**Observational Exercise**

Task and Relationship

Purpose

1. To understand how leadership includes both task and relationship behaviors

2. To contrast different leaders’ task and relationship behaviors

Directions

1. Over the next couple of days, observe the leadership styles of two different leaders (e.g., teacher, athletic coach, choir director, restaurant manager, work supervisor).

2. Record your observations of the styles of each person.

Leader #1 (name) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Task behaviors Relationship behaviors**

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Leader #2 (name) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Questions

1. What differences did you observe between the two leaders?

2. What did you observe about the leader who was most task oriented?

3. What did you observe about the leader who was most relationship oriented?

4. How effective do you think you would be in each of these leadership positions?

**5.4 Reflection and Action Worksheet**

Task and Relationship

Reflection

1. As you reflect on what has been discussed in this chapter and on your own leadership style, how would you describe your own style in relation to task and relationship orientations? What are your strengths and weaknesses?

2. What biases do you maintain regarding task style and relationship style? How do your biases affect your leadership?

3. One of the most difficult challenges leaders face is to integrate their task and relationship behaviors. Do you see this as a challenge in your own leadership? How do you integrate task and relationship behaviors?

Action

1. If you were to change in an effort to improve your leadership, what aspect of your style would you change?

Would you try to be more task oriented or more relationship oriented?

2. Identify three specific task or relationship changes you could carry out.

3. What barriers will you face as you try to make these changes?

4. Given that you believe this change will improve your overall leadership, what can you do (i.e., what strategies can you use) to overcome the barriers you cite in Action Item #3 above?