

# CHARISMATIC LEADERSHIP in ORGANIZATIONS

EXECUTIVE BOOK SUMMARY by  
XUEFEI CHEN(PHOEBE)

## SUMMARY:

The book first illustrates the development of theory in the past decades and especially concentrates on the theories raised by the authors. Then they did the empirical research to test their theories and the model was confirmed valid. And the authors use some business leader and case studies to explore charismatic leadership and point out some downside of charismatic leadership and also some future studies.

## ABOUT THE AUTHORS:

### • Jay A. Conger

Executive educator, coach, and program designer

Henry R. Kravis Chaired Professor of Leadership Studies at  
Claremont McKenna College

Offers presentations and executive education on  
leadership to businesses, nonprofits, and associations

### • Rabindra N. Kanungo

Professor Emeritus, Organizational Behavior of McGill  
University

Editorial consultant for several prestigious academic  
journals in Canada, the US and the UK

Comparative studies of work attitudes, work motivation  
and alienation, and leadership

## CONTENTS OF THE SUMMARY:

- 1.Charismatic Leader's Behavior
- 2.Follower Characteristics & Dynamics
- 3.Components of Charismatic Leadership
- 4.The Shadow Side of Charisma
- 5.Looking to the Future





# ABOUT THE BOOK

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### PART I: Theory Development

1. Evolution of the Field
2. A Model of Charismatic Leadership
3. Charismatic Leadership: Measurement and Empirical Validity

