

advancing women in business

every
woman

NETWORK



WORKBOOK

LEADING WITH CHARISMA

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ABOUT THIS WORKBOOK

EVERYWOMAN IS AN ORGANISATION that works to advance women in business. Over the past 16 years we have met hundreds of charismatic leaders and have seen many women rise to the top having taken time to develop their charisma skills.

Being charismatic takes a mix of: the internal psychology of confidence, optimism and cognitive abilities and some wonderful outer motivation, impact and interpersonal skills.

A charismatic person uses their skills to get people on their side, perhaps from a professional, ideological or social point of view. It is for these reasons that being charismatic is an important skill of a successful leader.

The great news is, as with most leadership skills, with focus and dedication you can develop all these elements yourself and become more charismatic.

We recommend you embark on the 'inner you' first and then move to increase your 'outer skills' afterwards. However, one will feed off the other. As you feel internally more confident this will reveal itself outwardly in your body language. Don't be afraid to ask friends, family and colleagues if they notice a difference.

You will find information, insight and exercises. Some can be completed in the workbook and others will require practice - they are all practical tools designed to support your development.

Work through the workbook and note any changes you want to make when you have completed the workbook. This will help you keep on track and personalise your action plans.

Enjoy becoming more charismatic!

AN INTRODUCTION



Charismatic leaders

THE ENGLISH TERM CHARISMA IS GREEK IN ORIGIN meaning “favour freely given” or “gift of grace”.

Media commentators regularly describe charisma as the ‘X-factor’, a mysterious, elusive quality. The enigmatic character of charisma also has a flavour of the earliest understanding of charisma as a spiritual gift.

When asked to think about a charismatic person most people think of a public figure, like a politician, celebrity or successful leader. These people are charismatic and successful, due often to their charisma, but there are also many ‘ordinary’ people who possess a charismatic personality. The popular child at school, the staff in the restaurant who make the most tips, the popular person in the office who is friends with everybody. Here are just a few examples of well known charismatic leaders.



Eva Perón

Maria Eva Duarte Perón had a major influence on the lives of millions of 20th-century Argentineans. Juan Perón was a colonel and government official, and the year after they married he became president of Argentina. Eva was a skilled speaker, and immediately decided to use her position as first lady to advance generous causes such as votes for women and assistance for the poor. She also started her own foundation to help them, often personally handing out cash.



Sir Winston Churchill

Bombastic, energetic and decisive, Sir Winston Churchill loomed larger than life. Churchill was an average student, but he had a gift for inspiring people to follow him, and he never backed down when he thought he was right. He entered politics as a young man, and rose through the ranks to become Chancellor of the Exchequer in 1924, the highest governmental post in Britain after prime minister, and then prime minister twice in 1940 and 1951.



Mahatma Gandhi

Mahatma Gandhi was a thin child with a tendency to ill health, and later a mediocre student. He became a lawyer as an adult, but his shyness made him ineffective and he wasn't remotely charismatic - until he got angry. Gandhi had moved from India to South Africa in 1893 to work as a lawyer, and it was when travelling on a train there that he faced a pivotal moment in his life.

Although he had a first-class ticket, a white man didn't want him sitting there, so a guard threw him off. Within a week, he was speaking out publicly on discrimination and moving crowds with his passion. His nonviolent protests gained him prominence and the more success he achieved, the more he was viewed as charismatic.

Aung San Suu Kyi



For nearly two decades activist Aung San Suu Kyi was imprisoned in her Burmese home, and during this time became the symbol of liberation for her country. She is the daughter of the founder of the Burmese Independence Army, who originally negotiated the terms of Burmese independence from Britain and was later assassinated.

Nelson Mandela



Mandela spent 27 years in jail, most of the time doing hard labor. But he also earned a law degree, smuggled out political statements and drafted his autobiography. His lengthy imprisonment added to his mystique and his reputation as a freedom fighter. International public pressure led to his release from jail in 1990 and to the dismantling of the apartheid system. Just a few years later, in 1994, he was elected the first black president of South Africa in the country's first multiracial parliamentary elections.

