THE MANAGERIAL GRID – THE MAKING OF A CLEVER DEVICE FOR DEPICTING MANAGERIAL STYLES

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Abstract

Managerial Grid has been recognized as a clever device devised by Blake and Mouton to dramatize concern for production and concern for people as major concerns of leadership (Management, 1986).The theorists themselves proclaimed Grid to be "the most powerful, thoroughly tested, and widely used tool ever designed for developing sound leadership, improving productivity and boosting profits" (Leadership Dilemmas- Grid Solutions, 1991). They rightly claimed so as their Grid has been used widely both in terms of geographical spread and in terms of fields of study. The Grid framework has been used to attain optimum personal and organizational productivity in more than three dozen countries and by millions of the people for more than 25 years. Surprisingly, there exists no analysis of such an influential theory beyond a few paragraphs available in the major textbooks of Management. This paper has carried out a comprehensive analysis of the Blake & Mouton's Managerial Grid and thus presents a complete picture of the theory to scholars and practitioners of the field. This analysis of Blake & Mouton's work is largely based on their important published books and articles. The study reveals that the Management textbooks contain just tangential mention of only five basic Grid managerial styles and take no notice of different deviations from basic styles and their various combinations and facades. The theorists consider 9, 9 managerial style as the 'One Best Way' of management which is deemed to promote efficient performance, stimulate and use creativity, and generate enthusiasm for innovation. In their view, such managerial competence can be taught and learned for bringing such excellence in the organisations.

Introduction

In the discipline of Management, there are several theories/ frameworks for the study of managerial leadership (Northhouse, 1997,p.1). These research endeavours, initiated in the Second World War, the research has continued unabated. One of them, namely Blake & Mouton's managerial grid has had a wide application, in and outside the U.S.A, in assessing managerial styles, and, based on such assessment, facilitating organization development for maximum productivity/ performance (Koontz, Donnell &Weihrich, 1986, pp.45-46). The Gird theory had been very influential in the field of managerial training and organizational development because it was used not only in the United States of America but also in more than three dozen countries outside, including the now disintegrated USSR (Blake &McCanse, 1991, p. x). In terms of fields of activities, the grid approach was used in hospital administration, teaching institutions, and, of course, industrial and large oil business organizations (Ibid; pp 366-367). However, there has been no analysis of the theory beyond a few paragraphs available in the major textbooks of Management. Even the textbooks that contain Grid theory, have restricted to five basic styles and have failed to introduce various combinations of basic styles and their facades. Thus, a need is felt to carrying out a comprehensive analysis of the Blake & Mouton's Managerial Grid and thus present a complete picture of such influential theory to scholars and practitioners of the field. This analysis of Blake & Mouton's work is largely based on their important published books, namely, "The Managerial Grid" published in 1964, "The New Managerial Grid" published in 1978, "Leadership Dilemmas-Grid Solutions" published in 1991 and "Fruits of Professional Interdependence for Enriching a Career" an autobiography of Robert Blake published in 2004.

The Context and Work of Blake & Mouton

The very first sentence of Blake & Mouton's 'Preface' to their first path-breaking book, namely, *The Managerial Grid* could sum up the context wherein they asked "What is the route to organizational excellence?" (Blake & Mouton, 1964, p.v). The question tells a great deal: that at the time of writing of the book, the important problem on which research, training and teaching in the Management field was focused, was the organizational excellence. Search for organizational excellence had been there since the rise of industrialization, particularly with the rise of the view that Management was a science which could be taught and learnt (Drucker, 1964). However, the question of organizational excellence received a fillip during World War II when it was realized that the United States of America did not have many experienced leaders who could direct transformation of economy at home and lead the military in battle abroad (Gannon, 1982, p. 357)

Background Influences

In his autobiographical notes made available at the Internet (http/:www.grid/international.com/pdf/Fruits(2004).pdf.p.7) Robert Blake emphasizes his own, and that of his partner's predilection for theory. Blake, with his training in Social Psychology, served in

the United States Air Force and his endeavoring on group dynamics seems to have originated during this period. The Air Force Psychological Research Unit impacted on Blake's professional career in that he was to work with some 500 persons belonging, apart from Psychology, to other social science fields such as Sociology and Anthropology (Ibid).

The later studies, intellectual contacts and teaching experience, all contributed to Blake (and Mouton's) future contribution to in-depth study of managerial styles. Upon discharge in 1945, Blake joined the University of Texas in Austin, taught as an instructor and finished his PhD in 1947. He continued teaching there and finally rose to full professor in 1964. Jane Mouton (with a Master's degree in Mathematics) joined the University as a PhD student, became a teaching assistant, earned her doctorate, and joined the University faculty in 1954. With this started the intellectual partnership of Blake & Mouton. Both also attended summer sessions to observe T-Group training methodology. T-group methodology, also called sensitivity training, encounter group or leadership training, was popular in 1950s, and 1960s. A general characteristic of T-Group methodology was that people were to interact and then receive free, open, and candid feedback on their behaviour from the trainer and other group members. On receiving such comments, the trainee would, hopefully, resolve to change his behaviour (T-Group Theory and Laboratory Method, 1964). This made Blake & Mouton further interested in social and group dynamics and they introduced the T-Group methodology to their University.

