# Multiple-choice questions

## Managing consultancy: the role of the change agent

### Julian Randall

#### Questionnaire 1

1.Organization Development is

* A system for start-up companies
* Changing organizations by design
* Expanding the company’s work

The second answer summarises OD

2. Efficiency is

* Doing the best you can at your job
* A function of time, quality, quantity and cost
* The sign of a good worker

The second answer contains the four productivity factors

3. Effectiveness is

* Doing it the way the company expects
* Outwitting the competition
* Giving the end-user what they need

Answer 3 (though it often involves answer 2 as part of the process)

4. The inside-out approach to change means

* Looking at the world from the company’s point of view
* A resource approach to business
* Finding out how things work

Answer 2 according to DeWit and Meyer

5. The outside-in approach to change means

* Thinking how you could do things differently
* A market-led approach to business
* Asking another consultant how to do it

Answer 2 again

6. The leader is

* The most senior person in the department
* The managing director
* Anyone with management responsibility for others

Could be all three answers – key managers need to exhibit leadership qualities

7. The manager

* Knows how to get things done
* Does the right thing
* Helps people in their team to do their job

Number 2 is Drucker’s classic answer. There is an element of 1 and 3 there too

8. An N-step approach to change is

* A series of steps that describe a change process
* A numbered approach to change
* A sequenced approach to problem solving

Could be all three thought number 1 is probably more accurate (not all change involves problem solving and steps are not always numbered)

9. A phased approach to change means

* It does not matter which order you do things in
* An overlapping approach to the sequence of change
* It can be done at any time

Bullock and Batten’s answer would be number 2

10. Imposed change is often preferred to emergent change because

* It allows the directors to dictate the change
* It is quicker and cheaper to implement
* You don’t need to consult those affected by the change

Alas, all three apply here

#### Questionnaire 2

1.Consultants

* Borrow your watch to tell you the time
* Offer easy solutions to change
* Know more about change than the managers do

Answer two would be the best approach to change agency

2. Internal change agents

* Work indoors most of the time
* Are members of the company’s staff
* Work free of charge

Number 2 answer

3. The role of the consultant is to

* Get change done as quickly as possible
* Make it easy for people to manage their own change
* Help people to find another job

Number 2 – notice how help/facilitator often goes to the heart of the change agent role

4. The psychological contract is

* The summary drawn up by a psychotherapist
* An agreement between a doctor and their patient
* About the employment contract, trust and commitment

Answer 3 according to Rousseau (1985)

5. Ambivalence is about

* Confusion about what managers said about change
* Difficulty understanding change
* What an individual thinks, feels and decides about change

Number 3 according to Piderit (2000)

6. When people are surprised about change it means

* They find it ambiguous
* They didn’t expect a consultancy to be involved
* It is something they did not expect to happen

Number 3 answer (Louis, 1980)

7. Identity is

* Your name badge at work
* Your personal details held on file in HR
* The answer to who you are and who you want to be

Number 3 (Corley and Gioia, 2004)

8. Participative change is

* Asking people what they want to do about change
* Exploring what those affected by change believe about proposed change
* Allowing people to get on with change by themselves

Number 2 captured in Lewin’s T-groups (1947)

9. Flexibility is

* Giving way when you have to
* Being open to ideas about the problem
* Variation in time, resource, cost, and quality outcomes

Number 3 answer

10. PLOD stands for

* Probe, learn, observe, do
* Probe, listen, observe, decide
* Probe, listen, observe, dictate

Answer 2

#### Questionnaire 3

1.A qualifying interview means

* Winning the consultancy contract
* Getting through to the final round
* Finding out the client’s need for, and their perceptions of change

Answer 3

2. Handling concerns and objections means

* Refuting any erroneous views held by others
* Clearly giving the reasons why you are right
* Accepting the objection and probing the reason for it

Answer 3 (avoid confrontation)

3. Signalling means

* Showing you listen and understand
* Indicating you disagree
* Making your point indirectly to gauge the response

Answer three (hinting at an issue/offering a clue to the other party)

4. Negotiation means

* Doing business with another person
* Agreeing a price for a service
* Exploring the terms of agreement/disagreement with a third party

Strictly speaking answer 1 but probably answer 3 encompasses the elements to be discussed

5. Open questions

* Leave it to the other person to make up their own mind
* Leaving the response open to the other person
* Working without any preconceptions

