CHAPTER II
INTRODUCTION OF LEADERSHIP, PERSONALITY TYPES, AND ORGANIZATIONAL CHARACTER

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CHAPTER II
INTRODUCTION OF LEADERSHIP, PERSONALITY TYPES, AND ORGANIZATIONAL CHARACTER

2.1 INTRODUCTION:

This chapter will focus on the analyses and critique of the relevant literature related to the three main topics in this study namely: leadership, personality type and character of organization based on MBTI®.

2.2 LEADERSHIP:

Introduction:

The hyper competition, fast change and the increasing importance of business creates a strong demand for leaders. Leadership can build sustainable competitive organizations both in the private and public sectors because “almost everything depends on leadership” (Stover, 2005). Good Leadership is an essential factor for the success of any organization (Spinelli, 2006) and without leadership, organizations move too slowly, stagnate, and lose their ways and directions. Generally, “our quality of life depends on the quality of our leaders” (Bennis, 2009), and “the future successes of organizations, communities, states and countries are tied to the development of leaders” (Northouse, 2007).

Since 1995, numerous studies predict a global shortage of leaders due to a number of vital changes: growth of the global economy and the increased need for leaders worldwide, more people approaching retirement, fewer middle managers left after the downsizing of the 1990s
and the organization flattening of 2000, valued leaders being recruited away by competitors, and the dramatic increase and broadening of the demands on the remaining leaders (Sharon, 2008).

**Leadership Definitions:**

Leadership is an important topic that has been discussed. It has always been an important issue in cultural and psychological organization. Much effort has been done to this matter. Despite this importance, there is still no exact or accepted definition of leadership.

The leadership definitions differ due to its complexity (Lussier & Achua, 2007). Its complexity comes from the lack of consistent definitions of leadership among scholars and due to the academic background of the researchers. While social and political scientists study leadership in terms of social and political movements, behavioral scientists are more likely to focus on the relationship between personality and behavior and why leaders behave the way they do. Moreover, management and organizational scholars tie leadership theory to goal attainment (Anderson, 2006).

Therefore, there is no one exacting and precise definition of leadership or widely accepted vocabulary for describing and discussing this phenomenon. Definitions of leadership differ from the point of view of efficiency, styles, human touch, abilities, emotions, decisions, and motivations.

Most definitions include elements of goal fulfillment, position in the organizational structure, and interpersonal relationships (Anderson, 2006). In fact, leadership is often confused and conflated with similar
concepts, such as power, influence, and authority. The term has been used not only to characterize individuals, but groups, teams, organizations, and even countries.

There are “multiple leadership definitions that lack precision in their operational definitions” (Bennis, W., & Nanus, B., 1985). Thousands of empirical investigations and studies of leaders have been conducted, but no clear definition or understanding exists on who is the leader or who is the effective leadership.

Although leadership is not confined to individuals in formal leadership positions, it is argued that these individuals may have a particularly wide remit of influence within an organization (Kelloway & Barling, 2010). Leadership is not tantamount to management although they both share some common characteristics. For instance, they are both concerned with influence, working with people and meeting goals (Northouse, 2010).

The term "leadership" can, and has been defined a number of ways. Nearly, all definitions are centered on three main words: Process, influence, and achievement.

![Figure 1.2: 3 P's of Leadership, Alrubaei, 2014)](image)
From that, we can say that the simple, easier and a widely accepted definition of leadership is "a process by which a leader (Person) influences others (People) towards the achievement of an organization's vision (Purpose) in a harmonious and appropriate way".

**Leadership Theories and Philosophies:**

There are many books written about leadership in organizations and various theories and literature have been developed by many scholars with different standpoints.

Frederick Taylor theory shifted leadership and discussed it in a traditional way. He sees leadership as a way of increasing production and enhancing effectiveness in the organization environment. Then the Human Relations Approach (HRA) makes another shift in leadership by presenting the relationship between the labor and manager. Later, Maslow suggested the motivational needs in the study of organizational leadership with his hierarchy of needs.

Douglas McGregor developed the Theory X and Theory Y Management Approach. This theory presents the role of management in motivating the team members in the organization and helping them to achieve the objectives they are given. The next substantial revolution came in 1947, when Max Weber proposed the theory of Charismatic Leadership. Borrowing the term from theology, “charisma” is the Greek word for “gift”.

In the last fifty years, leadership has been explained in terms of the Environmental Theory, Person Situation Theory, Humanistic Theory,

As a theoretical frame of leadership, we can say that it can be categorized into four main approaches: “trait, behavioral, contingency, and integrative” (Lussier & Achua, 2007).

**Trait approach "Great Man"

Originally, Trait theory was called the Great Man approach, it identifies the traits that effective leaders should have. Lussier & Achua (2007) define traits as "distinguishing personal characteristics and personality as a combination of traits that classifies an individual behavior".

The “great man” or trait approach is considered the base theory of leadership searches. Trait theory says that certain people are born with a personality and an innate ability to lead others (Yukl, 1994).

Leadership theorists have been searching to find traits associated with effective leadership for at least a century (Smith & Canger, 2004; Judge, Bono, Ilies & Gerhardt, 2002). Some researchers debate that there are particular traits linked with leadership (Kirkpatrick & Locke, 1991) and leadership effectiveness (Zaccaro, 2007).

Despite that great efforts, results of searches and studies connecting personality traits with leadership have been “inconsistent and often disappointing”, Judge, Bono, Ilies and Gerhardt (2002). Later, research brought into account the claimed empirical basis for the disapproval of leader trait models (Zuccaro, 2007).
R. M. Stogdill and, later, R. D. Mann found no consistent link between specific traits and leadership. Stogdill's by reviewing literature and extensive search trait studies concludes that no “discernable reliability or coherent patterns existed” and "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 (Stogdill, Wren ed., 1994).

**Behavioral Style approach**

In the late 1940s and early 1950s, researchers began to study leaders within the organizational context. Several researchers focused on finding specific behaviours that made some leaders more effective than others (Tirmizi, 2002; Yukl, 2006).

Experts studied the leaders’ behavior in two ways; how leaders in fact performed their job. Researchers assessed closely how leaders spend their time. This led to conceptualize the leadership roles, functions, and responsibilities, activities such as planning, organizing, coaching, employing, communicating, motivation, etc. Then, researchers compare these managerial-type functions among leaders to determine who were more or less effective in their jobs.

Michigan and Ohio State universities studies enhanced the behavioral approach. Both studies identified two measures of leader behaviour. In his studies of Ohio State leadership, Hemphill with his associates, listed around 1800 leader behaviours.
Finally, two factors were formed: consideration and initiating structure. The consideration refers to how a leader is toward subordinates in a friendly and supportive way. Initiating structure refers to how much a leader emphasizes meeting job objectives and fulfilling the task.

The studies of University of Michigan concentrate on the influence of leaders’ behaviours on the performance of others. “Three types of leadership behaviors are brought to light: (task-oriented, relations-oriented, and participative-leader) behavior distinguish between effective and ineffective leader-managers” (Tirmizi, 2002).

It is noted that leadership research failed to identify superior leader behaviors or traits resulted in the development of leadership situational theories which suggest the most effective leadership style depending upon situational circumstances, especially the features of the people and the nature of the task.

**Situational (Contingency) approach**

This theory arose after the trait and behavioral research failed to identify a leadership style that worked best in all situations. Fiedler was the first to develop a situational leadership theory, called contingency theory. He believes that the style of leadership is a mix of trait and behavior and that leadership styles are basically constant (Lussier & Achua, 2010). His belief was that leaders do not change styles, they are either task or relationship motivated, and therefore, if they want to be successful they change the situation. According to Fiedler, if the leadership style does not match the situation the leader may be viewed as being ineffective.
The essence of situational or contingency theory is that leaders need to adopt different leadership styles to recognize and encounter the situation’s requirements. Because different individuals or groups prefer different leadership styles, leaders need to change their style depending upon contextual factors that set the boundaries for the interaction (Hersey, Blanchard, & Johnson, 2001).

There is another situational leadership theory called Path Goal Model. This model is come from expectation theory. It suggests that effective leaders must set-up and clarify the goal paths and increase the goal attractiveness for his people. Griffin, (2010) mentioned four styles of leadership: Directive, Supportive, Participative and Achievement-Oriented Leadership.

Another model was originally described by Victor Vroom and Philip Yetton in their 1973 book titled Leadership and Decision Making. Later in 1988, Vroom and Arthur Jago, replaced the decision tree system of the original model with an expert system based on mathematics. The leadership styles in decisions-making and the nature of decision play an important role in taking positive decision. Hersey, Blanchard, & Johnson (2001) found that the appropriate leadership style based on the leader, the follower, and the situation.

**Transformational (Integrative) approach**

Recently, the most contemporary theory in leadership is the Transformational Leadership Theory. Despite the fact that the search for personality traits associated with effective leadership usually results in limited success, the ability to predict and understand effective leadership
remains crucial to organizations in a rapidly changing global economy (Smith & Canger, 2004). More than ever, organizations need transformational leaders, who are recognized as change agents, to inspire a shared vision and guide them through turbulent times (Northouse, 2007).

The Two-Factor Theory of Herzberg claims in order for a person to feel successful he has to be motivated and this is fulfilled by achievement, recognition, responsibility, advancement, and the nature of the job itself.

Studies have generally found that transformational leaders motivate and inspire followers to perform at higher levels and exert greater levels of commitment and effort (Popper, Mayseless, & Castelnovo, 2000). Yet, are their personal characteristics, or gender differences, that distinguish managers who are perceived to employ transformational leadership practices from those who do not (Dubinsky, Yammarion, Jolson, 1995; Northouse, 2010)? Understanding how stable qualities, like personality and gender, predict leader performance and impact leader development is of crucial importance (Smith & Canger, 2004).

Although the importance of transformational leadership behaviors has been supported through empirical findings the extent that these behaviors can be predicted by personality, or developed through leadership training, is still unclear (Smith & Canger, 2004).
Table 1.2: A Brief Review about the Leadership Theories

<table>
<thead>
<tr>
<th>Theory</th>
<th>Main Description</th>
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<tr>
<td>&quot;Great Man&quot; Trait Theory</td>
<td>based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories.</td>
</tr>
<tr>
<td>Behavioral Theory</td>
<td>concentrates on what leaders actually do rather than on their qualities. Different patterns of behaviour are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers.</td>
</tr>
<tr>
<td>Situational Theory</td>
<td>sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization.</td>
</tr>
<tr>
<td>Transformational Theory</td>
<td>the central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance.</td>
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Leaders: Born or Made?

The debate whether leaders are born or made is continuing issue from the past to the present and future. Many decades ago researchers started trying to answer this question: leaders are born or made?

Great Man Theory, the earliest of leadership theories started with one fundamental assumption that great leaders are born (Kirkpatrick & Locke, 1991), Zaccaro ,2007).

Other studies on leadership focus on leaders’ skills and behavior that is learnt rather than on leaders’ innate characteristics. Robert Katz argued that there are three types of skills for effective leader: Technical skills (knowledge related to performing a particular job), Human skills (ability to communicate, empathy, and create and maintain relationships), and Conceptual skills (logical and analytical thinking) (Northouse, 2007).

Waiting for effective leaders with these required traits to emerge in the modern world is not working, leadership can be taught: (Parks, 2005).

Bennis and Nanus (1997) say that the truth is “that major capacities and competencies of leadership can be learned”. (Kouzes and Posner, 2002) argue that leadership is a learned set of practices.

Leaders have to work carefully to develop these qualities before they can appear as leaders (Henrikson, 2006; Kakabadse, A.P. & Kakabadse, N. (1999), Kakabadse and Myers, 1996). But even without looking at thought leadership, it is hard to believe that being a pioneer is simply a learned skill set.
Other scholars such as Cronin, Hiller, and Smith (2006), and Bass (1981) suggest that leaders are not developed by themselves. They argue that traits may be ingrained, but only through experience and maturation they can develop. They are proposed to be prepared and developed through particular designed and cascaded training opportunities and right experience.

However, it is important to point out that while many organizations focus on the costs of such a program, efforts and time to implement it, the reality is that staying on the present course is just as expensive, frustrating, and time-consuming (Barber, 2004).

The first important aspect in leadership development is self-awareness of personality type. It is a useful way for understanding individuals and helping them develop their personality preferences. Leaders cannot lead other unless they know themselves.

Leaders are a kind of born and at the same time they are always made. Even those leaders, who have the inherent abilities to be leaders, would not be such effective leaders unless they have a good environment and circumstances to practice such skills in the real life.

So, you cannot have a formula to prepare leaders and developing them effectively. It starts with selecting the potential leaders from the employing stage with the essential traits and skills and supporting them with training, feedback, on-job training, coaching, practical experiences, empowerment, and accountability for results, will help to have the leaders we need to drive organizations towards success and right destiny.
Leadership vs. Management:

The terms “leadership” and “management” may appear as they are synonyms. Many interchange the use of them in phrases and sentences. But, to have a clear picture of the difference between the two words, it is important to know the relationship between leadership and management.

Some scholars argue that although management and leadership overlap, the two activities are not synonymous (Bass, 2010). The degree of overlap is a point of disagreement (Yukl, 2010). Others approach them as extreme opposites.

Management includes terms such as efficiency, planning, paperwork, procedures, regulations, control, and consistency. Leadership is often more remarked with terms such as vision, motivation, inspiration, coaching, decision, scenario thinking, and change.

Abraham Zaleznik, sees that "Managers and leaders are very different: managers set goals out of necessity and focus on rationality and control, while leaders set goals out of a desire and the drive to motivate others to achieve them" (Zaleznik, 1977). You manage things; you lead people. Bennis (2007) and Perdew (2006) presenting the difference between the two terms by saying that Management is doing things right, while leadership is doing the right things. Fayol identified management's primary functions as “planning, organizing, staffing and controlling” (Northhouse, 2010).

Peter Drucker's view of leaders, particularly charismatic leaders, was not particularly positive. For Drucker, effective management, not
leadership, was the key to success. Yet, by the end of his life, Drucker acknowledged that leadership was important.

The debate goes on the differences between the two terms. Whether they are same or different, we cannot totally separate them, and a well-balanced organization should have a mix of leaders and managers to succeed, and in fact what they really need is a few great leaders and many first-class managers” (Kotterman, 2006).

