

STUDENT WORKBOOK

"Working with People"

**A course in
interpersonal
relations for
supervisors**

Produced by **NPL** *Training*

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MODULE I

The Management Man, Who, Me?

Instructions:

The exercise questions in this workbook are designed to enable you to express your opinion of the situations shown on the accompanying film.

Read each question carefully, then select the best answer from the multiple choices and write the corresponding letter in the answer blank provided.

After you have completed all of the questions in the exercise, close your workbook. You will be shown the second half of the film, portraying correct handling of the situation.

There will then be a discussion period concerning the situation, and the response you gave in this workbook.

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EXERCISE 1

THE COAL BOSS OF YESTERDAY — THE LEGEND

Question 1.1.1.

When Benny's buddies found out he'd been promoted to foreman, they were

- A. surprised he'd been able to qualify.
- B. pleased, and congratulated Benny.
- C. uncomfortable being in the presence of a "boss."
- D. hostile toward Benny and his promotion.

Answer _____

Question 1.1.2.

Benny's buddies treated him as they did because they thought Benny

- A. deserved a good ribbing for his promotion.
- B. betrayed them by going over to the other side.
- C. was not qualified to be a foreman.
- D. could be talked out of leaving their ranks.

Answer _____

Question 1.1.3.

Upset by his buddies' reaction to his promotion, Benny tried to convince them that

- A. his promotion didn't change things between them.
- B. they'd have done the same thing he did.
- C. true friends congratulate each other for accomplishments.
- D. he would be an exception to management philosophy.

Answer _____

Question 1.1.4.

The loss of his friends as a result of his promotion was most likely

- A. temporary, because Benny's friends would have eventually forgiven him for leaving the ranks.
- B. temporary, because Benny's friends were carrying out an expected ritual when they gave him a hard time.
- C. permanent, because Benny's friends would never be able to have respect for him again.
- D. permanent, because Benny and his friends were on different sides for good.

Answer _____

Question 1.1.5.

How did Benny feel about being a foreman when he heard the voice of the superintendent saying: "Production, Benson! You're in charge of production. What are you going to do about it?"

- A. He felt proud to be part of management.
- B. He was anxious to prove himself on the new job.
- C. He felt he couldn't handle his new job.
- D. He realized he was still anti-management.

Answer _____

Question 1.1.6.

Knowing he will face a hostile crew on his first day as foreman, Benny should tell the crew that

- A. he's still one of them at heart, and his promotion hasn't changed anything.
- B. he needs their cooperation because they can make or break him.
- C. he's in charge now and things will go better if they try to get along.
- D. he's in charge now, and he won't hesitate to discipline the first guy who gets out of line.

Answer _____

Question 1.1.7.

What could management do for Benny to give him confidence to face all the pressures of his new job as foreman?

- A. Provide Benny with a model he can draw upon for the courage he needs to face his job.
- B. Provide Benny with additional study materials on trouble-shooting problems in the mines.
- C. Assure Benny he's just like every other new foreman, and that his fears will go away in a week or two.
- D. Tell Benny to straighten up because he's got to prove he's worthy of his management job.

Answer _____

Question 1.1.8.

If the coal boss of yesterday were used as a model to motivate new foremen like Benny, what fact about the old boss should be stressed the most?

- A. He was so devoted to production that he worked all day long, every day of the year.
- B. He created an industry out of nothing and against all the odds.
- C. He personally supervised every man who worked in his mine.
- D. He started with little money, but eventually was able to buy and sell the richest men in town.

Answer _____



EXERCISE 2

THE COAL BOSS OF TODAY: THE RESPONSIBILITY

Question 1.2.1.

When the members of Benny's crew discovered they were going to work without a boss, their reaction was

- A. shock. They couldn't believe it, and were too stunned to react to such an unusual situation.
- B. fear. They were afraid to do anything without a boss.
- C. worry. They were concerned about what they would do, and whether they could work together.
- D. excitement. They were glad to be without a boss.

Answer D

Question 1.2.2.

How did Benny's crew settle the disagreement over who would run the miner?

- A. It was decided that the man who usually ran it should do it.
- B. It was never decided how the disagreement should be settled.
- C. It was decided that the democratic thing to do was to settle the disagreement by voting on it.
- D. It was decided that Jerry should settle the disagreement.

Answer B

Question 1.2.3.

When it came time for Benny's crew to assign someone to shovel the belt, who took the responsibility and why?

- A. Arty, because that was his usual assignment.
- B. Jerry, because he was tired of the arguing.
- C. Everybody, so the job would be equally shared.
- D. Nobody, because nobody wanted the job.

Answer D

Question 1.2.4.

When Jerry suggested that somebody ought to "run the face," who took the responsibility and why?

- A. Nobody, because nobody knew how to do it.
- B. Everybody, because they all wanted to learn to do it.
- C. Jerry, because he realized he'd have to get someone from outside to do the job.
- D. Billy, because he was the only one who wasn't interested in running the miner.

Answer A

Question 1.2.5.

Without a boss, Benny's crew couldn't get any work done because

- A. being without a boss was like having a holiday, and they didn't feel like working.
- B. they were too inexperienced to work without a boss.
- C. they never got organized enough to establish any responsibility.
- D. without a boss, the morale of the crew was low.

Answer C

Question 1.2.6.

When a foreman checks out a man to make sure he's ready for a new assignment, the foreman is carrying out his responsibility to

- A. organize the work.
- B. supply the tools.
- C. solve the problems.
- D. provide the leadership.

Answer B

Question 1.2.7.

When a member of his crew constantly complains that there is something faulty with the tools he has been provided, the foreman should carry out his responsibility to

- A. organize the work.
- B. supply the tools.
- C. solve the problems.
- D. provide the leadership.

Answer C

Question 1.2.8.

Of the four major responsibilities of a foreman, the most critical is

- A. organize the work.
- B. supply the tools.
- C. solve the problems.
- D. provide the leadership.

Answer D

Question 1.2.9.

When Benny returned, he discovered his crew was glad he was back. What did he do then?

- A. He gave a brief lecture on the lesson the crew learned in getting nothing done without a boss.
- B. He told the crew they'd have to work twice as hard to make up for the time they wasted.
- C. He told the crew to stick with their usual assignments, and to start working.
- D. He asked to hear about the problems the crew had that kept them from getting any work done.

Answer D (c)

EXERCISE 3

HOW TO JOIN THE "BAD GUYS" AND LIKE IT

Question 1.3.1.

Before he was made foreman, Benny's strong anti-management feelings were based on his

- A. tendency to be a troublemaker.
- B. need to be popular with his buddies.
- C. inability to see management's side of things.
- D. personal mistreatment by management.

Answer _____

Question 1.3.2.

When Benny's friends found out he'd "gone company," they were particularly resentful about the fact that Benny

- A. would make a lot more money than they would.
- B. let his promotion go to his head.
- C. wasn't as qualified as most of them for promotion to foreman.
- D. was a hypocrite for joining the opposition.

Answer _____

Question 1.3.3.

After he was made foreman, Benny realized his former anti-management opinions had been

- A. sincere and heartfelt.
- B. immature and superficial.
- C. based on resentment at being one of the ranks.
- D. based on his desire to impress his buddies.

Answer _____

Question 1.3.4.

Thinking about his buddies' reaction to his promotion made Benny feel bad, and made him particularly concerned about

- A. making friends with other foremen.
- B. being a loyal management man.
- C. being a dishonest and opportunistic person.
- D. being able to be a good foreman.

Answer _____

Question 1.3.5.

Now that he was part of management, after four years of being against it, Benny felt

- A. bad, because he still felt anti-management.
- B. unsure of his feelings about management.
- C. good, because he'd always wanted to join management.
- D. good, but perplexed about his attitude change.

Answer _____

Question 1.3.6.

