

BASE TRANSFORMATION IN MANAGERIAL GRID AND ITS APPLICATION IN THEORETICAL ANALYSIS FOR ORGANIZATIONAL DEVELOPMENT

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Abstract:

This article brings up an "OD" application to the "Managerial Grid" theory, which was first developed by Robert R. Blake and Jane S. Moultan. It gives a new analysis about the organization balanced movement which may occur with direction to the grid diameter; where exist 1,1 2,2 3,3 4,4 5,5.....9,9 boxes. According to "OD" programme, the organization should move from its evaluated position like $a \begin{vmatrix} x \\ y \end{vmatrix}$ to ultimate $a_n \begin{vmatrix} 9 \\ 9 \end{vmatrix}$ position preferably by taking the boxes on diameter, where there exist balanced oriented growth between the two dimensions of managerial grid (Figure 1). Thereafter the organization is supposed to move into a newer progressive position with a transformed base and larger scale than before; and keeps moving ahead. Evaluation continues on a new grid as well, where $a_n \begin{vmatrix} 9 \\ 9 \end{vmatrix} = A_1 \begin{vmatrix} 1 \\ 1 \end{vmatrix}$. This pattern can be continued in both increasing and decreasing directions (Figure 2).

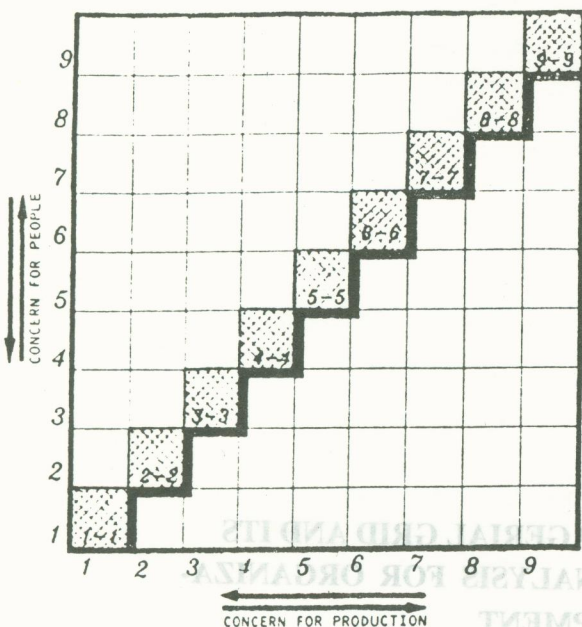
The picture presented on the presumed situation of network virtually represents 81 cases including the specified cases numbering 1,1-9,1-1,9-5,5-9,9. Additionally, each grid is drawn up on the basis of a specific scale which clarifies the degree of managerial tendency to human factors, production and its relevant factors. Such scale stands within the relevant ratings and indicates the degree of tendency to either of the two dimensions of the grid commensurate to the broadness of the potentialities of organization. Therefore the degree of changes in the elements and factors of organizations directly affects the scale transformation of managerial grid ratings. As a result the network which was solely used in static studies of organization and analyzed it in a specific time in term of manpower and other factors involved in production becomes usable in process of

development and organization declining situation as well.

Since a 9,9 position is expected, organization always can be evaluated in one of the 81 boxes existing in the organizational grid.

By marking the boxes, each one of the positions bearing its special number, shows distance of organization from "Growth Condition" or "Negative Growth".

In the direction to the lowest balanced degree (1,1) towards the highest balanced position (an improvement of 9,9), there exist boxes 2&2, 3&3, 4&4, 5&5, 6&6, 7&7, 8&8), each indicating the balance between the two axes in its own section. In fact, they have constituted network diameter on which scale bears equal longitudinal and latitudinal co-ordinates."



Now if we assume the evaluated positions of organization on $a | \begin{smallmatrix} x \\ y \end{smallmatrix}$ network, this position requires organizational development program which directs $a_1 | \begin{smallmatrix} x \\ y \end{smallmatrix}$ towards higher degrees and place it in the next immediate box with a degree which is at least the same as the previous position (a) plus one (+1) degree (in length or in width) or (simultaneously in length and width).

$$a_1 | \begin{smallmatrix} x \\ y \end{smallmatrix} \xrightarrow{\text{OD program}} a_2 | \begin{smallmatrix} x+1 \\ y \end{smallmatrix} \text{ or } a_2 | \begin{smallmatrix} x \\ y+1 \end{smallmatrix} \text{ or } a_2 | \begin{smallmatrix} x+1 \\ y+1 \end{smallmatrix}$$

