

**LEADERSHIP THAT INSPIRES IN THE CORPORATE ENVIRONMENT:  
CHARISMA, EMOTIONAL INTELLIGENCE, AND ORGANIZATIONAL CULTURE  
AS DEVELOPABLE COMPETENCIES**

**A LIDERANÇA QUE ENCANTA NO AMBIENTE CORPORATIVO: CARISMA,  
INTELIGÊNCIA EMOCIONAL E CULTURA ORGANIZACIONAL COMO  
COMPETÊNCIAS DESENVOLVÍVEIS**

**EL LIDERAZGO QUE INSPIRA EN EL ENTORNO CORPORATIVO: CARISMA,  
INTELIGENCIA EMOCIONAL Y CULTURA ORGANIZACIONAL COMO  
COMPETENCIAS DESARROLLABLES**



<https://doi.org/10.56238/sevened2026.008-059>

**Monika Fritz<sup>1</sup>**

**ABSTRACT**

This chapter analyzes the role of charisma in contemporary corporate leadership, integrating it with Emotional Intelligence (EI) as a foundation for authentic, ethical, and culturally sustainable influence. In organizational contexts marked by volatility, pressure for results, and competition for talent, charisma is reinterpreted not as a mystical trait, but as a relational, observable, and trainable competency. Methodologically, this is a narrative bibliographic review that articulates the classical Weberian perspective on charismatic domination, behavioral indicators of charismatic leadership (House, 1977), and contemporary approaches to Emotional Intelligence (Salovey & Mayer, 1990; Goleman, 1995) and organizational purpose (Sinek, 2018). A conceptual model is proposed in which Emotional Intelligence (self-awareness, self-regulation, empathy, and social skills) acts as an antecedent of charismatic behaviors (authentic communication, presence, human connection, and inspiring vision), generating positive effects on trust, engagement, psychological safety, and organizational culture. As a practical contribution, structured development actions applicable to managerial contexts are presented, including self-knowledge, active listening, storytelling, constructive feedback, and mentoring and coaching practices. It is concluded that charismatic leadership, when grounded in emotional competence and ethical responsibility, amplifies organizational results and strengthens collective bonds, fostering collaborative, resilient, and purpose-driven environments.

**Keywords:** Charismatic Leadership. Charisma. Emotional Intelligence. Organizational Culture. Engagement.

**RESUMO**

Este capítulo analisa o papel do carisma na liderança corporativa contemporânea, integrando-o à Inteligência Emocional (IE) como fundamento para uma influência autêntica,

<sup>1</sup> Master's degree in Technology. Centro Universitário Nelson Akiyoshi (UNINA).

E-mail: [fritz.monika@talentos.edu.br](mailto:fritz.monika@talentos.edu.br)

Lattes: [https://www.cnpq.br/cvlattesweb/PKG\\_MENU.menu?f\\_cod=35BC83D99241C12A2B58A9ACAF180D86#](https://www.cnpq.br/cvlattesweb/PKG_MENU.menu?f_cod=35BC83D99241C12A2B58A9ACAF180D86#)

ética e culturalmente sustentável. Em contextos organizacionais marcados por volatilidade, pressão por resultados e competição por talentos, o carisma é reinterpretado não como traço místico, mas como competência relacional, observável e treinável. Metodologicamente, trata-se de revisão bibliográfica narrativa que articula a perspectiva clássica weberiana sobre dominação carismática, indicadores comportamentais de liderança carismática (House, 1977) e abordagens contemporâneas sobre IE (Salovey e Mayer, 1990; Goleman, 1995) e propósito organizacional (Sinek, 2018). Propõe-se um modelo conceitual no qual a IE (autoconsciência, autorregulação, empatia e habilidades sociais) atua como antecedente de comportamentos carismáticos (comunicação autêntica, presença, conexão humana e visão inspiradora), com efeitos positivos sobre confiança, engajamento, segurança psicológica e cultura organizacional. Como contribuição prática, apresentam-se ações estruturadas de desenvolvimento aplicáveis ao contexto gerencial: autoconhecimento, escuta ativa, storytelling, feedback construtivo e práticas de mentoring e coaching. Conclui-se que a liderança carismática, quando ancorada em competência emocional e responsabilidade ética, amplifica resultados organizacionais e fortalece vínculos coletivos, favorecendo ambientes colaborativos, resilientes e orientados a propósito.

