

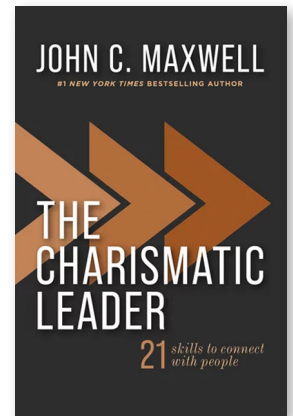


Executive Book Summaries[®]

The Charismatic Leader

21 Skills to Connect with People

by **John C. Maxwell**



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THE SUMMARY IN BRIEF

Charisma starts with becoming interested in others. In *The Charismatic Leader: 21 Skills to Connect with People*, you will learn twenty-one simple ways to develop charisma by interacting positively with people. You'll learn skills in three phases: 1) Becoming Interested in Others; 2) Becoming Invested in Others; and 3) Becoming Interesting to Others.

When you care about people and learn about them, they will find you interesting. From there, you will learn simple ways to invest in others to add value to them. Finally, you will learn four ways to make yourself more interesting. This is where most people mistakenly try to begin developing charisma, but it is, in fact, the least important of the three. To be charismatic, you don't need to be physically attractive, tall, athletic, talented, or rich. You just need to care about people and make them feel important. Anyone who does that can connect with people and become a shining light in a dreary world.

IN THIS EXECUTIVE BOOK SUMMARY:

- Charismatic leaders prioritize others over themselves, which leads to a greater sense of purpose, increased energy, and deeper contentment in life.
- Believing the best in people, valuing their contributions, and remembering personal details fosters trust, rapport, and meaningful relationships.
- Encouraging dreams, sharing credit, helping people grow, and creating special moments demonstrate leadership and strengthen bonds with those around you.
- By committing to generosity, storytelling, excellence, and helping others succeed, you become a more compelling, influential, and charismatic leader.

Part 1: Become Interested in People

Put your focus on others. Truly charismatic people care about others and focus their attention on them, not on themselves. We must get outside of ourselves, see the bigger picture, and start putting other people first if we want to live our best life and become better leaders. Everyone else in the world matters, not just us.

HOW FOCUSING ON OTHERS HELPS YOU

1. Gives You A Sense Of Purpose

Put your focus on others, and a greater purpose for your life and leadership may reveal itself.

2. Gives You Energy

Continual focus on yourself will drain you of energy. In contrast, focusing on others usually has the opposite effect.

3. Gives You A Sense Of Contentment

Serving others cultivates health and brings about happiness.

Believe the Best of Others

If you want people to be drawn to you, don't look for the flaws. Look for their best.

HOW TO EXPECT THE BEST

Believing the best about others and extending them grace and forgiveness is a very winning quality that will make you attractive to other people. To cultivate it:

LOOK FOR THE BEST ABOUT PEOPLE

If you want to believe the best in others, then the first thing you need to do is check your attitude. Search for their best traits. Catch them doing what's right and compliment them for it.

SEE THINGS FROM OTHERS' PERSPECTIVE

This takes maturity. The less mature one is, the more difficult it is to see things from another's point of view.

GIVE PEOPLE THE BENEFIT OF THE DOUBT

If you want others to give you the benefit of the doubt, you should extend the same courtesy to others.

FOCUS ON PEOPLE'S GOOD DAYS, NOT THEIR BAD ONES

We all have good days and bad days. When it comes down

to it, giving others the benefit of the doubt and believing the best of them is a choice.

Add Value to People

1. VALUE PEOPLE

Your ability to add value to people starts with your attitude toward people. Human relations expert Les Giblin remarked, "You can't make the other fellow feel important in your presence if you secretly feel that he is a nobody."

2. MAKE YOURSELF MORE VALUABLE

Making yourself more valuable is not a selfish act. When you acquire knowledge, learn a new skill, or gain experience, you not only improve yourself, but you also increase your ability to add value to others.

3. KNOW WHAT PEOPLE VALUE

Once we know what people value, with some effort we can add value to them. You can lift them up, help them advance, make them a part of something bigger than themselves, and help them to become who they are made to be.

Encourage Others Every Time You Meet

EVERYONE NEEDS ENCOURAGEMENT

People everywhere need a good word or an uplifting compliment to fire their hopes and dreams. It takes very little effort to do, but it really lifts people up. Here's how:

1. ENCOURAGEMENT SHOWS YOU CARE

Think about something encouraging you can tell to the people you are going to meet that day.

