

# LEADERSHIP:

## Theory, Application, Skill Development

2d Edition  
Robert N. Lussier  
and Christopher F. Achua

This presentation edited and enhanced by:

George W. Crawford

Asst. Prof. of Mgmt.

Clayton College & State University

Morrow, GA 30260

[georgecrawford@mail.clayton.edu](mailto:georgecrawford@mail.clayton.edu)

# Chapter 10

## Charismatic and Transformational Leadership

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## Learning Outcomes

- Max Weber on charismatic leadership.
- Argument for and against the locus of charismatic leadership.
- How one can acquire charismatic qualities.
- Socialized VS personalized charismatic leaders.
- Charismatic VS transformational leadership.
- 4 Phases of the transformation process.
- Transformational VS Transactional leadership
- Stewardship and servant leadership

# Weber's Charismatic Leadership

- Influence based on follower perceptions that the leader is endowed with the gift of divine inspiration or supernatural qualities.

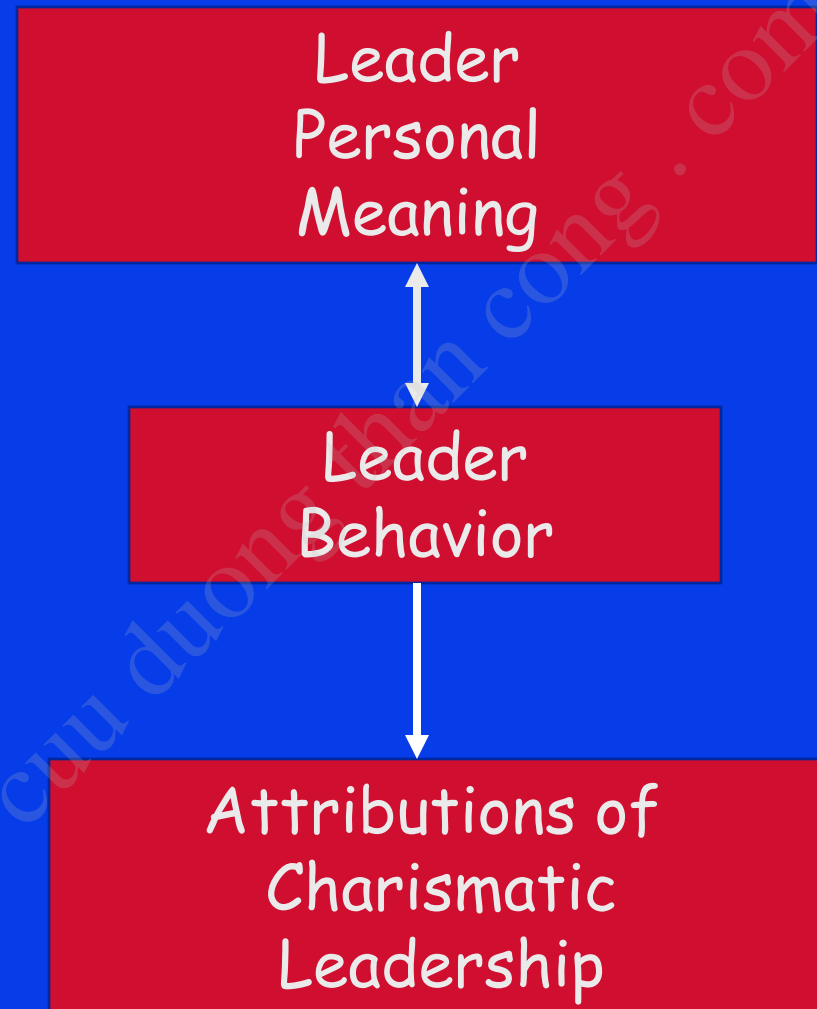




# CHARISMA

- The process of influencing major changes in the attitudes and assumptions of organization members, and building commitment for the organization's objectives
- The special quality that gives someone power and authority over a large number of people

# Model of Personal Meaning and Charismatic Leadership



# Personal Meaning

"The degree to which people's lives make emotional sense and that the demands confronted by them are perceived as being worthy of energy and commitment."

