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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.
   - ◎ true
   - ◎ false

2) Loud music, nearby conversations, and the sound of traffic are examples of semantic noise in the communication process.
   - ◎ true
   - ◎ false

3) All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences.
   - ◎ true
   - ◎ false

4) Trish has great relationships with her direct reports. She plans birthday celebrations for them and listens when they need to talk about personal problems, empathizing with them. Trish has high emotional intelligence.
   - ◎ true
   - ◎ false

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5) High self-awareness includes the ability to manage events that stir strong responses.
   - ◎ true
   - ◎ false

6) Venting negative feelings is one of the most effective strategies for deescalating anger.
   - ◎ true
   - ◎ false

7) People with high self-management tend to have a knee-jerk reaction when threats are perceived.
   - ◎ true
   - ◎ false

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8) Devin missed his sales goal but isn't worried; he is sure he'll make it next time because he understands his customers better now. Devin demonstrates optimism.
   - ◎ true
   - ◎ false

9) Corporate recruiters rank listening skills among the most important communication skills.
   - ◎ true
   - ◎ false

10) One of the key aspects of active listening is to make sure one's voice and opinion are revealed before the opinions of others.
   - ◎ true
   - ◎ false

11) During a conversation with his supervisor, Ryan paraphrases something that he heard her say. This is an example of a judger mind-set.
   - ◎ true
   - ◎ false

12) Sharing your own ideas with your colleagues undermines the active listening process.
   - ◎ true
   - ◎ false

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13) In general, most good questions are closed-ended which allows the conversation to flourish.
   - ◎ true
   - ◎ false

14) After the marketing team gave a presentation, their manager, Michael, asked in frustration, "What were you thinking?" In this context, Michael's question shows a learner mind-set.
   - ◎ true
   - ◎ false

15) Nonverbal messages, such as posture, are most important when they convey a different emotion than the spoken message.
   - ◎ true
   - ◎ false

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16) Most people are far better at resolving differences when making eye contact during face-to-face conversations.
- ◎ true
- ◎ false

17) A person's motivational value system is a blend of the three primary motives of nurturing, dominating, and autonomizing.
- ◎ true
- ◎ false

18) As the manager, Jonah feels it is his job to stand up for his staff when others question their work and help his staff grow by challenging them with work that will make them even better employees. Jonah demonstrates a blue MVS.
- ◎ true
- ◎ false

19) A manager who wants to hire an effective leader should focus on applicants who are extroverts.
- ◎ true
- ◎ false

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20) When a person is treated poorly, ignoring them usually de-escalates a difficult situation and shows that person's character and caring.
- ◎ true
- ◎ false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

21) Which term best describes the process of sending and receiving verbal and nonverbal messages between two or more people?
- A) active listening process
- B) verbal communication process
- C) interpersonal communication process
- D) decoding process
- E) encoding process

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22) Kim intends to say something to her employee to explain why he is being transferred to a new project. The thought that Kim intends to communicate is known as
A) meaning.
B) message.
C) semantics.
D) encoding.
E) empathy.

23) _____ is the process of interpreting messages from others into meaning.
A) Decoding
B) Encoding
C) Translating
D) Filtering
E) Communicating

24) Molly says, "You're so generous!" in a sarcastic tone. Carl decides that Molly thinks he is cheap. What process has Carl just completed?
A) filtering
B) hijacking
C) encoding
D) synchronizing
E) decoding

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25) Anita was trying to participate in a Zoom call for work but she had trouble concentrating because there was a construction crew making loud noise on the street next to her office window. This is an example of_____ noise.
A) physical
B) psychological
C) semantic
D) physiological
E) cognitive

26) _____ noise occurs when communicators apply different meanings to the same words or phrases.
A) Psychological
B) Physical
C) Semantic
D) Cognitive
E) Physiological

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27) Which statement is an example of psychological noise?
- A) Tanner's coworker does not understand what he tells her because nearby colleagues are speaking too loudly.
- B) Tanner's coworker does not understand his meaning when he uses technical accounting terms.
- C) Tanner's coworker does not understand what he tells her because she has a pounding headache.
- D) Tanner's coworker dismisses his product suggestions because she thinks he is too inexperienced.
- E) Tanner's coworker does not remember what he tells her about his schedule because she is rushing to get to a meeting.

