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ECOLINGUISTIC APPROACH TO THE ANALYSIS OF THE NOTION "LEADER'S CHARISMA" (BASED ON ENGLISH NON-FICTION LITERATURE)

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Leadership is not a position; it is the continuous process of being responsible for a cause (Nakka, 2019, p. 8).

Abstract

The research attempts to study various aspects and correlations between the verbal and non-verbal characteristics of charismatic leaders from an ecolinguistic perspective. The analysis of the lingual and non-lingual repertoire of a charismatic leader, his main characteristics and correspondence of his verbal, non-verbal and supra-verbal behavior to the ecological principles of communication demonstrates that if the leader avoids using in their speech the elements producing a harmful effect on physical, psychological or emotional state of a partner they can reach ecologically effective influence on the audience. A charismatic leader's identity emerges from psychological and social factors that manifest in their speech. This statement correlates with the principles of ecolinguistics, which involve the analysis of verbal, non-verbal, and supra-verbal phenomena in the unity with natural, social, and psychological factors. Modern English non-fiction literature was chosen as the research material. The non-fiction authors – scientists, psychologists, coaches, and business-trainers, focus the reader's attention on the main criteria for creating the image of a charismatic leader, which includes verbal and non-verbal communicative components, as well as their ecological combinability. Core features that effectively shape the image of a successful leader are charisma and high communicative skills, which include preservation of communicative maxims of quantity, quality, relation, and manner. The focus of ecolinguistic research on a charismatic leader who influences the society and achieves their goals through various means, including language, contributes to further development of the theory of discursive personality. The results of this study can be used in discourse studies, studies of verbal and non-verbal communication, pragmalinguistics, and communication theory.

Keywords: charisma, discursive personality, ecolinguistics, non-verbal communicative component, supra-verbal communicative component, verbal communicative component.



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1. Introduction

The topic of leadership and charisma refers to popular areas of self-development in modern society (Farmer, 2009; Gardner, 2009; Gaspar, 2021; Nakka, 2019; Profiles in Leadership). As it is mentioned in modern non-fiction literature, self-development launches with the awareness of one's own aspirations, because all changes, first of all, commence with the conscious pursuit of the set goals. This idea of conscious actions, deeds and reflections correlates with the basic principles of ecolinguistics. Considering charisma as a sociocentric phenomenon, it can be claimed that such concepts as "leader", "authority", "genius" are related to "charisma" as the features of personal characteristics (Tytarenko, 2022, p. 40). From the point of view of the ecolinguistic approach to the study of this phenomenon, we consider it appropriate to note that the notion "charismatic" in this research is treated as the ecologically effective factor that affects the audience through verbal, nonverbal and supra-verbal means of communication and does not have a harmful effect on the addressee's physical, psychological or emotional state.

The high interest of modern society to non-fiction literature on the topic of leadership and management, as well as the need to turn to ecological communication through modern realities of life determines the *relevance* of this present study. The *object* of our study is the verbal, non-verbal and supra-verbal communicative components used by a charismatic leader. The *subject* is the identification of pragmatic features and functions of verbal and non-verbal components in the image of a "charismatic leader" from the perspective of ecologicalistics and the basics of ecological communication. The research *aim* lies in revealing the verbal and non-verbal repertoire of a charismatic leader, its main characteristics and the compliance of the leader's verbal, non-verbal and supra-verbal behavior with the principles of ecological communication.

2. Method

Research *methods* are based on speech and pragmalinguistic analysis including traditional critical studies of discourse in the ecolinguistic perspective.

Ecolinguistics, which arose as a part of the general "ecological turn" in the humanities and social sciences (Stibbe, 2023), studies the relationship of language and environment, and man and society, in particular (Zhang & Wei, 2020), as well as the mechanisms of their mutual influence. In ecolinguistics, a key feature is the focus on context and engagement. This emphasizes that lingual meanings do not exist independently. Instead, they are only potential meanings that communicators construct during their interaction in a specific context (Shevchenko, 2015, p. 115).

Firstly, the ecolinguistic analysis relates linguistic analysis to the communicative situation and sociocultural, psycholinguistic, and socioeconomic characteristics of the speech community. Secondly, the holistic approach within ecolinguistics views the world as an indivisible whole, characterizing all phenomena in two key ways: 1) the phenomena are interdependent, meaning each unit is linked to others and the entirety; if one element disappears, the nature of another phenomenon changes; 2) they're interactive, demonstrating a two-way interaction where no unit impacts others without being affected itself, although the dominance among the parts may exist without symmetry. Thirdly, ecolinguistics relies on a descriptive frame that emphasizes the mutual transition of the private and the general (universal). The unified approach directs ecolinguists to the theory of general systems and concepts of open systems, dynamics, and origins. The specified theoretical prerequisites define language as an intermediary between cultural and natural ecosystems, and the notion "dynamism" describes changes in personal, situational, and cultural reality (Shepel, 2022, p. 681–682). Such changes in personal and situational reality include a change in the individual's self-awareness on the way to obtaining and accepting the position of a charismatic leader.

