

Analysis of Political Leadership using the Questionnaire Method:

From the Viewpoint of the Egogram Approach

石井 貫太郎
Kantaro ISHII

Abstract

The purpose of this thesis is to apply the Egogram Approach technique, as developed in the study of Social Psychology, as a method of approaching the problem “What traits are suitable for a political leader?” This thesis applies the Egogram Approach as an example of this technique by focusing on political leaders. Other leaders, such as bureaucrats and business administrators are not the object of this discussion.

Key Words : Leadership, Political Leadership, Egogram, Questionnaire Method

キーワード : リーダーシップ、政治的リーダーシップ、エゴグラム、質問紙法

【Address of Thanks】

I wish to dedicate my gratitude to Mr. Steven Brooks who proofread English of this thesis for me. And I want to express my gratitude to Professor Marvin Smith and Professor Micah Box who introduced him for me.

1. Whereabouts of the Problem

The purpose of this thesis is to apply the Egogram Approach technique, as developed in the study of social psychology, as a method of approaching the problem “What traits are suitable for a political leader?”

Recently, the voices calling for the appearance of political leaders who can be trusted have become ever more clamorous among political society in our country. When great fluctuations occur in society, past history shows us that “Leader Expectation Theory” is one of the typical of the type of phenomena that will occur without fail. It is the so-called “savior wish”: the tendency for people to want to leave responsibility to a leader of a superior ability,

especially in democratic societies facing many difficult problems. In addition, this tendency can also be observed in economic and corporate organizations. Thus, this leadership theory has gained prominence within governments, bureaucrat offices, enterprises, schools, hospitals, and NGOs in modern Japanese society. Research of this kind has been chiefly developed in fields of business administration, psychology, and sociology, etc ¹⁾.

However, it was political science and historical science that played the key roles in originally discussing this concept of leadership, due to the fact that this concept of leadership concerns the activity of people involved in the management of the nation. Study results, in which the trait and the behavior of political leaders of nations such as Plato in ancient times, Machiavelli in the middle ages, and Weber in the modern age are discussed. Subsequently, the progress of political democratization and economic development has caused the trait theory that studied “Great Man” in history and “Superman” to be marginalized, and scholars of business administration and psychologists to form the behavioral science theory by which everyone is able to become a leader by their own effort.

However, inquiries which only pay attention to a political leader’s “behavior” are limited. A viewpoint that analyzes “trait” is also necessary here. This thesis applies the Egogram Approach as an example of this technique by focusing on political leaders. Other leaders, such as bureaucrats and business administrators are not the object of this discussion.

2. An Analytical Framework

Leadership research of the past has evolved to the point where it now generally divides into the following two categories: Firstly there is the trait theory of leadership, and secondly there is the behavioral theory of leadership. The latter can be divided into the typology of the leader’s behavior, and the situation theory of leadership.

(1) Trends of Previous Work on the Study of Leadership

Trait Theory of Leadership

The trait theory of leadership is research that assesses what kind of human nature is necessary for a leader ²⁾. It is research that considers the character and the historical backgrounds of emperors, politicians, and entrepreneurs in history, and is also called “Great Man Theory”. This research explores the common features of able leaders such as their social background, internal elements, and physical characteristics. For instance, observed shared features of able leaders include seniority, tallness, good figure, high level of academic background, coming from a high position in a hierarchy, highly intelligent, and highly

sociable.

However, such characteristics are not consistently seen in all able leaders. Moreover, even when leaders possess such characteristics, it does not necessarily follow that the organization will be successful. For these reasons this discussion has been criticized, and a new discussion which considers trait as more important than behavior in leadership has arisen.

Behavioral Theory of Leadership

There are two kinds of behavior theories of leadership³⁾. First of all, typology stands on the assumption that leadership is a leader's behavioral pattern. This research classifies leaders' behavior into various categories, and discusses what influence they have over the constituent members of the organization.

However, aspects such as the character and the scale of the organization or society where each type of leadership was applied were lacking in this discussion. Organizations and societies have their own respective character. Moreover, a certain specific organization and society undergo a change in personality with the passage of time. Therefore, the situation theory, which considers the aspect of where the leadership was applied, appeared. The situation theory assesses a leader's effective behavior condition, and less effective behavior condition. Especially, there has been a lot of research that discusses the types of constituent members of organizations that the leader leads.

Thus, the main current of leadership research shifted from the trait theory to the behavior theory.

(2) Necessity of Political Psychology Approach of Trait Research

There is, however, a very strong relationship between a leader's human nature and leadership, because it is not a leader but the people that decide whether to follow a certain political leadership. Especially, a political leader's power system is an official system of the nation, and a position that has formal power. Therefore, there is a strong tendency for a leader's human nature to be reflected in policy.