28) All outgoing messages are encoded and all incoming messages are decoded through
- A) a filter of lifetime experiences.
- B) psychological noise.
- C) mitigating information.
- D) a motivational value system.
- E) sight-reading.

29) When Lori found out her product concept was rejected, she stormed into her boss's office and yelled at him. Lori was experiencing emotional
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- A) filtering.
- B) hijacking.
- C) blackmail.
- D) noise.
- E) intelligence.

30) Which of these is a domain of emotional intelligence?
- A) shared meaning
- B) sympathy
- C) self-management
- D) semantics
- E) self-esteem

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31) Grayson knows the reason he feels angry toward his co-worker is actually because he had a fight with his girlfriend and is now directing his frustration to those at work. He calms himself down and approaches his co-worker with the respect he deserves. Grayson is demonstrating
A) active listening.
B) empathy.
C) emotional hijacking.
D) shared meaning.
E) self-awareness.

32) Heidi was once robbed at the train station, so now every time she enters the train station she starts to shake and feel afraid. For Heidi, the train station is a
A) trigger.
B) dysfunction.
C) noise.
D) distracter.
E) filter.

33) Collin believes that his employee reacted poorly to the company's post-COVID demands that employees return to the office at least three days a week because she cares for an elderly parent and is concerned about their health. In this situation, Collin is using_____ to understand the employee's behavior.
A) active listening
B) mitigating information
C) emotional hijacking
D) self-awareness
E) psychological noise

34) Which term involves having the discipline to hold off on current urges in order to meet long-term intentions?
A) empathy
B) self-awareness
C) self-management
D) relationship management
E) sight-reading

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35) Which dimension of emotional intelligence is the "ability to accurately pick up on emotions in other people and understand what is really going on with them"?
A) empathy
B) relationship management
C) self-management
D) self-awareness
E) sight-reading

36) Which employee demonstrates low self-management during interpersonal communication?
A) The employee who speaks out constructively about differences of opinion.
B) The employee who seeks to deescalate interpersonal tensions and resolve issues at hand.
C) The employee who provides indirect and vague feedback and ideas to others.
D) The employee who frequently vents frustrations without a constructive work purpose.
E) The employee who is unaware of her own emotional state and its related impact on communication.

37) Which employee demonstrates high self-management during interpersonal communication?
A) The employee who controls emotional impulses that are not aligned with work and relationship goals.
B) The employee who attempts to understand the feelings, perspectives, and needs of others.
C) The employee who engages in a me-first approach to work with colleagues.
D) The employee who reacts defensively and with a me-first attitude when threats are perceived.
E) The employee who fails to listen carefully to others.

38) Which employee demonstrates high empathy during interpersonal communication?
A) The employee who controls emotional impulses that are not aligned with work and relationship goals.
B) The employee who directs conversations to topics that focus on the needs of others.
C) The employee who is aware of triggers and related tendencies to say the wrong thing.
D) The employee who spends a higher percentage of work conversations on work-related topics with a focus on solutions.
E) The employee who frequently vents frustrations without a constructive work purpose.

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39) Which employee demonstrates optimistic behavior?
A) Jessa failed to close the sale and she felt it was because she was bad at her job.
B) Ryan doesn't like to take on solo projects at work because the last time he did that he turned the project in late and forgot several important items.
C) Nicole was told to redo the report because she failed to include all the sales figures. She took this as a learning experience and knows she will not make that mistake again.
D) When Bryan was told to call the customer back because he had misinformed them about the product, he could only focus on his error and questioned his ability to do the job.
E) Tomas is sure he failed to get the job because he is incompetent—even though he graduated magna cum laude from his university.

40) When Taylor listens to a customer, he paraphrases the customer's request or complaint to make sure he understands it. Which active listening skill is he using?
A) reflecting
B) holding judgment
C) summarizing
D) clarifying
E) paying attention

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41) Which employee demonstrates the active listening skill of clarifying?
A) The employee who leans slightly forward as he listens to others.
B) The employee who asks questions that demonstrate her desire to understand other points of view.
C) The employee who asks the other person to explain a point more completely.
D) The employee who expresses his own perspective after he has heard the other person.
E) The employee who pauses to think about what he has heard and then paraphrases it.

