MANAGERIAL GRID A MAGIC WAND FOR TODAY'S LEADERSHIP

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Abstract
There is probably no topic more important to the success of any family, society, political party, Institution, organization etc today than leadership. It is because leadership has the capacity to translate vision into reality and also has the power to create and the power to destroy, further, leadership has the capacity to do the impossible POSSIBLE.

With great power comes great responsibly, in the same breath being a leader is not quite a cakewalk. In fact, to be very honest; managing people is one of the most challenging tasks. Mismanagement of people has made us all witness chaos, strikes, riots, wars etc.

Yes, my topic is also connected to leadership only. I have sincerely attempted to offer a brief introduction on Management & Leadership, the origin of Managerial Grid, important concepts in it viz. concern for people and concern for production. Have depicted the Managerial Grid Model, evaluating the five major leadership styles, and the Self Assessment Questionnaire is incorporated to help a leader / manager to determine his/her leadership style.

Based on the above work, with my limited knowledge, I have proposed how the Managerial Grid Model can be used / applied, and have also offered my findings and the key objective being to suggest that "Managerial Grid can be used a Magic Wand by Leaders".

Keywords: Grid, Leadership, Style, Concern for People, Concern for Production.

1. INTRODUCTION
Leadership and management are the terms that are often considered synonymous. It may be noted that, Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. It is essential to understand that leadership is an essential part of effective management. As a crucial component of management, remarkable leadership behaviour stresses upon building an environment in which each and every employee develops and excels. Leadership is defined as the potential to influence and drive the group efforts towards the accomplishment of goals. This influence may originate from formal sources, such as that provided by acquisition of managerial position in an organization or by informal sources as a Leader. It may please be noted that every Manager should be leader and every leader necessarily need not be a Manager. The point to be stressed here is that A manager must have traits of a leader, i.e., he must possess leadership qualities. Leaders develop and begin strategies that build and sustain competitive advantage.

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.

2. OBJECTIVES
- To ascertain in detail Managerial Grid
- To emphasize Managerial Grid for Leadership
- To evaluate Managerial Grid (Leadership Styles)
- To Review how one can assess his Leadership Style
- To suggests how Managerial Grid can be a Magic Wand for today's leadership

3. ORIGIN OF MANAGERIAL GRID
While acting as advisors to Exxon, Blake & Mouton proposed that there are many behaviors and motivations in middle of the X & Y extremes of Douglas Mc Gregor theory. Later, Managerial Grid was developed in the year 1964 by Robert R. Blake and Jane Mouton popularly known by their last names as Blake & Mouton. The interesting part about them is Blake core area is Psychology & mouton core area is Mathematics. That is why Managerial Grid Model is a blend of Psychology & Maths. Built on the Ohio (ohiyo) state and Michigan (mishigan) studies. The managerial grid model is a style leadership which identifies five different leadership styles based on the concern for people and the concern for production. The optimal leadership style in this model is based on Theory Y.

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4. LITERATURE REVIEW

The Managerial Grid was the original name. Building on the work of the researchers, Robert Blake and Jane Mouton proposed a graphic portrayal of leadership styles through a managerial grid (also called leadership grid). The grid depicted two dimensions of leader behavior, concern for people (accommodating people's needs and giving them priority) on y-axis and concern for production (keeping tight schedules) on x-axis, with each dimension ranging from low (1) to high (9), thus creating 81 different positions in which the leader's style may fall. This is a well-known grid that uses the Task vs. Person preference that appears in many other studies, such as the Michigan Leadership Studies and the Ohio State Leadership Studies.

4.1. Important Concepts

With a view to understand about Managerial Grid in the best way, it is relevant to understand the meaning of few important concepts or words from the topic point of view.

- **Leadership:** The word 'leader' is believed to date from the 14th century middle English 'leder' meaning "a quality of character". The suffix '-ship' is also derived from middle English meaning 'to shape'. So the word leader-ship, literally means 'to shape character' refers to the influence by a leader made on followers to do or not to do something.
- **Manager:** A person who is in charge of a certain task/s, or a certain subset of a company, who plans, organizes, directs, supervises, controls and motivates employees for achieving set objectives.
- **Grid:** a network of horizontal and vertical lines that cross each other to form a series of squares or rectangles, a framework, web of leaderships.
- **Style:** a particular procedure by which something is done; a manner or way or method or technique. Leadership Styles.
- **Concern for People**: People centered or concerned for relationship.
- **Concern for Production:** Production centered or concerned for task.

