Chapter 7  
Walk your Journey to Neocharismatic Leadership: Devising Means to Achieve the Vision Stage

By the time a leader arrives at this stage, they have already been through the previous stages and cultivated an environment of positive communication and a strong belief in their vision and mission. Gradually, the followers witness their leader as they actualize their vision and provide a role model of the behaviors that will support the implementation stage. Followers have already been observing and accumulating experiences of their credible trustworthy leader in action. In this stage, a Neocharismatic leader continues to articulate the vision, through more behavioral roles such as taking personal risks and unconventional behaviors. This is accompanied by encouraging collaboration and participation at all levels and developing other leaders. Most importantly, a leader is role modeling the moral code of the group or organization in an explicit way, which is noticeable to others, while expecting others to do the same. In the folds, a lot of motion and inspiration takes place, while collaboration is continuously strengthening between different players in the organization as they go about their daily work. This stage contains five important roles that a leader uses to arrive to their vision: (1) taking personal risks, (2) unconventional behavior, (3) motivating others, (4) encouraging collaboration, and (5) developing people.

This stage of devising means to achieve the vision serves several goals. (1) To demonstrate a leader’s commitment, which sends a powerful message of trustworthiness. This allows the internalization of the vision by the followers as the leader becomes one of them, sharing with them on an equal footing, and sending a message of self-sacrifice where every member must place the interests of the organization, the team, and the purpose they are serving ahead of their own. (2) The stage behavioral roles instill beliefs, values, and other desired behaviors in the workplace. (3) The roles empower organizations’ members through context change and the removal of barriers that promote powerlessness such as centralized, formalized and bureaucratic structures, reward systems based on compliant blind behavior and routine repetitive jobs, etc. Finally, (4) using a leader’s behavior as a role model, specifically in terms of personal risks and sacrifice, is one of the main tools for
developing collective identities. The vision cannot be achieved without teamwork and collaboration. Individuals learn how to put the interests of the group over their own personal interests by observing their leaders demonstrate that consistently. The result of this stage’s behavioral roles is that followers perceive their leader as exceptional and extraordinary as they challenge the conventionality of the organization and its past limitations [1].

**Neocharismatic Leadership Role 6: Taking Personal Risks**

In this stage, a leader’s ability to act as a role model by taking personal risks demonstrates readiness for change and motivates followers’ movement toward transformation. A leader starts showing up as a brave risk-taker from the beginning when they chose to assess the environment and challenge the status quo. Taking personal risks can be anything from public criticism or rejection of ideas to money, time, and personal sacrifices. Sometimes it is losing status and social affiliation or power that comes with position for the sake of the vision and people’s values. There is a contextual factor in play regarding what is considered a risk in one situation or organization. What is of concern here, is how ethical every decision and step a leader takes and what makes them standout and be an affiliate of bravery. Apart from my research of “taking risks and unconventional behavior” the literature is scarce. What I, as a leader and team coach, witnessed over and over in my coaching profession is that it works by demolishing all the walls that heroic leadership has built around itself and bringing a leader to their being as humans who err and are affected or influenced in the process of Neocharismatic leadership.

**Session 28: Taking Personal Risks**

The questions below can be a topic for a session on their own, do seek your executive coach to navigate with you these risks and fears. Thirteen questions bring forward the ethics and moral values to challenge your assumptions.

1. In the light of all the previous decisions and challenges you have encountered, where do you stand now?
2. If you decide to stop everything and listen for a moment to your heart, what is your deep inner intuition telling you about who you are being?
3. When the day is over and you are with your own thoughts (maybe driving back home or on the train or airplane), what is irritating you deep inside about you and what you are doing or being?
4. If you were to start the day over, what would you do differently?
5. If you had a window to the future that tells you something about you, what would that be?
6. If you moved away from you, and became a third entity watching over you, and if this entity is wise and all knowing, what advice would it give you? What would you learn about yourself?
7. If there is a decision to be taken every day to make a point about the advancement of the vision against the stream, what risk would you be taking?
8. What if everyone in the organization is against you, would you listen to them? What do you need to stand up for? Why?
9. What are the consequences of the steps you are about to make? What do you envision the future to be like in every one of them?
10. What personal risks are you taking here? What if you lose what you think you might lose? What is the worst-case scenario? What is the best scenario resulting from the risks you are about to take?
11. What other personal risks, related to your personal being, are you taking when you are with your team, or when you are around others in the organization?
12. If there is fear of taking that personal risk, what are you afraid of? How would you like to proceed forward to deal with your fears?
13. Who supports you? What have you offered to gain their support? Is it ethical? In the eyes of whom is it ethical? In what context? Can you justify that to your people inside the organization? Is it justifiable to all the stakeholders?
14. What would be one risk to take today that will make you stand up for the purpose and shift the direction of the wind to fill your sails?

