

Chapter 1 : Charismatic leadership style of mahatma gandhi - New York Essays

Charismatic leaders are great when they use their charisma to uplift people; to help their followers meet their aspirations; but it becomes a misfortune when they use their charismatic qualities.

They are often people with a clear vision in business or politics and the ability to engage with a large audience. A charismatic leadership definition is incomplete if it does not focus on the leader personally. More than other popular leadership styles, charismatic leadership depends on the personality and actions of the leader – not the process or structure. Both it and transformational leadership rely on the ability of the leader to influence and inspire followers. Transformational and charismatic leaders motivate the individual or those around them to be better and to work for the greater good of an organization or society. Leaders rally those around them in service of a common goal Initiative and boldness are encouraged The differences between charismatic and transformational leadership styles lie primarily in how the individual is viewed. The personal vision of a charismatic leader has a great deal of influence over his or her audience Charismatic leaders speak about their moral compass or passion rather than an existing method of doing business Democratic and charismatic leaders compared When compared to democratic leadership, similarities to the charismatic style include: They both place considerable responsibility on the leader Leaders guide employees, team members or volunteers in a particular direction There is often a spirit of collaboration The differences between charismatic leadership and democratic leadership include: In democratic leadership, workers must have high-level skills in addition to the desire to work Democratic leaders are highly rational and deliberate in their style Charismatic leaders appeal to the emotions of the audience In the charismatic leadership style, working toward a greater good is emphasized Comparing autocratic and charismatic leadership Likewise, charismatic and autocratic leadership styles share some traits. Both leaders often increase employee productivity. The charismatic leader typically inspires employees to perform. The autocratic leader uses their authority to demand high performance. The short-term result is identical, although the long-term consequences may differ. Charismatic leaders structure their organizations as they see fit. This is another example of a crossover between charismatic and autocratic leadership styles. The intensity of both styles may also generate early burnout of their leaders and followers. In it, he sets forth a tripartite classification of authority for organizations and governments: Traditional Charismatic Two forms of order: In organizations with authoritative order, people follow rules set by their leader. Institutions that use norms depend on the appeal of their mission and vision to inspire allegiance in employees or followers. Charismatic leaders use norms to build a strong emotional relationship with the people who work for them. Examples of charismatic leadership Charismatic leaders are from all walks of life. In addition to business, this leadership style can be found in religious institutions and political and social movements. Religious examples of charismatic leadership Martin Luther King, Jr. Born in , Dr. King followed in the footsteps of his father as a Baptist minister. He started his civil rights career as the leader of the bus boycott the night that Rosa Parks was arrested in Montgomery, Alabama. King gained national notoriety for his arrest at a lunch counter sit-in, which came to the attention of presidential candidate John F. He was soon released and went on to have even greater influence in the fight for civil rights. Martin Luther King, Jr. King is best known for the August 28, , march on Washington that drew more than , people. The following year, the Civil Rights Act of was passed. Mother Teresa joined the Sisters of Loreto when she was 18 and moved to India in As a novitiate, she was sent to Calcutta and taught at St. In , Mother Teresa abandoned teaching to follow what she considered her calling, founding the Missionaries of Charity to live and serve in the slums of Calcutta. In , she traveled to New York to open her first U. In , she spoke at the 40th anniversary of the United Nations General Assembly. By the time of her death, the Missionaries of Charity numbered over 4, sisters with foundations in countries. Her inspiring, devout persona and devotion to a singular idea make her a good example of a charismatic leader. Under Nazi occupation, he began his theological studies in a secret seminary in and was ordained as a Catholic priest in John Paul became the bishop of Ombi in Well regarded for his work in the church, John Paul was made a cardinal in In , he was elected pope, a role he occupied until his death in He traveled to more than countries and was a vocal advocate for human rights. He gained fame as an

actor after signing a seven-year movie contract with Warner Brothers in 1939. During World War II, he made training films for the military. He began giving motivational talks to businesses and moved to the national stage in 1945, when he gave a well-received televised speech for Barry Goldwater. He ran for president beginning in 1960 and won in 1964. President Reagan was able to articulate his political vision in ways that appealed to his followers. Along with Teddy Roosevelt and John F. Kennedy, Reagan is recognized as one of the most charismatic American presidents of the 20th century. Although he is best known for being the prime minister of England during World War II, he honed his communication skills as a war correspondent in World War I and crafted legislation for Parliament as a member.

