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Chapter 2
Achieve Personal Success

Section One

True/False Questions

1. Emotional intelligence measures intelligence based on a score derived from intelligence tests.
   False; Easy

2. The difference between EQ and IQ is that IQ is stable over a lifetime, while EQ can grow and develop over time.
   True; Easy

3. IQ is not a good predictor of job performance, happiness, or success.
   True; Easy

4. Self-management refers to a person's ability to understand their feelings from moment to moment.
   False; Easy

5. To increase our self-awareness skills, we should spend time thinking about our emotions to understand why we experience a specific emotion.
   True; Easy

Multiple Choice Questions

6. _____ is a form of social intelligence that involves the ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action.
   a) Emotional intelligence
   b) Diligence
   c) Intelligence quotient
   d) Self-image
   e) Psychological capital
   a; Easy

7. _____ is the measure of intelligence based on a score derived from an intelligence test.
   a) Intelligence quotient
   b) Emotional intelligence
   c) Social ineptness
   d) Psychological capital

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e) Gini co-efficient

b; Easy

8. Intelligence quotient (IQ) differs from emotional intelligence (EQ) in that EQ:
   a) is stable over a lifetime.
   b) measures intelligence based on a score derived from intelligence tests.
   c) can grow and develop.
   d) is not a good predictor of job performance, happiness, or success.
   e) does not have any link with salary.

   c; Moderate

9. Intelligence quotient differs from emotional intelligence in that IQ:
   a) is stable over a lifetime.
   b) involves the ability to monitor one's own and others' feelings and emotions.
   c) is the ability to discriminate between feelings and emotions.
   d) is the best predictor of job performance.
   e) is the ability to read body language and understand when someone is sad or mad.

   a; Moderate

10. Which of the following is true about IQ?
    a) It can grow and develop over time.
    b) It is a good predictor of job performance.
    c) It is a good predictor of happiness.
    d) It is based on scores derived from tests.
    e) It is a strategy to use when setting goals.

    d; Moderate

11. Which of the following is true about EQ?
    a) One cannot be a high performer at work without EQ.
    b) EQ is not a good predictor of job performance, happiness, or success.
    c) EQ is stable over a lifetime.
    d) EQ is a measure of intelligence based on a score derived from an intelligence test.
    e) EQ is the strongest driver of leadership and personal excellence.

    e; Moderate

12. _____ refers to a person's ability to understand their feelings from moment to moment.
    a) Self-awareness
    b) Social awareness
    c) Psychological capital
    d) Self-efficacy
    e) Optimism

    a; Easy

13. _____ refers to our ability to control our emotions and is dependent on our self-awareness ability.
    a) Self-efficacy

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b) Self-management
c) Social awareness
d) Self-talk
e) Self-absorption
b; Easy

14. _____ is our ability to understand general cues that may affect others around us.
a) Self-awareness
b) Self-management
c) Social awareness
d) Optimism
e) Psychological capital
c; Easy

15. _____ refers to our ability to communicate clearly, maintain good relationships with others, work well in teams, and manage conflict.
a) Social awareness
b) Psychological capital
c) Contrivance
d) Relationship management
e) Intrapersonal communication
d; Easy

16. _____ refers to positive emotions which result in higher confidence and resilience.
a) Emotional bank
b) Social awareness
c) Preeminent coffer
d) Social cue
e) Psychological capital
e; Easy

17. Which of the following would be the best way to increase self-awareness skills?
a) Spend time thinking about our emotions
b) Not look at those things that cause a strong reaction
c) Avoid self-talk
d) Observe others' actions
e) Learn people's names
a; Moderate

18. Which of the following would be the best way to increase self-management skills?
a) Focus on the negative instead of the positive
b) Count to ten before reacting
c) Observe others' actions
d) Watch people to get a good sense of how they are reacting
e) Learn people's names
b; Moderate

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19. Strategies for _____ include being open, acknowledging another's feelings, and showing that one cares.
    a) self-talk
    b) self-awareness
    c) optimism
    d) relationship management
    e) increasing one's IQ
    d; Moderate

20. Which of the following is positive self-talk?
    a) I am not good at this.
    b) I cannot learn this process.
    c) It will take longer than I had thought.
    d) It will never get completed.
    e) I don't know how to do it.
    c; Moderate

21. Which of the following is negative self-talk?
    a) I need a training to carry this out.
    b) I made a mistake.
    c) I need to develop my soft skills.
    d) I will never be able to do so much.
    e) I need to work on my computer skills.
    d; Moderate

