MASTER OF MILITARY STUDIES

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Leadership: The Personality Factor

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AUTHOR: Jane M. Moraski, Lieutenant Commander, United States Navy

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Mentor: Dr. Christopher C. Harmon, Ph.D.
Approved: _____
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Mentor: Commander Steven Brooks, U.S. Navy
Approved: _____
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Abstract
Individuals with certain personality traits and specific personality types (based on the Myers-Briggs Type Indicator) have a greater potential of becoming high-ranking military leaders. There are certain personality traits and types common in effective leaders and there is a link between personality and leadership.

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EXECUTIVE SUMMARY

Title: Leadership: The Personality Factor

Author: Jane M. Moraski, Lieutenant Commander, United States Navy

Thesis: Individuals with certain personality traits and specific personality types (based on the Myers-Briggs Type Indicator) have a greater potential of becoming high-ranking military leaders. There are certain personality traits and types common in effective leaders and there is a link between personality and leadership.

Discussion: This paper will identify personality traits and types that create effective leadership and determine common links between personality and leadership. The study of personality indicators, such as the Myers-Briggs and Keirsey-Bates, links personality types and leadership styles. There are certain personality types and traits that make effective leaders. Some of these prove themselves victorious in combat and are thus deemed successful. Many military leaders are said to be successful or even great because of their personality. Individuals with certain personality traits and specific personality types have a greater potential of becoming high-ranking military leaders.

General Douglas MacArthur and Admiral Chester Nimitz, two successful military leaders, had distinctly different personalities. MacArthur (ENTJ) and Nimitz (ESTJ) fall into one of the Four Corner Myers-Briggs personality types, as well as the Keirsey-Bates Temperament categories NT and SJ. The exceptional mix of leadership style, personality traits, and adaptability made both men successful.

The unique blend of traits of a leader's personality creates his or her leadership style and determines the quality of their leadership ability. Individuals with certain personality traits including integrity and honesty, vision, personal courage, good judgment, compassion, intelligence and knowledge, self-confidence, perseverance, enthusiasm, and initiative are more likely to become effective leaders. Four personality types are more likely to become effective leaders. ISTJ, ESTJ, ENTJ, and INTJ account for roughly 78 percent of middle grade to flag rank officers in the United States military. All of these personality types include thinking and judging (TJ). These four types, however, make up only 30 percent of the general population. Ninety-five percent of senior military leaders are thinkers, leaving only five percent as compassionate feelers.

Conclusion: There are common threads between personality traits and types and successful military leaders. People who balance the eight personality preferences and adapt to different situations with the appropriate function at precisely the right time are effective. Effective leaders in combat who are able to balance the mission with their people will be successful. The challenge of leadership is to know yourself, know your people, know your enemy and balance the right personality traits and preferences in the right situation at the right time. If this is accomplished, the odds of success increase.

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Preface

Some are born great, some achieve greatness, and some have greatness thrust upon them.

— William Shakespeare

Effective military leaders have certain traits and personality types that make them successful in war. The study of personality indicators, such as the Myers-Briggs and Keirsey-Bates, links personality types and leadership styles. There are certain personality types and traits that make effective leaders. Some of these effective leaders prove themselves victorious in combat and are deemed successful leaders. This paper will identify common threads between personality traits/types and leadership styles.

We view personality in different ways, and that tends to determine if we like or dislike someone, or if we will follow or be followed in combat. We regularly maneuver through this dynamic conscientiously or sub-consciously. Some of us are concerned with people, and some of us have little or no concern for people, focusing instead on getting the mission accomplished. This spectrum is a fundamental aspect of personality. Leadership style is a direct reflection of personality distinguishing 'goal oriented' from 'people oriented' personality types. Successful leaders balance their effective leadership traits, along with goals to accomplish the mission and their people, during a war.

Thank you to my mentors, Dr. Christopher Harmon and Commander Steven Brooks, for your encouragement, guidance and assistance in making this paper possible. Thank you Dr. Alan Beck from the Defense Systems Management College for your support and ability to

Chapter 1

Leadership

Leadership: The art of getting someone else to do something you want done because he wants to do it.

-- Dwight D. Eisenhower

Introduction

Many military leaders are said to be successful or great because of their personality. Are there common traits or personality types that identify a leader? Individuals with certain personality traits and specific personality types (based on the Myers-Briggs Type Indicator) have a greater potential of becoming high-ranking military leaders. This paper will identify personality traits and types that create effective leadership and determine common links between personality and leadership.

General Douglas MacArthur and Admiral Chester Nimitz, two successful military leaders, had distinctly different personalities. Yet these two men organized and led huge military commands into a desperate struggle and won. Their effectiveness can be tied to their tactics, but their great tactics could have been defeated had they demonstrated poor leadership. Great leadership can conversely overcome poor tactics, or the myriad of other factors affecting successful military operations.

Leadership has always been a topic of speculation and analysis. Two early approaches to understanding leadership have often been referred to as the "great man" and "times" theories. One theory argues that personal traits make up the qualities leaders possess, and after a close examination of their characteristics one would be able to tell if you have a leader. The second theory argues that leaders are made or selected by the role they play in history, and leaders rise to the occasion and the need of the times, such as Napoleon Bonaparte.

Many people have searched for specific leadership traits that would guarantee great leadership in the next war. Psychologists, historians, sociologists and politicians were interested in these theories, and most of them swayed toward a "great man" view, by finding and measuring personality characteristics that mark potential leaders.

Among the theories used are conclusions of the Prussian military theorist Carl von Clausewitz. He referred to "the power of personality in war" several times in his book, *On War*. In 1938, Major General Baron von Freytag-Loringhoven wrote *The Power of Personality in War*. This book is an analysis of Clausewitz's theories and observations of psychological aspects of leadership, especially the effect leader's personalities have on battles. It begins by stating, "There is no profession in which personality training is more important than the military."[1] Today, the military services spend some time on leadership training and a fraction of that, if any, on personality training; both are important and are directly linked to one another. "The military virtues are for all individuals what the genius of

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[1] Baron von Freytag-Loringhoven, The *Power of Personality in War* (Harrisburg, PA: The Military Service Publishing Company, 1955), ix.

the general is for the whole army." [2] Clausewitz uses the term "military virtues" to classify

habits and traits of character that make soldiers successful.

Another great military theorist, Sun Tzu, also refers to the personality traits of leaders

in the statement, "Know the enemy, and know yourself; in a hundred battles you will never

be in peril."[3] There are many aspects about successful understanding of an enemy;

personality is a key factor. It allows understanding of how and why an enemy makes

decisions. If their personality is more sensing than intuitive or thinking than feeling, this

determines how they make decisions, especially in a crisis or war. Sun Tzu warns that

ignorance of the enemy can be overcome by knowing yourself; as a result, the chances of

winning or losing are equal.   However, "If ignorant both of your enemy and of yourself, you

are certain in every battle to be in peril."[4]

 Sun Tzu also attempted to find common virtues in military leaders and settled on

five: wisdom, sincerity, humanity, courage, and strictness. He continues with saying, "He

who masters them wins; those who do not are defeated." Sun Tzu also identifies five traits

that are "dangerous in the character of a general." He lists these as reckless, cowardly, quick

tempered, delicate, and compassionate. Sun Tzu believes each of these leads to defeat in

some way. A reckless leader can be killed; if cowardly, captured; if quick tempered you can

make a fool of him; if too delicate a sense of honour you can calumniate him; if he is of a

compassionate nature you can harass him.[5] He also cautions, "…these five traits of character

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[2] Carl von Clausewitz, *On War,* eds. Michael Howard and Peter Paret (New Jersey: Princeton University Press, 1984), bk. III, ch. 5.

[3] Sun Tzu, *The Art of War,* ed. Samuel B. Griffith (New York: Oxford University Press, 1963), 84.

[4] Sun Tzu, 84.

[5] Sun Tzu, 114.

are serious faults in a general and in military operations are calamitous.'[6] He concludes by stating these shortcomings can lead to death of the general and will ruin the army, therefore they must be deeply pondered. These seem to be harsh words even today. In all likelihood, Sun Tzu discovered the correlation between personality and leadership in 400 BC.

Military leaders must honestly evaluate their strong and weak personal traits to hone leadership skills. Honest opinions of friends or superiors may help improve leadership skills. Another method is through personality tests, such as the Myers-Briggs Type Indicator and Keirsey-Bates Temperament. After determining the four-code personality type, strengths and weaknesses are identified by the indicated type. This identifies areas for improvement. A study of the causes of successes or failures of other leaders may lead to an improvement in your leadership style. All these ways assist the leader to better understand himself or herself better: "knowing yourself."

Today's military is concerned with what makes a successful leader. There are many definitions of leadership and theories of leaders. Understanding leadership and reviewing leadership theories can assist in improving the leadership process.

Definitions of Leadership

You manage things; you lead people.

— Rear Admiral Grace Murray Hopper

The term leadership is important to society as well as the military, yet many find it difficult to articulate a clear, concise definition. Even the dictionary has difficulties finding words to define leadership, "1: the office or position of a leader, 2: capacity to lead, 3:

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[6] Sun Tzu, 115.

leaders."[7] Numerous books and articles are written on "leadership" each year, but there is no clear, concise definition of what leadership is. Many people simply define leadership as "the process of influencing group activities toward the achievement of goals." Others compare managers to leaders by stating, "A manager does the thing right; a leader does the right thing." There are varying definitions of effective leadership and over 3000 empirical investigations of leadership have been done. Even though the term leadership has been a feature of society throughout history, a full understanding of leadership remains elusive.

