



Dobrodošli na

**DAN z Deiricom  
McCannom!**

Profiles  International <sup>Slovenia</sup>  
imagine great people®

# The Power of Leadership Charisma

Raising Productivity & Profitability

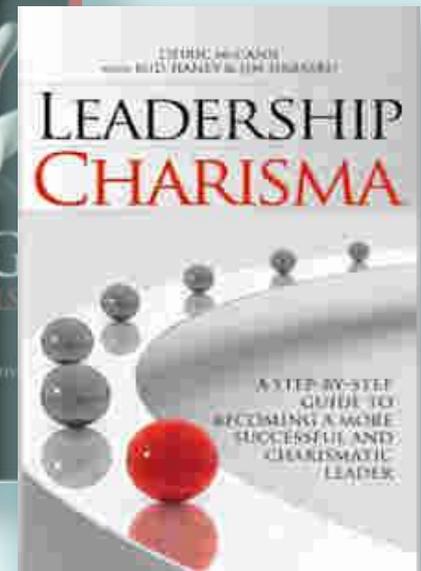
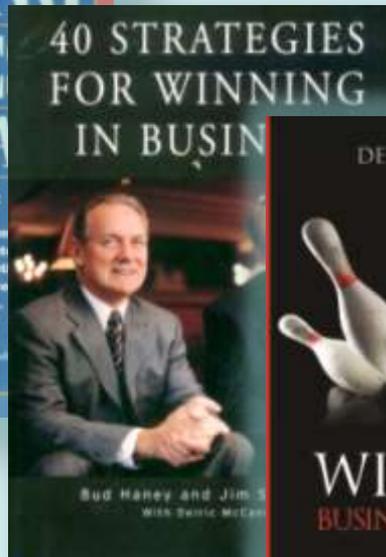
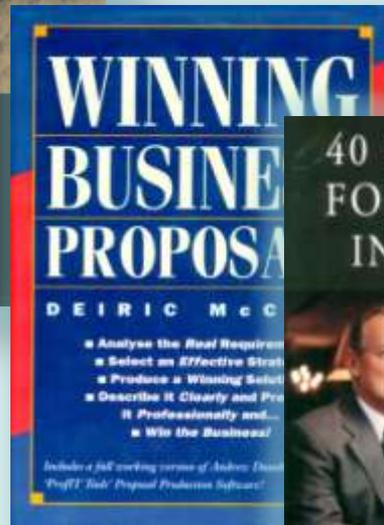




# Deiric McCann

Five bestselling business books

1000+ articles on management topics



Profiles International  
imagine great people®

Senior Vice President  
- International



# 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.”



# 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:

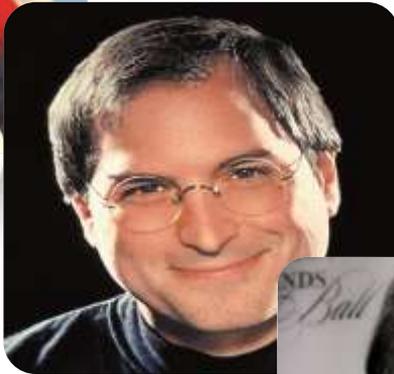
The relationship...

- ...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?

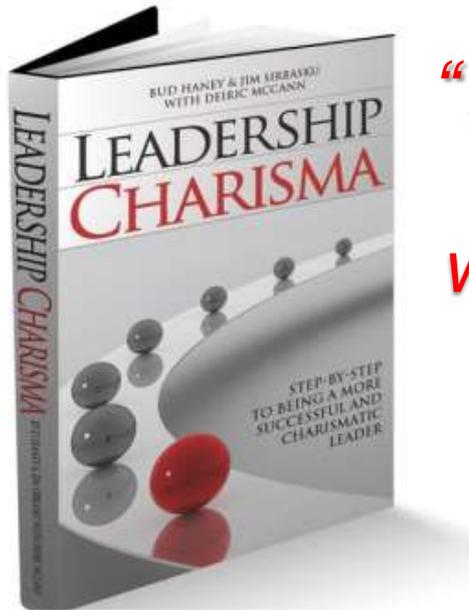


## Engagement

“... 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 it’s 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’...**



