

every
woman

WORKBOOK

60 minutes to charisma



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ABOUT THIS WORKBOOK

Established in 1999, everywoman advances women in business. Our aim is to ensure women from all over the world fulfil their potential. We produce workbooks on topics that matter most to our members, and we're constantly listening to your views to give you the tools you need to kick-start your career, at a time and place that suits you.

A recent study found that children can reliably pick winners of government elections just by watching their facial expressions.¹ It seems some people just have that certain something which makes them winners in the eyes of others. Some call it 'the X factor' or that certain 'je ne sais quoi'. Others call it charisma.



Charismatic leaders are liked, trusted and admired. People want to work with them and for them. They listen when he or she talks, they support his or her ideas and feel good about the time they spend together. Who wouldn't want more of that for themselves?

But what is charisma? Does it matter in the business world? And if so, how can you get it? This workbook will distil this often misunderstood leadership trait into its three key components, so you can embrace that special something that charismatic

“Whether it’s the way someone always remembers your name, seems to care about your life, or notices your new haircut, the draw of charismatic people is almost universal.”

leaders seem to exude. You’ll begin to see that charisma is far from some mystical quality that only celebrity CEOs need in order to thrive, but a core business skill that can stand you in good stead whether you manage others or aspire to do so.

We’d like you to approach this workbook with the mindset that you already possess some of the qualities of charisma, whether you know it yet or not. The first part of this workbook

www.medium.com

will help demystify charisma, grounding its essence in core, learnable skills. In the second part you'll move onto the 'how' with a series of exercises you can implement in your everyday working life with a view to dialling up that all-important charisma quotient.

This workbook isn't just to be used individually - we've included some ways for you to use the exercises within your team. And once you've distilled charisma into its core traits, you might like to build on your learnings in the companion workbook 'Charismatic Leadership'.

We'd love to know how you get on.

Share your experience with karenmax@everywoman.com. Good luck!

Karen, Max and the everywoman team

Maxine & Karen

WHAT IS CHARISMA?

The word 'charisma' comes from the Greek word meaning *divine gift*. But while the charismatic individual was once considered to be in receipt of some special quality that only a select few possess, recent thinking reframes how we measure and define charisma.



Leadership scholars, psychologists and those who've made a career of training business people in charismatic leadership now say that charisma is essentially the sum of several abilities and skills which anyone can learn and develop.

“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

“Our research with managers in the laboratory and in the field indicates that anyone trained in what we call 'charismatic leadership tactics' (CLTs) can become more influential, trustworthy, and 'leaderlike' in the eyes of others.

If you think you can't improve because you're just not naturally charismatic, you're wrong. The managers with the lowest initial charisma ratings in our studies were able to significantly narrow the gap between themselves and their peers to whom the tactics came naturally. It's true that no amount of training or practice will turn you into Churchill or Martin Luther King Jr. But the CLTs can make you more charismatic in the eyes of your followers, and that will invariably make you a more effective leader.”

Scholars John Antonakis, Marika Fenley and Sue Liechti²

Apple Founder Steve Jobs is often cited as one of the most charismatic business leaders of our times. But dissections of the 'X Factor' he possessed often point out that in his early days on the world stage, he was bashful and awkward, an introvert who felt out of place in the spotlight. It was only through years of dedicated practice and training that he became the huge presence we remember him as today.³

But charisma isn't just about great oratory or being able to captivate a roomful of your colleagues with your ideas. To really understand how you can be more charismatic, you need to understand the qualities it is comprised of.

Charisma – breaking it down

EXERCISE:

Before we look at how charisma can be broken down into tangible qualities and skills, spend a few moments (either on your own, or in a group) thinking about someone you consider to be charismatic - maybe a senior leader at your organisation in or on the panel of an event you've attended, or even a public figure like a politician, famous business person or broadcaster. What about them, what they say or do, makes them worthy of the label?

Overleaf are some of the qualities and skills that have been attributed by various sources to Steve Jobs, when discussing his charismatic appeal.

