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# Assessment

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# Motivating the Millennial Knowledge Worker

## First Edition

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

- 1) Implement proactive strategies that address the Millennials' motivational need for increased flexibility and work/life balance
- 2) Provide Millennials with multidimensional growth opportunities that meet both their and the organization's intellectual capital needs
- 3) Expand workplace fun and social interaction opportunities that motivate Millennials
- 4) Address the Millennials' need to make and be recognized for their contributions to their workplace and society
- 5) Establish and sustain effective communication as a shared responsibility of Millennial and manager
- 6) Identify those unique generational factors that influence the importance of recognition, reward, and respect as Millennial motivators
- 7) Maximize Millennials' unique learning preferences with technology-mediated learning methods
- 8) Employ strategies that provide financial reward for knowledge and move beyond the traditional concept of a performance appraisal



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## **Assessment Questions for *Motivating the Millennial Knowledge Worker, First Edition***

*Select the best response.*

1. The concept of work/life balance is new, emerging in the past five years.
  - A. True
  - B. False
2. Millennials place great emphasis on flexibility and work/life balance because:
  - A. Traditional jobs are disappearing
  - B. Employees have to learn new ways to work
  - C. They start their careers with a clear work/life plan in place
  - D. All of the above
3. A national, if not global, workforce crisis has emerged.
  - A. True
  - B. False
4. Implementing a flexible work program in an organization requires addressing which of the following variables?
  - A. The nature of the work
  - B. Flexible-time programs
  - C. Reduced-time programs
  - D. Flexible-plan programs
  - E. All of the above
5. Instead of finding security in an employer, Millennials find security within themselves.
  - A. True
  - B. False
6. Millennial knowledge workers place emphasis on:
  - A. Career growth, organizational change, resource management, political changes, travel, projects, deadlines, meetings, and community.
  - B. Friends, family, entertainment, chores, vacations, community service, hobbies, and exercise.
  - C. Selecting and balancing concepts from both A and B.

7. Millennial employees become valuable employees when they are willing to work, negotiate, and compromise with their employer to keep the employee/company scale balanced.
  - A. True
  - B. False
8. Which of the following are not important to Millennial knowledge workers?
  - A. What value can I add today?
  - B. What can I learn today?
  - C. What overtime hours are available?
  - D. What will you offer me today?
  - E. How will I be rewarded today?
9. Managers and human resources professionals must appreciate that multidimensional growth opportunities are non-negotiable Millennial requirements.
  - A. True
  - B. False
10. Because Millennials grew up with interactive media that combined education with fun, they expect learning to be part of their daily lives.
  - A. True
  - B. False
11. Which of the following forces that are shaping the New American Economy are relevant to your organization and its workforce?
  - A. Rapid technology change
  - B. Further global integration of the U.S. economy
  - C. Rapid economic growth in certain developing nations
  - D. Demographic changes, especially in the aging of the Baby Boomers
  - E. Each of the above in varying degrees
12. Organizational learning benefits primarily Millennial knowledge workers.
  - A. True
  - B. False
13. Contributing Experts indicate that Millennial growth and development occur in informal and formal mentoring/coaching programs.
  - A. True
  - B. False

14. A multidimensional and integrated approach to Millennial growth does not require the support of:
  - A. Programs and policies
  - B. Effective supervisors and managers
  - C. Clear and formal hierarchies and chain of command
  - D. Organizational cultural support
15. Emphasizing fun and social interaction opportunities for Millennials is clearly a passing fad and not worth a manager's or HR professional's attention.
  - A. True
  - B. False
16. Which of the following motivational statements are important to Millennials?
  - A. "Millennials just don't love fun; they are addicted to it."
  - B. "There's virtually no limit to what organizations will do to energize their teams with fun."
  - C. "If you can make your organization a fun place to work, you can create a center of excellence."
  - D. Answers A and B
  - E. Answers A, B, and C
17. Millennials have come to recognize that work is a sacrifice you make in order to enjoy life away from work.
  - A. True
  - B. False
18. Which of the following statements help establish a climate for fun and social interaction for Millennials?
  - A. Focus on work, but be personable and have a sense of humor
  - B. Identify and consistently showcase the higher performers
  - C. Spend time getting to know your team and its capabilities
  - D. Answers A and C
  - E. Answers A, B, and C
19. For Millennials, work is no different from going to school or a friend's house or even an amusement park.
  - A. True
  - B. False

