

Final Examination

The Managerial Leadership Bible Course #2015

Course Expiration Date

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Exam

1. Traditional business school doctrine for decades professed lines of _____ accountability.
 - A. Bottom-up
 - B. Top-down
 - C. Individual
 - D. Group
2. What shape do the authors use to represent the structure of “old school” management?
 - A. Circle
 - B. Venn diagram
 - C. Pyramid
 - D. Square
3. The new view of management sends the signal that all players are accountable and responsible for both their own actions and the performance of _____.
 - A. All employees in the company
 - B. Their “buddy employee”
 - C. Lower-level employees
 - D. The team overall

4. _____ and functional awareness are both initiated at all levels of employment and fostered among all players.
 - A. Cross-training
 - B. Demerit systems
 - C. Attendance regulations
 - D. Dress codes
5. What style of communication should be used between players and teams?
 - A. Reactive and confrontational
 - B. Interactive and nonconfrontational
 - C. Proactive and stimulating
 - D. Practical and upbeat
6. Individuals placed in leadership and management positions need to realize there are _____ techniques and strategies to be incorporated in people management.
 - A. Few
 - B. Five
 - C. A limited number of
 - D. Many
7. According to the author, a mission statement could also be called a _____ for your business.
 - A. Moral thermometer
 - B. Catch phrase
 - C. Road map
 - D. Marketing ploy
8. The five mission statements need to be developed:
 - A. Sequentially
 - B. Simultaneously
 - C. Separately
 - D. Slowly
9. Which mission statement is referred to in the text as “the big picture?”
 - A. Departmental
 - B. Organizational
 - C. Player’s
 - D. Professional

10. The ultimate reason for designing and implementing mission statements is to _____ members to focus their energies upon the same points of reference and the same goals.
- A. Empower
 - B. Force
 - C. Ask
 - D. Require
11. In the 80/10/10 rule which type of people are referred to as 80?
- A. Terrorists of change and positive energies
 - B. Towers of the commercial market
 - C. Transmitters of the norms and status quo
 - D. Transformers of change and action
12. An immediate way of stimulating significant organizational growth is making a major personal management _____.
- A. Playbook
 - B. Reorganization
 - C. Paradigm shift
 - D. Name change
13. Research indicates that most of us have a nucleus of _____ core types of people in our lives, whom we confide in, do things with, and talk, share, and laugh with.
- A. Three
 - B. Five
 - C. Two
 - D. Ten
14. What is the importance of the three memory set questions in analyzing your FIST FACTOR®?
- A. The answers describe how lifestyles and relationships change over time.
 - B. They are a test to see if you can remember the basic ideas of the FIST FACTOR.
 - C. They provide the three factors needed to make a mission statement.
 - D. They help you find your three core FIST people.

15. The author describes people who create a positive influence on your life as _____.
- A. Terrorists
 - B. Teachers
 - C. Transmitters
 - D. Team workers
16. Of all our board members, it is typically the _____ category members who have the most power and influence on who we are.
- A. Family
 - B. Friends
 - C. Colleagues
 - D. Underdog
17. Fill in the blank: The six alternate management styles are: 1. Manager 2. Teacher 3. _____ 4. Counselor 5. Disciplinary 6. Mentor
- A. Follower
 - B. King
 - C. Friend
 - D. Coach
18. According to the author, when managers use the word _____, they are challenging another person's position.
- A. How
 - B. Who
 - C. What
 - D. When
19. A mentor can be either a manager or a(n):
- A. Celebrity
 - B. Key team player
 - C. Outside consultant
 - D. New employee
20. The SA Model is used for charting an employee's _____
- A. Styles and attributes
 - B. Seniority and ability
 - C. Skills and attitude
 - D. Status and aggression