Consider the following definitions of leadership:

"Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential."
-Warren Bennis

"Leadership is the process of persuasion and example by which an individual (or leadership team) induces a group to take action that is in accord with the leader's purpose, or the shared purposes of all."
-John W. Gardner

"Leadership is an inspirational empowerment that flows from one person to another, and successfully accomplishes the initial goals or objectives of the first person."
-Jane M. Moraski

A combination of influencing others and accomplishing the desired goal is essential in defining leadership. A leader is a leader because he or she has followers. One thing that distinguishes the process of leading is the willingness of the followers. People with authority, such as police officers, can force people to do things they do not want to do, but this is not leadership. Leaders inspire, challenge, enable, empower and encourage others to want to follow them to accomplish their shared missions or goals.

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[7] "Leadership," Webster's Ninth New Collegiate Dictionary, 1985, 679.

Leadership is a dynamic process that deserves study. Leadership is a quality and a skill, which is both admired and needed in our military and our society. As pointed out in the definitions, leadership is a relational process involving personal interactions between leaders and followers. Leaders must continue to expand their understanding of themselves, their role in leadership, and develop their own leadership skills. One way to understand leadership is to review the various leadership theories that have evolved over the past century.

Theories of Leadership

Leadership is one of the most widely studied topics in history, business and politics. Deep research in the psychology field has also dealt with leadership during this past century, beginning with the trait approach to behavioral studies, then situational considerations, and the more recent approaches such as transformational leadership. An understanding of the various approaches helps us focus on key factors that define successful leadership. Most research falls into one of four approaches: "Great Man" Trait, Behavioral Style, Situational or Contingency, and Transformational.

"Great Man" Trait Theory (1900's-1930's)

The dominant theory in the early 20th century was the Trait Theory, also known as the "Great Man" theory, which argued great leaders possess innate characteristics, which made them leaders. The basic position of the trait theory is that leaders' characteristics are different from followers' characteristics. Even though much effort was expended to prove the "Great Man" theory, early researches failed to find 'traits' which emphatically guarantee leadership success. Contrary views by researchers R. M. Stogdill and, later, R. D. Mann found no consistent relationship between particular traits and leadership. Stogdill's thorough

review of the literature to 1947 concluded that, "qualities, characteristics, and skills required in a leader are determined to a large extent by the demands of the situation in which he is to function as a leader."[8]   This conclusion by Stogdill and further research by C. A. Gibb moved the thinking toward the "times" or situation theories. Stodgill did not entirely discard the view that some personality traits were more likely to be found in leaders. Raymond Cattell, a pioneer in the field of personality assessment, in 1954 developed "Four Formulae for Selecting Leaders on the Basis of Personality." This equation, which was based on a study of military leaders, is still used today to determine the traits that characterize an effective leader.

Behavioral Style Theory (1940's-1950's)

Unlike traits that represent personality-based characteristics, style models refer to consistent behaviors or actions of the leader. These styles of leadership provide a way of identifying effective leaders by their actions or behavior. This is a shift away from who the leaders are and focuses more on what the leaders do on the job. Behavioral Style Theory has two faults: first, it does not put enough emphasis on the leader's attributes; and second, it does not take account of the situational demands.

Situational or Contingency Theory (1960's-1970's)

The Situational or Contingency Theory of leadership is based on Fielder's contingency model that suggests effective leadership depends on matching the demands of the situation to the leadership style. This approach emphasizes the importance of the context, such as the nature of work, the environment, and the characteristics of followers (such as low

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[8] C.A. Gibb, *Leadership* (Cambridge, MA: Adison-Wesley, 1954), 88.

skill, level of experience or maturity). The situational factors studied include the leader-follower relationship, task orientation, and the leader's positional power. Because of the complex nature of the varying aspects of this theory, it proved very difficult to confirm.

Transformational Leadership Theory (1980's-1990's)

The last two decades of the twentieth century brought about a more contemporary theory in leadership called the Transformational Leadership Theory. This recasts great men and women with certain preferred traits that empower followers to achieve goals set by these highly effective leaders. The transformational leadership approach integrates personality traits and leader behavior, as well as power and influence. Transformation leadership suggests charismatic leaders act as inspiring role models for their followers, and lead empowered followers to a shared vision.

After nearly 40 years, theorists revisited the idea that a key factor to effective leadership is personal attributes of the leader. They once again looked at personality traits of the leaders to determine effective leadership, bringing us full circle back to the 1920's "Great Man" Trait Theory. Research conducted in the 1990's found a consistent and strong relationship between certain traits and leadership. However, these conclusions have a caveat: "certain traits do not fundamentally lead to leadership success; they are only a precondition."[9]

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[9] Scott A. Booher and Carl B. Watson, The Institute for Leadership Dynamics, 1999, URL: <www.leadership-dynamics.com/leader2/sld001.html>, accessed 19 November 2000.

Chapter 2

Personality and Leadership

If you have anything really valuable to contribute to the world it will come through the expression of your own personality, that single spark of divinity that sets you off and makes you different from every other living creature.

— Bruce Barton

Definition of Personality

Over six billion people live on this planet, yet no two of us are alike. Our differences are predominantly reflected in our distinctive actions and our personal appearances. For centuries, people have wondered what makes each of us act the way we do. During this wonderment, people have come to the conclusion that actions reveal our character traits, which in turn reveal our personality. Our personality makes us unique. Furthermore, people distinguish themselves from others by their personal blend of characteristics and the level of emphasis placed on each trait. This distinction reflects our personality and makes us who we are: one in six billion.

Personality is defined as a unique blend of traits characterizing individuals, and influencing their interaction with their environment.[10] The terms personality, characteristics

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[10] Douglas N. Jackson, "Structured Personality Assessment" *Handbook of General Psychology*, ed. Benjamin B. Wolman (Englewood Cliffs, N.J.: Prentice-Hall, 1973), 9.

and traits are used interchangeably throughout this paper. They refer to those variables

judged to be most important and relevant to a variety of human functions, specifically

leadership, which further distinguish an individual and influence his/her interaction with

his/her environment. [11]

The Army's Leadership manual lists seven values, three attributes, four skills and

three actions as the fundamental leadership characteristics for effective leaders. Character is

described in terms of an individual's values and attributes, and is the sum total of an

individual's personal traits.

Leadership and Personality Traits

*The young American responds quickly and readily to the exhibition of qualities of
leadership on the part of his officers. Some of these qualities are industry, energy,
initiative, determination, enthusiasm, firmness, kindness, justness, self-control,
unselfishness, honor, and courage.*

-- John A. Lejeune

In the military there are many different types of people. As we look around and

observe people, we notice diverse personality traits among them. Some people are very

outgoing and outspoken while others are introspective and quiet. Some people are highly

analytical in decision making, while others use their feelings; some people are more

comfortable in the rigid military regime, while others prefer to live spontaneously. During

this day-to-day observation, we discover a link between these traits and a person's

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[11] Jackson, 10.

personality. We also discover that no two people are alike, although some may display many similar traits; therefore, we conclude that everyone in this world has a truly unique personality.

Theorists believe there are at least four factors that shape personality: heredity, environment, experience, and situation. In others words, people are shaped by who they are, what they have seen, what they have learned, and whom they have met.[12] "Personality" is one way to describe the consistency in a person's behavior. The way one works with other people is determined by one's personality. The ability to be flexible and adjust one's traits in accordance with the different array of people you work with is one key of effective leadership.

As explained in Chapter One, leadership theories have progressed over the years beginning with trait approach to behavioral studies to situational considerations and more recent approaches such as transformational leadership. An understanding of the various theories helps us focus on key factors that define effective leadership. The two theories, which link leadership and personality traits of the leader, are the 'Great Man' Trait Theory and the Transformational Leadership Theory.

For the past century, individual scholars, as well as the military, desired to know the critical skills, traits and attributes of a leader. The search for commonalties began with looking at personalities of individuals. Although they could not emphatically prove their theories, some theorists still listed traits they found to be common in military leaders. One example is Gibb who offered evidence that military leaders had superior intelligence and

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[12] *Field Manual 22-100* (Washington, D.C.: HQ, Department of the Army, 2000), 3-64.

were judged more self-confident, sociable, aggressive, and adjustable.[13] During the

transformational leadership phase, businesses were searching for shared traits among leaders

and many professional companies published their traits list.

  After reviewing dozens of books, articles, and military leadership manuals, the author

concludes the most common personality traits associated with leadership are integrity and

honesty, vision, personal courage, good judgment, compassion, intelligence and knowledge,

self-confidence, perseverance, enthusiasm, and initiative.

Integrity and Honesty

  Integrity and honesty are a foundation of effective leadership in many leadership

books. James Kouzes and Barry Posner's best-selling book, *The Leadership Challenge*,

believes the top four reasons leaders are admired are for being honest, forward-looking,

inspiring and competent.[14] They conducted two studies on characteristics of admired leaders

around the world and found honesty to be the number one trait. [15] They assert that honesty is

absolutely essential to leadership. After all, "if we are willing to follow someone -- whether

it be into battle or into the boardroom -- we first want to assure ourselves that the person is

worthy of our trust."[16] One way to judge if a leader is honest is to see if there is consistency

between their words and their deeds. "If leaders practice what they preach, we're more

willing to entrust them with our career, our security, and sometimes with even our life."[17]

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[13] Gibb, 88.