At this stage, Blake also specially mentions the influence of Muzafer Sherif, a social psychologist of Turkish-origin. Blake arranged to get Sherif participate in the conduct of Seminars at the University and later at Exxon training programme. Military duties in the US Air Force during WW-II gave an opportunity to Blake to pursue his conceptual and academic interest in Psychology. His research was focused on developing an application to identify problems in the selection process of navigators, pilots, and bombardiers during the war Blake lists two influences of "memorable importance" from Sherif ((http/:www.grid / international.com/pdf/Fruits (2004).pdf.p.19). Firstly, there was Sherif's work on intergroup conflict in which he established that conflict was "natural" when members of neither group were cognizant of the other group being present (lbid). Sherif further worked on strategies of de-escalation and that greatly stimulated Blake & Mouton, proving useful in their later work on organization development theory and practice (Superordinate goals in the reduction of intergroup conflict, 1958). In the words of Blake, "Sherif had come to the heart of the matter of many of the conflicts that operate within organized society: union management conflicts; those between departments or divisions of companies; tensions between headquarters and subsidiaries; and even the cleavages that exist between nations" (http/:www.grid/international.com/pdf/Fruits(2004).pdf.p.19-20).

Sherif's second impact on the thinking of Blake & Mouton occurred during a seminar jointly conducted by the three in 1954. The topic of the seminar was "Properties of Groups", and they were able to identify several of variables envisaged to be very significant with regard to organization development: (Ibid).

(i) Power and authority; in that all the groups are characterized by variation and differences in the influence exercised by its individual members i.e. hierarchy;

(ii) Standards and norms which could be denoted as the traditions, and precedents that groups members accept as second nature. This may also be termed as organization culture;

(iii) Cohesions and morale, indicated by he degree to which people feel attracted to the group, and

(iv) Objectives and Goals; the group exists for such purposes and strives to achieve them.

To the University teaching, laboratory research and full knowledge of new theories, was added Blake & Mouton's consultancy experience generative of huge empirical data and, thereby new ideas clamoring for consolidation (Ibid; pp. 15-22). Given the "bent for theory based formulation of hypothesis, and experimental tests", Blake & Mouton "tried to create a conceptual framework within which to analyze concrete problems" (Ibid; p.25).

Blake & Mouton were fully aware of the theories in the field. Blake mentions Lewin's formulation of autocratic, democratic and laissez-faire styles of management to have been in the right direction. But Lewin's work was judged as imprecise (Ibid.). This judgment was based on their own work. For example, the laissez-faire and "pure" autocratic styles appeared to be missing among the top management in Exxon where Blake was providing consultancy. Moreover, the democratic approach did not provide an effective description for the process observed during their association with Exxon employees at all levels of hierarchy (Ibid.). McGregor's book, *The Human Side of Enterprise* had not been published till 1960, but Blake & Mouton were aware of McGregor's ideas through interaction at conferences etc. McGregor's Theories X and Y held that the assumptions of any manager about human nature greatly influence his managerial strategies. Believers in Theory X argued that due to an inherent disdain in an average human being for the work, persuade him/ her to avoid undertaking any task. Because of such a characteristic, most employees were to be directed, controlled, coerced or threatened to achieve organizational objectives.

Theory Y managers, on the other hand believe that the expenditure of physical and cognitive effort in work to be natural like play or rest, and that common human being not only accepts but eagerly seeks responsibility. People would exercise self-control and self-direction to achieve the objectives as committed. It seemed to Blake & Mouton that such ideas did not fit the observed facts. In their view, X was too strong assumption to describe the give-and-take that happened among the top group in Exxon. Y, they thought, was weak enough (Ibid.).

Two important and long-term independent studies, undertaken at the University of Michigan and Ohio State University, came up with findings that were highly similar to each other (Blake & Mouton, 1964, p.16). According to the Ohio State studies, leader's behavior has two major

dimensions: the initiation of structure, or "task orientation" and "consideration". Task orientation refersto the extent to which the manager gives structureto employees' work by assigning them tasks and, spelling out the procedures to be followed by them, clarifying his or her expectations of them, and scheduling their work. Consideration refers to the provision of a supportive environment for the subordinates by the managerby showing concern for the personal welfare of the group and its members, andbeing friendly and approachable. These concerns seemed independent of each other. However, in the view of Blake & Mouton backed by their observation during their consultancy work, an individual can be task-oriented and considerate simultaneously.

