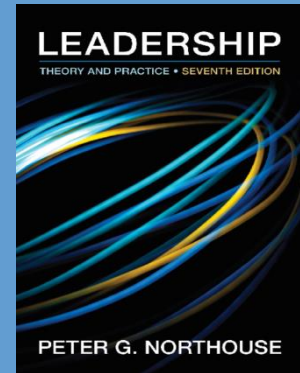


BLAKE AND MOUTON'S MANAGERIAL (LEADERSHIP) GRID

Behavioral Approach

Leadership: Theory and Practice



Key Points

- This approach is not a refined theory that provides a clear set of characteristics for effective leadership but rather a broad framework for assessing leadership → task and relationship dimensions
- It emphasizes the behavior of the leader; i.e. what they do and how they act
- This approach looks to explain how leaders combine task and relationship behaviors to influence followers to achieve their goals
 - Task Behavior: leaders help facilitate goal accomplishment
 - Relationship Behavior: leaders help followers feel comfortable with themselves, each other, and the situation
- The emphasis of leadership type may depend on the situation and/or the followers
- Reminds leaders that their impact depends on the tasks they perform as well as the relationships they build

The Ohio State Studies



- Utilized a questionnaire composed of 150 questions
 - Leader Behavior Description Questionnaire (LBDQ)
- Found that leadership behaviors were either initiating structure (task behavior) or consideration (relationship behavior)
 - Leaders provide structure for followers and they nurture them.
- This study viewed these two behaviors as distinct and independent
 - They are not two points along a single continuum but rather two different continua
 - The extent a leader exhibits one behavior is not related to the extent they may exhibit the other

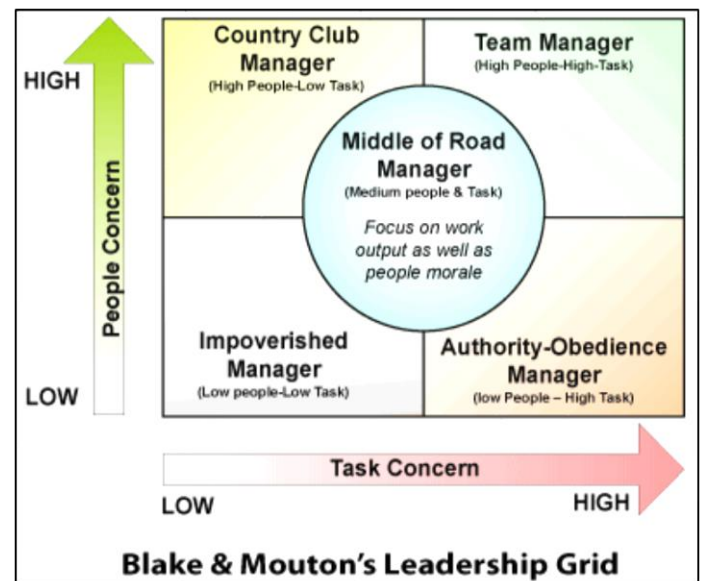
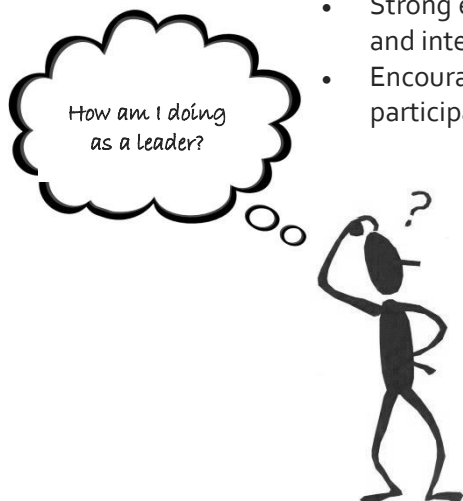
The University of Michigan Studies



- Explored the impact leaders had on the performance of small groups
- Found that leadership behaviors were either production orientation (task behavior) or employee orientation (relationship behavior)
- Initially viewed production and employee orientations as opposite ends of a single continuum. However, this was reconceptualized as the study progressed to become two independent leadership orientations.
 - Leaders can be oriented toward both production and employees simultaneously

Blake and Mouton's Managerial (Leadership) Grid

- Best known model of managerial behavior
- Designed to explain how leaders help organizations to reach their purposes through concern for production (task behavior) and concern for people (relationship behavior)
- Joins concern for production and concern for people in a model that has two intersecting axes
 - The horizontal axis shows the leaders concern for result
 - The vertical axis shows the leaders concern for people
 - Portrays 5 major leadership styles
 1. Authority-Compliance (9,1)
 - High on task concerns and low on people concerns
 - People are tools for getting the task done
 2. Country-Club Management (1,9)
 - Low on task concerns and high on people concerns
 - Ensure the personal and social needs of followers are met
 3. Impoverished Management (1,1)
 - Low on task and people concerns
 - An uninvolved and withdrawn leader
 4. Middle-of-the-Road Management (5,5)
 - Intermediate concern for task and people concerns
 - Avoid conflict and emphasizes moderate levels of production and interpersonal relationships
 5. Team Management (9,9)
 - Strong emphasis on both task and interpersonal relationships
 - Encourages a high degree of participation and teamwork



Strengths

- Marks a shift in the study of leadership. Research now looked at how leaders acted and what they did instead of personal characteristics
- This approach to leadership is supported by a wide range of studies
- Recognizes that leadership occurs when a leader is acting on both task and relationship behaviors
- Provides a heuristic approach to leadership allowing leaders to learn about themselves and how they come across to others. This allows leaders to assess their actions and determine if they need to improve on their task or relationship behaviors

Criticisms

- This approach does not provide a link between the behaviors of the leader and performance outcomes
 - High relationship behaviors does not necessarily mean high morale, job satisfaction, or productivity
- It does not identify a universal style of leadership that would be effective in every situation
- Leadership is complex and situational. This approach often implies that a high-high style of leadership is most effective; however, there are times when having a high task and low relationship or vice-versa is more beneficial