

**Leadership for India INC Practical Concepts and Constructs**  
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**Week - 02**  
**Leadership Theories**  
**Lecture - 07**  
**Behavioural Theory**

Hi Friends. Welcome to the NPTEL course on Leadership for India Inc. Practical Concepts and Constructs. We are in week 2, discussing Leadership Theories. In this lecture, we will discuss Behavioural Theory.

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**Behavioural Approach**

The behavioural approach is different from the trait approach in that while the trait approach focuses on the leader's personal characteristics, the behavioural approach focuses on what leaders do and how they act.

An action that can be seen, heard or experienced	Observable and measurable
Repeatable and imitable	Amenable to modification

**Behaviour is..**

The behaviour of a leader towards his or her followers influences the overall organizational behaviour, and therefore represents a viable approach to study leadership behaviour.

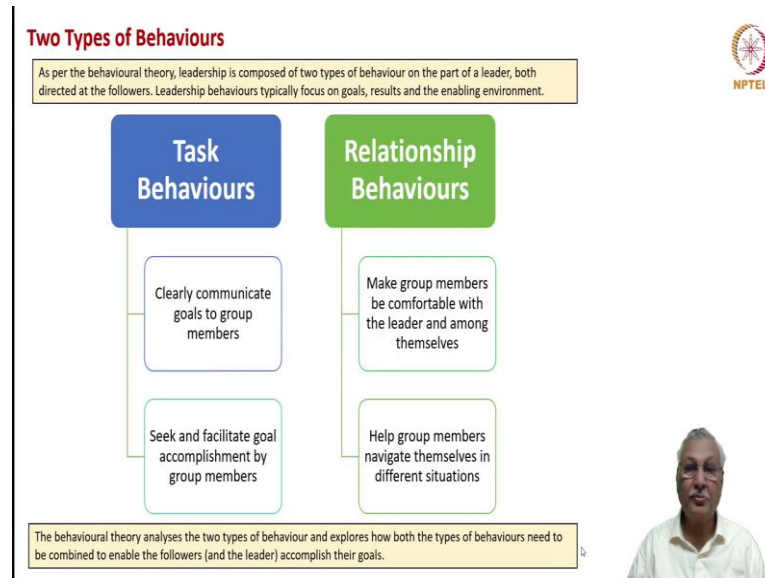


In the previous lecture, we considered the trait theory. The trait theory focused on the qualities a leader processes. The behavioural theory focuses on the behaviours which a leader exhibits. Behaviour can be defined in terms of the following four attributes; one, an action that can be seen heard or experienced; an action that is observable and measurable; an action that is also repeatable and imitable, and one, that is amenable to modification.

The behaviour of a leader towards his or her followers influences the overall organizational behaviour and therefore, represents a viable approach to study leadership behaviour. Please bear in mind also that silence is also one type of behaviour;

particularly, when it is accompanied by a particular type of body language non-tonal, non-verbal behaviour.

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There are basically two types of behaviours which leaders may exhibit; one set of behaviours is the task behaviour set; the other type of behaviours is the relation behaviour set. In the task behaviour set, the leader clearly communicates the goals to group members. He or she seeks the performance of the goals by the team members and also, facilitates the team members performing those goals.

In the relationship behaviours, the leader emphasizes making the group members comfortable with the leader and also among themselves. He or she helps the group members navigate themselves in varied circumstances. The behavioural theory analyzes these two types of behaviours and also explores how these two behaviours can be combined should the circumstances warrant.

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**Three Streams of Behavioural studies**


The behavioural theory was well-researched, pursuant to the conclusions on traits that were developed by Stogdill. Three streams of research emerged as below:



### 3 Behavioural Research Streams

<b>Ohio State University Studies</b> (1940s to 1960s) <i>Multiple domains and small to large group settings</i>	<b>University of Michigan Studies</b> (1950s to 1970s) <i>Focus on small group settings</i>	<b>Blake and Mouton Studies</b> (1960s to 1980s) <i>Focus on common organizational settings</i>
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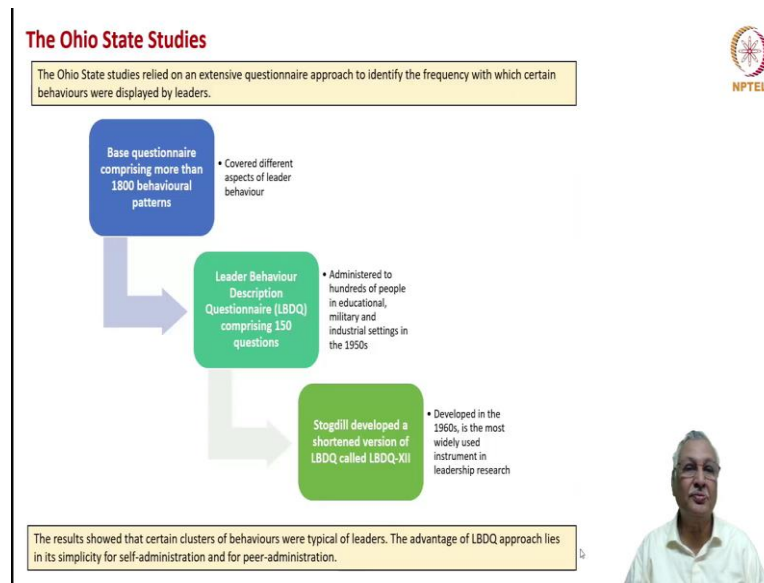
The three research streams, though belonging to different periods of study, need to be considered together to understand the behavioural theory of leadership in totality.



There have been three streams of behavioural studies. One stream of behavioural research studies focused by Stogdill from the Ohio State University covered the period 1940s to 1960s. These studies covered multiple domains from small to large group settings. Another stream of research was from University of Michigan. These studies covered the period 1950s to 1970s.

This series of studies focused on small group settings. More contemporarily, we have 1960s and 1980s studies by Blake and Mouton. These focused on common organizational settings. Although, these three research streams focus on different points of time, we should consider all these three behavioural theory streams together to get a holistic perspective on the behavioural theory.

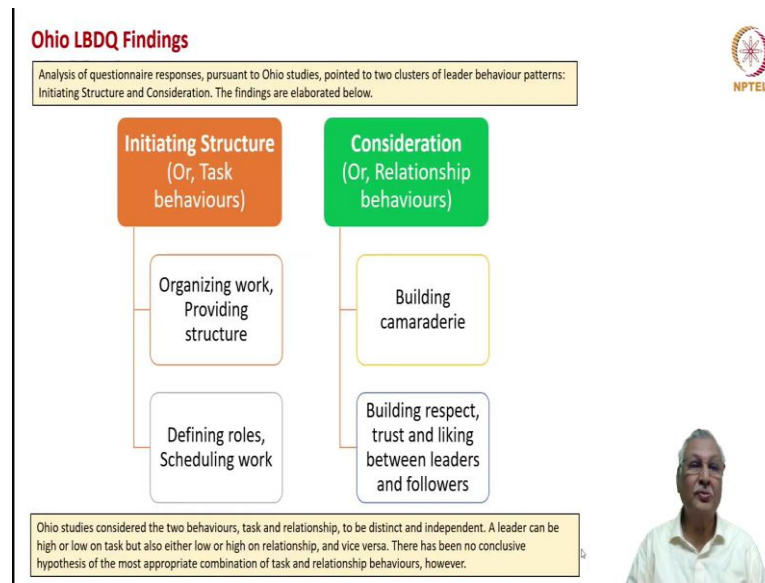
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The Ohio State studies relied on extensive questionnaire approach to identify the frequency with which certain behaviours will be exhibited by the leaders. So, there was a base questionnaire comprising more than 1800 behavioural patterns which covered different aspects of leader behaviour. Based on that a leader behaviour description questionnaire, short abbreviation LBDQ comprising 150 questions was developed. It was administered to hundreds of people in educational, military and industrial settings in the 1950s.

Stogdill further developed a shortened version of LBDQ called LBDQ-XII developed in the 1960s; it is the widely used instrument in leadership research. These research studies showed that certain clusters of behaviour were typical of leaders. The advantage of LBDQ approach lies in its simplicity because it could be self-administered and it could be used for peer-administration or peers could administer the questionnaire for the leader.