[14] James Kouzes and Barry Posner, *The Leadership Challenge* (San Francisco: Jossey-Bass Pubs, 1997), 22.

[15] Studies completed in 1987 and 1995.

[16] Kouzes, 22.

[17] Kouzes, 23.

Leadership is built on honesty and the integrity of the leader's character. A leader is only as good as his or her word; leaders must keep their word and promises. Honesty and integrity builds trust and credibility, without it a leader will never be successful.

Vision

A leader must be a visionary and have a well-defined goal for his or her followers to achieve. Former Secretary of Defense, William Cohen defines it as "an all-encompassing picture of the way you want an organization to look in the future."[18] Followers expect leaders to have a sense of direction and a clear understanding of the future. They need to clearly define the vision and organize his or her vision into missions with achievable goals. They must know where they are going, how to get there, and influence others to take the journey with them.

Personal Courage

Personal courage is the combination of both moral and physical courage. Morally and physically a leader must do what is right. A leader must meet danger or difficulties in spite of fear. A leader must be true, honest and act ethically with everyone, especially his or her followers. A leader displays the ability to know what is right, know what is wrong, and be able to always stand up for what is right. Courage is the ability to overcome fears and adversities with your mind and body and be able to approach these difficulties with firmness and strength.

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[18] William A. Cohen, *The Stuff of Heros* (Atlanta:Longstreet, 1998), 77.

Judgment

Effective leadership requires sound judgments and the ability to make the correct decisions. John Gardner, author of *Leadership Papers*, defines judgment as the "ability to combine hard data, questionable data and intuitive guesses to arrive at a conclusion that events prove to be correct."[19] A leader must use judgment to bridge the gap between vast amounts of data and the unknown to arrive at valid conclusions. During this process a leader must weigh the risks against the odds to determine his or her decisions. Common sense also plays a part in judgment. Sometimes leaders with brilliant minds lack common sense and therefore, lack good judgment. Sound judgment is gained and improved through experience, good and bad.

Compassion

A leader must have compassion and take care of his or her people. A leader must balance the ability to think objectively to accomplish the mission with the needs of his or her people. A leader must display empathy for his or her people and in other words, "put yourself in the other person's shoes." Open communication with your troops is critical to effective leadership. An awareness and responsiveness to the feelings of oneself and others is crucial. Sun Tzu would disagree with the need for compassion in leadership; however, one could argue that times have changed, and so has military leadership. During Sun Tzu's period there was more distinction between military troops and military leaders because of the class structure; leaders did not feel obligated to care for their people in order to get results.

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[19] John W. Gardner, *Leadership Papers: Attributes and Context* (Washington, D.C.: Independent Sector, 1987), 13.

Today, leaders must be fair, respect each human being, and contribute to unit cohesiveness and morale in order to be effective.

Intelligence and Knowledge

Intelligence and knowledge are important qualities a leader must posses. Being intelligent is not enough for effective leadership; a leader must display expertise or knowledge in their field and have good judgment, professional proficiency, and innovative ideas to be successful. They must be competent in their field of expertise and be able to teach others those skills. In the military, different levels of leadership require different levels of knowledge. A junior officer must have an intimate knowledge of the position he or she is assigned. Flag officers are expected to have knowledge of various different issues and understand the whole system for which they are responsible.

Self Confidence

Self-confidence is an important trait because confident leaders remain calm, handle adversity well, and act bravely in tense situations. A study conducted by Carl Watson and Martin Chemers found that confident leaders were more successful than less confident leaders.[20] A self-confident leader must instill confidence in his or her followers and have the confidence that they too will be able to carry out the assigned tasks. Leaders with confidence tend to be free of guilt and have little need for approval. They are secure in their decisions and rely on competence gained during past experiences. Followers desire leaders to be self-confident in any situation especially in combat. Followers rely on leaders to understand the situation, know what must get done and have the confidence to achieve it.

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[20] Scott A. Booher and Carl B. Watson, The Institute for Leadership Dynamics, 1999, URL: <www.leadership-dynamics.com/leader2/sld001.html>, accessed 21 January 2001.

Perseverance

Perseverance is a personality trait closely associated with effective leadership. A leader displays ambition, high energy, and stability in adversity and be persistent in pursuit of tasks. A leader has incredible stamina required to accomplish difficult missions. In combat, a leader must continue to fight at all cost. Leaders are dedicated, and think nothing of working hard and long hours for the organization. Persevering leaders are able to remain alert and stay focused on the goals.

Enthusiasm

Leaders display enthusiasm and are expressive, active, and energetic. They need to have a strong affinity for people and things. Leaders need enthusiasm and charisma to arouse strong emotions in their followers. They do this by outlining the vision and mission in order to unite and captivate all. Enthusiastic leaders have open minds, are optimistic and open to change. They are extraordinarily alert and aware of their surroundings. Overall, they maintain a positive disposition. "Be the most enthusiastic person you know."[21] Leaders must understand that enthusiasm is infectious and powerful.

Initiative

Initiative is the ability to move forward and be a self-starter. Leaders with initiative set forth thoughts and actions to accomplish the mission, even when the instructions are not clear or detailed. A leader must plan ahead, prioritizes effectively, attain a high state of readiness, and get the job done. Leaders are aggressive, competitive and decisive; they have a natural tendency to lead others. They usually are assertive in their thinking style as well as

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[21] H. Jackson Brown, Jr., *Life's Little Instruction Book* (Nashville: Rutledge Hill Press, 1991), 188.

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their attitude in dealing with others. They have a desire to lead and seek leadership. They want to lead and are aggressive in their pursuit of leadership.

One can reason that not all of the aforementioned traits are, or need to be, present in every leader; however, the greater number of these traits in an individual, the higher probability for effective leadership. An effective leader must have many essential traits, and each leader possesses a unique blend of these traits. This unique blend makes it impossible to determine exactly which traits have the greatest impact on leadership. It does not make it impossible, however, to determine collective traits that occur in the majority of effective leaders. We know some things for sure; effective leaders display integrity and honesty as well as have a clear vision for the future. They must be intelligence, self-confident, and motivated in order to influence others to follow them to achieve accomplish the mission. They must display good judgment, be enthusiastic, and be compassionate. Leaders need perseverance, initiative, and personal courage in order to lead by example. Personality traits play a major role in determining who will and who will not be effective leaders.

Chapter 3

Personality Typing

People differ from each other...the important differences between us are our natural birthright, arising in just a few distinctive patterns. Recognizing these patterns can vastly enrich our sense of who we are, of who others are, and of how much we can learn from one another about the problems of life.

—David Keirsey

Origin of Personality Types

Carl G. Jung, a Swiss psychiatrist and philosopher, developed a theory in the 1920's on personality types. Jung theorized that personality type defined the individual within a process, and that without insight into type there is little chance of true self-realization or development, [22] including leadership. He believed that we view reality according to our "psychological type." Jung realized that many preceding theories described human character in terms of four basic classifications. Astrology classifies character for example, in terms of four elements: water, air, earth, and fire.[23] Jung's four basic dimensions describe how one relates to the world, takes in information, makes decisions and organizes life. He further broke the four functions down into two groups, one for direct experiences, and one for

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[22] Lenore Thomson, *Personality Type: An Owner's Manual* (Boston: Shambhala, 1998), ix.

[23] Thomson, 5.

organizing experience rationally. The first group is sensation or intuition for direct

experience, and the second group is thinking or feeling for planning and organizing

experiences. There are two distinct perspectives, the person inside (introverted) and the way

we relate to others through our relationships (extraverted). Jung recognized that personality

is largely a matter of these functions, and the most consistent in predicting people's behaviors

is to know if a person is an extravert or an introvert.

The Myers-Briggs Type Indicator

During the 1950's, Katherine Briggs and her daughter, Isabel Briggs Myers, extended

Jung's model with the initial development of the Myers-Briggs Type Indicator (MBTI).

Jung's concepts were refined and put into a language that the average person could

understand. Even though many other theorists were very interested in personality traits as a

basis for their research, not many of them were aware of the MBTI. This personality

indicator did not have a great impact on society until the late 20th century. Myers' book,

"Gifts Differing," explaining human diversity in personalities was published in 1980, after

her death. This book provides a comprehensive introduction into the Jung/Myers theory.

Myers book and her philosophy entered society the same time the transformational leadership

movement commenced.

The MBTI is based on sixteen different psychological types and breaks down patterns

for approaching the world. The MBTI treats all types as equals, and not as better or worse

combination of functions forms identity and conditions the way we seek and find satisfaction in life.[24]

Groupings used by the Myers-Briggs Type Indicator (MBTI), draw on the tenets of Carl Jung's theory, and use the four basic dimensions. The MBTI is used for many things such as total quality management, team building, understanding you and others better, communication patterns, interpersonal relationships, and determining decision-making.

Mankind displays a multitude of personality traits; in fact, one study identified more than 17,000 traits.[25] A group this large makes it difficult to predict a person's behavior. So instead of determining specific characteristics, it is possible to combine traits together and come up with four basic groups.

