CHAPTER 6

SUMMARY, CONCLUSION AND RECOMMENDATIONS

In the previous chapter, the data analysis and interpretation of the results were presented. In this chapter, the summary of findings, conclusion and recommendations are presented.

6.1 Summary of Descriptive Statistics

There were 313 leaders who helped for this research by taking the instrument (Annexure No:1) build for this study, out of which the results of 241 (76.9%) leaders matched the model developed for this research, 57.51 percent of leaders were male and 42.49 percent of leaders were female. The age of these leaders were between 26 and 38 years, their qualifications were 48.56 percent B.E’s, 26.84 percent B.TECH’s, 13.42 percent M.E’s and 11.18 percent M.TECH’s. The Annual income of these leaders were 60.70 percent of them were at 7.1 - 9.00 lakhs per annum, 33.23 percent were earning between 9.01- 12.00 lakhs per annum and 6.07 percent of them at greater than 12 lakhs per annum. Their leadership experience were 30.35 percent of leaders with 1.0-3.0 years of leadership experience, 43.77 percent of leaders with 3.1.-5.0 years of leadership experience, 20.45 percent of leaders with 5.1.-7.0 years of leadership experience and 5.43 percent of leaders with more than 7 years of leadership experience.

The family size of these leaders were 77.32 percent nuclear and 22.68 percent joint family. Their native area was 15.02 percent from rural area, 36.42 percent from semi urban area and 48.56 percent from urban area.

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

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

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

Leaders with MBTI preference of Intuitive (I), Telling (T) and Perceiving (P) were experienced as under leading leadership style by their followers at readiness levels R1 and R2 as these leaders were experienced as long term focused and not data oriented. They would be focused on the long term results than focusing on the day to day tasks.

Leaders with MBTI preference of Intuitive (I), Feeling (F) and Perceiving (P) were experienced by their followers at readiness levels R1 and R2 as Under leading leadership style as these leaders would be more focused on the long term results than being focused on the day to day tasks.

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

Graph 1.1: Responses Matching the Research Model
The above chart shows the number of responses from leaders with different MBTI types matching the research model. The leadership styles of leaders were assessed with the instrument (Annexure No:1) built for this study and the same was validated with their 360 degree feedback. These results were arrived based on the follower’s needs and the leadership styles exhibited by the leaders.

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

6.2 Conclusion

On the basis of the results from the instrument developed for the study and the statistical analysis carried out the following are the conclusions with respect to the objectives of the study 1) The relationship between MBTI and situational leadership (leadership styles and readiness levels) was found to be statistically significant 2) The MBTI preference of leaders and the impact it creates on the followers readiness levels are clearly depicted 3) The MBTI type of the leader influences their leadership styles and lead to appropriate, over leading and under leading leadership styles. The instrument developed for effective leadership was found to be 76 percent matching the hypothetical
model. These results answer the research problems and the gaps identified for the study thereby achieving the purpose of this research.

6.3 Recommendations

The findings of this study hold specific recommendations and these recommendations are summarised below.

The leaders in an organization are supported with all the resources required, the training and development plays a vital role for the success of the leaders where they can know their psychological preferences (MBTI). This will help them understand their leadership styles better.

Organizations must have the 360 degree feedback for all leaders and should encourage them to come up for discussions as it helps in changing their leadership styles based on the need and the situation.

As coaching helps to a great extent in transforming leadership styles, the leaders can be coached on the lines of adapting a appropriate leadership style based on the need of the followers.

6.4 Usefulness of the Study

The results of this study can be used to understand how MBTI and situational leadership are connected. The advantage of knowing their MBTI type for leaders and the impact that will create on the leadership styles exhibited by them. This concept will create self awareness for the leaders about their leadership styles and enable them to make changes as required in exhibiting their leadership style.

Importance of leadership in any organization is crucial as good leaders always create best talents and reach great success.

This study can be used for leadership development training in organization along with the instrument (Annexure No:1) developed in this study.

Further this study can be used as input for future research on leadership development. Organizations can use this for creating insights about leadership development and the results can be used for performance review and coaching. It is also suggested that this study can be used in leadership development trainings in organizations for helping leaders to be more successful. Annexure 3 illustrates the
description that provides an understanding of the leadership styles based on the MBTI preferences of leaders, this can be used by the leaders to understand their leadership styles and become effective.

Six levels of leadership hierarchy defined by Ram Charan, et al (2011) [123]. These are the different transition phases of leadership in any midsized organization for nurturing and navigating best leadership at each level.

**Figure 2: Leadership Pipeline**

The individual contributors can be molded to become self-managed individuals (i.e.) changing from doing only what they have been asked to do to engaging their brains in order to understand their capabilities better. The next transition is from managing self to managing others where they are expected to collaborate and widen their individual skills, from here they move to managing managers where they start thinking about individual tasks and manage and assign right leadership tasks to people. When people move to the next role of functional managers they have to be a team player with other functional managers and understand the business needs and work accordingly. At a Business Manager level, they can see a link between their efforts and market results, these people need to have a cross
functional thinking in order to look at the business from long term profit. The Group Managers have to be skilled on the following four areas: Capital allocation and deployment, develop and coach business managers, be a skilled portfolio strategist, and know what business should add or delete to ensure current and future earnings. At an Enterprise Manager level, people focus more on values than the skill sets. Hence, leadership at different levels has different expectations set and it is all about the right person at the right job. Having explained about leadership at different levels, it is a major responsibility of leaders to motivate their followers in order to be successful. Understanding of their own leadership style and the expectations of their followers at various levels will help them to be a successful leader at different stages of their leadership journey.

6.5 Further Research

The present study being exploratory and experimental in nature throws up several interesting research questions which can be taken up by future studies. When there is a over leading or under leading leadership experienced by the followers, what is the percentage of deviation from the expected leadership style? What other psychological instrument can be used other than MBTI? What is the time frame for the leaders to change their leadership styles appropriate to their followers? What is the follower’s feedback on the change that they see with the leadership styles exhibited by their leaders? Are leaders with less experienced always over or under leading? Does the natural preference act as a hindrance for leaders to change their leadership styles as per the need of their followers? The cross-sectional study of various other organizations can be considered for further research.