# Sources of Personal Meaning

- Self-concept/identity
- Legacy
- Altruism
- Culture and traditions
- Political/social orientation
- Spirituality and religion
- Hobbies/personal pursuits
- Values/ideals

# Attribution Variables of Leader Charisma

- Discrepancy gap between status quo & the vision
- Vision articulation & role modeling
- Use of unconventional strategies
- Realistic assessment of resource needs & constraints

# Vision Content and Context

- Nature of the status quo
- Nature of the future vision
- Manner future vision will remove discontent & provide fulfillment of follower hopes
- Plan of action for realizing vision

# Charisma and Unconventional Behavior

- To transcend the existing order
- Evoke sentiments of adoration
- Exemplifies heroism, personal risk, & self-sacrifice
- Counter to the norm



# Charisma & Resource Needs Assessment

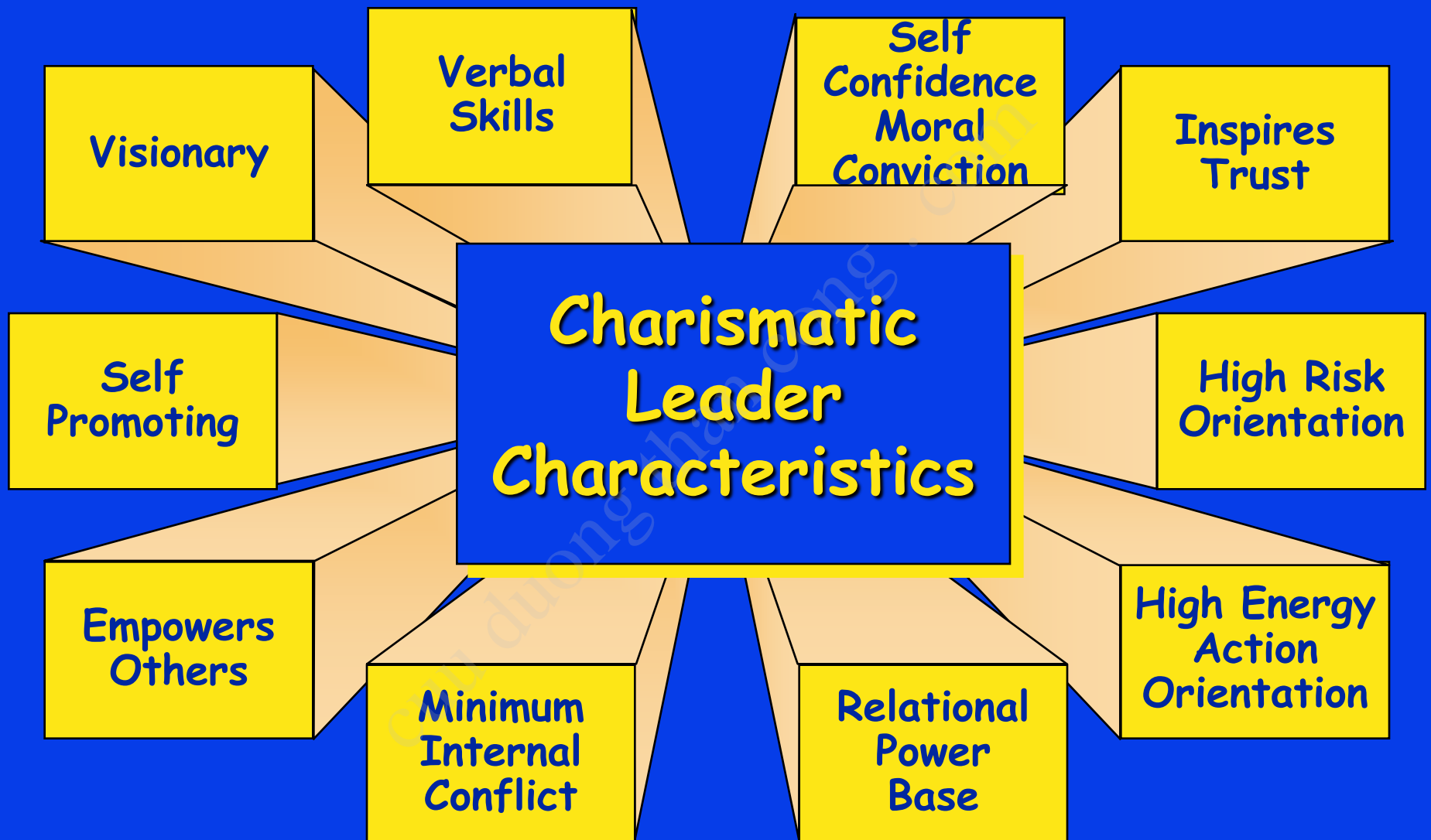
- Very good strategists
- Perform realistic resource & constraint assessments
- Sensitive to capabilities & emotional needs of followers
- Align strategies & capabilities to insure transformation

