

TRUE/FALSE

1. The beginning of the chapter gives a story about John Bearden, who sold his real estate company in Canada. John hired a personal coach when he decided to re-start his career, and the coach had John complete a test called the ENTJ indicator test.

ANS: F PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Discover Knowledge KEY: Bloom's: Application

2. Self-awareness is essential to being an effective manager.

ANS: T PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Know Yourself KEY: Bloom's: Knowledge

3. Most management experts agree that knowing who you are is not essential to be an effective leader.

ANS: F PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: The Importance of Self-Awareness KEY: Bloom's: Comprehension

4. In the Johari Window, the “open” quadrant represents information that is known to self but not known to others.

ANS: F PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

5. An example of an unknown issue could be things like illnesses or repressed feelings.

ANS: T PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: The Importance of Self-Awareness KEY: Bloom's: Application

6. Personality is the set of unseen characteristics that underlie a relatively unstable pattern of behavioral response to people, ideas, and circumstances.

ANS: F PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: HRM TOP: Key Individual Differences
KEY: Bloom's: Knowledge

7. Simon is normally a quiet guy, but when he is at a party with other outgoing people, he will talk more and crack jokes because he self-monitors.

ANS: T PTS: 1 DIF: Challenging
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Key Individual Differences KEY: Bloom's: Application

8. Extroverts gain energy from being around people and interacting with others whereas introverts gain energy when away from other people.

ANS: T PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Key Individual Differences KEY: Bloom's: Comprehension

9. Instrumental values are sometimes called terminal values.

ANS: F PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Underlying Values KEY: Bloom's: Knowledge

10. Abraham Maslow refers to the mastery of any skill as conscious competence.

ANS: F PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Using Self-Awareness to Build Management Skills KEY: Bloom's: Knowledge

MULTIPLE CHOICE

1. In the introduction story about John Bearden, what enabled John to discover the productive and nonproductive patterns and preferences of which he was not aware?
- therapy with his personal coach
 - systematic self-inquiry
 - worked on his weaknesses
 - working more hours

ANS: B PTS: 1 DIF: Moderate NAT: BUSPROG: Communication
LOC: DISC: Leadership Principles TOP: Discover Knowledge
KEY: Bloom's: Analysis

2. It is difficult to see one's own characteristics ____.
- objectively
 - subjectively
 - clearly
 - all of these

ANS: A PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Know Yourself KEY: Bloom's: Knowledge

3. ____ means being aware of the internal aspects of one's nature.
- Objectivity
 - Internal awareness
 - Self-thought
 - Self-awareness

ANS: D PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Know Yourself KEY: Bloom's: Knowledge

4. If you are a natural at math and dislike counseling people, which career would be best for you?
- Bus driver
 - Financial analyst
 - Therapist
 - Dentist

ANS: B PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Individual Dynamics
TOP: Know Yourself KEY: Bloom's: Application

5. Numerous philosophers and behavioral scientists have pointed to the importance of ____ for living a full, rewarding life.
- a. education
 - b. relationships
 - c. self-knowledge
 - d. money

ANS: C PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Comprehension

6. Studies show that people would much rather follow someone they ____, even when they disagree with that person's viewpoint, than someone who frequently shifts her ideas.
- a. think is powerful
 - b. look up to
 - c. believe in
 - d. can count on

ANS: D PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

7. How can you enhance your self-awareness?
- a. solicit feedback
 - b. self-diagnose
 - c. self-disclose
 - d. all of these

ANS: D PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Application

8. What term means "our perceptions of ourselves are shaped partly by how others perceive us"?
- a. social mirror
 - b. self-diagnose
 - c. person mirror
 - d. mirror diagnosis

ANS: A PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

9. What term means "using self-inquiry and reflection to gain insights into yourself from self-assessment results"?
- a. soliciting feedback
 - b. self-diagnosis
 - c. self-disclosure
 - d. social mirror

ANS: B PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

10. Sarah writes daily in a journal to record her thoughts of what is going well in her life. What method of self-awareness is Sarah using?
- a. soliciting feedback
 - b. self-diagnose
 - c. self-disclosure
 - d. all of these

ANS: B PTS: 1 DIF: Challenging
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Application