Formerly Benny had been opposed to management, and his shift to management caused him confusion. What should Benny do to deal with his confusion?

- A. Ignore it because it's normal.
- B. Talk it out with former friends and fellow foremen.
- C. Forget the old feelings completely.
- D. Arrange to be alone to think things out.

Answer _____

Question 1.3.7.

If Benny discussed his feelings about his management attitude switch with his former friends, they would probably

- A. be less hostile than they were.
- B. be more hostile than they were.
- C. forgive Benny and wish him well on his new job.
- D. refuse to even be seen with Benny.

Answer _____

EXERCISE 4
REFLECTING THE MANAGEMENT VIEWPOINT

Question 1.4.1.

In order to represent the management viewpoint, a foreman must learn to

- A. believe that management is always right.
- B. view his crew as the opposition.
- C. control personal points of view on the job.
- D. convince his crew that management is always right.

Answer C

Question 1.4.2.

The management viewpoint reflects the combined interests of

- A. the stockholders and the board of directors only.
- B. the mine manager and the company executives only.
- C. everyone in the industry, including stockholders.
- D. everyone in the industry except for non-management employees.

Answer C

Question 1.4.3.

Arty was able to persuade Benny to leave the improperly bolted top as it was because Benny was

- A. trying to be friendly with Arty.
- B. sure Arty's judgment about the top was better than his.
- C. worried about irritating his crew with a delay.
- D. worried a delay would affect his tonnage record.

Answer C

Question 1.4.4.

Benny agreed with Arty that the top was "safe enough" because he

- A. knew it was, in fact, "safe enough" according to regulations.
- B. knew Arty was an expert on top safety.
- C. thought the other crew should correct its own mistakes.
- D. wouldn't override the judgment of the other crew's foreman.

Answer C

Question 1.4.5.

After deciding not to add bolts to the top, Benny figured if anything was said about it he would

- A. take full responsibility.
- B. blame it on the other crew.
- C. blame it on his being a brand new foreman.
- D. say he made a mistake in trusting Arty's judgment.

Answer B

Question 1.4.6.

How should Benny have handled the matter of the improperly bolted roof?

- A. He should have enforced company safety regulations.
- B. He should have reported the other crew for negligence.
- C. He handled it correctly, because the other crew was at fault.
- D. He should have called the super's office for advice.

Answer A

Question 1.4.7.

When Benny heard about Arnie's transfer from his buggy job to general inside, his reaction was to

- A. blame management for pulling a dirty deal.
- B. defend management's decision.
- C. withhold his opinion until he checked the facts.
- D. refuse to make any comment.

Answer ~~D~~ ~~C~~ ~~B~~ A

Question 1.4.8.

The story about Arnie's transfer got on Benny's nerves because he was

- A. anxious to be agreeable with his crew.
- B. sure Arnie got a dirty deal, and Arnie was a friend of his.
- C. determined to defend management regardless of his feelings.
- D. determined not to give any opinions about management.

Answer B

Question 1.4.9.

Benny should have handled his conflicting feelings about Arnie's transfer by

- A. defending management's decision.
- B. telling his crew not to ask him his opinion on management decisions.
- C. contacting Arnie to find out what really happened.
- D. checking with management to find out what really happened.

Answer D

EXERCISE 5

WHERE MANAGEMENT'S HEADED, WITH YOU IN THE LEAD

Question 1.5.1.

Benny made his order to send Billy outside final because

- A. Benny didn't want to back down in front of his men.
- B. Benny wanted to try out his "ultimate weapon."
- C. Billy refused to back down to Benny.
- D. Billy had been a consistent troublemaker.

Answer _____

Question 1.5.2.

Benny didn't feel good about sending Billy outside, but he felt compensated knowing that

- A. management would support his decision.
- B. management would have insisted on his decision.
- C. his men were impressed with his authority.
- D. he had, at last, been able to use the "ultimate weapon."

Answer _____

Question 1.5.3.

When Billy returned, and told Benny the super hadn't seen things his way, Benny reacted by

- A. apologizing to Billy.
- B. sending Billy outside again for lying.
- C. calling the super.
- D. criticizing the super.

Answer _____

Question 1.5.4.

When Benny realized the super had not supported his decision, he felt

- A. positive the super misunderstood the circumstances.
- B. disappointed that the super hadn't backed him.
- C. angry that the super hadn't backed him.
- D. afraid that he had made a mistake.

Answer _____

Question 1.5.5.

When Benny "blew up" in front of his men, they were

- A. amused by his outburst.
- B. embarrassed by his outburst.
- C. sorry for Benny.
- D. afraid of Benny.

Answer _____

Question 1.5.6.

Benny felt he was right in condemning the super because

- A. he'd been made a fool in front of his men.
- B. he felt the super should have backed him.
- C. he still thought of management as the "other side."
- D. the super hadn't told him personally to take Billy back.

Answer _____

Question 1.5.7.

Benny could have avoided "blowing his stack" in front of his men if he had

- A. remembered that management is always right.
- B. assumed Billy lied, and sent him outside again.
- C. questioned Billy further about what the super said.
- D. asked the super why he sent Billy back.

Answer _____

Question 1.5.8.

Benny failed to keep the management viewpoint because he

- A. didn't understand it.
- B. didn't feel he was a part of management.
- C. assumed management had no reason not to back him.
- D. was in a position where it wasn't possible to keep it.

Answer _____

STUDENT WORKBOOK

WORKING WITH PEOPLE

a course in interpersonal relations in the coal industry

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MODULE IV

Training Technology: Teaching 'em How

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EXERCISE I

HOW PEOPLE LEARN

Question 4.1.1.

As foreman Bill Barnes walked through his section one day, he came across Karl Jordan placing timbers. Barnes yelled,

"No, no, no, Jordan! Four-foot centers . . . If I've told you once I've told you a dozen times . . . can't you learn anything?"

Karl was unable to answer because

- A. he knew that there was no hope.
- B. he was too confused to make an intelligent statement.
- C. he was afraid because it was just like when his father shouted at him.
- D. he might tell Bill to go to hell.

Answer C

Question 4.1.2.

When Bill discovered that Karl had placed the timbers too far apart, he should have

- A. criticized Karl personally for not being able to learn.
- B. been patient and provided better training.
- C. stayed calm and told Karl to do the task over.
- D. told Karl to stop acting scared.

Answer B

Question 4.1.3.

Yelling at a miner who has made a mistake will usually

- A. encourage him to admit his error.
- B. help him understand his error.
- C. block his ability to learn.
- D. cause him to ask questions so that he can improve.

Answer C

Question 4.1.4.

Karl was paralyzed with fear as Bill shouted at him. This shows that

- A. Karl never grew up. He is still a child.
- B. Karl did not realize that deep inside Bill is a good guy.
- C. Karl is like all of us. Some memories of the past still control his behavior.
- D. Karl spends too much time day-dreaming instead of paying attention.

Answer C

Question 4.1.5.

The three steps of learning are Perception, Conception, and Execution. Karl perceived that his task concerns timbers to support the roof. But his execution of the task shows us that he did not truly have a conception of why the spacing had to be on four-foot centers. Bill should

- A. not worry about Karl's conception, and should concentrate on getting Karl to execute the task perfectly.
- B. find a way to connect the idea of four-foot centers with something Karl already knows.
- C. start at the very beginning and teach Karl how to handle a saw and how to hold the measuring stick.
- D. find somebody else to train, since Karl is too stupid to learn.

Answer _____

Question 4.1.6.

When Bill realized that his yelling made Karl afraid, he should have

- A. recognized that it was not a good learning situation, backed off, and started over.
- B. waited a few days before trying to teach Karl how to do things right.
- C. felt good about being so strong and dominant.
- D. worked at making Karl more afraid so he would pay more attention.

Answer _____

Question 4.1.7.

