



Create Inspiration and Engagement with Charisma

Communication Tactics All City Managers Should Master

Dr. Ulrich Jensen for ACMA Conference January 24, 2024



Proof of concept

- Insights based on training experiment with the City of Scottsdale: What did we find?
 - **Leaders became more inspirational in a single day**
 - **Leaders had lower turnover rates one year after training**
- So, what's the “formula” to increasing engagement and reducing turnover?



Let's take a look: Two video cases

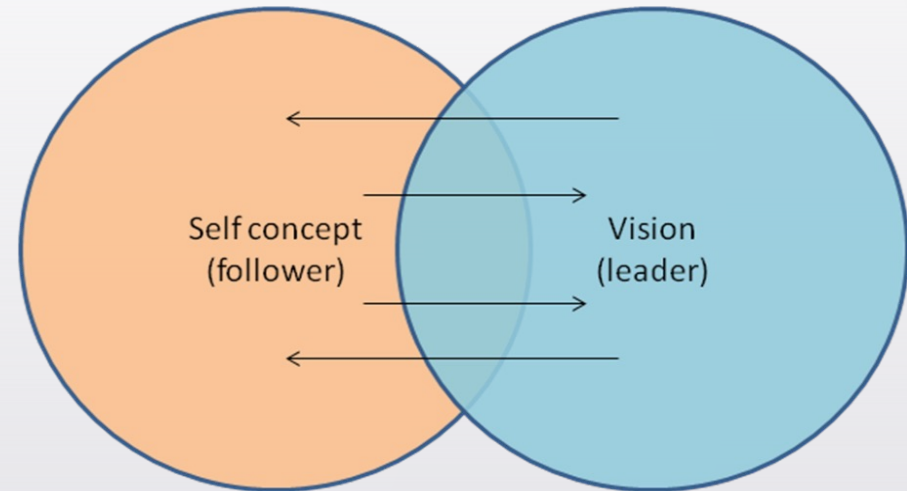
- We will use two video cases to discuss the leadership influencing process
 1. Clip from "[Paper Chase](#)"
 2. Clip from "[Dead Poet's Society](#)"
- Pay close attention to the leadership styles depicted



Who is more
inspirational?

Leadership is about identification

- Leaders must **read** situations and gather followers around a **vision** so they are intrinsically motivated and inextricably bound to the vision
- If the vision success, the followers succeed



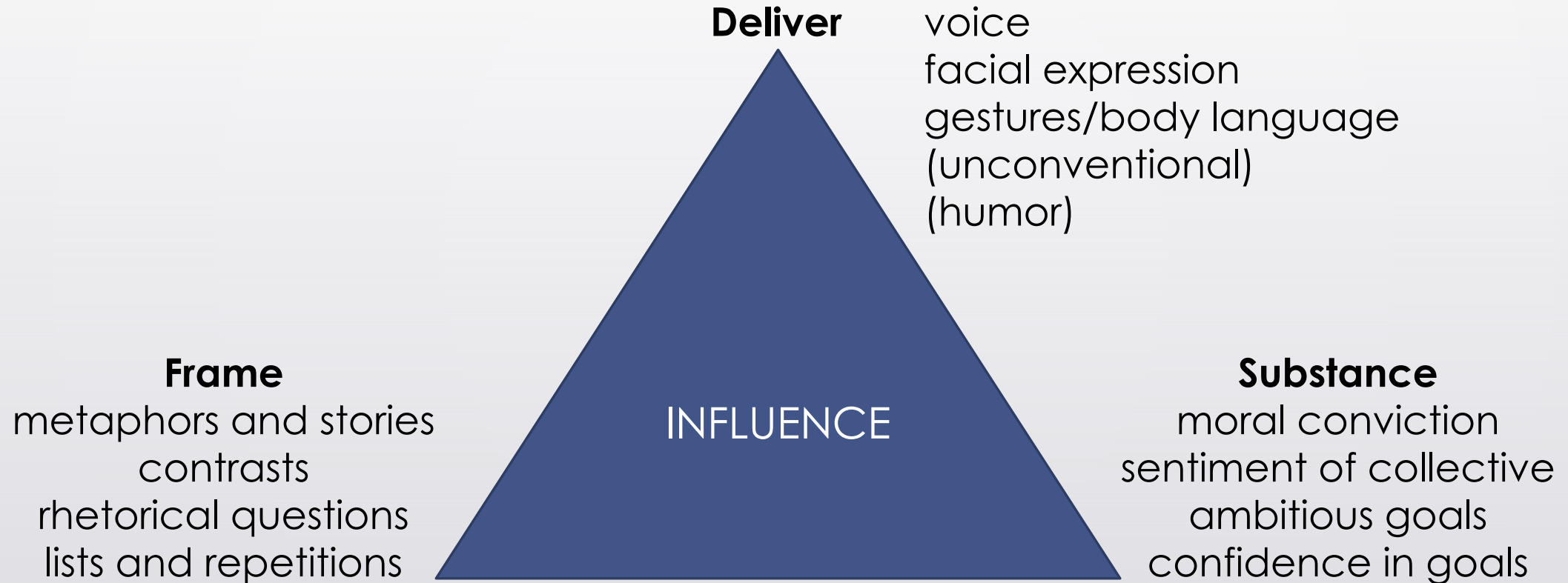
Who am I? Am I worthy?
Competent? Confident?



