Assessment 1: Leadership Analysis

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**Charismatic Leadership**

Charisma requires building a sense of trust and security in the subordinate. When a relationship of trust is strong, the subordinate will give more of himself and will commit to the leadership role. A sense of security, on the other hand, increases the subordinate's courage to be genuine and not have to go out of the way. In order for a subordinate to feel that his or her leader is charismatic, he or she has strong feelings of similarity, as reflected in the similarity of opinions and values. This sense of identification further increases the willingness of the subordinate to follow his leader. This adds to the sense of respect and respect for the leader. In a charismatic leadership , the path to learning and development is also important . Charismatic leadership makes this possible. Subordinate learns and develops under the authority of his leader, which in turn causes him to look upwards on his own, without the authority of the title of leader. The experiences showed strong mutual chemistry meaning and existence. Personal chemistry is a prerequisite for charisma. If there is no personal chemistry between the subordinate and the leader, the subordinate cannot feel charismatic about their leader either. Personal Chemistry enables effortless working together. The study even showed feelings of affection for its leader. This, however, does not mean romantic infatuation, but the affection-like feelings of spark and affection that produce good and positive energy. With this, it's always fun to go to work, and it's exciting to work there. The circle of positivity

**"Charisma depicts a person's powerful ability to attract or influence other people"**

First, of course, it's a good idea to define what "charisma" means to scientists and other experts. Charisma as a concept describes a person's powerful ability to attract or influence other people at an emotional level. However, defining charisma in practical life is a rather difficult task. German social scientist Max Weber once said that charisma is an issue that cannot be fundamentally explained. According to him, charisma can be roughly divided into two groups: positive and negative charisma. In his dissertation, Professor Tuomo Takala estimates that hard-to-define charisma refers specifically to people who easily gain attention and admiration; however, in the case of negative charisma, such a person may even be attracted to anger. House, (R. J., & Howell, 2009).

**"The charismatic person's interest goes beyond their own"**

In this context, there is another interesting addition to this definition of charisma. In one of his books, non-fiction writer Maaretta Tukiainen says she has come to the conclusion that charisma is a by-product of self-awareness. He says well that a genuinely charismatic person thoroughly knows himself, accepts himself and through him other people (Ropo, Taalas & Mäenpää,2018). Creative Industries Finland.. An important point in the definition of ---- is that the charismatic person's interest is directed towards something other than himself. He has some bigger goal in his life that he is tirelessly clearing his path towards. Conger, 1989).

**"Charisma alone does not make anyone a good leader"**

 It is true that most of the greatest leaders in history can be considered leaders who reflect strong charisma around them. Such leaders include: Mahatma Gandhi, Martin Luther King, Winston Churchill or the corporate side among others. Steve Jobs and Richard Branson. Scientists have long debated whether charisma is innate or possible to develop. Perhaps both have their sides, as many experts believe that charisma has 1/3 innate and 2/3 developmental results (Conger, 1989). This gives each leader a clear opportunity to develop his or her own charisma. However, the task is not easy, and some people find it impossible. But it is clear that charisma alone does not make anyone a good leader, but instead, leadership can give a leader charisma. All "strong" leaders have been found to have five common characteristics that can be well attributed to their charisma. (Northouse, 2018).

First, all charismatic leaders have strong self-confidence . They have a strong personality that pulls other people close to them like fly paper. This strong personality is based on good self-confidence. They know themselves and are with you. Charismatic leaders are fundamentally optimistic. For them, half a glass means that there is still half left, not that it is already half empty. It is also important to remember that the confidence of strong leaders is also reflected in their practical lives and actions. This is important because if they did not trust themselves, then how could others trust them.

**"Charismatic leaders think creatively and are not afraid to stretch their boundaries"**

Second, strong leaders are creative . When average leaders play so-called. confident and avoiding risk taking until the very last, strong leaders do not tolerate constant routines and routines, but seek to develop something new by striving to break boundaries. For them, problems are not permanent barriers, but they take on challenges that can be overcome. In business life, such creativity is a prerequisite for change and development. In doing so, they also serve as a source of inspiration and motivation for others.

Third, strong leaders have a clear vision . Because they value going forward and innovating, they focus on the future and how it can be improved. They have a clear dream and direction to achieve it. With this “vision” they are able to motivate and inspire others. (Northouse, 2018).

Fourth, charismatic leaders have a strong passion for what they do. That clear vision outlined above gives many leaders strong motivation and purpose. Everything they do is related to the realization of their vision. To achieve their dreams, managers set precise goals and strategies, and work closely with their employees to achieve those goals. Such leaders are strongly committed to delivering results. They are determined to achieve their goals. Strong leaders do not readily give up when problems arise, and situations become challenging. Instead, they are pushing forward even in the fierce headwind.

Fifth, strong leaders are adept at communicating . As they speak, both their nature and their messages reflect strong charisma and confidence. This causes other people to stop and focus on listening to their message. Charismatic leaders clearly convey their message, thus assuring others of the importance and legitimacy of their cause. This assurance is further reinforced by the fact that their entire being and body language support their speech.