A commonly cited definition of ecolinguistics by the International Ecolinguistics Association (IEA) states that "ecolinguistics explores the role of language in the life sustaining interactions of humans, other species and the physical environment" (Stibbe, 2023). One of the most important criteria of ecolinguistics definition is the relationship with anthropocentrism, and therefore, the

scientific study of everything related to a person should be carried out in view of the environment in which they live (Tytarenko, 2022). The principle of environmentalism views language as a tool for organizing society and perceiving the world. It highlights a strong connection between the material aspects, sociocultural factors, and cognitive environments of human existence. The ecological approach in linguistics includes the comprehensive consideration of the context in analyzing natural languages. This approach examines the natural, semiotic, sociocultural, communicative, and cognitive environment of individuals, exploring its influence on language and, conversely, the impact of the language on these environments (Tytarenko, 2022). That is, ecolinguistics presupposes a view on the language within the unity of its internal structure and natural, social, psychological and regional environment (Skrynnik & Soloshchuk, 2022). The personality of a charismatic leader is formed on the basis of psychological and social factors, which are embodied in their speech. Ecolinguistic principles contribute to the formation of the direction of a personality's development on their way to obtaining and assuming the role of a charismatic leader.

The *material* of this present research comprises non-fiction literature on leadership and management. It includes 356 samples selected from scholarly articles, books, and publications that delve into various aspects of leadership theories, management practices, and organizational behavior. The selected literature encompasses studies on effective leadership styles, the role of emotional intelligence in management, organizational development strategies, and the impact of leadership on employee motivation and performance.

3. Findings

The definition of the notion "leader" entails someone within a team or organization shouldering the responsibility of establishing and communicating clear goals to the audience. They further advocate positive actions toward achieving these objectives (Farmer, 2009, p. 3). This definition aligns with ecological principles of communication and interaction. This means that the moral principles and characteristics associated with a charismatic leader's image, as proposed in contemporary non-fiction literature by psychologists, opinion leaders, certified trainers, and business coaches, align with the overall norms of ecological communication. These are deemed effective for interaction.

In the contemporary landscape, following ecological principles of communication does not merely construct effective communicative connections; it also molds the portrayal of a charismatic leader. This approach illustrates an educated individual who comprehends the repercussions of their actions and their influence on humanity as a whole. *«It has truthfully been said that intelligence is our first line of defense» – Allen Dulles's (Director of Central Intelligence) statement regarding the proposed National Security Act of 1947, April 25, 1947* (Profiles in Leadership, p. 34). The conscious use of verbal and non-verbal components lies at the forefront of education and ecological preservation of the image of a charismatic leader.

The results of the research indicate that the main characteristics that form the image of a successful leader are charisma and high communicative skills, which include observance of the core principles of effective communication – quantity, quality, relation, and manner. The research proves that the image of the charismatic leader is effectively built with the help of appropriate verbal, nonverbal, and supra-verbal communicative components.

4. Discussion

Charismatic personalities communicate and manifest their subjectivity through speech and gestures, essential elements for their social actions (Petlyuchenko, 2019, p. 76). The portrait of potential charismatic leaders and the definition of their contrasting features rely on four parameters – biological, social, psychological, and discursive – shaping their charismatic discursive portraits (Petlyuchenko, 2019, p. 78). Contemporary approaches to studying discourse and its types actively form and seek unity in defining this concept. However, discourse analysis makes it possible to reveal different types of interaction between speakers in society, to identify rules and laws used by certain

individuals, who can be considered as representatives of a certain social class, group, profession, etc. The concept of a discursive personality, a complex cognitive and communicative phenomenon, finds active usage in modern linguistics. It requires involvement of both verbal and non-verbal factors to the analysis of this personality (Soloshchuk, 2022, p. 122). In non-fiction, the authors note that the characteristics that form the image of a successful leader are:

• charisma

charisma and charm will instantly help to convey the passion you have and to get people on board. You aim to become a better orator and to better communicate the vision you have for your team and the reasons why it matters (Gaspar, 2021, p. 36);

• high communicative skills

communication is particularly important because it is what will prevent avoidable mistakes. If you are not able to communicate what needs to be done or why, then people will set about completing the wrong task, and with the best will in the world, there will be mistakes (Gaspar, 2021, p. 36).

