

Assessment

Handling the Difficult Employee

First Edition

The objectives of this book are:

- To clarify how to intervene
- To explain the intervention conference
- To advise regarding termination

■ CRISP_{series}

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Assessment Questions for Handling the Difficult Employee, First Edition

Select the best response.

1. In acting on a performance problem, a manager should:
 - A. Wait until the problem is well developed.
 - B. Act on the problem in an early stage.
 - C. Wait until the employee eliminates the problem.
 - D. None of the above

2. Warning signs of employee performance problems are:
 - A. Due dates missed
 - B. Negative feedback from other employees
 - C. Tougher assignments being avoided
 - D. Increase in work errors
 - E. All of the above

3. In intervention with a difficult employee, you should not:
 - A. Take punitive action.
 - B. Counsel and coach.
 - C. Be firm and fair.
 - D. Be caring.

4. In identifying an attendance problem, the key issue is the:
 - A. Length of the absence
 - B. Frequency of absence
 - C. Impact of the absence
 - D. Reason for the absence

5. In addressing job-related behavior problems, the key is to:
 - A. Decide if the employee is lazy or immature.
 - B. Describe observable, specific actions.
 - C. Couch criticism in vague descriptions of behavior.
 - D. Assess the employee's cooperation.

6. Keeping a “Significant Events List” for each employee:
 - A. Is a way to record feedback that has not yet been shared with the employee
 - B. Helps coaches measure their own effectiveness at giving feedback
 - C. Provides a lengthy and detailed record of employee activities

7. Which of the following is based on evidence rather than opinion?
 - A. Criticism
 - B. Praise
 - C. Feedback

8. When the essence of your feedback addresses negative performance, it is a good practice to say something positive as well.
 - A. True
 - B. False

9. Feedback should not be:
 - A. Related to specific examples
 - B. Delivered in a timely manner
 - C. Direct and sincere
 - D. Conducted through a messenger

10. Before discussing an employee’s poor performance, a manager must first have:
 - A. The employee’s resume
 - B. Defined a performance standard
 - C. Agreement from the employee that there is a problem
 - D. All of the above

11. An intervention conference should:
 - A. Be a place to debate concerns
 - B. Stop if the employee is resistant
 - C. Have a clear agenda
 - D. All of the above

12. In deciding corrective action in an intervention conference, you should end with:
- A. A verbal agreement
 - B. A written plan for improvement
 - C. Apologies for having needed the conference
 - D. Restatement of the impact of the behavior
13. To begin an intervention conference:
- A. The manager should speak first.
 - B. The manager should express a point of view.
 - C. All the details of the problem should be outlined.
 - D. A debate should occur.
14. If an employee does not acknowledge a problem, the manager's best recourse is to:
- A. Ask the employee to reconsider.
 - B. Point out who is in charge.
 - C. Refer to the performance standard.
 - D. Explain the impact of the employee's behavior.
15. Showing understanding of someone else's concerns is often the best way to get that person to understand yours.
- A. True
 - B. False
16. If an employee remains silent at an intervention conference, a manager should
- A. Be patient.
 - B. Ask questions that cannot be answered by "yes" or "no."
 - C. Focus on specific issues, one at a time.
 - D. All of the above
17. When analyzing an employee performance problem, which of the following is not a question a manager should consider?
- A. How frequently does the problem occur?
 - B. Are other areas of the job affected?
 - C. What is going on inside the employee's head?
 - D. Have significant changes occurred for this employee outside of work?

18. Formal disciplinary action is most suitable when:
- A. Counseling has not improved performance.
 - B. Actions involve gross misconduct.
 - C. It does not come as a surprise.
 - D. All of the above
19. A first written document for disciplinary action should end with:
- A. Consequences for lack of improvement
 - B. A time frame for further review
 - C. The manager's opinions.
 - D. All of the above
 - E. A and B
20. Since the 1980's, the most common lawsuit against employers has been:
- A. Hazardous work situations
 - B. Unfair labor practices
 - C. Wrongful termination
 - D. Sexual abuse
21. Documentation of formal disciplinary actions should include:
- A. Sequential steps that will be taken
 - B. A statement about company standards
 - C. Action to be taken in the event of non-compliance
 - D. All of the above
22. When planning to terminate an employee, you should never:
- A. Discuss your plan with someone other than the employee.
 - B. Expect to have all necessary documentation.
 - C. Act in a state of anger.
 - D. All of the above
23. Because a termination situation is not easy for the employee:
- A. The meeting should be short.
 - B. It is better to write a letter than have a conference.
 - C. The employee should have a chance to talk.
 - D. All of the above

24. Having a third person present is a good idea if the meeting will be potentially difficult.

- A. True
- B. False

25. Managers get the best results if:

- A. They are hard workers themselves.
- B. They work hard to improve performance problems.
- C. They keep careful records on employees.
- D. None of the above

**Answer Key for
Handling the Difficult Employee, First Edition**

Recommended response (Corresponding workbook page)

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|-----------|------------|------------|------------|---------------|
| 1. B (11) | 6. B (26) | 11. C (46) | 16. D (49) | 21. D (56-57) |
| 2. E (10) | 7. C (24) | 12. B (45) | 17. C (36) | 22. C (61) |
| 3. A (13) | 8. B (25) | 13. A (46) | 18. D (56) | 23. C (61) |
| 4. C (18) | 9. D (25) | 14. C (46) | 19. E (57) | 24. A (61) |
| 5. B (19) | 10. B (39) | 15. A (47) | 20. C (58) | 25. B (62) |