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# Assessment

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## *The New Supervisor*

### *Fifth Edition*

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

- 1) Describe the basic responsibilities, technical skills, and attitude required to be a successful supervisor.
- 2) Present four fundamentals every supervisor must master and to provide ideas and skills for putting them in place.
- 3) Point out special situations that a supervisor can expect to encounter and show how to deal with them.
- 4) Prompt you to prepare an Action Plan that incorporates the concepts and techniques from this book into your daily life.



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## Assessment Questions for The New Supervisor, Fifth Edition

*Select the best response.*

1. Your attitude as a supervisor:
  - A. Cannot be changed
  - B. Is not that important in the workplace
  - C. Is the way you look at things mentally
  - D. Does not affect the productivity of those you supervise
2. Which of the following are not considered people skills?
  - A. Active, two-way communication
  - B. Organizing and focusing on results
  - C. Coaching and counseling
  - D. Encouragement and teamwork
3. Safety in the workplace involves:
  - A. Proper training
  - B. Appropriate support resources
  - C. A regular pattern of formal and informal communication about safety
  - D. All of the above
4. Successful supervisors:
  - A. Place more importance on what they do than on what others accomplish
  - B. Are more concerned with being liked than being respected
  - C. Are bossy
  - D. Stay positive
  - E. All of the above
5. Good supervisors have less freedom in the workplace.
  - A. True
  - B. False
6. A take-charge person:
  - A. Is decisive
  - B. Communicates openly
  - C. Makes use of humor
  - D. Sets a brisk tempo
  - E. All of the above

7. Goals and objectives are most successful if:
  - A. They are aligned with company expectations
  - B. You keep track of them in your head
  - C. They are set before a workday or workweek begins
  - D. A and B
  - E. A and C
  
8. A good disciplinarian:
  - A. Establishes authority
  - B. Is consistent and reasonable
  - C. Shows understanding
  - D. Maintains high standards
  - E. All of the above
  
9. Today's streamlined organizations have:
  - A. Fewer employees and higher production goals
  - B. Less responsibility for supervisors
  - C. Been more willing to cut corners to increase productivity
  - D. All of the above
  
10. People make more mistakes and produce less when supervision is too close.
  - A. True
  - B. False
  
11. In delegating tasks to employees, supervisors should:
  - A. Assign tasks that will benefit the employee to whom the responsibility is assigned
  - B. Consider rotating tasks
  - C. Conduct appropriate training
  - D. All of the above
  - E. None of the above
  
12. Counseling sessions should be private, one-on-one talks.
  - A. True
  - B. False
  
13. Coaching is required to:
  - A. Teach employees new skills
  - B. Help employees perform better
  - C. Solve personality conflicts
  - D. A and B
  - E. A and C

14. A good way to help staff members motivate themselves is to involve them in some part of the goal-setting process.
  - A. True
  - B. False
15. Supervisors who want to build successful teams should:
  - A. Be satisfied if current performance is adequate
  - B. Establish a climate in which each person tries to reach his or her potential
  - C. Try to figure out how they can get by with a minimum amount of effort and change
  - D. None of the above
16. Which of the following is an unforgivable “killer” mistake a new supervisor should avoid making?
  - A. Breaking trust with a co-worker
  - B. Failing to focus on results
  - C. Having a personal relationship with someone they supervise
  - D. All of the above
17. You cannot be a pal and a supervisor at the same time.
  - A. True
  - B. False
18. If an employee is disruptive, a good approach is to:
  - A. Let time solve the problem
  - B. Arrange a private conversation in your office or a conference room
  - C. Solicit the help of your supervisor in confronting the employee
19. A supervisor’s first priority is to get productivity from other producers.
  - A. True
  - B. False
20. Repairing a damaged relationship can be helped by:
  - A. Acknowledging your mistake
  - B. Waiting until you can find the time to give your attention to it
  - C. Avoiding the other person
  - D. None of the above
21. If you are a new supervisor managing former peers, you should:
  - A. Try to remain “pals” with them
  - B. Become the “expert” on everything
  - C. Ask for feedback from your supervisor on making the transition

