

# CAREERS & RECRUITMENT

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## Charisma is everything in business leadership

According to author Deiric McCann, charisma is essential for leaders truly to shine in the corporate world, writes Dermot Corrigan

Charisma is at the core of effective leadership in business, according to author Deiric McCann. McCann's new book, *Leadership Charisma*, quantifies the positive impact charismatic leadership can have in the workplace.

In it, McCann claims that, with the proper approach, managers can encourage the majority – specifically, four out of five – of the employees they oversee to work harder and produce better results.

“Twenty per cent of people are just not interested in their jobs or the organisation they work for. Sixty per cent are in the middle; neither especially engaged nor disengaged. Only 20 per cent of employees are really genuinely focused on giving the very best that they can,” said McCann.

“So there is a huge amount of space there. A leader who raises the engagement of even an additional 10 per cent of their people can dramatically impact the bottom line. They do not have to be JFK or Obama, they can be ordinary leaders getting tremendous results out of people.”

According to McCann, “charismatic” leadership is down to a manager's ability to communicate with their staff – and to show how personal and professional goals can be aligned with work responsibilities. “Charismatic leadership has everything to do with the way you speak to people; the way you frame your ideas to them,” he said.

“If I want someone to get excited about my vision, I need to understand what they are trying to achieve from a personal perspective, and what challenges and interests they have. I can then think about ways to position what I am trying to achieve in a way that we both get what we want. Those sort of inter-personal behaviours are the largest part of the charismatic impact.”

Leadership traits can be learned and improved upon on an ongoing basis. “From a practical commercial perspective, a charismatic leader is one who engages people so that they genuinely want to go that extra mile. Some people have those charismatic leadership behaviours from the environment they were raised in or from a genetic component. The rest of us can learn them,” said McCann.

By improving communications skills, business owners and managers can go a long way to engaging the people they oversee in the workplace. “Forty per cent of the impact in terms of motivating people comes from communication,” said McCann.

“This includes simple things like how much someone listens to other people, looks for their opinions and creates genuine dialogues. There are some people in this world who are natural listeners and they have a headstart, but if other people put in the time and energy, anybody can develop those behaviours.”

Non-verbal communication plays an equally important role in successful leadership. “It can come down to good, old-



Deiric McCann: ‘Charismatic leadership has everything to do with the way you speak to people’

fashioned eye contact and smiling at people,” said McCann.

“Even walking confidently can be important. You can see clearly when someone believes in themselves and believes in their ideas. It does not instantly make you charismatic, but it makes a positive impression and sets you up so anything you do after that will have more of an impact.”

McCann, who lives in Naas,

Co Kildare, has written over 500 articles on management, leadership and general business, as well as three previous business books; *The Customer Continuum*, *Winning Business Proposals* and *The Business Bathroom Bible*.

His day-job is as senior vice-president of HR consultancy Profiles International. “We help clients to put the right people in the right jobs and then ensure that the people leading them understand how to get the best out of them. I used to run the Irish and UK operations, and now I support, coach and guide our national directors across Europe. I also sometimes get involved in working directly with clients on live projects,” said McCann.

To research his new book, McCann questioned just under 400,000 people worldwide about their business managers and leaders.

“We got them to grade their managers in terms of charisma, which we defined as ‘this person makes me want to contribute my very best to the organisation’. Then, we looked at the day-to-day behaviours shared by those leaders rated highly charismatic.”

Entrepreneurs should not assume their enthusiasm will rub off on the people they oversee, particularly if theirs is a growing company. “When someone starts up a new operation or organisation, they are so excited about what they are trying to do,” said McCann.

“The enthusiasm that comes off them is highly contagious. As your organisation grows, you get people two or three layers away from the core excitement. The mistake the entrepreneur makes is thinking, ‘Because I am excited about where this company is going, so should they be.’”

The ability to motivate and engage staff is even more important in a difficult economy. “In high engagement companies, you see that the leader is squarely out in front of the people on a regular basis,” said McCann.

“They are not talking Pollyanna rubbish or saying everything is fine. They are continually reinforcing the message that things may be tough, but this is what we are

### RECRUIT briefs



Anthony Head and Sarah Fisher with members of the DHPC, Daniel Stanley, Daire Kane, Karl McDermott and Adam Somers

#### Awards for horse club members

Fourteen members of Dunsink Horse Club received their awards last Thursday after completing the first Fetac Level Four, Stable & Yard Routines Course, organised by the Irish Horse Welfare Trust (IHWT) and Fingal County Council.

The Dunsink Horse Club is managed by a committee made up of representatives from Fingal County Council, the IHWT and a group of Dunsink horse owners.

The working group came together to address horse welfare issues in the Dunsink area, initiating a long-term Equine Management Plan for the area in February 2011.

#### Social media used for background checks

Thirty-eight per cent of technology companies check potential employees' profiles on social media sites, such as Facebook, according to a survey by international PR network Eurocom Worldwide.

“Social media is a great way to network and build career opportunities, but it is becoming more difficult to differentiate between your professional and personal persona on the web,” said Ronnie Simpson of Irish-owned Eurocom member, Simpson Financial & Technology PR.

“Job-seekers may be happy for their LinkedIn profile to be viewed by a prospective employer, but are they comfortable with what's posted on their Facebook profile?”

“They may be comfortable that their own privacy settings are locked down tight, but what about the career suitability and accessibility of photos or other personal information posted on friends' sites?”