# More Modern Theories state that Charisma may result from

- The situation or social climate facing the leader
- The leader's extraordinary qualities
- An interaction of the situation and the leader's qualities
  - This view is gaining credibility

# Effects of Charismatic Leadership

- Trust in “rightness” of vision
- Similarity of followers' & leader's beliefs & values
- Heightened sense of self-confidence
- Acceptance of higher or challenging goals
- Identification with & emulation of leader
- Unconditional acceptance of leader
- Strong affection for leader



# VISION

- The ability to imagine different and better conditions and ways to achieve them
- Future orientation
- See the difference in how things are and how they should be

# COMMUNICATIONS SKILLS

- Great rhetorical skills
  - Especially oral
  - Can speak about the vision and make the followers "see it"
  - Think of MLK, Jr's "I Have A Dream" speech
  - Hitler captivated people, even those who spoke no German
- Writing, while important, is not as powerful
  - Winston Churchill used both masterfully



# SELF CONFIDENCE & MORAL CONVICTION

- Unshakable self confidence
  - Passed on to followers
- True faith in the "cause"
- Strong moral beliefs
- Willingness to sacrifice
  - Self & followers



# TRUST

- Followers have total trust and belief in the leader and the "cause"
- Show commitment to followers, who return it

# ACCEPT RISK

- Willing to be at great personal risk
  - Professionally
  - Physically
- Willing to risk the followers
- Use unconventional (risky) strategies & methods to achieve goals

# HIGH ENERGY & ACTION ORIENTATION

- Show emotion in what they do
  - Leads to high energy
- Take action
- Serve as role models for followers
  - Who show high energy to emulate the leader
  - Who take actions the leader wants

# RELATIONAL POWER

- Charismatic leaders have high referent and expert power
- Followers feel
  - Awe, trust, identification, devotion, common beliefs, unquestioning acceptance, affection

# ABILITY TO MINIMIZE INTERNAL CONFLICT

- Through strength of belief
- With referent power
- Due to follower belief in the leader and the cause

# WILLINGNESS & ABILITY TO EMPOWER

- Know they need the efforts & ideas of others
- Let the subordinate leaders do those things they are able to do
- Often take credit for followers' ideas and efforts

# SELF-PROMOTING

- Beat their own drums
- Campaign for “the cause”
- Explain their vision to all who will listen or read



# CAN CHARISMA BE DEVELOPED?

- Evidence seems to indicate that it can
- It may be that individuals who develop charisma have the undeveloped characteristics which “practice” brings to the forefront