A charismatic leader reveals his positive professional qualities through effective communication. The postulates of effective communication of a modern charismatic leader mostly coincide with the classical postulates of communication by P. Grice (Grice's maxims – quantity, quality, relation, and manner) (Grice, 1975). Thus, one of the criteria for effective communication is the ability to convey the exact meaning in a short time:

Your objective is to convey the exact meaning you want to in the shortest amount of time. This keeps your 'communication overhead' lower, so that less time is wasted on meetings, and it will also help you to communicate what you need to communicate more efficiently with less margin error (Gaspar, 2021, p. 40).

In this case, it becomes inappropriate to be verbose or to use slang expressions, which is explained by the author from a psychological point of view. Usually communicators act in this way to appear more experienced, but in reality, the interlocutors perceive them as insecure, as those who produce an impression that they want to prove something. Also, verbosity prevents some people from understanding them better, which provokes communicative dissonance.

Definitely, when operating a poor lingual repertoire, human language may seem to be more like the language of a robot. In this case, the principle of relevance is assumed. However, in this case, the principle of relevance implies the primary function of precisely selecting words that reflect either the existing reality or the speaker's thought:

Precision is the ability to convey the exact meaning you want and often this means selecting the right word for the job. Saying 'it's cold today' has a subtly different meaning than saying 'it's freezing today'. What's more, is that the latter conveys more emotion at the same time — and it's that emotion that helps you to motivate and to make people act (such as putting on a coat!). Seeing as the word 'freezing' conveys more information in fewer words, we can safely conclude that this word is more "efficient" and thereby the slightly more decorative language, in this case, was the right choice. When it comes to the written word, efficiency and accuracy become even more important (Gaspar, 2021, p. 41).

From the point of view of the method of transmitting information or "manner" according to P. Grice (1975), the presentation of information is important. Modern postulates of effective communication and leadership also do not deny this component:

It [message] has a branching structure, similar to a tree:

- 1. Fundamental ideas form the "trunk". These are the three or four essentials of the message.
- 2. Next come the "Major themes" of the message that grow from the fundamentals, like branches.
- 3. Later come the "Minor themes" growing from the major.
- 4. Finally, there are the numerous details, like the leaves on a tree.

It is important to deliver your message in a logical order (Farmer, 2009, p. 13).

A charismatic leader's formation encompasses the non-verbal dimension of communication, collaborating with the verbal element, thus, aligning with the leader's specific style. Charismatic rhetoric is additionally shaped by a kinesic (gestural-mimic) component, functionally linked to the prosodic aspects of speech, enhancing communication effectiveness. A gesture, denoting an action or bodily movement, serves as a signaling mechanism through which an individual communicates their presence and intentions concerning specific objects (Petlyuchenko, 2019, p. 78). Notably, charismatic political communication is distinguished by emphatic or contextually appropriate gestures. These gestures, particularly involving hand movements, serve various purposes within the communication process. The speaker employs them to elucidate specific points, complement verbal expressions, underscore key aspects, and reinforce the overall message. The recipient interprets these gestures as a kinematic manifestation of verbal rendering, wielded by the speaker to influence followers and/or opponents, motivating them towards actions aligned with specific objectives (Petlyuchenko, 2019, p. 78). Broad persuasive confident gestures advertise the personality as a charismatic leader:

Those gesticulations are important too. This is the way that you move your hands and your body as you speak and when you do it right, it can make a massive difference to how charming and convincing you seem. The most charismatic people in the world all get this right. When you can move your hands around and use big body language, you take up more space which makes people more interested and engaged with what you're saying. But you also demonstrate more conviction and congruence (Gaspar, 2021, p. 37).

The prosodic specificity of charismatic discourse strengthens all its dynamic and tonal components. In phonetic research, this acoustic effect refers to prosodic intensity, indicating sharp changes in pitch, variations in loudness and tempo, and pauses within crucial statements comprising positive semantics and addresses (Petlyuchenko, 2019, p. 78). Such a prosodic component as the pace of speech serves as an indicator of the speaker's confidence. A charismatic leader, seeking alignment with their established image, strategically employs a deliberately slowed speech tempo, a tactic perceived to enhance persuasiveness among the audience:

Slowing down will instantly help you to come across as more confident because we naturally speak quicker when we're nervous. What's more, is that slowing down will make what you're saying easier to follow, it will give you time to think of your next statement and it will make you appear objectively more intelligent. It even makes your voice sound deeper and helps it to project better (Gaspar, 2021, p. 38).

