Test Bank for Interpersonal Skills in Organizations 6th Janasz

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***Interpersonal Skills in Organizations, 6e* (de Janasz)**
Chapter 2 Self-disclosure and Trust

1) Disclosing ourselves to an appropriate person can help us validate our perceptions of reality.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

2) As one self-discloses, others reciprocate, enabling one to better develop strategies for understanding and working effectively with them.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

3) Unlike self-awareness, self-disclosure is not influenced by cultural rules and norms.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

4) We are becoming more accustomed to sharing information about ourselves in online social network communities.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

5) Self-disclosure is synonymous with self-description.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

6) Self-disclosure is revealing significant personal information about oneself that exceeds the expectations of the moment.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

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7) As organizations become less hierarchical and more team-based, the need for self-disclosure reduces.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

8) If you have a low self-image, it will inhibit your willingness to self-disclose out of a fear of being judged negatively.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

9) The smaller the open area in the Johari Window, the more productive and mutually beneficial the interpersonal relationship is likely to be.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

10) In the Johari Window, the hidden area contains information that is known to us but unknown to others.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

11) When we first begin a relationship, the hidden area in the Johari Window is relatively small.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

12) The more we understand our strengths and weaknesses and are open to others' views of us, the smaller the blind area in the Johari Window.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

13) The unknown area in the Johari Window comprises information we know about ourselves but is hidden from others.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

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14) As we practice disclosing more and more information about ourselves through shared experiences with others, the open area in the Johari Window shrinks.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

15) The unknown area in the Johari Window becomes smaller over time as we grow, develop, and learn.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

16) Without trust in an organization, employees focus on self-protection.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

17) Trust is built up on the basis of past experience.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

18) Boasting about your capabilities is an effective way to build trust within a relationship.

Answer: FALSE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

19) In the context of mergers, the more openly and effectively each company communicates with its employees about the changes as they occur, the better the employees adjust and move forward in their work on behalf of the newly merged organization.

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

20) Trust is an aspect of relationships, and it varies "within persons and across relationships."

Answer: TRUE
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

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21) Daniel's team has been working together for two months. A member from his team, Lisa, is facing problems in balancing her work and home responsibilities. Daniel decides to share with Lisa a few incidences from his personal life that taught him how to balance his work life and family life. In this scenario, Daniel is involved in the process of
A) self-description.
B) self-realization.
C) self-awareness.
D) self-disclosure.

Answer: D
Difficulty: 3 Hard
Accessibility: Keyboard Navigation

22) Identify a true statement about self-disclosure.
A) It improves our ability to look at the world through idealistic lenses.
B) It results in an enhanced and trusting business relationship.
C) It involves revealing information that is apparent to others.
D) It causes individuals to overestimate the influence of internal factors on other's behavior.

Answer: B
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

23) To build a strong relationship with Alva, Sam realizes that he must make himself known to her by revealing personal information. To be effective with self-disclosure, Sam should
A) focus on the past rather than the present.
B) share facts instead of feelings.
C) speak openly and transparently without hidden agendas.
D) wait for Alva to take the first initiative for self-disclosure.

Answer: C
Difficulty: 3 Hard
Accessibility: Keyboard Navigation

24) Sharing personal information about yourself that exceeds the expectations of the moment is referred to as _____.
A) self-awareness
B) self-realization
C) self-disclosure
D) self-description

Answer: C
Difficulty: 1 Easy
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25) Nancy is a new employee at a company. On her first day at work, she was introduced to a few co-workers with whom she shared some nonthreatening information such as her age, college major, and previous job. In this scenario, Nancy is involved in
A) self-realization.
B) self-description.
C) self-analysis.
D) self-awareness.

Answer: B
Difficulty: 3 Hard
Accessibility: Keyboard Navigation

26) Which of the following is an example of self-description as opposed to self-disclosure?
A) Disclosing your organization's name at a conference
B) Sharing your view on the nation's political system with a colleague
C) Expressing your spiritual beliefs to a friend
D) Disclosing the problems you are facing at home to a co-worker

Answer: A
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

27) Which of the following best illustrates self-disclosure as opposed to self-description?
A) Expressing your views on a company's organizational culture
B) Giving your contact information at a conference
C) Providing your name and age to the personnel department of your company
D) Disclosing your college major to a colleague

Answer: A
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

28) In the context of self-disclosure, identify a true statement about computer-mediated communication (CMC).
A) Gender plays no role in CMC self-disclosure.
B) It provides a forum for quick self-disclosure with individuals you do not know well.
C) Revealing and obtaining personal information on the Internet does not invite legal issues.
D) It leads to clear, gentle, and premeditated communication between individuals.

