

The SLTI assessment asks managers to make decisions about the best leadership approach to use in 16 cases. Participants receive a personal profile that shows the degree to which they appropriately match coaching, teaching, relating or delegating strategies with the capabilities and motivation of their direct reports. Supervisors and managers can then perfect these basic, day-to-day leadership methods to more effectively train, coach and empower direct reports through rapidly changing responsibilities and challenges.

### Instructions:

You will be asked to respond to a total of 16 cases. For each case, read the descriptions of possible responses and decide how well you think each response would work using the rating scale below. You need to provide a rating for all four answers to each case. Make sure you rate each response based on its own merit, not in relation to the other responses. More than one answer can receive the same rating.

#### Case 1

You have just received surprising information that requires your group to take a new approach right away. You know the group members are good enough to handle the changes, but they may feel anxious about it at first. Will they do well if you...

1. Ask each of them to talk about any personal concerns or anxieties they feel and help those whose concerns are serious?

☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

2. Develop a detailed, careful new plan, let each employee know what their new role is, then follow up to check on how well they are doing?

☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

3. Share the information with them and ask them to come up with a new plan for themselves?

☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

4. Plan any needed changes with them, and then supervise them through a series of detailed steps in order to make sure they handle the changes correctly?

☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

## Case 2

Recently several employees have resigned from your place of work and one remaining employee in particular has to do more work as a result. You know he is capable of handling the challenge, but right now he is angry about the situation. Will he rise to the challenge if you...

5. Cover for him as needed and focus on helping him feel better about the situation, figuring his performance will improve once his attitude does?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

6. Call him into your office and politely go over his work plan, checking to make sure he has the information and resources to do each part of it and understands how to proceed?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

7. Spend more time supervising him to give him specific instructions and support as he gets used to the new workload?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

8. Prepare a work plan and go over it with him, setting goals and asking him to check in with you at the end of the month to see how he is doing on them?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

## Case 3

In the middle of an important project, one of your team members quits. The new replacement is eager to help out, but lacks experience. Will she perform well if you...

9. Let her know what her duties are so that she can take on her new responsibilities as quickly as possible?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

10. Show her how to do the work, and also give her extra attention and encouragement to increase her motivation?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

11. Give her more sympathy, attention, and encouragement at first to help her with the transition?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

12. Show her exactly what to do, then correct her work whenever she gets confused and approve it when it is correct?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

#### Case 4

A recently promoted employee is producing disappointing results. Although she works hard, she does not seem to realize when her work is inadequate. Will she master the work if you...

13. Spend more time with her as she works, showing her how to do a good job and when to make corrections?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

14. Give her some simple tasks and help her work up to her full responsibilities over time?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

15. Give her more attention and encouragement to make sure she keeps her enthusiasm up as she learns the job?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

16. Review her performance objectives with her, and ask her to take responsibility for improving her work?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

#### Case 5

An employee made a series of mistakes that suggested she does not understand a technical point about her work. You tried to give her some constructive feedback but she reacted defensively. Before you knew it, you found yourself arguing with her and you criticized her work more broadly than you had meant to. Now she is upset and angry. You...

17. Let her work with less direct supervision to show that you trust her?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

18. Spend more time supervising her work to make sure she does not have any more problems?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

19. Supervise her work more closely, but also apologize and try to be encouraging?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

20. Apologize for being overly critical and try to be encouraging to her?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 6

Employees have been well trained in how to achieve new quality goals, but they don't seem to be taking the goals seriously. Will they perform at the new, higher level if you...

21. Explain the need for the higher quality level and give them incentives to make sure they take the goals seriously?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

22. Share your enthusiasm for the new quality program while you oversee the work more carefully?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

23. Post the new quality goals at all workstations with instructions to achieve them by the end of the transition period?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

24. Go over the goals in detail, assigning each of them specific tasks, and then oversee their work for a while to make sure they follow your directions?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 7

An employee continues to struggle in spite of your efforts to teach him how to do his work. His attitude is increasingly negative too. Will his attitude and performance turn around if you...

25. Give him very clear and specific instructions?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

26. Give him clear, long-term goals and ask him to take some time to try to get on top of his work?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

27. Decide to be more encouraging and positive in order to focus on improving his attitude?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

28. Give him encouragement and support in order to improve his attitude, and also spend more time teaching him how to do the work correctly?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 8

You usually hold a morning meeting in which you give each employee their assignments for the day, but lately your group has been performing so well and with such enthusiasm that you wonder if it is really necessary. Will they achieve their potential if you...

