

FROM *Theodor Herzl: The Charismatic Leader*

**T**he early Zionist movement was particularly dependent upon charismatic leadership because it was small, weak, and scattered, without mechanisms of patronage or means of coercion. Herzl had nothing to offer his followers but hope and nothing to maintain their support but trust. Herzl's charisma was formidable, and he was well aware of his powers. But charisma is culturally specific. Had Herzl been dropped into a different era or continent he might not have been charismatic or prepossessing at all. Under different circumstances, Herzl might have been nothing more than a . . . demi-intellectual, whiling away his days in cafés, scribbling feverishly in a diary.