



Faculty of Humanities and Social Sciences

Degree in Global Communication

Final dissertation

**Identification of Relevant Traits of Political
and Entrepreneurial Leadership.**

Results from a comparison of generational cohorts

Author: **María Elvira Álvarez González**

Supervisor: Prof. Pablo Biderbost

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To my tutor, Pablo Biderbost, for his support and comprehension.

I am honored to have been able to work with you.

To my friends, for their support until the last minute.

And Mamina

Abstract:

The purpose of this research is to find out how the leaders of tomorrow will be, focusing on what qualities they must have to be good leaders, and mainly to discover what has changed regarding previous leaders.

From this study, we will analyze the profile that political and entrepreneurial leaders have, both past and present, to determine what are the characteristics that define them, and what differences we can observe among them.

In order to do this, we want to carry out a survey, in which we intend to involve four different generations: baby boomers, generation x, xennials, millennials, and generation z.

Based on their answers we aim to examine what has changed, in other words, what were the traits that were valued in each generation to become a good leader, and what they believe will be needed by generation z and generation alpha in the near future.

Resumen:

El objetivo que persigue este trabajo es averiguar cómo serán los líderes del mañana, centrándonos en cuáles son las cualidades que deben tener para ser buenos líderes, y principalmente descubrir que es lo que ha cambiado respecto a los líderes del pasado.

De este análisis, se pretende observar el perfil que tienen los líderes políticos y del mundo empresarial tanto de antes como de ahora, para ver cuáles son las características que les definen, y que diferencias podemos observar.

Para ello, queremos realizar una encuesta, en la que queremos que participen cuatro generaciones diferentes: baby boomers, generación x, xennials, millennials, y generación z. Basándonos en sus respuestas se pretende analizar qué es lo que ha cambiado, es decir, cuáles eran las características que se valoraban en cada generación para llegar a ser un buen líder, y cuáles creen que serán las que necesite la generación z y la generación Alpha en un futuro cercano.

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1. Introduction

The world is changing and therefore people are changing with it. Changes are taking place in cultural patterns, role definitions, structures, policies, procedures and technologies (Krantz, 2001). Leadership is key to this transformation, therefore in this dissertation we will explore how leaders are evolving in this new work environment and what are the qualities that will make them more successful.

In this regard, we must take into account the controversy that has always existed about whether a leader is born or made, and the characteristics that people have always thought a leader should have or should acquire in order to succeed.

It is also important to note that as the world has evolved, leaders have adapted to this evolution and thus have improved certain skills and left others behind.

To observe this adaptation and what is going to happen in the future we are going to do a survey with four different generations.

The idea is to establish what were the traits that were taken into account in each generation and which they believe are needed now.

Technologies are transforming the way we see the world and the needs we have, in a world that is so globalized, feedback has become the main tool for consumers to express their opinions, workers also want individualized treatment, to feel that they are part of something and to feel listened to and supported, that is why qualities such as emotional intelligence and empathy could be necessary these days.

2. Motivations and reasons for research

The author has very clear that in the future she would like to work in the business world or in politics, that is why she was very interested in knowing what was needed to succeed in these worlds.

It is because of this that reading and investigating we have realized that it was impossible that the same traits would be needed to succeed now as 30 years ago, since nowadays we have many more advantages that did not exist before and these advantages allow us to replace some qualities that the leader needed in the past but that now are no longer necessary, but precisely due to the fact that currently there are skills that are no longer needed, new needs arise, everyone has access to everything and can comment about everything, that's why since new problems emerge, a leader with the necessary attributes is needed, so that is no longer a problem.

What concerns us the most is mainly the reason why, why certain traits will be important in a couple of years and no other different ones and how we can manage to develop them?

Are traits that we all possess, and we should only improve? or on the other hand, only a few have them?

Or are they qualities that we do not need to be born with because they are something that we learn over time?

All these questions are expected to be answered in the following pages, but we understand that is not simple, and that these questions will be answered over time.

We also know that all the answers given now with the investigations we perform will be mere suppositions, since we do not know what may happen in the future and everything will depend on how things develop.

In addition, we must take into account that all these traits are based on general cases and people's opinions, so the conclusions drawn from this work should not be taken to heart because each person is unique and there may be many leaders who do not meet these characteristics and yet be great role models.

3. Goal, research question and hypotheses

3.2 The goals of this dissertation are to:

- ◇ Analyze the traits that a leader must have and compare them among all the generations to determine which ones would be needed in the next few years.

3.2.1. The specific goals:

- ◇ Define the leadership traits of tomorrow.
- ◇ Analyze the reason why these traits are needed.
- ◇ Determine whether the traits are innate or acquired.

3.3 My research question is:

- ◇ What are the traits that the future leader must have, and how can they be developed?

3.2.1. And the departure hypothesis is:

- ◇ The world no longer needs the leaders of the past, but it needs new leaders with new abilities who are able to fill the gaps that have emerged.

4. State of the Art

In this part we will address the different theories and studies that have been carried out about leadership traits and styles over the last decades.

In order to get to this point, we must first address whether these characteristics are innate or can be developed.

The issue about the origin of these qualities has been a topic that has caused much controversy throughout history, already in the nineteenth century there were theories that

ensured that these characteristics were inherited, particularly among the upper-class families, at this time it was believed that "great men were born, not made". This was called the "great man" theory and was developed by Thomas Carlyle's, he was the first person that used personality as a major factor in leadership success (Carlye, 1849).

Later, in the twentieth century, these great men theories evolved into trait theories. These theories did not focus on whether traits were inherited or not but rather they defined that leaders' characteristics are different from non-leaders (kirkpatrick & Locke, 1991)

The last studies for which different methods of investigation were used, put in evidence that the leaders are not like the rest, since they possess certain characteristics that make them be successful, which means that these characteristics are something innate, however these new theories emphasize that not for having these qualities one is successful. Traits alone, are not sufficient for successful business leadership, they are only a precondition (kirkpatrick & Locke, 1991). Traits do matter but must be worked on and empowered in order to achieve success.

In the study developed by Shelley A. Kirkpatrick and Edwin A. Locke, titled: Leadership: do traits matter? In addition to realizing that the traits do matter, they came to the conclusion that there were six traits that differentiate leaders from non-leaders: drive, motivation, honesty and integrity, self-confidence, cognitive ability, knowledge of the busines. They also include a last field that encompass characteristics such as creativity, charisma flexibility¹...

As we mentioned before, according to Locke and Kirkpatrick "traits only endow people with the potential for leadership, to actualize these potential other factors are needed" (kirkpatrick & Locke, 1991).

Yet, if a leader possesses these characteristics and has empowered them, how do we know if he or she is a good leader and is actually performing well?

For Locke and Kirkpatrick, the main goal of a leader is to create a vision, that is, to create the concept of how the company should be (kirkpatrick & Locke, 1991).

A vision is a target that beckons. the leader must communicate this vision to followers through inspirational speeches, written messages, appeals to shared values and above all

¹ The explanation of these characteristics will be fully explored in the theoretical framework.

through acting as a role model and personally acting in a way that is consistent with the vision and finally, the leader must develop a general strategy for achieving the vision (Kirkpatrick & Locke, 1991).

If he or she succeeds in achieving all of this, Locke and Kirkpatrick believe that we will then have a very successful leader.

In a study called: patterns of leader characteristics: implications for performance and development, Mumford, Zaccaro, Johnson, Diana, Gilbert and Threlfall, also concluded that a leader is born.

They conducted the study on the basis that certain individuals were more or less successful in an organization, if their qualities matched up with those of the organization.

So, their intention was to look at the characteristics of the individuals in the US Army to divide them into groups and determine why some are successful and others are not.

As a result, they got seven groups, each with different characteristics, all with high scores on some things and low scores on others, this investigation helped them realize which groups had more possibilities of becoming leaders according to the characteristics that leaders had in the US Army in that specific moment (Mumford, et al., 2000).

These results, despite being taken from people in the army, could be taken as a reference for our future analysis since we consider that they can be applied to other fields and can be very interesting.

In order to understand better what characteristics each group had, and the name that was given to each group we would use a table:

Table 1: Type Characteristics and members in Junior and Senior Positions:

<i>GROUP NAME</i>	<i>HIGH TRAITS</i>	<i>LOW TRAITS</i>	<i>JUNIOR POSITIONS</i>	<i>SENIOR POSITIONS</i>
Concrete Achievers	Achievement, Planning	Intuition, Perception, Openness, Verbal Reasoning	161	30
Motivated Communicators	Extroversion, Responsibility, Achievement, Dominance, Verbal Reasoning, Generation, Revision	Intuition, Feeling, Perception	136	111
Limited Defensives	Introversion, Sensing, Thinking, Judging	Intuition, Verbal Reasoning, Planning, Revision	118	12
Disengaged Introverts	Introversion, Intuition, Perception, Planning, Generation	Responsibility, Achievement, Dominance, Extroversion	83	16
Social Adaptors	Extroversion, Feeling, Perception, Openness, Verbal Reasoning	Thinking, Judging, Sensing	100	30
Struggling Misfits	None	Introversion, Intuition, Thinking, Judging, Openness, Verbal Reasoning, Planning, Generation, Revision	103	3
Thoughtful Innovators	Introversion, Intuition, Thinking, Achievement, Dominance, Openness, Verbal Reasoning, Planning, Generation, Revision	Sensing, Feeling	85	73

Source: Author's on elaboration based on the research made by Mumford, Zaccaro, Johnson, Diana, Gilbert and Threlfall.

The groups that had low motivation and ability did not reach high positions while those that had this characteristic but lacked in intelligence, reached higher positions due to the fact that these abilities could be compensated with others such as intuition or achievement.

So, Mumford and his colleagues concluded that there are certain characteristics that are key to be a good leader and that the lack of others that seemed to be important can be offset (Mumford, et al., 2000).

The last research we will mention was made by Van Eden, Cilliers and Van Deventer, titled: Leadership styles and associated personality traits: support for the conceptualism of transactional and transformational leadership.

The objective was similar to the one we have in this dissertation: to find out what the role of leaders was in a world that is in continuous evolution (Van Eden, Cilliers, & Van Deventer).

According to Bass and Avolio transformational leadership provides an ideal of leadership, given contemporary developments in the global business world (Avolio & Bass, 1995).

But what exactly is transformational leadership? In Hector R. Diaz-Saenz words is the process whereby a leader fosters group or organizational performance beyond expectation by virtue of the strong emotional attachment with his or her followers, combined with the collective commitment to a higher moral cause (Bryman, Collinson, Grint, Jackson, & Uhl-Bien, 2011).

So again, this approach supports the need of traits such as motivation, emotional intelligence, verbal reasoning... Traits that are innate but have to be empowered.

In the study, they also make clear Bateman & Snell's position that traits do not ensure leadership success but that some of them do distinguish effective leaders.

The findings of the research concluded that the managers who used a transformational style indicated personality traits associated with this type of leadership (Van Eden, Cilliers, & Van Deventer), those traits they are referring to are strategic thinking, critical evaluation of information, motivation for innovation, responsibility and perseverance.

Table 2: Summary of the State of the Art²:

INVESTIGATION	AUTHORS	CONCLUSIONS
Leadership: do traits matter?	Kirkpatrick, Shelley A; Locke, Edwin A	<i>Whether leaders are born or made, or some combination of both, it is clear that leaders are not like other people. They do need to have the “right stuff” and this stuff is not equally present in all people. Maybe the place matters, but it takes a special kind of person to master the challenges of opportunity.</i>
Patterns of Leader Characteristics: implications for performance and development	Mumford, Michael D; Zaccaro, Stephen J; Johnson, Julie F; Diana, Marisa; Gilbert, Janelle A; Threlfall, K. Victoria	<i>Individuals lacking the ability and motivation needed for skill development, seemed to be less prevalent in the more senior leadership positions in an organization. Those who are not capable of developing performance relevant skills tend to voluntarily leave or are forced to leave.</i>
Leadership styles and associated personality traits: support for the conceptualism of transactional and transformational leadership.	Van Eden, René; Cilliers, Frans; Van Deventer, Vasi	<i>The leader is evaluated by others and it is possible that effective leadership is associated with social values and interpersonal satisfaction.</i>

Source: Author’s own elaboration based on the cited works specified above.

² The reader will find the correct citation, of the authors mentioned in Table 2, in the bibliography.

5. Theoretical Framework

As defined by McCrae and Costa (1990), traits are “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions” (Costa & McCrae, 2006). In other words, those qualities that make a person as he or she is, that build his or her identity and make him or her unique. So, knowing this, what are leadership traits? And what leadership traits are necessary in order to succeed?

First of all, we need to understand what leadership traits are, according to Zaccaro leader traits can be defined as relatively coherent and integrated patterns of personal characteristics, reflecting a range of individual differences, that foster consistent leadership effectiveness across a variety of group and organizational situations (Zaccaro, 2007)

To make the most of these features we must see the traits as a whole and not separately one by one. Understanding leadership requires a focus not only on multiple personal attributes but also on how these attributes work together to influence performance

(Yukl & Van Fleet, 1992).

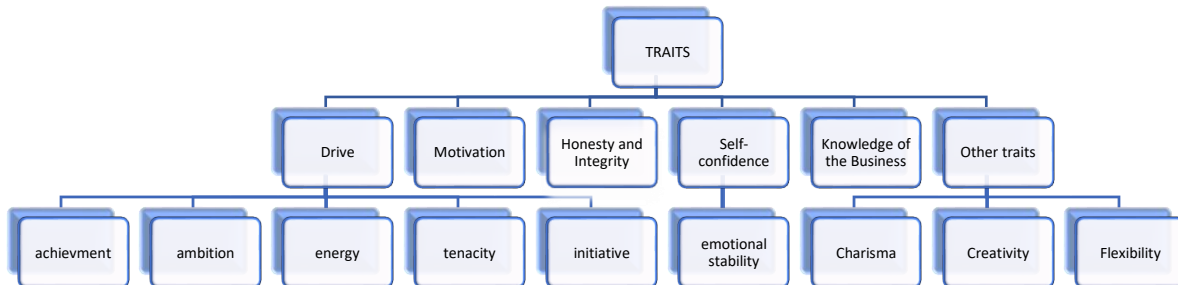
So, knowing this, which traits must a person have to be a good leader?³

According to Kirkpatrick and Locke there are six that are essential, and to those six we must add some other traits that are grouped together, that can also help a leader to become a successful leader (kirkpatrick & Locke, 1991).

In order to have these traits very clear we are going to place them in a scheme:

³ It is important to emphasize that these traits are those that were considered necessary up to now, thus our research will be based on determining if these traits are still important or if some of them have lost importance and instead others have gained it.

Figure 1: Summary of the main leadership traits



Source: author's own elaboration based on Kirkpatrick and Locke's work.

Traditionally, there have been two ways of leading, either dominating or cooperatively.

The dominant way is distinguished by the fact that the leader sends tasks to his or her subordinates and they complete them, like in the authoritarian leadership. In contrast, in the cooperative way, the leader builds a relationship with his or her subordinates, delegates tasks but does not impose them, and tries to help his or her subordinates in whatever they need, making them feel comfortable in their work this leadership models would be the transformational leadership, the laissez-faire leadership and the participative leadership.

The dominant style used to be the most popular one, but in the last few years we are experiencing a change in leadership styles and leaders are no longer so dominant but are now looking to implement a cooperative leadership model with the goal of creating a good working environment and increasing performance (Ahmed, Nawaz, & Ullah KhanIrfan, 2016).

These last years, and also perhaps helped by technologies, we are witnessing how this way of leading is booming. Even so, if we ask anyone what a "typical" leader is for them or try to imagine it, the first thing that comes to mind is not an open person willing to talk to all the subordinates to solve their doubts and help them with the problems that their tasks have

caused them, but we think of a person that the employees practically do not know, who sends them tasks for them to carry out, in an organization where each one has a position and has to perform a task.

So, if this is a “typical” leader, what is for people a desirable leader?

The answers to this question differ depending on the person that answers them. A study carried out by Austin Lee Nichols showed that the answer can vary depending on the group you are asking, i.e., if you ask people with years of leadership experience, they will tell you that an ideal leader is someone who is understanding and flexible, whereas those without leadership experience think that being a leader is basically, leading (Nichols, 2016).

But this study also revealed something fascinating, leadership experience makes the leader change, attitudes toward others, oneself, and even the concept of leadership appear to change as people gain leadership experience, so this, clearly changes people in a variety of ways - from the way people think to the way they act (Nichols, 2016).

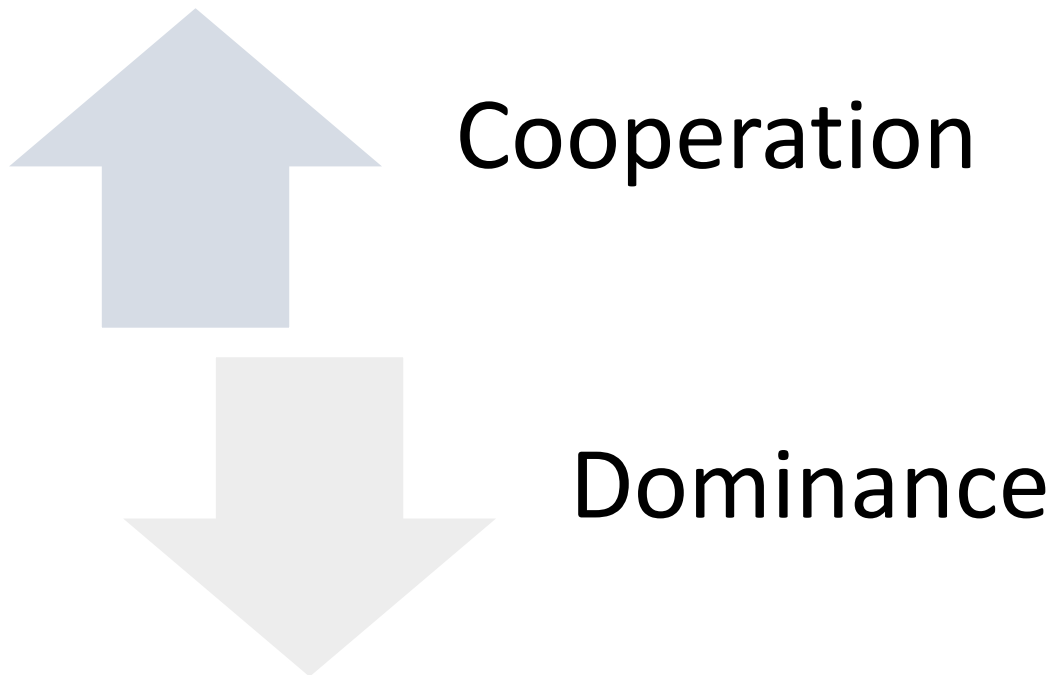
Certainly, this idea is very generalist, and each person has an opinion of what qualities a leader should have, but we consider that this is a good starting point. We are convinced that this ideal leader and these qualities that a person has, vary over the years. The research of Nichols stated that people with more years of experience were the ones who started to develop a model of cooperative leadership (Nichols, 2016).