**"Fortunately, a good leader does not necessarily have to be a charismatic leader"**

Here, however, it is worth pausing to consider whether charisma is really vital in leadership. Charismatic leadership is largely based on the leader's ability to communicate and behave in a way that he / she can meet his / her followers and employees with the same level of emotionality, thus being able to inspire and motivate them. Although I have gone through the typical characteristics of a charismatic leader, it is often quite difficult to identify these characteristics, and especially to find the "right mix of qualities," as individuals with charisma. Each leader has his or her own "spice blend" that is reflected in their charisma. This is precisely what makes the conscious development of charisma often very difficult, though not impossible. Fortunately, a good leader does not necessarily have to be a charismatic leader. Effective leadership also requires qualities other than those of charisma.

As I said before, charisma can therefore be considered a very double-edged sword, as there are both positive and negative charisma. In world history, Hitler and Stalin are good examples of the latter. What makes the charisma particularly difficult is that it is difficult to distinguish between positive and negative charisma from the outside. The truth is often revealed only over time. For this reason, it is good to highlight the three dangers associated with charismatic leadership that any charismatic leader, including his entire organization, may fall into following categories;

1. **Leaders can become dependent on charisma.** This can be seen as a kind of variation on the phrase "absolute power corrupts its leader". A leader who uses too much charisma can begin to use it to further his own personal interests. As an example, one can well imagine a situation where a leader is seemingly able to inspire his group, promote his own vision, or simply walk into the room to become the center of attention right away. The great attention generated by the charisma, the good ability to influence things, or the continuous receipt of positive feedback can be a drowning experience for anyone, which can "go away" and, at worst, become addictive. This can lead to a leader focusing more on gaining acceptance and approval from others than that he would go through challenging or unpopular situations. Because of this, charismatic leaders are basically charming about themselves. In the end, the actual actions and achievements may be very modest. Leaders can evade this drive by making sure that they do not take their own charisma for granted or use it too loosely. Well-known leaders understand, and are constantly fine-tuning, the impact of their true place and individual qualities. Briefly, they are constantly developing their self-knowledge and thus developing their leadership.

2. **Organizations can become a "prisoner" of their charismatic leader**. Organizations, like their leaders themselves, can become dependent on the charisma of their leader. A super-charismatic leader draws devotion from the rest of the organization and the people who work there, demanding, either subtly or dramatically, that others focus on him and his agenda. By focusing on the personality of the leader, other people's self-control and responsibility for their own work is reduced. The followers of political and ideological leaders in their groups and employees in their organizations may become overly dependent on their leader. In the worst case, there may even be a kind of cult or sect completely dependent on its leader. Of course, it is rarely the case in working life that this is the case. Instead, at its most typical, it leads to too many things going through the leader, even though they could be decided at a lower level. This causes the organization to lose the ability to be fast-moving and flexible. This inflexibility is particularly evident in change situations. Many things go by simply waiting for the manager's decisions to believe that he or she knows best.

3. **Charisma grows for its own sake and actually turns against itself.** Characteristically, organizations with a strong and clear vision are led by charismatic leaders who strongly push the vision frontward. In several cases, the stronger the vision and the more important it becomes, the more dependent the organization becomes on its visionary leader. This dependence on a charismatic leader is most evident in small and young organizations because they lack the factor that balances their strong founder or founders. In addition, the problem tends to escalate as the organization grows and achieves a good return, as members of the community tend to believe that it is their charismatic leadership that is crucial to success. This, in turn, overemphasizes the importance of leadership in the success of an organization, thus undermining the community's contribution to performance. In this way, communality can become the worship of a leader, or at least the lifting of a leader on a pedestal

If a leader intends to avoid such a distortion of charisma, he or she should consider the answers to the following questions. In what ways do I draw attention to myself, and is this absent elsewhere? What does an organization lose when I focus on me? If my company is too dependent on me, what if I become seriously ill, retire, want to take a break or change jobs? What do I do when I need help or advice and have not "raised" any shredder myself? What do I do if my charisma or trick is no longer suitable for some future challenges?

**"Charisma and leadership is quite a contradiction":** charisma and leadership is quite a controversial matter. Positive charisma at its best drive things forward, but negative charisma at its worst eventually destroys everything. What's more, the line between positive and negative charisma is like a line drawn in water, which is really hard to distinguish. This way, for example, no one can know in advance which charisma their leader reflects. In addition, charisma is to be regarded as a prime ability, but it cannot be seen as the answer and solution to an organization's challenges. Besides, if a leader has a charisma, no one can be unaware of it. Therefore, the leader does not have to exaggerate his / her role and importance. He must learn to use his charisma in a subtle way, without leading the organization down the road. Charisma must be seen as one important, but only one, attribute of a leader among the qualities and skills that are needed to make an organization successful. It must not simply be used to raise the leader's own ego and drive his own selfish agendas.

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