Business examples of charismatic leadership

Lee Iacocca Lido Anthony Iacocca was brought to Chrysler in the late 1950s to rescue the automaker from impending bankruptcy. Iacocca, an automotive executive with an undergraduate degree in industrial engineering, was not blessed with natural charisma, but he developed the talent. He grew up playing sports and used lessons he learned as an athlete throughout his life. After college, Welch went to work at General Electric as a chemical engineer in 1947. He talked informally with workers, making them feel as if they might receive a note or a visit from him at any time.

Charismatic leadership quotations

Mother Teresa: Instead, you have to inspire the next guy down the line and get him to inspire his people. Sensitivity to their environment and the needs of their employees or followers

Articulate and visionary Inclined toward personal risk taking Adept at using unconventional behavior

Advantages and disadvantages of charismatic leadership

There are many advantages to this leadership style. Charismatic leaders are often a catalyst for social change. They are, however, not a fit for organizations that depend on rigid structures and processes to function.

Charismatic leadership pros

Charismatic leaders inspire people to work together for a common cause Organizations are committed to a central mission Management prioritizes learning from mistakes in an effort to succeed in their mission Charismatic-led companies tend to be cohesive because their workers have a clear purpose Charismatic leadership cons

Leaders may develop tunnel vision or arrogance, undoing their previous good deeds Organizations can become dependent on charismatic leaders and may suffer if he or she retires, leaves the company, or dies suddenly Charismatic leaders sometimes become unresponsive to their subordinates or constituents These leaders may not learn from their mistakes, compounding them Charismatic leaders may believe they are above the law, committing financial or ethical violations

Benefits of charismatic leadership

The world needs charismatic leaders because they fight for quality of life and a better world. Charismatic leaders have the courage of their convictions. They are willing to stand up to people who have a differing view of society or the organization. Charismatic leaders tend to be able to see the gaps between what an organization delivers to its workers and what the workers need from the organization. They create visions that their supporters can readily see, and in return the supporters are motivated to contribute to a common goal. Submit the form below, and a representative will contact you to answer any questions.

Chapter 2 : Charismatic Leadership: It Can Be A Blessing and A Curse!

Starting with "Let the dead bury the dead", (Mt), Professor Hengel subjects Jesus's discipleship sayings to a rigorous historical scrutiny, and considers other contemporary forms of discipleship -- Cynic, Rabbinic and Zealot.

Charisma[edit] Weber applies the term charisma to [A] certain quality of an individual personality, by virtue of which he is set apart from ordinary men and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities. These are such as are not accessible to the ordinary person, but are regarded as of divine origin or as exemplary, and on the basis of them the individual concerned is treated as a leader How the quality in question would be ultimately judged from an ethical, aesthetic, or other such point of view is naturally indifferent for the purpose of definition. Charismatic leaders eventually develop a cult of personality often not by their own doing. As such, it rests almost entirely on the leader. For instance, a charismatic leader in a religious context might require an unchallenged belief that the leader has been touched by God , in the sense of a prophet. In contrast to the current popular use of the term charismatic leader, Weber saw charismatic authority not so much as character traits of the charismatic leader but as a relationship between the leader and his followers. It tends to challenge this authority, and is thus often seen as revolutionary. Hereby the challenge that it presents to society will subside. The way in which this happens is called routinization. By routinization, the charismatic authority changes: For example, Muhammad , who had charismatic authority as "The Prophet" among his followers, was succeeded by the traditional authority and structure of Islam , a clear example of routinization. In politics, charismatic rule is often found in various authoritarian states , autocracies , dictatorships and theocracies. To help to maintain their charismatic authority, such regimes will often establish a vast personality cult. When the leader of such a state dies or leaves office, and a new charismatic leader does not appear, such a regime is likely to fall shortly thereafter, unless it has become fully routinized. A society that faces the end of their charismatic leader can choose to move to another format of leadership or to have a transference of charismatic authority to another leader by means of succession. According to Max Weber, the methods of succession are: Search[edit] "The search for a new charismatic leader takes place on the basis of the qualities which will fit him for the position of authority. In ancient times, oracles were believed to have special access to "divine judgment" and thus their technique in selection was perceived to be legitimate. It is not determined by merely a majority vote Unanimity is often required. The cardinals taking part in the papal conclave are viewed to be charismatically qualified by their Roman Catholic congregations and thus their choice is imbued with charismatic authority. This type of succession is a difficult undertaking and often results in a movement toward traditionalization and legalization in authority. It involves a dissociation of charisma from a particular individual, making it an objective, transferable entity. In this way, priests inherit priestly charisma and are subsequently perceived by their congregations as having the charismatic authority that comes with the priesthood. New religious movements[edit] Eileen Barker discusses the tendency for new religious movements to have founders or leaders who wield considerable charismatic authority and are believed to have special powers or knowledge. Charismatic leaders are unpredictable, Barker says, for they are not bound by tradition or rules and they may be accorded by their followers the right to pronounce on all aspects of their lives. Barker warns that in these cases the leader may lack any accountability, require unquestioning obedience, and encourage a dependency upon the movement for material, spiritual and social resources. Chryssides asserts that not all new religious movements have charismatic leaders, and that there are differences in the hegemonic styles among those movements that do. Following the psychoanalyst Heinz Kohut , Oakes argues that charismatic leaders exhibit traits of narcissism and also argues that they display an extraordinary amount of energy, accompanied by an inner clarity unhindered by the anxieties and guilt that afflict more ordinary people.

