

Releasing Your Hidden Charisma

A fresh insight into a remarkable personal attribute
that enhances success in every aspect of life

By Nikki Owen

For individuals to learn to incorporate all the external
effects of Charisma would take weeks of intensive study.
Instead, if you go to the heart of the matter anyone can
be Charismatic, quickly and with dramatic impact.

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Introduction

Throughout my career I have often found myself in the company of individuals who have that indefinable quality that draws you to them, and leaves you feeling wonderfully energised as a result of meeting them.

As a teenager I studied theatre and the performing arts. I remember the day that I realised technical excellence alone did not guarantee a brilliant performance. Being a huge fan of Ballet I fully appreciated the precision and mastery of The Royal Ballet Company. Yet when I saw The Bolshoi Ballet Company perform Swan Lake, the artistes would glide onto the stage yielding an invisible power that captivated and mesmerised their audience whom they were able to move to tears.

Charismatic people became my passion. I paid attention to the way Charismatic people spoke, how they moved, their posture and the type of words they used. The more I noticed the more confused I became about being able to categorise the elements that typify this level of intensive magnetism. I met Charismatic people who were tall, had powerful booming voices and appeared utterly confident. Others were tiny in stature, spoke very little, yet appeared to really listen to what I was feeling. From CEO's within big organisations to self-made millionaires, brilliant salespeople to faith healers, I saw that Charismatic people appeared to effortlessly create greater opportunities in all aspects of their lives.

There are numerous and contradictory views on defining Charisma and up until recently, many believed that you either had Charisma or not. In 1947 renowned sociologist Max Weber perceived Charisma as a trait. This view contrasts strongly with studies by professor of management, Robert House in 1977 that Charisma is a set of behaviours. In 1995 Fernando Molero, an expert researcher on Charisma and Transformational Leadership proposed a new classification of Charisma based on Sigmund Freud's psychoanalysis, (see page 13 for more information on this theory.)

I've dedicated the majority of my career to training and development and know you can teach almost everything if the learner is motivated and the appropriate learning method is used. Over the years I began to notice that when I trained groups on a wide variety of new skills and techniques including presentation, questioning and listening, the delegates gained an unintended advantage. In almost every case, people became significantly more Charismatic by the end of the training than they were at the start. Yet Charisma is so much more than a collection of highly refined techniques. You can't teach people Charismatic skills without seeking to create a mindset change. Consequently, I was driven by a desire to find a method that would enable every individual to access their state of Charisma whenever they wanted, and show them how to apply this magnetic quality to any aspect of their life.

Using groundbreaking new processes I have successfully identified, isolated and taught people from all walks of life how they can increase Charisma, producing tangible evidence of enhanced presence and gravitas in virtually every case. The fact that you are reading this report means that you have already recognised the advantages gained by those possessing a Charismatic presence.

Whether you are in a social or career situation, this ultimate tool of leverage creates what you want and desire, faster and with greater ease. As you read on, you'll notice that as you choose to exercise greater levels of Charisma you'll attract more attention, and find it easier to influence others towards your viewpoints.

The Responsibility of an Unfair Advantage

Charismatic people possess a potent blend of attractiveness and presence that commands attention with an irresistible magnetic force.

According to studies of babies and infants by Judith Langlois of the University of Texas, in experimental studies attractive people earn more and progress further in their careers. A Charismatic person doesn't have to be physically attractive to possess the power to attract. Attractiveness is hard wired in our brains and stimulates a primeval reaction from others that 'attractive means they are healthier and have better breeding potential.' When we meet or observe a Charismatic person we are attracted to their aura of 'special-ness', believing that their 'special-ness' could overflow into our own personality, infecting us, as if by osmosis, with a magical presence.

Disturbingly, we can experience attractions to malevolent Charismatic people in the same way that we become riveted to a scary movie. Charisma can be a gift that is bestowed on the unworthy as well as the worthy. It chooses not to distinguish between good or bad. It purely provides its recipients with varying levels of all encompassing attraction. The more attractive the person is, the more power they possess to influence others. That influence can be used with positive and beneficial intent, or with evil or immoral intent.

Adolf Hitler redefined the meaning of evil forever. Yet as an example of an individual with huge amounts of Charisma, few can deny the power of his speeches. His raw emotional outbursts combined with loud commanding vocal delivery,

punctuated with aggressive postures and gestures were both terrifying and awe-inspiring to watch. Idi Amin is another example of how his Charismatic presence was wielded with brutal intent. Lacking in intelligence and poorly educated perhaps, he nevertheless possessed an animal magnetism that he used to suppress and terrorise his opponents. On the outside he could appear almost statesman-like at times, yet his vicious temper caused the murder of over 400,000 tribesmen and women. Watching Amin was like watching a simmering emotional roller coaster, reasonable and charming then ignorant and aggressive at whim.

As with all power, possessing Charisma brings with it great responsibility. As you get to grips with the profound ways you can develop and strengthen your Charisma you'll experience an increase in your personal power. If you use this power with positive intent for others you will be acting from an inner platform of compassion and integrity that will serve to electrify your presence to the next stage.

Giants of the Genre

As part of my research into discovering the secrets of Charisma, I wanted to find four of the world's best role models - famous people at the top of their game. Although there are thousands of famous people who exude varying degrees of star quality I wanted to find giants of the Charisma genre.

With the recent technological availability of video extracts on 'You Tube', I had access to hours of footage of Charismatic individuals. The choice of potential giants was vast and at that point I hadn't objectively defined Charisma.

Consequently, I looked to the well regarded sociologist and anthropologist, Max Webber, who defines Charisma as: "a certain quality of an individual's personality by virtue of which he/she is considered extraordinary and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities." None the wiser, I elected to discard looking at Charisma in an objective way and chose a more feeling-centred approach. Charisma evokes powerful feelings, a physiological reaction, and a strong instinct that you are in the presence of someone extremely special. In an incredibly easy to set up 'control experiment' in mind, I decided to base my initial selection on to what extent an individual had the power to make the hairs on my arm stand on end!

Let me introduce four 'hair-raising' individuals who demonstrate intense Charismatic presence in their own unique way. They are 'Giants of the Charisma Genre'. Later we will unravel the blend of components they possess to produce the ultimate definition of Charisma, and perhaps even more importantly, the process for creating and developing it.

Dr Martin Luther King (1929 -1968)

August 28th 1963, on the steps of the Lincoln Memorial, Martin Luther King delivered his most famous speech - 'I Have a Dream' to hundreds of thousands of supporters. As a civil rights leader his passionate campaign for the equal rights of black people led to him receiving the Nobel Peace Prize despite being arrested over twenty times.

King's exceptional oratory that day contained an unbridled religious fervour in its tone. Using his right hand to orchestrate the pace, he began slowly. His capacity to inspire the crowd to roar like lions in one moment, before silencing them with a simple gesture was an exceptional demonstration of his power over the people.

Watching this speech – "I am happy to join with you today in what will go down in history as the greatest demonstration for freedom in the history of our nation." Through poor quality, black and white footage I became mesmerised with this man's intensity. My emotions welled up and I knew instantly why his Charismatic oratories have made history. His eyes, his voice tone, the words he spoke with complete and utter conviction will remain etched in my memory forever.

Elvis Presley (1935 – 1977)

From Martin Luther King to the King of Rock 'n' Roll - Elvis Presley is an International cultural icon. His distinctive voice with the physical, uninhibited way he performed unique treatments of existing songs, simultaneously shocked and excited thousands.