Number 2 answer

6. Closed questions

* Require one answer
* Restrict the answer that can be given
* Get the interview over more quickly

Answer 2 – though 1 and 3 are also a likely outcome

7. The consultant will

* Know the impact of the change in the organization
* Know all the answers to the staff’s questions
* Know about the process of change and its probable outcomes

Answer 3 is the safest approach

8. The consultant will

* Always know how to respond to people’s responses to change
* Sympathise with those who resist change
* Avoid getting involved with other people’s feelings

Again answer 2 ideally

9. Internal change agents are a good investment because

* They aren’t as expensive as external consultants
* Know the organization and its people
* Have credibility in their organization

Again answer 2. Sometimes 3 applies. In bounded communities such as doctors or nurses, being one yourself should be satisfied in answer 3

10. Emergent change is better because

* You don’t need to know what you are doing when you go into the organization
* You can wait for staff to tell you what they would prefer to do
* Involvement makes commitment to agreed change outcomes more likely

Answer 3 is preferable

#### Questionnaire 5

1.Culture is

* The way we do things round here
* Basic assumptions about our work and people
* What we do and what we think about what we do at work

Could be all three though answer three probably summarises the different factors of behaviour and attitudes best

2. Finding out about people’s beliefs is important because

* You can never know enough about the organization
* Knowledge is power
* It can help the change agent understand why people behave as they do

Answer 3

3. Listening to people’s accounts and stories

* Is interesting and gets them to relax
* Helps to pass the time with strangers more pleasantly
* Illustrates how they express the meaning and value they ascribe to their work

Again, it may involve all three but probably answer 3 summarises it best

4. People who resist change

* Need to be told clearly what is going to happen if they don’t accept change
* Need time to accept the inevitable
* Need time to explore and explain why change affects them in the way they believe it will

There is often an element of 2 though that can be a passive approach. Answer 3 is a more proactive approach for the change agent to take

5. The change agent should aim

* To be liked by the staff
* To be deferred to by the managers
* To be respected by everyone

Answer 3 would be best

6. Calculating interference costs is important because

* It helps you realise how hopeless the business prospects are
* It demonstrates where benefits can be derived during change
* It alerts you to inadequate accounting systems

Answer 2 is important to your final pitch to the organization in support of a change intervention

7. A cost-benefit analysis is important to draw up because

* It demonstrates where the company is losing money
* It shows what to do next
* It demonstrates that the cost of change will be outweighed by the benefits

Answer 1 is factually accurate, though answer 3 is a good approach for the change agent to adopt

8. Validation means

* Checking on all certification
* Making sure the organization is safe
* Checking that the change interventions involving knowledge and skill inputs have been achieved successfully

Answer 3 – though if recruiting experts to the change team answer 1 would be important, too

9. Evaluation means

* Sending out happy sheets after all training events
* Asking people what they thought about the change events afterwards
* Checking that the organizational and individual outcomes of change have been achieved

Answer 3 requires a comprehensive and detailed approach

10. Internal change agents are vital for successful evaluation because

* They know what the staff get up when people aren’t watching them
* They are good at liaising with managers and HR
* They can fulfil the long-term evaluation needs after the external consultants have left

Answers 2 and 3 would be ideal contributions for the internal change agent to be able to make

#### Questionnaire 6

1.Standards are

* Doing things well at work
* Set by the managers for the staff to obey
* A behaviour/performance that applies to everyone

Answer 3 is the strict definition

2. Targets are

* Goals set over and above the work standard
* Something to aim for if you have time
* A behaviour/performance that applies to the individual

Answer 3 is the strict definition

3. The three parts of a correctly worded standard are:

* Behaviour; conditions; standard
* Behaviour; complex; situational
* Behaviour; contextual; standard

Answer 1 is the strict definition

4. Which one of the following is mandatory at work:

* Standard
* Target
* Goal

Answer 1. Violation will usually lead to disciplinary action

5. Which one of the following is discretionary at work:

* Standard
* Target
* Goal

Answer 2 – you will be the loser if your job depends on commission payments

6. Which one of the following could be either mandatory or discretionary:

* Standard
* Target
* Goal

Answer 3 – so if your employment contract uses the term, check out whether they are mandatory or not

7. CPD stands for

* Continual professional dictation
* Continuous promotional development
* Continuing professional development

