



Croeso | Welcome to ABS A Level Business Lecture Series



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Tannenbaum & Schmidt Continuum of Leadership

- Content to support **Level 3 Business Qualifications**

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Learning Outcomes

- Understand Tannenbaum & Schmidt's Continuum of Leadership
- Compare Tannenbaum & Schmidt with McGregor's Theory of X and Y
- Appreciate the forces which determine a leader's position on the continuum

Autocratic and Democratic Leadership

Autocratic Style

- Focus of power with leader
- Leader alone exercise control over policy, procedures, tasks, rewards, punishments, *etc*

Democratic Style

- Focus of power with group
- Leader is part of the team
- Group members have greater say in decision making

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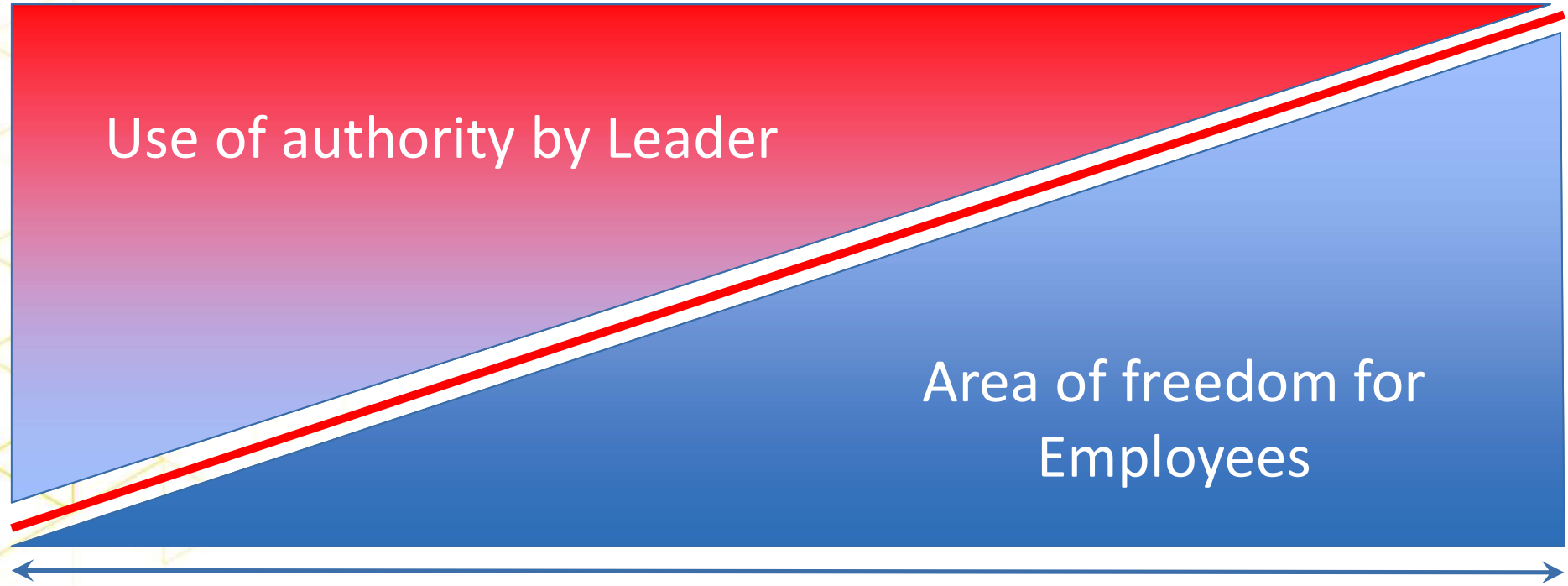
← Tannenbaum & Schmidt Continuum →

