

# The Charisma Myth Analysis Report

For

Badm 303-01

Prepared by

Matthew

Jason

Artin

Majed

# Table of Contents

## Contents

<b>Table of Contents</b>	2
Mastering the Internal State:	2
Nonverbal Communication	10
Charismatic First Impression	15
Golden Rules	16
Attire	16
Handshake	17
Break the Ice	18
Graceful Exit	18
References	20

## Mastering the Internal State:

"The Charisma Myth" repeatedly outlines the importance of personal magnetism. Whether it be fostering creativity in the workplace, managing employees, or general everyday interactions, charisma can be a great aid in persuasion. To some, this will come naturally. These people tend to be confident in themselves, extroverted, and possess fantastic social skills. However, some struggle with these concepts as not everyone is born inherently charismatic. The book emphasizes that charm can be a learned behavior or way of living. The author explains that most companies that hire her to improve performance have executives in place which possess high levels of technical skills but lack the necessary social skills (Cabane, 2016). Though having technical skills is crucial to training/instructing and understanding what employees are responsible for, it does not help with engaging or persuading workers. These executives expect surface level lessons in social interaction and business etiquette, without realizing the initial need to work on their internal mental state. Without a true grasp of one's internal skills, confidence can wither, and in turn, charismatic body language and outer skills can suffer.

The old adage of "you can't love others until you love yourself" is very applicable in relation to the management style portrayed by the book (specifically with one's internal state). "Striving to acquire external charisma skills without learning how to handle your internal world is like adding pretty balconies to a house with a weak foundation; it's a nice touch, but at the first earthquake, everything falls apart" (Cabane, 2016). This astute comparison explains why surface level adjustments only mask the problems that lie within

and why they are only a temporary fix. The aforementioned earthquake is a reference to any workplace or personal stress that arises, which can ultimately eat away at the thin façade one may be putting on. The author goes on to state how important subconscious can truly be. Things like "facial expressions, voice, posture," and choice of words can all be corrupted by the subconscious (Cabane, 2016). Unfortunately, these things can't be micromanaged consciously. Therefore our internal state will dictate how these traits are being displayed. Even if executives attempt to control their mannerisms consciously, choice of words, and body language, eventually, their mind/subconscious will betray them if their inner state isn't in line with their outer state. It is this betrayal that can be spotted by employees, which could influence their perception and allow for preconceived judgments. To combat this, managers should strive to fulfill themselves internally. There is no easy solution or guidebook on how this can be achieved as it will be different for every person. The key here is to identify what steps need to be taken and what modifications need to be made to get to a healthy state of mind. Only then will external skills follow suit, and charisma can be used as a tool to foster creativity in the workplace.

To improve one's internal state, the book recommends utilizing the placebo effect. "The placebo effect is defined as a phenomenon in which some people experience a benefit after the administration of an inactive substance or sham treatment" (Cherry, 2019). The author suggests that our brains cannot distinguish fact from fiction, and upon this realization, one can learn to master their internal world. This effect was discovered during the first World War, where doctors and pharmacies were running low on supplies. Doctors realized that they could ease the suffering of their patients by telling them that they were receiving a pain-relieving medication when, in fact, they were not (Cabane, 2016). One great example outlined in the book is through the work of Ellen Langer, a Harvard psychology professor. She studied a group of elderly nursing home patients and for several weeks surrounded them

with “décor, clothing, food, and music that was popular when they were in their twenties.” Following that treatment, physical exams administered on the patients revealed “tighter skin, better eyesight, increased muscle strength and higher bone density than before” (Cabane, 2016). This study is a great example of the powerful effect the mind can have on the body. To master one's internal state and to ultimately become charismatic, the book suggests using the placebo effect to one's advantage. This involves essentially tricking the mind into a confident state and to consistently build up one's character. Being ignorant or narcissistic are potential traps of this concept, but if applied correctly and realistically, managers can alter the very way they think to produce creative outcomes.