# 4 Strategies to Develop Charismatic Qualities

Develop visionary skills



Practice being candid



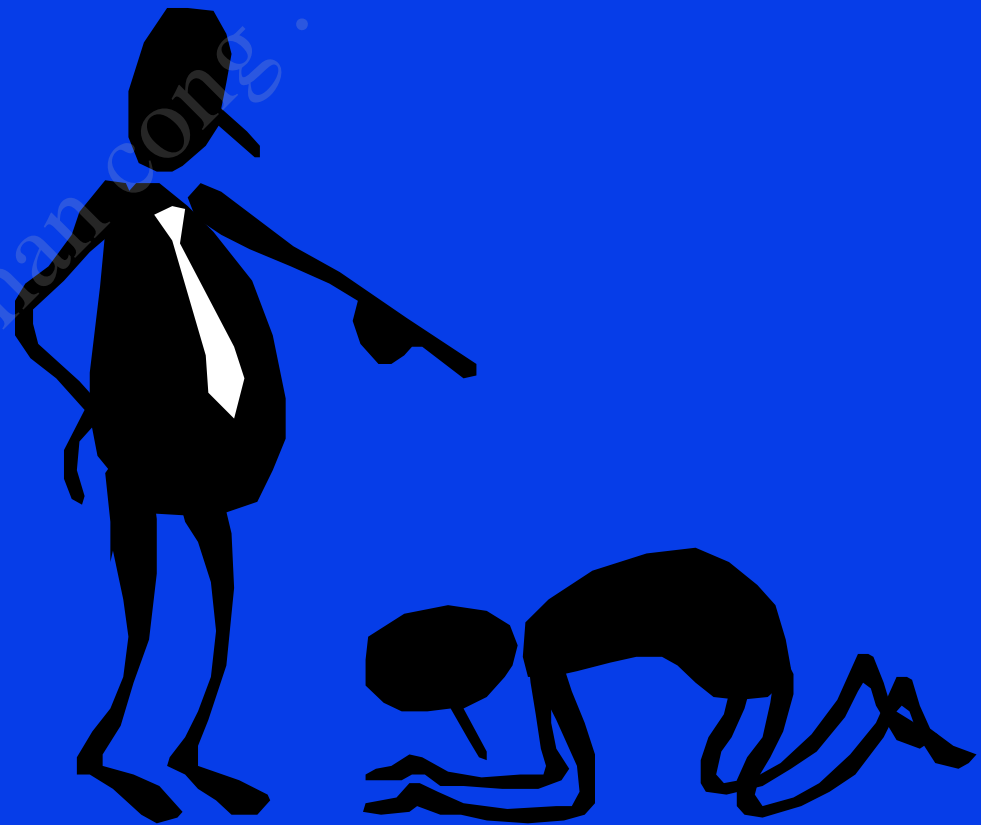
Develop warm, positive,  
humanistic attitude



Develop an enthusiastic,  
optimistic, energetic personality

# Personalized Charismatic Leaders

- Pursue leader-driven goals and promote feelings of obedience, dependency, and submission in followers.

