

## Module 2: Self-Assessment Using the *Strategic Leadership Type Indicator (SLTi)* (30 minutes)



### SLTi Assessment

Show Slide 11: *Activity: Self-assessment.*

Activity: Self-assessment

- Please open your booklets and read cases 1–16.
- Rate your approval of responses A, B, C, and D for each case.
- Mark your responses on the answer form.

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Tell the participants:

- We have been talking about management behaviors in different situations or contexts. Now we are going to do an activity in which each of you will individually fill in a questionnaire about leader behavior.



Distribute a copy of the *Strategic Leadership Type Indicator (SLTi) Leader's Self-Assessment* booklet to each participant along with the accompanying answer sheet. Explain the following to the participants:

- The questionnaire consists of 16 case studies concerning different employees or groups of employees and what their manager should do in each case. Imagine that you are the manager in each of these cases. Evaluate the four options given. Rank each in terms of how well you feel it would work in the case. This is a matter of personal opinion. Put down whatever answers you think are best based on your own opinions and experiences.
- The SLTi self-assessment booklet has three parts. Part 1 is the Self-Assessment, which we are doing now.

Review the instructions on page 1 of the SLTi self-assessment booklet with the participants. Make sure participants understand the example.

Ask if there are any questions about how to do the questionnaire and how to mark the answer sheet. Answer any questions before beginning.

Tell the participants you will give them enough time to complete all 16 of the cases. When they are finished, you will walk them through the process of scoring their answers.

Allow 15 or 20 minutes for participants to complete the activity. Make sure everyone completes all 16 cases before continuing.

Show Slide 12: *Analyzing Your Results, Step 1.*



**Analyzing your Results, Step 1**

A	1	2	3	4	5	4
B	1	2	3	4	5	1
C	1	2	3	4	5	4
D	1	2	3	4	5	2

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Provide the following instructions for scoring the assessment:

- Separate the answer sheet from the scoring sheet and look at the second page. The numbers you marked on the top sheet should have transferred to the second sheet.
- Each place where you marked a number has a line going to the right, showing you where to transfer this number into a box.
- Read the number you marked and then write it in the indicated box. For instance, if you circled a “3” on one of the scales, write the number 3 in the corresponding box. This sorts out all of your answers into columns according to type so that you can analyze your preference for different leadership strategies. (You can think of this exercise as unscrambling the results so that we can look at the underlying patterns.)



Show Slide 13: *Analyzing Your Results, Step 2.*

**Analyzing Your Results, Step 2**

C	1	2	3	4	5	.....	3	↓ +
D	1	2	3	4	5	.....	2	
A	1	2	3	4	5	.....	4	
B	1	2	3	4	5	.....	1	↓ +
C	1	2	3	4	5	.....	4	
D	1	2	3	4	5	.....	2	↓ =

Enter column n total here D

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Tell the participants:

- When you have transferred your numbers to the boxes, you will see that they are in columns. Add up the totals of each number you chose by column. There are eight places on the bottom of the form where you can enter these totals. Please add the numbers in each column carefully to get accurate totals.



Show Slide 14: *Analyzing Your Results, Step 3.*

**Analyzing Your Results, Step 3**

←
Total I
←
I
+
I

*Example:* The total of the two "I" column scores is your **Instruct** score.

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Tell the participants:

- There are eight columns of answers, and you should now have eight totals on the bottom of your score sheets. However, there are only four different leadership strategies in this assessment, so you need to combine results from your two sets of totals.

- Please add both of your totals for your “I” scores to get a final total. Do the same with your C, R, and D scores so that you have four master totals, one for each letter.
- Enter these totals in the upper matrix or box on page 6 of your booklet. Does everyone see where to do this? When you enter them here, you will see that each score and letter corresponds to a type of leadership strategy. I is for the Instruct strategy, C is for Coach, R is for Relate, and D is for Delegate.
- In every case in the assessment booklet, there is an answer corresponding to each of these four strategies. The number totals represent your tendency to select each of these strategies from the options in the booklet.
- Most people have a tendency to favor one out of the four strategies over the others. Which one did you favor, as indicated by a higher total score?
- You might want to take a minute now to look at the description of your favored type of leadership—it is summarized along with the other three strategies in the table on page 8 of your SLTi self-assessment booklet. Does everybody see that?

Make sure that everybody has scored their assessment accurately. Answer any questions they may have before proceeding to the next module.

If anyone has questions about what the scores or answers mean, tell them that this will be covered in some detail during the rest of the workshop.

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# Module 3: Understanding Task and People Orientations (15 minutes)

## Introduction



Show Slide 15: *Each Case Response is a Behavior.*

Each case response is a *behavior*

Example: *What should you do...*

*...if employee is improving but not completely meeting quality goals yet?*

- Encourage him?
- Remind him of objectives he hasn't yet met?
- Give him more information about quality goals?
- Put him in charge of improving the results?