This is a diverse mix of characters but they all have the following in common: passion; commitment; holding true to their beliefs against all odds; persistence in the face of adversity and caring about others often above themselves.

EXERCISE

Take a few moments to think about and complete the following.

What does charisma mean to you?

Who are some of the most charismatic leaders in your opinion?

What are their charismatic skills and attributes?

How do you rate yourself on these attributes on a scale of one to ten?

Traits of charismatic leaders

Knowing who you are and what you are on this earth to do is key to charisma. People who know this generally have passion, commitment and drive - key ingredients of charisma.

Being charismatic also involves paying careful attention to how you interact with other people, as the traits that make up charisma are positive and appealing to others.

Being confident

Charismatic people are confident – or at least have the ability to appear confident. They are confident in a positive way, without being boastful or egotistical.

They communicate with confidence in a variety of situations, for example on a one-to-one basis, in groups and in front of audiences. They help others feel confident too, which aids and enhances the communication process.

Showing optimism

They are, or have the ability to appear, optimistic. This means they try to see the best in other people, situations and events - they usually remain cheerful and 'bubbly'.

They also have the capability to encourage others to see things as they do; they enthuse and enable others to feel more optimistic.

Being Interesting and Interested

Charismatic people are both interesting – others want to listen to what they have to say, and interested – they want to listen to what others have to say.

They are often good storytellers, with an engaging manner. They are able to communicate their message clearly and concisely, being serious and injecting humour where appropriate to keep their audience attentive and focused.

When they are in one-on-one or small group situations, charismatic people use open, relaxed, body language including lots of eye contact. They watch for feedback from their audience and clarify their position accordingly. When in larger groups or making a presentation to others, their body language will be more exaggerated in an attempt to include everybody.

They are also interested in others and are likely to ask open questions to help them understand their views, opinions and feelings. Because of their ability to make others feel at ease, will often get honest and heartfelt answers.

A charismatic person can be empathetic and considerate towards others, remembering details from previous conversations and therefore gaining respect and trust.

They have sincere smiles, maintain eye contact, and are polite and courteous, all very effective ways of getting people on your side. People are much more likely to do things for you if they are treated well and you are nice to them.

SECTION 2:
LAYING THE
FOUNDATIONS -
THE INNER YOU



Laying the foundations

IN THIS SECTION we will explore three internal charismatic drivers:

- 1) The Career Satisfaction Formula
- 2) Knowing Who You Are
- 3) Optimism

1. The Career Satisfaction Formula

Can you imagine someone who: is a bit bored; watching the clock; can't wait to go home, as someone who is perceived as being charismatic?

Being passionate about what you do and knowing what is essential in terms of your value are the foundations of charisma. So what's the formula for a motivated working life?

The Career Satisfaction Formula: Skills + Passion + Values = Career satisfaction

EXERCISE

Answer the questions below and you'll discover that career satisfaction is a complex enmeshing of the formula's components.

Skills + Passion + Values = Career satisfaction

What are you good at? What do you have a knack for?

Examples: writing, drawing, working with children, solving problems, building things, leading people, conceptualising, bringing people together, organising, singing, motivating others, planning, learning another language, gardening, dancing, fixing things.

What do others say your talents are?

What do you enjoy doing because you know you can do it well?

What have previous employers noted in your reference letters?

What were your favourite activities as a child?

What are you complimented on?

What is something you do during which you lose track of time?

What do you find yourself doing just because you enjoy it?

Summarise your skills:

- 1.
- 2.
- 3.

Skills + Passion + Values = Career satisfaction

What do you feel passionate about?

Examples: food, family, working outdoors, faith, ideas, finding out how things work, art, fitness, teaching, friendships, travel, sport, animals, helping others.

What is important to you?

