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MBA FA II SEM
PAPER- ORGANIZATIONAL BEHEVIOUR
(205)

TOPIC: MANAGERIAL GRID

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Concept

- ❖ **At the end of World War II, management theorists began to embrace a serious paradigm shift away from the more traditional autocratic approaches to management.**
- ❖ **Studies were created and conducted to explore the development of leadership styles that measured business management's approach to the individuals working for them in relation to the performance results of the business manager.**
- ❖ **The treatment of task orientation and people orientation as two independent dimensions was a major step in leadership studies.**
- ❖ **Many of the leadership studies conducted in the 1950s at the University of Michigan and the Ohio State University focused on these two dimensions.**

Dr. Robert R. Blake

Blake was born in 1918

He studied psychology
at Berea College

Died in 2004



Jane Mouton

Jane was born in 1930
(Texas)

She studied pure
mathematics and
physics at the University
of Texas

Died in 1987



In 1955: they founded Scientific Methods Inc. to provide consultancy services based on the workplace application of ideas from behavioural science.



Robert Blake and Jane Mouton (1960s)

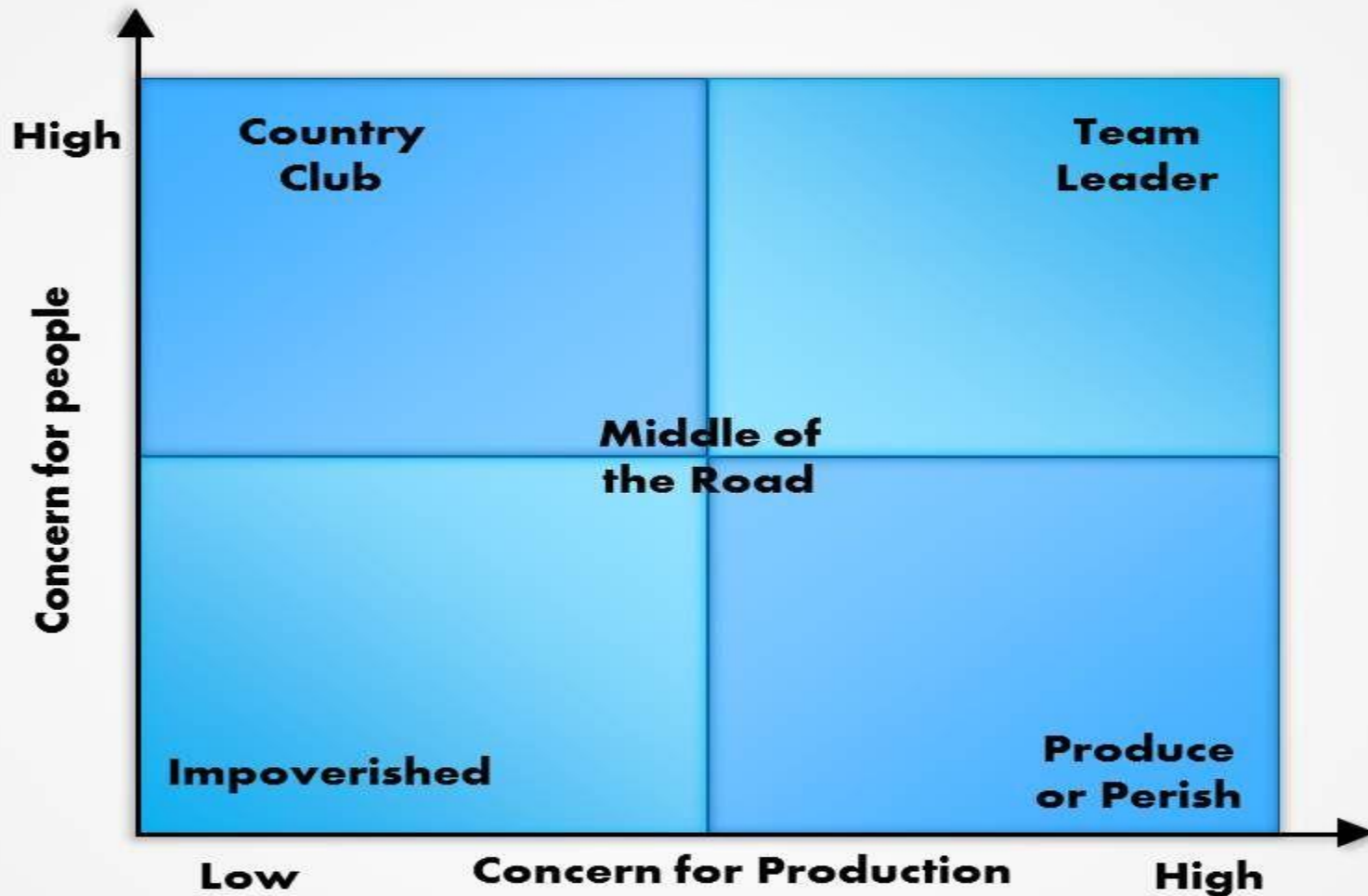
- Robert Blake and Jane Mouton (1960s) proposed a graphic portrayal of leadership styles through a managerial grid (sometimes called leadership grid).
- The grid depicted two dimensions of leader behavior.
 - concern for people on y-axis
 - concern for production on x-axis
- Both ranging from low (1) to high (9), thus creating 81 different positions in which the leader's style may fall.

