

Leader Intentions, Impression Management, and Personality

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ABSTRACT: *Charisma is an important component of transformational leadership; but, in an organizational sense, there are hardly any accurate ways of predicting leader charisma. We compare their types of charisma and impression management using a qualitative-descriptive analysis of two leaders, Steve Jobs and Bill Gates. We assess their motifs through a content review of their public speeches. We find evidence to support our proposal that charisma is linked to a high-power motive and acquisitive impression management techniques. Specifically, we describe Steve Jobs as a manager of personal power and Bill Gates as a manager focused towards achievement. Implications are discussed for instruction.*

KEYWORDS: *Charismatic Leaders, Leader Charisma, Management, Motives, Public Speeches, Transformational Leadership*

INTRODUCTION

The single most significant predictor of positive results in leadership is charisma. There are very few forms of predicting charisma and thus choosing charismatic leaders, considering the significance of the leader's charisma in research and for organizational performance. The groundbreaking studies of charismatic leadership and successful executives have explored leaders' motives, such as their efficiency, power and association needs. Other studies of leaders of change have explored skills such as self-confidence, superiority, feminine qualities, pragmatism and nurturance; emotional quotient, self-awareness; internal control locus; proactive personality; and cognitive abilities. Other research has identified links between transformative leadership and the ideals of leaders; moral reasoning; and ethical preferences. In this research, using a content analysis method created by David G. Winter, we compare the motivations of two influential leaders, Steve Jobs and Bill Gates, and find that the motive for high power is linked to charisma [1][2].

In addition, we find that acquisitive impression management strategies help to develop the leader's charisma and not defensive techniques, namely, ingratiation, self-promotion, intimidation and exemplification. In order to ensure that their representatives are able to build a heroic picture of themselves for the world, we stress the need for businesses to employ impression management consultants. For public corporations, this is especially important because such views have an effect on the company's market value. In addition, these results have ramifications in the field of selection for human resources managers. In order to distinguish the motivation profiles, we suggest the use of a scoring tool for interview responses of candidates.

➤ *Charisma and Charismatic Leadership*

In the interest of a greater cause, visionary leaders encourage followers to go beyond the call of their duties and even make personal sacrifices. Weber explains that the 'transcendental task or course of action' of the charismatic leader can (or may not) appeal to the potential followers in itself, but that is acted upon because the followers think their leader is exceptionally talented.' This appears to point to the fact that they are motivated more by the leader than by the goal itself. In ways that are 'quantitatively greater and qualitatively different' from others, these leaders influence followers, often resulting in the followers' emotional connection to their leader. Five sets of behaviours identify charismatic leaders were identified by Home. These are efficient role modelling, actions that build perceptions of achievement and competence, articulation of ideological objectives, communication of high expectations, followers' confidence and motivational behaviours. The clients of the company and members of the public are treated as followers of the leader for the purpose of this analysis, and therefore, the importance of the leader's charisma acquires even greater significance. This is because the leader's perception is focused on his/her public appearances at a distance,

where leaders can attract and charm followers by encouraging followers and creating a vision of an idealized future for all to see, all of which are charismatic leadership elements [3][4].

➤ *Influence of Leader's Motives on Charisma*

Several scholars and researchers have argued that their efficiency and effectiveness are influenced by leaders' motives. Managers with a strong need for accomplishment excel in entrepreneurial positions, and roles such as starting up new, small companies, etc., or as individual contributors, according to research done by motivation theorists. In two different studies, Cummins and Varga found that more successful executives scored higher on motivation for power than those that were less successful. A certain profile called the 'leadership motivational profile' is more favorable to the success of leaders, according to research investigating potential associations between motivations, charisma and successful leadership. This implies a moderate-to-high need for strength, high inhibition of action and a low need for membership. This profile can be further developed as one characterized by an interest in manipulating and affecting others, and often controlling others' activities, building strong networks, and playing the game of influence. However, self-control, i.e. action inhibition (measured as the number of 'not' divided by the total number of words in the passage) is tempered by the demonstration of this need for strength, avoiding any impulsive decision-making and group thought. With the moderating impact of this restraint of action on the desire for power, the notion of 'responsible leadership' comes into play. 'Use power to attain institutional rather than personal goals' through leaders with strong activity inhibition. Inhibition of behaviour is measured as the frequency of use, considered a measure of self-control, of the word 'not'. Likewise, House and Howell concluded that 'personality characteristics are very likely to be charismatic leadership antecedents.' They contend that a high desire for power is characteristic of a charismatic leader after undertaking an exhaustive analysis of past literature. House had developed a hypothesis as early as 1976 to indicate that one of the characteristics that distinguish a charismatic leader from others is 'a high need to control others' [5][6].

