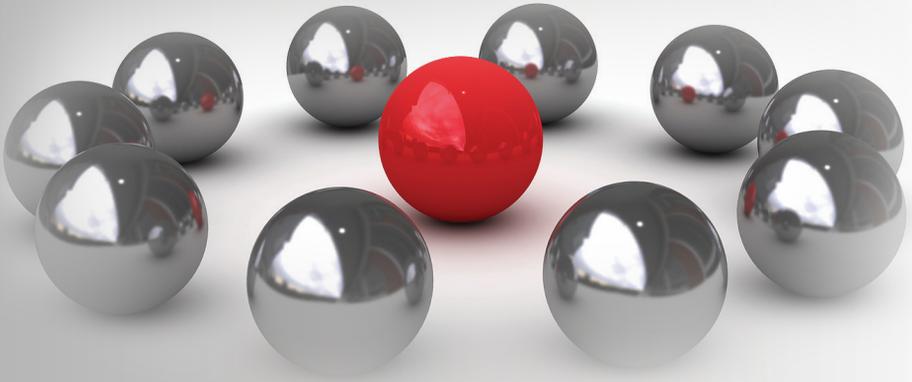


DEIRIC McCANN  
WITH BUD HANEY & JIM SIRBASKU

# LEADERSHIP CHARISMA



A STEP-BY-STEP  
GUIDE TO  
BECOMING A MORE  
SUCCESSFUL AND  
CHARISMATIC  
LEADER



**W**ould you like to be a successful charismatic leader and get extraordinary results from your people?

Charisma for its own sake is good for little more than your ego – but put it to work in service of your business and its impact can be enormous. Focused properly, leadership charisma fosters an environment where every one of your people has a positive and energetic attitude, is emotionally and intellectually committed to your vision, and is inspired to contribute his or her very best.

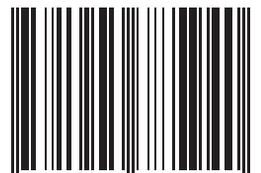
In this book you'll read how new research with more than 40,000 leaders shows precisely what successful charismatic leaders do to develop their personal and commercial charisma.

Following our step-by-step guide, you will not only learn how to be more personally charismatic, but also harness your charisma to achieve superior bottom-line results for your business.



Book jacket designed by Steve Kadjan  
([web.me.com/stevekadjan](http://web.me.com/stevekadjan))

ISBN 978-190578594-0



9 781905 785940 >

# LEADERSHIP CHARISMA

**You are free to share this sample of Leadership Charisma with anyone you please.**

This extract is protected by a Creative Commons Licence. That means that it's entirely legal for you to share it openly with anyone you please – as long as you share it only in its entirety, making no modifications whatever, and do not use it for any commercial purpose. So please – send it on to anyone you think would be interested in becoming a more successful and charismatic leader. For detailed information on the Creative Commons Licence applied to this book please check:

<http://creativecommons.org/licenses/by-nc-nd/3.0/>.

I'd really appreciate it if you'd consider sharing this extract with your networks by clicking on the Retweet or Facebook icons below.



# Leadership Charisma

Deiric McCann  
with Bud Haney & Jim Sirbasku

the  
liffey  
press

The Liffey Press  
Ashbrook House, 10 Main Street  
Raheny, Dublin 12  
Ireland  
Tel: +353 1 851 1458 Fax: +353 1 851 1459 E-mail: [info@theliffeypress.com](mailto:info@theliffeypress.com)

Copyright © 2010 Deiric McCann

First Edition

ISBN 978-1-905785-94-0

Published in the US by S & H Publishing Company:  
ISBN 978-0-9742221-8-9 (Hard Cover) ISBN 978-0-9742221-9-6 (Soft Cover)

### **Trademarks**

Trademarked names appear throughout this book. Rather than list the names and entities that own the trademarks or insert a trademark symbol with each mention of the trademarked name, the publisher states that it is using the names only for editorial purposes and to the benefit of the trademark owner with no intention of infringing upon that trademark.

### **Warranty Disclaimer – Limit of Liability**

The author and publisher of this book have used best efforts in preparing the content. The authors and publisher make no representations or warranties with respect to the accuracy, applicability, fitness or completeness of this work. They disclaim any express or implied warranties, merchantability, or fitness for any particular purpose. The author and publisher shall in no event be held liable for any loss or other damages, including but not limited to special, incidental, consequential, or other damages.

Printed in Spain by GraphyCems ([www.graficascems.com](http://www.graficascems.com))

## **ORDERING**

### **Quantity Sales**

Discounts are available to corporations or others purchasing in large quantities. For details please contact The Liffey Press at the address above.

### **Individual Sales**

Liffey Press publications are available through all good bookstores, and directly from The Liffey Press (contact details above).

### **College Textbook/Course Use; Orders by US Trade Bookstores and Wholesalers**

Please contact The Liffey Press (contact details above).

