

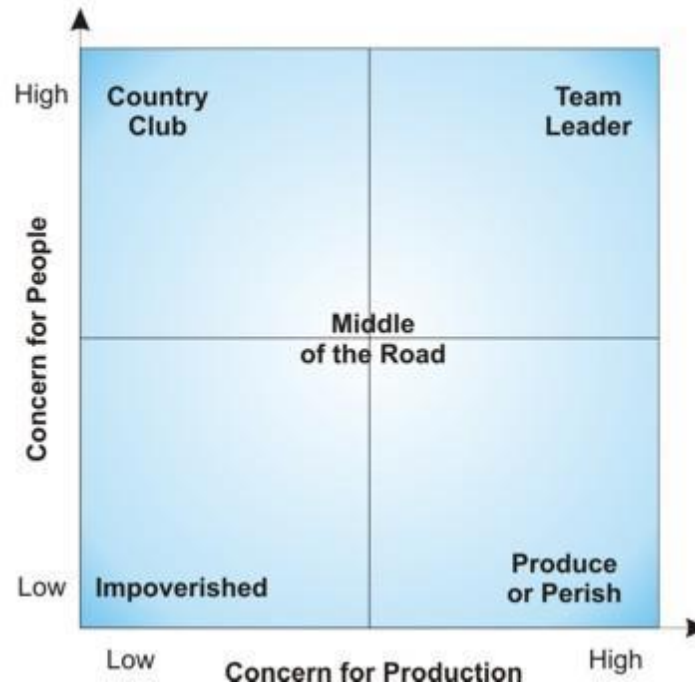
Leadership Styles

Introducing the

Managerial or Leadership Grid

Designed by Robert Blake & Jane Mouton

Figure 1: The Blake Mouton Grid



Understanding the Model

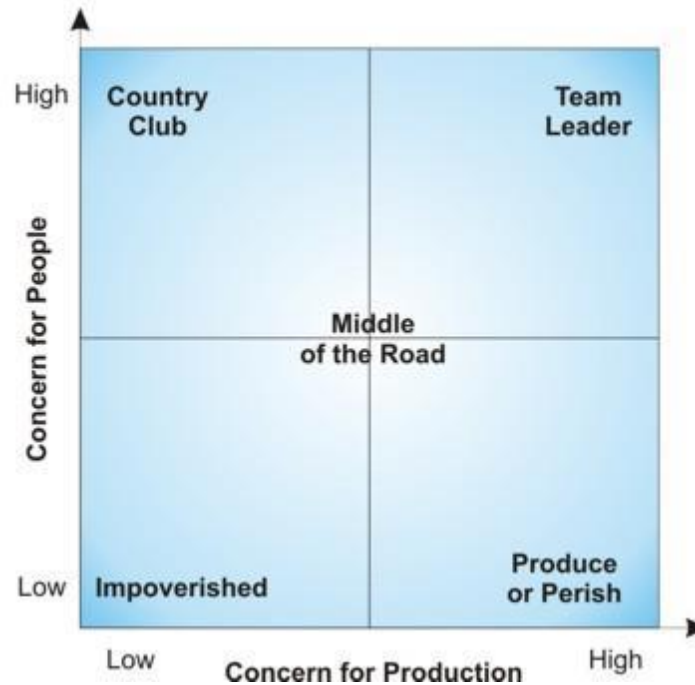
The following Grid is based on two behavioural dimensions:

❓ **Concern for People** - This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task

❓ **Concern for Results** - This is the degree to which a leader emphasises concrete objectives and organizational efficiency when deciding how best to accomplish a task.

