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## UNIVERSAL COMPETENCES

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 **AKMI**  
THE LEADER IN EDUCATION



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As part of the system assessing the level of competencies in selected professions/positions, a set of tasks/questions was prepared to verify knowledge and skills in selected areas. The questions were grouped in 12 competence areas covering the following types of skills and competences:

1. Professional – theoretical knowledge
2. Professional – practical skills
3. ICT – the knowledge of software
4. Linguistic – knowledge of foreign languages
5. Analytical – the ability to solve problems
6. Interpersonal – communication, teamwork
7. Interpersonal – work in diverse teams (e.g. multicultural, multigenerational)
8. In terms of organization and self-organization - time management, independence
9. In terms of creativity - generating new ideas, a creative style of work
10. In terms of learning - openness to continuous development
11. Personal - loyalty, commitment, responsibility
12. Personal – resistance (stress management, working under time pressure)

In the case of professional competences, two aspects were distinguished – theoretical (knowledge-oriented), and practical (skills-oriented).

The developed assessment system is prepared for different fields of study. The competency assessment process requires the introduction of specific test questions for professional competencies (items 1 and 2). We assumed that the remaining competencies, i.e. competencies from item 3 to item 12, are of a universal nature, and the method of assessment may be the same for different fields of study. Therefore, the subsequent sections of the study do not include any detailed descriptions of professional issues.

The questions are, in principle, single-choice ones (with one exception) with four potential answer options to choose from. The person whose level of competency is assessed answers randomly selected questions within each tested competency. Based on the answers, the level of particular competency is determined on a four-grade scale, which is then compared with the competency profile for a selected profession created on the basis of expert opinions.

Due to the different nature of verified competencies, the test contains the following types of questions:

- Questions with one correct answer. For example, questions concerning knowledge on the theoretical part of professional competencies have one correct answer for which the user receives 1 point, whereas for other answer options – 0 points. The level of competency is determined on the basis of the total number of points from all randomly selected questions.
- Questions in which the user determines their own level of competency (from the list of available options). For example, the question about the knowledge of foreign languages. The user can choose between A1, A2, B1, B2. The level of competency is determined on the basis of the selected answer.
- Questions where the user chooses an answer to which the corresponding level of competency is assigned. For example, a question concerning soft skills which requires responding to suggested ways of solving a problem. The choice of a given answer is connected with the assessment corresponding to a given level of competency. The final determination of the level of competency is the result of assessments for specific questions selected by the user.

- Questions in which the user enters a numerical answer. If the score is correct, the user receives 1 point, if not, the user receives 0 points. The level of competency is determined on the basis of the total number of points obtained from all the randomly selected questions. This type of questions may occur for a given competency together with questions from the first group.

## 1 Professional competencies – theoretical knowledge

Specific to a given field of study.

## 2 Professional competencies – practical skills

Specific to a given field of study.

## 3 Professional competencies - ICT skills

Specific to a given field of study

## 4 Language skills - knowledge of foreign languages

Skills	LISTENING	READING	SPEAKING	WRITING
No. of item	1–5	6–10	11–15	16–20

### Modified:

- 1 – A1
- 2 – A2
- 3 – B1
- 4 - B2

1. Think about the foreign language you know the best. While listening to speeches in this language:

I can understand familiar words and basic phrases concerning me, people that I know and my immediate environment	1
I can understand phrases and most frequently used vocabulary related to issues that are the most important to me (e.g. basic information about people in my immediate environment, local area or place of work)	2
I understand the most important thoughts/contents when someone talks about familiar topics, typical of your activities and professional tasks	3
I can understand longer utterances provided that the subject is reasonably familiar to me	4

2. Think about the foreign language you know the best. While listening to speeches in this language:

I can understand words and phrases that I am familiar with when people speak slowly and clearly	1
I can understand the main point in short, simple statements and announcements.	2
I can understand the main points of many statements on current affairs or topics of my personal or professional interest when people speak slowly and clearly	3
I can follow an extended discussion or conversation provided the topic is familiar to me	4

3. Think about the foreign language you know the best. In this language I can understand:

Instructions addressed directly to me, provided that the pace of speech is slow and I am able to follow short and simple hints	1
Enough to respond to specific communication needs provided that people speak clearly and slowly	2
A clear statement about facts of daily life or work-related topics, understanding both the general message and specific details provided the statement is clearly articulated	3
Most TV and radio news programmes and other programmes (e.g. podcasts) on current affairs and events	4

4. Think about the foreign language you know the best. In this language I can understand:

A topic of a discussion that is led slowly and clearly	1
A statement that is articulated very slowly and with long pauses, allowing you to grasp the meaning	2
Statements and announcements about everyday topics performed in a standard language dialect and at a normal pace	3
Most films provided the actors do not speak dialects	4

5. Think about the foreign language you know the best. In this language I can understand:

Very simple and very basic information, if the other person speaks slowly and repeats it several times	1
The main points of short conversations, announcements and directions, e.g. how to get from point A to point B	2
Detailed instructions and simple technical information, for example, on the operation of equipment and machines	3
Detailed instructions well enough to be able to follow them for the benefit of the tasks to be performed	4

6. Think about the foreign language you know the best. When I read announcements or text in this language:

I can understand familiar names, words and simple sentences, for example, in e-mails, on notice boards, posters or in catalogues.	1
I can find specific and predictable information relating to everyday life and work in texts such as advertisements, leaflets or brochures.	2
I can understand texts consisting mainly of familiar words concerning your professional or everyday life.	3
I understand the most important aspects of correspondence related to my field of professional interest	4

7. Think about the foreign language you know the best. In this language I can understand:

Texts consisting of 2-3 sentences and the information that they contain.	1
Short texts and simple text messages, e.g. e-mails.	2
Texts consisting of frequently used words relating to your professional tasks, routine activities and everyday matters.	3
Texts, e.g. articles, reports on contemporary world issues.	4

8. Think about the foreign language you know the best. In this language:

I can follow short instructions, especially if they additionally contain diagrams, pictures or infographics.	1
I find specific information in a longer text necessary for the completion of a task.	2
I understand short and simple texts related to my professional duties.	3
I can obtain information, ideas and opinions from texts concerning professional tasks in my field.	4

9. Think about the foreign language you know the best. In this language I can understand:

Very short and simple texts reading a given passage several times.	1
Typical and routine correspondence (e-mails, letters) on familiar topics.	2
Multi-sentence texts containing the most frequently used vocabulary and related to frequently performed and repetitive tasks.	3
Longer instructions from a familiar professional area provided I can read them several times.	4

10. Think about the foreign language you know the best. In this language I can:

Understand the main points of simple information material and short descriptions.	1
Localise specific information in lists/indexes and choose the data that I need.	2

Look through longer texts to find the information that I need and gather information from different texts to complete a task.	3
Quickly review several sources of information (e.g. articles, reports, websites, books, etc.) and determine their relevance for your task.	4

11. Think about the foreign language you know the best. In this language I can:

Take part in a conversation provided that my interlocutor is willing to repeat or rephrase his/her thoughts, gives me missing words.	1
Take part in a simple and routine conversation requiring a simple and direct exchange of information on topics I am familiar with.	2
Cope with most situations that are likely to arise while performing my professional duties.	3
Formulate elaborate statements on various topics related to your areas of interest.	4

12. Think about the foreign language you know the best. In this language I can:

Formulate and answer simple questions on topics and matters that I know best or that are the most important to me.	1
Take part in very short conversations, even though I may not understand enough to carry on conversations by myself.	2
Take an active part in discussions on familiar topics, expressing and defending my views.	3
Explain my point of view and give arguments for and against the topic or issue in question.	4

13. Think about the foreign language you know the best. In this language I can:

Use simple phrases and sentences to describe where I work, where I and the people I know live.	1
Describe in a simple way myself and other people, living conditions, my education, my current as well as previous job.	2
Explain and briefly justify my own ideas and plans, report about events, and narrate a course of action describing my reactions and impressions.	3
Present the case, describe the situation related to what happened developing and justifying my point of view in more detail.	4

14. Think about the foreign language you know the best. In this language I can:

Create a few simple sentences about myself and what do I do, where I live and work or study.	1
Present a short and simple description of an event and activity.	2

Report on the course of an event and my own reaction and opinion about it.	3
Communicate fluently enough so that I can hold reasonably casual conversations with people for whom the foreign language is their mother tongue.	4

15. Think about the foreign language you know the best. In this language I can:

Read a very short and rehearsed statement, e.g. introduce the team, announce a speech, presentation.	1
Make a short, typical statement on topics related to everyday events related to my area of interest.	2
Describe plans and arrangements, habits and routines, and my own experiences.	3
Make an oral statement on general topics, maintaining an appropriate degree of clarity of information and fluency.	4

16. Think about the foreign language you know the best. In this language I can:

Write a short text, e.g. an e-mail, a text message, a memo containing important information.	1
Write short and simple notes following immediate needs.	2
Write simple texts on topics of my interest or those I am familiar with.	3
Prepare a description of a complex process, a complex procedure.	4

17. Think about the foreign language you know the best. In this language I can:

Complete a form containing basic data/information.	1
Write a simple message with important information that makes it easier/possible to perform professional tasks.	2
Write simple texts, e.g. describing a situation/event.	3
Prepare a written summary of information and arguments from multiple sources.	4