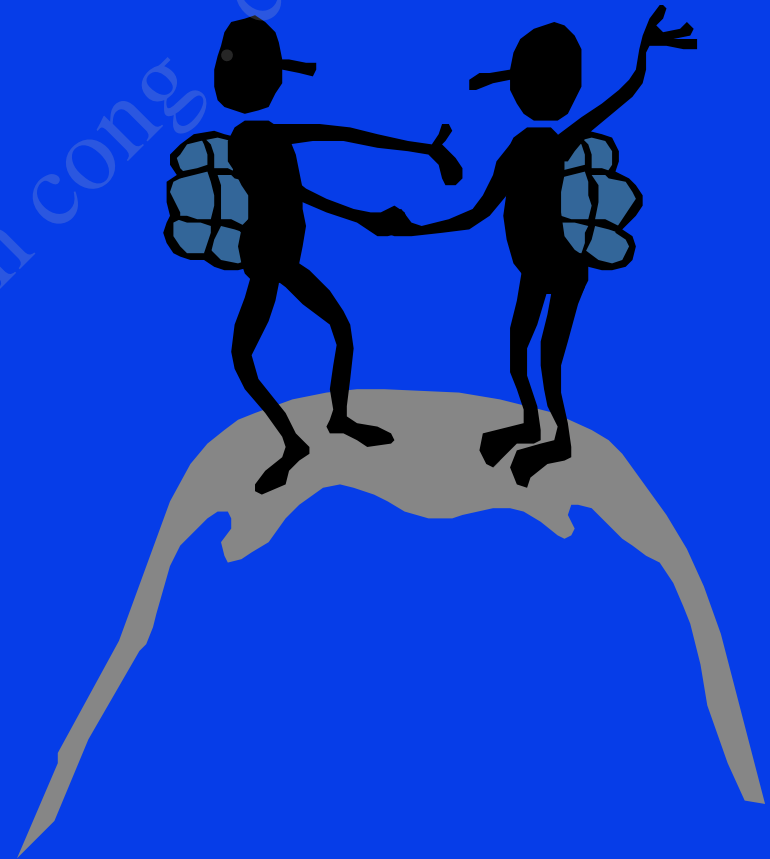


# EXAMPLES OF PERSONALIZED CHARISMATIC LEADERS

- Adolph Hitler
- Josef Stalin
- Benito Mussolini
- Charles Manson
- David Koresh
- Rev. James Jones

# Socialized Charismatic Leaders

Pursue organization-driven goals and promote feelings of empowerment, personal growth, and equal participation in followers.



# EXAMPLES OF SOCIALIZED CHARISMATIC LEADERS

- Martin Luther King, Jr.
- King David of the Bible
- Jesus of Nazareth
- Mohammad
- Fredrick Douglas
- Franklin Delano Roosevelt
- Theodore Roosevelt
- Winston Churchill
- John Fitzgerald Kennedy
- Ronald Reagan

Others?

# SOME THAT WERE MIXED

- Julius Caesar
- George Armstrong Custer
- Charles DeGaulle
- George McClelland

*Can you think of anyone else?*



# PRESIDENT WILLIAM JEFFERSON CLINTON

- Was he charismatic?

# PRESIDENT WILLIAM JEFFERSON CLINTON

- Was he charismatic?
- What characteristics did he have?

# PRESIDENT WILLIAM JEFFERSON CLINTON

- Was he charismatic?
- What characteristics did he have?
- Was his charisma socialized or personal?

# PRESIDENT GEORGE W. BUSH

- Is he a charismatic leader?

# PRESIDENT GEORGE W. BUSH

- Is he a charismatic leader?
- If you think he is, why do you think so?

# PRESIDENT GEORGE W. BUSH

- Is he a charismatic leader?
- If think he is, why do you think so?
- If you do not think he is, why not?

IS CHARISMA  
MORE OR LESS  
IMPORTANT IN  
POLITICAL  
LEADERS TODAY?  
-WHY OR WHY NOT?



# TRANSFORMATIONAL LEADERSHIP

- Focuses on what leaders accomplish, not their personal characteristics or followers' reactions
- Serves to change the status quo by articulating to followers the problems in the current system and a compelling vision of what a new organization could be