**Editing, Design and Layout:** Alicia McAuley Publishing Services ([www.aliciamcauley.com](http://www.aliciamcauley.com))

**Proofreading:** The Grammar Geek ([www.thegrammageek.com](http://www.thegrammageek.com))

**Original Photographs:** Deasy Photographic ([www.deasyphotographystudio.ie](http://www.deasyphotographystudio.ie))

**Jacket Design:** Steve Kadjan ([web.me.com/stevekadjan](http://web.me.com/stevekadjan))

**Model (Chapter 8):** Karen Houlihan

# Endorsements for *Leadership Charisma*

‘*LEADERSHIP CHARISMA* LOOKS at a style of leadership long presumed to be unattainable for most people not “naturally” born “charismatic” ... and gives people real, tangible and quantifiable tools and behaviours they can immediately use to increase their personal effectiveness. This is one of the few resources I know that delves deeply into why this style of leadership is so effective, how it can be used and applied by anyone and how it can be implemented in any organisation. If you are looking for a resource that will help you passionately share a vision and purpose – and enlist others to help you make that happen – this book is for you.’

— Brad Sugars, founder and chairman, ActionCOACH

‘*Leadership Charisma* addresses one of the most important and often overlooked parts of leadership: building a style of behaviour and communication that inspires, motivates and brings people together toward the organisation’s goals.’

— Josh Bersin, president and CEO, Bersin & Associates

‘*Leadership Charisma* has taken the mystery out of what it takes to become an effective and charismatic leader. They have created a blueprint that is brilliantly organised and insanely easy to follow. Just add your own commitment and hard work and you are on your way to leadership success.’

— Sam Reese, CEO, Miller Heiman

‘Yes! Charismatic leaders can be created and this book explains how to do it. A must-read for anyone who manages others. Enlightening, effective and easy to follow.’

— Mark Hamdan, CEO, HRsmart

‘From the title of the book, *Leadership Charisma*, one thinks, “What on earth could they write about? Either leaders have charisma or they don’t.” After the first chapter, you quickly realise that leadership charisma can be learned. The authors have done an excellent job of succinctly yet thoroughly explaining how to develop charisma and how to discern when others have it. A quick and effective read.’

— Pamela Hernandez, executive vice president, operations and strategy,  
Woodmen of the World

‘This is a book that has all the answers to your questions. If you want to get ahead, it is a must-read!’

— Bernard Rapoport, chairman emeritus and founder,  
American Income Life Insurance Company

‘I strongly believe that organisational culture and values drive success and the organisational leader sets the tone. Research to define the behaviours that can generate such leadership charisma and, therefore, help leaders set the tone, is key to redefining organisations. Kudos for developing this research!’

— Dana Gibson, PhD, CPA, president, Sam Houston State University

‘Leaders can be made and *Leadership Charisma* offers a roadmap. Years of research and experience have yielded an invaluable guide for people wishing to develop or improve

their leadership skills. It is applicable professionally in the largest of businesses as well as personally in the home for those wishing to improve parenting skills. *Leadership Charisma* should be required reading for anyone who leads or wants to lead a group, large or small.'

— David Sibley, DDS, MSD, JD, former state senator, Texas

'*Leadership Charisma* is the ultimate read for those seeking to reach the summit in personal leadership development.'

— Joe Fertitta, senior vice president, western regional marketing,  
MGM Marketing



# Dedication

**W**E WERE JUST three months into writing this book when Jim Sirbasku passed away suddenly.

Jim had an enormous impact on the lives of everyone he came to know. In announcing Jim Sirbasku Day, Terry Stephens, chairman of the Waco Chamber of Commerce, opened his talk with words that summed Jim up perfectly:

The thing I remember most about Jim Sirbasku was his enthusiasm. When you met Jim Sirbasku, whether it was the first time or the hundredth time, he was glad to see you – and you knew he was glad to see you.

His persona was one of enthusiasm and high energy, and he poured that energy into the people he met and the people he worked with ...

There is no act more charismatic than making people enthusiastic and hungry for life.

Jim's energy and enthusiasm were some of the classic charismatic qualities this book talks about, and his larger-than-life and hugely charismatic spirit lives on in each and every one of these pages.

This book is dedicated to Jim's memory on behalf of the tens of thousands of people whose lives he touched – and who will always feel his loss deeply, as I do.