What types of TV programmes do you watch?

What types of magazines do you read?

What makes you angry?

What is something you can't imagine living without?

What holds your interest intensely?

What do you love?

What gives you energy?

What have you always been interested in?

What has always been a part of your life?

Summarise your passions:

1.

2.

3.

Skills + Passion + Values = Career satisfaction

What do you value most?

Examples: family, faith, caring, security, trust, integrity, harmony, honesty, friends, loyalty, strength, creativity, freedom, hard work, support, bravery.

What do you value in some of your closest relationships?

What are your personal values?

What do you believe strongly in?

In what manner do you want to live your life?

What values could you not imagine living without?

What values improve your life?

What values fulfil you?

What values do you want people to remember you having?

Summarise your values:

1.

2.

3.

Skills + Passion + Values = Career satisfaction

Debrief

Take note of themes and trends within each of the three categories. For example, imagine that one of your natural talents was for creativity. Perhaps in past jobs you were demotivated because you were unable to use your creative talents. You may determine that you highly value this talent in yourself, and should perhaps be looking for different ways to express it.

What have you learnt from this exercise?

What information are you taking away, both personally and in regards to your career?

Use what you have learnt to make changes in your current job or start to look for pastures new. This change does not have to be instant and can be a spare time activity until you are ready to launch into a new business, career or promoted post.

Knowing who you are

CHARISMATIC PEOPLE 'KNOW THE WORDS TO THEIR SONG' they are able to sell who they are and communicate their major strengths, they are very aware of their personal brand.

Everything we choose in life - where we live, the art on our walls, the friends we associate with, are all extensions of us and help to make up our personal brand.

The one minute branding workout below is a great way to discover your particular unique selling proposition.

EXERCISE

Take some time to complete your own one minute branding workout. The real grit of this exercise is to look at the reasons for your choices. It is the vocabulary you chose to describe each item that really describes you. If you get stuck look at the example on the next page.

BRAND PERSONALITY TRAITS	ANSWER	REASONS FOR ANSWER
If you were a car what would that be?		
If you were a colour what would that be?		
If you were an item of confectionary what would that be?		
If you were a drink what would that be?		

Take the reasons for your answer and create a personal branding statement.

Statement:

BRAND PERSONALITY TRAITS	ANSWER	REASONS FOR ANSWER
If you were a car what would that be?	Range Rover Evoque	Attractive, good quality, reliable
If you were a colour what would that be?	Bright pale yellow	Warm, friendly, transparent
If you were an item of confectionary what would that be?	Soft centred chocolate	A bit on the hard side but soft in the middle
If you were a drink what would that be?	The latest cocktail	Cool and innovative

Statement:

Statement: I strive to build strong long lasting relationship with clients and I am uncompromising on the quality of service I deliver. I have an innovative approach, keep up to date with the latest advancements and am not frightened to make tough decisions.

Thinking style

OPTIMISM LIES IN BELIEVING THAT WE WILL BE OKAY and that we will prevail in any circumstances. Being optimistic makes us more persistent in pursuing what we want even in adversity, definitely a key ingredient of charismatic leadership. The biggest opponent to optimism is negative thinking.

If you suspect you might be a negative thinker, the first stage is to recognise your own automatic negative thoughts whenever they occur. These thoughts just seem to come out of nowhere and flash through your mind without you being aware of them. They seem very plausible at the time and you accept them as being perfectly reasonable in the circumstances, without questioning them.

If you challenge them with reason and facts, however, you will realise that they are illogical and unreasonable. Automatic negative thoughts are the kind of thoughts which most people would find depressing or anxiety-inducing if they believed them.

EXERCISE

Read the list below and circle the thinking that resonates with you.

