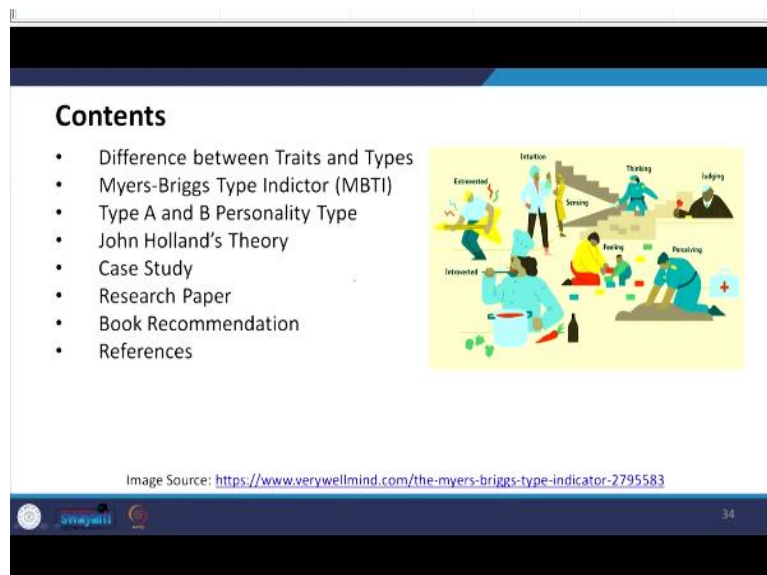


Lecture-15
Personality Types and Leadership

Now we will talk about in this session the personality types in leadership. In the previous session we have talked about that is how these personalities; what is the personality the definitions given by the different authors and then especially the Allport and Cattell's and big five model of personality that we have discussed. Now in this case we will talk about the difference between the traits and the types. In the previous we have talked about the personality traits.

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Contents

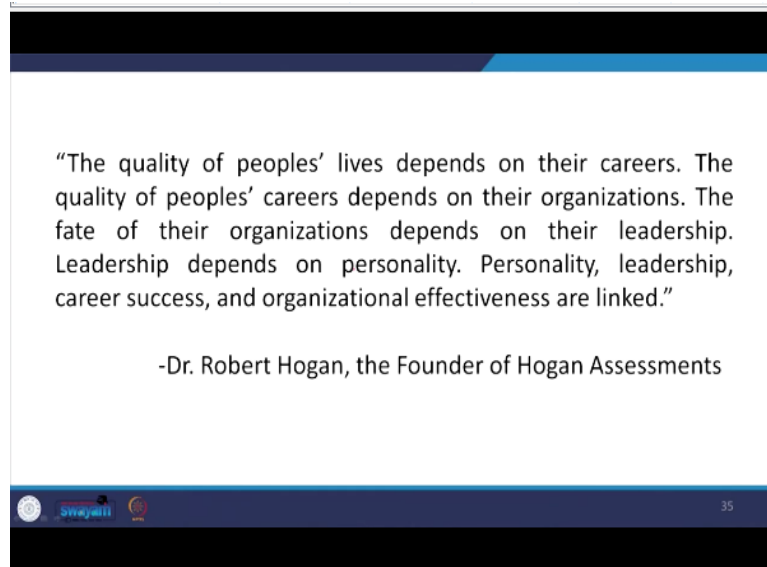
- Difference between Traits and Types
- Myers-Briggs Type Indicator (MBTI)
- Type A and B Personality Type
- John Holland's Theory
- Case Study
- Research Paper
- Book Recommendation
- References

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

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And on basis of those traits how to predict these leaders then the Myers-Briggs type indicator MBTI exercise is there. Type A and type B personality and John Holland's theory, case study, research papers, book recommendation and references as usual. The quality of the people's lives depends on their careers and the quality of people's careers depends on their organizations.

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So, therefore in that case whenever you are having the high career then definitely the high quality of the people you will find and the quality of people carry as depends on their organization. High level of organization, so high careers will be there. The fate of their organization depends on their leadership, leadership depends on personality and personality leadership career success and organizational effectiveness are linked.

So, therefore according to the Dr. Robert Hogan the founder of the Hogan assessment you will find that is the here all these dimensions, personality leadership, career success and OE organizational effectiveness are linked. So, as per the personality is concerned then the person will develop the leadership style will be there and as per the leadership style will be there; there will be the career success and as per the career success organizational effectiveness will be linked.

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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.

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So, a trait is a characteristics pattern of behaviour or conscious motive which can be self-assessed or assessed by the peers. The term type is used to identify a certain collection of traits that make up the broad general personality classifications are there. So, types are sometimes said to evolve this particular is used to identify certain collection of traits that make up a broad general personality classification.