18. Think about the foreign language you know the best. In this language I can:

Write a few simple sentences about myself, my education and what I currently do.	1
Write texts consisting of simple phrases and linked with simple conjunctions such as 'but', 'because' or 'since'.	2
Write clear and detailed texts on a wide range of subjects related to my interests (including professional ones if they concern typical cases).	3
Write clear and detailed texts on any subject related to my interests.	4



19. Think about the foreign language you know the best. In this language I can:

Write statements consisting of 2-3 sentences on very simple matters or events to inform another person of their occurrence.	1
Write a short text about everyday matters taking place in myself environment e.g. about people, places, work or studies.	2
Write a summary of observations, write a text giving myself opinion on typical activities in myself field of specialisation.	3
Write a text providing information and considering arguments for and against a given topic or issue.	4

20. Think about the foreign language you know the best. In this language I can:

Ask a routine question in an email about very simple personal and professional matters to obtain information, e.g. ‘When is someone coming?’, ‘Where should I wait?’ , ‘What should I prepare for the meeting?’	1
Prepare a very short and simple description of events (present and past) and personal experiences.	2
Develop a very short report in a standard format, giving routine and factual information.	3
Write a paper, essay or report adequately arguing and highlighting relevant points and details.	4

## 5 Analytical skills – problem solving

1. There are 3 buses departing from a bus stop. The first runs every 2 minutes, the second one every 4 minutes and the third one - every 6 minutes. It means that on average a bus departs from the bus stop:

Every 4 minutes	
Every $1\frac{1}{2}$ minutes	x
Every $\frac{9}{12}$ minutes	
Every $\frac{10}{12}$ minutes	

2. There are some snakes of the same length in the terrarium. One snake measures 2 m and a half of the snake's length. This means that the snake is:

2.5 m long	
3.0 m long	
3.5 m long	
4.0 m long	x

3. Which clock is the most accurate?

The one that gains 1 second	
The one that loses 2 seconds	
The one that does not work at all	x
The one that uses a photovoltaic solution	

4. Adam has 3 brothers and 3 sisters. His sister, Alice, has 4 brothers and 2 sisters. So the siblings consists of:

7 people	x
8 people	
9 people	
10 people	

5. In how many ways can 3 medals (gold, silver, bronze) be split between the 4 finalists?

9 ways	
12 ways	
16 ways	
24 ways	x

6. 6 people got into the lift of a 10-storey block of flats. In how many ways can they get out of the lift?

$6 \times 10$	
10 or 6	
610	
$10^6$	x

7. The sum of digits of the number 2019 equals:

3	x
12	
20	
Does not exist.	

8. There are 4 corners in the room and several cats. Each cat sees the other cats in the 3 other corners of the room. How many cats are there?

3	
4	x
5	
6	

9. If we arrange the letters P, O, T, O, P randomly, how many different combinations can we get?

24	
26	
30	x
32	

10. In a chess tournament, each contestant played once against each of the other. In total, there were 36 games of chess. How many contestants competed in this tournament?

8	
9	x
10	
11	

11. Metal tape is scaled at 20oC. The measurement was made at 40oC. A correction was calculated. To get the accurate result, the correction should be:

Calculated again	
Subtracted	
Added	x
Skipped	

12. There is a straight chain consisting of 7 links (its end and beginning are not connected). In order to get every combination, that is, 1 link, 2 links, 3, 4, 5, 6 and 7 links, one has to carry out a minimum of:

1 cut	x
2 cuts	
3 cuts	
6 cuts	

13. Anne said: 'I always lie and I am 12 years old'. It means that:

Anne is lying, but she is 12 years old	
Anne is not 12 years old	
It is impossible to say whether Anne is 12 years old	x
Anne is telling the truth and she is 12 years old	

14. A man, sitting in a boat on a small pond, threw a heavy anchor out of the boat. This means that:

The level of the water has gone up	
The level of the water has gone down	x
The level of the water has remained the same	
The water flooded the surrounding meadows	

15. 10 spiders eat 10 flies in 10 minutes. How long will it take for 100 spiders to eat 100 flies?

10 minutes	x
100 minutes	
1000 minutes	
1 minute	

16. One hundred people were asked about their level of education. Obtained results:

Order categories and determine how much one is greater than the other	
Order categories and determine how many times one is greater than the other	
Order categories only	x
Order categories and determine by how much and how many times one is greater than the other	

17. Height and weight figures for 10 students were collected. To determine whether height changes affect weight changes, you can compare:

Average values for height and weight	
Standard deviation values for height and weight	
Graphs for height and weight	x
Measurement units for height and weight	

18. The height of all students in two grades: 4A and 4B was measured. The average height in class 4A is 1.68 meters and in class 4B it is 1.73 meters. This means that:

All 4B students are taller than 4A students	
All 4B boys are taller than 4A boys	
All 4B boys are taller than 4A girls	
None of the other answers are correct	x

19. The weather forecast for the next day stated that violent atmospheric phenomena may occur. This means that:

There will be a flood	
There will be a tornado	
There will be a tornado combined with flooding	
There may be neither a flood nor a tornado	x

20. One website says that the average inflation in Europe is 5%, and another website says 15%. This means that:

Inflation in Europe is 10%	
Inflation in Europe is 5%	
Inflation in Europe is 15%	
Inflation in Europe is not known	x

## 6 Interpersonal skills – communication, teamwork

1. A friend calls you and asks you a question that you don't know the answer to (although you should). What do you say?

'Sorry, but I don't deal with that. You'd better call Arcadius, maybe he will know'	1
'I don't have access to that data right now. For when you need that?'	4
'Open the "xxx" file, that's probably where the data is. Just look for it'	2
'Right now I don't have access to that data. Give me 10 minutes, I'll find out and call you back'	3

2. You have already managed to get away from a Friday night outing to the pub for a beer with your friends several times. The initiator of the meetings is usually Tomek. This Friday you cannot even go because your grandmother is sick and you promised to visit her. You do not like such meetings. How will you react to Tomek's next proposal?

I apologize and inform that I can't come, my grandma is sick and maybe I'll come next time	4
I explicitly refuse and say that I want to spend time after work on my private matters	1
I thank for the invitation, but I decline for no reason	3
I say that I would love to come, but first I have to go to visit my sick grandmother. If nothing serious happens to her, I'll join them, but a little later	2

3. During the job interview, your future boss said that the most important thing for him is the ability to cooperate and work as a team. How do you understand these expectations of your superior? What will you do to meet them?

I are going to be kind to everyone, and when they ask for help, I will not refuse.	2
We are supposed to perform our tasks together.	1
If I see that someone has a lot of work to do, I will ask if there is anything I can do to help them.	4
I am going to carry out my tasks in such a way that my team is perceived as really professional. I am going to find out what each member's job is so that I can offer help if needed.	3

4. Sophie and three other teammates were required to work together on the project. Sophie has already provided her job results. She completed them without the involvement or help of others. She said it was really hard for her to find time to meet. She wrote to the others asking if they had any suggestions or ideas, but received no reply. Sophie is a young employee who wants to be promoted quickly. What should Adam, the team leader, do in this situation?

He should praise Sophie for her effort and independence, appreciating her contribution to the project	1
---	---

He should talk to Sophie, emphasizing that teamwork is crucial to the success of projects	2
He should consult with the other team members to understand why they did not respond to Sophie's message	3
He should hold a meeting of the entire team to discuss what happened and determine how to better collaborate on future projects	4

5. You are working on a project and you are very eager to complete the task. Your work phone is ringing. You are aware that a client who wants to talk to you will take you the next 1.5-2 hours. What do you do?

I do not answer the phone. If he cares, he will call again	1
I stop the work because maybe a client needs something important	2
I finish the project, then call back apologizing for the delay	4
I answer the call to listen to what is going on, then inform the client that I am in the middle of an important process and before I deal with his case, I want to finish what I have started.	3

6. You get an order. You inform the customer that you will complete it within three business days. However, the client calls you every few hours asking about the execution of the order. What do you do?

You don't answer the phone until the agreed time has passed or the has been completed	1
You patiently answer every customer's question, even though it may be tiring	4
You offer the customer an additional service or benefit to alleviate their concerns	3
You clearly inform the client that there is still time for implementation in the contract and you ask for patience	2

7. You work in a team of several people on a complex project. One of the people, Adam, clearly likes individual activities and is not good at teamwork. However, you feel that this lowers the potential of the group. What do you do?

I tell the team not to pay attention to Adam. Let him work alone if he wants to.	1
I share my observations with Adam	4
I publicly comment on Adam's behaviour, which is inappropriate in my opinion	2
I suggest the division of duties so that it includes both individual and group work areas, so that everyone has a chance to prove themselves in a joint task.	3

8. You work on the same machine with Frank, who is a senior and experienced employee. Recently, the company upgraded the machine and organized training. Frank was not there because he was sick. This is the second time he performs the action incorrectly and the machine does not work as it should. Frank does not like being told what to do and how to do it. What do you do in this situation?

I do nothing so as not to upset him. He will probably figure out what he should do after some time	1
I approach Frank and say, 'Frank, I think it is worth trying a different way, because these mistakes affect our performance'	3
I approach Frank and say, 'Frank, I see there is a problem. During the training they said to do it a bit differently. Maybe we can try it this way?'	4
I report it to the manager so that he can talk to Frank himself. It's not my job to educate such an experienced worker.	2

9. You have been working together with Michael on a project for several days. You have agreed to come to the office every morning half an hour earlier than usual and work for an hour on this task, when there is still no rush and no phone calls. For the first week both of you turned up on time. Unfortunately, for the last 3 days Michael has been late every day for a good half an hour, each time explaining it by problems with taking the child to the kindergarten and promising that it will not happen the next day. What do you say?

