PRACTICE EXAM 11: NEW JERSEY MANAGEMENT TEST BATTERY SIMULATION (100 QUESTIONS)

This practice exam contains 100 scenario-based questions. Each item presents a fictional managerial situation. Select the response that best addresses the facts, protects the organization's mission, treats people fairly, and can be implemented with clear ownership and follow-up. Review the supplied facts before committing, then use the explanations to refine your judgment.

1. In the records section of Maple Civic Programs, the program lead reports that a service queue has grown after two handoffs were changed. The latest record in case file 11-001 states that records show the delay is concentrated at one approval step. What should the manager do first?

A. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

B. Adopt the most visible proposed solution before confirming the cause or defining a measure.

C. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

2. In the service planning office of Maple Civic Programs, the unit manager reports that complaints about response quality have increased. The latest record in case file 11-002 states that the complaints describe different symptoms rather than one confirmed cause. Which response is strongest?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

C. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

D. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

3. In the community response team of Maple Civic Programs, the operations coordinator reports that two reports disagree about when a task was completed. The latest record in case file 11-003 states that the source records use different timestamps and labels. What is the best next step?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

C. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

4. In the operations desk of Maple Civic Programs, the supervisor reports that a pilot process produced uneven results. The latest record in case file 11-004 states that the best-performing shift used a different sequence of work. Which action best protects the organization?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

C. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

5. In the resource coordination unit of Maple Civic Programs, the program lead reports that staff report that a recurring task takes too long. The latest record in case file 11-005 states that observations show repeated rework near the final review. What should the manager do first?

A. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

B. Adopt the most visible proposed solution before confirming the cause or defining a measure.

C. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

6. In the quality review office of Maple Civic Programs, the unit manager reports that a new intake form has not reduced follow-up calls. The latest record in case file 11-006 states that employees are entering the same missing field in several places. Which response is strongest?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

C. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

7. In the program support section of Maple Civic Programs, the operations coordinator reports that a service interruption has affected one location. The latest record in case file 11-007 states that the immediate risk is contained but the cause is not yet established. What is the best next step?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

C. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

D. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

8. In the intake and referral team of Maple Civic Programs, the supervisor reports that a monthly report has developed inconsistent totals. The latest record in case file 11-008 states that the underlying entries use two different definitions of completion. Which action best protects the organization?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

C. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

9. In the customer access unit of Maple Civic Programs, the program lead reports that a resource request is being rejected repeatedly. The latest record in case file 11-009 states that the request lacks a clear objective and comparable supporting information. What should the manager do first?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

C. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

D. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

10. In the field support unit of Maple Civic Programs, the unit manager reports that a proposed program is receiving enthusiastic but vague support. The latest record in case file 11-010 states that no owner, baseline, or success measure has been identified. Which response is strongest?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

C. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

11. In the records section of Maple Civic Programs, the operations coordinator reports that a recurring error appears in several teams. The latest record in case file 11-011 states that the common step is a shared handoff rather than a single employee. What is the best next step?

A. Adopt the most visible proposed solution before confirming the cause or defining a measure.

B. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

C. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

12. In the service planning office of Maple Civic Programs, the supervisor reports that a manager receives a persuasive recommendation to replace a process. The latest record in case file 11-012 states that the recommendation does not compare the present process with alternatives. Which action best protects the organization?

A. Define the material issue, verify the evidence, test the likely cause, and then choose a measured remedy.

B. Adopt the most visible proposed solution before confirming the cause or defining a measure.

C. Treat the latest anecdote as conclusive and announce a permanent correction immediately.

D. Collect more information indefinitely while leaving the immediate issue and owner unresolved.

13. In the community response team of Maple Civic Programs, the program lead reports that a newly promoted supervisor is avoiding difficult conversations. The latest record in case file 11-013 states that employees are receiving different instructions about the same priority. What should the manager do first?

A. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

B. Issue a broad directive without explaining the standard, support available, or expected follow-up.

C. Take over the work personally so the manager can guarantee the immediate result.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

14. In the operations desk of Maple Civic Programs, the unit manager reports that a reliable employee has become hesitant during a new assignment. The latest record in case file 11-014 states that the employee has asked for clearer priorities rather than less responsibility. Which response is strongest?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Take over the work personally so the manager can guarantee the immediate result.

C. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

15. In the resource coordination unit of Maple Civic Programs, the operations coordinator reports that a team is resisting a revised workflow. The latest record in case file 11-015 states that the stated concern is uncertainty about how performance will be judged. What is the best next step?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Take over the work personally so the manager can guarantee the immediate result.

C. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

D. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

16. In the quality review office of Maple Civic Programs, the supervisor reports that two employees need different kinds of coaching. The latest record in case file 11-016 states that one needs practice while the other needs a clearer performance standard. Which action best protects the organization?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

C. Take over the work personally so the manager can guarantee the immediate result.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

17. In the program support section of Maple Civic Programs, the program lead reports that a deadline is approaching and the team is waiting for direction. The latest record in case file 11-017 states that the work can be divided into accountable stages. What should the manager do first?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Take over the work personally so the manager can guarantee the immediate result.

C. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

D. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

18. In the intake and referral team of Maple Civic Programs, the unit manager reports that a manager inherits a unit with low morale. The latest record in case file 11-018 states that employees describe inconsistent recognition and shifting expectations. Which response is strongest?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

C. Take over the work personally so the manager can guarantee the immediate result.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

19. In the customer access unit of Maple Civic Programs, the operations coordinator reports that a high performer is dominating team discussions. The latest record in case file 11-019 states that quieter employees hold relevant information but rarely contribute. What is the best next step?

A. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

B. Issue a broad directive without explaining the standard, support available, or expected follow-up.

C. Take over the work personally so the manager can guarantee the immediate result.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

20. In the field support unit of Maple Civic Programs, the supervisor reports that a new policy is being implemented across several shifts. The latest record in case file 11-020 states that employees need a consistent message and access to questions. Which action best protects the organization?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Take over the work personally so the manager can guarantee the immediate result.

C. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

21. In the records section of Maple Civic Programs, the program lead reports that a supervisor asks to solve a problem by issuing a sharper warning. The latest record in case file 11-021 states that the underlying performance gap has not been discussed directly. What should the manager do first?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

C. Take over the work personally so the manager can guarantee the immediate result.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

22. In the service planning office of Maple Civic Programs, the unit manager reports that an experienced employee is mentoring a new colleague. The latest record in case file 11-022 states that the informal mentor has not been given a clear boundary or outcome. Which response is strongest?

A. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

B. Issue a broad directive without explaining the standard, support available, or expected follow-up.

C. Take over the work personally so the manager can guarantee the immediate result.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

23. In the community response team of Maple Civic Programs, the operations coordinator reports that a team has met its target but is cutting corners. The latest record in case file 11-023 states that the current result is being achieved at the expense of quality. What is the best next step?

A. Issue a broad directive without explaining the standard, support available, or expected follow-up.

B. Take over the work personally so the manager can guarantee the immediate result.

C. Set a clear expectation, model the standard, provide appropriate support, and schedule a follow-up on performance.

D. Leave the matter to the team because strong employees should resolve leadership gaps themselves.

24. In the operations desk of Maple Civic Programs, the supervisor reports that a service request is urgent but one material fact is missing. The latest record in case file 11-024 states that a safe interim step is available while the fact is checked. Which action best protects the organization?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Wait for perfect information and take no interim action while the identified risk continues.

C. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

D. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

25. In the resource coordination unit of Maple Civic Programs, the program lead reports that three responses could address a recurring delay. The latest record in case file 11-025 states that one response is reversible and can be tested without disrupting service. What should the manager do first?

A. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

B. Choose the most forceful option immediately, even though its consequences and authority are unclear.

C. Wait for perfect information and take no interim action while the identified risk continues.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

26. In the quality review office of Maple Civic Programs, the unit manager reports that a proposed action would affect several units. The latest record in case file 11-026 states that the manager controls the local step but not the organization-wide policy. Which response is strongest?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

C. Wait for perfect information and take no interim action while the identified risk continues.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

27. In the program support section of Maple Civic Programs, the operations coordinator reports that a complaint demands immediate punishment. The latest record in case file 11-027 states that the record establishes an impact but not the employee's intent. What is the best next step?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Wait for perfect information and take no interim action while the identified risk continues.

C. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

D. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

28. In the intake and referral team of Maple Civic Programs, the supervisor reports that a resource choice would improve speed but reduce review capacity. The latest record in case file 11-028 states that the tradeoff affects both current service and future error detection. Which action best protects the organization?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Wait for perfect information and take no interim action while the identified risk continues.

C. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

29. In the customer access unit of Maple Civic Programs, the program lead reports that a decision must be made before a complete report is available. The latest record in case file 11-029 states that the available facts identify a limited protective action. What should the manager do first?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Wait for perfect information and take no interim action while the identified risk continues.

C. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

D. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

30. In the field support unit of Maple Civic Programs, the unit manager reports that a popular option would solve the visible symptom. The latest record in case file 11-030 states that the option would also create a difficult-to-reverse commitment. Which response is strongest?

A. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

B. Choose the most forceful option immediately, even though its consequences and authority are unclear.

C. Wait for perfect information and take no interim action while the identified risk continues.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

31. In the records section of Maple Civic Programs, the operations coordinator reports that two units are requesting the same limited support. The latest record in case file 11-031 states that the mission impact and urgency of the requests are different. What is the best next step?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Wait for perfect information and take no interim action while the identified risk continues.

C. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

32. In the service planning office of Maple Civic Programs, the supervisor reports that a manager is unsure whether to consult a specialist. The latest record in case file 11-032 states that the issue involves expertise but the manager retains local accountability. Which action best protects the organization?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

C. Wait for perfect information and take no interim action while the identified risk continues.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

33. In the community response team of Maple Civic Programs, the program lead reports that a change has produced an unexpected result. The latest record in case file 11-033 states that the response can be adjusted if the manager defines a clear checkpoint. What should the manager do first?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

C. Wait for perfect information and take no interim action while the identified risk continues.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

34. In the operations desk of Maple Civic Programs, the unit manager reports that a decision has been delayed through repeated discussion. The latest record in case file 11-034 states that the remaining uncertainty does not change the safest next step. Which response is strongest?

A. Choose the most forceful option immediately, even though its consequences and authority are unclear.

B. Wait for perfect information and take no interim action while the identified risk continues.

C. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

D. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

35. In the resource coordination unit of Maple Civic Programs, the operations coordinator reports that a proposed shortcut would meet the deadline. The latest record in case file 11-035 states that the shortcut would bypass a control that protects accuracy. What is the best next step?

A. Protect any immediate risk, decide within authority using the best available facts, and set a review point.

B. Choose the most forceful option immediately, even though its consequences and authority are unclear.

C. Wait for perfect information and take no interim action while the identified risk continues.

D. Transfer the decision upward without first framing the issue, options, authority, and recommendation.

36. In the quality review office of Maple Civic Programs, the supervisor reports that an employee reacts defensively to routine feedback. The latest record in case file 11-036 states that the feedback was delivered in front of coworkers. Which action best protects the organization?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Avoid the conversation entirely so the relationship is not made more uncomfortable.

C. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

37. In the program support section of Maple Civic Programs, the program lead reports that a partner unit says the manager's request was disrespectful. The latest record in case file 11-037 states that the written request was concise but omitted the reason and deadline. What should the manager do first?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Avoid the conversation entirely so the relationship is not made more uncomfortable.

C. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

D. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

38. In the intake and referral team of Maple Civic Programs, the unit manager reports that a staff member stops sharing concerns during meetings. The latest record in case file 11-038 states that the person was interrupted several times during a prior discussion. Which response is strongest?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

C. Avoid the conversation entirely so the relationship is not made more uncomfortable.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

39. In the customer access unit of Maple Civic Programs, the operations coordinator reports that two colleagues have different communication styles. The latest record in case file 11-039 states that both can perform the work but interpret directness differently. What is the best next step?

A. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

B. Defend the manager's intent immediately and move on without exploring the other person's experience.

C. Avoid the conversation entirely so the relationship is not made more uncomfortable.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

40. In the field support unit of Maple Civic Programs, the supervisor reports that an employee raises a concern about workload. The latest record in case file 11-040 states that the concern includes both a capacity issue and an assumption about priorities. Which action best protects the organization?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Avoid the conversation entirely so the relationship is not made more uncomfortable.

C. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

41. In the records section of Maple Civic Programs, the program lead reports that a manager receives an angry message from a stakeholder. The latest record in case file 11-041 states that the message identifies a real service impact but uses personal language. What should the manager do first?

A. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

B. Defend the manager's intent immediately and move on without exploring the other person's experience.

C. Avoid the conversation entirely so the relationship is not made more uncomfortable.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

42. In the service planning office of Maple Civic Programs, the unit manager reports that a trusted employee asks for an exception. The latest record in case file 11-042 states that the request is understandable but could affect consistency for others. Which response is strongest?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Avoid the conversation entirely so the relationship is not made more uncomfortable.

C. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

D. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

43. In the community response team of Maple Civic Programs, the operations coordinator reports that a meeting becomes tense after a decision is questioned. The latest record in case file 11-043 states that the question may reflect missing information rather than opposition. What is the best next step?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

C. Avoid the conversation entirely so the relationship is not made more uncomfortable.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

44. In the operations desk of Maple Civic Programs, the supervisor reports that an employee says a colleague is difficult to work with. The latest record in case file 11-044 states that the report describes behavior but does not identify a specific work impact. Which action best protects the organization?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Avoid the conversation entirely so the relationship is not made more uncomfortable.

C. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

45. In the resource coordination unit of Maple Civic Programs, the program lead reports that a manager must give corrective feedback to an experienced employee. The latest record in case file 11-045 states that the employee is likely to respond well to specific examples and expectations. What should the manager do first?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Avoid the conversation entirely so the relationship is not made more uncomfortable.

C. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

D. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

46. In the quality review office of Maple Civic Programs, the unit manager reports that a disagreement continues after the original issue was resolved. The latest record in case file 11-046 states that the participants now have different assumptions about future responsibilities. Which response is strongest?

A. Defend the manager's intent immediately and move on without exploring the other person's experience.

B. Listen carefully, acknowledge the work impact, clarify expectations, and respond respectfully to the person involved.

C. Avoid the conversation entirely so the relationship is not made more uncomfortable.

D. Discuss the person's reaction publicly to demonstrate that difficult behavior will not control the team.

47. In the program support section of Maple Civic Programs, the operations coordinator reports that an employee has missed several work commitments. The latest record in case file 11-047 states that the record contains dates and outcomes but not the employee's explanation. What is the best next step?

A. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

B. Use a personality label as the explanation and move directly to a permanent consequence.

C. Apply the harshest response first so other employees see that performance concerns are serious.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

48. In the intake and referral team of Maple Civic Programs, the supervisor reports that a staff member is being assigned work outside current strengths. The latest record in case file 11-048 states that the assignment is important but support and training are available. Which action best protects the organization?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Apply the harshest response first so other employees see that performance concerns are serious.

C. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

49. In the customer access unit of Maple Civic Programs, the program lead reports that an appraisal draft contains broad criticism. The latest record in case file 11-049 states that the draft gives few examples and does not distinguish results from impressions. What should the manager do first?

A. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

B. Use a personality label as the explanation and move directly to a permanent consequence.

C. Apply the harshest response first so other employees see that performance concerns are serious.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

50. In the field support unit of Maple Civic Programs, the unit manager reports that a new employee needs a development plan. The latest record in case file 11-050 states that the employee understands the mission but needs practice with a recurring task. Which response is strongest?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Apply the harshest response first so other employees see that performance concerns are serious.

C. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

51. In the records section of Maple Civic Programs, the operations coordinator reports that a supervisor wants to delegate a sensitive responsibility. The latest record in case file 11-051 states that the employee has capacity but needs authority, boundaries, and a checkpoint. What is the best next step?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

C. Apply the harshest response first so other employees see that performance concerns are serious.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

52. In the service planning office of Maple Civic Programs, the supervisor reports that two employees received different opportunities. The latest record in case file 11-052 states that the assignments had different requirements but the criteria were not explained. Which action best protects the organization?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Apply the harshest response first so other employees see that performance concerns are serious.

C. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

D. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

53. In the community response team of Maple Civic Programs, the program lead reports that an employee reports conduct by a colleague. The latest record in case file 11-053 states that the report describes a possible work impact and asks for a private response. What should the manager do first?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Apply the harshest response first so other employees see that performance concerns are serious.

C. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

D. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

54. In the operations desk of Maple Civic Programs, the unit manager reports that a recognition decision is being challenged. The latest record in case file 11-054 states that the result was positive but the selection criteria were not communicated. Which response is strongest?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

C. Apply the harshest response first so other employees see that performance concerns are serious.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

55. In the resource coordination unit of Maple Civic Programs, the operations coordinator reports that a staffing plan leaves one employee overloaded. The latest record in case file 11-055 states that the imbalance is visible in assignments and not merely a perception. What is the best next step?

A. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

B. Use a personality label as the explanation and move directly to a permanent consequence.

C. Apply the harshest response first so other employees see that performance concerns are serious.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

56. In the quality review office of Maple Civic Programs, the supervisor reports that a supervisor wants to label an employee as unmotivated. The latest record in case file 11-056 states that the evidence shows missed deliverables but not a motive. Which action best protects the organization?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Apply the harshest response first so other employees see that performance concerns are serious.

C. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

57. In the program support section of Maple Civic Programs, the program lead reports that a manager must prepare for a performance conversation. The latest record in case file 11-057 states that the employee should be told the standard, examples, and opportunity to respond. What should the manager do first?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Apply the harshest response first so other employees see that performance concerns are serious.

C. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

D. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

58. In the intake and referral team of Maple Civic Programs, the unit manager reports that a capable employee seeks broader responsibility. The latest record in case file 11-058 states that the request can be tested through a bounded assignment with review. Which response is strongest?

A. Use a personality label as the explanation and move directly to a permanent consequence.

B. Apply the harshest response first so other employees see that performance concerns are serious.

C. Use job-related facts, apply a consistent standard, provide a fair opportunity to respond, and document the next step.

