

The idea of leadership maps and managerial grids

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Abstract: The assessment of the suitability of elements of classic leadership map/ managerial grids for opinion poll was undertaken. 'Dead' measurement points, containing digit 5 as an abscissa or ordinate, were assigned to particular quarters in the leadership grid through switching from the scale of 1÷9 to 1÷8. The structure of assessment of human problem importance and production issues for five enterprises after the change of scale was also presented.

Key words – leadership map, managerial grid, management styles, BOST analysis

1. Introduction

The managerial grid is a classic tool for assessment of management styles and manager training. This grid (GRIFFIN R.W. 2007) has been successfully used for training managers to make them employ techniques of improvement of management in order for them to take great care of both people and production at the highest level (9.9).

2. Management styles

Based on the nine-point scale of attitude to tasks and people by R.R. Blake and J.S. Mounton (FOLTYN H. 2009, BORKOWSKI S. 2012), 81 management styles can be identified. Each of them are undoubtedly characterized by a suitable level of orientation towards tasks (production, services) and people. This detailed approach to the analysed results i.e. attitude to tasks and people, has not found many supporters. However,

it provides an essential contribution to the development of the science of management styles.

Polish scientists of leadership and management (KUC R.B. 2004, FOLTYN H. 2009, LIKER J. K. 2005) argue that, in consideration of characteristics of management, there are four basic management styles (Fig. 1):

- Autocratic management. Work performance is attributed to the organization of working conditions so that the role of the human factor is minimized. These styles are represented by the bottom right part of the grid with the extreme style 9.1 – degenerated, unfriendly autocrat who is focused only on the results.
- Club (democratic) management. Well-thought, care for human needs and maintenance of 'proper relationships' leads to nice, friendly atmosphere and work at a convenient pace. These styles are represented by upper part of the grid with extreme 1.9 style so much oriented to good interpersonal relationships that it is often referred to as a 'club management'.

- Separated management. Minimum effort necessary to do work is enough to maintain membership in the organization. These styles are located in bottom left part of the grid with 1.1 style within which the leader is not oriented to anything and not necessarily interested in employees and results. There is also a legitimate doubt whether it is actually a management style, although inactivity among the managers might vary.
- Team (integrated) management. The results achieved at work are a result of involvement of the whole team. Interdependence through treating organization goals as 'common goals' is conducive to creation of the relationships characterized by trust and respect. These styles are represented by the upper right part of the grid, which was revealed by the managerial grid and is also referred to as 'integrated style' with relatively strong orientation towards both people and tasks, while style 9.9 is treated as a model style.

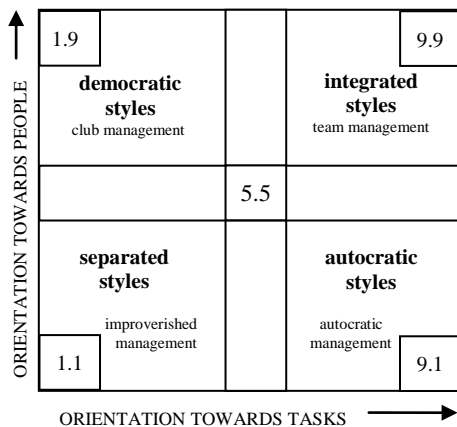


Fig. 1. Groups of management styles with classic names.

Source: Foltyn H. 2009

The study (FOLTYN H. 2009), however, mentions one style more – balanced (compromise) management. Suitable results in the organization can be achieved through balancing the need for work enforcement and maintaining of staff morale at a suitable level. This style is located in the middle of the grid – 5.5. It is sometimes treated as a compromise style. However, it seems that the central point in the grid indicates that it is sometimes difficult to define unambiguously the style of a particular manager. A similar situation can be observed for the styles vertically and horizontally containing digit 5. In general, it is difficult to determine the group of styles they belong to. Balance of

orientation to tasks (x) and people (y) appears not only for x=5 and y=5 but for points 1.1, 2.2, 3.3, 4.4, 6.6, 7.7, 8.8 and obviously 9.9. The problem of the balance is the subject of the analysis in this study (BORKOWSKI S., KNOP K. 2009).

