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PRACTICE SIMULATION #2

ANSWER KEY



ANSWER TO QUESTION 1

1. Correct. This should be your first step. After learning what is required to pass the certification, you can then make plans to address each requirement.

+2

2. This response does not show initiative, creativity or responsibility. If after researching the audit requirements and the available resources, you see that you will miss the goal without additional support, you can discuss the situation with your manager. Nevertheless, you should still avoid an absolute statement of unfeasibility.

- 2

3. Gathering your team is an important step. It should take place after you have researched the requirements, however. Before delegating tasks, you should seek input from your team and identify those best able to meet the requirements of each task.

+1

4. This approach is apathetic and does not bode well for an aspiring manager's future.

-1

ANSWER TO QUESTION 2

1. Although it is wise to move the forum for this discussion from email to face-to-face, it is better to let some time pass before continuing the discussion to allow a cooling off period.

+1

2. This is the best response for three reasons:
 - a. You have acknowledged that the person is upset with you
 - b. You have changed the forum from email to face-to-face
 - c. You have allowed some time for a cooling off period

+2

3. This is often the choice followed in difficult situations but it isn't a good choice because important issues that aren't dealt with often fester and grow instead of being resolved. This individual could be dealing with another stressful situation in addition to this project which has overwhelmed him/her or perhaps he just needs a sounding board.

-1

4. Human Resources will document the event. However, they will also tell you, termination should be a result of a pattern of activity or an egregious action not one offensive email.

-2

ANSWER TO QUESTION 3

1. This approach ensures accountability but it jeopardizes your ability to empower others. A better approach is to thank the employee, coach him/her through the issue and then take full responsibility for the mistake. The example you are setting of responsibility, accountability, and trust will not only empower others, it will also encourage people to take initiative in the future and to honor their own subordinates in the future.
+1
2. This response discourages the employee and hurts their ability to grow.
-2
3. This approach builds confidence and trust. It shows the employee that you trust their abilities and are willing to trust their decision making in the future. It demonstrates your confidence in yourself and your integrity by standing up for your employees and for your department's mistakes.
+2
4. This approach is weak. It uses excuses and promises to diminish a problem. It doesn't demonstrate any accountability or responsibility for the situation.
-1

ANSWER TO QUESTION 4

1. The budget item for overtime should be an average of that incurred over the past twelve months and should also take into consideration projects already scheduled for next year.

-2

2. The budget item for overtime should be an average of that incurred over the past twelve months and should also take into consideration projects already scheduled for next year.

-2

3. The budget item for overtime should be an average of that incurred over the past twelve months and should **also** take into consideration projects already scheduled for next year.

+1

4. Correct.

+2

ANSWER TO QUESTION 5

1. Yes, this is an important factor.

+1

2. Yes, this is an important factor.

+1

3. Yes, this is an important factor.

+1

4. Yes, this is an important factor.

+1

5. No, this is not a factor as the information is not provided.

-1

6. No, this is not a factor as the information is not provided

-1

ANSWER TO QUESTION 6

1. This approach ensures accountability but it jeopardizes your ability to empower others. A better approach is to thank the employee, coach him/her through the issue and then take full responsibility for the mistake. The example you are setting of responsibility, accountability, and trust will not only empower others, it will also encourage people to take initiative in the future and to honor their own subordinates in the future.

+1

2. This response discourages the employee and hurts their ability to grow.

-2

3. This approach builds confidence and trust. It shows the employee that you trust their abilities and are willing to trust their decision making in the future. It demonstrates your confidence in yourself and your integrity by standing up for your employees and for your department's mistakes.

+2

4. This approach is weak. It uses excuses and promises to diminish a problem. It doesn't demonstrate any accountability or responsibility for the situation.

-1

ANSWER TO QUESTION 7

1. Meeting with the supervisors and soliciting their input is the critical next step after researching the project requirements. Seeking their input creates team cohesiveness and motivation. Collaborating and planning allows you to maximize your potential for success and to assign staff to sub-tasks according to expertise, interest and availability.

+2

2. Creating a spreadsheet is helpful to organize the tasks and sub-tasks. It is not wise to send the spreadsheet by email before meeting with the supervisors or to assign all of the tasks to the respective supervisors strictly by area of expertise. Available resources, conflicting priorities, and reallocation of staff are all important considerations to be addressed.

