

# What's your leadership style?

How much do you understand about how you like to lead? This year we're walking you through the Blake Mouton Managerial Grid<sup>1</sup> of leadership styles. Each quarter we're describing one or two of the types outlined in this model. Maybe you'll see some of yourself in one or more of these styles.



## The Blake Mouton Managerial Grid<sup>1</sup>

Robert Blake and Jane Mouton developed their grid to help leaders understand their natural tendencies. 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 "produce-or-perish" management style.



### Produce-or-perish managers

Last quarter, we talked about "country club managers" who focus on their employees' happiness over productivity. While they mean well, this can lead to frustration and resentment. The polar opposite is a produce-or-perish manager.

These managers focus all their attention on production, to the detriment of their workers' needs. They treat their

employees as means to an end. They may use strict rules and negative consequences as a way of eliciting high performance.

This style might lead to impressive results in the short-term but it often comes with unwanted outcomes. Teams typically have low morale, poor motivation and high rates of burnout. There's often frequent turnover. And these managers regularly struggle to retain talented employees.

Managers with this style often benefit from learning skills related to empathy, listening, team-building, motivation and flexibility. This will help them focus on people as well as results.

Check back next quarter as we explore more leadership styles.

<sup>1</sup>Blake, R. and McCause, A. Leadership dilemmas — Grid solutions. Gulf Professional Publishing. March 8, 1991.

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