

NTL, Management Training, and other group-education processes have for many years spoken of the task/maintenance or project/people balance. In continuing education for clergy I've noticed the grid model used extensively here, as providing measurement, which the balance model does not. Most recently, in THESIS cassette 7.4, side 2 [Jn. J. Scherer, "Approaches to Ministry"], which here I give only the briefest report on.

- 1:1, withdrawn from both people and action-risks
- 1:9 vertical, people-oriented, with all the perils and prides appertaining thereto; "people come first," so not much gets done
- 1:9 horizontal, productivity[program]-oriented, so folks get crunched
- 5:5, the compromise position, conflict-minimizing: when the temperature rises, the action is shut off on this thermostat, which is set as low as possible
- 9:9, high achiever with high people-skills; high tolerance for ambiguity, differences, and tension; the ideal leader

BUT you're all of these, at times! So think back over the past six months and tell yourself one instance for each of the five [and/or intermediate] positions.