Chapter 3 : The Charismatic Leader & His Followers by Martin Hengel

*The Charismatic Leader and His Followers: [Martin Hengel] on blog.quintoapp.com *FREE* shipping on qualifying offers. Taking as his starting-point Jesus' saying in Matt , Let the dead bury the dead, Professor Hengel subjects Jesus' discipleship sayings to a rigorous historical scrutiny.*

They also have a certain elusive quality, which allows them to attract followers and inspire people to new heights. Charismatic leaders are also known as transformational leaders because they are often involved in significant change initiatives. Charismatic leaders recognize that leadership is not about showmanship, but the application of wisdom built over years of business experience. For example, a small business learns from the difficult first few months and years and gets stronger, which allows it to survive economic downturns. Communication Charismatic leaders have exceptional communication skills. Small-business owners need these skills to motivate employees through the difficult periods and to help them stay centered through the good times. Charismatic leaders are equally adept in one-on-one and group settings and are able to communicate technical details in simple easy-to-understand language. They are also able to transfer their inspiration and communication skills to their groups. The group members believe in one another and in the power of teamwork. Leadership can appear from unexpected places, which propels a company forward, even when a charismatic leader departs. Humility Charisma can coexist with humility. Charismatic leaders know how to listen to the concerns of their employees. This inspires employee loyalty, which is essential for surviving the rough patches. Substance Charisma without substance is usually a recipe for failure. Flash works for a while, but eventually people want something substantive. The words of a charismatic leader must match his actions. Although charisma can open doors, substance allows leaders to close sales. Considerations Charisma is an important, but not essential, element of success. Compassion, civility and integrity are just as important qualities. Charisma becomes a liability when it disintegrates into hero worship. Charismatic leaders cannot bring a dying company back to life. Therefore, companies should not look to charismatic CEOs for salvation.

Chapter 4 : 6 Characteristics of Charismatic Leadership

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Share on Facebook History shows that many great leaders had one thing in common; charisma. Charismatic leaders attract followers with charm and personality. These leaders have the ability to motivate followers to do almost anything. There are many common characteristics of the charismatic leader; most characteristics involve using feelings to encourage commitment and devotions in followers. Inspiration Charismatic leaders have the ability to inspire almost anyone. These leaders possess positivity, optimism and passion for a cause and attract like-minded people to them easily. A charismatic leader is able to motivate teams to work mostly by inspiration. Self-Confidence Self-confidence is a key characteristic of the charismatic leader. This type of leader typically possesses a strong sense of self belief and rarely feels or expresses any doubt about his decisions or goals. This sense of confidence often encourages the rest of the team to believe as strongly as their leader. Taking Risks Taking risks and convincing others to take risks is a characteristic of the charismatic leader. These leaders view risk-taking in romantic ways, such as taking on a noble cause or going on an adventure. Connect with People Charismatic leaders have the ability to connect with followers in such a way that the follower feels special and needed. These leaders are sensitive to the needs of others and are responsive to those needs. Typically, a charismatic leader connects by remembering personal details, using direct eye contact and giving complete focus to followers. A charismatic leader also is able to detect the mood of an audience and adjust his approach to suit the mood in the room. Convincing The charismatic leader is often an effective salesman. These leaders entice followers with grandiose visions, stories and plans that make the follower feel as if he is participating in an extremely important task. Charismatic leaders also possess the skill of helping a follower see his own potential and possibility. Creativity Creativity is a characteristic of many leaders, especially the charismatic leader. These leaders take creative approaches to everything including solving problems, completing tasks or starting new projects. Charismatic leaders thrive on innovation and often encourage followers to think outside of the box. The creativity and innovation demonstrated by charismatic leaders allows followers to trust in the capability of the leader. Establishes Importance The charismatic leader often attaches his identity to the identity of the group. This attachment joins the group with the leader and makes the leader essential to the success of the group. In doing this, the charismatic leader ensures his place in the group and establishes his importance to the groups overall success.

