
Assessment

Coaching and Counseling

Fourth Edition

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

- 1) Coach employees to develop job skills.
- 2) Use counseling to help employees remove barriers to performance.
- 3) Describe criteria on whether to coach or counsel.
- 4) Provide a model for giving effective feedback.
- 5) Help translate the principles of coaching and counseling into action.



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Assessment Questions for Coaching and Counseling, Fourth Edition

Select the best response.

1. Coaching is directive, while counseling is supportive.
 - A. True
 - B. False

2. Which of the following situations may require you to take on a counseling role?
 - A. Salary freezes
 - B. An employee who is unhappy with a work assignment
 - C. An employee's personal problems
 - D. All of the above
 - E. A and B

3. Clinging to "territory" (resources, titles, etc.) may be a symptom of:
 - A. Depression
 - B. Grief
 - C. Potentially violent hostility
 - D. Chemical dependency

4. Which of the following are typically responsible for performance problems?
 - A. Not knowing how to do the job
 - B. Lack of motivation
 - C. Trying to do too much work with inadequate resources
 - D. All of the above
 - E. A and B

5. If you suspect an employee is suffering from depression, you should kindly tell the person you think they have an illness.
 - A. True
 - B. False

6. If you strengthen your counseling skills, which of the following might result?
 - A. Increased employee commitment
 - B. More frequent conflicts among team members
 - C. Your job becomes easier
 - D. All of the above
 - E. A and C

7. The main types of feedback are silence, advice, criticism, and reinforcement.
 - A. True
 - B. False
8. If your efforts do not help an employee's performance improve, you should consider:
 - A. Restructuring the person's job
 - B. Transferring the person to another department
 - C. Initiating disciplinary action
 - D. Suggesting that the person quit
 - E. A, B, and C
9. When conducting a coaching or counseling session, you should not sit behind your desk.
 - A. True
 - B. False
10. An employee should never be terminated without first receiving verbal and written warnings.
 - A. True
 - B. False
11. Which of the following are likely to encourage feedback?
 - A. Saying "thank you"
 - B. Justifying your position
 - C. Asking open-ended questions
 - D. A and B
 - E. A and C
12. If an employee is fighting a chemical dependency, you should accept a temporary dip in performance.
 - A. True
 - B. False
13. Criticism as feedback is most likely to:
 - A. Improve relationships
 - B. Increase performance
 - C. Lead to escape and avoidance
 - D. Shape behavior positively
14. To reduce defensiveness, use "I" statements instead of "you" statements.
 - A. True
 - B. False

15. When acting as a coach, you should:
 - A. Clearly define expectations for improvement
 - B. Solicit the employee's opinions
 - C. Gather sufficient data to back up your claim
 - D. Be prepared for hostile reactions from the employee
 - E. All of the above
16. Which of the following might be warning signs of potentially violent hostility?
 - A. Holding grudges
 - B. Discussing weapons
 - C. Blaming others for mistakes
 - D. All of the above
 - E. A and B
17. Which of the following present an opportunity for coaching?
 - A. Orientation and training of new employees
 - B. Performance appraisals
 - C. Handling an employee who needs to develop self-confidence
 - D. All of the above
 - E. A and C
18. The difference between criticism and advice is timing.
 - A. True
 - B. False
19. When terminating a potentially violent employee, a manager should:
 - A. Keep the discussion short
 - B. Rehearse ahead of time
 - C. Be prepared to negotiate alternate severance packages
 - D. All of the above
 - E. A and B
20. In a counseling session, you should:
 - A. Avoid talking about the employee's feelings
 - B. Offer your opinions
 - C. Explain why you scheduled the discussion
 - D. Try to rescue the employee