Deiric McCann  
1 March 2011



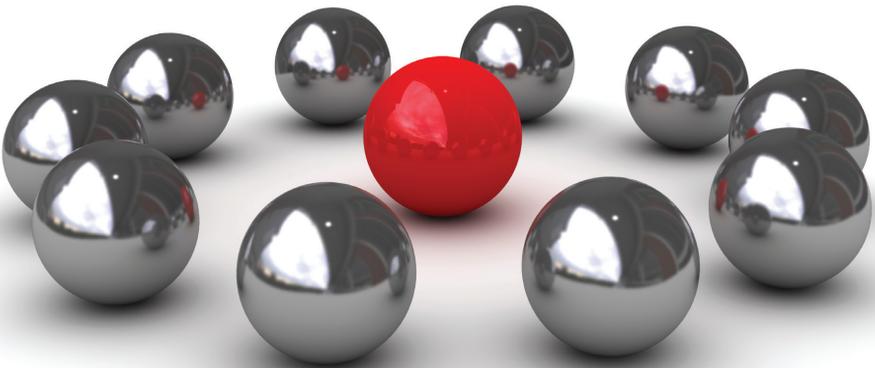
# Contents

|   |     |
|---|-----|
| 1. The Importance of Leadership Charisma                | 1   |
| 2. The Leadership Charisma Model                        | 17  |
| Step 1 – Make a Decision to Become a Charismatic Leader | 27  |
| Step 2 – Build a Foundation for Your Charisma           | 31  |
| 3. Live in the Present                                  | 37  |
| 4. Visualise Your Success                               | 47  |
| 5. Control Your Mind                                    | 61  |
| 6. The Haney-Sirbasku Success System                    | 71  |
| Step 3 – Fine Tune Your Physical Charisma               | 83  |
| 7. The Charismatic First Impression                     | 91  |
| 8. The Charismatic Smile                                | 99  |
| 9. The Eyes Have It                                     | 111 |
| 10. The Charismatic Impact of Touch                     | 117 |
| 11. Charismatic Gestures                                | 129 |
| Step 4 – Create a Charismatic Leader’s Persona          | 143 |
| 12. Charismatic Communication                           | 151 |
| 13. Inspire with Your Vision                            | 189 |
| 14. Be Contagiously Energetic and Enthusiastic          | 209 |
| 15. Be a Beacon of Positivity                           | 223 |
| 16. Be <i>the</i> Expert in Your Field                  | 237 |
| 17. The Charismatic Power of Belief in People           | 249 |

|  |     |
|--|-----|
| 18. Recognise the Greatness in Others                    | 265 |
| 19. So Where Now?  | 277 |
| Appendix I: The DNA of Leadership Charisma: The Research | 281 |
| Appendix II: Sample Goal Word Picture                    | 293 |
| Selected Bibliography                                    | 295 |

# The Importance of Leadership Charisma

1





**W**OULD YOU LIKE to dramatically improve the results you get from the people who work for you, become dramatically more productive and successful and at the same time develop an impact on others that sets you apart from all other leaders around you?

Would you like to be one of those leaders who seem to have a natural gift with everyone they meet, which makes them more successful in all aspects of their business and personal lives? That's what leadership charisma can do for you.

The world of business has seen some tough times over the last few years, and in these challenging times all of us have struggled to come up with a magic formula for success. There is just one formula for achievement in modern business – get your people on board and invested in your success and the success of your organisation. All other things being equal, business success comes down to people.

If your employees are totally dedicated to the business, if they buy into the organisation's vision and are prepared to do all that they can to ensure that this vision comes to pass, then the business is more likely to be successful.

This is why the concept of 'employee engagement' has garnered so much attention over the last few years. The Conference Board defines employee engagement perfectly as: 'a heightened emotional connection that an employee feels for his or her organisation, that influences him or her to exert greater discretionary effort to his or her work'. As you'll see shortly, leadership charisma and employee engagement are inextricably linked. In fact, it is extraordinary that this is the first book ever to identify that link and to detail how forward-looking leaders can exploit it to extract tremendous productivity from willing people.

The Towers Perrin Global Workforce Study surveyed nearly 90,000 employees in 18 countries. They observed:

In one recent study we looked at fifty global companies over a year, correlating their employee engagement levels with their financial results. The companies with high employee engagement had a 19% increase in operating income and 28% growth in earnings per share. Conversely, companies with low levels of engagement saw operating income drop more than 32% and earnings per share decline 11%.

*Gallup Management Journal's* Employee Engagement Index reported that in the USA 17 per cent of employees are positively disengaged, 54 per cent of employees are not engaged and a disappointing 29 per cent are engaged. They estimated that the cost of disengaged employees was between \$250 and \$350 billion *per annum*. The impact is equally high everywhere else in the world.

What's clear is that organisations with high employee engagement are dramatically more successful than those with low employee engagement (not to mention actual disengagement) where it counts most – on the bottom line.



Employee engagement is essential for success in our challenging modern business environment – it's all about people.

One of the questions at the forefront of every results-orientated business leader's mind must therefore be: how do I develop higher levels of engagement in my people? There are many measures of just what it is that creates an environment where employees are engaged in this manner, and almost as many programmes for developing such an environment. Most are aimed at making direct changes in employees' environment and work conditions. This is all valuable, but it ignores an extremely important piece of this complex puzzle.

### The Missing Link

What's frequently forgotten is the prime mover in creating an environment of engagement – the leader.



