**TASK ORIENTATION**

1. TASK IS VERY IMPORTANT
2. PEOPLE INVOLVEMENT IS LOW
3. LEADER DEFINES ROLE OF FOLLOWERS & TELLS, WHAT, WHEN, HOW, WHERE
4. FOLLOWER SKILL/ ABILITY LEVEL AND/OR TIME AVAILABLE IS LOW

**RELATIONSHIP ORIENTATION**

1. TASK IS NOT AS IMPORTANT AS GETTING FOLLOWERS INVOLVED
2. LEADER = FACILITATOR
3. FOLLOWERS HAVE ABILITIES & KNOWLEDGE TO DO TASK
4. LEADER'S JOB IS TO HELP PEOPLE FUNCTION, NOT TO DO THE TASK

**LEADERSHIP GRID**

1,9
Country Club
Country Club Management

- Attention to the needs of people
- Satisfying relationships
- Comfortable, friendly atmosphere
- "Fun" work tempo

LEADERSHIP GRID

1, 9
Country Club

9, 9
Team

Team Management

- Commitment from people
- Interdependence thru "common stake"
- Relationships of trust and respect
Impoverished Management

- Leader exerts minimum efforts
- But does know what needs to be done to sustain the organization

LEADERSHIP GRID

- 1,9 Country Club
- 9,9 Team
- 1,1 Impoverished
- 9,1 Authority-Compliance
Authority-Compliance Management

- Arranges work conditions
- Wants human relations to not interfere with results
- Efficiency is key

LEADERSHIP GRID

1,9 Country Club
5,5 Middle of the Road
1,1 Impoverished
9,1 Authority-Compliance
9,9 Team

Middle of the Road Management

- Balances task and relationship
- Keeps morale at a satisfactory level
Leadership Grid

<table>
<thead>
<tr>
<th>People</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,1</td>
<td>9,1</td>
</tr>
<tr>
<td>Impoverished</td>
<td>Authority-compliance</td>
</tr>
<tr>
<td>Middle of the Road</td>
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<td>Team</td>
</tr>
<tr>
<td>5,5</td>
<td></td>
</tr>
</tbody>
</table>

VOTE

Who do you want as YOUR leader?
- Impoverished
- Authority-compliance
- Country-club
- Middle-of-the-road
- Team leader

Blake and Mouton's vote is:
- 9,9 team leaders !!!!!

In one experiment, 9,9 team leaders:
- Increased profits by 4 times
- Lowered absenteeism
- Raised employee satisfaction

BUT.....other researchers caution that in different situations, other styles may also be effective.