**A Neocharismatic Leader Story**

I will bring to you here several stories and experiences I had with leaders who have demonstrated this role in different contexts.

Chuck, one of the leaders I coached along with their team, decided to share with their team what sounded to me to be a great ask. They asked the team to tell them if they are crossing the line by taking over the floor or over explaining a thought or deciding on behalf of the team without the team’s full support and agreement. It was a moment of truth, and the team was unsure how to talk about it as the leader was truly seeking feedback on a specific behavior, they were uncomfortable about with the team, in a team coaching space. One of the team members broke the silence and pointed out to their leader that they do show up as dismissive of them in front of their teams, which causes embarrassment. They gave their feedback in a courageous way with respect and acknowledgement of their leader’s good intention. The other members started nodding heads, and I witnessed the leader’s face become red. He lowered his head and looked down as he gathered his courage and thanked the team for truly being genuine and honest. He apologized and promised to work on his dominant controlling behavior. Later, when reflecting with him, he confided to me that he was exercising his humble being as he was listening and that required a great restraint of his ego and pride. I witnessed from that point on a dramatic change in him and an increased respect from his team. He took the risk, and it paid off.
Brenda was a client of mine in an architecture company. In one of her sessions, she shared with me that she wanted to take a risk and discuss the communication pattern with her highly professional team of Architects whom she had inherited as she took the post a year ago. She was comfortable in her leadership but never felt completely accepted as a female leading in the field. She felt that they were underestimating her expertise by over explaining and simplifying the processes or the solutions to some of the technical problems. It felt that they were walking on eggshells around her. She mentioned one person specifically whom she could not break that pattern with. Brenda wanted direct communication that involved rigorous processes and solution-based discussions. I encouraged her to share this with the team in her next meeting and just be herself. She invited me to the meeting, and I witnessed her taking a risk of being candid. She told her team that I am coaching her on her leadership skills and that she feels there is room for her to grow through coaching, which was another humble admission involving a risk of judged as she stated her need for growth.

Her second risk was the hardest; she shared a personal communication pattern that was part of her family life. She then relate that story to the communication pattern she was experiencing with the team that does not help her lead effectively. She asked if her team members would consider speaking to her in a specific way to promote understanding and efficiency. Although she did not point fingers, one member, in response, courageously shared how he was not doing that and confirmed to her that sharing her communication style, he would from then on communicate with her at that level. Her vulnerability encouraged her follower to admit to his. It turned out that he was the person whom she had a difficult time communicating with. I observed this and was in awe.

Nathan was a leader of an organization that was merging with another large one. Both organizations were equal in power and resources. The other organization’s leader was also someone with great talents and transformational leadership qualities. They had both hired their own external consultants and planned strategically the process among themselves and their boards from both organizations. Since one of them was approaching retirement soon, they agreed that they will have a dual leadership for an interim period to facilitate the transition for the other remaining leader. Nevertheless, the other leader’s board of trustees had other plans that they did not share with their leader ahead. After 2 years of hard work merging the two companies, Nathan was faced with a decision from the other institution forcing him to leave his post and breaking the interim agreement between the two leaders. The other leader showed no objection or empathy to the situation and seemed to be content with the surprising decision that was announced to Nathan a day before signing the merger agreement.

