



PRACTICE SIMULATION #2
TEST QUESTIONS



QUESTION 1: INTRODUCTION

You have worked as a civil service employee for over eight years. Your department has just been restructured and you have been promoted to manager.

On your first day in your new position, you discover a memo dated February 1—today is March 3rd—stating that your department is scheduled for a certification audit on May 1st. A wave of alarm passes over you as the information sinks in. You are aware that retaining your certification is mandatory for operations to continue.

Your first step should be:

1. *Study the certification requirements. (go to Question 7)*
2. *Tell your manager that given the circumstances, it is not feasible to meet the certification requirements by the audit date. (go to Question 17)*
3. *Gather your team and delegate tasks. (go to Question 29)*
4. *Research certification exemption provisions. (go to Response 1)*

QUESTION 2

Your team has resumed work and so have you. You are reading emails and are surprised to find the following: “I am sick and tired of working for people like you who don’t care about their people only about the tasks and their own success. You are insincere and you say whatever you think will make people happy instead of giving constructive, thoughtful feedback. You didn’t plan ahead and now we’re supposed to save you.”

How should you respond?

1. *When can we talk? (go to Question 18)*
2. *I understand that you are upset with me. Let’s take the weekend to think things over and meet for coffee, in my office, at 8 a.m. Monday morning. (go to Question 6)*
3. *No response; an email like this is best ignored and forgotten about. (go to Question 3)*
4. *Contact HR to inform them of the incident. (go to Response 5)*

QUESTION 3

You resumed work on the project and were suddenly stricken with the stomach flu. Your star employee rose to the occasion and kept the effort moving in your absence. Unfortunately, he sent out a report containing incorrect information which led to an erroneous decision in another department.

How do you respond?

1. *You call the employee into your office, thank him or her for trying to help out, point out the error and ask him to send out a memo describing his mistake and apologizing for the errors that were made as a result of his report. (go to Question 5)*
2. *You tell the employee that this type of decision making is not to be repeated in the future. (go to Response 6)*
3. *Ask the employee to meet with you, thank him for his initiative in your absence, share the details of the mistake with him and show him how to approach the issue in the future. Then, send out a memo apologizing for the error and outlining your plan for mitigating the situation. (go to Question 8)*
4. *Contact the manger of the affected department. Tell them that you were sick and that, unbeknownst to you, your employee wrote and delivered the report and that this will never happen again. (go to Question 19)*

QUESTION 4

Your discussion was warm and appreciative and you will solve the problem as best you can. You are writing your budget for next year and are trying to estimate expected overtime costs.

What do you do?

1. *Estimate costs using the month with the highest overtime from last year. (go to Question 13)*
2. *Estimate costs using the month with the lowest time from last year. (go to Question 26)*
3. *Estimate costs using an average of the overtime from all months last year. (go to Question 14)*
4. *Estimate costs using an average of overtime from all months last year and analyze projects already scheduled for next year. (go to Question 25)*

QUESTION 5

Your employee has sent out a memo responding to his/her mistake. You complement him on resolving the issue and proceed with the details of the certification audit project. In the process, you realize that you didn't follow up on one of the requirements: you must implement a new training program focused on diversity issue.

You sent out a Request for Proposal (RFP) and five proposals were submitted in response. You immediately eliminated two. Study the following three proposals:

Proposals		
Proposal 1	Proposal 2	Proposal 3
Cost: \$10,000.00 Format: Word document, including scenarios followed by explanations. Experience: 3 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Customer Service 	Cost: \$15,000.00 Format: Blended training, including: <ul style="list-style-type: none"> ◆ word document with definitions, laws, and scenarios followed by explanations ◆ Face-to-face classes with role-play, case studies and lectures Experience: 10 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Human Resources 	Cost: \$20,000.00 Format: Online training with Flash animation, streaming video, scenarios, with immediate feedback and interactive quizzes Experience: 15 years Areas of expertise: <ul style="list-style-type: none"> ◆ Adult learning ◆ Customer Service ◆ Team Building

In looking at the three proposals, which of the following factors would you take into consideration? **Check AS MANY as you consider useful at this time.**

1. *Cost*
2. *Years of experience*
3. *Field of expertise*
4. *Format*
5. *Types of financing available*
6. *Educational experience*

GO TO QUESTION 9

QUESTION 6

In the middle of this enormous effort, you are stricken with the stomach flu. Your star employee rises to the occasion and keeps the effort moving in your absence. Unfortunately, he sent out a report containing incorrect information which led to an erroneous decision in another department.

