# Multiple-choice questions

## Managing consultancy: the role of the change agent

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#### Questionnaire 1

1.Organization Development is

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

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

3. Effectiveness is

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

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

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

6. The leader is

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

7. The manager

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

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

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

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

#### 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

2. Internal change agents

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

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

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

5. Ambivalence is about

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

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

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

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

9. Flexibility is

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

10. PLOD stands for

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

#### 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

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

3. Signalling means

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

4. Negotiation means

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

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

6. Closed questions

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

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

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

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

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

#### 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

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

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

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

5. The change agent should aim

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

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

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

8. Validation means

* Checking on all certification
* Making sure the organization is safe
* Checking that the change interventions have been achieved

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

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

#### 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

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

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

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

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

* Standard
* Target
* Goal

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

* Standard
* Target
* Goal

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

* Standard
* Target
* Goal

7. CPD stands for

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

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

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

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

#### Questionnaire 7

1.LIM analysis stands for

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

2. The three roles of a team negotiation are:

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

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

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

5. Closing means

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

6. Drawing up agreement check list includes:

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

7. T-group involves

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

8. Ethics is

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

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

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

#### 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

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

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

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

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

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

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

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

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

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