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# Assessment

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## ***MAKING THE MOST OF BEING MENTORED***

***Second Edition***

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Complete this book, and you'll know how to:

- 1) Explore how a mentoring relationship can be beneficial to the mentee, the mentor, the organization, and, possibly, to friends and family members.
- 2) Discuss the responsibilities of mentees in managing their own personal development and career growth.
- 3) Explain the skills needed to foster successful mentoring partnerships.
- 4) Provide guidance on building and maintaining productive mentoring relationships.
- 5) Identify techniques for maximizing results and using new skills to contribute to the success of the organization.



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## **Assessment Questions for *Making the Most of Being Mentored* *, Second Edition***

**Select the best response.**

1. In mentoring, guiding principles refer to (check all that apply):
  - A. How the mentor and mentee will behave
  - B. Standards of behavior to which they will hold each other accountable
  - C. Standards of behavior to which they give each other permission to hold each other accountable
  - D. All of the above
  - E. A and C only
  
2. By definition, mentoring includes:
  - A. Formal or informal conveying of knowledge
  - B. Social connections or networking
  - C. Psychological or social support
  - D. All of the above
  
3. Some things to remember about mentoring are:
  - A. Mentoring tends to be most productive when it operates as an adult-to-adult partnership.
  - B. Mentoring ideally is voluntary on both sides.
  - C. Both partners must be committed.
  - D. Mentees have a responsibility to manage their own development and career.
  - E. Being mentored is not a training program and not an entitlement.
  - F. The centerpiece of mentoring is constructive feedback in both directions.
  - G. All of the above.
  
4. When discussing effective mentee skills, we evaluated ten communication habits. Which one of the following is *not* part of that list?
  - A. Communicate clearly
  - B. Practice openness
  - C. Ask for advice on what you should do on a given issue
  - D. All of the above

5. Today's Global, Green, Information-Driven, High-Tech Era is characterized by:
  - A. Fewer layers of management, described as a "flat organization"
  - B. A more flexible, adaptive, and change-oriented culture
  - C. Slow and difficult decision-making procedures, often with many sign-off steps and layers of bureaucracy
  - D. The belief that only high performers needed and deserved to be mentored
  - E. Fast tracking the flow of skills, knowledge, and ideas from the point of origin to where they are needed
  - F. Active seeking of and a true appreciation for diversity of thought, demographics and skills
  - G. All of the above except C
  - H. All of the above except C and D
6. The "Triple Cs" that typify a mentoring relationship are:
  - A. Collaborate, Collaboration, and Consolidate
  - B. Collaborate, Collaboration, and Collaborator
  - C. Coordinate, Collaboration, and Consolidate
7. Today's work world requires that one's self-development:
  - A. Is totally the responsibility of the employer
  - B. Is more "employee-driven"
  - C. Is mostly "employer-driven"
8. What are the triple-level listening skills?
  - A. Feelings, words, and intention
  - B. Intention, emotions, and feelings
  - C. Emotional, psychological, and philosophical
  - D. Feelings, words, and meaning
  - E. Feelings, words, and rationale
9. Recognition is often linked to motivation.
  - A. True
  - B. False
10. The term "emergent property" refers to:
  - A. A mentor's response to a mentee's emergency situation
  - B. Something that emerges as a result of other things that occur
  - C. Property that is high end real estate and is new to the market
  - D. Any items that the mentor and mentee create together and need to be split up when the mentoring ends

11. In discussing motivation and self-determination, we described the carrot and the stick. What does the stick represent?
  - A. Something we don't want
  - B. Something that recognizes my good performance
  - C. Something we can't have
  - D. Something we want
  
12. By definition, a mentee is someone who makes an effort to:
  - A. Assess knowledge
  - B. Internalize knowledge
  - C. Effectively use knowledge
  - D. Increase skills
  - E. Gain insights
  - F. Add perspective
  - G. Develop (more) wisdom
  - H. All of the above
  
13. Being an active learner means:
  - A. Mostly waiting to be "taught to"
  - B. Hoping the mentor will feed the mentee data and information
  - C. The mentee takes initiative for the learning
  - D. None of the above
  
14. When you as the mentee are trying to encourage a mentor's interest, which one would you *not* want to do?
  - A. Be able to articulate what you need or want from the relationship
  - B. Have some form of defined objectives
  - C. Ask the mentor to provide a plan of how to work together
  - D. To the degree you know, identify potential that might get in the way
  - E. Have an understanding of what you hope a mentor could do to help you
  
15. Shifting your mental context refers to:
  - A. Changing the mentor's perspective
  - B. Altering the times, dates, and places of mentoring meetings
  - C. Changing how you think so that new opportunities become available
  - D. Making sure that the old ways of working stay the same
  
