

Section 1

For each question in this section, select the most appropriate response.

- 1. One of your customers has just said to you, "The service here is terrible." You should say:**
 - "What is it about the service that you have not liked?"
 - "Would you like to fill out a complaint form? I can get one for you."
 - "I realize our service is poor today. We are understaffed, so I apologize."
 - "I am really sorry to hear you say that, but we are trying as hard as we can."

- 2. A customer came to your department with an urgent question. You promised her that you would collect information about her question and answer it by noon. It will take you at least 20 minutes to gather the information needed to provide an answer. It is now 11:50 a.m. Your supervisor just scheduled a 30-minute meeting to start at noon. This meeting is for all employees in your department. You decide to:**
 - Find the customer after the meeting and apologize.
 - Ask your supervisor if you can be late for the meeting.
 - Arrange to have the customer call you back at a better time.
 - Contact the customer right away and hope that she can be found.

- 3. Terry, who has been an employee in your department for about six months, can be careless about safety. He hasn't been involved in any serious accidents, but he's had many near misses. Your supervisor asked you to introduce a new employee, Susan, to the department and to help with her training. Terry overheard and offered to show Susan the safety procedures. Your supervisor thought that would be a great idea. What should you do?**
 - Tell Terry that you think it would be better if he let you do the training.
 - Tell your supervisor that Terry has had many near misses and not much experience.
 - Let Terry give Susan the safety training.
 - Volunteer to help Terry train Susan on the safety procedures.

- 4. It's been a very busy day, and you have just gotten a customer complaint. This is the third time today that this same customer has complained to an employee about the same problem. However, it's the first time that you have spoken with her. Your best course of action is to:**
- Ask the customer to wait and ask the employee who last dealt with the customer why the problem was not fixed.
 - Ask the customer to wait and ask the employee who last dealt with the customer to speak to her.
 - Apologize to the customer and ask if she would like to speak to a supervisor.
 - Apologize to the customer and ask how you can help fix the problem.
- 5. Each shift, you have to complete several tasks before leaving for the day. It is near the end of your shift and you probably will not have enough time to finish all of your assigned work before leaving. The best thing you can do is:**
- Think about changing your routine to help finish your work on time in the future.
 - Tell the employees on the next shift that the tasks are unfinished and ask them to finish them.
 - Explain the situation to your supervisor and ask for help.
 - Leave for the day and complete the unfinished tasks tomorrow.
- 6. One of your customers is irate and has just yelled at you because you were slow in responding to a request he had made. You decide to:**
- Call the manager and ask her to deal with the customer.
 - Tell him you are sorry and explain the reason for the delay.
 - Explain to the customer that he is receiving the same service as everyone else.
 - Tell the customer you will help him as soon as he calms down and stops yelling.
- 7. An employee in your department has been coming to work 20 minutes late for the past week. The rest of the employees have picked up the slack so far, but everyone is becoming angry. What should you do?**
- Explain to the employee how being late hurts the department's ability to get things done and that she can help by getting to work sooner.

- Warn the employee that you will speak to the supervisor the next time she is late.
- Tell the employee that it's unfair to everyone when she comes in late.
- Bring up lateness in the next department meeting.

8. One of your coworkers frequently complains about problems she's having with a customer. You decide to:

- Tell her what you believe she is doing wrong.
- Empathize with her and explain that some customers just cannot be happy.
- Tell her to channel her energies into finding a solution instead of complaining.
- Ask her if she would like to discuss the situation and try to find a solution together.

Section 2

This section describes work-related situations and possible ways of responding to them. Use the scale below to rate the effectiveness of each action.

Rate the effectiveness of each action listed below for <u>dealing with an angry customer who has come to you with a complaint.</u>	1 Very Ineffective	2 Somewhat Ineffective	3 Neither Effective Nor Ineffective	4 Somewhat Effective	5 Very Effective
9. Asking questions about specific reasons why the customer is upset.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

10. Outlining reasons why the customer's concern is not right.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Listening to and understanding how the customer feels about the situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
12. Asking for the customer's ideas about how to best deal with the concern.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
13. Referring the customer to a more experienced coworker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
14. Dropping small hints to let this coworker know that his or her	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

behavior is bothering you.					
Rate the effectiveness of each action listed below for <u>dealing with a difficult employee.</u>	1 Very Ineffective	2 Somewhat Ineffective	3 Neither Effective Nor Ineffective	4 Somewhat Effective	5 Very Effective
15. Talking to other employees about the situation.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Speaking to your supervisor about the coworker's attitude at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
17. Asking your supervisor to schedule you to work with somebody else.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Letting the coworker					

know that you are bothered by his or her behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
19. Trying to find out the root causes of the coworker's bothersome behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Section 3

Use the scale below to indicate how much you agree or disagree with each statement in this section (1, 2, 3, 4, or 5).