### PART II: Components of Charismatic Leadership

4. The Leader's Search for Opportunity
5. Aligning the Organization Through Vision
6. Implementing the Vision

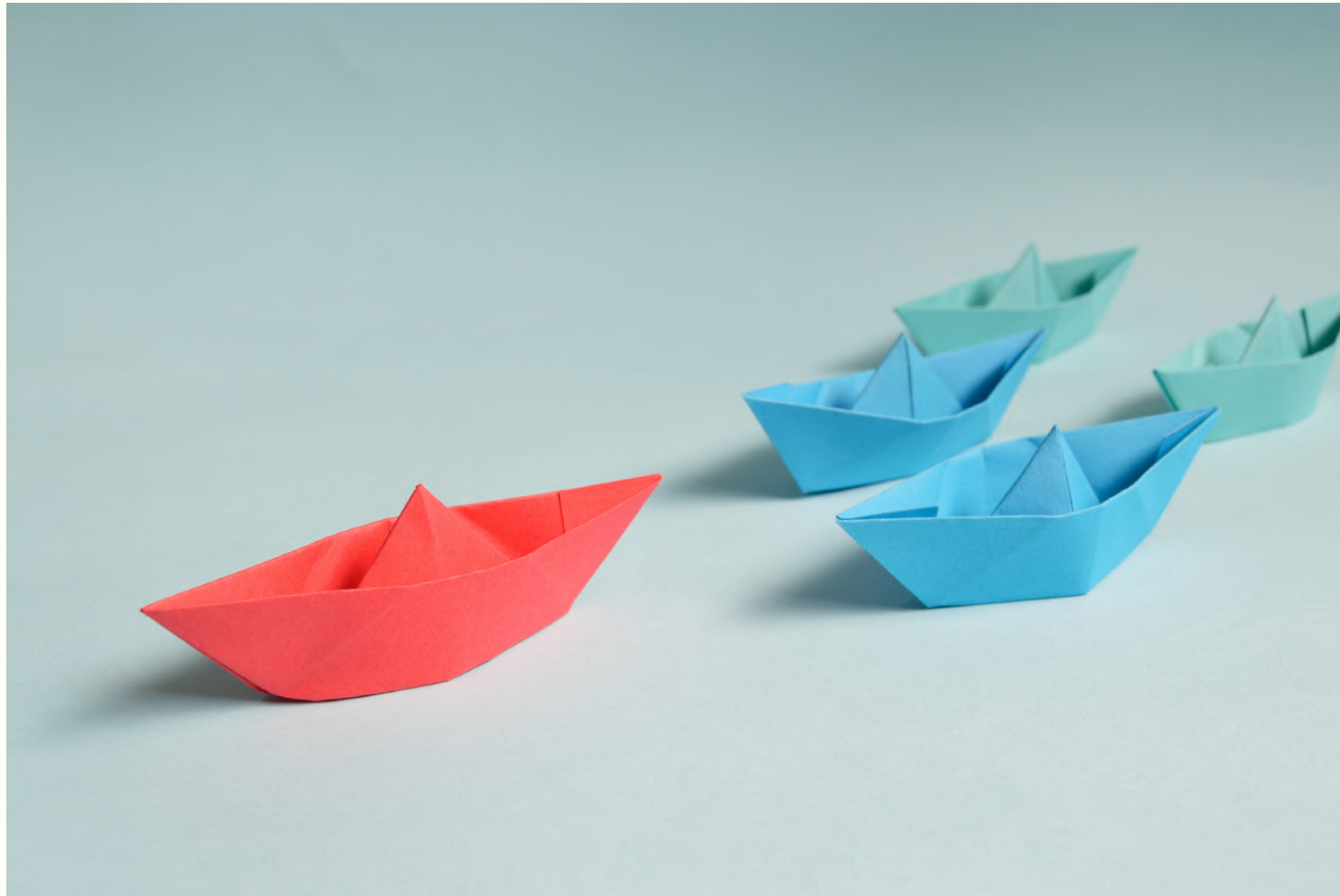
### PART III: Remaining Challenges

7. The Shadow Side of Charisma
8. Looking to the Future



*"The Conger-Kanungo model suggests that charisma is attributed to a manager in a leadership position by organizational members." (p. 71)*

# 1.CHARISMATIC LEADER'S BEHAVIOR



The authors listed several groups of researchers who have finished their model of leader behaviors.

## 1.Bass & Avolio:

### Transformational Leadership

In transformational leadership, charisma is an essential part, but it will not be efficient if there is only charisma. And the centre of this model is that the followers of transformational leaders can reach the outcome that exceed the leaders' expectation.



## 2.House & Shamir:

### Charismatic Leadership

Charismatic leaders always emphasis the importance of working in unity and the banding of group members. As being the role model of their followers, they convey their beliefs and values. And they always encourage their followers by letting them realize their goals and passion to obtain high-quality achievement.

## 2.FOLLOWER CHARACTERISTICS & DYNAMICS

- Followers of charismatic leaders always consider their leaders as their ideal terms and this may be because of their identity confusion when they were adolescence.
- Attractions to the Followers: leader's self-confidence; a strong belief; previous achievements



- The followers would feel a sense of fulfilling and personal approval when they meet the expectation of their leader.
- The leaders' high expectations and the sense of urgency makes their followers feel obligated so that they can have high efficient outcome and meet their leaders' high expectation.



- However, follower dynamics still need to be further studied in future.