Elvis made television and entertainment history when he performed 'My Way' at his Aloha from Hawaii concert at the Honolulu International Center Arena on January 14, 1973. Thanks to Globecam Satellite, around 1.5 billion people in 40 countries saw this amazing performance at the pinnacle of his career. With his eyes closed and barely moving, his deep connection with the song generated an aura of extreme intensity that was hypnotic, awe-inspiring and strangely personal.

Steve Binder, American Director of '68 Comeback Special talks about Elvis's Charisma; "I'm straight as an arrow and I got to tell you, you stop, whether

you're male or female, to look at him. He was that good looking. And if you never knew he was a superstar, it wouldn't make any difference; if he'd walked in the room, you'd know somebody special was in your presence."

Baroness Thatcher (Born 1925)

The UK's first female Prime Minister, Grocer's daughter, Margaret Thatcher reshaped almost every aspect of British politics. Her 'Iron Lady' nickname was acquired due to her forthright and assertive manner. Strong willed and armed with a superhuman abundance of energy, she relentlessly pursued national recovery, courting controversy, dismay and delight from every continent.

One of her most impressive interviews, from a dynamic and Charismatic perspective, was on BBC Panorama with the late Sir Robin Day. Her direct eye contact and her commanding voice tonality were heightened by her passion and conviction when she responded to Day's question about whether she believed 'Thatcherism' had divided the country. Talking for around 3 minutes (a long time for television), Margaret Thatcher used this question to deliver a party political broadcast. As she concluded with a disarming smile and a softer look, all I could think of was WOW!

My web-marketing supplier met Baroness Thatcher at a book signing once. He said that such was the power of her presence; she appeared to be surrounded by an electro-magnetic force field. Even watching her on television from the comfort of my armchair did little to dilute her personal impact.

Muhammad Ali (Born 1942)

Universally recognised as the world's greatest heavyweight-boxing champion, Muhammad Ali won an incredible 56 fights, three world championships, and an Olympic gold medal. The man who could "float like a butterfly, sting like a bee" possessed a legendary charm, quick witted sense of humour and steadfastly held to his principles. People appear to either love or loathe him, probably because of his arrogance and mental acrobatics. Using his athleticism and boxing skill, he would taunt his opponents by predicting the round when he would win. Usually, he was right! His physical prowess was matched by his amazingly agile mind and was revered by Michael Parkinson as his favourite guest on his series of chat shows.

Ali was a giant of a man who used big expansive gestures, talked so fast that his passion for life was clearly evident. According to his daughter, Laila, her father "always stood up for what he believed in and he recognised that he only had one life to live and if there was something he wasn't happy about then he only had himself to blame." He fought like a winner, talked like a winner and accepted complete responsibility for what he achieved in his life. When faced with Parkinson's disease, Ali's bravery was awe-inspiring as he lit the Olympic torch with shaking hands at the start of the 1996 Atlanta Olympics. To this day Muhammad Ali commands attention and respect that transcends athletics, race, religion and politics.

Behavioural Modelling

Acknowledging that these four giants are the icing on the cake when it comes to having a large slice of Charisma encouraged me to apply a bit more science to my 'hair raising' test and look for areas of commonality.

I began by examining their external characteristics to try and identify a pattern of Charisma. In behavioural science, you pinpoint the specific elements of an individual's behaviour that causes them to generate a predictable response. In this instance the predictable response I was looking for was Charisma. Once you have identified the elements, if another individual replicates these elements exactly, they create the same response as the identified or 'modelled' individual. This has huge impact in training and development and was vital to my study of Charisma. Repeatable success is created by focusing on finding the best examples of people in a chosen field and investigating what they do that generates the results they get. Behavioural modelling goes beyond behaviours and encompasses the elements of the subjects' mindset, skills and knowledge.

The tried and tested field of Neuro Linguistic Programming, or NLP as it's widely known, has its foundations in modelling world-class therapists to identify the difference between somebody who is merely competent and somebody who excels in the same role. My intention was to evaluate and assess giants of the Charisma genre so that I could apply behavioural modelling techniques. My intention was to evaluate and assess giants of the Charisma genre using behavioural modelling techniques. I wanted to identify the key behaviours that made the biggest impact of their presence and personal impact. If an individual then replicated these key behaviours they would automatically create greater levels of Charisma.

External Differences

Professor of Psychology, Albert Mehrabian conducted a series of studies in 1971 on the relative importance of verbal and non-verbal communication. His conclusions centred on two main theories.

Firstly, there are three elements to face-to-face communication, words, tone of voice and body language. Secondly, the non-verbal elements are particularly important for communicating feelings and attitudes. It made sense to examine the non-verbal elements exhibited by a wide-range of Charismatic people to identify different external characteristics.

When applied to my four giants I was amazed to find that only a few external characteristics were common to all, yet each giant exhibits (or have exhibited) extremely high levels of Charisma.

External Factors	King	Thatcher	Elvis	Ali
Eye contact	★★		★★★★	★★★★
Animated facial expression	★	★★	★★★★	★★★★
Use strong hand gestures	★	★★	★★★★	★★★★
Natural smile				
Varied voice tone and pace	★★★★	★	★★	★★
Fast talking pace	★		★	★★★★
Commanding voice tonality	★★		★★★★	★★
Use of pauses	★★	★	★	★★★★
Centred body posture	★★★★	★★	★★★★	★★★★
Clear diction	★★★★	★	★★★★	★
Actively listens	★★	★	★★	★
Large vocabulary	★★★★	★	★★★★	★★
Adaptable	★★	★	★★	★★
High physical energy	★★★★	★★★★	★★★★	★★★★
Appears enthusiastic	★★★★	★★★★	★★★★	★★★★
Open body language	★★	★	★★★★	★★★★
Resonant voice	★★★★	★★	★★★★	★★
Appears confident	★★★★	★★★★	★★★★	★★★★
Expert on their subject	★★★★	★★★★	★★★★	★★★★
Use stories and metaphors	★★★★	★	★★	★★★★
Show conviction	★★★★	★★★★	★★★★	★★★★

This external measurement criteria proved to be a challenge. For example, Margaret Thatcher used eye contact as a decisive, authoritative tool whilst many of Elvis Presley's most memorable performances were sung with his eyes closed. Martin Luther King spoke of peace with inflamed passion, yet Muhammad Ali who made his name in an aggressive sport, spoke with wit, humour and a gentleness that appeared incongruent at times. Thatcher and Ali both raved about their successes, always playing to the crowd, yet King's oratories appeared ignited with religious fervour. Presley often appeared humble and awkward during interviews, stumbling over words and addressing reporters as "sir" and thanking them for their compliments.

Charisma is Contextual

The Charismatic individual who shines in a career context can be almost invisible in a social or home environment. A performer and a politician may dazzle when they are in the public eye yet in another setting they merge to become one of the crowd.

Glossy magazines take great delight snapping famous individuals when they are unaware of the press. These published photos show them as ordinary people instead of unique special stars, oozing presence and magnetism.

Individuals with high levels of Charisma possess the ability to switch their magnetism on and off. Charismatic Bill Clinton, former US President can give you all of his attention one moment. Yet when he talks to another individual you are left feeling that he has literally taken something from you. The light you were fleetingly bathed in got switched off. There is a well-known story about Marilyn Monroe who was

shopping with a girl friend who was stunned that no one noticed they had a Hollywood star in their midst. Marilyn Monroe then demonstrated she could switch her Charisma on and immediately was mobbed by crowds of people.