How do you respond?

1. *You call the employee into your office, thank him or her for trying to help out, point out the error and ask him to send out a memo describing his mistake and apologizing for the errors that were made as a result of his report. (go to Question 5)*
2. *You tell the employee that this type of decision making is not to be repeated in the future. (go to Response 6)*
3. *Ask the employee to meet with you, thank him for his initiative in your absence, share the details of the mistake with him and show him how to approach the issue in the future. Then, send out a memo apologizing for the error and outlining your plan for mitigating the situation. (go to Question 8)*
4. *Contact the manager of the affected department. Tell them that you were sick and that unbeknownst to you, your employee wrote and delivered the report and that this will never happen again. (go to Question 19)*

QUESTION 7

You have studied the certification requirements and identified four main tasks and thirty-eight subtasks that must be completed in order to pass the audit.

The subtasks do not divide evenly between the four main tasks. The first two tasks have twelve and seventeen subtasks each. The third main task has five subtasks and the fourth has four.

The four main tasks are easily delegated to your four supervisors as each has expertise in a distinct area which correlates well with the tasks.

Your next step should be:

1. *Gather the supervisors and share the details regarding the certification audit, your initial work breakdown analysis and solicit their input. (go to Question 10)*
2. *Create a spreadsheet of the tasks, send it via email for fast distribution to the four supervisors, and assign the four main and thirty-eight subtasks by area of expertise. (go to Response 2)*
3. *Gather your supervisors and staff and assign tasks sequentially until they have all been distributed. (go to Response 3)*
4. *Gather your supervisors and staff and reallocate the sub-teams to accommodate the resource requirements of the first two main tasks. (go to Question 20)*

QUESTION 8

You have sent out a memo responding to a mistake in your department.

As you proceed with the details of the certification audit project, you realize that you didn't follow up on one of the requirements: you must implement a new training program focused on diversity issue.

You sent out a Request for Proposal (RFP) and five proposals were submitted in response. You immediately eliminated two. Study the following three proposals:

Proposals		
Proposal 1	Proposal 2	Proposal 3
Cost: \$10,000.00 Format: Word document, including scenarios followed by explanations. Experience: 3 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Customer Service 	Cost: \$15,000.00 Format: Blended training, including: <ul style="list-style-type: none"> ◆ word document with definitions, laws, and scenarios followed by explanations ◆ Face-to-face classes with role-play, case studies and lectures Experience: 10 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Human Resources 	Cost: \$20,000.00 Format: Online training with Flash animation, streaming video, scenarios, with immediate feedback and interactive quizzes Experience: 15 years Areas of expertise: <ul style="list-style-type: none"> ◆ Adult learning ◆ Customer Service ◆ Team Building

In looking at the three proposals, which of the following factors would you take into consideration? **Check AS MANY as you consider useful at this time.**

1. *Cost*
2. *Years of experience*
3. *Field of expertise*
4. *Format*
5. *Types of financing available*
6. *Educational experience*

GO TO QUESTION 9

QUESTION 9

Proposals		
Proposal 1	Proposal 2	Proposal 3
Cost: \$10,000.00 Format: Word document, including scenarios followed by explanations. Experience: 3 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Customer Service 	Cost: \$15,000.00 Format: Blended training, including: <ul style="list-style-type: none"> ◆ word document with definitions, laws, and scenarios followed by explanations ◆ Face-to-face classes with role-play, case studies and lectures Experience: 10 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Human Resources 	Cost: \$20,000.00 Format: Online training with Flash animation, streaming video, scenarios, with immediate feedback and interactive quizzes Experience: 15 years Areas of expertise: <ul style="list-style-type: none"> ◆ Adult learning ◆ Customer Service ◆ Team Building

Which proposal is the best choice given the descriptions provided?

1. *Proposal 1 (go to Question 27)*
2. *Proposal 2 (go to Question 12)*
3. *Proposal 3 (go to Question 23)*

QUESTION 10

After collaborating with your supervisors and creating an action plan, you brought the whole department in to share the project details, create motivation, and form new sub teams.

Work progresses smoothly for two weeks before the first variance report comes in. (Variance reports delineate any exceptions to budget or schedule.) It shows that you are three days behind schedule.

You discover that one of the procedures required for the audit has time intensive documentation associated with it, which is adversely affecting your chances of meeting the audit deadline.