1	Wrong labels	Some people will often say “I was in a complete panic” when in fact they were quite anxious but nowhere near the state of extreme fear which denotes panic. Likewise, they sometimes claim “I never slept a wink last night” when what they mean is that they had a poor night’s sleep. Using dramatic language merely makes us even more anxious and tense. It is important to describe feelings and reactions accurately, since this helps us to maintain control in a situation. Try hard to get into the habit of using accurate and realistic labels for the way you feel, and avoid dramatising the situation unnecessarily.
2	All or nothing thinking	There is sometimes a tendency to see things as being a total success or total failure, when in fact most situations are somewhere in between. Just because something has gone wrong does not necessarily mean that the whole event is a total disaster. Try to be rational about it.
3	Over generalising	Do not make the mistake of thinking that because you had one bad experience in a situation that all similar situations will be equally bad, or that you will always have a bad experience in similar situations. Just because you got extremely nervous meeting new business contacts recently does not mean that all business meetings will be the same.
4	Exaggerating and catastrophising	This means blowing things out of all proportion and assuming that the worst possible disaster is bound to happen in a situation you find difficult. Thus someone who is self-conscious about blushing might imagine a forthcoming social event in terms of them blushing, everyone else noticing, and then everyone talking about them in a critical or ridiculing manner.
5	Ignoring the positive	We can often overlook positive experiences where we have coped well, or the positive aspects of a situation. So someone who gets anxious in company might say that they only enjoyed a party because they had a couple of drinks beforehand, when in fact this had little to do with it. Their social skills, sense of fun, enjoyment level etc. was more predictive of a happy outcome than the alcohol.
6	Negatively predicting the future	Thinking that nothing will ever happen to change things can make us feel an outcome is entirely bleak. Nothing is ever that bad. Having identified your automatic thoughts and the thinking errors they contain, the next step is to challenge these with logic, and look for alternative explanations.

The origins of optimism questionnaire

Complete the Origins of optimism questionnaire below to reveal your thinking style.

EXERCISE

How would you react to the following? Circle A or B.

1. You forgot a friend's birthday
 - A I'm not good at remembering birthdays
 - B I was preoccupied with other things
2. You run for a community post and get it
 - A I devote a lot of time and energy to campaigning
 - B I work hard at everything I do
3. You get lost driving to a friend's house
 - A I missed a turn
 - B My friend gave me bad directions
4. You are frequently asked to dance at a party
 - A I am outgoing at parties
 - B I was in perfect form that night
5. You miss an important engagement
 - A Sometimes my memory fails me
 - B I sometimes forget to check my diary
6. The project you are in charge of is a great success
 - A I kept a close watch over everyone's work
 - B Everyone devoted a lot of time and energy to it
7. You gain weight over the holidays and you can't lose it
 - A Diets don't work in the long run
 - B The diet I tried didn't work
8. A friend thanks you for getting them through a bad time
 - A I enjoy helping people through tough times
 - B I care about people

EXERCISE

10. You are asked to head up an important project

A I have just successfully completed another similar project

B I am a good supervisor

11. You lose at a sporting event for which you have been training for a long time

A I'm not very athletic

B I'm not good at that sport

12. You tell a joke and everyone laughs

A My timing was perfect

B The joke was funny

Note: This is an adaptation of a much longer Seligman questionnaire.

Origins of Optimism Questionnaire Scoring

Seligman's theory of learned optimism revolves around three thinking styles persistence, pervasiveness and personalisation; this can be translated as always, everywhere and me thinking.

When good things happen to an optimist they think that they are on a roll. This will not be contained to one area of their lives, it will generalise to everything they do and the good things are very much due to them.

The entire opposite is experienced by the pessimist. They think that only sometimes for very specific circumstances will they succeed and it is usually down to other people's involvement. Any success is attributed to a fluke and may never happen again.

The pessimist thinks that when bad things happen that they are on the slippery slope to disaster with every aspect of their life affected and it is their entire fault. The optimist however, thinks that a bad event is a glitch and they will be fine momentarily.

Now write your score for each question next to the optimists score.