Generally, we seem to like our sportspeople and entertainers to be self-publicising to the extent of arrogance, but prefer our politicians and public servants to act with more humility.

The Prince Charming Effect™

External measurements of Charisma can sometimes be interpreted as charm - although this alone does not create a Charismatic presence, which requires a strong sense of the person's character, the essence of the inner person.

All the charm in the world cannot compete with an individual who speaks from their heart in a way that is genuine and reflects their deepest beliefs.

Hitler and Amin demonstrate that when an individual's character is strong yet flawed, they have the potential to inflict untold harm on others. Similarly, if an individual's character is weak then their charm will appear fake or false. We recognise this in politicians particularly. During the War on Iraq, George Bush Junior tried to emulate the religious voice tone and approach used so successfully by Martin Luther King, yet millions of people perceived him as false and extremely patronising because they 'sensed' he wasn't talking from his heart.

The role of a Spin Doctor is to present a positive spin on a situation, often by neglecting to reveal the negative, less attractive features of that given situation. However, at some level people instinctively 'know' or sense that something is not right or being held back.

It was then that it became crystal clear. Everything I had ever read about Charisma was paying too much attention to external factors - body language, voice tone, words and appearance. Charismatic people stand out. They stand out not simply because of these external factors but because they command our attention. They command our attention because we somehow sense their character, authenticity, power and presence.

Charisma Equation

Whilst these four giants of the Charisma genre could indeed be charming, their strong characters shone through, often putting their external charm into the shade. A Charismatic person requires the ability to charm combined with strength of character.

Strong Charm (outside) + Strong Character (inside) = Charismatic

If an individual lacks authenticity, if they don't mean what they say, they will dilute the strength of their character and consequently the strength of their Charisma. Some individuals compensate for their lack of congruency by over developing their external charm factors. When meeting these types of individuals we may not consciously recognise that this person's charm and character doesn't match, yet we instinctively feel unsure. Sharon Osbourne, one of the former Judges on the show, The X-Factor has bags of charm, yet in an effort to give positive feedback to the auditionees, she sometimes appeared less than sincere. Contrast her diminished

Charismatic presence to the leading judge of the same show, Simon Cowell. His direct, truthful and on occasions, hurtful remarks reflected his genuine thoughts. This level of sincerity automatically enhanced his Charismatic presence.

Hitler and Amin could 'do charming' and possessed very strong powerful characters. Therefore, Charisma is not an exclusive club only available to persons of 'good' character. Conversely, Mother Teresa and Mahatma Gandhi are universally regarded, as really good people with strong compassionate characters are not generally recognised as icons of Charisma.

Working from Inside Out

Inspired by Louise Hay, renowned author and lecturer on the impact of thoughts on the body, "When we really love ourselves, everything in our life works", I began to examine Charisma from an 'inside – out' perspective. By working holistically in the knowledge that the mind and body are totally interconnected I made some fascinating discoveries.

Everything I noticed externally about Charismatic people was a reaction to or an effect of an internal cause. Looking to discover the inside 'causes' of the 'outside' effects meant that this information would not only provide the ultimate process for accessing Charisma, it would enable anybody to go through a massive transformation if they so wished. The closer I came to the deeper root causes of Charisma, the more external 'effects' were created. **If individuals were to learn to incorporate all the external effects of Charisma this would take weeks of intensive study. Instead, if you go to the heart of the matter, any individual can leverage their Charisma levels quickly and with dramatic impact.**

As an example, Charismatic people are passionate about what they do. Different individuals will manifest passion in many ways, yet as an observer of a person with passion, we 'feel' their passion, without going through a mental checklist of external signs. Martin Luther King's body language, including his facial expressions was relatively low key during his 'I have a dream' speech. His biblical cadences, the evocative pictures he painted and his evangelical delivery were his core channels for the passion he felt. Contrast this with Muhammad Ali who is animated and expressive whenever he speaks – he doesn't need to talk for a person to instantly get his passion – it is evident through observation alone.

The Importance of Authenticity

There are a number of globally recognised personality profiling tools available to guide a user towards greater understanding of themselves and others. Yet, profiling Charisma has up until recently proved a daunting challenge because of abstract and often, conflicting definitions.

There is an underlying reason that makes it difficult for profiling tools to provide an indication of the level of a person's Charisma. This is based around the importance of Charismatic people communicating from their authentic core. To put it another way, Charismatic people speak from their hearts. If you try to emulate Martin Luther King or any other Charismatic individual you effectively 'act' and put on a mask of Charisma. You start modelling the

external characteristics that may or may not reflect your own external characteristics. This immediately blocks the flow of your own authentic you, consequently, diluting the emotional intensity of your communication. **The only way to be truly Charismatic is to be authentic and speak from your heart.**

Behind the Mask

Whatever external mask we choose to wear, if it doesn't reflect the genuine, authentic 'you' then this will create a feeling in others that 'something just isn't right about this person'. **By connecting with the core elements that shape our character we create the opportunity to develop a Charismatic presence.**

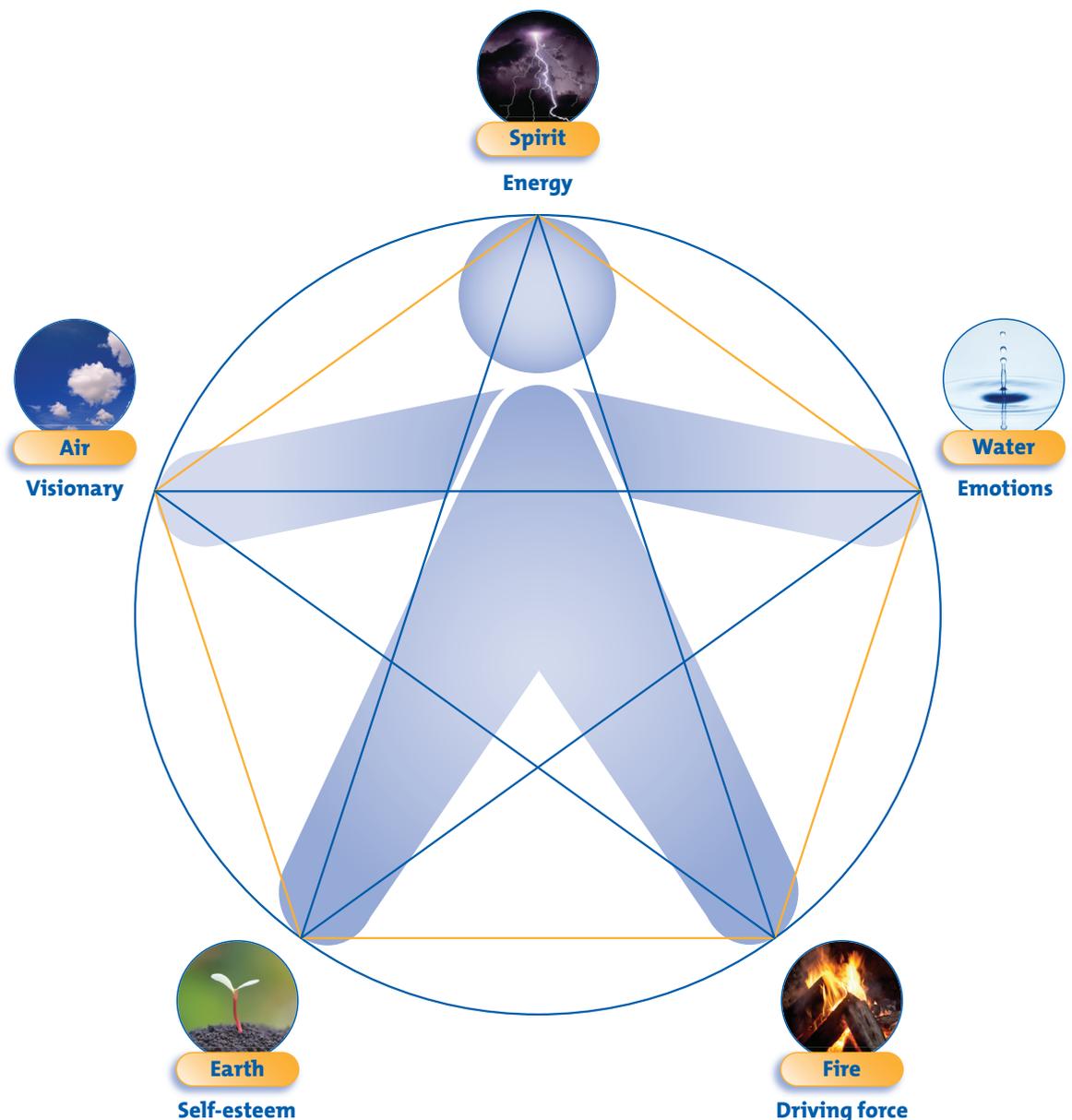
Ralph Waldo Emerson, one of the founders of The Transcendental Club was known as one of the best public speakers of his time. He believed passionately that slavery should be abolished despite overwhelming hostility. His Charismatic presence was heightened because he spoke from his heart, never compromising his beliefs for popularity. Emerson wisely said, *"Make the most of yourself, for that is all there is of you."*