The research of political leadership should value both leader's behavior and trait for the above-mentioned reasons. In this thesis, the so-called Egogram Approach is applied as a tool for analyzing a leader's trait.

3. Leadership Research and the Egogram

First of all, Transactional Analysis is the basic discussion of the Egogram Approach. Secondly, TEG is the latest discussion in this area of research.

(1) Outline of the Egogram

What is Transactional Analysis?

Transactional Analysis was first developed by Canadian Eric Berne. In his early career he followed his father in becoming a surgeon until his interests changed to the field of psychoanalysis, and he became an apprentice of Paul Federn in the United States; in addition, further guidance was received from Eric Erickson in California. His original personality theory and treatment method were developed in the 1950's and a basic concept of the Transactional Analysis was formed⁴⁾.

The first key to understanding Transactional Analysis is the "Structural Model in the State of the Ego". It is a concept comprising man's pattern of ideas, feelings, and behavior, classified into: "P: Parents", "A: Adult", "C: Child".

For instance, when a man guides a child or his subordinate, his actions may resemble that of his parents. This is said to be in parents' state of the ego. In the same way, when attempting to solve a problem by using his own knowledge and physical strength without borrowing others' power, it is said that it is in adult's state of the ego. Moreover, it is said that he exists in child's state of the ego when he is spending time with his old companions in an alumni association. The state of the ego changes according to the situation, and each state follows a certain chain, forming a settled character.

The second key to understanding Transactional Analysis is "Functional Model in the State of the Ego." This is a concept of analyzing how states of the ego function based on the "Structural Model." P and C divide into two sections, with A being one form in a functional model. First of all, P divides into "CP: Critical Parents" and "NP: Nurturing Parents", and C divides into "FC: Free Child" and "AC: Adapted Child".

If a general feature of such an ego is viewed from the viewpoint of political leader's traits, the following can be observed:

CP: A person who scores highly in this category is responsible, severe, critical, and a perfectionist. Therefore, a leader with a high CP value becomes a leader who can show strong leadership. However, this leader may easily become a leader who doesn't consider the voices of others. A person who has a low CP value becomes an amiable leader. Therefore, in

order to prevent the possibility of a dictatorship, politicians with a high CP value should be observed carefully. Moreover, politicians who have a low CP value should be minded that they retain a sense of responsibility.

NP: A person who scores highly in this category is considerate, obliging, and sympathetic to others. Therefore, a leader with a high NP value is popular with others, and is seen as a friendly leader. However, service to others becomes a stress and can easily lead to health problems. Moreover, a person with a low NP value is not interested in others, and easily becomes a closed leader. Therefore, leaders with a high NP value should be observed carefully in order that realistic reasoning is not lost. Moreover, politicians with a low NP value should be strongly warned to keep their ear to the ground at all times.

A: A person who scores highly in this category is a man who acts realistically, calmly, efficiently, and values objectivity. Therefore, a leader with a high A value becomes a leader who is neutral, reasonable, and can behave rationally and make rational judgments. However, because of a lack of humor, he may be unpopular. Moreover, a person with a low A value becomes a leader who is easily controlled by their feelings. Therefore, people should closely observe politicians with a high A value in order that he becomes a politician who has the respect of the people. Moreover, politicians with a low A value should be monitored in order that are able to become a politician capable of rational activity.

FC: A person who scores highly in this category is free, cheerful, creative, and an active person. Therefore, a leader with a high FC value is vigorous, and becomes a positive leader who has creativity and curiosity. However, he may be lacking in control of his actions and may easily become a leader who lacks consideration for others. Moreover, the person with a low FC value becomes a leader who has a dark image. Therefore, politicians with a high FC value should be observed carefully so that they do not leave others far behind. Moreover, politicians with a low FC value should be strongly requested that they positively reform the society.

AC: A person who scores highly in this category gives priority to others. Therefore, a leader with a high AC value becomes easily dependent on others, and becomes a leader who lacks belief and is easily influenced. Even though he may have the cooperation of others, he becomes a leader who lacks subjectivity, and is always worrying about the result of an election. Moreover, a leader with a low AC value becomes a leader who is nonconformist, and

lacking in flexibility; however, it is possible that this leader could come to possess greater subjectivity. Therefore, politicians with a high AC value should be observed carefully so that they should not become weak-kneed. Moreover, politicians with a low AC value should be strongly warned not to become selfish.

Further to the above, the following key concepts are important to understanding Transactional Analysis: “Exchange Pattern”, “Psychology Game”, “Life Scenario”, “Stroke”, “Structure of Time”, and “Standpoint of the Life”, etc. However, explanations of these are omitted here in order not to be distracted from purpose of this thesis.

