

Create inspiration & engagement with charisma

*The communication tactics all finance leaders
should master.*

Dr. Ulrich Jensen

Founder, Lead2Inspire · Inventor of Sigo

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ONE MORE PAIR

Who is more...?

Competent · intelligent · leaderlike · charismatic?



RESULTS

The face predicts the winner about two times in three.

408

races — every eligible pair

~65%

hit rate from the face alone

~5k

ratings · highly significant

| *So how do we change the price people put on our tag?*

THE EXPERIMENT

Same face. Two voices.

Group 1

Picture only

Group 2

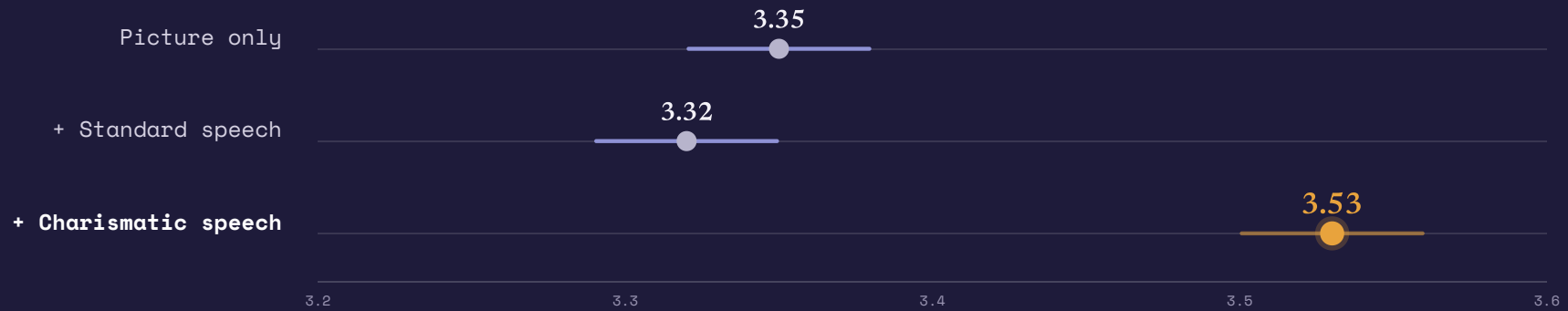
**Standard motivational
speech**

Group 3

Charismatic speech

THE SHIFT · PERCEIVED COMPETENCE, INTELLIGENCE, LEADERLIKE-NESS

The speech is what moves the rating.



Index of perceived competence, intelligence & leaderlike-ness · dots = means, bars = 95% CI · Jensen et al.

LET'S WATCH

Two leaders. Two ways to move a room.

Watch the leadership styles closely — what kind of commitment (or compliance) does each one create?