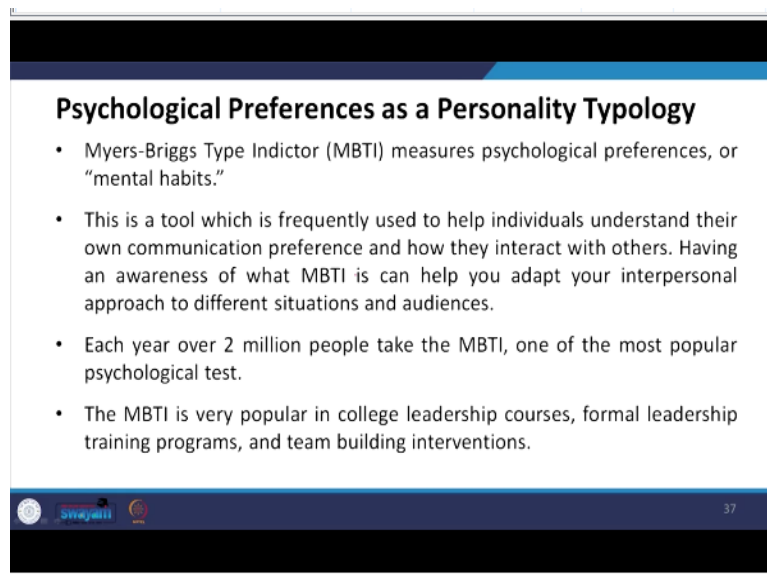
As we have talked about the personality traits and then the big five model like the openness is there, extraversion is there, agreeableness is there. So, all these personality traits, whenever these personality traits will be there and then they will collectively, they will find a type of personality will be there. This psychological topologies and that has been expressed in terms of the polar opposites are there.

The topologies tend to put people into the different categories. So, therefore in the big five model what we have talked about? We have talked about the openness, extraversion, agreeableness and here we will talk about the typologies, there is what is the typology is there. So, those big five model where the personality traits model. Traits were classified. And whatever the classification of traits is there on basis of that we will create a particular typology and emphasize the similarities among people in the same category, this is very, very important.

So, therefore in that case if somebody has been classified into the one category and another person is classified into another category. So, then there will be the groups of categories. So,

might be the 10 people in the one category, 7 people into another category and on basis of that the leader can decide the roles and responsibilities.

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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 tests.
- The MBTI is very popular in college leadership courses, formal leadership training programs, and team building interventions.

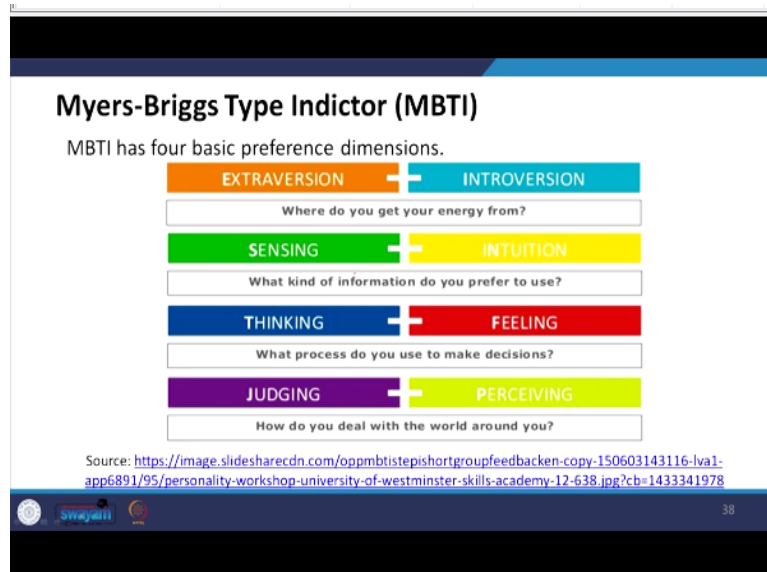
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MBTI Myer’s-Briggs type indicator measures psychological preferences or the mental habits are there. So, this is a tool which is frequently used and very well accepted to help individuals and understand their own communication preferences because of their own personality style. And how they interact with others having an awareness of what MBTI can help you adopt your inter personal approach to the different situations in the audiences are there.

Each year over 2 million people take the MBTI Myer’s-Briggs type of indicator, one of the most popular psychological tests is there. As I mentioned that is this MBTI has become the very popular and millions of people they like to take this particular test and identify their own personality. The MBTI is very popular in college leadership courses formal leadership training programs and the team building interventions are there.

And they afford to identify because what the MBTI does? MBTI identify the personality typology and therefore in the college courses also leadership training programs also, team building interventions also, because what happens there is one typology that has to be matched with the another typology and when you are matching the proper typology your team effectiveness will increase.

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MBTI has a 4 basic preference dimensions, extraversion, sensing, thinking and judging. And with the extraversion that is the introversion, sensing with the intuition, thinking with the feeling and judging with the perceiving is there. So, where do you get your energy from? So, that is the extraversion and introversion is there. Sensing is there, what kind of information do you prefer to use and what process do you use to make decisions whether the thinking is the or the feeling is there.

What do you think we deal with the world around you whether you are judging or you are perceiving? So, therefore in that case this type of the personality's preference dimensions are there and by with the help of this personality in different dimensions the one can decide about that is what type of the typology the person is belonging. So, person may be having either the extraversion or might be introversion, may be sensing or maybe intuition.

May be thinking or feeling, maybe judging or the perceiving is there and not only this. With this there will be the different combinations and on the basis of the combinations then the person's personality typology that will evolve. Now so these are 4 types of the personality typologies are there, 4 pairs are there. So, therefore in that case 16 types of the personality typology will evolve and it is the ISTJ. That is the introversion, sensing, thinking and judging.

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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	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
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	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

ESFP extroversion, sensing, feeling and perceiving is there. ISFJ introversion, sensing, feeling and judging is there and ESTJ there is the extroversion, sensing, thinking and judging is there. Now here you can see that is from this particular combination, so it is the ESTJ or it can be EITJ or it can be ESFJ or it can be EIFJ or it can be E sensing, thinking and perceiving is ESTJ. So, therefore in that case 16 types, so whenever we are making these combinations so these type of the combinations may arise.

