ABSTRACT
Developing effective leaders have always been challenging in any organization and it is foremost important for all organizations. Importance of understanding leaders own preferences and followers need were identified as two major needs to be addressed for leaders to be effective. The 360 degree feedback of leaders or the outcomes of training and discussions will alone not help the leaders to be able to change their leadership styles and be more effective and successful. A model and theory may also aid the leaders to be more effective and successful. There has been lot of theories and effective tools developed for the same, but the research on this area has always had its own importance.

Literature review on leadership theories indicate that there is strong relationship between Psychological preference of leaders and their leadership styles. Psychological tool such as Myres Briggs Type Indicator (MBTI) will help an individual to know their natural preferences and the reason for their current leadership styles. Knowing oneself is the great self awareness that a leader should have to be able to understand and change their leadership style based on the follower's needs. It is also important to understand a leadership concept that would help them to know the followers needs and the level of their competencies for performing a job, hence situational leadership concept was chosen which talks about the leadership style (Leadership Style 1- high directive, low supportive, Leadership Style 2 - high directive, high supportive, Leadership Style 3- low directive, high supportive and Leadership Style 4- low directive, low supportive) and follower readiness levels (Readiness level 1, Readiness level 2, Readiness level 3 and Readiness level 4). Thus the effective leadership can be achieved by understanding and integrating MBTI and Situational leadership concept. It
will help leaders to be more successful and followers to stay motivated and achieve better performance.

The present study has identified and developed a process that would help the leaders and followers to stay motivated by understanding a) personal preferences and their impact on their leadership styles b) understanding the readiness levels of their followers c) knowing if their current leadership styles are over leading, under leading or appropriate to their followers and d) changing their leadership styles based on the needs of their followers.

Based on the leadership theories, a conceptual model is developed for this research taking into account the MBTI type of a leader, leadership styles (S1, S2, S3 and S4), readiness levels of the followers (R1, R2, R3 and R4) and leadership styles experienced by their followers.

Chennai has been selected for the study, since it is representative of other metros in India, in cosmopolitan outlook and with higher disposal income. The research design is cross-sectional involving various levels. The instrument designed for the research study, captures demographic, leadership styles, MBTI type, expectations satisfaction and understanding of their leadership styles and importance of changing the same based on the needs of their followers. Validity and reliability of the instrument is established with appropriate expert guidance, peer review and statistical measure of Cronbach's alpha. Stratified Random sampling is used with a sample size of 313 leaders along with the 1565 360 degree feedback received from the followers.

Multiple regression and discriminant analysis are used to establish the relationship of different variables in the model.

The leaders consider motivation of their followers and results as the two major factors for their success. The two factors are inter dependant (i.e) if the followers are motivated, their performance would be great which will
lead to successful results and on the other hand the successful results will also be a reason for continued motivation of the followers.

The leaders highly appreciated to know more about their leadership styles and were responsive for the changes that they should make in their leadership styles for certain followers. Though these factors were interdependent, it was found that it is the motivation of the follower that lead to success.

Leadership style of leaders has been analysed by the MBTI type of leaders and followers feedback.

The multiple regression analysis revealed that leadership styles and psychological preferences of leaders can be predicted. Followers needs are dependent on the situation and task assigned to them. However, the relationship between leadership styles, psychological preferences of leaders and followers needs are significant and the first two factors were dependent on the followers needs.

The results of the multiple regression analysis from leaders were tested with the 360 degree feedback obtained from respondents. The leader’s cognitive process in understanding their leadership style and the reason for the same as well as changing their leadership style based on the readiness levels of their followers was validated. In 76.9 percentage cases the results were found to be matching.

There are many studies done on the correlation between MBTI and Situational leadership. For example, a study of MBTI profiles for 26,477 aspiring managers who attended the Center for Creative Leadership’s Leadership Development Program from 1985 to 1993 (Fleenor 1997) found that sample of aspiring middle to senior managers was strongly Thinking and Judging oriented rather than Feeling and Perceiving in type. This type of normative imbalance can have a crucial effect
upon organizational climate, especially those elements related to developmental issues and change.

This research suggests some important aspects to be taken into account for leadership effectiveness and development. Any leader would want to be successful in developing people, hence there is lot of research done and still the interest of the researchers will continues on leadership. As the respondents in this study are all leaders with varied experience in handling people, the questionnaire developed for this research helped them to understand their leadership styles better and also the responses were more connected and related to them.

In summary the conceptual model may be used as a starting point for leadership effectiveness and development by establishing relationship between leaders and their followers.