

Assessment

Managing Upward *First Edition*

The objectives of this book are:

- To explain the characteristics of good employer-employee relationships
- To show how to communicate with a boss effectively
- To show how to identify types of leadership personalities
- To help solve employer-employee relationship problems

■ CRISP_{series}

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Assessment Questions for Managing Upward, First Edition

Select the best response.

1. To improve the working partnership between an employee and a boss:
 - A. Written agreements should only document what the employee gets
 - B. Assumptions should be converted into specific agreements
 - C. It is best to leave assumptions unwritten
 - D. None of the above

2. When your organization's goals and values do not intersect with your goals and values:
 - A. You will have a clearer sense of your direction and mission
 - B. Your productivity will not be affected
 - C. You may become frustrated or burned out

3. The best way to find out if your goals and priorities match those of your boss is to:
 - A. Encourage discussion during a staff meeting
 - B. Send a written memo to your boss
 - C. Talk to your boss during a one-to-one meeting
 - D. All of the above
 - E. None of the above

4. If obstacles exist in your job situation, you should:
 - A. Expect your employer to improve the situation
 - B. Do what you can to overcome the obstacles
 - C. Remain flexible and calm
 - D. A and C
 - E. B and C

5. To communicate effectively with a new boss, it is helpful to have preconceived notions about what you think your relationship with your new boss should be like.
 - A. True
 - B. False

6. Which of the following could be a cause for ineffective communication?
 - A. Possessing an extensive vocabulary
 - B. Dominating a conversation
 - C. Thinking about what you want to say before you say it
 - D. Testing for a listener's understanding

7. It is as important to analyze how well you comprehend or listen to others as it is to know how well you express yourself.
 - A. True
 - B. False

8. To listen effectively and avoid gaps in communication, you should:
 - A. Focus on a speaker's message, rather than his or her appearance or personality
 - B. Concentrate on preparing your rebuttal if you are upset or disagree with something that was said
 - C. Interrupt often
 - D. Listen especially for what you want to hear
 - E. Allow yourself to daydream

9. Regularly scheduled one-on-one manager-employee meetings are a good way to:
 - A. Resolve problems
 - B. Increase accountability
 - C. Improve communication
 - D. Improve the trust level between managers and employees
 - E. All of the above

10. For your manager-employee meetings to be effective, you should:
 - A. Have them only when necessary
 - B. Not hold any time limits on discussions
 - C. Prepare an agenda
 - D. All of the above
 - E. None of the above

11. The best way to give criticism or unsolicited feedback to your boss is to:
 - A. Provide specific examples of the problems you are having in a discussion with your boss
 - B. Drop in on your boss the moment you think he or she is available
 - C. Take your concerns to your boss's supervisor
 - D. Discuss the problems you are having with your co-workers

12. A supervisor who acts with self-confidence, prefers variety and challenges, and is willing to experiment and take risks is an example of which type of behavior pattern?
 - A. Steady
 - B. Trend setter
 - C. Outgoing
 - D. Perfectionist

13. A successful approach to working with a supervisor who is a perfectionist is to:
 - A. Emphasize approaches that will minimize risk
 - B. Be willing to experiment
 - C. Provide opportunities to help people
 - D. Use strategic planning and statistical information

14. When reporting a concern or problem to your boss, being prepared with a solution is a good way to show initiative and problem-solving skills.
 - A. True
 - B. False

15. When creating a system to prioritize your tasks, you should not:
- A. Estimate how long it will take to complete each item
 - B. Rearrange your schedule so that you do the most important tasks first
 - C. Make everything an A priority and focus on whatever becomes most critical at any given time
 - D. Constantly remind yourself of your goals
 - E. Block out large amounts of time for the really important tasks
16. A good way to limit your boss's interruptions is to:
- A. Hold bi-weekly meetings with your boss
 - B. Tell your boss diplomatically if it is not a good time to interrupt
 - C. Delegate upwards
 - D. None of the above
 - E. All of the above
17. A solution for handling multiple bosses is to:
- A. Ask them for time frames and priority levels
 - B. Communicate conflicts quickly
 - C. Let them work out conflicts themselves
 - D. Ask them to help you design a work order form
 - E. Try any of the above
18. When coping with intolerable boss behavior, knowing what level of risk you are willing to assume can help you determine what action to take.
- A. True
 - B. False
19. Taking high risks may be your most successful action step if you think the severity of your boss's problem behavior is:
- A. High
 - B. Low
 - C. Medium

20. To advance in your career, you should:
- A. Be willing to work for a company whose customs or philosophy conflicts with your value system
 - B. Focus only on producing quality work
 - C. Be unconcerned about receiving unsolicited compliments or recognition from your superiors
 - D. Commit yourself to a life-long program of education
 - E. Focus only on making contacts and improving your visibility
21. Valid criticism:
- A. Is rarely given to people living active, fruitful lives
 - B. May come as a result of not living up to a “fantasy” your boss has created for you
 - C. Is the most difficult type of criticism to handle
 - D. All of the above
 - E. None of the above
22. If you believe in yourself, your abilities, your skills, and your knowledge, you should feel justified in countercriticizing your boss if you think he or she has unjustly criticized you.
- A. True
 - B. False
23. Requesting specific feedback from your boss:
- A. Is effective in dealing with vague criticism
 - B. Focuses on the future
 - C. Moves you directly to the action stage
 - D. All of the above
24. The simplest and most effective way to cope with valid criticism is to admit your mistake.
- A. True
 - B. False

25. The only control you have in changing your relationship with your manager is over:
- A. Your manager
 - B. Your environment
 - C. Yourself

Answer Key for Managing Upward, First Edition

Recommended response (Corresponding workbook page)

1. B (5)	6. B (30-31)	11. A (51)	16. E (77)	21. C (110)
2. C (10)	7. A (32)	12. B (60-61)	17. E (81)	22. B (111)
3. D (18)	8. A (34-35)	13. D (60-61)	18. A (90)	23. D (111)
4. E (22)	9. E (38)	14. A (69)	19. A (93)	24. A (112)
5. B (26)	10. C (40)	15. C (76)	20. D (105)	25. C (116)