# Leadership Charisma

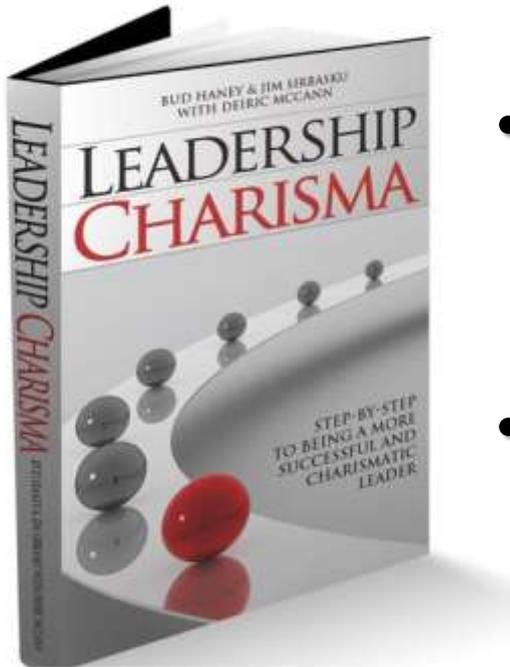
"Charismatic leaders create and maintain a work environment where people are emotionally and intellectually committed to the organization's goals.

**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."

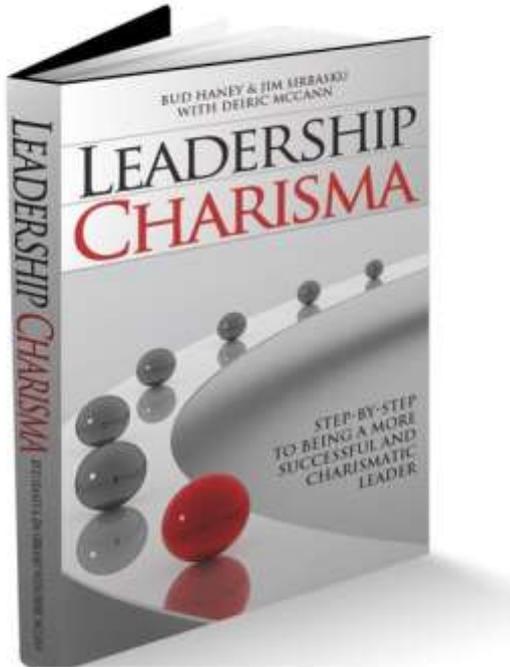


# The Research



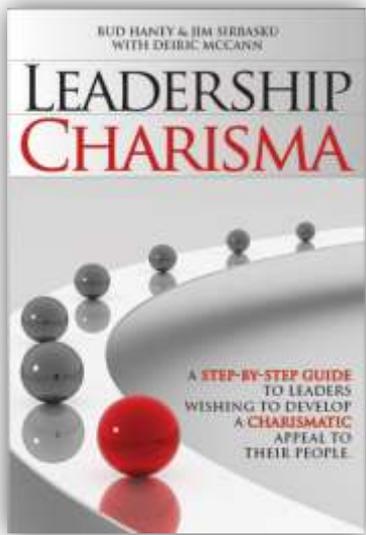
- 40,000 manager-leaders assessed for their leadership charisma
- ...by almost 400,000 'Direct Reports'

# The Research



- It ALL comes down to behavior!
- ANYONE can learn to be a charismatic leader

# Four Steps to Charismatic Leadership



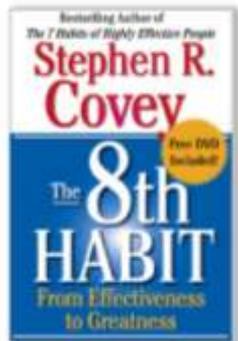
1. Decide to be a Charismatic Leader
2. Continually enhance your self-confidence
3. Polish your 'physical charisma'
4. Behave like a Charismatic Leader