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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	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
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	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

And what are these combinations talk about? So, it is the introversion, sensing, thinking and judging is there ISTJ. So, here favored careers are the scientists or engineers are there. So, once you know the personality typology, you can identify and then classify them into a particular typology and a typology is called the ISTJ. And detail oriented private punctual

deficit cautious would rather be friendless than jobless insensitive to the hardship of others is there.

So, in case of the ISTJ so if the person is such an introversion, sensing, thinking and judging then definitely then that person will be the scientist or engineer. If the person is ESTJ. After ISTJ I would like to take ESTJ because it is the extroversion, sensing, thinking and judging is there. So, it is organized, group oriented, focused, conventional, planful, realistic, hard working, stiff, content, regular, strict, discipline, meticulous, strong sense of purpose is there.

So, because this sensing, thinking and judging this is common. So, only difference is of the introvert and extrovert is there and here you will find that is as we have talked about the that five big type model also and therefore in that case we have found that is if a person is socialized extroversion is there his leadership style will be more appropriate for the executive, banker or lawyer.

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Myers-Briggs Type Indicator (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<p>ISTP (Introversion/Sensing/Thinking/Perceiving) Hidden, private, loner, insensitive to others, dislikes sharing feelings, lower energy, messy, avoidant, submissive, prefers intellectual pursuits over relationships <i>Favored Careers:</i> Engineer, Programmer <i>Disfavored Careers:</i> Artist, Florist, Teacher</p>	<p>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 <i>Favored Careers:</i> Wedding Planner, Nurse <i>Disfavored Careers:</i> Scientist, Astronaut</p>
<p>ISFP (Introversion/Sensing/Feeling/Perceiving) Disorganized, easily distracted and disturbed, self-doubting and not self-confident, indecisive, does not like leading, private, modest <i>Favored Careers:</i> Teacher, Singer, Carpenter <i>Disfavored Careers:</i> Marketer, Judge, Lawyer</p>	<p>INFJ (Introversion/Intuition/Feeling/Judging) Anxious, cautious, creative, smart, private, values solitude, does not like to be looked at, easily offended, moody, fears rejection <i>Favored Careers:</i> Therapist, Editor, Painter <i>Disfavored Careers:</i> Pilot, Business Owner</p>

While if the person is with the ISTP, so here you will find that is the sensing, feeling and perceiving is there. So, therefore there will be in this case now the ISTP introversion, sensing, thinking and perceiving that is the engineer and programmer is there, why this is the another, here is the introversion, intuition, filling and judging is there. So, therefore in that case again this is introvert is there.

However, here you will find that it is the sensing is there, so here is sensing and here is intuition is there. Naturally on the basis of the personality typology which you have the job or

professions that will be more suitable, this is the one hint. Another very important output is these are practical implications of this finding is this. That is the assignment of responsibilities.

Whatever the personality job fit model always we talk about, it is what type of the personality the person is having and accordingly you assign them the job. Now for the ESFJ extroversion, sensing, feeling and judging. Here you will find that the favored careers are that is the wedding planner, nurse, this type of the scientist or these favored careers are scientist or astronaut is there. Because here more is about the feeling, it is not more about the thinking is there.

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Myers-Briggs Type Indicator (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<p>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</p>	<p>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</p>
<p>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</p>	<p>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</p>

So, if the thinking is there then there will be the different options will be there. Now the another type of the personality typologies, frequently associated with each. So, here is ESTP and ENTP. So, whenever we are talking about the extroversion, sensing, thinking and perceiving and when we are connecting it with the extroversion, intuition, thinking and perceiving is there. That is the ENTP is there.

While here it is the ESTP. So, as soon as you change sensing with the intuition, you will find the jobs are changing. So, if you are having the sensing the favored careers are CEO, pilot, spy, bar owner and like this. Disfavored careers are novelist, librarian and florist. While in case of the ENTP. Here what are your changes, your change only intuition and you see totally professional change is there.

That is a homemaker, librarian, these different types of the professions are there. So, similarly INTJ and INFP introversion, intuition, thinking and judging and introversion, intuition, feeling and the perceiving is there. So, in case of this engineers and neurosurgeon are concerned then the INTJ is there. In case of the INFP is there then the cartoonist, writer, activist, creative.

So, therefore because they are introvert and intuition, whenever they are introvert and intuition you will find that is the jobs which have been changing that is of the more creativity is there. Here they are creative and impulsive. Dear friends the every personality is having the different personality typology and accordingly the jobs are to be taken. Now this is the another example that is the INTP introversion, intuition, thinking and perceiving.

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Myers-Briggs Type Indicator (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<p>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</p>	<p>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</p>
<p>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</p>	<p>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</p>

And ENTJ extraversion, intuition, thinking and judging is there. So, here introversion and intuition it is there, so like in the previous slide we have seen, but here it is a thinking with perceiving and that is why the job which has been suggested is the philosopher, but not of the social worker and supervisor these are not favored one. While in case of the ENTJ extroversion, intuition, thinking and judging it is the consultant and lawyer.