The Eurocom survey, which was conducted in January and February, questioned 660 senior executives in technology companies.

#### Gen Y pay demands

The children of the 1980s – Generation Y – still expect starting salaries in line with those doled out in 2007, prior to the onslaught of the recession, a new report has found.

According to the findings of the Deloitte survey of 500 ‘Gen Y’ professionals, 60 per cent expect a starting salary of between €24,000 and €30,000. This compares to starting salary expectations of between €23,000 and €32,000 in a similar survey carried out by Deloitte four years ago.

More than half of respondents in this latest survey said they were expecting a salary increase or bonus in the next 18 months. Thirty-two per cent said they planned to emigrate, while 54 per cent said they believed their jobs were secure.

going to do, here is where it will get us in the medium term.

“They are painting a picture of how things can be better and showing people what they can do to contribute to that. Once people see the potential light at the end of the tunnel, they

take their mind off the doom and gloom, and focus upon positively engaging with the company.”

*Leadership Charisma* by Deiric McCann is published by the Liffey Press at €24.95

### working WEEK

Jackie Brown is managing director of Jackie Brown Medical, a Wicklow-based recruitment agency specialising in medical and healthcare roles. Brown established the company in Greystones in October 2007 to recruit for clinical and non-clinical positions in medical and pharmaceutical companies, hospitals and healthcare clinics around the country. She has just been awarded a Fellowship of the National Recruitment Federation (NRF) of Ireland, and also recently received an NRF Certificate in Recruitment Practice.

#### What are the main responsibilities of your job?

Selecting the right matches for our jobseekers and employers. Ensuring the recruitment process is monitored and managed professionally and being up-to-date on all of the medical affairs relevant to my business. I advise medical companies and professionals on clinical and non-clinical recruitment and act as an advocate for job-seekers. I also try to educate and promote best practice in medical recruitment in Ireland.

#### What are your professional motivators?

I am motivated by my desire to be the best at what I do, and to manage the recruitment process honestly and



Jackie Brown is managing director of Jackie Brown Medical

professionally.

#### How would you describe your work style?

I am efficient, honest and thorough, with an exceptionally strong work ethic, and I have integrity.

#### What rates as your best business decision to date?

It was the decision to set up my own business instead of working with another company. This way, the sky is the limit for me professionally.

#### What is the most valuable lesson you have learned?

Do not assume that all is what it seems – check everything thoroughly.

#### Who do you most admire in Irish business?

I admire Bill Cullen's honest and down-to-earth approach. He started at the bottom, and learned to be the best.

#### What are your expectations for Irish business in the months ahead?

There is evidence of growth in Ireland's medical industry. The few medical recruitment agencies that have survived the recession need to increase their standards. Jobseekers in the recession are a vulnerable group and, with all the recent redundancies, recruitment agencies must provide a trustworthy service. My motto is: “Drop the chin and everything will drop; keep the chin up and you will keep up.”

#### What is your ultimate professional goal?

To continue to grow my company, and to be the very best in Ireland's medical recruitment sector. To remain honest with our client companies, maintaining only those goals which are realistic.

To keep in touch with the market, and to treat all of our jobseekers with the utmost care and integrity.

### How to be a charismatic leader

■ Charismatic leadership has everything to do with the way you speak to people; the way you frame your ideas to them.

■ If you want someone to get excited about your vision, understand what they are trying to achieve

from a personal perspective and what challenges and interests they have. Position what you are trying to achieve in a way that you both get – and want.

■ Forty per cent of the impact in terms of motivating people comes from communication.

This includes simple things like how much someone listens to other people, looks for their opinions and creates genuine dialogues.

■ It can come down to good, old-fashioned eye contact and smiling at people. Even walking confidently can be important. You can see clearly when someone believes in themselves and believes in their ideas.

■ In high engagement companies, you see that the leader is squarely out in front of the people on a regular basis. They are continually reinforcing the message that ‘things may be

tough, but this is what we are going to do, here is where it will get us in the medium term’.

■ In tough times, the best leaders paint a picture of how things can be better and show people how to contribute to this. Once people see the potential light at the end of the tunnel, they take their mind off the doom and gloom, and focus on positively engaging with the company.

Source: Deiric McCann

### Essential traits

- Listen to others
- Communicate effectively
- Cultivate individual talents
- Motivate successfully
- Take action
- Build personal relationships
- Facilitate team success
- Think creatively
- Show commitment
- Seek improvement

### movers & SHAKERS

■ **Richard Leech** is Dimension Engineering's new sales and marketing manager. Leech joins from Ellickson Engineering, where he was sales executive for eight years. Before that, he was product manager of Laminex



Richard Leech

Group in Australia for ten years.

■ **Somers & Murphy**, a Dublin-based accountancy practice, has appointed **Derek Earl** as a partner and is rebranding as Somers Murphy & Earl. Earl joins



Derek Earl

from Grant Thornton, where he was a partner for four years. He was also previously a partner with RSM Robson Rhodes.

■ **Eoin Grace** is joining Nathean Technologies as a technical pre-



Eoin Grace

sales consultant. He was formerly a contract report developer with Detica for two years and business systems consultant with Mentec for six years.

■ **Ballygarry House Hotel & Spa**



Thys Vogels

in Tralee, Co Kerry, has recruited a new manager. **Thys Vogels** joins from Carlton Hotel in Tralee, where he was general manager for three years. He was previously general manager of the Gresham Metropole hotel in Cork.