Graceful
Exuberant
Mysterious
Full of positive energy
Charming
Magnetic
Ambitious
Down to earth
Alluring
Electric
Concerned
Likable
Passionate

Calm
Confident
Assertive
Dominant
Intense
Thought-provoking
Thoughtful
Single-minded
Articulate
Interested
Trustworthy
Softly-spoken

Authentic
Focused
Self-assured
Giving
Talkative
Curious
Questioning
Cool
Engaging
People-orientated
Magical

EXERCISE:

Pick three characteristics from the above list that you feel can be attributed to you. Spend a few moments considering how you have conveyed each quality in a business setting. What impact did it have on you individually and on those around you?

If you're completing this exercise in a group, why not try and describe your fellow team members with these characteristics, and explain the impact these positive qualities have.

Presence, power and warmth

Author of *The Charisma Myth* and charisma coach to leading business executives Olivia Fox Caban breaks down the many aspects of charisma into three core qualities, backed up by numerous studies: power, presence and warmth. “Presence turns out to be a core component of charisma, the foundation upon which all else is built. But if presence is the foundation on which charisma rests, power and warmth are the stuff of which it is built.”⁴

POWER	PRESENCE The foundation on which power and warmth are built	WARMTH
OPTIMISM Charismatic people are (or appear to be) optimistic, remaining cheerful and bubbly to infuse others with motivation.	STRONG BODY LANGUAGE Charismatic people command their space, helping them appear and feel more present.	GENEROUS & GIVING Charismatic people focus on the other person, making them feel listened to. By helping others, they lift the mood in their environment.
EMOTIONAL INTELLIGENCE & EMPATHY Charismatic people are in control of their own emotions and in tune with those of others.	ASSERTIVE Charismatic people communicate their needs non-confrontationally in a way that respects the other.	GENUINE & AUTHENTIC Charismatic people don’t just “go through the motions”. Their compliments and offers of help are sincere.
	CONFIDENT Charismatic people are confident in their abilities, ideas and beliefs, and inspire the same in others.	

EXERCISE:

Think back to that charismatic individual you did some thinking about earlier. Now work through each pillar in turn, considering how these traits plays into their ability to be seen as charismatic.

EXERCISE:

Now consider how you personally exhibit each of these traits. You'll notice that the emphasis in each pillar is on how the charismatic person instils change or certain feelings in those around them. How have your charismatic behaviours impacted others?

You can also try describing your colleagues if you're completing this as a group.
e.g. Generous and giving: In becoming a mentor I've improved my listening skills, and in becoming a better listener I was able to successfully steer a mentee through a difficult appraisal.

WHY CHARISMA MATTERS IN BUSINESS

In the previous section we tapped into how the three pillars of charismatic leadership can have a hugely positive impact on the business environment.

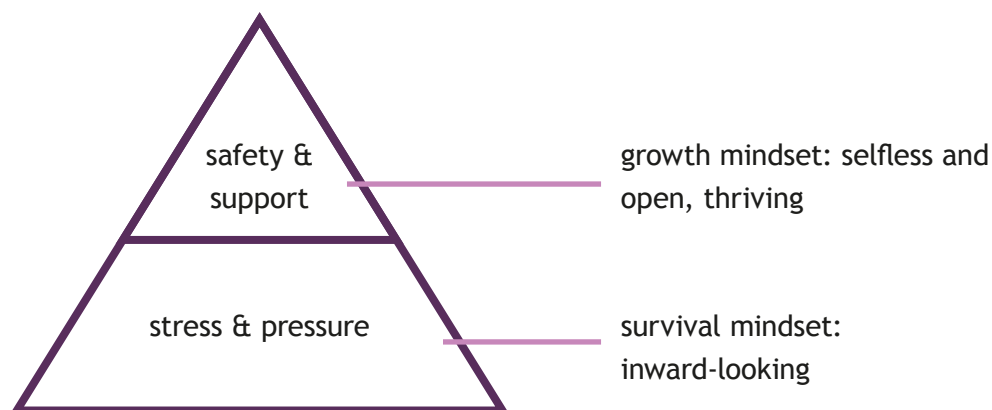
Now we're going to take a closer look at the many ways in which these traits can enable greater success. In other words, what are the by-products of power, presence and warmth?

