

Advance Course in Social Psychology

Prof. Pooja Garg

Department of Humanities and Social Sciences

Indian Institute of Technology Roorkee

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Lecture 49: Group Leadership- Part VIII

Welcome back. Let us continue with our discussion with another early theory of leadership which has great applicability in recent trends. This is the managerial grid developed by Blake and Mountain in the year 1964. Blake and Mountain identified some different kinds of leadership altogether based on two aspects what concerns a leader within the organization and that concern is either with people or for production. So, there are two bases that forms for five leadership style that has been established by Blake and Mountain. That is they have identified, they have created a managerial grid that based on the scores how best leadership can be best fitted in that grid.

We cannot just pick up one leadership style and fit in. So, they have identified a grid and based on those scores how a particular leadership style is appropriate in a particular situation. So, a leadership styles are based on two aspects that is concern for people and concern for production. So, the model is represented as a grid with concern for people for production on the x axis and concern for people on the y axis.

So, these two aspects that is concern for people and concern for production has been correlated by Blake and Mountain in a way which identifies that which type of leadership is best suited in a particular situation. So, x and y axis on the grid has major impact on identifying a particular leadership style and that range will follow from lowest to highest scores that is 1 to 9. So, according to Blake and Mountain this is the degree to which a leader considers team members needs, interest and area of personal development when deciding how best to accomplish your task. No doubt what policies and procedures, what and who will perform what kind of task is all the concern, but apart from them any leader who has more concern for people will focus on team members needs, interest and areas of personal development. Whereas, any leader who has concern for production it is a degree to which a leader emphasizes concrete objectives, organizational efficiency and higher productivity when deciding how best to accomplish a task.

So, the ultimate understanding is that leader either can be task oriented or relationship oriented, the concern for people and concern for production. This theory identifies based on this concern,

concern for people and concern for production, this theory identifies five basic styles of leadership on the grid and represents the varying components of concern for people and concern for production. So, what is the best fit based on these two aspects? So, this leadership grid has identified five leadership styles on two axis, on the x axis it is concern for people and on y axis it is concern for production that is concern for people or concern for results. Based on this identification of the skill ultimately where which leader has focused on which kind of parameters will decide the leadership style fit for that in that particular grid. Based on this fitting there are five leadership styles, the country club management, team management, authority compliance management, impoverished management and middle of the road management.

As the term implies middle of the road management concern for people and concern for production have balance whereas in other leadership styles on the grid there is either focus on concern for people or either focus on concern for production. Based on the managerial grid theory, a manager's position on the grid can be determined by a questionnaire developed by Blake and Mountain and can play an important role in organization development. So, this is the applicability of such an early theory in recent trends that based on the questionnaires a manager's style can be identified based on the questionnaire and those scores can fit in well on this grid and understand that which leadership style is best in a particular situation. So, according to these leadership styles the first is the impoverished style 1, 1 that means if I go to the here the score is lowest 1 and 1. In this style managers this reflects a manager's style of leadership that how managers have low concern for both people and production.

Managers use this style to preserve job and job seniority and protect themselves by avoiding getting into trouble. The main concern for the manager is not to be held responsible for mistakes which as a result leads to fewer innovation and decisions. The manager is least interested in the organization he is more self oriented while protecting his job by not taking up the responsibility for the risk or the error that has occurred. Rather he has some escaping attitude for not focusing on the job. He is more focusing on preserving his job, his seniority may be his level or designation and protecting himself from every threat and danger.

So, this is a profile of a impoverished leadership style which is one of the weakest leadership style in any organization. The other is country club style where it is score is 1 and 9 where concern for people is low and concern for results is very high. The country club the style has yes the concern for people this style has a high concern for people and a low concern for production. The employees using this style pay much attention to the security and comfort of the employees in homes that this will increase performance and the resulting atmosphere is usually friendly but not necessarily very productive. So there the more concern is on relationship, there is more friendliness among members and the leader, there is more focus on communication but how the communication will lead to increase production that is not the concern of the manager.

So in country club the concern is high for people rather than production. The other is the authority compliance style that is 9-1. Managers using this style mount pressure, so here the concern I will go back to the grid here the concern is high for the results and the concern is low for people. So in this style managers have low concern for both people and production. Managers use this style to preserve job and job seniority and sorry I am so sorry I will just come here.

Managers using this style mount pressure on their employees through rewards and punishments to achieve the company goals. The leadership style is commonly applied by companies on the edge of real and perceived failure. They deal with the reality based on the market place, based on the competition they face in day to day life. So this is the authority compliance that which the management will comply with which kind of relationship, which kind of leadership style where the production goes high. Concern of people is low because it is about reality check where the organization is heading in market place and in global competition.

This is authority compliance style. The leadership style is commonly applied by companies on the edge of real and perceived failure. Whether the company has got down because of certain failures and how it can go up based on production strategies. And this kind of leadership style is more appropriate in crisis management and when the crisis management comes it is more majorly related to market places and global or competitive edges. The other is team management in this style there is high concern is the high concern is paid both to people and production.

Managers choosing to use this style encourage teamwork and commitment among employees. I will just go back to the grid again team management. The concern is same concern for people and concern for production. So managers choosing this style encourage teamwork and commitment among employees and the method lies heavily on making employees feel themselves to be constructive parts of the company. Making as not only assigning the task but explaining them the significance of the task and how they become an important part of the organization based on the task that is assigned to them that is the concern of a team management style in this grid which is more appropriate in every situation.

And the last is the middle of the Enroad style where the score is 5-5 it is half half. Managers use this style to balance company goals and workers needs by giving some concern to both people and production managers use this style with the hope to achieve a suitable balance while maintaining morale of employees at a satisfactory level. It is matter of understanding the employees at one point and matter of understanding the production at the same time then a balance has to be established. The most positive aspect of this kind of theory is that it is completely based on scores. Based on this question is any organization can identify the leadership style of the

manager or the leader focuses on which kind of style and accordingly that manager can be fit in well with that style in the organization.

So this is how this grid is advantageous even in this recent trends. So this is all about the different kind of theories and models which we have discussed till now in terms of situational leadership style, it can be contingency leadership style, it can be leader member exchange style, it can be about situational leadership, it can be about managerial grid, it can be about transformational, transactional and charismatic leadership style. The conclusion of this discussion is that we can make out is that leadership plays a very important role in any group situation or social situation who can direct the members in the positive way that can influence not only relationship but they can also influence the production, the performance and a compatible situation between leader and members. So we are through with this discussion.

Thank you so much. Thank you.