Question	Optimism type	Optimist choice	Your choice
1	Sometimes thinking for bad events	B	
2	Everywhere thinking for good events	B	
3	Not me thinking for bad events	B	
4	Always thinking for good events	A	
5	Specific thinking for bad events	B	
6	Me thinking for good events	A	
7	Sometimes thinking for bad events	B	
8	Everywhere thinking for good events	B	
9	Not me thinking for bad events	B	
10	Always thinking for good events	B	
11	Specific thinking for bad events	B	
12	Me thinking for good events	A	

Review your scores and reward yourself for the areas where you are optimistic and highlight those you need to work on.

People are often surprised by this questionnaire as they have viewed themselves as positive thinkers but may achieve a low score. Quite often the major area is the 'me' section. The Origins of Optimism questionnaire taps into what we say to ourselves-our inner voice. Do we cut ourselves some slack and believe that we are usually okay or do we beat ourselves believing we should be perfect and fall very far short? You may be optimistic about events but shy away from patting yourself on the back for the success, or beat yourself up with blame when things go wrong.

People often say that it would be arrogant to say that you have played a major part in successes. Surely it is about celebrating a team effort, all for one and one for all. Of course it would be good leadership to reward the team, but you can still tell yourself that you were the main coordinator/contributor and feel good.

Summary of Optimism versus Pessimism

Thinking for good events

- the pessimist thinks they sometimes in specific circumstances might succeed and “it’s probably a fluke”
- the optimist thinks they always in every part of their life will succeed and “it’s all due to me”

Thinking for bad events

- the pessimist thinks they always in every part of their life will fail in some way and “it’s all my fault”
- the optimist thinks they sometimes in some circumstances might fare less well and “it may be nothing to do with me”

EXERCISE

Positive Statements for Change

Think about your internal dialogue, pinpoint any pessimistic statements and rephrase them to be optimistic e.g. I’m so out of control I’m always missing deadlines. You could change this to:

I need to allocate more time in the day to my projects so I have more time to meet my deadlines

SECTION 3.
COMMUNICATING
WITH CHARISMA - THE
OUTER YOU



Communicating with charisma - the outer you

IN THIS SECTION WE WILL EXPLORE HOW TO PROJECT YOUR CHARISMA:

1. Motivation
2. Interpersonal skills
3. Forming Connections
4. Energy

1. Motivation

Motivation is key to charisma because it is closely associated with enthusiasm and fun which have such a positive effect. We want it for ourselves as it lifts our spirits. And of course if you can't be motivated and enthusiastic you can't expect anyone else to be.

At a media skills training session for a group of senior executives, an experienced leader who had a very 'dead pan' sense of humour was funny but never smiled. Their style simply did not work on television as they came across as downbeat, negative and serious, which they clearly were not.

In fact, outright fun is persuasive. In Goleman's 'Emotional Intelligence' two groups were given the same challenging task to perform. One group viewed a documentary before completing their task; the second group watched an episode of Fawlty Towers (British TV Comedy). Guess which group completed their task more competently? The Fawlty Towers group. There is a stack of evidence that when we laugh and have fun we learn more easily and simply perform better.

EXERCISE

Complete the following to reflect on motivators in your life.

Who or what has motivated you?

Who or what has demotivated you?

Who have you motivated?

Who have you demotivated?

What drives you?

There are generalities around motivation, like being rewarded for a job well done and having challenging work to do, but there are around nine distinctive drivers that are particular to each of us.

There are no bad drivers but you do need to understand what yours are.

The question you must ask yourself is 'does my current job satisfy these top three drivers?' These drivers are things that get us out of bed in the morning and motivate us to do a good job. Without our drivers being met we will never be viewed as charismatic.

Circle your top three drivers.

