

## ACTIVITY - SELF-ASSESSMENT

Within each of the ten items, distribute exactly ten points amongst the six alternatives you would be likely to use in the situation. Your points for any one alternative may range from zero to ten but the total of all alternatives must be exactly ten.

1. The worker says: “I am looking to build a house and have saved up some money. But ... this is a very complex project and I would require some assistance from the company”. You would:

A		Tell the worker that the company might help once they know the needs.
B		Say that banks and building societies were there for this information.
C		Try to find out what assistance is expected from the company.
D		Listen attentively.
E		Say that the company never helps with housing.
F		Show concern for the complexity of building a house.

2. The shop steward says “The worker doesn’t want to work overtime anymore. It disrupts family life and prevents employment for the masses.” You would:

A		Show understanding of the effect of overtime on the family.
B		Tell him that overtime is essential even if the workers don’t like it.
C		Try and find out under what circumstances they would work overtime.
D		Ask: “Do you really care about the masses then?”
E		Explain that you understand his concerns but would like to set up a meeting where production needs and overtime can be discussed.
F		Listen attentively.

3. The worker says: “My payslip is wrong – I’m not working for this amount.” You would:

A		Say you can’t help it if he can’t read.
B		Listen attentively.
C		Tell him that you will take the matter up with the accountant and come back to him.
D		Ask for special information about his actual wage.

E		Show your understanding of the employee's concern.
F		Tell him that the computer does the pay slips and it is never wrong.

4. The worker says: "I'm a union member in the bargaining unit and can't see any benefit in accepting this promotion. Ask Mike – Maybe he is interested." You would:

A		Challenge the worker for limiting himself and his future.
B		Listen attentively.
C		Assure the worker that the promotion will benefit him and agree to discuss the issue of union membership with the shop stewards committee.
D		Try and find out more specifically what is holding him back.
E		Tell him that it is his decision.
F		Acknowledge the difficulties of divided loyalty.

5. The shop steward, at a special meeting, says: "You've never listened to us in the past, and quite frankly, I'm not sure why we've come here – you couldn't give a damn about your staff." You would:

A		Say that things are different now and suggest that you agree on how both parties can make the future better.
B		Tell the shop steward you would have listened had his attitude been better.
C		Find out the exact details regarding the bad experience.
D		Say that we've come here to discuss problems and that we won't get anywhere by talking about the past.
E		Show your concern for what has happened in the past.
F		Listen attentively.

6. The shop steward says: "No, not another increase in production. You increased our production levels two months ago and, despite any new machinery, the workers won't accept more work." You would:

A		Listen attentively.
B		Insist that the production increase is justified and that the workers should have no problem accepting it.
C		Investing the reasons why the workers won't accept it.

D		Tell the shop steward why the company needs the increase and ask under what circumstances workers might be prepared to co-operate.
E		Question the motive of the workers in not wanting to be more productive.
F		Show concern for the effects that production increases will have.

7. The shop steward committee says: "There is a planned stay-away in our area tomorrow. I am telling you that there will be no workers at work as they all support the reason for the stay away." You would:

A		Talk about looking at some form of procedure for handling future events, as sudden disruptions to production are undesirable.
B		Ask the committee what they think they'll achieve by staying away.
C		Thank the committee for bringing the information to you beforehand.
D		Ask for details about the reasons for the stay away and the number of workers involved.
E		Listen attentively.
F		Tell the committee that the company does not support political activities in the workplace.

8. The shop steward says: "You are a new supervisor here. We are all very happy with old Joe and his supervisory style. We are all very loyal to him and expect you to manage us in the same manner." You would:

A		Act astonished and indicate that you find it hard to believe that your supervisory style will be questioned.
B		Find out how the previous supervisor managed his section.
C		Praise the loyalty of the workers to the previous supervisor.
D		Tell the shop steward that your management style has never been questioned in the past and he has no right to do so now.
E		Say that you hope that both sides will learn to adapt to one another and suggest a regular meeting to discuss problems.
F		Listen attentively.

9. The worker says: "I didn't know that it was going to cause an accident. If you had trained me in safety procedures this would never have happened. I nearly lost my hand back there – it is your fault." You would:

A		Tell the worker that the previous employee had no problems with safety on the machine.
B		Listen attentively.
C		Determine exactly what training has been done and why the accident happened.
D		Tell the worker that the safety committee will be convened to discuss the matter to prevent this from happening again.
E		Tell the worker that he must be held responsible for its own unsafe acts.
F		Show understanding of the worker's feelings.

10. The worker says: "You're always asking us to come up with ideas. Now that we've come up with a good idea that will save money, you tell me that it has been put on hold. I don't know what the point is but don't expect me to suggest anything in the future." You would:

A		Find out exactly what the new proposal is and how much it will cost.
B		Insist that, whatever the proposal is, the company cannot afford it.
C		Reflect concern for your workers feelings regarding his proposal.
D		Tell the worker that the Christmas rush prevented proper investigation of suggestions but agree that a better method of implementing ideas timeously must be discussed.
E		Listen attentively.
F		Suggest that this is just a way of fermenting unrest during negotiations.