29. Continue the morning meetings, just to make sure everyone gets their instructions and does the right thing every day?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

30. Continue to give daily instructions, but also add more encouragement and recognition to the routine?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

31. Reduce the meetings to twice a week and have employees prepare multi-day plans that they present for discussion during those meetings (instead of your telling them what to do)?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

32. Use the morning meetings for employee recognition and informal conversation instead of giving out assignments?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 9

An employee has not submitted monthly progress reports since your firm introduced a more complex version of the report form. He avoids talking to you about it and seems less happy than he used to be with his job. Will he adjust well to the new form if you...

33. Remind him that he needs to fill in the form at the end of this month, and suggest he start early to make sure he has the time to do it right?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

34. Offer him some friendly encouragement to help him feel better about the report forms, and let him know why the new form is important?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

35. Spend time with him going over the form and helping him fill it in, and also take advantage of the time together to learn more about how he is feeling toward his work?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

36. Tell him how to fill in the form and let him know you plan to correct it with him to make sure he learns how to do it right?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 10

You have recently taken over a group of employees who are experienced at their work and seem to take their responsibilities very seriously. Will they perform very well if you...

37. Introduce employee recognition practices and spend extra time with your new employees to let them know how much you appreciate their work?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

38. Get involved in the new job by providing both friendly support and careful supervision?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

39. Go over their goals with them and ask them to prepare a plan for their next month's work?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

40. Take charge of the new group by supervising them carefully and making sure they continue to do the work well?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 11

An employee is having trouble learning how to do a new task, but his attitude is positive and he assures you he will keep trying until he succeeds. Will he master the work if you...

41. Have a seasoned employee who knows the job well provide step-by-step instructions and watch over him for a few days?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

42. Meet with him to set some performance goals before giving him responsibility for learning and doing this new job?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

43. Focus on providing encouragement, support, and recognition for any progress he does make?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

44. Use a combination of encouragement, rewards, and learning-oriented assignments?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 12

A good employee approaches you, asking for more responsibility. Her work is superior and she has a positive attitude, but you don't want to lose control over the work in your department. Will things work out for the best if you...

45. Tell her you appreciate her good work, but still need to supervise her fairly closely to make sure you know what is going on in your department?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

46. Agree to let her work with less supervision and trust her with some new responsibilities, so long as she is willing to share her progress with you in a weekly e-mail briefing that you ask her to prepare?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

47. Decide to give her more encouragement and support to avoid her developing a negative attitude, but continue to supervise her work?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

48. Give her more encouragement and support to avoid her developing a negative attitude, but stop supervising her work directly?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 13

An experienced, enthusiastic employee has volunteered to learn a difficult software program. You are the only one who knows how to use it. Will he master it quickly if you...

49. Give him a copy of the manual and let him have an opportunity to try learning the new program on his own?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

50. Walk him through the software step by step, then watch and give any needed advice as he tries to do it himself?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

51. Tell him you have faith in his abilities and to come and see you if he gets discouraged and needs a pep talk?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

52. Give him encouragement, and help him do some practice exercises on the software to learn the basics of how it works?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely



### Case 14

New equipment is causing a lot of errors and slowdowns, and employees are complaining that they don't want to have to learn how to use it. Will they learn it if you...

53. Give them a break and encourage everyone to relax and get ready for another try, then stand by and have them ask you questions whenever they get confused?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

54. Remind them that the new equipment is their responsibility, refer them to the detailed training materials they received, and give them an extra week to learn how to make it work correctly?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

55. Walk them through the correct use of the equipment step by step, and then keep a close eye on them as they try to do it?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

56. Let them know you sympathize with their difficulties, and thank them for their extra effort during this difficult period?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

### Case 15

A team of employees is skilled and experienced, but seems to be having conflicts and disagreements that get in the way of their work. Will they work well together in the future if you...

57. Give them more attention and supervision for a while to make sure they get back in the habit of doing their work properly?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

58. Find out what the specific problems are, and then tell them how to resolve the problems fairly?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

59. Encourage them to work on their problems, listen to their concerns, and offer support and advice to anyone who wants it?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

60. Tell them to work out their problems so that they can get back to working productively together?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely



### Case 16

An employee has just come to work for you from another location. Although new, he seems to have done most of the work before, and in fact has some good new ideas and approaches. You are pleased with his can-do attitude. Will he rise to his full potential if you...

61. Make sure he knows how to do his work by giving him specific instructions and overseeing it to ensure that he does it right?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

62. Give him both personal attention and detailed instructions to help him make the transition?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

63. Ask less of him at first to ease his transition to the new group?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely

64. Welcome him into the group, and then let him work at a high level of responsibility with only occasional check-ins?

- ☐ Definitely Not    ☐ Probably Not    ☐ Possibly    ☐ Probably    ☐ Definitely