Table 2.2: A Comparison of Management and Leadership Competencies*

<table>
<thead>
<tr>
<th>Management Produces Order &amp; Consistency</th>
<th>Leadership Produces Change &amp; Movement</th>
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<tbody>
<tr>
<td>Planning and Budgeting</td>
<td>Establishing Direction</td>
</tr>
<tr>
<td>Establishing agendas</td>
<td>Creating a vision</td>
</tr>
<tr>
<td>Setting timetables</td>
<td>Clarifying the big picture</td>
</tr>
<tr>
<td>Allocating resources</td>
<td>Setting strategies</td>
</tr>
<tr>
<td>Organizing and Staffing</td>
<td>Aligning People</td>
</tr>
<tr>
<td>Provide structure</td>
<td>Communicating goals</td>
</tr>
<tr>
<td>Making job placements</td>
<td>Seeking commitment</td>
</tr>
<tr>
<td>Establishing rules and procedures</td>
<td>Building teams and</td>
</tr>
<tr>
<td></td>
<td>Coalitions</td>
</tr>
<tr>
<td>Controlling and Problem Solving</td>
<td>Motivating and Inspiring</td>
</tr>
<tr>
<td>Developing incentives</td>
<td>Inspiring and energize</td>
</tr>
<tr>
<td>Generating creative solutions</td>
<td>Empowering subordinates</td>
</tr>
<tr>
<td>Taking corrective action</td>
<td>Satisfying unmet needs</td>
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</table>

Measuring Leadership Effectiveness:

In this new, technological, fast paced business world, it is almost impossible to label anyone as leader, manager or employee. Leadership is not having charismatic people. It’s a process of bringing forward the best thing from themselves and others” (Kouzes and Posner, 1995).

Therefore, there is a need for effective leadership in today’s organizations. But assessing the effectiveness of leaders is often a difficult exercise for many organizations (Oyinlade, 2006).

Effective leadership behaviors is examined from the perspective of dynamic leadership success using the five leadership practices of process challenging, the way modeling, enabling others to act, inspiring a shared vision, and encouraging the heart (Kouzes and Posner, 1995, 2002).

The attitude of followers plays a positive and an important role in enhancing leadership effectiveness. The primary interest of leaders is to understanding how their behavior affects the team members' attitudes. Followers' attitudes and behavior can be shaped, by leadership modeling. To gain willing followers, effective leaders have to understand their personalities or identities.

The 360 degree evaluations are used to provide feedback from all directions- supervisor, employee, peer co-workers and the subject him or her self- and are used to help the individual develop as a leader (Schullery, et al., 2009). Leadership effectiveness can be evaluated in the context of organizational performance term of revenue, sales, productivity, and Return on investment (ROI). It is measured through the
feedback of his followers and peers. It is measured through his ability to provide healthy environment for his team-members that help them achieve effectively the desired outcomes.

Leadership effectiveness may be linked with very hot issues and current trends such as strategy execution, globalization, sustainability, competitiveness, stakeholders, innovation and creative thinking, problem-solving, empowerment, learning organizations, technology, etc.

Researchers have used a variety of techniques and tools to study the performance of leaders. Some of these techniques include objective measures of team performance, Key Performance Indicators (KPIs), 360-degree feedback, self-ratings (Hogan, R., Curphy, G. J., & Hogan, J. (1994), and on-line assessment centers, all of which provide unique and important information for the study of leader effectiveness, yet provide little cohesiveness to research constructs (Smith & Canger, 2004).

Leadership effectiveness cannot only be predicted or measured by using a certain criteria. It is meaningful to have a set of measures depending on the purpose of evaluation.

**Leadership and Personality**

No two of us are the same and not fully reduplicate in any other person. There are many personalities as there are many people in the world. This uniqueness reflects our personality and makes us who we are and why we behave in a such way.

Many studies have been done in an attempt to reflects the relationship between personality and leadership (Kok-Yee, Soon, & Kim-
Yin, 2008; Quigley, 2008). Researchers confirm that personality predicts leadership and guide an organizations culture and success (Hogan & Kaiser, 2005).

Each person has a different type. The more leaders know and understand about their own personalities, the easier it is for them to assess their effect on others. Therefore, to measure the leadership effectiveness, it is not enough to depend on the leadership styles, but also on their personality types. Self-awareness of personality helps leaders understand themselves and others.

According to Hogan and Kaiser (2005), in order to understand personality, researchers need to look at two angels: (1) how a person thinks about him-self or her-self and (2) how other's think about that person.

The personality tests used appropriately can be of great benefit for leaders in improving self-knowledge and others, select the right motivations for right people, discovering energy source, strengths, blind spots, decision making ways, preferred channels for communications, learning and training methods, leadership styles, teams and groups forming ways.

MBTI's Practitioners use it as a tool in leadership development. MBTI helps leaders understand their and others' preferences and behaviors. It helps leaders identify the strategies and tools for interacting and building relationships with those whose preferences differ from their own (Fitzgerald & Kirby, 1997). The MBTI can be used to support continuous personal development, and its insights can be applied to a
large range of personal and business challenges. It provides a powerful framework for building better relationships, driving positive change, using innovation, and achieving excellence.

Commonly, formal assessment of personality characteristics are used in many organizations such as personnel selection, job satisfaction and job performance, personnel training, leadership styles and team building.

2.3 PERSONALITY:

Introduction

Our uniqueness comes from our personality. Everyone has special values, emotions, way of thinking, and motivation. Every personality likes to be communicated in a suitable manner and appropriate way.

Personality Definition:

There are many definitions of personality. However most of these definitions mention that personality is the total of physical, mental, emotional, and social characteristics of an individual. The American Psychological Association defines personality as the individual differences in characteristic patterns of thinking, feeling and behaving.

Personality Theories:

Many scholars studied the approaches of personality psychology and each one of them offers a different perspective of personality.

Personality approaches are categorized into three main perspectives: (1) Trait approach, which focus on the innate characteristics
workings of personality, especially internal conflicts and struggles, (2) Behavioristic approach, which place greater importance on the external environment and on the effects of conditioning and learning, and (3) Humanistic approach, which stress subjective experience and personal growth.

In the following pages, we will discuss briefly some of these theories and approaches and conclude with the Myers Briggs personality type approach based on Carl June work.

**Trait Theories**

The trait theory to personality, sometimes referred to as dispositions, is one of the major theoretical areas in the study of personality. The theory assumed that leadership depend upon the personal qualities of the leader and was based on the assumption that leaders are born, not made (Judge, Bono, Ilies, & Gerhardt, 2002). Trait studies fully considered the physical and psychological traits of leaders, including personality, in an attempt to set up the traits that all successful leaders possessed (Lussier & Achua, 2010).

Researchers have considered personality traits differently. Gordon Alloprt (the founder of the modern type and trait school (1965) present central, secondary, common and cardinal traits. Raymond Cattell’s, 1966) explored 16 primary and five secondary factors. Hans Hysenck expressed that only three traits of extraversion, neuroticism and psychoticism are enough to explain the personality of individuals (Eysenck and Eysenck, 1975).
In 2008, Michael Ashton and Kibeom Lee, proposed a six dimensional HEXACO Model of Personality Structure. Some of the factors of this model are similar to the dimensions in the Big Five Model of Goldberg (1992) which includes openness to experience, conscientiousness, extraversion, agreeableness and neuroticism (Costa and McCrae, 1985).

Holland’s theory rests on four basic assumptions that describe how occupational interests are developed. Holland’s theory plays an important role in the concepts of career interests and career decision-making.

Many studies were conducted on trait; however no one uncovered a list of traits that guarantees leadership success (Lussier & Achua, 2010).

Criticism was directed to Trait approach as it presents surface analysis of personality that may lead some people to accept oversimplified analysis of their personalities. Also, Trait approach often undervalues the impact of particular situations on individual's behavior.

**Psychoanalytic Approach**

Sigmund Freud was the founder of psychoanalysis and the psychodynamic approach to psychology to explain human mental and behavioral processes can be considered theories of personality. This school emphasizes the importance of our unconscious and early childhood experiences in forming our behavior.

Scholars such as Erikson try to expand Freud's theories and stressed the importance of individual growth throughout the lifetime.
Criticisms of psychoanalysis were raised as Freud's theories overemphasized the unconscious mind, sex, aggression and childhood experiences and many of the concepts of these theorists are difficult to measure and quantify. Most of Freud's ideas were based on case studies and clinical observations rather than empirical, scientific research.

**Behaviorist approach:**

The behaviorist approach is based on that behavior is affected by the environmental or situational elements and without recourse to inner mental states. Individual and situation influences each other mutually.

In this approach, human behavior is formed by processes such as instrumental conditioning that is at first spontaneous, and not a response to a previous stimulus, but whose consequences may consolidate or restrain repetition of that behavior. Behaviorists were concerned with stimulus-response connections. Later, Skinner's model becomes as a mean of controlling and motivating human behavior.

Actually, the disappointed results of trait theory research motivated scholars to begin focusing on leader behavior, or what leaders actually did on the job (Lussier & Achua, 2010). Yet, no leadership behaviors were found to be convenient and linked to leadership effectiveness (Lussier & Achua, 2010).

The behavioral studies include motivation theories that focus on explaining and predicting individuals' behavior based on people's needs including Hierarchy needs model of Maslow's, Acquired needs theory of McClelland's, Two-factor theory of Herzberg's, Expectancy theory of Vroom's, and Goal-setting theory of Locke's (Lussier & Achua, 2010).
Although the focus of this approach is on behavior, it is significant to realize that the behavior of leader's is based on his or her traits and skills (Lussier & Achua, 2010). Undoubtedly, a leader's personality traits directly affect his or her behavior because who we are determines how we lead (Hogan & Kaiser, 2005).

Effective leaders are defined through the eyes of the led, and there are specific features that people look for in their leaders including integrity, decisiveness, competence and vision (Peterson & Seligman, 2004). Therefore, because personality predicts leadership style, which in turn predicts employees' and teams' attitudes and the end the performance of an organization. Leader personality cannot be artificially separated from performance and effectiveness (Hogan & Kaiser, 2005).

**Humanistic Theories**

Humanistic psychology concepts were embraced in both the theory and practice of education and social work, peaking in the 1970s-1980s, particularly in North America. This approach emphasizes that people play an active role in determining how they behave. It is the person's subjective experience that determines his or her behavior of not other factors.

Maslow’s hierarchy of human motives presents the need for self-actualization or realization after satisfying the human basic needs.

Carl Rogers benefited from the ideas and studies of Freud, Maslow, and others to come up with the person-centered theory. He emphasizes the self-concept as it is the most important feature of
personality. Personality from his point of view includes the thoughts, feelings, and beliefs people have about themselves.

Criticism of this approach appeared as it is too optimistic and fails to provide understanding of the unknown side of human nature. This approach cannot be easily tested as it is not an objective analysis and is biased toward individual values.

**Type Theories**

Type approach is based on the theoretical work of Carl Jung who observes the normal differences between healthy people. He concluded that differences in behavior result from individuals’ inborn and natural preferences to use their minds in different ways.

Individuals alternate between taking in information and making decisions in inwardly or outwardly way. These preferences can be developed but not totally changed depending on the self understanding and realization. Jung defines eight different preferences or four dichotomies; function and attitude.

People choose either perception or judgment as a dominant function to direct their lives and the other as an auxiliary process. The combination of an individual dominant attitude and function, the basic personality type can be determined (DiCaprio, 1983).

From this theory, MBTI was developed by Isabel Briggs Myers and her mother, Katharine C. Briggs c based on the works and observations of Carl Jung.
2.4 MYERS-BRIGGS TYPE INDICATOR (MBTI ®)

**Historical background**

Myers and Briggs developed the MBTI by building on the theories of C.G. Jung, the Swiss psychiatrist and psychotherapist (1875-1961). Jung observed that an individual behavior happens as a result of the interaction of his functions in a dynamic way.

Myers and Briggs extended the Jung work by adding the opposite dichotomy (J and P). The Extroverted People who are outwardly energized are described as either Judging (J) or Perceiving (P). Those people that direct their Thinking or Feeling attribute toward the external world are described as Judging. Individuals who direct their Sensing or Intuition attribute toward the external world are described as Perceiving.

![Figure 2.2 Judging Functions](image-url)
Isabel Myers added the fourth dichotomy (J or P) to indicate which function shown to the world. Individuals preferring (J) show the world their crucial side or Judging function (Thinking (T) or Feeling (F)). Individuals preferring (P) show the world their open-ended information gathering or Perceiving function (Sensing (S) or Intuition (N)).

This addition of the (J-P) dichotomy in the MBTI helped in identifying the dominant function and the auxiliary function, and came out with 16 personality types.

After the Second World War, Briggs and Myers spent many years collecting additional data to support their theory MBTI® and new MBTI® forms were developed to make it useful in people's lives and to ensure that the MBTI® inventory keeps up with latest development in psychometric tests.

MBTI® helps people to understand easily their behavior not measures their intelligence, mentality or emotions, maturity, and capabilities. No right or wrong, no good or bad type, although certain preferences may be more or less appropriate or effective in given situations more than other preferences. Self-awareness helps individuals to adopt with these situations and develop their personal limits or blind spots.

The development and research into MBTI® has continued. Many people have worked on developing the construction of the indicator after Isabel Myers. There are many Forms varied between short and long such as AV, G, J, K, and Q continuing the present version form M in 1988. In addition to Step I there are two other scoring methods for MBTI®,
named Step II and Step III. The development of MBTI occurred in many areas such as language of the items, number of items, scoring methods, weights, gender differences, etc.

MBTI® is reported to be the most widely used personality inventory in the world (CPP, 2004; Lawrence, 1993). Over 3 million use the MBTI® a year (Myers, McCaulley, Quenk, & Hammer, 2003). It is used by all kind of businesses, educational institutions, government and not-profit agencies, NGOs, firms, and medical and religious organizations.

Psychologists, management research scientists, scholars wrote hundred of books, articles, publications, dissertations, studies, training manuals on MBTI® since 1957.

It has spread all over the world in many languages to become one of the most used tool in assessing mentally healthy individuals (Filbeck & Smith, 1996) in many areas such as education, management, personal counseling, team building, career planning and leadership, management development (DeVito, 1985).