Answer: B
Difficulty: 2 Medium
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29) Which of the following is an effective practice with regard to self-disclosure?
A) Revealing innermost dreams and fears to your boss on the first day of your new job
B) Focusing on the past rather than the present when disclosing personal information
C) Discussing situations as they happen instead of waiting for a few days or weeks
D) Focusing strictly on revealing facts instead of expressing your feelings

Answer: C
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

30) Which of the following helps us understand how well we know ourselves and how much of ourselves we let others know?
A) Johari Window
B) Boston Consulting Group matrix
C) Ansoff matrix
D) Hierarchy of needs pyramid

Answer: A
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

31) Which of the following statements gives the basic premise of the Johari Window?
A) One's personal and professional relationships can be greatly improved through understanding oneself in depth.
B) The more one shares about oneself with others, the less one develops high-quality relationships.
C) One must ignore the aspects of oneself that are "hidden" from the view of others.
D) The smaller the open area, the more productive and mutually beneficial the interpersonal relationship between individuals.

Answer: A
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

32) The larger the _____ area of the Johari Window, the more productive and mutually beneficial the interpersonal relationship is likely to be.
A) blind
B) open
C) unknown
D) hidden

Answer: B
Difficulty: 1 Easy
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33) When Naomi joined her new organization, her colleagues already knew her name, her job title, and marital status. According to the Johari Window, this information about Naomi would fall under the
A) blind area.
B) hidden area.
C) open area.
D) unknown area.

Answer: C
Difficulty: 3 Hard
Accessibility: Keyboard Navigation

34) The _____ area of the Johari Window denotes information about us that is apparent to others but not to ourselves.
A) blind
B) unknown
C) open
D) hidden

Answer: A
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

35) Sandra's husband knows that Sandra fidgets with her hair when stressed. However, Sandra is unaware of her body language during such situations. With regard to Sandra's self-awareness, which section of the Johari Window does this scenario best illustrate?
A) The unknown area
B) The open area
C) The blind area
D) The hidden area

Answer: C
Difficulty: 3 Hard
Accessibility: Keyboard Navigation

36) While giving a presentation, Clara is aware that she is nervous. However, she does not let the audience know about her nervousness. This information about Clara will be categorized under the _____ of the Johari Window.
A) blind area
B) hidden area
C) open area
D) unknown area

Answer: B
Difficulty: 3 Hard
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37) The hidden area of the Johari Window comprises information about us that
A) others are aware of but we are not.
B) neither we nor others know.
C) we know but others do not.
D) others agree with but we disagree with.

Answer: C
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

38) Jamie ensures that his subordinates are closely guided and instructed throughout a project. He believes that this makes him a highly responsible and an emphatic manager. However, Jamie is unaware that all his team members agree he has a strong tendency to control and micromanage people around him. With regard to Jamie's self-awareness, which part of the Johari Window does this scenario best illustrate?
A) The hidden area
B) The blind area
C) The open area
D) The unknown area

Answer: B
Difficulty: 3 Hard
Accessibility: Keyboard Navigation

39) In the context of Johari Window, the larger the hidden area, the
A) greater the trust in your interpersonal relationships.
B) lesser the chances of your relationships developing beyond the acquaintance level.
C) lesser the chance that others will be unaware about you.
D) greater the chances for others to determine strategies for working effectively with you.

Answer: B
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

40) It was only when Jon was fighting against leukemia did he and his family realize that he could be a strong, highly independent, and an optimistic person. Before this, he was seen as a highly vulnerable individual. This information about Jon that he and the others were unaware of would fall under the _____ in the Johari Window before the incident.
A) unknown area
B) hidden area
C) open area
D) blind area

Answer: A
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41) According to the Johari Window, which of the following statements is true of the unknown area?
A) It contains information that is forgotten or purposely suppressed.
B) It becomes larger as we grow, develop, and learn.
C) It contains information about one's ability to process all events that occurred earlier in one's life.
D) It becomes larger due to one's experience or exposure to various situations.