What is your next step?

1. *Tell the team to stop doing this documentation for the duration of this project regardless of admissibility. (go to Response 4)*
2. *Gather the team and discuss possible solutions to this issue. (go to Question 30)*
3. *Research if the applicable documentation can be submitted as a follow-up to the audit. (go to Question 22)*
4. *Tell the staff that they need to complete the tasks and make up the three days time regardless of the inevitable overtime and cost. (go to Question 28)*

QUESTION 11

Your team has resumed work and so have you. You are reading emails and are surprised to find the following: “I am sick and tired of working for people like you who don’t care about their people only about the tasks and their own success. You are insincere and you say whatever you think will make people happy instead of giving constructive, thoughtful feedback. You didn’t plan ahead and now we’re supposed to save you.”

How should you respond?

1. *When can we talk? (go to Question 18)*
2. *I understand that you are upset with me. Let’s take the weekend to think things over and meet for coffee, in my office, at 8 a.m. Monday morning. (go to Question 6)*
3. *No response; an email like this is best ignored and forgotten about. (go to Question 3)*
4. *Contact HR to inform them of the incident. (go to Response 5)*

QUESTION 12

You have selected a proposal, contacted the vendor and arranged for them to consult with you and your four supervisors before starting work on the project.

You proceed to the scheduled team meeting in which you are taking an ancillary role. Your Finance Supervisor is facilitating today's meeting. As you observe the meeting proceedings, you become aware that the two team members who speak English as a second language are showing signs of distress and frustration. Before you became manager, there were occasionally misunderstandings and hurt feelings due to the language barriers.

How do you best manage this situation to turn their diversity into an asset, bringing in broader perspectives and more creative thinking?

1. *Pass them a note which says, "Hang in there!" (go to Response 7)*
2. *Ask the Finance Supervisor to take a five minute recess in the meeting. While the meeting is paused ask him to be careful to speak slowly and avoid slang. Ask him to make a special effort to seek input from everyone present by taking a few minutes to brainstorm the issue. (go to Question 15)*
3. *After the meeting is adjourned, meet with these two individuals. Ask them what they didn't understand and fill them in on that material. (go to Question 24)*
4. *Assign one of these individuals to facilitate the next meeting. (go to Response 8)*

QUESTION 13

You complete the budget analysis. Your manager tells you that your budget is too high, you quickly adjust the numbers to reflect an average of all of the months from last year and also take into consideration projects already scheduled for next year. You submit it and resolve that next year you will be more accurate on the first try.

Next, you gather your team together and finalize your audit preparations. The team stays until 10 p.m. so that every last detail is complete. The loyalty and cohesion of your team is amazing and as a result of their efforts, you are able to reward them with an extra personal day to use at their discretion and lunch at your department's expense.

***You have completed the exercise.
Go to the Answer Booklet to score your results.***

QUESTION 14

You complete the budget analysis. Your manager tells you that your budget didn't take into consideration projects already scheduled for next year. You adjust the numbers, submit it and resolve that next year you will be more accurate on the first try.

Next, you gather your team together and finalize your audit preparations. The team stays until 10 p.m. so that every last detail is complete. The loyalty and cohesion of your team is amazing and as a result of their efforts, you are able to reward them with an extra personal day to use at their discretion and lunch at your department's expense.

*You have completed the exercise.
Go to the Answer Booklet to score your results.*

QUESTION 15

The team meeting adjourns and you return to your office to resume work.

Soon, you are interrupted by a knock on your door. A senior member of your team announces that they are retiring as soon as the certification audit is finished. This leaves no time for hiring, mentoring or training a new employee.

Choose up to FOUR

1. *Congratulate him/her for a successful career.*
2. *Thank him for staying through the audit.*
3. *Tell him/her you wish he/she would stay to train a replacement.*
4. *Ask his/her advice on how to find a replacement.*
5. *Ask who he/she thinks might be able to train that person.*
6. *Tell him/her that you do not appreciate him/her leaving you with such a void.*

GO TO QUESTION 4

QUESTION 16

Your team has resumed work and so have you. You are reading emails and are surprised to find the following: “I am sick and tired of working for people like you who don’t care about their people only about the tasks and their own success. You are insincere and you say whatever you think will make people happy instead of giving constructive, thoughtful feedback. You didn’t plan ahead and now we’re supposed to save you.”

How should you respond?

