

### Blake and Mouton Managerial Grid

This theory uses a grid with the horizontal axis representing the leader's concern with the task, and the vertical axis representing the leader's concern with people.

#### Instructions

Complete the questionnaire and transfer your answers to the columns provided in the scoring section. Next, total the scores in each column and multiply each total by 0.2. For example, if your first column (people) answers read as: 5, 3, 4, 4, 3, 2, 5, 4, 3, your final score would be  $33 \times 0.2 = 6.6$ . This final score is plotted along the vertical axis on the grid.

Now, total your score for the second column (task), and plot that score on the horizontal axis of the grid.

Finally, intersect the lines to determine your preferred style: authoritarian, impoverished, integrative, compromising or country club.

Below is a list of statements about leadership behavior. Read each one carefully, then using the scale below, decide the extent to which each statement applies to you. For best results, answer truthfully as possible.

Never		Sometimes		Always	
0	1	2	3	4	5

1.		I encourage team participation in decisions and try to use their suggestions.
2.		Nothing is more important than accomplishing a goal or task.
3.		I closely monitor schedules to ensure tasks and projects are completed on time.
4.		I enjoy coaching people in new tasks and procedures.
5.		The more challenging task is, the more I enjoy it.
6.		I encourage my employees to be creative about their job.
7.		When I see a complex task to completion, I verify every detail.
8.		I find it easy to carry out several complicated task at the same time.
9.		I enjoy reading about leadership, then putting what I've read in the practice.
10.		When correcting mistakes, I worry about jeopardizing relationships.
11.		I manage my time very efficiently.
12.		I enjoy explaining the details of a complex task or project to employees.
13.		Breaking large projects into small manageable tasks is second nature to me.
14.		Nothing is more important than building a great team.
15.		I enjoy analyzing problems.
16.		I honor other peoples' boundaries.
17.		I am comfortable counseling employees to improve performance or behavior.
18.		I seek further training in my career and use new approaches I've learned.

### Scoring Section

After completing the questionnaire, transfer your answers to the spaces below.

People	Task
Question score	Question score
1.	2.
4.	3.
6.	5.
9.	7.
10.	8.
12.	11.
14.	13.
16.	18.
17.	18.
Total	Total
Multiplied by 0.2 =	Multiplied by 0.2 =

Using the graph below, plot your final scores by placing a dot next to the **people** score on the vertical axis and a dot next to the **task** score on the horizontal axis. Then, draw two lines, one from each dot until they intersect. The area of intersection is the leadership dimension from which you prefer to operate.

