Dobrodošli na DAN z Deiricom McCannom!
The Power of Leadership Charisma

Raising Productivity & Profitability
Profiles International

• Founded 1990
• 700 offices in 90 countries
• 45 Regional Offices
• 45,000+ clients worldwide
What’s the single most important challenge to leaders in this economy?

Getting Positive Results
You trimmed costs,
You reengineered your processes,
In some cases you reduced your workforce …

You now have the team that MUST take you through this economy successfully.
A Critical Reality

The magnitude of your team’s contribution to your success will be directly proportional to how engaged they are with the organization and their jobs.
“Employee engagement is the extent to which employees...

...are motivated to contribute to organizational success, and are willing to apply discretionary efforts to accomplishing tasks important to the achievement of organizational goals.”

Vernon Bryce, Talking in TradeArabia
Engagement = Productivity & Profitability

“…we looked at fifty global companies over a year, correlating employee engagement levels with 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%.”

Source: Towers Watson ‘Global Workforce Study’ (surveyed nearly 90,000 employees in 18 countries)
Engagement = Productivity & Profitability

...which equates to:

...a 51% Gap in Operating Income!

...a 39% Gap in Earnings per Share!

...between high and low engagement organizations

Source: Towers Watson ‘Global Workforce Study’
(surveyed nearly 90,000 employees in 18 countries).
What Drives Engagement?
Engagement is Driven By

- Job Fit
- Leadership
The Overlooked Role of The Leader in Engagement

“... a great workplace is measured by the quality of three, interconnected relationships:

The relationship...

• ...between employees and management
• ...between employees and their jobs/company
• ...between employees and other employees”

Fortune Magazine’s “100 Best places To Work”
The Common Thread?

**Engagement**
“... a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort in his or her work.”

**Charisma:**
“... a special quality of leadership that captures the popular imagination and inspires allegiance and devotion.”
“…Charisma for its own sake is good for little more than your ego – but put it to work in the service of your business and its impact can be enormous.

- ‘Leadership Charisma’, Haney, Sirbasku, McCann
We defined a more practical ‘commercial charisma’...
"Charismatic leaders create and maintain a work environment where people are emotionally and intellectually committed to the organization'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."
• 40,000 manager-leaders assessed for their leadership charisma

• ...by almost 400,000 ‘Direct Reports’
The Research

• It ALL comes down to behavior!

• ANYONE can learn to be a charismatic leader
Four Steps to Charismatic Leadership

1. Decide to be a Charismatic Leader
2. Continually enhance your self-confidence
3. Polish your ‘physical charisma’
4. Behave like a Charismatic Leader
Step 1: Decide to be a Charismatic Leader

“Inspirational Leaders choose to be Inspirational Leaders”

– they make the choices that enable them to become Inspirational Leaders”
Step 2: Continually Enhance Your Self Confidence

- Clear compelling goals
- Controlled self-talk
- Effective visioning
Step 3: Polish Your ‘Physical Charisma’

Step 1
Make a decision to become a charismatic leader

Step 2
Build a foundation for your charisma

Step 3
Fine tune your physical charisma

Trust
Seven Positive Gestures

• “I have nothing to hide”
• “I mean this sincerely” (“From the heart”)
• Assertive – but not aggressive
• “I’m in control”
• “This is well thought out”
• “That’s that!”
• “I’m confident of my position”
Beware!

- Hands near your face
- Hands over mouth
- Arms crossed
- Hands over genitals
- Objects in front of body
- Clenched fists
Step 3: Polish Your ‘Physical Charisma’

- Posture
- Smile
- Non-verbal / body language
- Gestures
- Touch
Step 4: Behave Like a Charismatic Leader

- Most critical step
No one has charisma
Leadership Charisma: Two Guiding Principles

1. WIIFM
2. The Charismatic Equation
WIIFM
The ‘Charismatic Equation’

'The extent to which you are perceived as being charismatic is directly proportional to the extent to which people either feel or do better after each interaction with you'.
ANYONE can Learn to be a Charismatic Leader:  
Six of the Most Critical Behaviors

1. Be a Beacon of Positivity
2. Communicate Effectively
3. Tailor Your Vision
4. Be Energetic & Enthusiastic
5. Recognize the Greatness in Others
6. Use the Charismatic Power of Belief in People
1. Be a Beacon of Genuine Positivity
2.9013?

“The Losada Line”
Positivity / Negativity Ratio

The "Losada Line" Team "Languishes" Creativity dies, relationships break down & productivity dives

Team "Flourishes" Creativity thrives, relationships are enhanced, engagement rises, people work in ‘flow’, & productivity rises

The ‘Losada Zone’

2.9013:1 The ‘Losada Line’

Charismatic & engaging leaders focused on keeping their environment and people in the Losada Zone
2. Communicate Effectively
1-on-1 Communications

- For heaven’s sake, listen!
- Solicit ideas, opinions and suggestions
- Create a comfortable climate for raising concerns
1-on-1 Communications

- For heaven’s sake, listen!
- Solicit ideas, opinions and suggestions
- Create a comfortable climate for raising concerns
- Common courtesy
  - Sorry seem to be the hardest word
  - Be responsive
  - Please & Thank You
- Hold your tongue
Public Speaking