42) At the end of the meeting, Molly stated, "So, the two processes we need to complete before next Monday are summarizing the customer complaints and outlining an action plan. Correct?" Which active listening skill does this represent?
A) identifying
B) paying attention
C) reflecting
D) summarizing
E) sharing

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43) The process of paraphrasing is useful in which stage of active listening?
A) reflecting
B) paying attention
C) holding judgment
D) summarizing
E) sharing

44) Which statement is a judger statement rather than a learner statement?
A) Aren't you interested in trying new techniques?
B) How long do you think it will take to implement this new program?
C) What do the studies indicate the environmental impact will be?
D) How much do you estimate this will cost?
E) What other companies have tried this type of sales campaign?

45) Jenni isn't quite sure what Trevor means when he says that a partial sale would benefit the bottom line. She asks him if he could explain how this works. Which aspect of active listening is Jenni using?
A) clarifying
B) summarizing
C) reflecting
D) empathy
E) holding judgment

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46) A series of questions that attempt to deconstruct a business issue by moving from general to specific are known as_____ questions.
A) rapport-building
B) funnel
C) probing
D) closed
E) solution-oriented

47) In a weekly project update meeting, the manager asks the following questions of one of her employees: "Why were you late meeting your last deadline? Were there external factors that delayed your work? Did other co-workers get their part of the assignment to you on time? Do you need more help from me?" What type of questions are these?
A) closed
B) rapport-building
C) solution-oriented
D) probing
E) funnel

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48) Rhianna's team is having a difficult time developing a team identity. She thinks the problem might be that the team members come from different departments and have not worked together before. What kind of questions can Rhianna use to help the team members bond?
A) solution-oriented
B) rapport-building
C) probing
D) closed
E) funnel

49) When the production manager asked "I'm sure everyone here thinks it's a good idea to keep our costs down, right?" he was using a_____ question that was designed to get everyone at the meeting to adopt his idea.
A) cross-examination
B) disguised statement
C) rapport-building
D) leading
E) funnel

50) The act of anticipating intentions and moods through the perceptive examination of nonverbal cues is known as
A) sight-reading.
B) emotional intelligence.
C) shared meaning.
D) relationship management.
E) self-management.

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51) What does research consistently demonstrate about nonverbal communication?
A) People are not good at masking their feelings, and most people are highly skilled in their ability to decode nonverbal signals.
B) People are not good at masking their feelings, but most people are incapable of decoding nonverbal signals.
C) People are good at masking their feelings, but most people still manage to decode nonverbal signals.
D) People are good at masking their feelings, so most people are incapable of decoding nonverbal signals.
E) People are not good at masking their feelings, but most people are inconsistent in their ability to decode nonverbal signals.

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52) During a budget meeting, the employee concludes her part of the talk and points to her presentation partner. What does this nonverbal gesture most likely mean in context?
A) The employee is indicating that it is the partner's turn to speak.
B) The employee is accusing the partner of interrupting her.
C) The employee is blaming the partner for the poor budget numbers.
D) The employee is giving the partner permission to ask a question.
E) The employee is trying to get the partner to be quiet.

53) When Connor had to tell Anya that her project had lost its funding, he found himself adopting a slumped posture that was similar to hers. What was Connor doing?
A) synchronizing body language to mock her
B) synchronizing body language to show empathy
C) faking a mood to change her emotions
D) using visual cutoff to encourage sharing
E) using visual cutoff to make the conversation end

54) As Renata explained her frustration with a coworker to the human resource manager, the manager quickly averted her eyes and began shuffling papers on her desk. Renata immediately felt uncomfortable. Which aspect of nonverbal communication deterred the conversation?
A) CLEM
B) posture
C) visual cutoff
D) paraphrasing
E) emotional intelligence

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55) While working on team projects, the manager welcomes feedback and constructive criticism from her colleagues because she values their opinions and wants to be a better team member. What aspect of emotional intelligence does this behavior demonstrate?
A) high empathy
B) high self-awareness
C) high relationship management
D) low self-management
E) low empathy