Nowadays, we consider this model to be the main one in the majority of the organizations and it is not only carried out by leaders with a lot of experience, we consider that and any person of her generation would understand that in order to become a good leader, it is necessary to have traits that shape participation and cooperation among the members of an organization because we understand that to command for the sake of command without giving any explanation, does not have any kind of effect.

We believe that this is something basic in the new way of leading and it is indeed because this new tendency exists that the traits to develop it have changed so much.

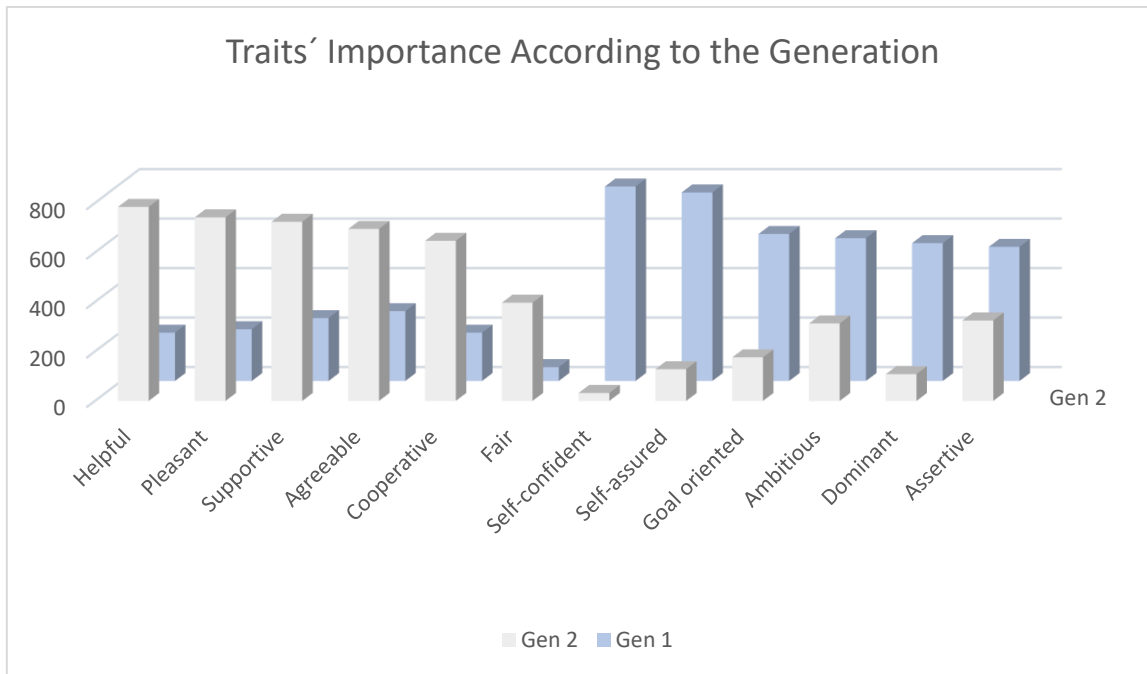
It is precisely this idea, that is supported by the study of Nichols, and he draws some very inspiring conclusions. In his study he asked several leaders of different races, sexes and generations what people want in a leader and surprisingly the answers did not vary by gender or race but rather by age, which shows that our intention with this dissertation is well directed and will probably have conclusive results (Nichols, 2016).

Figure 2: Tendency of the actual leadership style



Source: author's own elaboration based on Nichols' work.

Figure 3: Importance of the traits according to the generation



Source: author's own elaboration based on Nichols' work.

6. Methodology

In this dissertation we will use several methods. For this purpose, as previously mentioned, we will rely on previous research regarding the traits that a leader should have, this will be supported by qualitative research on the literature as provided in the state of the art and on the theoretical framework. The latter includes graphs, created by us, which are also included in the state of the art, the original research graphs will be attached at the end of the dissertation as annexes. In addition, we will conduct a survey, out of which we will be able to obtain numbers to give an answer to the hypothesis posed through the conclusions of the survey.

The methodology will be divided into 3 parts, in order to make our approach clear:

Technique and data collection, analysis techniques and data visualization.

6.1 Technique and Data Collection

As previously mentioned, this study will use various forms of research.

Based on the study by Austin Lee Nichols, previously discussed in the state of the art and theoretical framework, we will create our own survey, taking as a reference his results on leadership traits and leadership models and hoping that our results will follow that line but updated.

Moreover, the literature research will allow us to support our results, not only with Nichols' work, but also with several other authors whose studies are less recent but have great validity as well.

In summary, we will be problematizing our understanding of leadership traits, in this particular case in the business and political environment.

The qualitative approach, as previously mentioned, will make use of literature findings. We will focus mainly on topics such as leadership models, main traits needed in the business environment, most valued characteristics of a political candidate and we will also try to draw some conclusions not only on how all this has evolved over time, but also if these qualities have changed due to an event that has caused a major disruption in our lives and in our routines, such as the pandemic, which continues to affect us to this day.

Prior to beginning the survey, we must understand why we chose a quantitative method as the primary source for drawing the conclusions of our study and why we used qualitative methods to support them.

Quantitative research is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics) (Material, 2020).

Qualitative Research is primarily exploratory research. It is used to gain an understanding of underlying reasons, opinions, and motivations (Material, 2020).

Quantitative techniques, and more specifically surveys, are used to measure all kinds of attitudes, beliefs or facts and give us the possibility of generalizing our conclusions drawn from a small group to the whole population (Material, 2020).

Survey research is a specific type of field study that involves the collection of data from a sample of elements (e.g., adult women) drawn from a well-defined population (e.g.,

all adult women living in the United States) through the use of a questionnaire⁴ (Visser, Jon, & Lavrakas, Stanford Education, s.f.)

When it comes to creating a survey, there are two basic types of design: cross-sectional surveys⁵ and longitudinal surveys⁶ (Owens, 2002). In this study we will focus on the first type since we do not have enough time to carry out a longitudinal survey, but it would be interesting to take this first survey as a reference and perhaps obtain new results in the future with the same characteristics transforming our survey in longitudinal.

Once we have chosen the type of survey, we must select the way to carry it out, for this, we have several options: in person, by telephone, by e-mail, by Internet or if we consider that it is better to combine several forms, we can mix them.

When choosing which form to use, we must take into account the advantages and disadvantages of each of the options, considering factors such as price, response rate, the number of people you need, the length of the questionnaire, the complexity of the questionnaire, the type of answers you are looking for (open-closed) ...

In this study, we will use an online survey, precisely bearing in mind these factors, taking into account the timing, the type of questions and the number of people who will participate in it.

Once a survey design has been specified, the next step in a survey investigation is selecting a sampling method⁷ (Visser, Jon, & Lavrakas, s.f.).

There are two general classes of sampling methods: nonprobability and probability sampling. Nonprobability sampling refers to selection procedures in which elements are not randomly selected from the population or some elements have unknown probabilities of being selected. Probability sampling refers to selection procedures in which elements are

4 For more lengthy discussions, see Babbie, 1990; Fowler, 1988; Frey, 1989; Lavrakas, 1993; Weisberg, Krosnick, & Bowen, 1996.

5 Data are collected at one point in time from a sample selected to represent a larger population.

6 It can be divided in 3 types: Trend (surveys of sample population at different points in time), Cohort (study of same population each time data is collected, although samples studied may be different), Panel (collection of data at various time points with the same sample of respondents).

7 see, e.g., Henry, 1990; Kalton, 1983; Kish, 1965; Sudman, 1976 in order to obtain more information about the sampling methods.

randomly selected from the sampling frame and each element has a known, nonzero chance of being selected. (Visser, Jon, & Lavrakas, s.f.)

In an ideal world these procedures would give us results that would faithfully represent the entire population that has been studied and not just the one that has participated in the study, but in practice this never happens, so errors arise. We have four types of errors:

- **Sampling error** refers to the discrepancy between the sample data and the true population values that are attributable to random differences between the sample and the sampling frame.
- **Nonresponse error:** A survey's findings may be subject to nonresponse error to the extent that the sampled elements from whom no data are gathered differ systematically from those from whom data are gathered.
- **Coverage error:** For reasons of economy, researchers sometimes draw probability samples not from the full set of elements in a population of interest but rather from more limited sampling frames. The greater the discrepancy between the population and the sampling frame, the greater potential there is for coverage error.
- **Measurement error** occurs when recorded responses to a survey fail to reflect the true characteristics of the respondents, and it can influence both the accuracy and reliability of our results.

There are many different sources of measurement error: the questionnaire, the data collection method, the interviewer, and the respondent.

Questionnaire factors like question wording, question order, length of questions and questionnaire, number of response categories, presence of a "don't know" or middle response option can all influence measurement error

The quality of a survey depends not only on the ability to generalize, but also on the ability to accurately measure the theoretical concepts of interest respondents themselves introduce error based on their comprehension or interpretation of the question in addition to any editing of the responses they might make because of fears of disclosure, concerns about privacy, or a desire to give a response that would be viewed favorably by others. People are especially reluctant to provide honest answers on sensitive topics, like sexual history, drug use, or racial attitudes. (Visser, Jon, & Lavrakas, s.f.)

6.2 Analysis Techniques

In order to analyze all the data obtained in our study, we will use two statistical analysis platforms: SPSS and the ERD.

These tools will allow us to organize the data in order to analyze it, understand it and extract practical information from it.

An Entity Relationship Diagram, better known as ERD, is a type of flowchart that illustrates how “entities” such as people, objects or concepts relate to each other within a system. ER Diagrams are most often used to design or debug relational databases in the fields of software engineering, business information systems, education and research (Lucidchart).

SPSS is a statistical software platform created by the multinational IBM, which offers a faster understanding of large and complex data sets with advanced statistical procedures.

Both platforms will help us to draw a contingency table and build correlations (IBM).

6.3 Data Visualization

All the data collected and organized together with the previous findings and the literature, will be exposed and presented through graphs and tables so that they can be understood and analyzed in a clearer and more effective way, in order to support our arguments.

With this analysis we will answer the questions posed in the hypothesis and expose whether we were right, and both the leadership models and the traits of a leader have changed with the new generations, or if on the contrary things remain quite similar. Therefore, we will conclude with an affirmative or negative answer to our initial study question.

The objective is to use a quantitative method such as the survey to support the qualitative method, which has been the collection of data through documents and other previous studies, in order to give the reader a clear idea of how business and political leadership has or has not evolved.

We will use infographics that we will create with Canva and Piktochart, we will also use Excel and Word to create our graphs and tables, with the objective of explaining the conclusions obtained in this final dissertation.

7. Analysis

In this section we will expand the analysis on the different leadership models across five generations. The results of the survey on these leadership models and on the most characteristic traits of a leader will be supported by the literature and studies of the authors that were used in the theoretical framework and in the state of the art. The methodology used will be that of qualitative methods, more specifically an online survey. The objective of this analysis is to better understand how leadership has evolved over time and to see which leadership traits have prevailed from generation to generation and whether new traits have appeared.

In addition, we will observe if, as a result of the events we have had to live through, due to the coronavirus crisis, there are certain characteristics of a political leader that have changed or if, on the contrary, they have remained the same as they have been up to now.

The analysis will be structured as follows: First, we will analyze the sociodemographic characteristics of the survey participants broadly in order to then perform the relationship entity model that will allow us to have an overview. Next, we will split the participants, first by gender in a very brief way and then into five groups, according to their age, to obtain the five generations, this division will allow us to analyze more in depth the questions of the survey on leadership qualities and models, as well as the one related to the coronavirus, among others.

Then, once we have all the data well separated, we will make a contingency table and the corresponding correlations in certain questions, in order to have a clearer and more structured view of the results and thus, finally, to be able to determine what has changed during this time, if there has been any notable change.

7.1 Sources, data and variables

The data for this study was obtained through the completion of a questionnaire on the Google Forms platform, i.e., it is an online survey as mentioned in the methodology section. This questionnaire, which had 22 questions, was distributed by WhatsApp, the intention was to cover the largest number of responses possible, but always trying to prioritize variety, i.e., we wanted to focus on participants from different places and work environments to see if the answers were different depending on the areas as well. In addition, it should be noted that the larger the sample, the greater the precision we would have to determine the accuracy of the answers and therefore the lower the probability of error.

The questionnaire was sent to close relatives and friends, who also distributed it to more people. It is important to point out that another of our objectives was to obtain a greater number of responses from those generations that are between the five, and although we also wanted to obtain a large number of responses from the youngest generation (generation z), we had to understand that both this one and the generation with the oldest people (silent generation) were the most complicated, so we decided that it was better to collect the greatest number of responses from the generations in the middle.

Finally, we managed to collect 403 responses, of which all will be included in the study, even those of people who have never worked and therefore have never had a boss or those who have never been able to vote because of their age, but we thought it might be interesting to see the difference between this group and the rest, both regarding their generation and other different generations.

According to the results of the survey, we have made some nuances on the variables of the model, because, for example, the category of race has been practically useless and the few participants to whom it was applied when selecting their origin or explaining their race have written things like Catalan, woman, European. As a result, we decided to remove the variable from the model as it does not provide relevant information for the study. We must also say that the variable "nationality" was not very relevant either, except to highlight that 98.5% of the people in the study were Spanish.

7.2 General socio-demographic results

We will now analyze the sociodemographic results of the survey, in order to have a better understanding of the responses on leadership traits.

Of the 22 questions that were asked, 11 were sociodemographic related, which were: gender, age, region, income level, education level, nationality, race, work sector and lastly, work experience.

After analyzing them all, we realized that the most favorable approach for the study would be to focus on age, in order to see how leadership has evolved over the years, which was our main objective. Even so, during the explanation of the large blocks of questions, we will highlight some interesting details that we have discovered by approaching the analysis from other angles.

Regarding the gender aspect, in our particular case, 63% of the participants were women and 36.7% were men, so when analyzing all the results we must take into account that among our participants there are a larger number of women than men.

In terms of age, the groups with the highest number of participants were Generation X and baby boomers, with 107 and 187 participants respectively.

Regarding the region, the majority, 75.2% of the participants were from the Principality of Asturias, mainly because the author lives in this region, 7.7% of the participants were from the Community of Madrid, 5.2% from Catalonia, another 5.2% from Galicia, 1.5% from Castilla y León, 1.2% from Cantabria, 0.7% from Castilla la Mancha, 0.7% from the Basque Country, 0.7% from Andalusia, 0.5% from the Valencian Community, 0.5% from the Balearic Islands and 0.5% from the Canary Islands.

Regarding the level of family income, 47% of respondents consider themselves as middle class, 41.7% as upper middle class, 6.2% as lower middle class and 3.7% as upper class. These data are consistent with those obtained concerning educational level, since 78.9 % of the participants have received or are receiving higher education, of whom 41.9 % have received or are receiving a bachelor's degree, 24.3 % have received or are receiving a master's degree, 12.7 % have received or are receiving vocational training and 7.9 % have received

or are receiving a doctorate. Of the remaining participants, 9.4 % have studied or are studying a high school diploma, and 3.7 % have studied or are studying a secondary school diploma.

As mentioned in the introduction to this analysis, the data on nationality are practically irrelevant, since 98.5% of those surveyed are Spanish, compared to a mere 0.7% of European Union citizens and another 0.7% of non-European Union citizens. Out of this 1.5% total, all respondents marked that they belonged to an ethnic minority, but it is clear that some did not understand the question and therefore we have had to consider the answer invalid since, as we already mentioned in the introduction to the analysis, when selecting the "other" option, they wrote things like: European, Catalan or woman.

Regarding the employment sector, the vast majority, 80.1% belong to the tertiary sector, 15.9% belong to the secondary sector, 2% to the primary sector and the remaining 2% have never worked. We have noticed that some people selected, probably unintentionally, a work sector without having professional experience, since the figures do not match with other answers that have been correctly indicated.

94.3 % say they have professional experience, compared to 5.7 % who do not have any.

Among this 94.3 %, 61.3 % have worked for more than twenty years, a percentage that corresponds to the older generation interviewees, 15.4 % have worked less than twenty years, 7.2 % less than five years, another 7.2 % less than one year, 5 % have not had the opportunity to work, and 4 % have worked less than ten years.

7.2.1 Entity-Relationship Model

In order to have a general and structured outline of the responses of the study, we have made an Entity-Relationship Model using the Lucidchart platform.







Prior to presenting the diagram, we must understand what it is, and what elements compose it.

The Entity-Relationship Model is a tool used to represent real-world information at a conceptual level. It was created in 1976 by Peter Chen and allows us to describe the entities involved in a database, as well as their relationships and restrictions.

The following elements are going to appear in our diagram:

- **Entities:** Elements of the real world about which we want to store information. They can have physical form (car), or they can be conceptual (work).
- **Attributes:** Properties or particular characteristics of an entity type.
- **Relationship:** Association between entities.
- **Cardinality:** Number of entities that can participate in the relationship. There can be 6 different types:

Figure 4:

Symbol	Meaning	Number
	One	N/A
	Many	N/A
	Mandatory-One	Exactly one
	Optional-One	Zero or one
	Mandatory-Many	One or More
	Optional-Many	Zero or more

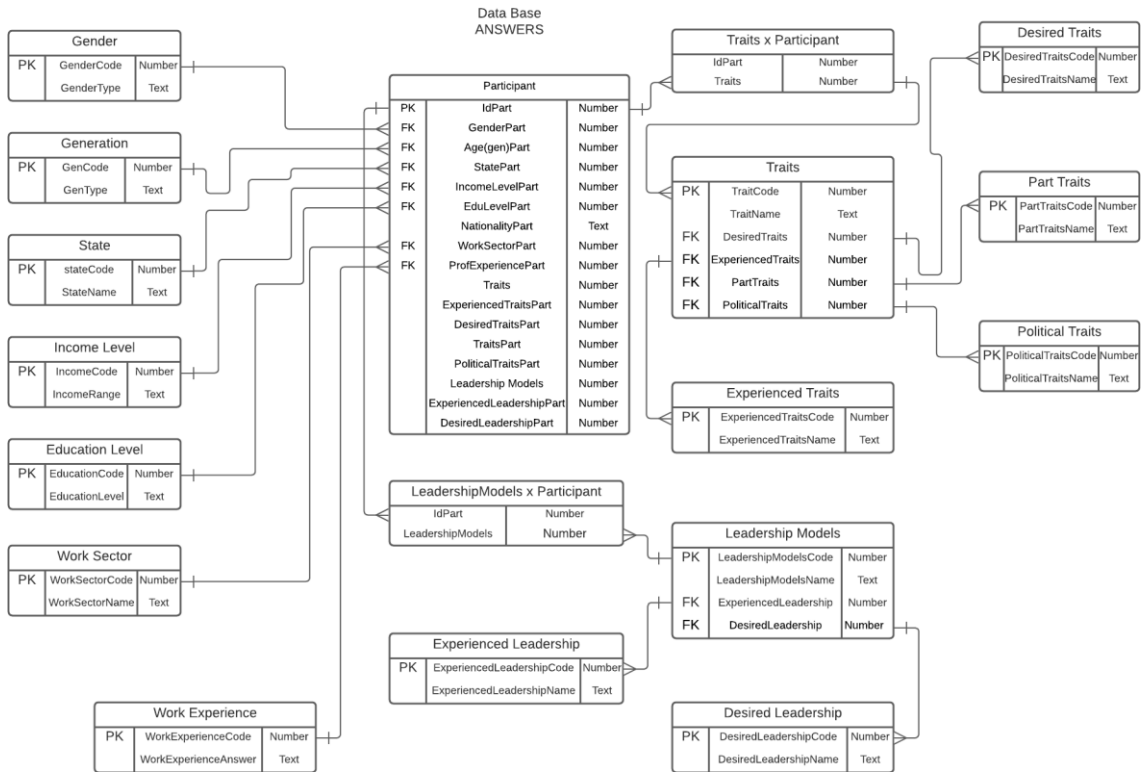
Source: Lucidchart.