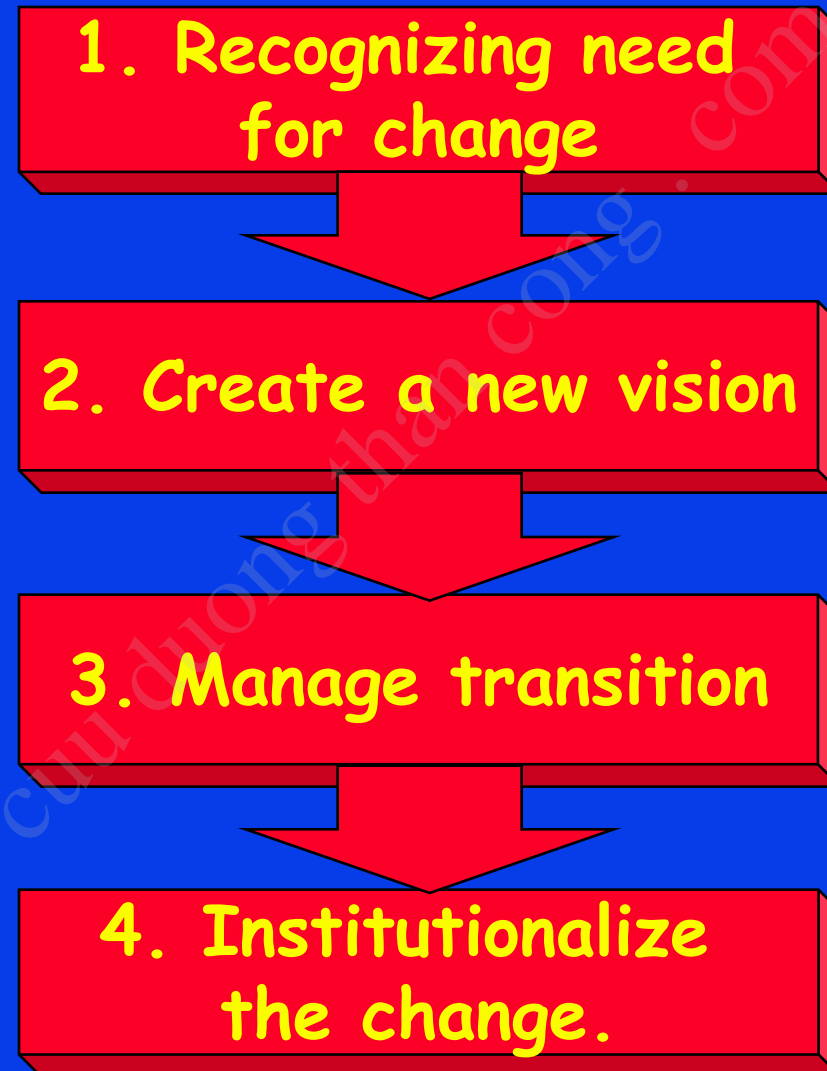
# Transformational Leaders

- Create & Articulate a Vision
- Set an example for followers consistent with leader values and beliefs
- Foster a “Buy-in” of Team Goals
- Have High Performance Expectations
- Personalize the Leader-Member Exchange
- Empower followers to think outside the box

# Transformational Leaders

- See themselves as change agents
- Are visionaries with high levels of trust for their organization
- Are risk takers, but not reckless
- Articulate core values that guide their own behavior
- Have exceptional cognitive skills
- Believe in careful planning before taking action
- Believe in people & show sensitivity for their needs
- Are flexible and open to learning from experience

# 4 Phases of Transformation Process



# STEWARDSHIP

An employee-focused form of leadership that empowers followers to make decisions and have control over their jobs

# Values of Stewardship

Equality  
Assumptions

Teamwork  
Orientation

Stewardship

Reward  
Assumption

Decentralization



# KEYS TO STEWARDSHIP

- Strong teamwork orientation
- Decentralized decision making and power down to where the work gets done
- Equality assumption that it is a partnership of equals rather than a leader-follower command structure
- Rewards must be redesigned to compensate employees for actual contributions and greater responsibility



# Guidelines to Servant Leadership

Service to  
others over self  
interest

Effective  
listening

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graph TD; A[Service to others over self interest] --> D((Servant Leadership)); B[Effective listening] --> D; C[Helping others discover their inner spirit: empathetic of others] --> D; E[Earning and keeping others' trust: no hidden agendas, give up power, rewards, recognition, & control] --> D;
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**Servant  
Leadership**

Earning and keeping others'  
trust: no hidden agendas,  
give up power, rewards,  
recognition, & control

Helping others  
discover their inner  
spirit: empathetic of  
others

Source: Based on R.K. Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* (Mahwah, NJ: Paulist Press, 1977), 7.

# Discussion Question #1

Describe the leading characteristic of charismatic leaders.