JOIN

Tannenbaum & Schmidt Continuum of Leadership

Manager-centred leadership

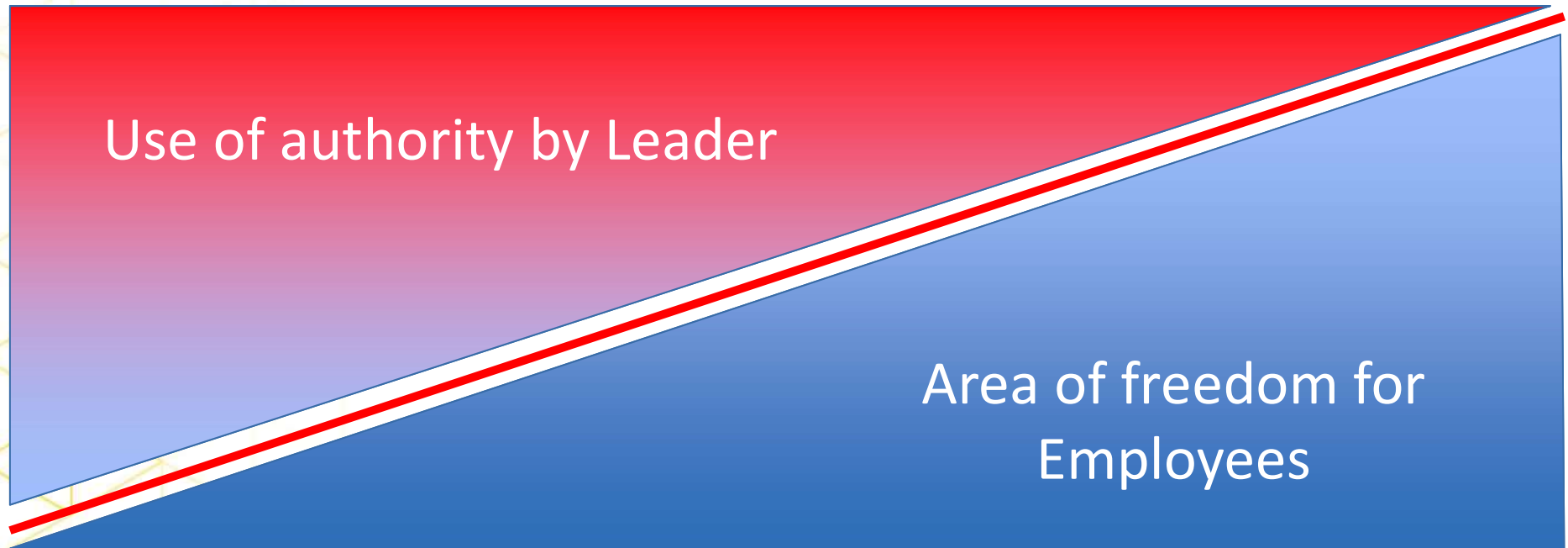
Employee-centred leadership



- Makes decision alone and TELLS staff
- Makes decision alone but SELLS it to staff
- Presents ideas and ask for questions from staff
- Presents tentative decision subject to change
- Presents problem, gets input, then makes decision
- Asks group to decide within set limits
- Team develops options and decides on actions

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Similar to McGregor's Theory X & Theory Y?



Theory X. Employees:

Dislike their work.

Avoid responsibility and need constant direction.

Need control, force and threats to deliver work.

Need to be supervised at every step.

No incentive to work, and therefore need to be enticed by rewards to achieve goals.

Theory Y. Employees:

Happy to work on their own initiative.

More involved in decision making.

Self-motivated, take ownership of their work.

Seek and accept responsibility, and need little direction.

View work as fulfilling and challenging.

Solve problems creatively and imaginatively

Static or Dynamic?

- Would a leader's position on the continuum be fixed or variable?
- Likely to change, depending on a number of forces found in:
 - The leader
 - The employees
 - The situation

Forces in the Leader:

- Values
- Previous experiences: good or bad?
- Confidence in staff
- Confidence in self
- Leadership inclinations
- Sense of security in uncertain situations

Forces in the Staff:

- Degree of need for independence
- Readiness to assume responsibility
- Degree of tolerance of ambiguity
- Interest in the problem
- Identification with organisational goals
- Level of knowledge and expertise
- Expectation of sharing in decision making

Forces in the Situation:

- Type of organisation
- Group effectiveness
- Nature of the problem
- Pressure of time

Summary

- Tannenbaum & Schmidt expands the Autocratic *vs* Democratic model to reflect real life better.
- Leader's position on the continuum is unlikely to be fixed.
- Various forces affect that position.

This content is tested in the...



- *Aberystwyth University Entrance Exam*
- Successfully complete an exam (there are multiple points in the year and you can take it in the subject you are best at) and earn yourself an unconditional or reduced offer for the Business School
 - More details here:
<https://www.aber.ac.uk/en/undergrad/before-you-apply/scholarships/entrance-scholarships-merit-awards/>



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Diolch | Thank you



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