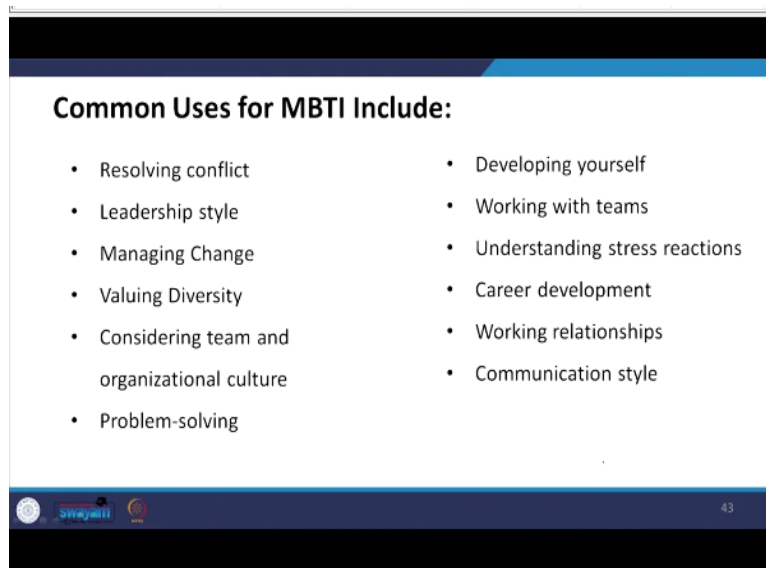
That have been with the focused and these favored careers are the chef, singer and artist. In case of the ENFJ there is the extraversion, intuition, feeling and judging is there and the favor careers are the critic, news, anchor and dancers. While in case of the ENFP it is the actor, artist and the filmmakers are there. Here, so that is the extraversion, intuition, feeling and the perceiving is there.

So, whenever you are talking about the introversion versus extroversion whenever you are talking about the intuition versus sensing whenever you are talking about the thinking versus feeling or perceiving versus judging. As soon as the typology which you change immediately you will find that there is a change of the profession. If you want to be the leader in your profession or before that actually.

If you want to select a profession where you can become the leader then definitely first you to identify that what type of the personality typology do you have and on basis of the type of the personality typology you can select your profession and because that is matching with your personality you will be successful. Common uses for the MBTI are the resolving conflict. Normally what happens when you are having introvert with extrovert and like this shape of the personality typologies which are not matching.

But you know that is what type of this personal typology you will be able to resolve, you will be also able to identify how should I interact with this person and it is a leadership style. The way you will be able to identify the personality you can tune up your leadership style and you can work on that.

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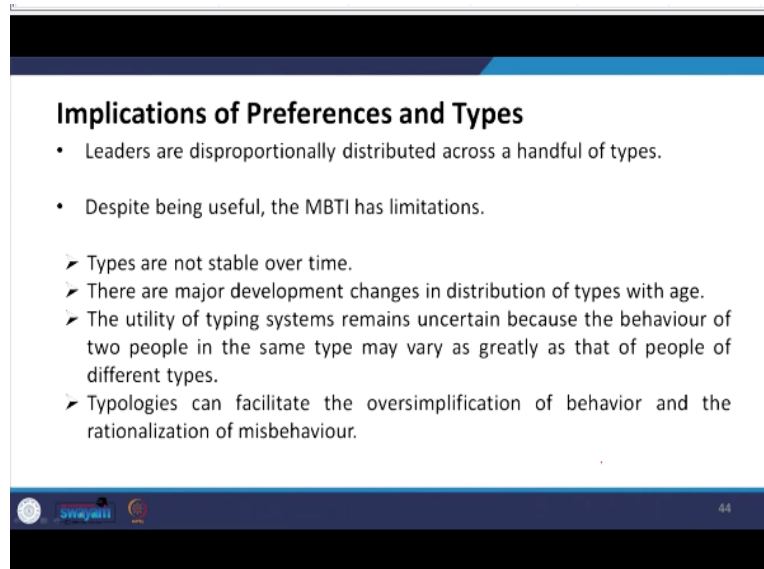
Common Uses for MBTI Include:

- 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

Managing the change, valuing the diversity that is what type of the diversities are there, considering the team and the organized culture and the problem solving is there. So, in addition to this what are the common uses you will find that is now many times you might be studying when you already opt for your profession and then you are into certain period of

experience also in that particular profession. But you judge from MBTI that you are of the different type of personality. Can you develop yourself? Yes you can develop yourself, you can develop yourself as per the advisor of MBTI, Myers-Briggs type indicator and then see that is whether this will be more suitable or not.

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The slide is titled "Implications of Preferences and Types" and contains the following text:

- Leaders are disproportionately 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.

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Now these implications of the preferences and types of leaders are disproportionately distributed across a handful of types then despite being useful the MBTI has limitations. Now you see every model is having the limitations; they are having the practical applications and the limitations. We have to see that is what type of the practical models which can be applicable to us and then what are the limitations that we have to avoid.

So, types are not stable over time; this is a very big challenge. So, MBTI is to be examined with every period of time, major development changes in distribution of types with the age. So, typology changes with the age, the utility of typing systems remains uncertain because the behaviour of 2 people in the same type may vary as greatly as data people of different types. So, therefore it is also possible. Why it is possible because of the personality traits. Typologies can facilitate the over simplification of behaviour and the rationalization of the misbehaviour is there.

So, therefore in that case you can also identify that is this particular type of these behaviour or the misbehaviour done by the individual then what type of the typology is there and then according to your leadership style you will be able to manage that misbehavior. Please understand that is do not mismatch the type of personality typology and the leadership style.

If the typology requires a particular style you match with your leadership style, so you will be able to manage the behaviour of the other person.

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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.

