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CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 15

Personality Types and Leadership

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Image Source: <https://www.verywellmind.com/the-myers-briggs-type-indicator-2795583>

“The quality of peoples’ lives depends on their careers. The quality of peoples’ careers depends on their organizations. The fate of their organizations depends on their leadership. Leadership depends on personality. Personality, leadership, career success, and organizational effectiveness are linked.”

-Dr. Robert Hogan, the Founder of Hogan Assessments

Difference between TRAITS AND TYPES

- **A trait** is a characteristic pattern of behavior or conscious motive which can be self-assessed or assessed by peers. **The term type** is used to identify a certain collection of traits that make up a broad, general personality classification.
- Types are sometimes said to involve qualitative differences between people, whereas traits might be construed as quantitative differences.
- **Psychological typologies** are often expressed in terms of polar opposites. Typologies tend to put people into discrete psychological categories and emphasize the similarities among people in the same category and difference between people of different types regardless of actual score.



Psychological Preferences as a Personality Typology

- Myers-Briggs Type Indicator (MBTI) measures psychological preferences, or “mental habits.”
- This is a tool which is frequently used to help individuals understand their own communication preference and how they interact with others. Having an awareness of what MBTI is can help you adapt your interpersonal approach to different situations and audiences.
- Each year over 2 million people take the MBTI, one of the most popular psychological test.
- The MBTI is very popular in college leadership courses, formal leadership training programs, and team building interventions.



Myers-Briggs Type Indicator (MBTI)

MBTI has four basic preference dimensions.



Source: <https://image.slidesharecdn.com/oppmbtistepishortgroupfeedbacken-copy-150603143116-lva1-app6891/95/personality-workshop-university-of-westminster-skills-academy-12-638.jpg?cb=1433341978>

Myers-Briggs Type Indicator (MBTI)

Characteristics and Careers Frequently Associated with each Myers-Briggs Type

ISTJ (Introversion/Sensing/Thinking/Judging)

Responsible, organized, perfectionistic, detail oriented, private, punctual, dutiful, cautious, would rather be friendless than jobless, insensitive to hardships of others

Favored Careers: Scientist, Engineer

Disfavored Careers: Entertainer, Musician

ISFJ (Introversion/Sensing/Feeling/Judging)

Polite, rule abiding, dutiful, dislikes competition, frightens easily, timid, socially uncomfortable, not spontaneous, apprehensive, guarded, suspicious

Favored Careers: Homemaker, Librarian

Disfavored Careers: Performer, CEO

ESFP (Extraversion/Sensing/Feeling/Perceiving)

Outgoing, social, talkative, modest, emotional, happy, disorganized, spontaneous, suggestible, prone to crying, likes being the center of attention, likes teamwork

Favored Careers: Hair Stylist, DJ, Nurse

Disfavored Careers: Researcher, Programmer

ESTJ (Extraversion/Sensing/Thinking/Judging)

Organized, group oriented, focused, conventional, planful, realistic, hard working, stiff, content, regular, strict, disciplined, meticulous, strong sense of purpose

Favored Careers: Executive, Banker, Lawyer

Disfavored Careers: Poet, Artist, Musician



Myers-Briggs Type Indicator (MBTI)

Characteristics and Careers Frequently Associated with each Myers-Briggs Type

ISTP (Introversion/Sensing/Thinking/Perceiving)

Hidden, private, loner, insensitive to others, dislikes sharing feelings, lower energy, messy, avoidant, submissive, prefers intellectual pursuits over relationships

Favored Careers: Engineer, Programmer

Disfavored Careers: Artist, Florist, Teacher

ESFJ (Extraversion/Sensing/Feeling/Judging)

Outgoing, does not like being alone, open, easy to read, considerate, loving, follows the rules, clean, altruistic, values organized religion

Favored Careers: Wedding Planner, Nurse

Disfavored Careers: Scientist, Astronaut

ISFP (Introversion/Sensing/Feeling/Perceiving)

Disorganized, easily distracted and disturbed, self-doubting and not self-confident, indecisive, does not like leading, private, modest

Favored Careers: Teacher, Singer, Carpenter

Disfavored Careers: Marketer, Judge, Lawyer

INFJ (Introversion/Intuition/Feeling/Judging)

Anxious, cautious, creative, smart, private, values solitude, does not like to be looked at, easily offended, moody, fears rejection

Favored Careers: Therapist, Editor, Painter

Disfavored Careers: Pilot, Business Owner



Myers-Briggs Type Indicator (MBTI)

