

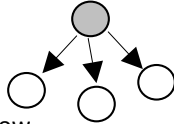
The Tannenbaum & Schmidt Management Continuum

Tells

Leader makes the decision and announces it
Leader is unaware or not interested in group's views
Team may not even have been aware of the problem.

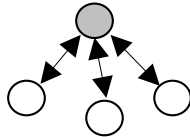
Sells

Leader makes the decision and explains it
Coaching is a type of selling: show them how,
and convince them that it is the best way to do it.



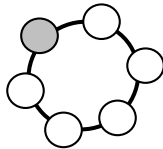
Consults

Leader listens to suggestions
and then makes the decision
Problem is still the leaders to solve.



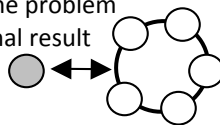
Shares

Leader describes problem, defines limits,
and lets group make decision
Problem is owned jointly.



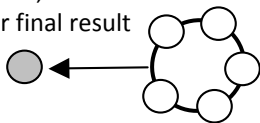
Delegates

Allows subordinates to function within defined limits
Subordinates have ownership of the problem
Leader remains accountable for final result



Empowers

Trusts subordinates, and does not check on them
Leader is available for support
Team can set their own objectives, within overall vision
Leader remains accountable for final result



Abdicates

Leader does not maintain "grip"
Leader does not monitor progress or give support
Leader tries to avoid responsibility for failure

Manager's
Input

Team
member's
Input

Time
required

Monitor
and
Support

Support
only

None

Control

None

None

Motivation

Quality

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