TIINA M. HAUTALA

Personality and Transformational Leadership

Perspectives of Subordinates and Leaders

ACTA WASAENSIA

No. 145

Business Administration 61
Management and Organization

UNIVERSITAS WASAENSIS 2005
CONTENTS

ACKNOWLEDGEMENTS 3

ABSTRACT 6

1. INTRODUCTION 7
   1.1 Research question and objectives of the study 9
   1.2 Background theories of the study 11
      1.2.1 Transformational leadership 16
      1.2.2 Myers theory 24
      1.2.3 Earlier studies concerning transformational leadership and personality 31
   1.3 Research methodology 36
      1.3.1 Research strategy 36
      1.3.2 Procedure and statistical analyses 37
      1.3.3 Instruments and their reliability and validity 38
   1.4 Main results, conclusions and contribution of the study 49

REFERENCES 59

2. ARTICLES

Hautala, T. M. (forthcoming): Impact of followers’ type on their expectations of leaders: An individual consideration in transformational leadership. Journal of Psychological Type. 71


Hautala, T. M. (2005, forthcoming): Development discussions — the personality of subordinates in relation to the experiences of the discussions. *Finnish Journal of Business Economics* 3. (This article will be published in Finnish)

**APPENDICES**