Blake & Mouton's Contribution

To Blake & Mouton, Fleishman's work on structure and consideration seemed to afford a greater number of options. The Fleishman approach isolated the two variables: Structure meant telling a subordinate what to do, when and how to do it, etc, - one-way information that is extremely rational and, logical. The second variable is consideration indicates rewarding the subordinates for accomplishing the assigned tasks. To Blake & Mouton, the intersection of the two dichotomous variables, namely rationality on one side and pecuniary reward on the other, did not seem to promote involvement, commitment, and dedication on the part of the subordinates (Blake, 1992, p. 27). It did not encourage innovative thinking for solving the problems in a better way. The two authors realized that actually theoperational conduct could be easily described through the use of attitudinal variables,

In conceptualizing the formulation of their Grid, Blake & Mouton posited that purpose(s), people, power and organization culture are universal characteristics that exist in all kinds of organizations. They believed that certain assumptions underlie the behaviour of each leader (Blake &McCanse, 1991, p. 16). Such assumptions may or may not resembleobjective reality but they guide our behaviour. However, these assumptions can be changed when we become aware of the depth and character of our assumptions, we analyze them and identify the good and bad consequences of actions based on them. We can consider alternative assumptions that may provide a sounder basis for our actions and practice. We may begin to apply new assumptions as we work with other people until they become characteristics of us. (Blake &Mounton, 1964, p.136)

Development of Managerial Grid

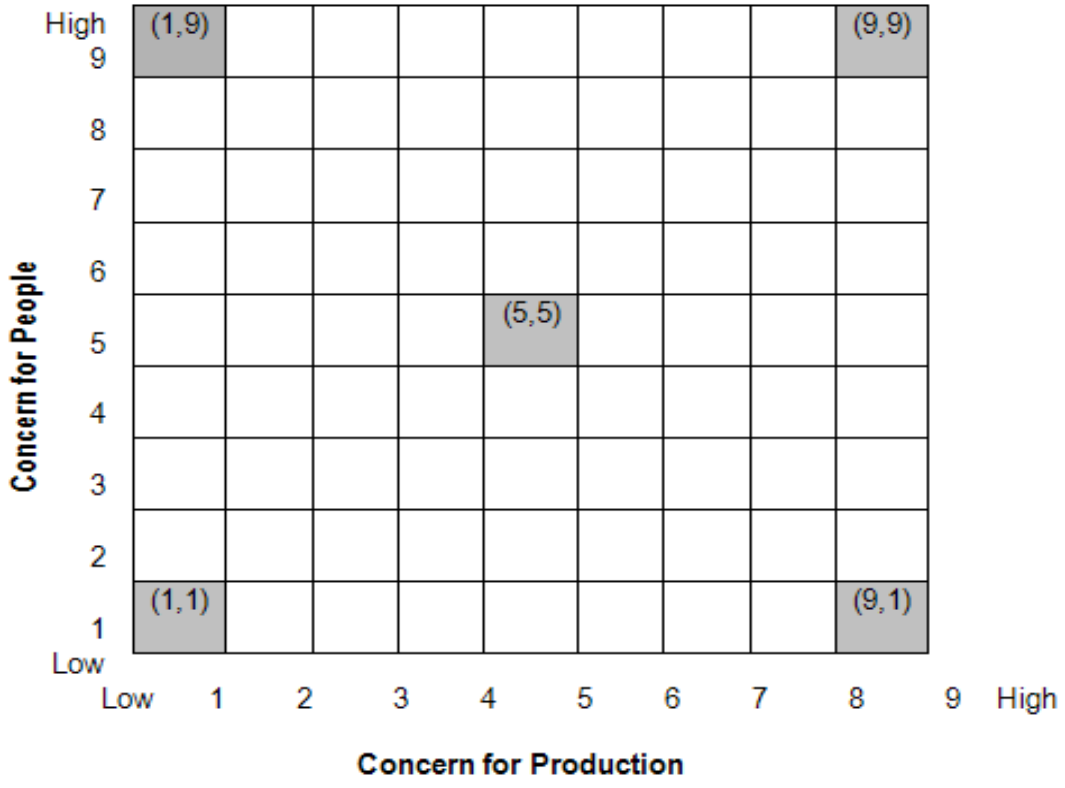
Based on several theories in the field, their own teaching and consultancy experience and, above all, their predilection for theory-based organization development, Blake & Mouton came to develop a managerial grid theory to understand managerial styles by locating them on the grid. They articulated two managerial concerns, namely; concern for people and production .Rather than indicating the real production or behaviour, "Concern for" indicates the strength and character of underlying assumptions behind any given managerial style. Production is whatever an organization hires people to accomplish.According to Blake & Mouton, people are people irrespective of the context in which the work takes place — home, government, educational institutions, industry, and

medical institutions, (Blake & Mouton, 1964, pp. 13-14). Some managers are concerned that subordinates get their jobs done. Some are concerned about job security, salary structure, and fringe benefits, of people working with them.The mesh of concern for production, concern for people and power is represented graphically by the grid. The manager uses hierarchy to achieve production with and through people.

