

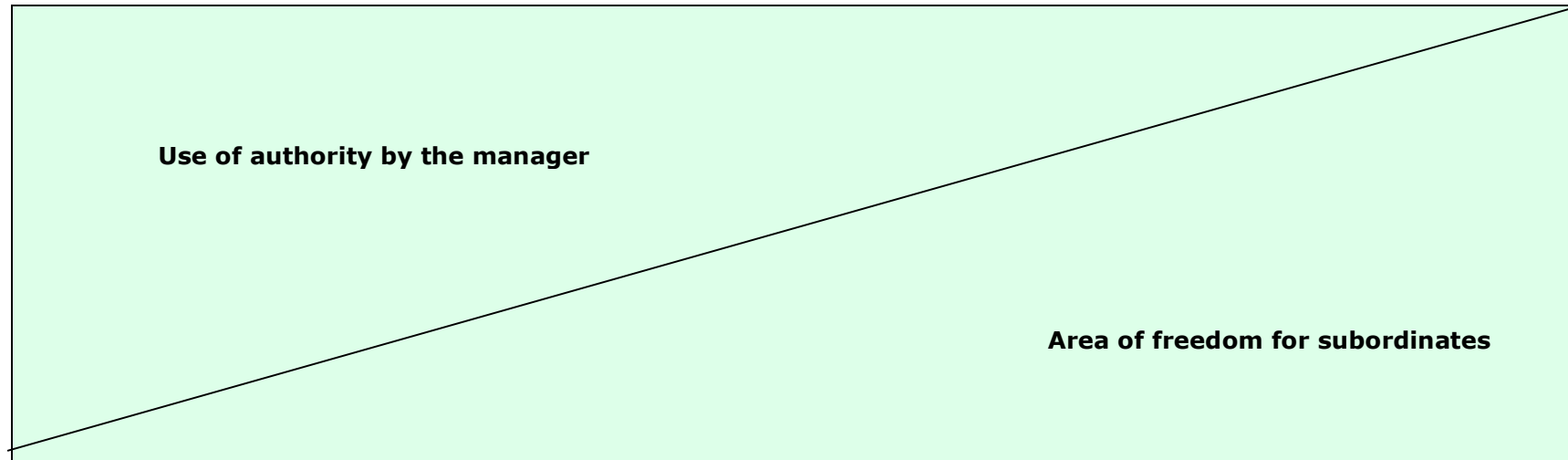


The Tannenbaum and Schmidt Continuum

Source, Luthans, F (1995) Organisation Behaviour, 7th edition, McGraw Hill, New York

Manager-centered leadership   Subordinate centered leadership



Manager makes decision & announces it.

Manager sells decision

Manager presents ideas and invites questions.

Manager presents tentative decision subject to change

Manager presents problem, gets suggestions & makes decision

Manager defines limits & asks group to make decision.

Manager permits group to function independently within defined limits

 **Range of Behaviour** 

The Tannenbaum and Schmidt Continuum (Continued)

Although there are a number of different styles indicated in this model, there are four main categories that are frequently described:

- **Tells**

The leader identifies appropriate solutions to problems & the appropriate courses of action & thereafter tells the subordinates what they are supposed to do.

- **Sells**

The leader still decides upon the appropriate course of action in any given situation but attempts to overcome disagreement & resistance among the workforce by selling the decision to them. Often this involves justifying the decision (determined by the boss) as the best course of action in the circumstances.

- **Consults**

The leader allows time for subordinates to discuss the problem & present ideas & solutions to the boss. These are then used by the leader to make decisions which are then announced to, and actioned by, the subordinates.

- **Joins**

The leader defines the nature of the issue to be decided along with any constraints & presents these to the group. The leader then becomes part of the group in finding & implementing acceptable solutions.