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56) Which motivational value system is most often guided by concerns about whether business activities have been thought out carefully and the right processes have been put into place to accomplish things?
A) red MVS
B) yellow MVS
C) blue MVS
D) green MVS
E) hub

57) Which statement best expresses a typical concern of someone with a blue MVS?
A) "Let's make sure we've considered how this will affect everyone's welfare."
B) "Let's be sure that we have thought out the long-term results of this policy."
C) "Let's consider the most efficient way to implement this decision."
D) "Let's look at how this relates to the overall welfare of the company."
E) "Let's act in a way that provides clear leadership to others."

58) Assertiveness is most closely associated with a_____ MVS.
A) blue
B) red
C) yellow
D) green
E) hub

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59) Kia and Nora disagree about which new healthcare insurance to adopt for their company. Kia wants to choose a cost-effective policy as soon as possible, while Nora wants to ensure that employees do not see a reduction in benefits because of the change. What can you deduce about Kia and Nora from this information?
A) Kia has a green MVS; Nora has a blue MVS.
B) Kia has a red MVS; Nora is a hub.
C) Kia has a red MVS; Nora has a blue MVS.
D) Kia has a hub; Nora has a red MVS.
E) Kia has a blue MVS; Nora has a green MVS.

60) Which quality is characteristic of people who are hubs according to the motivational value system?
A) nurturing
B) decisive
C) analytical
D) flexible
E) competitive

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61) Which quality is more characteristic of introverts?
A) thoughtful
B) charismatic
C) spontaneous
D) lively
E) collaborative

62) Which situation would an extrovert prefer?
A) a quiet meeting with two friends
B) a loud party with a large group
C) time alone with a book
D) a workspace in a library
E) a long conversation with one person

63) The manager needs to assign the team members the following tasks. One of the team members, Katie, is an extrovert. Which task is most appropriate for Katie?
A) independently analyzing the latest market research report
B) writing an explanation of a new product for senior management
C) checking the proofs of sales brochures for accuracy before they are printed
D) moderating a team meeting to discuss how well the last development cycle went
E) preparing a list of questions to discuss at the next team meeting

64) What is one strength associated with introverted professionals?
A) taking time to reflect carefully
B) gaining the support of others
C) acting quickly to gain advantages
D) excelling in competitive situations
E) organizing people to innovate

65) The manager always drops handwritten reports on the administrative assistant's desk and says, "Type this right away." What common type of incivility is the manager committing?
A) treating others without courtesy
B) ignoring others
C) disrespecting the dignity and worth of others
D) disrespecting the efforts of others
E) disrespecting the privacy of others

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66) Which situation is an example of disrespecting the dignity and worth of others?
A) claiming credit for a co-worker's creative idea
B) gossiping about a co-worker
C) forwarding a confidential email from the boss
D) arriving at a meeting late
E) leaving a mess in the kitchen area

67) What is a guiding principle for improving civility in society and the workplace?
A) Tell, do not ask.
B) Ignore small things.
C) Disagree graciously.
D) Do not refrain from arguing.
E) Keep a negative attitude.

68) _____ refer(s) to alternative and generally positive explanations for events.
A) Emotional hijacking
B) Semantic noise
C) Pessimism
D) Counternarratives
E) Visual cutoff

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ESSAY. Write your answer in the space provided or on a separate sheet of paper.

69) Define the interpersonal communication process.

70) How does emotional hijacking hinder effective interpersonal communication?

71) Why is self-awareness particularly important in stressful and uncomfortable situations?

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72) What are some techniques individuals can use to deal with intense anger?

73) What are the six skills that make up active listening? Give a brief definition of each.

74) Identify at least six common barriers to effective listening.

75) Quinn met a potential customer outside on a cold December day to discuss plowing the man's driveway all winter. The man nodded several times and sounded enthusiastic when he promised to call Quinn after talking to his wife. However, Quinn decided that was just a brush off. The man had kept his arms folded across his chest, which Quinn has heard is a sign of defensiveness. How well did Quinn practice sight-reading? Explain using details from the scenario.

76) What are the eight guiding principles of improving civility in society as discussed by P. M. Forni?