When Bill realized that his shouting was not accomplishing anything, he decided to calm down and try a new approach. At the same time, Karl decided to

- A. tell Bill what he thinks of him.
- B. re-read the training manual.
- C. ask for a transfer.
- D. listen really hard and not be scared.

Answer _____

Question 4.1.8.

For Bill to succeed in teaching Karl how to space timbers, he must

- A. realize that Karl is afraid of his father.
- B. understand how people learn.
- C. make sure Karl understands who is boss.
- D. continue to demand that Karl do better work.

Answer _____

Question 4.1.9.

Bill thinks Karl understands the procedure, but isn't sure. He should

- A. ask Karl if he has any questions.
- B. congratulate Karl for completing the training session.
- C. continue close supervision until Karl can perform the procedure successfully without assistance.
- D. tell Karl it's up to him now to do it right.

Answer _____

Question 4.1.10.

Bill will know he has succeeded in teaching Karl about the proper spacing of timbers

- A. when Karl can tell him how to do it.
- B. when Karl can tell him he understands.
- C. when Karl can space timbers without measuring.
- D. when Karl can place the timbers properly by himself.

Answer D _____

EXERCISE 2

BREAKING DOWN THE TASK

Question 4.2.1.

Foreman Bill Barnes tried to teach Sam Slovic how to take sites. His first explanation went like this:

"Okay, it's very simple, all you do is find the spads in the top where the engineer has put them cause engineering has surveyed this whole thing out, you see, and made sure there's no gas well or what-have-you anyway just tie the string from one spad to the other and let it kind of sag and then site along it to the flame safety lamp you get down there with the flame safety lamp you see and move it like I tell you if I'm doing the siting or whoever's doing it and make a mark, got that?"

This explanation is

- A. well-organized.
- B. disorganized and confusing.
- C. clear and understandable.
- D. too simple and incomplete.

Answer B _____

Question 4.2.2.

After Bill gave one bad explanation of how to take sites, he gave Sam another bad explanation. But first he said,

"It's very simple. Now pay attention this time, will you? I don't want to have to go over it all again, okay."

By these words, Bill

- A. gets Sam to listen better.
- B. reassures Sam that taking sites is not difficult.
- C. increases Sam's eagerness to learn.
- D. puts all the blame for a bad lesson on Sam.

Answer D

Question 4.2.3.

After the second explanation Sam says,

"Maybe if you gave it to me a little slower this time?" Bill tries to go **very** slow. "Well, it's like I say . . . it's all very simple, see? You got to stay on center . . . so you take sites . . . without a string. On the spads. And the flame safety lamp . . . you remember . . . the flame safety lamp . . . because . . . engineering had laid it all out . . . on the map . . . the map of the section? . . . see? That's to make sure . . . well . . . that you don't hit an old gas well or something . . . if there were a gas well, I mean . . . and that's about all there is to it."

Sam still does not understand because

- A. he did not pay attention.
- B. taking sites is not simple, even though Bill says it is.
- C. the information is still not organized.
- D. Bill gave him too much information in one lesson.

Answer C

Question 4.2.4.

Bill made three attempts to explain to Sam how to take sites. Sam feels humiliated and resentful, and

- A. he is justified in feeling that way, because Bill used bad teaching techniques.
- B. he should not feel that way, because Bill had been very sincere in trying to teach him.
- C. he has no right to feel that way about his foreman, because he is not an equal.
- D. he is justified in feeling that way, because Bill was trying to make him feel bad.

Answer A

Question 4.2.5.

Sam was not able to understand Bill's instructions because

- A. Bill did not prepare the information before trying to teach it.
- B. Bill talked too fast.
- C. Sam is not very smart.
- D. Sam was not paying attention.

Answer A

Question 4.2.6.

In teaching a worker how to do a particular task

- A. the most important thing is to know what you are talking about.
- B. how you teach is not important.
- C. you have to teach him in a way he can understand.
- D. you should not include anything that is difficult.

Answer _____

Question 4.2.7.

Because Bill is sitting up late into the night getting ready to teach Sam, it proves that

- A. Sam is getting special treatment.
- B. Bill has realized the necessity of planning how to teach.
- C. Bill is a company man.
- D. Sam is too stupid to learn like everybody else.

Answer E

Question 4.2.8.

When Bill sequences the information he wants to teach, he will

- A. put the most difficult step first.
- B. not worry about what step is first and what step is last.
- C. arrange the steps in alphabetical order.
- D. arrange the steps in the order in which they should be done.

Answer I

Question 4.2.9.

When preparing to teach, an important step is to break down the information, which means

- A. divide the information into the major topics to be presented.
- B. decide the order in which the topics will be presented.
- C. divide major topics into small pieces of information that can be easily understood.
- D. decide what information to include in the lesson and what to leave out.

Answer D/E C

Question 4.2.10.

Taking a task and breaking it down into steps

- A. will help Bill explain the task to Sam more clearly.
- B. is not necessary if the trainee pays attention as he should.
- C. will totally solve Bill's teaching problem.
- D. will make Sam feel insulted.

Answer I

EXERCISE 3

PRESENTING THE PIECES

Question 4.3.1.

Foreman Bill Barnes has a problem. His continuous miner keeps breaking down and he cannot get upper level management to take it out of service for a complete overhaul before the scheduled time. He should

- A. accept the decision and recognize that there is nothing he can do about the situation.
- B. continue to argue for what he wants.
- C. figure out some way to keep the miner operating until the scheduled overhaul time.
- D. take care of all necessary repairs himself.

Answer C

Question 4.3.2.

Bill Barnes decides he needs a mechanic trainee on his crew. His choice is Tim Polaski, the miner operator. Bill's decision to have a mechanic trainee

- A. is wrong, because he should leave decisions like that to those over him.
- B. is wrong, because he is interfering in the work of the maintenance crew.
- C. means that his problems are over and the miner will not have any more downtime.
- D. shows initiative in trying to solve a problem that interferes with production.

Answer D

Question 4.3.3.

Bill told Tim,

"Tomorrow, I'm going to start you on a special training course. A great opportunity to learn the care and feeding of a miner."

A better approach would have been for Bill to say

- A. "Tim, I want someone to learn the care and feeding of a miner. Would you be interested?"
- B. "Tim, I want someone to learn the care and feeding of a miner. Do you have any suggestions on who might be a good person to train?"
- C. "Tim, I want someone to learn the care and feeding of a miner. Tell your helper to study the manual tonight and be ready for a lesson tomorrow."
- D. "Tim, I want someone to learn the care and feeding of a miner. Pick somebody and tell me who it is later today."

Answer A

Question 4.3.4.

Bill selected Tim Polaski for training on the miner because

- A. Tim had a lot of mechanical ability.
- B. Tim was the man who operated the miner.
- C. Tim asked for the training.
- D. all operators should also be maintenance men.

Answer B

Question 4.3.5.

Tim seemed surprised, and not very eager to be trained to spot trouble with the miner. Bill should have

- A. forgotten all about training anyone on the miner.
- B. not paid any attention to Tim's reaction.
- C. seen Tim's reaction and wondered if he had chosen the right man.
- D. seen Tim's reaction and warned him to shape up and take an interest in his job.

Answer _____

Question 4.3.6.

In deciding who to train, Bill should have

- A. tried to choose someone with mechanical ability.
- B. taken the advice of the maintenance foreman.
- C. let the crew vote on who should be trained.
- D. asked for volunteers.

Answer _____

Question 4.3.7.

Bill has been up until three in the morning preparing to teach Tim about the miner. If he goes ahead with training Tim

- A. he won't be able to remember anything.
- B. he will do a better teaching job because everything is fresh in his mind.
- C. he will do a better teaching job because this is the first day since getting the training idea, and his enthusiasm is still high.
- D. he will probably not do such a good job of teaching because he is not as alert as he should be.

Answer _____

Question 4.3.8.