What is the Egogram?

J. M. Dusay, who was Berne’s apprentice, designed the Egogram Approach to express the state of the ego quantitatively via the TA group treatment⁵⁾. This method carries out a self-diagnosis of the testee first of all, and then presents the state of the ego that comes out intuitively and most frequently in the form of a bar chart. Next, the state of the ego that comes out the least frequently is written. Other states of the ego are written based on the following:

(Example)

CP : _____

NP : _____

A : _____

FC : _____

AC : _____

Questionnaire Method

However, the Egogram Approach of Dusay is based on intuition. Therefore, it had to be assumed to be an objective index, so a method to assess the total of the answers by the questionnaire and the quantitative expression was designed: This is the questionnaire method of the Egogram Approach. After Prof. Sugita and Prof. Iwai in Japan, and Robert Heyer in the United States, presented their pioneering achievements, a great number of Egogram approaches came to be developed.

Especially, TEG became established as the technique expected to produce the the most effective results after three revisions in 2006, 1993, and 1984⁶⁾. Originally the aim of this method was to create a smooth communication between members in social organizations⁷⁾.

(2) Application of the Egogram

In order to apply the technique of the Egogram Approach as a technique for evaluating a political leader, TEG can be used. An especially important point is that the voter answers and the candidate is graded. The reversal of such a subject and the object is one of the serious problems of the validity of this model.

Check list concerning CP

- This candidate seems to be unable to understand his rivals.
- This candidate seems to always do what he says he will do.
- This candidate seems to have very high standards.
- This candidate never seems to change his mind.
- This candidate seems to have a sense of responsibility
- This candidate frequently orders people about.
- This candidate always seems to be able to see the problems in society.
- This candidate seems to be able to say what needs to be said.
- This candidate always seems to be comfortable taking leadership.
- This candidate always seems to have a sense of ambition.

Check matter concerning NP

- This candidate seems to be generous.
- This candidate seems to be broad-minded.
- This candidate seems to understand others' feelings.
- This candidate seems to take care of others.
- This candidate's way of talking seems to make others relieved.
- This candidate seems to be pleased to help others.
- This candidate seems to act kindly.
- This candidate seems to give a generous word to others.
- This candidate's correspondence seems to be kind to others.
- This candidate seems to be helpful to others.

Check matter concerning A

- This candidate always needs to know the reasons for an opinion.
- This candidate seems to think that there are always a cause and a result of things.
- This candidate seems to be argumentative.
- This candidate seems to like discussion.

This candidate seems to gather all available information before acting.

This candidate seems to be able to explain things in one word.

This candidate seems to need confirmation.

This candidate seems to need to make a prediction before acting.

This candidate seems to be logical.

This candidate seems to think by setting up a methodology.

Check matter concerning FC

This candidate seems to have a sense of humor.

This candidate always seems to be looking for enjoyment.

This candidate seems to like new challenges.

This candidate seems to be able to behave without any inhibitions.

This candidate seems to be sociable.

This candidate seems to be good at making others laugh.

This candidate always seems to be able to enjoy the place.

This candidate seems to enjoy being with a lot of people.

This candidate's character seems to be cheerful.

This candidate seems to laugh often.

Check matter concerning AC

That candidate seems frequently to be influenced by others' opinions.

This candidate seems to worry about others' evaluations.

This candidate seems to be frequently influenced by the watching glare of others.

This candidate frequently seems to change his mind.

This candidate frequently seems to be ordered about by others.

This candidate seems to be easily swayed by others.

This candidate seems to worry about others' complexions.

This candidate seems to frequently worry about what others say.

This candidate seems to be indecisive.

This candidate seems not to be good at making decisions.

Problems of the Egogram Analysis

It is now important to ask what problems there are in applying the Egogram Approach when researching political leader's traits. The following three problems are identified here:

First of all, the following two preconditions are necessary to achieve an effective result

with the Egogram Approach, especially when using the technique of the questionnaire method. First, the respondent himself, who is the testee, must have an accurate understanding of his own behaviour. Second, the respondent must honestly answers the questions.

Secondly, the Egogram Approach is originally a technique for the analysis of one's own character, with the result used to construct smooth communication within a society. Therefore, the essence is in the self-evaluation. However, it is different when the object of the analysis is a political leader and not an apolitical leader such as within bureaucratic organizations and enterprises. This person is an official leader who has formal political power. Therefore, effort to evaluate his capability is a life and death obligation for the people, and is one of the major problems facing the nation. Therefore, such "Common Welfare" is to be able to limit an individual leader's "Fundamental Human Rights".