**Palavras-chave:** Liderança Carismática. Carisma. Inteligência Emocional. Cultura Organizacional. Engajamento.

## RESUMEN

Este capítulo analiza el papel del carisma en el liderazgo corporativo contemporáneo, integrándolo con la Inteligencia Emocional (IE) como fundamento de una influencia auténtica, ética y culturalmente sostenible. En contextos organizacionales marcados por la volatilidad, la presión por resultados y la competencia por el talento, el carisma se reinterpreta no como un rasgo místico, sino como una competencia relacional, observable y entrenable. Metodológicamente, se trata de una revisión bibliográfica narrativa que articula la perspectiva clásica weberiana sobre la dominación carismática, los indicadores conductuales del liderazgo carismático (House, 1977) y los enfoques contemporáneos sobre la Inteligencia Emocional (Salovey y Mayer, 1990; Goleman, 1995) y el propósito organizacional (Sinek, 2018). Se propone un modelo conceptual en el que la Inteligencia Emocional (autoconciencia, autorregulación, empatía y habilidades sociales) actúa como antecedente de los comportamientos carismáticos (comunicación auténtica, presencia, conexión humana y visión inspiradora), con efectos positivos sobre la confianza, el compromiso, la seguridad psicológica y la cultura organizacional. Como contribución práctica, se presentan acciones estructuradas de desarrollo aplicables al contexto gerencial, tales como el autoconocimiento, la escucha activa, el storytelling, la retroalimentación constructiva y las prácticas de mentoring y coaching. Se concluye que el liderazgo carismático, cuando está anclado en la competencia emocional y la responsabilidad ética, amplifica los resultados organizacionales y fortalece los vínculos colectivos, favoreciendo entornos colaborativos, resilientes y orientados al propósito.

**Palabras clave:** Liderazgo Carismático. Carisma. Inteligencia Emocional. Cultura Organizacional. Compromiso.

## 1 INTRODUCTION

The contemporary corporate environment has been marked by intense and simultaneous transformations: accelerated digitalization, reconfiguration of value chains, growth of hybrid work, pressure for productivity, and greater social awareness about mental health and the quality of relationships at work. In this context, organizations face the challenge of sustaining performance without deteriorating the relational fabric that makes execution possible. Thus, leadership comes to be understood not only as a management function, but as the ability to influence meaning, mobilize cooperation and build trust (YUKL, 2013).

Historically, popular discourses have often associated charisma with "personal magnetism" and a supposed natural gift. However, in the academic field, the concept can be treated more rigorously: charisma is a phenomenon of influence that emerges in the interaction between leader and followers and depends on cultural context, group expectations, and perceived credibility. Weber (2000) contributed by positioning charisma as the basis of a form of domination legitimized by the devotion of followers to qualities attributed to the leader. In the current corporate scenario, charisma tends to be reinterpreted as a repertoire of observable skills and behaviors, which can be learned, trained, and applied in a situational way (CUKIER, 2019).

At the same time, organizations have recognized that sustainable influence is not built only with persuasion techniques, but with emotional maturity, empathy, and coherence. At this point, Emotional Intelligence (EI) becomes a relevant explanatory axis: understanding and managing emotions in oneself and in others tends to increase the quality of interactions and reduce relational noise, allowing influence to be perceived as authentic and ethical. Goleman (1995) popularized the theme by systematizing dimensions such as self-awareness, self-regulation, empathy and social skills, while Salovey and Mayer (1990) consolidated a theoretical definition of EI as the mental capacity to perceive, understand and manage emotions.

Given this scenario, this chapter has the following research problem: how does the integration between charisma and Emotional Intelligence contribute to a more effective, ethical, and culturally sustainable leadership in the corporate environment?