The mind over body concept can also entail potential negative consequences, namely the nocebo effect. The nocebo effect is “said to occur when negative expectations of the patient regarding a treatment cause the treatment to have a more negative effect than it otherwise would have” (Hauser & Enck, 2012). Much like how the mind can be tricked into a healthier and more confident state, the opposite can also occur if the brain is drowning in negative and depressing thoughts. The book uses the example of watching horror movies. Although spectators are fully aware of the fake/manufactured nature of the film, they just can't help but feel fear and adrenaline rushing through their veins when observing gore and violence (Cabane, 2016). It just goes to show how powerful the inner state and the mind can truly be. The same negative consequences can also plague managers if they let themselves be consumed with such thoughts. This can cripple any semblance of creativity and inspiration a manager would normally have. Executives should practice weeding out such thoughts, and they should produce methods which can help suppress or even prevent them from occurring.

This new found mental/inner state (and the corresponding charisma that ensues) will need to be applied correctly to both unionized and non-unionized work environments. In a non-union workplace, management holds the majority of power and dictates work culture.

This includes factors such as: deciding wages, expectations, shift schedules, promotions and disciplining (Anderson, 2018). Conversely, unionized environments give the employee more power. Through their union, workers can negotiate terms on: wages, expectations, shift schedules, promotions and disciplining (Anderson, 2018). For a non-unionized workplace, the charisma method of management can be highly effective. Due to the greater power/authority they hold in such a workplace; charisma can go a long way to seducing employees and captivating them. Subsequently, workers will be much more open to new ideas and new creative channels. Unionized environments on the other hand, require more nuance given the rights employees are given. These rights could potentially lead to disengaged employees who feel entitled and feel like they have the luxury of falling back on their union or their collective agreement. In this case, managers should be very familiar with the agreement and can clearly distinguish between bargained vs. residual rights (Canadian Professional Management Services, 2019). Obviously, executives should never go against the collective agreement, but they should use their new-found charisma to set boundaries and let every employee know what is expected of them. It should be noted that for both environments, charisma is not a general tool to use on every single employee. Understanding your workers and getting to know them on a personal level can help with identifying what type of management works for that particular employee.

If we look back at some of the great innovations in human history that built the present as we know it, one of the common factors behind those creative innovations is that it was a side project that the inventors worked on outside the range of their job responsibilities (Maine ells, 2010). Creativity and motivation go hand in hand like cause and effect. Yet, companies these days still depend on a one group of employees to come up with creative

ideas and innovate instead of motivating harnessing all the creativity the other employees possess. Perhaps that's the first step a charismatic leader should take implement in the workplace. A simple inclusion the creative process of the company would motivate employees to fire up their brain circuits to begin creating and innovating. Moreover, to be more specific you need to intrinsically motivate employees to get the best results. For over thirty years, psychologists have argued that intrinsically motivating employees in the main



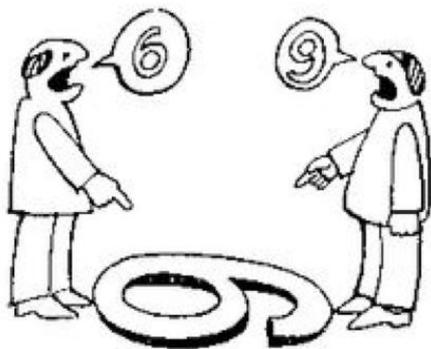
driver of creativity. A charismatic leader should make the workplace a fun place to be in through u=intrinsic motivation to allow employees to think flexibly and take risks to create new ideas (Elsback & Hargadon, 2006).

However, intrinsic motivation can be essential to creative thinking yet still be insufficient. In order to have a creative idea you need this idea to be both novel and useful (Amabile, 1996). Take for example the creation of Post-it, the sticky notes that we all use in our daily lives. A chemist called Spencer Silver discovered a low-tack polymer that can be used as an adhesive that can be reused multiple times in 1968. Silver thought of possibilities that the adhesive can be used for such as a spray. However, Silver did not have any luck in finding any practical usage for the adhesive and the creation was deemed uncreative by the by the company he worked for. Six years pass by and its 1974 when Silver's colleague Arthur Fry was in a church singing in the church's choir. Fry was trying to use his bookmark on a specific page in his hymn book. When the bookmark kept falling out that's when Fry realized how useful would that non-stick adhesive that Silver created would come in handy in this

salutation and can be used as a reusable bookmark. After that, Silver and Fry worked together to create Post-it that began to sell in 1980 and became a huge success.

There is a gap of 12 years between the creation of the adhesive and adhesive actually being sold (Baxter, 1995). This shows that not only do you need a novel idea for creativity, but you also need the idea to be useful. Charismatic leaders should realize when there is a novel idea at hand that can be turned into a huge success and motivate employees to pursue the believe in their idea and find a useful application for it.