Example: In an organization where according to the first phase of evaluation was estimated in $a_1 | \begin{smallmatrix} 6 \\ 3 \end{smallmatrix}$ position (the figure 6 has been the degree of attention to human sources and figure 3, degree of attention to production). In this case its upward movement from a_1 , to a_2 will be possible on either of the following cases.

$$a_1 | \begin{smallmatrix} 6 \\ 3 \end{smallmatrix} \xrightarrow{\text{OD program}} a_2 | \begin{smallmatrix} 7 \\ 3 \end{smallmatrix} \text{ or } a_2 | \begin{smallmatrix} 6 \\ 4 \end{smallmatrix} \text{ or } a_2 | \begin{smallmatrix} 7 \\ 4 \end{smallmatrix}$$

Similarly positions a_3, a_4, a_5 etc. in the pursuit of development goals will naturally have tendency towards $a_n | \begin{smallmatrix} x \\ y \end{smallmatrix}$. As such the growth programming based on balanced grading and the rising motion ($a | \begin{smallmatrix} x \\ y \end{smallmatrix}$). By using the organization potentialities should indicate the direction in which absolute movement of a_1 to a_2 is not only seen with special utilization of the resources by organization, but also movement of a_1 towards a_2 should be directed in a way that the position of $a | \begin{smallmatrix} x \\ y \end{smallmatrix}$ shifts towards the boxes situated in the direction of network diameter. The continued tendency as such in subsequent movement will denote balance-oriented grading.

In the example just given, organization, according to the development program is first directed from $a_1 | \begin{smallmatrix} 6 \\ 3 \end{smallmatrix}$ to $a_2 | \begin{smallmatrix} 6 \\ 4 \end{smallmatrix}$ later on to $a_3 | \begin{smallmatrix} 6 \\ 5 \end{smallmatrix}$ and from there to the balanced grades of $a_4 | \begin{smallmatrix} 6 \\ 6 \end{smallmatrix}$.

$$a_1 | \begin{smallmatrix} 6 \\ 3 \end{smallmatrix} \xrightarrow{\text{OD program}} a_2 | \begin{smallmatrix} 6 \\ 4 \end{smallmatrix} \xrightarrow{\text{OD program}} a_3 | \begin{smallmatrix} 6 \\ 5 \end{smallmatrix} \xrightarrow{\text{OD program}} a_4 | \begin{smallmatrix} 6 \\ 6 \end{smallmatrix}$$

From this phase onward, development program controlling the organization dimensions and preparing necessary means in order to continue balance oriented growth between the two dimensions of managerial grid should be in such a way that the short distance that is direction of network diameter can be achieved. That is to say the movement from $a_4 | \begin{smallmatrix} 6 \\ 6 \end{smallmatrix}$ towards subsequent balanced grades which are $a_5 | \begin{smallmatrix} 7 \\ 6 \end{smallmatrix}, a_6 | \begin{smallmatrix} 8 \\ 6 \end{smallmatrix}, a_7 | \begin{smallmatrix} 9 \\ 6 \end{smallmatrix}$ be obtained. Probable fluctuations after position $a_4 | \begin{smallmatrix} 6 \\ 6 \end{smallmatrix}$ and any other changes in the continuation of movement based on the balanced direction including a decline in the degree should be disregarded.

In any one of the network dimensions it is likely that the subsequent rising movement shifts to the outer side along the direction of diameter. In this case OD program and the executing factors should be immediately reconsidered in order to return the organization to balanced position and to continue movement in the same balanced direction. Because it often occurs that due to a deficiency in the program or in the course of execution of a comprehensive balanced (OD) program, occurrences whether foreseeable or unforeseeable, controllable or otherwise create sometimes long-term fluctuations and consequences in the development process. Such vibrations in negative aspect mostly resulting from the influence of uncontrollable variables or unreadiness of the organization take advantage even from inequality of the organization's restraining power with vibrating factors.

It is of course likely that vibrating variables affect the organization in positive forms. In cases as such if organization cannot take advantage of such variables, they will be left as unused possibilities and the organization's disability to use the external positive factors will be counted as partial organizational loss.

What should be generally emphasized is that the intervening factors in organizational development in as much as they can initially have positive effect may in confluence with other variables have adverse effect on the organization and its growth contrary to what expected.

For instance, a salary raise of a group of employees in an organization regardless of the necessity to raise the salary of employees in other ranks specially when the latter are in lower classification.