# 3.COMPONENTS OF CHARISMATIC LEADERSHIP

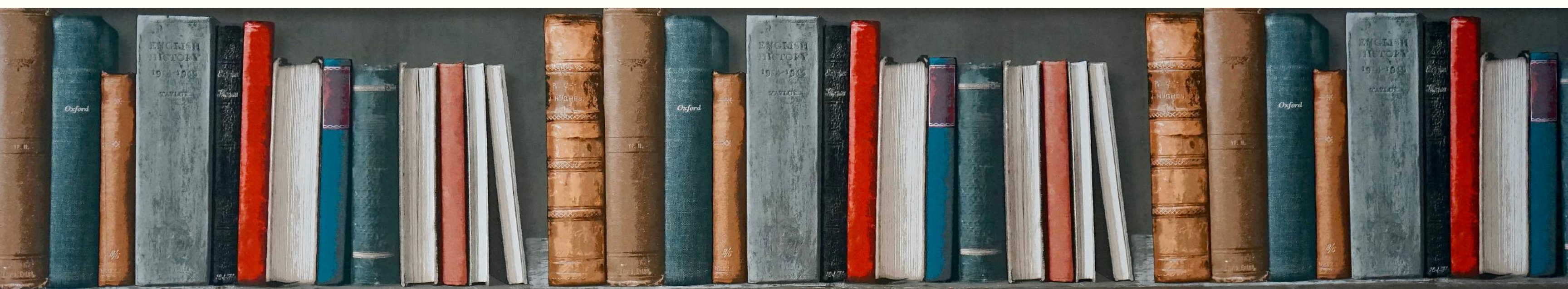


## The Leader's search for opportunity:

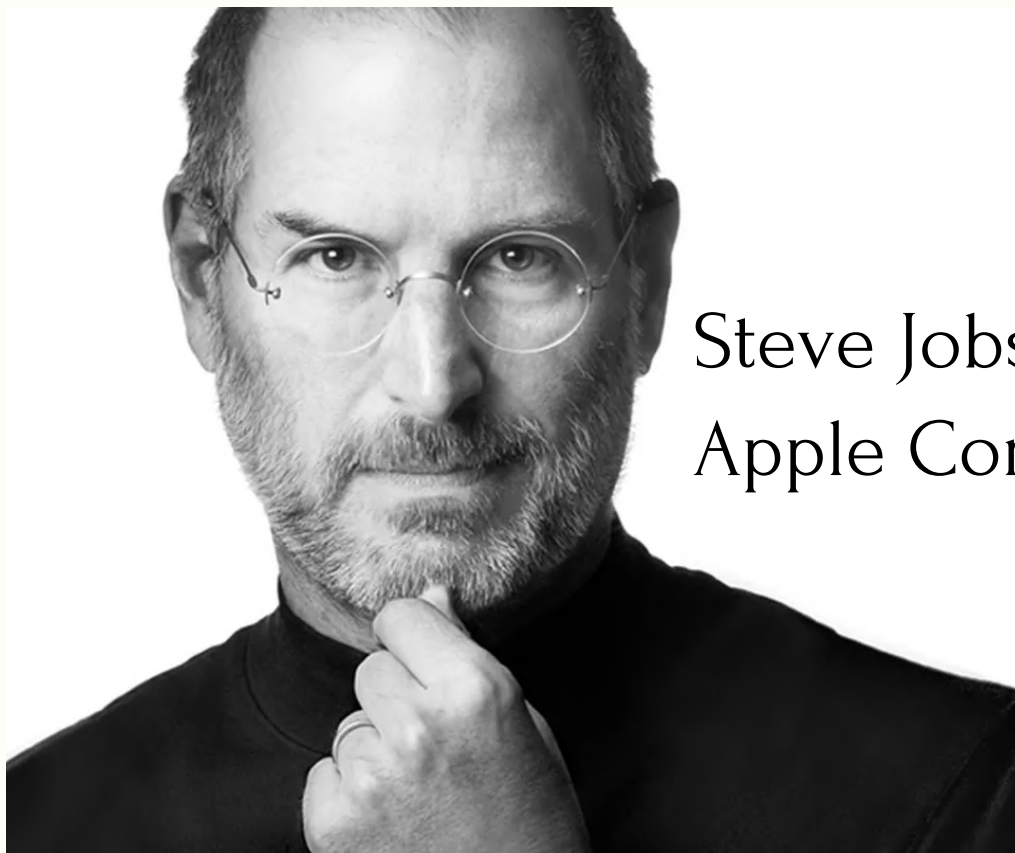
- Compared to other kinds of leader, charismatic leaders are more sensitive about current situation and potential opportunities.
- Charismatic leaders are change-oriented, so they are more sensitive to the deficiency and downsides of the status quo.
- As a result, charismatic leaders shape the effective visions more by external environment and market with many variables in business world.

## Aligning the organization through vision:

- **Vision: the ability to foresee and make plans and regulations.**
- Vision's roles: 1.Charismatic leader's vision can help making good strategy with a clear goal, especially when there are opportunities or barriers. 2.Charismatic leaders are able to realize the function of vision being a motivational role by setting goals that will make followers feel special and unique, and increase their perceptions of leaders.
- In general, vision is far more than a series of goals for the organization, but more about a complicated system where the charismatic leaders strengthen the organization's and their followers' identification.