*Fortune* magazine's '100 Best Companies to Work for' study revealed that an engaging workplace is driven by three interconnected relationships:

- The relationship between employees and management.
- The relationship between employees and their jobs/company.
- The relationship between employees and other employees.

Let's look at those first two points. This is often overlooked: employee engagement, and all the positive business benefits it brings with it, is largely driven by those we put in charge – the managers and leaders at all levels of our organisations. Anyone who supervises or leads people has an enormous impact on engagement, for better or worse. From the first two points in the *Fortune* quotation it is clear that at least two-thirds of the responsibility for an engaging environment falls on the leader and, of course, the influence of the leader can be critical in the third point.

This is the often-forgotten reality of employee engagement: if the leader is not creating an engaging environment, then, no matter what else you do, your people will not be engaged.

And this is where the concept of charisma in leaders starts to become very interesting indeed.

### Leadership Charisma and Employee Engagement

Arthur C. Clarke famously said, 'Any sufficiently advanced technology is indistinguishable from magic.' It is a classic human tendency to describe anything we do not fully understand in magical or mystical terms.

The ancient Greeks observed that some people, generally their leaders, had what they perceived to be a mysterious quality that enthralled others and made them want to follow them. Because they didn't understand what this

quality was, and because they couldn't quite pin it down, they decided that it must be a magical or God-given gift. They even created a special word for this mysterious attribute. They called it *kharisma* – 'a divinely conferred gift or power' ([www.dictionary.com](http://www.dictionary.com)).

That word from ancient Greece has found its way, largely unchanged, into many modern languages. In all of those languages you'll find definitions of charisma similar to the one the Greeks used several thousand years ago. In one modern dictionary charisma is defined as 'a gift or power believed to be divinely bestowed' (Encarta Dictionary: [encarta.msn.com](http://encarta.msn.com)).

If you look at some of the other dictionary definitions of charisma, however, it becomes obvious that there is more than a passing connection between charisma and employee engagement. Look at the definitions of employee engagement and charisma below. The observation of the closeness of these two definitions was the genesis of this book.

| Employee engagement  | Charisma  |
|--|---|
| '... a heightened emotional connection that an employee feels for his or her organisation, that influences him or her to exert greater discretionary effort to his or her work'.<br>(The Conference Board) | '... a special quality of leadership that captures the popular imagination and inspires allegiance and devotion'.<br>( <a href="http://www.yourdictionary.com">www.yourdictionary.com</a> ) |

What is abundantly clear is the direct connection between a leader's charisma and business results. Employee engagement drives business results; charismatic leaders bring people on board, driving employee engagement. So focusing on becoming a more charismatic leader is a clear way to obtaining superior results from people.

Director of Research at the Rofley Park Institute, Jo Hennessy, put it perfectly:

‘Charismatic leaders can gather people behind them. They’re inspiring and strong and, if they’re able to engage staff, the results will follow.’

The most dangerous leadership myth ... asserts that people simply either have certain charismatic qualities or not. That’s nonsense; in fact, the opposite is true. Leaders are made rather than born.

— Warren Bennis, leadership scholar



### You Can Be a Charismatic Leader

The reason that most people confer magical status on charisma is that they mistakenly think of it as an attribute that an individual possesses – and nothing could be further from the truth.

Charisma is not an attribute, but a perception one person has of another whose personality he or she finds appealing. No one can be charismatic on his or her own. It takes two people – one to observe what he or she describes as charisma and another to behave in a manner that the observer perceives as being charismatic.

Charisma is truly like beauty – in the eye of the beholder. If I find you charismatic, then, for me at least, you are.



Charisma is simply the combination of the impact of a wide variety of behaviours that people observe practised, consciously or unconsciously, by those they term charismatic.

Ask ten people to explain why they find someone charismatic and you’ll probably get ten different answers. Some will talk about the person’s ability to

speak in an inspiring manner. Others will describe his or her genuine friendliness. Still more will talk about the interest he or she shows in other people's well-being. And others will mention many more things, which we'll explore later in this book.

And they would all be right – charisma is whatever others observe it to be.

Charisma is a term applied to us when someone likes the combination of how we behave, the actions we take, the face we present to the world, the words we use, our body language and myriad other things. All of these contribute to a greater or lesser degree to our perceived charisma. So charisma is not a particular quality that a person either possesses or doesn't possess; and it's based on behaviours, so it's definitely not something that is innate.

When you think of charisma in this manner then it becomes clear why some people are perceived as charismatic in one setting but not another. Someone who has developed superior oratory, presentation and performance skills may come across as a charismatic speaker when addressing a group of hundreds of people, but be singularly uncharismatic immediately afterwards when talking one to one with members of the audience – because of a lack of one-to-one social and communication skills. Similarly, someone may be charismatic for one group of people who find his or her behaviours appealing and not at all charismatic to a group of people who do not.

