
Assessment

Becoming a Successful Supervisor

First Edition

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

- 1) Transition to a supervisory role.
- 2) Apply the principles and processes of high performance management.
- 3) Proactively communicate with others.
- 4) Use effective coaching skills to achieve increased employee satisfaction and productivity.
- 5) Implement strategies for dealing with organizational change.



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Assessment Questions for Becoming a Successful Supervisor, First Edition

Select the best response.

1. The reasons why most people are promoted to a supervisor role include all but which of the following choices?
 - A. Demonstrates superior technical skills
 - B. Possesses a strong work ethic
 - C. Able to influence others positively
 - D. Always makes the right decision

2. As a supervisor, your responsibility moves from “Me” to “We.” Which of the choices below is an example of that shift?
 - A. You now must meet your deadlines.
 - B. Your work output must be of the highest quality.
 - C. You are now responsible for the work of your entire group.
 - D. If you miss work, your deadlines may suffer.

3. The four forces driving change in the workplace include all but which of the following?
 - A. Increased technological change
 - B. Greater competition
 - C. Increasing customer demands
 - D. Emergence of the information age

4. Due to the impact of change, employees usually experience which one of the following?
 - A. Increased productivity
 - B. Higher stress levels
 - C. Improved service levels
 - D. Higher morale

5. Useful change management skills include all but which one of the following?
 - A. Problem solving skills
 - B. Influencing skills
 - C. Listening skills
 - D. Humiliation skills

6. Useful techniques for communicating change include all of the following, except?
 - A. One-on-one meetings
 - B. Department meetings
 - C. Communicating on a “need to know” basis
 - D. Brainstorming
7. In the High Performance Equation, E^C stands for which of the following?
 - A. Clean environment
 - B. Consistent effort
 - C. Clear expectations
 - D. Energy costs
8. Competence includes all but which of the following?
 - A. Skill
 - B. Knowledge
 - C. Appearance
 - D. Ability
9. In the changing playing field we are confronting, which of the following elements of the “volatile workforce” are having a significant impact on our role as supervisors?
 - A. There is less loyalty between companies and their employees today.
 - B. We are working with the most educated workforce in history.
 - C. Economic choices are encouraging many workers to stay in the workplace rather than retiring.
 - D. There is a new surge in union membership in the workplace.
10. Good supervisors focus on which of the following?
 - A. Setting vague goals and standards
 - B. Giving limited feedback
 - C. Having good interpersonal skills
 - D. Giving sporadic advice
11. Use one-on-one meetings for all except?
 - A. Coffee breaks
 - B. Problem solving
 - C. Coaching
 - D. Delegating

12. You will have a positive effect on the relationships with your employees if you do which of the following?
 - A. Do your share of the work.
 - B. Follow through on your commitments.
 - C. Put a halt to any whining in the department.
 - D. Build an interdependent relationship.
13. One of the reasons we have difficulty delegating work is:
 - A. It's easier to communicate by email.
 - B. The employee wants to do it his or her way.
 - C. The task is too simple.
 - D. I take pride in doing it myself.
14. There is a very real possibility that you may be "swept along" by the events in your job unless you develop a plan for your transition.
 - A. True
 - B. False
15. The E in the performance equation stands for Environment. Which of the following is not included in the definition of Environment?
 - A. Organizational climate
 - B. Work group norms
 - C. Management style
 - D. Compensation program
16. You can use brainstorming to improve a procedure, increase quality, build teamwork, and increase productivity.
 - A. True
 - B. False
17. Money is unquestionably the #1 motivator for employees.
 - A. True
 - B. False
18. The coaching process does not include which of the following steps?
 - A. Making sure the goal is clear and that the employee understands it
 - B. Doing the job for the employee until they are 100% competent to do it
 - C. Exploring obstacles to successful performance and removing them
 - D. Observing employee performance and giving feedback

19. Which of the following is a legitimate reason to hold a team meeting?
 - A. To create plans
 - B. To force the opposition out into the open
 - C. To bog down decisions that you don't want enforced
 - D. To ensure that someone else's name is on controversial decisions
20. Formal coaching is the same as having a quick conversation with an employee in passing.
 - A. True
 - B. False
21. Employees are motivated by all of the following, except:
 - A. Challenge (goals, risks, change, learning)
 - B. Being told exactly how the job is to be done.
 - C. A feeling of being in on things (teamwork, input, opportunity)
 - D. Recognition for a job well done
22. Relationship management means focusing more on the relationship than on the task.
 - A. True
 - B. False
23. It is important for you to communicate regularly with your manager for which one of the following reasons?
 - A. To ensure that you don't get blamed for something you didn't do
 - B. To keep your manager informed of what his competition for promotion is doing and how he can counter it
 - C. To get help when needed
 - D. To make sure he knows you're there when you're supposed to be.
24. The Problem-Solving Process includes all of the steps listed below, except:
 - A. Clearly identify what the problem is.
 - B. Implement the strategy that has always worked in the past.
 - C. Generate as many legitimate solution alternatives as you can.
 - D. Identify the restraining forces that will get in the way of your success.
25. Positive feedback should always be specific, and as immediate as possible.
 - A. True
 - B. False
26. It is important to schedule coaching meetings in advance to avoid repeated postponement due to being busy.
 - A. True
 - B. False

27. It is important to avoid a friendly relationship with your employees because they won't do what you say unless they respect your authority.
 - A. True
 - B. False
28. The way I use my time is a reflection of my view of my role as a supervisor.
 - A. True
 - B. False
29. Which one of the competency sets below is not essential for effective supervision?
 - A. Maintaining clear expectations
 - B. Communication and motivation
 - C. Expert knowledge of the technical aspects of all of the jobs
 - D. Coaching for excellence
30. You should build new relationships with your new team before you begin to implement significant change.
 - A. True
 - B. False
31. Guidelines for brainstorming include all of the following except:
 - A. Go for quantity rather than quality, to keep ideas flowing.
 - B. All ideas must be consistent with existing thinking.
 - C. Absolutely no criticism is allowed.
 - D. Everyone's participation is encouraged.
32. Effective employee counseling begins with the assumption that employees want to fail.
 - A. True
 - B. False
33. To coach effectively, you must make sure your employee always takes your advice.
 - A. True
 - B. False
34. Most effective coaches give constructive feedback.
 - A. True
 - B. False
35. When you must discipline an employee you should always maintain complete control of the conversation.
 - A. True
 - B. False

Assessment Answer Key for Becoming a Successful Supervisor, First Edition

Recommended response (Corresponding workbook page)

1. D (11)	10. C (68)	19. A (56)	28. A (17)
2. C (12)	11. A (52)	20. B (74)	29. C (15)
3. A (83)	12. D (49)	21. B (41)	30. A (23)
4. B (86)	13. D (53)	22. A (41)	31. B (91)
5. D (90)	14. A (21)	23. C (59)	32. B (38)
6. C (88)	15. D (32)	24. B (93)	33. B (75)
7. C (31)	16. A (92)	25. A (36)	34. A (68)
8. C (32)	17. B (41)	26. A (74)	35. F (39)
9. A (65)	18. B (75)	27. B (73)	