1. *When can we talk? (go to Question 18)*
2. *I understand that you are upset with me. Let’s take the weekend to think things over and meet for coffee, in my office, at 8 a.m. Monday morning. (go to Question 6)*
3. *No response; an email like this is best ignored and forgotten about. (go to Question 3)*
4. *Contact HR to inform them of the incident. (go to Response 5)*

QUESTION 17

Your manager has encouraged you to do the best you can. You return to the project, study the certification requirements and identify four main tasks and thirty-eight subtasks that must be completed in order to pass the audit.

The subtasks do not divide evenly between the four main tasks. The first two tasks have twelve and seventeen subtasks each. The third main task has five subtasks and the fourth has four.

The four main tasks are easily delegated to your four supervisors as each has expertise in a distinct area, which correlates well with the tasks.

Your next step should be:

- 1. Gather the supervisors and share the details regarding the certification audit, your initial work breakdown analysis and solicit their input. (go to Question 20)*
- 2. Create a spreadsheet of the tasks, send it via email for fast distribution to the four supervisors, and assign the four main and thirty-eight subtasks by area of expertise. (go to Response 2)*
- 3. Gather your supervisors and staff and assign tasks sequentially until they have all been distributed. (go to Response 3)*
- 4. Gather your supervisors and staff and reallocate the sub-teams to accommodate the resource requirements of the first two main tasks. (Go to Question 10)*

QUESTION 18

You resumed work on the project and were suddenly stricken with the stomach flu. Your star employee rose to the occasion and kept the effort moving in your absence. Unfortunately, he sent out a report containing incorrect information, which led to an erroneous decision in another department.

How do you respond?

- 1. You call the employee into your office, thank him/her for trying to help out, point out the error and ask him/her to send out a memo describing his mistake and apologizing for the errors that were made as a result of his report. (go to Question 5)*
- 2. You tell the employee that this type of decision making is not to be repeated in the future. (go to Response 6)*
- 3. Ask the employee to meet with you, thank him/her for his/her initiative in your absence, share the details of the mistake with him/her and show him/her how to approach the issue in the future. Then, send out a memo apologizing for the error and outlining your plan for mitigating the situation. (go to Question 8)*
- 4. Contact the manager of the affected department. Tell them that you were sick and that, unbeknownst to you, your employee wrote and delivered the report and that this will never happen again. (go to Question 19)*

QUESTION 19

Now that you have contacted the manager of the other department and resolved the issue, you proceed with the details of the certification audit project and realize that you didn't follow up on one of the requirements: you must implement a new training program focused on diversity issue.

You sent out a Request for Proposal (RFP) and five proposals were submitted in response. You immediately eliminated two. Study the following three proposals:

Proposals		
Proposal 1	Proposal 2	Proposal 3
Cost: \$10,000.00 Format: Word document, including scenarios followed by explanations. Experience: 3 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Customer Service 	Cost: \$15,000.00 Format: Blended training, including: <ul style="list-style-type: none"> ◆ word document with definitions, laws, and scenarios followed by explanations ◆ Face-to-face classes with role-play, case studies and lectures Experience: 10 years Areas of Expertise: <ul style="list-style-type: none"> ◆ Ethics ◆ Diversity ◆ Human Resources 	Cost: \$20,000.00 Format: Online training with Flash animation, streaming video, scenarios, with immediate feedback and interactive quizzes Experience: 15 years Areas of expertise: <ul style="list-style-type: none"> ◆ Adult learning ◆ Customer Service ◆ Team Building

In looking at the three proposals, which of the following factors would you take into consideration? **Check AS MANY as you consider useful at this time.**

1. *Cost*
2. *Years of experience*
3. *Field of expertise*
4. *Format*
5. *Types of financing available*
6. *Educational experience*

GO TO QUESTION 9

QUESTION 20

After collaborating with your supervisors and creating an action plan, you brought the whole department in to share the project details, create motivation, and form new sub-teams.

Work progresses smoothly for two weeks before the first variance report comes in. (Variance reports delineate any exceptions to budget or schedule.) It shows that you are three days behind schedule.

You discover that one of the procedures required for the audit has time intensive documentation associated with it, which is adversely affecting your chances of meeting the audit deadline.

What is your next step?

