

LEADERSHIP STYLE DETERMINATION ACCORDING TO ROBERT BLAKE AND JANE MOUTON'S MANAGERIAL GRID

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Abstract: *The organizational development assume the unconditional support of the leadership. Over time, the researchers have developed four major behavioural theories of leadership: the trait theory, behavioural theory of leadership, situational leadership theory and integrative leadership theory. These focus on the work of leaders, what they do, what they say and what they communicate across organizational boundaries. Over time, these theories have been adapted, developed and improved according to the main objectives of the organization and each leader. The researchers in the field were those who tried to find and identify the best style of leadership, regardless of the situation they might encounter in the course of their activities. Robert Blake and Jane Mouton are among those who built the management grid. They have published more than forty articles and books that describe their theory. This management network helps to think about a manager's leadership style and its effects on the productivity and motivation of his team. The position of a leader can be anywhere in the network, depending on the relative importance gives to the people and to the results. On the one hand, this paper analyzes the organizational development from the perspective of management, and on the other hand, after presenting the necessary explanations related to the theoretical part of the grid exemplified above, a concrete example of this grid with application in a private organization will be presented. So, the study pursued the managerial grid application and analysis on a general manager in a certified vocational training entity (AS Financial Markets Sibiu), whose managerial style could be established after a test in which he answered at 20 questions.*

Keywords: management, leadership, position, behaviour, attitude

1. Introduction

Without any doubt, leadership is essential for any organization's effectiveness. Scientists have tried to find the best style of leadership regardless of the circumstances in which or which they face. At the same time, they sought to identify differences between effective leaders and ineffective leaders. Behavioural theories of leadership have made significant contributions in the study of leadership as a result, the study of this issue continues to be the focus of research in contemporary world, observing also the complexity and the effects it has on

organizational performance and the employees.

Leadership targets the training and coordination management functions and emphasizes behavioural problems. If the manager's primary concern is that the tasks are performed, the leader focuses his attention on people fulfilling these tasks [1]. First, in affairs, leadership mean various things to various people, and second, essential is to begin with the owner, who has to define exactly what leadership means to him or her, and then decide what success means to the business. To be a real leader,

this involved the power of perception to all in the organisation, telling about the relevance, encouraging and motivating them to action in the same time to accomplish it. However, being a leader also means articulating that vision to everyone also in the company, convincing them of its importance, and encouraging and motivating them to work together to achieve it.

In terms of leadership behaviour, research shows that it is based on its features and abilities. Both leadership traits and behaviour complement each other and cannot miss one without the other. In other words, traits leadership theory influences behaviour leadership theory [2].

In practice, one of the big problems involved is related to the measurement of leadership. The solution in this case, can be the measurement of the leadership using the managerial grid proposed by Robert Blake and Jane Mouton. This measurement can be useful for all categories of leadership (top, middle, low management).

2. Theories of leadership

Over the course of 100 years, different leadership theories have been developed to clarify how and why certain people become great leaders. Leadership Theories provides us with a number of concepts on perception, interpretation and understanding it. Also, have viable significance and they are utilized for a good comprehend and an observation regarding the successful leaders. All these have evolved over time. The following lines will present the characteristics of four different theories of leadership, which are more relevant for this paper [3].

2.1. Traits theory (also called dispositional theory)

In psychology, is a method to analyse the human identity. This theory of leadership suggests that personality traits influence leader emergence and effectiveness. In management, were identified distinctive features to be considered for effective

leadership, such as the appearance of high energy, confidence, influence. This theory identifies the set of characteristics or traits that differentiate the leaders from supporters of the inefficient leaders from effective leaders. However, no one has so far managed to establish a universal list of traits that successful leaders possess.

2.2. Behavioural leadership theory

It based on how the leadership behaves within the workplace. Researchers have tried to detect differences between the behaviour of effective leadership from inefficient ones. 10 managerial roles of Henry Mintzberg are an illustration of behavioural leadership. Blake and Mouton make the Managerial Grid that identifies two leader behaviours: the task-oriented leader and people-oriented leader.