16. The most important part of mentoring is what the mentor says.
  - A. True
  - B. False

17. To overcome blank spots that trigger an emotional response to what you are hearing, you should develop the skill of:
  - A. Patient listening
  - B. Triple listening
  - C. Double listening
  - D. Listening for effect
18. The most critical phase of the mentoring relationship is the forming stage.
  - A. True
  - B. False
19. A “blank spot” negatively impacts the mentoring relationship.
  - A. True
  - B. False
20. The benefits of being mentored include:
  - A. Obtaining a more expansive vision or view of the world
  - B. Learning from someone’s work experience
  - C. Sharing an adult-to-adult partnership to focus on one’s maturity
  - D. Gaining insight into the organizational culture, appropriate behaviors, attitudes, and protocols
  - E. All of the above
21. When facing resistance, what are some effective tools?
  - A. Providing clear and concise reasons why the change is beneficial
  - B. Projecting confident vocal support of productive change
  - C. Initiating open-ended discussions about changes that are affecting similar organizations
  - D. Looking for opportunities to join others in promoting productive adaptations
  - E. All of the above
  - F. Only A and B above
22. To overcome the awe factor:
  - A. Allow it to determine the outcome of the relationship.
  - B. Defer to your mentor at all times.
  - C. Find a mentor who has the highest awe factor.
  - D. None of the above.

23. In discussing motivation and self-determination, we described the carrot and the stick. The carrot represents what?
- A. Something we don't want
  - B. Something that isn't good
  - C. Something we can't have
  - D. Something we want
24. Which best defines a mental context shift?
- A. Alter the number of meetings between you and the mentor.
  - B. Write a formal written agreement changing our expectations of each other.
  - C. Say things differently so that they are heard differently.
  - D. Change how you think about something to maximize your ability to act differently.
25. If you are committed to a formal mentoring process, you cannot change it to an informal or situational one.
- A. True
  - B. False
26. One of the many gifts of learning, the term "no sleeping" referred to:
- A. Being alert
  - B. Using careful active listening
  - C. Showing and expressing appreciation to your mentor
  - D. All of the above
  - E. None of the above
27. When internalizing learning, which item is *not* part of the four practicing positive behaviors?
- A. Setting realistic expectations
  - B. Being open to exploring options
  - C. Searching for ways to obtain my goals
  - D. Focusing solely on my career goals before anything else
  - E. Following through on my commitments
28. When it comes to learning styles, we usually have a primary style and a secondary style.
- A. True
  - B. False

29. Which of the following is *not* an element of building an effective mentoring relationship?
- A. Dependable behaviors and commitments
  - B. Honesty and frankness
  - C. Making sure there are consequences for bad behavior
  - D. Constructive confrontation for all issues
  - E. Commitment to mutual goals
30. The essence of mentoring includes:
- A. Primary focus on the mentee's needs
  - B. Operation on a "just in time" basis
  - C. Personal learning or insights
  - D. "Giving beyond giving"
  - E. All of the above
31. What is the best way to manage meetings?
- A. Meetings should be scheduled.
  - B. Meetings should occur regularly.
  - C. Meetings should have an agenda.
  - D. Meetings should have minutes or notes.
  - E. A and C only.
  - F. All of the above.
32. The trend of mentoring playing an increasing role in the workplace has been declining.
- A. True
  - B. False
33. What does the concept of "giving back" mean in mentoring?
- A. Paying back the mentor financially for his or her time
  - B. Making sure there is a gift-wrapped present when the mentoring is over
  - C. Writing a letter to your mentor's manager singing his/her praises
  - D. The reward a mentor receives for helping make a positive change in another person's life
34. What does the term "synergy" have to do with mentoring?
- A. Nothing at all.
  - B. It is the energy that the mentee has for making the relationship work.
  - C. It is the energy that the mentor has for making the relationship work.
  - D. It is the combined energy that comes from a healthy and productive mentoring relationship.

35. By definition, a mentor is someone who offers:
- A. Deeper knowledge
  - B. Keener insight
  - C. Broader perspective
  - D. More wisdom
  - E. Wider connections
  - F. All of the above
36. Why is creating a balance in your life important in mentoring?
- A. Mentoring is always a highly stressful process and is always difficult to manage.
  - B. Balance has little or nothing to do with mentoring.
  - C. Mentoring is about change. Sometimes that can cause some level of stress.
  - D. Balance is a myth and really can't be attained.
37. While describing the use of trust as your glue, we described two general groups of trust. Which two are they?
- A. I assume trust until you give me a reason not to trust you.
  - B. I don't trust anyone until I have known them for at least 6 months.
  - C. I will trust you after you prove you are worthy of my trust.
  - D. A and C.
  - E. A and B.
  - F. B and C.
38. What are the three learning styles?
- A. Visual, auditory, and mechanical
  - B. Auditory, tactile, and emotional
  - C. Emotional, dexterity, and auditory
  - D. Visual, auditory, and tactile
39. A linear life plan is one that includes several different career paths.
- A. True
  - B. False
40. Workplace diversity potentially has what kind of impact?
- A. Increased talent pool
  - B. A wider variety of perspectives
  - C. More cultural awareness
  - D. A person learning more from someone who is less like him/herself
  - E. All of the above.



