Effective Leadership is a Self-concept: How Important is to Know your Psychological Type for Being an Effective Leader

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Leadership focuses on leading followers towards their goal in a path aligning with vision and strategies. The primary responsibility of the leader lies in motivating and inspiring subordinates to achieve their goals. According to human services organization, administration is combination of leadership and management (Roberts-D & Packard T, 2002). High performance team is the team that performs extraordinarily well compared to the other teams and exceeds expectations, which is a major aspect that helps organization to succeed. There are obstacles in creating and maintaining these high-performance teams. It is more important to have these high-performance teams in place when, there are situations where the task is difficult, require more innovation, lack clarity. All these situations require high commitment, involvement and quality of work from the teams. An effective leadership equation helps in this process (William J& Scott G, n. d). It is important for leaders to ensure motivation of subordinates in order to have a vision and work towards the same. This can be achieved only when a leader influences their followers in right direction towards achieving a common goal. Hence leadership is influencing and setting right examples. (Wasim A & Imran A, 2010)

LEADERSHIP IS BEYOND DIRECTING THE FOLLOWERS

There are many studies that explain the importance of personality facet of leaders which create an impact on their leadership styles. Joel, has suggested the MBTI and Five factor model as a useful diagnostic tool for accessing the personality facet of a leader. In his study the leaders were divided into two groups: successful leaders and effective leaders. Successful leaders were leaders who were promoted frequently and had fast career growth, on the other had the effective leaders were leaders who focused more on human resources administration which resulted in a high-performance team with more committed and motivated subordinates (Joel D,2010)

The literature review elucidates the importance of leadership in the current era, theories on leadership and research made in this area. From a broad perspective there is no one particular leadership style that is right and should be followed with everyone, it is the preference of the followers (subordinates) that determine the best leadership style.

It was observed that earlier studies in the past were focusing on a set of rigid leadership styles to be followed by leaders focusing on their position power. Those studies were focused more on leaders than taking into consideration the needs of the followers (subordinates).

On the basis of review of literature following conceptual framework is developed and presented below
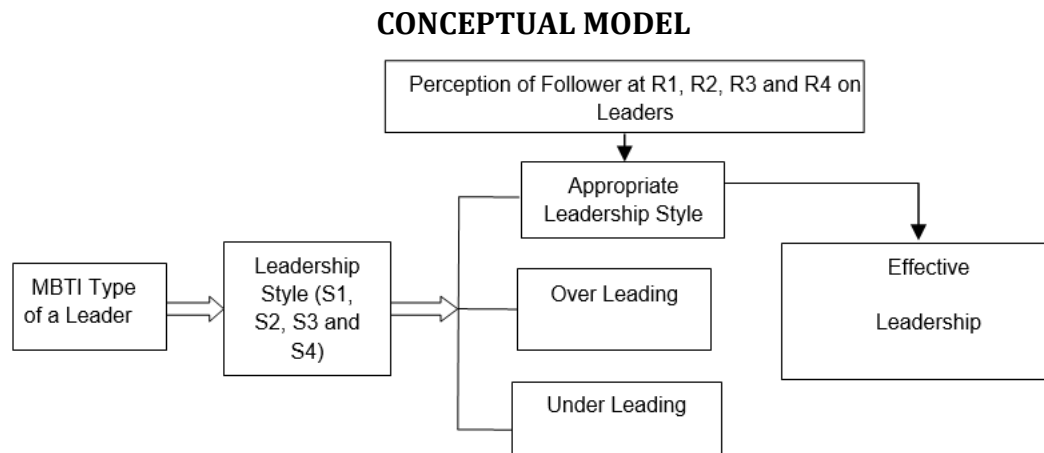
CONCEPTUAL MODEL

Figure 1: Conceptual Model for Effective Leadership

The figure 1 is the model build for this study after having done a thorough literature review explaining about the relationship between MBTI and situational leadership and the connecting leadership theories this model is being developed with the idea of generating an instrument based on the model and arriving at the results for effective leadership. This model integrates Leadership styles, Readiness Levels and MBTI types of leader, wherein the MBTI type of a leader helps in knowing the natural preferences of a leader and the impact that it creates in the leadership styles exhibited by them. This would in turn help the leaders to modify their leadership styles appropriate to the readiness levels of their followers.