D. Ignore the issue because discussing performance may temporarily reduce morale or comfort.

59. In the customer access unit of Maple Civic Programs, the operations coordinator reports that a manager must brief staff about a changed priority. The latest record in case file 11-059 states that different shifts need the same decision but not the same level of detail. What is the best next step?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

C. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

D. Use the same wording and channel for every audience regardless of its role or information need.

60. In the field support unit of Maple Civic Programs, the supervisor reports that an email request has produced several interpretations. The latest record in case file 11-060 states that the message names a task but not the owner or completion point. Which action best protects the organization?

A. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

B. Send a broad message containing every detail, even if the audience cannot identify the requested action.

C. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

D. Use the same wording and channel for every audience regardless of its role or information need.

61. In the records section of Maple Civic Programs, the program lead reports that a service delay must be explained to a partner unit. The latest record in case file 11-061 states that the manager knows the impact and the next corrective step. What should the manager do first?

A. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

B. Send a broad message containing every detail, even if the audience cannot identify the requested action.

C. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

D. Use the same wording and channel for every audience regardless of its role or information need.

62. In the service planning office of Maple Civic Programs, the unit manager reports that a draft report contains a persuasive conclusion. The latest record in case file 11-062 states that several statements are not supported by the records cited. Which response is strongest?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

C. Use the same wording and channel for every audience regardless of its role or information need.

D. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

63. In the community response team of Maple Civic Programs, the operations coordinator reports that a meeting includes conflicting accounts of an event. The latest record in case file 11-063 states that the participants need a neutral summary before discussing solutions. What is the best next step?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

C. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

D. Use the same wording and channel for every audience regardless of its role or information need.

64. In the operations desk of Maple Civic Programs, the supervisor reports that a new process requires employees to ask questions. The latest record in case file 11-064 states that the initial announcement was accurate but offered no route for clarification. Which action best protects the organization?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

C. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

D. Use the same wording and channel for every audience regardless of its role or information need.

65. In the resource coordination unit of Maple Civic Programs, the program lead reports that a manager must deliver an unwelcome operational decision. The latest record in case file 11-065 states that the decision is final locally but its implementation needs cooperation. What should the manager do first?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

C. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

D. Use the same wording and channel for every audience regardless of its role or information need.

66. In the quality review office of Maple Civic Programs, the unit manager reports that a rumor is spreading about a change. The latest record in case file 11-066 states that the manager can confirm the current decision without disclosing unrelated information. Which response is strongest?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

C. Use the same wording and channel for every audience regardless of its role or information need.

D. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

67. In the program support section of Maple Civic Programs, the operations coordinator reports that a written recommendation is too long for its audience. The latest record in case file 11-067 states that the key decision and supporting facts can be separated from background detail. What is the best next step?

A. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

B. Send a broad message containing every detail, even if the audience cannot identify the requested action.

C. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

D. Use the same wording and channel for every audience regardless of its role or information need.

68. In the intake and referral team of Maple Civic Programs, the supervisor reports that a stakeholder keeps sending incomplete requests. The latest record in case file 11-068 states that the missing information is predictable and can be requested consistently. Which action best protects the organization?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

C. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

D. Use the same wording and channel for every audience regardless of its role or information need.

69. In the customer access unit of Maple Civic Programs, the program lead reports that a team meeting ends without a shared understanding. The latest record in case file 11-069 states that participants heard the discussion but left without owners or deadlines. What should the manager do first?

A. Send a broad message containing every detail, even if the audience cannot identify the requested action.

B. Copy additional recipients to create visibility while leaving the decision, owner, and deadline implicit.

C. Communicate the purpose, owner, action, timing, and relevant facts through a channel suited to the audience.

D. Use the same wording and channel for every audience regardless of its role or information need.

70. In the field support unit of Maple Civic Programs, the unit manager reports that a cross-unit project is missing handoff deadlines. The latest record in case file 11-070 states that each unit believes another unit owns the next decision. Which response is strongest?

A. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

B. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

C. Let the most vocal member decide the approach because quick agreement is more efficient.

D. Assign tasks individually and leave dependencies for the team to discover during implementation.

71. In the records section of Maple Civic Programs, the operations coordinator reports that a team meeting is dominated by two voices. The latest record in case file 11-071 states that several members have relevant operational knowledge. What is the best next step?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

C. Let the most vocal member decide the approach because quick agreement is more efficient.

D. Assign tasks individually and leave dependencies for the team to discover during implementation.

72. In the service planning office of Maple Civic Programs, the supervisor reports that a new group has been given an ambitious assignment. The latest record in case file 11-072 states that the members understand the goal but not their individual responsibilities. Which action best protects the organization?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Let the most vocal member decide the approach because quick agreement is more efficient.