CHARISMATIC LEADERS ENCOURAGE GROWTH

The following diagram represents two different versions of what can happen during a challenging time in a team or business.

Think about the positive characteristics of charisma from the previous section. Imagine how your team would respond to you if, rather than being 'genuine and authentic', you started to promise things you could not deliver; rather than being 'optimistic', you started to complain about the processes in the business; instead of being 'confident' and 'assertive', you started to doubt yourself and your choices. These negative traits foster an attitude of uncertainty and encourage your team to retreat into 'survival mindset' - in other words, working hard to ensure they keep their own head above water at all costs.

Charismatic leaders, displaying optimism, confidence and generosity will instil these characteristics in their team, helping staff maintain a high morale and a high self-worth, and a sense of belonging. This 'we're all in this together' mindset curates a sense of safety and security, even in difficult scenarios.



Charismatic leaders encourage collaboration

When times are tough, stressed and under-pressure workers release cortisol and adrenaline, hormones, which result in closed-off thinking and self-preservation. Charismatic leaders are able to foster a safe and nurturing environment in which individuals release oxytocin and serotonin, happy hormones related to open and selfless behaviour.⁵

More benefits of charismatic leadership

Charismatic leaders achieve higher performance levels by stimulating a mindset of creativity, innovation and growth, and by providing guidance, direction and management. *(John C Maxwell)*

Charismatic leaders build happier, and more successful working relationships. Charismatic leaders love life, and are celebrators, not complainers. *(Joyce Bono, Organisational Psychologist, University of Minnesota)*

Charismatic leaders are healthier and less stressed. *(Conscious Lifestyle - Facing your Stress, Deepak Chopra)*

Charismatic leaders get more of what they want in their lives, by appearing more authoritative, trustworthy, and more like a leader. *(Prof Antonakis, University of Lausanne)*

Charismatic leaders create more freedom for themselves and others and have more leeway to their behaviours than their non-charismatic counterparts. *(Platow & Van Knippenberg 2001)*

Charismatic leaders feel more secure at work. Survey Results from UK Utilities Company showed an average 26% increase in 'sense of security at work'. *(Charisma Model Programme Dec 2012)*

Charismatic leaders are more persuasive because they understand how to create an emotional connection to a solid logical argument. (*John Ramage, Writing Arguments 4th Edition*)

Charismatic leaders build higher engagement levels by shifting focus within their team or organisation from self-interest to collective interest. (Ball and Avolio, *Journal of Psychology* Volume 144, 2010)

“The quickest way to build high levels of workforce engagement is by developing the charismatic potential of the leadership team.” (Research by Hewitts Associates)

Charismatic leaders have higher levels of self-belief. Survey Results showed an average 33% increase in ‘Self Confidence/Self Belief’. (*Audience With Charisma At The Globe, September 2012*)

Charismatic leaders enable smoother and faster implementation of change initiatives by engendering co-operation and by fostering a sense of group belonging. (*House and Baetz 1979*)

Charismatic leaders find it easier to attract and retain talent. (*The Seven Hidden Reasons Employees Leave*)

Adapted from thecharismamodel.com/why-is-charisma-important/

EXERCISE:

Thinking about your own situation, what benefits do you see in your working life of having a charismatic leader, boss, mentor, colleague or other?

If you're working through this with your team, how does your senior leadership team foster a positive culture within your organisation? What are the benefits?

EXERCISE:

Thinking about your own situation, what would be the benefits of increasing your own personal power, presence and warmth, both for yourself and others?
How could these traits be increased, for yourself or your team?

A note of caution

Charisma, as you have discovered, is a powerful thing, which can bring about great benefits. But in business, as in politics, charisma can be misused. Power, presence and warmth should not be used to manipulate others. It's also important to remember that all three pillars are equally important. You might have first-hand experience of a leader who has imminent 'presence' but lacks the 'power' to get things done. Or even someone with both 'presence' and 'power', whose ultimate downfall lies in their lack of ability to build relationships through 'warmth'.