2.3. Situational leadership theory

This theory attempts to exemplify the best suitable type of leadership based on three components: leader, supporter, situations. Theory sets great emphasis on situational factors that include: the job character, supporters' characteristics, surroundings. Research has led to the conclusion that there is no optimum driving style.

2.4. Integrative leadership theory

This theory seeks to combine the three previous theories to explain the success of leaders and what affects the relationship between leaders and supporters. The integrative leadership definition and its framework were built through integration of six leadership types - transformational, authentic, ethical servant, spiritual and transactional [4].

3. R. Blake and J. Mouton's managerial grid

The concept of behavioural leadership was developed by R. Blake and J. Mouton, who formed the management grid, which they published in 1964 [5]. In Figure 1 is shown the leadership styles of the managerial grid mentioned which will be explained under the appropriate grading scale figures (9.1, 1.9, 1.1, 5.5, 9.9) for each type of leader

Figure 2.

- **9.1** Strong concern over poor results and concern for people. The problem is the integration – concern for the results should not have the effect of neglecting the people who need to obtain these results.
- **1.9** Strong concern for persons and low from results. Imbalance in the opposite direction, as much attention is paid to people at the expense of the production deployment.
- **1.1** Sign of a passive or apathetic leadership (indolent), this style is characterized by a low concern for both people and production. He makes the minimum of what is required to remain employed.
- **5.5** It is the most common leadership style in Europe and America, representing a compromise approach in which a portion of each dimension is sacrificed to preserve the *status quo*. It has a medium intensity

concern for both people and production

- **9.9** The ideal style with the highest efficiency. The leader tries, by encouraging the whole team’s effort to solve the problems of both dimensions simultaneously. Each team member is concerned with both dimensions, not just the leader.

The managerial grid measures the manager’s concern for two essential elements - the results of work and the concern for the people who work. The two items are ranked on a scale from one to nine and may be presented graphically on a two-dimensional grid (see Figure 2).

The problem that arises in leadership is how to integrate the concern for results/ production with the concern for people. Blake and Mouton identified several leadership styles, more precisely 5, thus achieving 81 possibilities.