Answer 3

8. The contestants of training are:

* The trainee; the trainer; the peer group
* The trainee; the trainer; the trainee’s manager
* The trainee; the peer group; the trainee’s manager

Answer 2

9. The purpose of the appraisal is

* To check what people have done since their last appraisal
* To assess their effectiveness at work
* To work out whether they are worth a pay rise or not

Probably 1 and 2. Beware of addressing 3 (Fletcher, 1993). Do that at another time

10. Accreditation of Prior Learning is

* Checking staff certificates and qualifications
* Assessing staff effectiveness in their past career
* Assessing the proven levels of achievement in previous work experience

Answer 3 but could involve answer 1 too

#### Questionnaire 7

1.LIM analysis stands for

* Like; intend; must
* Like; intend; might
* Like; intend; move

Answer 1

2. The three roles of a team negotiation are:

* Leader; observer; signaller
* Leader; observer; supervisor
* Leader; observer; summariser

Answer 3

3. Arguing means

* Clearing the air by being direct about your demands
* Putting your cards on the table
* Laying out a reasoned position and responding to the other party

Answer 3 would be preferable

4. Propose, package and bargain mean

* Suggest an outcome; wrap it up; go for the cheapest deal
* Suggest an outcome; add it to what’s been agreed; go for the cheapest deal
* Suggest an outcome; add it to what’s been agreed; agree any outstanding details

Answer 3

5. Closing means

* Being specific about what you want
* Rejecting what you don’t want
* Gaining commitment from the other party

Answer 3

6. Drawing up agreement check list includes:

* Specific; measurable; accurate; relevant; timely
* Specific; meaningful; agreed; relevant; timely
* Specific; measurable; achievable; relevant; timely

Answer 3

7. T-group involves

* Meeting to discuss training
* Meeting to talk about company objectives
* Meeting for group to share its ideas and values

Answer 3 – though may include 1 and 2 indirectly

8. Ethics is

* What you think is best
* Based on revealed truth
* A definition of right and wrong

Answer three – though you might ask, whose definition

9. A consultant faced with a company whose ethics s/he does not agree with should

* Keep quiet and get on with the job
* Become a whistle-blower
* Withdraw from the company

Answer 3 so establish this if possible at the qualifying interview

10. A consultant who uncovers illegality (expense claims fraud, for example) should

* Look the other way
* Bring it to the Board’s attention
* Write about it in your biography

Answer 2

#### Questionnaire 8

1.A consultant asked by staff to present their views to management should

* Say they cannot do that
* Say that they will do that
* Suggest how staff would be better making their views known to managers

Answer 3 (Answer 1 might be correct but could be perceived as somewhat blunt)

2. A consultant asked by the managing director what someone said in a T-group should

* State that this would be a breach of confidence
* Say that s/he never remembers conversations
* Say that the manager director should ask the person directly what was said

Answer 3

3. Being assertive means

* Saying what you think or feel
* Saying what you think or feel and saying what you would like to happen
* Showing you listen and understand; saying what you think or feel; saying what you would like to happen

Answer 3

4. Asked whether s/he thinks company policy is fair by a staff member the consultant should

* Tell the truth
* Avoid the question
* Say you don’t know

Answer 2 may be preferable (‘What I think does not matter. It’s what you think that counts’)

5. Confronted by aggressive behaviour from a member of staff the consultant should

* Tell them to back off
* Say that you will report them for bad behaviour
* Be assertive

Answer 3 is preferable

6. While running a T-group the consultant overhears a racist remark made by one group member to another. The consultant should

* Pretend not to hear
* Pass it off as something that wasn’t meant
* Warn the offender that they are guilty of discrimination and report the incident to HR

Answer 3

7. A member of staff tells the consultant that her manager has been bullying her. The consultant should

* Tell her to ignore it
* Tell her to go to HR
* Go with her to HR and explain why you are there

Answer 3

8. The consultant identifies an incorrectly worded statement in the HR handbook. S/he should

* Announce it to the staff
* Mention it to HR
* Ignore it as it is only minor

Answer 2

9. Before running a training session the consultant should

* Check where the fire exits and assembly points are
* Make sure you have a delegate list
* Check out the room and equipment for Health and Safety violations

All three

10. The consultants is asked to do more than was agreed in the contract. The consultant should

* Do it for the sake of good-will
* Refuse to do it as it is outside the contract
* Do it but report back to the sponsor/own company on what has been done and why

Probably answer 3 is preferable