1. *Tell the team to stop doing this documentation for the duration of this project. (go to Response 4)*
2. *Gather the team and discuss possible solutions to this issue. (go to Question 22)*
3. *Research if the applicable documentation can be submitted as a follow-up to the audit. (go to Question 30)*
4. *Tell the staff that they need to complete the tasks and make up the three days time putting in the necessary overtime. (go to Question 28)*

QUESTION 21

You sent out your email, apologizing for your lack of feedback, thanking the team for their efforts and delineating specific accomplishments.

You received four emails back saying: “I am happy to be working on this project.” “Thanks.” “I appreciate the feedback.” And “Thanks, when is the next report due?” A fifth email response takes you by surprise however. It says, “I am sick and tired of working for people like you who don’t care about their people only about the tasks and their own success. You are insincere and you say whatever you think will make people happy instead of giving constructive thoughtful feedback. You didn’t plan ahead and now we’re supposed to save you.”

How should you respond?

1. *When can we talk? (go to Question 18)*
2. *I understand that you are upset with me. Let’s take the weekend to think things over and meet for coffee, in my office, at 8 a.m. Monday morning. (go to Question 6)*
3. *No response; an email like this is best ignored and forgotten about. (go to Question 3)*
4. *Contact HR to inform them of the incident. (go to Response 5)*

QUESTION 22

You gathered your team to discuss possible solutions for the documentation issue. One of your staff members, who has been with the department for twenty years, informs you that there is an application available to apply for a thirty-day extension for this documentation and he will be happy to take care of it for you.

Although that crisis was averted, you sense unhappiness among the team. You solicit input and feedback from the supervisors and staff and it is brought to your attention that although they are working at a breakneck pace to achieve the requested results, you haven't provided any feedback—only more demands.

How should you respond?

1. *Tell them immediately that you are sorry and that you are so impressed and pleased with their efforts and results. Follow-up with an email reiterating specific accomplishments of the team. (go to Question 21)*
2. *Tell them this is too important an effort to take the time for feedback: as long as you aren't criticizing their work, they can be assured they are doing fine. (go to Question 2)*
3. *Tell them feedback is time consuming and that you just have too much going on. (go to Question 11)*
4. *Tell them that you know feedback is valuable but this project is incredibly demanding and you will debrief after it is completed. (go to Question 16)*

QUESTION 23

You have selected a proposal, contacted the vendor and arranged for them to consult with you and your four supervisors before starting work on the project.

You proceed to the scheduled team meeting in which you are taking an ancillary role. Your Finance Supervisor is facilitating today's meeting. As you observe the meeting proceedings, you become aware that the two team members who speak English as a second language are showing signs of distress and frustration. Before you became manager, there were occasionally misunderstandings and hurt feelings due to the language barriers.

How do you best manage this situation to turn their diversity into an asset, bringing in broader perspectives and more creative thinking?

1. *Pass them a note which says, "Hang in there!" (go to Response 7)*
2. *Ask the Finance Supervisor to take a five minute recess in the meeting. While the meeting is paused ask him to be careful to speak slowly and avoid slang. Ask him to make a special effort to seek input from everyone present by taking a few minutes to brainstorm the issue. (go to Question 15)*
3. *After the meeting is adjourned, meet with these two individuals. Ask them what they didn't understand and fill them in on that material. (go to Question 24)*
4. *Assign one of these individuals to facilitate the next meeting. (go to Response 8)*

QUESTION 24

The team meeting adjourns and you return to your office to resume work.

Soon, you are interrupted by a knock on your door. A senior member of your team announces that they are retiring as soon as the certification audit is finished. This leaves no time for hiring, mentoring or training a new employee.

Choose up to FOUR

1. *Congratulate him/her for a successful career.*
2. *Thank him/her for staying through the audit.*
3. *Tell him/her you wish he/she would stay to train a replacement.*
4. *Ask his/her advice on how to find a replacement.*
5. *Ask who he/she thinks might be able to train that person.*
6. *Tell him/her that you do not appreciate him/her leaving you with such a void.*

GO TO QUESTION 4

QUESTION 25

You complete the budget analysis. Your budget is not as low as you would like but it is realistic and timely.

Next, you gather your team together and finalize your audit preparations. The team stays until 10 p.m. so that every last detail is complete. The loyalty and cohesion of your team is amazing and as a result of their efforts, you are able to reward them with an extra personal day to use at their discretion and lunch at your department's expense.

*You have completed the exercise.
Go to the Answer Booklet to score your results.*

QUESTION 26

You complete the budget analysis. Your manager tells you that your budget is too low but it is due so you must submit it and make exceptions later on. You resolve that next year you will be more accurate.