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The findings from the Ohio LBDQ, findings were as follows. There were two types of clusters as defined by them. One, initiating structure which represented the task behaviour and the consideration structure which represented the relationship behaviour. So, people who belong to the initiating structure, organized work provided structure, they defined roles scheduled work.

On the other hand, those who belong to the consideration structure, they focused on building camaraderie, they were focused on building respect, trust liking between leaders and followers. Ohio considered that these two behaviours task and relationship were distinct and independent.

A leader can be high or low on the initiating structure, a leader can also be high or low on the concentration structure. However, there was no conclusive hypothesis of the most appropriate combination that could be suitable for varied leadership contexts.

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**The University of Michigan Studies**

The University of Michigan studies focused on the impact of leaders' behaviours on the performance of small groups. The research identified two types of leadership behaviours.

**Employee Orientation**

- Leaders exhibit a strong human relations emphasis
- Value the individuality of workers, give special attention to their personal needs
- Employee orientation is similar to Consideration behaviour of Ohio studies

**Production Orientation**

- Leaders exhibit a strong technical and production emphasis
- Workers are viewed as a means for getting work accomplished
- Production orientation is similar to Initiating structure of Ohio studies

The clusters of leader behaviours under Ohio and Michigan studies (Initiating Structure and Production Orientation respectively on one hand, and Consideration and Employee Orientation respectively on the other) are similar but the two studies differ significantly in how they view the behaviours in combination.

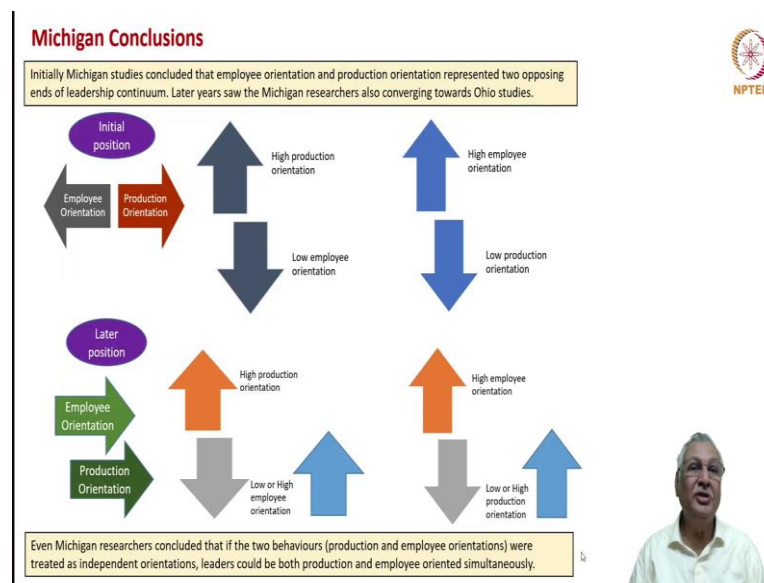
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The University of Michigan study focused on impact of leader's behaviours on the performance of small groups. This research identified two types of leadership behaviour; Employee orientation, which corresponds to the consideration behaviour of Ohio studies. As per this, leaders exhibit a strong human relations emphasis.

They value the individuality of workers, give special attention to their personal needs. Employee orientation as I said is similar to the concentration behaviour extended under Ohio studies by the leaders.

The second behaviour is the production orientation. Leaders who exhibit this kind of behaviour have a strong technical and production bias. They view the workers as a means for getting work accomplished. Production orientation is similar to the initiating structure of the Ohio studies. These two clusters of leadership behaviours under Ohio and Michigan studies, initiating structure and production orientation respectively on one hand; consideration approach and employee orientation approach respectively on the other are similar. But the two studies differ significantly in how they view the behaviours in combination.

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Michigan studies concluded that employee orientation and production orientation were contra to each other. The initial position in fact has been that, if a leader emphasis is high production; he would cause low employee orientation or the leadership style of high production would be accompanied by a low employee orientation style.

On the other hand, if the leader has high employee orientation approach, it would also be accompanied by low production orientation approach. Later on, Michigan's study shifted the approach. The latter position has been that employee orientation and production orientation are somewhat related to each other.

So, the conclusion at the later stage was that if there were to be a high production orientation of the leader, it could be accompanied by either low employee orientation or high employee orientation. It cannot be said that only low employee orientation would accompany high production orientation. Similarly, if there were to be high employee orientation on the part of a leader, the leader could also have either low or high production orientation.

So, the approach is that there is some kind of if not proximity, some kind of influence of one relationship over the other. However, while they were considered independent orientations, they were not very clear, how one could be truly both a production and employee-oriented leadership behaviour simultaneously.

Even Michigan researchers concluded that if the two behaviours production and employee orientations were treated as independent orientations, leaders could be both production oriented and employee oriented simultaneously.

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**Ohio and Michigan Contributions**

Both Ohio and Michigan studies occurred in the 1950s and 1960s, and both focused on how task and relationship orientations can be combined to ensure maximal productivity for organizations and satisfaction to employees.

The quest for a universal theory of leadership led to..

Overlapping but unclear and contradictory conclusions and recommendations

Some results did point out to the value of a leader being both highly task oriented and highly relationship oriented

However, the conclusions were not born out universally

Ohio and Michigan studies brought out the importance of task and production oriented behaviours as one cluster and relationship and employee oriented behaviours as another cluster. The optimal levels in combination were indeterminate.

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The slide features a vertical flowchart with four colored boxes (olive green, yellow, brown, grey) connected by downward arrows. A small video inset of a man in a white shirt is visible in the bottom right corner of the slide area.

The contributions of Ohio and Michigan studies were as follows, because they focus both on productivity and employee satisfaction, we can say that they have played with the task and relationship approaches to try to understand leadership behaviour and the impact on organizational moral as well as organizational productivity.

So, this quest for a universal theory of leadership led to overlapping; but somewhat unclear and contradictory conclusions and recommendations on what is the best, the task leadership or the relationship leadership or both in combination.

Some research did point out that there is value in a leader being highly task oriented and in certain circumstances, the leader being highly relationship oriented.

However, these studies could not justify or these studies could not validate these conclusions universally. However, these studies, Ohio as well as Michigan, brought out the importance of task and production oriented behaviours as one cluster and relationship and employee oriented behaviours as another cluster. The optimal levels by which these two types of behaviours could be combined was not determined.



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**Blake and Mouton's Managerial (Leadership) Grid**

"Managerial (Leadership) Grid" is one of the best known theories of leadership that is conceptually elegant and practically realistic. The grid, first proposed in 1964 by Blake and Mouton, received periodic refinements.



Initially proposed as Managerial Grid, it was renamed as Leadership Grid to explain leadership behaviours.

The Grid explains how leaders help their organizations achieve goals through (a) concern for production and (b) concern for people

In terms of these two basic factors, the Leadership Grid is no different from the propositions of the Ohio and Michigan studies.

Where it takes off innovatively is the way in which it plots the two concerns (for production and people) to position an array of leadership behaviours.

The model terms these two concerns as leadership orientations, rather than behaviours. Nevertheless, the difference is only semantic and the intent remains the same as Ohio and Michigan leadership behaviours, by and large.



Blake and Mouton's Managerial alias Leadership Grid is one of the best-known theories of leadership that is conceptually elegant and practically realistic. The grid was first proposed in 1964 by Blake and Mouton and received periodic refinements. Initially, this was proposed as managerial grid and it was renamed as leadership grid to explain leadership behaviours.

The grid explains how leaders help their organizations achieve goals through concern for production and concern for people. These are the two axis. In terms of these two basic factors, the leadership grid is actually no different from the propositions of the Ohio and Michigan studies.

However, Blake and Mouton approach significantly differs from the previous two approaches because it has indexation of both these approaches. That is, it takes off innovatively in positioning an array of leadership behaviours depending upon, where the leaders stands in a continuum on these two orientations of production and people.

Nevertheless, difference I would say is somewhat semantic and the intent remains the same as Ohio and Michigan leadership behaviours by and large. But the canvas that is covered and the granularity that is provided in the Blake and Mouton's leadership grid is for superior to what emerged out of Ohio or Michigan studies.

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**Grid Dimensions**

In terms of correspondence with the Ohio and Michigan theories, the concern for production is the task behaviour and the concern for people is the relationship behaviour.