Furthermore, the deliberate reduction of speech tempo enhances vocal quality, resulting in a more favorable perception by communicative counterparts.

The supra-verbal component also presents a vital part of communication (Skrynnik, 2021). A leader's effectiveness in persuading and guiding holds significant importance, with appearance and attire playing crucial roles in displaying power and influence. Leaders set themselves apart through heightened success, efficiency, and aesthetic appeal, generating legends around their persona. These figures continuously attract an audience and compel involuntary compliance. This phenomenon, known

as charisma, defies measurement or evaluation, yet it precisely shapes history (Gaspar, 2021). External attributes of power and leadership are of great importance, by which some leaders have gone down in history. External attributes play a crucial role in the historical legacy of certain leaders. Winston Churchill's sartorial style, notably his habit of wearing a pocket square alongside his iconic cigar (Figure 1), contributed to his distinctive appearance, reflecting his confidence and authority. Steve Jobs often wore a black turtleneck (Figure 2), symbolizing his minimalist style and innovative mindset.



Figure 1. Winston Churchill



Figure 2. Steve Jobs

Coco Chanel's trademark pearl necklace (Figure 3) signified elegance, sophistication, and a revolutionary approach to fashion. Karl Lagerfeld frequently wore dark sunglasses (Figure 4), becoming a signature accessory in his fashion repertoire.



Figure 3. Coco Chanel



Figure 4. Karl Lagerfeld

They projected an image of enigmatic authority and style. Such external characteristics become decisive in forming the image of a charismatic leader who has gone down in history. That is, appearance and attire, as supra-verbal components of communication, become a kind of "law of attraction":

This might seem shallow, but the fact is that people are more inclined to follow others if they look like leaders. That means you should take care in your presentation – in the way you dress, the way your hair looks, and even your physical fitness. This makes you appear more capable altogether and it also makes it look like you care more. And we've already seen in detail why caring is so important when it comes to motivating a team. This all boils down to what is known as the 'law of attraction'. If you look a certain way and act a certain way, then you will become the person you are already acting like. This is because you will change the way you feel about yourself and you will change the way others see you, therefore changing the way that others treat and respond to you. As the saying goes: dress for the job you want! (Gaspar, 2021, p. 42).

A charismatic leader embodies the very idea that humanity aspires toward, inspiring followers to emulate his image, adopt his appearance, manners, and embrace his life principles. Society willingly follows this leader due to its aspiration to mirror this ideal.

Modern writers, psychologists, and practitioners offer abundant advice on enhancing the mental abilities of a charismatic leader. They advocate for improving memory, boosting mental activity and intellectual endurance, fortifying the power of thought, fostering general intelligence, augmenting learning abilities, refining concentration skills, elevating brain energy, nurturing focused abilities, heightening mental alertness (Gardner, 2009, p. 14). These components contribute to the supra-verbal indicators shaping a charismatic leader's image, reinforcing their societal position, and amplifying the efficacy of their endeavors.

From a psychological perspective, a charismatic leader's formation stems significantly from their nuanced approach to the audience, encompassing various facets such as their adeptness in captivating the crowd's attention, leveraging persuasive rhetoric, employing empathetic communication, demonstrating exceptional emotional intelligence, fostering a sense of trust and rapport, and skillfully adapting to diverse audiences' needs and preferences. This multifaceted interaction with the audience shapes the leader's charisma, dictating their influence, impact, and effectiveness in garnering support and inspiring action. Oden (1982) claims:

The jargon of charismatic movements, floating freely in the linguistic atmosphere of verbal formalities, gets rid of spontaneity, sincerity and understanding, and this leads to the transformation of a person's psychological intuition into a set of standardized observations and makes his lexicon a means of combating countless variants of problems (Oden, 1982, p. 30–33).

A truly charismatic leader who enjoys influence and popularity in society must understand the psychology of his audience, applying his psychological intuition in the right direction, namely to maintain contact with the audience through harmonious, "ecological" communication by means that do not harm the physical, psychological and emotional health of communicators.

The table below summarizes the aspects of a charismatic leader's portrait (Table 1):

Table 1. The aspects of a charismatic leader's portrait.

Aspect	Key points
Verbal repertoire	Effective communication relies on charisma, high communicative skills, and conveying precise meanings efficiently.
Non-verbal repertoire	Charismatic personalities communicate and manifest their subjectivity through speech and gestures, essential elements for their social actions. The use of emphatic gestures, slowing speech tempo, and deliberate non-verbal cues enhance communication effectiveness.
Supra-verbal repertoire	Appearance, attire, and external attributes contribute to forming the image of a charismatic leader and their historical legacy.
Psychological aspects	Understanding audience's psychology, empathetic communication, and maintaining ecological communication are key for charismatic leaders.