Nathan was determined to take the risk and leave his post as he took the risk earlier and went for the merger decision. He thought that resigning would be in the best interests of the decision process, although it might not be in the company’s best interests as now it seemed a process of acquisition rather than a straightforward merger. He confided to me that mergers are never fair or just, and one organization would have to suffer the damages. He also told me that if he had pressed on and
refused to step down, the merger could have been affected, and further damage could have been done to the reputation and long-term prosperity of his organization. Nathan risked his own career by ending it sooner than he had planned, containing a bigger disaster that could have resulted if he had not. His people were shocked, and many had left after him. The process was difficult and left scars on the organizational culture from his side, but after few years, the organization seemed to have recovered. Nathan did the most ethical thing he could have done in sacrificing for the greater good. His personal reputation suffered a bit, but he continued to do his own business consultation, letting retirement slowly creep in without totally giving up on publicity and engagement with business opportunities. For me to learn all of this and witness the pain and grieving that resulted, it confirmed that leaders must offer great sacrifices so that the vision and mission of their organization and people come first.

**Neocharismatic Leadership Role 7: Unconventional Behaviors**

The best way to describe unconventionality is that it is “A leader’s behavior that is perceived as novel and surprising by followers. The perception of the behavior as novel alludes to the perception that the behavior is original, or new. The surprising component captures the unexpected element of unconventional behavior.” [2]

The authors relate the elements of novelty and surprise to the situational standards and organizational history. What might be novel and surprising in one organization might not be so in another. Therefore, unconventional behavior must be contextually defined and constructed. The other issue they stress is that, on the leaders’ part, the behavior should be positive and constructive, not just to attract attention. Finally, Jaussi and Dionne relate this behavior to outcomes that were well documented in the literature, such as employee satisfaction and leader effectiveness, which are critical to sustain organizational success.

Leaders with purpose also show their unconventional behavior through the process of formulating a shared vision and articulating it by doing what other transactional leaders don’t do. They speak to their people and share time with the individuals that may not be significant to the organization in their position; nevertheless, leaders with purpose want to understand from different angles and show respect to others at all levels.

**Session 29: Being Unconventional**

1. What are the norms of conduct in your organization that are expected of a leader in your position? Why do they exist? Who benefits?
2. If you were to break all or some of those norms, what would that bring you? What does it demonstrate to others? Who benefits?
3. What kind of new norm(s) can you start introducing to demonstrate the point you are trying to make? What are the consequences?
4. When you look ahead, what is it you are trying to achieve by being surprising? How can being surprising be novel and authentic?
5. Who are you “being” in what you are normally “doing”? Who are you “being” when you are “doing” things unconventionally?
6. What can conventionality achieve? What can it not achieve?
7. Where are your boundaries? Who defines them?
8. What personal risks are you taking by being unconventional?
9. What are you risking by “being” conventional?
10. Who are you influencing by your unconventionality? Who are you surprising and why? What are they losing if there is any loss?
11. List all the ways you can be unconventional, starting today and now. Be creative and innovative.
12. Can you ask your leadership team to be unconventional? How can you encourage other leaders to be so? What will happen to your organization in terms of innovation and creativity? What possibilities are there?
13. What stands in the way of being unconventional? What are you going to “do” about it?

A Neocharismatic Leader Story

I have met many unconventional leaders in my career as a coach. Unconventionality is contextual to the culture where they operated. Dianne was the vice chancellor of one of the British universities. When I met her in 2010 as I was doing my research on Neocharismatic Leaders.

Dianne’s open-door style actualized in my first meeting with her. Her office was simply practical, and the way it was situated between student common rooms and the reception area implied that style. Dianne took me for a walking tour across the campus, explaining the history, the artwork on the walls, and the peace garden that had a tree from Hiroshima. As we walked, she would talk to students and staff, smiling and chatting with everyone as if she knew them all and she did. She had 6000 students and over 1000 staff, and she knew almost all of them, if not by name, then by their face. I discovered, as I interviewed her senior management team and other staff and students, that she is very unconventional in how she spends time with everyone. The head of security reported to me that she would have tea with him in her breaks, and he had attended staff training courses with her shoulder to shoulder. Students reported she had lunch in the student union regularly to meet, chat, and laugh with different students. Finally, in her farewell speech, a few months before she retired, I was struck by her popularity and how people from the city and the neighboring homes came to meet her and listen to her talk. I met a senior woman who was a neighbor and asked her a few questions about how well she knew Dianne. The woman told me that she comes regularly to the city talks which were organized by the university for the community as an intellectual and social event and that she
often meets Dianne. As we were speaking, Dianne approached me and her, shook hands with me personally and thanked me for making it, and then turned around and hugged the elderly woman and exchanged warm words. I saw her making her personal memory with touch with every attendee that evening during the 45 min before the talk. There were over 100 attendees or more. During the talk, she moved everyone to tears including myself. Here I am reporting this from pure memory [3].

