

Assessment
<i>Coaching for Development</i> <i>First Edition</i>

The objectives of this book are to help the user:

- Understand the role of manager as coach
- Define five roles of coaches
- Explore examples of techniques in quality coaching decisions



Assessment Questions for *Coaching for Development, First Edition*

Select the best response.

1. Managing diversity includes:
 - A. Affirmative action
 - B. Equal opportunity employment
 - C. None of the above
 - D. A and B
2. As organizations shift from being hierarchical to lateral, the formal power of managers has:
 - A. Decreased
 - B. Increased
3. With the growing trend of outsourcing to temporary workers, managers will need to:
 - A. Learn how to access employees' specialized skills
 - B. Develop a relationship with each worker
 - C. Foster the workers' level of commitment
 - D. All of the above
4. In corporations, managers' roles have become more:
 - A. Authoritarian
 - B. Empowering
5. Women-owned businesses employ more people than all of the Fortune 500 businesses.
 - A. True
 - B. False

6. Coaching for development:
 - A. Enhances the development of skills
 - B. Prepares employees for greater responsibility
 - C. Must be reinforced by management
 - D. All of the above
7. To improve substandard performance a manager should:
 - A. Use reward strategies
 - B. Use a directive approach
 - C. Lower expectations
 - D. Provide customized opportunities
8. Managers should:
 - A. Encourage risk taking for personal growth
 - B. Encourage innovation from the bottom up
 - C. Involve employees in progress toward goals
 - D. All of the above
9. Employee competencies can be determined by:
 - A. Observing their behavior
 - B. Examining job descriptions
 - C. Defining job competencies
10. The responsibility for the future career direction of employees is the responsibility of:
 - A. Managers
 - B. Each employee
 - C. Both of the above
11. The best time for employees to receive training is:
 - A. Right after they are hired
 - B. At regular intervals
 - C. Just before they need to use it
 - D. All of the above

12. A manager who is trustworthy, competent, and credible every day is a(n):
- A. Sponsor
 - B. Mentor
 - C. Appraiser
 - D. Role model
 - E. Teacher
13. Helping employees understand the realities of organizational politics and personalities is the role of a(n):
- A. Sponsor
 - B. Mentor
 - C. Appraiser
 - D. Role model
 - E. Teacher
14. When an employee has demonstrated outstanding skills and contributions and is looking for new challenges, a manager should function as a(n):
- A. Sponsor
 - B. Mentor
 - C. Appraiser
 - D. Role model
 - E. Teacher
15. Observing an employee's performance and providing appropriate feedback is the role of a(n):
- A. Sponsor
 - B. Mentor
 - C. Appraiser
 - D. Role model
 - E. Teacher

16. Providing information about services, products, and budgeting is the role of the:
- A. Appraiser
 - B. Mentor
 - C. Teacher
 - D. Role model
 - E. Sponsor
17. It is acceptable to use more than one coaching role with one employee.
- A. True
 - B. False
18. Effective listening involves:
- A. Eye contact
 - B. Asking open-ended questions
 - C. Noticing non-verbal signals
 - D. Summarizing
 - E. All of the above
19. Observing an employee should take place:
- A. In a variety of situations over time
 - B. In one job intensely for a week at a time
20. Which is the most effective form of feedback?
- A. Advice
 - B. Reinforcement
 - C. Silence
 - D. Criticism
21. “What do you think of the new plan for organizing the section?” is:
- A. A closed-ended question
 - B. An open-ended question
 - C. A reflective question
 - D. None of the above

22. *Silence, criticism, advice and reinforcement* are types of feedback. Which of these are usually positive in impact?
- A. Silence and advice
 - B. Criticism and reinforcement
 - C. Silence and reinforcement
 - D. Advice and reinforcement
23. Select the more helpful statement:
- A. "George, your presentation yesterday was too superficial."
 - B. "George, let's talk about the presentation you'll be giving tomorrow."
24. Select the more helpful statement:
- A. "Laura, you forgot to order postage for the meter."
 - B. "Laura, I had to request a rush order for postage yesterday."
25. The difference between criticism and advice is timing.
- A. True
 - B. False

Answer Key for Coaching for Development, First Edition

Recommended response (Corresponding workbook page)

1. C (7)	6. D (15)	11. C (36)	16. C (54)	21. B (66)
2. A (4)	7. B (16)	12. D (53)	17. A (58)	22. D (70)
3. D (4)	8. D (23)	13. B (49)	18. E (65)	23. B (68)
4. B (3)	9. A (26)	14. A (43)	19. A (65)	24. B (70)
5. A (8)	10. C (32)	15. C (50)	20. B (70)	25. A (70)