An Investigation of the Relationship Between Personality Types and Leadership Styles

The Case of High-End Hotels in Budapest, Hungary

Presented by Dorottya Ruzicska (BSc)
# Table of Contents

- Introduction
- Rationale
- Aim & Objectives
- Theories and Concepts
- Existing Empirical Research
- Method of Research
- Discussion
- Question Time
- References
Leadership development programmes are great opportunity to increase self-awareness and to improve leadership skills, and to understand one`s personality (Sieff, 2009).

Despite the fact, that there are a lot of tools to determine one`s personality it is difficult to establish a focused relationship with performance (Hunt, 1992).

Having said that, it is important to find the relationship between personality and effective leadership styles for higher levels of performance (ibid).
Linking personality to leadership and its various styles has been present for a long time, however, the demand of defining the type of personality of the individual for a more coherent and harmonic work environment has increased over the years (McCarthy and Garavan, 1999).

Leadership and personality in general have become popular matters, however, a gap has been identified suggesting further research on the impact of personality types on effective leadership styles.

The purpose of the study is to find the relationship between personality types and effective leadership styles for higher levels of performance.
Aim & Objectives

Aim:

This research paper aims to investigate the impact of personality types has upon leadership styles in Budapest`s high-end hotel industry.

To achieve the aim, the following objectives have been set:

Objectives:

- To investigate the impact of self-awareness on personality type
- To investigate the relationship between personality types and leadership styles
- To examine the strength of the relationship between personality types and leadership styles
Theories and Concepts

- The Johari Window -

(Luft and Ingham, 1955)
Theories and Concepts
- Five-Factor Model of Personality -

- Myers-Briggs Personality Types
- DISC
- 4 Quadrants Personality Model

(McCrae and Costa, 1996)
# Theories and Concepts

## Leadership styles

<table>
<thead>
<tr>
<th>The leader’s modus operandi</th>
<th>Commanding</th>
<th>Visionary</th>
<th>Affiliative</th>
<th>Democratic</th>
<th>Pacesetting</th>
<th>Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Demands immediate compliance</td>
<td>Mobilizes people toward a vision</td>
<td>Creates harmony and builds emotional bonds</td>
<td>Forges consensus through participation</td>
<td>Sets high standards for performance</td>
<td>Develops people for the future</td>
</tr>
<tr>
<td>The style in a phrase</td>
<td>“Do what I tell you.”</td>
<td>“Come with me.”</td>
<td>“People come first.”</td>
<td>“What do you think?”</td>
<td>“Do as I do, now”</td>
<td>“Try this.”</td>
</tr>
<tr>
<td>Underlying emotional intelligence competencies</td>
<td>Drive to achieve, initiative, self-control</td>
<td>Self-confidence, empathy, change catalyst</td>
<td>Empathy, building relationships, communication</td>
<td>Collaboration, team leadership, communication</td>
<td>Conscientiousness, drive to achieve, initiative</td>
<td>Developing others, empathy, self-awareness</td>
</tr>
<tr>
<td>When the style works best</td>
<td>In a crisis, to kick start a turnaround, or with problem employees</td>
<td>When changes require a new vision, or when a clear direction is needed</td>
<td>To heal rifts in a team or to motivate people during stressful circumstances</td>
<td>To build buy-in or consensus, or to get input from valuable employees</td>
<td>To get quick results form a highly motivated and competent team</td>
<td>To help an employee improve performance or develop long-term strengths</td>
</tr>
<tr>
<td>Overall impact on climate</td>
<td>Negative</td>
<td>Most strongly positive</td>
<td>Positive</td>
<td>Positive</td>
<td>Negative</td>
<td>Positive</td>
</tr>
</tbody>
</table>

(Goleman, 2000)
Method of Research

**Sampling:**
- Managers from high-end hotels in Budapest
- Non-random – Quota (managers as representatives from Budapest’s high-end hotels)

**Data collection method:**
- Quantitative Research Method
- Delivery and collection questionnaire or by email
- Big Five Personality Questionnaire (BFPQ) (*to determine personality type*)
- Leadership Style Questionnaire (*to determine leadership style*) (Northouse, 2011)

**Data analysis:**
NEO-Personality Inventory (Revised) (McCrae and Costa, 1996)

**Limitations**
- Generalisability: *possibility of different results in other countries or type of hotels*
- Accessibility of the participants
- Misinterpretation of the questions/statements
McCarthy and Garavan (1999) emphasized self-awareness in their study to enable leaders for higher effectiveness.

Yahaya et al. (2011) investigated the relationship between transformational, transactional leadership and personality types; along with Bono and Judge (2004), who have found that extroverts have the strongest correlation to transformational leadership; and neurotics (emotionally unstable) are less likely to fulfill managerial roles as well as to be role models, and are not related to transformational leadership (Yahaya et al., 2011).

Marsiglia (2005) has conducted a study linking task- and relation- oriented personality types to leadership in order for leaders to better understand personality and adjust their leadership style accordingly.

Determining the personality types by using instruments like the Myers-Briggs Type Indicator may improve leader-subordinate communication and increase leader effectiveness (Witt, 2000).
Discussion

Expected findings:

- Personality is a predictor of leadership styles
- Leadership style is influenced by the personality type of the leader
- Personality type influences leadership effectiveness
- Self-awareness increases leadership effectiveness
Question Time
Thank you for your attention!


References