However, some scholars have advocated that despite its popular use in leadership development MBTI® must be applied with caution (Michael, 2003). These concerns primarily focus around conceptual, reliability, and validity issues of MBTI® (Harvey, Murry, Stamoulis, 1995; Michael 2003).
Functions and preferences:

The core of Jung's work of theory type is that everyone uses four main mental functions that are called Sensing (S), Intuition (N), Thinking (T), and Feeling (F). These four functions are basic for individuals' daily lives. The 16 types are a result of the interaction among these functions.

Table 3.2: The Features of the Eight Preferences of MBTI

<table>
<thead>
<tr>
<th>Extraversion E- Introversion I dichotomy</th>
<th>E</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attitudes or orientation of energy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sensing - Intuition dichotomy</td>
<td>S</td>
<td>N</td>
</tr>
<tr>
<td><strong>Functions or processes of perception</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Functions or processes of judging</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Judging J – Perceiving P dichotomy</td>
<td>J</td>
<td>P</td>
</tr>
<tr>
<td>Attitudes or orientation toward dealing with the outside world</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
According to Jung, in each dichotomy, a person has one dominant preference, and the stronger preferences emerge as a person's personality type. The four dichotomies of preferences result in 16 possible four-letter combinations, thus the MBTI describes 16 personality types. The number that accompanies the letter result is an indication of how clearly each preference was reported (Kirby, 1997).

The four dichotomies make up a type. In other words, the eight preferences are presented by the letters (E, I, S, N, T, F, J or P) to indicate individual type. All choices reflect the two poles of the same dichotomy, that is, E or I, S or N, T or F, and J or P.

For example: if individual:
is energized by external world (E); prefers perceiving information by intuition (N); prefers thinking (T) in decision making; and prefers Judging (J) as a style of his life, then his type is **ENTJ**.

If a person prefers:
introversion (I), Intuition (N), Feeling (F), and Perceiving (P), then he is **INFP** type.

It may appear that individuals share the same functions and attitudes but they are different. No one uses them equally. Everyone uses the four functions and gets energy in a different way. Types may share the same functions and attitudes; however individual difference in behavior depends on dominant and auxiliary functions.
Type Table:

An individual type is the combination of one preference from each other of the four preferences pairs, or dichotomies. The combination of the four dichotomies in all possible ways, results in 16 types.

The preferences combinations and logical arrangement in a type table present the similarities and differences in behavior and help easily in identifying individual personality. The construction of Type Table is arranged as in the following table:

Table 4.2: Type Table of the 16 MBTI Personality Types

<table>
<thead>
<tr>
<th></th>
<th>S</th>
<th>S</th>
<th>N</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>ISTJ</td>
<td>ISFJ</td>
<td>INFJ</td>
<td>INTJ</td>
</tr>
<tr>
<td>I</td>
<td>ISTP</td>
<td>ISFP</td>
<td>INFP</td>
<td>INTP</td>
</tr>
<tr>
<td>E</td>
<td>ESTP</td>
<td>ESFP</td>
<td>ENFP</td>
<td>ENTP</td>
</tr>
<tr>
<td>E</td>
<td>ESTJ</td>
<td>ESFJ</td>
<td>ENFJ</td>
<td>ENTJ</td>
</tr>
<tr>
<td>T</td>
<td>F</td>
<td>F</td>
<td>T</td>
<td></td>
</tr>
</tbody>
</table>

The following table offers brief descriptions of the 16 types:

Table 5.2 Descriptions of the 16 Personality Types

<table>
<thead>
<tr>
<th>Type</th>
<th>Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ISTJ</td>
<td>inwardly energized, factual, systematic, routine, realistic, traditional, structured, planner</td>
</tr>
<tr>
<td>2 ISFJ</td>
<td>inwardly energized, factual, practical, patient, loyal, routine, cautious, traditional, well-organized</td>
</tr>
<tr>
<td>3 INFJ</td>
<td>inwardly energized, quiet, sensitive, idealistic, imaginative, visionary, innovative, caring, friendly</td>
</tr>
<tr>
<td>4 INTJ</td>
<td>inwardly energized, achievement-oriented, serious, strategic, conceptual, innovative, independent, logical,</td>
</tr>
<tr>
<td>Type</td>
<td>Descriptions</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>5 ISTP</td>
<td>inwardly energized, factual, practical, realistic, analytical, logical and adaptable, risk-taker</td>
</tr>
<tr>
<td>6 ISFP</td>
<td>inwardly energized, gentle, cooperative, loyal, factual, adaptable</td>
</tr>
<tr>
<td>7 INFP</td>
<td>inwardly energized, imaginative, idealists, flexible, adaptable, spontaneous, sensitive</td>
</tr>
<tr>
<td>8 INTP</td>
<td>inwardly energized, independent, theoretical, logical, innovative, skeptical, adaptable</td>
</tr>
<tr>
<td>9 ESTP</td>
<td>outwardly energized, task-oriented, analytical, outgoing, enthusiastic, logical, promoter</td>
</tr>
<tr>
<td>10 ESFP</td>
<td>outwardly energized, tolerant, routine, spontaneous, friendly and enthusiastic, funny</td>
</tr>
<tr>
<td>11 ENFP</td>
<td>outwardly energized, expressive, friendly, creative, enthusiastic and imaginative, flexible, spontaneous</td>
</tr>
<tr>
<td>12 ENTP</td>
<td>outwardly energized, visionary, clever, theoretical, objective, logical, flexible, adaptable, resourceful, problem solver, stimulating</td>
</tr>
<tr>
<td>13 ESTJ</td>
<td>outwardly energized, task-oriented, responsible, systematic, practical, logical, realistic, frank, decisive</td>
</tr>
<tr>
<td>14 ESFJ</td>
<td>outwardly energized, people-oriented, warm, harmonized, realistic, loyal, organized, routine, supportive, responsible, dutiful, cooperative</td>
</tr>
<tr>
<td>15 ENFJ</td>
<td>outwardly energized, people-focused, warm, supportive, sensitive, subjective, charming, creative, persuasive</td>
</tr>
<tr>
<td>16 ENTJ</td>
<td>outwardly energized, rational, logical, task-oriented, problem solver, innovative, visionary, value knowledge and competence, structured and challenging</td>
</tr>
</tbody>
</table>
Type Dynamics: Order of the Preferences

Individuals use all four cognitive functions. However, for each type there is one function that will lead, that is generally used in a more conscious and confident way. This dominant function is supported by the secondary (auxiliary) function. It is developed to provide balance between extraversion and introversion and between perception and judgment. The third function is tertiary, lesser degree. It is always the opposite of the auxiliary function. The fourth and least conscious function is always the opposite of the dominant function (shadow).

Table 6.2: MBTI Functional Dominance Order

<table>
<thead>
<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sensing</td>
<td>1. Sensing</td>
<td>1. Intuition</td>
<td>1. Intuition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ISTP</th>
<th>ISFP</th>
<th>INFP</th>
<th>INTP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Sensing</td>
<td>2. Sensing</td>
<td>2. Intuition</td>
<td>2. Intuition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ESTP</th>
<th>ESFP</th>
<th>ENFP</th>
<th>ENTP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sensing</td>
<td>1. Sensing</td>
<td>1. Intuition</td>
<td>1. Intuition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ESTJ</th>
<th>ESFJ</th>
<th>ENFJ</th>
<th>ENTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Sensing</td>
<td>2. Sensing</td>
<td>2. Intuition</td>
<td>2. Intuition</td>
</tr>
</tbody>
</table>

Adopted from Introduction to type and Organization, Sandra Krebs, 1993.
The order of the four-letter preferences within MBTI®, whatever the combination, does not change:

- The **1st letter** preference Jungian 'Attitude' for the Extraverted (E) or Introverted (I); energy focus.

- The **middle two letters** indicate the Jungian 'Functional Type' preferences, namely:
  - The **2nd letter** preferences Jungian 'Irrational' function (Myers Briggs® 'perceiving') – Sensing (S) or Intuition (N).
  - **The 3rd letter** preferences Jungian 'Rational' function (Myers Briggs® 'judging') – Thinking (T) or Feeling (F).
  - **The 4th letter** is preferences for Judging (J) or Perceiving (P) attitude towards outer and extraverted world. This dimension was added by Myers Briggs® to indicate the preferred way of dealing with the outer world; to evaluate and decide or to continue gathering information - Judging or Perceiving - equating to Jung's 'Irrational' and 'Rational' functional type categories, and thereby enabling functional dominance to be determined.

The order of the first dominant function, second auxiliary function, and third tertiary function through individual's life is termed *as type development*.

In the following lines, there is an explanation to determine the dominant function, based on the interpretation of Jung's theory.

- Extraverts direct their dominant function outwardly, towards the outer world, and their auxiliary function inwardly.
• Introverts direct their dominant function inwardly, towards their inner world, and their auxiliary function outwardly.

• Extravert or Introvert (1st letter E or I) is an important factor in determining dominant function (between the 2nd and 3rd letters).

• Myers Briggs® 'Perceiving' refers to Jung's 'Irrational' functions (2nd letter S or N).

• Myers Briggs ® 'Judging' refers to Jung's 'Rational' functions (3rd letter T or F).

• 4th letter J, the Judging preference, indicates that the personality prefers to use the Judging function (3rd letter T or F) to deal with the outer world.

• 4th letter P, the Perceiving preference, indicates that the personality prefers to use the Perceiving function (2nd letter S or N) to deal with the outer world.

• 1st letter E and 4th letter J, then the Judging Function 3rd letter T or F will be the dominant function (outer world).

Example: ENFJ type, Feeling is the dominant function, directed outwardly. The auxiliary function Intuition directed inwardly.

• 1st letter is E and 4th letter is P, the (2nd letter S or N) will be the dominant function (outer world).

Example: ESTP type:

Sensing is the dominant function, directed outwardly, the auxiliary function is thinking, directed inwardly.
The 1st letter is I and 4th letter is J then the Judging Function (3rd letter T or F) will be the auxiliary function, outer world. Remember,Introverts use their dominant function, inner world.

An Introvert uses their auxiliary function chiefly to deal with the outside world.

Example: INTP type:

Intuition is used mainly to deal with the outside world, but since the priority focus of the Introvert is their inner world, so Thinking is their dominant function.

The 1st letter is I and 4th letter is P, then the Perceiving Function (2nd letter S or N) will be the auxiliary function since this is the function used to deal with the outside world. The dominant function will be the other function, which the Introvert focuses on their inner world.

For example, ISFJ type:

The outside world approach indicated by the Judging preference, 4th letter is J, focused on the outside world in an Introvert is the auxiliary function. Therefore the other function, S, is the dominant one focused on the Introvert's priority inner world.

To sum up this point, we can say that there are four functions:

- (# 1): Dominant Function:
  It is the lead, most used or preferred function. It is indicated by the middle two letters (ST, SF, NT, or NF).

- (# 2): Auxiliary Function
  When we identify the dominant function, then it is easy to indicate the auxiliary function. The other two middle letters of the four-letter type code is called the auxiliary function and some call it as function pair. It
backs up the dominant function. This function provides balance to personality; if the dominant is extraverted, the auxiliary function is introverted.

- (#3): **Tertiary Function**
  It is the opposite of the auxiliary function. It doesn't show in the type code. For example, if the auxiliary function of individual is Thinking, then the tertiary of his type will be Feeling.

- (#4): **Inferior Function**
  It is called also the least preferred function. It is opposite to the dominant function. It comes under stress, ill, or otherwise not acting like themselves; the fourth function may show up in negative way.

Figure 3.2: The Dominant Function of MBTI
Preference Groupings:

References can be grouped by three common groupings of the preferences: by quadrants of the type table, by function pairs, and by the temperaments.

1. The Four Quadrants:

   It is a quick and easy way to classify the personality types. This classification combines the energy source preferences (E-I) and the perceiving preferences (S-N) resulting in IS, ES, IN, and EN. This grouping is often used in coaching, leadership, training, and learning.

2. The Four Function Pairs:

   These pairs are (ST, SF, NF, and NT). Placing preferences in pairs or groups helps in understanding how they impact each other simplifying the process of knowing and understanding individual types. Pairs are often used in communication, problem solving, and career choice.

3. The Four Temperaments (David Keirsey's Personality Model):

   The third way of grouping preferences is known as temperament. The Keirsey Temperament Sorter is used to measure personality type preference. This Model was developed by David Keirsey and came after the (MBTI).

   Temperament is an order of visible personality traits and characteristic attitudes, such as communication habits, action patterns, values, talents, needs, contributions in the workplace and society. It is the interaction of the two basic dimensions of human behavior: our communication and our action, our words and our deeds, or, simply, what
we saying and doing. Each temperament has its own unique strengths, shortcomings, and challenges.

The difference between Type Theory and Temperament Theory and is that Type Theory usually focuses on individual differences in behavior; how individual think whereas Temperament Theory focuses on what people say and do.

Table 7.2: The Keirsey's Four Temperaments of Personality Types

<table>
<thead>
<tr>
<th>Temperament</th>
<th>SJ</th>
<th>NT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guardian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>supervisor</td>
<td>ESTJ</td>
<td>ENTJ</td>
</tr>
<tr>
<td>inspector</td>
<td>ISTJ</td>
<td>INTJ</td>
</tr>
<tr>
<td>provider</td>
<td>ESFJ</td>
<td>ENTP</td>
</tr>
<tr>
<td>protector</td>
<td>ISFJ</td>
<td>INTP</td>
</tr>
<tr>
<td>Artisan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>promoter</td>
<td>ESTP</td>
<td>ENFJ</td>
</tr>
<tr>
<td>crafter</td>
<td>ISTP</td>
<td>INFJ</td>
</tr>
<tr>
<td>performer</td>
<td>ESFP</td>
<td>ENFP</td>
</tr>
<tr>
<td>composer</td>
<td>ISFP</td>
<td>INFP</td>
</tr>
</tbody>
</table>

The 16 types fall into one of the four temperaments: SJ, NT, NF, and SP, which make it easier for people to understand types quickly. Dr. Keirsey has identified four basic temperaments as the Artisan, the Guardian, the Rational, and the Idealist.
1. **SJs: Guardians (ESTJ, ISTJ, ESFJ, ISFJ):**

Guardians (SJs) prefer to use their Sensing (S) and Judging (J) functions. They are traditional, industrious, responsible, dependable, realistic, observant, stability, routine, look for security and Seek stability. They have a tendency to be cautious, humble, and dutiful.