What is the formula?



Charismatic leadership tactics



An example ...

- 350 COVID-19 press briefings by 50 US governors coded for charisma signaling



Source: Jensen et al. 2023



What's most important for Coloradans this time is to stay at home, except when absolutely necessary and you need to go out. It's important that the more successful we are at staying at home, the data will bear out how successful we are, the sooner we can get back to a sustainable way of life economically, psychologically, emotionally, and socially, and that's our goal here in Colorado ...

~ Jared Polis. COVID-19 Press Briefing on April 15th 2020.



Saint Francis of Assisi once said, "All the darkness in the world cannot extinguish the light of a single candle." In these dark times, we all have a light to shine. And that light is the goodness within all of us. We see that light in the young man who picks up groceries and medicine for an elderly neighbor so they don't have to go to the store and risk getting the virus. ...We see that light in the teams of doctors and researchers and scientists spending week after week in labs all over the globe, burning the midnight oil, showing that light, searching for the cure to save the world. We need everyone to do their part. We need everyone to show that light. And when we do, as I know we will, we'll find our way out of this darkness and into the light of a brilliant new day ...

~ Jared Polis. COVID-19 Press Briefing on April 6th 2020.



Story

Metaphor

Saint Francis of Assisi once said, "All the darkness in the world cannot extinguish the light of a single candle." In these dark times, we all have a light to shine. And that light is the goodness within all of us. We see that light in the young man who picks up groceries and medicine for an elderly neighbor so they don't have to go to the store and risk getting the virus. ... We see that light in the teams of doctors and researchers and scientists spending week after week in labs all over the globe, burning the midnight oil, showing that light, searching for the cure to save the world. We need everyone to do their part. We need everyone to show that light. And when we do, as I know we will, we'll find our way out of this darkness and into the light of a brilliant new day ...

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Sentiment of collective **Metaphor**
Moral Conviction

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List

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Moral Conviction

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Metaphor

Sentiment of collective

Ambitious Goals

Confidence in Goals

Impact

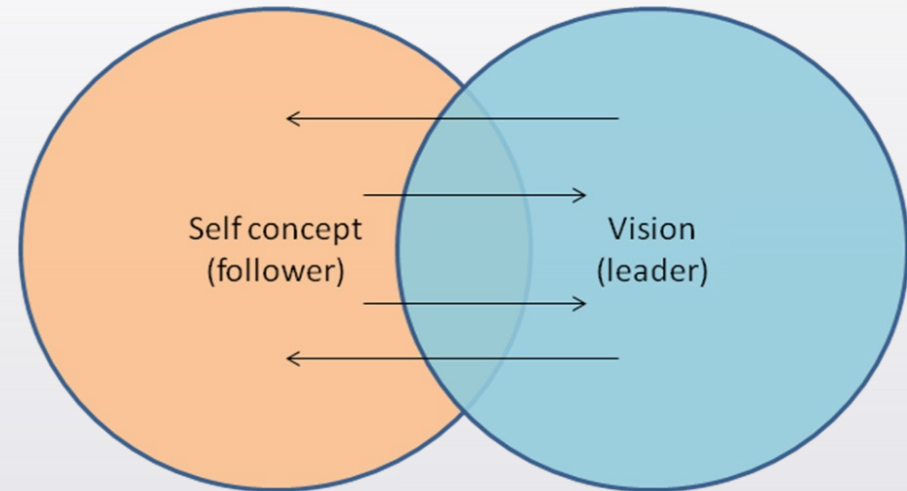
- 350 COVID-19 press briefings by 50 US governors coded for how inspiring they were
- Stay-at-home behavior tracked by smartphone movement data
- It matters! (boosting inspiration could save 5k+ lives during study period!)