11. ____ means sharing your fears, thoughts, emotions and concepts of yourself with others.
- a. Soliciting feedback
 - b. Self-diagnose
 - c. Self-disclosure
 - d. all of these

ANS: C PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

12. People who practice ____ to others are emotionally healthier and happier than people who don't tell others about their life.
- a. soliciting feedback
 - b. self-diagnosis
 - c. self-disclosure
 - d. self-infliction

ANS: C PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Comprehension

13. ____ is a tool managers can use to move toward greater transparency and alignment with others.
- a. Luham Window
 - b. Harry Ingham Window
 - c. Joseph Luft Window
 - d. Johari Window

ANS: D PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

14. Which quadrant of the Johari Window includes things that are known about an individual by others but are unknown to the individual himself?
- a. I
 - b. II
 - c. III
 - d. IV

ANS: B PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

15. Which quadrant of the Johari Window is know as the "blind" quadrant?
- a. I
 - b. II
 - c. III
 - d. IV

ANS: B PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

16. Which quadrant of the Johari Window represents things that an individual knows about himself but keeps hidden from others?
- a. open
 - b. blind
 - c. hidden
 - d. unknown

ANS: C PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Knowledge

17. How can people shrink the unknown quadrant of the Johari Window?
- a. seeking feedback from others
 - b. disclosing more about themselves
 - c. neither of these
 - d. both of these

ANS: D PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: The Importance of Self-Awareness KEY: Bloom's: Analysis

18. Which of the following are not one of the four keys to self-awareness?

- a. motivation
- b. personality
- c. thinking style
- d. interaction with the world

ANS: A PTS: 1 DIF: Challenging
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Synthesis

19. _____ is the set of unseen characteristics and thought processes that underlie a relatively stable pattern of behavioral response to people, ideas, and circumstances.

- a. Motivation
- b. Personality
- c. Thinking style
- d. Interaction with the world

ANS: B PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

20. What model of personality groups the myriad of personality traits into the main key dimensions?

- a. Four Key Model
- b. Johari Window Model
- c. Big Four Model
- d. Big Five Model

ANS: D PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

21. Someone low on _____ might come across as withdrawn and quiet.

- a. conscientiousness
- b. agreeableness
- c. extraversion
- d. introversion

ANS: C PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Comprehension

22. Sidd is a good natured, likeable, and cooperative person. Sidd is high in _____.

- a. conscientiousness
- b. agreeableness
- c. extraversion
- d. emotional stability

ANS: B PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Application

23. A person low in _____ is disorganized, unreliable, and easily distracted.

- a. conscientiousness
- b. agreeableness
- c. extraversion
- d. emotional stability

ANS: A PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

24. _____ is the degree to which a person has a broad range of interests and is curious.

- a. Openness to experience
- b. Agreeableness
- c. Extraversion
- d. Emotional stability

ANS: A PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

32. Vanessa is a high level manager in her company. Which brain quadrant should most of her thoughts come from?
- a. Quadrant A
 - b. she should have a balanced thinking style
 - c. Quadrant C
 - d. she should not follow any of the 4 quadrants

ANS: B PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Application

33. The ____ provides a way of measuring differences among individuals in their psychological preferences for how they interact with others and perceive the world.
- a. Johari Window
 - b. Big 5 Model
 - c. MITB
 - d. MBTI

ANS: D PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

34. According to the Myers-Briggs Type Indicator assessment, ____ identifies how a person absorbs information.
- a. introversion versus extraversion
 - b. sensing versus intuition
 - c. thinking versus feeling
 - d. judging versus perceiving

ANS: B PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

35. According to the Myers-Briggs Type Indicator assessment, ____ relates to how a person makes decisions, especially whether emotions play a role.
- a. introversion versus extraversion
 - b. sensing versus intuition
 - c. thinking versus feeling
 - d. judging versus perceiving

ANS: C PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Knowledge

36. ____ type people are in the majority in fields where the focus is on the immediate and tangible.
- a. Perceiving
 - b. Judging
 - c. Intuition
 - d. Sensing

ANS: D PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Comprehension

37. What preference(s) seem to be most strongly associated with successful management?
- a. Thinking
 - b. Judging
 - c. Thinking and Judging
 - d. Sensing and Extraversion

ANS: C PTS: 1 DIF: Challenging
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Key Individual Differences KEY: Bloom's: Analysis