Using the axis to plot leadership 'concerns for results' versus 'concerns for people', Blake and Mouton defined the following five leadership styles:

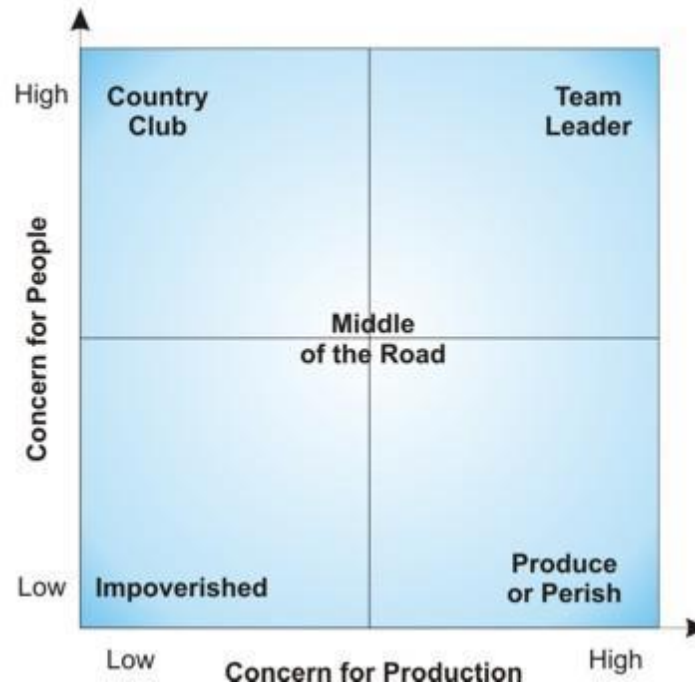
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Country Club Leadership - High People/Low Production

This style of leader is most concerned about the needs and feelings of members of his/her team. These people operate under the assumption that as long as team members are happy and secure then they will work hard. What tends to result is an environment that is very relaxed and fun but where results suffer, due to lack of direction and control.

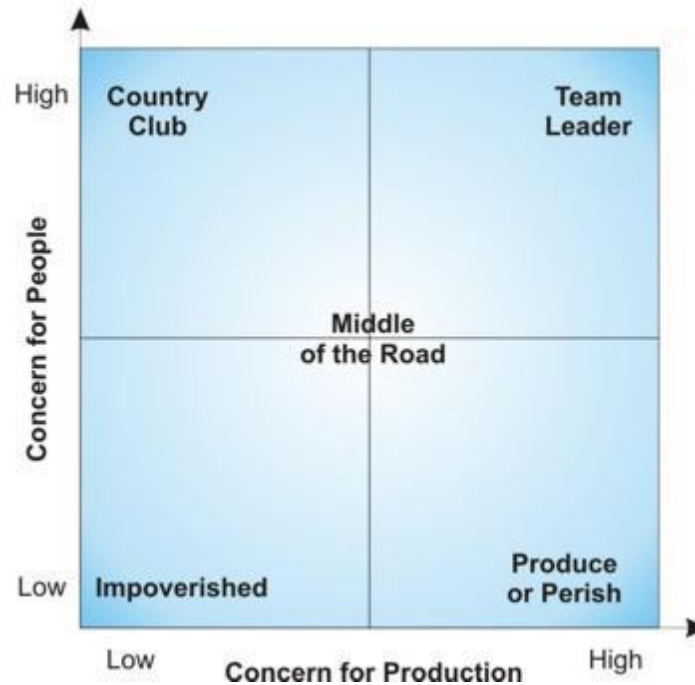
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Produce or Perish Leadership - High Production/Low People

Also known as Authoritarian or Compliance Leaders, people in this category believe that people are simply a means to an end. Individual needs are always secondary to the need for efficient and productive workplaces. This type of leader is very autocratic, has strict work rules, policies, and procedures, and views punishment as the most effective means to motivate. We see a good many of this type of leader over the negotiating table:

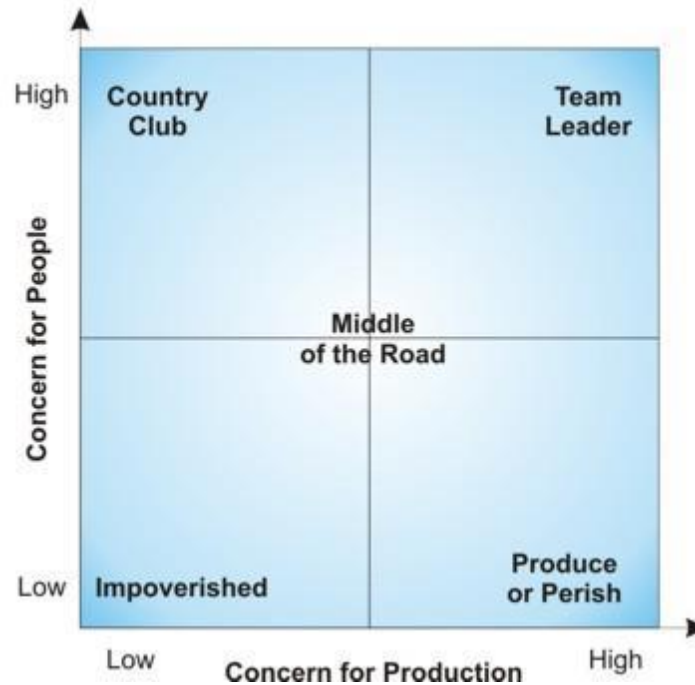
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Impoverished Leadership - Low Production/ Low People

This leader is mostly ineffective. He/she has neither a high regard for creating systems for getting the job done, nor for creating a work environment that is satisfying and motivating. The result is a place of disorganization, dissatisfaction and disharmony

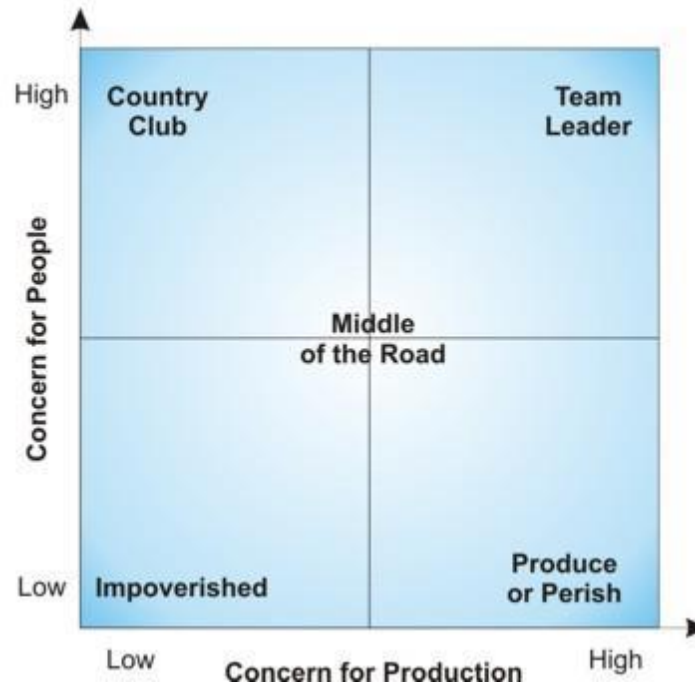
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Middle-of-the-Road Leadership - Medium Production/Medium People

This style seems to be a balance of the two competing concerns. It may at first appear to be an ideal compromise. Therein lies the problem, though: When you compromise, you necessarily give away a bit of each concern so that neither production nor people needs are fully met. Leaders who use this style settle for average performance and often believe that this is the most anyone can expect.

Figure 1: The Blake Mouton Grid



Team Leadership - High Production/High People

According to the Blake Mouton model, this is the pinnacle of leadership style. These leaders stress results and the needs of the people equally highly. The premise here is that people are involved in understanding organizational purpose and determining business needs. When they are committed to, and have a stake in the organization's success, their needs and the needs of the business coincide. This creates a team environment based on trust and respect, which leads to high satisfaction and motivation and, as a result, high production.