Behavioral Dimensions

- **Concern for People** – This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task.
- **Concern for Production** – This is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task.

MANAGERIAL GRID/LEADERSHIP GRID

Managerial Grid Theory Of Leadership



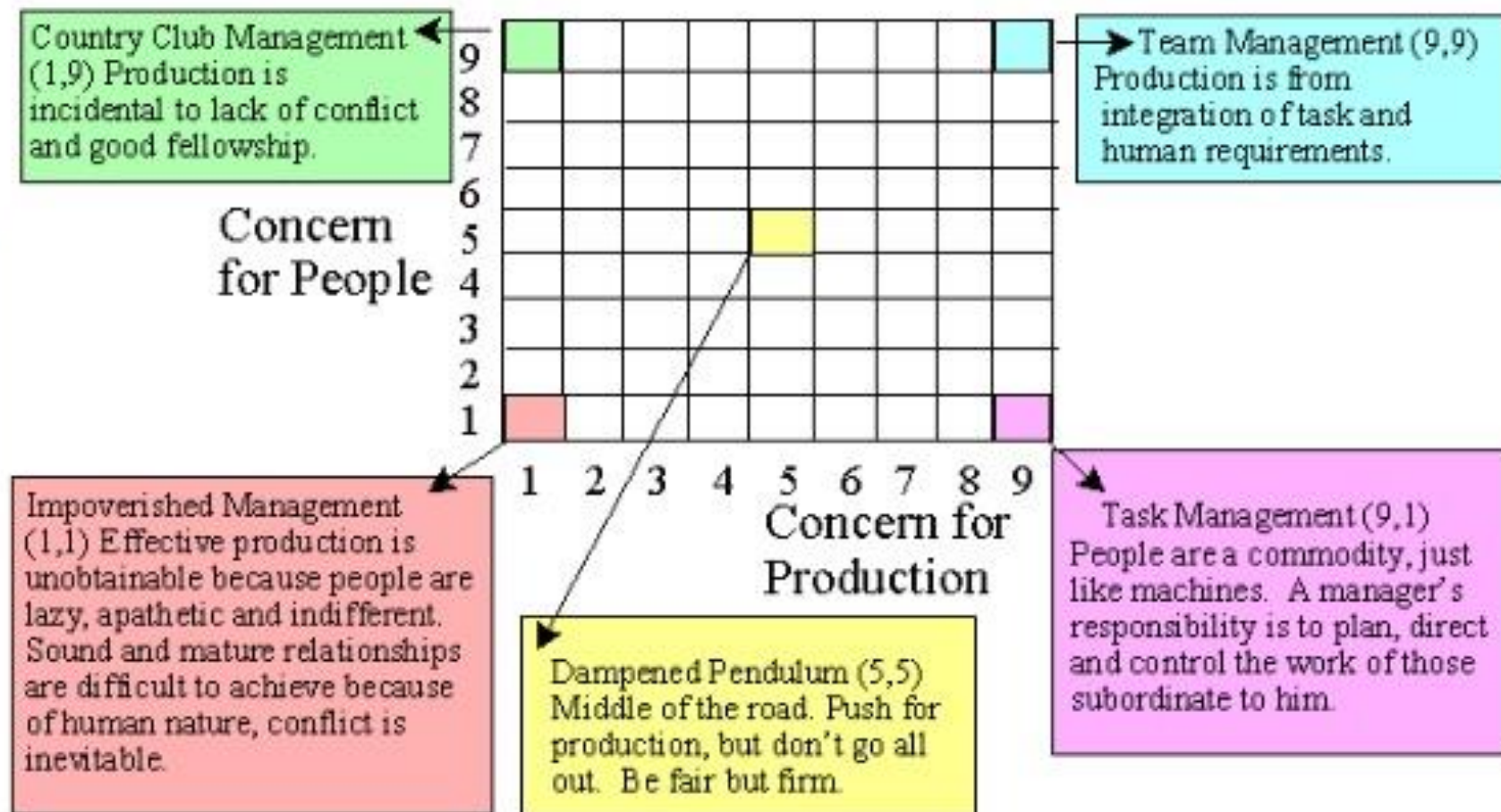
MANAGERIAL GRID

- **“The Grid” is offered as a model of scientifically verified principles to be learned for effective managerial behaviour.**
- **The Managerial Grid fundamentally asserts that managers have two central motivations:**
 - ❖ **The desire to obtain one’s own goal**
 - ❖ **The desire to use the organizational hierarchy best in an effort to maximize production with and through interpersonal relationships.**

MANAGERIAL GRID MODEL

- The managerial grid model is a behavioral leadership model developed by Robert R. Blake and Jane Mouton in 1964.
- This model identified five different leadership styles based on the concern for people in y-axis and the concern for production in x-axis.
- By mapping these two primary concerns upon the Grid, five discrete styles of management behaviour result:
 - LEADERSHIP STYLES IDENTIFIED
 - 1. IMPOVERISED LEADERSHIP STYLE (1,1)
 - 2. TASK MANAGEMENT STYLE(9,1)
 - 3. MIDDLE OF THE ROAD (5,5)
 - 4. COUNTRY CLUB(1,9)
 - 5. TEAM MANAGEMENT(9,9).

MANAGERIAL GRID*



* Adapted from Blake, R. R. and J. S. Moulton. 1962. The managerial grid. *Advanced Management Office Executive* 1(9).

1. IMPOVERISHED LEADERSHIP STYLE (1,1)

- Managers with this approach are low on both the dimensions and exercise minimum effort to get the work done from subordinates. The leader has low concern for employee satisfaction and work deadlines. As a result disharmony and disorganization prevail within the organization. The leaders are termed ineffective wherein their action is merely aimed at preserving job and seniority.

2. TASK MANAGEMENT STYLE(9,1)