Bill's idea of shutting down the miner to begin training Tim

- A. is bad, because if the miner is working well, that is what is important.
- B. is good, because Tim may be sick tomorrow and not be available for training.
- C. is good, because the sooner the miner is fixed, the better production will be.
- D. is bad, because turning the miner off and on causes damage.

Answer _____

EXERCISE 4

INVOLVING THE LEARNER

Question 4.4.1.

Maintenance foreman George Kostas is demonstrating miner maintenance to Jim Pierce. He tells Jim to watch and ask questions; then he begins to remove the shields. Jim offers to help, but George insists on doing it himself and asks Jim to get a ratchet from the tool box. Jim feels

- A. proud that he is being trusted with such work.
- B. useful because of the help he is giving George.
- C. excited about getting the ratchet.
- D. disappointed that he isn't getting to do much.

Answer D

Question 4.4.2.

George kept telling Jim to keep his eyes and ears open, while Jim kept offering to help do the work. George's responses to the offers indicate that

- A. he doesn't like Jim.
- B. he prefers to do the work while Jim watches.
- C. he thinks Jim is ungrateful.
- D. he thinks that Jim is unable to participate.

Answer B

Question 4.4.3.

The foreman should use the training period as a time to build in the worker a feeling of

- A. total dependence on the foreman.
- B. self-confidence in performing the job.
- C. trust for the foreman.
- D. helplessness, resulting in the need to ask more questions.

Answer B

Question 4.4.4.

A mechanic trainee who is learning to repair machines will best be able to do the job on his own after he

- A. reads the history of machine repair.
- B. reads the theory in a manual.
- C. watches the job being demonstrated correctly.
- D. actually performs the task under supervision.

Answer D

Question 4.4.5.

Jim describes his training situation to Karl Jordan by saying that all he gets to do is watch and hand a wrench to George once in a while. Karl encourages Jim, but Jim feels

- A. frustrated because he wonders whether he'll get the chance to perform.
- B. relieved that he doesn't have the chance to make any errors.
- C. certain that he will get a chance to perform.
- D. happy that he gets to watch an expert and learn from what George does.

Answer F

Question 4.4.6.

Before Jim actually got to perform under George's supervision, George found himself in a jam and asked Jim to repair Andy's machine by himself. Jim should have

- A. told George "no" because he had not been given any supervised practice.
- B. told George that he would take care of everything and not to worry.
- C. told George he would try, and would do as much as he was able to, but would like George to check the work.
- D. told George, as he did, "I don't know. I can try, George."

Answer C

Question 4.4.7.

After Jim made repairs to the miner, he set the hydraulic pressure too high, and the system blew. This demonstrates that

- A. Jim had not thoroughly studied the manual.
- B. trainees should be supervised until they show ability to work on their own.
- C. Jim did not benefit from George's instruction.
- D. George overestimated Jim's mechanical ability.

Answer E

Question 4.4.8.

When the hydraulic system blew, George's reaction was to

- A. forgive Jim because it was his first attempt at doing something on his own.
- B. find fault with himself for not giving better training.
- C. regret having trusted Jim with an expensive piece of machinery.
- D. blame Jim for causing the system to blow despite George's careful training.

Answer D

Question 4.4.9.

George could have made Jim's training more effective by

- A. encouraging Jim to ask more questions.
- B. discouraging Jim from interrupting the explanation.
- C. stating honestly that he did not yet trust Jim's judgment.
- D. letting Jim try to do the job.

Answer D

Question 4.4.10.

If George had taken a little extra training time to let Jim get the feel of each step, he would have

- A. saved more time and money in the future.
- B. risked the chance of Jim's making an error.
- C. wasted good production time.
- D. neglected his responsibility of repairing the miner.

Answer D

EXERCISE 5
FOLLOWING THROUGH

Question 4.5.1.

Bill thought that once a crew was trained all he had to do was sit back and let them go. He thought he was set until someone had to be replaced. Bill's attitude

- A. is well-founded, since he gave excellent training to his men.
- B. is mistaken, because he should know that people need supervision even after being trained well.
- C. will result in good work by his crew, because they will appreciate being trusted.
- D. will result in sloppy work procedures by the crew, because they know Bill is not watching.

Answer D

Question 4.5.2.

Bill Barnes has accomplished a lot. He has trained Karl to set timbers, Sam to take sites, and Jim to help take care of the miner. Bill is feeling good until he finds all three men making mistakes. Bill can't understand how that happened. The reason is that

- A. Bill gave bad training to his crew.
- B. Bill is unlucky; he has a stupid crew.
- C. the men don't like Bill and are getting even with him.
- D. there must be something about training people that Bill has overlooked.

Answer D

Question 4.5.3.

When Bill finds that the men he trained are making mistakes, they react

- A. by covering up mistakes in hopes that he won't see them.
- B. with resentment because Bill does not trust them.
- C. with surprise that they have any problem.
- D. by blaming Bill's training methods for their mistakes.

Answer D

Question 4.5.4.

Once Bill trained his crew, he should have

- A. taken a two-week vacation to reward himself.
- B. had a meeting with the crew to tell them to come and see him if they have any problems.
- C. continued to check the work habits of his crew.
- D. left them alone to develop comfortable work habits.

Answer C

Question 4.5.5.

When following through on training, the foreman should

- A. observe the worker's performance and provide feedback.
- B. point out only the worker's errors.
- C. tell each worker that there is no excuse for mistakes after completing the training session.
- D. go around and ask the workers if they have any questions.

Answer A

Question 4.5.6.

It becomes possible to stop checking on how people do their jobs, correcting their mistakes, and praising them for doing well

- A. after about a month.
- B. when the crew is recognized as the best one with the highest production.
- C. never.
- D. when everybody on the crew is happy and is not asking questions.

Answer C

Question 4.5.7.

In order to provide adequate follow-through, it is important that the foreman be

- A. consistent in the way he makes corrections and offers praise.
- B. intolerant of errors, so that workers will not make so many of them.
- C. friendly with the men, so they can tell him any problems.
- D. impatient when he finds mistakes, so the men realize the importance of rapid, correct work.

Answer D

Question 4.5.8.

Following through on training is necessary because

- A. workers forget much of what they learn during training sessions.
- B. training sessions keep workers interested.
- C. workers are not capable of learning things the first time.
- D. training needs to be supported and sustained, due to its impermanent nature.

Answer D

Question 4.5.9.

When Bill discovers that Karl is spacing timbers four feet from edge to edge, not from center to center, he says,

"Remember the little diagram? It had a line from a little dot in the middle of the timber?"

And Karl said he remembered, now that he heard it again. This shows that

- A. Bill did not make things clear during the original training.
- B. Karl did not understand the original training.
- C. even information that is clearly understood can be forgotten.
- D. Karl is the wrong man for the job.

Answer A

Question 4.5.10.

Jim used the wrong fluid in the hydraulic system, because the shop did not have what Bill had told him to use. This incident demonstrates

- A. that in training it can be important to go beyond the basics of what to do, and tell why to do it.
- B. that Jim was not paying attention when Bill was training him.
- C. that Bill has a careless worker on his crew.
- D. that workers should not use initiative to solve problems they run into.

Answer A

STUDENT WORKBOOK

“Working with People”

**A course in
interpersonal
relations for
supervisors**

Produced by

NPL *Training*
INC.

1926 West Gray Houston, Texas 77019
(713) 527-9300

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MODULE V

I Guess You Wonder Why I've Called You All Together Like This

Instructions:

The exercise questions in this workbook are designed to enable you to express your opinion of the situations shown on the accompanying film.

Read each question carefully, then select the best answer from the multiple choices and write the corresponding letter in the answer blank provided.

After you have completed all of the questions in the exercise, close your workbook. You will be shown the second half of the film, portraying correct handling of the situation.