Chapter 5 : Top 10 Charismatic Leaders of Today | Inspiration | SuccessStory

What sets charismatic leaders apart is that they are "essentially very skilled communicators, individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level," said Ronald E. Riggio, Ph.D., professor of leadership and organizational psychology at Claremont McKenna College, in his Psychology.

Many paradigms and theories have been developed by those who study the subject to help inform and educate business leaders about the most effective management tools and approaches. Those theories include frameworks based on self-assessment, attributions from others and transformational leadership. Definition and Traits of Charismatic Leadership Etymology helps to understand and define "charismatic. Charismatic leadership is centered in an ability to charm and persuade. When a business, political or organizational leader is capable of inspiring and triggering emotional responses in followers, that leader is said to be charismatic. True charismatic leadership evokes genuine emotional changes in others. It also includes the ability to motivate and persuade followers to commit to a goal and take action as part of a group effort. Charismatic leaders demonstrate sincerity in commitment to a cause for example, a business goal. They also exhibit willingness to take reasonable risks or sacrifice their own comfort in order to achieve the goal. Video of the Day Brought to you by Techwalla Brought to you by Techwalla Modern experts generally identify five characteristics of the charismatic boss: Charismatic leaders exude a calm, strong sense of faith in their skills, experience and abilities. Charismatic leaders can focus with laser-like precision on goals, never allowing distractions to take root or steer them off course. Charismatic leaders generally exhibit a higher degree of creativity and ingenuity at work, coming up with new ideas and suggestions. Finally, leaders with charisma are capable of big-picture creativity, aiming for inspiring and challenging goals that help inspire others. In other words, individual leaders were asked to assess their own personal traits and behaviors that were believed to be part and parcel of charisma. So, for example, leaders were identified who believed they shared certain traits in common, such as confidence or greater than average communication skills. These traits then became part of the charismatic leader profile. This theory was further refined over the next two decades to focus on the effect of such leaders on their followers or team members. Attributional Charismatic Leadership Theory Another paradigm for evaluating charismatic leadership also focused on traits, qualities and behaviors but from the viewpoint of others. Charismatic leadership qualities were evaluated based on how followers assigned certain attributes to persuasive, inspirational or charismatic leaders. Charismatic leaders were identified as utilizing interpersonal skills such as social and personal identification, rapport-building and the internalization of common values in order to develop emotionally-resonant connections with their followers. However, this theory focuses on what the follower believes about the leader rather than how the leader behaves with the follower. In essence, it operates from the principle that charismatic leadership exists when a follower says it exists. The Development of Transformational Leadership Theory Perhaps the biggest development in the study of charismatic leadership is the theory of transformational leadership. It may be the most studied aspect of leadership in modern academics. Its origins lie in the work of political scientist James MacGregor Burns, who established a paradigm or framework for viewing leadership from a transformational perspective by contrasting it with what he termed "transactional leadership. This form of leadership never transcends the specific transaction, Burns believed. On the other hand, transformational leadership involved a nurtured relationship in which both leader and follower feed each other and help inspire change in each other. Through this continually growing relationship, the parties essentially change the moral norms of behavior. The leader begins a continuing cycle of change in which the organization itself is ultimately transformed. Advantages and Disadvantages of Charismatic Leadership Charismatic leaders can bring powerful advantages to any organization or business. Martin Luther King, Jr. However, charisma can also be wielded as a weapon for evil. Adolf Hitler is a prime example of a charismatic leader capable of persuading others to commit to his plans for destruction and genocide. His ability to coax others into performing grotesque acts of violence is testament to the power of charisma as much as it is evidence of the dangers of charismatic leadership. Given enough time, any positively charismatic leader can slide into negative behavioral changes, according to some

experts. Such leaders may come to believe their own press and resist any criticism, no matter how constructively phrased or offered. Ultimately, the organization becomes listless, indecisive and apathetic.

Chapter 6 : Four-step Process that Charismatic Leaders Use to Influence Followers | Essay Writing Blog

The Charismatic Leader and His Followers [Martin Hengel] is 20% off every day at blog.quintoapp.com Taking as his starting-point Jesus' saying in Matt , "Let the dead bury the dead," Professor Hengel subjects Jesus' discipleship sayings.