C. Assign tasks individually and leave dependencies for the team to discover during implementation.

D. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

73. In the community response team of Maple Civic Programs, the program lead reports that a project has stalled after a disagreement about priorities. The latest record in case file 11-073 states that the team lacks a shared decision rule tied to the mission. What should the manager do first?

A. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

B. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

C. Let the most vocal member decide the approach because quick agreement is more efficient.

D. Assign tasks individually and leave dependencies for the team to discover during implementation.

74. In the operations desk of Maple Civic Programs, the unit manager reports that a team met its milestone but members blame one another for rework. The latest record in case file 11-074 states that the workflow contains unclear dependencies and late changes. Which response is strongest?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Let the most vocal member decide the approach because quick agreement is more efficient.

C. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

D. Assign tasks individually and leave dependencies for the team to discover during implementation.

75. In the resource coordination unit of Maple Civic Programs, the operations coordinator reports that two units are cooperating informally. The latest record in case file 11-075 states that the arrangement works until a task requires a clear escalation route. What is the best next step?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Let the most vocal member decide the approach because quick agreement is more efficient.

C. Assign tasks individually and leave dependencies for the team to discover during implementation.

D. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

76. In the quality review office of Maple Civic Programs, the supervisor reports that a manager wants stronger team identity. The latest record in case file 11-076 states that members currently identify only with their separate specialties. Which action best protects the organization?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

C. Let the most vocal member decide the approach because quick agreement is more efficient.

D. Assign tasks individually and leave dependencies for the team to discover during implementation.

77. In the program support section of Maple Civic Programs, the program lead reports that a team must include a new specialist. The latest record in case file 11-077 states that the specialist's expertise is relevant but the role boundaries are unclear. What should the manager do first?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Let the most vocal member decide the approach because quick agreement is more efficient.

C. Assign tasks individually and leave dependencies for the team to discover during implementation.

D. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

78. In the intake and referral team of Maple Civic Programs, the unit manager reports that a meeting ends with several possible actions. The latest record in case file 11-078 states that no one has confirmed which action is approved or who owns it. Which response is strongest?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Let the most vocal member decide the approach because quick agreement is more efficient.

C. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

D. Assign tasks individually and leave dependencies for the team to discover during implementation.

79. In the customer access unit of Maple Civic Programs, the operations coordinator reports that a team is reluctant to share an error. The latest record in case file 11-079 states that employees believe admitting a problem will be treated as personal failure. What is the best next step?

A. Schedule more meetings without clarifying purpose, roles, decision rights, or expected deliverables.

B. Clarify the shared objective, roles, dependencies, participation, and decision rights before coordinating the work.

C. Let the most vocal member decide the approach because quick agreement is more efficient.

D. Assign tasks individually and leave dependencies for the team to discover during implementation.

80. In the field support unit of Maple Civic Programs, the supervisor reports that two employees disagree about responsibility for a missed handoff. The latest record in case file 11-080 states that each

account includes some facts and some conclusions about intent. Which action best protects the organization?

A. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

B. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

C. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

81. In the records section of Maple Civic Programs, the program lead reports that a meeting becomes confrontational over resource allocation. The latest record in case file 11-081 states that the underlying resource constraint is real and affects both units. What should the manager do first?

A. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

B. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

C. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

82. In the service planning office of Maple Civic Programs, the unit manager reports that a stakeholder criticizes an employee in a group message. The latest record in case file 11-082 states that the criticism identifies a service concern but includes personal judgments. Which response is strongest?

A. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

B. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

C. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

D. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

83. In the community response team of Maple Civic Programs, the operations coordinator reports that a recurring disagreement is slowing a shared process. The latest record in case file 11-083 states that the participants have never agreed on who decides disputed steps. What is the best next step?

A. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

B. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

C. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

84. In the operations desk of Maple Civic Programs, the supervisor reports that an employee reports feeling excluded by a colleague. The latest record in case file 11-084 states that the examples concern meeting access and information sharing. Which action best protects the organization?

A. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

B. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

C. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

85. In the resource coordination unit of Maple Civic Programs, the program lead reports that two supervisors give incompatible directions. The latest record in case file 11-085 states that their teams are following different priorities for the same work. What should the manager do first?

A. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

B. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

C. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

86. In the quality review office of Maple Civic Programs, the unit manager reports that a heated exchange has ended but tension remains. The latest record in case file 11-086 states that the immediate service need is stable while future contact is unavoidable. Which response is strongest?

A. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

B. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

C. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

D. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

87. In the program support section of Maple Civic Programs, the operations coordinator reports that a manager is asked to choose sides in a workplace dispute. The latest record in case file 11-087 states that the available facts support a process discussion but not a motive finding. What is the best next step?

A. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

B. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

C. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

88. In the intake and referral team of Maple Civic Programs, the supervisor reports that a conflict has been settled informally before. The latest record in case file 11-088 states that the same trigger has returned because the agreement lacked ownership. Which action best protects the organization?

A. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

B. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

C. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

89. In the customer access unit of Maple Civic Programs, the program lead reports that a team avoids raising a disagreement. The latest record in case file 11-089 states that employees expect open disagreement to become personal. What should the manager do first?

A. Declare a winner quickly without hearing both accounts or clarifying the work issue underneath.

B. Separate the people from the issue, hear the relevant accounts, address harmful behavior, and agree on a workable next step.

C. Force the parties into a joint conversation before controlling the harmful behavior or setting ground rules.

D. Ignore the disagreement because experienced employees should be able to resolve every conflict privately.

90. In the field support unit of Maple Civic Programs, the unit manager reports that work is waiting at a shared approval point. The latest record in case file 11-090 states that the queue grows even when upstream staff finish their tasks on time. Which response is strongest?

A. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

B. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

C. Measure only the fastest visible output and treat any increase as proof that the process improved.

D. Change every connected step at once so the organization cannot return to the current process.

91. In the records section of Maple Civic Programs, the operations coordinator reports that employees repeat the same data entry in separate systems. The latest record in case file 11-091 states that the duplication creates delays and occasional mismatches. What is the best next step?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Measure only the fastest visible output and treat any increase as proof that the process improved.

C. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

D. Change every connected step at once so the organization cannot return to the current process.

92. In the service planning office of Maple Civic Programs, the supervisor reports that a service process works well for simple cases but fails for exceptions. The latest record in case file 11-092 states that employees use unrecorded workarounds to keep cases moving. Which action best protects the organization?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Measure only the fastest visible output and treat any increase as proof that the process improved.

C. Change every connected step at once so the organization cannot return to the current process.

D. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

93. In the community response team of Maple Civic Programs, the program lead reports that a proposed automation is receiving strong support. The latest record in case file 11-093 states that the current process has not been mapped or measured. What should the manager do first?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Measure only the fastest visible output and treat any increase as proof that the process improved.

C. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

D. Change every connected step at once so the organization cannot return to the current process.

94. In the operations desk of Maple Civic Programs, the unit manager reports that quality improves briefly after reminders and then declines. The latest record in case file 11-094 states that the process depends on individual memory rather than a visible control. Which response is strongest?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

C. Measure only the fastest visible output and treat any increase as proof that the process improved.

D. Change every connected step at once so the organization cannot return to the current process.

95. In the resource coordination unit of Maple Civic Programs, the operations coordinator reports that a handoff between units creates repeated clarification calls. The latest record in case file 11-095 states that the receiving unit needs information that the sending form does not capture. What is the best next step?

A. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

B. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

C. Measure only the fastest visible output and treat any increase as proof that the process improved.

D. Change every connected step at once so the organization cannot return to the current process.

96. In the quality review office of Maple Civic Programs, the supervisor reports that a manager wants to change several process steps at once. The latest record in case file 11-096 states that the team cannot tell which change would cause any observed result. Which action best protects the organization?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Measure only the fastest visible output and treat any increase as proof that the process improved.

C. Change every connected step at once so the organization cannot return to the current process.

D. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

97. In the program support section of Maple Civic Programs, the program lead reports that a pilot reduced delay but increased rework. The latest record in case file 11-097 states that the measure tracked speed without tracking accuracy. What should the manager do first?

A. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

B. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

C. Measure only the fastest visible output and treat any increase as proof that the process improved.

D. Change every connected step at once so the organization cannot return to the current process.

98. In the intake and referral team of Maple Civic Programs, the unit manager reports that employees disagree about the best way to improve a routine. The latest record in case file 11-098 states that their proposals address different points in the workflow. Which response is strongest?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Measure only the fastest visible output and treat any increase as proof that the process improved.

C. Change every connected step at once so the organization cannot return to the current process.

D. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

99. In the customer access unit of Maple Civic Programs, the operations coordinator reports that a process has no clear owner after implementation. The latest record in case file 11-099 states that staff continue using the old method when the new method becomes difficult. What is the best next step?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Measure only the fastest visible output and treat any increase as proof that the process improved.

C. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

D. Change every connected step at once so the organization cannot return to the current process.

100. In the field support unit of Maple Civic Programs, the supervisor reports that a recurring failure appears after staff turnover. The latest record in case file 11-100 states that the process knowledge was informal and not captured in standard work. Which action best protects the organization?

