

# BOOKS

GUEST  
BOOK  
REVIEW



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## THE NEW MANAGERIAL GRID

By ROBERT R. BLAKE and JANE S. MOUTON

If you haven't read any of the Blake and Mouton books yet, I suggest you start with this one. And if you have read the *Managerial Grid* or participated in a Grid Seminar then by all means you should read *The New Managerial Grid* by Robert Blake and Jane S. Mouton. You might view it as just a revision to the 1964 Grid book. Believe me it's also a lot more! Blake and Mouton have done a vast amount of research since the original *Managerial Grid* was published and much of it is in this book.

Several years ago Blake and Mouton began analyzing industrial managerial behavior. In their studies they found most managers' actions could be categorized into two areas — concern for people and concern for production. By placing the "people concern" on a vertical axis and "production concern" on a horizontal, and each having a scale from one-low to nine-high they developed the Managerial Grid. Within this framework, Blake and Mouton describe the five basic Grid styles:

**"9,1 Authority-obedience**  
Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree.

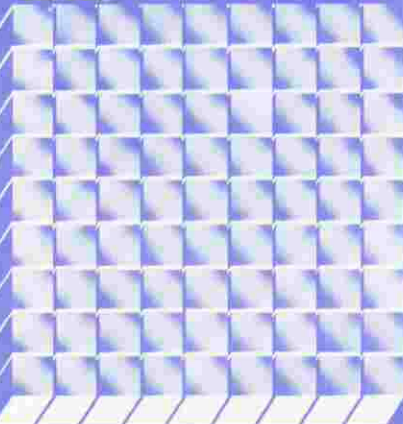
**"1,9 Country Club Management**  
Thoughtful attention to the needs of people for satisfying relationships leads to a comfortable friendly organization atmosphere and work tempo.

**"1,1 Impoverished Management**  
Exertion of minimum effort to get required work done is appropriate to sustain organization

membership.

**"5,5 Organization Man**  
Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level."

### The New Managerial Grid



Robert R. Blake Jane S. Mouton

Strategic book insights into a proven system for increasing organizational productivity and individual effectiveness—plus a revealing examination of how your managerial style can affect your mental and physical health.

*The New Managerial Grid* by Robert R. Blake and Jane S. Mouton; Gulf Publishing Company, Book Division, P.O. Box 2608, Houston, TX 77001; 329 pp.; \$12.95 domestic, \$14.50 export.

**"9,9 Team Management**  
Work accomplishment is from committed people: interdependence through a 'common stake' in organization purpose leads to relationships of trust and respect."

Chapter One starts by having you rank your own managerial style and choosing the elements of

each Grid style which fit you best. (Those of you who have been through a Grid Seminar might want to take a fresh look at yourself again. But, watch that "self-deception.") Chapter Two talks about managerial thinking followed by a brief overview of the five Grid styles and the factors which determine a dominant style. The following chapters then deal with each of the five grid styles in depth. The chapter subheadings give you an idea of the kind of stuff this book is made of. Examined within each Grid style are such areas as: Boss Behavior, Conflict, Subordinate Reactions, Implications for Physical and Mental Health.

Boss Behavior and Implications for Mental and Physical Health are two of the interesting areas where the implications of the various Grid styles are analyzed. For example, in the 9,1 management style a boss feels he or she is in tune with the organization which "rewards production and shows little consideration for people . . . he or she is free to drive him or herself and others in line with the ethic that 'results are what count'."

While commenting on mental and physical health I should point out that Blake and Mouton make it clear "It is unlikely that any single or specific cause and effect relationship can be established for most illness conditions. Often a host of factors must come together before an illness develops. . . ." Their interpretations of the illnesses found in particular grid styles should be viewed as "tentative and suggestive" of what some

of the interrelationships are between Grid style and other health causal factors.

They have studied many technical and clinical descriptions and correlated them with the "extremes" of Grid styles. For example, the 9,1 manager is under a great deal of stress. New stress can be positive when used to concentrate a person's energies, according to the authors, but it can also be negative when certain illnesses are induced by stress. Some of the results of the stresses of a 9,1 orientation are fatigue and depression, distrust and suspicion, migraine and heart attack.

Blake and Mouton still feel there is one best way to manage and that is the 9,9 Team Management style. Under the heading "Boss Behavior" the 9,9 boss thinks "My job is to make decisions; but it is equally important to see to it that sound decisions are made." A 9,9 manager creates conditions that help him/her and his/her subordinates understand the problem and give them stakes in outcomes. In the area of health implications the authors state, "examination of the medical literature leads to the conclusion that neither mental nor physical health problems can be identified in association with the 9,9 Grid style." That is not to say that 9,9 Grid style people don't have illnesses but as Blake and Mouton go on to say, "... positive mental and physical health appear to be associated with a 9,9 orientation."

As a part of their research for *The New Managerial Grid*, Blake and Mouton compared the Grid to other behavioral theories. They show by way of an extensive comparison chart the use of the Grid concept to analyze some 5,5 behavioral science approaches to human relationships. For managers who are somewhat knowledgeable about a number of management philosophies, this chart will show how approaches for comprehending human relationship can be fitted into the Grid framework — the work of such behavioralists as Argyris, Likert, Berne and

McGregor (see *Training and Development Journal*, May 1978, "What's New With the Grid?").

The book is a current look at a time proven concept — assumptions re-examined in light of today's world. And the authors' conclusion is that "yes, the data shows the assumptions are still valid." It's shorter than the original *Managerial Grid*, much easier to read, up to date and worthy of any manager or HRD person's library.  
— Larry Lottier

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