



3. Position power the formal authority possessed by the leader'

Based on the contingent results;

If the total LPC is less than 64 then the situation of leader is perceived as Task oriented, if it is more than 72 then the leader is perceived as Relation oriented leader.

The manager or leader can decide how to act in order to achieve the desired balance and best outcomes. (Fiedler, 1967)

| | | | |
|----|---------------|-----------------|-------------|
| 1 | Unfriendly | 1 2 3 4 5 6 7 8 | Friendly |
| 2 | Unpleasant | 1 2 3 4 5 6 7 8 | Pleasant |
| 3 | Rejecting | 1 2 3 4 5 6 7 8 | Accepting |
| 4 | Tense | 1 2 3 4 5 6 7 8 | Relaxed |
| 5 | Cold | 1 2 3 4 5 6 7 8 | Warm |
| 6 | Boring | 1 2 3 4 5 6 7 8 | Interesting |
| 7 | Backbiting | 1 2 3 4 5 6 7 8 | Loyal |
| 8 | Uncooperative | 1 2 3 4 5 6 7 8 | Cooperative |
| 9 | Hostile | 1 2 3 4 5 6 7 8 | Supportive |
| 10 | Guarded | 1 2 3 4 5 6 7 8 | Open |
| 11 | Insincere | 1 2 3 4 5 6 7 8 | Sincere |
| 12 | Unkind | 1 2 3 4 5 6 7 8 | Kind |
| 13 | Inconsiderate | 1 2 3 4 5 6 7 8 | Considerate |
| 14 | Untrustworthy | 1 2 3 4 5 6 7 8 | Trustworthy |
| 15 | Gloomy | 1 2 3 4 5 6 7 8 | Cheerful |
| 16 | Quarrelsome | 1 2 3 4 5 6 7 8 | Harmonious |

مستقبل
الوقت

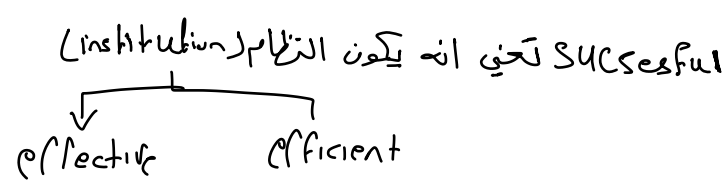
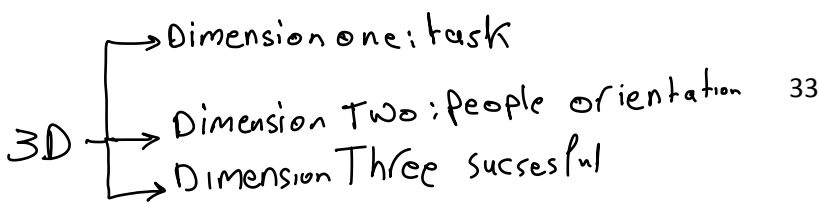
حاجته وقت 11

3.b.ii) 3-D Management style theory by Riddle and Situational leadership by Hersey and Blanchard, *الاعتناء بجبرها اهم وصحة*

Sharing the same concept with Fiedler, William James Reddin designed his models based on interaction between the 2 contingent variables of management style (task and relationship orientations).

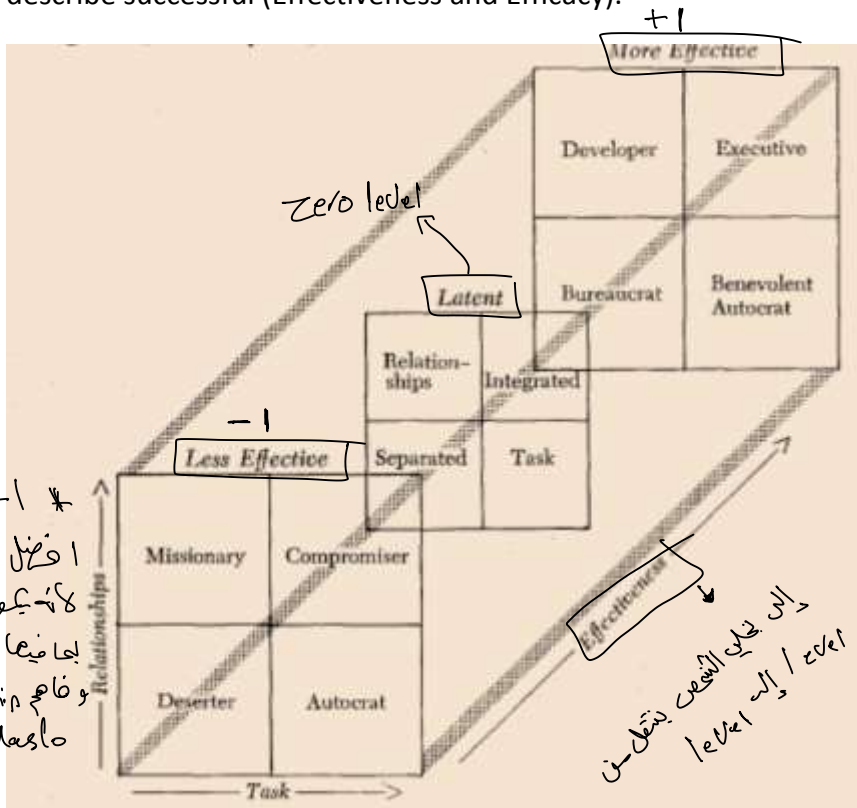
However, Reddin add a 3rd useful contingent variables which is the effectiveness. He describes more detailed results from interaction of these variables as well. (Reddin, 1967)

classical approach *تبع professional and deep المعنى task orientation*





For pharmacist managers who may apply such 3-d model orientation we suggest use the term successful instead of effective in describing each level, and we add the 2 scale to describe successful (Effectiveness and Efficacy).



3D theory
* - في
افضل من باقي Hierarchies
لا يكون فاهم بشئ Task
بما فيها Taylor و اخوانه
و فاهم Relationship بما فيها من
Maslow و اخوانه

الى تلك الشخص يتقل من
level الى level
Efficiency

| | | | |
|--|---------------|---|--|
| Efficiency صرفية Saving resource (الحفاظ على الموارد) | Efficient | Fruitless forfeit Prudent Martyr بما ظنوا على مهارتهم بدون تحقيق نتائج وما بهل تضاعف Die Slowly | Success leader Survive |
| | Not efficient | Fool Failure لا يحقق نتائج ولا يحافظ على الموارد Die Quickly | Wasteful achiever يحقق نتائج لكن بتضاعف Trophy غير غنية او صبور العواد Thrive |
| | | Not effective | Effective |
| | | Effectiveness صوتبة بال Results + achievement target | |

المنقول من

more effective & efficient ان يكون
* الى الثاني to train others
او انه يكون effective
+ efficiency
in other categories