Thirdly, the object of the analysis of the Egogram Approach is originally the testee himself. It is a technique of self-evaluation, not a technique of evaluation by others. Therefore, the reliability as to the effects of this analysis technique, as presented in this text, will be doubted. However, the answers of the person who is being tested are not necessarily the essential truth. Especially, there is the possibility that the person in question doesn't answer honestly when a politician is the testee if he has the desire to project himself in a greater light.

Moreover, each question set by the questionnaire method of the Egogram Approach is a sentence to draw out self-evaluation. However, it is possible to convert these questions into sentences making the evaluations of others also possible to be ascertained. Therefore, because there are "Few Large Numbers" in statistics, this approach is only suitable if there are a sufficient number of evaluators.

As mentioned above, the model of the Egogram Approach presented in this text becomes a reference for voter's voting behavior. Moreover, it becomes a reference for politicians running for office. In addition, it becomes a reference for incumbent politicians to study other politicians. Moreover, as it is possible to know the person in question's character, merits, and weak points, it also becomes an important reference for self-reform.

4. Conclusion

- (1) It is necessary to integrate the behavior theory and the trait theory in the research of political leadership.
- (2) This text applied the Egogram Approach, a technique devised in social psychology, in order

to consider suitable traits for a political leader.

- (3) The model of this thesis is that the subject and the object are reversed, and that discussions of this nature in the future should be made more refined.
- (4) A political leader is a public servant elected in an official election, and is different from other leaders. Therefore, the analysis from such an object aspect is necessary and indispensable.
- (5) The model of this thesis facilitates the change from "Voting behavior based on feelings" into "Voting behavior based on reason" in societies of mass democracy.

[Notes]

- (1) Blondel (1987), Elcock (2001) and Paige (1977) for achievements of the political leadership theory.
- (2) Simonton (1987) is a typical achievement of the trait theory.
- (3) Misumi (1985) is a typical achievement of the behavior theory.
- (4) Berne (1964), Stewart and Jones (1987) for an explanation of transactional analysis.
- (5) Dusay (1977) for an explanation of the Egogram Approach, and Goulding and Goulding (1979) for an application of the Egogram Approach, and Heyer (1979), Heyer (1987) concerning the questionnaire method. Recently, the Big Five Theory by Professor Daniel Nettle has been a very interesting achievement (Nettle (2007)), giving important suggestions for our study, as the number of questions is very small and clear in its method, necessary as promptness is requested when voters evaluate candidates. And Professor Barbara Kellerman giving important suggestions from Political Science (Kellerman (2010), (1986), (1983)).
- (6) TEG = Tokyo University Egogram (Japanese Version).
- (7) The following descriptions are based on TEG = Tokyo University Egogram.

[References]

- Berne, E., *Games People Play*, Grove Press, 1964.
- Blondel, J., *Political Leadership: Towards a General Analysis*, Sage Publishers, 1987.
- Dusay, J.M., *EGOGRAMS: How I See You and You See Me?*, Harper and Row Publishers, 1977
- Elcock, H. J., *Political Leadership: New Horizon in Public Policy*, Edward Elgar Publishers, 2001.
- Elgie, R., *Political Leadership in Liberal Democracies*, Palgrave Macmillan, 1995.
- Goulding, M. M. and R. L. Goulding, *Changing Lives through Redecision Therapy*, Brunner / Manzanal Publishers, 1979.
- Heyer, N.R., Development of a Questionnaire to Measure Ego States with Some Applications to Social and Comparative Psychiatry, *TAJ*, No.9, pp.9–19, 1979.
- , Empirical Research on Ego State Theory, *TAJ*, No.11, pp.286–93, 1987.
- Kellerman, B., *Leadership: Essential Selections on Power, Authority and Influence*, McGraw-Hill, 2010.
- , *Political Leadership: A Source Book*, University of Pittsburg Press, 1986.
- , *Leadership: Multidisciplinary Perspectives*, Prentice-Hall, 1983.
- Misumi, J., *The Behavioral Science of Leadership: An Interdisciplinary Japanese Research*

- Program, University of Michigan Press, 1985.
- Mugahn, A. and S. C. Patterson, *Political Leadership in Democratic Society*, Wadsworth Publishers, 1992.
- Nettle, Daniel, *Personality: What Makes You the Way You Are*, Oxford University Press, 2007.
- Paige, G. D., *The Scientific Study of Political Leadership*, Free Press, 1977.
- Simonton, D. K., *Why Presidents Succeed: A Political Psychology of Leadership*, Yale University Press, 1987.
- Stewart, I., and V. Jones, *TA TODAY*, Life Space Publishing, 1987.