- **Primary Keys (PK):** Attribute or field that uniquely identifies each entry in a given table. These keys must be unique, unalterable and never null. There is only one per entity.
- **Foreign Keys (FK):** Unlike primary keys, foreign keys are not exclusive and there can be more than one. They contain values that match the primary key of another table. They are used to join tables.

Next, we present the Entity-Relationship Model that we have created, it is a fairly simple model, but it exposes the most important parts of our study. It should be noted that we did not know how this type of diagrams worked, so she used YouTube tutorials and some web pages to learn⁸.

⁸ All the videos and pages discussed in this section will be available to be consulted in the bibliography.

Figure 5:



Source: Author’s own elaboration based on the survey.

7.3 General findings

Prior to making the division according to the generation, we should look at the overall results, to see if these will vary according to the generation or not.

After having analyzed the socio-demographic questions in depth, we now move on to analyze the other ten questions dealing with leadership types and traits, both in the political and business spheres.

We will not dwell too much on the analysis of each question as we will explain it better during the analysis of generations. (footnote?)

We begin this part of the survey, in the same way we began the theoretical part of this dissertation, with the question of whether a leader is born or made. Before looking at the answer, it should be noted that perhaps the fact that the survey was online, and that briefness

was a priority in order to obtain more responses, may have caused certain questions to be answered differently than they would have been answered in person.

This question was very close, as 56.6% of the respondents considered that a leader is made, compared to 43.4% who consider that a leader is born.

As we have said, this question can be clarified, as it is likely that if they had read our theoretical framework in which we explain it, the answer would have been different.

Next, we asked what leadership had characterized the places where our participants had worked.

As expected, according to what we have seen in the theoretical framework, the leadership that most respondents had experienced, around 35%, had been of an authoritarian nature, but we were pleasantly surprised by the high percentage of the rest of the types of leadership. 26.8 % had experienced participative leadership, 21.6 % transformational leadership and 12.2 % laissez-faire leadership. The rest of the respondents had not yet had the opportunity to work.

When it came to choosing, not which leadership they had had, but which one they would like to experience, the answers were divided and concentrated mainly on two forms of leadership. 43.8 % would like to experience participative leadership, and 43 % would like to experience transformational leadership. In addition, 11.9 % would like to experience laissez-faire leadership, but only 1.2 % would like to experience authoritarian leadership.

These two questions together make it quite clear that the candidates do not want decisions to be imposed on them by a single person, but want to be part of them, yet they would not want the leader to completely disengage and act only when necessary, but to be present.

Now, before starting with the traits more generally, we wanted to ask about a more subjective trait that she did not find in any of the studies from which she had drawn her inspiration for the survey. It was a trait that was talked about a lot in the Political Communication class, though, and it seemed to be worth commenting on. It was about whether or not beauty is valued in a leader.

The answer was quite overwhelming, 83.1% said no and only 16.9% said yes.

In this question, again, the fact that the survey was online has an impact, perhaps if, for example, it had been in person, we could have presented the interviewees two people, one

considered more attractive by society and the other less so, and perhaps the answer could have been different.

Then, we move on to the questions about traits, which follow the same structure as the questions about the type of leadership. First, we ask about the traits they have experienced and then about the traits they would like to experience.

It is worth noting that we have also made a distinction between the traits for a leader in the business world and a leader in the political world, as we wanted to focus on different qualities for both.

We started with the traits of a business candidate that our respondents have experienced. As with all the questions we have asked about traits, they are asked to select five from the ones we give them.

The three traits most experienced by our participants from highest to lowest percentage have been: Responsible, Ambitious, and Dominant. These responses fit very well with the authoritarian leadership experienced by many respondents.

Responses varied quite a bit when asked what traits should characterize a good leader. The three most highly rated were: Motivational, Responsible, and Empathic. As in the previous question, they also fit with the most desired types of leadership selected.

When asked what traits they believe they would have as leaders, the responses are also very focused on participative, motivational, and laissez faire leadership styles. The top three most selected were: Responsible, Understanding, and Empathic.

Regarding the traits that a political candidate should have, the three most selected have been: Honest, Transparent, and Outsider (having experience in other fields not related to politics). These answers have not surprised us and in fact they were the ones we were looking for since, in recent years, we are seeing, not only in Spain but in the rest of the world, how citizens are tired of voting for people who have spent their whole lives working in politics and how they are looking for something different, for example Donald Trump in the United States.

Next, our participants had to answer a question also focused on a political leader. The question was if the candidates' private life influenced their vote, we thought it was important to include this question since social media has more and more impact in our lives and of

course it would be even more important in politics. Lately we see more and more news that are related to their private lives, so we wanted to know whether or not it affected their vote.

Of the respondents, 70.7% said no, compared to 29.3% who said that they were influenced by it. Therefore, with these answers we must understand that when it comes to voting, respondents only focus on what the candidates propose and not on what they do outside of work.

The last question of the survey was focused on the current situation, because, since the beginning of the pandemic, we have heard that the coronavirus has changed our lifestyle. The clearest example is the one that we have recently seen in the fashion industry, as most brands have decided to create more comfortable clothes that can be worn either indoors or outdoors. The question is, have the qualities we look for in a leader changed with the management of the pandemic? Well, 68% of respondents have not been influenced by the management of the pandemic in the characteristics they look for in a leader, compared to 32% of those who have been influenced by it.

When asked why they chose yes or no, most of those who said that they had changed explained that they were now looking for people who were more transparent and honest, and that with the coronavirus they have begun to be more aware that the decisions they make can strongly influence their quality of life. Those who, on the contrary, said that this situation had not affected what they were looking for in the leader had two ways of justifying it, some candidates remained calm, and responded that it was a very difficult situation and that we needed to be patient, others on the other hand showed some tension and said that before the pandemic there was already a problem and that this has not changed but has shown even more strongly that our political leaders have some deficiencies.

So, we see that both in the affirmative and in the negative answers there is a variety of opinions.

We will analyze these last questions a little more individually in the future.

7.4 Division according to Gender

Once we have seen the overall results, we thought it would be interesting to briefly explain the experienced leadership models obtained in the survey based on gender, as these are also a reflection, but more briefly, of the differences between the types of leadership and traits experienced by the men and women in our survey. To better explain the results obtained we will use the following contingency table:

Table 3:

LIDERSHIP TYPE	Men	Women	Prefer		Total
			not	to say	
L.A ⁹	45	95		1	141
L.LF	11	38			49
L.P	51	57			108
L.T	37	50			87
Total	144	240		1	385

Source: Author's own elaboration based on the survey.

In the following contingency table, we have related gender with the four types of leadership experienced by our respondents.

If we have selected this question in particular, it is because it is surprising to see how men, regardless of generation, consider that the leadership they have experienced the most has been participative, while women consider that the leadership, they have experienced the most has been authoritarian.

Taking into account that the number of women was higher than that of men in this study, we have created a table in which we show the percentages of leadership experienced by both men and women extracted from the contingency table:

⁹ L.A: Authoritarian Leadership

L.LF: Laissez-Faire Leadership

L.P: Participative Leadership

L.T: Transformational Leadership

Table 4:

	Men	Women
Authoritarian leadership ¹⁰	30,4 %	37,4 %
Laissez-Faire Leadership	7,4 %	14,9 %
Participative Leadership	34,4 %	22,4 %
Transformational Leadership	25 %	19,7 %

Source: Author's own elaboration based on the survey.

As we can see, 7% more women than men have experienced authoritarian leadership and 10% more men than women have experienced authoritarian leadership. Perhaps this is due to the fact that until now men were the ones who occupied positions of power and therefore did not experience authoritarian leadership as much as women who occupied positions that normally lacked responsibilities. It is also interesting to note how women have experienced more laissez faire leadership than men, but men have experienced more transformational leadership. As we said, this is interesting because both leadership styles are quite similar in the sense that they both allow workers to make their own decisions. Even so, as can be seen in the table, these two types of leadership have the lowest percentages for both men and women, perhaps because they are new models of leadership and therefore have not been experienced as much as participative and authoritarian leadership, which are the ones that have obtained the highest results.

7.5 Division according to generation

As we have already advanced throughout the dissertation, to analyze the second block of the survey, we have decided to separate the participants according to their age, in total we have obtained responses from participants of 5 different generations. These generations are,

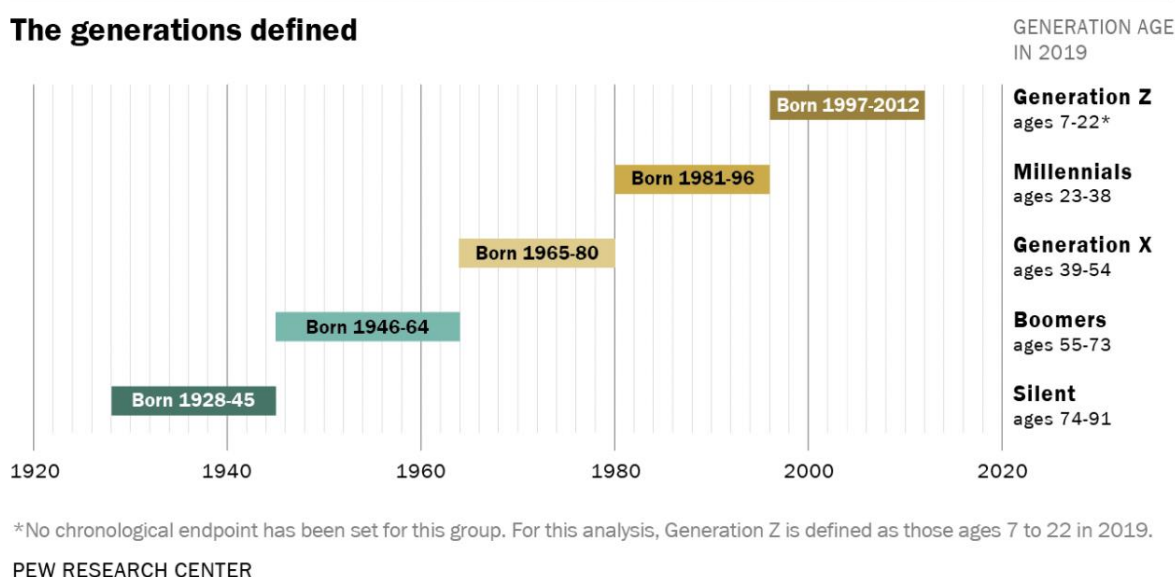
¹⁰ The percentages shown in the table are estimates, we have rounded them off in order to avoid adding so many decimals, therefore the results are not exact.

from youngest to oldest: generation z, millennials, generation x, baby boomers, and the silent generation.

Before presenting the results obtained according to generation, we must understand what are the characteristics that define these groups.

The dates for defining the groups may vary according to the database chosen; in our particular case, we have decided to be guided by the classification made by the Pew Research Center.¹¹

Figure 6:



Source: *Pew research center.*

- **Silent Generation:** They are considered the children of the post-war period, since they have been marked by war conflicts. They currently represent around 3.5% of the world's population. Their most characteristic traits are that they are part of an austere and hard-working generation.

- **Baby Boom:** If the silent generation was a small generation, the baby boomers are the opposite, hence its name, in Spain they were born during the Franco dictatorship and despite

¹¹ Pew Research Center is a nonpartisan fact tank that informs the public about the issues, attitudes and trends shaping the world. It conducts public opinion polling, demographic research, media content analysis and other empirical social science research. For more information about this entity: <https://www.pewresearch.org/>

the fact that they were difficult times, people had children more easily. They were the first generation to enjoy cars. They are hard-working, ambitious, committed and they are accustomed to spend most of their working life in the same company.

- **Generation X:** The first generation to be born with democracy, they have lived milestones of great importance such as the birth of the Internet or the entry of women into the workforce, also known as the generation of EGB, as they were the last to have this curriculum. They are considered the generation that is most adaptable to change, they like to be successful and work in teams.

- **Millennials:** Undoubtedly, the most mentioned generation, especially in the last few years. Millennials have been highly criticized, a generation so globalized that their characteristics do not depend on the country but are practically the same. They have fully experienced the digitalization of the world and social networks, despite not having been born with them. Their entry into the labor market was very marked by the economic crisis, hence they were called "ninis¹²". They are people who cannot conceive life without technology, are entrepreneurs, like to travel and have a high tolerance for failure.

- **Generation Z:** The author's generation, we could say that these people were born with a Smartphone under their arm. They are great autodidacts and entrepreneurs because they know how to see the potential that new technologies have. Not much is known about this generation yet, but it is said that they are very creative and talented.

7.6 Generation analysis

As mentioned throughout the dissertation, in order to better understand the evolution of traits, we will analyze the responses of our participants according to their generation.

With the aim of resolving our hypothesis and discovering which are the characteristics that leaders in the political and business world must have in order to stand out among the different generations. To do so, we will analyze the responses of the five generations that participated in the study, from oldest to youngest.

¹² In Spain we call "ninis" those people who neither study nor work.

7.6.1 Silent generation

The silent Generation was the least represented generation, but it is still interesting to see the results.

For this cohort, when it came to choosing the type of leadership they have experienced, there was a tie between authoritarian leadership and participative leadership, both with 42.9%. But when it comes to choosing what type of leadership, they would like to have experienced, the answer with the highest percentage is participative leadership, with 85.7%.

When we talk about traits, the qualities that this generation has experienced from highest to lowest have been honest, responsible, and empathic, these have not varied much with respect to the desired qualities which have been responsible honest and fair, with respect to the qualities that they would have as leaders the answers are still similar to the previous ones: honest responsible and understanding. Regarding political leaders, the selected answers have been honest humble and ambitious.

I have to admit that the answers we have obtained from this generation have been quite surprising, as I expected to approach them in a completely different way. According to what we had seen in the theoretical framework and in the state of the art based on the studies we had analyzed, the older generations were characterized by having experienced the most dominant traits of authoritarian type leadership, but looking at the responses we have realized that although it is true that authoritarian leadership has been quite present, the traits that characterize this leadership do not correspond with the answers we have obtained, so we do not know if it could be because the participants themselves, accustomed to this style of leadership, have been able to see the good parts that their leadership has had in the past,

instead of focusing on the negative ones, or if it is because they have not really been able to see the relationship between the two questions.

7.6.2 Baby Boomers

The baby boomers are the generation with the most participants, concretely 187 of whom the majority were women (61.5%).

The leadership most experienced by this generation according to the percentage was authoritarian with 38.3% compared to participative with 29%, transformational with 16.9%

and laissez-faire with 15.8% and the desired leadership selected by this generation was between participative and transformational, the former with 44.9% and the latter with 42.2%, the authoritarian did not receive any votes.

Regarding the qualities experienced, the 3 most repeated characteristics were: responsible, ambitious and dominant. Regarding the desired qualities, the most selected answers were responsible and motivational, and with the same percentage, fair and empathic. Respondents selected responsible, empathic and understanding as the qualities they would have as leaders. Concerning political leaders, the most selected responses were honest transparent and outsider.

These answers are more similar to what we have seen previously since the leadership most experienced by them has been authoritarian and the characteristics they have experienced are closely linked to this type of leadership. On the other hand, if we look at the leadership they would like to have, the majority voted for participative leadership, whose qualities also correspond to those they have selected as the most desired.

7.6.3 Generation x

The second largest generation, after the baby boomers. In the same way as the previous ones, the number of women is higher than the number of men. 63.2% compared to 36.8%. The leadership most experienced by this generation was authoritarian with 39.6%, followed by participative with 27.4%, transformational with 26.4% and finally laissez faire with 6.6%. The dream leadership most voted was transformational with 48.1% compared to participative with 37.7%, laissez faire with 3.2% and authoritarian with 0.9%. The qualities most selected by this generation as experienced qualities were responsible, ambitious and dominant and the desired qualities were motivational, empathic and responsible. Among the qualities that they believe Respondents of this generation would have as leaders are responsible, understanding and empathic and the traits that they believe a political candidate should have are honest, transparent and outsider.

As we can see, most of the participants of generation x and baby boomers have selected the same traits in the section of qualities experienced and taking into account that the percentage of leadership experienced by both generations only differs by one percent, it

is logical to think that both generations have experienced similar leadership and work environments and that the working conditions in both have not varied much.

7.6.4 Millennials

This is one of the most gender-balanced generations, as 56.3% of the respondents of this generation are women compared to 41.7% of the respondents who are men.

Regarding the leadership experienced by this generation, 33.3% say they have experienced transformational leadership, 27.1% say they have experienced authoritarian leadership, 25% say they have experienced participative leadership, and finally 14.6% say they have experienced laissez faire leadership. Regarding the leadership they dreamed of, 47.9% would opt for transformational leadership compared to 39.6% who would choose participative leadership and 12.5% who would choose laissez faire leadership. With respect to the qualities experienced, the majority of respondents of this generation affirmed that their leaders have been responsible, understanding, motivating and empathic. And regarding the qualities they would like to see in a leader, they said they would like him/her to be responsible, motivating, and organized. Regarding the qualities they consider they would have as leaders, millennials would say that they are responsible, understanding, and empathic. And when it comes to a political candidate, they look for someone who is honest, insider, transparent, and an outsider.