'I can't rely on you! We agreed on something, but you keep arriving late every day.'	1
'Michael, we agreed to come at 7.30 a.m. This is the third time you've come after 8.00 a.m. I understand you are having trouble dropping your child off at the kindergarten, but we may not be able to finish this project on time. Do you have any ideas what we can do about it?'	4
'Michael, I'm really tired of you being late. It can't go on like this. We have to do something about it.'	2
'Michael, I'm afraid we won't be able to complete our project on time. Do you have any idea how to solve this problem?'	3

10. You are responsible for sending out invitations to all team members for a company half-year review meeting. You are currently reviewing the content of the edited invitation and are wondering which version is best:

The review meeting will take place on 30th May, at 2 p.m. You will receive a detailed agenda by noon on Monday.	2
You are cordially invited to our annual review meeting. It will be held on Thursday, 30th May 2020, at 2 p.m. in the conference room in building G on the first floor. I have attached a detailed agenda of the meeting. See you there.	4
As you know we are preparing a review meeting to be held on Thursday next week. We would like to invite you all to the biggest conference room in building G at 2 p.m.. I will send you a detailed agenda of the meeting on Monday.	1



The company management board is pleased to invite all employees to the annual review meeting that will be held on Thursday, 30th May 2020, at 2.00 p.m. in the conference room in building G on the first floor. During the meeting we will present our achievements and successes in 2019, and plans for the future. There will also be time for your questions, which we warmly encourage.	3
--	---

11. You are talking to the teacher and you hear the signal of an incoming text message. What do you do?

Without interrupting the conversation, I read the message and reply to it	1
I pretend not hear the signal, and though it is harder for me to concentrate, I still talk to the teacher	2
This is unlikely to happen. Usually, when talking to the teacher, I have the sounds turned off on your phone	3
I apologize for the signal and inform the teacher that I will read it later. I calmly continue the conversation	4

12. You are filling out paperwork at your desk when a screaming client bursts into your office and accuses you of incompetence. How do you react?

'Why are you yelling like that?!' I ask in a raised voice, then start to shout at myself. After all, I have to defend myself, and he certainly will not hear me if I speak calmly.	1
I offer the man a chair, asking him to sit down and explain what is going on.	4
I cringe, convinced that every word I say could be another trigger. Also I am wondering if there was a mistake. I wait for the client to stop screaming so I can start the conversation.	2
Sir please Calm down, or I won't talk to you' - I inform, and since the client still does not change his speech, I inform him that if he does not calm down he will have to leave the office.	3

13. You have a complex project to complete, for which you and Tom are responsible. You have a hard time working together, and you also have a lot of other responsibilities. The final effect is not as good as expected by the boss, who informs you that the project has failed his expectations. You are sorry, but you are also angry because you feel like you could have done more. How do you react?

I think 'It's Tom's fault!' because I have done a lot	1
The most important thing is that the project is finished. I will try harder next time	2
I go with Tom to the boss and ask him what I can improve to make the effect more satisfying	3
I talk to Tom and together we think about what we could do differently to achieve a better end result. Probably we will work together in the future as well.	4

14. Your supervisor offers you a transfer to a similar position in another department. You will get a small raise, but you feel that many tasks carried out there exceed your current competencies. How do you react?

I accept the offer, hoping that "it will work out somehow"	2
I inform supervisor about my concerns and ask for feedback on my performance in the company. I know what qualities he values in me and why he believes this shift is necessary	4
I refuse, saying that I am happy where I am now, but secretly I am afraid of failure	1
I agree to the shift, on condition that the company pays for a training course of my choice, which will give me knowledge and skills in the area of my new duties.	3

15. Completely unannounced, the team of which you are a member is left without a leader. Your supervisor asks you in a casual conversation if you have an idea to solve the situation. What do you do?

I propose myself for this position, arguing that I know the team and I am sure that I will be able to handle subsequent orders	2
I suggest having an open conversation with your team to find out who they see as their new leader	4
I say that decisions about choosing a leader should be made by the management, so I am not giving a specific answer	1
I indicate a specific person from the team whose skills and experience would be suitable for this position	3

16. You work with very competent and independent employees. Recently, you have completed several valuable orders and your position has definitely strengthened. In this situation:

I am working as before. My success contributes to the prestige of the entire team	4
I minimize my achievements by claiming that I was quite lucky	2
I openly talk to supervisor that I have some ideas for improving the quality of work and I would like to lead the team's work from a leadership position.	3
I believe that I did a really good job and that I am very competent and I often emphasize this when talking to other team members	1

17. While working in team:

I believe that the work should be distributed equally among the members of the team and each person is responsible for "their part". At the same time, people who finish their activities earlier should help those who did not manage to complete their tasks	2
I like to check and ask questions to feel that I have knowledge and control regarding the implementation of the entire process.	3

I expect someone to tell me exactly what to do, hoping that the work assigned to me will be as limited as possible.	1
I volunteer, declaring which tasks I will perform and I propose to share the rest of the duties.	4

18. You made a mistake that caused an order to fail. The company has lost a customer. What do you do?

I apologize and admit my mistake and try to find a way to fix the situation	4
I believe the error was not that significant and the client overreacted	2
I would like to point out that the entire team worked on the order, so the responsibility should be shared	3
I try to find reasons that were beyond my control in order to shift the blame onto others	1

19. You are employed in a new place. Given your experience and education, you believe that leaders organize work poorly. What do you do?

I speak with a higher-level supervisor and suggest a change in selected procedures	3
In team activities, I undermine the authority of leaders by describing them as ineffective	2
I advise and suggest leaders a different way of working	4
I loudly highlight all the mistakes and shortcomings in order to weaken the position of the current leaders and strengthen my own	1

20. You start working in a new company. You have been hired as a manager for the first time. However, you quickly find out that this position is still too complicated for you. What do you do?

You request supervision and additional training	3
You believe it is only a matter of time before you start to do better	2
You resign your position	1
You share your concerns with a senior manager and ask for their opinion	4

## 7 Interpersonal skills – working in diverse teams

1. Culture is:

Universal and group-specific	
Universal and inherited by individuals	
Inherited, acquired and specific to a given individual	
Acquired and group-specific	x

2. One of the best known models of culture is the iceberg model. According to this concept, culture, like an iceberg, consists of a visible and an invisible part. The invisible part symbolises, among others

The way we speak, move, make gestures and facial expressions	
The values on the basis of which we make our decisions	x
Proverbs, sayings, myths, legends and rituals found in culture	
A clothing style, and the way people greet and say goodbye	

3. Intercultural competency is means:

Performing tasks in a multicultural team in an efficient manner	
A competence which consists of elements such as tolerance, empathy, openness, cognitive curiosity and flexibility	x
Being aware of differences between people from different cultures	
Being aware of one's own cultural identity and shared patterns of behaviour, norms and attitudes	

4. Culture shock is:

A state of surprise and amazement caused by the customs of another culture and the values, norms and attitudes shared by the representatives of that culture	
A negative attitude towards a person/group of people because of their ethnicity	
The clash of two cultures resulting in strong stress reactions, confusion and helplessness due to unfamiliarity with the values, norms and attitudes shared by the environment	x
A person or group of people being treated less favourably than another in a similar situation because of some characteristics (e.g. gender, age, religion)	

5. Stereotypes:

It is a prejudice against a person or a group of people because of their different ethnicity	
They are usually formed through contact with the representatives of other cultures	
They cause identical characteristics to be attributed to all members of a social group without exception, regardless of the actual differences between them	x
They are always negative and involve attributing different characteristics to an entire social group	

6. Globalization is a phenomenon:

Describing changes in the world	x
Reflected only in books	
Describing an already completed process in the past in the world	
Was invented in the 21st century	

7. The basis for good work in a multicultural team is:

Communication conditioned by a good knowledge of foreign languages	x
Integrating outside the workplace and spending free time together	
Getting to know the habits and routines of all team members	
Weekly evaluation of the work of team members	

8. When you think about the possibility of living abroad, then:

I feel the excitement - there is so much to experience and learn!	x
It is out of the question - I feel like I will not find myself there. I do not even want to try	
It is possible, although I would need to prepare well before I go. I would like to understand not only the language, but also customs	
I do not rule it out, although I know that it would be difficult to navigate the specifics of life in another country	

9. While setting rules for working in international teams:

There should be clearly defined rigid rules of behaviour that are the same for everyone	
It is necessary to demonstrate acceptance of all deviations related to the habits and customs prevailing in individual countries	
Organizational rules should be modified according to the needs of work organization in individual countries	x

Set separate rules for teams in different countries and care only about the quality of work	
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10. Prejudice:

Results from the previous experience of the individual	
Is a result of social learning	
It is a hostile or negative attitude towards a distinctive group of people based solely on their membership in that group	x
Always involve the action of exclusion	

11. A person who, due to a well-founded fear of persecution due to, for example, his race, religion, nationality, political beliefs, was forced to leave his country of origin, is:

emigrant	
immigrant	
refugee	X
migrant	

12. In international cooperation, it should be assumed that:

Time is money	
Punctuality is the most important thing	
Spontaneity is the dominant principle	
Understanding and willingness to explain are essential	x

13. People in Northern European countries prefer:

To make arrangements on the phone	
To have arrangements made by an expert	
To make arrangements verbally, specifying the conditions for their implementation	
To make arrangements in writing, specifying the conditions for their implementation and the person to be contacted/responsible for them	x

14. Southern European countries, such as Spain and Italy, belong to cultures, where people:

try to control the loud expression of their emotions (e.g. joy, anger)	
gesticulate very vividly, express their emotions willingly and loudly (e.g. joy, anger)	x
avoid very strong gesticulation and loud expression of their emotions (e.g. joy, anger)	

try to limit gesticulation, because it interferes with conversation	
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15. You live together with a student/friend from India who likes to cook. He/ She takes great pleasure in preparing Indian dishes which you actually do not like. What do you do?