There is a MBTI instrument that gives the personality type of individuals and Situational leadership questionnaire that explains the leadership styles of the individuals, but there are no instruments developed integrating these two concepts where the leader understands if their leadership style exhibited is over leading, under leading or appropriate to the followers. This model is created to build an instrument linking MBTI and Situational leadership and capture the over leading, under leading or appropriate leadership style of a leader taking into consideration the expectation of the followers.

The objectives are the basis of the comprehensive model for this study. This captures different leadership styles exhibited by leaders at different situations to different subordinates. This model was tested by using an instrument developed for this research.

DESCRIPTION OF THE MODEL
MBTI Type of Leader
MBTI is a psychological instrument developed by Isabel Briggs Myers and her mother, Katharine Cook Briggs, this has been used by people around the world over 60 years to understand their personality and interests. They created 16 types with the description explaining individual's personality (Joseph, 2009). The report will also help in understanding the differences of each type. These personality types are exhibited by four letters based on their

four preferences namely Extroversion/Introversion (E/I), Sensing/Intutive(S/N), Thinking/Feeling (T/F), Judging/Perceiving (J/P). All the 16 types are derived with different combinations from the above four preferences. The terms used, have a technical meaning related to MBTI rather than the word by itself (CPP, 2009) .

Leadership Styles

The situational leadership theory was developed by Paul Hersey and Ken Blanchard in 1969 and it proposed that effective leadership depends on the ability of the leader to change his or her behavior to suit the situation. The task and relationship behaviors are called directing and supporting behaviors. Hersey and Blanchard (1977) highlighted four different types of leadership behavior namely - telling (S1-high directive, low supportive), selling (S2-high directive, high supportive), participating (S3-low directive, high supportive), and delegating (S4-low directive, low supportive).

READINESS LEVELS

The role of a leader is to continuously monitor and acclimatize their leadership behavior to each follower's task maturity (i.e.) Readiness Levels like R1- unable and unwilling Task, R2 – Unable but Willing, R3 – Able but Unwilling and R4 – Able and Willing. R1 being low maturity on performing a task and R4 being high on performing a task (Module 16, Update). According to situational leadership theory, successful leadership lies in choosing an appropriate leadership style based on the readiness level of the followers. The importance of followers in determining the effective leadership style is because it is followers who accept or reject a leader. The term readiness level means the ability and willingness to perform a specific task. The Situational leadership focuses on flexible leaders using appropriate behavioral responses at various situations. (YaserM,2012).

Perception of Followers

Leaders are perceived to be over leading, under leading or appropriate.According to (Hal F, 2001) . Leadership style might be appropriate, over leading (subordinates feel leaders are over doing) or under leading(subordinates feel leaders are not giving them the required guidance) to their followers at various readiness levels.

Effective Leadership

Knowing the MBTI types of a leader will help the leaders to understand their leadership style (S1, S2, S3 and S4) and would help them to change or modify the same to suit the readiness level of their followers in order to be effective. The leaders are effective when their leadership is perceived as appropriate by the followers at various readiness levels (R1- unable and unwilling Task, R2 – Unable but Willing, R3 – Able but Unwilling and R4 – Able and Willing).

INSTRUMENT (QUESTIONNAIRE) DEVELOPMENT

An instrument (Questionnaire) was developed based on preferences of individuals and their leadership styles in consideration of leaders in various situations. This questionnaire focused on the factors like leadership style, MBTI preference of leaders, readiness levels of followers, situations and follower's perception about the leaders.

This instrument was given to leaders who were aware of their MBTI type (16 types) and their leadership style (S1, S2, S3 and S4). As the questions in the instrument (Questionnaire) was also developed capturing different situations in which a leader would respond to the needs of the followers, the results showed how each leader would be perceived by their followers at various readiness levels (R1, R2, R3 andR4). The same was validated with the 360-degree feedback of the leaders and the results were consolidated.