**Concern for Production**

- Achievement of organizational tasks as the primary goal of the leader
- From policy to execution, it covers whatever the organization needs to do to achieve goals

**Concern for People**

- The leader's way of engaging with and attending to people who are involved in achieving the goals
- Includes organizational commitment and trust, providing good working conditions, maintaining a fair salary structure, and promoting good social relations

The interconnected nature of the two dimensions is evident given that tasks can only be fulfilled by people who also need to be happy and motivated to be top performers. Plotting leadership style on these two dimensions provides a useful grid.

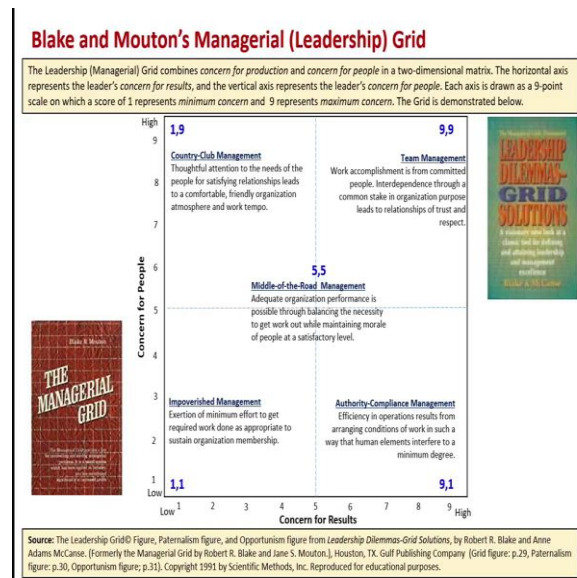


So, what are the two grid dimensions, the correspondence with Ohio and Michigan theories can be seen easily. One concern for production that is achievement of organizational tasks as the primary goal of the leader.

From policy to execution, it covers whatever the organization needs to do to achieve goals; whereas, the concern for people is the way of engaging by the leader with the employees or with the people who are involved in the teams that achieve the goals. It includes considerations such as organizational commitment and trust, providing good working conditions, maintaining a fair for togetherness, a fair salary structure and promoting good social relationships.

The interconnected nature of these two dimensions is evident given that task can only be fulfilled by leaders, who engage their employees properly and by people who are aligned and associated with the leaders. So, plotting the leadership style on these two dimensions, the grid concludes could be a varied spectrum of leadership models.

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So, this is the Blake and Mouton's managerial or leadership grid. So, these are the two books which were written describing these insights. So, it is a matrix. Concern for results is one axis which is the production orientation or the task orientation; concern for people is the other vertical axis which is concern for employees or concern for relationships or the consideration. Now, depending upon where a leader's style is or leader's approach is you can have five different types of leadership positionings.

So, the concern for leaders is divided into 9 parts. The minimal concern for results is described by a rank of 1; whereas, the maximal concern for results is denoted by a rank of 9. Similarly, the minimal concern for people is denoted by a rank of 1 and the maximum concern for people is denoted by a rank of 9.

So, you can easily see how different grids follow. (1, 1) that is low concern for results and low concern for people that is described as impoverished management. It is the exertion of minimum effort to get required done as appropriate to sustain organization memberships. There is no drive in this kind of a management style. That is why it is called impoverished management.

The other one is called authority-compliance management. There is a very high concern for results or very high drive for production, very high task orientation; but at the same time, the concern for people is negligible. As a result, all emphasis by the leaders is on efficiency in operations which results in arranging work in such a way that human

elements interface to a minimum degree with the leaders and human elements performance have to perform as per standard operating procedures that are provided. So, compliance is expected of the individuals.

The other combination is (1, 9) which is Country-Club Management, wherein there is absolutely very little concern for results and very high concern for people. So, it is like old school boys' association, a country club. Very thoughtful attention to the needs of the people, making them highly satisfied, making them highly comfortable, lots of having fun at work things like that. However, there is no emphasis at all on getting results out.

The other combination is (9, 9) which is the team management, where there is lot of emphasis on results, there is also lot of emphasis on human relations.

So, interdependence is achieved through a common stake in organization purpose and it is believed by these leaders that this would lead to relationships of trust and respect as well as high performance. While these are the extremes with (1, 1) being the least desirable and (9, 9) being the most desirable.

We also have a middle-of-the-Road management which is (5, 5). Adequate organization performance is possible through balancing the necessity to get work out and also, maintaining the morale of the workforce. Companies which are at industry average or below the industry average tend to be middle-of-the-road management. There is not too much of passion, not too much of creativity, not too much of disgruntlement, nor too much of inspired behaviour by the employees or the leader.

So, these are the five positionings which are possible in this grid frameworks.

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### Blake and Mouton's Managerial (Leadership) Grid

By plotting scores from each of the axes, different leadership styles can be illustrated. The Leadership Grid illustrates five major leadership styles as detailed below.

Concern for People	1	2	3	4	5	6	7	8	9
9									<b>9,9</b> <b>Team Management</b> Work accomplishment is from committed people. Interdependence through a common stake in organization purpose leads to relationships of trust and respect.
8									
7									
6									
5					<b>5,5</b> <b>Middle-of-the-Road Management</b> Adequate organization performance is possible through balancing the necessity to get work out while maintaining morale of people at a satisfactory level.				
4									
3									
2									
1									
High									
Low									

Source: The Leadership Grid® Figure, Paternalism Figure, and Opportunism Figure from Leadership Dilemmas-Grid Solutions, by Robert R. Blake and Anne Adams McCarne. (Formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton), Houston, TX: Gulf Publishing Company (Grid Figure: p.29; Paternalism Figure: p.30; Opportunism Figure: p.31). Copyright 1991 by Scientific Methods, Inc. Reproduced for educational purposes.

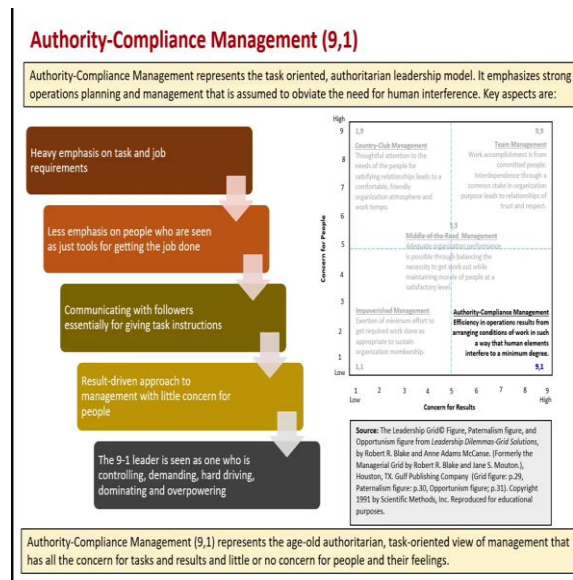
One can visualize varying degrees of concern for results and concern for people even within the designated grid but it would only complicate the simple and elegant concept without commensurate benefits, from a discussion perspective.

So, let us look at these grids in little more detail. I am spending more time on this because this is one beautiful way to analyze leaders whom we come across and also self-assess our own leadership style. 9, 1 as I said is authority-compliance management, very high concern for results and low concern for people. 1, 9, Country-Club management, low concern for results and high concern for people. 1, 1, a big no, impoverished management, low concern for results and low concern for people.

5, 5 okay, it is a kind of not long term sustainable, but at least in the short term and medium run could be sustainable. Middle-of-the-Road management with mid-level concern for results and mid-level concern for people. 9, 9 should be the aspiration of every employee and every leader, where there is team management and concern for employees to the fullest extent, which is also accompanied by the fullest concern for results.

So, that is the kind of ideal combination that we could have. But in most circumstances, we can have varied positioning; but for this discussion purpose, it is enough if we look at these five for conceptual clarity.

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What is authority-compliance management, that is the 9, 1 style do. It emphasizes very strong operations planning and management. So, that there is very little requirement for human interface, motivating people or inspiring people.

You divide the whole work into unit operations, clearly specify what each person needs to do and then, measure whether this person is delivering on that and the management also takes responsibility to ensure that others also work in tandem, so that they do their work automatically under the overall set of standard operating procedures. Therefore, there is heavy emphasis on task and job requirements, very low emphasis on people and people are seen just as mechanical Robots, unfortunately in this approach. Communicating with followers is essentially for giving task instructions. Result-driven approach is used to manage with very little concern for people. And the 9-1 leader is typically seen as a kind of autocratic leader who is always controlling, demanding, hard driving, dominating and overpowering.