41. A mentor is ideally *not*:
- A. A colleague
  - B. The mentee's manager or supervisor
  - C. A vice president from another department
  - D. A technician from another company
  - E. A teacher from years past
42. When it comes to change:
- A. All people are resistant to change.
  - B. Change is something that is disruptive.
  - C. Change is bad.
  - D. People are not resistant to change but are resistant to being unclear about it.
43. The machine-age Industrial Era was characterized by:
- A. Fast tracking the flow of skills, knowledge, and ideas from the point of origin to where they are needed
  - B. Slow and difficult decision-making procedures, often with many sign-off steps and layers of bureaucracy
  - C. The belief that only high performers needed and deserved to be mentored
  - D. Decisions made at the top without adequate knowledge of, or concern for, organization-wide consequences resulting in "fixes that fail" or "unintended consequences"
  - E. Operational and strategic thinking and decision-making considered to be nearly the exclusive responsibility of staff experts or managers
  - F. Active seeking of and a true appreciation for diversity of thought, demographics, and skills
  - G. All of the above except A
  - H. All of the above except A and F
44. Some of the reasons that people can be resistant to change are:
- A. It can confuse them if the change is not explained fully.
  - B. People have no control over the change.
  - C. People were not part of the change process.
  - D. People have no influence over the change.
  - E. All of the above.

45. The spectrum of mentor and mentee relationships is (check all that apply):
- A. Situational
  - B. Formal
  - C. Informal
  - D. Sporadic and spontaneous
  - E. All of the above
  - F. A, B, and C only
  - G. A and D only
46. Some of the focus areas of mentoring are listed below. Which one is *not* an appropriate focus area?
- A. Get better at problem identification, analysis, and decision making
  - B. Improve time management
  - C. Practice positive self-projection (in speech, dress, self-image, and so on)
  - D. Seek ways to broaden personal vision and imagination
  - E. Search for ways to enhance interpersonal sensitivity and awareness
  - F. All of these are appropriate focus areas for mentoring
47. Organizational inertia is:
- A. Fast movement in the wrong direction
  - B. Fast movement in the right direction
  - C. No movement, or resistance to movement
48. A closed question is:
- A. A question that can be answered by a narrative response
  - B. A question that is based on a numerical formula
  - C. A question that can be answered with a yes or no
  - D. None of the above
49. What is the best way to end a mentoring relationship?
- A. Just assume someone will say something when it's time.
  - B. Have a final meeting to review the mentoring process and its impact.
  - C. Wait until both people want to end it.
  - D. If the mentee wants to end it but the mentor doesn't, the mentor wins.
50. Which of the following is *not* one of the four basic things that most employees want from work?
- A. To feel like they are part of something larger than themselves
  - B. To do work that has meaning to them and to the organization
  - C. To direct others in appropriate ways that help the organization to grow
  - D. To have a sense of the future and their place in it

**Assessment Answer Key for  
*Making the Most of Being Mentored*  
*, Second Edition***

*Recommended response (Corresponding workbook page)*

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|------------|-------------|------------|-------------|
| 1. D (77)  | 14. C (35)  | 27. D (67) | 40. E (99)  |
| 2. D (9)   | 15. C (45)  | 28. A (98) | 41. B (78)  |
| 3. G (102) | 16. B (9)   | 29. C (75) | 42. D (100) |
| 4. D (54)  | 17. B (57)  | 30. E (22) | 43. H (15)  |
| 5. H (17)  | 18. A (76)  | 31. F (80) | 44. E (100) |
| 6. B (33)  | 19. B (57)  | 32. B (19) | 45. F (81)  |
| 7. B (36)  | 20. E (12)  | 33. D (89) | 46. F (37)  |
| 8. D (56)  | 21. E (101) | 34. D (90) | 47. C (101) |
| 9. A (39)  | 22. D (60)  | 35. F (9)  | 48. C (55)  |
| 10. B (90) | 23. D (39)  | 36. C (97) | 49. B (102) |
| 11. A (39) | 24. D (62)  | 37. D (58) | 50. C (19)  |
| 12. H (10) | 25. B (81)  | 38. D (98) |             |
| 13. C (41) | 26. E (66)  | 39. B (44) |             |