Neocharismatic Leadership Role 8: Motivating and Inspiring Others

Motivation is not something we create in an individual. Every individual has their own motives that propel them to act in a specific way. Motivation is aligned with what is important for an individual and the value they put on things, people, and ideas or meanings. It’s related to what they value the most in life. A leader’s task is to discover what motivates their followers, individuially and collectively and align that with the organizational vision and mission. They discover that through the role of assessing people’s needs as they interact and gather information from their followers. This is what I call a commitment to a cause as the number one motivation booster.

People feel motivated for different reasons. According to an HBR article, there are four drivers that underlie motivation: the drive to acquire, the drive to bond, the drive to comprehend, and the drive to defend. The strongest is found to be the bonding and being part of a collective identity.

At work, the drive to bond accounts for the enormous boost in motivation when employees feel proud of belonging to the organization. [4]

To fulfill these drivers, a leader must account for each by looking at how they are aligned with the vision and mission of the organization, the reward system, and the culture. They also need to look at the job design and how it relates to the intrinsic values of individuals. Finally, a leader needs to live by the ethos of transparency, trust, recognition, and equal or fair opportunities, which is the drive to defend.

Motivation does not end here; it starts with the commitment to a cause. People are motivated by observing their leaders. They look up to the leader as a role model for leadership style and leadership attitude. In my coaching sessions, I often ask leaders where they came up with their leadership ideas and style. The answer almost always is that they were influenced by their previous experience with their own leaders or through an existing higher leadership. Nobody has ever told me that they learned leadership from reading a book or doing research on leadership. The presence of a leader and visibility is integral to passing on leadership behaviors and roles, but most importantly, when followers see their leader’s get involved and share with them on the floor what they do or take part in the day-to-day activities, that is when they are motivated the most. My experience as an internal coach before was leaders set examples for followers by being the first to engage with me in coaching.
sessions. That encouraged everyone else in their team of leaders, especially when they experienced firsthand the effect of coaching on their leaders’ style and how it supported them in the first place. Role modeling is contagious.

Another method I witnessed was when a leader spent time with someone from the frontline or non-direct report to mentor and inspire them. A Necharismatic leader takes every opportunity to influence someone’s life by just being there for them, and it takes only seconds. It is called creating memorable emotions in the science of emotional intelligence (EQ). According to EQ, the learning that is accompanied by emotions will never be forgotten. This requires a leader to be authentic. This cannot happen if a leader is just another face for the organization mimicking the status quo behaviors. It also requires being in touch with yourself as a leader and with your purpose constantly. It means you are highly motivated by your own intrinsic values. In the Arabic proverb:

“**You cannot give what you lack.**” Old wisdom proverb

This boils down to the core of your being as a human. Words of encouragement empty of spirit will never suffice.

Credibility is another way to motivate followers. When a leader consistently shows interest and concern in the well-being of their followers, they grow their credibility and build human trust in the relationship and in the vision. Trust and credibility grow through empowering others. When followers perceive they have control over resources, this gives them motivation to accomplish tasks and therefore feel empowered. The more freedom you give, the less you should worry about motivation and goals accomplishment. This goes hand in hand with contextual change and the removal of barriers that promote powerlessness, such as centralized leadership, bureaucratic structures, a reward system based on compliant blind behavior, and routine jobs that are isolated, repetitive, and boring [1].

Commitment to a cause, role modeling the behaviors, authenticity in being, and credibility in relationships are the four pillars of motivation and inspiration in my experience. In the following session, I will ask specific questions to help leaders achieve these four pillars.

