
Assessment

Achieving Supervisory Excellence

First Edition

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

- 1) Implement high-performance goals and plans
- 2) Communicate with, influence, and persuade others in a positive manner
- 3) Identify and solve workplace performance problems in a positive manner
- 4) Supervise with flexibility by helping employees and varying your style appropriately
- 5) Lead a high-energy work environment



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Assessment Questions for *Achieving Supervisory Excellence, First Edition*

Select the best response.

1. Supervising and managing can be defined as:
 - A. Administering and overseeing all tasks and duties
 - B. Taking charge and being able to control how subordinates get things done
 - C. The process of getting people to do things and to do them well
 - D. Trusting employees to communicate with each other to gets things done
2. Influencing and persuading in a positive manner is a strategy for achieving supervisory excellence.
 - A. True
 - B. False
3. When identifying action plans, you should:
 - A. Let the employees decide what the goals should be.
 - B. Not involve the employees while planning.
 - C. Keep all goals very broad to make them easier to achieve.
 - D. Be as specific as you need to be to reach or exceed your goals.
4. Supervisory excellence is in demand today, although it is in short supply.
 - A. True
 - B. False
5. Which of the following is not part of a supportive work environment?
 - A. Vague directions
 - B. Communication
 - C. Integrity
 - D. Listening
6. In any profession, the best performers no longer need to practice and train to get better at their trade once they've gained several years of experience.
 - A. True
 - B. False
7. When you set goals, try to set _____ goals.
 - A. BIG
 - B. WISE
 - C. SMART
 - D. PRECISE

8. When two people meet, there is not yet a communication climate between them.
 - A. True
 - B. False
9. Studies of total quality management find that employees are most motivated or satisfied on the job by:
 - A. Being left alone
 - B. Working in groups
 - C. Having independence
 - D. Having interesting and challenging work
10. Too often, meetings lack agendas and timeframes, and countless hours are wasted because of pointless meetings, people coming late, lack of accountability, and extended timeframes.
 - A. True
 - B. False
11. Which of these is *not* a rule for creating rapport?
 - A. Find common ground.
 - B. Show genuine concern.
 - C. Trust everyone.
 - D. Use open and inviting body language.
12. In the style flexibility descriptions, a Learner employee needs the _____ supervisory style.
 - A. Communicator
 - B. Resource
 - C. Counselor
 - D. Instructor
13. In the style flexibility descriptions, a Star employee needs the _____ supervisory style.
 - A. Communicator
 - B. Resource
 - C. Counselor
 - D. Instructor
14. If an employee has a performance problem, then as a supervisor you should become more engaged with the person.
 - A. True
 - B. False

15. Which answer does not apply to this sentence: “All employees need the following no matter what stage of their development in will or skill.”
 - A. Clear goals and expectations
 - B. Coaching for development
 - C. Help with problems
 - D. Complete independence
16. Contrary to popular opinion, conflict isn’t good. A manager with conflict within his team lacks real credibility.
 - A. True
 - B. False
17. The _____ model provides balance between understanding, collaborating, and directing behaviors.
 - A. SMART
 - B. LEAD
 - C. TEAM
 - D. SITUATION
18. If you make it a practice to give recognition and praise for a job well done, employees will better hear your feedback on areas where they don’t do well.
 - A. True
 - B. False
19. Which of the following is one of the four methods to use when referring to the Review approach for handling performance problems?
 - A. Review the situation or conflict.
 - B. Arrange a meeting.
 - C. Give advice on how to handle the problem.
 - D. Reprimand the employee for poor performance
20. After-work pizza parties, business retreats, and golf tournaments are a few examples of good social activities for work teams.
 - A. True
 - B. False
21. Regular and consistent _____ recognition makes employees feel appreciated, respected, and valued.
 - A. Formal
 - B. Positive
 - C. Informal
 - D. Negative

- 22. According to research, most employees say they get plenty of recognition at work.
 - A. True
 - B. False
- 23. Good _____ aimed at increasing the energy of your employees is like having an internal marketing plan.
 - A. Communication
 - B. Incentives
 - C. Bulletin boards
 - D. Attitudes
- 24. “Focuses on goal achievement,” “costs money,” and “emphasizes top performance” are characteristics of informal recognition.
 - A. True
 - B. False
- 25. Which of the following is something that others have said about a “best boss”?
 - A. Plays favorites
 - B. Is very critical
 - C. Has high standards
 - D. Is indecisive
- 26. Communicator, Counselor, Resource, and Instructor are all flexibility styles.
 - A. True
 - B. False
- 27. Planning begins with establishing _____. You need to get these clarified to build a foundation of positive results.
 - A. Priorities
 - B. Action steps
 - C. Obstacles
 - D. Goals
- 28. The primary goal of conflict management is to create a positive and productive working environment.
 - A. True
 - B. False

29. When using the reprimand, be _____ and _____. Don't yell, swear, or belittle the person.
- A. honest, clear
 - B. specific, quick
 - C. firm, focused
 - D. positive, motivating
30. Often the only reason employees say they don't feel appreciated is that no one listens properly to their concerns, problems, or needs.
- A. True
 - B. False
31. A study indicated three major areas that affect the results of communication the most. Which of the following is not one of those three areas?
- A. Body language
 - B. Grammar
 - C. Words
 - D. Tone of voice
32. People put in eight, ten, twelve hours a day, year after year, and still find enjoyment in their work. One research study says 77% of people wouldn't want another job.
- A. True
 - B. False
33. _____ involves employee willingness and desire to do the job. Most people have this to a certain degree because they want a paycheck.
- A. Leadership
 - B. Attitude
 - C. Motivation
 - D. Incentive
34. Your leadership style shouldn't depend on your personality as much as it depends on the needs of the employee.
- A. True
 - B. False
35. Choose the best answer: The best supervisors have a sense of integrity that:
- A. Directs them to conduct one-on-one meetings.
 - B. Helps them do a high-quality job.
 - C. Keeps them from overspending on their budget.
 - D. Guides them to do the right things and to do them in the right way.

36. According to SMART goals, a relevant goal is defined as: Is it a priority?
- A. True
 - B. False
37. _____ are based on our experiences, background, education, religion, family, moods, fears, goals, successes, and failures.
- A. Trust and rapport
 - B. Communication climates
 - C. Mental models
 - D. Perception differences
38. In the Counselor style, the primary focus is training; the new employee should be motivated and excited about the new job.
- A. True
 - B. False
39. Use this approach if the conflict becomes more difficult, or if those involved are unwilling to follow through on previous agreements or if the person becomes even more unapproachable.
- A. Defining solutions
 - B. Following up
 - C. Conflict management
 - D. Constructive confrontation
40. Just as you attract customers with effective marketing, you also need to have a plan for getting and keeping your employees' attention.
- A. True
 - B. False

Assessment Answer Key for Achieving Supervisory Excellence, First Edition

Recommended response (Corresponding workbook page)

1. C (9)	11. C (32)	21. C (75)	31. B (33)
2. A (12)	12. C (63)	22. B (73)	32. B (82)
3. D (17)	13. B (63)	23. A (84)	33. C (10)
4. A (2)	14. A (68)	24. B (78)	34. A (61)
5. A (12)	15. D (64)	25. C (9)	35. D (2)
6. B (9)	16. B (50)	26. A (63)	36. A (15)
7. C (15)	17. B (53)	27. D (9)	37. C (31)
8. B (35)	18. A (45)	28. A (53)	38. B (62)
9. D (29)	19. C (46)	29. C (47)	39. D (56)
10. A (39)	20. A (86)	30. A (37)	40. A (84)