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Answer Key

Test name: Chapter 02

1) TRUE
In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.

2) FALSE
Semantic noise occurs when communicators apply different meanings to the same words or phrases. Loud music, nearby conversations, and the sound of traffic are examples of physical noise, which is external noise that makes a message difficult to hear or otherwise receive.

3) TRUE
All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences. This filter is an accumulation of knowledge, values, expectations, and attitudes based on prior personal experiences.

4) TRUE
Emotional intelligence involves understanding emotions, managing emotions to serve goals, empathizing with others, and effectively handling relationships with others.

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5) TRUE
Self-awareness involves accurately understanding emotions as they occur. It is particularly important for stressful and unpleasant situations. High self-awareness includes the ability to manage events that stir strong—often fight-or-flight—responses.

6) FALSE
A common misperception of many business professionals is that venting negative feelings helps people cope with anger. Study after study has shown that venting is temporarily satisfying, but it rarely makes anger go away, especially when the venting is intended as retaliation.

7) FALSE
Self-management helps you avoid knee-jerk reactions that may compromise your ability to meet your business and career objectives.

8) TRUE
Optimists view failures as events that can be changed in the future. They view these failures as temporary setbacks and learning experiences.

9) TRUE

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In a survey of corporate recruiters, listening skills were ranked as the second-most important communication skill.

10) FALSE
At its core, active listening is a state of mind . . . it involves bringing about and finding common ground, connecting to each other, and opening up new possibilities

11) FALSE
To make sure you really understand others, you should frequently paraphrase what you are hearing. Such paraphrases are known as reflecting statements.

12) FALSE
Active listening also involves expressing your own perspectives and feelings. If you do not share your own ideas completely, your colleagues do not know what you really think.

13) FALSE
Generally speaking, most good questions are open-ended. Closed-ended questions only require a "yes" or "no" response and tend to limit the conversation.

14) FALSE
On the most fundamental level, good questions reflect the learner mind-set, and poor questions reflect a judger mind-set. In the example given, Michael's question conveys the message, "You must *not* have been thinking when you created this," so it displays a judger mind-set.

15) TRUE
Nonverbal messages are most important when they are not congruent, or consistent, with verbal messages.

16) TRUE
This is correct. People who achieve eye contact build emotional connections to one another. They are also more likely to build rapport and empathy.

17) FALSE
A person's motivational value system is a blend of the primary motives of nurturing, directing, and autonomizing and refers to the frequency with which these values guide his or her actions.

18) TRUE
The nurturing motive is identified as blue in this model. Professionals with a blue MVS are most often guided by motives to protect others, help others grow, and act in the best interests of others.

19) FALSE

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In the last ten years, a variety of research has debunked the idea that introverts are less effective at leading. This research has shown that extroverts and introverts each possess many leadership qualities and essential professional traits.

20) FALSE
Even when a person is treated poorly, responding civilly potentially de-escalates a difficult situation and shows that person's character and caring.

21) C
The interpersonal communication process is the process of sending and receiving verbal and nonverbal messages between two or more people.

22) A
Each person involved in interpersonal communication is both encoding and decoding meaning. Meaning refers to the thoughts and feelings that people intend to communicate to one another.

23) A
Meaning refers to the thoughts and feelings that people intend to communicate to one another. Decoding is the process of interpreting messages from others into meaning.

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24) E
Encoding is the process of converting meaning into messages composed of words and nonverbal signals. Decoding is the process of interpreting messages from others into meaning. Carl has just decoded Molly's words and tone.

25) A
Physical noise is external noise that makes a message difficult to hear or otherwise receive. The noise from a construction crew is an example of physical noise.

26) C
Semantic noise occurs when communicators apply different meanings to the same words or phrases. For example, two people may have different ideas about what "acceptable profit margin" means.

27) D
Psychological noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction.

28) A

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All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences. This filter is an accumulation of knowledge, values, expectations, and attitudes based on prior personal experiences.

29) B
Emotional hijacking is a situation in which emotions control our behavior, causing us to react without thinking. It prevents people from engaging in effective interpersonal communication.