There will then be a discussion period concerning the situation, and the responses you gave in this workbook.

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EXERCISE 1

PLANNING THE MEETING

Question 5.1.1.

The super wanted Benny to hold a meeting to discuss how to

- A. improve the appearance of the mine with better housekeeping.
- B. decrease the amount of time spent on housekeeping.
- C. tell the men the purpose of housekeeping.
- D. decrease the number of accidents due to poor housekeeping.

Answer D

Question 5.1.2.

When the super told Benny to hold a meeting about housekeeping, Benny's immediate reaction was that

- A. meetings are a waste of time.
- B. he was glad to have the opportunity to discuss housekeeping with his crew.
- C. meetings are as important to his section as running coal.
- D. he would like this meeting to be the first of a series of regular meetings with the crew.

Answer A

Question 5.1.3.

When he held the meeting, Benny read straight from the super's memo. His words and action indicated to the men that Benny

- A. considered the housekeeping subject very important.
- B. was holding the meeting only because it was required.
- C. wanted the men to pay attention.
- D. had spent a lot of time preparing for the meeting.

Answer B

Question 5.1.4.

When Benny held his meeting about housekeeping, his negative approach lacked enthusiasm. The result of his lack of enthusiasm was that

- A. the crew also lacked enthusiasm about the subject of housekeeping.
- B. it made Benny angry when the men were eager to discuss housekeeping.
- C. the crew resented Benny for holding the meeting.
- D. Benny was unable to recognize all the progress they made in the meeting.

Answer A

Question 5.1.5.

Right after the meeting, Red tripped over an oil drum and hurt his leg. His accident proved that

- A. Red is a careless worker.
- B. meetings accomplish nothing and are a waste of time.
- C. Benny should read the memo to the workers again.
- D. Benny should hold a serious meeting about improving housekeeping habits.

Answer D

Question 5.1.6.

Benny realized that his meeting was worthless because

- A. he hadn't planned ahead of time what time, place, content, and participation would best serve his purpose.
- B. It's impossible to get the crew to pay attention, since they are always thinking about the day's work.
- C. the men are there to run coal — not to talk about it.
- D. meetings never do accomplish anything.

Answer A

Question 5.1.7.

Planning a meeting involves

- A. spending only a few minutes to think of an opening statement.
- B. gathering lots of statistics to take up time in the meeting.
- C. gathering data and organizing main points to be covered in the meeting.
- D. practicing by reading aloud the super's memo.

Answer C

Question 5.1.8.

A good way to get the men to respond and participate in a meeting is to

- A. let the men decide at the meeting what points they should discuss.
- B. tell them they have to participate in the discussion.
- C. prepare questions for them to stimulate their thinking and responding.
- D. serve beer, so the men will loosen up and feel free to participate.

Answer C

Question 5.1.9.

If a foreman wants to make his meeting successful, he should make it interesting. He can make his meeting interesting by

- A. telling a lot of jokes to keep the men entertained.
- B. making up exaggerated facts and figures to bring the subject to life.
- C. getting the men involved by letting them talk about whatever subject comes to mind.
- D. handling the subject in a way that related directly to the workers.

Answer D

Question 5.1.10.

The meeting time and place

- A. have nothing to do with its success.
- B. greatly affect its success.
- C. should not vary from meeting to meeting.
- D. should not vary from foreman to foreman.

Answer B

EXERCISE 2

TALKING WITH — INSTEAD OF READING TO — PEOPLE

Question 5.2.1.

Benny received from the super a complete, official, and long memo that dealt with housekeeping and the general accident statistics. When a foreman receives this type of memo telling him to hold a meeting with his men and correct the situation immediately, he has a tendency to

- A. ignore the memo.
- B. read the memo to the men word for word.
- C. complain to the super that the memo is too long.
- D. reword the ideas from the memo, so that the men will be more interested in the subject.

Answer B

Question 5.2.2.

When Benny finished reading aloud the super's housekeeping memo and told the crew he really did need their opinions and suggestions, the men responded

- A. with a long list of worthwhile opinions and suggestions.
- B. with vague responses indicating they hadn't been listening.
- C. by being unfriendly toward Benny.
- D. by giving serious thought to the housekeeping problem.

Answer B

Question 5.2.3.

Benny insisted on getting the crew's opinions and suggestions about housekeeping because

- A. he wanted to know how they felt about it.
- B. the super required him to get the opinions and suggestions.
- C. that would make the meeting last longer.
- D. he agreed that the housekeeping problem needed to be solved.

Answer B

Question 5.2.4.

When a foreman lets his crew know that he is only technically observing the super's order to hold a meeting and that he would rather not do it, then the result will probably be

- A. positive changes in the mine.
- B. no positive changes in the mine.
- C. a feeling of accomplishment for the crew.
- D. a feeling of accomplishment for the foreman.

Answer B

Question 5.2.5.

Jerry and Gilly discussed the meeting after it ended. They

- A. were glad that the company was concerned about the safety of its personnel.
- B. were eager to get back and clean up their areas.
- C. felt honored that the company was finally interested in their opinions about conditions in the mine.
- D. wondered why they had to waste their time on something that didn't even interest their foreman.

Answer D

Question 5.2.6.

Benny could have handled the super's memo more effectively if he had

- A. assigned a different portion of it to each worker for him to read and reword before the meeting and then present to the group in the meeting.
- B. given his own ideas to the super, instead of holding the meeting.
- C. read the memo before the meeting and delivered it to the men in his own conversational words.
- D. throw it away.

Answer C

Question 5.2.7.

If Benny didn't really care about the subject matter of a required meeting, he

- A. shouldn't have broadcast his disinterest.
- B. should have expected the crew to be interested in it, anyway.
- C. should have told the men that he had to hold the meeting against his will.
- D. shouldn't have held the meeting.

Answer A

Question 5.2.8.

Benny's attitude, actions, and total lack of real interest in housekeeping communicated to the men that he

- A. wanted the men to be more careless in their housekeeping habits.
- B. thought it was crazy to attach any importance to the subject of housekeeping.
- C. wasn't interested in the subject of housekeeping, but he thought the crew should be interested.
- D. cared about housekeeping, but was currently more concerned about other things.

Answer C/B

Question 5.2.9.

If Benny realized his errors and decided to hold another meeting and effectively involve his men in the housekeeping problem, he should

- A. tell them he wants them to listen to him carefully, but not say anything.
- B. tell them they have to participate this time.
- C. let them know he now realizes the importance of housekeeping safety and relate it to them.
- D. blame the failure of his first meeting on the super's long memo.

Answer C

Question 5.2.10.

If Benny and the crew had a meeting that consisted of walking around on a group inspection tour to look for housekeeping hazards in the section,

- A. the men would be too embarrassed to go back and correct the situations, since that would be admitting they had been negligent.
- B. it would be a poor choice of time and place for their meeting.
- C. they would waste time that could be spent running coal.
- D. the crew would get to see all of the safety hazards caused by their poor housekeeping and know what to improve.

Answer D

EXERCISE 3

FEEDBACK — INVOLVING THE PARTICIPANTS

Question 5.3.1.

The meeting that is planned with only one-way communication lacks the important feature of

- A. a meeting plan.
- B. group involvement.
- C. a meeting purpose
- D. biased facts.

Answer B

Question 5.3.2.

When Benny asked the men to say what they really thought, their honest opinions, Billy

- A. questioned Benny's motive for his sudden interest in housekeeping.
- B. accused Benny of wasting the crew's time.
- C. laughed at Benny for acting like he wanted their opinions.
- D. complimented Benny for caring about the crew.

Answer A

Question 5.3.3.

If the foreman wants to involve his men in a positive and beneficial way, he should make it **their** meeting. In order to make it **their** meeting, the foreman needs to remember that

- A. argument leads to healthier discussions.
- B. his opinions are a valuable part of the group activities.
- C. no meeting topic need be decided before the meeting.
- D. he should not argue with his men.