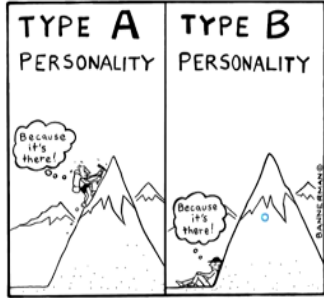


Image Source : <https://www.simplypsychology.org/TypeATypeBCartoon.jpg?ezimgfmt=rs:382x319/rscb26/ng:webp/ngcb26>

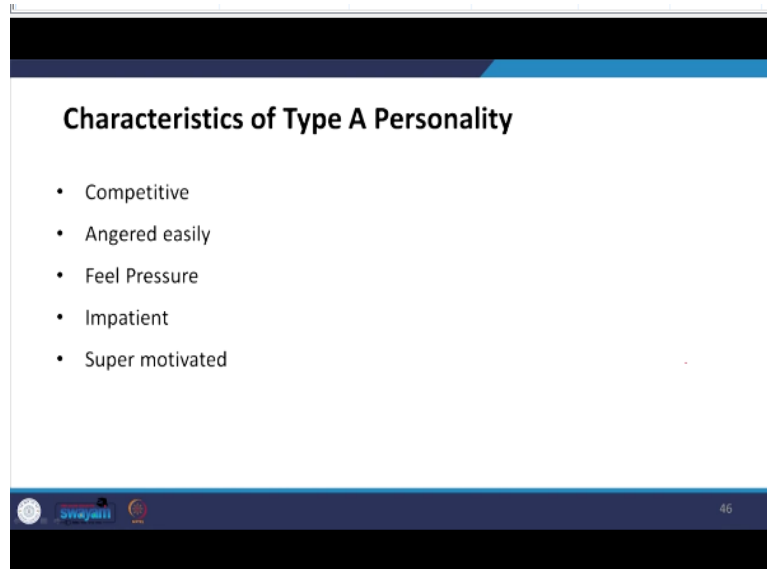
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Individual characteristics are vital in the classification of the individual is either personality type A or personality type B. So, therefore in that case here you will find that is one type of the personality on in differences says that is because there is a hill so I got the opportunity to track the hills. But in the case because there is a hill I cannot go to the other side. So, therefore it is the individual differences and characteristics as well as the behaviour as depicted by the individuals are there.

So, for some persons this is an opportunity, for some persons this is a limitation. To similarities and differences especially when faced with the particular situations are there. So, in a given situation the person will take it as an opportunity or will take it as a threat. That will depend on the what of the personality traits and what type of the personality typology one possess.

And therefore in that case the way he is having this personality type A or type B personality and therefore type A personality those who are looking for the opportunities in a given situation. Whenever the type A personality people they face a particular situation, they try to identify the solutions to the problems. And therefore organizations, what organizations want? Organizations want there should be the certain personalities those who will be able or capable to develop these solutions in a given crisis.

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So, the A type of personality people they will be the competitive, they will be angered easily that is also a weakness. Feel pressure, impatient and super motivated is there. So, they are very vibrant and active. And therefore in that case you will find that is a type A personalities they are always looking for the opportunities, they want to do, they are vibrant, they are active. But when the situations are they it is not moving as per their choice what happens they get angry very easily and here you will find while in case of the type B live at highest stress level.

They live at very high stress level type A and the time conscious are there given by the need to succeed that is how they are going to be successful in a given situation always. They will not find out the barriers is the blockage and stopping them for going further, no, no. They will overcome across those barriers and they will try to do the certain all these activities, those who will be helpful them to achieve their destination or goal. Often enjoy being in control and being successful this is also very interesting. That is this type of people they often enjoy being controlled by the others.

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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.

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They feel floating the hostility which can be triggered by even minor incidents are there. So, therefore in that case because they are very sensitive, they are very vibrant. So, even the minor incident is there they will be triggered. Time urgency and impatience are there which cause irritation and then the exasperation usually described as the being the short fused. So, they immediately get the fire up and therefore they get fused.

A competitive drive which causes stress and an achievement driven mentality is there and whenever they are having this type of because they want to move fast, they want to achieve the goal. So, it will cause a stress and because of their achievement driven mentality is there and this intends to be covered and therefore less observable while others 2 are more overt.

So, therefore in that case it is always A type behaviour and that has been observed and when as soon as it is been observed immediately the management or the organization they are the prompt to take the action and while in the case of this the competitive drive is concerned. So, because they are vibrant, so naturally this will take other 2 or it will take less time to get the observed for this particular aspect of their behaviour.

So, as I mentioned about the type A personality they are very vibrant, very active, they want to achieve were getting very fire up very easily while in case of the type B personality they are relaxed and that okay, fine it will be done, no problem and there is no hurry. They are easy going that is what we can do; if this is it is happening. Live at the low stress level and because they are not much worried. So, their stress level is very, very low.

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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

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Enjoy achievement but will not stress over a loss. So, therefore if the achievement is that they will enjoy. But if they do not have the achievement they fail; they will not have much stress over it and the often creative that is then they are very good artists and because they are very creative. They are reflective tend to work steadily, slow and steady wins the race. Not highly competitive, there is no desire for that. Often find enjoyment mediating or in the arts are there and then mediating. So, therefore in that case they like to do the meditation or getting the involved into the arts and therefore this type of the behaviour will be there for this type of the B personality is there.