I refuse to eat the prepared dishes. Instead, I buy something to eat at the university/at work/in the city	
I buy something else to eat, bring it home, heat and eat it	
I offer to cook for the whole next week	x
I call my best friend and I tell them how unlucky I am	

16. A friend from the USA tells you one day that every presentation should start with a funny anecdote or a joke. What do you do?

I ask him/ her to tell some funny anecdotes and jokes	
I think that he/she has no idea about professional presentations and therefore his/her remark does not make any sense	
I ask him/ her to explain why I should start the presentation with something funny	x
I thank him/ her for the advice but I do not change anything. I think that I prepare very good presentations	

17. You lead a team with 10 new co-workers from China. Your task is to organise intercultural training for them. They have confirmed that they would be happy to take part in such an activity, so all you have to do is to set a date for the training. You repeatedly send out various proposals by e-mail, asking each of them to indicate a convenient date. However, you do not receive any reply, despite the reminders sent. What do you think the reason is?

None of the dates you suggested are suitable because they are during working hours	
New co-workers do not have a habit of answering e-mails. When you meet them, they will let you know which date is best	
New co-workers think it is up to you to choose the best date and not burden them with the decision	
They tend to make decisions as a group and would like to know what others think before accepting one of the given dates. In this situation, they would rather wait and not reply to your emails	x

18. You work for an international company in your own country. Your immediate supervisor is not fluent in any of the languages you know. What do you do?

I loudly comment on the situation in front of my friends, claiming that he should attend a language course	
I am signing up for a superior language course myself so that I can communicate with him	x

Both parties pretend to understand each other, and the cooperation is carried out through third parties and/or a technical drawing	
I am looking for a person in the team who is able to communicate with the superior and ask him/her for help in a direct confrontation	

19. What do you think about working with people your parents' age?

It is worth drawing on their wisdom, probably I can learn a lot from their large experience.	x
Collaboration is not a problem for me, but I expect older people to try to adapt (e.g. I call them by their first name)	
It is they who need young people – e.g. because of the difficulties in dealing with new technologies	
I believe there are departments where they should no longer be employed	

20. In your opinion, a large percentage of people employed in the company who come from another country are:

The cause of the increased number of conflicts in the work environment	
A resource, because diversity affects creativity and effectiveness	x
The reason to undertake numerous trainings - such work organization requires knowledge and experience	
Standard situation - these days it is a norm that I treat indifferently	



## 8 Organisation and self-organisation skills

1. After a negative review of your speech or project by your boss:

I feel discouraged and lose motivation to continue working	1
I felt sorry, but I try to believe that next time will be better	3
I approach it calmly and analyze the criticism to draw conclusions for the future	4
I feel angry because I think the rating was unfair	2

2. You treat taking oral exams or speaking in public as:

The worst nightmare	1
A rather unpleasant duty	2
A good opportunity to demonstrate my knowledge and skills	4
Something normal when I work or study – I just have to get used to that and stop panicking.	3

3. You had an argument with a friend. What do you do?

I feel offended and I dwell on the situation for a long time, thinking about it	1
After some time, I decide to apologize and try to reconcile	3
I try to quickly forget about the quarrel and return to normal relationships	2
Once my emotions subside, I calmly discuss the situation with my friend to clarify everything	4

4. You are about to walk into a conference room where you are expected to give a presentation in front of almost 100 people. What do you feel?

My mind goes blank and I can hardly control the trembling of my hands	1
I frantically flip through my notes, repeating the most important information in my mind	2
I feel calm, I know I can do it again	4
I imagine the relief I will feel when it is all over	3

5. You have an important meeting at work, but you are stuck in a giant traffic jam. What do you do?

I feel stressed and impatient, but I'm waiting to see what happens	1
I decide to avoid this route in the future to avoid similar problems	2
I calmly call work and inform about my possible delay	4

I try to reschedule the meeting to another time to avoid being late	3
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6. You are going to have an extremely difficult day. Before going to sleep the night before:

I am constantly thinking about what lies ahead, fearing failure or bad news	1
I am a little nervous, but I believe that everything will go well	3
I decide to relax, read a book I like or watch my favourite TV series	4
I take herbal sleeping pills	2

7. You have an important exam ahead of you - the final stage of the recruitment process for your dream job in your dream company, and a meeting with your potential superior, Christopher. The HR manager warns you that he is very intelligent, smart and expects the same from his employees. You have one hour before the meeting. What do you do?

I read as much as possible to deepen my knowledge and impress my potential boss	1
This information stresses me out a lot and is not helpful at all. I wonder if I really want to work for such a boss	2
I relax and de-stress myself using different techniques	3
I do nothing - I know what my strengths and weaknesses are. They will not change within one hour	4

8. It turns out that your colleague, whom you like, has invited everyone from your team, except you, to his/her birthday party on Friday. You find out about this by chance, from another colleague. What wording would you use when telling your friend about this situation?

'It was a strange feeling.'	3
'I was sad.'	4
'It was rude of him/her.'	2
'I don't care! If he/she doesn't care about me, I don't care about him/her either.'	1

9. You have a very difficult task ahead of you. What is the first thought that comes to your mind?

'It's too hard. I can't do it.'	1
'What a challenge! I'll have to get ready to it.'	4
'This is difficult. Can anyone help me?'	2
'I'll try and start. I can handle it.'	3

10. How do you plan your working day?

Actually, I do not plan it – I do not have to do it because my manager tells you what to do.	1
Every day I make a list of tasks which I have to do for the day.	3
I create a list of tasks to do for the day, think about priorities and do them first. If I do not manage to do other things, it is not a big deal.	4
I rarely plan. I just do the tasks that belong to my responsibilities	2

11. You have way too much work and you are stressed out. What do you do?

I have no choice – I try to do as much as possible and as quickly as possible. Maybe it will not be done perfectly, but it will show that I tried	1
I take a short break to think about which tasks I need to do and which can wait	4
I take a short coffee break with my colleague to de-stress at least a little	3
I stay at work until I have completed all the tasks I have to do today	2

12. You have an invitation for the evening to go to the cinema with your friends to watch a film you really want to see. In fact, you still have various things to do tonight, but it would be a good way to relax. What do you do?

I go there because I want to meet up with my friends and watch the film. I promise myself that I will catch up on important matters tomorrow	1
I decide not to go with them because I do not want to fall behind with the important matters	3
I say that I will give them the answer in 15 minutes because I have to think about whether I have anything important to do tomorrow	4
I decide to go. If needed, I will stay up longer at night	2

13. How often do you check your e-mail box?

I have a fixed time to check emails and try to stick to that	4
I like to save time by multitasking, so I often check e-mails while I am on the phone or working on a simple task	3
I do not pay much attention to e-mails. Most of them are spam. I check them when I get to work. If there is something important later, I will get a phone call or my colleagues will tell me about it	2
I reply to every e-mail as soon as it arrives	1

14. You did not manage to do everything that was in the plan. It is already 30 minutes past your working hours. What do you do?

I work until I finish everything	3
I am not going to stay at work – I will finish the rest at home	2
I am going to finish just the most important task	4
It is OK. It is not the first time this situation has happened. I will finish the rest tomorrow	1

15. When starting a new job:

I expect full instruction and supervision	3
I am afraid to ask about the rules, I do not want to be seen as incompetent	1
I carefully read the sets of procedures, knowing that I will find all the instructions there	2
I observe and use my previous experience, but also ask new colleagues about the current ways of acting and work rules	4

16. You are finishing a long-term project, all you have to do is polish the details and check the entirety of the work. You have an urgent order to complete that will take you a few days. What do you do?

I carry out the order, taking the risk that something in the project is not finished	3
I reject the order knowing that it is taken over by an inexperienced employee who may not be able to handle it	1
I reject the order, claiming that I need time to polish the project	2
I take on the additional assignment and delegate some of my responsibilities to co-workers	4

17. You participate in an important team meeting, during which you receive information that an important to you person wants to talk to you. What do you do?

I am staying at the meeting, asking forward a message to that person, that I will come as soon as possible. After all, the person did not have an appointment, and I benefit from attending the meeting	3
I leave the meeting immediately	2
I leave the meeting and explain that I am taking part in an important meeting and ask for 15 minutes of patience	4
I leave the meeting late and reluctantly, commenting loudly beforehand that this person does not respect my time and is not polite	1

18. As part of your skills development, the scope of your tasks has been extended. This involves spending a lot of time on learning new things. What is most important to you, in the learning process, to make it as effective as possible?