Characteristics and Careers Frequently Associated with each Myers-Briggs Type

ESTP (Extraversion/Sensing/Thinking/Perceiving)

Emotionally stable, content, thick skinned, decisive, adjusts easily, likes crowds, outgoing, disorganized, messy, risk taker, fearless, enjoys sports, likes to lead, good presenter

Favored Careers: CEO, Pilot, Spy, Bar Owner

Disfavored Careers: Novelist, Librarian, Florist

INFP (Introversion/Intuition/Feeling/Perceiving)

Idealist, daydreamer, smart, creative, impulsive, moody, disorganized, prone to lateness, private, attracted to sad things, prone to regret, submissive, easily discouraged

Favored Careers: Cartoonist, Writer, Activist

Disfavored Careers: Executive, Administrator

INTJ (Introversion/Intuition/Thinking/Judging)

Loner, detached, values solitude, socially uncomfortable, unhappy, analytical, critical, suspicious, orderly, prepared, clean, punctual, perfectionistic, rarely shows anger

Favored Careers: Engineer, Neurosurgeon

Disfavored Careers: Performer, Ad Executive

ENTP (Extraversion/Intuition/Thinking/Perceiving)

Thrill seeker, rule breaker, risk taker, adventurous, life of a party, outgoing, adaptable, not easily offended, emotional stable, dominant, improviser, carefree

Favored Careers: Homemaker, Librarian

Disfavored Careers: Performer, CEO



Myers-Briggs Type Indicator (MBTI)

Characteristics and Careers Frequently Associated with each Myers-Briggs Type

INTP (Introversion/Intuition/Thinking/Perceiving)

Likes the esoteric, likes science fiction, skeptical, rule breaker, unemotional, loner, detached, does not think they are weird but others do, fantasy prone, disorganized

Favored Careers: Philosopher, Mortician

Disfavored Careers: Social Worker, Supervisor

ENFP (Extraversion/Intuition/Feeling/Perceiving)

Outgoing, social, disorganized, easily talked into doing silly things, pleasure seeking, irresponsible, thrill seeker, unconventional, impulsive, prone to losing things

Favored Careers: Actor, Artist, Filmmaker

Disfavored Careers: Analyst, Banker, Engineer

ENFJ (Extraversion/Intuition/Feeling/Judging)

Emotional, loving, social, positive, affectionate, image conscious, considerate, easily hurt, religious, neat, perfectionistic, ambitious, hard working, touchy, seductive

Favored Careers: Critic, News Anchor, Dancer

Disfavored Careers: Scientist, Truck Driver

ENTJ (Extraversion/Intuition/Thinking/Judging)

Decisive, adventurous, fearless, engaged, self centered, image conscious, opinionated, ambitious, hates to be bored, narcissistic, arrogant, driven, critical, orderly

Favored Careers: Consultant, Lawyer, Spy

Disfavored Careers: Chef, Singer, Artist



Common Uses for MBTI Include:

- Resolving conflict
- Leadership style
- Managing Change
- Valuing Diversity
- Considering team and organizational culture
- Problem-solving
- Developing yourself
- Working with teams
- Understanding stress reactions
- Career development
- Working relationships
- Communication style

Implications of Preferences and Types

- Leaders are disproportionally distributed across a handful of types.
- Despite being useful, the MBTI has limitations.
 - Types are not stable over time.
 - There are major development changes in distribution of types with age.
 - The utility of typing systems remains uncertain because the behaviour of two people in the same type may vary as greatly as that of people of different types.
 - Typologies can facilitate the oversimplification of behavior and the rationalization of misbehaviour.

Type A and B Personality Type

- Individual characteristics are vital in the classification of the individuals as either personality type A or B. The theory of personality type is thus based on individual differences and characteristics, as well as behavior as depicted by individuals.
- These can however coagulate to similarities and differences, especially when faced with particular situations.