Answer D

Question 5.3.4.

Most meetings are simply informal assemblies where the foreman dispenses directives from the top. These meetings are not powerful because

- A. the subject matter of the directives is not important.
- B. feedback from the crew is neither invited nor tolerated.
- C. the foreman expresses too many of his own opinions.
- D. the workers participate so actively that they do not listen to the directive.

Answer B

Question 5.3.5.

If the foreman conducts a one-way meeting and then at the end of the meeting asks for the crew's opinions and suggestions, the crew will probably

- A. eagerly state opinions and make suggestions.
- B. have many contributions in mind.
- C. assume that their ideas are not really desired.
- D. thank the foreman for asking their opinions.

Answer C

Question 5.3.6.

When the foreman delivers information to his crew, he should present the facts vividly and clearly, but try to avoid

- A. seeking the opinions of the workers.
- B. letting the men reach consensus.
- C. making the facts biased by adding his opinion.
- D. getting too many random opinions from the men.

Answer C

Question 5.3.7.

Once the foreman succeeds in getting the men to state their various opinions in a non-directive meeting, he should

- A. sit back and let the meeting take its natural course.
- B. thank the men for their time and end the meeting.
- C. state his own opinions about the subject.
- D. delicately guide the situation toward consensus.

Answer D

Question 5.3.8.

When Billy questioned Benny's reason for suddenly becoming interested in housekeeping, Benny defended himself by arguing. At that point, he could have gotten the meeting back on track and still have had a chance to lead it into free expression by

- A. apologizing for getting upset and explaining his position.
- B. telling the men he resented their accusations.
- C. acting as if his argument with Billy had never taken place.
- D. laughing about the argument and getting back to the subject.

Answer A

Question 5.3.9.

When conducting a non-directive meeting, the foreman should

- A. argue with anyone that disagrees with his opinion.
- B. respect all opinions and reflect them back.
- C. express facts and personal opinions to the workers.
- D. encourage the talkative workers to do most of the talking.

Answer B

Question 5.3.10.

Consensus in a non-directive meeting is a powerful tool. It can help the foreman get a job done, because

- A. workers listen more closely to each other than they listen to the foreman.
- B. it takes too long for the foreman to figure out his own solution to a problem.
- C. the foreman can turn over a problem to the men and then not worry about it, anymore.
- D. the men get involved in and concerned about a subject and feel committed to their own solution.

Answer D

EXERCISE 4
KEEPING CONTROL AND DIRECTION

Question 5.4.1.

Benny successfully planned his non-directive meeting, put it on a conversational level, and got the men involved in the subject of minekeeping. But his meeting turned into chaos because he

- A. lost interest in the subject of minekeeping.
- B. failed to keep the men participating in the discussion.
- C. lost complete control of the direction of the meeting.
- D. let the men know that he approved of their changing "housekeeping" to "minekeeping."

Answer C

Question 5.4.2.

The meeting first got off the track when

- A. Arty asked if Red was getting paid for the time off due to his accident.
- B. Jerry said he wanted to call it "minekeeping."
- C. Benny agreed to change "housekeeping" to "minekeeping."
- D. Billy implied that Joe Peterson hadn't received sick pay because he was drunk on the job.

Answer A/D

Question 5.4.3.

When Benny realized that one of the workers had changed the subject of the meeting, he should have

- A. forgotten about minekeeping and let the men discuss the new topic of interest.
- B. addressed the new subject and then brought the conversation back to minekeeping.
- C. reprimanded the worker for interrupting the course of the meeting.
- D. thanked the worker for interrupting the boring subject of minekeeping.

Answer B

Question 5.4.4.

By allowing the conversation to focus on another subject and asking a question about it, Benny actually

- A. tricked the men into wanting to get back to the subject of minekeeping.
- B. regained control of the meeting.
- C. proved that minekeeping was more important than the new subject
- D. encouraged the men to discuss the other subject.

Answer D

Question 5.4.5.

A democratic assembly can result in total disorder if the foreman

- A. shows interest in what the men are saying
- B. fails to keep the meeting moving in the direction of solving the original problem.
- C. doesn't "rule with an iron fist."
- D. asks for the opinions of the workers after providing factual information.

Answer B

Question 5.4.6.

When Benny tried to interrupt his crew and turn the conversation back to housekeeping, the men felt that Benny

- A. was just trying to do his job.
- B. enjoyed exercising his power over them.
- C. did not want them to discuss a topic that interested them.
- D. was not interested in their opinions.

Answer C

Question 5.4.7.

The men persisted in discussing the other topic, rather than minekeeping. Benny could have handled the problem effectively by

- A. ending the meeting and sending everyone back to work.
- B. giving in and conducting the meeting on their topic instead of minekeeping.
- C. asking the men if they would like to have a future meeting on the subject that has captured their interest.
- D. yelling at the men and demanding that they forget about the other subject.

Answer C

Question 5.4.8.

If a foreman attempts to regain control of a meeting by a dictatorial take-over, he will

- A. gain the respect of his men.
- B. destroy the freedom of expression in the meeting.
- C. bring about favorable results from the meeting.
- D. be assured that the group will reach consensus on the subject of the meeting.

Answer B

Question 5.4.9.

Who was at fault for letting the meeting get out of control?

- A. Jerry.
- B. Gilly.
- C. Arty.
- D. Benny.

Answer D

Question 5.4.10.

When men, who are used to having memos read aloud to them, are suddenly faced with the non-directive meeting format of free expression, they

- A. still prefer the old meeting format.
- B. exhibit no change in behavior or attitude during the meeting.
- C. are tempted to use their newly found freedom to say anything they want about any subject.
- D. will reject all of the foreman's future attempts to maintain order.

Answer C

EXERCISE 5
ACHIEVING CONSENSUS — "WE DECIDED"

Question 5.5.1.

Benny has learned a lot about conducting a non-directive meeting: avoid arguments, respect all opinions, reflect opinions back, stick with the facts, and get everybody talking. With these skills, Benny has a good chance of

- A. influencing the decision made by the group.
- B. fooling the men into believing that he cares about their opinions.
- C. have a short meeting.
- D. successfully guiding the men to reach consensus.

Answer D

Question 5.5.2.

Benny asked the men if they considered it "just Benny's responsibility" to pay more attention to minekeeping, because he

- A. was angry that they didn't plan to accept part of the responsibility.
- B. wanted to reflect their opinions back to make sure he understood them.
- C. hoped they would change their minds and not hold him responsible.
- D. wasn't sure he had heard them accurately.

Answer E

Question 5.5.3.

Benny adjourned the meeting and said that he hoped they'd remember what was decided. The men reacted by telling Benny that they

- A. felt the meeting was a waste of time.
- B. were ready to run some coal.
- C. hoped all meetings would be as good as that one.
- D. hadn't decided anything.

Answer D

Question 5.5.4.

Benny felt that the meeting was the best he'd ever had, because

- A. he didn't get too angry when they "spoke their minds."
- B. the men reached some positive conclusions about mine-keeping.
- C. the men appreciated all he had done to make it a good meeting.
- D. everyone was content after the meeting ended.

Answer A

Question 5.5.5.

After the meeting, the workers discussed how they felt about it. They all expressed a feeling of

- A. excitement about getting back to run coal.
- B. anger toward Benny for not respecting their opinions.
- C. disappointment about the lack of a conclusion in the meeting.
- D. disinterest in the subject of minekeeping.

Answer C

Question 5.5.6.

When Benny had the men's opinions moving in the same direction and charged with energy, he should have

- A. directed them toward consensus.
- B. broken up the meeting before it got out of control.
- C. made them go back to work while they were feeling energetic.
- D. changed the subject of the meeting, so they wouldn't get bored.