Fill in the blanks

22. _____ is our ability to understand social cues that may affect others around us.
    Social awareness; Easy

23. _____ is the measure of intelligence based on a score derived from an intelligence test.
    Intelligence quotient; Easy

24. _____ refers to the thoughts we have about ourselves and situations throughout the day.
    Self-talk; Easy

Short Answer/Essay Questions

25. What are the differences between emotional intelligence and intelligence quotient?

    Emotional intelligence (EQ) refers to a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions. This is different from intelligence quotient (IQ) in that IQ measures intelligence based on a score derived

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from intelligence tests. The other main difference between the two is that IQ is stable over a lifetime, while EQ can grow and develop over time.
Moderate

26. Define the four main components of EQ.

    Self-awareness refers to a person's ability to understand their feelings from moment to moment. Self-management refers to our ability to manage our emotions and is dependent on our self-awareness ability. Social awareness is our ability to understand social cues that may affect others around us. Relationship management refers to our ability to communicate clearly, maintain good relationships with others, work well in teams, and manage conflict.
    Moderate

27. Mention ways to increase one's social awareness.

    Increasing social awareness means to observe others' actions and to watch people to get a good sense of how they are reacting. We can gain social awareness skills by learning people's names and making sure we watch body language. Living in the moment can help our interactions with others as well. Practicing listening skills and asking follow-up questions can also help improve our social awareness skills.
    Moderate

Section Two

True/False Questions

28. The more specific a goal, the more we are able to determine if we were successful in that goal.
    True; Easy

29. According to the SMART philosophy, a goal can be someone else's goal.
    False; Easy

30. Objectives are the shorter-term goals we must do in order to accomplish our bigger goals.
    True; Easy

31. As we change, and situations change, we need to be rigid with our goals.
    False; Easy

32. There should not be a timeframe attached to a specific goal.
    False; Easy

33. Time management refers to our ability to communicate clearly, maintain good relationships with others, work well in teams, and manage conflict.

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False; Easy

34. One of the reasons why people tend to resist change is that status quo is easier.
True; Easy

Multiple Choice Questions

35. Which of the following is a method of setting goals?
a) SMART philosophy
b) Johari window
c) BCG matrix
d) SWOT matrix
e) Six sigma method
a; Easy

36. Which of the following is a specific goal?
a) I want to become a rich man.
b) I want to travel the world.
c) The company wants to increase its sales.
d) I want to be popular.
e) I want to jog an hour every morning.
e; Moderate

37. According to the SMART philosophy to setting goals, goals need to be _____.
a) speculatory
b) mechanical
c) attainable
d) regulatory
e) traditional
c; Moderate

38. According to the SMART philosophy to setting goals, goals need to be _____.
a) sporadic
b) measurable
c) accumulative
d) random
e) terrific
b; Easy

39. Which of the following is a measurable goal?
a) The company wants to spread its marketing efforts.
b) The company wants to best in retailing.
c) I want to sell more insurance policies.
d) I want to save $100,000 by the end of the year.
e) The company wants to grow.
d; Moderate

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40. Peter wants to become a doctor. In this context, which of the following would be a short-term goal for Peter?
    a) Get a job as a medical practitioner
    b) Take two classes a week in astrophysics
    c) Get lessons in soft skills
    d) Obtain a degree in medicine
    e) Develop a positive relationship with patients
    d; Moderate

41. _____ are the shorter-term goals one must do in order to accomplish one's bigger goals.
    a) Strategic plans
    b) Objectives
    c) Shorties
    d) Term indices
    e) Desires
    b; Easy

42. Which of the following should be considered while setting goals?
    a) Goals have to be set by peers.
    b) Goals once set have to be met.
    c) Goals need to be rigid so we do not get distracted.
    d) Goals need to be flexible.
    e) Goals should be set by someone other than the person attaining the goal.
    d; Easy

43. Which of the following can be a barrier to time management?
    a) Prioritizing
    b) Making to-do lists
    c) Being overworked
    d) Multitasking
    e) Not saying yes to everything
    d; Moderate

44. Which of the following can help one manage time better?
    a) Making sure the most important things are done last
    b) Working on various tasks simultaneously
    c) Spending more time managing to-do lists than actually doing the work on them
    d) Being able to say yes
    e) Scheduling time for breaks and spending time doing things one enjoys
    e; Moderate

45. Which of the following is true about change?
    a) Leadership in organizations provides all of the information needed about change.
    b) People are not typically concerned about financial loss when a change is introduced.
    c) Status quo is laborious.