	1 Strongly Disagree	2 Disagree	3 Neither Agree Nor Disagree	4 Agree	5 Strongly Agree
20. If I were to leave my job, I would wait until the company found a replacement for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
21. If I didn't do my job well, I wouldn't feel good about myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

22. I often doubt the usefulness of what I am being taught.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I utilize feedback to develop my skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
24. Five mistakes for every 100 customers served is an acceptable number of mistakes.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I have stolen money from work.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. I know the answers to many questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
27. I participate in many activities that stimulate my intellectual curiosity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
28. It doesn't take me long to					

know whether a job is worth keeping.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. I almost never become bored with the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
30. I tend to be less accident-prone than most people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
31. I believe feedback is essential for improving performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
32. I have difficulty understanding abstract ideas.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Many things I see at work tend to cause more problems than they solve.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Nothing is wrong with taking home supplies from	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

work now and then.					
35. I find that feedback is key for reaching my work (or school) goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
36. When you're getting paid for the number of customers you serve, it doesn't make sense to spend a lot of extra time worrying about quality.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. I frequently change the way I approach job activities.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. I believe feedback does little to improve performance.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. No one is the victim when					

victim when you steal from your company.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. I become frustrated with jobs when they no longer interest me.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. I feel required to make changes based on feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
42. I ask questions that nobody else does to learn why something occurred.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
43. If I'm unhappy with a job, the best thing for me to do is to quit as soon as possible.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. I believe that I have the ability to deal with feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

effectively.					
45. I enjoy spending the time to find answers to difficult questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
46. Receiving both positive and negative feedback is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
47. What is good for the organization is the concern of supervisors, not employees.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. My behaviors often are not as safe as they could be.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Supervisory responsibilities tend to bring out a person's negative side.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. I would make					

sure I could quit a job before I was fired.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. I feel it is my responsibility to apply feedback to improve my performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
52. I have taken merchandise from work.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. My pay is more important to me than the contributions I make to the company.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 4

For each item in this section, indicate the response that most accurately represents your experience.

54. You have typically set work standards that were aimed:

- Above average as compared to other employees.
- At the same level as other employees.
- At achieving the highest quality possible.
- At completing the largest quantity of work.

- 55. When your opinion about how to solve a problem has differed from your supervisor's, you have typically:**
- Firmly pursued your perspective on the issue.
 - Modified your opinion to satisfy the preferences of your supervisor.
 - Kept to yourself the ways your opinions differed from your supervisor's.
 - Talked through the problem with your supervisor to reach a compromise.
 - Combined your ideas with your supervisor's to come up with a solution jointly.
- 56. When you have finished a task or project before its deadline, how often did you spend time rechecking your work before moving on to the next activity?**
- Rarely; you usually moved on to the next task as soon as possible.
 - Occasionally; you tended to recheck the work you'd done if you had enough time.
 - Most of the time; you tried to allow extra time to review your work before moving on.
 - Almost always; you waited to move on until you were sure that the task you just finished had no errors.
- 57. When you have had to work with others to make a group decision, you have usually:**
- Proposed a 'middle ground' option to break deadlocks.
 - Worked to avoid options that others might disagree with.
 - Used your influence to make sure your own ideas were accepted.
 - Tried to find one solution which satisfies everyone's expectations.
 - Changed your own position to accommodate the interests of others.
- 58. For how many different employers have you worked full-time in the last five years?**
- None
 - 1 or 2
 - 3 or 4
 - 5 or 6
 - 7 or more

59. On average, how many days a week do you leave work early without getting approval?

- None
- Once a week
- Twice a week
- Three times a week
- Four or five times a week

60. When in situations involving conflict with others, your preferred approach has been to:

- Try to get everyone to express their concerns.
- Yield to the preferences of others.
- Use your influence to get others to do what you want.
- Take yourself out of the situation as quickly as possible.
- Look for points of agreement between yourself and the others.

61. Supervisors and other employees you have worked with would describe your self-discipline as:

- Superior
- Above average
- Average
- Below average

62. Your most common strategy for handling major disagreements with other people has been to:

- Make sure he or she goes along with what you want to do.
- Get input from others and removing yourself from the situation.
- Blend your ideas with the other person to come up with new options.
- Find compromise options that both you and the other person will accept.
- Accept what the other person wants so that they are pleased with the decision.

63. When the due date of a task has been moved up suddenly, you have typically:

- Met the deadline by speeding up your work pace but you sometimes have had to let the quality of the results slide.
- Been unable to change your work pace to help meet the new deadline because you have trouble organizing your work.
- Done all that you can to deliver quality results before the new deadline.
- Continued working at the same pace.

64. When you have been in disorganized work situations where the number of people wanting supplies is larger than the amount of supplies available, you have typically:

- Avoided the situation and looked for supplies somewhere else.
- Proposed ways to structure the process of distributing the supplies.
- Let others get what they wanted, and then took what was left for yourself.
- Decided how much you would need, and made sure you were able to get it.
- Tried to find ways for everyone to make sacrifices to make the supplies last.

65. When working with someone in a leadership position to solve a problem, your preferred approach has been to:

- Make sure that he or she gets to make the final decision.
- Exchange information with him or her to solve the problem together.
- Try to find a solution that meets both your needs and the leader's needs.
- Emphasize your expertise and why you should make the decision yourself.
- Be careful with what you say to make sure you don't disagree with him or her.