Around 1957, they put the two dimensions into a framework picturing on the grid as nine-point scales, 1 representing minimum concern, 5 intermediate or an average amount of concern and 9 the maximum.They used horizontal and vertical axes andplotted 'Concern for Production' along horizontal axis and 'Concern for People'along vertical axis. Going beyond the rationality-reward dichotomy, the theoristsenumerated differences in the magnitude of concern on a scale of 1 to 9.

The use of power by a specific manager is defined by the manner in whichhe links these concerns (work and people). .Blake& Mouton held that each managerial style can be seen as a set of assumptions for using power to link people into production. In their view, each of the theories was believed to be found, to some degree, in every kind of organization. The various kinds of assumptions were taken to be universal and common throughout various cultures.

Figure 1: Managerial Grid

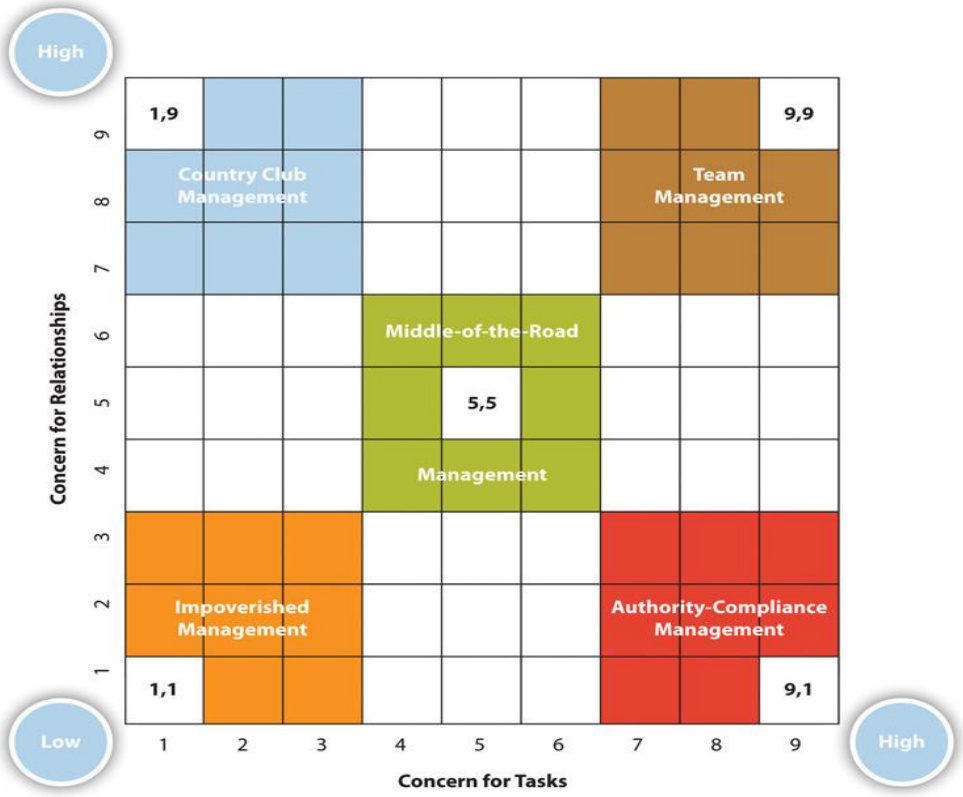


This enabled them to describe the nature of leadership manifested by any individual when varying degrees of the these two concerns are seen to be operating in his leadership conduct. The grid arrangements permitted them to say, "What would 9, 1 leadership be like?" immediately they could answer, "A bosswith a very high concern for production/results and at the same timehaving a very low concern for people. The same could be done forother four basic styles, 9,9; 5,5; 1, 9; and 1, 1; and of course,for different variations of these five basic styles.

Explication of Managerial Styles

Blake& Mouton held that each managerial style can be seen as a set of assumptions for using power to link people into production. In their view, each of the theories was believed to be found, to some degree, in every kind of organization. The various kinds of assumptions were taken to be universal across the various cultures. The point to ponder is that when a manager is confronted with a situation in which work accomplishment required peoples' input, a range of alternative ways are available to the manager for application of management style. . A comprehensive statement of grid theory was contained in *The Managerial Grid*, where the authors elaborated the following five managerial styles.

Grid Basic Managerial Styles



The 9, 1 Managerial Style – Authority-Compliance Management

In the lower right-hand corner of the grid a maximum concern (9) for production is combined with a minimum concern for people (Ibid; p.16). A 9, 1 manager (task manager) acting under these assumptions concentrates on maximizing production by exercising power and authority and achieving control over people through compliance. He / she expects schedules to be met and people to do what they are told and disagreement is ruled out and suppressed. In the long run, the side effects of such managerial style may actually lower production. (Blake & Mouton, 2004, p.53). Koontz and Weihrich refer to the 9,1 managers as "autocratic task managers". These are concerned only with developing an efficient operation, have little or no concern for people, and are quite autocratic in their style of leadership (Koontz, Donnell &Weihrich, 1986, p.445).

