



Behavioral Leadership - The Managerial Grid

Thomas Egner

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Scholarly Research Paper from the year 2009 in the subject Business economics - Business Management, Corporate Governance, grade: 2,0, Munich University of Applied Sciences, language: English, abstract: The need for efficient leadership exists since business activities started. Leaders that do not use their potential and do not inspire their employees are facing enormous problems, especially in times of crisis. According to Blake and Mouton (Blake R. M., 1964), efficient leadership is defined by a focus on production and the belongings of the staff. In other words, an efficient leader shows concern for both dimensions. Blake and Mouton developed a method to evaluate and to improve leadership capabilities, in order to increase the efficiency of a leader. Consequently, efficient leadership is closely linked to the overall performance of the company. The managerial grid model that is based on the behavioral leadership theory can be used as a tool for the improvement of leadership capabilities. The model is applied according to a provided process that begins with the self-assessment of the leader and ends with concrete suggestions for improvements. The model provides a favorable leadership style, the team leader style. This style is characterized by a concentration on both dimensions of concern, people and production. It is a proven fact that a focus on only one dimension has negative effects on the overall performance of the company. Especially, in times of crisis, inefficient leaders face problems that cannot be solved because of missing leadership capabilities. According to the model, every leader can be aligned to a specific leadership style. The initial alignment therefore helps to identify specific weaknesses and individual suggestions, in order to develop the leader to a team leader. The Blake and Mouton approach is based on the behavioral leadership theory, though it has to be stated that there are alternative models that can provide adequate tools as well.

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