

## Management Models

### >> INTRODUCTION

The model illustrates the relationship between the level of freedom that a manager chooses to give to a team, and the level of authority used by the manager. An increase in the team's freedom is matched by a decrease in the manager's authority.

A manager should, over a period of time, aim to take the team up the scale, at which point the manager should also aim to have developed one or a number of potential successors from within the team who have been developed, ready to take over from them.

The process can take time and requires patience. The manager needs to explain what is being done and be aware constantly of how the team is responding and developing. It is important to remember that irrespective of the amount of responsibility and freedom delegated by a manager to a team, the manager retains accountability for any problems that result. The Tannenbaum and Schmidt Continuum levels of delegated freedom are described in the model below.

### >> HOW CAN THIS HELP ME?

The model assists leaders and managers in being aware of those forces which are most relevant to their behaviour at any given time and aid their choice of a leadership pattern.

The concept does not dictate to leaders and managers but enables them to explore, analyse and review their behaviour within a context of other behaviours. No style on the continuum is labelled right or wrong.

### >> ADDITIONAL RESOURCES

**How to choose a leadership pattern**, Robert Tannenbaum and Warren H Schmidt  
Harvard Business Review, May/June 1973, vol 51 no 3, pp162-180

### >> THE MODEL

