Leadership and Decision Making - What's Your Style?

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

Managerial Power

Subordinate Freedom

Tells Style- Manager tells people what has been decided Announce the decision

What and When

No debate

Sells Style - Manager tells people what's been decided and explains why Announce and Explain

What, When and Why

Questions for Clarification

Consults Style - Manager invites thinking/comment before making decision

Decision not yet made

Inputs to help decision

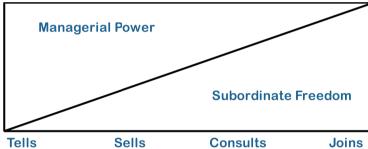
Manager's decision

Joins Style- Manager becomes part of the group to decide together No Manager authority

Discussion and debate

Group decision





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