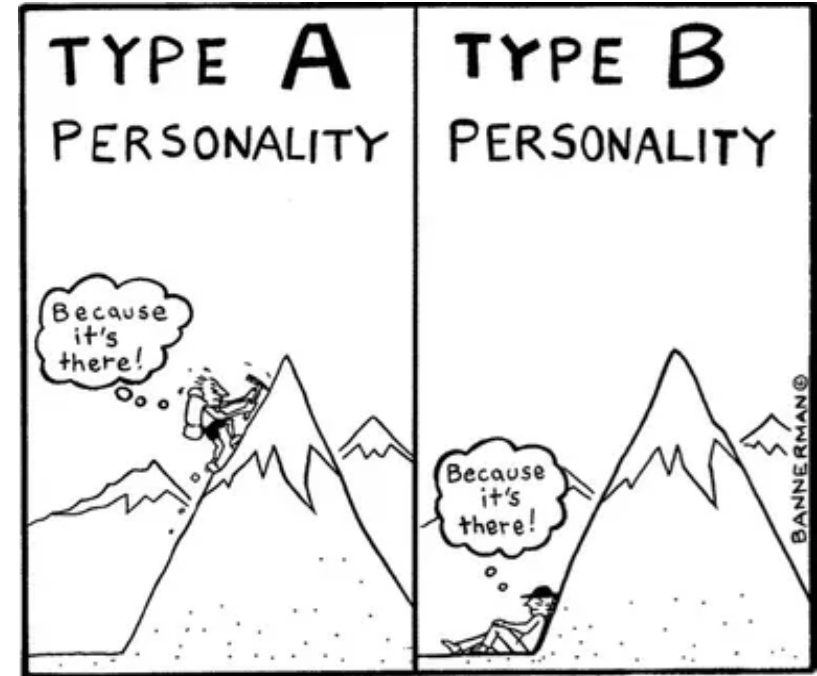


Image Source : <https://www.simplypsychology.org/TypeATypeBCartoon.jpg?ezimgfmt=rs:382x319/rscb26/ng:webp/ngcb26>

Characteristics of Type A Personality

- Competitive
- Angered easily
- Feel Pressure
- Impatient
- Super motivated
- Live at higher stress levels
- Time Conscious
- Driven by the need to succeed
- Often enjoy being in control and being successful (Ex: business careers)

Type A behavior is expressed through three major symptoms:

- **Free-floating hostility:** which can be triggered by even minor incidents.
- **Time urgency and impatience:** which cause irritation and exasperation usually described as being “short-fused”
- **A competitive drive:** which causes stress and an achievement-driven mentality.

The first of these symptoms is believed to be covert and therefore less observable, while other two are more overt.

Characteristics of Type B Personality

- Relaxed
- Easy Going
- Live at lower stress levels
- Enjoy achievement but will not stress over a loss
- Often Creative
- Reflective
- Tend to work steadily
- Not highly competitive
- Often find enjoyment mediating or in the arts

John Holland's Theory

- According to John Holland's theory, most people are one of six personality types.
 1. Realistic
 2. Investigative
 3. Artistic
 4. Social
 5. Enterprising
 6. Conventional



Image Source: https://letstalkscience.ca/sites/default/files/styles/x_large/public/2020-10/Holland_hexagon_with_text_0.png?itok=UJ8MQijO

REALISTIC Type of Personality

- Enjoys working with animals, tools, or machines
- Generally avoids social activities such as teaching, healing, and informing others
- Is skilful when working with tools, mechanical or electrical drawings, machines, or plants and animals
- Values practical things you can see, touch, and use, such as plants and animals, tools, equipment, or machines
- Sees self as practical, mechanical, and realistic.



Image Source: <https://twitter.com/123test/status/995016096402026496/photo/1>

INVESTIGATIVE Personality

- Enjoys studying and solving math or science problems
- Generally avoids leading, selling, or persuading people
- Is good at understanding and solving science and math problems
- Values science
- Sees self as precise, scientific, and intellectual



Image Source: https://lh3.googleusercontent.com/proxy/n0dheLjAzDP1Ye9M8r4s8NF88G04j5alyNS-jA13oWTJRNTy7tauwZgmdndFzmyse9-82KSqLq78d3E5T5nGgoPbJY6jiU2H3hv6_ylcHdVxyixntTdLEh7b

ARTISTIC Personality

- Enjoys creative activities such as art, drama, crafts, dance, music, or creative writing
- Generally avoids highly ordered or repetitive activities
- Has good artistic abilities in creative writing, drama, crafts, music, or art
- Values creative arts such as drama, music, art, or the works of creative writers
- Sees self as expressive, original, and independent



Image Source: <https://www.yourfreecareertest.com/artist/>

SOCIAL Personality

- Enjoys doing things to help people such as teaching, nursing, giving first aid, or providing information
- Generally avoids using machines, tools, or animals to achieve a goal
- Is good at teaching, counselling, nursing, or giving information
- Values helping people and solving social problems
- Sees self as helpful, friendly, and trustworthy