I want to know exactly what you have to learn, when and what forms I can use. I make an appointment with my supervisor and ask him detailed questions about these issues	4
I decide for myself what knowledge I need and look for available learning opportunities.	3
I use the knowledge and skills I already have. Practice will show what I do not know yet	1
The most important thing for me is to be persistent and not give up when difficulties arise	2

19. There is an emergency that requires an immediate decision. You are competent to make decisions, but the decision needs to be approved by the head of the department. He is on holiday at the moment and does not like having his free time interrupted. What do you do?

This is emergency – I make the decision and take responsibility for this choice	4
Such decisions must be approved by the supervisor, and he is not available. It is hard - the case has to wait until the boss comes back	1
I ask the HR department who could authorize the decision and I go with the problem to that person	3
Despite everything, I call my supervisor informing him of the situation and my decision, asking only for verbal approval	2

20. You are faced with the need to take up a job in the direction of your choice. You get two independent offers - both require you to make a decision "right now". The first one, slightly better paid, requires taking up the position of an independent specialist. According to the second one, you will receive a lower salary, but you will join a well-functioning team with people from whom you can learn a lot, although you will not have a decision-making position at the same time. What do you do?

I choose the first one. It is all about pay and prestige and such offer may not happen again	2
I am accepting the job on the team. The most important thing for me is entering the job market and the possibility of gaining experience in a calm way	3
The choice is difficult for me, so I talk to a few trusted people and ask them what do they think	1
I ask the company offering an independent position whether I will get implementation support and whether there is someone who can help in case of difficulties. I want this job, but I do not insist on it because of the lack of security. I also know that personal comfort is important, and the time will come for an independent position in the near future	4

## 9 Creativity - generating new ideas, a creative style of work

1. You receive an e-mail from a customer with whom your company has worked for a long time. The information concerns the delivery of faulty goods. So far this type of complaint has not happened. You are keen to clarify the matter and maintain good relationships with the customer. What do you do?

When searching for a mistake, I consider the process as a whole, including relevant activities taking place outside my company. I diagnose the problem and try to implement corrective actions. I clarify the situation with the customer and try to maintain positive relationship	4
I try to find the cause of the mistake. By analysing the process, I also pay attention to elements that have worked well so far	2
I pass the message to my manager and send an e-mail to the customer apologising for the mistake and informing them about “attempts to clarify the situation”	1
I send an e-mail to the customer stating that I am trying to check what has happened. I inform my manager about the e-mail you have received and propose a solution to the situation	3

2. There is a change in the company's organisational structure. Your new line manager imposes rigid procedures that make it difficult for you to carry out the responsibilities of your position effectively. What do you do?

I try to talk to my supervisor, using the example of current difficulties to propose changes to the procedures she has introduced. Referring to my own experience, I propose new schemes of action	3
I do not criticise supervisor's methods of work. However, I act in my own way in areas or situations where I am convinced that my effectiveness is better	2
I acknowledge that my supervisor is right and follow the new procedures. In case of problems, I will say that this is the standard way of doing things	1
I am convinced that the new procedures are less effective and inadequate for my responsibilities. I try to convince my supervisor to change the schemes of action she has introduced. I talk about the weaknesses of the new procedures and how they could be improved	4

3. Due to the prolonged sick leave of a colleague from your department, your responsibilities and those of your colleagues have increased. What do you do in this situation?

I accept supervisor's instructions, but do the bare minimum - after all, I have a lot of responsibilities anyway	1
I know that a long absence of one employee affects the whole department. I suggest that the sick person's duties be shared between all team members	3

I understand that the absence of a colleague affects the functioning of the whole department. When his/her absence prolongs, I try to encourage all team members to share his/her responsibilities.	4
I accept supervisor's instruction and perform efficiently the increased number of tasks. After all, I know how to manage in this area	2

4. The team you work in receive guidelines for a new project. Despite your efforts, you are unable to find common ground. In this situation:

I do not take any action. After all, the whole team is responsible for that. The project is new and it is not possible to find a single solution in this situation	1
I analyse the solutions worked out by others. I encourage other team members to give constructive criticism in order to improve them as much as possible	4
I actively participate in the work of the team. I suggest writing down all ideas and presenting them to my superiors. Let them decide on the suitability of the proposed solutions	2
I try to gather the developed ideas into a coherent project. I know how to combine different proposals	3

5. It has been reported that one of the volcanoes is becoming increasingly active. Due to the volcanic ash air transport is experiencing long delays and your contracts are pressing. Nobody knows when the situation will go back to normal, and your supervisor is pushing to make sure the company does not lose its established reputation. What do you do?

I send an e-mail to my trading partners, saying that due to the situation the ordered deliveries will be delayed	1
I try to arrange an alternative form of transport. With the help of staff at the airports where the goods are stranded, I arrange rail transport for some of them. I inform the recipients of the action taken, apologise for the delay and ask for their understanding	3
I get involved in organising an alternative form transport. I engage in a discussion with my supervisor about how to compensate for delays in delivery. I look for information about how other companies have solved similar problems in the past	4
I take part in a meeting to discuss ways of dealing with this issue. I offer to look for information on the expected end of the obstruction	2

6. The fulfilment of your professional duties depends on close cooperation with George. He has a tendency to put things off until the last minute, which results in tasks being carried out superficially or incompletely. Once again, you are reprimanded by your boss, but George does not change his way of acting and blames you for not fulfilling your orders. What do you do?

I talk to George and try to find out why he acts like that. We both try to work out ways to cooperate. I create a detailed schedule that includes individual steps and the name of the person who will carry out each task	3
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I tell my boss about the situation and ask to divide the responsibilities between each of us or to change my partner	1
I talk to George about our cooperation. I present my point of view and suggest my ideas to improve your cooperation. I am ready to take on more responsibilities, provided that the supervisor will be informed about it	4
I talk to George and try to find out the reasons for his behaviour. I try to find ways to get along so that we can work together	2

7. You work with an Italian client. Once again, in a short period of time, there is a strike in Italy of railway workers, pilots and taxi drivers. You are responsible for the timely delivery of ordered materials. What do you do?

I report the problem to my supervisors, asking them to indicate response procedures, and I inform the client about possible delays	1
I look for information on the planned end of the strike. I start discussions with co-workers on how to deal with the situation	2
I monitor the status of my shipment on a regular basis. I try to arrange alternative forms of transport. I look for better solutions for the future	4
I monitor the status of my shipment on a regular basis and try to arrange alternative forms of transport	3

8. The computer network in your company has been hacked. Your management system is currently not working. Because of this, 80% of your drivers do not know what to do and are waiting for the addresses of the next pick-ups. How do you manage them?

I stay in touch with the IT department. I hold a meeting with the order department staff. I receive a detailed list of current orders for the next 2 days. Together with the employees from the department, I prepare a detailed route plan by hand. I pass this information on to the drivers. I inform your customers about possible delays	3
I stay in touch with the IT department to know how the repair work is progressing. I plan the routes of key clients by hand. I collect information from the drivers about their current position and inform them by phone about the next routes. I inform our clients about possible delays	2
I collect information from e-mails and inform drivers by phone about their next addresses. I know that working in such a way is burdened with the risk of mistake, but it will allow me to serve at least some of my clients	1
I stay in touch with the IT department. Using available software (e.g. Excel), I create a database that is continuously updated by the order department. On this basis, I flexibly plan the work of drivers, with whom I stay in touch by phone. I inform customers about possible delays	4



9. There is a new intern (a student) in your department. The man is eager to work but does not know what to do. Everyone in the department has a lot on their plate, and deadlines are pressing. One of the co-workers is going on holiday soon, so the supervisor decides that the intern will replace him/her. What do you do in this situation?

I focus solely on my duties, assuming that the intern can handle the assigned tasks independently	1
I ask about the need to help the intern in task areas that are interdependent. In these aspects, I teach him effective ways of doing things	2
I decide to help the intern take over the duties of an employee on leave by pointing him to people from the department who can be helpful. I also check the effectiveness of his actions and correct them for effectiveness	4
Initially, I help the intern take over the duties of an employee who is on leave, even though I have a lot of my own responsibilities	3

10. You have a new job. You feel that in your current company the ways of managing the warehouse are less efficient. Familiar with other procedures, you know that small changes are enough to make your work more effective and efficient. What do you do?

I learn the new procedures. When talking to co-workers, I ask about their experiences of working in an imposed way. I notice areas that are not working in a satisfactory manner. In discussions with my supervisor, I suggest taking into account my experience and modifying the schemes	3
I learn the new procedures. However, I notice areas that are not working in a satisfactory manner. In discussions with my supervisor, I suggest taking into account my experience and modifying the schemes. I am able to teach others how to act more effectively, or I pass on my ideas and experiences to managers in other departments	4
I follow the new procedures. When talking to my boss, I mention other management options I know about	2
A new job means learning new procedures. And this is what I do	1

11. You are trying to reorganise your working day. You feel that unproductive conversations with employees from other departments take up too much of your time, causing some of your responsibilities to be postponed until the next working day. What do you do?