The 1, 9 Managerial styles – Country Club Management

The 1,9 leadership style is on the upper left corner. Here a minimum concern, l, for production is coupled with a maximum concern, 9, for people. Primary attention is placed on promoting good feelings among colleagues and subordinates. The 1, 9 man's thoughtful attention to the needs of people for satisfying relationship leads to a comfortable friendly organization atmosphere and work tempo. The 1, 9 managerial style emphasizes solely on concern for people. It does not push people for production. People are encouraged and supported and their mistakes are overlooked. As such, production problems are glossed over. Ultimate end under this managerial style may be the complete closing of a non-competitive unit. Koontz and Weihrich describe the l, 9 management as "country club management". In this, managers have little or no concern for production but are concerned only for people. They promote an environment where everyone is relaxed, friendly, and happy and no one is concerned about putting forth coordinated effort to accomplish enterprise goals (Koontz, Donnell &Weihrich, 1986, p.445).

The 1, 1 Managerial Style – Impoverished Management

A minimum concern for both production and people is represented by l, 1 in the lower left corner. The 1, 1- oriented manager does only the minimum required to remain within the organization. Little concern for both production and people results in impoverished management, and any organization cannot survive for long with this kind of management. However, Blake & Mouton noted that this style is frequent enough in individual managers and supervisors. 1, 1 management is characterized by the supervisor who leaves people to work as they think fit. He does just enough so that if anything goes wrong he can say, I told them what to do; it's not my problem. (Blake & Mouton, 2004, pp. 100-101). Productivity is likely to sink to the lowest tolerable level.

The 5, 5 Managerial Style - Middle of the Road Management

The 5, 5 managerial style is in the center of the grid. Blake & Mouton say: "The 5, 5 motivations stem from the desire to be a popular member in good standing, and to avoid being a minority of one, ostracized, or out of step. Energy and initiative are expended in playing the popularity game" (Blake & Mouton, 1964, p. 128). The 5, 5 man believes that adequate organization performance is possible through balancing the necessity to get work with maintaining morale of people at a satisfactory level. This middle of the road style pushes enough to get acceptable production but yields enough to maintain acceptable morale. The manager aims at a moderate carrot and stick standard, fair but firm, and has confidence in his subordinate's ability to meet targets.

The 9, 9 Managerial Style – Team Management

This managerial style is located in the upper right hand corner where a high concern for production, is coupled with a high concern for people. 9, 9 approach or team approach is goal oriented and seeks to gain results of high quantity and quality through participation, involvement, commitment, and conflict-solving. The 9, 9 style tries to discover the best and most effective solutions through involvement and participation of all concerned. The 9, 9 manager assumes that employees who know what the stakes are for them and others in what they are doing, will not need boss direction and control. Blake & Mouton believe that the person with 9, 9 predisposition places high value on sound and creative decisions. He listens for and seeks out ideas, opinions, and attitudes different from his own (Ibid; p. 162).

Deviations from the Grid

In the first two important theoretical works, namely, *The Managerial Grid* (1964) and *The New Managerial Grid* (1978), Blake & Mouton elaborated five managerial styles on the grid assuming a manager's grid style to be consistent over a range of situations. However, they recognized that in practice managers moved from one grid to another, at times, even oscillating and adapting grid styles depending on how a manager viewed the situation.

Dominant and Backup Styles

The authors reconciled with the fact of a manager moving from one to another style by positing the concept of the dominant and backup styles. Not only did most managers have a dominant grid style, they also seemed to have a backup style; sometimes even a third and fourth one (Blake & Mouton, 2004, p. 18).According to Blake & Mouton , the distinction between a dominant style and a backup style is that dominant style defines the underlying consistencies in a person's behaviour over time. Backup style, in their view, characterizes the next most consistent behaviour, and so on through whatever number of backup styles characterize any given individual (Blake &McCanse, 1991, p.43). Often, the application of dominant style by manager is not possible for a host of reasons, such as when the manager is under strain, pressure, is frustrated or confronting an insolvable conflict situation. Blake & Mouton illustrate the relationships between dominant and backup styles with an

example of the way parents deal with their children. First they try logic and reason in 9,9 way. It does not work, they get tough and possibly add a touch of ridicule, the 9, 1 way of trying to get the child's attention. It may possibly create resentment and rejection; parents may switch over to love and kindness and hope that a changed attitude would bring the child around. The parents may not succeed; they either return to a 9, 1 strategy of threats and punishments, or throw their hands up in a way and say, "To hell with it" (Ibid; p.14).

In the view of the authors, any grid styles can be backup to any other. For example, a 1, 9 oriented manager prefers to yield and defer when challenged but may become stubborn and demanding in the manner of a 9,1 oriented manager when the pressure becomes too great. A leader who seeks control and mastery in a 9, 1 way may meet continued resistance from subordinates, but when unable to find a way for getting them under control, may shift to a 9, 9 teamwork basis of cooperative problem solving. A manager working with subordinates in a 9, 9 manner in everyday situation, may switch to a 9, 1 orientation when crises arise.