22. If you sense possible resentment over your promotion, what you should not do is:
  - A. Double your efforts to listen
  - B. Ask your supervisor for advice
  - C. Try to get the staff to like you
  - D. All of the above
23. Which of the following is not one of the four fundamentals of being a supervisor?
  - A. Getting results through your staff
  - B. Becoming a leader who is popular and well-liked
  - C. Becoming an effective coach or counselor
  - D. Establishing your authority and setting standards and limits
24. You should try to remain positive even if circumstances or the people around you are not.
  - A. True
  - B. False
25. When an employee's short-term performance is not up to expectations, a good supervisor will still provide support.
  - A. True
  - B. False
26. There is a direct relationship between your attitude and the quality of work your staff turns out.
  - A. True
  - B. False
27. Which of the following is a true statement about self-confidence?
  - A. Self-confidence is the only personality trait needed to be a successful supervisor.
  - B. Your self-confidence can only grow to match the confidence that others have in you.
  - C. Self-confidence comes from applying your strengths and improving your weaknesses.
  - D. All of the above
28. What are the sources of power that a supervisor or leader can tap?
  - A. Knowledge
  - B. Position
  - C. Personality
  - D. A and C
  - E. All of the above

29. Which of the following actions reveal an organized supervisor?
  - A. Sets daily and weekly goals
  - B. Assign resources on the fly
  - C. Keeps a brief, written record of each day's work
  - D. A and C
  
30. When we compare becoming an effective supervisor to playing baseball, which of the following fundamentals is not first, second, or third base?
  - A. Being an effective coach and counselor
  - B. Establishing your authority and setting reasonable standards
  - C. Getting results through your staff
  - D. Being a confident and respected leader
  
31. When it comes to supervising, which describes running a "tight ship"?
  - A. You expect to operate in a leaner, more efficient way that results in higher productivity and a rebellious "crew."
  - B. You expect to operate in a leaner, more efficient way that results in higher productivity without cutting corners anywhere.
  - C. You expect to your crew to meet your high standards and excessive demands in an efficient and positive manner.
  - D. None of the above
  
32. To earn respect from your staff, it is important to be visible and accessible but not hover over everybody.
  - A. True
  - B. False
  
33. The best way to maintain effective relationships is through frequent and open communication.
  - A. True
  - B. False
  
34. Which type of problem is a hostile employee?
  - A. Minor people-centered problem
  - B. Major people-centered problem
  - C. Minor job-centered problem
  - D. Minor job-centered problem

35. Which type of problem is a necessary adjustment to short-term plans?
  - A. Minor people-centered problem
  - B. Major people-centered problem
  - C. Minor job-centered problem
  - D. Minor job-centered problem
36. When problems are being solved, symptoms are often incorrectly identified as the real problem.
  - A. True
  - B. False
37. What is a potential benefit of keeping a problem-solving list?
  - A. You get to appear organized.
  - B. It's clear who solved the problem.
  - C. It impresses your supervisor.
  - D. It's useful when repeat problems occur.
38. Which of the following are common sources of staff problems?
  - A. People have different goals.
  - B. People agree on the goal, but use ineffective methods to reach the goal.
  - C. People interpret information differently.
  - D. People are angry or feel negatively toward each other.
  - E. All of the above
39. When working with other departments and work groups, it's important to understand as much as you can about the overall process and your role in it.
  - A. True
  - B. False
40. To keep your supervisor happy, you should:
  - A. Share only the important information with your supervisor.
  - B. Make sure that the goal you set is consistent with the company's goals.
  - C. Be sure to accurately plan the future.
  - D. Focus on your staff and goals—the others will fall into place.

## Assessment Answer Key for The New Supervisor, Fifth Edition

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

1. C (14)	11. D (42)	21. C (62-63)	31. C (35)
2. B (17)	12. A (45)	22. C (63)	32. A (40)
3. D (18)	13. D (43)	23. B (32)	33. A (48)
4. D (12-13)	14. A (54)	24. A (50)	34. B (66)
5. B (10)	15. B (52)	25. A (77)	35. C (66)
6. E (21)	16. D (60-61)	26. A (14)	36. A (66)
7. C (25)	17. A (63)	27. C (19)	37. D (67)
8. E (37)	18. B (68-69)	28. E (21)	38. E (70)
9. A (35)	19. A (64)	29. D (25-26)	39. A (71)
10. A (40)	20. A (74)	30. D (32)	40. B (72)