I report this issue to my supervisor and ask him/her to appoint someone else to deal with other departments	1
I discuss the problem with my supervisor and suggest ways of solving it. Together, we identify ways to improve communication within the company	3
I ask my supervisor to establish one day a week, or a few hours during the day, to deal with other employees' queries. I want to be relieved of my regular duties at that time	2

I prepare written information about the most common uncertainties that arise. I show it to my supervisor and ask him/her to distribute it among employees. I also ask the supervisor to establish one day a week for remote work. While working out of the office, I can easily catch up on duties that I missed during the week	4
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12. You start to feel bored because of the monotony of working in your current position. A vacancy occurs in another department in the company. You want to change your position, but you lack the documents that confirm the required level of education. However, you know that the experience and knowledge related to your interests is sufficient to cope with new responsibilities. What do you do?

I look for training that will complement my formal education gaps. I believe that another position in the company will become available in some time	2
I decide to wait for another opportunity, hoping that there will soon be other offers on the labor market that will be more suited to my achievements	1
I make an appointment with the head of the department where the job vacancy is, presenting my competences and interests. I openly talk about my lack of formal education, but I assure you of my ability to learn quickly and my willingness to undertake appropriate training	4
I look for training that will complement my formal education gaps. At the same time, I am considering talking to my superior about co-financing training, and I am also looking at job offers from other companies	3

13. You have an idea for the development of the company you work for. You notice a market niche and the company has the resources to fill it. What do you do?

I have enough work and do not want to risk increasing my workload. I carry out my responsibilities as before and try not to step out of line	1
I write down additional activities and ideas which the company could introduce. I take into account the modification or my own responsibilities – since the ideas are mine, I want to be able to influence their implementation. I inform my superiors about everything at the earliest opportunity	3
In my spare time, I create a business plan for the changes needed to put my ideas into practice. I involve employees from my department in the project - after all, some of them have skills that could be used. I also carry out a market analysis that shows the opportunities and risks to my idea. With such a draft project in hand, I go for an interview with the superiors	4
I mention my idea during my periodic assessment. I want to emphasise my commitment to the company. In reality, however, I hope that my supervisor will not give me more responsibilities related to the possible implementation of my idea	2

14. The company you work for enters an international competition to design transport from Earth to Mars. Your supervisor proposes you as a member of the team working on the issue. What do you do?

I quickly become a project team leader. The innovation of the issue stimulates my imagination and my desire to find solutions to the problem. I ask questions, read and look for information on space exploration and related fields	4
I acknowledge what the supervisor says and participate in the work of the team. However, I do not find the task relevant to my interests, so my attitude is rather passive	1
I take part in the work of the team because my supervisor tells me to do so. Initially, the topic is not interesting to me, but eventually I become more involved in it and try to participate actively in the work on the project. I suggest numerous ideas and practical modifications to the existing schemes of action	2
The project engages me so much that I start to look for information on space exploration on my own. I quickly become one of the more creative members of the team. My knowledge allows me to see the positive side of even the most surprising ideas the team generate. Together, in a short period of time, we complete the project.	3

15. You have a large and lucrative order to complete. However, you currently do not have a sufficient number of vehicles and some of the funds are frozen. What do you do?

I make a conclusion that the proposal is beyond my current capabilities. I suggest a few contacts that are likely to be able to complete the order and look forward to their return in the future	1
I analyse my current commitments and conclude that it is possible to postpone some of them. I am ready to give up the least profitable orders to be able to reallocate my resources	3
I look for subcontractors to carry out a given order. I offer as much money as I currently have. My profit is small, but I hope that the cooperation will result in similar large proposals and additional offers in the future	2
I take on the challenge. I analyse my current commitments - I agree with my partners to postpone several contracts, I look for another source of financing, and are ready to invite other carriers to work with me so that we can complete the order together. I know that there are many options for resolving the impasse, and that I can handle the commitment	4

16. You turn up at your workstation and discover that after an earlier shift the labels in the supervised warehouse do not match the actual goods. What do you do?

I look for errors in the system and gaps in the existing procedures. At the same time, I look for ways of eliminating them with as little effort and time as possible	3
I prepare a memorandum describing the problem and present it to my supervisor	1
Together with the leader of the previous shift, I try to find out what caused the error and count on their help in eliminating it. I hope for a quick solution to the problem without the involvement of the supervisor	2

Together with the leader of the previous shift, I try to find out what caused the error and count on their help in eliminating it. At the same time, I look for ways of eliminating such errors with as little time and effort as possible. I modify the schemes of actions taken so far and suggest new procedures so that the problem does not occur again	4
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17. There are two new Tibetan members of your team. They speak your language but do not understand the local style of work and the company procedures. What do you do?

Procedures are made to be followed. I explain to the Tibetan team members how the company works and decide that they should follow the procedures	1
I explain to the Tibetan team members how the company works and tell them about the culture and national specific rules. I am willing to compare our experiences. I acknowledge that we can learn from each other	2
I am keen to compare our experiences and cultures. With regard to new knowledge, I have some ideas about how to modify my chosen schemes so that they are more effective. I am eager to talk about that at an upcoming meeting	4
I am keen to compare our experiences and cultures. I think that the ideas shared by the Tibetan team members are worth bearing in mind. After all, they have become members of the team, providing a unique opportunity to enrich the working methods of both parties	3

18. The program that you use at work does not fulfil its role. You think that it is necessary to upgrade it or replace it with something else, which is quite expensive. What do you do?

I report the problem to my supervisor - I have no influence on the company's finances anyway.	1
I report the problem to my supervisor and suggest other well-known and reliable software. I solve the current problem manually and with another available free program.	3
I report the problem to my supervisor and ask for a meeting with people working with the software to hear their opinion and identify ways of solving the problem.	2
Together with the IT department I try to design a software patch to modify the existing system. I gather information from other departments about the performance of the programme and present it to my supervisor as evidence that it makes sense to make additional financial investments in this area.	4

19. Until recently, your tasks have involved organising and carrying out transport services in a local environment. Your supervisors appreciate your skills and commitment, and move you to a unit whose task is to set up and carry out cooperation with a partner based in Brazil. What do you do?

I look for contacts in international companies that deal with long-distance transport. I learn from their experience and try to use it in my company.	3
I present my own schemes of action to my team. You hope your colleagues will adapt them to the new situation.	1

I suggest a simple scheme of action, hoping that the rest of the team will modify it and adapt it to the new conditions. It is easier for you to modify existing ideas than to create new solutions.	2
I work closely with the representatives of the Brazilian company to identify needs and standardise procedures. I try to organise a team-building meeting to improve cooperation.	4

20. After working for a courier company, you become employed in a similar position in air transport. Your experience and skills are relevant and sufficient for your new responsibilities, but significantly different from the working methods of your new company. What do you do?

I look for trainings so that I am able to carry out your new responsibilities in a more effective manner.	2
I copy the work patterns of people previously employed in cargo. In difficult or surprising situations, I try to implement the same actions I developed in my previous positions.	1
I suggest organising a meeting with employees, during which I will present my own experience in transport management.	4
I believe that my previous experience will work well in a new environment. When talking to my supervisor, I suggest modifying some of the existing procedures.	3

## 10 Learning – openness to continuous development

1. When I start implementing a new topic, first I put together its most important aspects in a mind map or similar tool:

Always	Sometimes	Rarely	Never
4	3	2	1

2. When I need specialist knowledge, I use reliable and professional sources of information (literature, expert opinions, professional publications)

Always	Sometimes	Rarely	Never
4	3	2	1

3. Before I write any study, report, paper or presentation, first I create its plan:

Always	Sometimes	Rarely	Never
4	3	2	1

4. When I have an opportunity to participate in training and learn something new and useful, I do that:

Always	Sometimes	Rarely	Never
4	3	2	1

5. When I read an article, study or text and find something that I do not understand, I try to obtain the missing knowledge or information:

Always	Sometimes	Rarely	Never
4	3	2	1

6. When I hear about something interesting which may be useful to me, I try to reach the source of this knowledge and acquire it:

Always	Sometimes	Rarely	Never
4	3	2	1

7. I like to learn in a group of people because I think I can learn a lot from others:

Always	Sometimes	Rarely	Never
4	3	2	1

9. When I learn new techniques and tools in my field, I try to practically try them out and understand how they work:

Always	Sometimes	Rarely	Never
4	3	2	1

10. I take part in additional courses, workshops or projects to expand my technical skills and professional knowledge:

4	3	2	1
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11. After completing the project, I analyze what I could have done better and try to draw conclusions for the future:

Always	Sometimes	Rarely	Never
4	3	2	1

12. When I have to carry out a task that requires additional knowledge or skills that I do not possess, I refuse to perform it:

Always	Sometimes	Rarely	Never
1	2	3	4

13. I am inspired by people who possess certain knowledge and are able to do different things:

Always	Sometimes	Rarely	Never
4	3	2	1

14. When I encounter technical difficulties, I look for different solutions and try to implement them to improve the results:

Always	Sometimes	Rarely	Never
4	3	2	1

15. When I read texts that are important to me and allow me to perform my tasks in an efficient manner, I mark the most important passages and note down the most relevant information so that I can easily find, revise and use it later:

Always	Sometimes	Rarely	Never
4	3	2	1

16. Having completed one stage of my education, I plan my next educational steps, e.g. further education or training, workshops, courses or seminars:

Always	Sometimes	Rarely	Never
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4	3	2	1
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17. I am familiar with the current offer of courses, training and workshops that I could attend to improve my knowledge and acquire missing skills or competencies:

Always	Sometimes	Rarely	Never
4	3	2	1

18. I possess sufficient knowledge about effective learning methods and I use them:

Always	Sometimes	Rarely	Never
4	3	2	1

19. If I have to learn something, I can discipline myself:

Always	Sometimes	Rarely	Never
4	3	2	1

20. I regularly consult with teachers and colleagues to obtain feedback and identify areas for improvement in my work:

Always	Sometimes	Rarely	Never
4	3	2	1

21. I follow news and current trends in my field by reading articles, books and participating in industry meetings:

Always	Sometimes	Rarely	Never
4	3	2	1



## 11 Personal competencies – loyalty, commitment and responsibility

1. You have noticed that Felix spends a lot of time on the Internet. In fact, he has not missed a deadline yet, but there is a company rule that you can use the Internet for non-work related matters only occasionally. What do you do?