38. ____ are fundamental beliefs that individual considers to be important, that are stable over time, and that influence behavior.
- Values
 - End values
 - Instrumental values
 - Attitudes
- ANS: A PTS: 1 DIF: Easy
 NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
 TOP: Underlying Values KEY: Bloom's: Knowledge
39. End values are sometimes called ____.
- behavioral values
 - beliefs
 - instrumental values
 - terminal values
- ANS: D PTS: 1 DIF: Easy
 NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
 TOP: Underlying Values KEY: Bloom's: Knowledge
40. In the United States, ____ is highly valued and reinforced by many institutions.
- wisdom
 - independence
 - self-control
 - salvation
- ANS: B PTS: 1 DIF: Easy
 NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
 TOP: Underlying Values KEY: Bloom's: Knowledge
41. ____ means management that provides a shared foundation of ethical values and beliefs that guide individual behavior and organizational actions.
- Values-based management
 - Ethics-based management
 - Self-oriented values management
 - Community-oriented values management
- ANS: A PTS: 1 DIF: Easy
 NAT: BUSPROG: Reflective Thinking LOC: DISC: Ethical Responsibilities
 TOP: Underlying Values KEY: Bloom's: Knowledge
42. Which of the following is NOT one of the four fundamental values for ethical organizations?
- accountability
 - caring
 - trust
 - independence
- ANS: D PTS: 1 DIF: Challenging
 NAT: BUSPROG: Reflective Thinking LOC: DISC: Ethical Responsibilities
 TOP: Underlying Values KEY: Bloom's: Analysis
43. What term means putting the interests of other's ahead of one's own?
- accountability
 - caring
 - trust
 - independence
- ANS: B PTS: 1 DIF: Easy
 NAT: BUSPROG: Reflective Thinking LOC: DISC: Ethical Responsibilities
 TOP: Underlying Values KEY: Bloom's: Knowledge
44. As a manager, you communicate the values you want to guide employees primarily by your ____.
- words
 - thoughts
 - emotions
 - actions

ANS: D PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Ethical Responsibilities
TOP: Underlying Values KEY: Bloom's: Knowledge

45. What product did CEO of Steelcase, Jim Hackett, recall due to potential safety issues?
- panels for cubicles or floor-to-ceiling walls
 - structural steel
 - carpeting
 - none of these

ANS: A PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Ethical Responsibilities
TOP: Underlying Values KEY: Bloom's: Knowledge

46. Learning ____ is where self-awareness really pays off.
- conscious competence
 - hard skills
 - soft skills
 - unconscious competence

ANS: C PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Using Self-Awareness to Build Management Skills KEY: Bloom's: Knowledge

47. When you are so practiced at doing something well that it occurs correctly without thinking, you have ____.
- conscious competence
 - hard skills
 - soft skills
 - unconscious competence

ANS: D PTS: 1 DIF: Easy
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Using Self-Awareness to Build Management Skills KEY: Bloom's: Knowledge

48. Mr. Smith is just starting to learn how to drive a car. At this time, he is ____.
- consciously incompetent
 - competent
 - unconsciously incompetent
 - unconsciously competent

ANS: C PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Using Self-Awareness to Build Management Skills KEY: Bloom's: Application

49. When you discover that you need help to improve a skill, you have reached which stage of a new skill?
- consciously incompetent
 - competent
 - unconsciously incompetent
 - unconsciously competent

ANS: A PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Using Self-Awareness to Build Management Skills KEY: Bloom's: Comprehension

50. How often do people typically skip the first the stages of a new skill before reaching stage 4?
- extremely rarely
 - sometimes
 - often
 - never

ANS: A PTS: 1 DIF: Moderate
NAT: BUSPROG: Reflective Thinking LOC: DISC: Leadership Principles
TOP: Using Self-Awareness to Build Management Skills KEY: Bloom's: Knowledge

SHORT ANSWER

1. Why is self-awareness essential to being an effective manager?

ANS:

With self-awareness, you can put yourself in a position to employ your natural behaviors and enjoy a life of fewer struggles and more satisfaction.