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d) Change and the unknown seem encouraging to people.
e) People are afraid the change will affect the value of their skills.
e; Moderate

46. Which of the following can help reduce resistance to change?
a) Avoiding defensiveness and "going along with the crowd"
b) Avoiding multitasking
c) Understanding one's working style
d) Finding ways to improve concentration
e) Making to-do lists
a; Moderate

47. Which of the following do people experience first when change occurs?
a) Resistance
b) Denial
c) Abstinence
d) Exploration
e) Commitment
b; Easy

48. Ralph cannot believe that a new process has been adopted in his company. He insists on doing things the old way and doesn't want to know about the new process. Which of the following phases of the change process is Ralph experiencing?
a) Denial
b) Resistance
c) Unfreezing
d) Refreezing
e) Exploration
a; Moderate

49. Which of the folowing best describes the resistance phase people experience when change occurs?
a) People do not want to move on to the future.
b) People begin to accept the change but with some reservations.
c) People wistfully think about how great things were before the change.
d) There is confusion as people start to clarify expectations.
e) People do not accept the change.
c; Moderate

50. Lawrence is annoyed over the new processes introduced in his company. He feels distressed and keeps talking to his colleagues about how things were better before. Which of the following phases of change is Lawrence experiencing?
a) Denial
b) Resistance
c) Unfreezing
d) Exploration

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e) Commitment
b; Moderate

51. Which of the following is the final phase people experience when change occurs?
    a) Denial
    b) Resistance
    c) Exploration
    d) Commitment
    e) Affection
    d; Easy

52. In which of the following phases of change do people begin to accept the change but with some reservations, and there is confusion as people start to clarify expectations?
    a) Denial
    b) Resistance
    c) Acceptance
    d) Commitment
    e) Exploration
    e; Easy

53. Harold has started to incorporate the changes in his work. Yet, he doesn't really feel comfortable with it. He is curious to know how the change will affect his outcome. Which of the following phases of change is Harold going through?
    a) Denial
    b) Resistance
    c) Commitment
    d) Unfreezing
    e) Exploration
    e; Moderate

54. After clarifying his doubts about the new process, Pam feels confident that it is actually a well thought-out process. She understands that it will benefit everybody in the company, and helps her colleagues understand it. Which of the following phases of change is Pam going through?
    a) Commitment
    b) Resistance
    c) Denial
    d) Exploration
    e) Unfreezing
    a; Moderate

55. Gerald doesn't like the service at the clinic he has been visiting for a year. He has started feeling that the new nurses do not give him attention. One of his friends recommends another hospital that provides better services. All Gerald needs to do is inform his insurance company for a transfer. Which of the following phases of Lewin's Model on Change is described here?

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a) Refreezing
b) Freezing
c) Unfreezing
d) Changing
e) Resisting
c; Moderate

56. According to Lewin's Model of Change, which of the following is the first phase of handling change?
a) Unfreezing
b) Denying
c) Stabilising
d) Freezing
e) Refreezing
a; Easy

57. Brandon decides to lose weight and starts jogging in the mornings. Which of the following phases of Lewin's Model on Change is Brandon in?
a) Unfreezing
b) Freezing
c) Refreezing
d) Change
e) Resistance
d; Moderate

58. Which of the following is the final phase of Lewin's Model on Change?
a) Freezing
b) Changing
c) Refreezing
d) Unchanging
e) Unfreezing
c; Easy

Fill in the Blanks

59. SMART philosophy includes goals being specific, measureable, _____, realistic, and time-oriented.
attainable; Easy

60. _____ refers to how well we use the time we are given.
Time management; Easy

61. When a change occurs or is occurring, people are likely to experience _____, resistance, exploration, and commitment.
denial; Easy

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62. In the third phase of change, _____ , the person may begin to accept the change but with some reservations.
exploration; Easy

63. Lewin's Model on Change proposes three main phases to handling change—unfreezing, change, and _____.
refreezing; Easy

Short Answer/Essay Questions

64. What are the aspects of the SMART philosophy?

SMART philosophy includes goals being specific, measureable, attainable, realistic, and time-oriented.
Easy