Combinations of Grid Theories

Besides the five basic managerial styles described above, Blake & Mouton held that additional managerial orientations could be identified. These theories were compounds or combinations of the basic or "pure" theories. They involved two or more of the basic approaches. Blake & Mouton took the 9, 1 and 1,9 styles and showed the two could combine to produce other styles. Among the combination styles the authors, in their 1964 and 1978 versions, included paternalism, wide-arc-pendulum, counterbalancing, the two-hat approach, the statistical 5, 5 and 9, 1 – 1, 1 cycle. We take up such combination theories/styles below.

Paternalism

Paternalism denotes a relationship between a manager and his subordinates that involves the direction coupled with approval-giving, similar to that between a father and his children. A paternalistic boss tends to retain tight control in work matters. When subordinates do what they are told, the manager's behaviour is generous and kind in a personal way. The spirit of paternalism is visible when a boss calls one of his men over several minutes before the end of the shift and says: "Ali, you've put in good day's work and finished all your assignments. Let's have a smoke". Blake & Mouton observe that paternalism is a rather widespread attitude underlying much managerial conduct. They think there are many variations on paternalism that look different but actually differ only in terms of degree. Benevolent autocrat and missionary, they write, are other variations of the paternalist style (Blake & Mouton, 2004, pp. 165-168).

Wide-Arc Pendulum

Under the wide-arc pendulum approach, either 9,1 or 1,9 may be operating but not at the same time.

One follows the other. The wide-arc pendulum swing can be seen when a manager drives for production in a 9,1- oriented way, and , in doing so, arouses resistance and then overcorrects by removing all pressures and becoming exaggeratedly interested in the feelings and attitudes of those working under him. Production falls but relationships are restored to a smooth basis. Once again, under pressure, he reverts to a 9, 1 manner of managing, only to back off again as tensions become high.

Counterbalancing

Counterbalancing is a third way of applying 9, 1 and 1, 9. The line organization operates on a 9, 1 orientation, producing the usual negative reactions of frustration and aggression. As a safeguard against such feelings generative of disastrous effects, a staff organization has the responsibility of keeping its finger on the pulse of the organization and providing disgruntled people the opportunity to blow off steam through ventilating their feelings. Whether in industry, the military, or elsewhere, the serious disadvantage of this kind of ventilation of feelings and hostility is that it treats symptoms rather than causes. While tensions are reduced for the moment, the 9,1- oriented management responsible for generating the tensions remains unchanged.

The Two-Hat Approach

The two-hat theory is applied by mangers who separate their concern for production from concern for people while making the same person responsible for both. Using the two-hat approach, a manager who practices 9,1- oriented management in daily work removes his production hat at six-month or yearly intervals and puts on his people hat to counsel with his subordinates in ways that deal mainly with attitudes at large and only incidentally as they relate to work. Job counseling is not part and parcel of work activity and individual development. Line managers who have to actually carry out this activity are likely to view it as extra/additional responsibility they must engage in as an assignment from the personnel department above. They may not believe in it as something that would contribute to improved work. They may take the activity as an obligation to conduct the counseling sessions as a matter of company policy (Ibid; p.172).

"Statistical" 5, 5

It is occasionally said of a manager, "It is hard to tell anything exactly about his managerial style. He can fit every position on the grid at one time or another" (Ibid; p.173). The statistical 5, 5-oriented manager employs any two and sometimes all five basic styles in managing production-people dilemmas. The essential feature is that he manages according to what he thinks is effective at any particular point in time. Blake & Mouton provide an example:

If a subordinate wants to be left alone, or if the supervisor doesn't know how to approach him, he is left to fend for himself, as in 1, 1. If the subordinate seems to want warm, friendly relation and

a supportive atmosphere he is given warmth, support, and friendship, as in 1, 9. If the subordinate wants to knock heads and to fight with no holds barred, as in 9, 1, the supervisor responds with a "tough" attitude. If the subordinate avoids conflict and wants to compromise, the supervisor responds in 5,5; and so on. In other words, the "statistical" 5, 5 manager operates all over the grid. His managerial styles average out to 5, 5. He behaves inconsistently, in other words, in the sense that he treats various people, each in a different manner. Yet, he sees little or no contradiction in his actions. His rationale is that each person is different than all the others and, therefore, one can't expect to treat them all alike.

The 9,1 - 1,1 Cycle

Blake & Mouton think that in several cases 9, 1 and 1,1 managerial conduct takes a cyclical form. They explain this by saying that management may behave in a way in its effort to achieve organization production goals. The reaction from some is to resist 9,1 and to fight back. In many instances such resistance is difficult to maintain with the result that individuals withdraw effort and abandon the attempt to counteract the situation.