PTS: 1 DIF: Easy NAT: BUSPROG: Reflective Thinking
LOC: DISC: Leadership Principles TOP: Know Yourself
KEY: Bloom's: Knowledge

2. In a short summary, what is the Whole Brain Model and who developed it?

ANS:

The Whole Brain Model is a way to categorize how a person thinks, and it breaks this into 4 quadrants. The 4 quadrants consider left and right brain thinking, and also consider conceptual versus experiential thinking. The model was developed by Ned Hermann.

PTS: 1 DIF: Moderate NAT: BUSPROG: Reflective Thinking
LOC: DISC: Leadership Principles TOP: Key Individual Differences
KEY: Bloom's: Comprehension

3. What would someone who has an ESTJ personality be like?

ANS:

This person would be orderly, structured, practical, and a good administrator or supervisor. Students' answers may include more details.

PTS: 1 DIF: Challenging NAT: BUSPROG: Reflective Thinking
LOC: DISC: Leadership Principles TOP: Key Individual Differences
KEY: Bloom's: Synthesis

4. What did CEO of Steelcase, Jim Hackett, do that showed his integrity, and what was the result of his actions?

ANS:

Jim recalled the use of less-fire retardant panels for use in walls. The less-resistant panels would technically be allowed per regulations in some locations, but Jim knew that this could cause safety problems anyway, so he recalled even though it cost Steelcase money. The result was that when the terrorist attacks on the Pentagon happened in 2001, the building burned much more slowly than if he allowed the less-resistant panels to have been sold.

PTS: 1 DIF: Moderate NAT: BUSPROG: Reflective Thinking
LOC: DISC: Ethical Responsibilities TOP: Underlying Values
KEY: Bloom's: Application

ESSAY

1. Explain what the Johari Window is.

ANS:

The Johari Window is a tool managers can use to move toward greater transparency and alignment with others. The 4 quadrants each represent a self-awareness window.

Quadrant 1: The “open” quadrant represents information known to the individual and is also known to others.

Quadrant 2: The “blind” quadrant includes things that are known about an individual by others but are unknown to the individual himself.

Quadrant 3: The “hidden” quadrant represents things that an individual knows about himself or herself but keeps hidden from others.

Quadrant 4: The “unknown” quadrant represents things that are unknown both to the individual and to others in the group.

PTS: 1 DIF: Challenging NAT: BUSPROG: Reflective Thinking
LOC: DISC: Leadership Principles TOP: The Importance of Self-Awareness
KEY: Bloom's: Synthesis

2. Explain the Big Five Model of Personality.

ANS:

The Big Five Model of Personality describe an individual's extraversion, agreeableness, conscientiousness, emotional stability and openness to experience.

1. Extraversion: The degree to which a person is outgoing
2. Agreeableness: The degree to which a person is able to get along with others by being good-natured, likeable, cooperative, forgiving, understanding, and trusting.
3. Conscientiousness: The degree to which a person is careful, organized, self-disciplined, responsible, dependable, persistent, and achievement oriented.
4. Emotional Stability: The degree to which a person is calm, enthusiastic, positive, and self-confident rather than moody, fearful, negative, or insecure.
5. Openness to Experience: The degree to which a person has a broad range of interests and is curious, imaginative, and willing to consider new ideas.

PTS: 1 DIF: Challenging NAT: BUSPROG: Reflective Thinking
LOC: DISC: Leadership Principles TOP: Key Individual Differences
KEY: Bloom's: Analysis

3. Explain the Myers-Briggs Type Indicator Assessment.

ANS:

The Myers-Briggs Type Indicator Assessment (MBTI) provides a way of measuring differences among individuals in their psychological preferences for how they interact with others and perceive the world. The assessment uses four pairs of attributes based on Jung's concepts to classify people according to different personality types:

1. Introversion versus extraversion: Extraverted people gain energy from being around others and introverted people gain energy by being alone to focus on personal thoughts.
2. Sensing versus intuition: Sensing people gather information through the five senses and intuitive people rely on less direct perceptions.
3. Thinking versus feeling: Feeling types rely on their sense of right and wrong, and thinking types rely on logic as they try to be rational.
4. Judging versus perceiving: Judging people like certainty and closure, whereas perceiving people like enjoy ambiguity and multitasking.

PTS: 1 DIF: Challenging NAT: BUSPROG: Reflective Thinking
LOC: DISC: Leadership Principles TOP: Key Individual Differences
KEY: Bloom's: Analysis