Answer A

Question 5.5.7.

Benny ended the meeting, because he was worried that the

- A. men would form their own conclusion without Benny's influence.
- B. crew would take too much time to reach consensus.
- C. men might get off the track and forget about consensus.
- D. group might come to the wrong conclusion.

Answer D

Question 5.5.8.

Group consensus is always valuable, because it will either provide a solution to a problem or

- A. convince the foreman that the non-directive meeting cannot succeed in a mine.
- B. make the foreman aware of training and communication he must provide.
- C. inform the foreman that he needs to gather data that is more accurate.
- D. make the group appreciate the days when the foreman made all the decisions.

Answer B

Question 5.5.9.

The final solution to the minekeeping problem should be decided

- A. completely by the foreman.
- B. jointly by the foreman and the crew.
- C. completely by the crew.
- D. by a compromise between management and the foreman.

Answer C

Question 5.5.10.

When workers are allowed to make their own decisions, they

- A. usually carry their privilege too far.
- B. base their decisions on opinions, rather than facts.
- C. no longer respect the foreman.
- D. feel good about their accomplishment.

Answer D

STUDENT WORKBOOK

WORKING WITH PEOPLE

a course in interpersonal relations in the coal industry

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MODULE IX

Building Good Relationships, Slowly But Surely

Instructions:

The exercise questions in this workbook are designed to enable you to express your opinion of the situations shown on the accompanying film.

Read each question carefully, then select the best answer from the multiple choices and write the corresponding letter in the answer blank provided.

After you have completed all of the questions in the exercise, close your workbook. You will be shown the second half of the film portraying correct handling of the situation.

There will then be a discussion period concerning the situation, and the response you gave in this workbook.

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EXERCISE 1
LIKE ANYTHING WORTHWHILE, IT TAKES TIME

Question 9.1.1.

Foremen who are about to take over the first crew feel

- A. unprepared.
- B. relieved to have a crew.
- C. nervous about facing their crew.
- D. confident about facing their crew.

Answer _____

Question 9.1.2.

When Benny first made foreman, his old buddies reacted by

- A. insulting him.
- B. kidding him.
- C. ignoring him.
- D. congratulating him.

Answer _____

Question 9.1.3.

After Benny was their foreman for a few months, the members of his crew appeared to be

- A. as hostile as ever.
- B. indifferent toward him.
- C. on good terms with him.
- D. his buddies once again.

Answer _____

Question 9.1.4.

When making that important, first-day "self-introduction" to a brand new crew, the foreman should

- A. act as naturally as possible.
- B. act as friendly as possible.
- C. make apologies for being new.
- D. make it clear that he's tough.

Answer _____

Question 9.1.5.

If a foreman introducing himself to a new crew said, "From now on, your free ride is over," the crew would

- A. respect the foreman's no-nonsense attitude.
- B. resent the foreman's assumption that they were lazy.
- C. fear a new foreman with the guts to say that.
- D. assume the foreman "put his foot in his mouth."

Answer _____

Question 9.1.6.

If a foreman introducing himself to a new crew said, nervously, "I'm sort of new at this, and . . . uh, I hope everything will be okay . . ." the crew would react to his lack of confidence by

- A. ignoring it.
- B. laughing at it.
- C. taking advantage of it.
- D. feeling sorry for him.

Answer _____

Question 9.1.7.

If a foreman introducing himself to a new crew told them, "Don't go thinking of me as a boss!" the crew would think that he

- A. meant just the opposite.
- B. didn't know how to act like a foreman.
- C. was trying hard to be friendly.
- D. intended to share his responsibilities with them.

Answer _____

Question 9.1.8.

When meeting his crew for the first time, the foreman should **avoid**

- A. discussing his qualifications.
- B. trying to come across as a nice guy.
- C. displaying confidence in himself.
- D. putting on an act of any kind.

Answer _____

Question 9.1.9.

In his own introduction, Benny made a point of telling the crew that he

- A. had put in his share of time underground.
- B. hoped they would think of him as a friend.
- C. hoped they wouldn't give him any trouble.
- D. was promoted to foreman because of his leadership qualities.

Answer _____

Question 9.1.10.

A new foreman can prove his capability to his crew by

- A. making very few mistakes the first day.
- B. earning respect over a long period of time.
- C. making a good introductory speech.
- D. acting friendly over a long period of time.

Answer _____

EXERCISE 2
NO SHORT CUTS, NO MAGIC TRICKS

Question 9.2.1.

When Benny Benson came out of foreman school, he had a list of "Do's" and "Don'ts" for ideal supervisory behavior. He felt

- A. unable to cope with his new job.
- B. confused because he does not understand the rules.
- C. equipped to handle any situation.
- D. angry that he had to go by the rules.

Answer C

Question 9.2.2.

After he was told that a cable had shorted out, Benny looked at his list of rules and found that

- A. he had the answer right there.
- B. he just needed some time to find a rule that could be applied.
- C. the list has not been organized properly.
- D. he was not going to find a rule to fit this particular situation.

Answer C

Question 9.2.3.

As Benny tried to solve more problems by consulting his list of rules, he felt the list was

- A. not directly applicable to everyday problems.
- B. more confusing than anything else.
- C. helpful in providing solutions.
- D. worthless because it was outdated.

Answer A

Question 9.2.4.

Now, Benny is upset and confused because

- A. he feels that he has wasted his time at the foreman school.
- B. he expected that the rules would solve all of his supervisory problems without effort.
- C. he feels that the rules are threatening his own authority and judgment.
- D. there is no way he can handle the situation.

Answer A & B

Question 9.2.5.

What Benny should recognize is that a foreman's list of problem-solving rules provides

- A. strict rules to go by for solving problems.
- B. a short cut to solving problems.
- C. a solution to every problem that can arise.
- D. guidelines for solving problems.

Answer D

Question 9.2.6.

A foreman's list of rules is designed to

- A. substitute for a foreman's responsible, day-to-day dealing with people.
- B. remind the foreman of things he already knows and help him find the right solution.
- C. prevent the foreman from making any decision of his own.
- D. remind the foreman that he has to go by the book at all times.

Answer B

Question 9.2.7.

A foreman's list of rules can be helpful in solving problems if it is combined with

- A. updated lists.
- B. company policies.
- C. common sense.
- D. a sense of humor.

Answer C

Question 9.2.8.

In building a good foreman-crew relationship, it is important to remember

- A. which magic tricks will work and which ones won't.
- B. that there is no substitute for responsible thinking in dealing with people.
- C. only the rules that are taught in foreman training school.
- D. how to use all of the short cuts learned in foreman school.

Answer B

Question 9.2.9.

To be a good first line supervisor, Benny should

- A. learn to solve everyday problems on a direct, one-to-one basis.
- B. realize that a problem is never really settled but may eventually "blow over" on its own.
- C. ignore the situation if the rules do not provide him with a suitable solution.
- D. put the blame on management if he can't find a solution.

Answer A

EXERCISE 3

BUILDING BLOCKS: MUTUAL TRUST AND RESPECT

Question 9.3.1.

The most important building block in constructing a good foreman-crew relationship is

- A. mutual trust.
- B. mutual friendship.
- C. a good safety record.
- D. a good production record.

Answer _____

Question 9.3.2.

When Gilly reported an increased methane reading, Benny reacted by telling

- A. Arty to check the curtains.
- B. Jerry to call the electrician.
- C. Gilly to check his reading once again.
- D. Gilly he must have made a mistake.

Answer _____

Question 9.3.3.

Benny's reaction to Gilly's report convinced Gilly that

- A. he probably had made a mistake.
- B. he had earned Benny's trust.
- C. Benny didn't have confidence in him.
- D. Benny didn't know how to handle a potential emergency.

Answer _____

Question 9.3.4.

