

What's your leadership style?

Self-awareness is an important key to success. But where do you start? This year's manager newsletters will review the Blake Mouton Managerial Grid of leadership styles. Each quarter will provide an article describing one or two of the types outlined in this model. Maybe you'll see some of yourself in one of these styles.



The Blake Mouton Managerial Grid¹

In the early 1960s, Robert Blake and Jane Mouton developed their grid to help leaders understand their natural tendencies. And their model still applies today. It outlines leadership trends on two spectrums:

- **Concern for people.** How much do you focus on your employees' feelings, happiness and interests?
- **Concern for results.** How much do you focus on your organization's needs and production outcomes?

Blake and Mouton defined five leadership styles based on where you fall in these two areas on the grid. This article explores the country club management style.



Country club managers

Leaders who are high on concern for people but show low concern for results are considered "country club managers." They try to create a workplace that's relaxing and fun. Country club managers may assume that happy employees will work hard.

These managers may focus too much time and attention on team building and relationships, to the detriment of workplace results. They may avoid conflict or ignore performance issues. And they might take on work that should be delegated so they don't overwhelm or upset staff.

Country club leaders are prone to burnout and resentment. They may feel hopeless about addressing performance problems. And their team, while happy, might eventually get frustrated when issues don't get fixed.

Managers with this style often benefit from assertiveness training and management coaching. It will help them focus not just on people, but also on results.

¹Blake, R. and McCanse, A. Leadership dilemmas – Grid solutions. Gulf Professional Publishing. March 8, 1991.

Check back next quarter as we explore more leadership styles.

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