In the 1986 Trice and Beyer studies, the authors categorised Charismatic Leadership by a range of features: an attractive vision, believable and convincing communication, unconventional behaviour, ideological function and empowerment. To me these descriptions appeared to go beyond the external behaviours, yet were vague and onerous for others to emulate without substantial study and training.

Symbol of Star Quality™

In every walk of life combining modern science with ancient wisdom is making major insights into Charisma possible. By drawing upon scientific principles, psychology and extensive research-based studies combined with esoteric philosophies, I have developed what I believe to be the internal blueprint for Charisma.

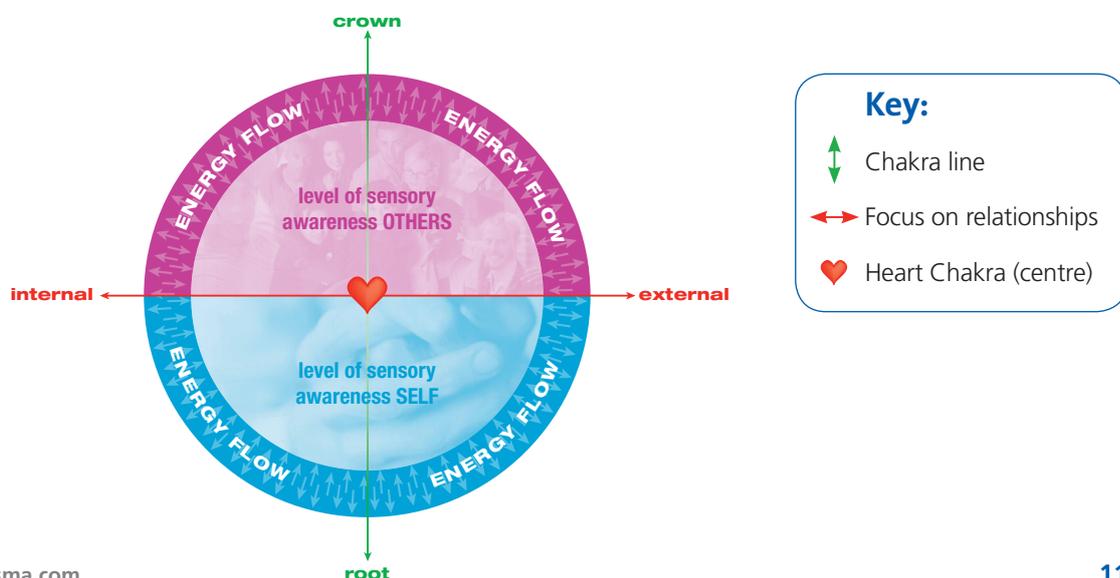
There are five internal characteristics shared by Charismatic people that are vital to developing a strong magnetic persona. I've chosen to express these as a powerful symbol of star quality. This symbol is a pentagram - a pentagon encased by a circle, which has held significant meanings in different cultures for thousands of years. A pentagon has five points and the number five has always been regarded as possessing a magical 'humanness' to it. We have five fingers or five toes at the end of each of our limbs. In Christianity, Christ experienced five wounds on the cross and there are five pillars to the Muslim faith. Five is a prime number, a reminder that when an individual is experiencing the state of Charisma, they are in a prime position for communication and influence.



Symbol of Star Quality™ Continued...

Charismatic people possess:

- 1. HIGH SELF-ESTEEM** and feel 'comfortable in their own skin'. This conveys they are confident and authentic. When people possess high self-esteem they are relaxed about showing others their true self. Think about it for a moment, if you value and respect yourself you will naturally believe that there is lots to like within you, so why try and hide it? Self-esteem is the primary reason why Charisma can be contextual. Some people have high amounts of it in a work or career context, yet lack it when it comes to personal relationships. Elvis Presley 'owned' the stage because he was completely comfortable when performing. Yet put him in front of a journalist and he appeared vulnerable and insecure.
- 2. A DRIVING FORCE** whereby individuals are living their life based on what is important to them. Often referred to as 'values', these drive and motivate behaviour so that individuals appear dynamic and enthusiastic. This driving force is also contextual, there are many facets to a person's life. Margaret Thatcher's drive for her country and her political ambitions provide a stark contrast to how she is at home. Her daughter Carol Thatcher tells us that up until her father's death, her mother cooked breakfast for him every morning. Their home was a relaxed, tranquil environment devoid of conflict. A very different, Margaret Thatcher to her public persona.
- 3. SENSORY AWARENESS** that allows them to tap into their feelings and the feelings and mood of others. Charismatic people are in touch with their emotions and uninhibited about showing them. This makes them expressive and compelling. Muhammad Ali was phenomenal at expressing his feelings through the use of poems he composed. One of the reasons why he attracted such extreme views (people either loved or hated him), was because he had the silent power of evoking a strong emotional response in others.
- 4. A VISION** of what they want. This creates a strong energy of intent, an intensity that others can feel, an electricity. On a global scale, Martin Luther King had a dream for equality amongst men. On a smaller level, Muhammad Ali had a clear vision for what would happen during every round in every boxing match – even predicting the round he would knockout his rival. Scientific and medical discoveries have proven beyond doubt that positive attitudes and strong intentions result in physical manifestations.
- 5. HIGH ENERGY** that perpetuates and builds energy within others creating a 'feel good' factor. Energy is a life force that most of us take for granted. We will all have experienced people who drain our energy leaving us depleted and depressed. Charismatic people both exude energy and simultaneously attract it. They know how to feed and nourish their internal energy levels, as well as how to expand and share even greater amounts. Martin Luther King, Elvis Presley, Margaret Thatcher and Muhammad Ali could all light up a room with their presence because their energy was extremely high.