1	Material Rewards	Seeking and a high standard of living
2	Power/Influence	Seeking to be in control of people and resources
3	Search for Meaning	Seeking to do things that are believed to be valuable for their own sake
4	Expertise	Seeking a high level of accomplishment in a specialised field
5	Creativity	Seeking to innovate and be identified with original output
6	Affiliation	Seeking nourishing relationships with others at work
7	Autonomy	Seeking to be independent and able to make key decisions by yourself
8	Security	Seeking a solid and predictable future
9	Status	Seeking to be recognised, admired and respected by the community at large

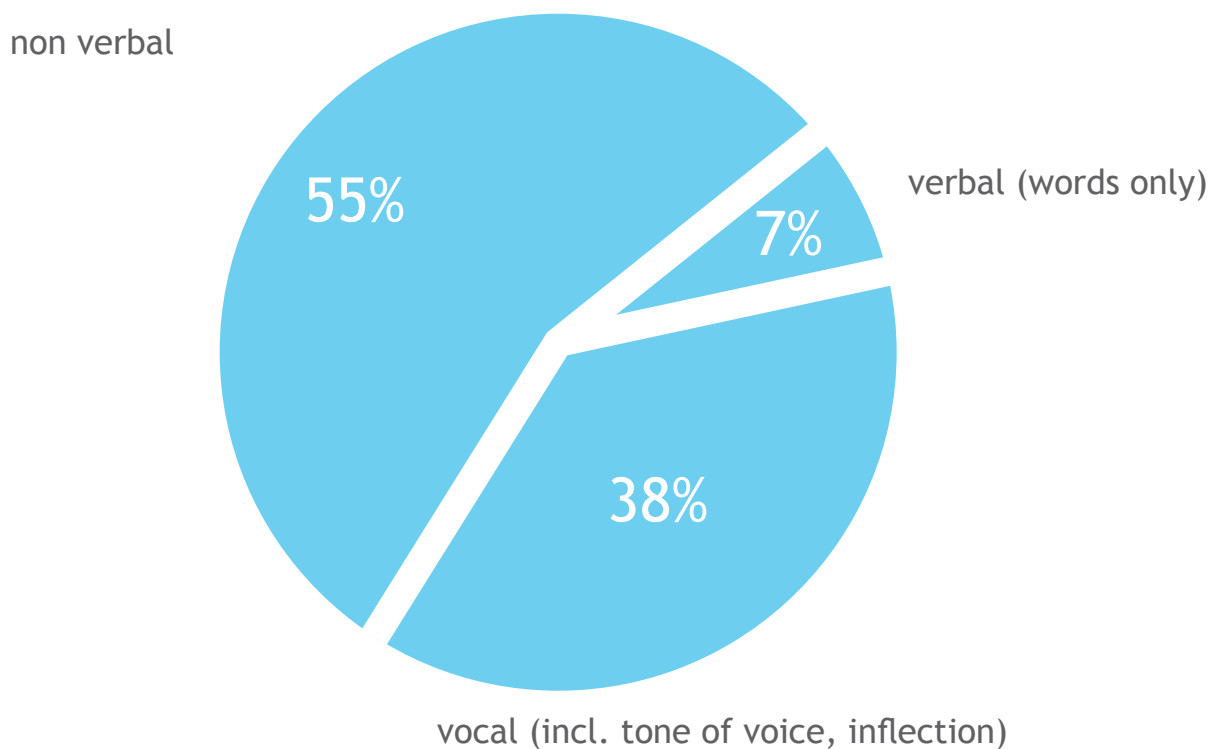
Reference: D. Frances, *Managing your own Career*. Fontana 1985.

2. Interpersonal skills

Likeability is top of the list as a major factor in charismatic leadership.

Likability is very powerful. Defence lawyers work with their clients to make them likeable to a jury, as there is much evidence to show that the likeability factor will make the difference between a guilty and innocent verdict.

Being liked is powerful, and you can influence your likability. Let's start with body language, body language is particularly important to likeability – it is what people will remember about you. You can see from the diagram below that the messages we send out with our body language and tone of voice give far more clues than the words we actually use when we speak.



