

INSPIRATIONAL vs. CHARISMATIC LEADERSHIP

Managing Beyond the Frontier

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Career History

- Experimental Psychology Oxford University
- Clinical Psychologist British Psychological Society
- Psychoanalysis Tavistock Clinic
- Psychologist Tavistock Institute
- Director Adult Department, Tavistock Clinic
- Founder-Director Tavistock Clinic Consultancy Service
- Director Stokes & Jolly Ltd

“The Emotional Life of Organisations”

- Selection and Assessment of Leaders
- Leadership Consulting & Coaching
- Psychology of Leadership, the Personality and Psychopathology of Leaders
- Training and Supervision of Coaches

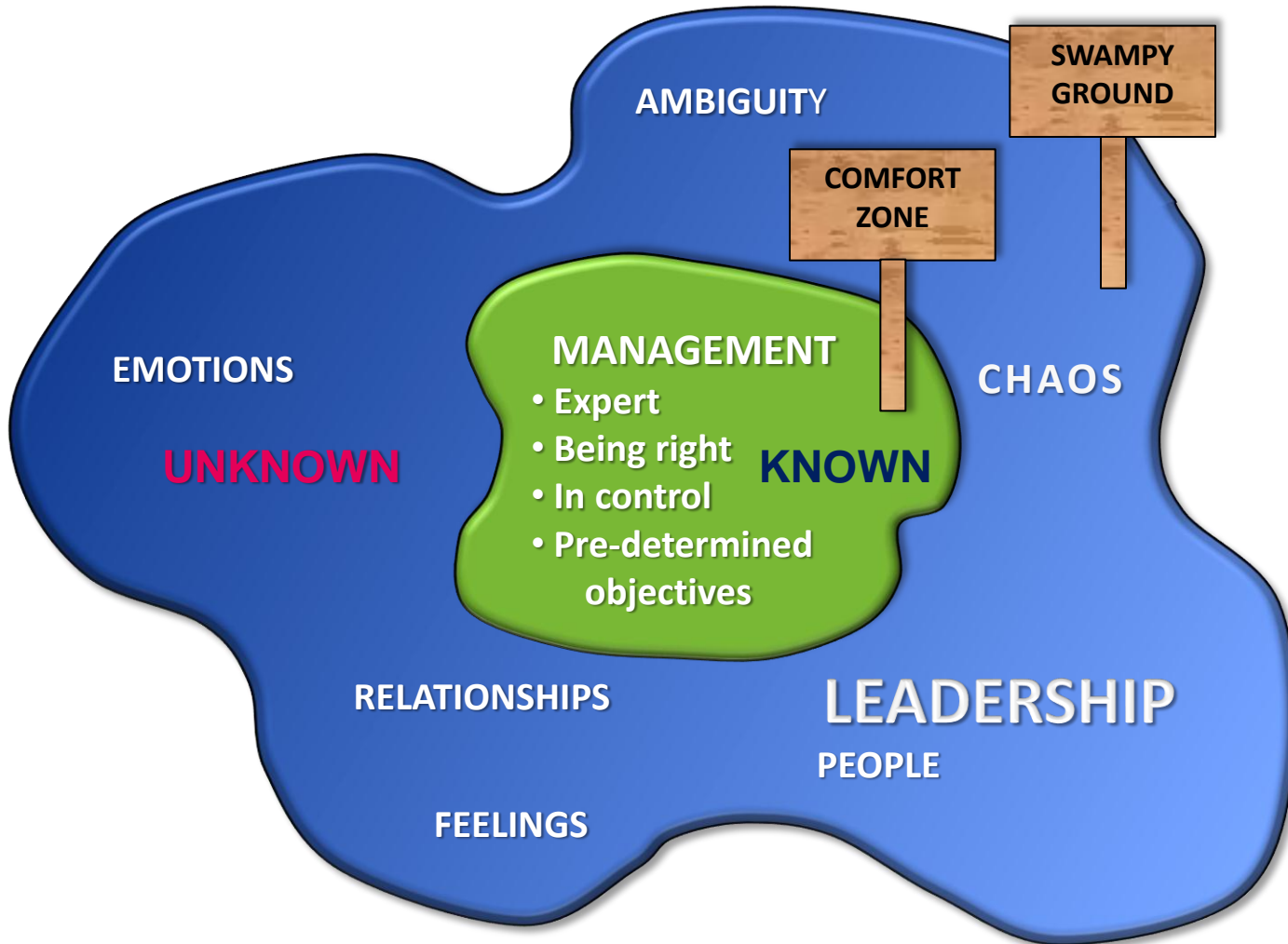
Topics Today

- What is inspiration?
- Have I ever been inspired?
- Could I inspire others?
- Can the people in this room inspire me?
- What is the difference between inspirational and charismatic leadership?
- How can I learn to be inspirational?

