



**Figure 13.9.** How the style of effective leadership varies with the situation. (Adapted from Fiedler, Fred E. "Engineer the Job to Fit the Manager." *Harvard Business Review* 51 [Sept/Oct 1965]: 118. Reprinted by permission of *Harvard Business Review*. Copyright 1974 by the Harvard Business School Publishing Corporation; all rights reserved.)

From *Managing Health Services Organizations and Systems* (6th ed., Longest & Darr). Health Professions Press, Inc. All rights reserved. Permission for figure/table access granted for course use only. Permission required for all other uses (see caption above).