21. True success in an organization can only be achieved if managers _____.
- A. Watch their employees every minute
 - B. Change everyone's position in the organization
 - C. Clearly post disciplinary actions for everyone to see
 - D. Let go of some of the control
22. A manager should always be looking for continual opportunities to take a _____ approach to one's team for peak sustained performance.
- A. Hands-on
 - B. Predictable
 - C. Standard
 - D. Hands-off
23. The five organizational levels described in this book are: Begin, Defend, Blend, Transcend, and _____.
- A. End
 - B. Lend
 - C. Send
 - D. Trend
24. _____ is the level marked by a breakdown in interactions and communication.
- A. Blend
 - B. Begin
 - C. Defend
 - D. End
25. Which stage in the Grief Cycle™ corresponds to the Blend organizational level?
- A. Denial
 - B. Commitment
 - C. Resistance
 - D. Exploration/Investigation

26. On the self-analysis inventory, there should be _____.
- A. One or two strengths listed
 - B. An equal number of positives and negatives
 - C. More positives than negatives
 - D. Detailed reasons for why you are weak in certain areas
27. $(T+A+P+E+C)E^2 \times R = R$
is the formula for which profiling model?
- A. The TE Factor™
 - B. Player-Task Function-Trait Comparison Index™
 - C. The All-Star Player
 - D. The Player Capability™ Index
28. The _____ represents to a managerial leader a way to identify that common thread that holds the team together.
- A. The Player Capability™ Index
 - B. Player-Task Function-Trait Comparison Index™
 - C. The All-Star Player
 - D. The TE Factor™
29. Which of these questions is one of the two critical core questions for hiring an employee?
- A. Was the person interviewed dressed appropriately?
 - B. Does this player have more education than the others?
 - C. How can this player help the organization make or save money?
 - D. How many previous employment positions are listed on the person's resume?
30. Which system requires that you mentally or physically identify the four categories that comprise the system: do, see, call, and write?
- A. Quadrant Manager™
 - B. ABC Model of Human Behavior
 - C. Powering Down
 - D. 60-Second Power Vacation™

31. A + B = C
ACTIVATING EVENT(S) BEHAVIOR CONSEQUENCE(S)
is the formula for which system?
A. 60-Second Power Vacation™
B. Powering Down
C. Quadrant Manager™
D. ABC Model of Human Behavior
32. Breathing pattern adjustments is a part of which system?
A. Powering Down
B. The FIST FACTOR®
C. Quadrant Manager™
D. ABC Model of Human Behavior
33. Which foods should be avoided to keep control in high-stress environments?
A. Carbs
B. Stimulants
C. Fats
D. Fast foods
34. As a managerial leader, your worth to your team is limited if you are mentally and physically _____.
A. Healthy
B. Strong
C. Tough
D. Exhausted
35. How do you avoid negativity and defensive interaction and meltdown in organizational Level 1?
A. Make no room for deviation
B. Require all employees to sign a contract
C. Design a winning structure
D. Only invite transforming members when discussing new policies

36. In which organizational level do companies invest the least time?
- A. Three, Blend
 - B. Two, Defend
 - C. Five, End
 - D. Four, Transcend
37. When you assume the position as a managerial leader within an organization, there are _____ commonalities that research has shown everyone in such a position must be versed in to be successful.
- A. 5
 - B. 9
 - C. 7
 - D. 10
38. A managerial leader recognizes that professionally there are _____ levels of safety the individuals you lead will be operating from.
- A. 6
 - B. 7
 - C. 8
 - D. 9
39. What is one of the ground rules for effective employee praise?
- A. It should be expensive.
 - B. It needs to be immediate.
 - C. It should be done in front of all employees.
 - D. It should be the same as everyone else's praise.
40. Which of these is a free incentive?
- A. Pay raise
 - B. Three-day weekends
 - C. Letter from the CEO
 - D. Special parking spot
41. A huddle should be _____ than a meeting.
- A. Longer
 - B. More relaxed
 - C. More fun
 - D. Shorter