You might be seeing these types of leaders in certain scenarios. Particularly, let us say getting projects done very quickly construction sites, who command a large number of people and always forcing them to do the work as per the time standards that are set.

This represents the age-old authoritarian task-oriented view of management probably belonging to the even before the scientific management of Frederick Taylor came; wherein, everything needs to be timed and needs to be executed as per the time standards

that have been set. It has all the concern for tasks and very little or no concerns for people and their feelings.

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**Country Club Management (1,9)**

Country Club Management represents an approach that is completely engaged with people but with little or no concern for tasks and results. It assumes that a people-friendly style delivers results by itself. Key aspects are:

9	1,9 <b>Country-Club Management</b> Thoughtful attention to the needs of the people for satisfying relationships leads to a comfortable, friendly organization atmosphere and work tempo.	9,1 <b>Team Management</b> Work accomplishments is from committed people. Interdependence through a common stake in organizational purpose leads to relationships of trust and respect.
8		
7		
6		
5	5,5 <b>Middle-of-the-Road Management</b> Adopts organizational parameters to provide through balancing the necessity to get work out while maintaining morale of people at a satisfactory level.	
4		
3	3,3 <b>Impassioned Management</b> Exertion of maximum effort to get required work done as appropriate to sustain organization membership.	9,1 <b>Authority-Compliance Management</b> Efficiency in operations results from arranging conditions of work in such a way that human elements operate to a minimum degree.
2		
1		
Low	1,1	9,1
	Low	High

Source: The Leadership Grid® Figure, Paternoster figure, and Opportunism figure from Leadership: Opposer-Grid Solutions, by Robert R. Blake and Anne Adams McCauley. (Formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton.), Houston, TX: Gulf Publishing Company (Grid figure: p.29, Paternoster figure: p.30, Opportunism figure: p.31). Copyright 1995 by Scientific Methods, Inc. Reproduced for educational purposes.

Country Club Management (1,9) is an outcome of the human relations school that came up as a counter to the authoritarian 'command and control' style of management that took root with early industrialization and productivity movement.

Then, you have Country Club Management is 1, 9; it is like a happy go lucky group. It believes that if the leader is people friendly; the people will automatically be motivated to deliver the goods. Therefore, when the leader meets the people, he will not talk about tasks; he will only talk about how the people are feeling.

The high emphasis on interpersonal relationships, it is good per se; the focus on attitudes and feelings of people is also good per se; having a positive climate created, where everybody has a feeling of bonhomie is also good per se.

But, without any relevance or connectivity to the results, they must achieve, it is of very little use in a competitive corporate world. The 1, 9 leader is seem to be a very agreeable eager to help comforting and non-controversial leader. People will feel happy to be associate with partly because he is so friendly and helpful and partly because they are not driven to work in a significant manner.

This country club management is the outcome of the human relation school that says that authoritarian method of management is so bad that it could destroy organizational culture. In a way, it is a counter response to the authoritarian style and it took root in the early days of productivity movement, industry engineering and early industrialization.



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### Impoverished Management (1,1)

It is difficult to consider Impoverished Management (1,1) as any kind of management that is either scientific or artful. The impoverished style has no concern for either results or people. Key aspects are:

- Unconcerned with both the task and interpersonal relationships
- It is only namesake leadership with no appreciation of fundamental duties of a leader
- Uninvolved and withdrawn with minimum effort to maintain work and organization
- Disengaged, with little contact of any kind with followers
- The 1,1 leader is indifferent, diffident, noncommittal, resigned, and apathetic

Concern for People	1	2	3	4	5
9					9,9 Team Management
8					
7					
6					
5				5,5 Middle-of-the-Road Management	
4					
3					
2					
1	1,1 Impoverished Management				1,5 Authority-Compliance Management
Low	1	2	3	4	5 High

Source: The Leadership Grid® Figure, Paternalism figure, and Opportunism figure from Leadership: Diener's Grid Solutions, by Robert R. Blake and Anne Adams McCarse. (Formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton), Houston, TX: Gulf Publishing Company (Grid figure p.20), Paternalism figure: p.30, Opportunism figure: p.31). Copyright 1991 by Scientific Methods, Inc. Reproduced for educational purposes.

Impoverished Management is no management; in the days the Managerial Grid was conceptualized Impoverished Management was anachronistic, and in today's competitive world it is even more irrelevant and injurious.

Impoverished management needs no consideration really speaking because in this corporate world of competitive conditions, we cannot have a leadership which is not concerned about either the people or the results. It is only a name sake leadership which exists based on the titles and functions which is completely uninvolved and withdrawn, either from the goal system or from the people system. It has no contact of any kind with the employees. It is the kind of ivory tower leadership behaviour.

The 1, 1 leader is seen to be indifferent, diffident, non-committal, resigned and apathetic. This is not a management style that is to be even discussed at all. However, we do have companies, we do have leaders, who do follow impoverished management not necessarily of 1, 1 variety, probably of 2, 2 variety or 2, 3 variety or 3, 2 variety.

It is certainly anachronistic in today's world and if there were to be an impoverished management, every effort must be made to slide it up towards a better model of leadership behaviour.



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### Middle-of-the-Road Management (5,5)

The Middle-of-the-Road Management represents personification of compromised leadership in the name of balance between results and people. Key aspects are:

- Intermediate concern for the task and intermediate concern for people who undertake the task
- Compromise between pushing for results and taking care of people
- Conflict-avoidance with moderation in production and people relationships
- An acceptable level of production and a satisfactory level of employee morale
- The 5,5 leader is expedient, soft-peddling disagreements and striking middle ground

Concern for People	1	2	3	4	5
High	1.1 Country-Club Management Thoughtful attention to the needs of the people for satisfying relationships leads to a comfortable, friendly organization atmosphere and work tempo.	2.1 Team Management Work accomplishment is from committed people. Interdependence through a common stake in organization person leads to relationships of trust and respect.	3.1 Impoverished Management Seldom or never makes effort to get required work done; as appropriate to sustain organization membership.	4.1 Authority-Compliance Management Efficiency in organization results from arranging conditions of work in such a way that human elements subscribe to a minimum degree.	5.1 Middle-of-the-Road Management Adequate organization performance is possible through balancing the necessity to get work out while maintaining morale of people at a satisfactory level.
Low	1.2	2.2	3.2	4.2	5.2

Source: The Leadership Grid® Figure, Potential figure, and Opportunism figure from Leadership Dilemmas-Grid Solutions, by Robert R. Blake and Anne Adams McCarse. (Formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton), Houston, TX: Gulf Publishing Company. Grid figure: p.29; Potential figure: p.30; Opportunism figure: p.31. Copyright 1991 by Scientific Methods, Inc. Reproduced for educational purposes.

Middle-of-the-Road Management avoids rocking the organizational boat, preferring convenience over convictions to keep the organization steady with just adequate production and adequate morale.

Then, the middle-of- road management, most companies which are around the industry average could fall into this road. It is a personification of compromise leadership in the name of balance between results and people. Key aspects are: intermediate concern for task orientation and intermediate concern for employees, who undertake the task.

There is always a kind of compromise which the leader strikes between pushing for results and taking care of people. For example, in current circumstances when employees are having significant difficulties, the compromise the leader might strike is not to push for results at all.

Because, he believes that pushing people at this stage could be counterproductive in his own view. So, it is a kind of compromised management. Conflict avoidance is very much the moto of the leader. Moderation is always followed in production as well as in people relationships. As a result, the company achieves an acceptable level of production and probably and a satisfactory level of employee morale.

The 5, 5 leader is seen to be expedient, soft-peddling disagreements and striking middle ground. It does not allow the organizational boat to be rocked. At times, we need to disrupt the established structures and established processes, push people, drive growth to be able to perform in a competitive scenario. But by adopting a middle-of-the-road policy which does not shake up anything, which does not look at stretching the limits of either personal engagement or production engagement, you are ensuring that you are

kind of static, a stuck in the middle kind of company with just adequate production and adequate morale.

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### Team Management (9,9)

Team management is considered an ideal management approach with a strong emphasis on both tasks and interpersonal relationships, making the organization competitive and ahead of competition.