Male and Female Energy

Scientists at the frontiers of research involving re-examining quantum physics, demonstrated that each one of us is a packet of pulsating energy that constantly interacts with the universe.

In Eastern philosophies the yin/yang symbol provides a graphic representation of male and female energies inherent within us. Yin or female energy is the intuitive, receptive, nurturing part of us and Yang or male energy is the strong,

action-orientated, forceful side of ourselves that gets things accomplished. When both these energies are balanced we ignite an internal emotional intensity that other people experience as magnetism or Charisma.

A Metaphysical Perspective

From a metaphorical perspective, there is another layer of understanding that connects the Charismatic person to the universal powers of nature. Many ancient philosophies refer to a set of five elements that generally encompass **Earth, Water, Air, Fire** and a fifth non-matter element, **Spirit**. The characteristics and qualities of each of these elements provide further symbolism to underpin the five elements of Charisma.

The **EARTH** is a symbol for being connected to nature. The element **SELF-ESTEEM** gives an individual a sense of feeling grounded. Like a tree with strong roots that can survive a fierce wind, a person who has a strong base of **SELF-ESTEEM** feels more balanced and better equipped to deal with the challenges of life.

FIRE is a powerful way to express someone who is dynamic; *"They're really fired up", "He's got fire in the belly"*. Consequently, the element **DRIVING FORCE** is like a flame that needs to burn brightly until it becomes a hot fire.

WATER can ebb and flow; sometimes the currents are strong, sometimes a river runs deep. In the same way the range of emotions people experience through the course of their lives, guides their behaviour. Having a **SENSORY AWARENESS** of emotional undercurrents means we begin to understand and connect with the emotional part of ourselves.

AIR is infinite and as we look upwards towards the sky we are reminded of our **VISION**, a direction that we choose to travel towards. **AIR** can breathe life into our dreams, oxygenating our goals with crystal clear clarity. **AIR** surrounds us and represents the infinite potential we all possess to achieve more of what we want in our lives.

The tip of the pentagon is the highest point, often referred to as the **SPIRIT**. Amalgamation of the other four elements of Charisma creates an abundance of **HIGH ENERGY** that can't be seen yet you know and sense it is there. The higher the **SPIRIT** means that a bigger circle of **ENERGY** can be cascaded across the other elements.

Transcendental Powers

Ralph Waldo Emerson explained that matter and objective things are products of the subjective mind. Lynne McTaggart, a well-respected international authority on the science of spirituality is masterminding, 'The Intention Experiment that rests on an outlandish premise: thought affects physical reality'. More recently many of us will have been introduced to The Law of Attraction, popularised within Rhonda Byrne's book, *The Secret*.

According to Sociologist Edward Shils, a man who devoted a significant amount of time to the role of intellectuals and their relations to power and public policy, *"The Charismatic leader seems to be connected to the transcendental powers of the universe and is able to re-establish a sense of order in his followers."*

Freud supports this view with an interesting twist. He believes that in the initial stages of a child's development, the infant is not able to experience any difference between himself and his external reality. To put it another way, until taught differently, the child believes that they are the entire universe.

With time, the child starts to understand that their mother, who they perceive as a powerful influence, is a separate entity. However, the child maintains a sense of their own power when his mother responds to their demands.

Gradually as the child's frustrations grow and as they experience their needs are not always immediately satisfied by 'the universe', the child discovers the cruel *truth* that they are not omnipotent at all. Yet, because of earlier infant perceptions the desire to

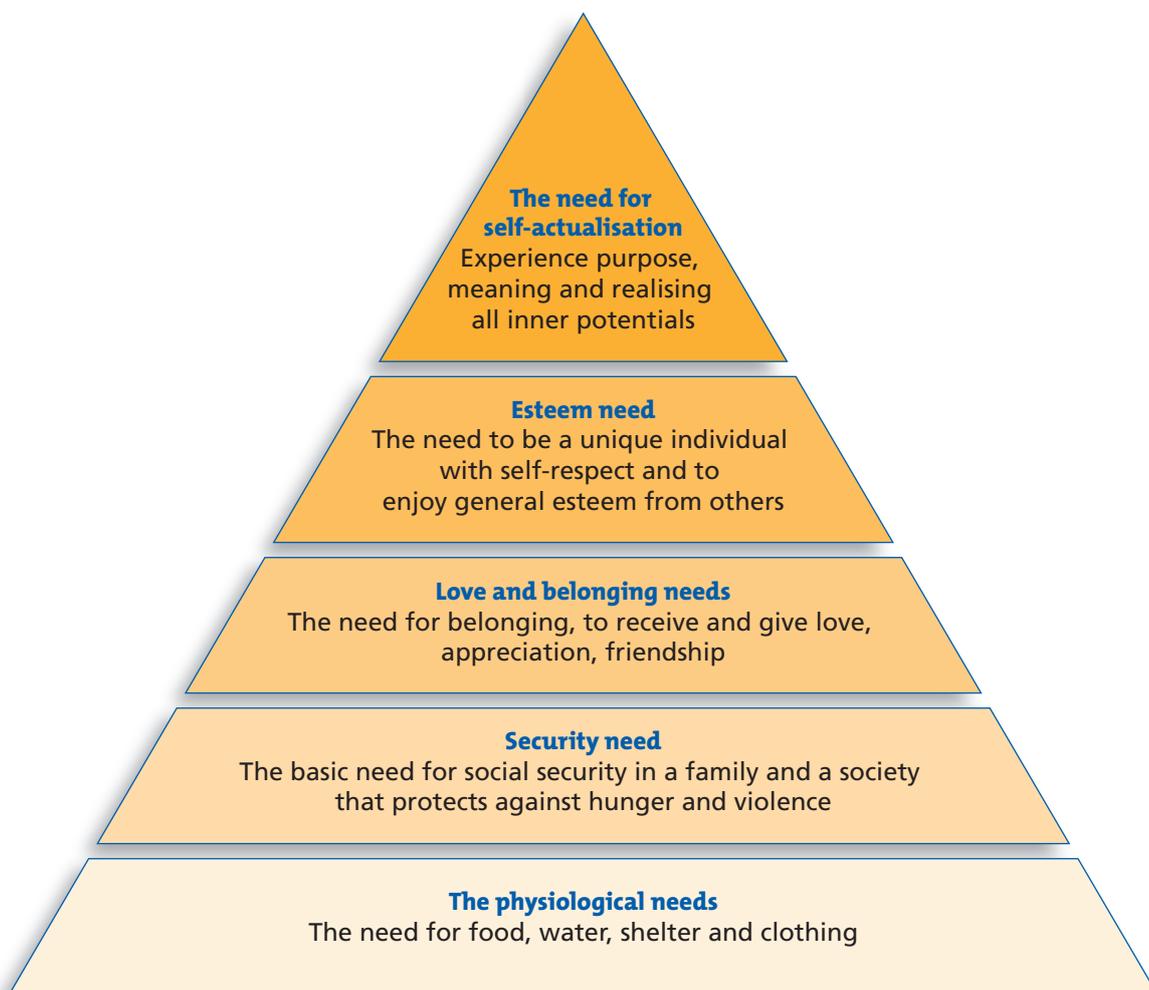
return to this feeling of power and connectedness remains and burns strongly within the child, and consequently the adult throughout their life.