# Step 1: Decide to be a Charismatic Leader

## Step 1

Make a decision to become 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'



**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



# Break



# 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





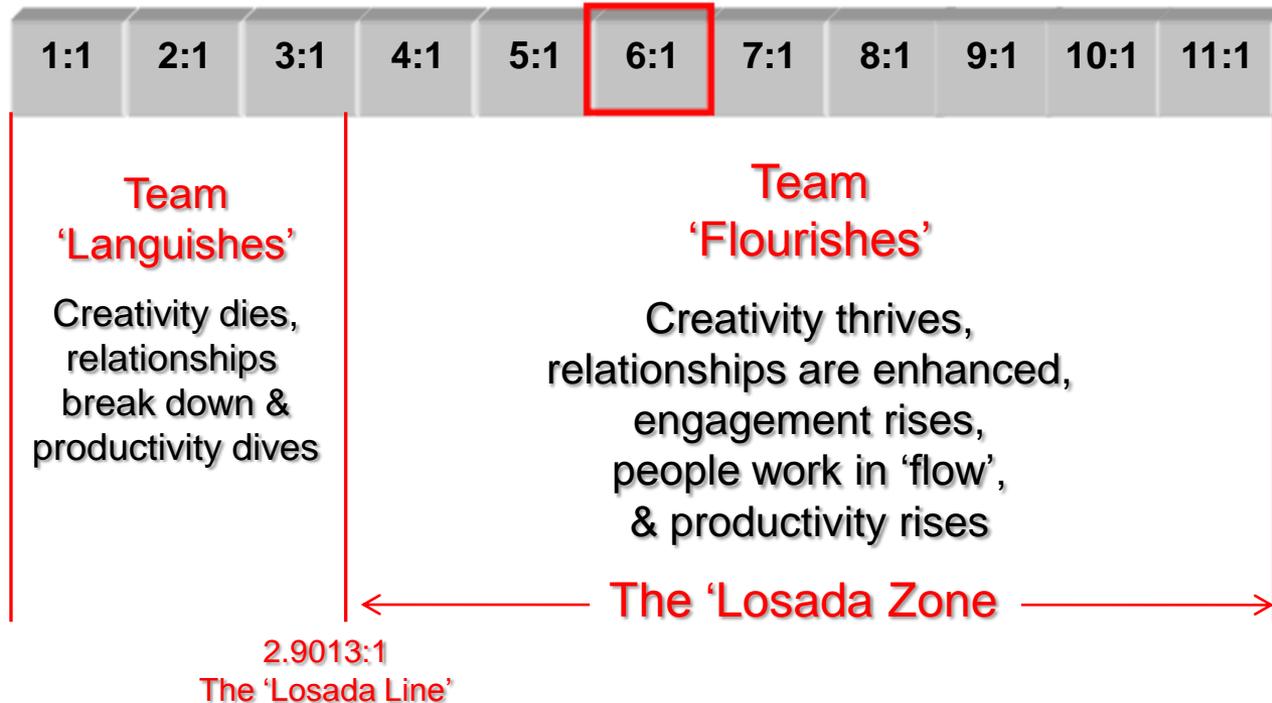
1.  
Be a Beacon  
of Genuine  
Positivity