Extroverts believe for example, that other extroverts are better than introverts, because their understanding is clearer. This shows their lack of the side they did not develop. We each possess a portion of each function, but the degree to which we have developed them and our preferences, are determined by the MBTI. This personality indicator enables understanding the common intersections of our varied types. The people we least understand represent parts of ourselves that we have not fully explored, or as some say, our opposites.

The Four Dimensions [26]

a. **Relates to the world** - by their interest flowing mainly from the outer world of action, objects and people (**E**xtroversion), or from an inner world of concepts and ideas (**I**ntroversion);

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[24] Thomson, 12.

[25] *Australian Army Leadership Handbook* (Fort Queenscliff, Australia: Doctrine Development Command and Staff College, 2000), 6-3.

[26] Carl Jung, Australian Army Leadership Handbook, 6-3.

b.   **Takes in information and ideas** - by immediate real, solid facts or experience (**S**ensing), or by the possibilities, meanings and relationships of experience (i**N**tuition); (note: since the **I** is already used for **I**ntroversion, the **N** is use for i**n**tuition);

c.   **Makes judgements or decisions** - by objectively and impersonally analyzing facts (**T**hinking) or by subjectively and personally weighing values for the importance of choices (**F**eelings); and

d.   **Controls and organizes people or activities** - by planning and living in an orderly way in order to regulate and control events (**J**udgement) or in a flexible, spontaneous way aiming to understand and adapt to events (**P**erception). [27]

The four dimensions define one particular and unique personality archetype by combining into sixteen possible personality types. The results indicate an extrovert or an introvert, sensory or intuitive, a thinker or a feeler, and a judger or a perceiver. These are the sixteen possible type combinations.

Table 1. Myers-Briggs Sixteen Personality Types

	Sensing	*Sensing*	*Intuitive*	*Intuitive*	
Introvert	**ISTJ**	**ISFJ**	**INFJ**	**INTJ**	*Judging*
Introvert	**ISTP**	**ISFP**	**INFP**	**INTP**	*Perceptive*
Extrovert	**ESTP**	**ESFP**	**ENFP**	**ENTP**	*Perceptive*
Extrovert	**ESTJ**	**ESFJ**	**ENFJ**	**ENTJ**	*Judging*
	Thinking	*Feeling*	*Feeling*	*Thinking*	

Interpretation of personality type establishes attitude or functions based on the four letters combination. Two of the four letters at the ends of the group, E or I, and P or J,

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[27] Australian Army Leadership Handbook, 6-3.

represent a person's attitude toward the world. The middle two letters, S or N, and T or F, represent our strongest functions, or ones we usually rely on.[28] The first letter (E or I) represents our primary attitude in how we see the world. The second letter (S or N) describes the way we perceive or process direct experience, new information or ideas. The third letter describes the way we judge, make decisions or organize familiar facts or experiences so they are predictable. The last letter tells us how we generally control and organize people or activities when we are dealing with external reality. [29]

Analysis of statistical samples reveals that the four categories are not equally distributed among the general population. The distribution is as follows: [30]

Extrovert (75%)	**I**ntrovert (25%)
Sensing (75%)	I**N**tuitive (25%)
Thinking (50%)	**F**eeling (50%)
Judgement (50%)	**P**erceptive (50%)

These percentages are only approximate, but indicate that 'I' and 'N' preferences are in the minority. There is a slight gender shift in the Thinking-Feeling scale, with approximately 60% of all females being 'F', and 60% of the males being 'T'.

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[28] Thomson, 21.

[29] Thomson, 22.

[30] From a 1964 study conducted by David Keirsey.

The Keirsey-Bates Temperaments

David Keirsey and Marilyn Bates determined the relationship among personality, character and temperament, in the late 1970's. They theorized that there are two sides to a personality, one that reflects character and the other temperament. Character is a disposition or a configuration of habits, while temperament is pre-disposition or a configuration of inclinations. We are born with our temperament, and environment determines our character. Using a computer analogy, temperament is hardware and character is the software. Temperament is the hardware, the base or foundation, from which our character emerges.[31] Keirsey and Bates categorized the personality types into four distinct temperaments using a combination of the last three letters: SJ, SP, NT, and NF.

Idealists **NF**	Guardians **SJ**
Rationals **NT**	Artisans **SP**

The four Keirsey-Bates temperaments represent a person's focus area or fundamental emotional need, while the sixteen types appear to represent a person's complete, day-to-day personality. The Keirsey-Bates temperaments could also be described as the "bottom line,"

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[31] David Keirsey, *Please Understand Me II* (Del Mar, CA: Prometheus Nemesis Book Company, 1998), 21.

the "motivation," or the "world-view" of one's personality.[32] The four basic Keirsey-Bates

temperaments, and examples of each temperament are reflected in appendix A. The majority

of military leaders fall under two of the four temperaments: NT or SJ.   Based on these types

and estimates of the character and temperament,[33] Keirsey and Bates believe General

Douglas MacArthur is an NT and Admiral Chester Nimitz is most likely an SJ.

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[32] Noring, Personality Typing, 16.

[33] David Keirsey and Marilyn Bates, Keirsey Web Page, URL: <www.keirsey.com>, accessed 13
January 2001.

Table 2. Keirsey-Bates Temperament Vocabulary[34]

Keirsey-Bates provide cue words to describe each of the eight temperament types:
Extroversion-Introversion Preferred Vocabulary

Extroversion, E	Introversion, I
breadth	depth
external	internal
interaction	concentration
expenditure of energy	conservation of energy
multiplicity of relationships	limited relationships

Sensing-Intuition Preferred Vocabulary

Sensing, S	Intuition, N
experience	hunches
past	future
realistic	speculative
actual	possible
down-to-earth	head-in-clouds
fact	fiction

Thinking-Feeling Preferred Vocabulary

Thinking, T	Feeling, F
objective	subjective
principles	values
policy	social values
laws	extenuating circumstances
impersonal	personal
allocation	devotion

Judgement-Perception Preferred Vocabulary

Judgement, J	Perception, P
settled	pending
decided	gather more data
fixed	flexible
plan ahead	adapt as you go
planned	open ended

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[34] Keisey, 25-26.

Chapter 4

Military Leadership

The battalions that did best were those with the best commanders. The new technologies were adopted, and they did make a difference. But we never lost sight of the reality that people, particularly gifted commanders, are what make units succeed. The way I like to put it, leadership is the art of accomplishing more than the science of management says is possible.

-- General Colin Powell

Definition of Military Leadership

In the [military] service, there are many different kinds of leadership, but in general terms, leaders in the service are those who can get their people to do the right thing at the right time for the good of their government.

-- Admiral Arleigh Burke

If leadership is the ability to influence others to attain a goal, then military leadership is a specific type of leadership, which builds on this base definition of leadership. Military leadership is "influencing people -- by providing purpose, direction, and motivation -- while operating to accomplish the mission and improving the organization." [35] The first half of the definition deals with the relationship of leaders to followers; however, in the military this

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[35] Field Manual 22-100, 1.

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relationship is more clearly defined through a rank structure and chain of command. Immediately upon entering a military organization military personnel are aware of the rank structure and exactly where they fit into that structure.

Generally, junior officers exercise influence on their troops directly, while senior leadership employs both direct and indirect methods of influencing their troops. Direct influence refers to personal contact and indirect influence refers to delegating tasks down the chain of command.

The number one priority in a military command is to accomplish the mission. It is the commander's responsibility to define the mission, clearly communicate the vision and empower the command to accomplish the mission. The process of leading relies on creating a safe environment and providing the right resources, so that a command may function effectively and efficiently in order to accomplish its mission.

The words effective or successful help define military leadership. Most military leaders display some effective leadership characteristics and are therefore considered effective leaders. Effective leadership is a subset of successful leadership. Not every effective leader is a successful leader, yet in order to be a successful leader you must be effective. Many books and articles list successful military leaders, most of these people have proven themselves in battle. Just listing personality traits or qualities of an effective leader is not enough to define successful leadership. Successful leaders must prove their leadership ability in war.

Relationship between Personality and Military Leadership

A military leader's style directly involves the personality, temperament, and character of the leader. These attributes remain mostly consistent throughout your life. Part of knowing one's self is being able to identify strengths and weaknesses in one's leadership style. Leadership not only involves being able to have a clear vision to your goals, but also the ability to influence your followers to achieve the goals. The method a leader displays in order to achieve his or her goals, is referred to as a leader's style. Leadership style is not so much how the leader believes he or she acts, but more of how others perceive your actions. [36]

Four Myers-Briggs personality types stand out among leaders: ISTJ, ESTJ, INTJ, and ENTJ. Two of these four are in the majority among mid-grade military officers, ISTJ and ESTJ. ISTJ are predominant throughout the United States military service and comprise the largest percentage of military leaders. While only six percent of the general population is ISTJs, 30 percent of the United States military personnel are ISTJs.[37] This substantial five-fold increase is significant.

In the military there is a high percentage of the three preferences, STJ. The combined percentage for the services (Army, Navy, Air Force and Marines) is 72 percent Sensing, 90 percent Thinking, and 80 percent Judging. [38] The first preference of Extroversion or Introversion only has a slight variation with about 55 percent Introverts and 45 percent Extroverts. This means ISTJ and ESTJ comprise the majority of military leaders. The MBTI data from the 1999 and 2000 Command and Staff College students, as well as Otto Kroeger's

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[36] Australian Army Leadership Handbook 3-1.