## Example of Charismatic Leaders:



Steve Jobs  
Apple Computer



Anita Roddick  
The Body Shop



Mary Kay Ash  
Mary Kay Cosmetics

## Example of vision--The Body Shop & Anita Roddick:

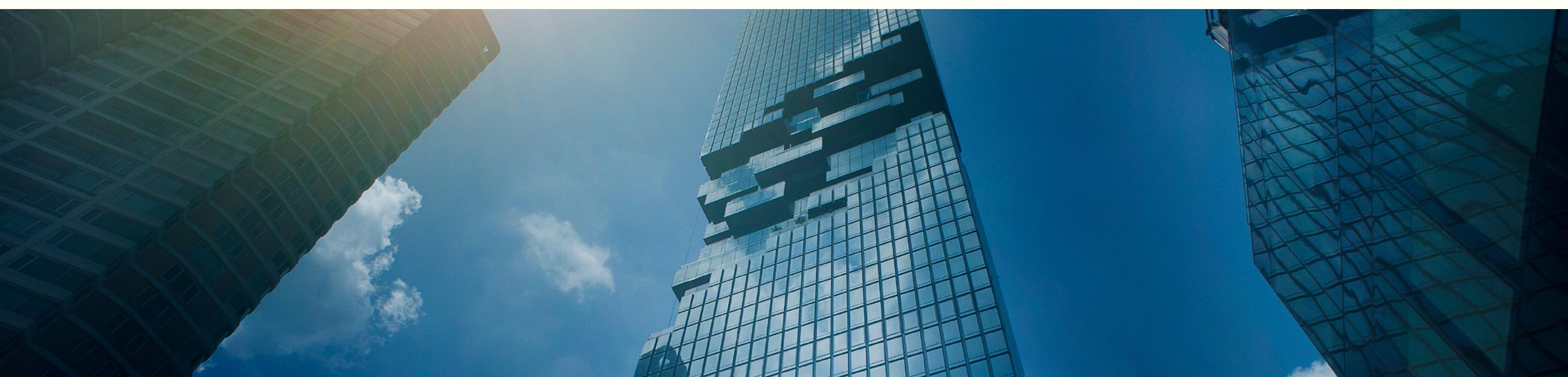
- In the 1980s, the environmental movement was prevailing in European countries, which is also the period when The Body Shop won the greatest growth.
- The simple packaging, recycling of product containers and natural ingredients matched the environmental demand, making it outstanding from other brands.
- Anita Roddick motivated her socially conscious followers who were generally young people by emphasizing the importance of current condition of society, making the vision as their own to make them feel internally driven.



## 4. THE SHADOW SIDE OF CHARISMA



- Charismatic leaders pay more attention to change and creation instead of management so that they may find it quite difficult to resolve tasks that need effective management sometimes. In long term, the organization will have serious problems or chaos because of the lack of leaders' administration except they invest more of their time and attention on it.
- More importantly, charismatic leaders' extreme self-confidence may become a drawback that can make them highly self-serving. Consequently, their behaviors may be unrealistic and lead to pure personal gain, which will do harm to not only themselves, but also their followers and the organization.
- Highly self-centered is a significant personality of most charismatic leaders and that may result in their ignorance of others' opinions and the development of their relations with followers.
- Example of Apple According to John Sculley who took over Apple from Steve Jobs, it was fine when inventing new things if the employees got the freedom to do things they think were better. But it became undisciplined and destructive when people needed to cooperate and work together.

