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Abstract

Personality and transformational leadership were studied with regard to subordinates' and leaders' opinions. The personality was studied with Myers–Briggs Type Indicator (MBTI). Transformational leadership was measured with a modified Finnish version of Kouzes and Posner's (1998) Leadership Practices Inventory. In order to widen and deepen the knowledge of this area, the study concentrated also on the impact of personality on subordinates' expectations of leaders and their experiences of development discussions.

The main question of this study was: Is there a connection between personality and transformational leadership? Five articles studied this question from different aspects. In the first article the subordinates' expectations of leaders were studied in order to have the background to the differences concerning transformational leadership. The next three articles concentrated on subordinates' and leaders' appraisals of leaders' transformational leadership behaviour. These appraisals were studied on different personality aspects and the impact of subordinates' personality on ratings was studied, as well. The fifth article deepens the knowledge of transformational leadership, concentrating on the concrete individual level of the leadership situation i.e. development discussions.

Overall, the results indicated that personality has influence on transformational leadership from the perspectives of subordinates and leaders. The subordinates' expectations of leaders by personality supported the MBTI–theory. In transformational leadership, the subordinates who were extraverted and/or feeling types tend to appraise their leaders more positively than their introverted and thinking counterparts. According to leaders themselves many significant differences occurred in their ratings. Extraverted, intuitive and perceiving types regarded themselves as more transformational than introverted, sensing and judging types. In case of the most common types of leaders (ESTJ, ISTJ, ENTJ, INTJ) ENTJ and ESTJ appraised themselves as more transformational than ISTJ and INTJ. In case of subordinates' ratings of their leaders, fewer significant results were found. The subordinates regarded sensing leaders as more transformational than intuitive leaders. With regard to development discussions some tendencies could be drawn from the results. These tendencies indicated that there are differences due to the personality on individual level also. From these results it could be seen that leaders themselves distinguish their transformational behaviour due to the personality more clearly than their subordinates.