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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=UJ8MQjQ

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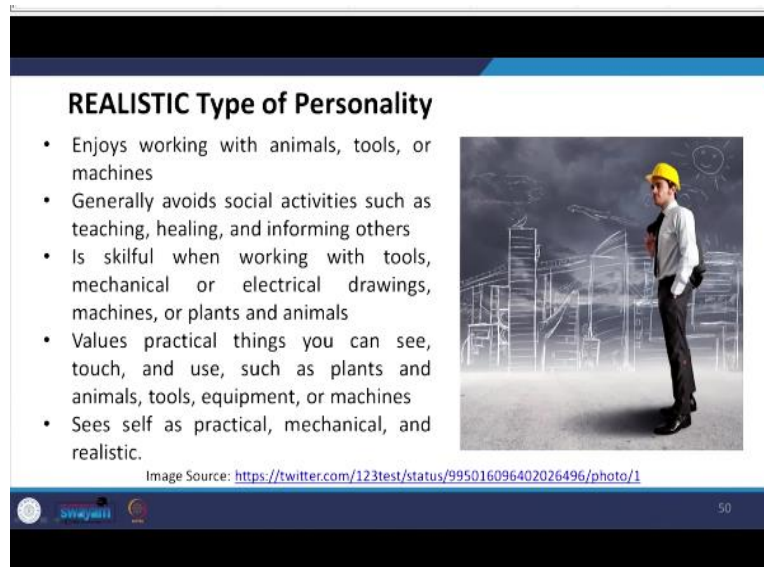
Now on basis of the type A, type B personalities the John Holland's has given one theory and Holland's theory I always like this particular session by saying that is a personality job it makes you the successful. I would like to share my example that is I was into the industry

after 10 years of industry, last 25 years I am into the academics and I am enjoying the academics and that is here I find that Holland's theory.

The first time I came across this theory in 1995 almost 26 years back and I also try to develop a manual on this personality of job fit. So, this is what type of according to Holland realistic, investigative, artistic, social, enterprising and conventional there is there. So, therefore this is the Ryzek model is there that is the realistic people are there practical hands on, tangible work is there.

Investigate you are there, they are research oriented basically. So, therefore that is a personality type and then if you are having that personality type you can match with that particular personality and can work according to your nature of personality you do the job. Artistic is there, expressive, creative and visual are there. Then the HR specialization that is a social, that is a helping is there, friendly is there. Empathetic is there. So, enterprising are there. So, they have influential, leader, energetic and social equally is there.

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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.

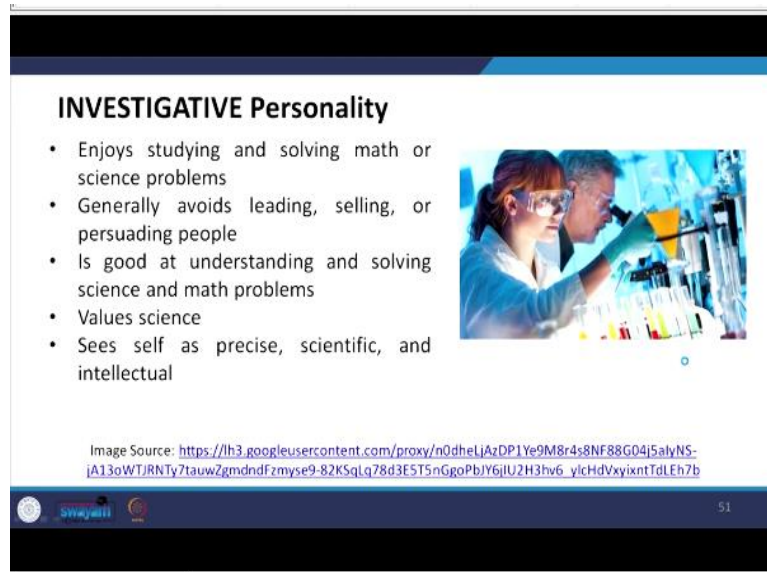
Image Source: <https://twitter.com/123test/status/995016096402026496/photo/1>

50

So, right from the conventional, realistic, investigative, autistic, social and enterprising. So, therefore you will find that is this realistic type of personality and matching with the job that will lead you to the big success. So, realistic type of personality enjoys working with the animals, tools or the machines are there. Realistic type of personalities generally avoid the social activities such as teaching, healing and informing others is skilful when working with tools, mechanical or electrical drawings, machines or the plants and the animals are there.

The value practical things you can see touch and use such as plants and animals, tools, equipments and machines; they are busy with all these issues are there.

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INVESTIGATIVE Personality

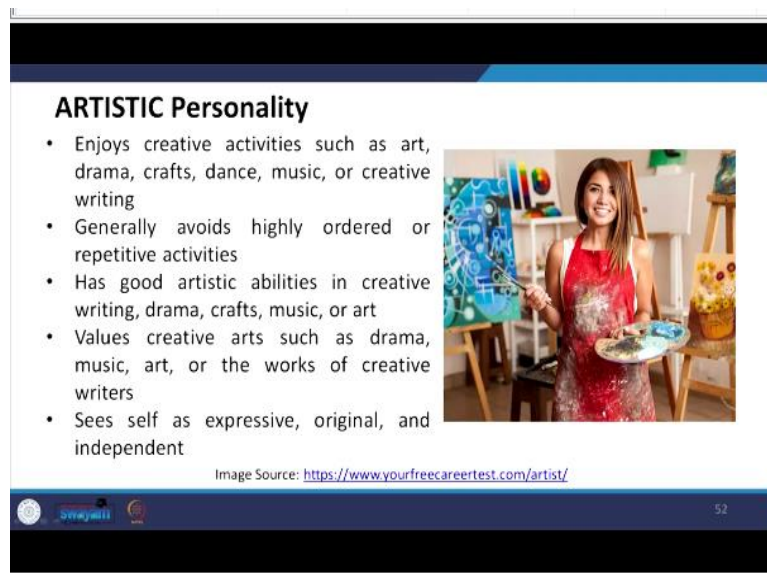
- Enjoys studying and solving math or science problems
- Generally avoids leading, selling, or persuading people
- Is good at understanding and solving science and math problems
- Values science
- Sees self as precise, scientific, and intellectual