Researchers have revealed that knowing one's own MBTI type will enable the person to be aware of his or her leadership preferences which in turn might help in identifying appropriate style of leadership to be adopted with the followers (Richard J,n.d) . It has also been suggested that task oriented leaders (i.e) 'T 'would be more preferred for an immature organization and a relationship oriented (i.e) 'F' more appropriate for matured organization (Mohammadreza B, et al. 2012) .If a leader knows his/her MBTI personality type along with the situational leadership concept, it will help in understanding their leadership style applied to followers at various readiness levels R1- unable and unwilling Task, R2 – Unable but Willing ,R3 – Able but Unwilling and R4 – Able and Willing (Hal F, 2001) ,for example the study shows that the introverted leader could be a person more engaged in listening deep conversation, focused and organized (Anna Emanuelsson&Sandra Lindqvist, 2014) Their leadership style might be appropriate, over leading(subordinates feel leaders are over doing) or under leading(subordinates feel leaders are not giving them the required guidance) (Erika Hayes James & Lynn Perry Wooten, 2011) to their followers at various readiness levels. Understanding this will enable a leader to adjust their leadership style according to the readiness levels of the followers which helps in achieving high leader member exchange.

For example: if a leader's MBTI profile is ESFJ his or her leader ship type will be more appropriate to R3 because ESFJs would be highly interested in two-way communication and will not be guiding their subordinates. R3 are able but unwilling hence they need more of supportive behavior in order to stay motivated. These leaders will come across as under leading for followers at R1 and R2 as they would need more of direction than supportive leadership style. For R4 followers they will be experienced as over leading because of them more of supportive behavior.

In order to validate the instrument, the results of this instrument were compared with the 360-degree feedback from 1565 respondents consisting of followers, peers and others who were classified into a grid capturing the leadership styles and readiness levels of individual leaders.

VALIDITY AND RELIABILITY

Validity of this instrument was also assured through a test run with various stake holders and certified people in situational leadership. Henceforth content and face validity were ensured using the 12 subject matter experts and through the literature support. Reliability of the instrument was tested by Cronbach's alpha statistic with the help of SPSS Version 16. Internal validity of the research instrument was measured and the values for all the factors were over 0.7proving that the data is suitable for research. The Exploratory factor Analysis run on this instrument (Questionnaire) showed that The KMO value is >0.6 and Barlett&'s test is significant - This confirms the validity and suitability of the data collected for this study. A total of 6 factors were identified which contribute to 71% of the variance.

RESULTS FOR THE LEADERSHIP STYLES WITH RESPECT TO READINESS LEVEL 1

The sample of the results for readiness level 1 is given below.

Leadership Styles with Respect to Readiness Level 1

		Leadership Style				
		S1 STYLE	S2 STYLE	S3 STYLE	S4 STYLE	Total
APPROPRIATE	Count	49	29	11	15	104
	% within LEADERSHIP STYLE	75.40%	67.40%	7.90%	22.70%	33.20%
OVER LEADING	Count	14	14	2	0	30
	% within LEADERSHIP STYLE	21.50%	32.60%	1.40%	0.00%	9.60%
UNDER LEADING	Count	2	0	126	51	179
	% within LEADERSHIP STYLE	3.10%	0.00%	90.60%	77.30%	57.20%
Total	Count	65	43	139	66	313
	% within LEADERSHIP STYLE	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Primary Data

According to Paul Hersey, "Situational Leadership® model S1 leadership style is inferred as 'Telling' or 'Directing'. These leaders will be high on task and low on relationship. Mostly there will be a one-way communication where the leaders define what, how and when to do each task. These types of leaders are more appropriate to subordinates at readiness level 1(R1) as they will not be willing to do a task and will also not be able to do a task S1 leaders will be more task oriented and will have a more directive behavior and low on relationship (support)

The above table shows that there were 49 people with S1 type of leadership style more appropriate to Readiness level one subordinate this was validated against the 360-degree feedback for these leaders. There were also 29 S2 type leaders who came across as appropriate leaders for readiness level one subordinates. On the other hand, the 126 S3 leaders and 51 S4 leaders came across as over leading leaders for this readiness level as those leaders will not focus much on the tasks and their leadership styles are nor directive and task oriented.