In this generation we observe a great change both in the leadership experienced, as well as in the qualities experienced and desired. It is the first generation in which we see a great difference compared to the rest, perhaps marked by the use of technology. The percentage of experienced authoritarian leadership has dropped considerably and, with respect to the traits, we begin to speak of qualities not seen until now, such as motivating and understanding, proper of the new types of leadership.

7.6.5 Generation Z

This is the generation with the least experience of all due to the fact that many of the people who participated are below working age, so when evaluating their responses, we should take into account what they aspire to rather than what they have experienced, since

very few participants have already experienced a type of leadership or have done so for a shorter period of time. The leadership experienced by this generation has been authoritarian with 37.5% along with participative also with 37.5% and transformational with 25%. The leadership desired by this generation is participative with 53.8%, followed by transformational with 46.2%. Among the qualities experienced by this generation are understanding, responsible, and ambitious. And the qualities desired by this generation are caring, fair, organized, and responsible. Generation Z believes that as leaders they would be caring, responsible, honest, and empathic. And the qualities they look for in a political candidate are honest, humble, and transparent.

Although we see that the percentage of authoritarian leadership has risen with respect to millennials, I think that has to do with their recent entry into the working world. We must take into account that half of the members of this group are not even old enough to work and those who have worked have done so for a much shorter period of time than the rest of the generations and obviously not with the same responsibilities. What this means is that the people who have worked in this generation have usually worked in internship positions, so it is more logical to have an authoritarian leadership since you do not have enough experience to participate and be an active member of a company, and since you are supposed to be there to learn, it is natural that they tell you what you have to do in order to learn.

7.7 Private life of political leaders

Given the current situation, with the upcoming autonomic elections in the community of Madrid, and having recently experienced the autonomic elections in Catalonia, we thought it was appropriate to analyze this question separately, firstly because it is not so closely related to the traits, which is the focus of the analysis of the dissertation, and also because we found the percentage of one generation in particular interesting. While four of the five generations, faced with the question of the political candidate, stated that they were not very influenced when voting by the candidate's private life, as the percentage of affirmative votes never exceeded 33% of the votes, the youngest and most connected generation of our times is the one with the highest results, as 46.2% said that they were influenced by the private life of a candidate when voting. This only confirms the fact that everything communicates and that for the new generations all counts.

7.8 Beauty in a leader

Women's suffrage was one of the most hard-fought battles for women around the world. According to its detractors, many were not formed enough to vote, others were going to be influenced by the church or their husbands and it was believed that many others would vote for the most attractive candidate. The clear example of the latter was seen in the United States with John F. Kennedy. It was believed that many housewives would only vote for him because he was more attractive than Nixon.

In spite of this, our survey tells us the opposite, and according to it, it is the younger generations who value beauty the most in a leader and the older ones who care the least.

If we look at gender rather than generation, we get the following contingency table:

Table 5:

BEAUTY				
	Men	Women	Total	
No		126	209	335
Yes		22	45	67
Total		148	254	402

Source: Author's own elaboration based on the survey.

As we can see in the following contingency table, the data, in spite of the fact that there are more women than men, if we convert them into percentages, are very similar.

17.7% of women would be influenced by the beauty of a political leader compared to 14.8% of men. This figure does not surprise us because, although it seems low, it is quite high considering that we are choosing one leader over another just because of their physical appearance. This is backed up by a study by American Politics Research that says that attractive candidates get between 7% and 10% more votes based on this alone.

8. Conclusion

This TFG has tried to offer a global and more updated vision of the leadership models and traits that are currently predominant in our society. Throughout the whole study, we have seen the traits that were taken into account in the past, or the ones that had been experienced until now, and through the survey, we have analyzed which were the most demanded traits nowadays. To carry out this task, we have conducted a literature review, we have conducted a survey through an online form with 403 responses and we have also used primary sources. Nevertheless, we recognize that the limited space has not allowed us to analyze each question in more detail with more concrete data and associations. We believe that a longer questionnaire, personal interviews or a focus group would have helped us to better explain the issues we wanted to address and also to better understand what we wanted to communicate. In addition, there are a large number of documents related to our study that we have not been able to address.

We have concluded that, while it is true that leadership models have changed considerably over the generations, going from a more authoritarian model to a more participative model, there are certain leadership traits, such as being responsible, that maintain the same importance no matter how much time passes. So, while it is true that there are traits that are now given more importance than before and even some, such as being dominant or ambitious, are no longer sought after in a leader, there are others that continue to have the same level of importance whatever generation is asked, so we could determine that there are some traits that remain fixed despite the passing of time and that are essential qualities in a leader, such as the quality of being responsible, as we have mentioned in the previous lines.

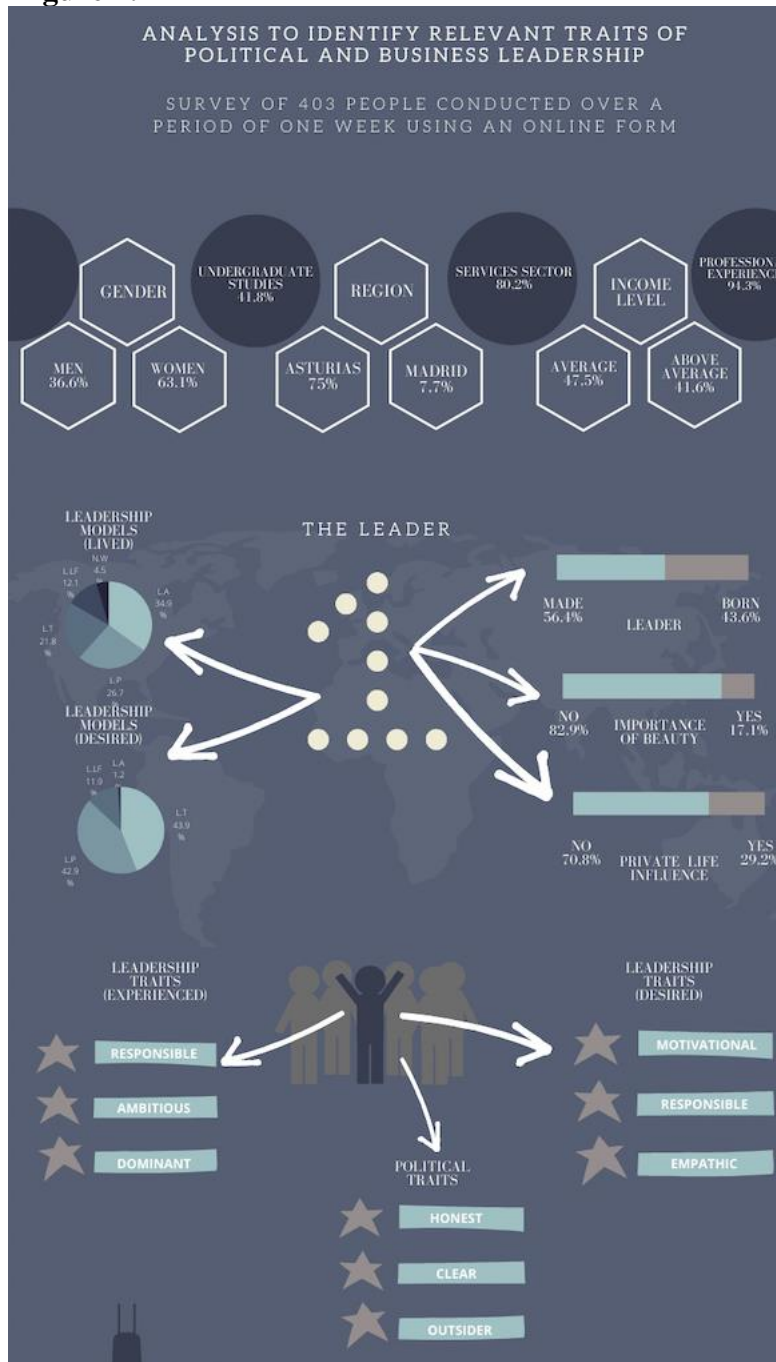
Regarding the traits that a leader should have both at the political and business level, we have only mentioned the three most chosen ones both in global terms and by generations. However, we would have liked to undertake a more extensive analysis and see what other traits were emerging strongly, even if they were not as popular, but lack of space limited our ability to do so.

After reviewing the survey, we have realized that as there were questions that we had decided to ask separately, we would do well to analyze it in this way as too. We were very

surprised how, despite the fact that beauty is a very superficial trait, it is considered to be something that more than 15% of the participants take into account and how the private life of a political candidate is something that young people increasingly take into account when choosing who to vote for. Finally, we also found very surprising how men consider having lived more a participative model, compared to women who consider having lived an authoritarian model. We would like to think that in recent years this trend has evened out and that gender will not influence the leadership models experienced by future generations.

Below is an infographic summarizing our survey:

Figure 7:



Source: Author's own elaboration based on the survey.

All research studies have a limited framework and scope. We must bear in mind that the people surveyed do not necessarily represent all sectors and the entire population, since they are people from our environment, so although these conclusions clarify certain points,

we must bear in mind that this is not a group of people that accurately represents all generations.

As we mentioned throughout our study, we have found certain limitations due to the type of survey we have conducted, which limited the ability to give explanations to our respondents, in order to prioritize speed and make the survey easier for them, and we have also seen that there were certain ways that were not investigated. Therefore, we would like to address some proposals for further study on this topic that we have dealt with in our TFG.

Firstly, as we had already mentioned in the analysis, we believe that it would be interesting to take this study as a starting point for a longitudinal survey. Using this study as a reference to create a new one and see how it evolves over time or using this same study as a basis and over time see how the responses vary. Another option that is longer in time is to carry out this same study with future generations, for example, when generation z is already fully in the labor market, since it would be interesting to see how the most characteristic traits change and what leadership models prevail, taking into account the high importance that telework has gained and the full integration of all types of technologies that favor the efficiency and effectiveness of workers.

9. References

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10. Annex

9.1 Annex 1

Survey conducted on 403 people
in Spanish¹³
between 06/03/2021 and 14/03/2021¹⁴

¹³ Survey conducted in Spanish since not all participants were required to know English.

¹⁴ Link a la encuesta: <https://docs.google.com/forms/d/1B4NIaiXUDj3e93k4LSoal-WW-55QIgXxYhE-XXLlw2E/edit>

Análisis para identificar los rasgos relevantes del liderazgo político y empresarial.

Esta encuesta se lleva a cabo en el marco de un trabajo de investigación universitaria sobre liderazgo, mas concretamente sobre las características que debe tener un líder. Se trata de 20 preguntas que, casi en su totalidad son de seleccionar una opción de opinión.

Se trata de una encuesta completamente anónima. Los datos que se recojan se utilizarán únicamente para este trabajo de investigación.

Muchas gracias por su tiempo y su colaboración.

***Obligatorio**



1. 1. ¿Con qué género se identifica? *

Marca solo un óvalo.

- Hombre
- Mujer
- Prefiero no decirlo

2. 2. ¿Cuántos años tiene? *

3. 3. ¿De qué Comunidad Autónoma proviene? *

Marca solo un óvalo.

- Comunidad de Madrid
- Principado de Asturias
- Castilla la Mancha
- Castilla y León
- Galicia
- Cantabria
- País Vasco
- Comunidad Foral de Navarra
- Cataluña
- Comunidad Valenciana
- Región de Murcia
- Aragón
- La Rioja
- Andalucía
- Extremadura
- Islas Baleares
- Islas Canarias
- Ceuta
- Melilla

4. 4. Nivel de renta (renta familiar) *

Marca solo un óvalo.

- Bajo
- Medio-bajo
- Medio
- Medio-alto
- Alto

5. 5. Nivel educativo (actual) *

Marca solo un óvalo.

- E.S.O
- Bachillerato
- Formación profesional
- Grado
- Máster
- Doctorado

6. 6. Nacionalidad *

Marca solo un óvalo.

- Española
- Extranjero (UE)
- Extranjero (No UE)

7. 7. ¿Pertenece a alguna minoría étnica? *

Marca solo un óvalo.

- Sí
- No

8. 8. En caso afirmativo, seleccione una opción

Marca solo un óvalo.

- Afroamericano
- Asiático
- Latinoamericano
- Otra
- Otro: _____

9. 9. ¿A qué sector laboral pertenece? *

Marca solo un óvalo.

- Primario (agricultura, ganadería, minería...)
- Secundario (actividad industrial, artesanal, manufacturera...)
- Terciario o sector servicios (comercio, transporte, comunicaciones, servicios financieros, educación, sanidad, turismo)
- No he trabajado nunca

10. 10. ¿Tiene experiencia Profesional? (desde unas prácticas en adelante) *

Marca solo un óvalo.

- Sí
- No

11. 11. En caso afirmativo, ¿De qué duración? *

Marca solo un óvalo.

- Menos de 1 año
- Menos de 5 años
- Menos de 10 años
- Menos de 20 años
- Más de 20 años
- No he tenido la oportunidad de trabajar

12. 12. ¿El líder nace o se hace? *

Marca solo un óvalo.

- Nace
- Se hace

13. 13. ¿Cuál es el liderazgo que caracteriza los sitios donde ha trabajado? *

Marca solo un óvalo.

- Liderazgo Participativo (el líder integra las opiniones del equipo en sus decisiones)
- Liderazgo Autoritario (el líder toma las decisiones, los miembros del equipo las ejecutan)
- Liderazgo Transformacional (líder motivacional, trabaja en equipo, delega, ejerce mínimo control)
- Liderazgo Laissez-Faire (Autonomía total, delega, interviene únicamente cuando es necesario)
- No he trabajado nunca

14. 14. ¿Cuál es el liderazgo que le gustaría encontrar en el lugar donde trabaje? *

Marca solo un óvalo.

- Liderazgo Participativo
- Liderazgo Autoritario
- Liderazgo Transformacional
- Liderazgo Laissez-Faire

15. 15. ¿Valora la belleza en un líder? (candidato político) *

Marca solo un óvalo.

- Sí
- No

16. 16. ¿Qué cualidades han tenido los jefes para los que ha trabajado? (Seleccione las 5 más relevantes) *

Selecciona todos los que correspondan.

- Humilde
- Comprensivo
- Ambicioso
- Dominante
- Justo
- Creativo
- Empático
- Honesto
- Responsable
- Carismático
- Neutro
- Pasivo
- Proactivo
- Motivador
- Extrovertido
- Introverso
- Organizado
- Intuitivo
- Asertivo
- Flexible
- Tenaz
- Tolerante
- Transparente
- No he trabajado nunca

17. 17. ¿Qué cualidades considera que debería de tener un buen jefe? (Seleccione las 5 más relevantes) *

Selecciona todos los que correspondan.

- Humilde
- Comprensivo
- Ambicioso
- Dominante
- Justo
- Creativo
- Empático
- Honesto
- Responsable
- Carismático
- Neutro
- Pasivo
- Proactivo
- Motivador
- Extrovertido
- Introvertido
- Organizado
- Intuitivo
- Asertivo
- Flexible
- Tenaz
- Tolerante
- Transparente

18. 18. ¿Cuales de estas características cree que tendría usted como jefe?
(Seleccione las 5 más relevantes) *

Selecciona todos los que correspondan.

- Comprensivo
- Ambicioso
- Dominante
- Justo
- Creativo
- Empático
- Honesto
- Responsable
- Carismático
- Neutro
- Pasivo
- Proactivo
- Motivador
- Extrovertido
- Introverso
- Organizado
- Intuitivo
- Asertivo
- Flexible
- Tenaz
- Tolerante
- Transparente
- Humilde

19. 19. ¿Cuáles de estas características cree que debería tener el candidato político ideal?(Seleccione las 5 más relevantes) *

Selecciona todos los que correspondan.

- Flexible
- Experiencia en el ámbito político
- Experiencia en otros ámbitos no relacionados con la política
- Cercano
- Carismático
- Extrovertido
- Transparente
- Honesto
- Empático
- Humilde
- Autoritario
- Ambicioso
- Buen orador
- Creativo
- Dominante

20. 20. A la hora de votar, ¿Influye en su voto la vida privada de los candidatos? *

Marca solo un óvalo.

- Sí
- No

21. 21. ¿Cree que las cualidades que busca en un líder han cambiado con la gestión de la pandemia? *

Marca solo un óvalo.

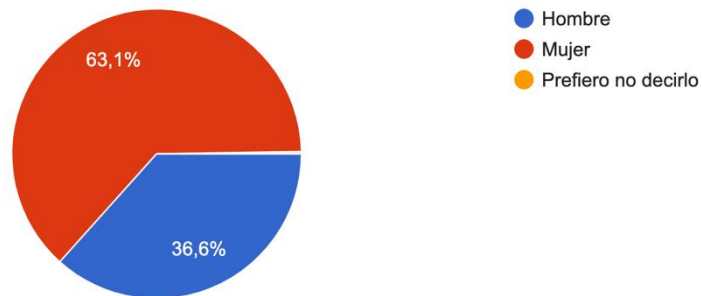
- Sí
- No

22. Explique el por qué de su respuesta anterior

Respuestas generales a las preguntas:

1. ¿Con qué género se identifica?

404 respuestas



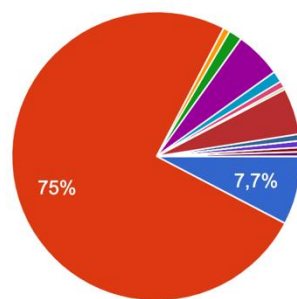
2. ¿Cuántos años tiene?

404 respuestas

32
52
39
23
42
26
67
37
69

3. ¿De qué Comunidad Autónoma proviene?

404 respuestas

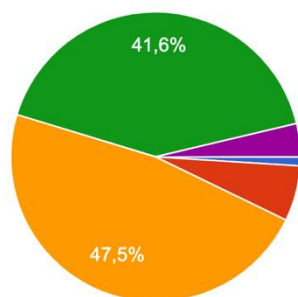


- Comunidad de Madrid
- Principado de Asturias
- Castilla la Mancha
- Castilla y León
- Galicia
- Cantabria
- País Vasco
- Comunidad Foral de Navarra

▲ 1/3 ▼

4. Nivel de renta (renta familiar)

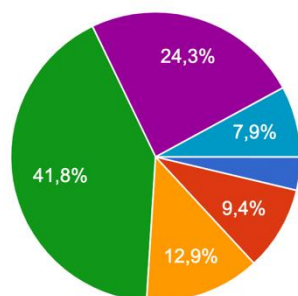
404 respuestas



- Bajo
- Medio-bajo
- Medio
- Medio-alto
- Alto

5. Nivel educativo (actual)

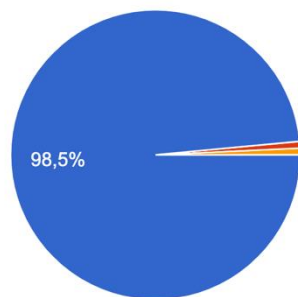
404 respuestas



- E.S.O.
- Bachillerato
- Formación profesional
- Grado
- Máster
- Doctorado

6. Nacionalidad

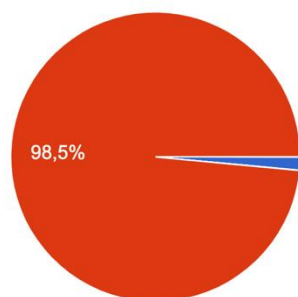
404 respuestas



- Española
- Extranjero (UE)
- Extranjero (No UE)

7. ¿Pertenece a alguna minoría étnica?