What Silva did is very common between employees when they are intrinsically motivated only. They will come up with original creations and ideas that satisfy their interest. Intrinsic motivation can only cause novel ideas. Ideas that are novel to employees may prove not useful to others. When fostering creativity, it is important for the leader to direct the employee's creativity towards other people as well. Employees should take other viewpoints when coming up with a novel idea and find out how the idea can be useful to others. Leaders should focus on perspective-taking when motivating employees. When employees ask for



their coworkers and customers viewpoints it brings a whole other range of useful idea for their novel idea. Perspective-taking can do two things to your novel idea. It can give you access to new unique ideas and gives employees a standard to know which part of their novel idea they should continue

to pursue.

If Silver had thought about his idea in that way, he would not have to wait until his friend found a need of his own for the reusable adhesive. That's where the charismatic leader

should take action. Part of being charismatic is the compassion the person has for other people and how the leader looks out for other people. When employees in the work place see that, it will strike this as being a noble person and will strive to obtain the same quality as their leader. It is important for the leader not to force this quality on to employees. Motivating and inspiring employees to come up with useful ideas needs to come from within the employees themselves. Forcing employees will have the opposite effect or no effect whatsoever.

Intrinsically motivating employees can differ depending on the environment. A union environment employee needs a different style of motivation versus a non-union employee. When a leader in a non-unionized environment tries to motivate employees, the manager will notice how hungry and competitive the employees are. In this situation, a leader should focus on motivating the employees to work together and share ideas. The reason is, in a non-unionized environment where there is less job security than unionized environment, employees will tend to keep ideas to themselves to get all the praise and glory and the chance to advance in their career. Leaders should encourage employees to share idea and work together to hone each other's ideas and benefit all parties.

While in a unionized environment, charismatic leaders should focus on creating a mission for the employees to pursue. The employees have job security and need extra motivation to be creative. Having a clear vision and involve all employees will motivate them into participating and wanting to be part of that vision and partake in it.

To conclude, companies need to start involving more employees in the creative process to maximize creativity and motivate employees using intrinsic motivation and perspective-taking. There is also a difference between motivating a union employee versus a

non-union employee. Once all these factors are implemented, creativity will be fostered in the workplace.

## Nonverbal Communication

Non-verbal communication is essential for building and projecting charisma. Things such as posture, gestures, eye contact, touch and physiological responses can be the key to acting more charismatic and, therefore, building more charisma. The main components of nonverbal communication are Kinesics, Proxemics, Haptics, Oculistics, Chronemics, Vocalists, Sound Symbols, Silence, Posture, Adornment and Locomotion (Non-verbal communication, n.d.). The most essential part of nonverbal communication is that we can all learn it.

Body language is arguably the most important thing for both building and projecting charisma. Body language communicates your interests and disinterests, emotions and motivation, as well as your likes and dislikes (Kinsey, 2019). Great leaders are also usually very charismatic and use a variety of likeability cues and utilize non-verbal warmth (Kinsey 2019). Studies show that the way you feel has a pronounced effect on your body language. Similar studies also show that the reverse is true; your gestures, facial expressions, movement, and how you carry yourself affect your emotions by sending communications back to your brain (Kinsey, 2019). Non-verbal communication varies across different cultures. Only seven facial expressions in humans are universal. The seven include anger, contempt, disgust, fear, happiness, sadness and surprise (The Role of Nonverbal

Communication in Effective Communication, n.d.). It has been estimated that about 80% of communication is non-verbal

(The Role of Nonverbal

Communication in Effective

Communication, n.d.). Nonverbal

communication can be a great

way of determining what



somebody is honestly saying or if somebody is being dishonest with you. Avoiding eye

contact and fidgeting is a great example of somebody being crooked with you, and if

somebody is mirroring your body language, that can be a great sign of interest, whether it

be interest in your conversation or you as a person. This proves that nonverbal

communication is hardwired in our brain. “When our verbal and nonverbal signals are

incongruence, the non-verbal amplifies the verbal” (Cabane, 2012). If you have terrible

nonverbal communication, it does not matter how great your message is and with the right

body language, even an imperfect message can prosper. People also tend to react more to

how something is said rather than what is said, especially in high stake situations (Cabane,

2012). One other important part of body language is emotional contagion.