Source: Jensen et al. 2023

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Spot that tactic!



Video cases

- Focus on how vision is created using the tactics, body language, and voice
 - [Dead Poet's Society](#)
 - Invictus
 - Lady's Not for Turning

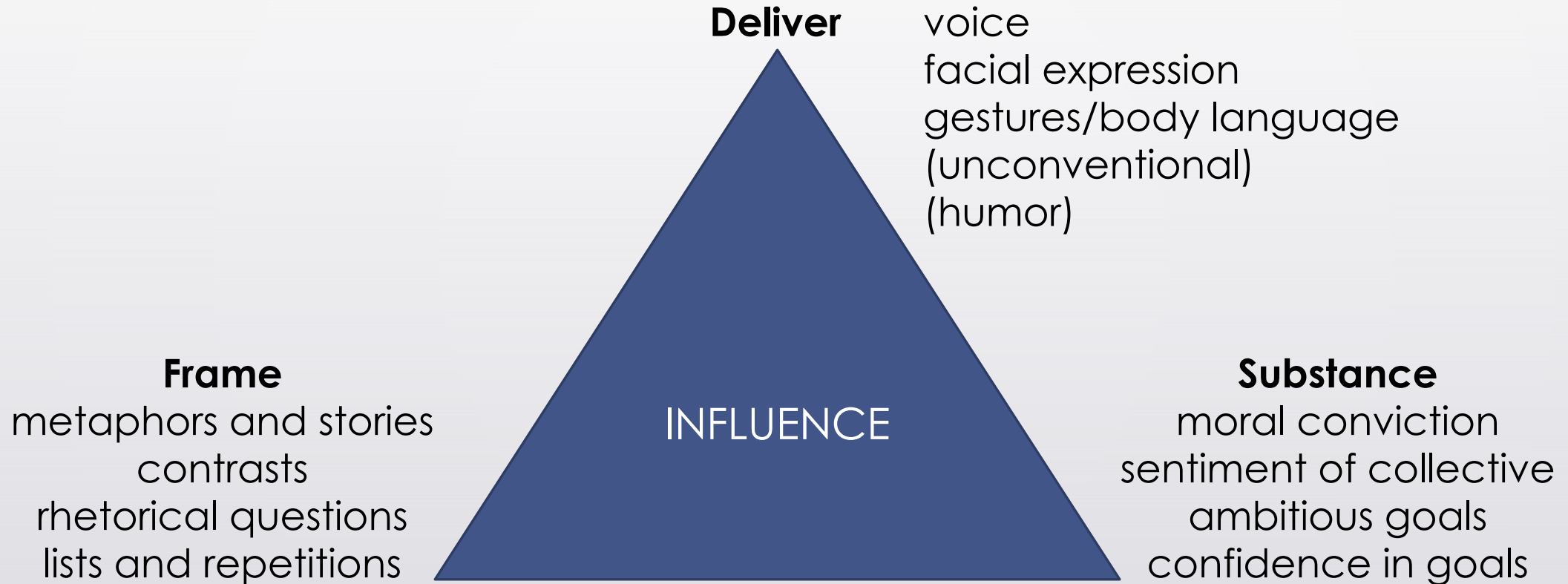


Speech (re)writing

- Re-write speech
 - Consider how you can use the tactics (for instance combine contrast with three part list or combine sentiments of collective with rhetorical question)
 - Make sure your speech starts AND finishes strong
- Compare it to the original speech. Try to enact both versions to see the difference



Charismatic leadership tactics





How have you used the charismatic tactics in the past? Give an example

How can you as a city management professional and your city use these tactics to strengthen internal and external communication?



Concluding remarks ...

“Don’t tell me words don’t matter. “I Have a Dream.” Just words. “We hold these truths to be self-evident that all men are created equal.” Just words. “We have nothing to fear but fear itself.” Just words. Just speeches. “



Q&A



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So does it really make a difference?



