

Instructions: Answer the questions below and place your answers in the space provided. If necessary, you may attach a separate page with your answers. This is not a test there are no right or wrong answers. Your comments will be kept confidential. The information is being collected only to help us design the workshop to be most effective for you.

1. How long have you been a manager?

- Over 15 years
- 20+ years
- 6 months
- 2 years
- 35 years
- 25 years
- 20 years
- 25 years
- On and off for 5 years

2. What is the most difficult aspect of being a manager in the 21st-century?

- I have found it a challenge to understand and respect younger employees work ethic/life balance.
- Fostering a growth environment.
- Retainment. Attention span. Instant gratification.
- Keeping up with the various streams of communication and still having time to be productive.
- Building and maintaining effective teams with a mutual sense of trust. (Same as 20th century.)
- I have found that the most effective way to get work done is to get the person that needs to do work to want to do what needs to be done. This usually takes a lot of communication at the beginning with less and less required as the person becomes more and more experienced.
- Interpersonal relationships with people.
- Motivating the millennials.
- Maintaining clear lines of communication and helping to foster growth in a flat structure.

3. What do you think is the number one reason employees don't do what they are supposed to do?

- They do not understand what is being requested of them and/or do not have the skills or support system for them to thrive.
- Workflow management
- Overloaded with other responsibilities. Lack of communication or unclear expectations.
- They misunderstand direction because they do not view the direction in the context of the broader goal.
- Ego, rivalry, competition and stubbornness. Insufficient
- positive sense of the team and cooperative effort.
- Because they lack the direction and goal setting needed to clearly define what they should be doing.
- They do not understand what is expected of them.
- Lack of clarity or understanding of the goals.
- They do not see the direct value of what is being asked. and they do not see a direct benefit.

4. When was the last time you received positive feedback from your boss? How did that make you feel?

- Last week and felt amazing.
- Last Friday, appreciated
- Today. It made me feel like I was a valuable contributor to the corporation and my input method.
- At the end of the last calendar year. Generally, it made me feel good.
- Last week. It made me feel good.
- Probably at the annual review.
- Last week. it makes you feel great!
- Relatively often. At my age, I appreciate it, but it is not as important as it was when I was younger.
- Last week, it felt good. I like to know when I am on the right path, and when I am not.

5. Have you ever had to reprimand an employee? If so, what was the most challenging part of the reprimand?

- **Yes, I have reprimanded employees and have had to put them on a corrective action plan. With regards to reprimanding I found it difficult when the employee pushes back and argues or disagrees with feedback. I try to be very respectful and not make it about the employee but the actions that are being done or not being performed.**
- **Yes. The most challenging part was being clear with not reprimanding their character but reprimanding their actions or decisions.**
- **Yes. The most challenging part is making sure the employee understands why the criticism was necessary.**
- **Yes. The most challenging part is deciding how to present it so that the critique is heard in a positive way and accepted by the employee.**
- **Just be simple and direct as to what was being done incorrectly and to have the employee to view it as a means to improve to help both themselves and the company.**
- **Yes, the most difficult part is overcoming cultural barriers.**
- **Yes. Finding a way to be stern and clear about the infraction without sounding angry.**
- **The Delivery**
- **The most challenging part is understanding the best method to make the reprimand constructive for that individual. If the method is constructive you risk that they will not have learned an effective way to change that.**

6. Check the term below that best describes your management style:

- **Result oriented/People oriented**
- **Result oriented/People oriented**
- **Result oriented/People oriented**
- **result oriented**
- **People oriented**
- **Result oriented/People oriented**
- **Result oriented**
- **Result oriented**
- **People oriented**