CPBL July 2025: Week 3 Discussion: SLII Questionnaire (Peter G. Northouse, Pages 127-129)

**Talkboard**: SLII® Questionnaire (Pages: 127-129). Path Goal Leadership Questionnaire (Pages: 153-155) Take one of the two questionnaires and summarize the results)

**Questions**:

* What score did you receive and why?
* What did you learn about yourself because of taking this survey?
* What modifications or enhancements will you make to be a better team leader in the workplace?

The questionnaire was interesting. Each leadership scenario was succinct but posed viable options. The scenarios and my answers are below.

1. Problem: it is necessary to consolidate the budget. I am considering selecting an experienced, talented, and respected team member to task charge of the consolidation. She has broad experience in the company and is willing to take on the task.

My solution: I selected alternative C: assign her the task and provide support and encouragement. My rationale: the employee has the requisite experience to analyze the situation and development an approach incorporating the interests of each department. There is not a “short-fused” task, so she can pace herself. I like to give subordinates the chance to excel; letting her take charge, encouraging her, and allowing her to ask questions as necessary seems like the best alternative.

Book Solution: the best solution is alternative A: “low supportive, low directive”; assign her the assignment and let her determine how to accomplish it. (Note: I think my alternative is the same as the book’s answer; the only difference is I encourage and allow questions; the book’s answer keeps the leader out of management until the product is finished.) Waiting until the final product is delivered is risky. If the product is not adequate, it might be too late for corrections.

1. Problem: I am a Department Head at a new officed. One of the more inexperienced employees is having trouble following through on tasks. She is enthusiastic about her job and wants to move up in the company.

My solution: alternative A: discuss her lack of follow-through and alternative ways to solve the task(s). My rationale: she is having repeated difficulty following through and may not be aware of how her inactions are perceived by leadership. I can provide counsel by explaining why follow-through is critical, and discuss alternatives she could have selected in past situations. If properly presented, this approach would show I care about her development while teaching her how to develop viable alternatives.

Book Solution: define the steps and monitor her performance. I think this approach is more applicable to an unmotivated employee.

1. Problem: Morale and division performance is down. We have had some recent setups. As the boss, I have been closely monitoring staff performances and reminding them of expectations.

My solution: alternative D: participate in problem solving activities and encourage/support efforts to improve. I would take this approach assuming they are proven performers in need of additional training and encouragement. By becoming directly involved in problem solving (on a temporary basis), I can impress on them the need for proper planning. Conducting “after action reviews” on the setups is essential.

Book solution: Continue to define activities but involve employees more in decision making. I disagree with this approach as the team has been having setbacks. We need to understand why the setbacks are occurring, then take steps to improve the shortcomings.

1. Problem: I am delegating a new campaign to a proven performer on my staff. However, he seems a bit unsure of himself.

My solution: alternative B: set goals and objectives but allow him to join in the decision making. I selected this approach as he is unsure of what should be done. By setting the goals and objectives, his task is clear. By allowing him to join in any decision making (I would defer to his judgement and let him take the lead), I would be demonstrating confidence in his decision-making ability.

Book Solution: listen to his concerns and assure him he can succeed. This is a good approach. It assumes he understands the goals and objectives. If he does, this is a better approach than mine.