2. ENCOURAGING OTHERS GIVES THEM THE TRIPLE-A TREATMENT

All people feel better and do better when you give them attention, affirmation, and appreciation.

3. ENCOURAGEMENT GIVES OTHERS ENERGY

What kind of environment do you think you could create if you continually affirmed people when you first came into contact with them? Whenever you walked into a room, the people would light up when they saw you. Just your presence alone would brighten people's day. That's charisma.

4. ENCOURAGEMENT INCREASES OTHERS' MOTIVATION

When you take the time to learn what's important to others and you make that important to you, it communicates how much you care and desire to develop a good relationship with others.

Everybody needs motivation from time to time, and when they receive it, that encouragement really helps them. Treating others negatively lowers your level of charisma and diminishes your leadership while encouraging others raises it.

Remember People's Names

In 1937 the granddaddy of all people-skills books was published, *How to Win Friends and Influence People*, by Dale Carnegie. What made it so valuable was Carnegie's understanding of human nature. The book is a course in charisma.

A PERSONAL TOUCH IS NEEDED NOW MORE THAN EVER

What was true in 1937 is even more applicable in our fast-paced world. Remembering a person's name and calling them by it tells them you care about them as an individual.

Here are a few tips to help you remember names:

MAKE THE DECISION TO VALUE AND LEARN NAMES

When people care enough to know your name, they make you feel valued. Most people don't naturally remember everyone's names. It takes intentionality.

USE THE "SAVE" METHOD TO REMEMBER NAMES

S — Say the name three times in conversation.

A — Ask a question about the name or about the person.

V — Visualize the person's prominent physical or personality feature.

E — End the conversation with the name.

WHEN YOU CAN'T EASILY REMEMBER A NAME

Try to recall the situation in which you met the person or last saw them. If you can't recall that, ask, "How long has it been?" Perhaps that will jog your memory.

GIVE YOURSELF GRACE IF YOU FORGET

If you make the effort to remember names and are successful even only part of the time, the people whose names you remember will appreciate you, and the ones whose names you can't recall will sense that you care about them and desire to know them better. Your attitude will shine through, and you will be more attractive to others.

Learn What Matters to People

WHAT'S IMPORTANT TO YOU IS IMPORTANT TO ME

When you take the time to learn what is important to others and you make that important to you, it communicates how much you care and desire to develop a good relationship with others.

ACCEPT THE FACT THAT PEOPLE ARE DIFFERENT

As you set out to learn what's important to others, don't judge them. Instead, value them, accept them unconditionally, and appreciate their differences. Everyone is important and has value.

ASK QUESTIONS TO LEARN ABOUT PEOPLE

Asking a good question is essential to discovering what makes people tick and what matters to them most. Be curious. Ask questions. Listen and learn.

ESTABLISH COMMON GROUND

Effective leaders, communicators, and people persons always find something they have in common with the people they are speaking to. This makes them more charismatic.

REALIZE THAT WITH TIME, PEOPLE CHANGE

It is a major leap for some people to tune into others' dreams and desires and to discover what matters most to them. But time changes all things, including the human heart.

Listen with an Open Heart

OPEN YOUR EARS AND YOUR HEART

President Woodrow Wilson said, "The ear of the leader

must ring with the voices of the people.” Every great leader listened with not only their ears, but also their heart. Here are four tips to help you improve:

1. FOCUS ON THE OTHER PERSON

Many people put their focus on the ideas being communicated, and they almost seem to forget about the person. You need to keep the person in focus, first and foremost.

2. OPEN YOUR MIND AND HEART

Even after you have begun to focus on the person with whom you are conversing, you may still experience many potential barriers to effective listening. Removing the things that prevent you from listening well:

- Distractions
- Defensiveness
- Closed-mindedness
- Projection
- Assumptions
- Pride

3. LISTEN PROACTIVELY

There’s a difference between listening passively and listening proactively. To listen with your heart, your listening must be active.

4. LISTEN TO UNDERSTAND

The fundamental cause of nearly all communication problems is that people don’t listen to understand; they listen to reply. If you want to connect with people and listen with an open heart, stop focusing on what you think and the response you could make to be right.

Learn Everyone’s Story

It’s a great way to learn about their journey in life, as well as their interests, hopes, and challenges. Not only that, but it also puts your focus on them, which makes them feel important, and lets them know you care about them.