Answer: A
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

42) _____ is best described as one's faith or belief in the integrity or reliability of another person or thing.
A) Goodwill
B) Trust
C) Self-efficacy
D) Self-judgment

Answer: B
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

43) Martha is not receptive to new ideas and is unwilling to share ideas with her co-workers. This scenario best illustrates a lack of the _____ element of trust.
A) integrity
B) sincerity
C) openness
D) consistency

Answer: C
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

44) Supplies Plus Inc. is the most trusted supplier of component parts in the automobile industry. Irrespective of the situation, the company has been persistently delivering its products to its customers before the specified delivery date, at the promised price, and without compromising on the quality. Which of the following elements of trust has primarily helped Supplies Plus earn the reputation of the most trusted supplier?
A) Empathy
B) Sovereignty
C) Openness
D) Consistency

Answer: D
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45) Which of the following elements of trust relates to your ability to honestly disclose and share your thoughts, beliefs, and feelings?
A) Integrity
B) Equity
C) Loyalty
D) Empathy

Answer: A
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

46) Sarah, a new team member, wants her co-workers to be able to trust her. In this scenario, which of the following practices would help her?
A) Being consistent and predictable in her work
B) Making self-flattering statements about her capabilities
C) Revealing confidential information about others without permission
D) Participating in gossip about specific individuals

Answer: A
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

47) Gerald manages the marketing team in his company. Most of his team members are new to the organization. Which of the following practices would best help Gerald in building trust within his team?
A) Facilitating self-disclosure among his team members
B) Encouraging his team members to focus on self-protection
C) Being judgmental when his team members share their ideas
D) Micromanaging his team members

Answer: A
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

48) Which of the following is an ineffective practice with regard to building trust within your department?
A) Limiting the employee's access to information in the department
B) Accepting disagreements and differences of opinion within the department
C) Restricting the team leaders in the department from micromanaging their subordinates
D) Communicating openly with the employees about the changes in the department

Answer: A
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49) Which of the following statements is true of trust?
A) Trust is a right; it cannot be earned.
B) Trust is situation-dependent, and it evolves over time.
C) Trust is very easy to develop, but it is very difficult to destroy.
D) Trust is an aspect of relationships that is constant across all relationships.

Answer: B
Difficulty: 1 Easy
Accessibility: Keyboard Navigation

50) Which of the following actions helps to build trust with others?
A) One should reveal confidences shared in private to gain mutual trust.
B) One should not cover up facts prematurely before the relationship has had time to build familiarity and trust.
C) One should not overcommit to the extent that he or she breaks promises.
D) One should make self-flattering or boasting statements about his or her capabilities.

Answer: C
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51) What is self-disclosure? What elements should it include to be effective?

Answer: Self-disclosure means making the self known to others, letting others know what you think, feel, and want. It is revealing personal information to another that results in an enhanced and trusting personal or business relationship.

Effective self-disclosure includes these elements:
1. Feelings as well as facts: When you share your feelings about or reactions to others, let them get to know the real you. Saying you have three co-workers is interesting information, but revealing the kind of relationship you have with them helps others get to know you better.
2. Greater breadth and depth over time: In order for self-disclosure to facilitate building a relationship, it has to grow gradually in depth (becoming more revealing about your feelings toward a particular issue or set of issues) and breadth (expanding the discussion to cover more issues, such as work, family, leisure, and core beliefs).
3. A focus on the present rather than the past: While sharing about your past might help explain why you behave the way you do, it is not advisable to share all your past skeletons. Doing so might feel cathartic, but it also might leave you feeling vulnerable, especially if this disclosure is not reciprocated. Stay in the present.
4. Reciprocity: To the degree possible, try to match the level of self-disclosure offered by people with whom you become acquainted. Be careful not to overdisclose prematurely, before the relationship has had time to build familiarity and trust.
5. Transparency: When you share information either face to face or online, to the extent that you can, prepare in advance, think twice before "speaking," and provide details as appropriate to ensure those with whom you are interacting have the necessary information. Speak openly and transparently without hidden agendas. This will build trust and ensure your comments are taken as genuine.
6. Authenticity: Make sure that the way you are presenting yourself in meetings and interactions is consistent with what people may already know about you from your online presence.

