

A Review on Managerial Grid of Leadership and its Impact on Employees and Organization

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Abstract:

This paper focuses on a descriptive review on Managerial Grid of Blake and Mouton and its impact on employees and organization. Authors described the review with two behavioral dimensions and five types of leadership models related to this. Besides, advantages and limitations of Managerial Grid is also presented. Authors developed a table showing its impact on employees and organization which focuses the possible reasons of employee dissatisfaction, turnover, organizational productivity and performances. Moreover, two distinctive figures are illustrated for better understanding on how the model is connected to organization's productivity, operations or performances and employees or subordinates feedback with mentioning steps to use the model effectively.

Keywords:

Managerial Grid, Leadership, Management, Organizational Behavior, Team Management

1. Introduction:

Leadership, a functions of management refers to the act or art of motivating people in order to achieve a common goal. In business context, it means directing subordinates, workers or colleagues to meet the company's needs. The managerial grid is a leadership style ideal developed by American management theoretician Robert R. Blake and theorist Jane Mouton in 1964. Blake Mouton Managerial Grid of Leadership is a basically a behavioral leadership model where behavioral leadership theories are developed by scientifically reviewing the behaviors of leaders and effects of them on the personnel and environment. From the view of 'concern for people' and 'concern for production' this managerial grid model indicates different types of leadership styles. With the effective and efficient implementation of this grid model, organizations' managers can detect how they with respect to their concern for production and people.

2. Overview of the Model:

Blake and Mouton illustrated and demonstrated the two behavioral dimensions of leadership that are 'concern for people' on 'vertical' and 'concern for production' on 'horizontal' axis inside this grid model. At detail conception it was composed of five leadership styles. Leadership-central.com denoted that this model categorizes leaders into

one of 81 possible categories with adding two additional leadership styles as well as the element of resilience.

2.1 Behavioral Dimensions:

The Grid Model is based on two behavioral dimensions. These are-

2.1.1 Concern for People:

The degree in times of deciding how best to achieve a task by focusing on needs of team members, their interests, and areas of personal development.

2.1.2 Concern for Production:

The degree in times of deciding how best to achieve a task by considering high productivity, concrete objectives and organizational efficiency.

2.2 Discussion:

As shown in the figure, the model indicates a grid with concern for production on X-axis and concern for people on Y-axis where each axis ranges from 1 (Low) to 9 (high).

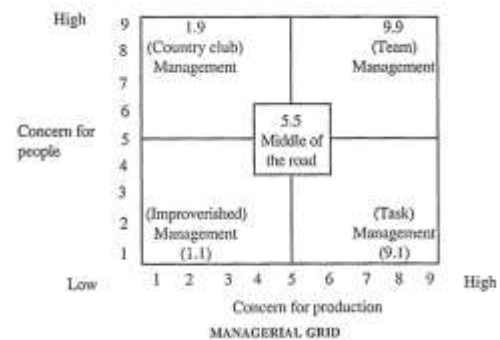


Figure 1: Managerial Grid Source: iedunote.com

The five resulting leadership styles are discussed below-

2.2.1 Country Club Style Leadership:

(1,9) Country Club Management or Country Club Style Leadership of leader is apprehensive about the feelings and needs of the member or subordinates of his/her team. In this environment, 'concern for people' is high (9) and 'concern for production' is low (1). Managers pays much consideration to the safety and well-being of the employees and hopes that these will accelerate performance and productivity of his/her organization. Equally, this manager is virtually powerless of engaging more disciplinary coercive and legitimate powers. In this situation, the

productivity can undergo from the lack of attention and responsiveness on tasks.

2.2.2 Produce or Perish Leadership:

In Task Management or Produce or Perish Leadership style (9,1) concern for production as the only goal. The manager is task-oriented and he/she has a low concern for people in this style. Managers provides his employees with money for work besides expecting performance back. There is a very little attention towards the needs and feelings of their employees besides little or no allowance on collaboration and cooperation. Employees are considered expendable resources as like the autocratic style by the McGregor X theory.

2.2.3 Impoverished Leadership:

(1, 1) Impoverished Management or Leadership is a lazy approach where manager shows low concern for both people and production. Generally managers apply this style to preserve job and job seniority, defense themselves by evading getting into trouble situation. Leaders are mostly ineffective because they have no interest in creating system and environment for production and employees satisfaction respectively. So, it will be a place of disharmony, disorganization and dissatisfaction.

2.2.4 Team Leadership

At (9,9) Team Leadership or Team Management leaders or managers pay high attention to both people and production. As a result the motivation is so high and it is like the Theory Y of Douglas McGregor. Team work and commitments are always encouraged by the managers among employees. This style highlights in creating employees feelings -that the company is a part of their family and provides better understanding about the purpose of organization goals and production. Team leader always try to create a sound work environment considering the respect, feelings and emotions of the subordinates.

2.2.5 Middle of the Road:

(5,5) Middle of the Road is a type of realistic medium by balanced and compromised style without ambition.

Managers are trying to balance the needs of workers and competing goals or objectives in that situation. There is also attention to both people and production.