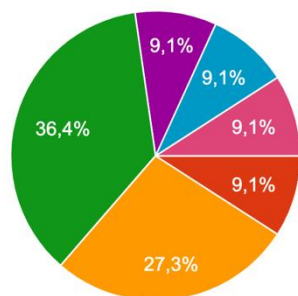
404 respuestas



- Sí
- No

8. En caso afirmativo, seleccione una opción

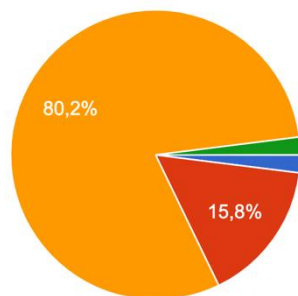
11 respuestas



- Afroamericano
- Asiático
- Latinoamericano
- Otra
- Europea
- Català
- Mujer

9. ¿A qué sector laboral pertenece?

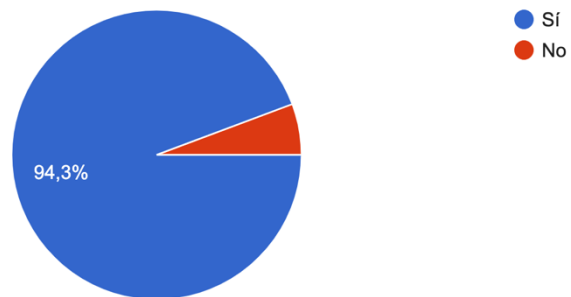
404 respuestas



- Primario (agricultura, ganadería, minería...)
- Secundario (actividad industrial, artesanal, manufacturera...)
- Terciario o sector servicios (comercio, transporte, comunicaciones, servicios financieros, educación, sanidad, turismo)
- No he trabajado nunca

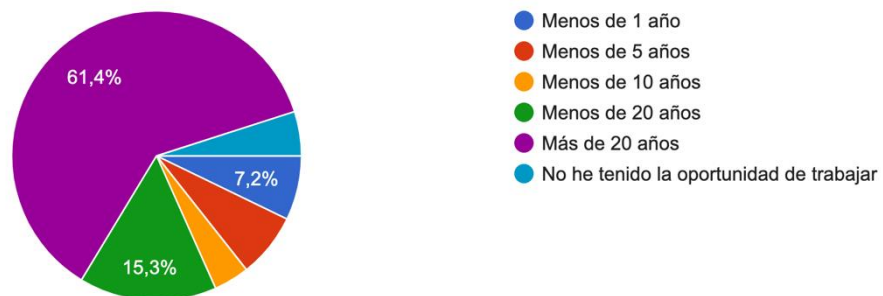
10. ¿Tiene experiencia Profesional? (desde unas prácticas en adelante)

404 respuestas



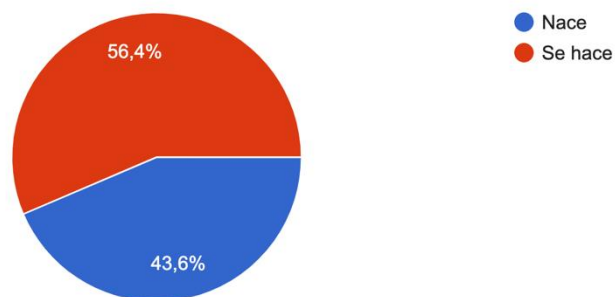
11. En caso afirmativo, ¿De qué duración?

404 respuestas



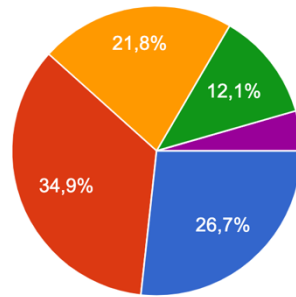
12. ¿El líder nace o se hace?

404 respuestas



13. ¿Cuál es el liderazgo que caracteriza los sitios donde ha trabajado?

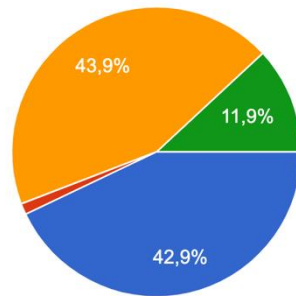
404 respuestas



- Liderazgo Participativo (el líder integra las opiniones del equipo en sus decisiones)
- Liderazgo Autoritario (el líder toma las decisiones, los miembros del equipo l...
- Liderazgo Transformacional (líder motivacional, trabaja en equipo, deleg...
- Liderazgo Laissez-Faire (Autonomía total, delega, interviene únicamente c...
- No he trabajado nunca

14. ¿Cuál es el liderazgo que le gustaría encontrar en el lugar donde trabaje?

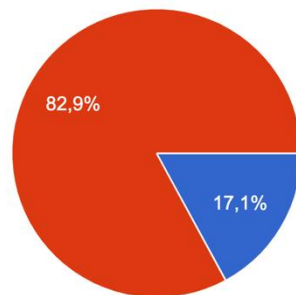
403 respuestas



- Liderazgo Participativo
- Liderazgo Autoritario
- Liderazgo Transformacional
- Liderazgo Laissez-Faire

15. ¿Valora la belleza en un líder? (candidato político)

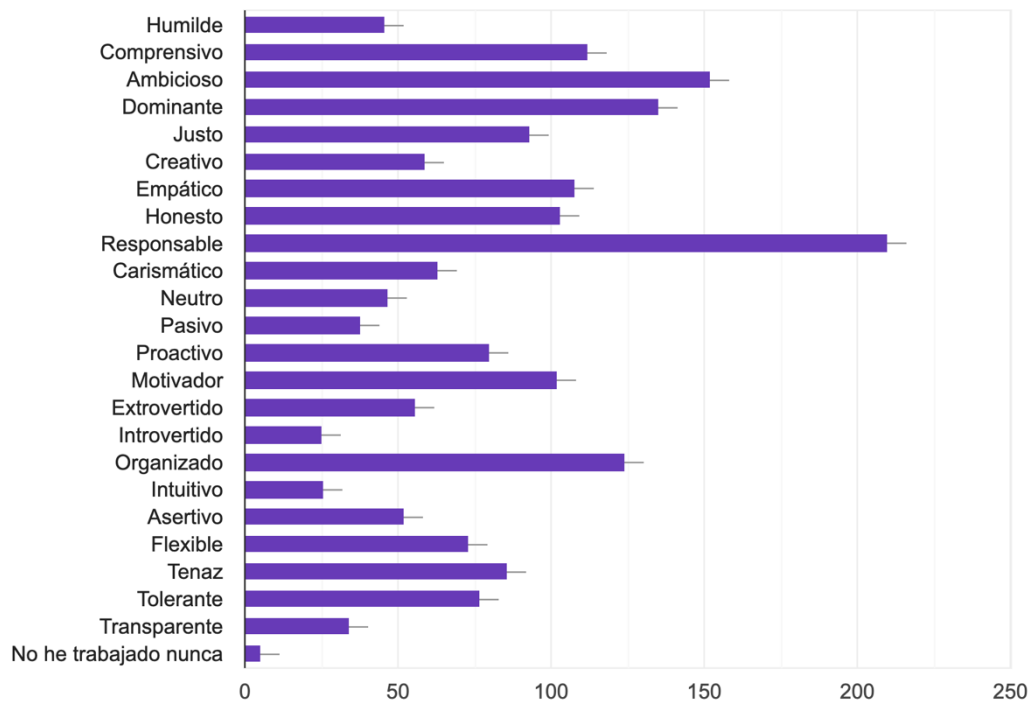
404 respuestas



- Sí
- No

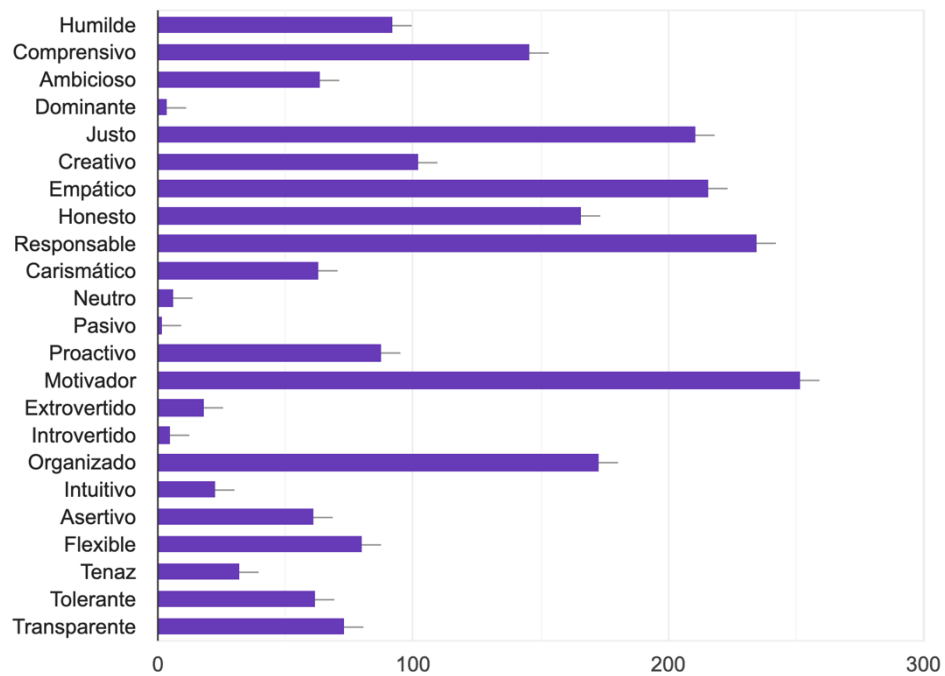
16. ¿Qué cualidades han tenido los jefes para los que ha trabajado? (Seleccione las 5 más relevantes)

404 respuestas



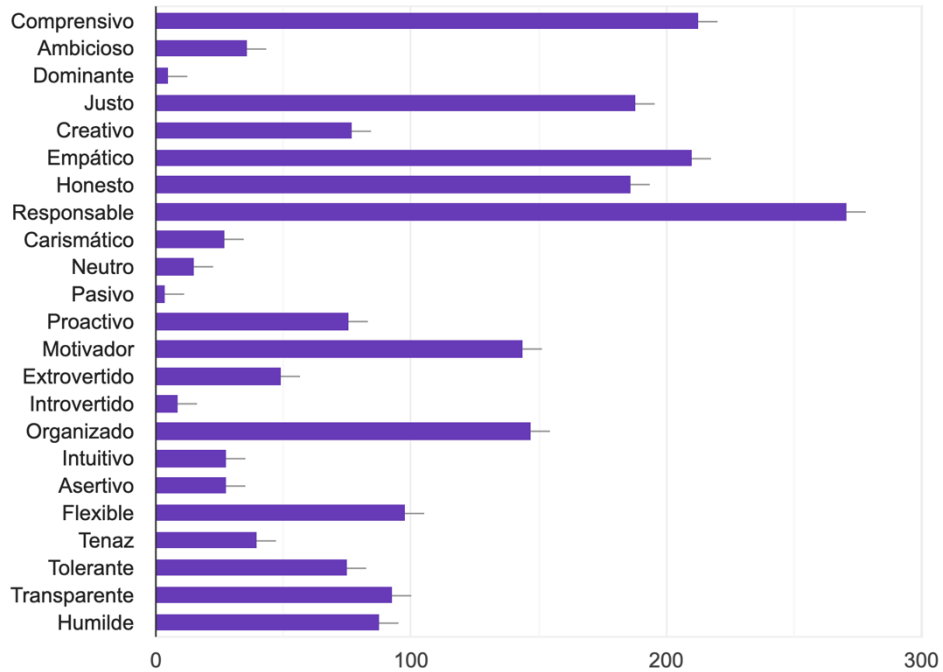
17. ¿Qué cualidades considera que debería de tener un buen jefe? (Seleccione las 5 más relevantes)

404 respuestas



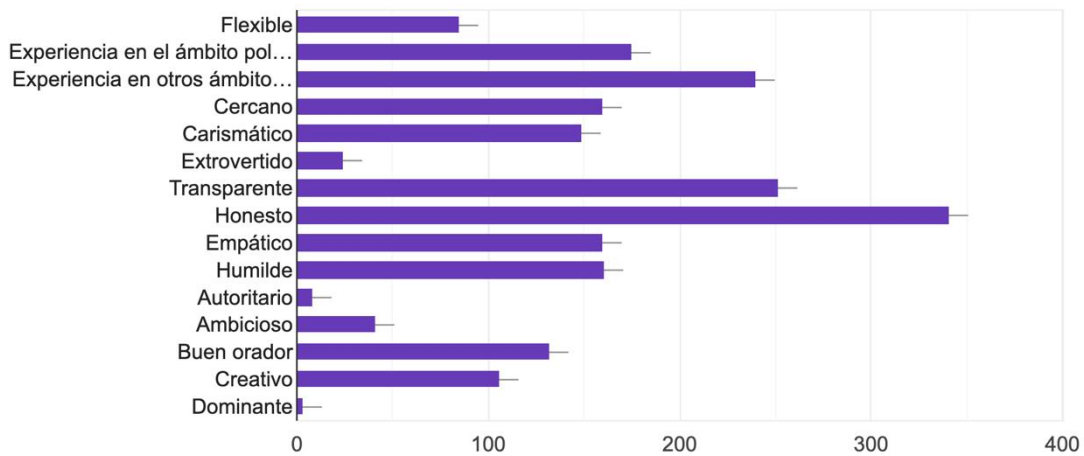
18. ¿Cuales de estas características cree que tendría usted como jefe? (Seleccione las 5 más relevantes)

404 respuestas



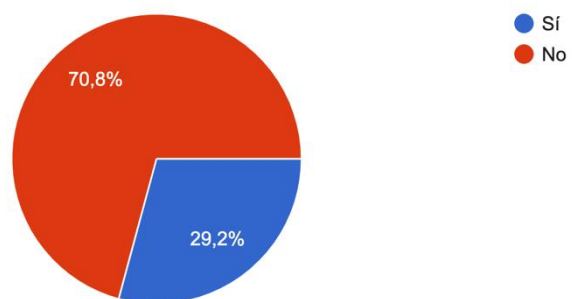
19. ¿Cuáles de estas características cree que debería tener el candidato político ideal?(Seleccione las 5 más relevantes)

404 respuestas



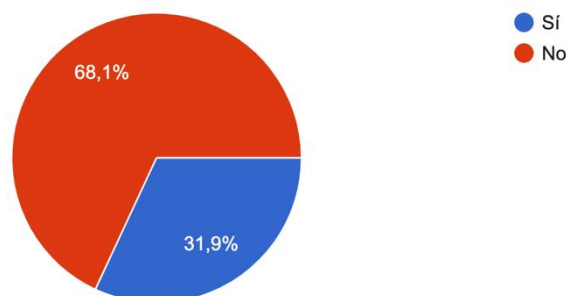
20. A la hora de votar, ¿Influye en su voto la vida privada de los candidatos?

404 respuestas



21. ¿Cree que las cualidades que busca en un líder han cambiado con la gestión de la pandemia?

404 respuestas



Explique el por qué de su respuesta anterior

275 respuestas

Porque se han convertido en "personajes" aún más importantes. He sido más consciente de que sus decisiones pueden influir mucho en mi calidad de vida

Valoro más la honestidad y la sinceridad

Creo q debe ser más tolerante con los diferentes para lograr un buen comun

La indecisión a la hora de toma de decisiones

Escasean las personas coherentes y profesionales. Y es ha sido siempre un problema... actualmente, y no por la pandemia, este problema se ha agudizado y cada vez tenemos menos nivel en la política, parece que la mediocridad y la mentira es lo único que impera actualmente en todos los partidos políticos. No hay personas aparentemente válidas en la primera línea política.

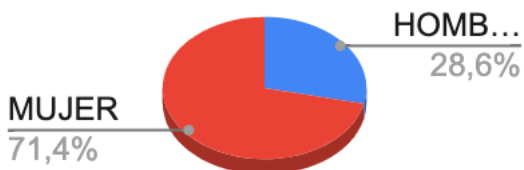
Porque no

La pandemia no ha consagrado ningún líder

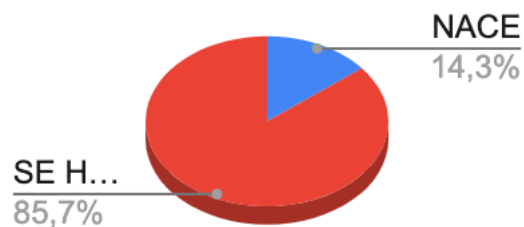
Annex 2: Graphics by generation

Silent Generation:

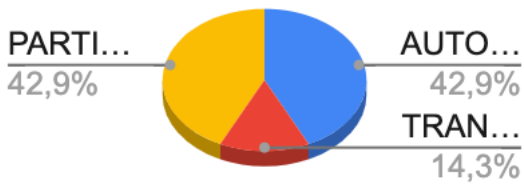
GENERO



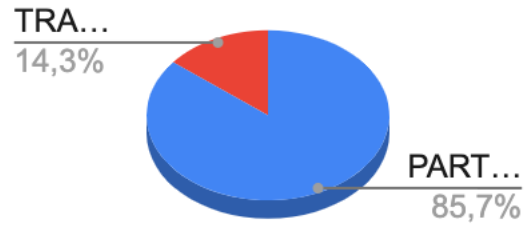
LIDER



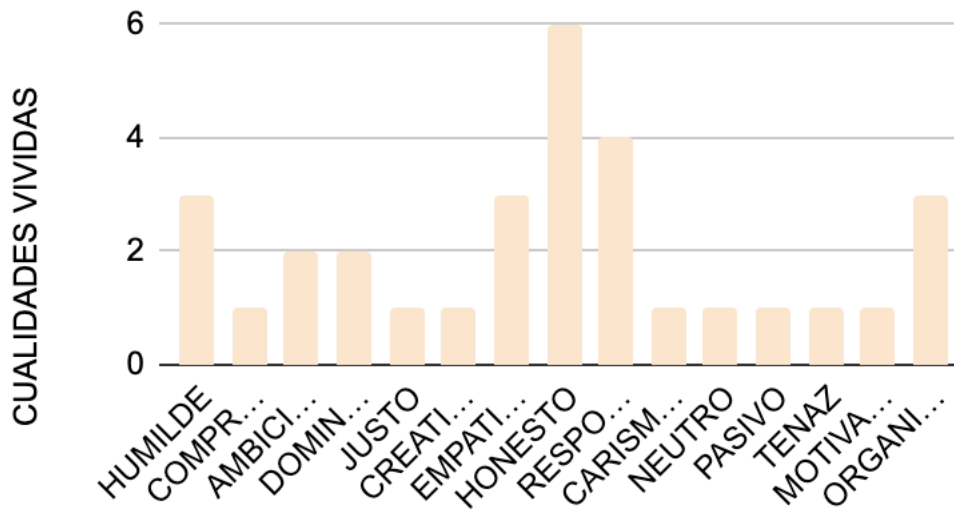
LIDERAZGO VIVIDO



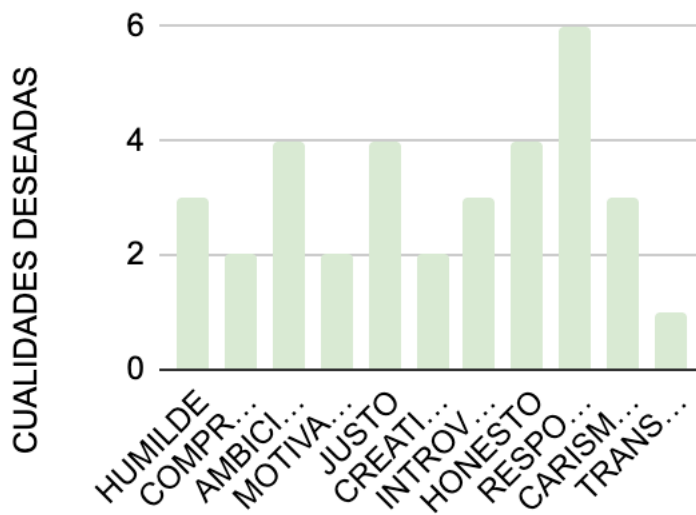
LIDERAZGO SOÑ...