THE ASCENDING TREND IN ORGANIZATION DEVELOPMENT AND ITS NETWORK ANALYSIS

The possible rising trend along with jumping peculiarities is among the cases where organization moves from $a_1 \mid \begin{smallmatrix} x \\ y \end{smallmatrix}$ position to one of the degrees of $(a_2 \mid \begin{smallmatrix} x+n \\ y \end{smallmatrix})$ or $(a_2 \mid \begin{smallmatrix} x \\ y+n \end{smallmatrix})$ or $(a_2 \mid \begin{smallmatrix} x+n \\ y+n \end{smallmatrix})$ in any of which the value of (n) is more than 1.

This move indicates the sudden rise of organization, instead of gradual movement explained before. Accordingly, organization will move from the starting point to surpass its neighbouring grades (the distance of each is 1 from the base box).

It is necessary to mention that if the value of (n) is supposed to be negative, in this case organization is reversed from base position $(a_1 \mid \begin{smallmatrix} x \\ y \end{smallmatrix})$ to negative jump (decline) and move in reverse direction of OD. In such case factors restraining development will naturally have adverse effect on the process of gradual growth or impede a balanced development trend.

This decline may occur in an organization within a network from a grade to lower grade. As it was referred in the example concerning dependence and interest of employees of some ranks in an organization in term of their fixed salary as compared to the increase in the salary of certain rank. It is also likely that such decline occurs in a reversed form from one network to another on lower base and scale.

BASE (SCALE) TRANSFORMATION IN MANAGERIAL GRID

Base transformation of the network occurs in both negative and positive forms.

a) Promotion of Network base

Development process conducive to creation of new capacities and increase of qualities in both human and production aspects will prepare organization to move towards new goal settings and continue movement in a scale greater than before.

Since general goal of OD covers minor goals by itself, this will prepare organization to move beyond the optimum status previously aimed to surpass the limited level of $a_n \mid \begin{smallmatrix} 9 \\ 9 \end{smallmatrix}$ attained. Thus the periodic goals will be pursued in the development program until ultimate OD goal has been pursued one after another.

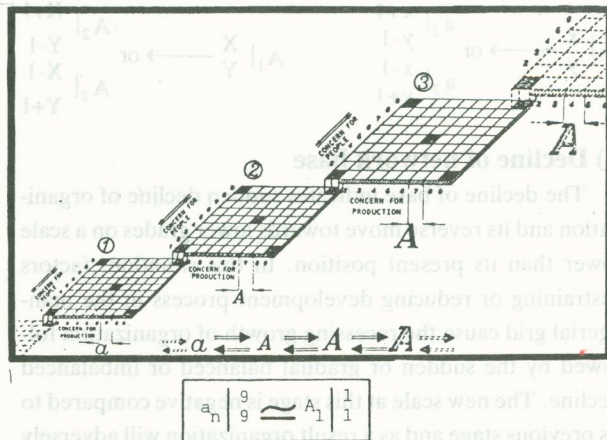
In organizations where development process takes place in a motivated form the final peculiarities of program

specifications of operations should be more examined.

It is likely that in some cases an organization develops according to some states of OD Program (of course at surface). But soon after, the organization faces internal imbalance and decline, therefore, what once had been the main cause of "immature development for organization" will affect reducing factor in long run, and will keep the organization away from balance position as long as keeping it away from becoming progressed again.

So it is not convenient for the organization to welcome short run rapid changes in short intervals even it will be better to avoid that kind of charges for organization sake.

In such position, organization will find itself capable of being evaluated on the basis of a broader dimension than before. In fact the very last point in the gradings of previous phase (each phase) constitutes the starting point of movement in the new phase with new scale. In this stage the organization seems to be inclined to reach its highest potentialities. Organization's capabilities continue to be constantly stabilized and strengthened in such position as organization can afford engaging in activities in a broader spectrum. The previous desirable position $a_n \mid \begin{smallmatrix} 9 \\ 9 \end{smallmatrix}$ as compared with the new goal setting, taking into account the co-ordinates of either dimension of the network (in the new position) due to its readiness to move towards greater goals, will stand in the early position of study in the new networks namely $A_1 \mid \begin{smallmatrix} x=1 \\ y=1 \end{smallmatrix}$.