Results of Discriminant Analysis

The Discriminant Analysis is used to identify and differentiate which preference contributes the most for categorizing individuals accordingly. This would help in categorizing which variable contributes the most and different dimensions of the study (HuiBian, n.d). The sample results of S1 Leadership style are quoted below

S1 Leadership

	Function	
MBTI preference	1	2
F SCORE	.610	.305
T SCORE[a]	-.610	-.305
S SCORE	-.519	.145

N SCOREª	.519	-.145
E SCORE	-.029	.972
I SCOREª	.029	-.972
P SCOREª	-.003	-.168
J SCORE	.003	.167

Source: Primary Data

From the discriminant loading and coefficient values, as seen in the previous table MBTI Preference "F", had the highest discriminating power and represents as the major factor contributing to leadership Style(S1) with a discriminating loading of 0.610 and coefficient value of 1.027, among the eight MBTI preferences (E, I, S, N, F, T, J, P). The other MBTI Preference, "J" with discriminant co efficient of 0.953 enters as the second variable contributing to the leadership style with a discriminant loading of 0.167 followed by "S" with a coefficient value of 0.892 with a discriminant loading of 0.145. Finally, "E" contributing to the leadership style with a coefficient value of 0.257 with a discriminant loading of 0.972

SUMMARY OF DESCRIPTIVE STATISTICS

There were 313 leaders who helped for this research by taking the instrument build for this study, out of which the results of 241(76.9%) leaders matched the model developed for this research.

The results were analyzed in detail for each MBTI preferences of the leaders which revealed the preference of the leader that makes them come across as over leading or under leading for the followers at various readiness levels. This revealed the fact that one leadership style will not be appropriate for the followers at all readiness levels as their knowledge and skills will vary and hence the leadership style to be adopted for them will also have to have slight modifications.

Leaders having the MBTI type of Sensing(S), Thinking (T) and Judging (J) were experienced by their followers at readiness levels R3 and R4 experienced the leadership style of these leaders with STJ preference as Over Leading, as followers at R3 and R4 readiness levels would not need more of directions from their leaders they experienced the leaders as giving them more information than required and more of following up.

Leaders having the MBTI type of Sensing(S), Feeling (F) and Judging (J) were experienced by their followers at readiness level R4 experienced these leaders as over leading as these followers were experts and more of a supportive leadership style from their leaders was over leading for them.

Leaders with MBTI preference of Intuitive (I), Telling (T) and Perceiving (P) were experienced as under leading leadership style by their followers at readiness levels R1and R2 as these leaders were experienced as long term focused and not data oriented. They would be focused on the long-term results than focusing on the day to day tasks.

Leaders with MBTI preference of Intuitive (I), Feeling (F) and Perceiving (P) were experienced by their followers at readiness levels R1 and R2 as Under leading leadership style as these

leaders would be more focused on the long-term results than being focused on the day to day tasks.

The results show that the leaders exhibiting a leadership style appropriate to their followers at different readiness levels would be more advantageous than following one leadership style for all readiness levels as it might not motivate their followers.
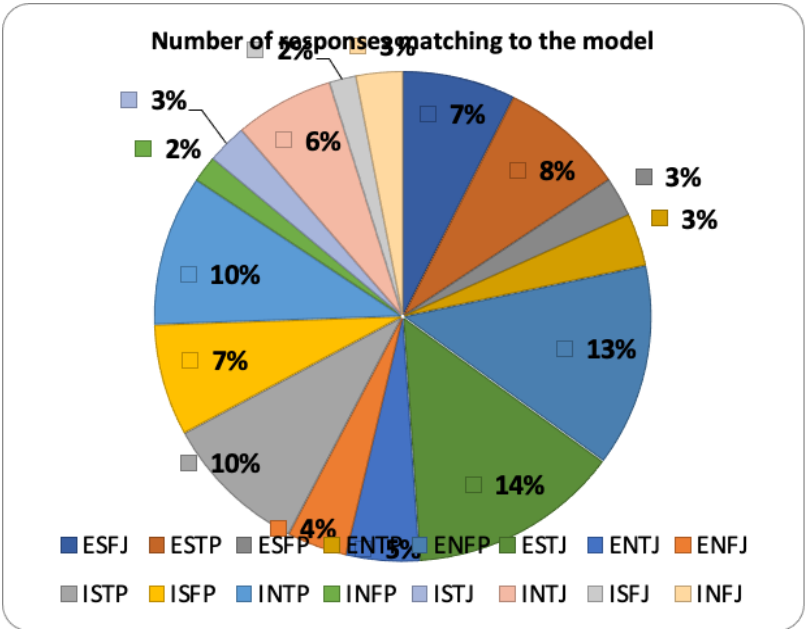
Graph 1.1: Responses Matching the Research Model