Guardian leaders make things according to plans and schedules, managing and administrating resources very well. They are responsible and accountable. They like discipline, structure, authority, and following the rules. They are cooperative and loyal. They are motivated by appraisal and recognition, and driven by facts and experience.

**NTs: Rationales (ENTJ, INTJ, ENTP, INTP)**

Rationale leaders prefer to use Intuition (N) and Thinking (T) preferences. They are systematic, logical, analytical, Objective, reasoning, visionary, conceptualized, curious, and suspicious.

The core needs and values of rationale are Knowledge, self-control, fair and competence. They are good planners, practical, problem solver, and consistent. Rationale leaders are naturally creative, inventive, firm minded, intellectual, theoretical, and abstract.

They are less interested in careers that are requires them to take a warm and sympathetic approach to helping people (Martin, 1997). NTs are often found in careers and technical work requires analysis, system thinking such as sciences, law, computers, the arts, engineering, and management.
2. **NFs: Idealists (ENFJ, INFJ, ENFP, INFP)**

   Idealist leaders prefer to use Intuition (N) and Feeling (F). NFs are enthusiastic, imaginative, creatively inclined and passionate about their choice causes. They are highly ethical, spiritual, passionately concerned with personal growth and development.

   Idealist leaders trust their intuition and tend to approach life and work in a warm and enthusiastic, and romantics manner, and like to focus on ideas and possibilities, especially for people. They often prefer jobs that require interaction and communication with others. Therefore, they are often found in the counseling, learning and education, arts, psychology, writing, research, social works and health care. They tend to be less interested in careers that require an impersonal or technical approach to things and factual data.

3. **SPs: Artisans (ESTP, ISTP, ESFP, ISFP)**

   SPs leaders prefer to use Sensing (S) and Perceiving (P). They are spontaneous, flexible, open-minded, creative, fun-loving, optimistic, generous, realistic, and focused on the now and future.

   They are innovative, problem solver, action-oriented tasks, and risk-takers. They are creators and natural entrepreneurs. They love change and new situations. They have a tendency to learn through action, and to do anything requires creating or handicraft. They prefer careers including sports, players, sales and trades, actors, singers, and crafts people.
Versions of (MBTI®) Questionnaires

There are different developed forms of MBTI® questionnaires; each one has its use or scoring:

- **Form M:**
  It is the Step I, 93 items of MBTI, a four-letter computerized self-scorable type. It is the modern version of the MBTI (1998). There is also the Self-Scorable form M which is used in workshop or group setting where time for pre-scoring is limited.

- **Form G:**
  It is 126 items form which was constructed from the 166-item Form F, with nine items slightly reworded to reduce reading level, and with 38 experimental items and two other items removed. Only the first 95 items need be answered to score the instrument.
  Scored for four-letter type and preference scores. Use Form G only if you have a large number of Form G answer sheets in inventory or you need Form G results to compare with previous Form G results or with ongoing research that uses Form G.

- **Form G self-scorable:**
  It is 94 items. It is the previous standard self-scorable four-letter type form. It is hand-scored by the individual taking MBTI instrument or by the professional. Use it only if you have large numbers of Form G answer sheets in inventory.
- **Form F:**
  It is 166 items (94 scored for type plus 72 research items). It is a standard form used either by hand or by computer.

- **Step II™ Form Q:**
  It is 144 items used to generate a four-letter type and scores on twenty facet scales, allow deeper analysis of type with five facets in each of the four primary MBTI dichotomies. The facet results highlight individual differences within type. It explains the individual uniqueness in greater detail (e.g., coaching, counseling, executive development, relationship counseling).

- **Step III™:**
  It is a 222 items with computerized report. Designed for anyone who wants to increase awareness about the specific and unique ways they use their type in making life choices. In-depth sessions with a trained Step III professional help the client gain insight necessary for becoming more effective in the natural use of their type. Step III™ is used specially in Clinical, counseling, or coaching purposes and understanding type development.

- **MMTIC®**
  It is a 43 item and 4 Letter indicator for Children for grades 2 – 12 years old.
The Reliability and validity of MBTI®

MBTI® is rooted in the Swiss psychiatrist C.G. Jung's theory of psychological types. Many studies over the years have proven the reliability and validity of the (MBTI®) assessment. Today, it becomes the most trusted personality assessment tool available throughout the world.

For development purpose, the (MBTI®) has been revised several times since it first appeared in 1942 by Isabel Myers and later by psychologists and practitioners. Therefore, many forms, formats, and scoring methods were developed.

Reliability is the consistency degree of a test that produces similar results under consistent conditions. It can be measured using reliability coefficients, and for short personality tests these should be in the range 0.70 to 0.80. Form M which is the four preference scales and the newest form of the (MBTI®), reported an internal consistency reliability of .90 or greater based on a representative sample of 3,009 people. Form Q reported an internal consistency reliability of .77 based on results from a representative sample of 1,378 people. Other studies reported split half reliabilities ranging from .77 to .97 and test-retest reliability ranging from .77 to .89 (Carlson, 1989; McCarley & Carskadon, 1983; Tan & Tiong, 2001), and from .69 to .92 across all personality type profiles (Myers and McCauley, 1985).

The internal consistency was reported as high as that of most psychological scales, with coefficient alphas from 0.83–0.97 (Carlson, 1989; Harvey, 1996; Murray, 1990, Moore et al., 2004). These results
were supported by Opt and Loffredo (2003) as MBTI has been found to be a reliable and valid instrument.

Correlations between the (MBTI®) scores, behaviors reflective of MBTI constructs, and persons ‘self-assessment of their own MBTI type have been found statistically significant (De Vito, 1985; Myers & McCaulley, 1989, Gardner & Martinko, 1996). Thompson and Borrello (1986), using factor analysis, reported that the factors were largely separated in their sample, and all items had factor pattern coefficients higher than .30. These results supported the structure of the (MBTI®). Tischler (1994) noted that factor analysis provided unusually strong evidence that MBTI items are correlated with their intended scales.

Type table manual gives data of approximate validity research in many samples comparing the (MBTI®) constructs to similar constructs tapped by various other personality instruments (Myers & McCaulley, 1985). It provides an evidence for construct validity by showing a significantly higher percentage of certain types in a specific area of interest.

Moreover, it is very important to mention that most of the studies that conclude to some result of validity problems were conducted on Form G of MBTI and before 1988. These studies have found that the reliability and validity of the (MBTI®) instrument have not been adequately demonstrated and based on inadequate methodologies (except the Introversion-Extroversion scale which has adequate construct validity). There has been a marked improvement in both reliability and validity with the 93-item Form M.
The MBTI® in Organizational Leadership Development

The (MBTI®) is a widely used personality instrument in the world (Michale, 2003, (Gardner & Martinko, 1996; Offermann & Spiros, 2001) with more than three million people take this instrument each year and basically in companies (Gardner et. al, 1996).

Organizations use MBTI to assist leaders and managers better understand their communication styles and to for appraising and motivating others (Moore, 1987) and Goby & Lewis , 2000).

It is used to evaluate the personality indicators of employees and classifying management personality types in the organization (Yen et. al, 2002), and measure the influence of such different types in the organization and its development. Other organizations use it to utilize their talented employees within the organization (Agor, 1989).

MBTI provides a wealthy and positive organizational applications such as developing common understanding; increasing appreciation for colleagues; improving communication; dealing with conflicts; enhancing problem solving and decision making; improving career decision making; planning, implementing, and managing organizational change; managing diversity; improving team work; and recognizing and managing stress (Myers et al.,1998, Tan & Tiong, 2001).

As MBTI has proven to be a useful and practical tool for organizational and individual development activities, we can explain some of these applications as follows:
a. **Leadership Self-Awareness and Self-Development**

In order to succeed in today’s intensive competition, companies need leadership that know their competencies, develop them and create new business opportunities continuously. Many researchers believe that leadership is an outcome of personality but at the same time it is often not the only one element of effective leadership.

Therefore, the validated MBTI personality indicator is used in predicting and increasing the effective leadership and improving leader's employees' communication (Witt, 2000).

Today, with the increasing of competitiveness and rapid change, leaders have to look for many tools that help in organizational development, including the use of personality assessments and coaching, both to help identify leaders and to develop their skills and abilities. (MBTI®) instrument is considered one of the most helpful tools used for such development. According to Hambrick and Mason (1984), organizational outcomes are partially predicted by psychological and observable background characteristics of managers.

There is no “perfect” type for leadership (Sharon, 2008). While there are greater focus on certain types among leaders, there is a wide and growing prove that leaders vary in their styles and approaches to leadership. In fact, the larger body of leadership research indicates that the best leaders are those who can skillfully adapt their style to meet the needs of the situations they confront and the people they lead. You can successfully lead others whatever your type is. Research has
demonstrated that all personality types have valuable contributions to make to society and can be effective leaders (Kirby, 1997).

Jung’s theory provides a useful framework to discover personality type and a key resource in leadership development that offer powerful possibilities for increasing leader effectiveness and growth (Fitzgerald, 1997). When leaders know more and understand their own types, it becomes easier for them to have their impact on their subordinates. Bennis (1976) stated "To lead others, he must first of all know himself".

Mary McCaulley, in her opening remarks at the 1994 MBTI® Conference on Leadership challenged participants to answer the following question: ‘Does it do a leader any good to learn about MBTI? What difference does knowledge of type make?’ (“Research on MBTI®...”). Dr. McCaulley then answered her own question by saying: “Leaders are individuals and the sixteen MBTI® types refer to individuals” (“Research on MBTI…”).

Sun Tzu, a Chinese military general, strategist, and philosopher, confirms the importance of knowing the enemy, and knowing one-self. It is personality that allows successful understanding of an enemy. If you know he is more sensing than intuitive or thinking than feeling, then you will know how he makes decisions, and you need not fear the result of a hundred battles (Sun Tzu, 1963).

b. Team Performance

The publication of team building materials and training programs by Hirsh (e.g., 1985) has provided tools for using type that have made
MBTI a popular tool with organizational development consultants. In using MBTI, it is assumed that understanding of individual differences will enable teams to identify the skills and abilities each team member brings to a task, and that this knowledge will help minimize conflict by viewing potential sources of misunderstanding as simply natural individual differences.

Personality types help employees and managers to appreciate their styles and help them to be matching with their jobs (Overholt, 2004). Knowing the different types in management teams enhances organizational strength and effectiveness (Tan and Tiong, 2001). Researchers have also noted that the individual personalities of each group member do influence the group behavior as much as the leader’s personality and work style.

c. Decision Making, and Problem Solving

Many studies of the relationship between personality and strategic decision processes and performance have used MBTI as the measure of the cognitive style (Hough & Ogilvie, 2005), and identified as providing the most insights and having the greatest impact on their behaviors and decisions (Quenk, 2002). Cognitive style or decision-making style is based on one’s way of perception (Sensing of Intuition) and one’s way of making decisions (Thinking vs Feeling). There are four cognitive styles: ST, SF, NF and NT.

Intuition managers recognize strategic problems more successful than Sensing managers (Hunter, 1986), and Thinking managers are more
likely to be problem-definers (Phillips-Danielson, 1985). Thinkers are usually concern of logical factors, while Feelers are more concerned about the others' feelings (Atwater and Yammarino, 1993). Intuitions tend to be less satisfied with what they are told and look to other sources for information (Walck, 1997), including observation and literature sources (Kerlin, 1992). Feelers prefer visual information while Thinkers value classified data (Ghani, 1981).

Intuitions and Thinkers do well in opened work environments, while Sensing and Feelers performed well in structured settings (Hunter and Levy, 1982; Patz, 1992). On the other hand, risk can play a role in how information is evaluated (Clancy, 1997). Sensing-Thinkers prefer harmonious environment with their type to take risks, while Intuition-Thinkers, Intuition-Feelers, and Sensing-Feelers were more able to take risks in changing and uncomfortable environments. The different personality types make different choices even when given the same information (Nutt, 1986). Sensing-Judger people concern with detailed analyses, whether it is related to the subject or not.

The preferred problem solving style of SJs is aimed at making decisions that are focused on doing things better, but only within well established structured situations. Since Sensing (S) and Thinking people (T) prefer tasks where the focus is on the immediate and the tangible, they have a natural affinity to handle everyday operational problems successfully (Huit, W. (1992).

On the other hand, although NTs excel at long range planning and problem solving, they are “affected by biases that emphasize
perseverance, positivity and representativeness” (Haley & Pini, 1994). NTs may sometimes favor change and risk for the excitement of the challenge, while disregarding essential data and past history. They may be unwilling or unable to develop a step-by-step plan to achieve their vision or implement their solutions.

A "Z" problem-solving model is a good model consisting of four steps by using the strengths of the all four MBTI preferences: Sensing, Intuiting, Thinking and Feeling. When a person is in a problem, he begins using his or her five senses and evaluates the facts and details to gather information about that problem. The second step is using Intuition preference to develop possibilities and generate alternatives solutions to the problem. The third step is using thinking preference by logically analyzing each alternative solution. In the fourth step, he uses Feeling preference to weigh the impact of his decision on people.

d. Change Processes

Today, leaders are supposed to develop visions and strategies and to prepare their organization to meet the future challenges. This will give them the ability to respond positively to challenges facing their organizations. However, leaders are dealing with change or crisis times in different ways.

Intuitions and Perceivers are more likely to possess these qualities and be able to lead their organization through times of change and associated with practices that search for new solutions in managing their organizations in such times of change (Van Eron, 1991, Fleenor, 1997).
Thinkers tend to ignore their emotions during times of change and therefore ignore the emotional needs of others (Barger and Kirby, 1997). Feelers tend to admit needs of others and work to bring people along through agreement and inclusion.

In conclusion, Barger and Kirby (1997) observe that regardless of type, leaders need to be aware of their own type and can then find effective ways to effective lead their organization through the necessary change. (Barger and Kirby, 1997).