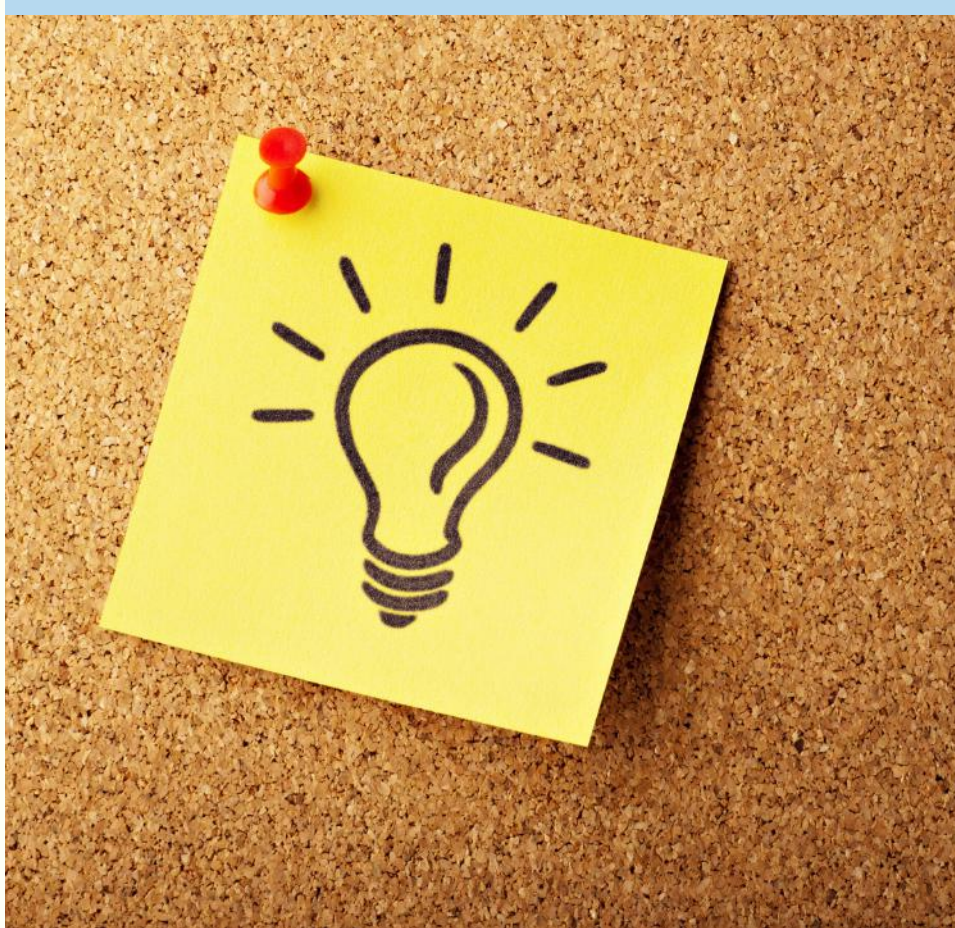


# 5. LOOKING TO THE FUTURE

## Changes in the corporate environment:

- **The Changing Economic Environment**

Corporations need to establish new business formation and marketing strategies. The leaders need to know the demands and needs of customer and other stakeholders.

