

# Freedom Scale \*



Freedom Level	Prerogative	What Subordinate Controls	Manager's Anxiety Index
One	Act Alone	Timing & Content	Little Anxiety
Two	Act & Advise	Timing & Content	Some Anxiety
Three	Advise & Act	Content & Timing	Anxious
The Prison House of Management			
Four	Ask What to Do	Timing	Allergic to Ideas
Five	Wait to be Told	-0-	Psychotic

## Keys to Success:

- Anticipatory followership
- Thinking, system-wide
- Being self-monitoring
- Securing active support
- Managing perceptions
- Being self-aware

## Manager Must Have:

- Confidence in your competence
- Rapport with your personality
- Respect for your character