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# Assessment

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## *Handling Difficult People and Situations*

### *First Edition*

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

- 1) Identify who the difficult people in your life have been in terms of their characteristics and the rewards they get for behaving as they do.
- 2) Examine how your personal beliefs and values play into the way you deal with difficult people. And, you'll revisit your typical first response to see if it serves you well.
- 3) Identify the "sources of power" your difficult people have over you, and you'll learn the degree of difficulty posed by each one.
- 4) Assess each difficult person to enable you to make a good decision about how to handle each situation you face.
- 5) Identify tools to help you find the right words, and you'll receive a process model to guide you through the interaction with uncommon grace and skill.



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## Assessment Questions for *Handling Difficult People and Situations, First Edition*

*Select the best response.*

1. Which of the following “types” is *not* typically a difficult person?
  - A. Passive
  - B. Aggressive
  - C. Assertive
  - D. Indirect
2. LEAD is an important strategy because we often offer a solution that doesn’t really address the problem the customer is presenting to us.
  - A. True
  - B. False
3. “Describe your desired outcome” means to *share the ideal outcome of a positive change*.
  - A. True
  - B. False
4. Indirect people usually let you know *exactly* what they want.
  - A. True
  - B. False
5. “Directives” aid in the flow of conversation by “directing” (think traffic cop) the conversation into a productive area.
  - A. True
  - B. False
6. If you are an Extrovert, you get energized by being with people.
  - A. True
  - B. False
7. On the Continuum of Difficulty, which is the one that you should not seek a confrontation?
  - A. Distracting
  - B. Disruptive
  - C. Disturbing
  - D. Dangerous
8. When “maintaining your composure” you should do all except?
  - A. Keep your temper “in check.”

- B. Don't dominate the "air time."
  - C. Listen as well as speak.
  - D. Threaten them with job loss if they don't "toe the line."
9. Indirect difficult people often are positive to your face and then do something disruptive when they're out of your sight.
- A. True
  - B. False
10. It is helpful to have enough rest and hydration when dealing with a difficult person.
- A. True
  - B. False
11. Sources of power for your difficult person include which of the following?
- A. Title
  - B. Technical knowledge
  - C. Self-assurance
  - D. All of the above
12. Which of the following is not a step in the process of confronting a difficult situation?
- A. Describe the event.
  - B. Describe the problem.
  - C. Describe the punishment.
  - D. Describe your response.
13. "LEAD" refers to which of the following?
- A. Listen
  - B. Explore
  - C. Deliver a solution
  - D. All of the above
14. When you "attend" you do all but what?
- A. Maintain open body posture.
  - B. Refrain from "telegraphing" negative judgments.
  - C. Pay attention.
  - D. Avoid the conversation.
15. If you are in a customer service role, you should not confront a customer for being upset.
- A. True
  - B. False

16. If you are the boss, it is just as effective to make people do what you want them to do as it is to negotiate with them to gain their commitment.
  - A. True
  - B. False
17. Using “I Language” helps with *all but* which of the following?
  - A. Conveys “Who” has the problem
  - B. Avoids the confusion of trying to understand *where* you are coming from
  - C. Conveys an ego problem
  - D. Aids with “transparency”
18. Aggressive types have every right to unload their frustrations on you in their own manner so they can be productive in their own ways.
  - A. True
  - B. False
19. Standing too close or too far away can make a difficult situation *worse*.
  - A. True
  - B. False
20. Dealing with difficult customers is mostly about bringing helpful, courteous attitudes and behaviors into the workplace interactions
  - A. True
  - B. False
21. Paraphrasing the difficult person’s issue means you *agree* with them.
  - A. True
  - B. False
22. “Describe the problem” means to be descriptive of *what has happened*, in your experience.
  - A. True
  - B. False
23. Everyone has the right to be treated with respect and dignity.
  - A. True
  - B. False
24. Which of the following *is not* a characteristic of the Passive personality types?
  - A. They rarely express feelings.
  - B. They show little self-confidence.
  - C. They intentionally impede progress.
  - D. They avoid problems.