# 2.9013?

**“The Losada Line”**



# Positivity / Negativity Ratio



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





Heard



# 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

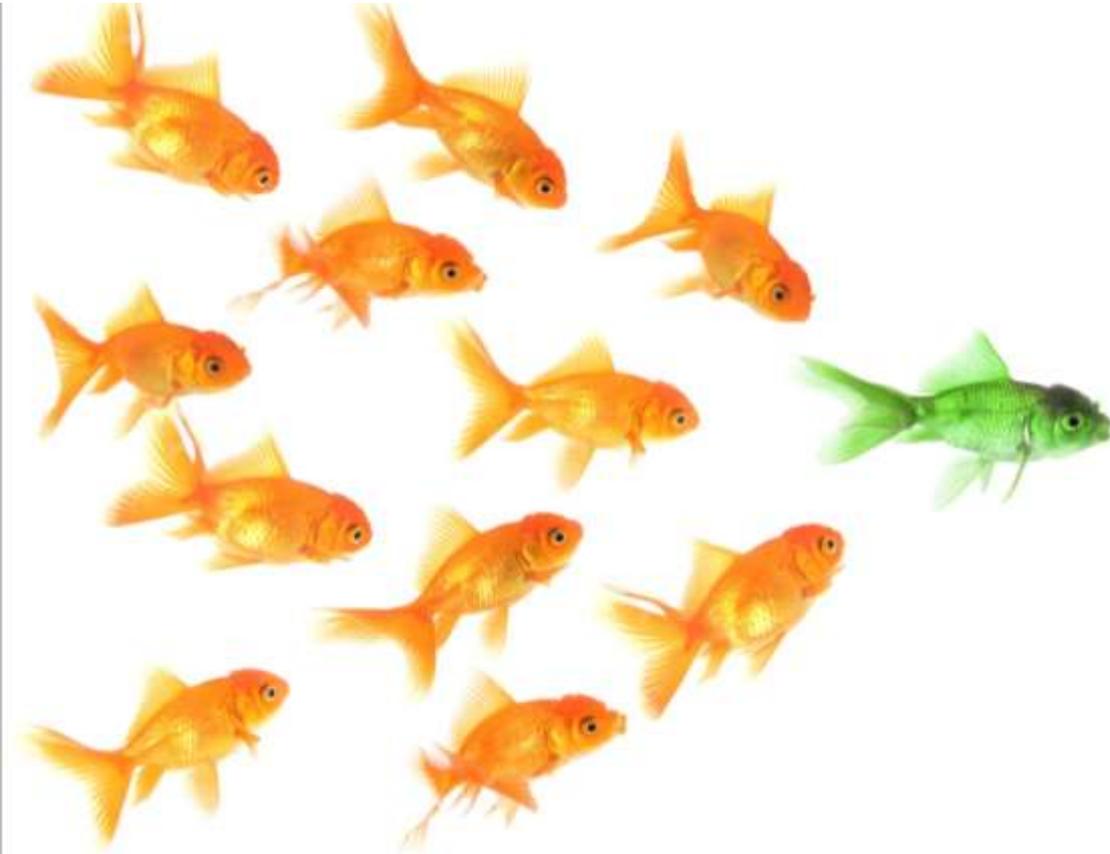




# Public Speaking

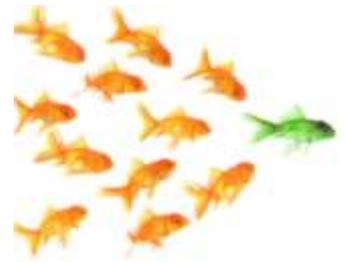
- Look like a 10
- Exude energy & enthusiasm
- Warm the room with a smile
- Use your body effectively
- Use the 'windows to the soul'
- Use positive language
- Speak in images & tell stories





### 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

# Emotional Contagion

“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”





# 4. Energy & Enthusiasm

**5.**  
**Recognize the  
Greatness in  
Others**



# Recognition is Chemical

“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.”



# Recognition is Psychological:

## The 'Norm of Reciprocity'



# 6. The Charismatic Power of Belief in People



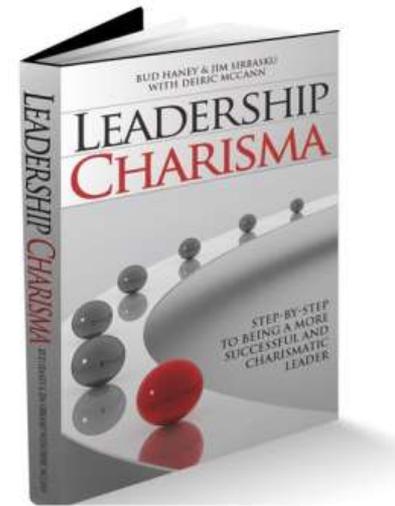
# 2 Key Drivers of Individual Performance

- 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.