TO APPRECIATE SOMEONE’S STORY, FOLLOW THREE SIMPLE STEPS

Great news about this connecting skill is that anyone can do it.

1. ASK WITH GENUINE INTEREST

When you meet someone new, after the introductions and

initial pleasantries, don’t hesitate to ask a person about their story. Use your own style to ask.

2. LISTEN ACTIVELY

Some of the tips to be a good listener:

- Look the speaker in the eye.
- Be attentive
- Be respectful.
- Don’t interrupt.
- Repeat back

3. REMEMBER THEIR STORY

Some people have a knack for numbers, others for names. But just about everyone has the capacity to remember a story. The process of connecting with someone through their story can do a lot to build greater rapport with them.

Express How Much You Value Someone

The most fundamental and straightforward way of developing a connection with people is to express how much you value them. That has a great impact when given one-on-one and is multiplied by ten when you do it in front of others.

THE VALUE OF VALUING OTHERS

To develop rapport with people and let them know how much you care, value them verbally. Here’s why:

COMPLIMENTS MAKE PEOPLE FEEL VALUED

“Everyone has an invisible sign hanging from his neck,” said Mary Kay Ash, the founder of Mary Kay Cosmetics. “It says, ‘Make Me Feel Important!’ ” She knew compliments and affirmation were critical to enjoying success with others.

COMPLIMENTS INCREASE IN VALUE WHEN WE VALUE THE PERSON WHO GIVES THEM

Who gives the compliment has a lot to do with how much we prize it.

COMPLIMENTS AFFIRM PEOPLE AND MAKE THEM STRONG

An affirmation is a statement of truth you make firm in a person’s heart when you utter it. As a result, it cultivates conviction.

COMPLIMENTS IN FRONT OF OTHERS ARE THE MOST EFFECTIVE ONES YOU CAN GIVE

No matter how successful you are,
you need people, and you need to let them
know that you cannot win without them.

Whenever you have the opportunity to praise another person publicly, don't let it slip by. You can do it in the moment, but you can make a huge impact on others when you're intentional.

Part 2: Become Invested in People

Be quick to help others. Whenever you are quick to help others, it makes a statement. You matter to me. To become a leader who helps, follow these guidelines:

MAKE HELPING OTHERS A PRIORITY

We are often so consumed with our own agendas that helping others never becomes important to us. The solution is to make helping others a top priority.

MAKE YOURSELF AWARE OF PEOPLE'S NEEDS

You can't meet a need if you don't know it exists. Each of us must begin by caring about the people around us and looking for what they need.

BE WILLING TO TAKE A RISK

Sometimes helping another person can be a risky proposition, yet that should not keep us from lending a hand.

FOLLOW THROUGH NO MATTER WHAT

When you help someone who doesn't know you, it can win them over. When you help people with whom you already have a connection, it endears you to them even more. And when you help others whose attitude toward you isn't positive, they reevaluate their assessment of you and let their guard down.

Invite People to Join Your Team

Make the invitation. No matter how successful you are, you need people, and you need to let them know that you cannot win without them. Here's why:

PEOPLE NEED TO BE NEEDED

Have you ever stopped to ask someone for directions? Nearly

every time, people stop whatever they are doing and help if they can. Why? Because whenever a person feels that he or she knows something you don't, it makes that person feel good. Everyone likes to be an expert, even if it's for a moment.

PEOPLE NEED TO KNOW THEY NEED OTHERS

Every individual's fate is tied to that of many others. We cannot be like the shipwrecked man who sits at one end of a lifeboat doing nothing while everyone at the other end bails furiously, and says, "Thank God that hole isn't in my end of the boat!"

PEOPLE NEED TO KNOW THEY ARE NEEDED

Every human being longs for a life of significance. We all need to know we are needed and that what we offer to others is of value.

PEOPLE NEED TO KNOW THEY HELPED

"Good leaders make people feel that they're at the very heart of things, not at the periphery," said author and leadership expert Warren Bennis. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning.

Encourage the Dreams of Others

If someone thinks enough of you to tell you about their dreams, take care. Even if you privately have doubts about the viability of their dream, don't doubt them or discourage them. Instead, encourage them and keep these things in mind: Dreams are fragile; Losing a dream is a great loss; Encouraging others to pursue a dream is a wonderful gift. How can you help people turn dreams into reality? Follow these six steps:

1. Ask them to share their dream with you.
2. Affirm the person as well as the dream.
3. Ask about the challenges they must overcome to reach their dream.
4. Offer your assistance.

