

book reviews

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Leadership *Leadership and Effective Management. Fred E. Fiedler and Martin M. Chemers. Glenview Illinois: Scott, Foresman and Company, 1974. 166 pp., illustrated paperback. \$5.95.*

The focus of this book is on the development and use of the contingency model of leadership. This is a rather complex theory stating that both task-motivated and relationship-motivated leaders perform well, but under different situations. Task-motivated leaders perform best in very favorable and unfavorable situations; relationship-motivated leaders perform best in moderately favorable situations.

The authors use considerable data from a wide variety of groups and organizations to validate what they call "one of the best leadership theories to date." An interesting aspect of the book is its new approaches to the training and management of personnel. The following ideas are supported by the authors' development of the contingency model:

1. Leaders with little training perform about as well as leaders with much training.
2. Training has different effects on relationship and task-motivated leaders.
3. A situation doesn't become more favorable with increasing experience unless the leader is intelligent enough to profit from his experience.
4. The relationship-motivated leader performs best at first, when he lacks experience, but over time his performance decreases in the absence of training or any other organizational intervention.
5. The task-motivated leader performs poorly at first, but his performance improves with experience.

Extension professionals will find this book to be very *thought-provoking*.

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