Everything we do contributes to or detracts from our charisma. Those who are charismatic simply display more of the behaviours that promote a 'charismatic response' in those others who matter to them. Some people do this quite effortlessly – there is something in their genes or in their upbringing that makes this the most natural thing in the world; the rest of us must learn how. And learn we can.

The good news is that, because charisma is based on behaviour, it can be measured – and it can be cultivated. Anyone can decide to become more charismatic and, simply by assimilating the behaviours that will be deemed charismatic by his or her target audience, that person can raise his or her perceived charisma in pretty much any situation.

This is especially good news for business leaders, for whom charisma is an absolutely indispensable element of success in modern business.

If you wish to, you can become a genuinely charismatic leader.



### Leadership Charisma: Two Core Principles

As we wrote this book we continually searched for any overriding principles that explained why people react charismatically to one person and not to another. We found that looking at things from the perspective of those perceiving charisma is very enlightening, and doing so provided us with two principles – ‘WIIFM?’ and the ‘Charismatic Equation’ – which will be extremely useful in helping you determine whether any planned action or behaviour you might consider will have any charismatic impact upon those who work for you.

We mention both several times throughout the book to draw your attention to how two such simple ideas can be extraordinary predictors of what will be seen by others as charismatic behaviour or charismatic leadership.

#### **‘What’s in It for Me?’ (WIIFM?)**

This is not as cynical as it might sound, but when you strip away all of the niceties, all the layers of ‘proper’ behaviour that define the way we act and interact with others, all the social norms and so on, self-interest tends to inform most of what we do.

It’s that simple. That’s why the WIIFM acronym is one of the most recognisable in the lexicon of every English-speaking businessperson.

Before doing anything asked of them, even the most altruistic people, at least unconsciously, ask, ‘What’s in it for me?’ And if the answer is ‘nothing’ then they generally don’t do what’s asked unless they’re coerced into it.

Those who are charismatic are always appealing in some real way to the wants and needs of those upon whom they have a charismatic impact. They always answer the WIIFM question. Think of any situation where an individual is considered charismatic by

any group of people and you'll see how she or he is, to some extent, giving them what they want or need at that point in time.

### **The Charismatic Equation**

The Charismatic Equation describes how charismatic people meet a fundamental and universal human need in those they interact with – the need to feel positive about oneself and one's situation. The Charismatic Equation states simply:

The extent to which you are perceived as being charismatic is directly proportional to the extent to which people either feel or fare better after each interaction with you.

Make a positive difference in the way people feel or in how well they do and they'll find you charismatic.

Our experience in researching this book showed us that almost anything a leader can do to have a charismatic impact on his or her people can be explained using one or both of these principles.

Observe how true this is as you work through the book. If you choose to take nothing else away from your read, take these two critical ideas into consideration every time you do something that will have an impact on those who work for you.

## A Practical Model for Charisma in Business

When we set out to write this book our initial research had established that charisma was a function of others' perceptions of behaviour, so we knew that any leader could choose to raise his or her perceived charisma simply by focusing on developing appropriate behaviours.

The studies that already existed on charisma in commercial environments

certainly demonstrated that a leader's charisma inarguably plays a large role in driving the performance and productivity of his or her people. There is a large body of research that shows a direct connection between bottom-line results and leader charisma.

Having determined the intimate connection between employee engagement and the charisma of leaders, we set about an intensive research study of everything we could find that had ever been written on the topic of charisma. Our objective was simple – to construct a model of charisma that would facilitate both its practical measurement and its practical development in leaders.

An early result of this research was the realisation of the key role self-confidence plays in a leader's charisma. Another result was our recognition of just how important a leader's 'physical charisma' – that is, movements and body language – is in the projection of a charismatic image. This provided us with two of the critical steps in the Leadership Charisma Model introduced in Chapter 2.

Our initial version of this model was a great step forward, but it still did not achieve all we had set out to do. We still did not have the complete model needed to provide the basis for step-by-step development of charisma in any leader who desired it. We uncovered a lot of usable and credible research on charisma in general, and all of it completely backed up our belief that charisma was driven by behaviour. It even helped to identify a number of the behaviours that drive the perception of charisma. However, much of the existing research was, in general, too vague or imprecise to allow for the development of a practical guide that would allow leaders to identify exactly what behaviours they must assimilate in order to increase their leadership charisma.

There was just too little usable research on *practical* approaches to developing charisma in business leaders.

### Real-Life Charismatic Leaders

So we turned our attention to a wide variety of well-known business leaders who were globally acknowledged as charismatic leaders and who had had extraordinary business success.

We looked at everything we could find that they had written on leadership, and anything that had been written on their leadership styles, that would help to uncover what drove their charismatic impact on their people.



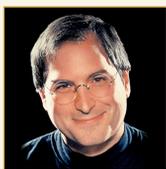
Among others, we studied the following leaders.

