Delegation Continuum

Intern-Centered Leadership

BLT-Centered Leadership

Use of Authority by Intern

Area of Freedom for BLT

1	2	3	4	5	6	7
Intern makes decision and tells BLT about it	Intern sells decision to BLT	Intern presents ideas & invites questions from BLT	Intern presents tentative decision, subject to change	Intern presents problem; gets suggestions, then makes the decision	Intern asks BLT to make decision within the limits he/she sets	Intern allows BLT to develop options & decide on actions defined by Intern

Tannenbaum R, Schmidt WH. How to choose a leadership pattern. Harvard Business Review. 1973 May/June.