The overall objective is to analyze the role of charisma in corporate leadership, integrating Emotional Intelligence as a foundation for the development of an authentic charisma. As specific objectives, it is sought: (a) to discuss the concept of charisma from classical contributions and contemporary readings; (b) present elements and indicators associated with charismatic leadership; (c) relate Emotional Intelligence and charisma,

identifying mechanisms of influence and trust; (d) to propose development practices and actions applicable in the organizational routine; (e) present an integrative model with implications for culture and engagement.

The rationale for this study lies in the fact that, in contexts of change and competition for talent, organizations depend on leaders capable of mobilizing engagement without resorting to excessive control or practices that compromise cultural health. The understanding of charisma as a developable competency, when anchored in EI, provides a conceptual and practical basis for leadership development programs.

Methodologically, this is a qualitative, exploratory study, developed through a narrative literature review. Reference works and texts on charisma and charismatic domination (WEBER, 2000), charisma intelligence (CUKIER, 2019), charismatic leadership in an organizational context (GALVÃO, 2011), indicators associated with charisma (HOUSE, 1977 apud GALVÃO, 2011), as well as literature on EI (SALOVEY; MAYER, 1990; GOLEMAN, 1995) and purpose-driven leadership (SINEK, 2018).

## **2 THEORETICAL FOUNDATION**

### **2.1 CHARISMA: FROM CHARISMATIC DOMINATION TO THE REPERTOIRE OF COMPETENCIES**

Weber (2000) described charisma as an extraordinary quality attributed to the leader, perceived as having exceptional strengths. Charismatic domination, in this sense, is not born only from formal office, but from the social recognition of attributes that generate devotion and legitimation. This perspective is useful for understanding why some leaders wield profound influence even without robust formal authority.

However, in the contemporary corporate environment, the "extraordinary" explanation needs to be operationalized. In organizations, leadership depends on processes, results, ethical legitimacy, and relational consistency. Thus, charisma tends to be reinterpreted as a relational phenomenon: it emerges from the encounter between (a) the leader's behaviors (communication, presence, coherence), (b) the needs and expectations of the followers (security, direction, recognition), and (c) context (crisis, change, organizational culture, team maturity).

This contemporary reading supports the thesis that charisma can be developed. The possibility of development does not eliminate individual differences, but shifts the understanding of charisma from a "fixed talent" to a set of trainable and evaluable skills, particularly in leadership contexts (CUKIER, 2019).

## 2.2 CHARISMATIC INTELLIGENCE: PERSONAL, SOCIAL AND CONTEXTUAL PILLARS

Cukier (2019) proposes the concept of "charisma intelligence", structuring it in three pillars: personal intelligence (the self), social intelligence (the other) and contextual intelligence (the environment). Personal intelligence involves self-knowledge, self-awareness, and self-management; social involves empathy, communication, and relationship management; and contextual involves sensitive reading of the environment, cultural norms and power dynamics.

This structure is especially relevant in the corporate scenario, in which the same behavior can produce different effects according to the organization's culture and strategic moment. For example, assertive communication can be perceived as security in contexts of ambiguity; However, it may sound like authoritarianism in cultures that value horizontality and participation. Therefore, charisma is not only "what is done", but "how, when and for whom" it is done.

## 2.3 CHARISMATIC LEADERSHIP: INDICATORS AND MECHANISMS OF INFLUENCE

The literature on charismatic leadership highlights that this style mobilizes intrinsic commitment and bond with the mission, unlike strictly transactional approaches, based on rewards and punishments. Galvão (2011), when discussing the theme, presents contributions that emphasize the charismatic leader as a behavioral model, someone who projects high expectations and demonstrates confidence in the ability of the subordinates (FREITAS, 2006 apud GALVÃO, 2011).

House (1977 apud GALVÃO, 2011) presents six indicators that help measure perceived charisma: (1) confidence in the leader's convictions; (2) similarity of beliefs between leader and followers; (3) affection and acceptance of the leader; (4) spontaneous obedience; (5) emotional involvement with the mission; and (6) the follower's belief in their own contribution. These indicators suggest that charismatic leadership is not just about "being admired," but about producing alignment, safety, commitment, and agency in the follower.

Gomes (2005 apud GALVÃO, 2011) emphasizes the sensitivity to identify needs, resources, problems and aspirations of the group as a central distinction between charismatic and non-charismatic people. Such sensitivity directly brings charisma and EI closer, as it requires emotional perception, social reading, and behavioral adaptation.