Full concern for results and full concern for people

High degree of participation and teamwork in the organization



Keeps the organization firing on all the cylinders in terms of output

Fulfills the basic need of employees to be involved in, and committed to, work

The 9,9 leader is seen as determined and participative, open-minded, and enjoying work

Source: The Leadership Grid® Figure, Paternalism figure, and Opportunism figure from Leadership Dilemmas-Grid Solutions, by Robert R. Blake and Anne Adams McLean. (Formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton), Houston, TX: Gulf Publishing Company (Grid figure: p.29, Paternalism figure: p.30, Opportunism figure: p.31). Copyright 1995 by Scientific Methods, Inc. Reproduced for educational purposes.

The Team Management admittedly is the best approach for maximizing business results and employee satisfaction. It assumes though that there is no conflict between the two, and any disagreements will be openly discussed and resolved. The Team Manager should have the capability to motivate people for maximal results through genuine concern for them.

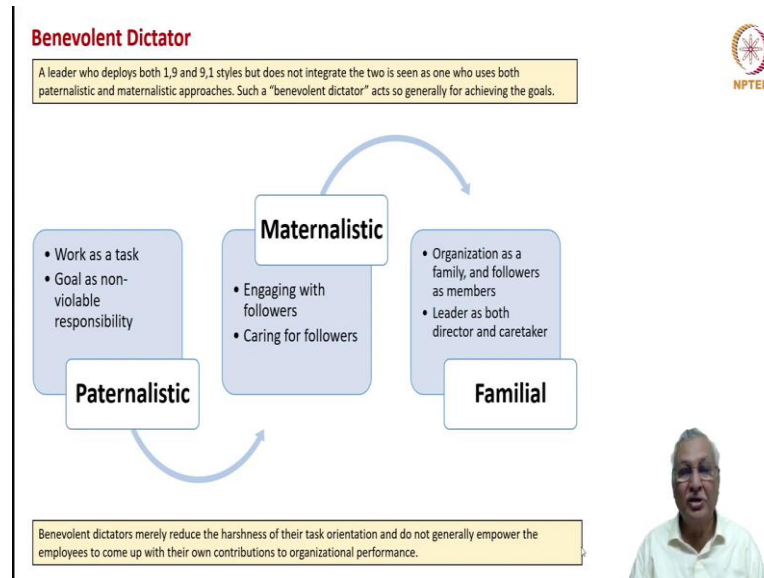
Team Management approach, it is an ideal management approach with a strong emphasis on both tasks and interpersonal relationships. Making the organization competitive and ahead of competition, there is full concern for results and full concern for employees, very high degree of participation is enabled and teamwork is emphasized by the leader in all his interactions. It gives the organization firing on all the cylinders in terms of output.

It fulfils not merely probably the basic needs of the employees, but also in the Douglas McGregor kind of approach. That is work is natural to the employees, we should empower them to be able to perform better and the 9, 9 leader, is therefore, you seen as very determined person wanting to get the results; but at the same time, very participative person who is open minded, who enjoys his leadership responsibility, but also makes the employees enjoy their work responsibility.

Obviously, this team management is the best approach for maximizing business results as well as employee satisfaction. It also assumes that there is no conflict between the two and any disagreements will be openly discussed and resolved. The team manager under this system should have the total capability to motivate people for maximal results, although there could be genuine difficulties which he would try to solve through genuine

concern for those difficulties and the solution mechanisms. Therefore, team management requires the highest calibre of leadership ability and commitment.

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Then, let us look at a few concepts which arise from the discussion, we have had. A leader who deploys both 1, 9 and 9, 1 styles; but does not integrate the two is seen as one, who uses both paternalistic and maternalistic approaches, such a benevolent dictator acts so generally for achieving the goals. When we say paternalistic, a style which has work cut out as the task and a goal as a non-violable responsibility. When we say maternalistic, it is engaging with followers, caring for the followers.

If a leader were to combine both these approaches, he would probably become a benevolent dictator, he is a familial dictator. Organization is considered as a family and followers as members; but the leader says that I am the director and you are the follower; I am the caretaker, but you are the result giver, that is the approach the benevolent dictator takes.

They would only reduce the harshness that is implied in the task orientation and do not generally empower the employees to come up with their own contributions because the maternalistic style is not a genuine participative style. It is developed to give a soft touch to the dictator more like an iron fist in a velvet glove.



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**Opportunistic Leader**

A leader who uses a combination of the basic five styles of leadership for his personal advancement is called an "opportunistic leader". Such a leader does not fight shy of switching between leadership styles for his/her self-interest.

The diagram illustrates the components of an Opportunistic Leader, categorized into three sections: Traits, Style, and Tag. The Traits section includes Ruthless, Cunning, and Manipulative. The Style section includes Self-serving and Self-centred. The Tag section is labeled Opportunistic Leader.

Certain types of firms may consider opportunistic leadership as being flexible, adaptable, and even strategic but in the long term such leadership cannot be more than a tactical approach to win over certain immediate situations.

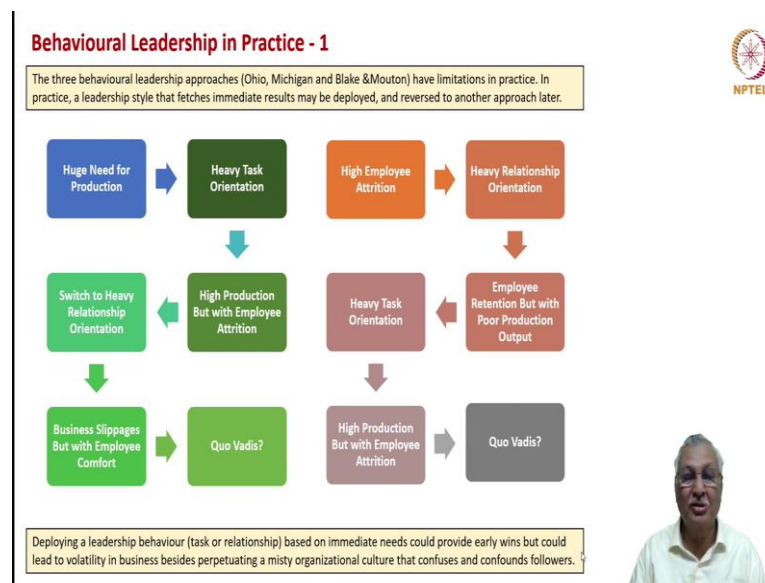


There is also the opportunistic leader, who uses all the five types of leadership depending upon the composition of the teams, depending upon the nature of the goals, focusing on his personal achievement and not necessarily on the people's achievement, that leader would be seen as an opportunistic leader because people will see through the game.

Today, he is a task-oriented leader, tomorrow he is highly human relations-oriented leader, at some other point of time he strikes a middle ground, at some other point of time work is all fun. So, they say that this leader is trying to be opportunistic. He is seen simultaneously as one, who is ruthless, who is cunning, who is manipulative. So, these toggling approaches give these traits as labels for him and this style is seen as self-serving and self-centred.

The tag that is given therefore is that he is an opportunistic leader. Certain types of firms may consider opportunistic leadership as the ideal way to coast through rapidly changing environments. It is seen as being flexible, being adaptable and even strategic by some firms; but in the long term such leadership cannot be more than a tactical approach to win over certain immediate situations.

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So, how does this work? Let us try to simulate the three behavioural approaches. Let us say there is a huge need for production. It entails heavy task orientation. Then, obviously, high production is extracted out of the workforce; but employees cannot manage that level of pressure. So, there would be employee attrition.

Then, when employee attrition happens, the management will wake up; they would switch to heavy relationship orientation. But then, what happens? Business slippages occur, but with employee comfort. Quo Vadis; where do we go from here? So, the toggling aspect that is from heavy task orientation to heavy employee orientation, does not serve the purpose.