Freud suggests that one very effective way of returning to this phase is to identify oneself with someone who is perceived as powerful; a *Charismatic leader*, and goes on to say that this desire for identification or connectedness will probably be stronger when the person is in a crisis situation.

According to this explanation, the human being has a basic need to search for **a symbolic order of the universe** – a sense of coherence, continuity and justice. As individuals we will seek ways to bring order to our chaos. Ultimately, a Charismatic Leader is perceived as someone who has a solution to our chaos. Alternatively, a small number of individuals recognise that they possess the power to create their own solutions and this power releases the Charismatic person that is already inside.

Needs that Power Charisma

Between 1949 and 1959 Abraham Maslow developed a breakthrough in human understanding when he created his hierarchy of human needs, published in his 1943 paper, A Theory of Human Motivation. Maslow stated that every individual is driven by a need for survival and security. As these needs are satisfied the individual then looks to fulfil other needs such as feeling loved and making progress. These human needs drive our motivation. Once we satisfy a particular need we become motivated to fulfil the next need.

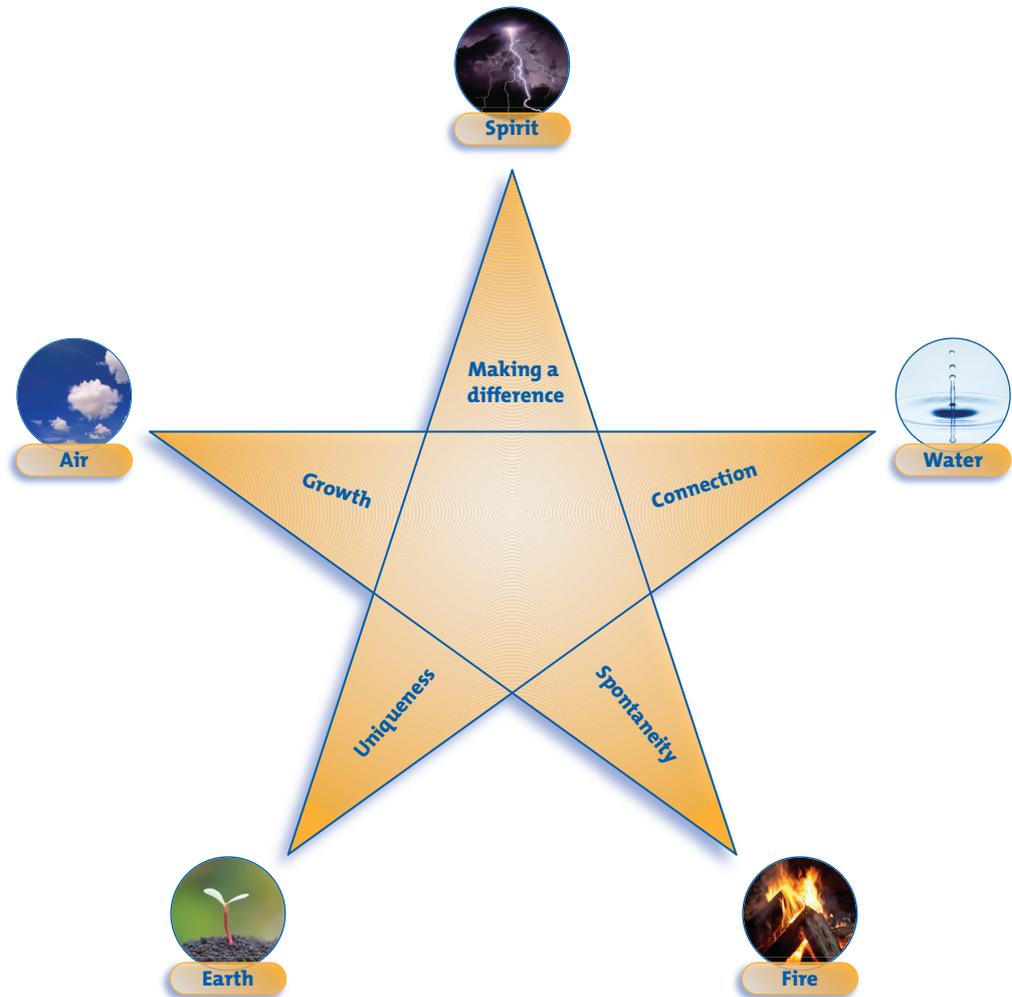


Dr Clare W. Graves, a student of Maslow provided a fascinating perspective to this model that was developed and is widely used by International Speaker, Tony Robbins.

I've taken the principles behind these models to demonstrate their impact on Charismatic people. Titled 'What Charisma Needs.' this model highlights certain needs that are dominant and unconsciously

'sought-out' by Charismatic people. Each of these needs can be mapped across to The Star Quality Symbol™. When these needs are satisfied to a significant level, they 'fill' the individual with a passion that electrifies their energy and intensity.

Needs that Power Charisma Continued...



Spontaneity

Looking at Maslow's Hierarchy of Needs we learn that people need to feel comfortable and secure. This need to feel safe is inherent within us all, yet in Charismatic people this particular need is less important than the need for spontaneity, adventure, variety and surprise. That's why Charismatic people often court danger and take risks that many people find overwhelming.

When an individual's life includes the qualities of sameness, routine and certainty with the contrary qualities of variety, surprise and uncertainty the effect is explosive. The level of polarity equals the level of energy and consequently presence.

Uniqueness

Every individual has a need to feel special and significant. This need in Charismatic people is magnified, being one of the underlying reasons why they stand out in a crowd. This deep-seated belief that they are special and gifted boosts their self-esteem because they know that they are important.

When an individual is living their life in a way that fills them with meaning, it unconsciously creates a strong sense of balance that is felt and recognised by others.

Needs that Power Charisma Continued...

Connection

Relationships are catalysts that cause us to grow. The need to feel loved and accepted is strong within all of us. Charismatic people intuitively seek to fulfil this need by seeking to connect with people, irrespective of whether this connection is on a one-to-one basis or with a large crowd. This connection is achieved by focusing all their attention into the moment. If you meet a Charismatic individual you feel enveloped by their complete and utter attention that in turn stimulates a greater flow of energy within you. Energy breeds energy so the need for connection can exude an ever-increasing aura of presence.

Growth

A person, an animal, a plant or indeed any living thing is either growing or it has reached a peak when it starts to die. If we choose not to grow and develop our knowledge and capabilities then we are effectively at an unconscious level choosing to die. Charismatic people are driven by a thirst to continually grow, improve and develop. This fuels their energy so they radiate it. Contrast this with the way people who turn their backs on growth, often drain the energy of themselves as well as others.