As the shift in behavior increases in a direction, the accompanying low production, waste, and inefficiency tend to arouse the reaction of increased pressures in a 9, 1 direction. That is, one level of management reacts to the response of other levels by increasing the "9, 1-ness" of its centralized work direction and tight control. This increase in 9,1 tactics causes those to whom it is applied to become even more which, in turn, causes those above to become even more 9,1 in orientation. And so, the cycle runs its course (Blake & Mouton, 1964, pp.222-223).

However, in the view of Blake & Mouton, mixed theories distort the basic issue as to how an integration of people into production can be accomplished effectively. The underlying limitation in them is that these approaches attempt to deal with the problem at the level of symptoms. They fail to recognize and deal with underlying causes.

Managerial Facades

Another deviation from grid style propounded by Blake & Mouton is "managerial facade". The pure theories, 1, 9, l, 1, 5, 5 and 9, 9 - share a common, basic attribute. They are all authentic. On the other hand, some managerial behavior is dishonest. It can be described as a facade. Whether done consciously or not, a managerial facade is a cover for deception, intrigue, and trickery or to avoid letting the other person discover one's true assumptions. Such facades may be found in all grid styles. For example a 9, 1-oriented manager with his reputation as tough guy "may, in fact, hide 1, 9-oriented drives to be liked and accepted" (Blake & Mouton, 2004,p.49).One may have facade of 9, l , projecting false image of power and authority. The strategy is to appear stronger than one's adversary when real strength to back up the image may be lacking. A 9, 1 - oriented manager may feign appreciation and affection for his subordinates. He may approach them in a warm and friendly manner

only to set them aside when not needed (Ibid;p.72).

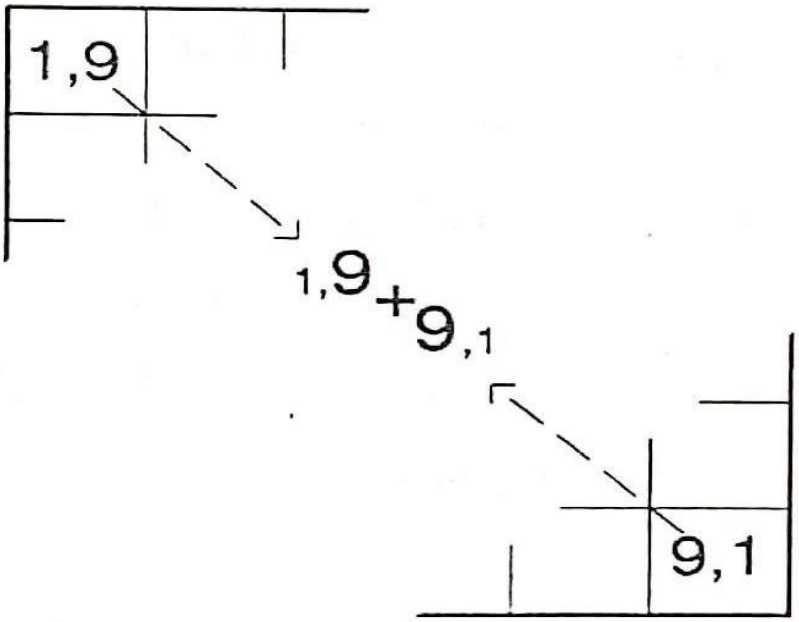
Reformulation of Grid Styles

Blake & Mouton pointed out the existence of dominant and backup styles, combination theories of managerial styles, (particularly the paternalist style) and managerial facades. This was done in the perspective of deviations from the major managerial grid styles. However, in the last version of the managerial grid, paternalism and managerial facades have been elaborated into fullfleged managerial styles as "Paternalistic management", and "opportunistic management" (Blake &McCanse, 1991, pp.98 & 172).

Paternalistic Management

To Blake & Mouton, paternalism is an additive style, combining aspects of two grid Styles, namely 9, 1 and 1, 9 styles. Paternalism is a linking of the production "9" of the grid style and the people "9" of the 1, 9 grid style. This style is also called 9+9 grid style and is depicted below.

Paternalistic Management



The paternalistic orientation is a simultaneous exercise of the 9, 1 and 1, 9 grid styles. It has been represented numerically by 9+9 to illustrate the joining of the soft "9" of 1,9 with the tough "9" of 9, I. Elements of these two styles are used "simultaneously" or in such quick succession that they blend into a new style, unlike "pure" or 9, l .