[37] Otto Kroeger and Janet M. Thuesen, *Type Talk at Work (* New York: Delacorte Press, 1992), 392.

[38] Kroeger, *Type Talk at Work*, 392.

research data, proves this to be valid. The students at Command and Staff College were 25

percent ISTJ and 19 percent ESTJ. Otto Kroeger's results, from 4,789 middle managers were

consistent with these results of 29.6 percent ISTJ and 19.9 percent ESTJ. This lends

credence to Otto Kroeger's results that there is not a significant difference between civilian

leaders and military leaders at the middle to high level of leadership.[39] Both results show the

top four personality types among mid-grade leaders are ISTJ, ESTJ, ENTJ, and INTJ. Each

type includes the two preferences of thinking and judging. When comparing leadership to

personality types, the highest percentage of leaders falls into one of the Four Corners.

Table 3. Four Corners of Leadership

	Sensing	*Sensing*	*Intuitive*	*Intuitive*	
Introvert	**ISTJ**	ISFJ	INFJ	**INTJ**	*Judging*
Introvert	ISTP	ISFP	INFP	INTP	*Perceptive*
Extrovert	ESTP	ESFP	ENFP	ENTP	*Perceptive*
Extrovert	**ESTJ**	ESFJ	ENFJ	**ENTJ**	*Judging*
	Thinking	*Feeling*	*Feeling*	*Thinking*	

Otto Kroeger's data showed middle managers, senior managers, and executives all

had these four types in common. Kroeger's data, comprised of over 13,000 people, shows the

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[39] Otto Kroeger, founder of a psychological and management consulting firm in Fairfax, Virginia has spent 20 years researching large businesses such as AT&T, Xerox, and IBM as well at the United States Department of Defense. He states there is a common myth among corporate, government and military circles that these entities are quite different from one another. His data proved this myth to be false. He proves that "typologically four-star generals and senior executive service personal are nearly identical to chief executives; majors and government managers closely resemble middle managers in the corporate world." Common personality traits among all leaders, military or civilian, mirror one another.

higher you advance up the ladder from middle management to executive, the higher

percentage of the Four Corners is evident. For example, the Four Corners make up 70

percent at the middle management level, 73 percent at the upper management level, and 85

percent at the executive level. At top levels of military and civilian organizations, the

personality types are overwhelmingly TJ with 95 percent Thinking and 87 percent Judging. [40]

The remaining 5 percent are Feelers, and 13 percent are Perceivers.

At this level the Feelers and Perceivers are at very low levels or non-existent. They

have either remained at entry-level positions, junior enlisted positions or have moved on to

non-leadership roles. The 2000 Command and Staff class's lowest numbers of personality

types are disperse among four categories: ISFP, INFP, ESFP, and INFJ. The one common

preference to each of these types is the feeling preference.[41]

The military services today need people. According to the Chief of Naval

Operations: "We are at war for people!" Some analysts believe the lack of a vital national

threat or the thriving economy are the reason for the dwindling numbers of people in the

military. Could it be the one critical aspect the military lacks is being able to take care of its

people? Leaders with feelings and dedication to personal priorities are absent.   Leaders with

feelings weigh human values, foster harmony, and show appreciation for their people.

Leaders with feelings create a personal atmosphere and take risks only after evaluating the

impact on their people. The military stresses the importance of taking care of people, yet

how can they expect qualities of compassion and caring from military leaders who are

predominantly (90%) thinkers?

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[40] Kroeger, *Type Talk at Work*, 396.

[41] See Appendix B for data results.

By analyzing type description, one can glean the relationship between personality traits listed in chapter two and the Four Corner personality types of leaders. The commonalties are depicted in Table 4. All four types have the following four traits in common: integrity/honesty, intelligence/knowledge, initiative and judgment. All four types lack compassion, which is exhibited by Feelers. Since all four types are Thinkers who prefer objective, non-personal leadership style it is logical that there is no association to compassion. ENTJ have the most leadership traits in common with eight; INTJ have the least in common with five.

Table 4. Analysis of Leadership Traits and Personality Types

		Personality Types				
	Leadership Traits	ISTJ	ESTJ	INTJ	ENTJ	
	Honesty and Integrity	●	●		●	
	Intelligence and Knowledge	●	●	●	●	
	Vision			●	●	
	Compassion					
	Personal Courage	●	●	●	●	
	Self Confidence				●	
	Perseverance	●	●			
	Enthusiasm		●		●	
	Initiative	●	●	●	●	
	Judgment	●	●	●	●	
	Number in common	6	7	5	8	
						total
	Military Leader's Percentage[42]	26%	17%	8%	10%	**61%**
	Average for U.S. population	8%	13%	3%	5%	**29%**

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[42] 1999-2000 Command and Staff College Results. See Appendix B for additional results.

Personality and a Military Leader's Decision-Making Process

Individuals gather information by either a sensing perception or an intuitive perception. Sensing people perceive with their five senses, attend to practical and factual details, and are in touch with the physical realities in life. Intuitive people perceive with memory or past associations. They see patterns while looking for the big picture, and project possibilities for the future.

Individuals have two styles of making judgments: thinking or feeling. Thinking people use logical analysis, objective and impersonal criteria. They tend to be firm-minded, skeptical and draw upon cause and effect relationships. Feeling people apply personal priorities and continuously consider human values. Feelers are appreciative, trusting and value warmth in a relationship.

Jung concluded that people prefer one style of perceiving and judging; therefore, we are able to develop a combination of four perceiving and judging styles: [43]

a. **Sensing/Thinking (ST)** - make decisions by relying of facts. These people conduct an impersonal analysis of the situation and then make an analytical, objective decision. This style is valuable because it produces a clear, simple solution. They tend to avoid risks and can ignore the impersonal aspects of decisions.

b. **Sensing/Feeling (SF)** - make decisions by gathering facts, but place great importance on interpersonal relationships, while taking a practical approach to information gathering. SF's strengths in decision making is their ability to handle inter-personal problems as well as their ability to take calculated risk. They may have problems accepting new ideas that break the rule in the organization.
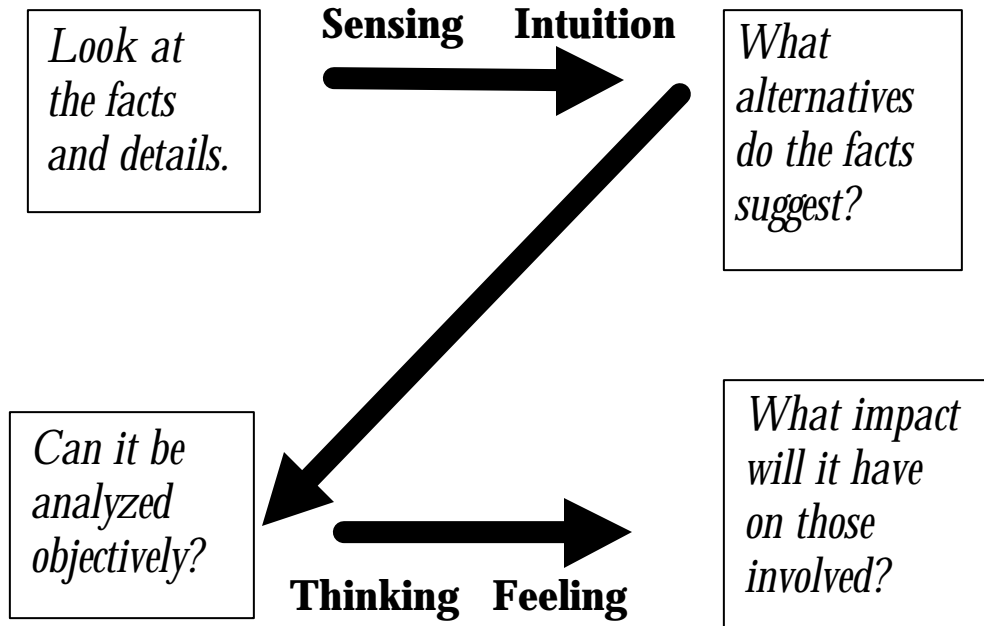
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[43] Kroeger, *Australian Army Leadership Handbook*, Appendix 1 to Chapter 13.

c.   **Intuitive/Thinking (NT)** - make decisions by focusing on alternate

possibilities in a situation and evaluate them objectively and impersonally. They love to

initiate new ideas and focus on the long term. They are innovative and take risks, but their

weaknesses include the tendency to ignore arguments based on facts and to ignore feelings.

d.   **Intuitive/Feeling (NF)** - make decisions by searching for alternate solutions,

but evaluate them in terms of how they will affect people involved. They enjoy participative

decision-making, are innovative and will take risks. They tend to make decisions on personal

preference rather than objective data, and may be too responsive to the needs of others.

Even though Jung believed people tend to prefer one style of decision-making to

another, Isabel Myers Briggs created a "Z" problem-solving model, which uses the strengths

of the all four preferences - sensing, intuiting, thinking and feeling. This model outlines four

steps to good problem solving. [44]

The Z Problem-Solving Model

Look at the facts and details.	**Sensing Intuition** →	*What alternatives do the facts suggest?*
Can it be analyzed objectively?	**Thinking Feeling** →	*What impact will it have on those involved?*

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[44] Australian Army Leadership Handbook, 13-5.