5. Conclusions

In scholarly exploration, charisma encapsulates a constellation of distinct qualities and attributes inherent to an individual, enabling them to magnetize, captivate, forge unity, and motivate others through their compelling presence and persuasive abilities. This charismatic personality transcends mere individual traits, embodying a captivating aura that engenders trust, resonates with diverse audiences, and inspires collective action. A contemporary charismatic leader's image is intrinsically intertwined with their profound engagement and adeptness in navigating societal interactions and communication channels. Their effectiveness hinges on fostering meaningful connections, articulating a compelling vision, exhibiting authenticity, empathy, and resonance, all of which are pivotal in sculpting an enduring and impactful image within society. That is, the image of a charismatic leader arises from his verbal, non-verbal, and supra-verbal expressions.

Modern nonfiction literature offers the principles and features of creating this image, pointing out the need to observe communicative norms, which, for the most part, coincide with the classical postulates – the conversational maxims of P. Grice. The main direction of our research is the ecolinguistic approach, which allows to compare the correspondence of the image of a charismatic leader to the ecological principles of communication. This comparison illustrates that adhering to communicative norms and principles remains vital for effectively gaining and preserving the image of a charismatic leader. By drawing from a wide array of sources, this present research provides a comprehensive understanding of the discourse surrounding leadership and management, exploring key concepts and emerging trends within the field.

Additionally, the review of non-fiction literature contributes to the synthesis of existing knowledge, forming a foundation for the analysis and discussion of leadership principles in diverse organizational contexts.

The *prospects* for further research include the consideration of gender and age aspects of the formation of the image of a charismatic leader, which will contribute to the further development of the theory of discourse in general, the theory of discoursive personalities in particular, and the development of an ecolinguistic approach to the study of discourse.

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ЕКОЛІНГВІСТИЧНИЙ ПІДХІД ДО ВИВЧЕННЯ ПОНЯТТЯ «ХАРИЗМА ЛІДЕРА» (НА МАТЕРІАЛІ АНГЛОМОВНОЇ НАУКОВО-ПОПУЛЯРНОЇ ЛІТЕРАТУРИ)

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Анотація

Дослідження спрямоване на вивчення різних аспектів та взаємозв'язків між вербальними та невербальними характеристиками харизматичних лідерів з еколінгвістичної перспективи. Аналіз мовленнєвого та немовленнєвого репертуару харизматичного лідера, його основні характеристики та відповідність його вербальної, невербальної та надвербальної поведінки екологічним принципам комунікації демонструє, що якщо лідер уникає використання елементів у мовленні, що мають шкідливий вплив на фізичний, психологічний чи емоційний стан партнера, він може досягти екологічно ефективного впливу на аудиторію. Особистість харизматичного лідера формується на основі психологічних та соціальних чинників, які проявляються у його мовленні. Це твердження відповідає принципам еколінгвістики, які включають аналіз вербальних, невербальних надвербальних явищ у взаємодії з природними, соціальними та психологічними факторами. В якості матеріалу дослідження використовувалась сучасна англомовна науково-популярна література. Автори науково-популярних робіт – вчені, психологи, коучі та бізнес-тренери – зосереджують увагу читача на основних критеріях створення образу харизматичного лідера, до яких відносяться вербальні та невербальні комунікативні компоненти, а також їх екологічна відповідність. Дослідження зосереджено на тому, як висвітлені у науково-популярних текстах критерії створення образу харизматичного лідера та як вони відображають ідеї еколінгвістики про взаємодію мовленнєвих та немовленнєвих проявів особистості. Основними рисами, що ефективно формують образ успішного лідера, ϵ харизма та високі комунікативні навички, включаючи дотримання конверсаційних максим: кількості, якості, релевантності та манери мовлення. Фокус еколінгвістичних досліджень на харизматичному лідері, який має вплив на суспільство та досягає своїх цілей за допомогою різних засобів, включаючи мовлення, сприяє подальшому розвитку теорії дискурсивної особистості. Це дослідження відкриває можливості для розуміння, як мовленнєві та немовленнєві ресурси впливають на сприйняття харизматичного образу лідера в сучасному світі, а також вкладає у розвиток концепції дискурсивної особистості з еколінгвістичної перспективи. Результати цього дослідження можуть бути використані в дискурсивних дослідженнях, вивченні вербальної та невербальної комунікації, прагмалінгвістиці та теорії комунікації.

Ключові слова: дискурсивна особистість, вербальний комунікативний компонент, надвербальний комунікативний компонент, невербальний комунікативний компонент, еколінгвістика, харизма.