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Hautala, T. M. (forthcoming) TJ Leaders as transformational leaders – Followers' and leaders' appraisals. *Journal of Psychological Type*.

Abstract

This study focused on the relationship between the most common types (ENTJ, ESTJ, INTJ, ISTJ) of managers and transformational leadership. The sample included Finnish leaders and followers. Both the leaders' self-ratings and subordinates' appraisals were studied. Leaders' personality had significant impact on their self-ratings of their transformational behavior in all five dimensions (Visioning, Challenging, Enabling, Modeling, Rewarding) and in Overall Transformational Profile as well. The subordinates' opinions showed significant differences concerning in two dimensions of transformational leadership qualities (Challenging and Rewarding). From the leaders' perspective, ENTJs and ESTJs saw themselves as most transformational. The subordinates' results were quite different, even if significant differences did not occur, identifying ESTJs as most transformational and ENTJs as among the least transformational.