



CMOR-MRA Interviewer Training Modules

Relating Adult to Adult

Answer Key

Q1. True or False: The most effective Supervisor the one who is able to adjust their communication style to fit the experience and expectations of the adult interviewer.

A: *True.*

Q2. Match the following attributes to the Coach or the Enforcer supervisor style by placing a C or E in the blank next to each attribute

 C Welcomes the opportunity to mentor and help the adult interviewers

 C Inspires teamwork among the interviewers they manage

 E Tends to use aggressive body language and vocal style

 C Often engages in descriptive feedback

 E Enjoys the opportunity to police the interviewers

 C Uses assertive body language and vocal style

 E Is more interested in making interviewers follow the rules

 E Gives judgmental feedback

 E Promotes an us against them environment

Q3. When giving feedback the Coach will utilize "I" statements instead of "You" statements. Why are "I" statements more effective?

A: *When "I" statements are used the interviewer is more likely to hear the coach's efforts to help them improve. "I" statements place the focus on the issue rather than the interviewer or their performance. "You" statements indicate an attack on the interviewer, emphasizing what the supervisor does not like about them personally. "You" statements tend to put the interviewer on the defensive and make the supervisor sound judgmental.*

Q4. What is the difference between an observation and inference statement? Why is one better than the other?

A: *With observations the supervisor is simply reporting what they saw and heard, sticking to the facts. Inferences interpret the behavior; make a judgment, about what the supervisor heard. Observations are the better choice because interviewers do not see this as a personal attack and allow the supervisor to adopt a more neutral tone when describing what happened. Inferences on the other hand come across as judgmental, put the interviewer on the defensive, and indicate that the behavior cannot be changed.*

Q5. Which type of statement is the enforcer more likely to use, an observation or an inference?

A: *Inference Statement*



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Q6. "You never clear your refusals" Is an example of an: *absolute statement*

Q7. The opposite of the answer to Q6, is: *qualifier statement*

How is one a better choice than the other?

A: The coach is more likely to use a qualifying statement instead of an absolute statement when giving feedback. When a qualifier is used, the interviewer is more likely to correct the problem because they understand this is only an occurrence and not a permanent problem that cannot be changed. Absolutes indicate to the interviewer that this problem always occurs and can never be changed. Interviewers see this as an exaggeration and will be unlikely to implement the feedback given to them.

Q8. Fill in the blanks to the following statement:

Cause demands why while *effect* explains why.

Q9. Which of the two types of feedback from Q8, would be used by the Coach? Why?

A: The coach is more likely to use an effect statement when giving feedback. This works with adult interviewers because they want to know how implementing the supervisor's feedback will help them reach their own objectives. They also want to understand why the change in behavior is necessary; "because I told you so" will not work with the adult interviewer.

Q10. When discussing areas for improvement with an interviewer, what is the difference between prioritizing and dumping?

A: When prioritizing is used, the supervisor identifies the two or three most important areas of improvement and focuses on these with the interviewer. This allows the interviewer to process the information and see that improvement is possible. Dumping occurs when the supervisor picks out everything the interviewer may have done incorrectly, regardless of its importance, and expects the interviewer to improve on everything at one time. This will overwhelm the interviewer and make them feel that there is not hope of improvement.



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Q11. Fill in (at least 4of) the blanks of the following statements that outline the Coach's approach to feedback.

1. Engage in a *dialogue* not a lecture
2. Establish a *caring* rapport
3. Ask the interviewer's *perspective or opinion*
4. Communicates *specifics*
5. Ensures *privacy*
6. *Collaborates* on style
7. Focus on one or two *goals*

Q12. Identify (at least 3 of) the five steps of the Like Best / Next Time feedback method

1. *Ask the interviewer what he or she liked about how they conducted the interview.*
2. *Tell the interviewer what you (the supervisors) liked about their performance*
3. *Ask the interviewer what he or she would do differently next time*
4. *The supervisors offers specific instructions of what they identified the interviewer should do differently next time*
5. *The supervisor and interviewer end the feedback session on a positive note*

Q13. Why is follow-up an important step in feedback?

A: Follow-up is important so that the supervisor can monitor the interviewer's performance for improvement and identification of further training or development. Follow-up shows the coaches' dedication to the interviewer's improvement. Follow-up also allows for informal discussions between the supervisor and interviewer to gauge how things are going overall, further reinforcing the connection between the interviewer and the supervisor.