30) C
The most-used EQ test for business professionals shows that emotional intelligence can be divided into four domains: self-awareness, self-management, empathy, and relationship management.

31) E
Self-awareness is the foundation for emotional intelligence. It involves accurately understanding your emotions as they occur and how they affect you.

32) A
Events that cause strong emotional reactions are called triggers.

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33) B
Individuals who try to understand mitigating information can short-circuit moderate anger almost immediately. Mitigating information involves favorable explanations for why others behave in a certain way

34) C
Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves having the discipline to hold off on current urges in order to meet long-term intentions.

35) A
Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them."

36) D
Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." One impact of low self-management on interpersonal communication is that people frequently vent frustrations without a constructive work purpose.

37) A

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Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." An impact of high self-management on interpersonal communication is that people are able to control emotional impulses that are not aligned with work and relationship goals.

38) B
Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them." An impact of high empathy on interpersonal communication is that people direct conversations to topics that focus on the needs of others.

39) C
Optimists view failures as events that can be changed in the future. They view these failures as temporary setbacks and learning experiences.

40) A
Active listening requires that you reflect on the ideas and emotions of others. To make sure you really understand others, you should frequently paraphrase what you are hearing.

41) C
Clarifying involves making sure that you have a clear understanding of what others mean. It includes double-checking that you understand the perspectives of others and asking them to elaborate and qualify their thoughts. It is more than simply paraphrasing.

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42) D
The goal of summarizing is to restate major themes so that you can make sense of the big issues from the perspective of the other person. Ideally, you can show that you understand the major direction of the conversation. Bill does this by identifying the two main ways that his supervisor wants him to improve.

43) A
To make sure you really understand others, you should frequently paraphrase what you've heard. This is useful in the reflecting stage of active listening.

44) A
Learner statements demonstrate a commitment to hearing people out and explicitly state a desire to hear different opinions. Judger statements show that the speaker is closed off to hearing people out, which shuts down honest conversation. A question that implies someone is not interested in new techniques is a judger statement.

45) A

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Clarifying involves making sure you have a clear understanding of what others mean. The question “Could you explain how . . .” is one way to clarify meaning

46) B
Funnel questions move from general to specific. They are intended to increasingly deconstruct a business issue so that a team can tackle or approach it in pieces.

47) D
Probing questions are intended to analyze a business problem from every angle to uncover its root causes. Such questions can ensure that no explanation is overlooked, thus leading to a reliable understanding.

48) B
Rapport-building questions are intended to create bonds between people. They can break the ice and gradually ease people into conversations about shared business interests. They tend to be casual and social and steer clear of divisive or offensive topics.

49) D
Leading questions are meant to lead the listener to agree with or adopt the perspective of the asker. This approach will not lead to a learning conversation.

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50) A
David Givens defines sight-reading as "intelligent observation of [nonverbal communications]... the act of anticipating intentions and moods through the perceptive examination of non-verbal cues."

51) E
Nearly all people reveal their real emotions through nonverbal behavior, but research shows that most people are not consistently effective at decoding the nonverbal signals of others.

52) A
Use the situation at hand to help understand nonverbal signals. Pointing fingers during an argument likely indicates blaming, whereas pointing fingers at others during a sales presentation more than likely indicates a desire to get input from others. Because the employee has concluded her part of the talk and points at the presentation partner, the gesture most likely means it is the partner's turn to speak.

53) B
Synchronizing body language means adopting some of your counterpart's body language to make the conversation more natural and to show empathy to the other person.

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54) C
When people abruptly look away to indicate disapproval or disinterest, they send a message of strong displeasure with others and their ideas. This action, called visual cutoff, can quickly end dialogue, especially when a superior visually cuts off subordinates. Visual cutoff is especially harsh when accompanied with sideways head movements and sighs.

55) C
Relationship management is the "ability to use your awareness of emotions and those of others to manage interactions successfully." An impact of high relationship management on interpersonal communication is that people accept and even welcome feedback and constructive criticism.

56) D
Professionals with a green MVS are most often concerned about making sure that business activities have been thought out carefully and that the right processes are put into place.

57) A
Professionals with a blue MVS are most often guided by a desire to protect others, help others grow, and act in the best interests of others. They are nurturing rather than directing and autonomizing. Considering everyone's welfare would be one of their concerns.