## 2.4 EMOTIONAL INTELLIGENCE: DEFINITION AND DIMENSIONS FOR LEADERSHIP

Salovey and Mayer (1990) defined Emotional Intelligence as the ability to perceive emotions, integrate emotions into thought, understand emotions and regulate them. Goleman (1995) broadened the discussion in the applied field, emphasizing competencies such as self-awareness, self-regulation, empathy and social skills, often associated with the performance of leaders.

In corporate environments, EI is particularly critical for three reasons: (a) leadership occurs in the midst of conflicts of interest and pressure for results; (b) emotions are socially transmissible and impact climate, psychological safety and productivity; (c) the leader's decisions and communication influence the interpretation of justice, respect and belonging (GOLEMAN, 1995).

By relating EI and charisma, it is proposed that EI acts as a "psychological infrastructure" of influence: without self-awareness and self-regulation, communication can lose consistency; Without empathy, the leader may fail to read the team's needs; Without social skills, bonding and trust deteriorate.

## 2.5 CHARISMA, PURPOSE AND ORGANIZATIONAL CULTURE

In the corporate context, charisma tends to express itself in four main dimensions: authentic and compelling communication, presence and self-confidence, empathy and human connection, and inspiring vision (CUKIER, 2019). These dimensions are directly connected to cultural factors: leaders serve as models of values; its coherence strengthens norms of transparency and respect; Their way of dealing with mistakes defines whether the culture will be one of learning or of punishment.

Sinek (2018) argues that inspirational leaders mobilize people by communicating a clear and meaningful "why" (purpose), rather than just a "what" (goals) and "how" (processes). This contribution is especially useful to the debate on charisma: inspiring vision and storytelling are means of converting strategy into shared meaning.

Edmondson (1999) adds a critical dimension: psychological safety, that is, the belief that the environment is safe to take interpersonal risks, such as asking questions, admitting mistakes, and proposing ideas. In practical terms, ethical charismatic leaders tend to increase psychological safety when they use influence to welcome, guide and recognize, and not to intimidate.

### 3 INTEGRATIVE MODEL: EMOTIONAL INTELLIGENCE AND CHARISMATIC LEADERSHIP

#### 3.1 FROM THE "CHARISMATIC IMAGE" TO THE AUTHENTIC CHARISM

A decisive difference in the corporate environment is between charisma as "image" and charisma as "relationship". A leader can present strong communication performance and still generate distrust if his conduct is incoherent, if there is emotional manipulation or if the speech does not translate into consistent decisions. In this sense, EI operates as a mechanism of coherence: self-awareness reduces dissonances (promising participation and acting with control); self-regulation reduces reactivity (irony, aggressiveness, defensiveness); empathy broadens the perception of the impact of one's own behavior; Social skills underpin difficult conversations and relationship repair.

Thus, an authentic charism can be understood as an influence sustained by three criteria: (a) ethical intention (oriented to the collective good and to the legitimate organizational purpose), (b) behavioral coherence (speech-action alignment) and (c) emotional competence (ability to manage one's own and others' emotions without abusive instrumentalization).

#### 3.2 PROPOSITION OF THE CONCEPTUAL MODEL

Based on the reviewed literature, an integrative conceptual model structured in four levels is proposed:

Background (individual level): Emotional Intelligence, composed of self-awareness, self-regulation, empathy, and social skills (SALOVEY; MAYER, 1990; GOLEMAN, 1995); and contextual reading, which involves the ability to understand culture, climate, moment, and stakeholders (CUKIER, 2019).

Mechanisms (observable charismatic behaviors): Authentic communication (clarity, active listening, storytelling); presence and self-confidence (posture, emotional stability); human connection (applied empathy, recognition); and inspiring vision (shared purpose) (SINEK, 2018).

Intermediate outcomes (team/culture level): Leader trust and acceptance; alignment of beliefs and voluntary adherence (HOUSE, 1977 apud GALVÃO, 2011); psychological safety and learning climate (EDMONDSON, 1999); engagement and motivation; reduction of turnover; and collaboration and innovation.