21. Which action is an example of positive reinforcement?
 - A. Letting employees leave early if business is slow
 - B. Giving public praise
 - C. Showing an interest in the employee's personal life—kids, vacations, etc.
 - D. Awarding performance bonuses
 - E. All of the above
22. The best predictor of violence is violence in that employee's history.
 - A. True
 - B. False
23. Select the feedback that is most likely to be effective:
 - A. "You are driving me crazy by being late all the time!"
 - B. "You have been late three times this week. Let's discuss the consequences."
 - C. "Why don't you care about punctuality anymore?"
24. When considering whether to transfer a low-performing employee to another branch of the company, you should ask yourself:
 - A. Can the employee make a contribution elsewhere?
 - B. Will I be able to hire a replacement for my department?
 - C. Is the employee motivated to learn a new job?
 - D. All of the above
 - E. A and C
25. No matter what else you say, criticism will overpower all other feedback.
 - A. True
 - B. False
26. It's human nature to hope performance problems get better and avoid dealing directly with them.
 - A. True
 - B. False
27. Which of the following is a reason that managers avoid coaching?
 - A. We don't want to overwhelm new employees.
 - B. Employee didn't ask for help.
 - C. Employee performance is "almost acceptable."
 - D. The employee is motivated and doesn't need feedback.
 - E. All of the above
 - F. None of the above

28. Which of the following work situations may require you to take on a coaching role?
- A. New employee training
 - B. Business conditions have changed
 - C. An employee needs reinforcement for good performance
 - D. Power for control battles are affecting team cohesion
 - E. All of the above
 - F. A and C
29. When an employee hasn't been trained properly for his current job, what kind of deficit could be affecting his performance?
- A. Skill
 - B. Motivation
 - C. Resource
 - D. None of the above
30. When you notice a sudden drop in performance, what might be the cause of the performance problem?
- A. Skill deficit
 - B. Resource deficit
 - C. Motivation deficit
 - D. None of the above
31. Which solution would be useful when dealing with a resource deficit?
- A. Offer time management courses and team building to teach people how to share responsibilities and support each other.
 - B. Assess your style in giving positive and negative feedback.
 - C. Conduct a skills analysis for each job in your work unit.
 - D. All of the above
32. Which of the following personal problems can adversely affect job performance?
- A. Threats of violence
 - B. Depression
 - C. Reactions to grief
 - D. Chemical dependency
 - E. All of the above
33. The only difference between employees with clinical depression and employees who are grieving due to a personal loss is the length of time off from work.
- A. True
 - B. False

34. Which of the following actions should be taken after a potentially violent incident at the workplace?
- A. Provide coaching or counseling.
 - B. Take appropriate disciplinary action.
 - C. Provide protection for those threatened.
 - D. Meet with hostile employee and listen to her point of view.
 - E. All of the above
35. Feedback should be specific as it relates to behavior.
- A. True
 - B. False
36. What is the potential risk of giving an employee negative feedback?
- A. You are heard by the employee.
 - B. You see immediate results in performance.
 - C. You vent or dump your frustrations on the employee.
 - D. You focus on behavior that the employee can change.
37. Which statement applies to using silence as a form of feedback?
- A. Silence is golden.
 - B. No news is good news.
 - C. If you can't say anything nice, don't say anything at all.
 - D. Silence breeds paranoia and insecurity.
38. The manager should lead by example and solicit feedback from employees.
- A. True
 - B. False
39. What is the difference between coaching and performance appraisals?
- A. Improved performance is the goal.
 - B. Open communication between participants.
 - C. Coaching is an ongoing activity while performance appraisals occur less frequently.
 - D. Coaching focuses on problem areas while performance appraisals focus on strengths.
40. Which of the following items should be done before taking disciplinary action?
- A. Get a human resource representative involved.
 - B. Compile a file of notes regarding the performance problems.
 - C. Solicit your manager's support.
 - D. All of the above

Assessment Answer Key for Coaching and Counseling, Fourth Edition

Recommended response (Corresponding workbook page)

1. A (7)	11. E (54)	21. E (49–50)	31. A (27–29)
2. D (25)	12. B (35)	22. A (34–35)	32. E (30–36)
3. B (32)	13. C (42)	23. B (46–47)	33. B (31)
4. D (27)	14. A (47)	24. D (71)	34. E (35)
5. B (31)	15. E (60)	25. A (48)	35. A (46)
6. E (10)	16. D (34–35)	26. A (8)	36. C (46–47)
7. A (42–43)	17. D (24)	27. E (9)	37. D (42)
8. E (71)	18. A (48)	28. D (24)	38. A (54)
9. A (59)	19. E (75)	29. A (27)	39. C (70)
10. B (73)	20. C (62)	30. C (28)	40. D (72)