

# MANAGERIAL GRID

**Leadership is generally identified as the activity of influencing an individual or group towards the achievement of individual, collective or organizational goals in a given situation.**

A number of studies, primarily those of the Ohio State University Bureau of Business Research, the University of Michigan Research Center, and the Research Center for Group Dynamics, analyzed leadership based on two variables:

- The "*human relations*" orientation
- The "*Tasks*" orientation

These concepts have been popularized by Robert BLAKE and Jane MOUTON in the Leadership Analysis Grid, or "**managerial grid**", which identifies five different types of leadership.

It is possible to see its style, by placing itself on the BLAKE & MOUTON grid, in relation to **6** revealing elements which are your **attitude towards decisions**, in relation to your **convictions**, your **way of managing conflicts**, **self-control** that you demonstrate, your **sense of humor** and **effort**.

*Read the five sentences below. After reading them, consider each one as a possible description of yourself. Write a 5 next to the sentence that best describes you (your real self and not your ideal self). Be honest with yourself.*

*Write a 4 next to the sentence that comes closest to you immediately after. Then continue to classify the other sentences: 3 for the third, 2 for the fourth and 1 for the fifth.*

*You will therefore put the 1 in front of the sentence furthest away from you. There cannot be a tie (the same rank for two sentences).*

## **Element # 1: your attitude towards decisions**

**A1** I accept the decisions of others in indifference.

**B1** I encourage decisions that promote good relationships.

**C1** I'm looking for practical decisions if not perfect.

**D1** I expect my decisions to be considered final

**E1** I attach great importance to ensuring that sensible and creative decisions are adopted, understood and agreed upon by everyone.

## **Element # 2: your convictions**

**A2** I avoid taking sides by not revealing my opinions, my feelings, or my ideas.

**B2** I accept the opinions, attitudes and ideas of others rather than advance mine.

**C2** When ideas, opinions, feelings different from mine arise, I propose a compromise.

**D2** I defend my opinions and ideas at the expense of others if necessary.

**E2** I research and listen to ideas, opinions and feelings different from mine. I have strong convictions but I am sensitive to sensible ideas and willing to change my mind.

## **Element # 3: Your way of dealing with conflicts**

**A3** When conflict breaks out, I try to stay neutral

**B3** I avoid creating conflicts, but when they break out, I try to soothe the passions and maintain cohesion.

**C3** When conflict breaks out, I try to find equitable solutions acceptable by all.

**D3** When a conflict breaks out, I try to stifle it or impose my point of view.

**E3** When a conflict breaks out, I try to discover its origin by going back to the root causes.

**Element # 4: self-control**

**A4** By not getting involved I am rarely disturbed.

**B4** Due to disagreements that tensions can produce, I behave warmly and friendly

**C4** In case of crisis I am worried and anxious (anguished and tormented) as to how to satisfy the expectations of others.

**D4** When things do not go as I want, I defend myself, I resist and come back to the charge with counterproposals.

**E4** When I am provoked, I restrain myself, although my impatience is visible.

**Element # 5: Your Sense of Humor** (Mindset that consists of presenting reality in such a way as to reveal its pleasant (amusing) and unusual aspects (which astonishes))

**A5** My humor is rather considered inappropriate.

**B5** My humor allows me to forget the seriousness of the situation.

**C5** My humor allows me to convince or to make my position accepted.

**D5** My humor is caustic (hurt by mockery).

**E5** My humor adapts itself to circumstances and gives things their true value. I keep my humor even when the situation is tense (difficult and critical).

**Element # 6: the effort**

**A6** I just do what's necessary to get out of it.

**B6** I prefer to offer my help rather than taking initiatives.

**C6** I try to keep my work pace in a good average.

**D6** I do not spare (spare my strengths) neither myself nor the others.

**E6** I work hard and train others.

Determine your style by plotting the notes you assigned to each sentence in the following table in front of each mark (A1, B1, etc.).

ELEMENTS	STYLE				
	1.1	1.9	5.5	9.1	9.9
<b>1. decisions</b>	A1 :	B1 :	C1 :	D1 :	E1 :
<b>2. convictions</b>	A2 :	B2 :	C2 :	D2 :	E2 :
<b>3. conflicts</b>	A3 :	B3 :	C3 :	D3 :	E3 :
<b>4. Self control</b>	A4 :	B4 :	C4 :	D4 :	E4 :
<b>5. humor</b>	A5 :	B5 :	C5 :	D5 :	E5 :
<b>6. effort</b>	A6 :	B6 :	C6 :	D6 :	E6 :
<b>Total</b>					

The style for which you have the highest total is the one you consider your dominant style.

The one that has the closest result immediately after is the one you consider to be your spare style.

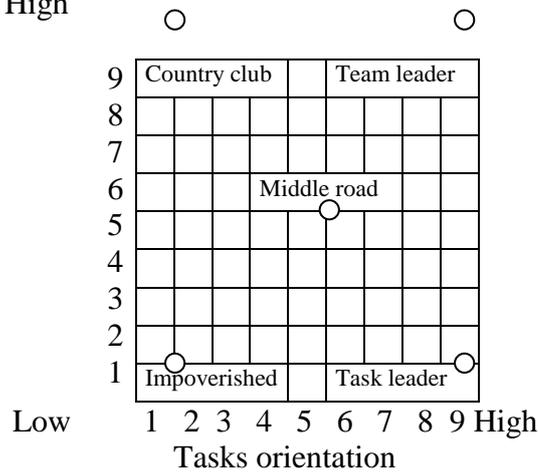
The style with the lowest score corresponds to the theory that you reject most vigorously.

From this test you can position yourself on the grid of BLAKE and MOUTON.

So you'll have an idea of your leadership style when you manage a work team

Relations Orientation

High



## MAJOR CHARACTERISTICS OF EACH DOMINANT STYLE

*"The business is the leader's job, it depends primarily on him"*

### 1. Task-centric leader (Task Leader): Style 9.1

- Maximum interest (9) for production is associated with a minimum interest (1) for staff. (*This style of manager will be more attracted by robots (they at least do not strike)*)
- A manager acting on this basis aims to increase production as much as possible by exercising his power, authority and control over individuals who obey him.

### 2. Leader focused on human relations (country club): style 1.9

- It is the association of minimum interest (1) for production and maximum (9) for staff. (*This style of manager corresponds to "the one who is having"*).
- The goal is to maintain good relationships, foster good relations between colleagues and subordinates and create a pleasant work schedule.

### 3. Resigning Leader (Impoverished): Style 1.1

- Style 1.1 is characterized by minimal interest for both production and staff.
- The manager of this style makes just enough to stay within the organization .... and even !

### 4. Middle leader (middle road): style 5.5

- A good organization achieves results by balancing production requirements and maintaining good morale among staff.
- With this style you can progress.

### 5. Team leader: style 9.9

- This style aims to achieve results, both quantitatively and qualitatively, through participation, engagement and conflict resolution.
- The work is done by involved individuals: interdependence driven by a common interest in the organization's goals leads to relationships based on respect and trust.