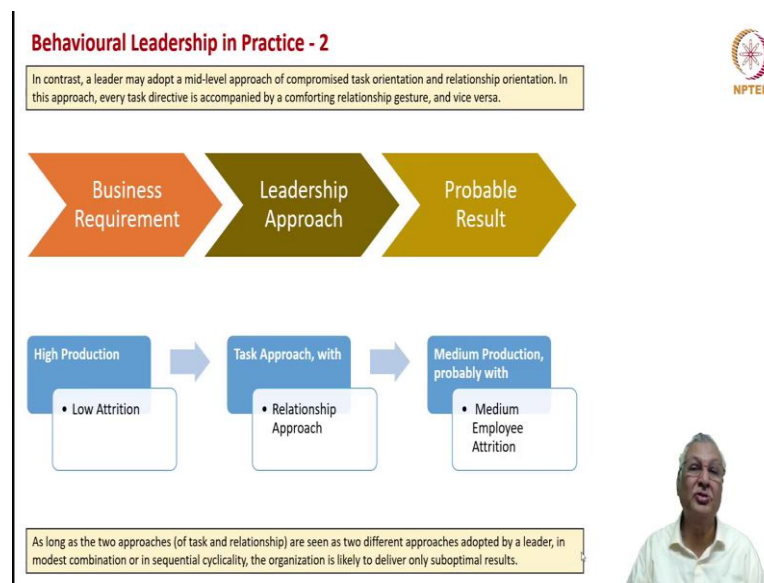
You look at the other way, you have high employee attrition to start with; therefore, you emphasize heavy relationship orientation, you retain all the employees build happy organization, but you have very poor production output. Then, you switch tracks; you will say that 'I need heavy task orientation; I will demand the highest levels of production from my employee's'. High production arises, but again with employee attrition. Again, Quo Vadis, where do we go from here?

Therefore, trying to toggle between the leadership behaviours which apparently represent if not two extreme polarities, two polarities of dealing with employees and work could be troubling. Therefore, deploying a leadership behaviour either task or relationship, based on immediate needs, opportunistic circumstances could provide early wins. But could

lead to volatility in how business performs, how organization perceives and how leaders themselves are effective.

Overall, it provides a very misty and opaque organizational culture that confuses and confounds the team members and the followers. So, I would not recommend toggling behaviour on the part of leaders from task to employee and employee to task.

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So, in practice another kind of situation occurs, business requirement let us say is of high production, with low attrition because if you keep losing people, you will not get the level of production. Typical example is in pharmaceutical marketing. We have got people, who have to achieve per capita productivity per month.

In the Indian pharmaceutical industry, in the domestic market, if you achieve a productivity of let us say 5 lakhs per person per month that operation will be highly profitable. If you get anything below 1 lakh productivity per person per month, the requirement will not be satisfied. The operation, the sales operation will be highly unprofitable; 2 to 3 could be the middle ground.

Now, the business requirement for you to grow could be high production with low attrition because if the production is highly emphasized, the domestic formulation industry sees a high turnover. There are companies which have 30 to 40 percent attrition rate and every time, you take in a new person, you got to train the person, that person has

to establish the linkages with the doctors, chemists, you recall what I have told about the grassroots leadership of the medical representative.

So, many other stakeholders on the ground, he or she has to establish and then, get into the rhythm of marketing the products and stocking the products. Therefore, low attrition with high production is required in such a situation or high sales with low attrition is required.

So, the leadership approach could be task approach with a relationship approach. However, if the leader does not know how to have a blended style which is immeasurably relationship oriented, but measurably task oriented. As a seamless connectivity, the probable result of having two simultaneous approaches would be medium production and medium sale, probably with medium employee attrition.

Most companies which have sales turnover of 2 to 3 (PCPM) per capita productivity per month of representatives belong to this category. So, as long as we see these two approaches that is of task and relationship as two different approaches to be adopted by leader and which could be adopted not simultaneously, but in a modest combination or in sequential cyclical, the organization will only have suboptimal results.

So, we need to find a way in which both of these are amalgamated and in fact, an alchemy of both this would be created, we will come to that during this course at some point of time.

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**Utility of Behavioural Theory**

The behavioural theory is not a set of prescriptions for effective leadership behaviour. Rather, it provides a framework for leaders to recognize their priorities of results and people, and the matching styles.



In some situations task approach

In some situations relationship approach

In some situations both task and relationship approaches

The challenge of presenting a unified leadership behaviour

Apart from delineating the two types of leadership behaviour, the behavioural theory does not provide any methodology to deploy leadership behaviour that is applicable for all situations.

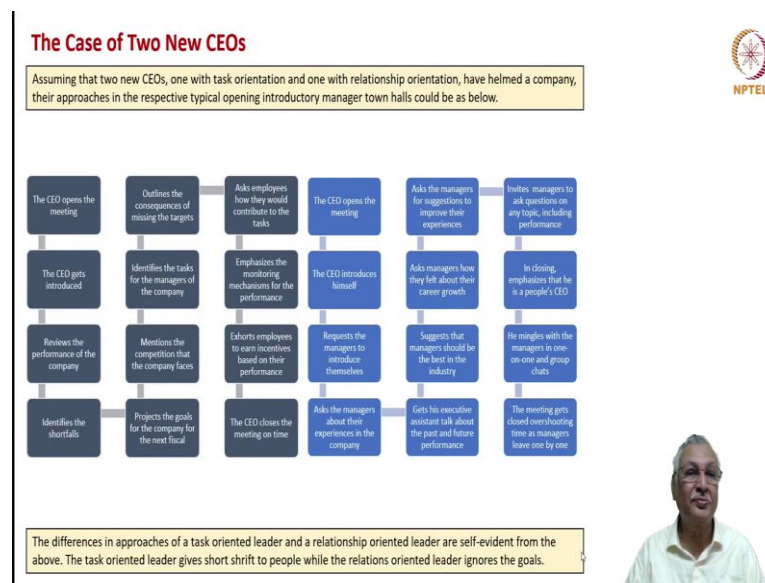


What is the Utility of behavioural theory? It tells the leader very quickly, what kind of approach one should adopt in some situations, where there is let us say in today's circumstance, where production has to be ramped up after the unlock a situation, there may be a need for a task approach by the same token, in certain other situations because of the lockdown and the economic strife that has caused. You need to be empathetic; you need to have relationship approach. In some situations, both task and relationship approaches are required.

So, the challenge for the unified leadership behaviour is to understand how to assess what situation requires what type of behaviour. However, apart from delineating these two types of behaviour, the behavioural theory is not giving us any concrete methodology to deploy leadership behaviour in manner that is applicable for all situations that is the biggest lacuna in the behavioural theory.



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Let us take the case of two new CEOs. Again, to illustrate, how a task-oriented CEO will behave and a relationship-oriented CEO would behave. Please note that the task-oriented leader may not really be employee-oriented; whereas, an employee-oriented leader could be a task-oriented leader to a greater degree with greater ease.

So, the task-oriented CEO, he opens the meeting, straight gets introduced. He is only about his introduction, he reviews the performance the company, says last quarter we did this, this, this, this and this quarter, we need to do this. These have been the shortfalls; these have been the consequences because of our missing the targets etcetera.

He projects the goals for the company, he mentions the competition, identifies the tasks, the consequences of the missing the goals again, he asks the employees how they would contribute to the tasks. He or she emphasizes monitoring mechanisms because I have put in place a monitoring mechanism, you better perform.

Exhorts employees to earn incentives based on their performance. He or she believes that emphasizing the reward portion of the whole employee work cycle is the appropriate and adequate motivator and then, the CEO closes the meeting on time.

He closes always the meeting on time, he believes that productivity is very important and by starting and closing a meeting on time and just sticking to the meeting and not diverting himself or herself from the topic to let us say the employee concerns or the

organizational concerns. He is demonstrating how objective and how task oriented he or she is.

On the other hand, let us look at an employee-oriented CEO. The CEO opens the meeting. The CEO personally introduces himself; he does not want another departmental head or the site head to introduce the CEO, he requests the managers at least to introduce themselves and talk about their teams. He asks the managers about their experiences in the company during the last quarter. Then, gets his executive assistant talk about the past and future performance, probably through a presentation.

He suggests that the managers should be the best in the industry, ask managers how they felt about their career growth; probably, ask the managers to give suggestions to improve their experiences and then, the leader invites managers and the others to ask questions on any topic including performance.

And in closing, this leader emphasizes that he or she is a people CEO and instead of closing the meeting and saying that as the meeting is closed and all of us can leave, he or she tries to mingle with the managers in one-on-one and group chats. The meeting may not close on time and people may leave one by one saying bye to the manager. However, there is a kind of enrichment of the thought processes on the part of the leader as well as on the part of the followers in this process.

The CEO who follows this style may not miss the production orientation, provided he knows how to weave in the production orientation. On the other hand, a leader who is only task-oriented and does not know how to mix or mingle with the employees could be at see trying to relate to himself or herself to the employees. So, this is the case of the two new CEOs. Millennials would obviously like the blue CEO.

