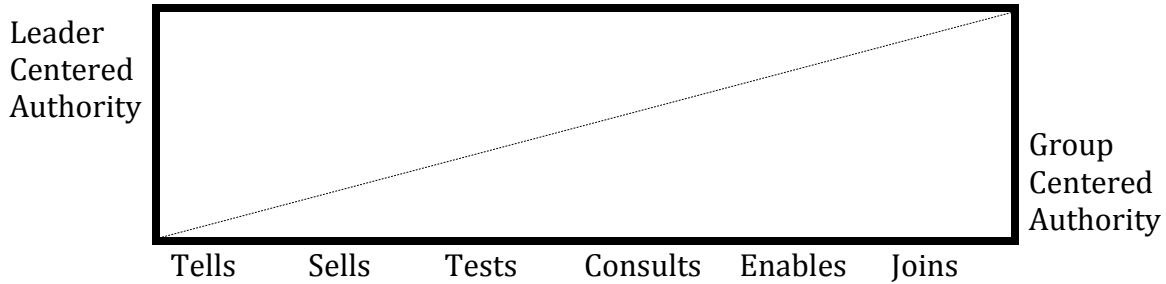


## LEADERSHIP STYLES



Tells	Leader makes decision and announces it.
Sells	Leader has made decision but wants to have others buy it.
Tests	Leader has made tentative decision, wants to test it with others to get response
Consults	Leader wants group ideas. After receiving ideas, leader makes decision.
Enables	Leader enables group to make the decision. This may include the leader setting limits regarding what the group may consider and/or establishing procedures and processes for the group's work.
Joins	Leader acts as participant in the group. Group makes the decision.

There is not any one correct style. Factors that influence that choice of leadership styles include:

- What style is needed in this particular situation, with this group at this time given the task to be done.
- What style is the leader comfortable with?
- What style is the group comfortable with?
- What laws or group standards effect the decision?

It is very important that both the leader and the group know what style is being used. Lack of a clear agreement regarding the leadership style being used can lead to serious conflict in the system.

Most leaders tend to operate within a certain range of styles. It's helpful to be clear about your normal range.

In most systems it is the leader's decision as to what style he or she will operate from. Group members may need help in understanding that operating out of an "enables" or "joins" style in one situation does not commit the leader to that style in the future.

Based on the work of Bob Tannenbaum and Warren Schmidt in their Harvard Business Review article, "How to Choose a Leadership Pattern." May - June 1973