➤ *Impression Management Styles*

Impression control or dramaturgy is a 'attempt (by individuals) to affect their views of other individuals.' This involves directing such actions to preserve desired views of themselves with others. While decision-making should be focused on knowledge and facts, managers need to work under the assumption of insufficient information in complex business situations. Such fast decisions and spontaneous acts involve the 'shape experiences of those managers that serve as the basis for later inferences.' To a degree, the effectiveness of managers depends on their ability in handling views of themselves. The actor, the crowd, the stage, the script, the performance and the feedback are the main performance elements that form part of impression management. In order to achieve their goals, actors can 'set the scene' or, in other words, exploit the situation. Over time, from a given familiar situation, a collection of perceptions evolves. In the case of less familiar situations, actors can orchestrate their performance. In addition to the six assertive impression management techniques proposed in the dramaturgy model, we have drawn from the analysis of Sharma and Grant's impression management literature for the purpose of this study and included other impression management methods as suggested in their detailed model by the authors. Ingratiation is an attempt to become more likeable to an objective; verbal flattery, compliments, conformity, smiles and often, to positively impress the goal, even artificial behaviour such as dressing up well is used. By self-enhancement and entitlements, self-promotion can be achieved. Self-enhancement means emphasizing and representing one's ideal qualities in a very positive way, while entitlement is used to optimize the apparent accountability for the positive results retained by the actor. Intimidation is often used as a tool of impression control, in situations where one person needs to establish fear in oneself in others, in situations where the target is either unable to retaliate or has little intention to retaliate, and the intimidator is not concerned with maintaining a link with the target. Exemplification means representing oneself as a role model. Exemplary actions are characterized by leading through example by exhibiting personal honesty, a willingness to take risks, and making personal sacrifices for the benefit of the organization. Supplication is usually a technique of last resort impression management, wherein the actor with a real or perceived lack of ability attempts to evoke sympathy in the mind of the viewer, who is a person at his/her disposal with the requisite ability. However, this leaves the performer helpless and at the audience's mercy [7][8].

➤ *Influence of Leader's Impression Supervision on Charisma*

Weber stressed the significance of impression management and spoke of the 'proof' that the leader is needed to provide the supporters with his extraordinary powers. House states: It is entirely possible for charismatic leaders to portray themselves as extremely optimistic and firmly believing in the moral fairness of their values, but they do not genuinely believe in either themselves or their beliefs. Because of their capacity to behave as though they have such confidence and convictions, some leaders may thus have charismatic impact [9].

In Sharma and Grant, Gabriel's statement about 'stretching the facts' was quoted as 'the truth of stories lies in their importance, not in their accuracy.' According to Weber, charismatic leaders concentrate on 'image building' to 'develop the appearance of competence and achievement.' Theory indicates that 'idealized influence' and 'inspirational encouragement,' charismatic leadership components, also require control of impressions [10].

A strong and positive link between exemplification and attributed charisma has been found in a study conducted by Gardner and Cleavenger. The research found, in other words, that leaders who participate in exemplary acts appear to be seen as charismatic leaders. Intimidation was found to be negatively and substantially linked to charisma, another impression management technique. The study results have contributed to the conclusion that self-promotion is negatively and substantially associated with the charisma of the leader. Ingratiation, on the other hand, was found to be related positively to charisma. Ingratiation is seen to promote a charismatic image, as the leader would endear the followers with friendly, warm conduct towards the followers. Someone engaged in ingratiation performs social skills required by a charismatic leader, such as smiling at individuals, complimenting them, etc. Research thus clearly shows that most impression management techniques help leaders evoke charisma attributions, i.e. to suggest that these strategies appear to be correlated with charisma in the minds of the followers and help cultivate a charismatic image of the leader in people's minds.

House claims that these leaders act in a way they expect their followers to behave in explaining the actions of charismatic leaders. In doing so, they serve as role models for the participants. It can also be argued that charismatic leaders will also use an example of an impression management technique. Fodor and Farrow claim that more ingratiation than others exhibits people with a strong need for control.

CONCLUSION

High-power leaders would want to manipulate people and the world as a whole and therefore strive to build impressions on others in a way that they like. In this way, impression management may provide the process by which people with a motive of high power achieve their charisma. The mediating influence of impression management on the link between leadership motives and charisma can be precisely examined by other researchers.

This research contributes to our understanding of charismatic leadership by making three major contributions. Second, our results indicate that there is a positive connection between the motivation for power and the leader's perceived charisma. This has consequences for the method of selection in organizations. It is important that the motive profile of the applicants is used as a critical data point in the selection decisions for organizations that want to nominate charismatic personalities to leadership roles that are likely to, in turn, impact positive results within the company. Often, because these motivations can be established early in one's life, human resource managers can often successfully use them to identify entry-level managers (not just top leaders) who can then be groomed over time to take on higher positions.

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