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58) B
Professionals with a red MVS are most often guided by concerns about organizing people, time, money, and other resources to accomplish results. Two characteristics of a red MVS are assertiveness and directing.

59) C
Kia has a red MVS, which means she tends to be concerned with results and getting things done. Nora has a blue MVS, which means she tends to be concerned with the welfare of others.

60) D
Hubs are friendly, flexible, social, and fun. They encourage interaction and consensus building.

61) A
Introverts tend to be quiet, reserved, thoughtful, and solitary. Extroverts tend to be outspoken, charismatic, spontaneous, and group oriented.

62) B
Extroverts typically prefer conversations in larger groups and social events. They often want to think out loud, using speech as a way of refining their ideas.

63) D

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Extroverts tend to get much of their stimulation and energy from external sources such as social interaction. Some of the strengths of extroverts include gaining the support of others, networking at large social events, and driving important conversations in meetings. Of the listed tasks, moderating a team meeting is best suited to an extrovert. The other tasks are too solitary.

64) A
One strength of an introverted professional is the ability to take the time to reflect carefully rather than acting quickly to gain an advantage.

65) A
Not using basic terms of courtesy such as *please* and *thank you* is an example of treating others without courtesy.

66) B
Talking behind the back of others and gossiping is an example of disrespecting the dignity and worth of others.

67) C
To improve civility, one should disagree graciously and refrain from arguing.

68) D
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Counternarratives are one action to take to avoid getting caught in a negativity trap. They provide alternative and generally positive explanations for an event.

69) Essay
The interpersonal communication process is the process of sending and receiving verbal and nonverbal messages between two or more people. It involves the exchange of simultaneous and mutual messages to share and negotiate meaning between those involved.

70) Essay
Emotional hijacking is a situation in which emotions control our behavior, causing us to react without thinking. Emotional hijacking prevents you from engaging in effective interpersonal communication. It can lead to unwanted behaviors: You may misrepresent your ideas, confuse the facts, say things to others that you later regret, display frustration or anger, remain silent when you would prefer to be heard, fail to listen to others, or disengage from working relationships that are in your best interest.

71) Essay

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Self-awareness is particularly important for stressful and unpleasant situations. People high in self-awareness have the ability to be self-reflective when they experience strong or even distressful emotions. Often, this involves the ability to explicitly identify feelings as they occur. For example, a person who becomes angry with a colleague can simultaneously think, "I'm feeling anger right now." Being aware of this can help you avoid dysfunctional behaviors caused by emotional hijacking.

72) Essay
When dealing with intense anger, individuals might remove themselves temporarily from the situation by going on a walk, taking deep breaths, or turning to enjoyable entertainment such as a television show or book. Writing about the things that are creating the anger can also help a person review the events rationally and help reappraise feelings.

73) Essay
The six skills are (1) paying attention, or devoting your whole attention to others; (2) holding judgment, or demonstrating a learner mindset to help others feel safe to express themselves; (3) reflecting, or paraphrasing what you are hearing to make sure you understand it; (4) clarifying, or double-checking that you understand the perspective or others by asking them to elaborate and qualify their thoughts; (5) summarizing, or restating major themes of what others say; and (6) sharing, or expressing your own perspectives and feelings.

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74) Essay
Some barriers to effective listening include: lack of time, lack of patience and attention span, image of leadership, communication technology, fear of bad news or an uncomfortable situation, defending a situation, "me too" statements, giving advice.

75) Essay
Quinn did not practice sight-reading very well. He should have paid more attention to the cluster of signals—the nodding head, the enthusiastic tone, and the promise to call—than to the single incongruent signal. He should also have read the signals in context, which would have told him that the man was probably crossing his arms from cold, not defensiveness.

76) Essay

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Forni, one of the leading voices on improving civility in society and the workplace, recommended eight guiding principles:

1. Slow down and be present in life.
2. Listen to the voice of empathy.
3. Keep a positive attitude.
4. Respect others and grant them plenty of validation.
5. Disagree graciously and refrain from arguing.
6. Get to know people around you.
7. Pay attention to small things.
8. Ask, don't tell.

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