

Assessment

Learning to Lead ***Revised Edition***

The objectives of this book are:

- To explore the qualities that make good leaders
- To explain the role of leadership power in getting work done through others
- To present the importance of developing a vision and following it through
- To provide tools for managing change effectively
- To teach strategies for leading people to work together effectively as a team

■ CRISP_{series}

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Assessment Questions for *Learning to Lead, Revised Edition*

Select the best response.

1. Which of the following best describes a quality of a good leader?
 - A. Is content to follow directions and suggestions from above
 - B. Communicates with employees as necessary
 - C. Accepts comfortable assignments
 - D. Sets more demanding goals that challenge others
 - E. None of the above

2. Those who attempt to lead without first understanding fundamental management competencies usually fail before they get started.
 - A. True
 - B. False

3. The most successful leaders:
 - A. Often display humility and modesty
 - B. Are often not particularly charismatic
 - C. Are ambitious for the success of the company rather than for themselves
 - D. All of the above
 - E. None of the above

4. Role power is:
 - A. The power you have because of your position
 - B. What you should primarily depend on to get others to do what you want
 - C. Consigned in the role, not in you
 - D. A and B
 - E. A and C

5. In order to manage your relationship power effectively, it is important to build up and retain a “chip surplus” with your employees.
 - A. True
 - B. False

6. Knowledge power comes from:
 - A. Sharing your knowledge with your employees
 - B. Learning along with your employees
 - C. Knowing when and how to pull the right people together to tackle a problem or address a new opportunity
 - D. All of the above
 - E. A and C

7. Which of the following non-verbal cues communicates confidence?
 - A. Head down, hands in pockets
 - B. Running your fingers through your hair
 - C. Holding your body up and out
 - D. A high-pitched voice
 - E. None of the above

8. Once you get a picture of your larger goal or vision, you can begin to focus on *how* things should get done rather than *what* needs to be done.
 - A. True
 - B. False

9. Making decisions according to your vision means:
 - A. Sacrificing short-term goals if necessary
 - B. Demonstrating focus and consistency
 - C. Always taking the long view, especially for important decisions
 - D. All of the above
 - E. A and B

10. In order to communicate your vision effectively, you must:
 - A. Be consistent and repetitive
 - B. Organize a formal occasion
 - C. Be charismatic
 - D. Be unpredictable

11. Leaders are constantly looking for ways to improve performance and are asking people to change.
 - A. True
 - B. False

12. Successful leaders help prepare the people they are leading for:
 - A. Changes they initiate
 - B. Changes they cannot control
 - C. Both of the above

13. In managing change effectively, which of the following would not be a good approach?
 - A. Providing payoffs or rewards
 - B. Waiting until employees are 100% behind the change
 - C. Changing things so that it takes more time or effort to do things the old way
 - D. Assuring change-resisters with optimism
 - E. Emphasizing learning

14. As a leader, you must first attend to crises and let your personal growth slide until you have the time to devote to it.
 - A. True
 - B. False

15. Opportunities for ongoing improvement in the workplace should:
 - A. Focus solely on products and services
 - B. Be reserved for managers
 - C. Send the message that you encourage people to expand their skills and knowledge

16. Your job in organizing people into teams is to:
 - A. Bring together the technical skills of your team members
 - B. Bring together people who will support one another
 - C. Both of the above

17. It is a given that if you put together a group of people and ask them to work on a problem, they will have differences.

- A. True
- B. False

18. It is through productive conflict that:

- A. Teams develop cohesiveness
- B. The team is more likely to achieve its goals
- C. Trust is built among team members
- D. All of the above
- E. A and B

19. To resolve a conflict productively, you should:

- A. Become defensive
- B. Listen actively
- C. Tell the other person in detail how he has created a problem for you

20. Defensiveness comes from describing a person's behavior as opposed to evaluating it.

- A. True
- B. False

21. You should never engage in conflict in writing.

- A. True
- B. False

22. If one team member is talking negatively about another, you should:

- A. Try to resolve the problem yourself
- B. Do nothing—it is not your responsibility to help team members get along
- C. Expect team members to communicate directly with one another and tell them so

23. Trust among team members is based on:
- A. The quality of relationships
 - B. Acceptance and support of all views expressed
 - C. People's personalities and predispositions
 - D. A and B
 - E. A and C
24. Stakeholders are those who can:
- A. Help you attain your vision
 - B. Hinder your effort
 - C. Provide you with information, finance, or emotional support
 - D. All of the above
 - E. A and C
25. Encouraging employees' attempts to improve performance and learn new methods lets people know that change is valued.
- A. True
 - B. False

Answer Key for *Learning to Lead, Revised Edition*

Recommended response (Corresponding workbook page)

1. D (3)	6. D (24)	11. A (52)	16. C (69)	21. A (87)
2. A (6)	7. C (25-26)	12. C (55)	17. A (77)	22. C (88)
3. D (13)	8. A (34)	13. B (58-59)	18. D (79)	23. D (89)
4. E (16-17)	9. D (39)	14. B (64)	19. B (80)	24. D (43)
5. A (20)	10. A (42)	15. C (65)	20. B (83)	25. A (62)