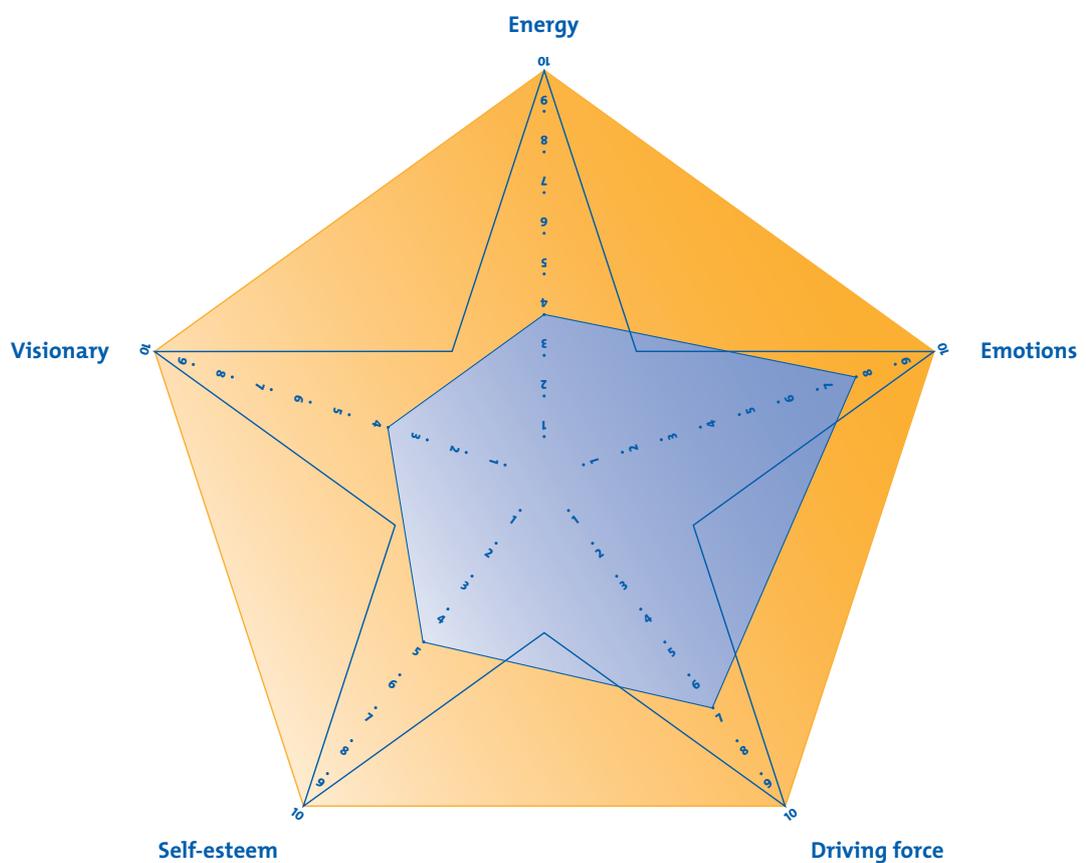
Making a Difference

Charismatic people have a strong need within them to make a difference to the world they operate within. This wider focus expands their energy flow that is interpreted as 'presence'. This particular need stimulates all the elements of Charisma shown in The Symbol of Star Quality™. The need to make their mark strengthens their **SELF-ESTEEM** because just by wanting to make a difference carries the presupposition that they **CAN** make a difference. Every need is based on what is important to the individual, therefore accelerating their inner **DRIVING FORCE**. Making a difference is highly emotive because it engages our **SENSORY AWARENESS**. People with a strong **VISION** naturally have **HIGH ENERGY**, and so the pentagon shape blends naturally with the more traditional human needs models.

Developing Your Charismatic Presence

The first step towards developing and enhancing your Charisma is to take a 'helicopter view' of your own Charisma Star. You do this by completing a visual analysis of each element of Charisma. Initially, rate and plot where currently you are in each element compared with the way you'd like each element to be.

Here you see an example Charisma Star where an individual has rated each element based on a scale, with 10 being the highest level of satisfaction and 1 being the lowest level of satisfaction. Notice that when the dots of each rating have been joined they form a pentagon shape. The size of your pentagon equates to your level of Charisma.



Key

-  Area of Charismatic presence
-  Charismatic development opportunity

Charisma Cause and Effects

As you begin to develop and enhance each of the five elements of Charisma you'll notice that the tiniest change automatically creates a 'Newtonian' impact, derived from the laws of motion and gravity. Every action you take creates a reaction that is based on the principle of 'Cause and Effect'.

Everything that happens is a result of an underlying cause. The more you change each element (the inner cause of numerous external effects), the greater the number of Charismatic effects will be created and consequently experienced by other people.

Achieving a correct balance of growth in each of these internal elements is vital to sustain presence and personal impact. It is not the size of the diamond that determines how well it shines – it is the

symmetry and skill in which it has been cut. If one point of your Charisma Star is highly developed it will overshadow the other points of your star, creating an imbalance. This tarnishes your true star quality.

You'll find a Charisma Star template on page 23 for you to complete and use for planning an elemental development strategy.

Accessing Charisma at a Consciously Competent Level

Self-improvement, development and growth evolves through 4 stages:

1. Initially the learner is unaware of what they need/want to improve. At this stage ignorance is bliss and is often referred to as unconscious incompetence.
2. The next stage occurs when the learner becomes aware of their need/want to develop and improve. They become consciously incompetent leading to either the motivation to do something about it or leave things as they are.
3. If the learner progresses to the next stage they develop themselves to achieve conscious competence. Effectively, they are required to set aside time to practice and focus on implementing the changes they desire.
4. At this stage the learner has integrated their development requirements and their newly improved performance is being achieved instinctively. They are unconsciously competent.

This process applies equally to the development and enhancement of Charisma. Completing the Charisma Star places the individual at stage 2. Often, having an awareness of the areas where an individual requires development, naturally improves them because the person's energy flows to where they place their attention and focus.

If you are wanting to increase your Charisma quickly then you may want to attend my two-day seminar – An Audience with Charisma that I present at the Shakespeare's Globe Theatre and other theatrical venues around the UK.

The Charisma Effect on Talent

Great people want to work for great leaders. The greatest differentiator amongst the organisations of the future will be the ability to build world-class capability and skills.

The war for talent exists at all levels of an organisation. The Trice and Beyer studies found that Charismatic leaders affect both their followers and impact on the organisational culture. In 1995 Molero points out that Charismatic leaders are capable of changing workforce attitudes, beliefs and motivation. Changes that are not easily implemented through conventional leadership approaches alone. It's little wonder that the leader

who possesses Charisma also has a tendency to attract followers who are the crème del la crème of talent. In the same way that 'money attracts money', Charisma produces a strong karmic reaction for both leader and worker.

Checklist for Charismatic Leadership

Trice and Beyer's studies in 1896 show that Charismatic leaders affect their followers and have an important impact in the organisational culture. The Cremer and Knippenberg report published in Journal of Applied Psychology, 2002 used scenario experiments, cross-sectional surveys and laboratory studies to prove that Charismatic leaders had a stronger effect on cooperation than their non-Charismatic counterparts.

Most leaders today appreciate the impact that a Charismatic presence can have on their effectiveness. Charismatic Leaders attract more publicity, more attention from outside groups as well as exerting a strong (albeit invisible) bond with their organisation's workforce. Numerous studies and experiments have been conducted that prove conclusively: Charismatic leaders are more successful. If you are seeking to become a Charismatic leader, then this checklist of key requirements will help guide your thoughts, actions and behaviours.

