ANNEXTURE-E-(i)
Coalition Governments in Germany, 1949 – 1998

m of ernment	Chancellor	Coalition	Changes during term of office
Legislature 19-53	Adenauer	CDU/CSU-FDP-DP	GB/BHE quits, coalition 1955; FDP splits, ministers form FVP and stay in government the part leaves coalition 1956
Legislature 57-61	Adenauer	CDU/CSU-FDP-DP-GB/BHE	Most of the MPs of DP join the CDU in 1960
Legislature 61-63	Adenauer	CDU/CSU-FDPP	Adenauer resigns in October 1963
Legislature 63-65	Erhard	CDU/CSU-FDP	None
Legislature 65-66	Erhard	CDU/CSU-FDP	FDP leaves govt. in Oct 1966; minority government till Dec.1966
Legislature 66-69	Keisingner	CDU/CSU-SPD	"Grand Coalition"
h Legislature 69-72	Brandt	SPD – FDP	After defection from coalition and a failed constructive vote of no confidence early elections in 1972
th Legislature 972-74	Brandt	SPD – FDP	Brandt resigns in May 1974
th Legislature 974-76	Schmidt	SPD – FDP	None
th Legislature 976-80	Schmidt	SPD – FDP	None
)th Legislature 1980-82	Schmidt	SPD – FDP	After FDP defects, Schmidt coalition is deposed by a vote vote of no confidence

Legislature 2-83	Kohl	CDU/CSU-FDP	Voted into office by a new coalition
Legislature 3-87	Kohl	CDU/CSU-FDP	Early Federal elections
Legislature 7-90	Kohl	CDU/CSU-FDP	None
Legislature 0-94	Kohl	CDU/CSU-FDP	First all German Elections
Legislature 4-98	Kohl	CDU/CSU-FDP	None
Legislature 98	Schroeder	SPD-GREENS / Buendinis go	None

Source: Adapted from Gert – Joachim Glaessner, "Government and Political Order", in Gordon Smith, William E. Paterson and Stephen Padgett, eds., Developments in German Politics 2 (Basingstoke 1997), p.32.

ANNEXTURE-E-(ii)

The New Leadership Style

The new leadership style has to have the following features, as opposed to the traditional political leadership style. Some of the major differences between both the styles are listed below:

Traditional Leadership Style	New Leadership Style
Exercising "control" is the key factor	" Influence" is the key factor
Goes by authority or majority in	Goes by consensus in making major
Making major decision.	Decisions
Contradictions and conflicts viewed as	Contradictions and conflicts are viewed
Threats to internal stability and hence	as opportunities for improved and hence
Discouraged	encouraged.
Transparency in governance is not followed	Transparent Government
No grievance redressal mechanisms redressal mechanism	internal grievance redressal mechanism Provided.
Multi-various representations are not	multiparty, multi-cultural, multi regional
Necessary.	Representation possible.
"People" based politics	"Issue" based Politics
The Leader is perceived as a "Boss"	The Leader is perceived as a "Coach & guide.
The traditional style has linkage with	New Leadership style fits into the

Feudal age.	Information age.
Acquiring new skills and experience	Unlearning and Making Change are given
Are given importance	equal importance
Balancing role between subgroups in	balancing role between coalition parties
Parties and governance.	Subgroups in parties and governance.

SOURCE: MAKING A SUCCESS OF COALITIONS,ED.BY LAKSHMI KRISHNAMURTHY AND OTHERS.,2001,PG.130