Leadership is an essential ingredient for successful organisation. The heart of effective management is the effective leadership. The leadership studies initiated in 1945 by the Bureau of Business Research of Ohio State University had attempted to identify the orientations of leader behaviour. Blake and Mouton (1964) have popularised the leadership concepts through their ‘managerial grid’ and used it to typify the various behaviours of managers in the organisational plane.

Reddin (1970) has propounded Tri-Dimentional Leader Effectiveness Model and developed the eight leadership styles - democratic, benevolent - autocratic, developer, bureaucrat, compromiser, autocrat, missionary, and deserter. According to Reddin’s 3-D leadership theory, which is applicable to the public systems, the effectiveness depends on the extent of congruity between the self-perceived leadership styles adopted by the executive officers (leaders) and the preferential leadership styles expected by the subordinates (followers). To find out the significance, relevance and applicability of Reddin’s 3-D theory, "a study of psychometric verification of Reddin’s 3-D leadership theory" in Madras Telephones - a public utility service organisation is undertaken.
This study aims to find out the predominant leadership styles that may be practiced by the Telecommunication Engineers and also to find out whether their self-perception of the leadership styles matches with the preferential leadership styles expected by their subordinate officers.

The various chapters constituting this study are briefly explained below:

In chapter **one**, the concept, the importance, and the need of leadership in today's public administration has been discussed. The objectives of this research work, hypothesis, methodology adopted for this study are also explained. The limitation and significance of this study and the contribution that this study is likely to make to the existing knowledge in the interface of management and the Governmental Organisations are also explained. This study is based on survey research design. Relevant methodological consideration has been carefully attended to with reference to the development of tools and appropriateness of data collection.

In chapter **two** aspects like organisational pattern of the public system, the present telecommunication organisation and structure and functions of Madras Telephones have been discussed. The chapter also deals with Madras Telephones working as a public system, its historical emergence, and the structural functions.
Chapter **three** gives an overview of literature in the field of leader behaviour and leadership styles. It presents the evolution of research studies on leadership styles, and refers to the various works carried out on the topic in India and elsewhere.

Chapter **four** defends a logical synthesis of leader behaviour typologies. The various important typological studies prior to the development of Reddin’s 3-D theory is analysed in this chapter. The resulting typology of Reddin’s 3-D theory is parsimonious, has wide domain and integrates the other approaches. In a nutshell, this chapter is an examination of Reddin’s 3-D model discussing the conceptual theory, and suggesting a possible remodification. The variables isolated by Reddin have been presented in a modified model and the results have also been discussed.

From the typology studies made about the leadership styles by Blake and Mouton (1964), Reddin (1970), P.Singh & Asha Bhandaraker (1990), the leadership styles of administrators has been culled out and having them as a basis, the predominated leadership style of the present Telecom Engineers of Madras Telephones are empirically found out and the results of it are given in chapter **five**. The results of empirical study have been used for examining the leadership styles and thus the psychometric verification of leadership styles of Reddin’s 3-D model has been made in this chapter.
In chapter six a comparative study of leadership styles has been discussed. The data on the experimental and control group has been discussed, giving the "self-perception leadership styles" of the superiors and the "preference leadership styles" expected by the subordinates.

Chapter seven discusses the influences of the various demographic variables on leader behaviour of Telecom-Engineers.

In the last chapter eight, the summary and findings of the study are reported. The suggestions to make the Telecom Engineers to be more effective in their leadership styles is discussed in this chapter. An attempt has also been made to provide further areas of possible research.

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