-2

3. Dividing work equally is admirable, but it is not productive if the tasks are not distributed first by ability and interest, second by availability. Sequential distribution doesn't make sense in a knowledge industry, only for mindless tasks.

-1

4. Reallocating sub-teams to accommodate the resource requirements is a wise step. However, this step should follow a meeting and input gathering session with the four supervisors.

+1

ANSWER TO QUESTION 8

1. Yes, this is an important factor.

+1

2. Yes, this is an important factor.

+1

3. Yes, this is an important factor.

+1

4. Yes, this is an important factor.

+1

5. No, this is not a factor as the information is not provided.

-1

6. No, this is not a factor as the information is not provided

-1

ANSWER TO QUESTION 9

1. Although this training is the least expensive, the lack of experience and the lack of interactivity make it a risk for such a sensitive interpersonal issue.

-1

2. This choice appears to be the most worthy. Ten years of experience in the field of Diversity as well as a blended training approach to engage the learners provides a strong argument in favor of this proposal.

+2

3. Although this proposal provides current technology and interactivity for learners, it is the most expensive and doesn't provide expertise in the applicable field, Diversity.

- 2

ANSWER TO QUESTION 10

1. Telling the team to stop doing this documentation is irresponsible and risky.

-2

2. Gathering the team to discuss possible solutions is a wise choice. This decision builds morale by making team members know that you value their insights. In addition, you may find that a team member knows of a certification provision, which would allow you to meet your goal.

+2

3. Researching requirements is always a smart choice. At the very least, it allows you to make an informed next step.

+1

4. Tell the staff to meet the requirements regardless of the overtime required is not a wise decision. It makes people feel they are not valued and that the only thing that is important is meeting the deadline. In addition, there may be personnel from another department or some other resource that could be deployed to help you meet the goal.

-1

ANSWER TO QUESTION 11

1. Although it is wise to move the forum for this discussion from email to face-to-face, it is better to let some time pass before continuing the discussion to allow a cooling off period.

+1

2. This is the best response for three reasons:
 - a. You have acknowledged that the person is upset with you
 - b. You have changed the forum from email to face-to-face
 - c. You have allowed some time for a cooling off period

+2

3. This is often the choice followed in difficult situations but it isn't a good choice because important issues that aren't dealt with often fester and grow instead of being resolved. This individual could be dealing with another stressful situation in addition to this project which has overwhelmed him/her or perhaps he just needs a sounding board.

-1

4. Human Resources will document the event. However, they will also tell you, termination should be a result of a pattern of activity or an egregious action not one offensive email.

-2

ANSWER TO QUESTION 12

1. This response may offend these individuals even more. They don't want to "hang in there," they want to be an integral part of the group.

-2

2. This response assures the situation is handled delicately, that an increased effort is made to speak so all can understand, and to create an opportunity for all to contribute to the discussion.

+2

3. This approach demonstrates that you are aware of the issue and it fills in the gaps in information. It doesn't help these individuals to lend their creativity and insights to the group.

+1

4. An individual for whom English is a second language and who is demonstrating difficulty as a participant in a team meeting may not be ready to facilitate a meeting. This action could cause more frustration and hurt feeling and should be saved for the future when the language barrier is diminished.

-1

ANSWER TO QUESTION 13

No points awarded for this Question.

ANSWER TO QUESTION 14

No points awarded for this Question.

ANSWER TO QUESTION 15

1. Correct. Congratulations are always appropriate. +1

2. Everyone appreciates being thanked. +1

3. Pressuring someone who has worked hard is inappropriate. -1

4. This response honors the individual and shows how much you value his/her input. You may even find with such an approach, the individual changes his/her mind and agrees to stay a little longer. +1

5. This response honors the individual and shows how much you value his/her input. You may even find with such an approach, the individual changes his/her mind and agrees to stay a little longer. +1

6. This is not an acceptable response. -2

ANSWER TO QUESTION 16

1. Although it is wise to move the forum for this discussion from email to face-to-face, it is better to let some time pass before continuing the discussion to allow a cooling off period.

+1

2. This is the best response for three reasons:
 - a. You have acknowledged that the person is upset with you
 - b. You have changed the forum from email to face-to-face
 - c. You have allowed some time for a cooling off period

+2

3. This is often the choice followed in difficult situations but it isn't a good choice because important issues that aren't dealt with often fester and grow instead of being resolved. This individual could be dealing with another stressful situation in addition to this project which has overwhelmed him/her or perhaps he just needs a sounding board.

