

# 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 does not take responsibility for failure