ESTJs, ISTJs, ESFJs, and ESFJs leaders have been identified as resistant to change. These types have been found to be struggling more than other types with the change process. It is suggested and recommended to help these types to develop their less-preferred functions (Intuition, Feeling, and Perceiving) which will make the change process less painful (Clancy, 1997). Also, it is recommended counseling to be a possible effective intervention in making major change easier for them (Roush, 1997).

e. Career Assessment and Selection

A good matching between the personality type of the employee and the characteristics of the work environment will result in job satisfaction, productivity, creativity, and …stability (Hammer, 1996).

The MBTI is commonly used in career assessment and counseling (Myers, McCaulley, Quenk, & Hammer, 1998). It plays an effective role in increasing self-awareness, enhancing understanding of decision-
making processes and preferences, and improving interpersonal communication (McCaulley, 1990).

Studies have shown that individuals identified as having particular combinations of these functions, (E) or (I); (S) or (N); (T) or (F); exhibit predictable preferences toward certain occupational or academic choices (Kuder, 1968; Campbell & Hansen, 1981; Barrett, Sorensen & Hartung, 1985).

Extraverts are interested in occupations connected with actions and interpersonal interaction. Introverts prefer quiet and private occupations. Sensing prefer careers requiring precision, facts, and details. Intuitive are associated with occupations requiring abstract and symbolic activity. Thinking people are related to careers requiring logical analysis and mathematical applications and skills. Feeling preferences are related to careers allowing values expression. Judging people prefer careers requiring the application of logical systems. Perceiving people prefer an open and unstructured environment.

The strongest support can be found in the collection of MBTI type profiles of more than 200 occupations summarized in MBTI Atlas of Type Tables (Macdaid, Kainz, & McCaulley, 1986).

According to research there is a clear correlation between career choice and natural type preference (Martin, 1997). Though all four letters of type can affect the kind of career that interests an individual, the two middle letters, called function pairs (ST, SF, NF, NT), have a particular importance for career choice (Martin, 1997).
Reynierse (2000) shows that the dominate MBTI® types of American managers are the Thinking-Judging (TJ) types. Social service managers… (Reynierse, 2000), the retail store managers, bankers, public school principals (Gardner & Martinko, 1990), educational executives and administrators (Lueder 1986a, 1986b) are predominantly STJs.

Although MBTI is one of the most commonly used personality instruments used in selecting, changing, or developing career, the 1991 National Academy of Sciences review committee concluded that: "at this time, there is not sufficient, well-designed research to justify the use of MBTI in career counseling programs".

Other studies have suggested that there is no reason to believe that personality measures will predict selection of majors and careers as well as the career interest instruments originally designed for this purpose (Lowman, 1991). Some researchers reserve the use of MBTI to determine academic major and career options (Dillon & Weissman, 1987).

As with all career assessment instruments, practitioners are encouraged to cautiously utilize all assessments in facilitating career planning and decision-making processes with employees. The use of MBTI as a predictor of job success is expressly discouraged. It is not designed for this purpose. (Myers, Isabel Briggs; Mary H. McCaulley, 1989).
2.5 ORGANIZATIONAL CHARACTER

Introduction:

An organization is a group of people working together to achieve specific and desired goals (George and Jones, 1966) by using different processes and technologies in a structured way (Senior & Fleming, 2006).

An organization is a very widely used term and can be described in multiple ways. It can be applied to both the larger entity and the subdivisions within it. It refers to corporations, professional firms, educational institutions, religious congregations, government agencies, hospitals, societies, clubs, family, non-profit organizations, hospitals, foundations, armed forces, charities, schools and universities.

So, the organization can be taken as group of people, team or social entities who are structured and share their knowledge, skills experiences and activities and work for a common task to achieve desired goals.

Much has been written and many words have been used by experts including identity (Albert and Whetten, 1985), culture (Schein, 1990), character (William Briggs, 2000), and personality (Sandra Fekete, Arie de Geus, 2003) to define what an organization is. However, there are many definitions, no clear way to define the organization and its components parts in a simple and objective manner, organizational character, and the influence of the personality types of leaders on the character of organization was not empirically explored.
The Identity of Organization:

Various meanings are related to the concept of organization identity. In 1985, Albert and Whetten introduced this concept. Researchers either within the same study field or from different fields of study understand the identity concept and the phenomenon differently. It is a multilevel notion that can be applied at the individual, group, and organization level.

Organizational identity represents the characteristics of an organization that is core, distinguished and continual (Albert and Whetten, 1985; Gioia, 1998).

In fact, organizational identity is trying to have answers to the main questions on which the organization’s success depends: “who are we as an organization (mission)?”, where are we going (vision)?, and how do we reach there (strategy)?” which leads to character of an organization (identity).

It is what the members say when they want to refers, talk, or act on behave of their organization. Research results indicate that identity is the key concept that can provide an organization with a valuable framework for understanding an organization and employees' action or practice.

It can be seen in the organization's building, offices' designing and color, employees' uniform and daily language, brochures and leaflets, business cards, and other printed materials, and website designing and structure. Organizational identity can filter, constrain and form
organization members' interpretations and action. (Dutton and Dukerich, 1991; Gioia, 1998; Whetten, 2006).

Therefore, researchers present two levels of identity; the internal level and external level. The external level is related to the marketing as a distinguished brand or an image of the organization in front of its clients, stakeholders, and shareholders, such as (logos, symbols, name, etc.). The internal level of organizational identity on the other hand relates to leadership, strategy, employees' behavior and performance.

The identity of the organization can be assessed by examining the most important drivers in an organization such as vision, mission, values, brand, leadership, human resources, structures, decision making, alignment, harmonization, productivity and performance. This assessment helps an organization to manage its identity and proceed toward its destiny.

Though, the identity plays an important role in organizational success and create its competitive advantage, it still does not have a theoretically clear concept and a significant exploration is needed.

The Culture of Organization

Every organization has its own unique culture. Culture represents an organization personality as personality for individuals (Dodek et al., 2010). It makes organization works and connects the people together, giving them purpose, values, and principles by which they live and work. It has a vital influence on both employee's satisfaction and organizational success as a whole.
Scholars and researchers have defined culture in various ways. However, these different definitions nearly come round similar elements: shared values, beliefs, assumptions, ideologies philosophies, expectations, norms, attitudes (Kilmann et. al., 1985; Lund, 2003), customs, knowledge, practices (Cleland, 1994), patterns and way of thinking among all the members (Yilmaz & Ergun, 2008) that interact with organization's people, structure, and control systems to produce behavioral norms” (Lund, 2003), create solidarity and meaning and inspires commitment and productivity” (Deal, 1986; Lund, 2003), and help individuals to understand the functions of an organization (Deshpande and Webster, 1989), Schein, 1990).

Culture is as the social glue that holds an organization together (Trevino & Nelson 1999) and it is important for an organization similarly as the water is important for the fish (Fekete & Keith, 2003).

Organizational culture is formed by many elements or influencers. The one on the top is the founder’s philosophy (Schein, 1983) especially within the companies that are run by family members.

Moreover, leaders, executives and managers of any organization play a vital role in setting the culture of their organizations by drawing a set of the shared behaviors so that all the team members of the organization can easily differentiate between desired and undesired behaviors. The top management sets the vision, understands the market dynamics, and drives employees towards productivity and innovation.

Later on, founders and following leaders in organizations respond to the organizational culture and change their behaviors and leadership
styles (e.g., Schein, 1992; Trice and Beyer, 1984). From this perspective, in his book "Organizational Behavior," management expert Fred Luthans notes an organization's original leadership sets many and different company's cultures, but following leaders might find themselves shaped by the current values and behaviors.

Another factor influences the culture of an organization is its employees' suggestions and feedback. Also, society has a direct influence on organizational culture, as a result from the predominant social cultural values, beliefs, assumptions, and implicit motives... by members of the culture (e.g., Lord and Maher, 1991; House, Wright, and Aditya, 1997).

Recently, the culture of an organization becomes related to important issues and hot topics such as performance, change, quality control and management, employees' satisfaction, clients and stockholders loyalty.

Therefore, researchers confirm that there should be a matching between the culture of an organization (internally) and its business environment (externally), including national culture, in which they practice (Peters & Waterman, 1982) to achieve organizational excellence.

The leader's role is to develop and match the employees with the organizational culture, as they are "the pillars of the organizational culture" (Allaire and Firsirotu, 1984). It is the leader's responsibility to set the organizational goals and purposes and communicate them effectively to all the stakeholders (Heck, Larsen, & Marcoulides, 1990; Reynolds, 1986); to teach organizational values and promoting missions (Bolman and Deal, 1984) and Owens, 1987).
The DNA ® of Organization

The DNA of an organization is a symbol introduced by Booz Hamilton to codify the implied elements or factors that define an organizational character using Org DNA Profiler™ assessment tool.

Many studies and researches form the basis for Organizational DNA enhanced by experience and rich data from different organizations (banking, transportation, energy) or from internal sections and departments, or functions (HR, IT, legal, etc.).

This-five-minute 19 questions survey assessment tool categorizes organizational character based on employees’ responses and focuses on the preferences and behaviors of the organization as a whole not as individuals.

More than 30,000 Org DNA Profiler® online-based surveys were voluntarily completed, and more than 8,000 profiles have been examined on client-sites.

In Booz's survey, 65% of managers doubted and suspected their organizations' capability to act in the right time on important strategic and operational decisions. This is due to many factors including the difficult access to information, unclear decision-making rights, and weak motivations and rewards.

The DNA of an organization consists of four building blocks: structure, decision rights, motivators, and information. These blocks express the behavior and personalities of organizations through integration and combination.
The Personality of Organization:

Understanding the organizational personality is essential to bring an organization into alignment and harmony at all levels. Its values, behavior, daily works, and decision making, create a shared reference and place behavioral directions and principles for every member within the organization's teams.

Arie de Geus, in *The Living Company*, looks at an organization as a human being. He explains that organizations have behavior and certain characteristics such as living entities. This character shapes the main ingredients of culture such as behavior, values, daily activities, likes and dislikes, and does and does not, and allows them to develop their core culture, coherence, consistency, and harmoniously.

Like people, organizations have their own preferences or characteristics; focusing, gathering information, and making decisions. Understanding these preferences helps organization to be itself. This in turn helps in forming the shared values between organization and its employees and customers. In short words, organizations are people too, and they have to know who they are.

By knowing the organizational character, leader discovers organization's strengths, blind-spots, and business and growth opportunities. The organizational character forms corporate identity, including an organization's assets such as employees, clients, products, services, etc. While an organization adapts its culture, brand, and preferences will usually remain protected. Once an organization knows its true character, vision, and strategy, it will not miss the journey of
success. Living the true character will grants organizations many benefits such as:

- Employees will be proud of their organization's identity and culture.
- Organizations would have clear communication channels and a common daily language.
- Organizations would be able to meet the requirements and expectations for its internal and external customers.
- Organizations would be able to attract and retain ideal customers and employees.
- Organizations would be able designing the right framework for decision making
- Organizations would have alignment, clarity, harmony, consistency within its departments and sections.
- Understanding organization’s character allows organizations to like and be proud of their real result and achievements, increased revenue, profitability, productivity, performance, development and growth, and less employee turnover rate, and higher job satisfaction rate.
- Knowing the character of organization sets up the right method of communication and provides a common language between its leadership and employees at all levels, and with its external clients and customers. This understanding leads to Sustainable vision, mission, and values.
- When organizations don't know who they are, they need consistency and harmony in identity and behavior. They cannot meet the expectations and desires of their employees or customers. They
cannot attract talented employees or retain what the right employees they have already. They will miss their direction and lose their destiny.

Jim Collins and Jerry Porras, in their famous book *Built to Last*, revealed the research findings of 18 visionary companies with an average age of nearly 100 years. The visionary companies earn more profit in the market than others. The authors searched the reasons behind that and they found that visionary companies present a powerful appetite for progress that enables them to change and adapt without giving up their ideal values.

By presenting many cases for different organization around the world, like Motorola, 3M, and Sony, they confirm the importance of organizations to know their true selves than where they are going, because the last one will certainly change as the world changes.

Rob Goffee and Gareth Jones (1998), authors of *The Character of a Corporation*, stress the need of a culture. Any organization has not a culture; it lacks values and misses its purpose and direction. An organization's culture can increase or decrease a business. This culture includes the common beliefs, symbols, values, and behaviors.

To sum up, an organization has to discover and understand its true personality. This understanding is necessary for an organization to survive and expand. It plays a vital role towards the success and durability as it is an indicator of the methods and the reason of doing things.
The Character of Organization:

Organizations differ in size, structure, purpose and character. Each organization has different characteristics that are suited to different purposes and even inside every organization different subdivisions of an organization have different character styles. Organizations have their own personalities.

An organization’s character or personality is only partly comprised of the personalities of its people. Often, there is a distinction exists between the characteristics of the people themselves and the way the organization expects them to be. An organization is also made up of differences between the styles of various units, sections, and departments, such as the contrast between finance and human resources, regional sales and central marketing, or executives and middle managers. If you know about organizational character, you can better understand how different approaches will work with different organizations.

The Character of Organizations indicates sixteen organizational characters. William Bridges, using many examples of companies, presents that the organizational character forms how they receive information and new ideas from the market, how decisions are made in those companies, how their employees accept or reject change, how such things affect the performance and development of an organization, and how to deal with its external world. He recommends using the Index even within the different departments and gropes in organization such as finance, sales, and HR.
The academic literature uses the term character as a substitute for organizational culture or organizational image. Schein’s (1985:9) defines culture as a set of basic assumptions, shared solutions to universal problems of external adaptation.

By combining the views of different organizational theorists, it seems fair to define organizational character as a mix of differential aspects in which the organization functions and integrative aspects that binds the organization together (Khandwalla, 1973, 1977, Lawrence & Lorsch, 1967). These aspects include strategic elements such as vision, mission, values, and themes. It can be explained in terms of founder, leadership, history, life cycle, original and current business, industry, or profession, knowledge, believes, habits, emotions, and politics. The integrative aspects can be defined as culture and climate of the organization, style of top management, coordination & liaison activities, formation of committees, cross-functional teams, communication and control systems.

