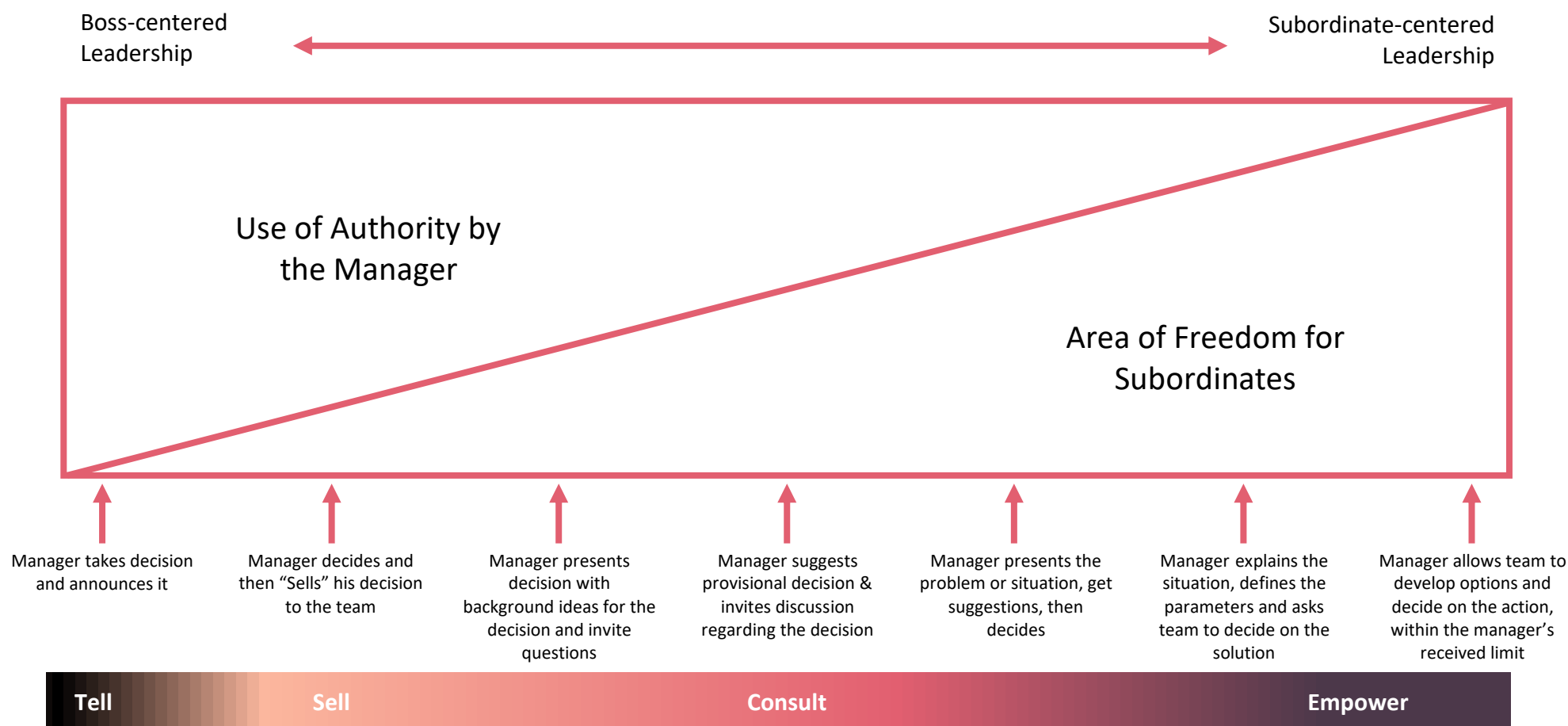


Leadership Style – Tannenbaum-Schmidt Continuum Theory

In 1973, Tannenbaum & Schmidt came up with a range of leadership behaviours, from “boss-centered” (task oriented) to “subordinate-centered” (relationship oriented).

The Tannenbaum-Schmidt Continuum model shows the relationship between the level of authority used by the manager and the levels of freedom that manager gives to a team.



