

Assessment

Organizational Vision, Values, and Mission ***First Edition***

The objectives of this book are:

- To explain the process of visioning
- To explain how to define an organizational mission
- To present the psychology of visioning
- To give reasons why successful organizations have vision, values, and mission
- To provide a case study related to visioning

■ CRISP_{series}

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Assessment Questions for Organizational Vision, Values, and Mission, First Edition

Select the best response.

1. The visioning element of the visioning process means:
 - A. Detailing your goals
 - B. Organizing your hopes
 - C. Developing a plan
 - D. Picturing excellence

2. Visioning is different from problem solving in that:
 - A. It focuses on how things are done
 - B. It looks at an organization in new ways
 - C. It is about incremental improvements
 - D. It examines changes in the marketplace

3. Thinking about the future and planning at the top means the organization is in a:
 - A. Creativity phase
 - B. Stability phase
 - C. Renewal phase

4. If growth is fast, and the atmosphere is fun, even chaotic, the organization is in a:
 - A. Creativity phase
 - B. Stability phase
 - C. Renewal phase

5. If the organization questions what it is doing, the organization is in a:
 - A. Creativity phase
 - B. Stability phase
 - C. Renewal phase

6. For a manager to be a visioning leader, he or she must be able to:
 - A. Plan, control, and schedule the organization
 - B. Articulate what has been unsaid in the organization

7. The process of visioning:
 - A. Must involve people on all levels of an organization
 - B. Must recognize that visions for personal values need to align with a shared common vision for the organization
 - C. Can make people upset and dissatisfied
 - D. Involves all of the above ideas
 - E. Involves only two of the above ideas

8. Effective teamwork is more likely when all team members acknowledge the range of each other's individual values—values which are often quite different for each member.
 - A. True
 - B. False

9. People who share work values are more likely to:
 - A. Challenge the bounds of convention
 - B. Avoid responsibility
 - C. Feel that they lack power
 - D. Be bored by routine tasks that lead to a desired end

10. If your personal values are congruent with the values of the organization within which you work:
 - A. You'll be guided by rules and a series of "shoulds"
 - B. You'll feel more motivation at home than at work
 - C. You're likely to feel optimistic about your work
 - D. You're likely to be cynical about your job

11. A current major shift in American values is that individuals want more creative involvement in defining not just what they do, but also what the organization they work for is all about—its essence.
 - A. True
 - B. False

12. A value that relates to personal challenge, creativity, and self-development is:
- A. Adventure
 - B. Tradition
 - C. Competition
 - D. Competence
 - E. Appearance
13. In exploring the current state of your organization, it is a good idea to table discussion of company history for a later date.
- A. True
 - B. False
14. Organizations that have endured often have a deep wellspring of purpose going back to the founding, therefore visioning leaders should:
- A. Try to tap into that wellspring to nourish the present
 - B. Listen to people who have been in the organization longest
 - C. Be familiar with historic changes, successes and failures
 - D. All of the above
 - E. A and C
15. Studying outside, environmental forces should include:
- A. Recognizing strategic alliances as well as competition
 - B. Knowing demographic, social and cultural trends
 - C. Analyzing customer response
 - D. A and B
 - E. All of the above
16. An organizational mission statement works best if it focuses on how the business is unique.
- A. True
 - B. False

17. The mission statement should:
- A. Be three sentences or less, if possible
 - B. Evoke feeling and passion
 - C. Be something like, “All students can learn; all students can achieve”
 - D. A and B
 - E. B and C
18. Divergent imaging:
- A. Is the same as brainstorming
 - B. Is followed by convergent thinking
 - C. Means connecting events or trends that seem unconnected
 - D. Requires staying focused and keeping your mind from wandering
 - E. B and C
19. When creating a mission statement for an organization, it is a good idea to include competitive phrases.
- A. True
 - B. False
20. Visioning can be defined as an answer to the question, “What do we really want?”
- A. True
 - B. False
21. Certain forces can prevent a vision from happening. It is easier to remove restraining forces than to increase positive forces.
- A. True
 - B. False
22. The leader’s role in living the vision includes:
- A. Seeing the big picture and talking about it
 - B. Allowing the vision to drive choices, policies and actions

23. If a group of people or an organization finds tension too upsetting while trying to achieve a vision, a good tactic is to:
- A. Regroup and start over
 - B. Lower expectations
 - C. Allow a longer time to achieve the vision
 - D. Assure everyone that creating a vision is a risk-free process
24. Those who reject the past are usually the first to stretch far into the future.
- A. True
 - B. False
25. Those who have completed a visioning process report that they:
- A. Have an increased ability to generate divergent ideas of the future
 - B. Work from commitment rather than compliance
 - C. Both of the above
 - D. Neither of the above

**Answer Key for
Organizational Vision, Values, and Mission, First Edition**

Recommended response (Corresponding workbook page)

1. D (4)	6. B (10)	11. A (26)	16. A (63)	21. A (94)
2. B (6)	7. D (10-12)	12. A (43)	17. D (68)	22. B (96)
3. B (9)	8. A (19)	13. B (47)	18. E (78)	23. C (81)
4. A (9)	9. A (20)	14. D (49,50)	19. B (89)	24. B (98)
5. C (9)	10. C (22)	15. E (52, 53)	20. A (73)	25. C (99)