

Ulrich Jensen, PhD

LEADERSHIP SCIENTIST · ARIZONA STATE UNIVERSITY

*Charisma isn't a gift you're born with — **it's a skill you build, tactic by tactic.***

Anyone can get people to comply. Charisma is how leaders get them to **care** — to commit, to give real effort, to move because they want to. I run the experiments, publish the evidence, and train leaders to do it. Then I show you the scores, before and after.

350 speeches

Governor speeches coded for charisma. More charismatic language meant more people stayed home the next day — all 50 states, regardless of party.

The Leadership Quarterly

Where the charisma research is published — including "Charisma Is a Costly Signal," with John Antonakis.

Measured, not promised

Participants' real material is scored against the published tactics before and after training. You get a report on what moved.

SIGNATURE TALKS

Inspiration Is a Skill

THE CHARISMA TACTICS THAT TURN COMPLIANCE INTO COMMITMENT

Leaders can get people to comply. Very few can get them to care. The difference isn't personality — it's a set of specific verbal tactics, each one measurable, each one learnable. This is the talk on what charisma actually buys you: motivation, discretionary effort, people who move because they want to. The evidence, the nine tactics, and how to start using them tomorrow.

Moving People Who Don't Trust You

WHAT 350 GOVERNOR SPEECHES REVEAL ABOUT PERSUASION UNDER PRESSURE

In spring 2020, every U.S. governor faced the same problem: persuade a divided public to do something inconvenient, immediately, on nothing but their word. We coded 350 speeches and matched them against what people actually did the next day. What we found changes how you think about every high-stakes message you send.

Why Faking It Fails

CHARISMA IS A COSTLY SIGNAL — AND THAT'S EXACTLY WHY IT WORKS

Charisma isn't charm and it isn't confidence. It's a signal that's expensive to send, which is why it gets believed — and why performing it never lands. Understand that, and the whole thing stops being mysterious and starts being learnable.

Why Your Leadership Training Didn't Stick

CHARISMA AS A SKILL YOU CAN SCORE — AND PROVE

Everyone says leadership training doesn't transfer. Usually they're right. My field experiment shows what makes it transfer — and I show you the measurement that proves whether it did. Fully interactive: the audience writes, scores, revises, and watches their own numbers move in the room.

SELECTED RESEARCH

Combating COVID-19 with Charisma: Evidence on Governor Speeches in the United States. *The Leadership Quarterly*.

Charisma Is a Costly Signal. *The Leadership Quarterly* (with Akstinaite, Vlachos, Erne & Antonakis).

Leadership Training and Just-in-Time Nudges: A Field Experiment on the Transfer of Learning into Action. *International Public Management Journal*.

Conceptualizing and Measuring Transformational and Transactional Leadership. *Administration & Society*. Co-author of the measurement instrument.

TRUSTED BY

State of Arizona · City of Scottsdale · City of Chandler · City of Goodyear · **Kern County, CA** · California Counties Foundation · **Government Finance Officers Association** · **National Association of State Budget Officers**

WHAT THEY SAY

"Rigorous research combined with practical exercises that immediately translated into usable techniques — extending well past soft-skill communication, into leadership and hard-skill management."

Joe Arriola · President, Kern County Management Council; Sr. Fiscal & Policy Analyst, Kern County Administrative Office

FORMATS

- 45–60 min keynote
- 90-minute interactive session
- Half- and full-day workshops
- Cohort programs, with pre/post measurement

AUDIENCES

- Government & public agencies
- Health systems & higher education
- Utilities & associations
- Corporate leadership & L&D

ABOUT

- Associate Professor, School of Public Affairs, ASU
- Associate Director, Center for Organization Research & Design
- PhD, Political Science, Aarhus University (Denmark)
- Published in *Leadership Quarterly*, *Public Administration Review*, *JPART*
- Featured on Arizona PBS *Horizon* and ASU News
- Phoenix, AZ — speaking nationally & internationally