I talk to Felix. I ask what is so important he checks on the Internet	3
I talk to Felix and say that I see how much time he spends on the Internet. I ask for a reason and remind him of the company rules	4
I decide not to intervene until he fails a task	1
I send out an email to the team reminding them of the principles of work ethics and performance	2

2. When you know that you have made a mistake when carrying out a task:

I immediately inform my supervisor about the error, present an action plan to correct it and ask for support or additional tips	4
I am very nervous about what will happen when the supervisor discovers it	1
I ask co-workers what I can do to fix it	2
I admit my fault, but I do not take any action directly to correct it, waiting for my supervisor's decision	3

3. You are committed to your work and want your results to be the best. A colleague in an equivalent position performs his duties quite superficially, but sufficiently. Your achievements are evaluated equally. What do you do?

I try to talk to my colleague in order to standardize work standards, but under the influence of his arguments, I give up your approach, despite my internal discomfort	4
I comment out loud that the world is unfair and I am not appreciated	2
I decide to lower the standard of my own work. Why give so much of myself if it is not appreciated?	1
I decide to continue my tasks at the current level, regardless of the way my colleague works	3

4. The supervisor postpones the project completion date by a month, claiming that the client wants to have an order for now. Most of the work is nearing completion, but you know that fine-tuning the details takes more time. What do you do?

I talk to my boss about overtime and extra bonuses to complete the project at the expected level of quality	3
I accept the information about the change of the implementation date and I take it for granted that not everything will be refined as you assumed	2
I get angry because once again the "rules of the game" change at the last minute and the quality of the result is independent of me	1

I inform supervisor about the current progress of work, ask about the possibility of obtaining help, as well as information about what exactly needs to be completed so that the effect is of good quality	4
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5. Iza's position is independent of your duties. Recently, she has been making decisions that affect your scope of competence. Her actions may cause negative reactions among the company's customers. What do you do?

I inform Iza that her actions may affect the quality of work of the entire team and ask her to change her approach	3
I go to talk to the head of the company, informing about the situation	2
I comment on Iza's behavior in the team, asking others for their opinions and emphasizing how incompetent her decisions are	1
I talk to Iza, expressing my feelings and concerns about her decisions, and propose working together to find better solutions	4

6. You returned from a meeting with the management staff where the company's management board announced an expected change of ownership. Meeting attendees were asked not to disseminate this information until it was officially announced. However, rumours are already starting to circulate. In case you are asked about it by your co-workers, how would you react?

'I don't know if such a decision has been made.'	3
'If such a decision has been made, it will certainly be announced in an official announcement by the management board.'	4
'Yes, the company is to be sold, but it's not official yet, so please do not pass it on to others.'	1
'I would be happy to answer this question, but I am bound by secrecy.'	2

7. Today you were really annoyed by what was happening at work. Without much thought you post a comment on social media, writing about your frustration about working with one of the departments in your company. As the dust settles, you read it again and find that from the content of your comment it is easy to deduce who you are referring to personally. What do you do?

I immediately delete the comment hoping no one has seen it	1
I call my supervisor straight away to tell him/her what has happened. I hope he/she will know what to do in this situation	4
I immediately delete the published comment. I contact the person I made the comment about and apologise to him/ her. I explain why I have done that	3
I add an apologetic comment to the original post on the social networking site	2

8. Your company is recruiting staff. One of the candidates is your colleague who you know from your previous school. You have a negative experience of working with her - above all,

she steals ideas of other people and presents them as if they were her own. Moreover, she has no respect for others. You do not want to work with her, but you know that there are not many candidates for this position, and your supervisor is excited that he managed to find such a specialist. What do you do?

I talk to the supervisor and inform him what my cooperation with this candidate looked like in the past. I say that I do not trust her and that she will have a negative impact on the atmosphere in my team	3
I approach the candidate, say hello and hope that her interview goes well	1
I inform the supervisor about the situation that took place in my previous school, but assure him that if he decides to employ this new person, I will do my best to make sure that my cooperation with her is appropriate	4
I talk to the supervisor, I inform him about what the cooperation with this person looked like in the past and I say that if she is going to work in my team, I am going to leave	2

9. You have been offered the opportunity to participate in a prestigious training course away from home, which your supervisor has referred you to. It lasts 3 days, from Thursday to Saturday. But on the Saturday you are already to take part in a marathon. This is a very important event for you – for the past 3 months you have been preparing yourself for it, and it was also quite expensive. What do you do?

I go to my boss, explain my situation and ask him/her to refer me to the training course at the next possible date	2
I take part in the training course but I come back on Friday night to participate in the marathon. A colleague will tell me what happened on the last day. I do not tell my supervisor about it. No one will find out anyway	1
It is a difficult decision but I give up the marathon if there is no other alternative	3
I thank the supervisor for the opportunity to participate in the training and ask if I can leave the training one day earlier because of my participation in the marathon. If he/she does not agree, I stay on the training.	4

10. You come back from a very interesting training course. You know that you can put into practice many of the issues discussed there as soon as you return to work. When you enter the office the next morning, your colleagues ask you about how it went. What do you say?

‘Great, just the food wasn’t the best. There was almost nothing for vegetarians.’	1
‘It was very interesting training. If you have the opportunity to take part in it, do it.’	2
‘When we go for lunch, I will tell you about one tool I learnt there. If we applied it, it would make our work easier.’	4
‘I have a lot of ideas that can be implemented. You will see for yourself.’	3

11. In your team there is one colleague, who keeps complaining about the company all the time. He does not like anything. He criticises every decision. You have had enough of this. What do you do?

I ask him why he still works here if it is so bad	1
I start talking about something positive	2
I say that I try to understand his dissatisfaction, but he is exaggerating. I ask him to stop complaining	4
I refer to one specific issue he is criticising and ask him what ideas he has for solving the problem	3

12. For the third time this month, your supervisor expresses an expectation that you will stay overtime due to a very high volume of orders. You know from past experience that you are unlikely to be financially rewarded, and refusal is not welcome. But you want to leave on time. What do you do?

I grit my teeth and do not take up the subject. The official order is the most important.	1
I clearly communicate my intentions, taking into account the opposite opinion of my supervisor	4
I change my own plans and stay. In a conversation with my supervisor, I emphasize that I understand the situation and I would like to receive overtime compensation in the form of additional leave during a period of less intensive duties	3
I stay, but I comment unflatteringly on the situation when the boss is not around	2

13. Savoir-vivre rules (so-called "good manners"):

I believe that the principles of savoir-vivre are outdated and irrelevant in today's world	1
I think it is worth knowing these rules, although it is not always necessary to apply them	2
I believe that the principles of savoir-vivre can be useful in difficult and new situations, but not necessarily in everyday life	3
I believe that the principles of savoir-vivre have value in every aspect of human activity and are an expression of personal culture	4

14. You are a relatively new team member. In the beginning, your colleagues used to ask you to prepare something for them or search for some data in the database. Over time, this stopped because you got more and more responsibilities of your own, so others stopped asking you to do things for them. Barbara is the only one who still does it. You know she can do it herself. What is more, it is time-consuming for you and you have difficulty getting your tasks done afterwards. What do you say?

I kindly inform Basia that I cannot help her because it is time-consuming and I have my own tasks to do	4
I tell Basia that I would be happy to help, but I have too many tasks to do	3
I tell Basia directly that I will not look for this data, explaining that I have my own responsibilities	2
Even though I know I should refuse, I can't do it and I still help Basia	1

15. You asked your supervisor to include you in a new project. You have heard that you still have little experience, but she is glad that you show your initiative. What do you do?

I feel sorry but accept supervisor's decision	1
I tell the supervisor that I would like to take part in the new project, that I could learn a lot from participation in it, and ask her to change her mind	2
I tell the supervisor that I do not agree with her opinion, I give examples of my participation in previous projects and tell her how important my contribution has been to their success	3
I ask the supervisor if there is anything I can do to prove that I will be a valuable member of the project team	4

16. You asked David to help you use the new application. He has been explaining different things to you for half an hour, but you still have difficulty understanding what he is saying. You notice that Bogdan is becoming increasingly impatient – he starts raising his voice at you and he interrupts you when you ask questions saying 'later' or 'but I've already explained it to you'. His emotions start to affect your mood. How do you cope with this situation?

I tell David that I'm fed up with his screaming and I won't tolerate such behavior	2
I tell David that I understand his impatience and ask him not to shout at me or interrupt me because it makes it harder for me to learn and makes me nervous	4
I let David know that I'm starting to feel bad about his behavior and that it's not my fault that I'm slow to absorb information	3
I apologize to David, saying that I know I'm a slow learner, and asking him not to get upset	1

17. You get praised in front of the whole team for quickly fixing a fault on a machine. How do you react and what do you feel?

