

## SELF-MANAGEMENT →

AUTHORITARIAN LEADER ←

→ DEMOCRATIC LEADER

The leader's use of authority

Areas of freedom for subordinates

1. The leader makes the decisions and communicates them.
2. The leader 'sells' his decisions to the group.
3. The leader presents his ideas and invites questions.
4. The leader presents his preliminary decision but invites discussion and changes.
5. The leader introduces the problem, asks for suggestions and then decides.
6. The leader explains, defines the boundaries and lets groups decide.
7. The leader lets the group decide within the boundaries established for the leader.

FIGURE 6.25  
Self-management shown using Tannenbaum and Schmidt's Model.