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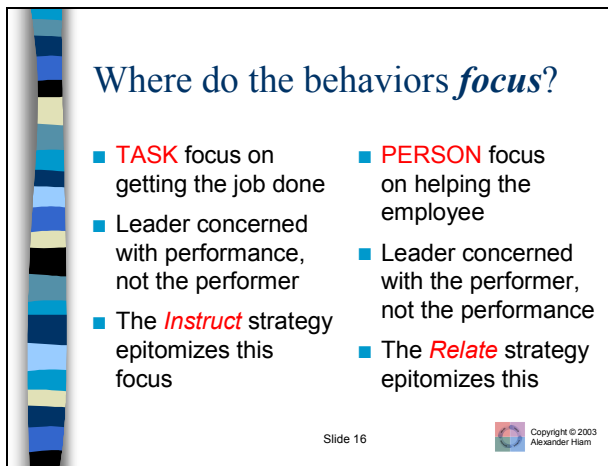
Tell the participants:

- In any specific case or situation, you can choose from multiple options. What is the best choice? What sort of choice do you most often make? By examining your responses in various leadership contexts, you can learn something about your approach to leadership.
- The assessment you just completed can be used to gain some insight into your preference for certain types of leadership strategies. By scoring it as you just did, you learned something about your tendencies as a leader. This is useful because it helps us be more aware of our own habitual responses or preferences—a good starting point for gaining more understanding and control of our own leadership behaviors.

## Task/People Focus




Show Slide 16: *Where Do the Behaviors Focus?*



**Where do the behaviors *focus*?**

- **TASK** focus on getting the job done
- Leader concerned with performance, not the performer
- The *Instruct* strategy epitomizes this focus
- **PERSON** focus on helping the employee
- Leader concerned with the performer, not the performance
- The *Relate* strategy epitomizes this

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Tell the participants:

- You now have a score for each of the four different prototypical leadership strategies. We'll be looking at each of these strategies in depth today, as each has an important role in good leadership.
- At the moment, I want to focus on just two of them, the **Instruct** and **Relate** strategies.
- The **Instruct** strategy involves a strong focus on the work: the task to be done. It uses various behaviors to structure and teach tasks to employees—things like giving out assignments, providing feedback, or giving clear instructions about what to do and how to do it. So your Instruct score represents your tendency to take a pure task focus in leadership.
- The **Relate** strategy is about the person. It involves building motivation and good attitudes through behaviors such as encouraging people, taking an interest in their needs, and showing support and consideration toward them. So your Relate score represents your tendency to use a people focus.
- You probably selected some answers in each of these two contrasting areas—people and tasks—depending on the case.



Show Slide 17: *Dividing our Lists of Behaviors.*

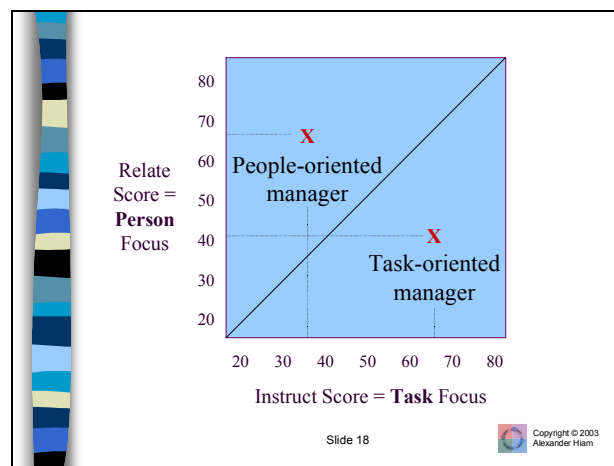


Tell the participants:

- This slide helps clarify what these two different orientations are all about. A task focus is all about the work, while a person focus is concerned with the individual who is doing the work. Your leadership behaviors can probably be divided into these two categories, too.
- One of the simplest but most powerful ways to be more strategic as a leader is to take a moment to think about which of these areas is most important for you to focus on in any leadership context.
- Sometimes an employee needs you to work on task structure—maybe by giving them clearer feedback or better instructions, for example. Other times, the employee may need you to focus on them and how they are feeling about the work—for example by being considerate, listening sympathetically, or giving them encouragement, recognition, or other rewards.



Show Slide 18.





Tell the participants:

- It is interesting that most managers tend to favor one or the other of these orientations—they tend to be either people-oriented in their focus or task-oriented. Neither one is wrong; they simply represent different approaches to accomplishing managerial goals.
- One manager may tend to focus on the need to get people motivated and involved, while another may focus on the need to structure the work and make sure everyone is doing their part. Each of us tends to have a personal leadership style that varies according to how people- or task-oriented it is.
- You can analyze your own pattern just the way two different leader's scores have been plotted on this side. If you circle your Instruct score on the bottom of the box, you can draw a line upward from it. Then you can find your Relate score on the left side of the box and draw another line across from it. Where the two lines intersect, mark an X.
- If your Instruct score is higher, the X will lean toward the Task Focus side, showing that you have a task-oriented leadership style.
- If your Relate score is higher, then the X is closer to the Person Focus side, showing you have a people-oriented leadership style. This will affect your tendency to use leadership strategies. It will probably bias you somewhat toward people-oriented styles.

**Note:** →

Relate is commonly dominant in managers with a strong people-orientation to their leadership style. Instruct is often dominant for those with a strong task orientation. More hands-off managers tend to do less on either of these dimensions, so their dominant strategy is usually Delegate. And managers who are somewhat balanced by having a mix of people and task orientations or concerns tend to use a bit of both—so their dominant strategy type will be Coach, which is high on both dimensions.

The next slide shows the four strategy types plotted on a grid of low/high task and low/high people focus.