Speech



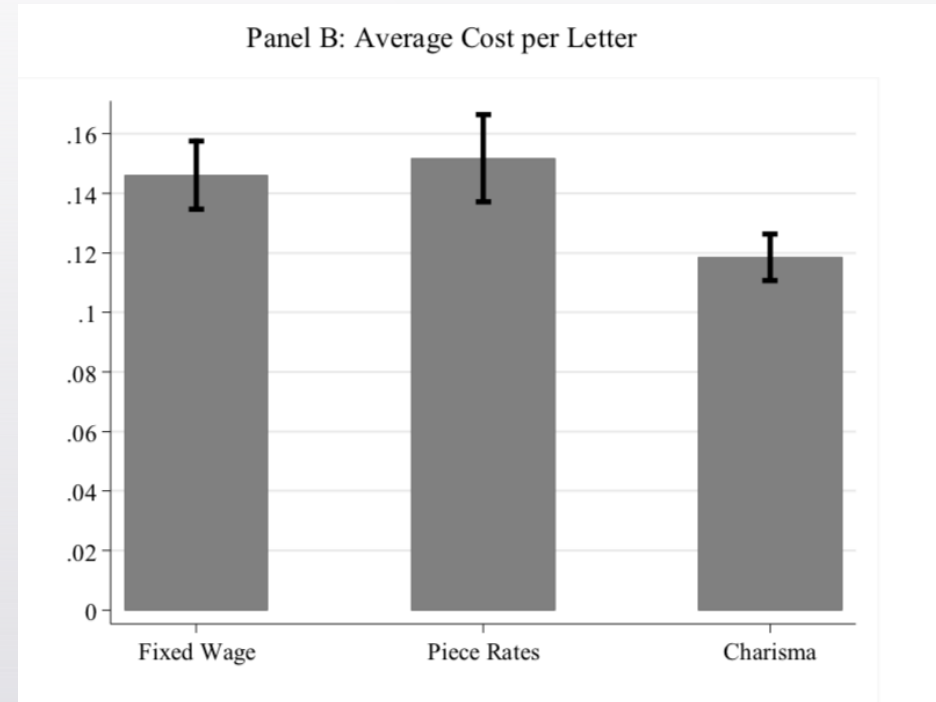
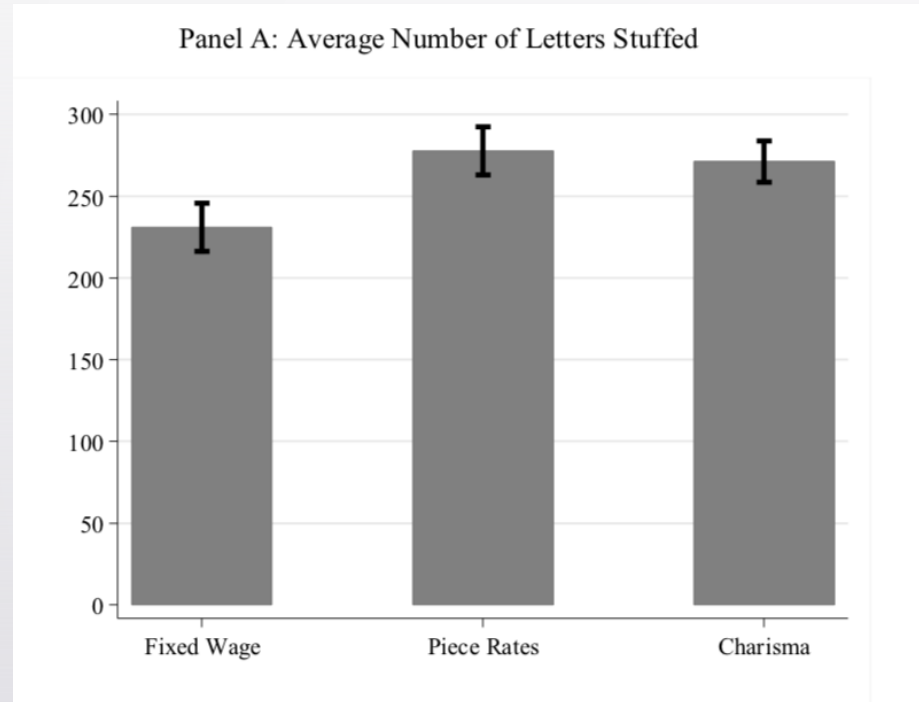
Speech + \$\$\$



Inspirational speech

Source: <http://www.hec.unil.ch/jantonakis/charisma.htm>

Yes – it does!



Both \$\$\$ and inspiration increased number of letters BUT inspiration is a significantly cheaper tool to use!

Source: Antonakis, d'Adda, Weber, & Zehnder 2021