4.2. Managerial Grid Model

Managerial Grid is a Graphical depiction of two behavioral dimensional view of leadership. One dimension is "concern for people" and the other dimension is "concern for production". in simple words Managerial Grid is model represented graphically showing 02 views of leadership one View is People and the other view is Production.

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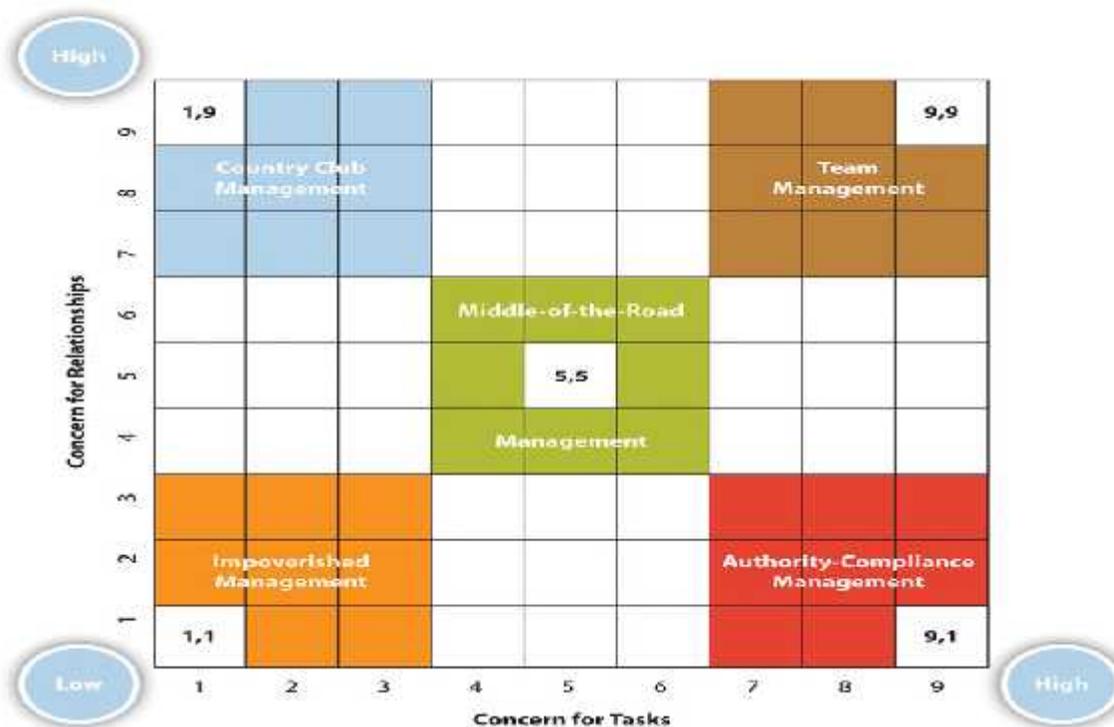
- **Concern for People** – This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task.
- **Concern for Production** – This is the degree to which a leader emphasizes concrete objectives, organizational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

If you kindly look at the model carefully, it's a Graph having two axis, namely X axis which is horizontal representing concern for tasks, and Y axis which is vertical represents concern for relationship.

Each axis ranges from 1 to 9, 1 being Low and 9 being high. So it's a nine by nine matrix outlining 81 different leadership styles. But however we shall deal with only 05 major leadership styles.

4.3. Leadership Styles:
The managerial grid model identifies five major different leadership styles based on the concern for people and the concern for production. However if one pays rapt attention to the model, they can outline 81 leadership styles. The grid is divided into following five possible major leadership styles:
- Impoverished leader (Free Rein or laissez faire leadership style).
- Authoritarian leader (Autocratic or Authoritarian leadership style).
- Country Club leader (Supportive leadership style) .
- Middle-of-the-road leader (Consensual leadership style).
- Team leader (Participative leadership Style).

Impoverished Leader 1:1 (Evade and Elude): A leader who either "delegates or abdicates leadership" this type of leader has neither concern for people or task and exercise minimum effort or no effort to get the work done from subordinates. He/she has neither a high regard for creating systems for getting the job done, nor for creating a work environment that is satisfying and motivating. Usually Managers use this style to preserve job, job seniority, protecting themselves by avoiding getting into trouble. The result may be disorganized work, dissatisfied employees and a lack of harmony.