-1

4. Human Resources will document the event. However, they will also tell you, termination should be a result of a pattern of activity or an egregious action not one offensive email.

-2

ANSWER TO QUESTION 17

1. Meeting with the supervisors and soliciting their input is the critical next step after researching the project requirements. Seeking their input creates team cohesiveness and motivation. Collaborating and planning allows you to maximize your potential for success and to assign staff to sub-tasks according to expertise, interest and availability.

+2

2. Creating a spreadsheet is helpful to organize the tasks and sub-tasks. It is not wise to send the spreadsheet by email before meeting with the supervisors or to assign all of the tasks to the respective supervisors strictly by area of expertise. Available resources, conflicting priorities, and reallocation of staff are all important considerations to be addressed.

-2

3. Dividing work equally is admirable, but it is not productive if the tasks are not distributed first by ability and interest, second by availability. Sequential distribution doesn't make sense in a knowledge industry, only for mindless tasks.

-1

4. Reallocating sub-teams to accommodate the resource requirements is a wise step. However, this step should follow a meeting and input gathering session with the four supervisors.

+1

ANSWER TO QUESTION 18

1. This approach ensures accountability but it jeopardizes your ability to empower others. A better approach is to thank the employee, coach him/her through the issue and then take full responsibility for the mistake. The example you are setting of responsibility, accountability, and trust will not only empower others, it will also encourage people to take initiative in the future and to honor their own subordinates in the future.
+1
2. This response discourages the employee and hurts their ability to grow.
-2
3. This approach builds confidence and trust. It shows the employee that you trust their abilities and are willing to trust their decision making in the future. It demonstrates your confidence in yourself and your integrity by standing up for your employees and for your department's mistakes.
+2
4. This approach is weak. It uses excuses and promises to diminish a problem. It doesn't demonstrate any accountability or responsibility for the situation.
-1

ANSWER TO QUESTION 19

1. Yes, this is an important factor.

+1

2. Yes, this is an important factor.

+1

3. Yes, this is an important factor.

+1

4. Yes, this is an important factor.

+1

5. No, this is not a factor as the information is not provided.

-1

6. No, this is not a factor as the information is not provided.

-1

ANSWER TO QUESTION 20

1. Telling the team to stop doing this documentation is irresponsible and risky.

-2

2. Gathering the team to discuss possible solutions is a wise choice. This decision builds morale by making team members know that you value their insights. In addition, you may find that a team member knows of a certification provision, which would allow you to meet your goal.

+2

3. Researching requirements is always a smart choice. At the very least, it allows you to make an informed next step.

+1

4. Tell the staff to meet the requirements regardless of the overtime required is not a wise decision. It makes people feel they are not valued and that the only thing that is important is meeting the deadline. In addition, there may be personnel from another department or some other resource that could be deployed to help you meet the goal.

-1

ANSWER TO QUESTION 21

1. Although it is wise to move the forum for this discussion from email to face-to-face, it is better to let some time pass before continuing the discussion to allow a cooling off period.

+1

2. This is the best response for three reasons:
 - d. You have acknowledged that the person is upset with you
 - e. You have changed the forum from email to face-to-face
 - f. You have allowed some time for a cooling off period

+2

3. This is often the choice followed in difficult situations but it isn't a good choice because important issues that aren't dealt with often fester and grow instead of being resolved. This individual could be dealing with another stressful situation in addition to this project which has overwhelmed him/her or perhaps he just needs a sounding board.

-1

4. Human Resources will document the event. However, they will also tell you, termination should be a result of a pattern of activity or an egregious action not one offensive email.

-2

ANSWER TO QUESTION 22

1. Correct. Admitting your error immediately increases your team's morale and trust in you. Providing immediate feedback and following up with specific accomplishments in an email shores up morale and motivation. Without feedback, people tend to disengage from a project.

+2

2. This response is hurtful and diminishes people's self-esteem as well as their esteem for you. Although you are essentially providing some feedback by saying they are doing fine since they haven't heard criticism from you, this is a negative approach.

-1

3. This approach shows a complete disregard for your team's request. When an issue is raised, you must make some type of accommodation or response.

-2

4. This response shows concern and that you heard the request. However, it doesn't display the qualities of a successful manager—feedback should always be built into any project.