The Big Question

Why should anyone **want** to follow you?

The Leadership Zone



Assumptions about Leadership

- There is no one-way to be a leader
- Not about being “the great leader”
- Relationship rather than Individual
- You can only be a leader if others want to follow

Persuading others to do willingly what they otherwise would not

- Everyone can be inspirational
- “Bringing out the best in others”

Leaders Meet Deep Psychological Needs & Fears

- Desire for a reassuring figure of authority
- Desire for security and certainty
- Desire to feel chosen or special
- Need for membership and belonging
- Fear of ostracism, isolation, exclusion
- Need to idealise

Results in a sense of personal powerlessness to challenge authority – to speak truth to power

Charismatic Leaders - Max Weber

“Men do not obey him by virtue of tradition or statute, but because they believe in him.....a certain quality of an individual personality by virtue of which he is considered extraordinary and treated as endowed with supernatural, superhuman or at least specifically exceptional powers or qualities”

Charismatic Leaders Emerge During A Crisis



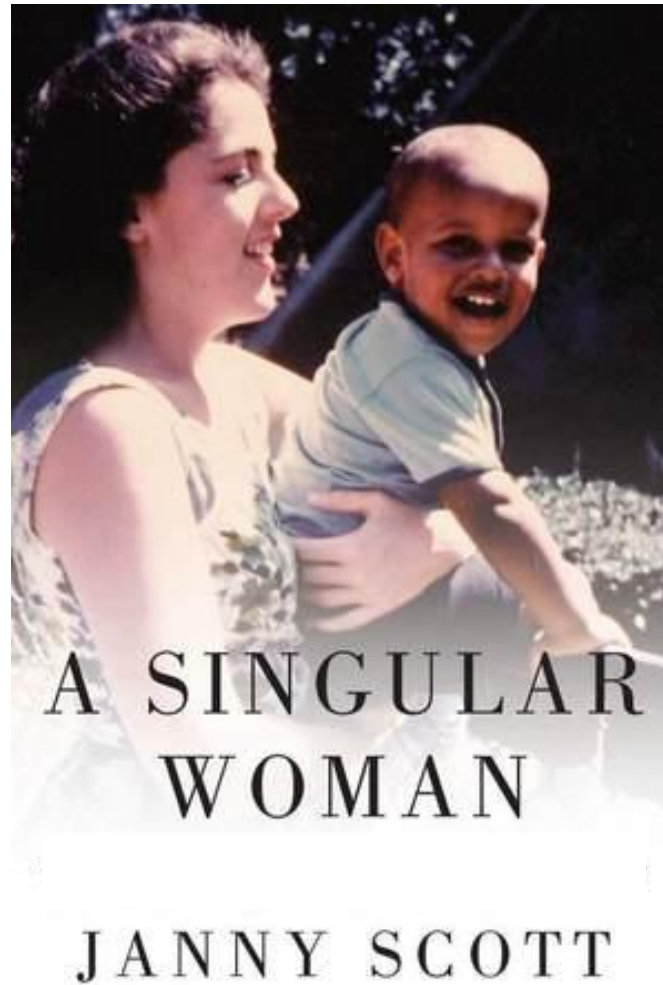
Victory Day
8th May 1945

General Election
5th July 1945
Landslide Loss

The Special One

carefreechris
presents

Strong Mother, Weak or Absent Father



STOKES & JOLLY

Charismatic Childhoods



Charismatic Leadership – the downsides



Charismatic Leadership

- At times of anxiety - crisis situation, uncertainty, ambiguity, under-performance
- Potential followers are in state of distress, fear or alienation – follower readiness
- An aspirant self-confident individual who promises deliverance
- Provides a vision which both makes sense of current situation and a better future
- Results in an intense relationship and bond amongst and between the followers and the leader

Limitations of Charismatic Leadership

- Unrealistic expectations
- Dependence and counter-dependence
- Reluctance to disagree
- Need for continuing magic
- Potential feelings of betrayal
- Next level of management feels disenfranchised
- Limited range of the individual leader

Nadler & Tushman, 1990



Charismatic vs. Inspirational Leadership

Charismatic Leadership

- A collective coping mechanism in which followers construct and project qualities onto an idealised extraordinary person to allay their fears

Inspirational Leadership

- The leader provides an exemplar who models the behaviours needed to solve the groups problems and from which they learn and develop

What Do We Say We Want From a Leader?