A. Purchase or announce a new solution before identifying the process cause, baseline, and success measure.

B. Map the current workflow, identify the bottleneck or cause, test a measurable change, and review the result.

C. Measure only the fastest visible output and treat any increase as proof that the process improved.

D. Change every connected step at once so the organization cannot return to the current process.

Practice Exam 11: Answer Key and Explanations

1. A — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-001, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

2. D — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-002, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

3. C — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-003, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

4. B — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-004, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

5. A — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-005, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

6. C — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-006, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

7. D — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-007, protects sound analysis and an improvement that can be tested, and makes

ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

8. B — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-008, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

9. D — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-009, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

10. B — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-010, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

11. C — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-011, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

12. A — The keyed response demonstrates problem solving by addressing the stated issue. It uses the facts in case file 11-012, protects sound analysis and an improvement that can be tested, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

13. A — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-013, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

14. C — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-014, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

15. D — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-015, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

16. B — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-016, protects direction, trust, and sustained performance, and makes ownership visible. The

other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

17. D — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-017, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

18. B — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-018, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

19. A — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-019, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

20. C — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-020, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

21. B — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-021, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

22. A — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-022, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

23. C — The keyed response demonstrates leadership by addressing the stated issue. It uses the facts in case file 11-023, protects direction, trust, and sustained performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

24. D — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-024, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

25. A — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-025, protects a timely, proportionate, and accountable decision, and makes

ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

26. B — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-026, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

27. D — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-027, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

28. C — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-028, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

29. D — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-029, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

30. A — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-030, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

31. C — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-031, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

32. B — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-032, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

33. B — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-033, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

34. D — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-034, protects a timely, proportionate, and accountable decision, and makes

ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

35. A — The keyed response demonstrates decision-making by addressing the stated issue. It uses the facts in case file 11-035, protects a timely, proportionate, and accountable decision, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

36. C — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-036, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

37. D — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-037, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

38. B — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-038, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

39. A — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-039, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

40. C — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-040, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

41. A — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-041, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

42. D — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-042, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

43. B — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-043, protects dignity, candor, and a productive working relationship, and makes

ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

44. C — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-044, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

45. D — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-045, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

46. B — The keyed response demonstrates interpersonal skill by addressing the stated issue. It uses the facts in case file 11-046, protects dignity, candor, and a productive working relationship, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

47. A — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-047, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

48. C — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-048, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

49. A — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-049, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

50. C — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-050, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

51. B — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-051, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

52. D — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-052, protects fair treatment, useful development, and accountable

performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

53. D — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-053, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

54. B — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-054, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

55. A — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-055, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

56. C — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-056, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

57. D — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-057, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

58. C — The keyed response demonstrates human resource management by addressing the stated issue. It uses the facts in case file 11-058, protects fair treatment, useful development, and accountable performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

59. B — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-059, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

60. A — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-060, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

61. A — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-061, protects accuracy, shared understanding, and timely execution, and makes

ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

62. D — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-062, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

63. B — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-063, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

64. C — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-064, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

65. B — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-065, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

66. D — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-066, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

67. A — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-067, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

68. C — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-068, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

69. C — The keyed response demonstrates communication by addressing the stated issue. It uses the facts in case file 11-069, protects accuracy, shared understanding, and timely execution, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

70. A — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-070, protects cooperation, trust, and reliable group performance, and makes ownership

visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

71. B — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-071, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

72. D — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-072, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

73. A — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-073, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

74. C — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-074, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

75. D — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-075, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

76. B — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-076, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

77. D — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-077, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

78. C — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-078, protects cooperation, trust, and reliable group performance, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

79. B — The keyed response demonstrates team building by addressing the stated issue. It uses the facts in case file 11-079, protects cooperation, trust, and reliable group performance, and makes ownership

visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

80. A — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-080, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

81. C — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-081, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

82. D — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-082, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

83. B — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-083, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

84. A — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-084, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

85. A — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-085, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

86. D — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-086, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

87. B — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-087, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

88. C — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-088, protects a constructive resolution with minimized personal harm, and

makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

89. B — The keyed response demonstrates conflict management by addressing the stated issue. It uses the facts in case file 11-089, protects a constructive resolution with minimized personal harm, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

90. A — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-090, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

91. C — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-091, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

92. D — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-092, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

93. C — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-093, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

94. B — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-094, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

95. A — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-095, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

96. D — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-096, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

97. A — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-097, protects a practical improvement that can be sustained and adjusted, and

makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

98. D — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-098, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

99. C — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-099, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.

100. B — The keyed response demonstrates process improvement by addressing the stated issue. It uses the facts in case file 11-100, protects a practical improvement that can be sustained and adjusted, and makes ownership visible. The other choices act too early or delay action. A review point lets the manager test the decision, learn from results, and adjust while preserving accountability.