

MST(HR)-552– Managerial Grid and Team Development

Lecture 8



Recap from last lecture

In the last lecture, we discussed:

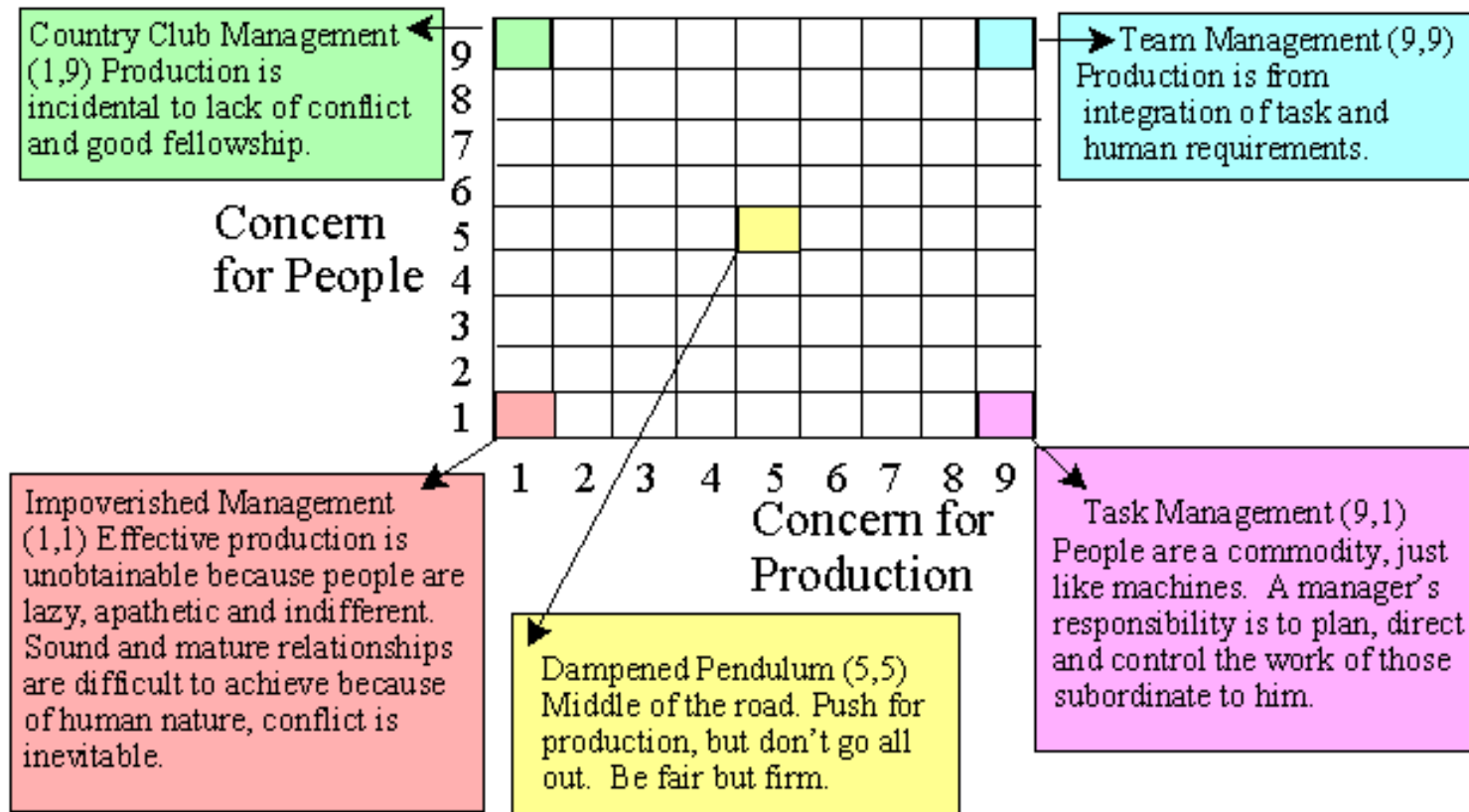
- MBO
- CMBO
- Quality Circles
- Results based on quality circles

Topics to be covered today:

- Managerial Grid and the model
- Behavioural dimensions
- 4 types of leadership
- Team development

Managerial Grid- the model (Blake and Mouton)

MANAGERIAL GRID*



* Adapted from Blake, R. R. and J. S. Moulton. 1962. The managerial grid. *Advanced Management Office Executive* 1(9).

Behavioural Dimensions

- **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.

Country Club Leadership – High People/Low Production

- Leader is concerned about the needs and feelings of members of his/her team.
- As long as team members are happy and secure, they will work hard.

Produce or Perish Leadership – High Production/Low People

- “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

Impoverished Leadership – Low Production/Low People

- This leader is mostly ineffective.
- He/she has neither a high regard for creating systems for getting the job done.
- The result is a place of disorganization and dissatisfaction.

Middle-of-the-Road Leadership – Medium Production/Medium People

- This style seems to be a balance.
- It may at first appear to be an ideal compromise.
- Leaders who use this style settle for average performance and often believe that this is the most anyone can expect.

Team Leadership – High Production/High People

- These leaders stress production needs and the needs of the people equally highly.
- Employees are involved in understanding organizational purpose and determining production needs.
- When employees are committed to, and have a stake in the organization's success, their needs and production needs coincide.

Advantages and disadvantages

Advantages:

- This model 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 helping leaders reach to the ideal state of 9, 9.

Disadvantages:

- The model ignores the importance of internal and external limits, matter and scenario.
- Also, there are some more aspects of leadership that can be covered but are not.

What is a team?

- A team is a number of persons associated together in work or activity
- In other words, when one person cannot accomplish a job alone and several individuals must cooperate to fulfill a mission, you need a team.
- The better the cooperation, communication, and coordination among team members, the more efficient the team.

Conceptions of a team

The Athletic Perspective:

Here, “team” connotes winning and losing. In an athletic arena, winning is the ultimate goal.

The Power of Two:

Here, “team” implies partnership. This includes both business and personal partnerships.

Circumstantial:

Here, “team” simply means any group in the same place at the same time. For example, in a company in general or all the managers in an organization could be considered a team.

The Community Approach:

Here, a “team” is a group of individuals that share, collaborate, and assist one another. Members look to their peers for support. This type of team leads to workplace success!

Why do teams work?

1. Teams initiate change

Often those at the top of the organization are challenged by what changes are necessary within an organization. Teams provide a valuable source of feedback.

2. Teams are natural problem solving devices

A team setting opens up new communication lines. Because of the necessity of communication within a team, members encounter problems and challenges in early stages and are able to head them off with greater efficiency and success

3. Teams are collections of the organization's best assets.

Each team member has specific talents. By combining individuals in team fashion, all of these talents are joined to work toward a common goal

Summary

In today's lecture, we discussed:

- Managerial Grid and the model
- Behavioural dimensions
- 4 types of leadership
- Team development

Thank you

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