The above chart shows the number of responses from leaders with different MBTI types matching the research model. The leadership styles of leaders were assessed with the instrument (Questionnaire) built for this study and the same was validated with their 360-degree feedback. These results were arrived based on the follower's needs and the leadership styles exhibited by the leaders.
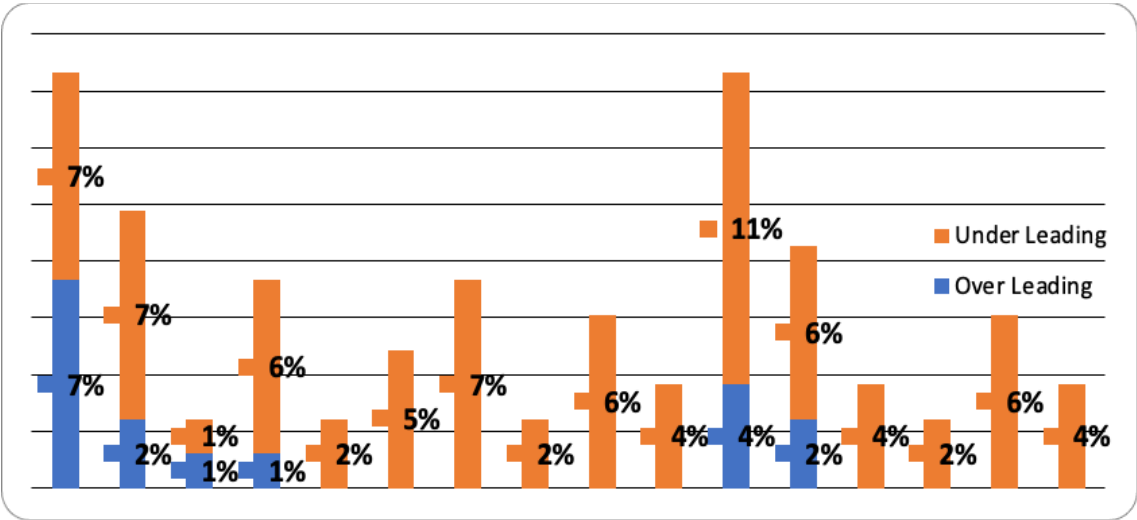
Graph 1.2: Over Leading and Under Leading Leadership Styles

The above chart shows the results of leaders with different MBTI types being experienced by their followers as over leading or under leading. The followers when they were guided by their leaders with more information and support than required for that readiness level the leader ship style exhibited by their leaders were experienced as over leading by their followers. When the followers were guided by their leaders with less information and support than required at their readiness levels the leadership style exhibited by their leaders were under Leading.

CONCLUSION

On the basis of the results from the instrument developed for the study and the statistical analysis carried out the following are the conclusions with respect to the objectives of the study 1)The relationship between MBTI and situational leadership (leadership styles and readiness levels) was found to be statistically significant2)The MBTI preference of leaders and the impact it creates on the followers readiness levels are clearly depicted 3) The MBTI type of the leader influences their leadership styles and lead to appropriate, over leading and under leading leadership styles. The instrument developed for effective leadership was found to be 76 percent matching the hypothetical model. These results answer the research problems and the gaps identified for the study thereby achieving the purpose of this research.

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