Assessment

Change Management
Third Edition

The objectives of this book are:

- To explore changes taking place in organizations today
- To explain how organizations can prepare for change
- To clarify human reactions to change and how to deal with them
- To explain team involvement and visionary leadership

■ C R I S P _{series}

Assessment Questions for
Change Management, Third Edition

Select the best response.

1. Which of the following statements is true?
      A. Change can begin anywhere.
      B. Change is both toxic and tonic.
      C. Change is stressless only for the mindless.
      D. All of the above
      E. None of the above

2. For a change to be unstoppable, what percentage of people need to adopt the change?
      A. 5%
      B. 20%
      C. 50%
      D. 100%

3. Change today is experienced in short bursts of disruption followed by a longer period of stable operations.
      A. True
      B. False

4. In a constantly changing organization, employees should expect:
      A. To continue working only within their specific jobs or departments
      B. Greater responsibility in helping the organization change and improve
      C. Managers to keep more information to themselves
      D. All of the above
      E. None of the above

5. Managing successfully in today's changing workplace centers around:
      A. Planning, scheduling, and controlling techniques
      B. Sustained improvements in innovation and productivity
      C. Both of the above
      D. None of the above

6. Employees will be more receptive to change if they:
    A. Are involved early on in the process
    B. Have a compelling vision of the future
    C. Are handed change as fact
    D. All of the above
    E. A and B

7. Before change begins, managers should:
    A. Prepare employees
    B. Describe the change completely
    C. Research what happened during the last change
    D. Assess team readiness
    E. All of the above

8. When a change occurs, managers should expect people to get up to speed as quickly as possible.
    A. True
    B. False

9. During change, emotional responses to loss:
    A. Show weakness
    B. Are healthy to express
    C. Should not be acknowledged
    D. Will be uncommon

10. If an employee is resistant to change, a manager should:
    A. Not allow the person to share his feelings with others
    B. Feel guilty about not being able to fix the problem
    C. Recognize that it is a good sign
    D. None of the above
    E. A and B

11. People resist change because they feel:
    A. Their security is threatened
    B. Their sense of competence is threatened
    C. Their sense of identity is threatened
    D. All of the above
    E. None of the above

12. A common trap for managers during change is to push teamwork and productivity too soon.
    A. True
    B. False

13. The best way to communicate a change to employees is to:
    A. Talk to people in person
    B. Send memos
    C. Leave voice mails
    D. All of the above
    E. B and C

14. During the exploration phase in a change transition, it is important for managers to:
    A. Listen, acknowledge feelings, and respond empathetically
    B. Talk about long-term vision and set long-term goals
    C. Conduct brainstorming and planning sessions
    D. Confront individuals with information

15. To lead a change meeting successfully, managers should:
    A. Describe the change in detail
    B. Not invite questions
    C. Share their personal feelings
    D. A and B
    E. A and C

16. The least dramatic words are usually the best ones to use when communicating your feelings.
    A. True
    B. False

17. Managers should discourage employees from reminiscing about the past.
    A. True
    B. False

18. During times of organizational change, troubling behavior:
    A. Prevents individuals from being fully productive
    B. Should be professionally attended to
    C. Should be covered up
    D. All of the above
    E. A and B

19. Most employees feel they could contribute more than what they are asked to do.
    A. True
    B. False

20. To engage and encourage team collaboration and participation, managers should:
    A. Create a "safe zone" for free discussion
    B. Share personal dilemmas
    C. Invite differences of opinion
    D. All of the above
    E. A and C

21. Which of the following is not a good active listening technique?
    A. Asking questions to draw a person out
    B. Listening for feelings
    C. Fidgeting or shuffling papers
    D. Summarizing what a person has said
    E. All of the above

22. If a change is significant, it is important to factor in a slowdown in production expectations and scheduling.
      A. True
      B. False

23. To become an effective change leader:
      A. Emphasize accountability and mutual contracts
      B. Avoid bringing tough issues to the surface
      C. Focus on the people who are creating problems
      D. All of the above
      E. None of the above

24. Providing feedback to employees is:
      A. Not a priority if there are too many other things to do
      B. Not necessary because employees are professionals
      C. Not needed when things are running as normal
      D. Is essential to motivating employees
      E. None of the above

25. Managers can help make work more rewarding for employees by adding responsibilities, varying or rotating tasks, or getting things done in a new way.
      A. True
      B. False

Answer Key for
Change Management, Third Edition

Recommended response (Corresponding workbook page)

1. D (4)	6. E (16-18)	11. D (31)	16. A (64)	21. C (66)
2. B (8)	7. E (22)	12. A (50)	17. B (40)	22. A (75)
3. B (7)	8. B (23)	13. A (56)	18. E (46)	23. A (76)
4. B (12)	9. B (29)	14. C (45)	19. A (70)	24. D (74)
5. B (10)	10. C (38)	15. E (61)	20. D (68)	25. A (75)