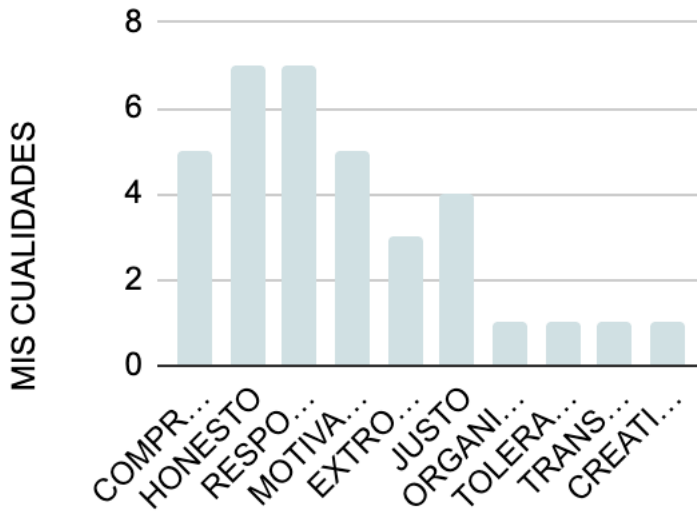
CUALIDADES VIVIDAS



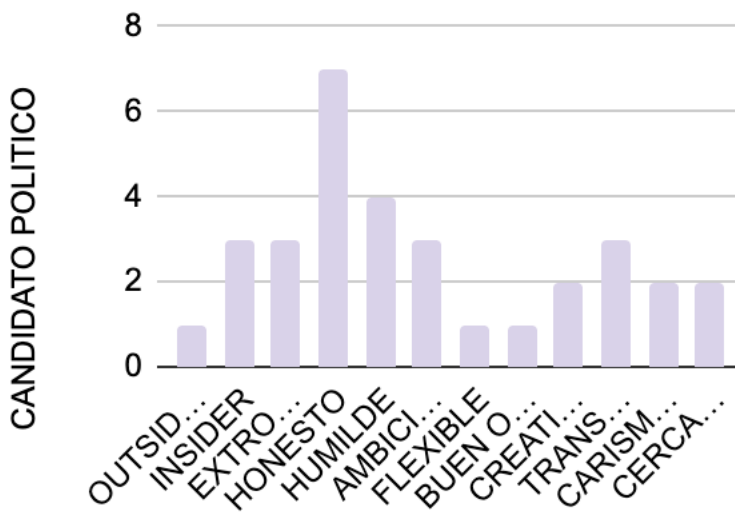
CUALIDADES DESEADAS



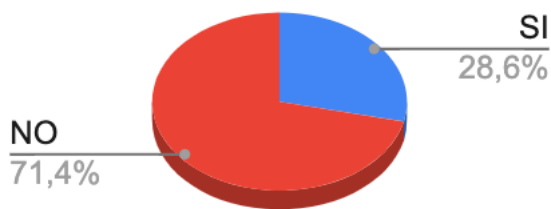
MIS CUALIDADES



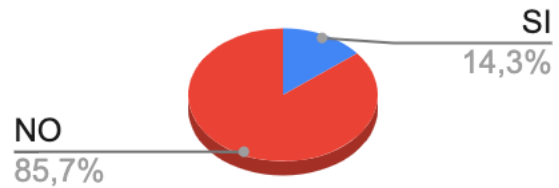
CANDIDATO POLITICO



VIDA PRIVADA



COVID

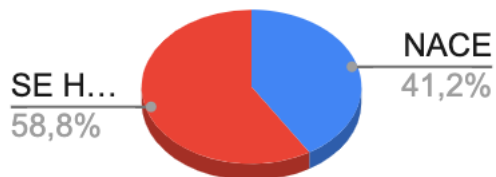


Baby boomers:

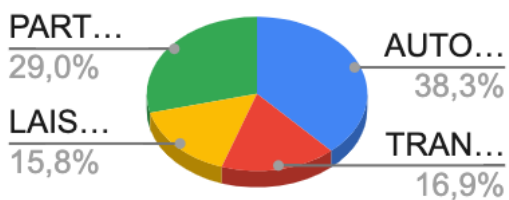
GENERO



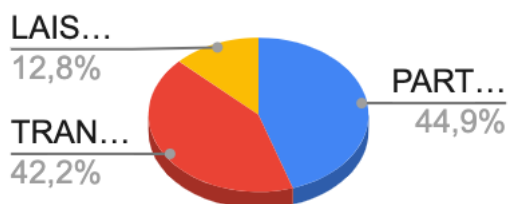
LIDER



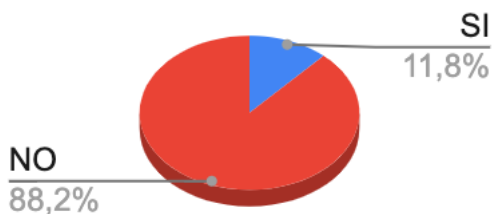
LIDERAZGO VIVI...



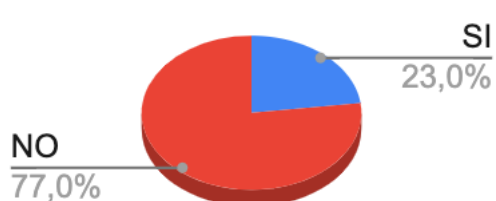
LIDERAZGO SOÑ...



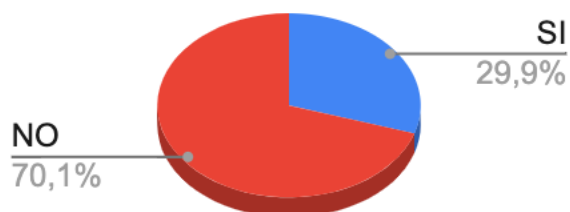
BELLEZA



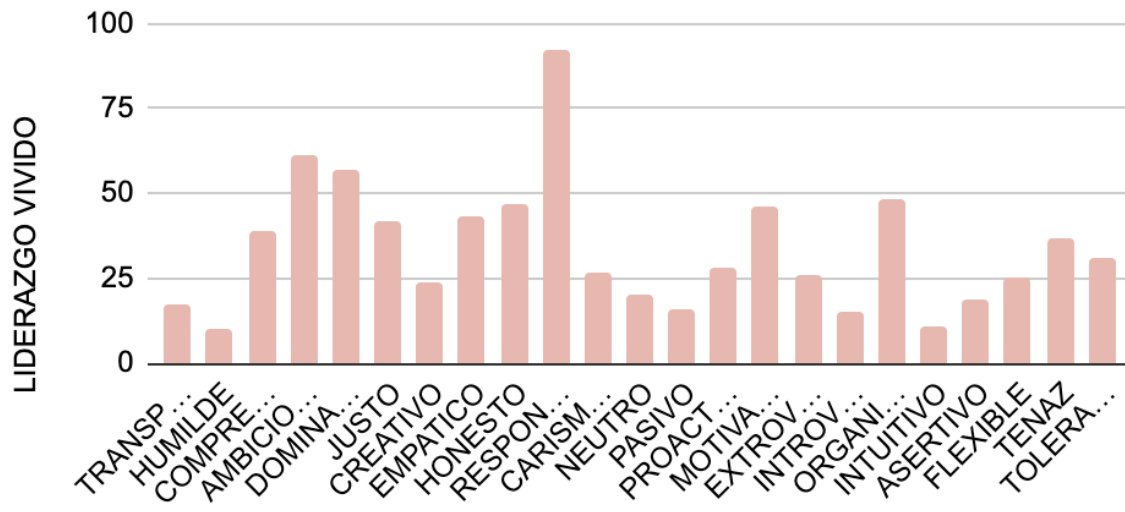
CANDIDATO PO...