0

ANSWER TO QUESTION 23

1. This response may offend these individuals even more. They don't want to "hang in there;" they want to be an integral part of the group.

-2

2. This response assures the situation is handled delicately, that an increased effort is made to speak so all can understand, and to create an opportunity for all to contribute to the discussion.

+2

3. This approach demonstrates that you are aware of the issue and it fills in the gaps in information. It doesn't help these individuals to lend their creativity and insights to the group.

+1

4. An individual for whom English is a second language and who is demonstrating difficulty as a participant in a team meeting may not be ready to facilitate a meeting. This action could cause more frustration and hurt feeling and should be saved for the future when the language barrier is diminished.

-1

ANSWER TO QUESTION 24

1. Correct. Congratulations are always appropriate. +1

2. Everyone appreciates being thanked. +1

3. Pressuring someone who has worked hard is inappropriate. -1

4. This response honors the individual and shows how much you value his/her input. You may even find with such an approach, the individual changes his/her mind and agrees to stay a little longer. +1

5. This response honors the individual and shows how much you value his/her input. You may even find with such an approach, the individual changes his/her mind and agrees to stay a little longer. +1

6. This is not an acceptable response. -2

ANSWER TO QUESTION 25

No points awarded for this Question.

ANSWER TO QUESTION 26

No points awarded for this Question.

ANSWER TO QUESTION 27

1. This response may offend these individuals even more. They don't want to "hang in there;" they want to be an integral part of the group.

-2

2. This response assures the situation is handled delicately, that an increased effort is made to speak so all can understand, and to create an opportunity for all to contribute to the discussion.

+2

3. This approach demonstrates that you are aware of the issue and it fills in the gaps in information. It doesn't help these individuals to lend their creativity and insights to the group.

+1

4. An individual for whom English is a second language and who is demonstrating difficulty as a participant in a team meeting may not be ready to facilitate a meeting. This action could cause more frustration and hurt feeling and should be saved for the future when the language barrier is diminished.

-1

ANSWER TO QUESTION 28

1. Correct. Admitting your error immediately increases your team's morale and trust in you. Providing immediate feedback and following up with specific accomplishments in an email shores up morale and motivation. Without feedback, people tend to disengage from a project.

+2

2. This response is hurtful and diminishes people's self-esteem as well as their esteem for you. Although you are essentially providing some feedback by saying they are doing fine since they haven't heard criticism from you, this is a negative approach.

-1

3. This approach shows a complete disregard for your team's request. When an issue is raised, you must make some type of accommodation or response.

-2

4. This response shows concern and that you heard the request. However, it doesn't display the qualities of a successful manager—feedback should always be built into any project.

0

ANSWER TO QUESTION 29

1. Meeting with the supervisors and soliciting their input is the critical next step after researching the project requirements. Seeking their input creates team cohesiveness and motivation. Collaborating and planning allows you to maximize your potential for success and to assign staff to sub-tasks according to expertise, interest and availability.

+2

2. Creating a spreadsheet is helpful to organize the tasks and sub-tasks. It is not wise to send the spreadsheet by email before meeting with the supervisors or to assign all of the tasks to the respective supervisors strictly by area of expertise. Available resources, conflicting priorities, and reallocation of staff are all important considerations to be addressed.

-2

3. Dividing work equally is admirable, but it is not productive if the tasks are not distributed first by ability and interest, second by availability. Sequential distribution doesn't make sense in a knowledge industry, only for mindless tasks.

-1

4. Reallocating sub-teams to accommodate the resource requirements is a wise step. However, this step should follow a meeting and input gathering session with the four supervisors.

+1

ANSWER TO QUESTION 30

1. Correct. Admitting your error immediately increases your team's morale and trust in you. Providing immediate feedback and following up with specific accomplishments in an email shores up morale and motivation. Without feedback, people tend to disengage from a project.

+2

2. This response is hurtful and diminishes people's self-esteem as well as their esteem for you. Although you are essentially providing some feedback by saying they are doing fine since they haven't heard criticism from you, this is a negative approach.

-1

3. This approach shows a complete disregard for your team's request. When an issue is raised, you must make some type of accommodation or response.

-2

4. This response shows concern and that you heard the request. However, it doesn't display the qualities of a successful manager—feedback should always be built into any project.

0