HOW CHARISMATIC ARE YOU?

You have already done some thinking around which elements of charisma you already have to work with, and which elements you might need to start engaging with more deeply in order to become a rounded charismatic leader.

The following quiz is based on the charisma quotient measurement tool developed by www.mindgarden.com. Each category uncovers qualities in the three pillars of charisma. For each, highlight in brief a particular example of when you have demonstrated this quality.

1. Emotional expressiveness

The ability to express emotions to others; related to spontaneous expressiveness and being animated and energetic.

Have other people told you that you have expressive eyes?

Do you often touch people during conversations?

Would others consider you the 'life of the party'?

Do you have difficulty keeping a poker face (unable to hide strong feelings)?

Are you considered to be a 'high energy' person?

2. Emotional Sensitivity

The ability to read nonverbal cues, particularly the emotions of others; related to being empathic and making deep emotional connections with others.

Can you read others' emotions even when they try to hide them from you?

Do you often vicariously experience others' emotions (their sadness makes you sad)?

Do friends always seek you out as someone who is sympathetic and caring about their problems?

Would others consider you empathic?

Can you calm others down when they are upset or overly excited?

3. Emotional Control

The ability to control expression of your emotions, and use a different emotional expression as a mask; related to being able to look calm and collected, even in a crisis situation.

Can you easily hide your felt emotions from others if you want to?

Can you enact emotions “on cue”?

Are you able to be calm when others around you might be losing it?

Do you feel that others may not really know what is going on inside of you?

Do people look to you in a crisis?

4. Social Expressiveness

This is ability to engage others in social interaction, to get along, and to begin and maintain relationships.

Are you very comfortable around unfamiliar people?

Can you easily carry on a conversation on a variety of topics?

Do you mostly take the initiative to introduce yourself to strangers?

Are you a good public speaker?

Would others consider you outgoing and gregarious?

5. Social Sensitivity

Listening, knowledge of social rules, ability to analyse social situations, and awareness of how your behaviour impacts others.

Are you a very good listener?

Are you very careful in social situations that you don't embarrass yourself?

Do you know a lot about social etiquette?

Are you very careful and thoughtful about what you say?

Are you a people watcher?

6. Social Control

A sophisticated social role-playing skill; related to being at ease and being effective in social situations.

Would others consider you poised and confident?

Do you rarely feel awkward or get flustered in social situations?

Can you get along with all types of people?

Are you at ease conversing with strangers?

Are you often chosen as spokesperson or leader for a group?

RESULTS

100 +

A score of 100 or higher indicates high charisma potential.

< 100

If you scored less than 100, look back over those answers you've left blank. Think about which qualities of charisma they can be attributed to. In the next section you'll discover a series of exercises designed to cement the skills you already have - and build on your existing charismatic traits.

Give yourself five points for each answer you've been able to highlight an example for. Why not try completing this as a team? Add your individual scores together and score yourself out of 100 x the number of people in your team. Is there more you can be doing to inspire and encourage your colleagues? You'll learn how to hone your charismatic leadership traits in the next section - or, if you have more time, explore the companion workbook on the everywomanNetwork, 'Charismatic Leadership'.

DEVELOPING CHARISMATIC LEADERSHIP TRAITS

We have already discussed how charisma is a series of qualities which can be learned and developed, but it is worth emphasising this point before you embark on a series of exercises designed to do just that.

Experts who have guided corporate leaders through the CLTs (“corporate leadership tactics”) report compelling results.

“Just as athletes rely on hard training and the right game plan to win a competition, leaders who want to become charismatic must study the CLTs, practice them religiously, and have a good deployment strategy.

A group of midlevel European executives (with an average age of 35) that did so as part of our training almost doubled their use of CLTs in presentations. As a result, they saw observers’ numerical ratings of their competence as leaders jump by about 60% on average.

The aim is to use the CLTs not only in public speaking but also in everyday conversations—to be more charismatic all the time.”