Final results (organizational level): Sustaining a positive organizational culture; better strategic execution and capacity for change (KOTTER, 1996); and reputation for leadership with strengthening of the employer brand.

Central to the model is that EI is not just "an additional topic" but a critical antecedent that transforms charisma into reliable influence, reducing the risk of toxic charisma (personalism, manipulation, and overdependence on the leader).

## **4 DEVELOPMENT OF CHARISMA AND EMOTIONAL INTELLIGENCE IN THE CORPORATE CONTEXT**

### **4.1 SELF-KNOWLEDGE AND SELF-AWARENESS**

The development of charisma begins with self-knowledge, because the leader's influence is amplified by the way he reacts, communicates and decides under pressure. Best practices include: (a) decision journaling, to record difficult decisions, emotions perceived, assumptions used, and impacts observed; (b) 360-degree feedback, to map discrepancies between intention and perception; (c) identification of emotional triggers, recognizing situations that generate reactivity (public criticism, delay, team error); and (d) explicitness of values and limits, defining non-negotiable values and behaviors that contradict these values. This stage strengthens authenticity, as it reduces the distance between discourse and practice (GOLEMAN, 1995).

### **4.2 EMOTIONAL SELF-MANAGEMENT AND PRESENCE**

Charismatic presence is not just body posture; it is perceived emotional stability. Leaders with good self-management are able to sustain difficult conversations without escalating conflict, maintain respect even in disagreement, manage anxiety in ambiguous situations, and avoid passive-aggressive communication and microviolence. Applicable techniques include strategic pause before responding, emotional preparation for critical meetings, and recovery routine (sleep, exercise, energy management), as fatigue reduces self-regulation.

### **4.3 AUTHENTIC COMMUNICATION: ORATORY, CLARITY AND ACTIVE LISTENING**

Communication is the core of charisma in the corporate environment, but it is not just about speaking well. Charismatic leadership integrates sending and receiving. In terms of public speaking and message structure, it is recommended: openness with context and purpose ("why it matters"), presentation of three key points (to limit dispersion), use of evidence and practical examples, and invitation to participate (questions and next steps).

As for non-verbal language, the following stand out: balanced eye contact, open posture, rhythm and pauses for emphasis, and tone of voice consistent with the content. Active listening, an often overlooked charismatic competency, involves: open-ended

questions, paraphrasing (confirming understanding), validating emotions without necessarily agreeing, and reducing interruptions and multitasking. Active listening increases the perception of respect and acceptance, dimensions close to House's indicators (1977 apud GALVÃO, 2011).

#### 4.4 STORYTELLING AND INSPIRATIONAL VISION

Sinek (2018) highlights that inspiring leaders start with the "why". In the corporate environment, this means translating goals into meaning and connecting daily work to greater impact. Storytelling, when authentic, fulfills three functions: it gives meaning (why the effort is worth it), it transmits values (what is acceptable and what is not) and it creates memory (stories fix more than isolated data). A simple framework for managerial storytelling includes: real challenge (context), dilemma (tension), decision made (value in action), learning (culture of improvement), and invitation (the team's role in continuity).

#### 4.5 APPLIED EMPATHY AND HUMAN CONNECTION

Empathy, in the corporate environment, is not "always being pleasant"; it is understanding the needs, pressures and aspirations of the other and adjusting the way of leading. Practical applications include: short check-ins in one-on-one meetings (1:1) to understand how the person is doing and what is hindering delivery; specific recognition, praising behavior and impact, not just generic "congratulations"; negotiation of priorities, because empathy does not eliminate demands, but qualifies them; and protection of the team, establishing healthy limits against contradictory demands. Empathy sustained by consistency reinforces acceptance and emotional engagement with the mission.

#### 4.6 CONSTRUCTIVE FEEDBACK, MENTORING AND COACHING

Corporate charisma tends to consolidate when the leader is perceived as someone who promotes growth and justice. Two fronts are decisive: constructive feedback, based on observable facts, with a focus on behavior and impact, co-construction of alternatives and follow-up (feedback without follow-up becomes rhetoric); and mentoring and coaching, with mentoring for repertoire expansion, coaching for goals and responsibility, visibility opportunities and challenging projects, and succession preparation (ethical charisma forms other, non-dependent leaders).