To him, charismatic leaders are said to possess superior debating and persuasive skills and technical expertise, to foster attitudinal, behavioral and emotional changes in their followers. Situations like; crisis, requiring a dramatic change of followers dissatisfied with the status quo, promote charismatic leadership. Though charismatic leaders are portrayed as wonderful heroes, unethical characteristics using power: An ethical charismatic leader creates transformation in organizations by motivating members in such a way that they voluntarily identify with the organization, its standards of conduct and will seek to fulfill its purpose. Charismatic leadership is one of the three leadership style described by Max Weber along with bureaucratic leadership and traditional leadership. This style of leadership is based the on the form of heroism or extreme of character almost of define origin. Charismatic leadership is that kind of leadership where followers made attributions of heroic or extraordinary leadership abilities when they observe certain behavior. In this type of leadership, leaders are viewed as having supernatural powers and abilities, the. Charismatic leaders inspire lots of enthusiasm in their terms and are very energetic in driving others forward. They are very persuasive and make very effective use of body language as well as verbal language. Charismatic leadership may engender trust through visible self-sacrifice and take personal risks in the name of their beliefs. Vision Leaders have vision. They share a dream and direction that other people want to share and follow. The leadership vision goes beyond your written organizational mission statement and your vision statement. Ability to Articulate the Vision A great coaching leader creates a clear and compelling vision that inspires unprecedented levels of creativity and performance. They know the power of words and use them masterfully to declare new and bold futures for the team. Strong Convictions about the Vision In a world of conflicting politics, religions and ideas, it can be difficult to determine your own point of view. However, you may find this lack of strong conviction stressful. When you are asked to call upon your convictions to vote, make personal decisions or represent an organization, not knowing what you believe can be very frustrating. Though the findings have been inconsistent, the Encyclopedia of Religion and Society notes that many studies have suggested a connection between religion, one kind of strong conviction, and better mental health. Behavior that is Out of the Ordinary A leader in charismatic leadership has the extraordinary power that is out of the ordinary. Appearance as a Change Agent A change agent has a strong ability to self-motivate. There will be many days where everyone around does not understand and will not offer props. The change agent needs to find it within themselves to get up every day and come to work and risk being misunderstood and no appreciated, knowing, that the real validation may be far in, the future and may be claimed by someone else. Environmental Sensitivity The leader has a power to guess by overviewing any particular situation. So here we can say that charismatic leadership is that kind of leadership which influences people to follow the command of the leader and it makes the leader more popular for his followers.

Chapter 7 : Overview of Charismatic Leaders and Their Impact on Followers

The Charismatic Leader & His Followers has 10 ratings and 1 review. Taking as his starting-point Jesus' saying in Mt 'Let the dead bury the dead' Pr.