Is a Free Rein or laissez faire leadership style.

The impoverished leadership style is plotted at the bottom-left corner of the grid and shows the least concern for production and for people. Hardly puts effort to get the work done. Basically, a style that avoids as much leadership as possible

Authoritarian Leader 9:1 (control and dominate / Produce or Perish): A leader who "dictates, directs commands the followers" this type of leader has high concern for task but low concern for people applicable for Theory X kind of people. Leaders in this category believe that employees are simply a means to an end. Employee needs are always secondary to the need for efficient and productive workplaces. This type of leader is very autocratic, has strict work rules, policies, and procedures, and views punishment as the most effective means to motivate employees. Managers using this style find employee needs unimportant;

Is an Autocratic or Authoritarian leadership style.

The Authoritarian leadership style is plotted at the bottom-right corner of the grid and shows High concern for production and low concern for people. Strong focus on task and efficiency, will not even hesitate to eliminate people wherever possible.

Country Club Leader 1:9 (yield and comply): A leader most concerned about the needs and feelings of members of his/her team. This style has a high concern for people and a low concern for production. The leader assumes that if employees are happy, they will work hard. This leader's high interest in the needs and feelings of employees affects productivity. With much of the focus on employee comfort, this leader finds it difficult to punish an employee. As a result, the relationship between employee and leader is very casual, like that of friends. Managers using this style pay much attention to the security and comfort of the employees, in hopes that this will increase performance.

Is a Supportive leadership style.

The country club leadership style is plotted at the top-left corner of the grid and shows the high concern for people but least concern for production. The resulting atmosphere is usually friendly, but not necessarily very productive.

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Middle of the road management 5:5 (balance and compromise): This leader has the tendency of playing safe by giving some concern to both people and production i.e. settle for average performance and often believe that this is the most anyone can expect. Managers using this style try to balance between company goals and workers' needs. This style seems to be a balance of the two competing concerns, and it may at first appear to be an ideal compromise. However, when you compromise, you necessarily give away a bit more of each concern, so that neither production nor people needs are fully met. This leader's balanced interest may result in mediocre production and employee satisfaction.

Is a Consensual leadership style.

The middle-of-the-road leadership style is plotted in the center of the grid and shows balanced concern for production and people. Doing enough to get things done, but not pushing the boundaries of what may be possible.

Team Leader 9:9 (Contribute and commit): The leader encourages teamwork and commitment among employees and has high concern for people as well as the task. 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. This style is applicable for Theory Y kind of people. According to the Blake & Mouton model, this is the best managerial style and Mc Gregor has also termed this style as the most effective one. The team leader stresses for high production and employees satisfaction equally and believes that those who are satisfied will be committed to high production. High trust levels on the part of both the leader and employees lead to high employee satisfaction and production.

Is a Participative leadership Style

The team leadership style is plotted at the top right corner of the grid and stresses high concern for production as well as employees. People are committed to task and leader is committed to people (as well as task).

4.4. Questionnaire

The following Blake and Mouton Managerial Grid Leadership Self Assessment Questionnaire help a leader / manager to determine his/her leadership style.

Below is a list of statements about leadership behavior. One has to read each one carefully, then, using the following scale (0 being never and 5 being always), one can decide the extent to which it actually applies. For best results, answer as truthfully as possible.

Before filling the Questionnaire, please ponder on the following tips:
- Think of some recent situations where you were the leader.
- For each of those situation/s, place yourself on the grid according to where you believe you fit.

0	1	2	3	4	5
		Never		Sometimes	Always

1. _____ I encourage my team to participate when it comes decision-making time and I try to implement their ideas and suggestions.
2. _____ Nothing is more important than accomplishing a goal or task.
3. _____ I closely monitor the schedule to ensure a task or project will be completed in time.
4. _____ I enjoy coaching people on new tasks and procedures.
5. _____ The more challenging a task is, the more I enjoy it.
6. _____ I encourage my employees to be creative about their job.
7. _____ When seeing a complex task through to completion, I ensure that every detail is accounted for.
8. _____ I find it easy to carry out several complicated tasks at the same time.
9. _____ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. _____ When correcting mistakes, I do not worry about jeopardizing relationships.
11. _____ I manage my time very efficiently.
12. _____ I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. _____ Breaking large projects into small manageable tasks is second nature to me.
14. _____ Nothing is more important than building a great team.
15. _____ I enjoy analyzing problems.
16. _____ I honor other people's boundaries.
17. _____ Counseling my employees to improve their performance or behavior is second nature to me.
18. _____ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new

procedures I have learned.
Scoring Section
After completing the Questionnaire, one can transfer the points / answers to the spaces below:

    People   **Task**

Question	Question
1._____	**2.**_____
4._____	**3.**_____
6._____	**5.**_____
9._____	**7.**_____
10._____	**8.**_____
12._____	**11.**_____
14._____	**13.**_____
16._____	**15.**_____
17._____	**18.**_____
TOTAL _____	

TOTAL _____
X 0.2 _____   **X 0.2 =** _____(Multiply the Total by 0.2 to get your final score)
score)
(Multiply the Total by 0.2 to get your final score)

4.5 Steps to determine the Leadership Style
1. Complete the 18 items in the questionnaire section.
2. Transfer the scores to the two respective columns provided in the scoring section.
3. Total the score in each column and multiply each total by 0.2. For example, in the first column (people), if answered 5, 3, 4, 4, 3, 2, 5, 4, 3 (totaling 33) then the final score is: 33 X 0.2 = 6.6.
4. The total score (e.g. 6.6) for the first column (people) to be plotted on vertical axis in the matrix section, while the total score (e.g. 7.6) for the second column (production/task) to be plotted on the horizontal axis.
5. The intersecting point where both lines meet (in the Managerial Grid Model), is the leadership dimension /style one is

5. APPLICATION / USE OF MANAGERIAL GRID
A philosopher has rightly said that, wisdom lies not in the amount of knowledge acquired, but in degree of its application. Which conveys us a message that knowing is not enough we must apply. Likewise, Managerial Grid can be applied / used by the managers /leaders in the following ways:
- Managers / Leaders can realize the importance of "concern for people and concern for production" scenario.
- It helps leaders /managers to identify / assess their current leadership style (with grid Training or leadership self assessment questionnaire)
- With the help Managerial Grid leaders / managers can develop the most desirable style.
- It serves a readymade chart to cherry pick the appropriate leadership style keeping in view, the type of followers, situations, consequences etc.

6. FINDINGS
Without doubt the Managerial Grid model became a major consulting tool and was the basis for a considerable amount of leadership training in the corporate world since it was coined by Blake & Mouton. 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. The model proposes that when both people and results concerns are high, employee engagement and productivity increases accordingly. This is often true, and it follows the ideas of Theories X and Y, and other participative management theories.

The most desirable place for a leader to be along the two axis at most times would be a 9 on task and a 9 on people - the Team Leader. However, it may be noted that, it does not mean to dismiss the other four styles. Certain situations might call for one of the other four to be used at times. For example, by playing the Impoverished Leader, a leader can allow the team to gain self-reliance, empowerment, responsibility etc. Being an Authoritarian Leader to instill a sense of discipline to a member who do not adhere to company policy or leader. Being a county Club leader to a hard working employee when he/his family is in crisis etc.

7. SUGGESTIONS
- Keeping in view the above, it is suggested to incorporate Grid Training to the Managers / Leaders / people of Management & Administration.
- It is suggested that the leader should have high concern for people as well as high concern for task under normal circumstances.
- It is suggested that the leader should use Managerial Grid as a Magic wand on need basis keeping in view various factors like, situations, followers, workload, priorities, etc.

8. CONCLUSION
The Managerial Grid is a practical model that has stood the test of time. It is as relevant today as it was when it was first introduced. Without doubt Managerial Grid has benefited many leaders till date. I am of the opinion that a Leader /Manager by default/ usually exercise one of the 05 dominant grid style, which she/he uses in most situations, which may or may not be applicable /successful all the time from Organization point of view, People, Production, situations etc.

Therefore Managerial Grid can be used as Magic Wand which a Leader can exercise (use any of the 05 styles) keeping in view, the various factors like, type of situations, type of followers, type of workload, type of Bosses, priorities etc., by using one or more of the leadership styles the leader can revert to Managerial Grid and cherry pick the appropriate style/s, and accomplish the desired objectives.

The need of the hour is effective leadership, today a family, society, political parties, Institutions, organizations, is in dire requirement of Dynamic, Robust leadership and robust management for Best Results. So if a manger / leader is desirous of becoming a versatile and a dynamic leader, he should indeed ponder on Managerial grid which He / She can use Magic Wand.

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