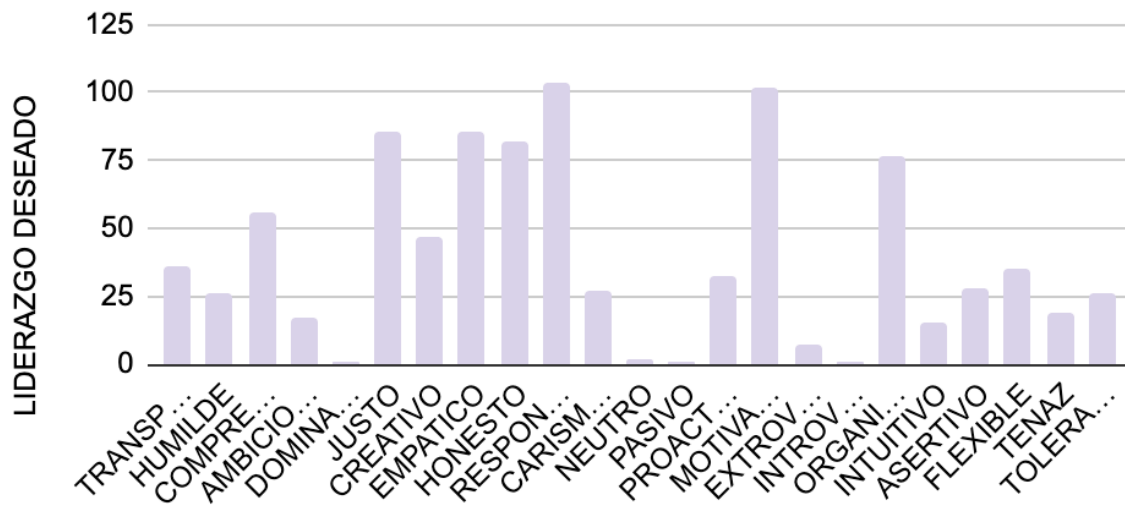
COVID



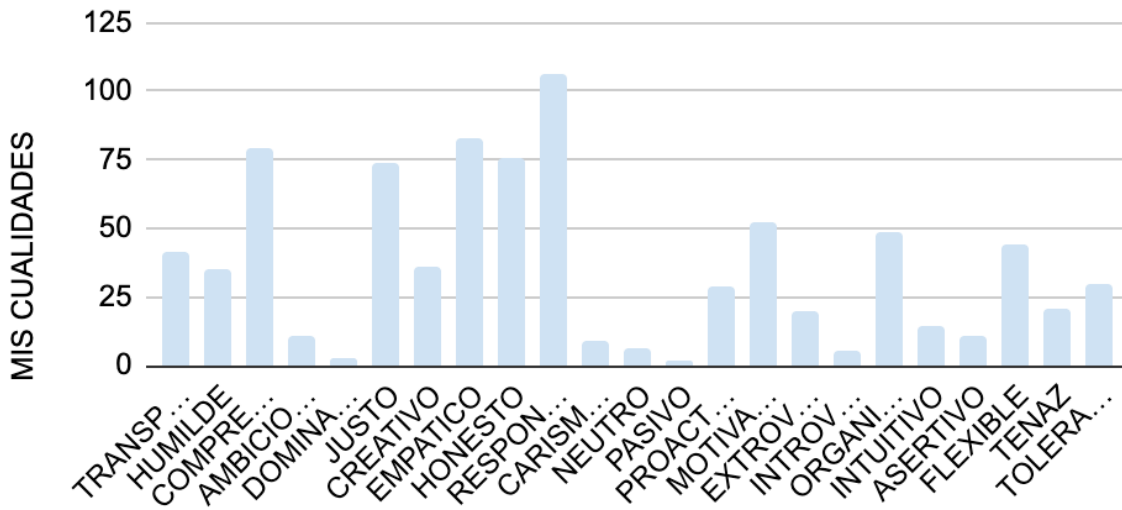
CUALIDADES VIVIDAS



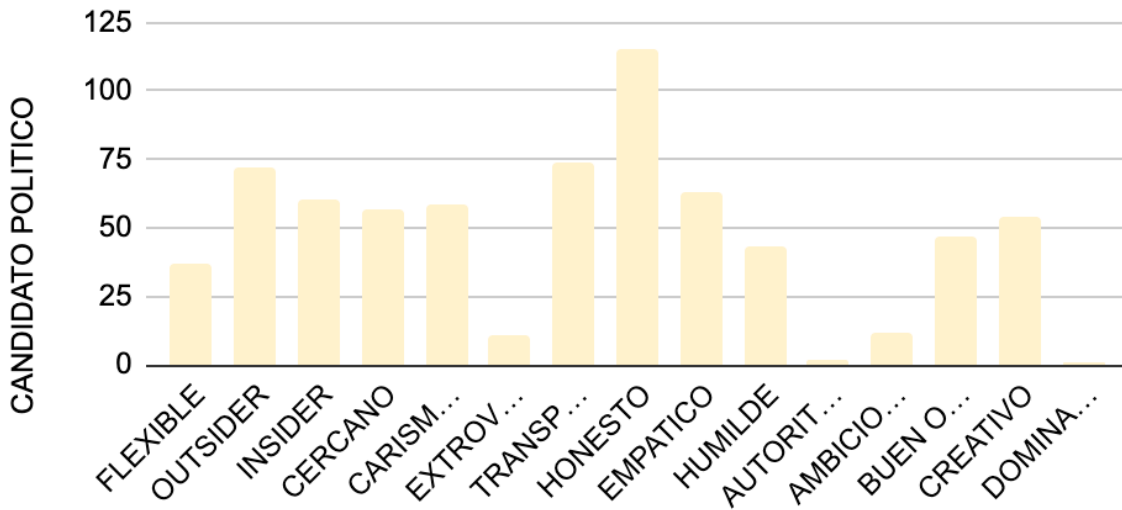
CUALIDADES DESEADAS



MIS CUALIDADES

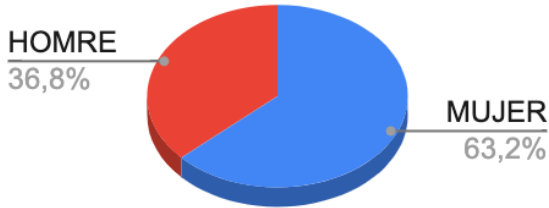


CANDIDATO POLITICO

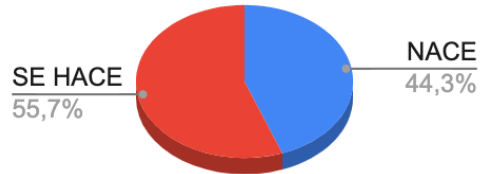


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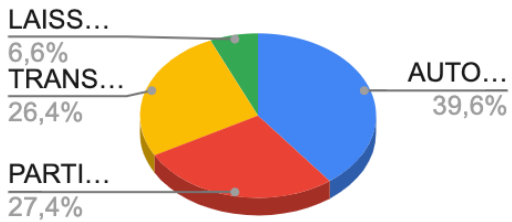
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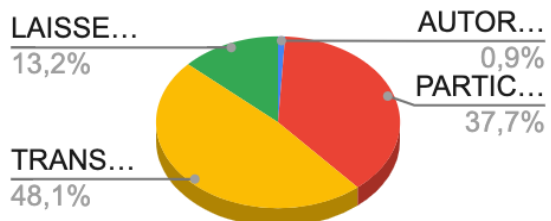
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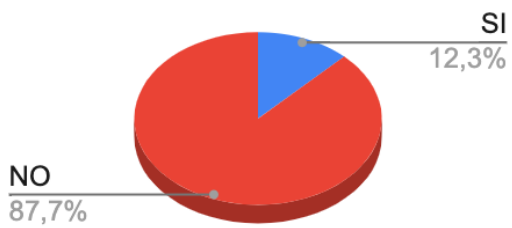
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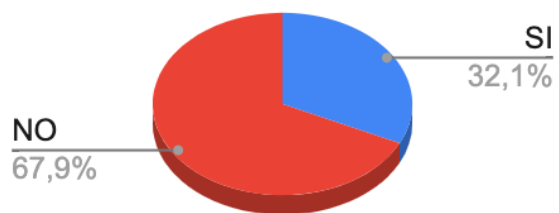
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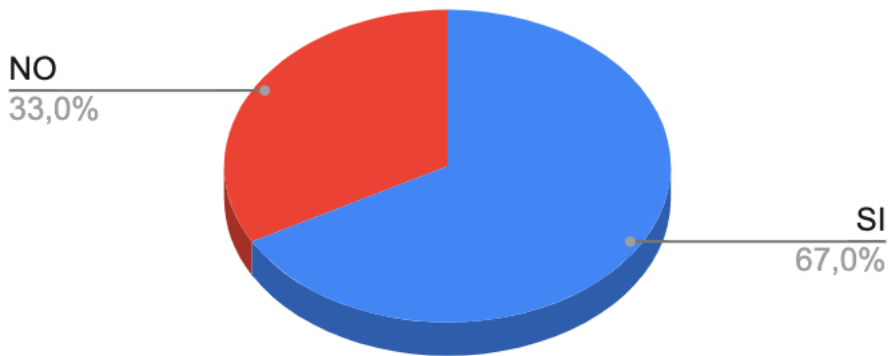
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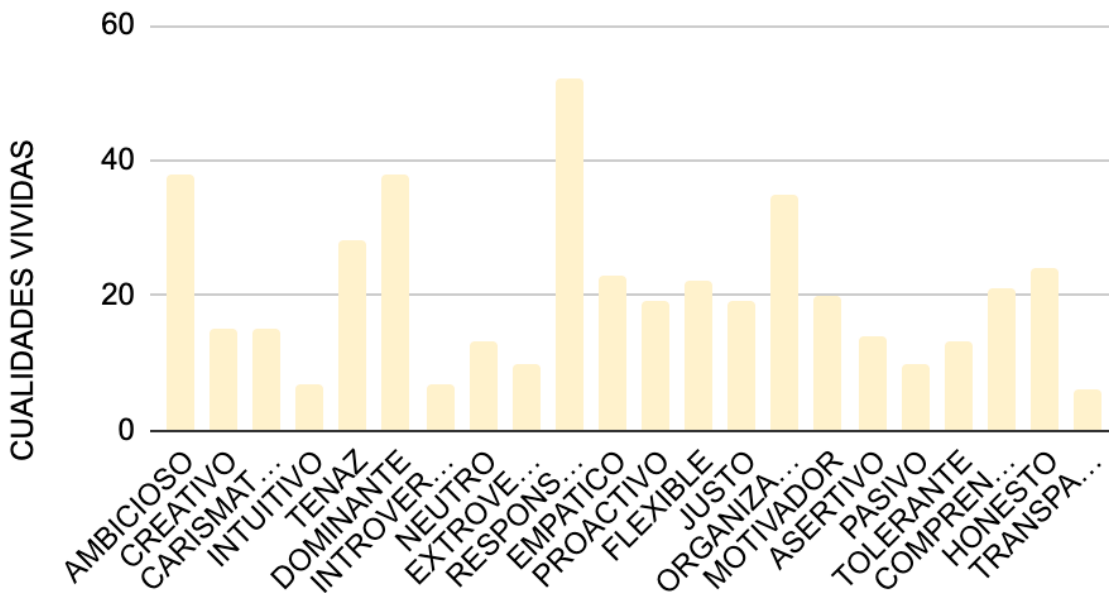
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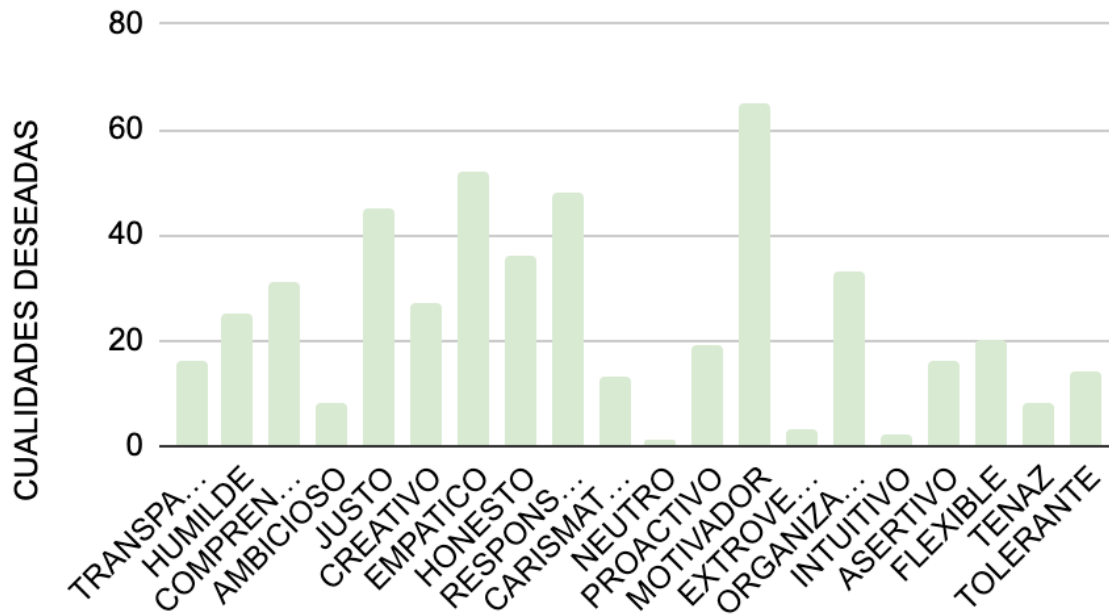
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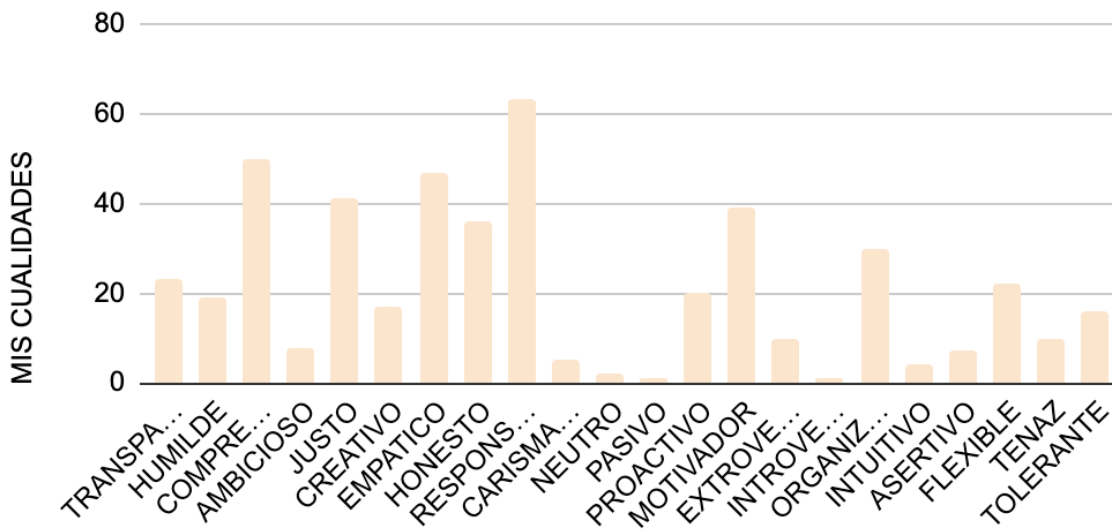
CUALIDADES VIVIDAS



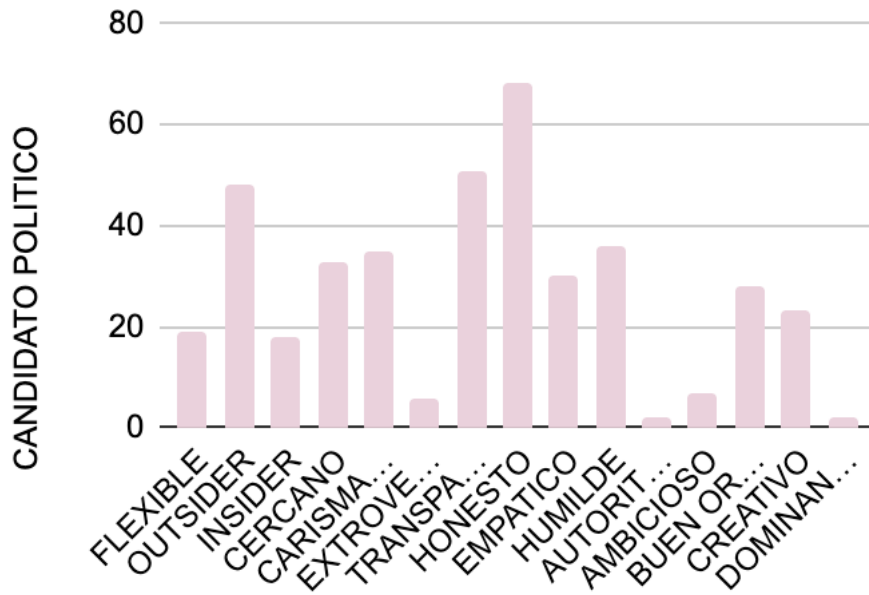
CUALIDADES DESEADAS



MIS CUALIDADES

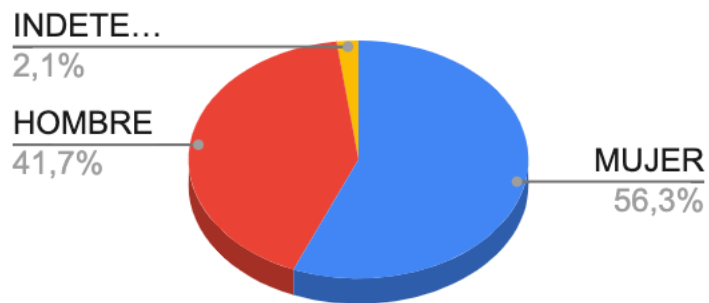


CANDIDATO POLITICO

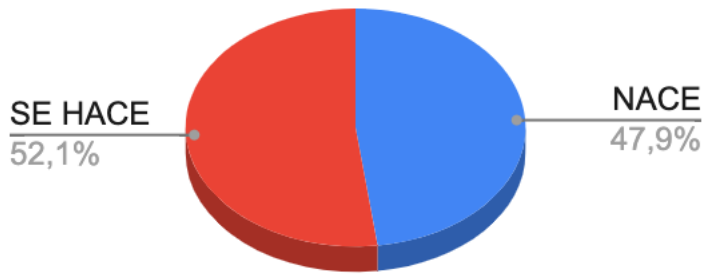


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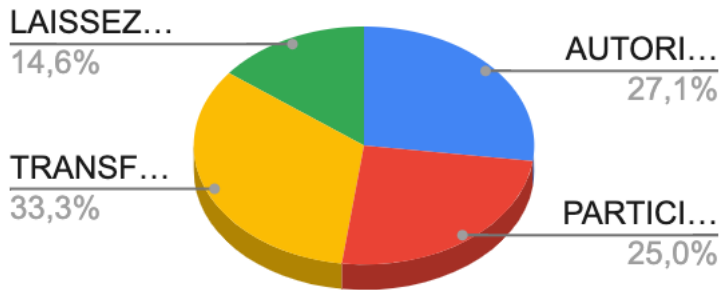
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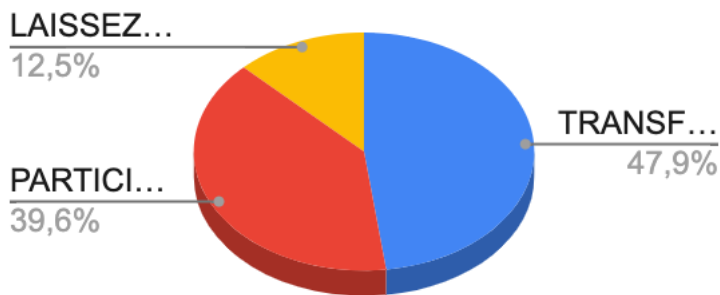
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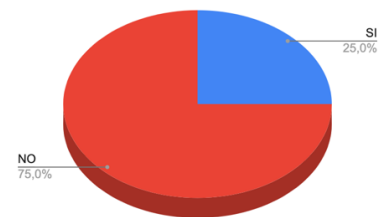
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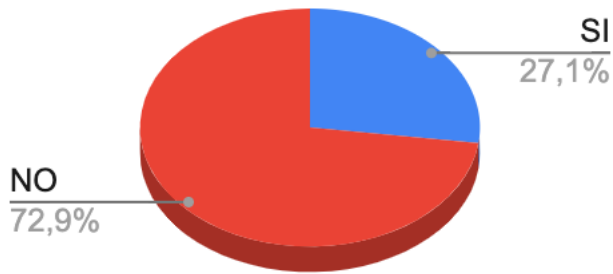
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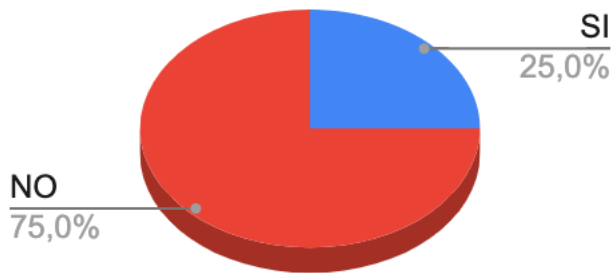
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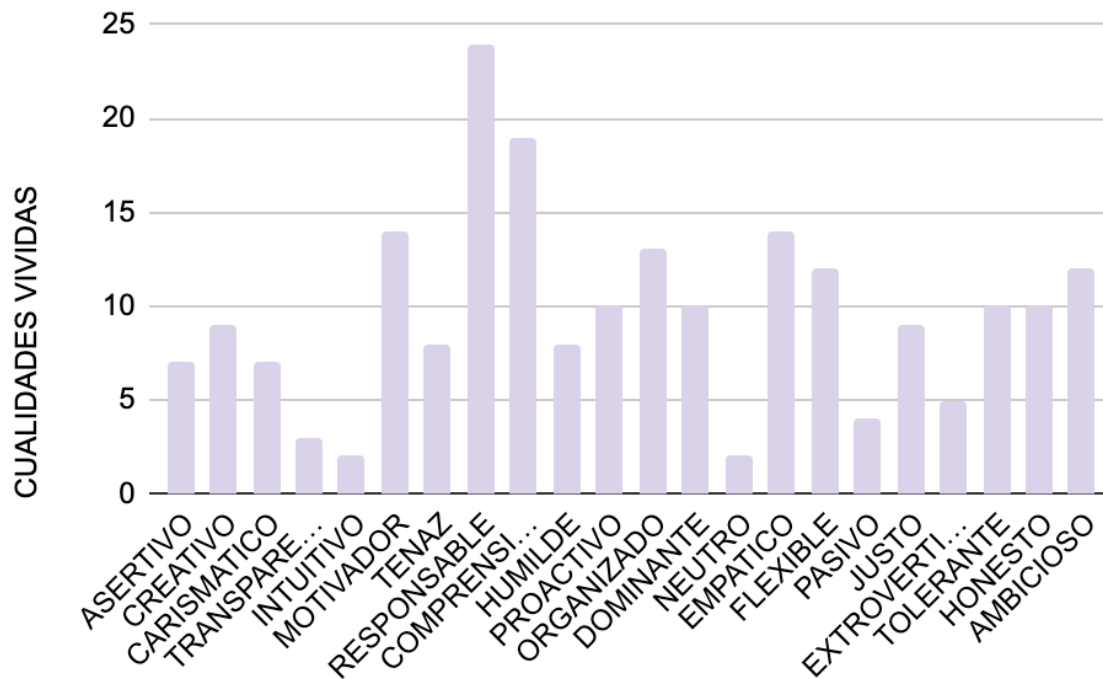
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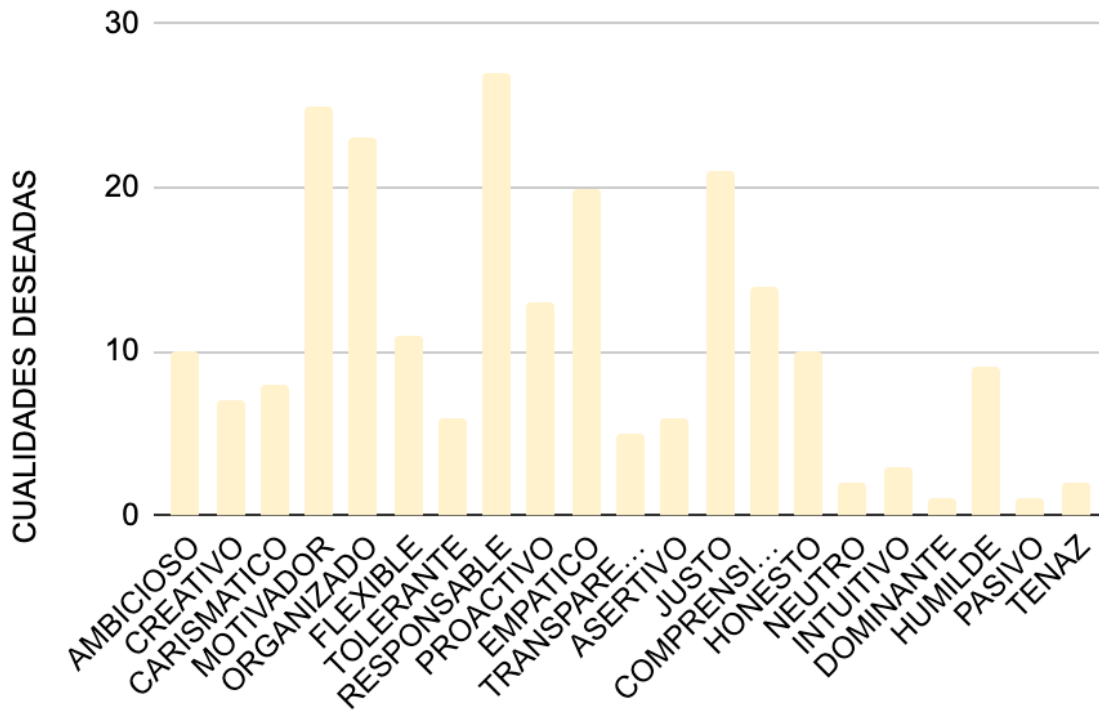
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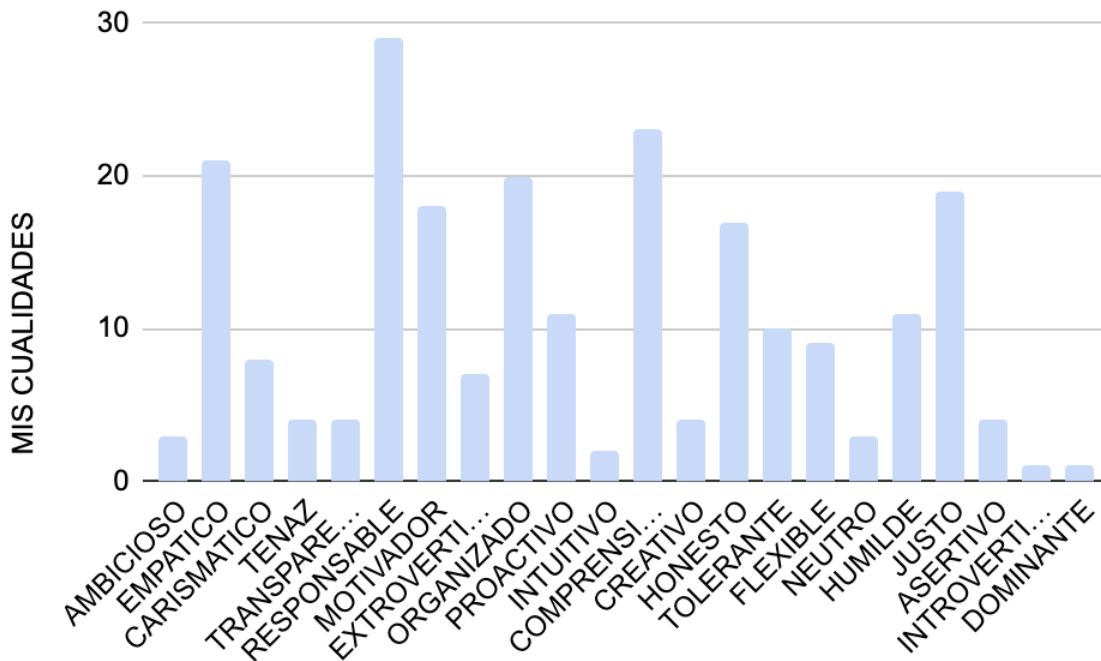
CUALIDADES VIVIDAS