A person would begin by using his or her five senses to gather information about the problem by examining the facts and details, then use intuiting to develop possibilities and generate alternatives. Next one would use thinking to logically analyze and consider each alternative, and finally, use feelings to weigh the impact to determine how the people involved will be affected.

The majority of field grade officers (Major, Lieutenant Colonel, Lieutenant Commander and Commander) are either ISTJ or ESTJ; therefore their style for making decisions falls into the ST preference.[45] These leaders make decisions based on facts and are able to make analytical, objective decisions. The military values this type of decision-making style because it produces a clear and simple solution. However, these leaders' greatest weakness is their inability to take people into account when making decisions.

The ISTJ is often calm and cool in stressful situations and has a clear mind to make important decisions. However, ISTJs tend to be impatient and believe that a bad decision on time is better than no decision at all; doing something is better than doing nothing. ISTJ view the order or task as more important than the team/group's spirit, morale or interpersonal issues. [46]

ESTJs draw conclusions too quickly and are not always responsive to emotional needs of others. They do not always allow or listen to opposite points of view, and tend to disregard diversity and subordinate positions. ESTJ are sometimes seen as overbearing and insensitive. In making decisions, they believe it is more important to accomplish the mission

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[45] Kroeger, 1992, 394 .

[46] Kroeger Handout, 1997, 2.

in a timely fashion even at the expense of wasting valuable personal and organizational resources.

The key to making a leadership decision is to know yourself and what your preference or style is when making a decision. Then figure out a way to balance your strengths and weaknesses in order to use all four preferences in making every decision. Using this approach, leaders will be able to balance goals and people's need while making both logical, yet resourceful decisions.

Chapter 5

Successful World War II Military Leaders

It's always been interesting to me how common the attributes are between those who command men on ships and on the ground. The job's different, but the basic attributes of the people are the same. There are basically two kinds of effective ones: those who are goal oriented, tend to see people as tools to accomplish a job, and are often described as "mean," and those who do the job equally well, but love, and are loved in return, by those above and below them. Not a lot of difference in outcome, actually, but certainly in the history they leave behind.

— Raymond Spruance

General Douglas MacArthur and Admiral Chester Nimitz are two successful World War II leaders who fit this dichotomy. Both leaders had very different personalities and leadership styles, yet both displayed effective leadership skills that directly impacted the Allied victory in the Pacific during World War II. According to historian Ronald Spector, it is hard to imagine two leaders more different: "while MacArthur was a forceful and colorful personality, a man of dramatic gestures and rhetoric, Nimitz was soft-spoken and relaxed, a team player, a leader by example rather than exhortation."[47] This section will examine the

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[47] PBS Online, *People & Events: General Douglas MacArthur and Admiral Chester W. Nimitz,* URL: <http://www.pbs.org/wgbh/amex/macarthur/peopleevents.html>, accessed 21 January 2001.

leadership styles of General MacArthur and Admiral Nimitz and analyze what role their personalities played in their leadership styles.

Military leaders are both born and made through leadership developmental training and military experience. A leader must have some innate traits or natural talents that can be molded by training and experiences into an effective and successful leader. The personality of individuals tends to form these natural attributes into a unique leadership style, which given the precise blend can allow that person to rise to greatness. Nimitz and MacArthur had their own experiences, in life and in the military, along with their own unique leadership styles that influenced the way they viewed, fought and ultimately won the war in the Pacific.

General Douglas MacArthur (1880-1964)

A general is just as good or as bad as the troops under his command make him.

-- General Douglas MacArthur

Douglas MacArthur was surrounded by military influence throughout his life. His father, General Arthur MacArthur, was a Medal of Honor recipient during the Civil War and later commanded the entire United States Army in the Philippines. Douglas MacArthur learned early in life that a MacArthur is always in charge, always a scholar and always a gentleman.[48]

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[48] PBS Online, People & Events: General Douglas MacArthur, 1.

Douglas was an outstanding student with many intellectual gifts. When his father was assigned to a post in San Antonio, Texas, in 1893, Douglas attended the West Texas Military Academy. He did extremely well in this environment that combined academics, religion, military discipline and social skills. It was his excellent record at this academy, which allowed him to receive an appointment to the West Point in 1898. He achieved one of the finest records in the military academy's history and graduated first in his class of 1903.

MacArthur's early career, centered on political elites, was designed to enhance his personal prestige. His first tour of duty, as an engineer officer, he served as an aide to his father in the Philippines. Next he served as an aide to President Theodore Roosevelt in 1906-1907 and participated in the 1914 Veracruz expedition. He was the youngest divisional commander in the Army during World War I when he was promoted to Brigadier General and commander of the 84th Infantry Brigade. He was said to have had a "flamboyant romantic style matched only by real feats of courage on the battlefield."[49] MacArthur was wounded twice and became the most decorated American soldier of the war. After World War I, he became Superintendent of West Point, followed by two tours in the Philippines. He served as Army Chief of Staff from 1930-1935, and then returned to the Philippines as a military advisor until his retirement from the Army in 1937.

In July 1941, MacArthur was reactivated by the Army and commanded the American and Philippine forces until ordered to evacuate in March 1942. Bataan capitulated in April and Corregidor fell in May 1942. MacArthur, the great military leader, earned the nickname

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[49] PBS Online, 3.

"Dugout Doug" by his troops because he remained safe in the Malinta Tunnel complex during the campaign and apparently never visited his troops on Bataan.[50]

MacArthur did not accept these defeats easily and vowed his most famous words: "I shall return." Whether it was his strong connection to the Philippine people or his own ego that fed his determination may never be known, but his perseverance to fight and fulfill his promise to liberate the islands was remarkable.

MacArthur is noted as having a "strange" personality and able to proclaim outcomes and then literally "will" them to happen. He kept a staff dedicated to making him look good and influenced them to make his prophecies occur. "The adoration of his staff, the manipulation of the public relations machine and support from Republicans in Congress worked to see that MacArthur was always presented in a positive light."[51] The problem with this type of environment is that there is little room for honesty, constructive criticism or objective analysis. The leader will eventually have a false sense of reality.

MacArthur was a born leader with an eccentric personality that dominated those around him. He rose to greatness initially because of his political connections and later by his determination and self-centered ego. MacArthur's personality type, based on typewatching estimates, is an ENTJ. ENTJs, also known as "Field Marshalls,"[52] have a driving force to lead, and tend to seek responsibility.

His temperament is a "NT" or also known as Rational according to Keirsey-Bates. Rationals are proud of themselves based on their competence in action, respect themselves

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[50] Dirk Ballendorf, Exigencies of the Two American Campaigns in the Pacific Theater of World War II (University of Guam, 2000), 7.

[51] Ballendorf, 8.

[52] Keirsey, 73.

based on their level of autonomy, and feel confident based on their strong will.[53] They are

also known as being highly skilled in strategic analysis, marshalling and planning, all of

which MacArthur proved to master throughout the Southwest Pacific Campaign. Rationals

are also known as a knowledge-seeking personality that trust in reason and hunger for

achievement.

During the 1960's, the MacArthur family searched for a place that would serve as a

suitable place for the General Douglas MacArthur Memorial. They settled on Norfolk,

Virginia, the birthplace of his mother. A great monument is dedicated to Douglas MacArthur

in the center of downtown Norfolk and recently a new mall opened which also bears his

name. Some people see similarities between this monument and Napoleon's tomb in Paris.

Whether born a leader, or made a leader, General Douglas MacArthur will go down in

history as one of America's most successful military leaders.

Admiral Chester W. Nimitz (1885-1966)

The general who in advancing does not seek personal fame, and in withdrawing is not concerned with avoiding punishment, but whose only purpose is to protect the people and promote the best interests of his sovereign, is the precious jewel of the state. Because such a general regards his men as infants they will march with him into the deepest valleys. He treats them as his own beloved sons they will die with him.

-- Sun Tzu

Chester Nimitz was a humble man who was probably not destined to become one of

the Navy's great admirals. He was born never knowing his father who had died five months

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[53] Keirsey Web Page.

earlier from rheumatic heart disease. His mother and uncle raised him in a small town in

west Texas. He was interested in attending West Point, but was told no appointments were

available, so he applied to the Naval Academy. In 1905, he graduated seventh in his class

and became a submarine officer. While on submarine duty, Nimitz learned the importance

and value of the people he led. Due to dangerous and arduous conditions on a submarine, it

is even more imperative for a leader to rely on his men.

During World War I he served as the commander of the submarine force for the

Atlantic Fleet. He quickly rose in rank and responsibility and commanded a battleship group

before World War II. In 1922, Nimitz attended the advanced course at the Naval War

College and studied his soon to be enemy, Japan. Nimitz writes, "the courses were so

thorough that after the start of World War II, nothing that happened in the Pacific was

strange or unexpected."[54] In the 1930's he commanded a heavy cruiser division in the Far

East. His knowledge of this area would be extremely valuable less than a decade later.

In mid-December 1941, Admiral Chester W. Nimitz relieved Admiral Husband E.