CASE ONE

The Paper Chase

CASE TWO

Dead Poets Society



CASE ONE

The Paper Chase



CASE TWO

Dead Poets Society

DISCUSS

**Who is more
inspirational
— and why?**

THE TACTICS

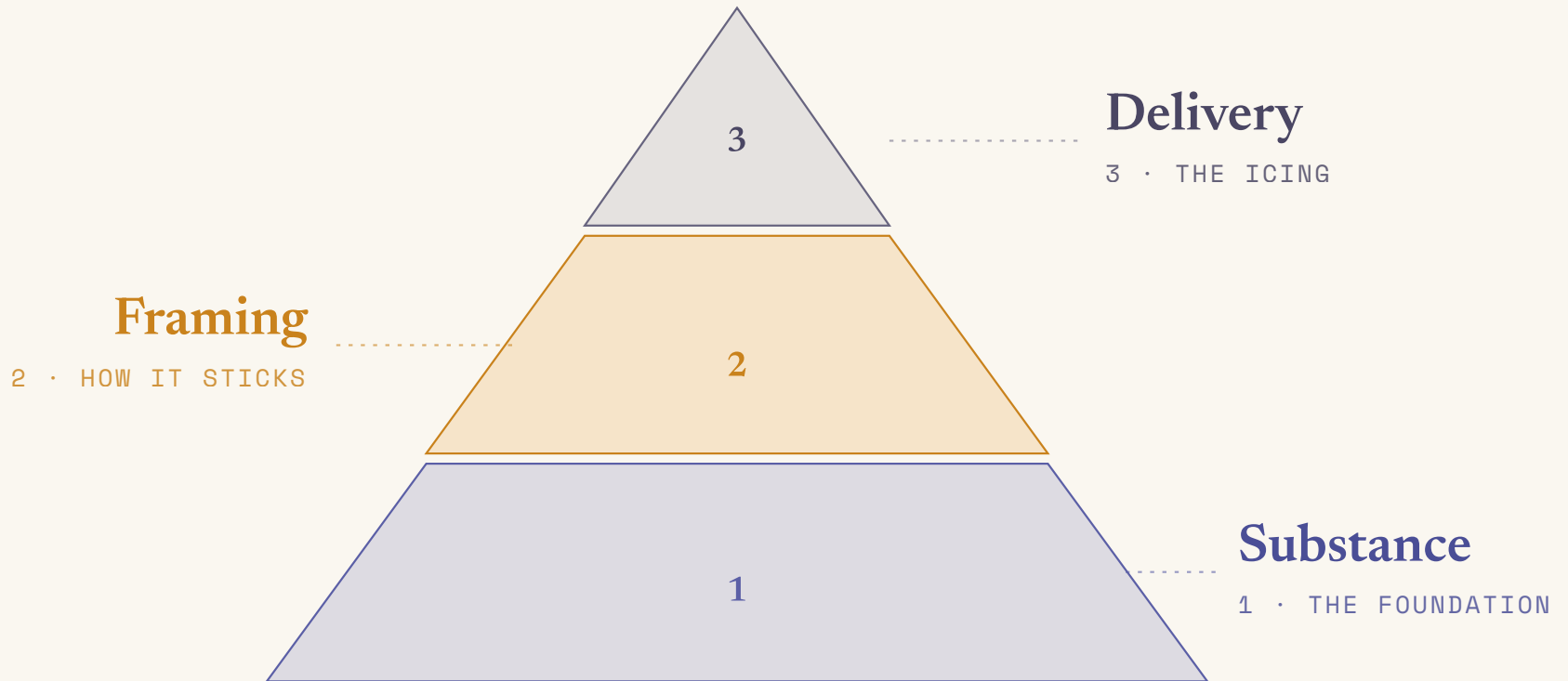
What is the formula?

Nine charismatic leadership tactics — each one measurable, each one learnable.

THE FRAMEWORK

Charisma has three layers.

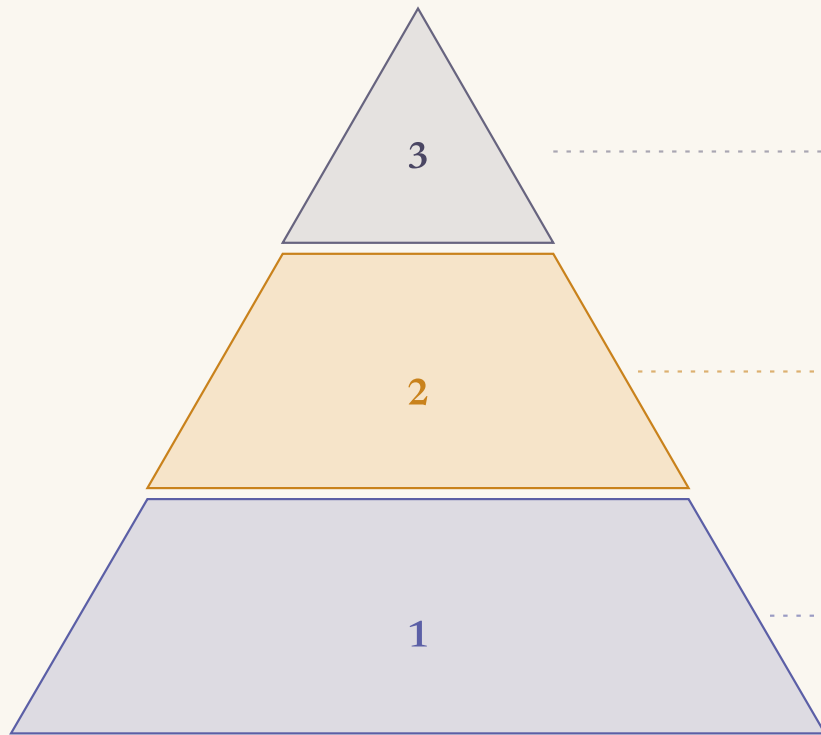
INFLUENCE = FRAME × SUBSTANCE × DELIVERY



YOUR TOOLKIT

Charismatic leadership tactics.

INFLUENCE = FRAME × SUBSTANCE × DELIVER



Delivery 3 · THE ICING

Voice · Facial expression · Gesture & body language

Framing 2 · HOW IT STICKS

Metaphors & stories · Contrasts · Rhetorical questions · Lists & repetitions

Substance 1 · THE FOUNDATION

Moral conviction · Sentiment of the collective · Ambitious goals · Confidence they are reachable

A FIELD EXPERIMENT

So does it really make a difference?

Speech

Speech + \$\$\$

Inspirational speech

Real task: stuffing envelopes. Will people work harder for words? · Antonakis et al. 2021

YES – IT DOES

Inspiration buys the same effort – for less.