Here you can find a quick test to see what your preferred leadership style is:

In each of the 12 sections, score all the statements in the column on the right-hand side, as follows:

0 point: I never do this, **1 point:** I rarely do this, **2 points:** I sometimes do this, **3 points:** I often do this, **4 points:** I always do this.

1. Decision-Making

- (a) I make the decisions and announce them.
- (b) I make the decisions but announce how and why I made them.
- (c) I ask my team for their ideas before making decisions.
- (d) I set clear parameters within which my people are allowed to make their own decisions.

2. Sharing Information

- (a) I pass on information only if it is unavoidable.
- (b) I make the decisions but announce how and why I made them.
- (c) I try to answer team members' questions openly and honestly.
- (d) I make available all information, apart from that which is personally or commercially sensitive.

3. Delegation

- (a) As a general rule, I do not delegate.
- (b) I delegate occasionally, but when I do I follow up carefully.
- (c) I delegate regularly, to individuals who have demonstrated that they can handle it.
- (d) I use delegation as a means of developing new skills in my people.

4. Degree of Autonomy

- (a) I am always closely in control of how people go about tasks in my department.
- (b) I suggest how people should go about their work, but am prepared to listen to alternative suggestions.
- (c) I encourage people to think about how to go about their work and agree it with me.
- (d) I set objectives, but let people decide themselves how they will achieve them.

5. Standards of Work

- (a) I lay down the standards I expect to be achieved.
- (b) I explain why standards have been set as they are.
- (c) I communicate standards, but allow individuals to have their say.
- (d) I help my team to identify appropriate standards for their jobs.

6. Management of Change

- (a) When change is forced on me, I tell people exactly how we are going to respond to it.
- (b) I try to explain the reasons for change.
- (c) In responding to change, I ask team members for their ideas.
- (d) I expect my people to come up with suggestions for handling change situations.

7. Response to Mistakes and Errors

- (a) When mistakes occur, I find out who is responsible and make it clear that such errors will not be tolerated.
- (b) My main concern when mistakes occur is that people understand why they made them.
- (c) When mistakes occur, I ask people how they would do things differently if the same situation happened again.
- (d) I do not mind some mistakes, so long as people use them as genuine learning opportunities.

8. Attitude to Risk-Taking

- (a) I try to operate in a way which removes all possible risk.
- (b) I only take carefully calculated risks.
- (c) I am prepared to take reasonable risks, provided I am able to effect a contingency plan.
- (d) I am happy to undertake risky ventures if the potential benefits are high.



The 4 leadership styles are based on research work from Tannenbaum and Schmidt - R Tannenbaum and W H Schmidt, 'How to Choose a Leadership Pattern', Harvard Business Review (March-April 1958).

9. Approach to Conflict

- (a) I try to prevent conflict in any of my dealings.
- (b) Where conflict occurs, I try to sort it out quickly.
- (c) I feel reasonably relaxed about conflict, provided I have the situation under control.
- (d) I encourage constructive tension, provided it leads to new ideas.

10. Developing People

- (a) I identify development opportunities for individuals in my team without necessarily inviting their opinions.
- (b) I identify development opportunities for individuals in my team, highlighting the benefits for them and the team.
- (c) I suggest development opportunities but invite feedback before we reach a joint decision.
- (d) It is the responsibility of individual team members to identify development opportunities and put the necessary arrangements in place, with my support.

11. Communication

- (a) I tell my team what they need to know.
- (b) When communicating, I am most concerned about passing on information, but am prepared to answer any questions.
- (c) Communication is about passing on information accurately, but it is important to get feedback.
- (d) I believe in genuine, two-way communication and I actively encourage my team to inform me, question uncertainties and challenge my opinions.

12. Availability

- (a) I prefer issues to be raised with me in writing or at formal meetings.
- (b) My people can raise anything with me, provided they have an appointment.
- (c) My people know I will make time for them, if their issue is urgent.
- (d) I try to operate an 'open door' policy at all times.

		Question			
		(a)	(b)	(c)	(d)
Section	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
	TOTAL				

My Leadership Style is:

TELL SELL CONSULT EMPOWER