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Perceptions of leader charisma and effectiveness: The effects of vision content, delivery, and organizational performance

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Abstract

This study examined the effects of vision content, delivery and organizational performance on perceptions of leader charisma and effectiveness. Subjects included 304 undergraduates who were presented videotaped speeches by a bogus CEO of a software company. A 2 × 2 × 2 design was employed in which message content (visionary/non-visionary), delivery (strong/weak), and organizational performance (high/low) were manipulated. A modified, 7-item version of [Meindl and Ehrlich's \(1988\)](#) Romance of Leadership Scale (RLS-D) served as a covariate. A MANCOVA analysis indicated significant effects of delivery, content, and organizational performance on both perceived leader charisma and effectiveness. The RLS-D was unrelated to either dependent variable as a covariate. The results suggest that strength of delivery is an especially important determinant of perceptions' of leader charisma and effectiveness.

Although speech content and organizational performance cues likewise accounted for variance in these perceptions, their effects were at times offset by those of delivery.



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