25. Assertive personality types are fair and honest and maintain their composure when in difficult situations.
  - A. True
  - B. False
26. LEAD is a process model.
  - A. True
  - B. False
27. “Know-it-alls” (an Indirect type) are truly experts. Their attitude of superiority helps them to be constructive.
  - A. True
  - B. False
28. The messages we heard and learned in childhood remain a powerful force in how we approach difficult situations, even after we’re adult professionals.
  - A. True
  - B. False
29. “Stay engaged” means all of the following, except?
  - A. Not physically leaving
  - B. Not avoiding the conversation
  - C. Talking about the person instead of talking “to” them
  - D. Contributing to the “give and take” to resolve the problem
30. Which of the following represents a that should be identified, because it may impact how we deal with difficult situations?
  - A. I have to be liked.
  - B. The world owes me a good life.
  - C. I have to please everybody.
  - D. All of the above.
31. When you are working with an upset difficult person, you should give them the answer immediately before they tell you “all of the drama.”
  - A. True
  - B. False
32. Clarifying your values can help you to understand why you feel in conflict with some difficult people.
  - A. True
  - B. False
33. People who possess power from “self-assurance” have which of the following characteristics?

- A. A strong, positive sense of themselves
  - B. Are comfortable with themselves
  - C. Can laugh at their own mistakes
  - D. All of the above
34. All forms of touching are illegal and inappropriate in the workplace.
- A. True
  - B. False
35. Getting past our first response often allows us to respond more constructively and effectively because we have a chance to get the advantage over the other person.
- A. True
  - B. False
36. Explore does *not* include which of the following?
- A. Use open-ended questions.
  - B. Use closed-ended questions.
  - C. Use a private investigator.
  - D. Use a positive frame of mind.
37. Which of the following “Go or No Go” decisions might be a good choice after examining the situation?
- A. The risk is too great to address the difficulty—I will live with it.
  - B. Go—I will confront the situation.
  - C. I need to wait for a better time.
  - D. All of the above.
38. Which of the following questions is not an appropriate way to “get at” a description of the specifics of the precipitating incident?
- A. What did he ask?
  - B. What was the outcome of the conversation?
  - C. What was your response?
  - D. What is an appropriate punishment for such behavior?
39. Dressing appropriately demonstrates respect for the difficult person as well as your own professionalism.
- A. True
  - B. False
40. The Sniper is a Direct personality type who will take “pot shots” at you from behind your back.
- A. True
  - B. False

41. Active listening includes which of the following?
  - A. Focusing on the difficult person and their message
  - B. Maintaining your composure even if you disagree
  - C. Restating your understanding of their main points without adding to their message
  - D. All of the above
42. Aggressive personality types will sometimes get concerned because they may have intimidated you into “backing off.”
  - A. True
  - B. False
43. The way you deal with difficult people is largely a learned behavior.
  - A. True
  - B. False
44. Which of the following *is not characteristic* of the effective Delivery of a Solution step within the LEAD process?
  - A. It is “on point.”
  - B. It is representative of their real problem.
  - C. It gives them the answer you want them to have regardless of their mistaken idea of whose fault it is.
  - D. It reflects your careful attention to them and their problem.
45. Supportive non-verbal cues include all but which of the following?
  - A. Smiling
  - B. Squinting
  - C. Nodding
  - D. Leaning forward

## Assessment Answer Key for *Handling Difficult People and Situations, First Edition*

### *Recommended response (Corresponding workbook page)*

1. C (19)	13. D (66)	25. A (19)	37. D (53)
2. A (67)	14. D (77)	26. A (66)	38. D (60)
3. A (59)	15. A (84)	27. B (17)	39. A (72)
4. B (14)	16. B (18)	28. A (27)	40. B (61)
5. A (75)	17. C (76)	29. C (72)	41. D (70)
6. B (33)	18. B (82)	30. D (29)	42. B (62)
7. D (40)	19. A (73)	31. B (79)	43. A (35)
8. D (72)	20. A (82)	32. A (30)	44. C (67)
9. A (14)	21. B (68)	33. D (42)	45. B (70)
10. A (73)	22. A (58)	34. B (72)	
11. D (41-42)	23. B (70)	35. B (50)	
12. C (58)	24. C (13)	36. C (71)	