- Here leaders are more concerned about production and have less concern for people. The style is based on Theory X of McGregor. The leader believes that efficiency can result only through proper organization of work systems and through elimination of people wherever possible. Such a style can definitely increase the output of organization in short run but due to the strict policies and procedures, high labor turnover is inevitable.

3. MIDDLE OF THE ROAD (5,5)

- This is basically a compromising style wherein the leader tries to maintain a balance between goals of company and the needs of people. The leader does not push the boundaries of achievement resulting in average performance for organization. Here neither employee nor production needs are fully met.

4. COUNTRY CLUB(1,9)

- This is a collegial style characterized by low task and high people orientation where the leader gives thoughtful attention to the needs of people thus providing them with a friendly and comfortable environment. The leader feels that such a treatment with employees will lead to self-motivation and will find people working hard on their own. However, a low focus on tasks can hamper production and lead to questionable results.

5. TEAM MANAGEMENT(9,9).

- Characterized by high people and task focus, the style is based on the Theory Y of McGregor and has been termed as most effective style according to Blake and Mouton.
- The leader feels that empowerment, commitment, trust, and respect are the key elements in creating a team atmosphere which will automatically result in high employee satisfaction and production.

ADVANTAGES & LIMITATIONS

■ ADVANTAGES:

- ❖ The Managerial or Leadership Grid is used to help managers analyze their own leadership styles through a technique known as grid training.
- ❖ This is done by administering a questionnaire that helps managers identify how they stand with respect to their concern for production and people.
- ❖ The training is aimed at basically helping leaders reach to the ideal state of 9, 9.

■ LIMITATIONS:

- ❖ The model ignores the importance of internal and external limits, matter and scenario.
- ❖ Also, there are some more aspects of leadership that can be covered but are not.

THANK YOU!