## 5 MANAGERIAL IMPLICATIONS AND DEVELOPMENT PLAN

To transform the theoretical content into managerial action, a 90-day development plan is suggested, structured in three cycles:

Cycle 1 (Days 1–30): Self-awareness and emotional grounding. Apply 360-degree feedback (or quick interviews with peers and subordinates), identify three emotional triggers and three risk behaviors (e.g., interrupt, mock, respond on impulse), and define two substitute behaviors (e.g., pause, ask, summarize).

Cycle 2 (Days 31–60): Communication and connection. Practice one presentation per week using a "why–what–how" structure, implement biweekly one-on-one (1:1) meetings with subordinates (with an active listening script) and practice storytelling, developing two short narratives per month connected to organizational values.

Cycle 3 (Days 61–90): Culture, influence, and multiplication. Establish a learning ritual with "after-action" of projects (what we learn), implement continuous feedback (two positive reinforcements and one point of improvement per month per subordinate) and start mentoring with one or two talents (development plan and autonomy).

It is also important to recognize risks and limits. Charisma without ethical ballast and emotional competence can generate dependence on the leader (centralization), stimulate personalism and weaken governance, promote manipulative influence (emotional use for control) and reduce decision-making quality if there is a cult of the leader. Integration with EI and ethics acts as a mitigation, by reinforcing self-control, transparency, and accountability.

## 6 FINAL CONSIDERATIONS

Charisma, in the contemporary corporate environment, must be understood as a developable and contextual competence, and not as a mystical attribute reserved for a few individuals. Charismatic leadership contributes to engagement, trust, and a positive organizational culture when guided by authenticity, coherence, and consistent practice. By articulating classical contributions (WEBER, 2000) with contemporary approaches and behavioral indicators (HOUSE, 1977 apud GALVÃO, 2011), it is observed that the perceived charism is related to alignment, acceptance, voluntary adherence and bond with the mission.

The central contribution of this chapter is to integrate Emotional Intelligence as the foundation for an authentic charism. Self-awareness, self-regulation, empathy and social skills (SALOVEY; MAYER, 1990; GOLEMAN, 1995) underpin the practical dimensions of charisma: compelling communication, presence, human connection, and inspiring vision. In organizational terms, this favors psychological safety, cooperation, learning, and cultural strengthening, with indirect effects on performance and retention.

As limitations, as it is a narrative review, there is no empirical testing of the proposed model. It is recommended, for future studies, the application of field research in organizations (surveys, interviews and case studies) to evaluate relationships between EI, charismatic behaviors and indicators of climate, engagement and results. Longitudinal studies could also examine whether EI and charisma development programs produce sustained effects over time.

Even so, the work offers a theoretical-practical synthesis applicable to leadership development programs, especially in the context of MBA and executive education, by translating theory into structured managerial practices. It is concluded that the "leadership that enchants" does not replace strategy and execution, but enhances them, integrating results and quality of relationships — an increasingly decisive condition for competitiveness, talent retention and organizational well-being.

## REFERENCES

- Cukier, H. O. (2019). *Inteligência do carisma: Aprenda a ciência de conquistar e influenciar pessoas* (3ª ed.). Planeta.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383.
- Galvão, C. M. (2011). *Liderança carismática: Interação com culturas organizacionais fortes e fracas* [Monografia de bacharelado, Centro Universitário de Brasília]. Repositório UniCEUB. <https://repositorio.uniceub.br/jspui/bitstream/235/8007/1/51300924.pdf>
- Goleman, D. (1995). *Inteligência emocional*. Objetiva.
- Kotter, J. P. (1996). *Leading change*. Harvard Business School Press.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211.
- Sinek, S. (2018). *Comece pelo porquê: Como grandes líderes inspiram todos a agir*. Alta Books.
- Weber, M. (2000). *Economia e sociedade: Fundamentos da sociologia compreensiva*. Editora Universidade de Brasília.
- Yukl, G. (2013). *Leadership in organizations* (8ª ed.). Pearson.