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Hautala, T. M. (2005). Type and transformational Leadership - Comparison of subordinates' and leaders' ratings. *Journal of Psychological Investigations, Vol.3.*

Abstract

Focusing on the relationship between personality and transformational leadership, the views of leaders regarding transformational leadership behaviour are compared with subordinates' appraisals. Hence, the focus of the study is on the relationship between Myers-Briggs personality types and transformational leadership. Transformational leadership is measured using a Finnish version of Leadership Practices Inventory (LPI). The inventory consists of five dimensions, characterizing transformational leadership: Visioning, Challenging, Enabling, Modeling and Rewarding. 531 leaders appraised themselves and 432 subordinates appraised their leaders. The differences of personality types between those leaders who appraised themselves as most transformational are compared with those leaders who were appraised as most transformational by subordinates.

Several significant differences occurred. For example subordinates appraised ESTJs and ISTJs as more Challenging than they appraised themselves. On the contrary, ENFPs and ENTJs were appraised by subordinates as less Challenging than they thought they were. Concerning these results overall, the leaders whose self-ratings were inaccurate were ISTJs, ENFPs, ESTJs and ENTJs. ISTJ leaders tend to underestimate their transformational leadership behaviour whereas ENTJs and ENFPs tend to overestimate their transformational behaviour. ESTJs regarded themselves higher in one dimension and lower in other than their subordinates.