Emotional contagion is a process defined as “the tendency to automatically mimic

and synchronize facial expression, vocalizations, postures and movement with those of

another person and, consequently, to converge emotionally” (Flora, 2019). This can be an

essential process if you are in a management role because a very charismatic and good

manager can convey their emotions to others. We believe that this effect can also have a

significant impact on decisions made by employees when managers display their feelings. A

study done by Susan Barsade confirms our belief. In the study, Barsade apportioned business students into small groups for an organization application. Each group had an actor planted in them to display a certain mood condition. The findings revealed that the groups who had an actor display positive emotions had an increase in mood and also an increase in productivity and cooperation. In contrast, a group that was paired with an actor displaying negative emotions had more internal conflict and were less productive (Barsade, 2014). As we can see, the process of emotional contagion is key for nonverbal communication.

Posture is another critical part of body language. Things such as sitting upright and not crossing your arms when conversing with someone can go a long way. For example, crossing your arms can be a sign of being closed off, and it is something you should avoid at all costs. Leaning forward into conversation is also another trick to appear more charismatic as leaning back, may give off a sense of coldness (Thorp, 2016). A big part of being charismatic is making people feel important and good posture will ensure this. Along with appearing more charismatic, bad posture is also physically bad for your muscles. Posture is arguably the most visible and effective way to positively or negatively communicate nonverbally.

The concept of proximity is also an extremely important concept of non-verbal communication. People tend to feel possession of the space around us because it is thought of as an extension of our body, and we act to reserve this space (Cabane, 2012). One aspect of being charismatic is making people feel comfortable. Respecting somebody else's proximity is a great way to make people feel comfortable contrariwise if you invade someone's personal space they can become uncomfortable. The issue with proximity is that



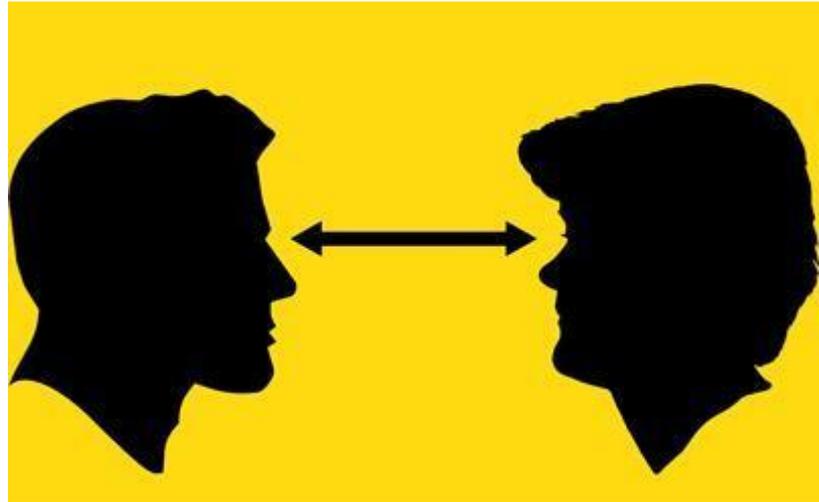
none of it is universal. Every culture and person has a different 'personal bubble' and sometimes we break these norms such as when in a highly dense area like a crowded

elevator or a busy shopping mall. Proximity can also be a crucial factor in our interactions with others. Proximity is also a great thing to practice to appear more charismatic.

Eye contact is also another major component of nonverbal communication and charisma.

In the opinion of many, it is impossible to be charismatic without maintaining good eye contact. Eye contact is also said to be one of the more prevalent forms of human relation, and we can intuitively feel when someone else's gaze is on us or moves away from us (Seppala, 2017). When we are in conversation with someone, it is imperative we maintain eye contact with that person to let them know we are fully attentive and engaged. If our eyes wander or are not focused on said person, it can be noted that we are not paying attention to that person. On top of this, many people find it disrespectful when you are not looking at them in the eyes while they are talking to you. The human brain experiences There is also a famous phrase that 'the eyes are the windows to your soul' and this is believed because your eyes are arguably the most expressive part of your face. People's brains are hardwired to feel separation distress when someone who we are having noteworthy eye contact with looks away (Cabane, 2012). This is important because a big part of being charismatic is not making people feel any sort of distress and making people

feel confident. Nonverbal communication can be applied very similarly to union and non-unionized peers. The differences will mostly apply to workers in management positions or



other key positions of power. Managers and other people high in the hierarchy, should slightly adjust their style when dealing with non-union or unionized workers.