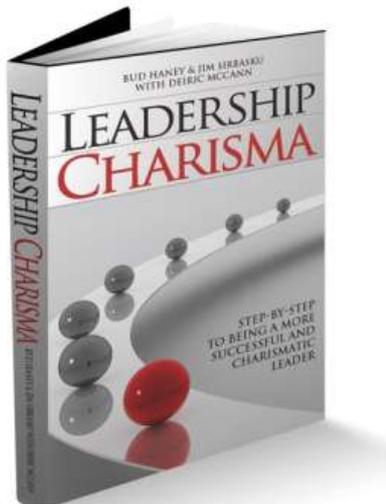
- ‘Leadership Charisma’, Haney, Sirbasku, McCann



# 2 Key Drivers of Individual Performance

- Leader's expectation of an individual
- Individual's expectation of her-/himself





“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,  
or do not do,  
adds to,  
adds to,  
or subtracts from,  
or subtracts from,  
your charisma as a leader”  
your charisma as a leader”

Start making changes today to  
raise your charisma  
(even small changes!)

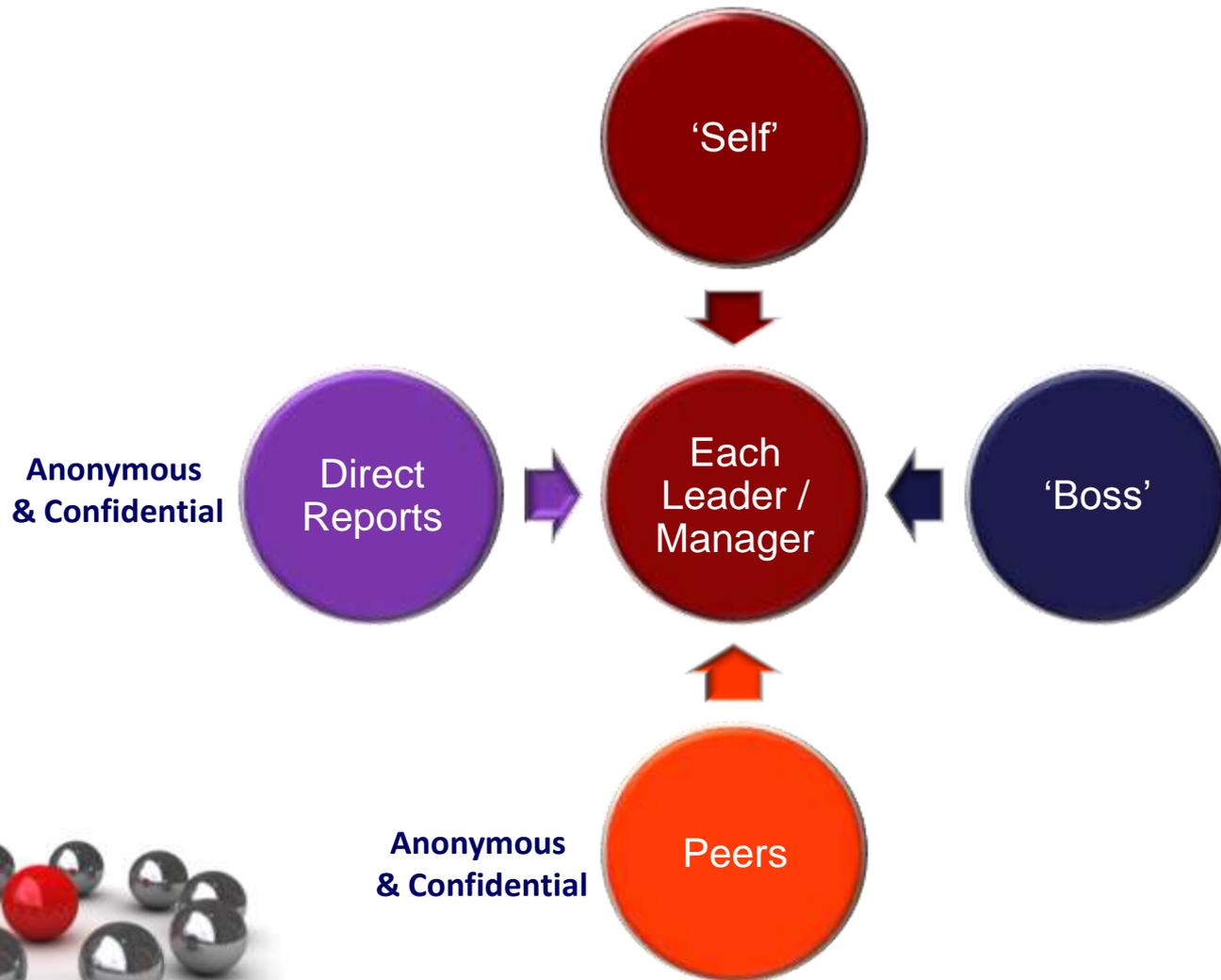
# Where are you now?



