

# Assessment

# *Accountability*

*First Edition*

The objectives of this book are:

- To explain how building relationships that support maximum accountability is beneficial to the organization and the individual
- To describe how to establish positive expectations and rapport through the use of active listening skills
- To explain how to delegate effectively so that employees are empowered and motivated to be accountable for results
- To provide tips and tools for improving communications and creating win-win relationships

■ CRISP<sub>series</sub>

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## Assessment Questions for *Accountability, First Edition*

*Select the best response.*

1. The best goals are nearly impossible to achieve—the bigger the vision, the more difficult the task, the better the results you will see from your employees.
  - A. True
  - B. False
  
2. When delegating, you should first describe the tasks:
  - A. In an announcement to the entire department
  - B. In a memo or email message to the employee
  - C. During a face-to-face meeting with the employee
  - D. In a formal written addendum to the employee's job description
  
3. The three levels of active listening are:
  - A. Acknowledgement, restatement of content and feelings, probing
  - B. Attentiveness, door openers, restatement of content and feelings
  - C. Affirmation, permission, taking action
  - D. Eye contact, nodding, note-taking
  
4. Empowering managers tend to delegate responsibility for results, rather than simply assign tasks.
  - A. True
  - B. False
  
5. Which personality type is most likely to say: “The best way to improve profits is to cut costs to the bone”?
  - A. Directing/Guiding
  - B. Supporting/Caring
  - C. Analytical
  - D. Expressive

6. What is the primary way that goal-setting fosters accountability in employees?
  - A. Empowers them
  - B. Communicates trust
  - C. Clearly defines expectations
  - D. Improves performance/confidence
  
7. It is a manager's duty to change the personalities of employees who are arrogant, lazy, or uncooperative.
  - A. True
  - B. False
  
8. Caring confrontation involves identifying:
  - A. The tangible effects of the behavior in question
  - B. Your own feelings
  - C. Appropriate punishment
  - D. All of the above
  - E. A and B
  
9. An "ego message" is:
  - A. A statement about the worth of the sender and receiver
  - B. Inflating your own role or importance when speaking
  - C. Overly formal and colorful announcements about ordinary things
  
10. You can build rapport with people by matching your voice rate and volume with theirs.
  - A. True
  - B. False
  
11. Relationship contracts between managers and employees should include:
  - A. Mutual agreement and benefit
  - B. Legality
  - C. Mutual ability
  - D. All of the above
  - E. A and B

12. In Rescuer/Victim relationships, the dominant person may begin to resent the other's lack of initiative, inability to do things on his own, and constant need for help.
- A. True
  - B. False
13. "Look, just say what you mean, why don't you" is an example of a:
- A. Nonassertive statement
  - B. Assertive statement
  - C. Aggressive statement
14. Which of the following is NOT part of pre-delegation planning?
- A. Identifying the objective of this delegation
  - B. Identifying the kind of authority or power needed
  - C. Identifying the best means of convincing the employee to take responsibility
  - D. Identifying the type of control or feedback to use
15. The most successful managers:
- A. Inform others about the latest developments as soon as they learn about them
  - B. Give recognition only when work is done exceptionally well
  - C. Respond to mistakes with support and encouragement
  - D. A and C
  - E. None of the above
16. When giving feedback to an Expressive personality type, you should emphasize:
- A. The accuracy and timeliness of the completed work
  - B. What a great job the person did
  - C. How much the results have helped you
17. The most effective relationship contracts cover an open-ended time period.
- A. True
  - B. False

18. "I will exercise four times a week" is an example of:
- A. A well defined goal
  - B. An activity or task that might help you achieve a goal
  - C. An affirmation
19. When an employee makes a mistake, you should ask a series of non-judgmental, fact-finding questions.
- A. True
  - B. False
20. Which personality type is most likely to say: "Client relationships are the key. We need to make sure clients are happy with our products"?
- A. Directing/Guiding
  - B. Supporting/Caring
  - C. Analytical
  - D. Expressive
21. The need for attention is:
- A. Significantly reduced by the time a person reaches adulthood
  - B. A powerful emotional need for many people
  - C. Beyond your responsibilities as a manager
22. Effective delegation involves:
- A. Specific instructions
  - B. Encouragement and positive expectations
  - C. Giving appropriate authority to the employee
  - D. Allowing the employee to ask clarifying questions
  - E. All of the above
23. Which of the following is one of the four basic human emotions?
- A. Mad
  - B. Embarrassed
  - C. Jealous
  - D. Pity
  - E. None of the above

24. When you are in a confrontational discussion with an employee, calling a “timeout” is:
- A. A delaying tactic that weakens your position
  - B. An acceptable method of allowing everyone to calm down
  - C. A means of belittling the other person
25. The “SMARTS” acronym stands for these goal-setting criteria:
- A. Simple and specific; measurable; accurate; relevant; time limit; successful
  - B. Simple and specific; measurable; achievable; results; time limit; shared
  - C. Simple and specific; measurable; autonomous; relevant; time limit; savvy
  - D. Simple and specific; measurable; attainable; recognition; time limit; systematic

## **Answer Key for Accountability, First Edition**

### ***Recommended response (Corresponding workbook page)***

- |                |            |                |                 |            |
|----------------|------------|----------------|-----------------|------------|
| 1. B (34)      | 6. C (3)   | 11. D (27)     | 16. B (61)      | 21. B (68) |
| 2. C (45)      | 7. B (74)  | 12. A (26)     | 17. B (28)      | 22. E (40) |
| 3. B (22)      | 8. E (73)  | 13. C (64,109) | 18. B (35)      | 23. A (76) |
| 4. A (38)      | 9. A (62)  | 14. C (41-44)  | 19. B (51)      | 24. B (82) |
| 5. A (59, 108) | 10. A (17) | 15. D (5)      | 20. B (59, 108) | 25. B (34) |