Image Source: https://lh3.googleusercontent.com/proxy/n0dheLjAzDP1Ye9M8r4s8NF88G04j5alyNS-jA13oWTJRNty7tauwzgmnddfzmyse9-82KSqLq78d3E5T5nGopPbIY6ilU2H3hv6_ylcHdVxyixntTdLEh7b

51

The investigative type of personality enjoying the studying and solving maths or science problems, research oriented as a scientist generally avoids leading, selling or the persuading people. So, they are not much about the social activities. Is good at the understanding and solving the science and mess problem. They value the science and seen as a precise scientific and intellectual is there.

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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/>

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The artistic type of personality is there and enjoys creative activities such as art, drama, craft, dance, music or creative writing is there. Generally avoids highly ordered or repetitive activities. Has good artistic abilities in creative writing, drama, this type of the arts they are

giving the more time and interest to this type of the professions. So, such as and see self as express you original and the independent is there.

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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>

53

Social personality is there, enjoying doing things to help people such as teaching, nursing, giving first aid or providing information. Generally avoids using machines, tools, animals to achieve a goal. Is good at teaching counseling, nursing or giving the information is there. See the social personality values helping people and solving the social problems are there and here they are very helpful friendly and trustworthy type of relationship is there.

(Refer Slide Time: 28:03)

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/>

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The enterprising personality is there which is pursuing people and selling products and ideas. Generally avoids activities that require careful observation and scientific analytical thinking. Is good at leading people and the selling things are ideas is there.

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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/>


55

The conventional type of personality the last is enjoying working with the numbers, records, machines and therefore here they are good in the written records and numbers and values of success in business and sees self is orderly and good at the a set of plan is there. So, whenever we are talking about this personality job fit theory or the Holland's model.

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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 CREATOR'

SOCIAL
'THE HELPER'

ENTERPRISING
'THE PERSUADER'

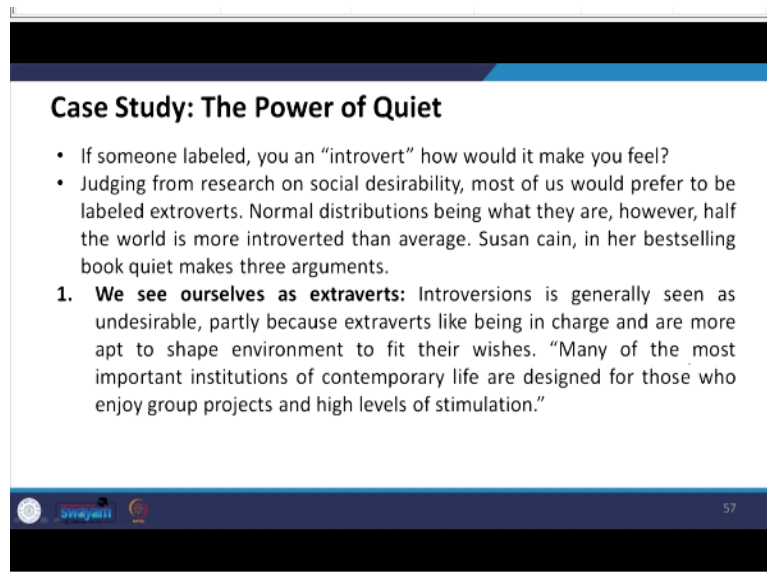
CONVENTIONAL
'THE ORGANIZER'

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

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And this talking about the doer, the thinker, the creator the helper the persuader and the organizer is there and the accordingly the people can choose to work in an environment similar to their personality and to be more successful and satisfied with their jobs.

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Case Study: The Power of Quiet

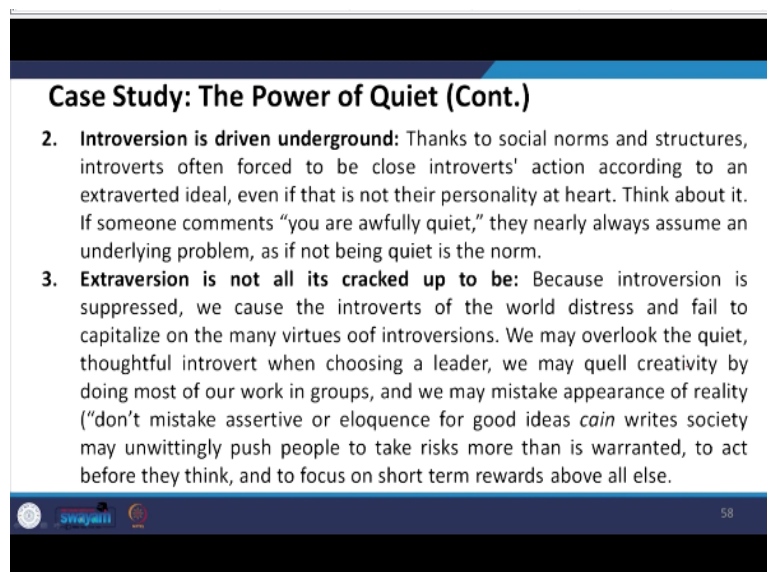
- If someone labeled, you an “introvert” how would it make you feel?
- Judging from research on social desirability, most of us would prefer to be labeled extroverts. Normal distributions being what they are, however, half the world is more introverted than average. Susan Cain, in her bestselling book quiet makes three arguments.