# Discussion Question #2

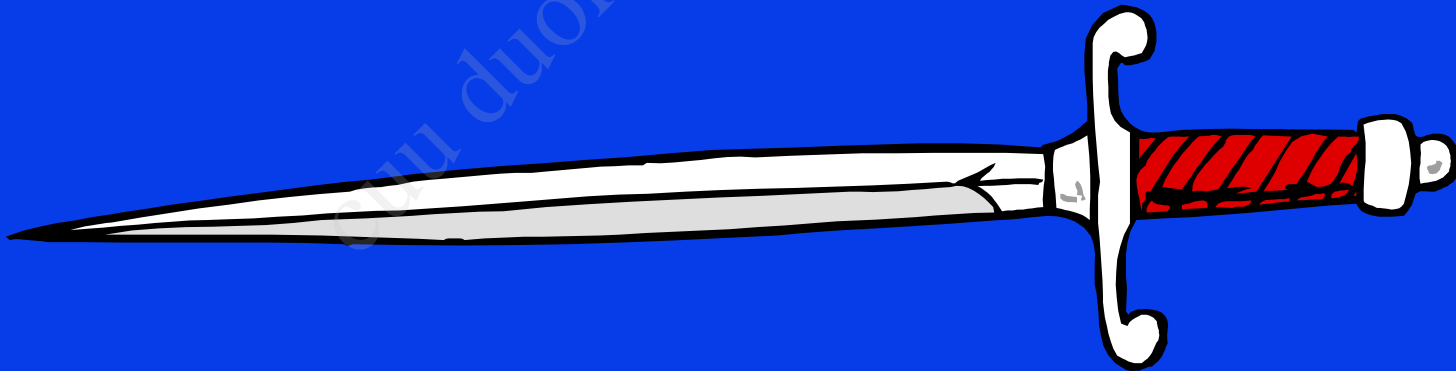
Martin Luther King, Jr., Gandhi, John F. Kennedy, Adolph Hitler, Nelson Mandela, David Koresh (of the Branch Davidians), Herb Kelleher (of Southwest Airlines), and Richard Branson (of the Virgin Group) are/were charismatic leaders. Next slide

# Question #2 *Continued*

Can you associate with each name a characteristic (see Figure 10-3) of charisma you thing best describes each individual?

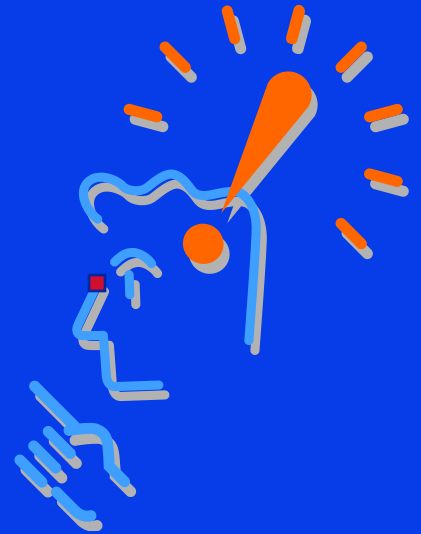
# Discussion Question #3

Why is the theory of charisma described as a double-edged sword?



# Discussion Question #4

Describe the various sources from which one can draw his/her personal meaning.



# Discussion Question #5

One of the four behavioral variables of charisma is vision articulation and role modeling behavior of the leader. Describe the four recommended steps to effective vision articulation mentioned in the text.

A large, bold, yellow number '4' is centered within a solid red square. The number is stylized with a thick stroke and a small gap at the top of the vertical stem.



# Discussion Question #6

Citing specific examples, explain how charismatic leaders of the past used vision and superb communication skills to make their case.



# Discussion Question #7

Describe the limitations of charismatic leadership theory.



# Discussion Question #8

Describe five key behaviors characteristic of transformational leaders.



# Discussion Question #9

Describe some key attributes of transformational leaders.



# Discussion Question #10

What is  
servant  
leadership?

