Leadership and Decision Making - Which Style When?

Tannenbaum & Schmidt - 1958 Classic model - two dimensions on continuum

Managerial Power

Authority

Subordinate Freedom

Involvement

Tells Style- Manager tells people what has been decided Decision is already made

They don't have a vote

Quick action is needed

Managerial Power

Subordinate Freedom

Tells Sells Consults Joins

Developed from Tannenbaum, R. and Schmidt, W.H. (1958) How to Choose a Leadership Pattern.
Harvard Business Review March/April

Sells Style - Manager tells people what's been decided and explains why Decision already made

They don't have a vote

Expect some resistance

Consults Style - Manager invites thinking/comment before making decision

Decision not yet made

You're willing to rethink

They don't have a vote

Decision not yet made

Committed to team outcome

Maximise invlovement

Joins Style- Manager becomes part of the group to decide together