The difference in approaches of a task orient leader and a relationship-oriented leader are self-evident from this above. The task-oriented leader gives short shift to the people while the relationship-oriented leader ignores the goals; but at least he can cultivate the habit of talking about the goals because talking about the goals could be an acquired behaviour. But engaging with the people naturally cannot be an acquired behaviour; it has to come as an intrinsic empathetic trait of the leader that is the difference between the two approaches.

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**Advantages of Behavioural Theory**

The behavioural theory offers several benefits to the leaders and followers in understanding of the leadership process.

- The behavioural theory shifts the focus from the traits of a leader to the behaviours of a leader. From personal characteristics, the theory thus marked the first shift to professional processes.
- The considerable body of research by independent universities and researchers provides empirical validity to the behavioural theory
- The LBDQ-XII and other survey instruments provide simple and effective tools with significant predictive ability for leader success
- The behavioural theory brings out the core of the leadership process in terms of the task dimension and people relations dimension
- The behavioural theory acts as an introspective tool for the leaders with potential to calibrate the task and relations orientations based on organizational settings and performance needs.

The behavioural theory is a simple and practical framework to define the leadership process for measurable results. A leader who understands the task and relations dimensions and intertwines them will benefit from the behaviour theory.

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The advantages of behavioural theory are many, but not so many as the trait theory, but it is useful because it shifts the focus from traits of a leader to the behaviour of leader. Okay, the leader has 20 traits, so what, how is the cluster of traits translating itself into the behaviour of a leader. So, even if the leader has traits which are highly people oriented, it is of no use if the behaviour of leader is in a task format.

So, from personal characteristics, the needle has moved to the professional processes. There has also been a considerable body of research by independent universities and researchers on the task versus people relationship the LBDQ-XII questionnaire and other survey instruments provided simple and effective tools with significant predictive ability for leader's success through behavioural model.

It also brings out the core of leadership process in terms of the task orientation and people relations dimensions. It is also an introspective leader for the leader with potential to calibrate themselves, the CXO team and also potential leaders in varied organizational settings and performance needs.

It is a simple and practical framework for the leadership process with measurable results. However, a leader who understands both the task and relationship dimensions and intertwines them will benefit to the maximum from the behavioural theory.



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**Criticisms of Behavioural Theory**

The behavioural theory also suffers from a few shortcomings, especially when one considers the need for a leadership theory that could be applicable in a universal manner.

- The behavioural theory does not underscore definite correlation between leadership behaviour and organizational performance.
- It does not offer itself as a universal leadership theory that could be effective in any situation.
- The behavioural theory does not take into account the interplay between team behaviours in an organization; nor does it take into account the situations teams face over time.
- The behavioural theory suggests that 'high task-high relationship' leader behaviour is the most effective behaviour but empirical and anecdotal research does not fully substantiate such a singular approach.
- It goes without saying that different situations may require different levels and combinations of task and relationship behaviours, which the behaviour theory does not provide for.
- As the behavioural theory is based on US data, the relevance of the behaviour theory in different national cultures is questionable.

While the criticisms of the behaviour theory are valid, the contributions and benefits of the theory make it a relevant framework of leadership performance even in contemporary times.



What are the criticisms of behavioural theory? There are equally any number of criticisms, but a few you are mentioned here. It does not correlate the leadership behaviour with organizational performance. Because leadership behaviour is only one part, there are the organizational context the industry, the firm, the globalization which we discussed in the first lecture. They are also very important.

So, you cannot have very simple model of being task oriented or employee oriented in a multi-contextual network setting. So, the behavioural theory suffers from the simplicity of trying to reduce everything, to either task or the person.

It does not also offer itself as a universal leadership theory which could be effective in any situation. It does not take into account the interplay between behaviours in organization. Suppose, one department has task orientation, another department has got employee orientation and also if the situations change over time, how does this nexus or the disconnect handle itself? It also suggests that high-task high-relationship leader behaviour is the most effective behaviour.

However, empirical and anecdotal research does not fully substantiate such a singular approach and also, the complexity of getting that level of high task and high relationship approach. Typically, different situations require different levels and combinations of task and relationship behaviours as we have discussed with just a toggling approach is not going to be helpful. What else can be done is not explained by the behavioural theory.

Moreover, as the behavioural theory is based on the US data and the US culture. The relevance of behavioural theory to other types of cultures be it the Indian culture or the Japanese culture or the European culture is really questionable.

We will also see how different cultures have different employee behaviours and leadership behaviours. While the criticisms of the leadership behaviour theory are valid. There are certain contributions and benefits of this theory and it should be a worthwhile exercise to understand the behavioural theory as we coast along our leadership journey and it is a good framework to have for leadership performance assessment even in contemporary times.

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**Multiple Contexts**

The behavioural theory has many conundrums that are still unresolved. Some of these are related to its own insufficiencies, and some related to the trait theory as well.

It is difficult to imagine that one universal leadership behaviour works for all the multifarious business contexts. Probably, the enquiry itself would be indeterminate.


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So, what are the multiple contexts which could this much how the behavioural theory can work out itself. There are many conundrums which are unresolved. How do we tackle the firm's strengths and weaknesses? What is the industry structure that is impacting me. If I am operating in an industry which is running to very tight timelines, almost as an industrial cultural factor, how can I manage that with the behavioural approach of two polarities.

What is the economic context the firm is facing? What is the function I am handling? Is it production function or is it the research function? What is the national cultural parameter? What is the ethnic approach towards managing people or getting managed by leaders? Therefore, one leadership behaviour cannot be easily got, which will satisfy all

these multiple contexts. However, the inquiry is very well appreciated and it will be helpful for leaders to develop their own thought processes in this respect.

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**Goal Variations**

While 'high task-high relations' leadership style is proposed as the better leadership style it is unlikely that certain task or relationship orientations are appropriate under certain conditions.

- Research & Development**
  - Task orientation is inappropriate for creativity and innovation of an R&D environment, even more so when new drugs are to be discovered over several years of trial and error, and clinical trials.
  - However, in times like discovering new drugs and vaccines for a pandemic, R&D leaders will need to work on an emergency task mode to channel creativity and innovation for new drugs/vaccines
- Production**
  - Generally, production environment which involves repetitive, tightly timed work is considered to require task approach
  - However, as Hawthorne and other experiments established, human relations play a big part enhancing both productivity and satisfaction
- Quality**
  - Among multiple functions, Quality is considered to be the most impersonal and objective, focusing on nothing but product, process, and workplace quality – an ideal situation for task orientation
  - However, as Japanese experience with Quality Circles has shown, collaboration and interaction between supervisor and team members, and within team members helps teams come up with continuous improvements, and a broader and more effective framework for Quality

It would be inappropriate to label any one leadership style of behavioural theory as being the most appropriate even to situations considered to be ideally catered to by any one style.



Let us see how these goal variations could occur. Let us say, we are talking about high-task high-relationship leader style and we say that that is the best, because nothing like having high productivity in mind and high people orientation in mind as the final dictum of the best leadership style.

But let us say, you are managing and research development; particularly, drug discovery or let us say vaccine development, is task orientation inappropriate or appropriate. If it is a public emergency and if it is pandemic, task orientation is extremely important in getting the vaccine out through the door at the earliest.

But for most research and development activities, task orientation is somewhat inappropriate in the creative areas which call for experimentation, failure of experiments, multiple trial and error studies and even clinical studies. So, when you are discovering new things, again remember the four aspects of technology; discovery, innovation, invention and improvement.

Depending upon the group in which your research and development activities are concerned, you can use task orientation to a particular degree in each of these grids, not

in the same degree. But at the same time, you can overwrite that constraint when public emergency exists even in R&D.