65. How can a goal can be made realistic? Explain with the help of an example.

Students' examples may vary.
The goal that is set must be something one is willing and able to work toward. The goal cannot be someone else's goal. For example, earning a business degree because one's parents want one to may not be compelling enough to follow through with that goal. The goal should be realistic in terms of one's abilities and willingness to work toward the goal. If Kyra decided to be a WNBA player, this is probably not a realistic goal for her. She is too old; is five feet two inches tall, and not really willing to put in the time to get better at basketball. She would most likely not be able to achieve this goal.
Moderate

66. Mention some tips to time management.

Tips to time management include:
Learn how to prioritize.
Avoid multitasking.
Don't get distracted while working.
Make to-do lists.
Don't overwork yourself.
Be organized.
Understand your work style.
Don't say yes to everything.
Find ways to improve concentration.
Moderate

67. Give four reasons why people resist change.

Students may give any four of the reasons given below.
There are many reasons why people resist change.

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1. People are afraid the change will affect the value of their skills.
2. People are concerned about financial loss.
3. Status quo is easier.
4. Group norms exist.
5. Leadership is required.

Moderate

68. Explain the phases people experience when a change occurs.

When a change occurs or is occurring, people are likely to experience four phases associated with that change. First, they may experience denial. In this phase, they do not want to accept the change nor do they want to move on to the future. In the resistance phase, people may feel angry or hurt. They may wistfully think about how great things were before the change. In the third phase, exploration, the person may begin to accept the change but with some reservations. In this phase there may be confusion as people start to clarify expectations. In the commitment phase, people have accepted the change, understand how they fit with the change, know how the change will affect them, and begin to embrace it.

Moderate

Section Three

True/False Questions

69. Continuous learning shows high emotional intelligence in the area of self-awareness and self-management.

True; Moderate

70. From a career perspective, if we choose to learn continuously, we end up being stale in both our skills and abilities.

False; Moderate

71. Organizations value people who can show their focus and dedication to continually learning and unlearning.

True; Easy

Multiple Choice Questions

72. _____ involves the process of constantly trying to update skills and learn new ones.
    a) Unfreezing
    b) Stable freezing
    c) Refreezing
    d) Continuous learning
    e) Exploring

d; Easy

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73. _____ means one may have to let go of an old way of doing something that may have worked for a long period of time.
    a) Launching
    b) Masking
    c) Freezing
    d) Melting
    e) Unlearning
    e; Easy

74. William, a senior executive, understands that in order to grasp the attention of his juniors he needs to train himself in the use of new technology and software. Which of the following does this indicate?
    a) Self-awareness
    b) Freezing
    c) Masking
    d) Refreezing
    e) Unfreezing
    a; Moderate

75. Buono café, an Italian eatery chain, has regular training sessions on new ways and techniques in cooking, presentation, and service etiquettes. Which of the following would this be an example of?
    a) Unfreezing
    b) Continuous learning
    c) Masking
    d) Constant reinforcement
    e) Intermittent inducement
    b; Moderate

76. Tenedor trucks, a forklift truck manufacturing company, trained its production unit on the new vacuum operated system which was replacing the hydraulic technology. The technicians had to let go of the old technology, and had to start from scratch as the new technology needed an entirely different approach. Which of the following best describes the technicians' experience?
    a) Unfreezing
    b) Refreezing
    c) Unlearning
    d) Overhauling
    e) Masking
    c; Moderate

Fill in the Blanks

77. Having _____, or knowing our strengths and weaknesses, is a way of improving our chances for career and personal success.

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self-awareness; Easy

78. _____ means one may have to let go of an old way of doing something that may have worked for a long period of time.
Unlearning; Easy

Short Answer/Essay Questions

79. What is continuous learning? How does it help improve our chances for career or personal success?

Continuous learning involves the process of constantly trying to update skills and learn new ones. This shows high emotional intelligence in the area of self-awareness and self-management ("I know I need to learn this new skill to be more valuable to my employee or to be more productive in my personal life"). Having self-awareness, or knowing our strengths and weaknesses, is the first step in improving our chances for career and personal success. Once we are aware (self-aware) of our weaknesses, we can better choose areas in which we would like to learn.
Moderate

80. Explain unlearning with the help of an example.

Students' examples may vary.
Unlearning means one may have to let go of an old way of doing something that may have worked for a long period of time. For example, Parelli Natural Horsemanship program requires training participants to start from square one when learning how to train their horse. The idea is they need to "unlearn" their old ways of training their horse in order to become effective at the sport. So no matter if someone has ten years of experience with horses or zero years, everyone goes back to basics.
Moderate

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