Charismatic leaders must be able to:

- ★ Make a realistic evaluation of the deficiencies and problem areas in a given situation
- ★ Appreciate the longer term implications of not adopting new strategies for change and growth
- ★ Demonstrate a strong desire to change the status quo and remedy the identified problems
- ★ Be empathetic to the needs of their organisation's workforce and show a real appreciation of people and their value
- ★ Formulate a vision that will lead to a future that is highly desirable for the organisation and the people who work within it
- ★ Communicate this vision in a motivational and inspiring manner that evokes strong positive feelings within others
- ★ Regularly repeat the vision from different perceptual positions and with flexibility to appeal and 'touch' the full spectrum of that workforce
- ★ Inspire commitment and hard work from the people who work within the organisation towards an aligned vision
- ★ Act as a Role Model at all times, and gain the confidence and respect of the workforce for both for the leader and the mission
- ★ Demonstrate high levels of energy and self-confidence, and exhibit high expectations in terms of their workforce capability and results the organisation can achieve
- ★ Possess credibility as an expert in their field and demonstrate an unconventional and innovative style
- ★ Be willing to run certain personal risks, as and when the mission requires

Charismatic leaders understand the important effects that they personally have on people, and continually strengthen this powerful relationship by:

- ★ Increasing the inner rewards for their workforce so that people feel satisfied and valued. Examples of inner rewards include building self-esteem / self-expression / stability / sense of belonging / provision of hope
- ★ Providing an increased sensation of empowerment and self-esteem within the workforce, by expressing high expectations and high confidence in their people both as individuals and as teams or departments of people
- ★ Increasing the value and benefits that people will achieve when the organisation has achieved its goal. This in turn increases the significance of the goal from the individual's perspective

Increasing the degree of commitment of the workforce, and ensure that individuals within the group are aware of their unique and vital contribution

These behaviours help to create an instinctive, sometimes unconscious impression that the leader is connected to universal 'transcendental' powers. This strengthens the relationship between the workforce and leader whilst fuelling the Charismatic presence of that leader.

The Karma of Charisma

There is another exciting spin-off to possessing Charisma; you'll notice that with the expansion of your personal presence you'll start to trigger a greater flow of energy between yourself and others.

Consequently, the more Charisma you possess, the more Charisma you will attract. Charisma breeds Charisma. This has a foundation of scientific proof from many physicist sources on quantum physics including Schwartz's creative experiments, Ghosh's research and Zeilinger's astonishing discoveries. They found that the energy of thought has the same effect as the energy of movement outside the thinker's own body. Thoughts can become physical manifestations or to put it another way, thoughts become things. We are like a human antenna, a receiver of invisible information. We emit vibrations based on our emotions and thoughts and unconsciously seek a similar vibration. What we attract into our life is based purely on our dominant thoughts and feelings. If we feel confident and Charismatic, the intention of these thoughts will manifest more feelings of confidence and Charisma. Conversely, if we feel shy and sad then we will attract more shyness and sadness into our lives.

When I first became aware of this theory, often referred to as The Law of Attraction, I was in awe of the enormity of what I was learning – effectively I was in complete control of everything I was creating in my life, the good and the bad stuff. I learned how to 'manifest' a car parking space in a crowded car park, I created my dream house to live in, a soul mate and a healthy body. I created an Ipod and an Audi Convertible. I also created lots of situations that I didn't want, yet I did grasp one life-changing principle. **By accepting complete responsibility for what I was creating in my life then I felt more confident and empowered.** As these two emotions began to flourish and grow, Charisma beckoned her fingers at me and I decided that I too could manifest this powerful presence. I'm beckoning you to follow me and claim Charisma as your birthright. Charisma is not found on the outside it is already within you. Everyone has it, including you. With a little nurturing it will expand and flourish easily.

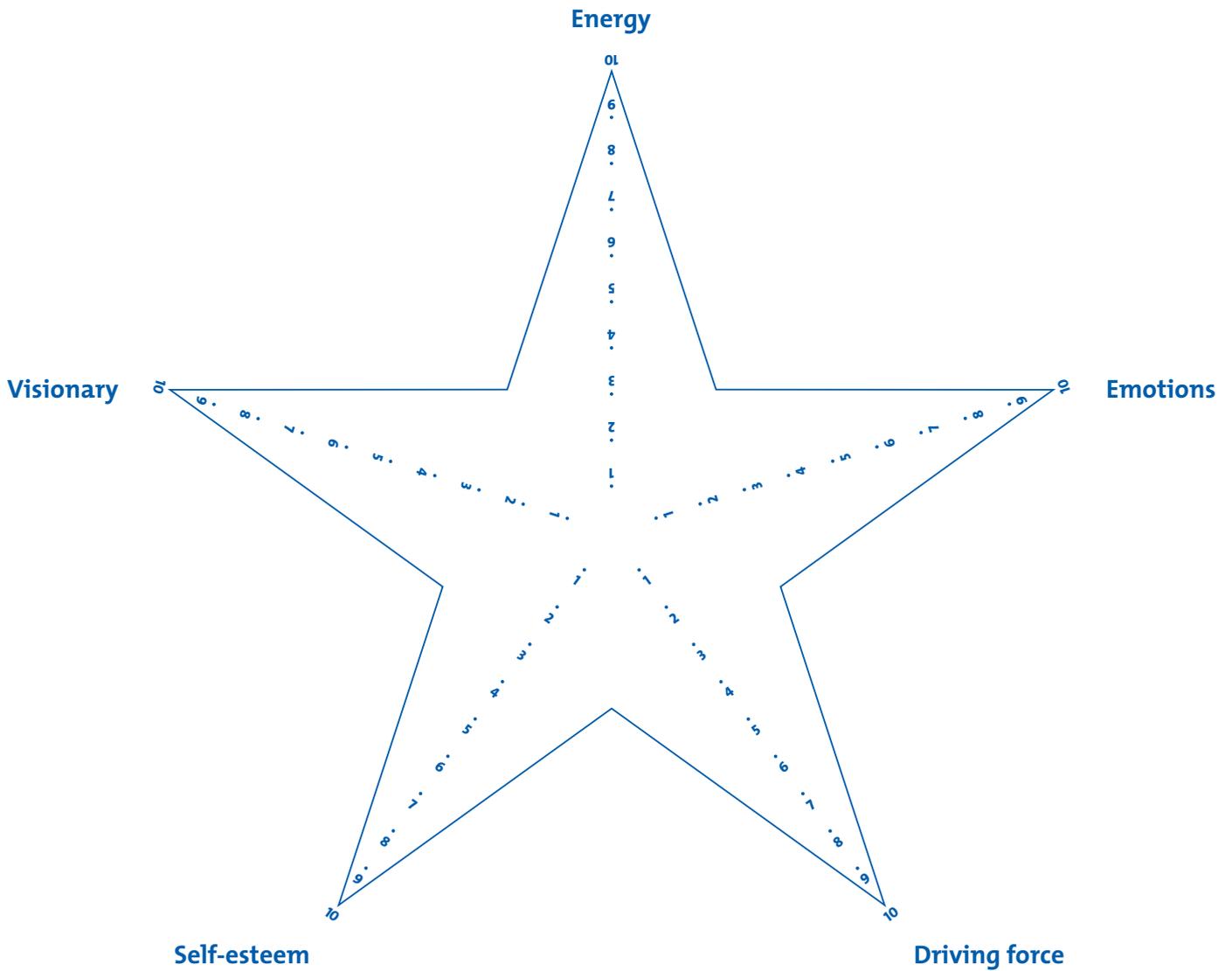
About The Author

Nikki Owen has dedicated the last 16 years to the development of thousands of senior managers and leaders within an organisational context.

Nikki's interest and study of Charismatic individuals began during the promotion of her first book in 1992 when she met and modelled a number of Charismatic celebrities. Nikki is the creator of **An Audience with Charisma**, a two-day seminar she runs at Shakespeare's Globe Theatre, London.

As a Certified Trainer of Neuro Linguistic Programming, Nikki has designed and implemented many internationally recognised tools and models based on her ongoing research programme. To find out more about Nikki visit **www.nikkiowen.com**

Charisma Star Template



Notes:
