Contents

ix	List of Figures
хi	Preface
3	1 Introduction
10	Basic Considerations Underlying the Normative Model
32	3 A Normative Model of Leadership Styles
	4 Some Descriptive Studies of Participation
59	in Decision-Making
93	5 Leadership Behavior on Standardized Cases
123	6 A Multidimensional Measure of Leader Behavior
136	7 A Comparison of Normative with Actual Behavior
155	8 A Technology for Leadership Development
182	9 Revising the Normative Model
197	10 A Concluding Statement
213	Appendix 1 Instructions for Coding Problems
	Appendix 2 Rules Underlying the Model
218	for Both Individual and Group Problems
221	References
227	Author Index
229	Subject Index