Kimmel and assumed command of the Pacific Fleet. Nimitz, put in his highest position of

responsibility and greatest leadership challenge to date, made the decision to keep all of

Kimmel's staff. This act demonstrated good judgment and confidence at a time when it was

greatly needed. Nimitz got along well with seniors and juniors alike, and always cared about

the welfare of his sailors.

Nimitz's leadership ability was perhaps his greatest gift. Naval historian Robert Love

writes that Nimitz demonstrated:

> …a sense of inner balance and calm that steadies those around him.   He had
> the ability to pick able subordinates and the courage to let them do their jobs

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[54] PBS Online, Admiral Chester W. Nimitz, 1.

without interference. He molded such disparate personalities as the quiet, introspective Raymond A. Spruance and the ebullient aggressive William F. Halsey, Jr. into an effective team.[55]

Nimitz trusted, empowered and had faith in his subordinates. One example of this was before Midway when Nimitz believed the analysis of his intelligence experts and made courageous decisions that won this battle and turned the tide of the Pacific War. This also illustrates the semi-autonomous command relationship with Admrials Halsey, Mitscher, and Burke. Nimitz greatly relied on their experience, expertise and analysis when making decisions. He realized team synergy was more successful than anything accomplished alone. He relied on his subordinates, trusted them, and instilled self-confidence to make them effective and successful leaders as well.

Nimitz's easy-going, yet self-confident personality helped ease the relationship with MacArthur. As MacArthur searched to give a colorful interview, Nimitz did not mind sitting in the background. The only time Nimitz would make waves was when he felt the honor of the Navy was not getting its due credit. According to his aide Hal Lamar, Nimitz felt slighted when he was told MacArthur would run the surrender ceremony. Nimitz told the Secretary of the Navy to inform President Truman that he would not attend. The President corrected his mistake, changed the orders and allowed MacArthur to run the show, but Nimitz took the surrender for the United States aboard the battleship Missouri.

 Nimitz is probably viewed more as a leader who was made, not born; however, that would not give enough credit to his outstanding character. He was born with natural leadership traits, but his experience and training fostered these qualities into a successful leader. His calm, compassionate and well-balanced personality empowered those around

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[55] PBS Online, Admiral Chester W. Nimitz, 1.

him to succeed as well. Nimitz's personality type, based on typewatching estimates, is probably an ESTJ, also know as a "Life's Administrator." They are known to be in touch with the external environment, very responsible, balanced and steadfast. They are viewed as traditional leaders who respect hierarchy and conserve institutional values. They are comfortable when taking charge and create a stable and supporting environment.

Nimitz's temperament is a "SJ" or Guardian. Guardians are known to be cooperative in implementing goals; their best skill is supervising and administering. "They are proud of themselves in the degree they are reliable in action, respect themselves in the degree they do good deeds, and feel confident of themselves in the degree they are respectable."[56] They prefer harmony, organization, and structure.

Admiral Nimitz was a consummate professional naval officer who was well respected by his people. His humble, yet self-confident personality allowed him enough flexibility to make changes if new information was received. He rightly gave credit to his subordinates and did not bask in the limelight. He was a humble man who gained leadership through hard work and dedication.

Nimitz's effective leadership style is summed up simply by this illustration. When his hometown in Texas wanted to create the Admiral Chester Nimitz Museum, he was reluctant. He finally relented under one condition, that the museum not be about him but about the sailors, soldiers, airmen and Marines who served with him in the Pacific War. [57]

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[56] Kiersey Web Page.

[57] Ballendorf, 8.

Analysis of MacArthur and Nimitz

MacArthur and Nimitz had different personalities and led their troops in diverse ways, yet both displayed many of the same effective leadership traits. The biggest difference when comparing their traits was in compassion. Unlike MacArthur, Nimitz showed a great deal of compassion and caring for his people. Nimitz's men adored him and respected him; they trusted his leadership. Although Nimitz had self-confidence and initiative he did not publicly display it as often or to the same degree as MacArthur. Nimitz's even-tempered and affable personality would never be described as aggressive and competitive.

After reviewing many books and articles on MacArthur and Nimitz, one can determine that these leaders portrayed the following personality traits as depicted in Table 5.

Table 5. Analysis of MacArthur's and Nimitz's Leadership Traits and Personality Type

Leadership Traits	Personality Types			
	Nimitz	Typical ESTJ	MacArthur	Typical ENTJ
Honesty and Integrity	●	●	●	●
Intelligence and Knowledge	●	●	●	●
Vision	●		●	●
Compassion	●			
Personal Courage	●	●		●
Self Confidence	●		●	●
Perseverance	●	●	●	
Enthusiasm	●	●	●	●
Initiative	●	●	●	●
Judgment	●	●	●	●

Two traits that MacArthur may not have portrayed, or if he did they were rarely seen, are compassion and personal courage. He tended to overlook the personal factor of leadership

and was not always aware of people's feelings. He often would focus on possibilities through

non-personal analysis, not weighing the effect it would have on his troops. MacArthur's

strong ego clouded his personal courage at time; he did not always do what was right or best

for the team. He had his mindset and no one could change it. If a leader has courage he or

she is willing to look critically at himself or herself, consider new ideas, and change what

needs changing. The general was not known to take advice freely, "MacArthur cannot stand

to take advice. It is his greatest defect that he has to do everything alone."[58]

Nimitz and MacArthur exhibited effective leadership traits that lead to their successful

leadership during World War II. Both men displayed a variation in leadership traits during

their careers, and were superb decision-makers and tacticians. A balanced approach and

good judgment on when and where to use each trait were keys to their successes. Between

these two successful leaders, Nimitz was more balanced because he was goal oriented

(Thinker), but also cared about his people (Feeler).

People Oriented

Thinker   Feeler

Nimitz

MacArthur

Goal Oriented

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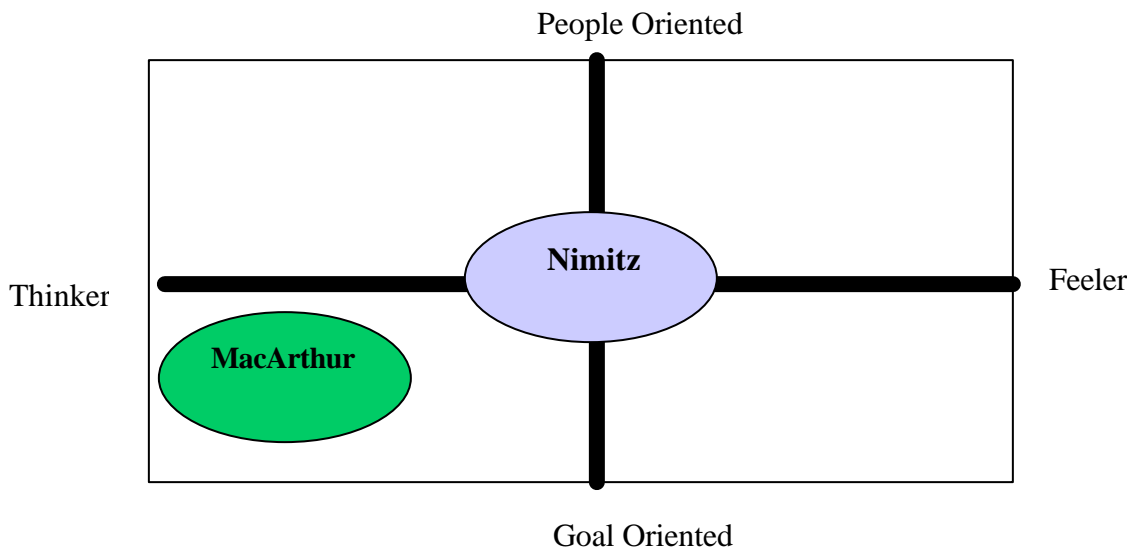
[58] Edgar Puryear, American Generalship - Character is Everything: The Art of Command (Novato, CA: Presidio Press, 1971), 116.

Chapter 6

Conclusion

The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.

-- Jim Rohn

The unique blend of traits of a leader's personality creates his or her leadership style and determines the quality of leadership ability. Individuals with certain personality traits including integrity and honesty, vision, good judgment, compassion, self-confidence, perseverance, enthusiasm, initiative, intelligence and knowledge, sincerity, humanity, personal courage are more likely to become effective leaders. With regard to these last four leadership traits Sun Tzu believed, "He who masters them wins; those who do not are defeated."

Four personality types usually become effective leaders. ISTJ, ESTJ, ENTJ, and INTJ account for roughly 78 percent of middle grade to flag rank officers in the United States military. All of these personality types include thinking and judging (TJ). These four types, however, make up only 30 percent of the general population. On the other hand, ninety-five percent of senior military leaders are thinkers, leaving only 5 percent as compassionate feelers.

Leaders show very little difference in preferring to be either introverted or extroverted. Although most people believe leaders must have charisma and be outspoken, the data for leaders shows that these two preferences are almost equal at fifty percent, which mirrors the general population.

Kroeger believes that to be successful, organizations will "need to bring more Feeling and Perceiving types into the upper echelons."[59] An unimaginative military organization will eventually need to become more diverse and creative, if cuts in military resources continue.

Today's military should develop leadership training, and the promotion system should include an equitable approach toward thinkers and feelers. The system appears to advance those who think over those who feel. Leadership training focuses too much on knowledge and intelligence of a leader and not enough on how to deal with people. If military leaders are to sincerely "take care of their people," know themselves and know their people, we need feelers in the flag ranks. The solution is a balanced approach to leadership training so a leader displays both goal and people oriented attributes.