Next, you gather your team together and finalize your audit preparations. The team stays until 10 p.m. so that every last detail is complete. The loyalty and cohesion of your team is amazing and as a result of their efforts, you are able to reward them with an extra personal day to use at their discretion and lunch at your department's expense.

*You have completed the exercise.
Go to the Answer Booklet to score your results.*

QUESTION 27

You have selected a proposal, contacted the vendor and arranged for them to consult with you and your four supervisors before starting work on the project.

You proceed to the scheduled team meeting in which you are taking an ancillary role. Your Finance Supervisor is facilitating today's meeting. As you observe the meeting proceedings, you become aware that the two team members who speak English as a second language are showing signs of distress and frustration. Before you became manager, there were occasionally misunderstandings and hurt feelings due to the language barriers.

How do you best manage this situation to turn their diversity into an asset, bringing in broader perspectives and more creative thinking?

1. *Pass them a note which says, "Hang in there!" (go to Response 7)*
2. *Ask the Finance Supervisor to take a five-minute recess in the meeting. While the meeting is paused ask him to be careful to speak slowly and avoid slang. Ask him to make a special effort to seek input from everyone present by taking a few minutes to brainstorm the issue. (go to Question 15)*
3. *After the meeting is adjourned, meet with these two individuals. Ask them what they didn't understand and fill them in on that material. (go to Question 24)*
4. *Assign one of these individuals to facilitate the next meeting. (go to Response 8)*

QUESTION 28

You have averted the crisis by using overtime to fill the gap and you feel a sense of relief. However, now that you are focusing on the team again, you sense unhappiness among the team. You solicit input and feedback from the supervisors and staff and it is brought to your attention that although they are working at a breakneck pace to achieve the requested results, you haven't provided any feedback—only more demands.

How should you respond?

1. *Tell them immediately that you are sorry and that you are so impressed and pleased with their efforts and results. Follow up with an email reiterating specific accomplishments of the team. (go to Question 21)*
2. *Tell them this is too important an effort to take the time for feedback: as long as you aren't criticizing their work, they can be assured they are doing fine. (go to Question 2)*
3. *Tell them feedback is time consuming and that you just have too much going on. (go to Question 11)*
4. *Tell them that you know feedback is valuable but this project is incredibly demanding and you will debrief after it is completed. (go to Question 16)*

QUESTION 29

You have studied the certification requirements and identified four main tasks and thirty-eight subtasks that must be completed in order to pass the audit.

The subtasks do not divide evenly between the four main tasks. The first two tasks have twelve and seventeen subtasks each, respectively. The third main task has five subtasks and the fourth has four.

The four main tasks are easily delegated to your four supervisors as each has expertise in a distinct area which correlates well with the tasks.

Your next step should be:

- 1. Gather the supervisors and share the details regarding the certification audit, your initial work breakdown analysis and solicit their input. (go to Question 20)*
- 2. Create a spreadsheet of the tasks, send it via email for fast distribution to the four supervisors, and assign the four main and thirty-eight subtasks by area of expertise. (go to Response 2)*
- 3. Gather your supervisors and staff and assign tasks sequentially until they have all been distributed. (go to Response 3)*
- 4. Gather your supervisors and staff and reallocate the sub-teams to accommodate the resource requirements of the first two main tasks. (go to Question 10)*

QUESTION 30

You gathered your team to discuss possible solutions for the documentation issue. One of your staff members, who has been with the department for twenty years, informs you that there is an application available to apply for a thirty-day extension for this documentation and he will be happy to take care of it for you.

Although that crisis was averted, you sense unhappiness among the team. You solicit input and feedback from the supervisors and staff and it is brought to your attention that although they are working at a breakneck pace to achieve the requested results, you haven't provided any feedback—only more demands.

How should you respond?

1. *Tell them immediately that you are sorry and that you are so impressed and pleased with their efforts and results. Follow up with an email reiterating specific accomplishments of the team. (go to Question 21)*
2. *Tell them this is too important an effort to take the time for feedback: as long as you aren't criticizing their work, they can be assured they are doing fine. (go to Question 2)*
3. *Tell them feedback is time consuming and that you don't have time for that. (go to Question 11)*
4. *Tell them that you know feedback is valuable but this project is incredibly demanding and you will debrief after it is completed. (go to Question 16)*