Organizational Character is an element of organizational culture that refers to the "behind the scenes" of an organization. It is the explicit or implicit behavior and believes of both organization and its individuals.

Organization Character has many applications: strategic planning, resolving interdepartmental conflict, enhancing communication, developing succession plans, planning and implementing a merger, creating a training and development plan, leading a major change initiative, managing, organizational transition
The concept of organizational character:

Organizations are not assets, they are living beings! Organizations are consisting of individuals. Organizations, like people, have distinct characteristics that help define them. Organizations differ in their size, structure, and line of business as well as in their character as individuals differ. So, there are as many characters as there are organizations. As there is no right or wrong individual personality, there is no right or wrong organizational character. As there are 16 personality types, there are 16 organizational characters.

The organizational character is the DNA, climate, culture, and the reason an organization is what it is and does what it does.

We may find two organizations working in the same business, yet their organizational characters are quite different. The first one may have an introverted-sensing-thinking-judging (ISTJ) character, whereas the second one has an extraverted-intuitive-thinking-judging (ENTJ) character. This difference is reflected in the way ISTJ tends to look within – rather than to customers – when it establishes policies and procedures. In contrast, ENTJ tends to be much more customer-oriented in making its service decisions.

Differences also exist among any organization’s departments. For example, marketing is, by definition, very extraverted. Employees in marketing focus on customers and competitors. So, they look outward for feedback and data when they have to make decisions. By contrast, employees in accounting are very introverted, and look only within the organization.
Other differences occur among organizations performing similar functions, but for different types of customers. For instance, both a college and elementary school are involved in teaching, but they have very different students. As a result, a college tends to be more thinking oriented and an elementary school more feeling oriented (Bridges, 2000).

The character of an organization shapes daily business practices and results. It helps to reach and measure the daily business practices, including leadership, management, HR, and decision making. The result will be increased organizational effectiveness and individual performance, and growth and development that feel natural in the organization. It introduces practical diagnosis and clear vision and strategies to business issues through alignment of people and organization.

William Bridge has used personality type in organization development. He considers businesses as organisms. He argues that an organization's character is much more than the sum of its employees' personalities. He categorized organizations into 16 personality types – based on Carl Jung and then further developed by the Myers-Briggs. He developed the Organizational Character Index (OCI) and he offers guidance in understanding how different types of organizations think, feel, perceive, and behave.

The ISTJ organization is the one that takes its energy and power from within (inwardly), concerns itself with facts, actualities, depends upon impersonal procedures, likes things finished and seeks conclusion.
Moreover, business teams can use OCI to assess the character of their organizations and, and determine what types of employees will fit best within the organizations. Stressing that there are no "good" or "bad" personality types just different types that are more well-suited, or less well-suited, to be part of a certain type of team.

Just as a career counselor can help an individual focus on jobs he or she is good at, The Character of Organizations can help a company hone strategies that make the most of its strengths. It is stressed that this index should be used as a screening tool by specialists and practitioners who have knowledge and practice of MBTI.

Bridges identifies 16 organizational character types using the framework of MBTI (Myers Briggs) personality types and shows how these influence an organization's growth and development, using many examples from famous companies such as General Electric, McDonald's, Hewlett-Packard, and others,

Arie de Geus, author of *The Living Company*, 2002, argues that many people naturally think and speak about organizations as if they were speaking about living entities. This is not surprising! All organizations present their behavior and characteristics such as of living entities.

All organizations learn, build relationships, grow and develop until they close and finish. The living organization is simply a useful metaphor, by which we consider an organization as individuals.
Where the character comes from?

Where the character comes from is very important question. A founder can have a great influence when an organization is launched, though over time. An organization's founder's preference and values indicate the values, beliefs, and attitudes of individual and group behavior, and strongly leave his mark on them. With time, these preferences and shared values takes place and form a unique character of organization.

Other leaders (or the current leadership) will contribute to shaping the organization’s character. The leaders, especially the strong ones, put their mark on the organization and form another source of organization's character. The current leader leaves the last mark, and it may be a very deep one. Although in some organizations, the current leader's mark is definitive, the last mark can prove to be as ephemeral as writing in sand- and the organization in the end can revert to its earlier character as soon as the leader departs.

Also, in many organizations, the line of business, the industry, or the profession has a character of its own and is a clear influence. So do finance, and manufacturing, entertainment, engineering, and the social service. Sometimes the dominance of one or two functions in the organizational history can shape the character of the whole company. Moreover, the employee group contributes to an organization's character. The employee team also contributes to an organization’s character, although whether that is because the particular business or profession colors the collective character of the employees or because employees of a certain type contribute to the collective character is hard to say. Also,
the team of one department is not the same even if they are composed of people with the same personality types. Design engineers, for example, develop a more intuitive collective character than production engineers, who are more sensing.

The history of the organization is another important factor in forming the organization's character. There is a characterological overlay that comes from the stage an organization is in relative to its life cycle and maturity. The organization’s stage of life also has impact. In the beginning, an intuitive quality may inspire the organization with big-picture visioning. But as the organization gets larger, it needs people who pay more attention to detail, so a more sensing style is appropriate. The same organization will probably change its character in subtle ways over time.

Fekete + Company developed Companies Are People tool™ based on the Carl Jung's and Myers psychological type. This indicator has 84 multiple choices. It provides a fast way to discover the organization's personality.

As with leader type, organization has its preferred sources of energy. Is it outwardly (Extroversion) or inwardly (Introversion) oriented. It has a preferred way for gathering information. Is it focused on present and details (Sensing) or on future and big picture (Intuition). It has preferred ways of making decisions. Does it do things impersonally (Thinking) or personally (Feeling). It has preferred ways to deal with its external world. Does it prefer to reach conclusion and decisions (Judging) or looking for more information and input (Perceiving).
The organization's preferences:

The organization's preferences are based on the same four pairs or dichotomies that Myers Briggs adapted from Carl Jung's work. The four pairs of preferences are bellow:

**Extroversion (E) or Introversion (I)**

Refers to two types of organizational orientation, two different locations for organizational “reality”, and two different sources of organizational energy.

Table 8.2: Extraverted Organization and Introverted Organization

<table>
<thead>
<tr>
<th>Extraverted (E) Organization</th>
<th>Introverted (I) Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>turn outward for direction</td>
<td>turn inward for direction</td>
</tr>
<tr>
<td>strategy is dictated by the market or the customer</td>
<td>strategy is dictated by internal technical capabilities</td>
</tr>
<tr>
<td>are fairly transparent if you are close enough to observe the process</td>
<td>don’t share process, just outcomes</td>
</tr>
<tr>
<td>seek to change things immediately, sometimes even before understanding them</td>
<td>seek to understand things before they act- and sometimes don’t act</td>
</tr>
<tr>
<td>prefer less intense work with many clients</td>
<td>prefer in-depth work with fewer clients</td>
</tr>
<tr>
<td>have open boundaries</td>
<td>have closed boundaries</td>
</tr>
<tr>
<td>allow access to decision</td>
<td>prevent access to decision making</td>
</tr>
<tr>
<td>collaborate on decision</td>
<td>reach consensus after making decision</td>
</tr>
<tr>
<td>act quickly and learn by doing</td>
<td>respond and take action only after research and study</td>
</tr>
<tr>
<td>present ideas for discussion</td>
<td>present ideas in complete, well thought-out-from</td>
</tr>
<tr>
<td>trust oral communication, either in person or by phone</td>
<td>trust written communication, via either e-mail or circulated memos</td>
</tr>
</tbody>
</table>
**Sensing or Intuitive organization:**

The sensing (S) and Intuition (N) refer to two different styles of perception, two different ways of paying attention to the world and taking in information.

**Table 9.2: Sensing Organization and Intuitive Organization**

<table>
<thead>
<tr>
<th>Sensing (S) Organization</th>
<th>Intuition (N) Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>like to focus on the actual and deal well with details.</td>
<td>like to deal with possibilities- and address the &quot;big picture&quot;.</td>
</tr>
<tr>
<td>Emphasize targets and plans</td>
<td>Emphasize vision and purposes</td>
</tr>
<tr>
<td>Trust experience and authority</td>
<td>Trust insight and creativity</td>
</tr>
<tr>
<td>innovate incrementally by making improvements.</td>
<td>innovate holistically by changing paradigms.</td>
</tr>
<tr>
<td>work best when they simplify complexities.</td>
<td>are attracted to complex situations and work well within them.</td>
</tr>
<tr>
<td>tend to rely on experience and work in traditional ways.</td>
<td>may based on a dream and find new ways to do work.</td>
</tr>
<tr>
<td>can handle masses of data.</td>
<td>can spot emerging trends.</td>
</tr>
<tr>
<td>see intuitive organization as lost in the clouds.</td>
<td>see sensing organizations as stuck in the mud.</td>
</tr>
<tr>
<td>emphasize targets and plans with straightforward, attainable goals.</td>
<td>emphasize purposes and vision, strategic themes and goals.</td>
</tr>
<tr>
<td>Focus on what clients said than with what he or she meant.</td>
<td>are more concerned with the customer meant than with what he or she said.</td>
</tr>
<tr>
<td>trust authority.</td>
<td>trust insight and creativity.</td>
</tr>
<tr>
<td>tend to organize functionally.</td>
<td>often use cross- functional teams.</td>
</tr>
<tr>
<td>tend to organize functionally</td>
<td>use cross-functional teams</td>
</tr>
<tr>
<td>rigid to change</td>
<td>adopt change and flexibility</td>
</tr>
</tbody>
</table>
Thinking or Feeling organization:

Thinking (T) and Feeling (F) refer to different ways in which organizations make decisions—two different ways of judging situations and processing information.

Table 10.2: Thinking Organization and Feeling Organization

<table>
<thead>
<tr>
<th>Thinking (T) organization</th>
<th>Feeling (F) organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>distrust the &quot;merely personal&quot;</td>
<td>distrust &quot;impersonal&quot; policies.</td>
</tr>
<tr>
<td>are driven by and make designs based on principles</td>
<td>are driven by and make decisions based on values</td>
</tr>
<tr>
<td>are most comfortable dealing with nonhuman aspects of situations</td>
<td>are fairly comfortable dealing with human situations</td>
</tr>
<tr>
<td>expect people to give one another criticism accepts because criticism leads to efficiency.</td>
<td>expect people to support one another because support leads to effectiveness.</td>
</tr>
<tr>
<td>prefer an impersonal &quot;get down to business&quot; office environment.</td>
<td>prefer a harmony and friendly environment.</td>
</tr>
<tr>
<td>prefer to tell the bare truth than being diplomatic.</td>
<td>prefer to tell the truth but in diplomatic way.</td>
</tr>
<tr>
<td>think in terms of rules and exceptions.</td>
<td>think in terms of particular human situations.</td>
</tr>
<tr>
<td>value what-is-logical.</td>
<td>value what-we-care—about.</td>
</tr>
<tr>
<td>emphasize the objective.</td>
<td>emphasize the people</td>
</tr>
<tr>
<td>encourage employees to live up to expectations.</td>
<td>encourage employees to do their best.</td>
</tr>
<tr>
<td>spend little time on building their teams or coaching their staff</td>
<td>are energized by team building and coaching staff.</td>
</tr>
<tr>
<td>are a social machine.</td>
<td>are a social community.</td>
</tr>
<tr>
<td>Fair</td>
<td>diplomatic</td>
</tr>
<tr>
<td>Efficiency</td>
<td>effectiveness</td>
</tr>
</tbody>
</table>
Judging or Perceiving organization:

Judging (J) and Perceiving (P) refer to different emphases that organizations demonstrate in dealing with the world. Judging organizations tend to use Thinking or Feeling, which are the Judging functions, to deal with their outer world, while Perceiving organizations use Sensing or Intuition, the so-called Perceiving functions, in dealing outwardly.

Table 11.2: Judging Organization and Perceiving Organization

<table>
<thead>
<tr>
<th>Judging (J) organization</th>
<th>Perceiving (P) organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Push toward decisions.</td>
<td>Like to keep their options open.</td>
</tr>
<tr>
<td>Tend to spell things out.</td>
<td>Don’t spell things out very precisely.</td>
</tr>
<tr>
<td>may be weak in gathering intelligence.</td>
<td>are good at gathering intelligence but may be weak on making decisions.</td>
</tr>
<tr>
<td>may have a moralistic streak.</td>
<td>tend to be tolerant.</td>
</tr>
<tr>
<td>usually have long-term planning in place.</td>
<td>are uncomfortable with long term planning.</td>
</tr>
<tr>
<td>avoid deadline crunches with thorough scheduling.</td>
<td>are energizes by deadline-driven pressure.</td>
</tr>
<tr>
<td>make and closely follow meeting agendas.</td>
<td>set a meeting purpose, but they are flexible during discussion.</td>
</tr>
<tr>
<td>get stressed when the unexpected occurs.</td>
<td>are energized by the unexpected.</td>
</tr>
<tr>
<td>like to push projects toward closure.</td>
<td>may allow projects to live on in limbo.</td>
</tr>
<tr>
<td>set clear, specific standards.</td>
<td>set general standards.</td>
</tr>
<tr>
<td>tend to regulate and control employees' systems of organization</td>
<td>allow employees to use their own system organization.</td>
</tr>
<tr>
<td>define things in lots of detail.</td>
<td>leave things vague and undefined</td>
</tr>
</tbody>
</table>
The 16 organizational characters

Determine the organizational character comes by choosing the best descriptors of your organization from the four preferences. The four letters form the best-fit character of the organization. The combination of these four dimensions, results 16 different organizational characters. Bridges identifies 16 organizational characters based on MBTI personality types frame work and present how the impact of character on organizational development and destiny.