FLAT WAGE ONLY

231 letters

14.5¢ each

PAY PIECE-RATES

278 letters

15.1¢ each

JUST INSPIRE THEM

272 letters

11.8¢ each

Piece-rate effort – at the lowest cost of all three.

Source · Antonakis, d'Adda, Weber & Zehnder 2021 · avg letters stuffed & cost per letter

AN EXAMPLE

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

Source · Jensen et al. 2023



GOV. WHITMER · MD



GOV. DUCEY · AZ

SAME GOVERNOR · PLAIN BRIEFING

"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 · April 15, 2020

SAME GOVERNOR · CHARISMATIC BRIEFING

"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 · April 6, 2020

CHARISMATIC BRIEFING · JARED POLIS · APR 6, 2020

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- Metaphor & analogy
- Story & anecdote
- Voice of the collective
- Moral conviction
- Three-part list
- Confidence it's reachable
- Ambitious goal

SIGNAL Strong signal

72/100



IMPACT

5,000+

lives potentially saved

350 briefings coded for how inspiring they were, matched to stay-at-home behavior in smartphone movement data. More charismatic briefings, more people staying home the next day — enough to save thousands of lives during the study period.

Source · Jensen et al. 2023

IT TRANSFERS

And it works in state & local government.

PARTNER

State of Arizona

PARTNER

City of Scottsdale

+25%

boost in charisma signaling

Placebo-controlled training experiment

EXERCISE · YOUR TURN TO WRITE

Rewrite a speech.

01

Pick one of the four scenarios.

02

Weave in charismatic leadership tactics to strengthen its delivery.

03

Make sure your speech starts and finishes strong.

PICK YOUR SCENARIO

1

Budget shortfall

The budget fell significantly short, causing anxiety among your team. How would you address the group?

2

New IT system

A system everyone was excited about has produced errors and delayed its rollout. How would you address the team?

3

Program-based budgeting

Your organization is considering implementing program-based budgeting, but some team members have expressed skepticism. What would you say to them?

4

Unfunded compliance mandate

Your state has passed a new strict compliance mandate but provided no funding. Your organization face cuts to core services to comply, but residents are angry. Write a brief town hall speech.

Sigo.

YOUR CHARISMA COACH

Sigo.

TRY IT YOURSELF

GO TO

usesigo.com

ACCESS CODE

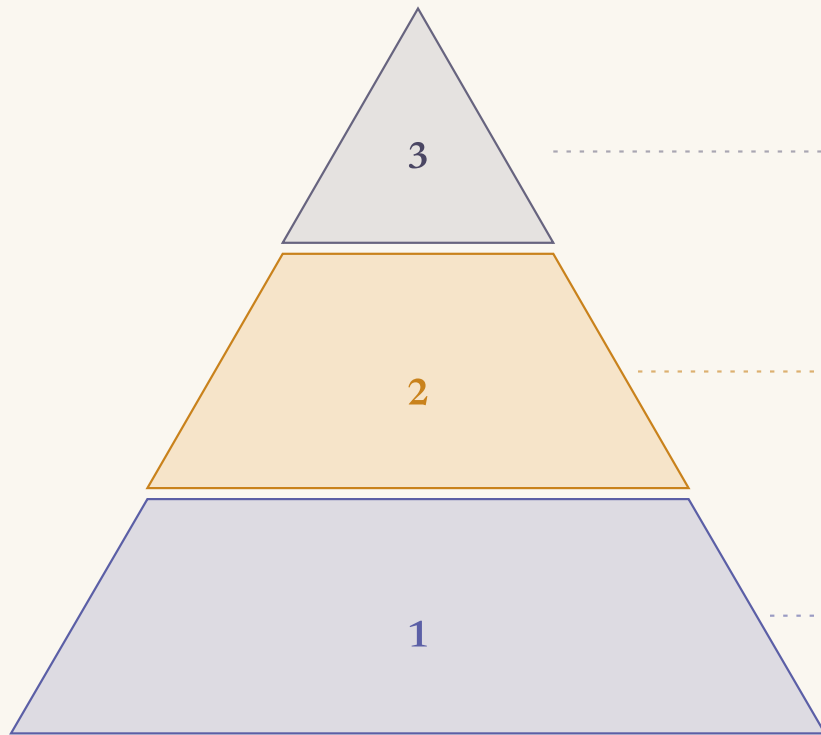
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NB! Don't close your session — browser or tab — until the end of the session.

YOUR TOOLKIT

Charismatic leadership tactics.

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Q&A

Ask me anything – I'll tell you what we know and don't know.

LET'S TALK ABOUT YOUR LEADERS OR TEAM

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