1. **We see ourselves as extraverts:** Introversion 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.”

swayam 57

This is the case study; the power of the quiet and introvert person is there and therefore how an introvert person that character is the Susan Cain, her in bestselling book quiet makes the three arguments. We see ourselves as the extroverts normally we do that.

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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.

swayam 58

We have the introversion is driven underground that is how is intervention we do not want to express much about these things. Extraversion is not all it is cracked up to be and because the introversion is suppressed because the introverts of the world distress and fail to capitalize on the many virtues are there.

(Refer Slide Time: 29:44)

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 inside 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:

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

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Cain is not anti-extrovert. She simply thinks we should encourage people to be who truly are and the means valuing extroversions and introversion. She concludes, the next time you see a person with a compound face and soft wise, remember that inside her mind she might be solving an equation, composing a sonnet, designing a hat. She might that is, deploying the power of quiet. So, do you agree with this there is a introvert person? Would you like to be more introverted, would you classify yourself as introvert or not?

(Refer Slide Time: 30:19)

Research Paper

Journal of Management Development
Vol. 25 No. 8 2006
pp. 777-794
© Emerald Group Publishing Limited
0962-1711
DOI 10.1108/09621710610684259

The relationship between personality and transformational leadership

Received May 2005
Revised September 2005
Accepted September 2005

Department of Management, University of Vaasa, Vaasa, Finland

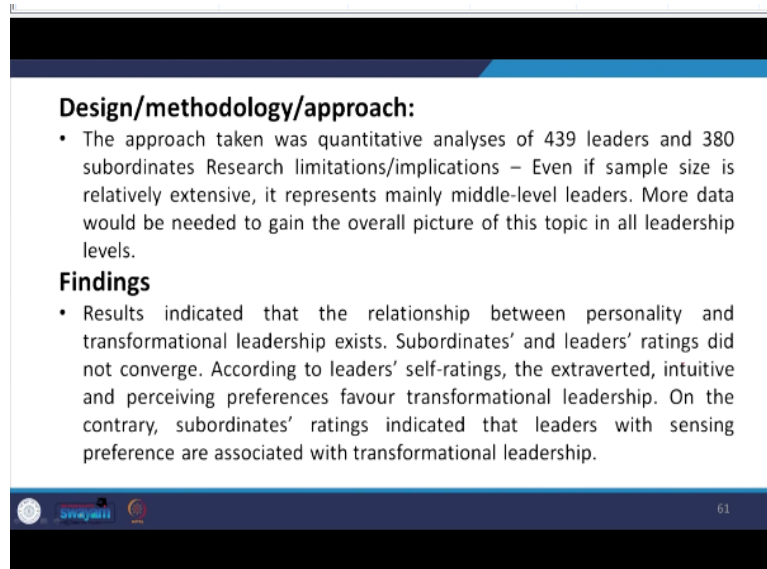
Purpose:

- 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.

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This is the suggested reading that is the relationship between the personality and transformational leadership.

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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.

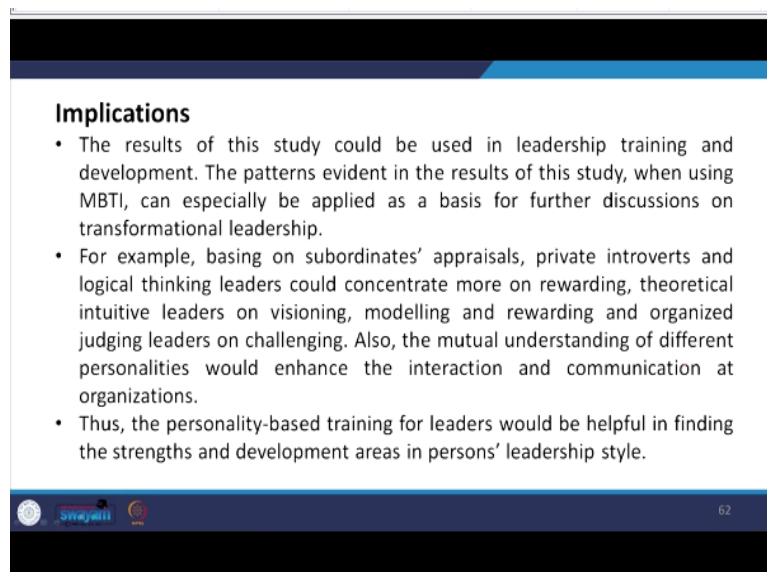
Findings

- 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.

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This research paper will definitely help you. The findings will let you know that is the how the leaders they read their subordinates.

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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.

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And then how the role of personality which impact at the workplace.

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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>

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This is the book but the psychological types and by the CG Jung.

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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.

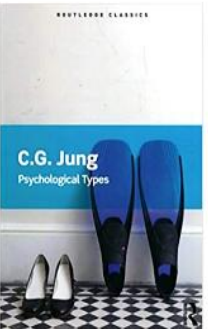


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

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- https://en.wikipedia.org/wiki/Personality_type

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And this another book which has been referred as I mentioned you Stephen P. Robbins which has been the part of your organizational behaviour and there you will find at the end of the chapter the exercise has been given which you can solve and identify what type of the personality typology do you have. So, this is all about the personality topology and the leadership, thank you.