20. Which of the following statements is not true?
- A. Millennials have a strong sense of purpose that drives their careers and lives.
  - B. Millennials are loyal to their employer and reluctant to change positions.
  - C. Millennials have a profound need to be recognized for their contributions.
  - D. Millennials are high-achieving multitaskers requiring challenging assignments.
  - E. Millennials leave their boss, not the organization.
21. The changing New Economy requires that all workers, not just Millennials, recognize that everyone is a contingent worker. Everyone's employment is contingent on the results the organization can achieve.
- A. True
  - B. False
22. Millennials place considerable emphasis on having a good boss, if not a "dream boss." Which of the following characteristics describe aspects of a dream boss?
- A. Skillful manager, advisor, and supporter; pleasant and easy to get along with; understanding and caring; clear and firm in making assignments; flexible and open-minded.
  - B. Skillful manager; good communication skills; flexible and open-minded; clear and willing to negotiate assignments.
  - C. Good communication skills; respect and appreciation for employees; similar philosophical and religious beliefs; understanding and caring; pleasant and easy to get along with.
23. Effective Millennial managers challenge and delegate nonstop.
- A. True
  - B. False
24. The primary advantages of using the involvement strategy to increase contributions are:
- A. Demonstrates that the employee's opinions count
  - B. Provides the manager with high scores on his/her performance review
  - C. Helps Millennials understand the complexities of the issues they are tackling
  - D. Answers A, B, and C
  - E. Answers A and C
25. Establishing and sustaining effective communication between manager and Millennial is clearly the manager's responsibility.
- A. True
  - B. False

26. Which of the following combination of Millennial communication behaviors is most accurate according to *Motivating the Millennial Knowledge Worker*?
- A. Millennials are team-oriented, confident, and optimistic; they are a highly networked and connected generation; they expect to be treated as special and receive constant feedback.
  - B. Their self-esteem is most important; they require a stress-free work environment; they appreciate a manager who has a sense of humor; they are confident.
  - C. They expect to be treated as special and receive constant feedback; they are accustomed to receiving recognition for practically every achievement; their self-esteem is most important; they appreciate timely and rigorous constructive criticism.
  - D. Answers A and B
  - E. Answers A and C
27. Millennials prefer a fair-minded manager who dispenses advice, provides support, and gives them space to do their job their own way.
- A. True
  - B. False
28. Which of the following is not a Millennial communication deficit?
- A. Millennials could increase their communication effectiveness by being more cautious, politically aware, and sensitive in the way they respond.
  - B. Millennials, as excellent multitaskers, undermine their interpersonal communication.
  - C. Millennials seek “face time” and social networking opportunities with coworkers and managers.
  - D. Millennials might read and respond to e-mail while talking to a colleague on the phone or face-to-face.
29. As a manager of Millennials, you clearly understand and acknowledge that “effective communication with others begins by understanding yourself.”
- A. True
  - B. False

30. Which combination of the best communication practices is most relevant to improving communication with Millennials?
- A. Establish formal timeouts (scheduled moments to communicate); hit the ground running with action-packed meetings; publicize weekly Millennial accomplishments.
  - B. Create a shared-notes system; avoid scheduling meetings; work with individual performers; seize informal timeouts (spontaneous moments to communicate).
  - C. Encourage members to ask for help; hold action-packed meetings; create a fast-paced and highly competitive environment; circulate all e-mail messages.
31. Millennials' motivation is most influenced by which of the following factors?
- A. They grew up in heavily work ethic culture emphasizing the need to work hard to demonstrate your competence.
  - B. They are a product of a parent nurtured background of "you can be whatever you want to be," "you are special"
  - C. They have been encouraged to emphasize career-orientation and constant recognition.
  - D. All of the above
  - E. Answers B and C
32. Millennials live in the moment. The more closely that recognition or a reward is given to the accomplishment, the more effective it is. Millennials are not motivated by longer-term performance management systems (three to five years).
- A. True
  - B. False
33. Which of the following recognition factors does not motivate Millennials?
- A. Everyone can be praised.
  - B. Recognition should be fair, consistent, timely, specific, and intermittent.
  - C. It is critically important to make sure that the same recognition is provided to all Millennials.
  - D. Millennials also need to be trained in how to receive recognition.
  - E. Public recognition is not always the best.
34. A sincere and appropriate interest in an employee's personal life creates a bond and trust which benefit both individual and organization.
- A. True
  - B. False