At this stage, being ready to move in a much more sensitive direction with a rather greater potentialities than before, organization will go forward to face greater developments mensurate with new goals. The new network containing fixed co-ordinates in a rather broader dimension will by itself designate capabilities of organization to form $A_1 \left| \begin{smallmatrix} x=1 \\ y=1 \end{smallmatrix} \right.$ to $A_2 \left| \begin{smallmatrix} x+1 \\ y \end{smallmatrix} \right.$ or $A_2 \left| \begin{smallmatrix} x \\ y+1 \end{smallmatrix} \right.$ or $A_2 \left| \begin{smallmatrix} x+1 \\ y+1 \end{smallmatrix} \right.$ with priority of movement based on network diameters namely:

$$A_2 \left| \begin{smallmatrix} 2 \\ 2 \end{smallmatrix} \right. \longrightarrow A_3 \left| \begin{smallmatrix} 3 \\ 3 \end{smallmatrix} \right. \longrightarrow A_4 \left| \begin{smallmatrix} 4 \\ 4 \end{smallmatrix} \right. \longrightarrow A_9 \left| \begin{smallmatrix} 9 \\ 9 \end{smallmatrix} \right.$$

At this stage, fluctuations either positive or negative will interfere in the direction of development process. (*)

Likewise, once $A_n \left| \begin{smallmatrix} 9 \\ 9 \end{smallmatrix} \right.$ was materialized in the organization, OD process will continue to go further subject to availability of new development positions and potentials towards newer goals on the basis of network with new scale in which $A_n \left| \begin{smallmatrix} 9 \\ 9 \end{smallmatrix} \right. = A_1 \left| \begin{smallmatrix} x=1 \\ y=1 \end{smallmatrix} \right.$ "A" is transformed to "A" will be continuable.

Therefore, every network is drawn on the basis of a specific scale which scale fluctuate conducive to the changes of organization. The degree of its tendency and grading in respect of either of the two network axes is evaluated with a varying scale.

The gradual movement of $a_1 \rightarrow a_2$ as well as $A_1 \rightarrow A_2$ may simultaneously increase in length and decrease in width or otherwise as follows:

Any simultaneous decrease or increase (on any scale) will be considered as a phase in the general development process and emphasizes the need for efforts to balance the movement by creating changes in the organizational factors.

$$a_1 \left| \begin{smallmatrix} x \\ y \end{smallmatrix} \right. \longrightarrow \text{or} \begin{matrix} a_2 \left| \begin{smallmatrix} x+1 \\ y-1 \end{smallmatrix} \right. \\ a_2 \left| \begin{smallmatrix} x-1 \\ y+1 \end{smallmatrix} \right. \end{matrix} \quad A_1 \left| \begin{smallmatrix} X \\ Y \end{smallmatrix} \right. \longrightarrow \text{or} \begin{matrix} A_2 \left| \begin{smallmatrix} X+1 \\ Y-1 \end{smallmatrix} \right. \\ A_2 \left| \begin{smallmatrix} X-1 \\ Y+1 \end{smallmatrix} \right. \end{matrix}$$

b) Decline of network base

The decline of base indicates sudden decline of organization and its reverse move towards lower grades on a scale lower than its present position. In this situation, factors restraining or reducing development process in the managerial grid cause the recessing growth of organization followed by the sudden or gradual balanced or imbalanced decline. The new scale at this stage is negative compared to its previous stage and as a result organization will adversely move towards a direction contrary to development goals. Such process will, similar to a positive movement will first occur within network and after negative changes will move towards lower grades to enter into a network with smaller

base and scale. Therefore in the direction opposite to development process it is possible to consider the possibility of negative (downward) changes among the grids from greater scales to smaller ones, as shown before.

$$A \left| \begin{smallmatrix} X \\ Y \end{smallmatrix} \right. \longrightarrow A_2 \left| \begin{smallmatrix} X-1 \\ Y \end{smallmatrix} \right. \text{ or } A_2 \left| \begin{smallmatrix} X \\ Y-1 \end{smallmatrix} \right. \text{ or } A_2 \left| \begin{smallmatrix} X-1 \\ Y-1 \end{smallmatrix} \right.$$

References

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James L. Gibson, John M. Ivancevich, James H. Donnelly, Jr. Business. Publication Inc. (1976), PP 190-191.
"According to Blake and Moutan, the grid enables leaders to identify their own leadership style. Furthermore, it serves as a conceptual framework for leaders to use in assessing their style before undertaking a training program, that is designed to move them to the 9,9 style.
Although the managerial grid has not been thoroughly supported by research, it is still a popular theory of leadership. The available research is in the form of case analysis. Thus, the grid is popular among practioners and is controversial among theorists and researchers because of its lack of empirical support".
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