Nonverbal communication for non-union members can be implemented in a variety of ways if you find yourself in a position of power. It is important to demonstrate proper posture and eye contact when dealing with non-union workers, even more than union workers. If your employees and subordinates find that you are not listening to them or your body language is very hostile, they might want to start a union. As we know, many managers do not like the idea of unions because the process of getting things done is often slower and it provides a vast amount of protection. It is imperative for a manager to in a non-unionized workplace to be charismatic to motivate, and positively affect your employee's mood, so they feel satisfied with their pay and working conditions

For unions, we feel both proximity and the process of emotional contagion is the most important part of nonverbal communication. In unionized workplaces, proximity is important because people need to feel comfortable and safe, or a consequence could be going to the union to discuss options of what to do. Emotion contagion is just as important

too in unionized environments because conveying your emotions to others is necessary to succeed in unions. If you project your feelings and set your intentions when talking with somebody so that person can better discuss with the union if a problem arises.

## Charismatic First Impression

Within a few seconds, an indelible first impression that can last for years will be judged by others. People will judge your social, economic, education levels, even your level of success in seconds, also a judge of level of intelligence, trustworthiness, competence, friendliness, and confidence could be made by within minutes. For sure, there are ways to make a remedy to your bad first impression; It may take weeks, even months. Why not make a great first impression for the first time? As Olivia Fox said, it's possible to overcome a bad first impression over several meetings, but you'll have to work much harder than if you'd come across as charismatic from the start. The reason why a split-second impression lasts so long is that the initial impression will fillet the thing we see and hear. With an excellent first impression, whether for the relation between you and your business partner or interpersonal relationship with your colleagues, your relationship will be coloured by it. Economist John Kenneth Galbraith once said (2006), "Face the choice between changing one's mind and proving there is no need to do so, almost everyone gets busy on the proof."

Although judge people solely by their appearance are not adequately, it is interesting to note that, often the first impression is right. Based on the study from the University of Texas at Austin, people were able to accurately judge nine out of ten personality trails by looking at a single photograph. One research team once showed 2-second silent clips of a

teacher teaching to a group of students who'd don't know who the instructor is. The researcher then asked the students who have seen the 2-second clip and the students who're taking the instructor's course to judge the efficiency of this instructor. The result was surprisingly similar. Therefore, many people will rely on their instinct to judge other people's performance. What if an interviewer judges his/her interviewee by instinct and the first impression? Properly use the first impression will make you become a triton of minnows.

## Golden Rules

As Alivia Fox said (2006), the golden rule to impress someone is people like people who are like them. When someone is like you on dress, appearance, and speech, they will assume they shared a similar social background, education, and values.

## Attire

A decent attire is especially crucial for leaving a good impression. Once a Danish manager told Alivia Fox that, he has found that the more formal his clothing is, the more respect his opinions get. A suit will also boost the self-confidence to the wearer. Inner beauty is essential, but to show other people your inner beauty or your ability, you must get the one who's talking to your attention first by your outer beauty. Dress up could help you with making adequate preparation. Most importantly, there is a range of choice for clothing if you want to impress others. For example, an accountant may won't dress like a Lawyer. It will be worth your time to researching to tell the dress for a party or an interview.

## Handshake

Many people underestimate physical contact. A study from the University of Iowa said handshakes are more important than agreeableness, conscientiousness, or emotional stability. A nice handshake will cost less than a nicely designed suit but will do far more than the suit. Rather than the visual impact from suit or accessory, a handshake is the first move of physical contact, which gets into one's personal space. A handshake will offer a personal connection with the other one, especially if placing the opposite hand on their shoulder or the back. Olivia Fox summarized the steps for a handshake named two-handed, which is also known as The Politician's Handshake (2006).