35. Which of the following expectations are most important to Millennials?
- A. Generating a substantial salary with long-term benefits
  - B. The opportunity to work independently
  - C. Individual responsibility and freedom to make decisions
  - D. After-hours learning and training opportunities
  - E. Work that is predictable, without surprises in assignments
36. There is no proven formula for providing Millennial rewards that works in all organizations for all professionals.
- A. True
  - B. False
37. Which combinations of forces shaping America's economy are most influencing the learning, training, and technology needs of Millennials?
- A. Rapid technology change, global integration of the U.S. economy, and diminishing monopolies and intensifying competition
  - B. The high costs of communicating globally, the re-emergence of American manufacturing, and the need to better cope with change
38. Far too much emphasis has been placed on "learning," "opportunities for growth," and "rapid advancement" is clearly the top Millennial motivational factors.
- A. True
  - B. False
39. The least effective strategy for empowering and enabling Millennials to learn is:
- A. Instituting personnel policies that reward learners
  - B. Balancing the learning and development needs of individual and organization
  - C. Allowing each business leader to determine how much emphasis should be placed on learning
  - D. Empowering employees to learn and perform
40. Classroom-based training is alive and unwell in many organizations, and the Millennials, as digital natives, are the first to describe it as ineffective.
- A. True
  - B. False
41. Which of the following technology attributes do Millennials bring to the workplace?
- A. They embrace technology; they want to learn on their own at area universities; they are independent and highly networked; they appreciate continuous learning.
  - B. Technology to them is freedom; they excel at multitasking and building parallel careers; they appreciate continuous learning opportunities; they can take in 20 hours' worth of information in seven hours.



42. A need exists to identify and employ specific strategies for providing financial rewards for knowledge workers. Conventional reward systems often do not work.
- A. True
  - B. False
43. In order for money to remain a driver of superior performance, it must:
- A. Appear as an unexpected bonus or raise
  - B. Be distributed equally among all employees to adjust to the cost of living
  - C. Be tied to a well-designed pay-for-performance system
  - D. Be introduced at the time of hiring as part of a comprehensive benefits package
44. Implementing an effective pay-for-performance system requires building on a foundation of reward, recognition, and respect, going beyond traditional performance appraisals, and rewarding knowledge.
- A. True
  - B. False
45. One definition of competency is:
- A. Defining and measuring the skill level of an individual for a specific job function
  - B. Measuring the knowledge and attitude of an employee
  - C. Any individual attribute that help ensure organizational success
  - D. Knowing that the employee can effectively do the job assigned
46. Intellectual capital is uniquely located in an organization's people, structure, and customers. It does not exist in a single location.
- A. True
  - B. False
47. Which of the following statements best addresses the challenge of managing and motivating Millennial knowledge workers?
- A. They require that the organization have clearly thought-through workforce strategies and transform their human resource practices to attract, retain, engage, and develop workers of all ages.
  - B. Millennials see themselves as a disposable commodity in a competitive labor market and they must job-hop for survival.
  - C. They require their employer to understand the difference between the cost of paying people and the value of investing in them.

## **Assessment Answer Key for Motivating the Millennial Knowledge Worker, First Edition**

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

1. B (44)	13. A (70)	25. B (129)	37. B (184)
2. D (46)	14. C (71)	26. A (130)	38. C (185)
3. A (48)	15. B (83)	27. A (133)	39. A (188)
4. E (52)	16. E (85)	28. C (134)	40. A (188)
5. A (56)	17. A (86)	29. A (138)	41. B (192)
6. C (57)	18. D (88)	30. A (139)	42. A (211)
7. A (58)	19. A (90)	31. E (150)	43. C (212)
8. C (64)	20. B (103)	32. A (153)	44. A (213)
9. A (63)	21. A (105)	33. C (157)	45. C (215)
10. A (65)	22. B (112)	34. A (165)	46. A (216)
11. E (67)	23. A (114)	35. A (179)	47. A (217)
12. B (68)	24. E (117)	36. B (180)	