenticity skill 4: Be more self-aware 42  
Developing self-awareness 43
- 08 Authenticity skill 5: Exercise your humility 47  
Charismatic leaders listen more than they speak 48

PART THREE

**Personal power 51**

- 09 How to have a more powerful presence 53  
Defining power 54
- 10 Powerful skill 1: Display a leadership mindset 56  
Adopt the right leadership mindset 57  
Certainty has a powerful positive effect on our brains 58
- 11 Powerful skill 2: Be positive and optimistic 60  
Charismatic leaders give others confidence 61  
Optimism requires wisdom 61  
Being more optimistic 62
- 12 Powerful skill 3: Be energetic and passionate 65  
Passion doesn't have to be boisterous 66  
Maintain your own energy levels 66
- 13 Powerful skill 4: Be assertive 68  
Stand up for your convictions, respectfully 69  
Encourage civility, at *all* times 70
- 14 Powerful skill 5: Look and sound the part 72  
No escape from scrutiny 73  
Take control of your body language 74

## PART FOUR

**Warmth 79**

- 15 How you make people feel determines how they perform 81  
Think about your impact on others 82  
Be *affective* to be *effective* 83
- 16 Warmth skill 1: Be more engaging 85  
Think of your employees as guests 86  
Use their name and pay a compliment 87
- 17 Warmth skill 2: Be a better, more attentive and empathetic listener 90  
The listening contract 91  
The direct link between empathy and commercial success 92  
Poor listening cuts a leader adrift 94
- 18 Warmth skill 3: Be more respectful 96  
Never fail to be respectful: encourage respect 97
- 19 Warmth skill 4: Be more appreciative 99  
Praise triggers neurochemicals that enable creativity 100  
Praise the unsung heroes 101
- 20 Warmth skill 5: Be more inclusive 104  
Employees with choice buy in to change 105  
Innovation is better with diverse teams 106

## PART FIVE

**Drive 109**

- 21 How a cause can power your charisma 111  
A dream not a nightmare 112  
Leaders are compelling when they have a cause 113  
Agents of change looking for trouble 114

- 22 Drive skill 1: Develop and articulate a compelling cause 115  
A purpose vs a vision statement 116  
Purpose inspires customer-caring staff 117  
Does your purpose inspire customers? 119
- 23 Drive skill 2: Bring customers into every team meeting and decision 121  
Charismatic leaders just love customers 122  
Tell customer stories all the time 123
- 24 Drive skill 3: Align everyone's goals to a common vision 125  
Charismatic leaders give autonomy to staff 126  
Values are more powerful than rules 127
- 25 Drive skill 4: Deliver autonomy through a freedom framework 129  
How boundaries give freedom 130  
Spend time inspiring confidence in your team 131  
Praise more to be seen as charismatic 131
- 26 Drive skill 5: Develop a culture of continuous improvement 133  
Broadcast every good idea 134  
Be visibly excited about good ideas 135

## PART SIX

### **Persuasiveness** 137

- 27 How charismatic leaders connect and persuade 139  
Charisma can change the mood in a room 140  
'We' instead of 'you' 140  
Great leadership requires the ability to persuade 141
- 28 Persuasiveness skill 1: Understand and connect with audiences better 143  
What emotional state is your audience in? 144

- Persuasive communication is a process 144
- Understand how they are reacting, or you have not communicated 145
  
- 29 Persuasiveness skill 2: Have courageous conversations that enable change 147
  - Person-to-person conversations 148
  - Conversations start before you enter the room 149
  - Don't take it personally 150
  - Guide conversations, with care not to shut down people 151
  - Turn up more often 152
  
- 30 Persuasiveness skill 3: Take a stand with a powerful point of view 154
  - A powerful point of view is liberating 155
  - How to frame a point of view 156
  
- 31 Persuasiveness skill 4: Tell stories that change everything 160
  - A moment of inspiration 161
  - Great stories are under our noses 161
  - What's the format for a good story? 162
  - Let people come to your message 163
  
- 32 Persuasiveness skill 5: Be a good speaker on stage 166
  - How to prepare for a talk 167

## PART SEVEN

### **Understanding and measuring charisma 171**

- 33 The chemistry of charisma 173
  - We all want to be recognized 174
  - The 80 billion neurons in our brains 175
  - The biggest chemical hit is from danger 177
  - Change triggers the threat response 181
  - How charismatic leaders create positive behaviours 182
  - An exclusive focus on numbers shuts down the brain 184

- 34 Why charisma is essential in a digital world 185
- Massive changes to society and work 186
  - A new kind of manager for a new age 187
  - Soft skills are a business imperative 189
  - Improving drive and motivation is essential to success 190
- 35 The dark side of charisma 192
- Strong charismatics can dominate teams 193
  - Charisma alone is not enough 194
  - Bad managers kill companies 195
  - How to be the opposite of charismatic 196
- 36 What's the shape of **your** charisma? 203
- Some charismatic leaders can be demotivating or toxic 204
  - How different shapes have different effects 205
  - Well-balanced charisma 209
  - The business benefits of charisma 210
  - Which soft skills do employees most want from managers? 213
  - How the marking differed between managers and employees 215
  - How inspiring are managers? 217
- 37 How to measure your own charisma and determine your shape 219
- Step 1: Complete the self questionnaire 220
  - Step 2: Plot your charisma shape 220
  - Step 3: Compare your shape with others 221
  - Step 4: Plot your employees' marks 221
  - Step 5: Understand the gaps 221
  - Step 6: Get help 222
  - Your team has more potential than you imagine 223
- Appendix: The tools* 224
- Acknowledgements* 234
- About the author* 236
- Index* 237