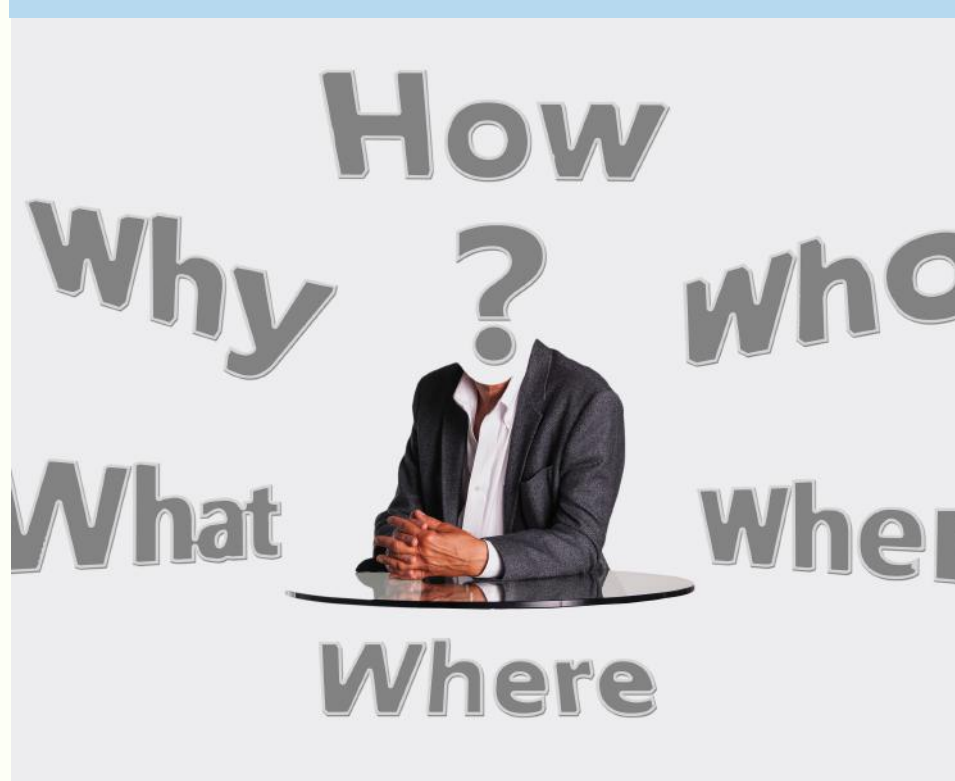
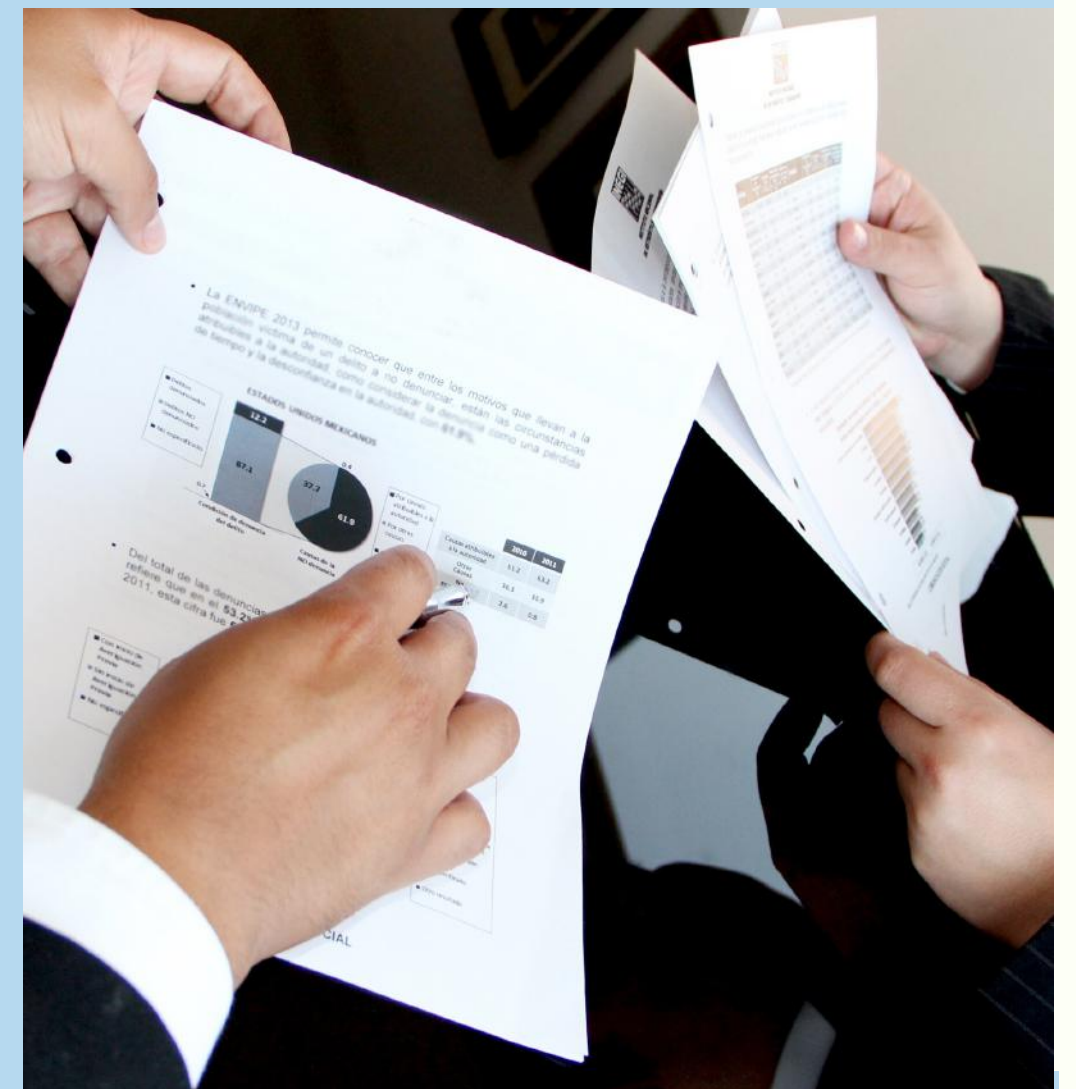


- **The Changing World of Information**

Technology With the frequent using of information technology, leaders need to learn how to manage and utilize the information efficiently. As a result, the capability of quick learning is needed in an organization.

- **The Changing Sociocultural Environment**

① The increasing immigrants has changed the labor force and target consumers. ② More and more women have began to work. ③ Under the background of globalization, the ability of dealing with diversity is becoming more and more important.



- **Changing Demand for Social Responsibility in Business**

Except for economic gains, government and business organizations are being expected to take more social responsibilities.



## Future Research Agenda:

### **Process and Content of the activity of visioning**

Because of the useful and original benefits brought by the formulation of visions, studies about leader's psychological representations of visioning activity are necessary in future.

### **The use of language of the vision**

The consideration of the language used in forming a vision will affect the effect of the vision so researchers should also learn more about this.



### **Structure and content of the vision**

Knowing the components of visions, different types and aspects of visions will be helpful for organizational leaders in their work.

### **The manner of leaders' behavioral characteristics**

Leader's behaviors like high activity level or exemplary modeling will make contribution to building trust between them and followers and provide direction for them.