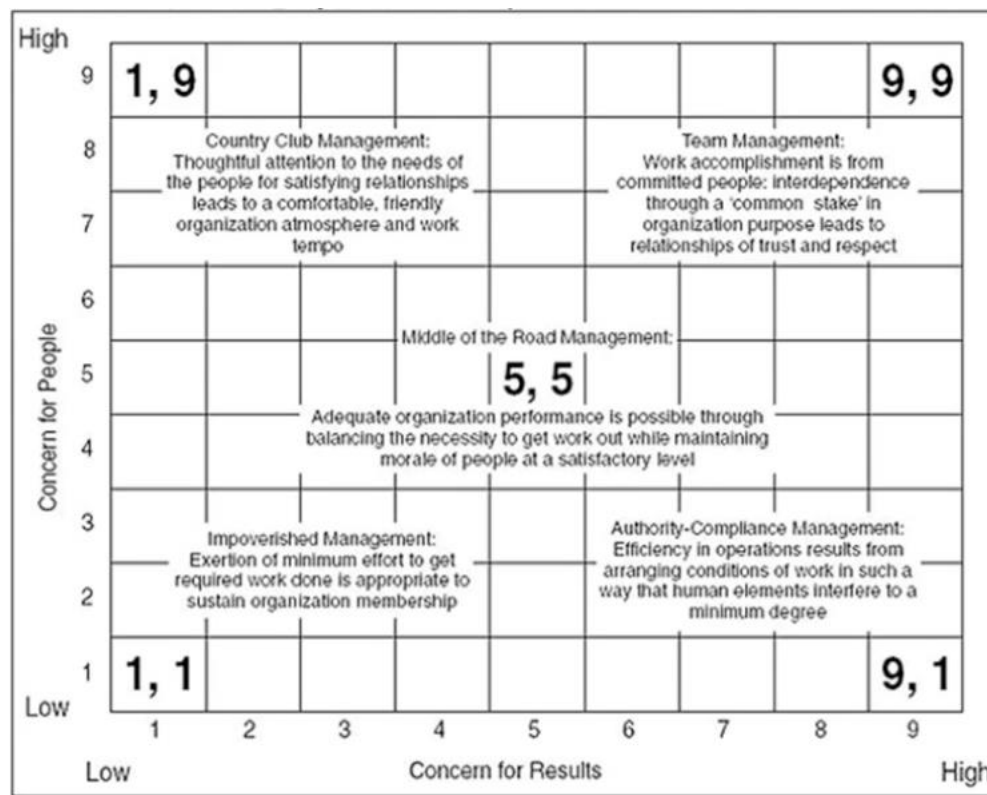


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A Behavioural Approach to Leadership Dr. Neal

- What are the habitual choices of a leader?
- What is it that the leader actually *does*?
- Assess Leader Behaviour along two crucial dimensions
 - Task (getting a job done)
 - Relationship (concern for people)
- Leadership Behaviour Grid (Blake and Mouton 1966)
 - 1,9 Country Club (high people concern but low task/goal concern) -Just friendly
 - 1,1 Impoverished Leadership (neither task nor relational)
 - 9,9 Team Management (high task-high people) - by meeting follower needs they do their best and by helping focus on task, meet potential
 - 9,1 Authority-Compliance (low people, high results) - don't consider people's needs
 - 5,5 Middle of the Road ('good enough' style leadership).



- Easy to understand. Easy classification
- Easy tool for self-evaluation
- Task and relationship categories validated by broad spectrum of research
- High relational concern leaders are always preferred by teams
- Criticisms
 - High-high leadership style not always ideal ex in crisis
 - No universal style of leadership is effective for all situations.