When Gilly reported the increased methane reading, Benny should have

- A. taken immediate corrective action based on Gilly's report.
- B. checked the reading himself before taking corrective action.
- C. asked another crew member to double-check the reading before taking any further action.
- D. reprimanded Gilly for alarming the crew, then gone with him to double-check the reading.

Answer _____

Question 9.3.5.

By double-checking Gilly's reading, Benny gave his crew the impression that he

- A. trusted Gilly, but was responsible for checking the reading himself before taking any action.
- B. trusted only himself when something as serious as a methane buildup was at stake.
- C. wasn't sure what to do in the event of a methane buildup.
- D. cared enough about their safety to double-check Gilly's methanometer reading.

Answer _____

Question 9.3.6.

By double-checking the methanometer reading before taking any type of corrective action based on Gilly's report, Benny was

- A. following correct procedure for handling a methane buildup.
- B. trying to show his crew that there was no need for alarm.
- C. taking a chance with the safety of his crew.
- D. stalling for time until he figured out what kind of action should be taken.

Answer _____

Question 9.3.7.

When Benny refused to trust Gilly, the rest of the crew members felt that they

- A. couldn't trust Gilly.
- B. couldn't trust Benny.
- C. were not trusted by Benny.
- D. were not trusted by each other.

Answer _____

Question 9.3.8.

If Benny had taken corrective action on the basis of Gilly's report, then discovered Gilly **had** made a mistake, the crew would probably

- A. realize why mutual trust between foreman and crew must be limited.
- B. accuse Benny of over-reacting to Gilly's report.
- C. say that Benny should have double-checked Gilly's reading before taking action.
- D. appreciate Benny's trust in Gilly and his concern for their safety.

Answer _____

Question 9.3.9.

When there is mutual trust between foreman and crew, the most important effect is

- A. the increase in the crew's production output.
- B. a reduction in discipline problems.
- C. assurance of teamwork when danger is present.
- D. high morale on a day-to-day basis.

Answer _____

EXERCISE 4
HOLDING UP YOUR END

Question 9.4.1.

When Arty complained to Benny that he had a "funny feeling" about the top, Benny reacted by

- A. ignoring Arty's remark because it didn't make sense.
- B. assuring Arty that testing the top would be a waste of time.
- C. telling Arty to be specific about what bothered him.
- D. taking Arty's hunch seriously and testing the roof.

Answer _____

Question 9.4.2.

By holding a roof-testing session for all of the crew members, Benny made it clear that

- A. he was concerned about the safety of the crew.
- B. he was competent enough in matters of safety to handle all crises that might occur.
- C. crew members would be expected to answer their own questions about roof safety in the future.
- D. Arty's "funny feeling" about the top was totally unfounded.

Answer _____

Question 9.4.3.

The most important way a foreman holds up his end of the foreman-crew relationship is by

- A. trusting crew members, even in emergencies.
- B. training the crew regularly in safety procedures.
- C. being consistently fair in dealing with all crew members.
- D. being able to demonstrate competence in any real or suspected crisis.

Answer _____

Question 9.4.4.

Benny had no problem calming Arty's suspicions about the top because

- A. testing a roof is a simple procedure to demonstrate.
- B. Benny knew a lot about roof safety.
- C. Benny already knew the roof was safe.
- D. Benny realized Arty's suspicions were not serious.

Answer _____

Question 9.4.5.

When Benny questioned Gilly about what had happened at the face when the unusual noises occurred, Gilly was

- A. too shook up to give Benny any specific information.
- B. irritated with Benny for not already knowing what had happened.
- C. able to describe the chain of events that occurred.
- D. unable to describe the chain of events that occurred.

Answer _____

Question 9.4.6.

When Gilly said he thought the miner hit something right before the "boom" and the hissing sounds occurred, Benny reacted by

- A. thinking out loud about the possible causes for the sounds.
- B. asking Gilly why he hadn't bothered to see what was hit.
- C. telling Gilly the miner had holed into an old gas well.
- D. admitting he didn't know, but telling the crew to clear out.

Answer _____

Question 9.4.7.

After Benny upset the crew by mentioning that the hissing sound could be some kind of gas, he then told them that

- A. it was best to clear out, just in case.
- B. there was probably nothing to worry about.
- C. he'd get the shift foreman to check it out.
- D. all the power should be knocked out on the section.

Answer _____

Question 9.4.8.

When his crew members realized Benny couldn't provide an explanation for the disturbance at the face, they reacted by

- A. waiting nervously for the shift foreman to arrive.
- B. becoming angry with Benny, telling him he was a poor excuse for a foreman.
- C. taking safety measures on their own, for their own protection.
- D. ignoring anything further Benny said, and leaving the area.

Answer _____

Question 9.4.9.

Benny would have held up his end of the foreman-crew relationship if he had

- A. leveled with his crew by admitting he had no explanation for what had happened at the face.
- B. respected the crew members' fear of escaping gas and led them out of the area immediately.
- C. been able to keep from mentioning the possibility of escaping gas, which upset the crew.
- D. been able to draw on knowledge of what had happened.

Answer _____

EXERCISE 5
YOUR CHANCES OF SUCCESS

Question 9.5.1.

When the crew told Benny that they were walking out because he was favoring the new hire, he felt like

- A. understanding their situation.
- B. yelling and walking out himself.
- C. laughing it off.
- D. trying harder to build a good, solid relationship with the crew.

Answer _____

Question 9.5.2.

If Benny did yell at the crew and walk out, he would be

- A. destroying the solid relationship he had built with them.
- B. acting logically and in his own best interest.
- C. building trust and respect.
- D. setting a good example for the crew to follow.

Answer _____

Question 9.5.3.

The main reason Benny should not make a big scene and walk out is that

- A. he's in the mine to load coal, not to play childish games.
- B. it would just give the men what they wanted.
- C. then the workers would know that what they said had bothered him.
- D. it wouldn't affect the workers, so it would be useless.

Answer _____

Question 9.5.4.

When the crew told Benny they were walking out because of Johnny Sloan, Benny should have

- A. told them he'd get the kid fired if they'd stay.
- B. told them to go ahead and walk out.
- C. asked them exactly what they wanted him to do, forcing them to think the matter through.
- D. told them they were a bunch of spoiled punks and to get back to work.

Answer _____

Question 9.5.5.

The men didn't like the new hire because he made a lot of mistakes. In answer to this, Benny should have

- A. reminded them that they all had made mistakes when they were new too.
- B. agreed with them, but not had the new man fired.
- C. agreed with them and had the new man fired.
- D. disagreed with them, saying he didn't make any more mistakes than any of them.

Answer _____

Question 9.5.6.

If the crew had said that they wanted the Sloan kid fired, Benny should have said

- A. that he couldn't get the vice-president's brother-in-law fired even if he wanted to.
- B. that if he got one worker fired for a few mistakes, he'd have to do the same to anyone else who did the same.
- C. that who was fired and when was his business, and they better not forget it.
- D. that he'd think about it, and then not bring the matter up again.

Answer _____

Question 9.5.7.

Once Benny got the matter of Johnny Sloan resolved, he should have told his crew

- A. never to come to him with that kind of senseless complaint again.
- B. how useless it was of them to have brought up the issue.
- C. how angry and insulted they had made him feel.
- D. to let him know when they wanted to talk again.

Answer _____

Question 9.5.8.

Building a good relationship with your crew

- A. is as difficult and frustrating a job as you are ever going to have in the mine.
- B. is an easy thing once you get the hang of it.
- C. may never pay off.
- D. will result in the crew's always being reasonable and understanding.

Answer _____

Question 9.5.9.

When you run into situations that are illogical, unreasonable, and unpredictable, you

- A. should be illogical, unreasonable, and unpredictable yourself.
- B. have to hold your temper and use logic and common sense to solve the problem.
- C. should avoid dealing with them.
- D. won't have much success in dealing with them.

Answer _____