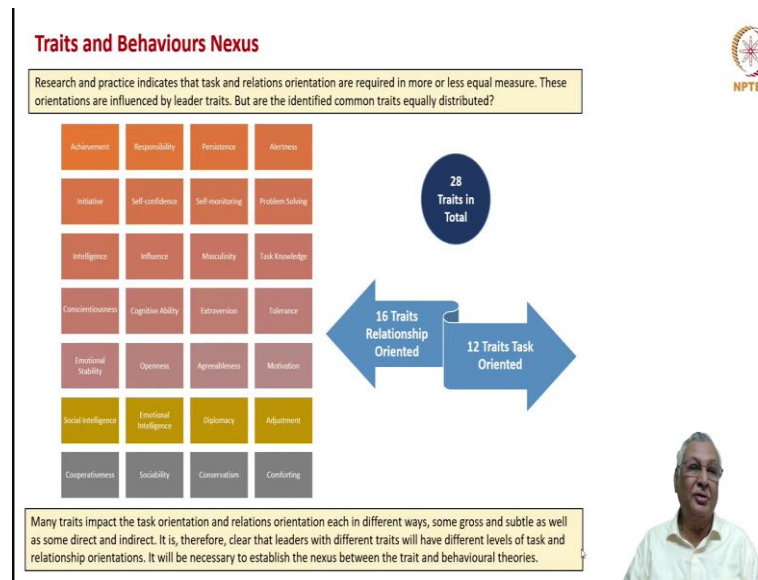
Then production, generally production environment involves repetitive, tightly timed work, it is considered the ideal one for the task oriented approach, but there have been studies, Hawthorne studies, which explained and which demonstrated to us that by engaging with the people. The supervisors create a sense of belongingness to the workers and the productivity is almost automatically increased.

Similarly, by providing better working conditions, employees feel one with the management and therefore, even in a production environment which requires a task orientation, subtle employee touches create an employee relations oriented leadership behaviour and in turn, leads to better productivity.

Let us say quality. Amongst all functions, it is seen as the most objective, impersonal, clinical and it is nothing but product, process, workplace quality. It is a standard which has to be met and no arguments, no tolerance is about that. This is again an ideal situation for task orientation; but those of us who understand the Japanese method of quality management, the quality circles, involvement of shop floor workers in the ideating mechanism, use of kaizen and various other work improvement practices, employee ownership is seen to be the critical parameter of even a function such as quality which is objective and has only a go or no go kind of determination.

These three examples are suffice to tell us that a universal theory of leadership based just on high task or high relations, or high task and high relations as an aspirational goal would not work. Therefore, we should not label any one leadership style of behavioural theory as being the most appropriate, even to situations considered to be ideally amenable to such leadership styles. We got to have an open mind as leaders and use the leadership style appropriately.

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Then also, we should look at the traits and the behaviours nexus. If you review whatever we have considered in terms of the traits, you will get 28 traits in total. Out of these 28 traits, 16 traits are relationship oriented and 12 traits are task oriented.

So, there is actually a preponderance of relationship-oriented traits that are expected of a leader and have been proven in different trait theory researchers to be of having some validity. There are only 12 traits which are task oriented. Therefore, we should see this as one holistic approach rather a discrete approach and different traits will have different levels of task and relationship orientation.

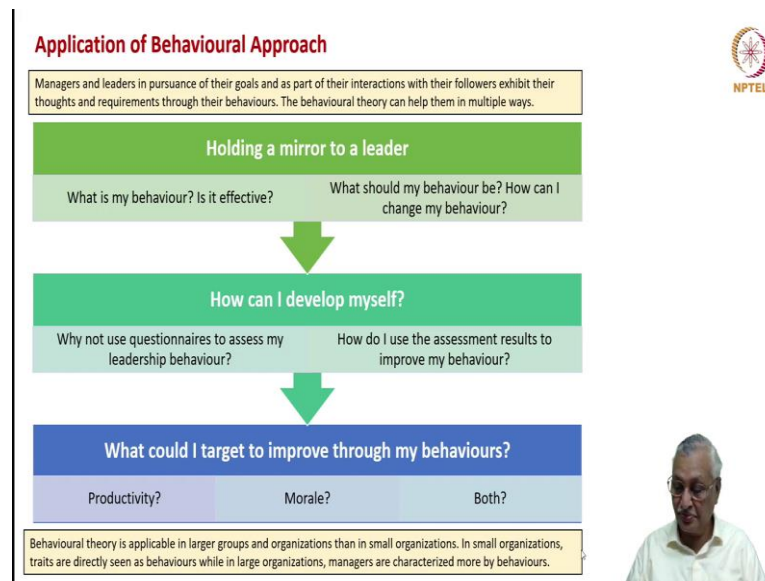
If you are a persistent leader for example, it is not that you would be only task-oriented leader, you will be persistent along with a passion for the task as we said and that passion for tasks involves motivating and inspiring your co-workers, co-founders, so that is the ingrained overlap or connectivity between the two. If you have high level of cognitive ability, you also need data to be presented by the employees.

You cannot recognize something where there is no data, you need data and data needs to be produced by people, people who work on the job. So, task orientation is implicit in having a higher level of cognitive ability, but people are the link which provide the data in an appropriate form to you.



Therefore, there is every methodology that connects each trait with production or employee orientation in different measures. The leader has to analyze his own traits and see which is overly in favour of task orientation, which is overly in favour of relationship orientation and how these need to be intermingled. So, the Nexus between the traits and behaviour is extremely important and probably not very well researched even to date.

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How do we apply behavioural research? The greatest benefit of having the behavioural theory is that it holds a mirror to a leader. It tells the leader; what is my behaviour, is it effective? The leader can ask himself or herself, what is my behaviour, is it effective. What should my behaviour be?

How can I change my behaviour? What are the circumstances that are being encountered which require a different kind of behaviour? Then, the second question is how can I develop myself? Now that, I have this leadership questionnaire, why not I use the questionnaire to assess my leadership behaviour?

And how do I use the assessment results to improve by behaviour and what should I target out of this improvement through my behaviour? If I am already a relationship-oriented person and I have to change my behaviour to be also a task-oriented person, should I try to raise productivity, should I try to increase morale to even higher level or both? Therefore, behavioural theory is a kind of mirror for the leader and also for the followers.

Behavioural theory is applicable in larger groups and organizations; but in small organizations, behavioural theory may not be so visibly operating because traits themselves are seen as behaviours in small group interactions; whereas, in large organizations, it is very difficult to understand the traits of a leader. But the behaviours of a leader will be more tangible, more visible.

So, from a point of view of applicability, we can say that behavioural theory is more applicable for large group settings and large organizations; whereas, trait theory is applicable with small group settings and for small organizations with the proviso that traits almost define the behaviours in small groups.

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**Blake and Mouton Leadership Grid Seminars**

Blake and Mouton's Grid International organization conducts leadership grid seminars with the objectives of increasing productivity, improving morale, and gaining employee commitment.

Self-assessments

Small-group experiences

Candid critiques

Help managers define effective leadership

How to manage for optimal results

How to identify and change ineffective leadership behaviours

The behavioural approach is applicable to all leadership activities. That said, there is some differentiation between large and small organizations. In small organizations, traits themselves get directly seen as behaviours while in large organizations, managers are characterized more by behaviours. Linking traits and behaviours, and aligning them could explain leadership even better. Regardless of the type of behaviour, such linkage provides greater authenticity.

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*(Speaker: A woman in a white shirt is visible in the bottom right corner of the slide.)*

Given that, I would like to also state that amongst various theories which we have considered so far, Blake and Mouton continues to be a kind of gold standard in leadership grid seminars in the area of behavioural theory.

That the institute, it is an international organization which conducts several seminars for self-assessment, small-group experiences, for candid critiques, because these inputs help managers define effective leadership and they try to answer two questions; how to manage for optimal results and how to identify and change ineffective leadership behaviours.

So, I would repeat once again that the behavioural approach is applicable to all leadership activities. It is different from trait theory in the sense that it moves the needle from personal qualities of the leader to the behavioural personality of the leaders; whereas, the traits are so many in number and having a very large canvas, the behavioural theory at once strikes as a very simple mechanism of having either production orientation or employee orientation.

And in that respect, Blake and Mouton gives a very nice granularity combining the concern for results with the concern for people with indexation of the level of concern and comes up with five leadership grid positionings.

Also, the behavioural theory is very useful for large groups and large organizations because leaders can demonstrate visible behaviours in large groups and it is very difficult to demonstrate traits in large organizations; whereas, in small organizations, traits are more easily disseminated, displayed as behaviours and trait theory itself may be somewhat adequate in small group settings.

However, linking the traits and behaviours and aligning them to explain leadership even better in more perspicacious way is extremely important to further the frontiers of leadership as we understand. Through this course, we will also try to find out various ways and methodologies to accomplish that. Because the linkage between traits and behaviour could provide one golden mean for solving leadership riddle in many situations and circumstances.

With this, we come to the end of behavioural theory session and we will cover another theory in the forthcoming lecture.

Thank you very much for your kind attention.