Here are some key things you can do to connect with people that can make you more likeable.

Body language	Message
Smiling	happy, confident, at ease
Direct gaze	nothing to hide
Good posture	high self-esteem
Open gestures	open, honest person
Head to one side	listening positively
Leaning forward	interested in what is being said
Nodding	approval of another person's point of view

3. Forming Connections

Charismatic people make others feel important and comfortable. So how can you get to know people quickly and form connections?

The best way is to initiate debate and conversation, ask questions that take the spotlight away from you and shine it onto the other person. What you are doing in fact is finding commonalities; things you might have in common not differences.

As for the content of your questions, try FORE as a framework. These four areas of questioning work because they represent commonalities.

F = FAMILY
O = OCCUPATION
R = RECREATION
E = EDUCATION

We have all come from somewhere, had some kind of work at some point, had a hobby or pursuit even if it was in the past and we have all had to be educated. Of course you do not have to ask them in that order.

Start with recreation if you are at the opening of the new fitness club or education when at the school reunion. Frankly the content of the questions hardly matters, it is the connection you make that counts, the looking for similarity.

Treat your next social encounter as an experiment. Move round the room talking to as many interesting people as you can in the time available, always looking for things in common.

Be prepared to move on if the conversation flags. Thank them for the chat, smile and move.

"People don't care how much you know unless they know you care."

JOHN C. MAXWELL

4. Energy

Leaders from various companies' high potential lists were interviewed, studied and assessed by their peer group in a recent research project.

The results revealed that behavioural characteristics are dependent on a person's energy levels, for example, speed of movement, body language, eye contact and vocal projection, featured most highly in those considered to be exceptional.

Looking in more depth at energy-related personality qualities revealed such qualities as enthusiasm, lack of social anxiety, openness, extraversion, agreeableness, a desire to be in charge and self-confidence. Yet those having these same personality traits, but who were lacking in energy, were considered less exceptional, less charismatic. This led to the conclusion that there was a component to charisma, separate from personality traits, that could be quantified, studied and developed. It was personal energy.

So the challenge is - how can you generate and increase an individual's personal energy, raising it to a charismatic level, and then communicate that quality in behaviour? Energy comes from loving what you do, seeing your contribution to be valuable, and about what you value as well as having a passion to get things done. All of this is about leading a meaningful existence.

In addition it also entails being fit and healthy, and being intellectually stimulated.