- Honesty 90%
- Forward-looking 70%
- Inspirational 65%
- Competent 65%

(Kouzes & Posner 2009)

CREDIBILITY: if you don't believe the messenger you don't believe the message

Inspirational Leadership

Inspiration

- To breathe life into
- To fill with lively emotions
- To connect with something greater than one's "self"

Spirit

- The force that looks for meaning in life & work
- The essence that animates life in human beings

Charisma vs. Inspiration

Charisma

Having a divinely
inspired gift + being
the gift

‘Me’

Inspiration

Bringing out the best
in others – through
being at one’s best

‘We’

Charismatic vs. Inspirational

Charismatic

- Idealised
- Projection
- Focus on me
- Obey my will
- Have answer
- 'As if'
- Fall in love
- Parasitic



Based on illusion
Mutual destruction

Inspirational

- Exemplar
- 2-way
- Focus on us
- Engage the spirit
- Problem solve
- 'What if'
- Mature love
- Symbiotic



Desire for truth
Mutual development

Exercise - My Inspirational People

- 3-4 people whom you have known personally and who have inspired you – childhood, teenager, adult, work (3 mins)
- In pairs describe the person and why they were inspiring - what were they doing? (10 mins)
- Identify some examples you are willing to share (3 mins)

Everyone Can Inspire

- Is an “ordinary” activity
- That people do not necessarily know they possess
- That they may not know when they are using
- That they can learn to get better at
- Children and animals can be inspirational – why not you?

The Inspired Leadership Framework – 6 Elements

Being the Exemplar

Articulating a Future

Sensing the Situation

Affirmation

Having the Difficult Conversations

Being Authentic

Inspirational Leadership = bringing out the best in others

1. Be an Exemplar

Through your behaviour model what others need to do.

- Always learning/developing/improving
- Achieved from nothing
- Courage
- Self-sacrifice
- Sense of adventure
- Strong conviction and certainty
- Quality of thinking
- Independent perspective

2. Articulating a Future

Create a picture of a future state that provides others with direction.

- Captured my imagination
- Challenging status quo
- Making things tangible
- Made me change to a new path
- Shows you how to think positively
- Opened my eyes
- Had a story of where came from/where we were going
- Compelling stories: made me think about the world

3. Sensing the Situation

Read individuals, groups and environments to gauge the appropriate timing and course of your actions.

- Connects with people
- Treating people as individuals
- Comfortable with different people
- Personal engagement
- Able to bring us together as a group
- Uncanny intuition
- Understood what made people tick

4. Affirmation

Enable people to feel good about themselves by providing a sense of their actual worth and potential contribution.

- Believed in what I could be
- Gave me permission to be adventurous
- Not frightened of giving responsibility
- Showing people they are important
- Gave me an invisible lift; made me feel great
- Made me want to be the best I could be
- Encouraged me to learn
- Gave me desire to succeed

5. Having the Difficult Conversations

Provide feedback that is honest, what is needed for development, rather than what the person wants to hear.

- Difficult: forced me to soul-search
- Challenged me
- Showed me how much I needed to work on
- Made me define my commitment, and go beyond what I wanted to
- Pushed where I would not have gone
- Talked to me about me and what I was doing wrong
- Challenged me to think differently
- Doesn't shirk the tough decision

6. Being Authentic

Be true to yourself in a skilful way that frees others to do the same.

- Truthful
- You can feel the emotion
- Walks the talk
- Show vulnerability, admits not always knowing
- Recognise limitations of powers
- Unique personal style
- Presence – less is more – calmness
- Getting up and expressing themselves

Advantages of Inspirational Leadership

- Realistic
- Involves psychological work by the followers
- Challenges followers to be self-managing
- Creates a positive climate of self-awareness and self-efficacy and builds resilience
- Generates trust and inclusivity
- Empowering
- Less restricted by the leader's limitations

Creating Good Followership

- Commitment to and engagement with the organisation
- Independent critical thinking
- Positive optimistic energy

Through:

- Creating sense of achievement in the followers – sense of agency and empowerment
- Including different points of view in the debates
- Encouraging challenge, permitting dissent
- Attributing success to others and the collective effort

What Can You Do?

- Model the behaviours you want from others
- Tell a motivating story to your employees
 - ‘Wouldn’t it be great if we could achieve this?’
- Get better at reading the signals that others send
- Pay more attention to group dynamics
- Make others feel valued – listen
- Stop putting off the difficult conversations
- Increase the feedback you give and ask for
- Use mentors
- Don’t try to be perfect

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Inspirational Leadership = bringing out the best in others

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