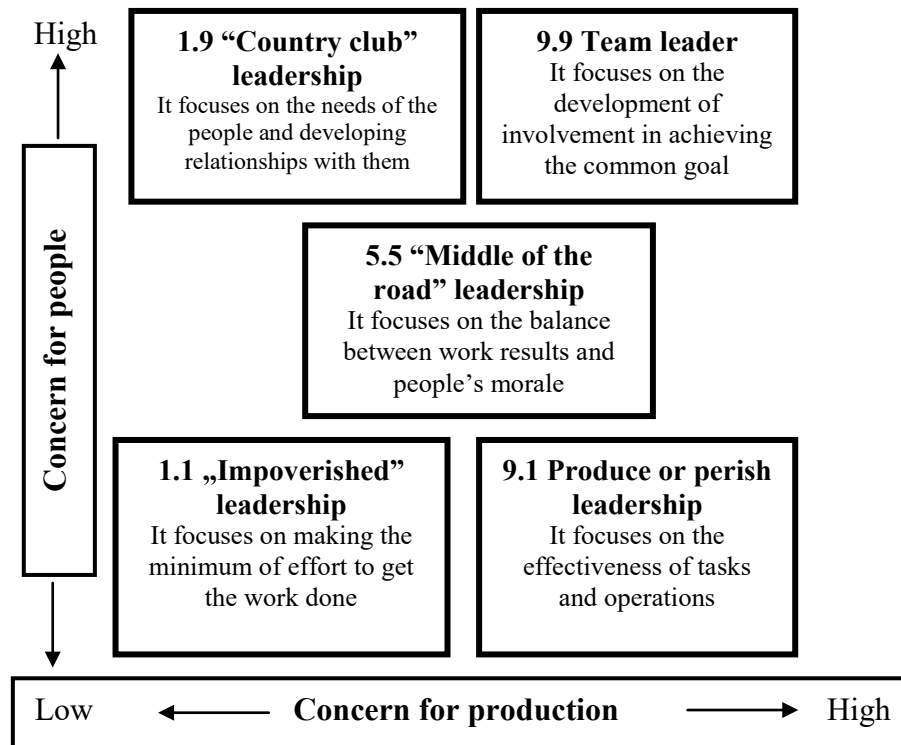


Figure 1: Types of leadership in R. Blake and J. Mouton’s Managerial Grid
 Source: Șoim Horațiu, *Curs leadership*, p. 16.

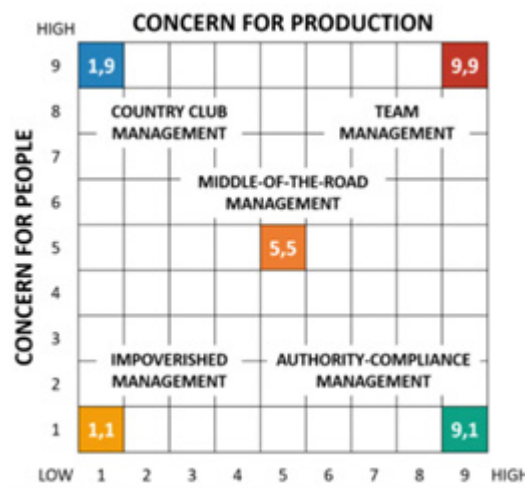


Figure 2: Leadership grid according to R.Blake and J. Mouton

Source: Țuțurea, Miricescu, Moraru, Grecu, (2010), *Leadership în organizații*, Editura Universității “Lucian Blaga” din Sibiu, p. 5

We shall further show a concrete example of the application of this matrix. Therefore, this study pursued the implementation and analysis of the managerial grid on a general manager in a certified vocational training entity (AS Financial Markets Sibiu). Following a test comprising 20 questions

required (shown below as the *Test. Identify your leadership style*) [6] there will be identified the style/type of manager which the subject chosen for analysis falls in. This test is taken from a specialty book, its interpretation, however, is an original analysis of the author of this work.

Table 1 *Test. Identify your leadership style*

<p>As a manager of an institution fill in the statements below by choosing the number 0 if the statement is "I would tend to do it", or number 1 if the statement is "I would not tend to do it". Because there is no right or wrong answers, Be honest and select the correct answer.</p> <p>_ 1. I would leave or not to know by my employees to do things during office hours otherthan those listed in the job description.</p> <p>_ 2. I would spend time with my employees or get to know them personally during office hours.</p> <p>_ 3. I would have or not a clearly written agenda of activities at the meetings with the work unit.</p> <p>_ 4. I would allow or not employees to come late or leave early from work to solve personal problems.</p> <p>_ 5. I would determine or not a clear set of objectives so that employees know what to do. issues.</p> <p>_ 7. I would spend or not more of my time in directing employees to make sure that they meet the objectives of the department.</p> <p>_ 8. I would encourage or not employees to solve problems related to their work, without having to get my permission for that.</p> <p>_ 9. I would certainly ensure or not that employees are doing their job in accordance with standard methods to be sure that the work is properly done.</p> <p>_ 10. I would seek to receive or not advice from my employees when making a decision.</p> <p>_ 11. I would record or not, well and regularly, productivity of the department and let employees know how they performed.</p> <p>_ 12. I would try or not to develop trust between me and my staff and each other.</p> <p>_ 13. I would quickly take or not corrective action for those employees who do not fall in standards and objectives.</p> <p>_ 14. I would thank or not personally employees for their work in accordance with the objectives and standards.</p>