**Session 30: Being Motivational and Inspirational**

**Commitment to a Cause**

1. What do you feel that ignites your passion?
2. What do you say to others to ignite their passion every day?
3. What do you do every day that drives others to accomplish and work eagerly and passionately?
4. How do you foster good communication and allow bonding to happen in teams and collective common goals in your organization?
5. What do followers feel so strongly about that they wholeheartedly defend and believe in?
6. How do you ensure that the vision and values that prevail are aligned with what the organization’s vision and values are?

**Role Modeling**

7. Do you show up regularly in the corridors and public spaces of your organization, unaccompanied by your seniors? Just as a human being?
8. When you are visible, how do others perceive of you?
9. What behaviors do others see and what attitudes do they observe?
10. How do others behave when you are around them?

**Authenticity**

11. What do you do to develop others’ leadership?
12. What do others feel that they need to do to grow? If you don’t know, how can you know?
13. Can others speak to you when they want to? What strategies do you have in place to secure direct communication with people? How can you remove barriers, including trust issues?

**Credibility**

14. Do people have the access to resources that they need to accomplish things or must they get your permission every time?
15. What (waste) processes are in the way of accomplishing tasks that need to be removed?
16. What available knowledge, information, and learnings can they acquire to accomplish goals? What do you need to share so they can move forward?
17. Does the system reward initiative and innovation? Do you support creative approaches to managing workflow? How can you make this a norm?
18. When you are delegating others to accomplish tasks, what freedom over resources do you give them?
19. How do you monitor their workflow? Do you suspect they are using their time effectively and efficiently?
20. Are there specific tools and indicators that allow you to see them in action and know every step they are taking?

**A Neocharismatic Leader Story**

*David was a hero in motivation. What stood out for me in his leadership was his ability to speak to people no matter who they were or what they did. He would walk every morning to say “hi” to everyone on the floor. For him, the little pat on the shoulder, smile or a morning hug to someone who was celebrating, or mourning was what made people feel they belonged, and belonging is the secret to motivation. His leadership team reported they would receive a call from him early in the morning*
before even starting the drive to work, midday when they were in the middle of problem solving and bogged down with emotions, and even in the evening after they arrived home to check on them and chat with them. They reported to me that this provided connection to the vision, strengthened their bond with him and between all of them as they called each other the same way he did. They mimicked his behavior over the years, and it highly influenced their performance and how they connected with their own followers. Every one of them reported the same behavior and attitude, separately confiding in me that he was their greatest role model, and his encouragement and belief in them led them to where they were in their leadership in the organization they were serving. He reported he never needed to meet regularly with them, and that when they did, it was for catching up and sharing happy moments, as most of the work was done in these calls and regular communications. Their calls sometimes turned into conference calls to address an immediate decision that needed to be made. Team members regularly worked together, consulted, and collaborated on projects; with his presence or without, he managed to foster a spirit of co-creation of innovative solutions and freedom to act. He told me if he disappeared for a week or two, the organization would still run as effectively as it was running now.

Upon interacting with David personally, I found he was warm, authentic, and open to sharing his deepest emotions with others. He was comfortable with his being and easily connected with anyone.

Neocharismatic Leadership Role 9: Encouraging Collaboration

One of the most challenging roles of leading an organization at any level is making sure that the work is achieved cooperatively. The reason is that more is done when people co-create together. Not only are creativity and innovation sparked, but also timeframes are shortened and more gets done. Individuals perform better when they interact and feed each other with positivity. Provided the vision and mission is clear, with resources in hand, people learn and grow as they achieve. It is an upward spiral. But that can only happen when a leader is being that way as well.

Co-creation of anything starts with a team process, organizational strategy, and systems and can require a great deal of collaborative intention from everyone. A leader with a purpose is the only one who can provoke this state of collaboration and co-creation. One thing I learned from team coaching is that every time I coach a team, the idea of being present in the communication and bringing yourself in fully to the moment comes as a main piece of learning from almost every member in the team. Being present requires a collaborative intention [5]. This communication presence is hard work and mentally exhausting. You can go by the whole day without presence and still feel energetic. Once you lead with presence where you are required to exit from your own world to that of others, you quickly become mentally
exhausted and drained. It takes a lot of energy to move between several worlds, to listen, and empathize.