42. Which is a way to calculate the financial cost of a meeting?
- A. Check your end-of-year budget and divide it by the number of meetings.
 - B. Ask each employee what they think the financial cost was.
 - C. Determine the average per-minute salary for each player in your meeting.
 - D. Divide the length of the meeting by the number of snacks eaten per minute.
43. Ideally the best time of the day for any meeting is directly before _____.
- A. Something important
 - B. Holidays
 - C. Annual reviews
 - D. Work starts
44. No meeting should require participants to absorb more than _____ minutes on the same topic.
- A. 30
 - B. 60
 - C. 15
 - D. 45
45. If a managerial leader tasks someone with an activity for which he possesses no skill set and in which he has no prior experience, this is not delegation; it is referred to as _____.
- A. Delegating
 - B. Dumping
 - C. Training
 - D. Challenging
46. _____ is as a map to effective human relations when you need consensus, buy-in, and less denial.
- A. SMART Formula
 - B. Quadrant Manager™
 - C. ABC Model of Human Behavior
 - D. The FIST FACTOR®

47. What two items should be on an Action Memo?
- A. What and How
 - B. When and Where
 - C. Who and How
 - D. Why and When
48. View _____ as the fastest route to developing a player's level of self-esteem, and for growing players both individually and as a group.
- A. Huddles
 - B. One-on-one meetings
 - C. Delegation
 - D. Incentives
49. Which type of team is described as a collection of individuals necessary to task facilitation with limited low-level decision-making authority?
- A. Permanent
 - B. Cross-functional
 - C. Temporary
 - D. Workgroup
50. Which team has the most decision-making ability?
- A. Management team
 - B. Permanent team
 - C. Self-directed team
 - D. Cross-functional team
51. The fastest way to interact with difficult people for a positive outcome is:
- A. To argue with them when they won't listen
 - B. To agree with them when they are right
 - C. To change your typical approach to them
 - D. To disagree with them when they're wrong
52. When dealing with a difficult employee, it is essential to _____ step of the counseling/disciplinarian process with that individual.
- A. Argue through
 - B. Document each
 - C. Memorize each
 - D. Threaten dismissal at every

53. What is the main way to help an employee with burnout?
- A. Have him do something different.
 - B. Recommend a personal counselor.
 - C. Give him a company t-shirt.
 - D. Ask him to take a leave of absence.
54. It is estimated that nearly two-thirds of all interoffice problems are _____ related:
- A. Voicemail
 - B. Politics
 - C. Technology
 - D. Communication
55. Communication difficulties are often the result of:
- A. Language differences
 - B. Assumption
 - C. Learning disabilities
 - D. Speakers who mumble
56. There are _____ phases information must pass through in order for it to be acted upon.
- A. Three
 - B. Two
 - C. Five
 - D. Seven
57. Which of these is a way to ensure that a message has been understood?
- A. No questions from the receiver.
 - B. Assume that all points are clear.
 - C. Clarify points of the message.
 - D. Read it out loud to the receiver.
58. Most organizations have been conditioned to invest disproportionate amounts of time asking questions about the “S” factor (Skills) and completely overlooking the ___ factor.
- A. “A” (Age)
 - B. “A” (Arrogance)
 - C. “A” (Accessible)
 - D. “A” (Attitude)

59. As you ask questions of candidates, listen to the responses you get. Each answer or response actually carries _____ answers with it.
- A. Three
 - B. Two
 - C. Four
 - D. Five
60. Which interview strategy will help you avoid repeating disruptive or stressful behavior the company has experienced in the past?
- A. Share expectations.
 - B. Pose situational questions.
 - C. Ask for candidate's expectations.
 - D. Seek candidate feedback.
61. Which type of interview question will help you find out about the candidate's work background?
- A. Professionally oriented
 - B. Personally oriented
 - C. Business-oriented
 - D. Pressure-oriented
62. Managers should hire, promote, or transfer employees based on _____ not seniority.
- A. Salary
 - B. Personal feelings
 - C. Competency
 - D. Obligation
63. A paradigm could also be referred to as a(n):
- A. Game plan
 - B. Organizer
 - C. To-do list
 - D. Map