**‘You cannot manage  
what you cannot  
measure’**



# Checkpoint System





# Checkpoint:

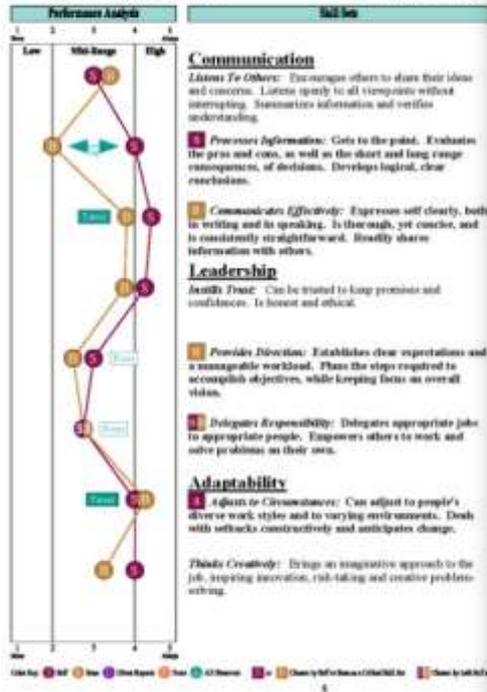
## A Uniquely Complete Leadership Development System

### Skill Set Analysis

#### Includes Critical Skill Sets Chosen by Self and Boss

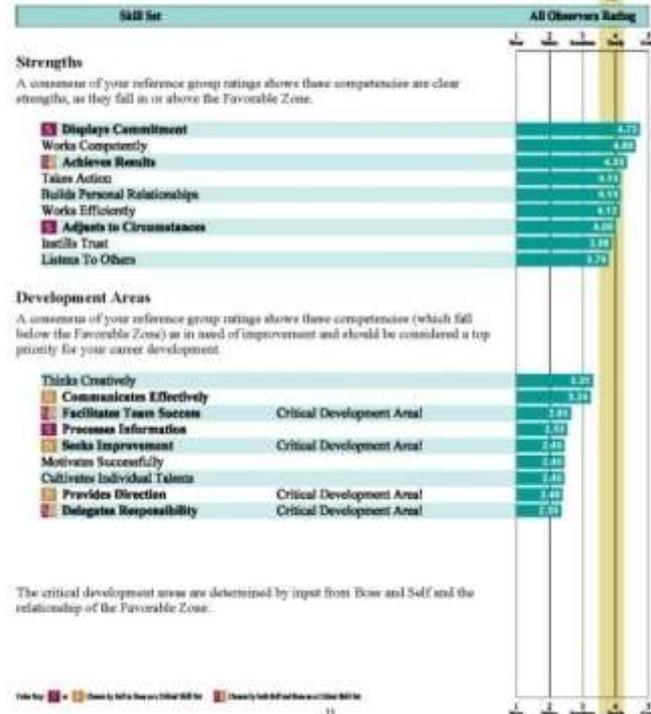
Critical Skill Sets: Self and Boss chose 8 Critical Skill Sets, out of 16. They considered these critically important to the particular requirements of this job and are indicated with bold letters.