EXERCISE

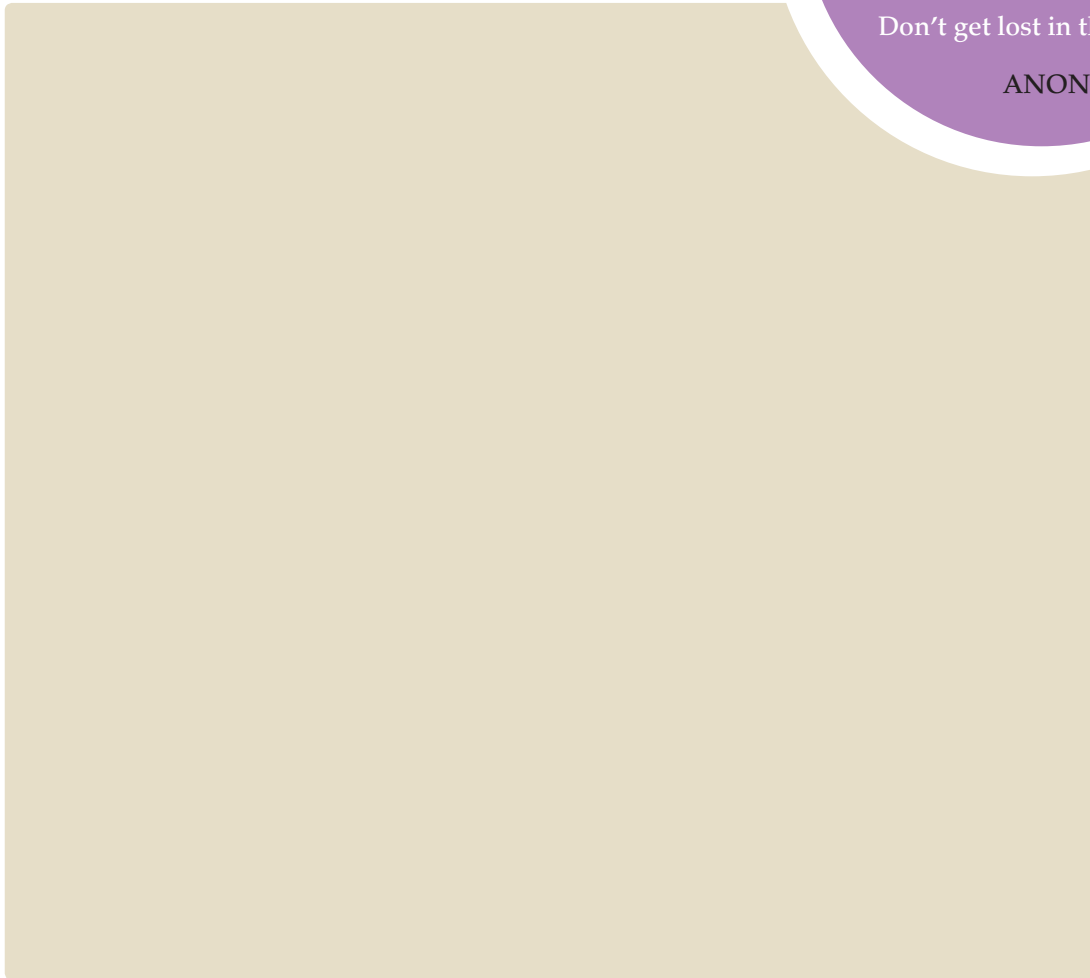
A Personal Makeover - ask yourself the following questions to uncover the changes you might have to make to your lifestyle to become more charismatic.

- a. What could I eat to gain more energy from my diet?
- b. When could I get out during the day for a walk?
- c. How could I exercise more to become even fitter?
- d. What one or two things could I do that I know would raise my energy levels?
- e. What course could I sign up for to increase my expertise?
- f. What variety could I get into my social activities?

5. Pizzaz

Now that you have a better view of charisma, we are going to revisit your brand personality traits so you can create real impact when you are out and about. Take a look at them and think about how you would advertise yourself as a TV advert if you were a product.

Be creative and write your ideas below



“Be the one to be strong
And turn heads around
Even from dark to light
You are the spark
You are the fire
You are the heart
Now be a believer
Don’t get lost in the crowd ”

ANON

Use this language when you meet people for the first time, at interview when they ask why they should give you the job and on a bad day when all seems lost.

Enjoy building your charisma!

every
woman

This workbook has been produced and edited by everywoman, with content commissioned from associate expert Ros Taylor. It is part of the everywoman portfolio of resources that have been specially created to support and develop women as they advance their careers and businesses.

everywoman Expert



Ros Taylor is a leading UK and international psychologist, executive coach, successful businesswoman, an accomplished author and a TV and radio presenter. Ros travels the world developing the leadership potential of employees. A creative academic, Ros is a chartered clinical psychologist, and is passionate about developing the ultimate potential of all individuals. Newspapers have described her variously as the 'Guru of Personal Development'.

Further reading

- Learned Optimism- Martin Seligman- 2006, Simon and Schuster
- Confidence at Work - Ros Taylor- 2013, 2nd edition Kogan Page
- Charismatic Leadership in Organisations - Jay Alden Conger, Rabindra Nath Kanungo - 1998, Sage Publications
- Executive Charisma: Six Steps to Mastering the Art of Leadership - D.A. Benton - 2003, McGraw-Hill

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