Then comes the culture and how it rewards collective performance over individual competitiveness or collaborative approach over silos. This either demotes or promotes agile learning and creativity across the organization. The agile concept has been around for a while, but what is means is the ability for the collective entity to move fast between decisions and solution implementation and learn from experiences to inform future practice. For a leader to foster that kind of culture, they first need to address who they are and how they behave. They need to role model what they want to see in the organization which is what we have been stressing so far in this book. Second, a leader needs to examine structure and the distribution of power and decision-making within it. Third, they must address communication norms and how people interact.

If you have inherited a structure that is already in place, the best action is to consider a pilot change in one of the departments or teams that can assess the readiness, agile learning capacity, and process outcomes on a small group of people or a single team. That is testing the water to see if components of success can happen and be replicated in another department or team. By creating agility slowly and steadily, you will have a case to show when it comes to transforming a bigger territory such as a whole department. Eventually you will be able to get to the whole. Alternatively, if you feel the organization needs radical transformation, you can decide to challenge the status quo packed with your assessment and shared vision as per the previous stages’ roles. I have witnessed in a few cases that neither time or resources allowed for gradual transformation, and the leader made a quick swift and then dealt with the consequences through formulating a shared vision. Building a shared vision and having full participation are gradual and can include such transformation where it comes from the people. Both approaches are legitimate and contextual.

Session 31: Encouraging Collaboration

The questions here may have been posed to you before in another role, but this time think about them in relation to collectivity and collaboration.

Power distribution and structure:
1. What does your organization structure look like?
2. How is that helping the purpose that this organization serves?
3. If you are to transform the structure to facilitate collaboration between members and teams, what approach would you take: gradual or swift? Explain.
4. What would be an ideal for sharing power and what can come in the way?

Culture and communication:
5. When you look at people’s readiness what message do you get?
6. How do people communicate in the organization? Implicit, explicit, direct or non-direct, high context or low context, written or verbal?
7. What is said and what is not said? What does that tell you?
8. How is the trust level between followers and leaders?
9. Do followers feel they can be transparent with leaders and with each other?
10. Do they feel safe to share what they aspire to or what they find irritating and worrying?
11. Do emotions have a place? How do leaders deal with emotions? What is the level of expression in teams and members of specific groups?

**Leadership role:**

1. How are you perceived as a leader?
2. Are you approachable? Can anyone talk to you?
3. Are you visible?
4. Where do you draw boundaries?
5. How do you deal with conflict?
6. Are you ready for direct feedback? Can you accept your own flaws and admit your mistakes to your followers?
7. Are you prepared to change a course of action if you discover that it is not working?
8. How do you rate your ego?

**A Neocharismatic Leader Story**

*Tim Wilson was the vice chancellor of the University of Hertfordshire when I interviewed him in 2010 as part of my PhD research. Although I could not pursue the case further due to a limited timeframe restraints, his story remained in my heart and influenced me throughout my coaching and training career.*

*Tim was a rugby coach for 13 years out of three decades long career on a national level as a rugby player. Sports are his analogy to forming a team that is dedicated and coherent. His words better describe team leadership than mine:*

*I understood how different skills can emerge into a good team, how to appreciate what people bring to a team and how to try to mold them into a decent unit. You are looking at people who are incredibly diverse in their intellectual and physical capability. some have massive egos, and others are shy. Molding this group of people into a successful team is about taking the best out of each of them and putting them into a group where they can over-perform.*

*For Tim, recognizing individual uniqueness is what brings the best out of each player in the team. The secret for leadership is fostering trust between team members and in leadership. In his words: “you cannot be a good leader, until they trust you.” The key to trust is truthfulness and openness:*

*It is about openness, about reception, about listening skills as well as talking skills, about following opinions and not being afraid to say, I got that wrong. The ability to simulate other people’s views (empathy).*
"Who decides the direction? Not me, it is the people. My job is to define broad coun-
ters." He explains that many people come to an executive position thinking they have the answer, and there is no answer, there is only direction. They eventually underperform because they do not listen to people. He also emphasizes the factor of flexibility and being able to include all the intellectual people (especially in aca-
demia) in decision-making. Nevertheless, it is contextual, he elaborates, and you should be able to say: “I got it wrong,” this is when you gain trust. He then speaks about being able to survive when getting out of your comfort zone and being able to listen to others’ values that are opposed to your own to understand why they think that way. Unless you understand, you will never be able to influence and change; it is not by telling but by dialogue.