During dealing with subordinates, managers like to relax and share conversations and these allow him to slay properly. As committees permit the supervisor to spread the accountability for decision-making, so group membership is also enjoyed.

3. Advantages & Limitations:

Blake and Mouton's Managerial Grid Model was one of the most significant management models and it also provided a

groundwork for even more complex contingency approaches to leadership.

3.1 Advantages:

- Grid training technique can be developed that helps Managers to analyze their own leadership styles.
- Managers can easily find how much attention is raised on concern for production and people.

3.2 Limitations:

- The importance of internal and external bounds, matter and scenario are ignored by the model.
- More aspect of leadership can be covered in managerial grid.

4. Impact on Employees and Organization:

Authors illustrated some tables to find out the actual impact of Managerial Grid on employees and organizations from some published works.

Generally, the impact on employees focus the 'concern for people' and the impact on organization focus the 'concern for production'.

As employees are connected to the organization, there are others impacts also.

Table 1: The impact of Managerial Grid on Employees and Organization developed by authors

Grid Ranges	Leadership Style	Impact on Employees	Impact on Organization
(1,9)	Country Club	Happy, Good Team harmony	Low Productivity
(9,1)	Task	Dissatisfaction, Conflict	High Employee Turnover, Short Peak Performance
(1,1)	Improvised	Dissatisfaction, No Harmony	High turnover and insufficient operation
(9,9)	Team	Cohesive team, Satisfied, Motivated	Low employee turnover, Efficient
(5,5)	Middle of the Road	Neither discontent nor happy	Average Performance

According to the mentioned Table-1, Country Club Management (1,9) indicates employees are happy and a team harmony is created inside work with low productivity.

Task Management (9,1) indicates the dissatisfaction of employees and group conflict during work where organization is affected by high employee turnover and peak performance can be short lived.

Improvised Management (1,1) shows the same dissatisfaction and no harmony among employees besides high employee turnover and insufficient operations inside organization.

Team Management (9,9) is the best leadership practices where employees are satisfied due to cohesive team and motivation by leaders. Lastly, Middle of the Road Leadership (5,5) refers that there can be either dissatisfaction or satisfaction among employees with average performance of business operations.

Authors also illustrated two distinctive graphs (Figure 2 and 3) showing the productivity/performances and employees/subordinates feedback of organization due to these five leadership practices.

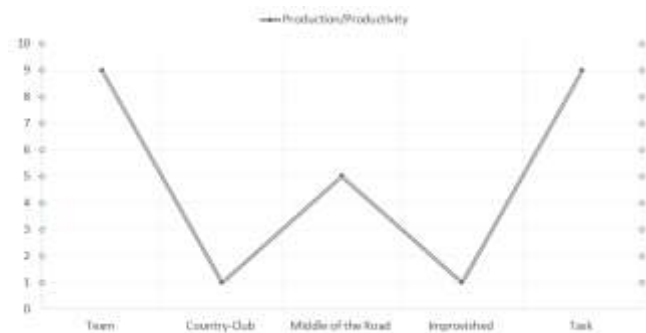


Figure 2: The impact of Managerial Grid on organization's production or productivity

From the elaborate study on leadership basic approaches and contemporary issues, it is find that Managerial Grid has relationship related to other studies. Blake Mouton 'concern for production is similar to 'initiating structure' and 'concern for people' is a similar dimension to 'consideration' of Ohio State Studies. 'Employees oriented' and 'production oriented' dimensions of University of Michigan Studies also indicates some similarities or focuses with Blake Mouton 'concern for people' and 'concern for production' respectively.

From these distinctive figures of managerial grid, manager or leader can easily understand about emphasis on strong human relationship connected to organizations' people and

importance of technical aspects of job by these leadership approaches.

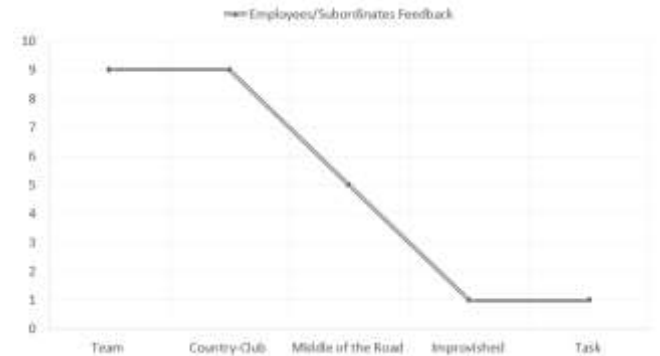


Figure 3: The impact of Managerial Grid on employees/subordinates feedback

Educational Business Articles.com denoted four steps to use the Managerial Grid Model. These are identifying natural leadership style, identifying real world examples, identifying ways to improve and performing regular review and reflection.

5. Conclusion:

The Blake Mouton Managerial Grid helps to think about leadership style and its effects on team's productivity and motivation. The model proposes that, when concern for both people and results are high, employee engagement and productivity will likely be excellent. The model was also the next logical phase in the assessment of management thought. In a nutshell, Team Management style is the best practices for managers and leaders.

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