PORT OF SAN DIEGO



Larry Ellison, the billionaire founder of Oracle Corporation, has been a passionate and inspiring visionary for Oracle, and for the software industry at large, since he founded the company in 1977.

APPLE INC.



Steve Jobs is the chairman, CEO and co-founder of Apple Inc., makers of the Mac, iPod and iPhone, among other products. He is well known for his engaging and highly charismatic presentation style.

DAILY3D



Just as well known for his larger-than-life personality as for his enormously successful Virgin Group, Richard Branson is a classic charismatic leader.

WWW.WELCHWAY.COM

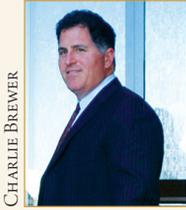


Jack Welch was CEO of General Electric for 20 years and is known as one of the most successful and charismatic business leaders of all time.

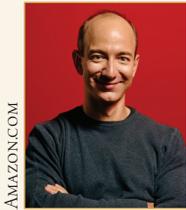
ONINNOVATION



An engaging, charismatic and hugely philanthropic leader, Pierre Omidyar is the founder and chairman of eBay, the online auction website that has revolutionised online commerce.



Michael Dell founded Dell Computers in 1984. He developed that company into one of the most profitable computer companies in the world. His particular ability to communicate his engaging vision has been credited as central to his success.



A former *Time* magazine man of the year, Jeff Bezos is a celebrity entrepreneur known as much for his upbeat personality as for his commercial know-how. The company he founded, Amazon.com, is a global household name.



A.G. Lafley retired from his position as CEO of Procter & Gamble in 2010. Lafley is credited with revolutionising that company, increasing its market value by more than \$100 billion.



George Zimmer is a household name in the US for personally advertising the company he founded, Men's Wearhouse. Zimmer is well known for his people-focused style of management.



Marc Benioff founded Salesforce.com in 1999. A visionary who focuses on the people aspects of his organisation, Benioff has made his company the leader in enterprise cloud-computing systems.



Meg Whitman is the fourth richest woman in California. She is best known as the former CEO and president of eBay. She left eBay in 2008 to try to become governor of California.

INTUIT INC.



Highly charismatic entrepreneur Scott Cook co-founded Intuit Inc. in 1983 and now serves as chairman of its Executive Committee.

CISCO SYSTEMS, INC.



John Chambers is chairman and CEO of Cisco Systems, Inc. He has received numerous awards for his leadership over his past 14 years and has been included as one of *Time* magazine's '100 Most Influential People'.

JAMES G. HOWES



By the age of 40 David G. Neeleman had founded three successful low-cost airlines, the most famous of which being JetBlue Airways. JetBlue is known for its exceptionally high level of service.

From what had been written by, and about, these paragons of the art of charismatic leadership we found a great amount that clearly and definitively underlined the behavioural basis for such leadership. You'll find words from most of these leaders quoted throughout this book.

But while this did further underline that everything our research had told us to that point was borne out by real-life experience – that charisma was clearly driven by specific behaviours – it still did not give us a definitive snapshot of the key behaviours that drove leadership charisma. Without those we knew we couldn't build a practical model that anyone could use to develop his or her own charismatic appeal as a leader.

## Brand New Research

If we wanted to complete our model we were left with just one option – to do all of the necessary research ourselves. This was obviously going to be a demanding

and expensive exercise, but the temptation of uncovering such a model was just too much. And so we committed to taking on this huge project.

However, before we could do any research we had to define exactly what it was we wanted to find out.

### Leadership Charisma – a Definition

Not wishing to add any further confusion to the already confused topic of ‘general’ charisma, we decided that there was need for a new term for that particular type of charisma that all business leaders must aspire to. This kind of charisma includes all of the usual attributes associated with charisma, but also a focus on driving employee engagement and bottom-line results. The term we settled on was ‘leadership charisma’.

We defined what charismatic leaders did as follows:

Charismatic leaders create and maintain a work environment where people are emotionally and intellectually committed to the organisation’s goals. They build an energetic and positive attitude in others and inspire them to do their very best. In doing so they create a common sense of purpose where people are more inclined to invest extra energy and even some of their own time in their work.



That’s leadership charisma.