Here is one story he told me about collaboration and having different perspec-
tives on the team to outperform in moment of critical decision-making form his days as a Vice Chancellor [6]:

I sit at my round table on a Monday morning with all my CEOs in the beginning of my appointment. I am a mathematician, and, on my team, there was a pharmaceutical science person, an engineer, and others from different disciplines. If a problem reaches that table, it was not easy as by the time it got there it would not have been solved, because only dif-
ficult problems get to me. So, I am setting on this table and saying, hang on, we are missing someone from social sciences! so the next two appointments I made were all social scient-
ts. That was one level. I have never regretted that. It’s not just a diverse team in terms of gender, nationalities and that sort of thing, it is diverse in terms of mindsets. It’s getting people to see a problem from all 360 degrees and not just my own mindset of cause and effect. This was during the project of moving people from one campus to another during the decision context.

Collaboration is not just working together to solve a problem but also creating interdependencies by tapping the whole team’s ability and creativity. The ability of the team depends on the various skills and experiences the individuals in it bring to the table. A leader must make sure that these skills and experiences are utilized effectively throughout the collaboration process. Tim was big on diversity and social culture adaptability. Team culture was one area he was invested in.

**Neocharismatic Leadership Role 10: Developing People**

For a leader, developing people is what their noble goal is about. They believe they were given this privilege of leading to bring the best out of every follower and grow each to be a leader in their own capacity and potential. Thus, this role of leadership is an integral part of their identity. You can witness the excitement, enthusiasm, and inspiration when leaders with purpose stand up to speak to their followers. Unlike others, who may instill fear, skepticism, and a sense of doubt in their follower’s ability to perform or be fit, Neocharismatic leaders who lead with purpose motivate and inspire their followers to transcend to another platform by believing in the power of others.
The leaders I have coached and who wanted to develop others by growing their strength made sure they were in a participative mode as they ran workshops, got involved heavily in building the culture, and spoke to the hearts of others in every speech they gave and in every word they wrote.

**Session 32: Developing People**

You know your peoples’ needs by now, you understand what they aspire to. You believe in their ability to achieve and perform.

1. **What competencies must be in place so they can meet your expectations?**
   Think about each area or function that exists. Make sure you have plans for people in every area. A lot of large organizations have devised such competencies and use them in training, personal development, and coaching. Some have become absolute measures of success but in the process have lost the spirit that accompanies them and instilled fear in their hearts by failing to meet them or by not being competent enough. When this happens, there must be something wrong that has not been spotted, and the process is in dire need of a review. Some have been devised in a specific context or culture and then blindly applied to other contexts and cultures, ignoring the differences and cultural values. I cannot stress enough the importance of intercultural competence, not only in communication and decision making across cultures but also in training and leadership development.

2. **In your plans to develop people, what do you see as the most successful approach?**
   Combined with what?

3. **As you think about your own involvement in the process of developing people, what would your contribution be? How are you going to participate? What presence should you have?**

4. **Is it better to grow or replace people? Why?**

5. **Are you content when followers decide to leave the organization to another one for a better opportunity, even though you have invested in developing them? Why?**

6. **How do you, other than developing people, meet their expectations? Fulfill their aspirations? Support their belonging and bonding?**

7. **What kind of culture do you like to create to make sure they stay? How do you do that?**

**A Neocharismatic Leader Story**

*Ihsan, was one of the leaders I witnessed in my coaching practice who invited me to conduct a team coaching for his team of leaders. He was already coaching others when I met him, and others had told me how strong he was in growing leaders. I*
worked with his team a few times over a few months individually and collectively. I was taken back by his deep approach to ask powerful questions, but I was taken back even further to see how he shared himself and his deepest personal emotions, even to the point of tears in front of his team. The results were that his team grew more in their dedication and commitment to supporting his leadership mission, opened to him about their own personal leadership journeys, and shared their own deepest thoughts. Ihsan touched me personally and something inside me grew after hearing about his life, perseverance and ability to rise above all circumstances. Personally, developing people is not about how many training courses or retreats you ask them to attend, it is about them witnessing you grow and exercise along with them and move ahead of them with what you ask of them to be.