Charismatic leadership style of Mahatma Gandhi Charismatic leadership style of Mahatma Gandhi 9 September Leadership Mahatma Gandhi was one of the most important person and charismatic leader in the history of India as he was the only one who is considered as the founder of our nation. He was the self-made leader, he was not having any career in his life, no fame was gained by him, he was also not so rich an average-looking man but still he was the father of the country. Mahatma Gandhi gave right ways and positive thoughts to many people in the nation, he made them teach what he actually practiced in his real life, he was called as the great symbol of truth by the public of our nation. We will write a custom essay sample on Charismatic leadership style of Mahatma Gandhi or any similar topic specifically for you Do Not Waste HIRE WRITER It was due to the rule of British in India which made him to fight against them and for this he needed to guide the Indian citizens to fight against them this made him to become the absolute leader and to use evil practices against the British. It was the period during which he was in South Africa working on some legal work there which he was subjected to abuse, but then he realized how the Indians in their home land were badly treated and beaten by the British which was subjected to cruel abuse. To fight against the British people Gandhi took many ways which he called as practices in all over India which were non-violence, truth and bravery. These whole practices were named by Indians as Satyagraha and which was having a big meaning among the Indians. The practice of Satyagraha was done all over India and was used against corruption, non-violence, civil defense. Mahatma Gandhi thought that doing such practices will only help them to have proper control over social and political rulings. It was because of his charisma that many Indians were devoted towards Mahatma Gandhi and due to which they were following the practice of Satyagraha without any fear. Through the practice of Satyagraha Gandhi Ji followed the fight for independence from British which was considered as a big fight in the whole world during that period of time. During his fight for independence Gandhi Ji advised his Indians to use the non-violence fight against the British which generally consists of boycotting the practices of British and not accepting the use of British products in India. It was his intelligence, leadership qualities and charm nature which helped many Indians to fight against the British by the use of non-violence practice. This first evident that makes him a great leader was in South Africa when he was thrown out of first class compartment on the basis that he was an Indian and Indians were treated as lower class people in South Africa and this is just because of the color of Indian people. This intolerant behavior towards Indians opened his eyes and showed how his country people are treated. This thinking intended him to fight against racism for equal rights of Indian people. This further led him to a great fighter in India and he was also a great leader in the hearts of Indian people. According to Bass transformational leaders generally consist of distinctive attractive behavior that includes sacrificing personal gains for the advantage of the group setting common example for followers and demonstrating high model standards. Leadership style of Gandhi Ji clearly shows the presence of transformational leadership. As an example his followers were intended by him, have trust in him, love him, were loyal to him and revered him. Transformational leaders also charm to higher values like equality, freedom, right decision and peace. Gandhi Ji was mainly known for these leadership styles and fought for his entire life following these values and taken stand for these values. Gandhi Ji's leadership styles throughout his life encouraged his followers to follow this practice of non-violence fight and also to fight in unity. During their fight for freedom thousands of his followers were sent to jail and were also beaten badly and treated brutally. Many of his followers were gathered for the Salt March which was followed by a non-violence practice but then also British officers beat them badly with sticks. Then also they did not follow the path of violence because they had a great respect for Gandhi Ji and his practices of non-violence, equality and unity. According to Ferrin and Dirks transformational leadership is strongly associated with trust in the leader. According to Bass, transformational leaders consist of the following behaviors: Idealized influence This nature arouses active and powerful follower emotions and identification with the leader. Gandhi was successful in motivating and influencing lots of

people as a result he was the person of his words, and continuously practices what he preached. He was a task model for lots of common people and won their respect and trust through his practice. Intellectual Stimulation This behavior will increase follower awareness of issues and forces followers to look at issues from a new view point. Gandhi Ji was perpetually supportive of his believers and inspired them to think broadly as well as frankly, raise queries and solve issues. Gandhi Ji asked for the shut off his non- violence campaign just because sum of his subordinates were using violence methods to fight against British in that case instead of going against them he asked for the closure of the campaign. Individualized Consideration This includes giving support, training and inspiration to followers. Gandhi Ji was very supportive to his followers as an example he with patience listen to the problems and considerations of the poor with regard to their ability to keep our support because of British policies. Gandhi Ji was also very supportive of different leaders like national leader and Vallabhbhai Patel. He nurtures them inspired them to share concepts and even authorized them to create choices, never creating them feel addicted to him. Inspirational Motivation This type of leadership includes human action and appealing vision and making use of symbols to focus subordinates effort. Gandhi Ji stood by his personal values and systematically delivered his vision of independence by openly exchanging his vision and using symbols like the Salt Satyagraha Movement, he guided his believers with the way right meaning that successfully impressed them to stay idealistic and increase their effort. Referent Power Referent power is also called as: Charismatic power Personal Power Power of personality When a leader is respect, admired and influentially followed by others. As we have already discussed in transformational leadership Gandhi Ji was respected by his followers and having a two way relationship between him and his followers. Gandhi ji constantly proved to be a role model and is behavior consistent with the moral principles he predicate. Qualities of Mahatma Gandhi as a Referent Leader Honest and considerate to others Unselfish intentions Role model Used the process of internalization to influence his followers Many of the followers of Gandhi Ji were influenced by stimulating their values of self respect, justice and freedom to fight against British. At certain points personal identification was also considered. For example Jawaharlal Nehru was initially influenced by Gandhi Ji as he used to western wear clothes and looking at the style and dressing sense of Gandhi Ji he also started wearing Khadi clothes. Similarly many followers of Gandhi ji boycotted the western style wearing and opted for khadi dressing like Gandhi Ji. According to power is the capacity to attract the nature and attitude of people in the direction desired. With an exclusive charming and attractive practices followed by Gandhi Ji empowered him with high referent power. He was able to maintain his power by expressing care towards the needs of the public by showing trust and treating people equally. Due to his high level of personal sincerity and persistent values allowed him to maintain his referent power. Since Gandhi Ji was a good lawyers as he has completed hi law from South Africa and was aware of all the rules and regulations of the government. Due to his expert knowledge also the member of Indian national congress and later join the British Indian community in the Transvaal where he fought against restriction on Indian trade he always follows the rules and regulations in correct direction and his entire practices were legal there were no illegal practices followed by him. Due to his non-violence and expert power his followers were also influenced by his practices and used to follow his path. Job Involvement Gandhi Ji always encouraged for ethical practices during his lifetime which are: Truth and love Self Discipline Abolition of untouchability Dependency Weaving his own clothes Gandhi Ji always had a high influence on people because of the above mentioned characteristics of his leadership. Gandhi Ji mainly shows interest for others rather than focusing on self interest also called altruistic behavior. In order to influence his followers in the direction of non- violence he did fast for several days. During that period he not even thought about his health and food, he suffered a lot till he gets the desired result of his fast. Gandhi Ji become as a leader of masses from the leader of community when Gandhi ji was in South Africa he fought in suit and tie but when he came to India he adopted the situation realizing in India and wore clothes of a peasant, weaved his own clothes and lived in a small house. He was always under control of situations and having effective negotiation skills while dealing with British authorities. Conclusion Gandhi shows the transformation of a standard man into a legendary leader. It shows how conditions will inspire someone to fight against injustice and difference. Gandhi had a vision that was accepted by his followers. His personal practices led to India to be free from Britishers. His involvement and