Image Source: <https://www.psychologistworld.com/images/articles/a/575x360-v-as-63266090.jpg>

ENTERPRISING Personality

- Enjoys leading and persuading people, and selling products and ideas
- Generally avoids activities that require careful observation and scientific, analytical thinking
- Is good at leading people and selling things or ideas
- Values success in politics, leadership, or business
- Sees self as energetic, ambitious, and sociable



Image Source: <https://www.pinterest.com/pin/24418022953732913/>

CONVENTIONAL Personality

- Enjoys working with numbers, records, or machines in a set, orderly way
- Generally avoids ambiguous, unstructured activities
- Is good at working with written records and numbers in a systematic, orderly way
- Values success in business
- Sees self as orderly, and good at following a set plan



Image Source: <https://www.quill.com/content/index/resource-center/office-furniture-tips-ideas/faq/which-holds-more-vertical-or-lateral-file-cabinets/>

Summary of John Holland's Theory

- In our culture, most persons are one of six personality types: realistic, investigative, artistic, social, enterprising, and conventional.
- People of the same personality tend to flock together, and when people of the same personality type work together, they create an environment that fits their type.
- People who choose to work in an environment similar to their personality type are more likely to be successful and satisfied with their jobs.

WHAT TYPE
AM I?



REALISTIC
'THE DO-ER'

INVESTIGATIVE
'THE THINKER'

ARTISTIC
'THE (RE)ATOR'

SOCIAL
'THE HELPER'

ENTERPRISING
'THE PERSUADER'

CONVENTIONAL
'THE ORGANISOR'

Image Source: <https://www.jobpersonality.co.uk/dynamic/media/17/images/what%20type%20am%20i.jpg>

Case Study: The Power of Quiet

- If someone labeled, you an “introvert” how would it make you feel?
 - Judging from research on social desirability, most of us would prefer to be labeled extroverts. Normal distributions being what they are, however, half the world is more introverted than average. Susan Cain, in her bestselling book quiet makes three arguments.
1. **We see ourselves as extraverts:** Introversions is generally seen as undesirable, partly because extraverts like being in charge and are more apt to shape environment to fit their wishes. “Many of the most important institutions of contemporary life are designed for those who enjoy group projects and high levels of stimulation.”

Case Study: The Power of Quiet (Cont.)

2. **Introversion is driven underground:** Thanks to social norms and structures, introverts often forced to be close introverts' action according to an extraverted ideal, even if that is not their personality at heart. Think about it. If someone comments “you are awfully quiet,” they nearly always assume an underlying problem, as if not being quiet is the norm.
3. **Extraversion is not all its cracked up to be:** Because introversion is suppressed, we cause the introverts of the world distress and fail to capitalize on the many virtues of introversions. We may overlook the quiet, thoughtful introvert when choosing a leader, we may quell creativity by doing most of our work in groups, and we may mistake appearance of reality (“don’t mistake assertive or eloquence for good ideas *cain* writes society may unwittingly push people to take risks more than is warranted, to act before they think, and to focus on short term rewards above all else.

Case Study: The Power of Quiet (Cont.)

- Cain is not anti-extravert. She simply thinks we should encourage people to be who they truly are, and that means valuing extraversions and introversions. She concludes, “The next time you see a person with a compound face and soft voice, remember that insider her mind she might be solving an equation, composing a sonnet, designing a hat. She might, that is, be deploying the power of quiet.”

Questions:

1. Do you agree with Cain’s arguments? Why or Why not?
2. Would you prefer to be more introverted, or more extraverted, than you are? Why?
3. Would you classify yourself as introverted or extraverted? How would people who knows you describes you?

Research Paper



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The relationship between personality and transformational leadership

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Revised September 2005
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Purpose:

- The aim of this study is to investigate the relationship between personality and transformational leadership from particular aspects: Are certain personalities more transformational than others? Are appraisals of subordinates similar to leaders' own concerning their transformational leadership behaviour? Do some personalities appraise themselves more positively than others? The purpose is to discover the different views about personality's impact on the behaviour of leaders as well as to gain some new insights into how this information could be used.



Design/methodology/approach:

- The approach taken was quantitative analyses of 439 leaders and 380 subordinates. Research limitations/implications – Even if sample size is relatively extensive, it represents mainly middle-level leaders. More data would be needed to gain the overall picture of this topic in all leadership levels.