Scholars John Antonakis, Marika Fenley and Sue Liechti⁶

1. Connect emotionally in your presentations

“The thing that separates successful presidents from inconsequential ones is the language they use to connect with people,” says psychologist Dean Keith Simonton, author of *Why Presidents Succeed*. “People don’t have rich associations with

Martin Luther King’s “I have a dream” speech is the ultimate in delivering a complicated concept in instantly relatable language.

abstract words like inference, concept or logic. ‘I feel your pain’ has association, but ‘I can relate to your viewpoint’ doesn’t. The most charismatic presidents reached an emotional connection with people talking not to their brains but to their gut.”

EXERCISE:

Think back to a recent presentation you delivered. Look over what you said and visualised and think about the language you used. Did it speak to people on a human level? With words they could relate to emotionally? How can you use more naturally engaging language in your next team meeting?

2. Get comfortable in your own skin

The quickest and easiest way to show that you’re confident in who you are and what you stand for is to look for every opportunity to play to your strengths. If you notice someone struggling with a task you can perform with ease, offer to help out. If your boss could use some fresh thinking in an area you know you can add to, dive in.



She admits to crying at work and being filled, on occasion, with self doubt. But in her book *Lean In*, Sheryl Sandberg also demonstrates that she’s a woman who knows her own strengths and how to play to them.

EXERCISE:

Make a list of your core strengths, talents and abilities - the things colleagues come to you for help with, the tasks that you perform with ease and which give you the biggest boost. Keep them in your mind and react quickly when you spot an opportunity to put them into action.

3. Prepare your body language

You might feel it's inauthentic to practise how you'll walk into the room ahead of a presentation, networking event or a meeting with the big boss. But you probably wouldn't dream of going in without first thinking through the points you want to raise and how you'll put them across. So why wouldn't you put as much thought into what you'll be communicating through your posture, facial expression or hand signals.

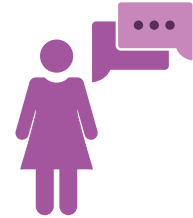
Psychologist Amy Cuddy has proven that adopting a power pose (standing tall and taking up as much space as you need) not only increases your personal feeling of power, but enables others to perceive you as more powerful.

EXERCISE:

Visualise how you'd like to appear as you enter a room and greet someone. If your mental image of yourself could do with a bigger smile, a more upright stature, a more measured pace or a firmer handshake, hit 'replay' on your 'mental movie' until you get it right and are confident about putting it into action in real life.

4. Focus on the other person

You've probably been in a situation where you're being talked at and your own contributions to the conversation are simply pauses in which your colleague is waiting for their next opportunity to speak. On the flipside you probably also know what it feels like when someone is curious about you, interested in what you have to say, and demonstrates that they have really listened to what you've said.

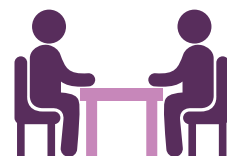


EXERCISE:

In your next workplace conversation, focus on what is really being said by the other person - not just with their language, but their body language, and maybe even what they're not saying. Maintaining eye contact, asking questions, summarising what they've already told you, and keeping your body language open and alert shows that you're really listening and can do wonders for workplace relations.

5. Mimicry is the highest form of flattery

When two people get along, they naturally mirror the other's body language - crossing legs, folding arms, tapping tables in tandem. In a study of workplace negotiations, psychologists found that opponents who mimicked the behaviour of those they were in contest with, were five times more likely to be successful.⁷



EXERCISE:

In your next 1-2-1 or important workplace conversation, use strategic mimicry to alert the other person's subconscious to the fact you are looking to build a two-way relationship based on mutual benefit.

6. Speak with conviction

You've probably experienced the frustration and embarrassment of watching someone try to communicate with sentences filled with filler words (too many "ahs" and "ums"), apologies ("Sorry, but I think that..."), weak starters ("I think" versus "I know") and a boring, monotonous tone.



