WORKSHEET + WORKED EXAMPLE

Care and Results, Together

A response that makes support and a clear work expectation visible together.

15 minutes | Leadership Grid informed · People and the work

Use it in three moves

1. Choose a moment you can describe with evidence.
2. Consider concern for people and concern for the work separately.
3. Design one response that addresses both; name any real trade-off that remains.

Choose one leadership moment

Use a recent decision, handoff, or deadline. This is a reflection on your actions, not a label for a colleague.

What would concern for people look like here?

Ask about capacity, voice, access, and support. Being pleasant is not the same as attending to a real need.

What would concern for the work look like?

Name the outcome, standard, boundary, and timing that genuinely matter.

Care and Results, Together

YOUR WORKING NOTES / CONTINUED

Design a response that attends to both

Combine support and clarity. Do not average them into a vague compromise.

Check the trade-off you cannot remove

Some constraints remain. Be explicit about the cost, who carries it, and who can decide.

Ask about the effect

When will you check the result and the experience of the people involved?

A question for me

Where have I mistaken silence for manageable workload?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Choose one leadership moment

A report is late. I need to speak with the team before promising a new date.

What would concern for people look like here?

Hear where the data handoff failed, check current load, and avoid assuming the delay came from a lack of effort.

What would concern for the work look like?

The customer needs an accurate forecast by Thursday. A shorter verified report is more useful than a complete but unreliable one.

Design a response that attends to both

Agree the verified sections needed for Thursday. I will resolve access to the missing data and tell the customer what is excluded.

Check the trade-off you cannot remove

The extra analysis will move to next week. Confirm that with the customer and protect the analyst's existing commitments.

Ask about the effect

Friday: check whether the report was useful and whether the changed scope and access support were enough.

The thinking behind it

Care becomes credible through decisions about time, access, standards, and support. A warm tone cannot compensate for an impossible assignment.

Robert Blake and Jane Mouton's Managerial Grid distinguishes concern for people and concern for production. This original reflection uses those two dimensions without assigning a 1-9 style score, ranking coworkers, or reproducing a proprietary assessment.

The collection · Leadership Grid context

Read You Have a Culture Problem by Nic Payne