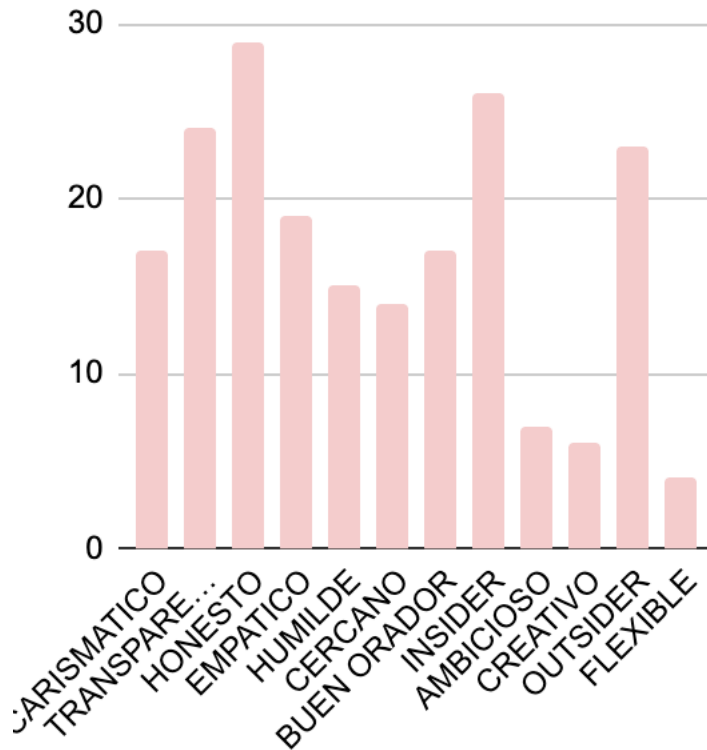
CUALIDADES DESEADAS



MIS CUALIDADES

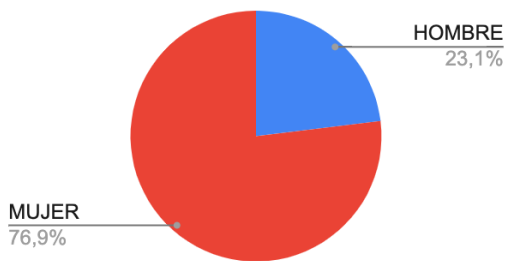


CANDIDATO POLITICO

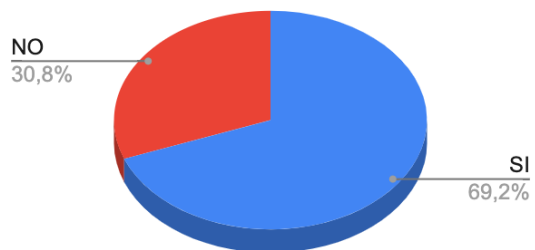


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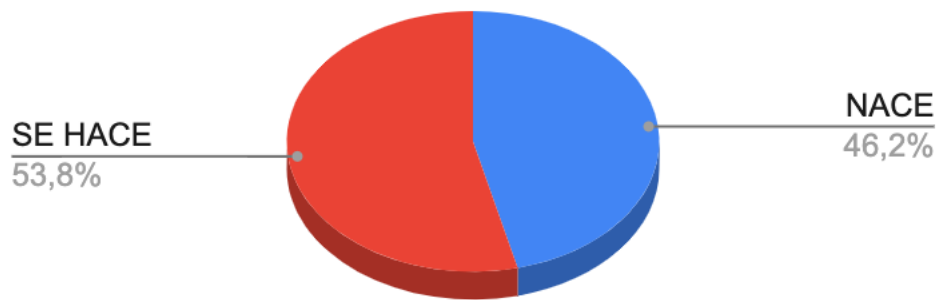
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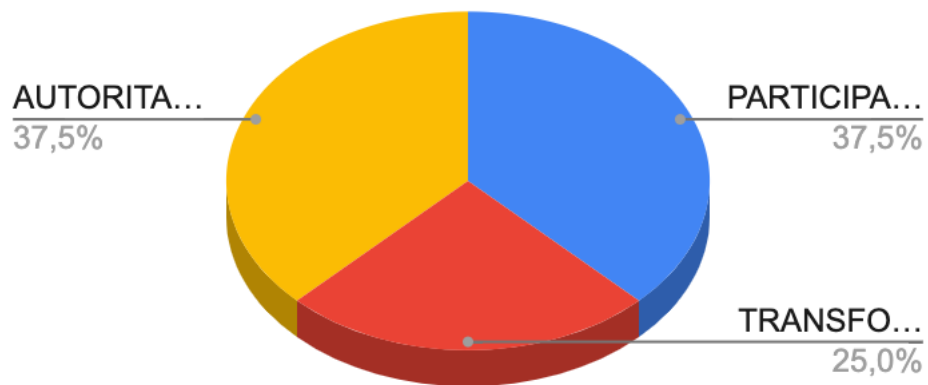
EXPERIENCIA PROFESIONAL



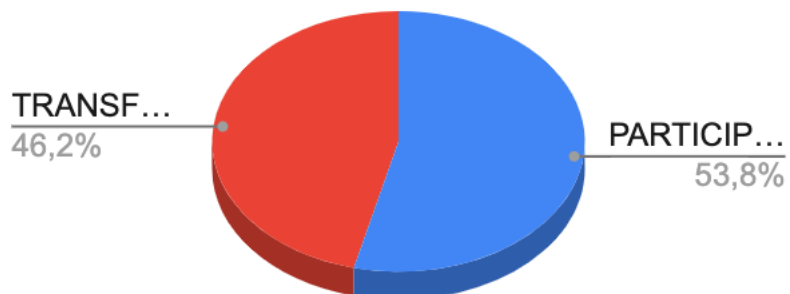
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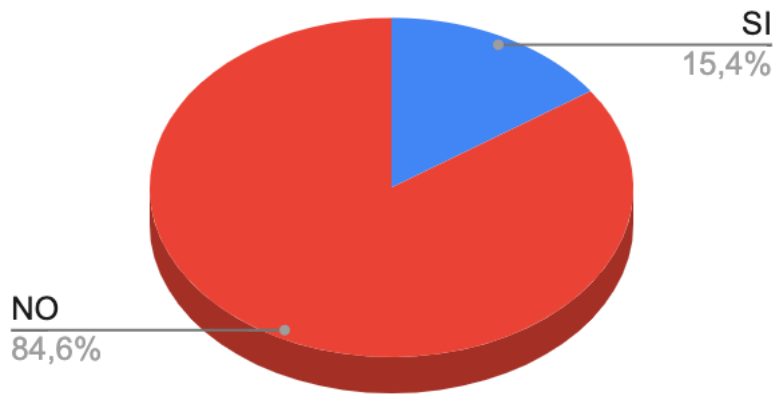
LIDERAZGO VIVIDO



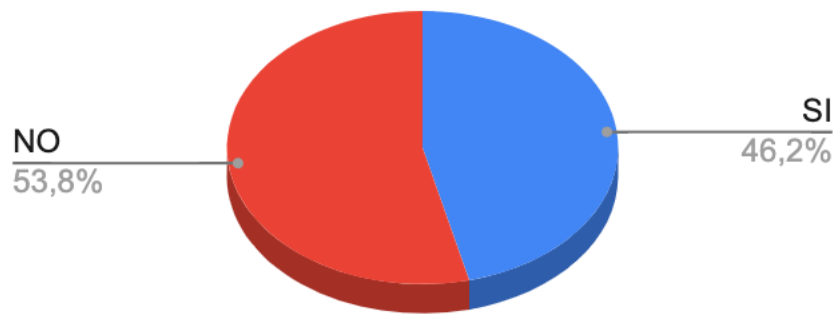
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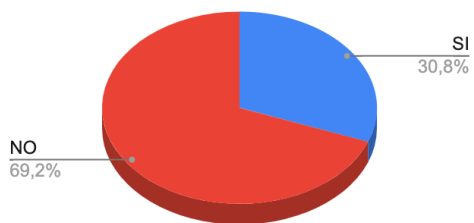
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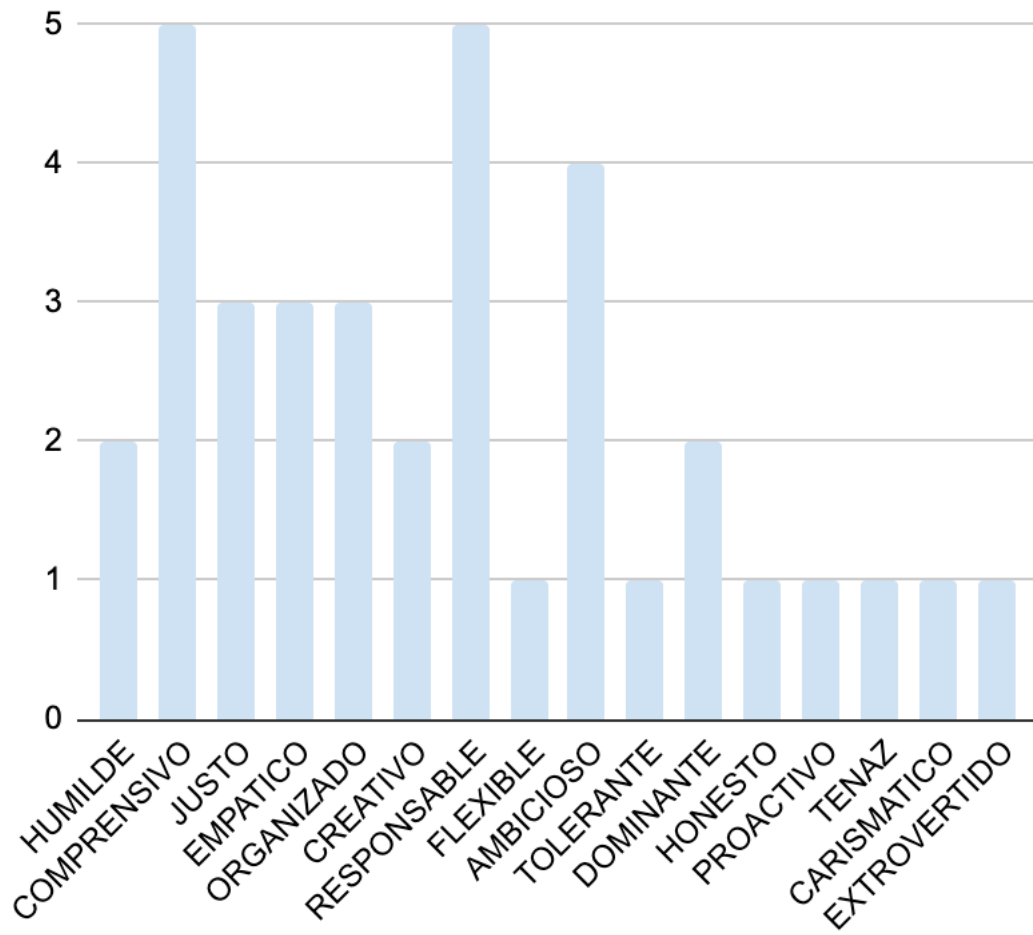
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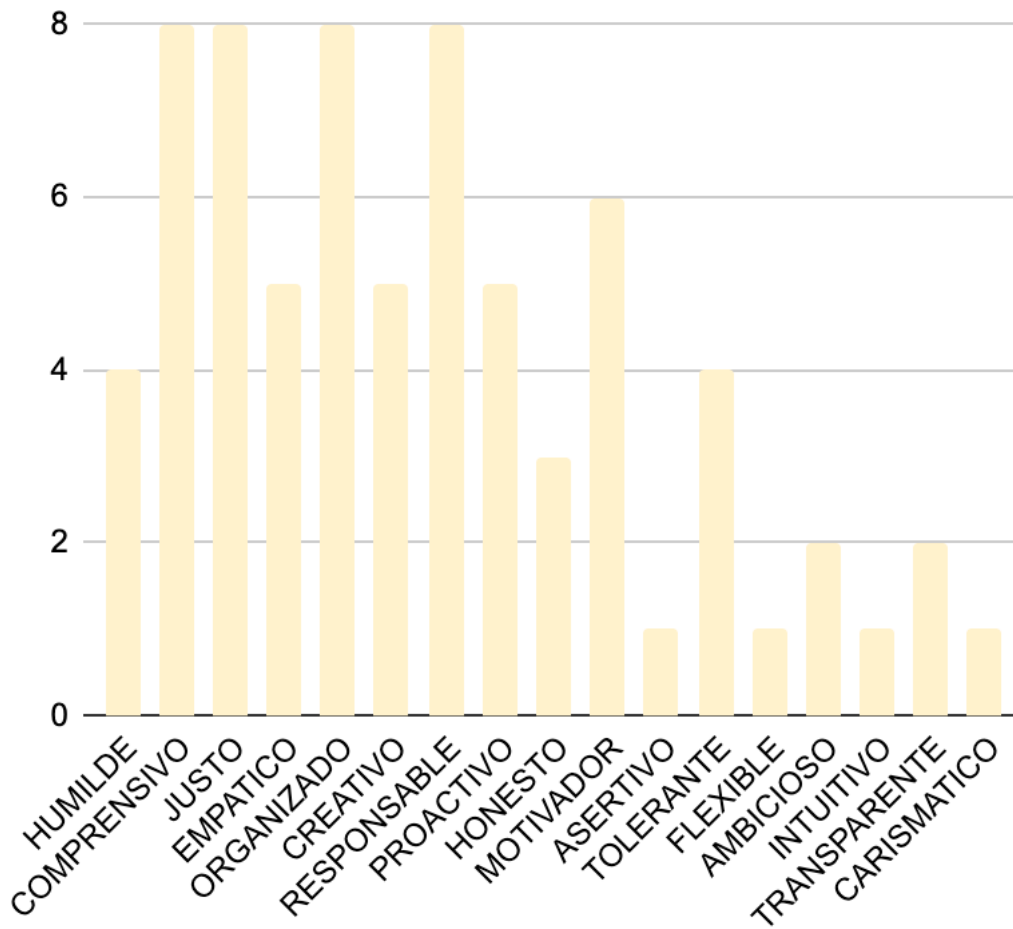
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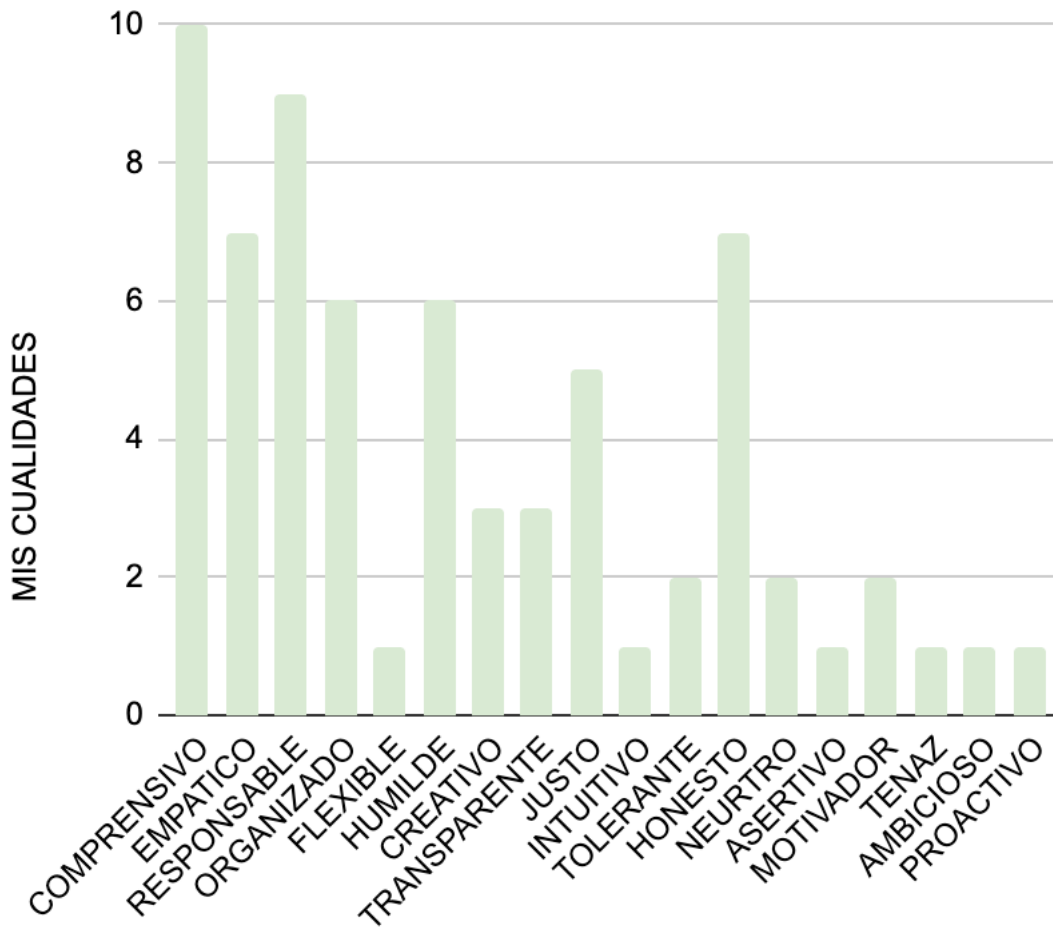
CUALIDADES VIVIDAS



CUALIDADES DESEADAS



MIS CUALIDADES



CANDIDATO POLITICO