Findings

- Results indicated that the relationship between personality and transformational leadership exists. Subordinates' and leaders' ratings did not converge. According to leaders' self-ratings, the extraverted, intuitive and perceiving preferences favour transformational leadership. On the contrary, subordinates' ratings indicated that leaders with sensing preference are associated with transformational leadership.

Implications

- The results of this study could be used in leadership training and development. The patterns evident in the results of this study, when using MBTI, can especially be applied as a basis for further discussions on transformational leadership.
- For example, basing on subordinates' appraisals, private introverts and logical thinking leaders could concentrate more on rewarding, theoretical intuitive leaders on visioning, modelling and rewarding and organized judging leaders on challenging. Also, the mutual understanding of different personalities would enhance the interaction and communication at organizations.
- Thus, the personality-based training for leaders would be helpful in finding the strengths and development areas in persons' leadership style.

BOOK RECOMMENDATION

Psychological Types

Publisher: Routledge
1st edition (26 September 2016)

Authors: Carl Gustav Jung

Language: English

Paperback: 568 Pages

ISBN: 1138687421

ISBN13: 978-1138687424

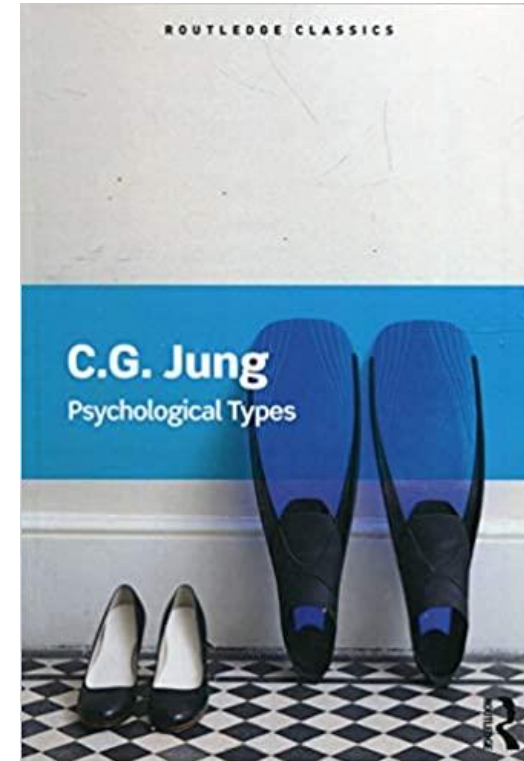
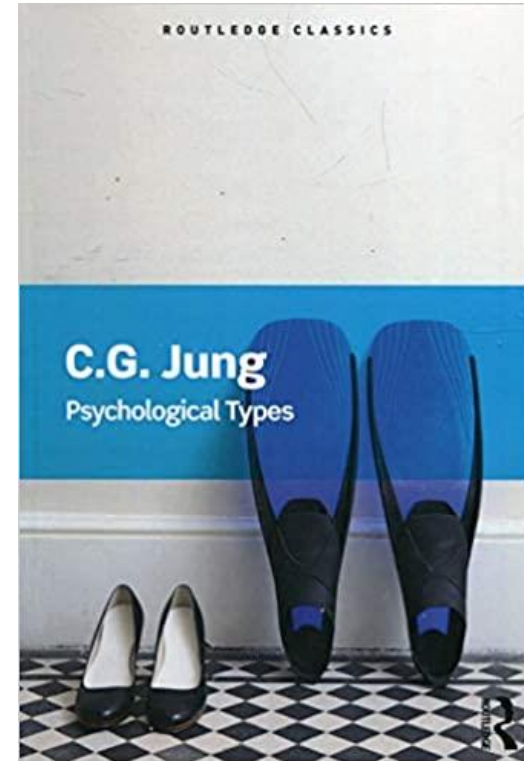


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

BOOK RECOMMENDATION

- Psychological Types is one of Jung's most important and famous works. First published in English by Routledge in the early 1920s it appeared after Jung's so-called fallow period, during which he published little, and it is perhaps the first significant book to appear after his own confrontation with the unconscious.
- It is the book that introduced the world to the terms 'extravert' and 'introvert'. Though very much associated with the unconscious, in Psychological Types Jung shows himself to be a supreme theorist of the conscious. In putting forward his system of psychological types Jung provides a means for understanding ourselves and the world around us: our different patterns of behaviour, our relationships, marriage, national and international conflict, organizational functioning.

Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>



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THANK YOU