interest towards the poor people of society is memorable and peerless.

Chapter 8 : Dark Side of Charismatic Leadership

Still others believe that charismatic leaders often have a symbiotic relationship with his or her followers and can take on an "us vs. them" mentality. The charismatic leader's power comes from the followers in a referent structure.

Charismatic Leadership Charismatic Leadership A charismatic leader is a leader whose followers are attracted to his or her personality and charm. These magnetic leaders do this through actions such as: Direct eye contact Remembering personal details about the person they are speaking with e. Their approach when leading teams is to have their enthusiasm rub off on their team members by being extremely positive and energetic. Teams do, however, need more than just a charming leader to keep them sustainable over the long term. These leaders are often exceptional at selling the vision and getting people to come along for the ride. They are geniuses at helping people to see possibilities and potentials They are generally masters at weaving stories and anecdotes that enable people to buy into a big dream - e. JFK leading a nation to put the first man on the moon Inspiring. Their generally optimistic and positive nature draws people to them like a moth to a flame. Often these leaders do inspire people to be at their best and the work environments they create can be very motivating to employees and colleagues alike. A highly charismatic leader can have people willing to walk over hot coals for him or her. Because of this they can achieve results and often get things done that other leadership styles may not. Because these leaders are so popular it can cause Team Members to stifle their own beliefs and values which may be in conflict with those of the leader. The team can often focus on the leader to help them succeed rather than building the systems and self-fortitude to think and act independently. The leaders ego overtakes. These Leaders can sometimes get too caught up in their own ego and needs and this can have a devastating impact on the team. Company strength is under-acknowledged. Final Thoughts Charismatic leadership is certainly a dynamic and empowering form of leadership, and combined with other styles of leadership, it creates a powerful force that gives people the enthusiasm and self-management to achieve great results. What Are Your Thoughts? Do you work with a charismatic leader? Or maybe have watched with fascination the antics of a high profile leader. Use the comments box below, and let me know what you have found to be the best or worst of being caught up in the world of these types of men and women. Leave A Comment Have your say about what you just read! Leave a comment in the box below.

A charismatic leader is a leader whose followers are attracted to his or her personality and charm. People using this leadership style excel at working a room and making others feel that they are truly important and needed for the leader (and the 'cause') to be successful.