64. There are four ways to distinguish yourself from others. You either have to give others more, do it better, do it faster, or do it significantly _____ than others to win.
- A. Differently
 - B. Cheaper
 - C. Easier
 - D. Simpler
65. The ultimate requirements for a measuring system used is to be realistic and _____.
- A. High-tech
 - B. Applicable
 - C. Brief
 - D. Elaborate
66. To maximize human growth and organizational development, players need _____ feedback on what they do or how they participate.
- A. Immediate
 - B. Positive
 - C. Encouraging
 - D. Negative
67. _____ is a tool of measurement whereby one identifies what is perceived to be the best in a market and then uses that data to gauge one's own performance.
- A. Reverse engineering
 - B. The STOP Formula
 - C. Benchmarking
 - D. Bookmarking
68. Management and employees alike typically have a _____ predisposition toward appraisals and appraisal meetings.
- A. Positive
 - B. Ambivalent
 - C. Apathetic
 - D. Negative

69. Appraisal sessions need to be held, as a minimum, on a _____ basis to ensure mutual participation by management and employees.
- A. Quarterly
 - B. Weekly
 - C. Semi-annually
 - D. Daily
70. Stimulating a change in behaviors follows a three-step interaction process: Awareness, Interaction, and _____.
- A. Control
 - B. Commitment
 - C. Courage
 - D. Cognition
71. The issues that fall in the _____ quadrant on the L-grid should be on your to-do list.
- A. Bottom-left
 - B. Top-left
 - C. Top-right
 - D. Bottom-right
72. *We, us, team, I, and feel* are _____ words.
- A. Challenge
 - B. Sappy
 - C. Confrontational
 - D. Ownership
73. How many times should you demand a confrontational person to come up with an alternative?
- A. One
 - B. Until an answer comes
 - C. Two
 - D. Three
74. VAK communications refers to visual, auditory, and _____ channels.
- A. Karma
 - B. Kinesthetic
 - C. Key
 - D. Kind

75. Need levels can be broken down into two categories. The two need levels are: minimum acceptable needs and _____.
- A. Maximum desired needs
 - B. Minimum desired needs
 - C. Maximum acceptable needs
 - D. Minimum essential needs
76. The STP Factor™ of the negotiation process consists of situation, timing and:
- A. Positions
 - B. Politics
 - C. Players
 - D. Promises
77. If a person is more formal in actions and comments, prefers structure for performance, and is not as social or communicative, then he falls under what personality style?
- A. Fast
 - B. Slow
 - C. People
 - D. Task
78. Which zone/quadrant refers to a “Type A” personality?
- A. Top right
 - B. Bottom right
 - C. Top left
 - D. Bottom left
79. _____ is taking the core issue and breaking it down into individual and smaller component parts for discussion and agreement.
- A. Nibbling
 - B. Mini-agreements
 - C. Linkage
 - D. Fractionate

80. An effective managerial leader in an organization today must be able to _____ both one's own personality, situation, social style, and those of the other person(s).
- A. Change
 - B. Speed-read
 - C. Ignore
 - D. Eliminate
81. A 1990s Gallup poll showed that three factors were universally sought in a leader. They are Persuasive Skills, Likeability, and _____.
- A. Integrity
 - B. Advanced education
 - C. Authority
 - D. Believability
82. If a manager is wearing his _____ hat, he is working to establish a framework, set foundations, design structure, initiate training and educational systems, and establish protocol.
- A. Mentor
 - B. Teacher
 - C. Counselor
 - D. Disciplinarian
83. According to Robert K. Greenleaf, leaders inspire _____ among and with others.
- A. Awe
 - B. Dread
 - C. Trust
 - D. Fear
84. When a group of people such as an individual department, organizational division, a specific government agency, and so on, are tasked with a specific objective and empowered to address the task/challenge and attain results they are called a:
- A. Reengineering laboratory
 - B. Think tank
 - C. Brain trust
 - D. Reorganizing committee

