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### Case Study: Personalities and Military Leadership Styles

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# Case Study: Personalities and Military Leadership Styles

Joseph Hauser  
M.S. in Leadership  
2022

Granite State College

## Leadership Styles

- Literature Review
- Question: Does personality have an effect on leadership preference?
- True Colors™
- Situational, Transactional, Transformational
- Questionnaire
- Results

## True Colors

Spontaneous,  
Competitive, Impulsive

Loyal, Rules, Responsible,  
Organized

Sensitive, Seeks harmony  
in groups,  
Relationships

Logical, Focused, Efficient,  
Analytical

## Leadership Styles

- Situational Leadership
  - Short-term goals - Subordinates maturity level - Flexible
- Transactional Leadership
  - Rewards - Accountability - Focused on goals
- Transformational Leadership
  - Inspires - Mentors - Focused on vision



## Questionnaire

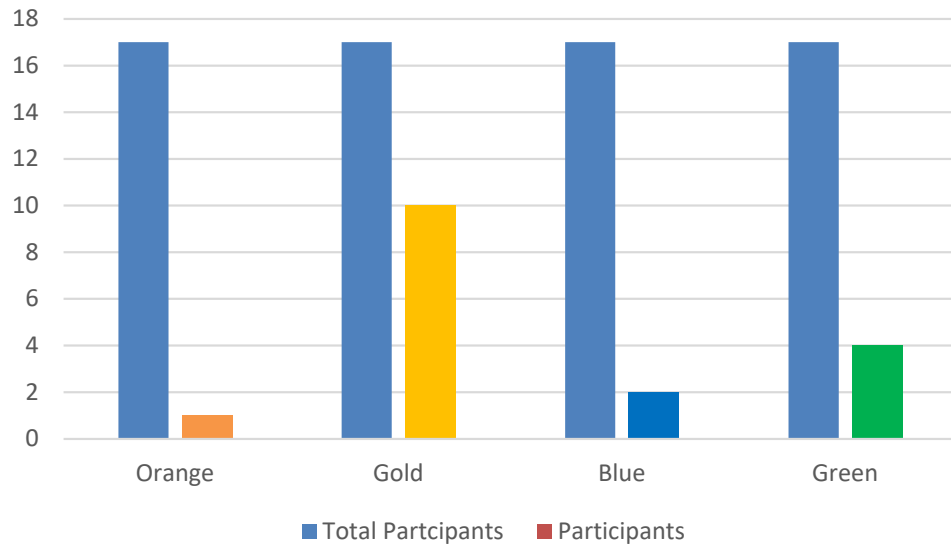
Scale: 1=Rarely                      2=Sometimes                      3=Often                      4=Almost Always

- I ensure members receive recognition/rewards when they complete goals. 1 2 3 4
- I manage subordinates by setting standards that are mutually agreed upon. 1 2 3 4
- I hold members accountable and correct poor performance. 1 2 3 4
- I consistently provide feedback and coach my team members, so they know how they are performing. 1 2 3 4
- I help others with their personal and professional development. 1 2 3 4
- I encourage innovation and creativity at the workplace. 1 2 3 4
- I can adapt to many different situations. 1 2 3 4
- I am satisfied if things are going smoothly. 1 2 3 4
- I let members work in the manner they want. 1 2 3 4

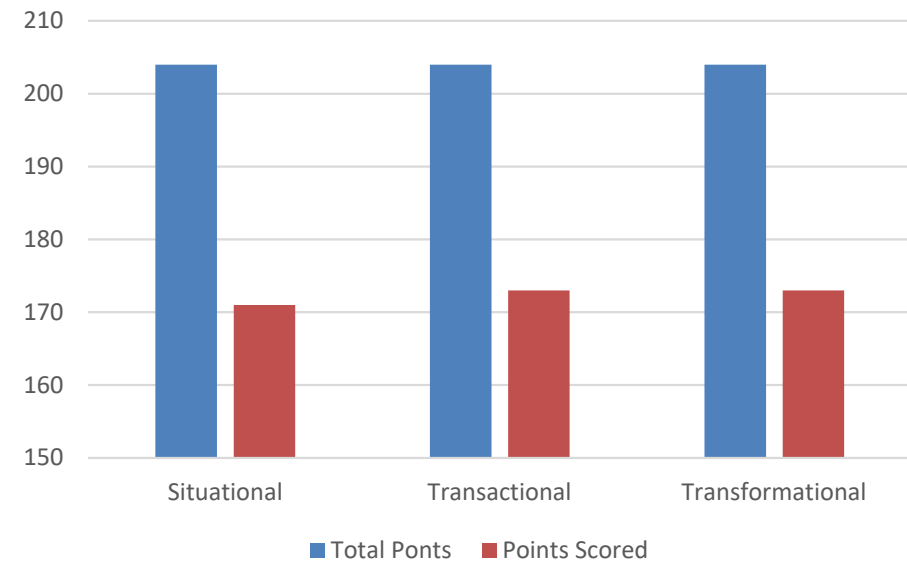
True Colors Scoring: Orange=                      Gold=                      Blue=                      Green=

# Results

## Personalities



## Leadership Style



- 17 Surveys
  - 1 Orange
  - 10 Gold
  - 2 Blue
  - 4 Green

- 9 Questions, 12 Point Value
  - Situational = 171
  - Transactional = 173
  - Transformational = 173

**Questions?**

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