Table 12.2: Type Table of the 16 Organizational Characters

<table>
<thead>
<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introversion</td>
<td>1. Introversion</td>
<td>1. Introversion</td>
<td>1. Introversion</td>
</tr>
<tr>
<td>2. Sensing</td>
<td>2. Sensing</td>
<td>2. Intuition</td>
<td>2. Intuition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ISTP</th>
<th>ISFP</th>
<th>INFP</th>
<th>INTP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introversion</td>
<td>1. Introversion</td>
<td>1. Introversion</td>
<td>1. Introversion</td>
</tr>
<tr>
<td>2. Sensing</td>
<td>2. Sensing</td>
<td>2. Intuition</td>
<td>2. Intuition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ESTP</th>
<th>ESFP</th>
<th>ENFP</th>
<th>ENTP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Sensing</td>
<td>2. Sensing</td>
<td>2. Intuition</td>
<td>2. Intuition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ESTJ</th>
<th>ESFJ</th>
<th>ENFJ</th>
<th>ENTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Sensing</td>
<td>2. Sensing</td>
<td>2. Intuition</td>
<td>2. Intuition</td>
</tr>
</tbody>
</table>
The 16 Organizational Characters are described below:

1. **The ESTJ ORGANIZATION**
   - usually have an operational or administrative orientation – full of clear responsibilities and definite procedures that are consistent and logical.
   - generally focus on anything that is measurable—time, money, productivity, returns on investment, and so on.
   - tend to be hierarchical, with turf, status, and credentials all regarded as important.
   - maintain solid, durable long relationships with their customers.
   - tend to be formally and have a soft spot for tradition.

2. **The ESFJ ORGANIZATION**
   - are outward looking and very self-confident.
   - listen well to the people in their external environment.
   - often have a family aspect, regardless of how large they are.
   - are very trustee minded, solid, and dependable.
   - excelling at routine operation and maintaining a high standard?
   - have a solid hierarchy that guarantees responsibility over everything they do.

3. **The ENTJ ORGANIZATION**
   - are strategy driven; take command of situations and act decisively.
   - base their strategy on an intuitive grasp of the situation.
   - pursue their objectives with willpower and single-minded focus.
   - are further and opportunity oriented and go about their business in an objective manner.
   - dislike imprecision and inefficiency.
4. The ENFJ ORGANIZATION

- have a dynamic, energetic, and positive style.
- take human needs seriously, expect cooperation, and espouse human issues.
- are interested in organizational cultures and endeavour to build and maintain a value-based, people-centered place to work.
- are proactive and want to make things happen, perhaps even before they understand them.
- have high goals and manage to live up to them often.

5. The ENFP ORGANIZATION

- typically are either creative organizations that develop new ideas or products for people or idealistic organizations that focus on developing, serving, or enlightening people.
- are usually interesting, exciting places to work, often innovative, with many new things happening that are focused on the possibilities in and for people.
- tend to be egalitarian, with everyone having a voice, perhaps even a vote; inclusion may be treated as an end onto itself.
- expected harmony and give people a lot of room to do their own thing.
- leaders try to resist issuing orders and mandates; rather, they persuade by appealing to common values.

6. The ENTP ORGANIZATION

- typically are upbeat, can-do organizations that are at their best when designing or inventing an answer to a difficult problem.
- see leadership as more a matter of intelligence and creativity than position; staff are viewed as colleagues or associates.
- tend to value debate and are likely to push for discussion and inquiry rather than closure on an issue.
- don’t take formal procedures or practical regulations very seriously.
- are likely to have many major projects going on simultaneously.

7. **The ESTP ORGANIZATION**
- are likely to have an entrepreneurial and resourceful style, with a canny ability to turn unforeseen events to their advantage.
- exude excitement and vitality as they capitalize on the external environment of unmet needs and wants.
- are not likely to be hampered by internal rules or frightened by any risk that risk can be rationally assessed.
- often act as if they engaged in some kind of adventure with little or nothing to lose, which can be useful in crisis or high-lose situations.
- are focused on the present while forgetting the past and really not too concerned with planning for the future.

8. **The ESFP ORGANIZATION**
- focused on giving clients and customer exactly what they want—either products or services that are consumed in the here and now.
- usually are pragmatic and unconcerned with precedent or formal procedures.
- are likely to provide their own people with a pleasant work environment and material benefits, treating work as play for pay and assuming people
get their pleasure as much form the doing as form the formal reward it brings.

- competition and spontaneity run throughout all the activity, and even routine events are carried out as though there is a spur- of-the- moment quality to them.

9. The ISTJ ORGANIZATION

- are likely the most stable and reliable of all organizations?
- move rather slowly and deliberately in a well thought out direction.
- are protective of their inner workings, especially in regard to outsider.
- usually are efficient and low-key, and can be underestimated.
- turn out products or services within clearly defined schedules and deadlines.
- expect people to work hard; provide clear roles, responsibilities, and expectations they can't fulfill.
- respect experience—their hierarchical environment is based on it.
- focus on how things are done.

10. The ISFJ ORGANIZATION

- place high value on hard work, dedication responsibility, and tradition.
- take human issues seriously and are fairly responsive to the needs concerns of their clients.
- have well- defined ways of doing things that have evolved over time, which not only are comfortable but may have a ritual quality about them.
- have a strong feeling of community and work hard at helping new people develop a sense of belonging.
- have a sensible, no- nonsense quality that can be reassuring.
11. The INTJ ORGANIZATION
- are independent, innovative, and iconoclastic, and are likely to be focused on intellectual or scientific ventures.
- can be forceful and undeterred by conventional objections.
- are pragmatic, efficient, and often pioneers in their fields.
- are more interested in understanding things than in making things.
- demand proof; everything is up for discussion and there are no sacred cows.

12. The INFJ ORGANIZATION
- operate quality with a powerful commitment to deeply felt goals and values.
- pursue a purpose and strategy defined by their beliefs.
- may appear straightforward and matter-of-fact, but their power, imagination, and passion are often underestimated because of their aura of responsibility.
- may be very creative, but they are not likely to make much of that fact.
- are likely to seem somewhat mysterious to outsiders as decision is made based on a kind of sixth sense for the possibilities of the situation.

13. The INFP ORGANIZATION
- are likely to be on some kind of a crusade, possibly social in nature, or a quest for a better product, service, or technique.
- motivation is idealistic in nature, somehow trying to improve individuals' lives.
- Prefers privacy in their workings.
- have powerful values, although they may not be clearly expressed or understood by the outside world.

- may have a youthful feeling about them, with a quality of optimism and hopefulness.

14. The INTP Organization

- are at their best when working to understand or creative systems and designs.

- are closely attuned to whatever is emerging in the world, and being one of the most creative of the organizational types, are usually at the cutting edge.

- are likely to be somewhat mysterious as they operate in a rather intuitive ways by following hunches; also are very private.

- are stimulated by complex and difficult, situations; often dismiss reality as simply conventional thinking, and bend or break rules to adopt with the situations.

- can be comfortable with change as long as they dream it up and plan it; about their view of the world.

15. The ISTP Organization

- are likely to be fairly egalitarian, with little trust in hierarchy and formal authority.

- usually are spontaneous in their organization and actions, affording people the opportunity to do their own thing as long as they get the job done.

- exhibit a sense of adventure, a willingness to take risks in spite of odds.

- focus on doing one thing (an area of mastery) extremely well and derive pleasure from doing.
16. The ISFP ORGINZATION
- are designed to make it possible for individual artists, craftspeople, and professionals to do what they do best.
- tolerate hierarchy and authority only to the degree that they create conditions of freedom for the individuals.
- view management and leadership as existing only to the provide an umbrella under which the key individuals can perform.
- continuity depends on countless satisfactory encounters between practitioners and their clients.
- likely have only informal, flexible systems that are poorly developed or viewed as unnecessary.

Sandra Fekete, owner of Fekete+ Company in her book, Companies are People Too, also describes company cultures in the context of (MBTI), as follows.

Table 13.2: A Description of Company Personalities

<table>
<thead>
<tr>
<th>&quot;Solid as a Rock&quot; (ISTJ)</th>
<th>&quot;You Can Count on Us&quot; (ISFJ)</th>
<th>&quot;Driven by Values&quot; (INFJ)</th>
<th>&quot;Going for Greatness&quot; (INTJ)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Action, Action We Want Action&quot; (ISTP)</td>
<td>&quot;Working to Make a Difference&quot; (ISFP)</td>
<td>&quot;Quest for Meaningful Work&quot; (INFP)</td>
<td>&quot;Intellectual Solutions&quot; (INTP)</td>
</tr>
<tr>
<td>&quot;Thriving on Risky Business&quot; (ESTP)</td>
<td>&quot;We Aim to Please&quot; (ESFP)</td>
<td>&quot;It’s Fun to Do Good Work&quot; (ENFP)</td>
<td>&quot;If We Can’t Do It, No One Can&quot; (ENTP)</td>
</tr>
<tr>
<td>&quot;Playing By the Rules&quot; (ESTJ)</td>
<td>&quot;Doing the Right Thing&quot; (ESFJ)</td>
<td>&quot;Seeing the Big Picture in Human Terms&quot; (ENFJ)</td>
<td>&quot;Driven to Lead&quot; (ENTJ)</td>
</tr>
</tbody>
</table>
The Four Temperaments of organizations:

Four groupings known as temperaments can provide a useful introduction to some basic different among the different organizational character types:

1. **SJ Organizations (Practicality):**
   These (Sensing and Judging) organizations typically are:
   - are hierarchal- authority based on position
   - have firm policies, standard operating procedures, schedules
   - excel at concrete operations such as production, refining, and accounting
   - prefer incremental change and struggle with transformational change
   - expect loyalty and hard work from everyone
   - define roles clearly
   - honor the best and pay attention to tradition
   - are more stable than organizations of other temperaments

2. **NT Organizations (Rational):**
   These (Intuition and Thinking) organizations typically are:
   - have a big-picture, future focus on the marketplace
   - are strategy driven with long-term goals and prefer design to execution
   - think of them selves as interlocking systems of mission- based groups
   - can be seduces by broad, global concepts
   - develop an impersonal atmosphere with scanty appreciation for contributions
   - set high standards-although they can be sloppy with detail
   - esteem ingenuity with efficient and effective problem solving
   - have a tendency to use cryptic communication
3. **NF Organizations (Idealism):**

These Intuition and Feeling organizations typically are:

- seek growth and development- both organizational and individual
- are values based-seeking alignment
- tend to be participative, through not necessarily egalitarian
- prefer charismatic leadership
- take human resources seriously
- emphasize teamwork, cooperation, and contribution
- are likely to be based on a dream
- have internal dynamics that are relational, not functional
- offer products or processes that serve some societal need
- espouse insightful and innovative approaches to humanistic goals.

4. **SP Organizations (Action):**

These (Sensing and Perceiving) organizations typically are:

- art at their best in crises and are not good at routine
- distrust rules and precise roles
- honour skill, style, timing
- are very present oriented- seldom plan ahead
- are flexible, responsive, can take risks, and are not intimidated by change
- view tradition as unimportant
- tend to be egalitarian - status comes through skill
- can be exciting and dynamic places to work
- are likely to have lots of short-term projects going on at the same time
2.6 LEADER- ORGANIZATION FIT (L-O):

The need for leadership is increasing day after day, but not any kind of leadership! The highly competitive and ever changing environment of business, demands the most competent leadership for organizations. This competence is not the intellectual, technical abilities or capabilities, but it is the harmony and synergy of a leader and his organization. It is the suitable form of leadership that touches the organization's dreams and demands. It is the association of leader's personality preferences, characteristics, objectives, and values with those of the organization. This association assists both leaders and organizations to face the dynamic and changing environment and hiring employees who are ready for this change.

Kristof, (1996) defines the fit between individual and organization as the compatibility between people and organizations; a compatibility of values and expectations between employee and employer. This harmony between Persons and organizations exists when each part is keen to fulfill what the other needs and share similar preferences, attitudes, and values.

The concept of compatibility in the organization has expanded to include fitting people to jobs inside the organization. (P-O fit) essentially argues that people leave jobs that are not compatible with their personalities (J. Schaubroeck, D. C. Ganster, and J. R. Jones 1998).

Matching the right personality with the right organization help in achieving a better synergy and avoid risks and dangers such as low job satisfaction and high employees turnover.
Person-Organization fit approach is used to measure integration and conjunction with competencies of organization. The assessment of individual is based on these competencies. A common measure of the Person and Organization fit is rate of performance efficiency.

Various tools are used to assess these competencies, such as interview, observations, psychological tests, job profile analysis, etc. If the individual shows a high consistency with organization, we can say that the individual would be likely able to adjust to the organization environment and its culture, employee turnover would be reduced, and performance and productivity would be increased at an optimal level.

Research has shown that people make inferences about the personality organizations possess, and that these inferences affect their perceptions of organizational attraction. However, as the results of prior studies have been somewhat inconsistent, have had several distinct limitations. Thus, the essence of the relation between leadership personality and organizational character is unclear.

Many researchers such as Ashfort & Mael, 1989; Dutton et al., 1994; Elsbach & Kramer, 1996; Scott & Lane, 2000, present a considered relationship between personal-identity and organizational identity that is regarded as mutual, and both identities' behaviour can influence each another.

(O’ Reilly, 1989) confirmed that that culture plays an important role in determining the “fits” between a person and a particular organization. Culture leads to employee productivity and employee turnover (Rousseau & Parks, 1992). Therefore, when the individual
personality fits believes, shared values, assumptions of organization, organization will positively reach its outcomes and success, and when organizational type fits the believes, emotions, norms, and attitudes of individual, it keeps its individuals happy, valuable, and highly motivated.

Recent studies by (Judge & Cable, 1997; Schneider, Smith, Taylor & Fleenor, 1998; Barrick, Mount, & Gupta, 2003) show that personality type influences the kind of environments and people we look for, and plays an important part in creating the situations and activities we choose to be in (Barrick & Mount, 2005). These preferences and values have a great impact on the fit between person and organization (Kristof-Brown, Zimmerman, & Johnson, 2005).

According to Empson (2004), individuals represent and associate their distinguished attributes with the attributes of their organization, and organization represent the distinguished attributes of its individuals. This mutual interaction shapes the identity of organization. Therefore, we can say that both parts affect and are affected through this dynamic process and lifetimes.

Fekete + Company developed a diagnostic tool called Companies Are People tool™. Profiling of many organizations from around the world has been done taking into account different variables such as organization's age, size, employees, profit, etc.

The findings showed that in 84 percent of the profiled organizations, the executives' personality types are different from type of the organizations. However, there are some cases in which the
executives' personality preferences are the same of the organizations. This might be due to that the current leadership of the organization is the founder himself. The study confirmed that it is acceptable to have different executives' preferences than the organization's preferences only if executives make sure that their decisions are aligned with the preferences and values of their organization.