**Conclusion**

This book has been a journey for you and me. Personally, I grow to embrace Neocharismatic leadership after living with it for a long time. Before this book, I thought about Neocharismatic leadership as just another effective leadership model. Now it has become part of me. In 2018, when I started writing about it, it became clear that the potential and impact it could have on the world is huge giving the environmental and global political tension we are experiencing. As I conclude the book and review it before handing it over to the publisher, we are experiencing a viral attack on our population worldwide or what is called Covid-19. It has been months of working from home and realizing how every question posed here in a session can contribute to a building block in the making of a Neocharismatic leader that the world is waiting for.

The book does not only address the three Neocharismatic leadership stages for transforming an organization, but it also prepares a leader to become one. Part one of this book, focused on developing a theoretical framework that outlines that journey a leader can take from beginning to end. It laid the foundation for a Neocharismatic Leader’s vision, values, and moral frame of reference. It took a deep look at what they do and how they behave in relation to their followers. It also drew a line between Neocharismatic leaders and other leaders who may appear to be charismatic but lack the altruism that Neocharismatic leaders have. Simply said, it brought to the service a new shape and form that cannot be mistaken in how it defined Neocharismatic leadership. The review and commentary in this part can be a differentiating era in leadership literature. Next time someone talks about Neocharismatic leadership, it cannot be confused with previous perceptions of other charisma or transformational leadership.

In part two, a leader who wants to develop themselves to the highest standards of Neocharismatic leadership finds all the tools they need to prepare and hone their skills and competencies with personal and interpersonal Neocharismatic leadership coaching sessions. Part two can serve as a detailed reference of the advanced leadership skills and competencies of Neocharismatic leadership. It is a reference for any coach working with a leader or any leader working with their team.
The last three parts are all then allocated to the real journey a Neocharismatic leader takes. The work starts by supporting entrepreneur leaders or individual contributors aspiring leaders to move toward team leadership in part three. By the time a leader reaches part four, they would have their own organization to lead. The model focuses then on the whole organizations’ transformation in three stages: (1) the search for opportunity, (2) formulating a shared vision, and (3) devising means to achieve the vision. There are ten roles that a leader demonstrated in these stages. In every one of them, they work through their own vision and align the organizational vision with ethical and moral standards making sure that the decisions and actions taken are in the best interest of every individual and group that are affected by them.

For coaches working with Neocharismatic leaders, it is their duty to ensure that these topics are brought up through the questions in the conversations they have with leaders. Coaching becomes a tool for empowering Neocharismatic leaders and supporting them in realizing their inner altruism and moral frame of reference.

I do like to end this book by quoting the Quran, as it described the purpose of sending our beloved prophet Mohammad (peace be upon him):

And indeed, you are of a great moral character [7]

References

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4. Nitin Nohria, Boris Groysberg, and Linda-Eling Lee (2008), Employee Motivation A Powerful New Model, HBR, www.hbr.org
5. Tamm, J. W. and Luyet R. J. 2004, Radical Collaboration: Five Essential Skills to Overcome Defensiveness and Build Successful Relationship, HarperCollinsPublishers, NewYork.
6. Tim Wilson took post in 2003 after being a deputy VC since 1992. He continued his work in turning the university around. His biggest accomplishment is successfully promoting the central role of universities in economic and social development and having Hertfordshire acknowledged nationally as the leading business-facing university in the UK. See: https://www.hertfordshirelife.co.uk/people/q-a-professor-tim-wilson-vice-chancellor-of-the-university-of-hertfordshire-1-1637123
7. Quran surah Al Qalam 4 (QS 68: 4).