5. Revisit their dream with them on a consistent basis.
6. Remind yourself daily to be a dream booster, not a dream buster.

PEOPLE LIVE UP TO THEIR DREAMS WHEN GIVEN A CHANCE TO FULFILL THEM

There is no telling what might happen if you were to begin encouraging the dreams of the people around you.

Share the Credit with Others

How can you give credit to others? Passing the credit on to others is one of the easiest ways to connect with people and make yourself more attractive to them as a leader. If that's what you desire, take these suggestions to heart:

- Check your ego at the door.
- Pass on the credit at your first opportunity.
- Give credit publicly.
- Put it in print.
- Say it only if you mean it.

Create Special Moments for Others

There are a few common characteristics of a memory maker. If you want to create memorable moments for others, here are some qualities to cultivate:

Initiative — Make Something Happen

Time — Set Aside Time To Make Something Happen

Planning — Plan For Something To Happen

Creativity — Find A Way To Make Something Happen

Shared Experiences — Make Something Happen Together

Mementos — Show That Something Happened

Relive The Memory — Talk About What Happened

Share Information with Others

Give others the inside track. Any time you let people in on something impactful, it makes an impression. Sharing information with someone is a matter of two things: reading the context of a situation and desiring to build up the other person. If you keep those two things in mind, you can learn this skill and connect with people. As you try it out, keep these three things in mind: 1) Share information vital to people's success; 2) Share with the goal of making people feel special; and 3) Share information to include others in your journey.

Speak Into People's Lives

You must invest in people verbally. If you desire to lift people up by speaking into their lives, here are suggestions about how to get started:

HAVE A HIGH OPINION OF THEM

The opinions you have of people in your life affect them profoundly.

BACK UP YOUR HIGH OPINION WITH ACTION

When you back up your belief in people with action, their self-doubt begins to evaporate.

LOOK BEYOND THEIR PAST AND PRESENT AN EXPECTATION FOR THE FUTURE

Old negative labels can block a person's growth and progress.

Build Bridges for Others

You can become a bridge-building leader. No matter how much or how little you think you have, you have the ability to build bridges and do for others what they cannot do for themselves. You can approach the task by thinking in terms of four areas:

1. Introduce others to people they wouldn't know on their own.
2. Take people places they can't go on their own.
3. Offer opportunities others can't attain on their own.
4. Share ideas others won't discover on their own.

Part 3: Become Interesting to People

Do everything with excellence. You must give your best every time. Embrace these four truths to help you improve:

1. Every day deserves your best.
2. Everyone is important enough to be given your best.
3. Anything ordinary can be made extraordinary with excellence.
4. Performing with excellence makes you extraordinary.

Be a Generous Person

There is a secret to being generous. Because generosity is an attitude issue, and attitude is a choice, it means anyone can become generous if they have the desire. Generosity in

people almost always boils down to three characteristics: 1) Adopt an abundance mentality; 2) Become a maker instead of a taker; and 3) See the big picture.

Use these skills only to motivate others for their benefit and mutual advantage. If your goal is always to help people and lead them better, charisma will be the natural byproduct.

Become a Good Storyteller

To tell a good story:

- Share something you've experienced.
- Tell stories with the goal of connecting.
- Put your heart into it.
- Assume that others want to hear it.

Help People Win

What does it take to help others win? Helping another person to win is one of the greatest feelings in the world. If you want to help people win, you can do so by taking the following steps:

- Believe in people.
- Give people hope.
- Focus on the process, not just the win.
- Understand that when you help others win, you also win.

Connect with Charisma

There you have them: 21 skills you can use for connecting with people. Learn them, practice them, and enjoy their benefits.

When you become interested in people, invested in people, and interesting to people, you will increase your influence, effectiveness, and impact as a leader.



John C. Maxwell is a #1 New York Times bestselling author, coach, and speaker who has sold more than 33 million books in fifty languages. He has been identified as the #1 leader in business and the most influential leadership expert in the world. His organizations - the John Maxwell Company, The John Maxwell Team, EQUIP, and the John Maxwell Leadership Foundation - have translated his teachings into seventy languages and used them to train millions of leaders from every country of the world.

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