EXERCISE:

Enlist the help of a colleague, or record yourself spontaneously talking about an issue or project from your day to pick up on your own verbal weaknesses. Are there certain words or phrases you overuse to the point of meaningless? Do you vary your tone and volume to best convey your thoughts and passion? Commit to communicating with greater conviction.

7. Become a story teller

Stories are the oldest form of communication in the world. We'd all much rather be told a story that lights our imagination and concludes with something unexpected or humorous, than given a list of dry bullet-point facts. Stories use tension, metaphors, comparisons, contrasts, twists and turns to keep the listener engaged.



In his speech to Harvard graduates, Microsoft Founder Bill Gates used an emotional story about a rousing letter written by his terminally ill mother to he and his wife ahead of their wedding, to demonstrate how team employees enabled his Microsoft team to battle through “an economic storm”.

EXERCISE:

Listen to a popular TED talk and be alert to all the times the speaker deviates from scientific facts or relaying information to share a personal anecdote. Look for ways you can make the points you want to raise in meetings through more colourful storytelling.

8. Break down the vision you want others to buy into

There are various CLTs you can deploy to more successfully get your message to land among your team, with your boss, or even the entire company. Look for ways to distil your vision - if you can't sum it up in a nutshell or three, the chances are nobody will remember it.

Anita Roddick distilled her reasons for founding Body Shop into three bullets: "How do you make business kinder? How do you embed it in the community? How do you make community a social purpose for business?" By using rhetorical questions she was also inviting others to think for themselves and come on the journey with her.

EXERCISE:

What are your most pressing concerns at work right now, the things you'd most like to change which you'd like others' support with. Write it all down and then whittle it down to its key takeaways, using catchy and memorable language to make it stick.

9. Give generously of your time and energy

Do you enable others to feel good about themselves and the future? Whether that's through taking the time to point out when you've noticed them do something you admire, or putting yourself forward as a mentor of others coming up behind you, sharing more of yourself is a great way to build power, presence and warmth.



EXERCISE:

A genuine smile is perhaps the easiest, quickest and most effective way in the universe to give to others. Work on becoming more in touch with your facial expressions during various business scenarios, so you can better establish when a warm smile can break down barriers, put someone at their ease, make them feel more welcome or show them you understand.

10. Pay attention to your own emotions

Can you identify your own feelings about work beyond a good day or a bad day, a stressful week or a motivating week? Begin to pay closer attention to how your emotions fluctuate in response to different workplace stimuli. Notice where you might begin to be more expressive about how you feel, as well as where you might need to rein in certain emotions.



EXERCISE:

Keep a mindfulness journal in which each day you record the key events impacting your emotions.

YOUR PERSONAL ACTION PLAN

The charismatic qualities I already possess are...

I can make more use of these qualities by...

The charismatic qualities I'd like to bring into my repertoire are...

The exercises I plan to use to develop these are...

I will up my charisma quotient further by...

e.g. Enlisting the help of my mentor in assessing my 'power, presence and warmth' abilities.

EVERYWOMAN EXPERTS

Everywoman creates workbooks on topics that matter most to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily work lives ahead of those important performance reviews.



Maxine Benson MBE & Karen Gill MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and business-women could interact and share experiences. The everywomanNetwork, launched in 2009, serves as a truly global tool to enable members the world over to propel their careers through online membership.

everywoman workbook team

Rebecca Lewis, Associate Editor

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Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: contact@everywoman.com

FURTHER READING

On the everywomanNetwork

Workbooks:

Workbook: Executive presence

Workbook: Boost your self-confidence

Workbook: Managing upward with success

Webinar: Powerful workplace communication: Talking and listening

Busting the myths around powerful workplace communication

External resources

The Charisma Myth: Master the Art of Personal Magnetism by Olivia Fox Caban
(Portfolio Penguin: 2013)

ENDNOTES

1. [youtube.com/watch?v=SEDvD1IICfE](https://www.youtube.com/watch?v=SEDvD1IICfE)
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3. forbes.com/sites/danschawbel/2012/04/13/how-to-master-the-art-and-science-of-charisma/
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