- Green** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are equal to or higher than 3.5.
- Light Green** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are below 3.5.
- Blue** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages differ by 1.5 points or more.
- Dark Blue** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages differ by 1.5 points or more.



### Development Summary

#### for Darcy Walker



The critical development areas are determined by input from Boss and Self and the relationship of the Favorable Zone.



# 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 learnable behaviors that enlightened leaders use to drive extraordinary employee engagement and productivity; all of these 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. In doing so they help people feel more inclined to invest extra energy and even sacrifice.

It is clear that those who have high levels of Leadership Charisma needs in 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 charismatic or not. Our recent research has shown that this trait leader's charisma is, in fact, based up their behavior.

Charisma is not an attribute - but a perception. It is the perception they find charismatic. No one can be charismatic on their own; they describe as charismatic, and another to behave in a manner that is charismatic.

Charisma is simply the combination of the impact of a particular practice, consciously or unconsciously, by those they meet.

Ask ten people to explain why they find someone charismatic or not. Some will talk about the person's ability to speak in an inspiring

## K-S-S 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<sup>®</sup> Competency Feedback System<sup>™</sup>  
Raising Your Leadership Charisma



The most important challenge  
to leaders in this economy:

**Getting Positive Results**





THANK  
You!



# Checkpoint:

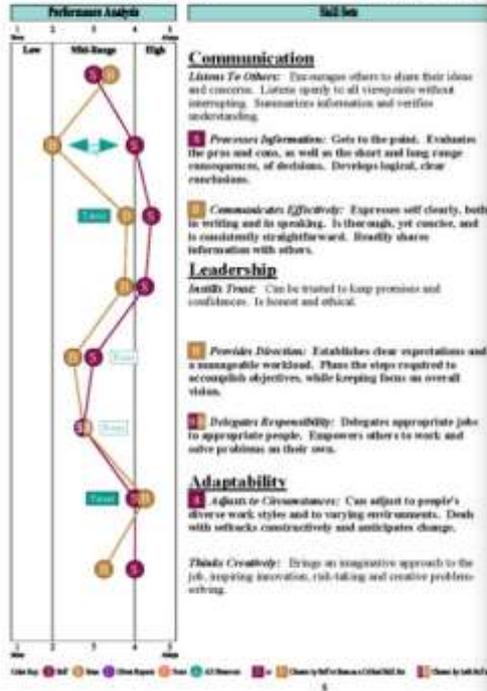
## A Uniquely Complete Leadership Development System

### Skill Set Analysis

#### Includes Critical Skill Sets Chosen by Self and Boss

Critical Skill Sets: Self and Boss chose 8 Critical Skill Sets, out of 16. They considered these critically important to the particular requirements of this job and are indicated with bold lettering.

- Green** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are equal to or higher than 3.5.
- Light Green** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are below 3.5.
- Blue** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages differ by 1.5 points or more.
- Dark Blue** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages differ by 1.5 points or more.



### Development Summary

#### for Darcy Walker



The critical development areas are determined by input from Boss and Self and the relationship of the Favorable Zone.



# The Power of Leadership Charisma

Raising Productivity & Profitability



**Želite izmeriti in povečati svojo karizmo?  
Kontaktirajte nas!**

**Profiles International Slovenia**  
**T: +386 2 62 03 700**  
**E: [violeta.vucicevic@profileslovenia.si](mailto:violeta.vucicevic@profileslovenia.si)**  
**W: [www.profilesinternational.com](http://www.profilesinternational.com)**