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52) Why is self-disclosure important? List any five benefits of self-disclosure.

Answer: Self-disclosure benefits both individuals and their relationships. Individuals who self-disclose reap psychological and physiological benefits. By self-disclosing and reciprocating others' self-disclosure, we can improve our communication and relationships with others. Following are the benefits of self-disclosure:

1. Sharing with others about ourselves or problems we are facing often brings an enormous sense of psychological relief.
2. Disclosing to an appropriate person (one who is sympathetic, supportive, trustworthy, and a good listener) can help us validate our perceptions of reality.
3. It can help reduce stress and tension.
4. It improves us physiologically.
5. It can result in clearer lines of communication with others.
6. It can lead to strengthened, enhanced relationships with people in our personal life, colleagues, and clients.
7. It affects team productivity.
8. It can create a trusting environment that is conducive to promoting long-term relationships with employees, customers, and suppliers.
9. It also has benefits for people globally.
10. When used appropriately, it can strengthen online communication.

Difficulty: 2 Medium
Accessibility: Keyboard Navigation

53) Elaborate on the Johari Window.

Answer: Created by Joseph Luft and Harry Ingram, the Johari Window helps us understand how well we know ourselves and how much of ourselves we let others know. The basic premise of the Johari Window is that our personal and professional relationships can be greatly improved through understanding ourselves in depth and then selecting those aspects of self that are appropriate to share with others.

The open area consists of information about us that both we and others know, such as our name, job title or role, level in the organization, and possibly something about our personal life such as our marital status or the college from which we graduated. The larger the open area, the more productive and mutually beneficial the interpersonal relationship is likely to be.

The hidden area comprises information we know about ourselves but is hidden from others. This information can range from our concerns about a boss or job to financial, family, or health problems. Not sharing hidden information can create a barrier that protects a person in the short term.

The blind area denotes information others are aware of but we are not. As we receive feedback from others on their observations of our personalities and behaviors, the blind area will decrease and the open area will become more complete.

The unknown area contains information that neither we nor others know. This window is unknown due to our lack of experience or exposure to various situations, or due to our inability to process difficult events that occurred earlier in our lives.

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54) Why is trust important in the work environment?

Answer: Trust is essential in the work environment. Clients and customers need to be able to rely on information a company and its employees provide. Subordinates need to be able to trust their managers, managers need to be able to trust senior management, and everyone needs to be able to expect consistent reactions from their co-workers and associates. Trust is a necessary foundation for a healthy work environment. Without trust, employees may focus on self-protection—weakening their willingness to cooperate and collaborate, damaging their motivation, and thwarting innovative and productive work.
1. Individual impact: The role of trust in organizations begins at the individual level. Trust is what binds leaders and followers together. In order to build trust, communication and action must be consistent. By demonstrating consistency, integrity, and concern, and by sharing organizational information straightforwardly and accurately, a leader's trustworthy behavior can promote and foster trust.
2. Organizational impact: When organization members violate trust with stakeholders, organizations lose stakeholders' confidence. Losing confidence and integrity can lead to the eventual demise of the institution. Trust is built up on the basis of past experience. In order to regain the trust of employees, stockholders, and the general public, leaders must first prove they are trustworthy, hence regaining integrity and confidence for their organizations.
Difficulty: 2 Medium
Accessibility: Keyboard Navigation

55) What do organizational cultures associated with trust emphasize?

Answer: Organizational cultures associated with trust emphasize:
1. depth of relationships.
2. understanding of roles and responsibilities.
3. frequent, timely, and forthright communication.
4. member self-esteem and self-awareness.
5. high levels of skill competence.
6. clarity of shared purpose, direction, and vision.
7. honoring promises and commitments.
Organizations with low or no trust are susceptible to a range of negative employee responses, including high turnover, reduced job satisfaction, less cooperation, and increased absenteeism. These behaviors often exist in organizations going through a merger or acquisition. The more openly and effectively each company can communicate with its employees about the changes as they occur, the better the employees will be able to adjust and move forward in their work on behalf of the newly merged organization. Those companies that make information available to their employees are more successful at achieving their business goals than are those companies that keep their employees in the dark or misrepresent information to them.
Difficulty: 1 Easy
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