

# MANAGERIAL GRID

## Management Models

### >> INTRODUCTION

This was first developed in the 1950s by Robert R Blake and Jane S Mouton. **The managerial grid**, now known as the Leadership Grid™, is a framework for understanding management behaviour that focuses on the extent to which managers are task or people orientated.

Five basic management styles are identified by plotting managers' levels of concern for results against their concern for people on a nine by nine grid. Two additional styles have since been added to represent combinations of styles:

- » PAT – paternalistic: prescribe and guide
- » OPP – opportunistic: exploit and manipulate

### >> HOW CAN THIS HELP ME?

The grid provides a way of understanding management behaviour and can help individuals and teams to assess their own behaviour, to identify which behaviours and attitudes will work best for them and how they might change their behaviour to become more effective as a manager. The grid also forms the basis of organisation development programmes provided by Grid International (formerly Scientific Methods Inc.), the company founded by Blake and Mouton.

### >> ADDITIONAL RESOURCES

**Robert R Blake and Jane S Mouton: the managerial grid** (CMI Management Thinker 038)

**The managerial grid: key orientations for achieving production through people**, Robert R Blake and Jane S Mouton  
Houston Texas: Gulf, 1964

### >> THE MODEL

CONCERN FOR PEOPLE	HIGH	9	<b>(1,9) COUNTRY CLUB MANAGEMENT</b> Attention to the needs of people leads to a comfortable, friendly atmosphere and work tempo.			<b>(9,9) TEAM MANAGEMENT</b> Work done by committed people. A common stake in the organisation leads to relationships of trust and respect.				
	8									
	7									
	6				<b>(5,5) MIDDLE OF THE ROAD MANAGEMENT</b> Adequate performance achieved by balancing the necessity of getting work done with maintaining morale at a satisfactory level.					
	5									
	4									
	3	<b>(1,1) IMPOVERISHED MANAGEMENT</b> Exertion of minimum effort to get the required work done.			<b>(9,1) AUTHORITY COMPLIANCE MANAGEMENT</b> Efficiency achieved by organising work to take as little account as possible of human elements.					
	2									
	LOW	1								
		1	2	3	4	5	6	7	8	9
		LOW			CONCERN FOR RESULTS			HIGH		