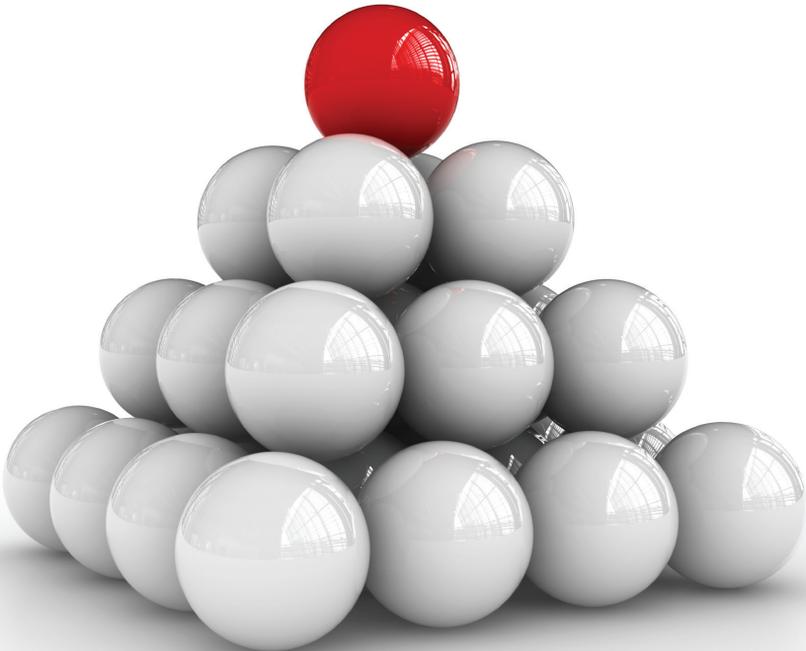
With a clear definition of leadership charisma and its impact on business performance, we were ready to undertake what we believe to be the largest global study ever undertaken on the topic of what behaviours drive this quality.

That research is detailed in Appendix I. The results you’ll read about there allowed us to build the Leadership Charisma Model we introduce in Chapter 2.



# The Leadership Charisma Model

2







Charismatic leaders create and maintain a work environment where people are emotionally and intellectually committed to the organisation's goals. They build an energetic and positive attitude in others and inspire them to do their very best. In doing so they create a common sense of purpose in which people are more inclined to invest extra energy and even some of their own time in their work.

**WE** SET THE objective of writing a book that would provide a comprehensive model of leadership charisma, allowing any leader to take a step-by-step approach to developing the sort of charismatic leadership that gets extraordinary results from people. We succeeded.



Remember, when we set out to create the Leadership Charisma Model we had three rich sources of information at our disposal:

- Our own research – the largest study ever undertaken, we believe, to find the specific behaviours that generate leadership charisma.
- Our analysis of all of the previous research we uncovered on charisma (particularly in leadership situations).
- The insight we had drawn from our research into highly successful and world-renowned charismatic leaders.

We blended all three information sources into a single model, imposing a logical structure on leadership charisma. The result was the four-step/layer Leadership Charisma Model introduced in Figure 1 below.



Figure 1: Leadership Charisma Model.

This model presents a systematic four-step process for developing robust leadership charisma. What follows is an overview of each of those steps.

### Step 1: Make a Decision to Become a Charismatic Leader

As you've already seen Chapter 1, charisma is all about behaviour. If you wish to become a charismatic leader, then you must make the decision to assimilate the behaviours that typify charismatic leaders. Step 1 concerns that critical decision.

### Step 2: Build a Foundation for Your Charisma

The Leadership Charisma Model is in the form of a pyramid – one of the most stable structures known to mankind. The pyramids in Egypt are believed to have stood for more than 4,000 years and to have settled by no more than a few inches in all of that time.

Why? Because the foundations are outstanding. And even though you cannot see those foundations (they are buried below the surface) you can certainly see the beneficial effects of having such a firm base. The foundations made the pyramids sustainable in the very long term.

From our research into charisma in business environments, and from simple observation of individuals widely acknowledged as charismatic business leaders, it became obvious that a critical component in charisma is solid self-confidence. It is quite simply impossible to build a sustainable charismatic persona until you have developed a stable foundation of self-confidence. Just like the foundations for the pyramids, self-confidence is largely invisible – but it makes your charismatic persona sustainable in the long term.

Step 2 is entirely devoted to helping you build this critical foundation layer. Even if you feel yourself to be supremely self-confident, we strongly recommend that you take some time to review this section. It covers critical issues like the role of clear personal goals and provides an insight into critical tools and techniques for creating a single-minded focus on those goals. A critical element in self-confidence is a clear sense of purpose and forward motion.

This section also introduces the Haney-Sirbasku Success System – a simple system you can use to focus yourself on achieving your goals and building your self-confidence in just 15 minutes a day.

Step 2 will help you build a solid foundation of self-confidence that will make your charisma much more natural and sustainable.

### Step 3: Fine Tune Your Physical Charisma

As you work through this book you'll find that there many facets to the jewel that is charisma. A crucial and highly visible facet, and one you can start working on right away, is your 'physical charisma'.

We spent a lot of time looking at video footage of those acknowledged as charismatic leaders. What was obvious was that charismatic people share a number of physical behaviours. The way they carry themselves, the way they smile, the manner in which they look at those they're talking to, how they gesture and the extent to which they touch others, all communicate an enormous number of charismatic messages.

Step 3 looks at the critical role your body language plays in the propagation of a charismatic persona. It takes you step by step through the physical behaviours you can start to apply right away to raise your charismatic impact on others.

If you begin to make the physical behaviours outlined in Step 3 part of your everyday body language, you'll find that people respond to you in a dramatically different way.