These include determining if the individual has a dominate personality, a desire to influence, self-confidence, and a strong sense of moral values. Still others believe that charismatic leaders often have a symbiotic relationship with his or her followers and can take on an "us vs. If the followers no longer look up to the leader, that charismatic status is gone. It would appear that in order for a charismatic leader to emerge, followers must desire change. Looked at in present light, the resulting change may not always be appreciated by the followers. Charismatic leadership can emerge in a positive or negative environment.? These individuals seem to be able to transform a normal leader-follower relationship into something more. Extensive research has been done concerning charisma and charismatic leaders and most would agree that these unique individuals have a profound effect on those around them. Some researchers believe that these leaders derive their influence based on having a unique set of followers and a unique set of circumstances Hughes, Ginnett, and Curphy Being in the right place at the right time may be germane to being considered a charismatic leader. This paper will endeavor to define the charismatic leader and describe how these leaders are different. In addition, this paper will profile follower groups and seek to understand how follower and charismatic leaders impact each other. Lastly, the report will explain the societal view of the charismatic leader of today and their impact on those around them. Lussier and Achua further defined charisma by relating research done by 19th century sociologist Max Weber as saying that charisma is "a form of influence based not on traditional or legal-rational authority systems but rather on follower perceptions that a leader is endowed with the gift of divine inspiration or supernatural qualities". Taking this concept one step further, a charismatic leader is one who his or her followers have elevated to a perceived level of authority for reasons that go beyond what might be considered normal leadership traits like self-confidence, humility, and trustworthiness Dubrin, While defining charisma provides an insight into leaders with charisma, it does not explain how charismatic leaders are different. The available research varies with regard to how charismatic leaders differ from other leaders. First, charismatic leaders have a very dominate personality. They seek to be in charge and want to influence others. Next, they have a strong moral value that they believe gives them the authority to do what they think is right. Lastly, through a dominate personality and strong sense of their morale value, they have an unwavering self-confidence that gives them the inner strength to defy popular opinion. This dominance factor pushes them to do things their way and their inflated sense of morale value tells them it is the right way. The end result might very well be a feeling of "my-way is the right-way". These personality characteristics, according to Northouse , drive charismatic leaders to exhibit specific behaviors. The first such behavior is being a strong role model. Whatever their beliefs, they typically are strong role models to back up these beliefs with actions that support their belief. A good example of this is former Democratic President Bill Clinton who is revered for his belief that the way to build a strong America is for both US political parties to work together. He backed this up on numerous occasions by working with the republican party to ensure critical bills were passed. His beliefs and actions were celebrated by both political parties leading up to the presidential elections Antle, Secondly, according to Northouse , charismatic leaders must be competent and they must demonstrate this competence to their stakeholders. Thirdly, most literature agrees, they must have a strong ability to articulate goals. Fourthly, leaders with a high level of charisma are able to communicate high expectations for themselves and others. Lastly, these special leaders are keenly aware of follower motives and are able to arouse these feelings through words and actions. These personality traits and behaviors seem to be the key to eliciting a response from followers according to Northouse Additional researchers point to traits that may seem on the surface to be in contrast to the traits pointed out by Northouse, Roger Eatwell approached charismatic leadership from a social perspective when he outlined missionary vision, symbiotic hierarchy, and Manichean demonization as key traits of charismatic leaders. Vision is a common agreed upon trait from many

of the researchers. Symbiotic hierarchy however was not outlined as a trait of charismatic leaders in any of the other literature reviewed. Symbiotic hierarchy, Eatwell contends, is achieved by the leader downplaying their charisma and trying to be thought of as a servant of the people. Manichean demonization is when an individual attempts to build cohesion by demonizing others perceived as enemies. Both of these were particularly true in the case of Adolf Hitler according to Eatwell. There are many examples of charismatic leaders over the last two centuries however this paper will examine four; two that were perceived as positive role models and two that many would look at as negative influencers. The first, Martin Luther King Jr. Reflecting back on what Northouse outlined as key personality characteristics of charismatic leaders dominate, desire to influence, self-confident, strong moral values and Eatwell, vision, symbiotic hierarchy, and Manichean demonization it would be hard to argue that Dr. Vision, strong personality, self-confidence, strong moral values, symbiotic hierarchy and galvanizing his followers against another group were at the center of Dr. Welch has written several books and has had many articles written about him. His philosophy on business along with his personality traits are well documented Boseman, This charismatic leader uses different words than our researchers, but they mean the same thing. Welch talks about integrity and doing the right thing. This is very similar to morale value that Northouse discusses. Next, Welch discusses the ability to energize others. Again, different words but similar desire to influence others. The third E that Welch discusses is "edge" which he describes as the courage to make tough decisions and the fourth E is "execute" to get the job done even in the face of adversity. While again different words, a very similar description to dominate and self-confidence. Welch uses terms like "the ability to see around corners" instead of vision but they mean the same Welch, It is interesting how closely the definition and personality characteristics outlined by the research have aligned with King and Welch. Other, less positive, leaders have emerged in the research as being very charismatic but with negative outcomes. The first is Adolf Hitler. When one thinks of the definition of charismatic, Adolf Hitler often comes to mind. Hitler has been described as a visionary with a strong desire to influence others Low, In addition, most would agree Hitler had strong moral values and was very self-confident until the end. While his moral compass did not align with most of his era, he had conviction for his values. Unlike the two earlier positive charismatic leaders, Hitler more closely matches the Symbiotic hierarchy and the Manichean demonization described by Eatwell. In fact, one might argue