The findings showed also that in 81 percent of profiled organizations, team personality types are different from the type of the organizations.

The fact that many people work in organizations whose character is different from that of their career field. The organization which has a very different character from that of the person's vocational category will influence the individual's effectiveness and satisfaction as much as the type of work is being done (Bridges, 2000).

Any single career category may fit quite differently into different organizations. The same nurse (an ISFP, let's say) may have a strikingly different career experience working at an INTJ college, an ISTJ big-city hospital, an ESTJ factory, or an ISFJ rural clinic. The nurse's career, in other words, is not only a personal / professional path, but also a relationship between a particular individual and a specific organization-- or more likely these days, a sequence of specific organizations.

Career development is thus dynamic, like the development of any significant relationship. The other in this relationship is an organization and not an individual. Understanding the character of the organization enables you to beyond question of whether an individual is in the right
field to the additional question of whether the person is pursuing a given kind of work within the right organization.

The diversity in the personality types of leaders and employees is very important and help the organization to move on with creative teams and ideas. There is no need for copy paste of types inside organizations. But, what it is important is to know your types, to know our employees types, to know our organization's character. The result would probably be comfortable but not necessarily very interesting or growth producing for the person, and definitely not as effective for the organization as a relationship in which there were some significant difference between the individual and the organization.

This knowledge and understanding provide the healthy atmosphere for all parties, leaders, employees, organizations, and of course their clients and stockholders. To know the fit between the type of leader and the character of his organization, we have to indicate his preferences and personality type, indicate the preferences and character of the organization he is working for, and examine the alignment between them.

The significant challenge of leadership is to provide a high degree of this compatibility and to manage it effectively starting from the process of selection, training, and career development and planning.
2.7 CHARACTER and the ORGANIZATIONAL DEVELOPMENT

The competitiveness and rapid change in the environment of business and trends, lead to an endless need for organizations' leaders who fit and adjust the preferences of their organizations. The effective leader is not only the one who is competent and has the ability to deeply think, critically analyze, strategically plan, and cleverly choose the suitable style of leadership that is matching the situations and circumstances.

The diagnostic assessment measures the dynamic interaction of the above four dimensions of organizational personality and generates a profile of an organization that explain the characteristic strengths and weaknesses, common values, work environment, communications style, ideal customers, behavior in crisis and conflicts. It reflects the actual events, standards, policies, activities and behaviors that take place in the organization. Through this process, and the subsequent integration results into the company’s strategic planning, branding and organizational development. The character of organization impacts on its life-cycle, outputs, and revenue.

Knowing what the organization is and what it stands for allows everyone to set aside their personal views, and make decisions based on its preferences and core values. The organizational character is essential for bringing your organizations into harmony within its departments and units, creating a collective decision, achieve the desired results, and creating the best environment and culture for its people to gain the best outcomes.
Character differences usually exist within a single company or institution, not just between one of them and another. It exists even within the organization itself. Marketing department has a different character that differs from accounting department. Marketing is Extraverted. It looks to outward toward its customers and competitors. Accounting department looks to its own systematic processes and inner workings of the organization itself. So, in fact, it is generally within the organization, in its departments and subdivisions, it differs from unit to unit.

By understanding unique character of organization, leader will be able to match his personality with its culture. Accordingly, leader will choose the best practices to deal with its founders, shareholders, customers, employees, and suppliers. Leader will be able to adjust the organization with the surroundings and new markets locally and internationally.

Moreover, many benefits may be gained through understanding the character of organization. It is fully recommended to know the two files when thinking of two organizations combination, affiliation, and unification. The organization profiling can clarify the possible blind spots and culture conflicts. In a period Organization transition due to industrial demands, changes, and competitive environment, profiling its character make it easy for the organization to start from strengths. Organizations will be able to strengthen and maintain the relationships with clients and customer or attract new customers, meet their needs and requirements, and move from customer loyalty to customer happiness.
Organization can define its strategic vision, mission, Themes, and core values in a practical and simple way. This will help in reaching the desired market and opens new oceans for its business.

Myers-Briggs Type Indicator instrument MBTI was used as a basis to assess the character of organization (Chorn, 2004; Bridges, 2000) Chorn, (2004) introduced a strategic alignment framework to give a start point for taking into consideration the groups behavior of, not individuals. The role of leadership, according to this view is to bring the four elements: performance, administration, development and intimacy into alignment. This alignment is the key of effectiveness in the organization. Then, each organization can be described in the light of these four elements, which are correlated directly to SJ, NF, NT and SP in Myers-Briggs Type Indicator.

Considering the alignment between personality type of leader and organization character goes through a life cycle that begins with its dream and ends with its closing or death.

At the establishment process of an organizations, the SJs leaders are needed to set the policies, rules, responsibilities, and procedures so that help the organizations to be stable and move on. However, in time of globalization, competitiveness, rapid change, high-technology, crises, and unstable situations, it would be difficult for SJs leaders to handle their organizations until they move towards their NT temperaments to response effectively to all these features. Organizations need the (NTs) leaders who are able to create and develop the encouraging and innovative culture within an organization, by motivating team members
to suggest new creative ideas and have the appropriate tools and methods to put and convert them into reality. Intuitive and Thinker leaders have the ability to easily use their vision and draw the future of the organization.

It is necessary for organizations aiming at success and proceeding towards sustainability in their business to think seriously and carefully about the visionary managers or leaders who are able to develop the business strategy in an innovative and creative way.

Developing the leader's preferences may depend on the stage organizations are in and circumstances that are facing. Sometimes he needs to be SJ and in another to be NF, NT, or SP. This is the language of success we want of our leaders.

Real organization development is not simply as we think. It involves many activities and efforts. Leadership is the key for any development in his organization. So, it is the leader role to help his organization move through the natural phases of growth so that it can bear the fruit of its maturity.

As organizations have different characters, the development of organizations differs from one to another. The development of, ESTJ organization, for example, is a different task from the development of an INFP organization. Not only do they have potentialities characterized by quite opposite strengths and weaknesses, they also have very different problems as they move through the developmental course of the organizational life cycle.
The failure to appropriate these differences accounts for a common but often baffling failure.

Leaders essentially have to know the character of their organizations before thinking in any step of development. Then, understanding the convergence between his type and its character and designing a development plan for the organization, in collaboration with employees. Finally, leaders have to understand some of those interventions that people usually refer to as Organization development process.

Knowing who the organization is, how its parts are working, help leader offering something of interest, favorable conditions, or opportunities for those employees and customers who share its values. Knowing the unique character of an organization, helps in discovering all possible components that may affect its culture, employees, shareholders, stakeholders, customers, and dealers.

The second aspect of organizational development involves both education and training. The education is to alert leaders to the problem of the organization shadow and dangers of projection. The training is to strengthen the organization's undeveloped characteristics.

If the leader is working with the operations group (Thinking), the strengthening of the shadow side may involve training in human relations (Feeling). If he is working with the Intuitive-Feeling human resources group, it may involve some training in effective Sensing-Thinking business practices. With the Sensing-Thinking finance people, it may be something on appreciating the qualitative measurements of success.
(Intuitive-Feeling), and for the home office it may be something on letting go of control (Thinking- Judging) so that others can exercise it.

If organization is Extraverted, leader is Extraverted. If it emphasizes Thinking over Feeling, h/she does too. Representative leader is most successful during two different times in the organization's life. The first is when things are fairly stable and the organization's intrinsic character fits with the internal and external situation it is facing. The leader's job at such times is to focus the organization's efforts and its resources in familiar ways, according to familiar priorities. To say that such a leader is a traditional leader would be misleading, because the traditional of that particular organization could be to innovate rather than to preserve the traditional ways of doing things. But even in such a situation, the representative leader embodies an organizational identity that does not change much (Bridges, 2000).

By understanding the character of his organization, leaders can help it to adjust itself and be flexible when change happens. It is important to say that the organization's character is certainly going to change over the years. And with all the variables at work, we can see that the changes are going to be somewhat unpredictable. No two organizations follow the same path as they have different characters, and any given organization may have a specific character only for a while. The important point is that at any given time, organization will have a particular character, which will to a large extent shape its destiny and at the same time will have a leader who expresses the natural character of their organizations.
The assessment of organizational character is important also whenever two different organizations are being combined through merger, acquisition, or (if they are components of the same corporation or institution) reorganization. In this case, consultation in such situation becomes a kind of organizational "couples counseling" in which each party is helped to understand a whole cluster of things.

This assessment gives the leader the mirror to see his organization in. It gives him the lenses by which can evaluate the organization's path. William Bridges says that “… the representative leader can be very important when the organization has drifted away from the activities or the policies that are native to its intrinsic character-either by pursuing opportunities or by trying to resist threats. Representative leaders express the symbolic continuities in their organization” (Bridges, 2000).

Although changing an organization's character is certainly possible, it is difficult and takes more time resources than organizations usually provide. That is why one so often finds that after all the big transformative changes have been made, the organization is still disappointingly unchanged in some very important ways. One can either look at that with discouragement or see it as a sign that have natural paths that they must follow. While there is nothing fixed about it, it is possible to feel that Heraclitus was when he said 2,500 years ago, “Character is Destiny."

The understanding both leaders' and organizations' strengths and blind spots, they become better equipped to do what they can do. What they do feels in some ways right. It becomes easy in the sense that any
natural action is easier than an unnatural one. It feels, somehow, destined, and destiny feels like a friend rather than enemy; the harmony and matching between the two identities is the best factor that proceeds towards success for both leader and organization.

There are four ways leaders have to overcome the strengths and blind spots of their organization:

- Leader has to develop strategies to overcome and eliminate internal and external shortcomings and threats that are facing his organization and make it helpless, useless, and weak in the market.
- Leaders have to find external resources such as a joint venture partner, new market, innovative products and services, and hunting talented people, to compensate and overcome the blind spots.
- Leaders have to develop new tactics to develop the shadow side of their organizations.
- Leaders have to discover the possible and best ways of alignment their types with their organizational characters to be able to successfully manage and develop their resources. The trouble is that these common sense strategies for organizational enhancement are seldom undertaken with any understanding of organization character.

An Extraverted-Sensing organization is resisting a new career development program that it badly needs. It would deal with the situation better if it understood the important of organizational character and could see itself as trying to develop an appreciation for its own inner resources and processes that is more characteristic of an Introverted organization and of and of people's potentials, the way Intuitive organizations do.
A Thinking organization is trying to figure out how to deal with its morale problem and how to get employees to buy into difficult changes that have to be made if the organization is going to survive. Instead of simply explaining things again, such an organization needs to begin by understanding the limitations of the Thinking character and to see that it is trying to develop the concern for people that is more natural to Feeling organization.

An Introverted-Intuitive organization that wants to capitalize on a terrific new product it has invented needs to consider whether it should develop the Sensing qualities needed to manufacture it and the Extraverted ones needed to market it, or whether an acquisition of or joint venture with a small Extraverted-Sensing manufacturing firm is the better path.

When an organization is weak on customer service and is trying to build its strength in that area, it is useful to say that it is trying to reconfigure along the lines of an Extraverted-Feeling character—outwardly oriented and concerned with people. Individuals in the typological categories of ESFJ, ENFJ, ESFP, and ENFP can greatly strengthen that effort. Another organization that is just emerging from the venture stage and needs to systematize its activities would find ISTJs and ISFJs to be especially valuable (Bridges, 2000).

Annexure (C) summarizes and spotlights on the organizations' strengths and weaknesses that help leaders to know and manage them in the right way from the point of view of development and creating the harmony and fit accordingly.
2.8 THE MAIN COMMENTS:

This study aims at assessing the alignment between the leader's personality type and the organizational character. This correlation or relation is considered an important factor in leadership effectiveness and organizational development. In fact, the analysis of the literature shows that:

- Due to factors like globalization and new technologies, the analysis of literature shows that there is no consensus about leadership. In fact, there is not even a clear idea of leadership that is acceptable to a majority of people. There are only more and more questions, with fewer and fewer answers with which everyone can agree.

- There is much written about what people in leadership positions typically do each day, and there are an infinite number of commercially available psychological assessments to measure the degree to which a leader is capable of doing these things, but very little published research that actually looks at what “effective” leaders do. Equally antagonistic issues among the literature are whether leadership is an innate or learned ability, how to identify leaders and how to evaluate leadership.

- The leadership development training programs are not designed in the way that can achieve the desired objectives; they do not identify the actual needs for leadership development and looking to that development in most cases from the technical skills point of view not personality and preferences or character. So, in most of the time,
training becomes wasting of time and money and could close the gap between the leader and the organization.

- There are an infinite number of commercially available psychological assessments to measure the degree to which a leader is capable of doing these things, but very little published research that actually looks at what “effective” leaders do.

- Equally antagonistic issues among the literature are whether leadership is an innate or learned ability, how to identify leaders and how to evaluate leadership. All theories and approaches face difficulties in assembling universal lists of leadership attributes or skills that are applicable across dissimilar situations.

- Much has been written and many words have been used by experts such as identity, culture, DNA, and personality to define organization in term of strategy, human resources, assists, etc. However, there is no clear way to define the organization and its components parts in a simple and objective manner, organizational character, and the influence of the personality types of leaders on the character of organization was not empirically explored.

- This study assumes that the personality type of leadership may have a great or less impact on organization character, and in turn can influence the leadership effectiveness and organizational development.
This study provides the chance for researchers to investigate the relationship between personality types of leaders, managers, executives and character of their organizations, for further results, and should be studied with a larger population from both government and private sectors.

2.9 SUMMERY

Chapter two provided a theoretical framework of how leadership is conceptualized and of what constitutes such leadership. A distinction between management and leadership was defined. The leadership effectiveness importance and techniques, and leadership styles were presented. The personality and its impact in predicting leadership is clarified. A historical and theoretical background about Myers-Briggs Type Indicator (MBTI®) was introduced. The character of organization in terms of identity, culture, personality, DNA was described. The Organizational character Index OCI was also discussed and presented. The chapter was concluded with the main comments on the presented theoretical framework.

To know, what kind of organization”? And “Who is the leader, chapter two described the importance and relationship between leadership, personality, and character of organization. In the light of the above, the first three specific sub-objectives, as set out in chapter one, have been achieved.