I feel satisfied and say 'thank you'.	4
I feel uncomfortable and say it is not only your achievement – other team members helped, too.	2
I feel uncomfortable and say it was nothing. I just did it.	1
I feel proud, say 'thank you' and briefly talk about my idea of fixing the fault.	3

18. You get a very difficult task. What do you do?

I accept it. I am sure I can handle it. It is not the first time I have been in this situation	3
I accept it. I will think of how to deal with it later	2
I honestly say that I need support with this task. I accept it only if I will get real help	4
I accept it because if I refuse it will be frowned upon, but it is very stressful for me	1

19. What do you usually do when you are afraid you will not do something right?

I tell others about it, ask for guidance and make sure that my actions are going in the right direction	4
First of all, I look for information on how to make it all successful	3
It is not possible. If I really try, I will be fine	2
I find another goal that I am confident I can handle	1

20. You are working in a new company, where you hear that there is an official dress code. In this situation:

I wear what I want, after all, competence and skills count, not appearance	2
I buy clothes that meets the requirements and strictly adheres to the guidelines	4
I go to work elegantly dressed, but most of all I focus on comfort	3
I believe that I know how to look appropriate for the situation and no one has the right to demand something different from me	1

## 12 Personal competencies – resistance (e.g. to stress, time pressure)

1. In the 10-person team to which you belong, 4 people have recently significantly improved their professional qualifications. What do you think about this situation?

'I also need to think about some training. I don't want to be left behind'	2
'Great! I'm glad. Now the team will work better'	4
'Wow...I hope they don't threaten me with getting fired for not studying'	1
'They worked. They deserve congratulations!'	3

2. When you receive a well-paying job offer involving major changes in your life (moving to a different place, frequent business trips):

I am overcome by fear and anxiety that makes logical calculation impossible	1
I cannot make a decision, even though I know this is a lifetime opportunity	2
I make a decision after a thorough analysis of the situation	4
I talk about this opportunity with people I trust and ask for their advice	3

3. When you need to do something within a specific and short deadline:

I rush and make mistakes	1
I lose the will to act because I do not like this kind of work	2
I feel motivated and encouraged	4
I provide myself with such a workplace that no one will disturb me	3

4. Which of these negative emotions can have a beneficial effect on productivity at work?

Anger when we express it quickly	2
Jealousy if we don't show it	1
Frustration, if it motivates us to act faster	3
Negative emotions generally do not have a beneficial effect on work performance	4

5. Choose the answer which you agree the most with, when you hear the word "stress"

It is essential to life	4
What stress? It is not worth stressing about	2
Feeling it means you are doing poorly	1
You would rather not be stressed, but you know that such a situation is unreal	3

6. When you are preparing for an important exam:

I plan my learning in several stages, to not leave it to the last minute	3
I study regularly, so I only need a little repetition	4
I sleep or spend more time than average in front of the computer	1
I look for the company of other people: we study together, we relax together	2

7. You are in the middle of a rather difficult task. Your colleague comes over and says something. You get a little annoyed because it bothers you. What do you do?

What I do is really important, so I do not break away from work, but at the same time I try to listen to what my colleague is saying	1
I ask my colleague what is it? if what he wants is urgent? Then I decide what to do with his request	4
I politely inform my colleague that I have a lot of work and let him come later	3
I stop working and start a conversation because relationships at work are important. Maybe someday I will need his help	2

8. When in addition to your planned activities, you are faced with unforeseen emergencies, new tasks that are marked 'urgent'. What is your approach to them?

I use a note system to organize my tasks and adjust their order when urgent issues arise	3
I estimate the time needed for each task, determine when I can complete it, and sort urgent items by importance and urgency	4
I try to postpone unplanned matters until later, when I find a more convenient moment	1
I check with my manager to determine which tasks are most important	2

9. Due to a misunderstanding, two important meetings overlap in your plans for the next day. What do you do?

I ask a colleague to attend one of them, and I write an e-mail to the management, in which I clearly explain the reasons for my absence	4
I write an e-mail to the participants of one of the meetings that on that day, for random reasons, I will not be present at work and I cannot take part in the meeting	2
I do not want to offend anyone and I find a replacement for me in each of the meetings	3
I panic and log on to both at the same time, hoping someone I know will be there to tell me exactly what happened during the meeting	1

10. You are implementing a multi-stage project. The team leader has a need for control and "every now and then" asks you about the progress of work, asking about things he orders, and without which you would know how to carry out the order anyway. What do you do?



I patiently answer all questions	4
I state: 'I will inform you about all decisions in daily reports'	3
Annoyed, I pretend not to hear the leader's questions	2
I angrily comment on the leader's behaviour to other team members	1

11. You work on a difficult task and you need to focus, but the various phones in your office keep ringing (including your private number). What do you do?

I do not answer calls and turn on airplane mode	4
I answer calls informing each time that I cannot talk	3
I answer every phone call, because it is required by personal culture	2
I answer selected or random calls	1

12. Every day at the office, you have a list of tasks to complete by the end of the day. Lately, you have been less and less successful. What do you do in this situation?

I make every effort to complete everything I have to do for a given day. I stay at work as long as necessary.	1
I speak to the manager and ask for help to organize work in a better way, e.g. attending time management training.	3
I ask another team member to do some tasks.	2
I spend time every morning planning and organizing the tasks that absolutely have to be done on a given day.	4

13. You have three days to complete a project that you have been working on for a month. Everything has been going well so far, but you are starting to have doubts about whether the measurement have been done correctly. What do you do?

I delay the completion of the project for as long as possible so that I can perform the measurement again. I will make up some excuse for sure.	1
I talk to the project leader about the situation. I tell him/her about my doubts and ask him/her to allocate 2 more people to perform the measurement again and deliver the project on time.	3
I ask a colleague I trust to help me perform the measurement again. Maybe I will make it on time. I ask him /her not to tell anyone about this.	2
I talk to the project leader. I tell him/her about my doubts, ask him/her to look at the measurement and we review it together. Maybe I am wrong. If I have actually made a mistake, I declare that I will do everything to correct it.	4

14. You have been asked to help Robert learn how to use the IT system in the company. Although you find the system very intuitive and easy to use, Robert seems to have some difficulty following the instructions. What do you do?

I inform Robert that the system is simple and no one else has had problems with it, so he shouldn't either	1
I ask Ania, who has more patience and more free time, to help Robert until the end of the day, and I return to my duties	3
I suggest to Robert that we come back to study tomorrow, suggesting that he read more on this topic on his own, as I feel that I am running out of patience today	2
I ask Robert what is unclear to him and try to answer his questions thoroughly	4

15. Mark calls you to complain that he received incorrect data from you. You check and believe the data is correct, but he still thinks otherwise and gets really angry. What do you do?

I disconnect and finish the conversation with Mark. His behaviour is inappropriate.	1
I ask my colleague, who is a more experienced worker and Mark respects her, to confirm that the data is correct.	3
I discuss the issue with my supervisor and ask what he thinks should be done.	2
I suggest a meeting with Mark to analyse the problem together.	4

16. Tom, a new employee in team, often asks you for help and advice when doing complicated tasks. Recently, he has been absorbing your attention not only at work but also on your days off – he simply calls you and keeps asking questions. Today you are on holiday and you are running a lot of personal errands, and you find his phone calls simply disturbing. What do you tell him? What do you do?

'Tom, after so many conversations, you should be able to handle it on your own. I suggest you take a closer look at the regulations which contain the information you need'	2
'Tom, I understand that you have many questions, but right now I am busy dealing with important private matters. Call me tomorrow at work and ask someone from the team for help in the meantime'	4
'Tom, I'm sorry, but you tend to call even when I'm free. This makes it difficult for me to deal with private matters. Please ask someone else on the team'	3
You do not answer Tom's phone calls.	1

17. You have completed an important task. However, your teacher tells you that he/she is disappointed with the small number of conclusions presented after the problem analysis. What do you feel?

I am surprised by this opinion. I believe that, based on the material at hand, the conclusions were justified and I ask what was missing	2
I feel this is an unfair assessment after so much of my work	1
I feel like I could have been more thorough in my analysis. I try to understand what I could improve and ask the teacher for suggestions for the future	3

I accept the teacher's opinion, although I feel disappointed. I ask if he could give me some advice for the future	4
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18. You are working on a presentation with Julia. Yesterday afternoon she received to check the section you have prepared. You have an appointment this morning to discuss the whole thing. The moment you start the discussion Julia says: 'Your presentation was hopeless. It took me half the night to check and correct it.' What do you say?

'I'm surprised by your opinion. What exactly was wrong with the presentation?'	4
'I know it could have been better'	1
'Maybe I could have done it better, but you don't have to be that sharp. What was wrong?'	2
'Your reaction is quite strong. Can you tell me what exactly needed improvement?'	3

19. What do you do when you get angry?

I think about how I want to feel and use appropriate emotional management techniques to feel that way	4
I wonder why it happened the way it did. Finding and understanding the cause will free me from experiencing emotions	3
I vent my emotions - I scream in the woods, go for a run, etc.	2
I vent my emotions – I shout at others, slam the door, throw papers on the table, etc.	1

20. Most of the time:

I feel tense and uncertain.	1
I am calm and engaged.	4
I usually believe in myself, although there are times when I think I can do things better	3
I try not to make mistakes.	2

**5**