85. Sustained organizational success depends upon an organization's ability to meet and ____ market needs.
- A. Match
 - B. Beat
 - C. Challenge
 - D. Supply
86. What are E-forces?
- A. Electronic forces
 - B. Education forces
 - C. Encouraging forces
 - D. Entrepreneurial forces
87. CFOs, COOs, CIOs, controllers, legal, auditors, accountants, regulators, administrators, and management are traditionally thought of as:
- A. E-forces
 - B. D-forces
 - C. C-forces
 - D. A-forces
88. _____ stakeholders, who scrutinize the decision from the perspective of what risks are associated with it financially are traditionally thought to be C-force players.
- A. Financial
 - B. User
 - C. Implementer
 - D. Advocate
89. Keeping both the historical E-forces and C-forces in alignment was and should continue to be the responsibility of:
- A. Middle management
 - B. Individual employees
 - C. Boards of directors
 - D. Human resources

90. In the comparison of a pilot and a managerial leader, what does the cruising altitude represent for the leader?
- A. Tactical planning
 - B. Future planning
 - C. Performance planning
 - D. Strategic planning
91. Peak performers (managerial leaders, executives, entrepreneurs) throughout the business place are influenced, or guided by, specific, self-evident principles or rules known as:
- A. Harvard Business Principles
 - B. The Performance Code of Ethics
 - C. Princeton Law of Ethical Business
 - D. U.S. Government Ethical Guidelines
92. _____ is fostered via a sense of commitment to the community where you live and work.
- A. Social responsibility
 - B. Sustainability responsibility
 - C. Secular responsibility
 - D. Strategic responsibility
93. Respect for rights and personal dignity of others helps us gauge actions according to this standard to ensure that individuals are not expected to choose between _____ and personal gain!
- A. Professional
 - B. Dignity
 - C. Financial
 - D. Ethical
94. _____ is driven by constant vision, goals, and objectives. It must be consistent with your overall code of ethics.
- A. Dignity
 - B. Accountability
 - C. Integrity
 - D. Commitment

95. Employees should be viewed as having unique skill sets that may have specific application to what they do, and these skill sets must also be observed for _____ application.
- A. Cross-training
 - B. Abstract
 - C. Personal
 - D. Exportable
96. Which of these is a way to evaluate exportable skill sets?
- A. Recognize the essential ABCs
 - B. Reverse engineering
 - C. The STOP Formula
 - D. The FIST FACTOR
97. The legacy of a great managerial leader is the continued effectiveness of an organization when:
- A. He starts working for the corporation.
 - B. He is not present.
 - C. A crisis arises such as bankruptcy.
 - D. There are more terrorists than transformers.
98. While most of the book describes how to be an efficient and successful manager, “counseling” focuses on _____.
- A. How to dismiss an employee politely
 - B. Other books you should read to continue your leadership studies
 - C. The effects of successful leadership
 - D. The author

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|--------|---------|---------|---------|
| 1. ___ | 9. ___ | 17. ___ | 25. ___ |
| 2. ___ | 10. ___ | 18. ___ | 26. ___ |
| 3. ___ | 11. ___ | 19. ___ | 27. ___ |
| 4. ___ | 12. ___ | 20. ___ | 28. ___ |
| 5. ___ | 13. ___ | 21. ___ | 29. ___ |
| 6. ___ | 14. ___ | 22. ___ | 30. ___ |
| 7. ___ | 15. ___ | 23. ___ | 31. ___ |
| 8. ___ | 16. ___ | 24. ___ | 32. ___ |

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| 33.____ | 50.____ | 67.____ | 83.____ |
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| 36.____ | 53.____ | 70.____ | 86.____ |
| 37.____ | 54.____ | 71.____ | 87.____ |
| 38.____ | 55.____ | 72.____ | 88.____ |
| 39.____ | 56.____ | 73.____ | 89.____ |
| 40.____ | 57.____ | 74.____ | 90.____ |
| 41.____ | 58.____ | 75.____ | 91.____ |
| 42.____ | 59.____ | 76.____ | 92.____ |
| 43.____ | 60.____ | 77.____ | 93.____ |
| 44.____ | 61.____ | 78.____ | 94.____ |
| 45.____ | 62.____ | 79.____ | 95.____ |
| 46.____ | 63.____ | 80.____ | 96.____ |
| 47.____ | 64.____ | 81.____ | 97.____ |
| 48.____ | 65.____ | 82.____ | 98.____ |
| 49.____ | 66.____ | | |

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