### Step 4: Create a Charismatic Leader's Persona

Step 4 takes our own substantial research, everything we learned about charismatic leader behaviours from our review of all existing research, and all we gleaned from observing established charismatic business leaders, and blends them into a single step-by-step, behaviour-by-behaviour programme for developing a charismatic leader's persona.

Charismatic leaders are characterised by enormous energy and enthusiasm, and by irrepressible and highly attractive optimism.

By knowing their industry and fields of expertise better than anyone else they can develop clear visions of what they wish to achieve. They work hard to share the passion and hunger they have for that vision with those around them.

They communicate every message, however small, with passion and energy, and they are keenly aware of the pivotal role that communication plays in the perception of charisma.

By focusing on bringing out the very best in others and making others feel positive about themselves and successful in what they're doing, they inspire everyone they come in contact with.

Their clear expertise, compelling visions and other-person-focused attitudes

are positively infectious and make them decidedly attractive to anyone they interact with.

Step 4 looks at practical ways in which you can harness all of the critical attitudes and the associated behaviours typical of charismatic people to drive your own charismatic impact through the roof.

## Raising Your Leadership Charisma: Getting the Most from This Book

Each of the four steps in this model has multiple chapters associated with it, and each chapter covers a single separate aspect of leadership charisma. Figure 2 provides an overview of the chapters under each step.



Figure 2: Leadership Charisma Model, chapter by chapter.



Here's what we suggest is the best way to get maximum results from the leadership-charisma-development programme we present in this book:

### **1. Jump right in**

In thinking about the best way to advise you on getting the best from this book we all agreed that we didn't know too many people who, when reading a book like this, would pick it up and read it cover to cover – without knowing what was coming and whether the journey was going to be worthwhile. So the first thing we suggest you do is follow your inclination to bounce through the book's sections and chapters in whatever order appeals to you. We have written each chapter so that it can be read in isolation. Each chapter delivers great ideas and value, even if you never read another, and each can be read in as little as 10–15 minutes.

### **2. Start to apply some of the ideas**

One of the great things about charisma is that it is behaviourally orientated and multifaceted – so you can build your charismatic leadership style step by step, one behaviour at a time. So, as you jump around reading chapters the way we suggest, be sure to start to apply some of the ideas you're reading about to your daily business life. Apply any one idea for a week or two and you'll start to see how it has some small impact on the people who work for you and around you. With each chapter, you'll learn something of immediate practical value and get great ideas – even if you never get around to reading the entire book. All of the chapters have been written so that they can stand completely alone if need be. However, the way to get the best long-term return on your investment in this book is, of course, to read it in its entirety.

### 3. Harness the ripple effect

When you drop a stone into a pool the impact creates ripples that spread out from the point of contact. They weaken a little as they get further from the point of impact, but, as you no doubt have observed, even a small stone can create ripples that will be felt right across the full width of a large pool.

That's the effect you have when you take one or other of these leadership-charisma behaviours and start to apply it in isolation as discussed in Step 2. You will see some impact, which is better than nothing, but it won't be significant. If you take a handful of those behaviours and begin to apply them in an unstructured manner, it's like throwing a succession of small stones into your pool. Each time you toss one in you'll get ripples, and the more you toss in the more ripples you'll get. But it really doesn't matter how often you throw those small stones into the pool – you'll never really get any greater impact.

What if, instead, you took all of those small stones and invested the effort to bind them together into a larger mass? What would happen when you tossed that into your pool? The impact would be much greater. The amplitude of the ripples would increase dramatically; the ripples would travel a lot further and have a much bigger impact on the far side of the pool. And, of course, the more small stones you compress into your larger mass, the bigger the impact you'll have.

This book provides you with an insight into all of the various individual behaviours that have a charismatic impact on others. More importantly, it also provides a step-by-step approach to putting those various behaviours together in a systematic way. This will help you build a charismatic persona that will be much more impactful and sustainable in the long term than if you simply applied the behaviours at random.

If you take the approach of working through this book one step at a time, and working through the Leadership Charisma Model layer by layer, then at the end you'll enjoy much greater success in applying what you learn. You'll see your charismatic impact grow stronger and more sustainable as you apply the lessons from each successive chapter.

Taking this more systematic approach will also result in more of those behaviours becoming a completely natural part of the way you behave from day to day – so that charisma becomes a natural by-product of the way you conduct yourself.

That journey starts with Step 1 – with the critical decision to become a charismatic leader.

I hope you've enjoyed reading this short extract of *Leadership Charisma*. To take the first step in becoming a charismatic and successful leader, please [click here](#) and buy a copy of the full book.

For more ideas of how to raise your performance as a leader please visit my blog at [www.deiricmccann.com](http://www.deiricmccann.com).

I'd really appreciate it if you'd consider sharing this extract with your networks by clicking on the Retweet or Facebook icons below.