• Look like a 10
• Exude energy & enthusiasm
• Warm the room with a smile
• Use your body effectively
• Use the ‘windows to the soul’
• Use positive language
• Speak in images & tell stories
3. Tailor Your Vision
Tailor Your Vision

• What are their strengths?
• What are their development needs?
• What goals do they have for themselves?
• What does success look like for them?
• What are their family circumstances?
• What are their passionate interests?
• What will they learn / how will they become more valuable helping you to achieve your vision?
4. Energy & Enthusiasm
“Results of our studies clearly indicated that leaders’ emotional expressions play an important role in the formation of followers’ perceptions of leader effectiveness, attraction to leaders and follower mood …

… charismatic leaders enable their followers to experience positive emotions …

…the behavior of leaders and managers can make a difference in the happiness and well-being of the followers by influencing their emotional lives”

Joyce E. Bono & Remus Ilies
4. Energy & Enthusiasm
5. Recognize the Greatness in Others
“Recognition for good work releases Dopamine in the brain, which creates feelings of pride and pleasure.

Better yet, that Dopamine hit cements the knowledge that more of that behavior will create more praise, resulting in another Dopamine drench, and so on.”

‘In Praise of Praising Your Employees’, Gallup Management Journal
Recognition is Psychological:

The ‘Norm of Reciprocity’
6. The Charismatic Power of Belief in People
2 Key Drivers of Individual Performance

- Leader’s expectation of an individual
“...if you have positive expectations of all of your people then, consciously and unconsciously, you will continually transmit those expectations and support your people in raising their self-esteem, their expectations of themselves, and their engagement with their work to produce the results you expect of them.

- ‘Leadership Charisma’, Haney, Sirbasku, McCann
2 Key Drivers of Individual Performance

- Leader’s expectation of an individual
- Individual’s expectation of her-/herself
“As a charismatic leader you must have the very highest expectations of your people, knowing that your expectations will become their expectations – and that their expectations will translate to unprecedented productivity, performance and success.”

- ‘Leadership Charisma’, Haney, Sirbasku, McCann
ANYONE can Learn to be a Charismatic Leader:
Six of the Most Critical Behaviors

1. Be a Beacon of Positivity
2. Communicate Effectively
3. Tailor Your Vision
4. Be Energetic & Enthusiastic
5. Recognize the Greatness in Others
6. Use the Charismatic Power of Belief in People
“Everything you do, or do not do, however small, adds to, or subtracts from, your charisma as a leader.”

Start making changes today to raise your charisma (even small changes!)
Where are you now?

‘You cannot manage what you cannot measure’
Checkpoint System

- 'Self'
- 'Boss'
- Each Leader / Manager
- Direct Reports
- Peers

Anonymous & Confidential
Raising Your Leadership Charisma

What is Leadership Charisma?

Leadership Charisma is what people attribute to a leader who motivates them to an extent that they wish to achieve the best possible results for their leaders and organizations. Research has shown that Leadership Charisma is driven by a specific set of observable behaviors that enlightened leaders use to drive extraordinary employee engagement and productivity. All of those behaviors are measured by your recently completed CheckPoint 360 assessment.

Charismatic leaders create and maintain a work environment where people are emotionally and intellectually committed to the organization's goals. They build an energetic and positive attitude in others and inspire them to do their very best. Doing so they make sure that their employees are more inclined to invest extra energy and even new ideas in their job.

It is clear that those who have high levels of Leadership Charisma need to be tough economic times - leaders who get the best possible results.

You Can Be a Charismatic Leader

For many years people have argued that charisma is something that is born and not something that can be taught. Our research however shows that leadership charisma is, in fact, based upon behaviors.

Charisma is not an attribute - it is a perception. It is the perception that others may find charismatic. No one can be charismatic on their own; they need to be seen as charismatic, and another to believe in a person is charismatic.

Charisma is simply the culmination of the impact of a particular behavior practiced, consciously or unconsciously, by those they report to.

Add two people to explain why they find someone charismatic. Someone will talk about the person's ability to speak in an inspiring way, someone else will talk about the person's ability to listen to others, and so on...

K-3-5 Worksheet

Over the coming twelve months I will:

KEEP DOING
1.  
2.  
3.  
4.  
5.  

STOP DOING
1.  
2.  
3.  
4.  
5.  

START DOING
1.  
2.  
3.  
4.  
5.

Checkpoint 360® Competency Feedback System™
Raising Your Leadership Charisma
The most important challenge to leaders in this economy: Getting Positive Results
Thank You!
Checkpoint:
A Uniquely Complete Leadership Development System

Skill Set Analysis
Includes Critical Skill Sets Chosen by Self and Boss

Development Summary for Darcy Walker

Development Areas
A consensus of your reference group ratings shows these competencies (which fall below the Favorable Zone) as in need of improvement and should be considered a top priority for your career development.
The Power of Leadership Charisma

Raising Productivity & Profitability
Želite izmeriti in povečati svojo karizmo? Kontaktirajte nas!

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