Command and Staff MBTI results and Kroeger's data both show 80 percent of officers in middle to senior grade leadership are iNtuitive-Thinkers (NT) and Sensing-Judgers (SJ).[60] This figure contrasted with only 50 percent of the same types in the general population. The greatest concentration of NTs and SJs reaches 85-90 percent in senior ranks of all service branches.

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[59] Kroeger, *Type Talk at Work*, 106 and Appendix B.

[60] Data from the 1999 and 2000 Command and Staff, Dr. Beck's data from Advanced Program Management Course and Kroeger's data, *Type Talk at Work*, 391-398.

Data suggests that a career as a military leader is limited for those not represented in the top four personality types, or those not reflecting an NT or SJ temperament. The odds are against other types, but it does not rule them out completely. All sixteen-personality types are represented to some degree in all levels of military rank to include flag ranks. Each person possesses all eight functions, but the MBTI only determines the degree to which they are developed and our preferences to them. That does not mean one does not have any feelings if one is a thinker, it just means one prefers to use thinking function to feeling function most of the time. There is potential for every personality type to become an effective leader.

General MacArthur (ENTJ) and Admiral Nimitz (ESTJ) fall into one of the Four Corner Myers-Briggs personality types, as well as the Keirsey-Bates Temperament categories NT and SJ. MacArthur (NT) and Nimitz (SJ) each portrayed at least eighty percent of the personality traits for effective leaders listed in Chapter Two. The exceptional mix of leadership style, personality traits, and adaptability made both leaders successful.

There are common threads between personality traits and types and successful military leaders. People who balance the eight personality preferences and adapt to different situations with the appropriate function at precisely the right time are effective. Effective leaders in combat who are able to balance the mission with their people will be successful. The challenge of leadership is to know yourself, know your people, know your enemy and balance the right personality traits and preferences in the right situation at the right time. If this is accomplished, the odds of success increase.

Appendix A

Keirsey Temperaments

SP Artisans[61]

ARTISAN SPs, being concrete in communicating and utilitarian in implementing goals, can become highly skilled in tactical variation. Thus their most practiced and developed intelligent operations are usually promoting and operating (SPT expediting), or displaying and composing (SPF improvising). And they would if they could be virtuosos of one of these forms artistic operation. Artisans are proud of themselves in the degree they are graceful in action, respect themselves in the degree they are daring, and feel confident of themselves in the degree they are adaptable. This is the "Sensation Seeking Personality" -- trusting in spontaneity and hungering for impact on others. They are usually hedonic about the present, optimistic about the future, cynical about the past, and their preferred time and place is the here and now. Educationally they go for arts and crafts, avocationally for techniques, and vocationally for operations work. They tend to be permissive as parents, playmates as spouses, and play oriented as children. There are many Artisans to be found in many places where the action is, at least 35% and as many as 40% of the population.

> *. . . We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills, we will never surrender.*

-- Winston Churchill

A List of Famous SP's Politics/Government/Military
Franklin D. Roosevelt (ESTP)
Theodore Roosevelt (ESTP)
Winston Churchill (ESTP)
George S. Patton
Erwin Rommel

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[61] David Keirsey and Marilyn Bates, Keirsey Web Page, URL: <www.keirsey.com>, accessed 13 January 2001. All text in Appendix A. is verbatim from Keirsey Web Page on Temperament.

SJ Guardians[62]

GUARDIAN SJs, being concrete in communicating and cooperative in implementing goals, can become highly skilled in logistics. Thus their most practiced and developed intelligent operations are often supervising and inspecting (SJT administering), or supplying and protecting (SJF conserving). And they would if they could be magistrates watching over these forms of social facilitation. They are proud of themselves in the degree they are reliable in action, respect themselves in the degree they do good deeds, and feel confident of themselves in the degree they are respectable. In search of security as they are the "Security Seeking Personality" -- trusting in legitimacy and hungering for membership. They are usually stoical about the present, pessimistic about the future, fatalistic about the past, and their preferred time and place is the past and the gateway. Educationally they go for commerce, avocationally for regulations, and vocationally for material work. They tend to be enculturating as parents, helpmates as spouses, and conformity oriented as children. There are even more Guardians than Artisans around, at least 40% and as many as 45% of the population.

To be prepared for war is one of most effectual means of preserving peace.

-- George Washington

A List of Famous SJ's Politics/Government/Military
George Washington (ESFJ)
George Bush (ISFJ)
General Colin Powell (ESTJ)
General Stonewall Jackson
General Omar Bradley
General Benard Montgomery(ESTJ)
Admiral Chester Nimitz (ESTJ)[63]

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[62] David Keirsey and Marilyn Bates, Keirsey Web Page, URL: <www.keirsey.com>, accessed 13 January 2001.

[63] Author's typewatching estimate. All other text on this page is verbatim from Keirsey Web Page.

NF Idealist[64]

IDEALIST NFs, being abstract in communicating and cooperative in implementing goals, can become highly skilled in diplomatic integration. Thus their most practiced and developed intelligent operations are usually teaching and counseling (NFJ mentoring), or conferring and tutoring (NFP advocating). The Idealist temperament have an instinct for interpersonal integration, learn ethics with ever increasing zeal, sometimes become diplomatic leaders, and often speak interpretively and metaphorically of the abstract world of their imagination.

They are proud of themselves in the degree they are empathic in action, respect themselves in the degree they are benevolent, and feel confident of themselves in the degree they are authentic. Idealist types search for their unique identity, hunger for deep and meaningful relationships, and wish for a little romance each day, trust their intuitive feelings implicitly, aspire for profundity. This is the "Identity Seeking Personality" -- credulous about the future, mystical about the past, and their preferred time and place are the future and the pathway. Idealists do not abound, being as few as 8% and nor more than 10% of the population.

> *It is easy enough to be friendly to one's friends. But to befriend the one who regards himself as your enemy is the quintessence of true religion. The other is mere business.*

--Mohandas Gandhi

A List of Famous NF's Politics/Government/Military
Mohandas Gandhi (INFJ)
Eleanor Roosevelt(INFJ)
Vladimir Lenin (ENFJ)
Mikhail Gorbachev (ENFJ)
Thomas Paine (ENFP)
Molly Brown "The Unsinkable" (ENFP)

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[64] David Keirsey and Marilyn Bates, Keirsey Web Page, URL: <www.keirsey.com>, accessed 13 January 2001.

NT Rationals[65]

RATIONAL NTs, being abstract in communicating and utilitarian in implementing goals, can become highly skilled in strategic analysis. Thus their most practiced and developed intelligent operations tend to be marshalling and planning (NTJ organizing), or inventing and configuring (NTP engineering). They are proud of themselves in the degree they are competent in action, respect themselves in the degree they are autonomous, and feel confident of themselves in the degree they are strong willed. Ever in search of knowledge, this is the "Knowledge Seeking Personality" -- trusting in reason and hungering for achievement. They are usually pragmatic about the present, skeptical about the future, solipsistic about the past, and their preferred time and place are the interval and the intersection. Educationally they go for the sciences, avocationally for technology, and vocationally for systems work. Rationals tend to be individualizing as parents, mindmates as spouses, and learning oriented as children. Rationals are very infrequent, comprising as few as 5% and no more than 7% of the population.

> *To me it suffices to wonder at these secrets and to attempt humbly to grasp with my mind a mere image of the lofty structure of all that there is.*

--Albert Einstein [INTP]

A List of Famous NT's Politics/Government/Military
Thomas Jefferson
Abraham Lincoln (INTP)
Dwight D. Eisenhower (INTJ)
Douglas MacArthur (ENTJ)
George Marshall (ENTJ)
Margaret Thatcher (ENTJ)
Napoleon Bonaparte (ENTJ)
William Tecumsah Sherman (ENTJ)

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[65] David Keirsey and Marilyn Bates, Keirsey Web Page, URL: <www.keirsey.com>, accessed 13 January 2001.

Appendix B

Command and Staff College MBTI Results

Personality Type Table: N=428, 1999&2000 results					
	Sensing	*Sensing*	*Intuitive*	*Intuitive*	
Introvert	**ISTJ 26%** (US 6%)	ISFJ 4% (US 6%)	*INFJ 1%* (US 2%)	**INTJ 8%** (US 1%)	*Judging*
Introvert	ISTP 5% (US 5%)	*ISFP 1%* (US 5%)	*INFP 2%* (US 2%)	INTP 5% (US 1%)	*Perceptive*
Extrovert	ESTP 5% (US 13%)	*ESFP 1%* (US 13%)	ENFP 3% (US 5%)	ENTP 6% (US 5%)	*Perceptive*
Extrovert	**ESTJ 17%** (US 13%)	ESFJ 4% (US 13%)	ENFJ 2% (US 5%)	**ENTJ 10%** (US 5%)	*Judging*
	Thinking	*Feeling*	*Feeling*	*Thinking*	

This chart depicts the Myers-Briggs Type Indicator results from the 1999 and 2000 classes from the Marine Corps Command and Staff College, Quantico, Virginia. The personality types with the highest percentage are in bold and the lowest percentages are in italics. A personality type percentage of the general population of United States is in parenthesis.

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