1. The right hand should be free. If not so, shift anything on your right hand to your left hand or put it somewhere else.
2. Avoid holding any cold drinks, which will make your hand cold and clammy.
3. Before shaking hands, rise if you are seated. Make your hand visible (not in your pocket or behind your body).
4. Facial expression is important. Use eye contact represents you are focusing on and paying attention; smile represents warm but briefly.
5. Keep your hand straight, without tilting.
6. Keep your hand perpendicular, nether palm down, nor up.
7. Leave a wide space between your thumb and index finger.
8. Keeping your palm flat and by draping your hand across your partner's diagonally.
9. Wrap your fingers around your partner's hand, which feels like giving a hug with your hand.
10. Lock your thumb down and squeeze firmly.

## Break the Ice

Beyond non-verbal matters, Icebreakers play a compelling position in an event. A favorable icebreaker will lead all attendees are participants and engage. Is can be an awesome and charisma starting of the conversation. An open-ended question such as "What's the story behind it" send your audience straight into storytelling mode. With other open-ended questions such as "What brought you here tonight?" or "How are you connected to this event?" will not only make progress of your conversation but also keep the conversation going. Be careful with a close-ended question which others could answer it by "yes" or "no," it will bring your back where you started. Make sure to keep the spotlight on those whom you are talking about, which will make ice breaking simple and tight. Breadth and depth of words can make yourself more relatable if you adjust words carefully.

## Graceful Exit

The interaction can be colored by a good first impression, so does a graceful exit. First, don't wait too long to finish the conversation, or you and your partner will be a strain and uncomfortable. The easiest way to end a topic is when you have an "official reason" to do it, such as other duties. After your conversation partner finished a sentence, you could simply go with "That's true, according to what you have just said, there is a website I know which I can send to you if I may have your business card." It will be a perfect time to say, "I'll email you soon, it was a pleasure to talk to you" and accept the business card at the same time. Remember, what impacts people isn't always what you have said is how it felt to talk to you.

## References

Anderson, S. (2018). The Difference between a Union and Non-Union Workplace.

*The Difference between a Union and Non-Union Workplace.*

Barsade, S. (2014). Faster Than a Speeding Text: “Emotional Contagion” at Work. Retrieved from <https://www.psychologytoday.com/ca/blog/the-science-work/201410/faster-speeding-text-emotional-contagion-work>

Cabane, O. F. (2016). *The charisma myth: how anyone can master the art and science of personal magnetism*. New York: Portfolio/Penguin.

Canadian Professional Management Services. (n.d.). Managing Employees In A Unionized Environment. Retrieved November 20, 2019, from <https://www.cpmsnational.com/programs/program-content/managing-employees-in-a-unionized-environment?fbclid=IwAR1guxrlM1wVLVMOajh6m0IvcXouoEreP8V2dHWtinDrLvrqdXDQeeEt-Sk#.XdwAYJNKjBJ>.

Cherry, K. (2019, June 27). How the Placebo Effect Works in Psychology. Retrieved November 20, 2019, from <https://www.verywellmind.com/what-is-the-placebo-effect-2795466>.

Enck, P., & Hauser, W. (2012, August 10). Beware the Nocebo Effect. *The New York Times*.

Flora, C. (2019). Protect Yourself from Emotional Contagion. Retrieved from <https://www.psychologytoday.com/ca/articles/201906/protect-yourself-emotional-contagion>

G. L. Stewart, S. L. Dustin, M. R. Barrick, and T. C. Darnold, “Exploring the Handshake in Employment Interviews,” *Journal of Applied Psychology* 93, no. 5 (September 2008): 1139–46.

John Kenneth Galbraith, *Economics, Peace and Laughter* (New York: New American Library, 1971), 50.

Kinsey, C. (2019). The Body Language of Charisma. Retrieved from <https://www.amanet.org/articles/the-body-language-of-charisma/>  
Non-verbal communication. (n.d.). Retrieved from <https://www.teachingenglish.org.uk/article/non-verbal-communication>.

Seppala, E. (2017). Charisma is a skill, not a gift – a Stanford psychologist shares 6 ways to build it. *Business Insider*. Retrieved from <https://www.businessinsider.com/how-to-be-more-charismatic-2017-5>

The Role of Nonverbal Communication in Effective Communication. (n.d).  
Retrieved from <https://www.universalclass.com/articles/self-help/the-role-of-nonverbal-communication-in-effective-communication.htm>

Thorp, T. (2016). Charisma: 7 Ways to Improve Your Communication With Body Language. Retrieved from <https://chopra.com/articles/charisma-7-ways-to-improve-your-communication-with-body-language>