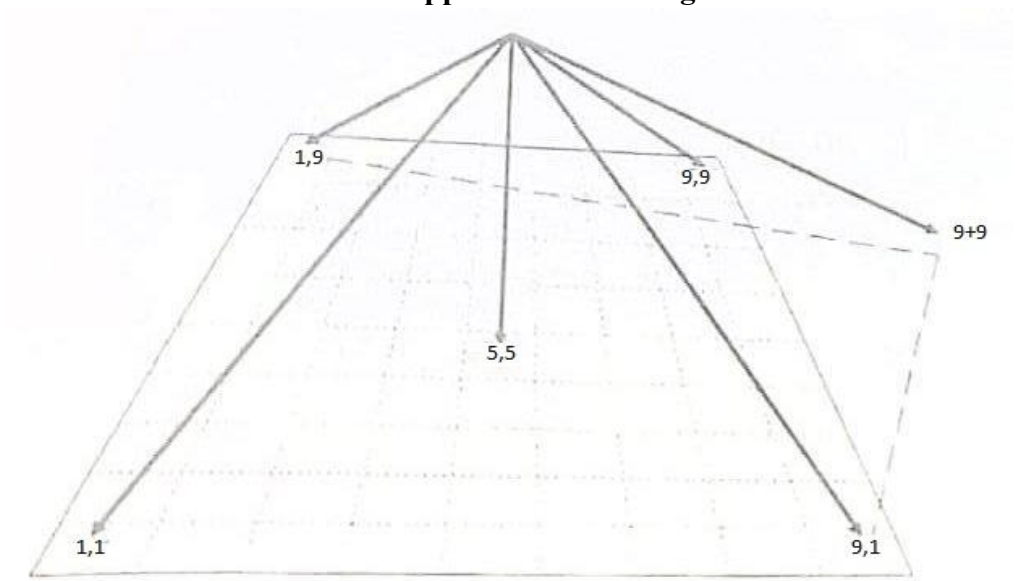
One critical distinction between 9+9 (paternalism) and 9, 9 deserves mention. Paternalism is a complicated style, but quite easily understood once the underlying dynamics are revealed. The reason is that paternalism portrays behaviour from two apparently contradictory grid styles. It is a way to get people to produce through reward and punishment, being stern and demanding in a 9, 1 manner, but at the same time kind and benevolent in a way. This is quite different from the 9, 9 grid style, which seeks to "integrate" the two concerns of production and people.

A paternalist, by virtue of operating from a style that has "added" the two 9s, tends to be over-solicitous regarding the welfare of others yet at the same time over-demanding of them to carry out his or her wishes. Subordinates soon discover that no matter what they do, it just isn't good enough. The paternalist may delegate work to subordinates but then fails to give them autonomy within which to accomplish it. The paternalist is often looking over the shoulders of subordinates, correcting them or warning them of possible errors, explaining how they should be performing if they cared enough to do a truly excellent job. As a result, real spontaneity is lacking and taking initiative outside "approved" areas is seen as risky and not worth the possible punishment for failure.

Opportunistic Management

This combination grid style incorporates several or all of the other grid styles, including paternalism. It is depicted below.

Opportunistic Management



At the base of the opportunistic grid style lies facade. This concept is useful for distinguishing manipulative managerial practices from the grid styles that have a more authentic quality. As used in architecture, the word facade refers to the face or front of a building as distinguished from the parts

lying behind it. Sometimes the front is false — it obscures what actually exists in the interior. A managerial facade refers to a front, a cover, for the real approach lying behind. The face obscures the true intentions. They remain undercover. Hence, a managerial facade is deceptive (Ibid; pp. 192-194).

Facade is an extension of opportunism where the goal is to achieve by indirect or roundabout ways something that otherwise is unavailable or believed to be unattainable. Hence there is risk and gamble. The approach is a manipulative one with the fear of exposure or of "getting caught".

A facadist is an opportunist for whom the game has become end in itself rather than just a means to an end. This prompts manipulative tactics, deception, distortion, denial, lying, cheating – in short, whatever is necessary to win. The general feature of all facades is that the person avoids revealing the contents of his or her own mind yet gives the impression of doing so. At a deeper level, then, this person is closed and hidden but gives the appearance of being open and above board. This is so because if one were, in reality, open and aboveboard, others would understand true intentions and the deceptive facade would be apparent. The "facadist" cannot afford to be seen as closed and hidden: that will raise suspicions and doubts, or at least it will alert curiosity. The surface often appears as 9, 9 or 5, 5 and less frequently as 1,9 or 1, 1 and almost never as 9, 1.

Conclusion

According to Blake &Mouton, managerial styles based on direction with compliance, or 5,5 conformity with compromise, security and comfort through convenience, or acquiescence and complacency, or the "clever" but corrupt relationships produced by facades or by debilitating paternalism, are, no more than second best. They are quite unacceptable as long-term styles. The authors emphasize that in comparison with performance contributed under 9, 9 with its condition of candid communication based on conviction and commitment and which results in creativity, other bases for work relationships seem to fall short. Social evolution, in their view, seems to be moving in directions that add meaning to mental effort and social experience. 9, 9 defines a trend leading to maturity and relationships among men toward which production organizations seem to be evolving. Achievement of 9, 9 then seems to be the key to strengthening the capacity of men to resolve problems and create commitment (Blake & Mouton, 2004, p. 287). By promoting the 9, 9 managerial style, organization development could be effected.

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