Analysis of the structure from Figure 1 reveals that there are actually nine areas, while the areas marked 1.1, 9.1, 5.5, 1.9, 9.9 were described. Remaining fields, between separated and democratic, democratic and integrated, integrated and autocratic, autocratic and separated are 'dead' fields, without description and interpretation, although it can be noted that they are a compromise between two styles of management. For researchers, results marked with the coordinates: .5, 2.5, 3.5, 4.5, 5.6, 5.7, 5.8, 5.9, 6.5, 7.5, 8.5, 9.5, 5.1, 5.2, 5.3, 5.4 and, to some extent, 5.5 cause huge problems with interpretation of management style. In quantitative comparison, of 81 measurement points, in 17 points (21%) the terms are unclear and are an ineffective element of scientific investigations.

3. Structure of Importance of Human Problems and Production Issues After Reduction in Scale Range

Figure 2 presents the structure of importance of human problems in five enterprises. As results from the analysis of the pie charts show, the lower assessments were not made, whereas for S915 enterprise, the „8” note also did not appear (Fig. 2d). It is a good harbinger of the proposed change – the rise in share of extreme notes, i.e. „1” and „8” did not occur. However, it should be noted that for S96 (Fig. 2a), note „2” took, with the note „3”, first place in the range of importance, which suggests that grouping of results in terms of these assessments was made. Analysis of the share of other notes, „4” (16.1%) and „5” (17.9%) explains this situation. It turns out that grouping the results near a low assessment of importance of human problems does not result from the change in scale, but this concurrence is typical of a specific enterprise (S96).

The result for the data presented in Figure 2 is the managerial grid. Quantitative characteristics of distribution of the results in the managerial grid is presented in Table 1 (LUSZNIEWICZ A., SŁABY T. 2008,

NAWOJCZYK M. 2002, OSTASIEWICZ S., RUSNAK Z., SIEDLECKA U. 1999, PUŁASKA-TURYNA B. 2008).

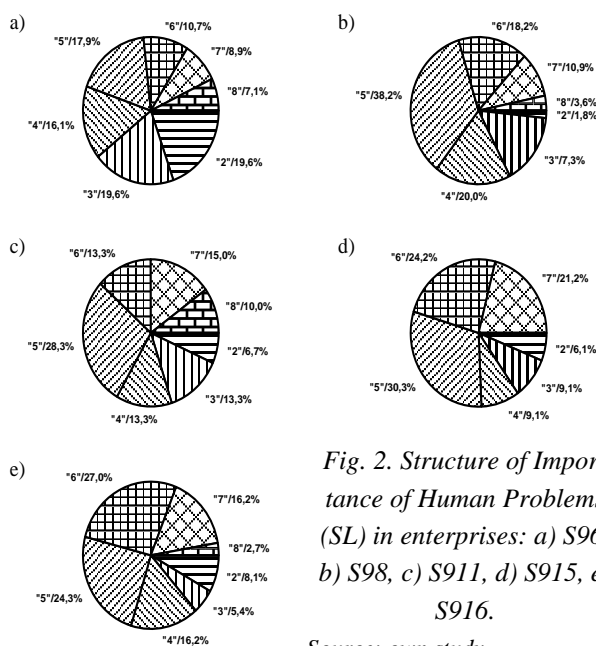


Fig. 2. Structure of Importance of Human Problems (SL) in enterprises: a) S96, b) S98, c) S911, d) S915, e) S916.

Source: own study

Table 1. Distribution of the results in managerial grid

Management styles	Denotation of enterprise				
	S96	S98	S911	S915	S916
Integrated	25.0	49.1	36.7	36.4	64.5
Autocratic	35.8	18.2	20.0	12.1	21.6
Separated	19.6	10.9	13.3	12.1	8.1
Democratic	19.6	21.8	30.0	39.4	5.8

As results from the characteristics demonstrate, the features of management typical of autocratic style of management (35.8%) can be observed in the enterprise S96. In the enterprise S98, integrated management prevails (49.1%). This management style is characteristic of the object S911. The advantage of human problems over the importance of production issues occurs for S915 (39.4% for democratic style). An overall advantage of integrated management style can be observed for the object S916 with the opinions confirmed by as many as 64.5% of the respondents.

4. Summary

The in-depth analysis of the existing structures of leadership maps was made in consideration with equivalence of the results and the possibility

of division into four quarters containing an equal number of measurement points. The decision was made on exchanging a popular scale of 1 to 9 point for 1 to 8. The results of the investigations did not reveal that after this 'reduction' of the scale an accumulation of extreme notes, i.e. „1” and „8”, occurred.

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