

Leadership Matrix Self-Assessment

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Robert Blake and Jane Mouton developed the Blake and Mouton Managerial Grid Assessment. The managerial grid highlights the leadership skills of an individual based upon the categories of tasks and people. My results from the Blake and Mouton Managerial Grid Assessment determined I fall within the Team Leader quadrant. As a leader, I have an equally strong concern for tasks and people, which translates into high employee satisfaction and production.

#### *Specific type of team leadership*

I have been able to ultimately achieve success and expertly navigate my staff through uncharted waters, because I have employed the envisioning leadership behavior. The envisioning leadership behavior is a specific type of team leadership. It can be broken down into three parts:

- Cast a clear vision or strategic direction that inspires team member commitment
- “Help the team understand and improve their assumptions and mental models regarding the relationships among task variables” (Yukl, 2013, p. 258).
- Inspire the team to consider innovative performance strategies and recommend unique ideas

#### *Strengths of team leadership*

According to Van Dierendonck and Nuijten (2011), leaders often fail because of their behavior towards their subordinates. Team leadership excels because it creates a close relationship between management and staff. Empowerment, commitment, trust, and respect are the key elements in creating a team atmosphere. A team leader encourages buy in and

teamwork from his/her staff by involving the staff in decision making. After being empowered through team leadership, the staff becomes passionate about completing tasks. The staff's sense of empowerment often results in increased productivity.

#### *Weaknesses of team leadership*

Although team leadership is great management style, it also has pitfalls. In team leadership, management always holds both people and production in high regard. However, there are times when leaders must put people over production. There are also times when leaders must put production over people. In some cases, difficult directives which benefit the company, need to be set without the input of staff (De Vries, Vrignaud, Agrawal, and Florent-Treacy, 2010).

#### *How to compensate for weaknesses in team leadership*

Although staff involvement is important, clear boundaries must be established and effectively communicated. As a leader, I must base my leadership style on the project at hand. I must be willing to shift to an authoritarian leadership style if a project is time-critical and there is no time for discussion, or my staff does not have enough expertise in the area to consult for discussion. In such conditions, structure, discipline, and specific directives will be necessary to get the job done.

## References

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Yukl, G. A. (2013). *Leadership in organizations* (8<sup>th</sup> ed.). Englewood Cliffs, NJ: Prentice Hall.