

Assessment

Facilitation Skills for Team Leaders

First Edition

The objectives of this book are to help the user:

- Understand why empowered teams benefit modern organizations
- Learn about team involvement, decision making, and dynamics
- Gain tools for facilitation

■ CRISP_{series}

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Assessment Questions for Facilitation Skills for Team Leaders, First Edition

Select the best response.

1. To get a “Mummy” to participate more in the team, you should assign him or her to serve as a subgroup facilitator.
 - A. True
 - B. False

2. When implementing change, the most effective leadership style is an authoritarian one.
 - A. True
 - B. False

3. Which developmental method is a leader using when she manages the meeting structure rather than the content?
 - A. Presentation
 - B. Facilitation
 - C. Training

4. During which period is a team likely to become over-reliant on the facilitator?
 - A. Forming
 - B. Storming
 - C. Norming
 - D. Performing

5. During a meeting, a team’s effectiveness increases when members understand:
 - A. Content issues
 - B. Structure issues
 - C. A and B

6. It is not appropriate to include customer interactions in a process flow chart.
 - A. True
 - B. False

7. An open-ended question:
 - A. Can be answered by “yes” or “no”
 - B. Shortens discussion
 - C. Typically begins with such words as “how,” “what,” or “why”
 - D. A and B
 - E. B and C

8. If a team member asks a content-related question during a meeting, you as the facilitator should:
 - A. Redirect the question to the group
 - B. Answer the question succinctly and move onto the next issue
 - C. Tell the person to save the question for after the meeting when you will have time to discuss it in more depth

9. When recording participants’ ideas on a flip chart, the recorder should:
 - A. Use the exact words of the speaker
 - B. Summarize the speaker’s main idea
 - C. Ask participants to rephrase any lengthy remarks
 - D. A and C

10. At which point should a facilitator guide the group toward consensus?
 - A. At every decision, large or small
 - B. On all major decisions
 - C. At each step of a problem-solving process
 - D. A and C
 - E. B and C

11. When a group first forms, members are typically:
 - A. Hesitant
 - B. Suspicious
 - C. Looking for a sense of belonging
 - D. All of the above
 - E. A and C

12. During the “storming” stage, a facilitator should:
 - A. Reassure the team that conflict is normal
 - B. Give the team more responsible tasks
 - C. Continue to be positive and informative
 - D. All of the above
 - E. A and C

13. A common mistake facilitators make is to get alarmed at a team member’s troublesome conduct during the early stages of team formation.
 - A. True
 - B. False

14. When dealing with a reluctant team member, leaders should:
 - A. Force the person to participate
 - B. Ask the person to leave the team
 - C. Allow the excitement of team dynamics to eventually motivate the person

15. Asking this type of difficult team member to serve as the group recorder tends to neutralize the person’s negative qualities:
 - A. Mummy
 - B. Windbag
 - C. Rambler
 - D. Homesteader

16. Even with effective facilitation, a group can still get bogged down because members:
- A. Get involved with too much detail
 - B. Try to deal with issues beyond their control
 - C. Do not go outside the group for assistance
 - D. All of the above
 - E. A and C
17. Facilitators do not need to be concerned about a room's temperature, lighting, or seating arrangement.
- A. True
 - B. False
18. If discussion about a particular topic starts to run over the time allotted on the meeting agenda, the facilitator should stop that discussion and move participants onto the next topic.
- A. True
 - B. False
19. Of the following, the most important aspect of a process flowchart is that it:
- A. Makes use of well-recognized symbols
 - B. Demonstrates how well-organized the facilitator is
 - C. Helps members understand the steps and sequence of the process
20. When introducing a brainstorming session, the facilitator should:
- A. Set a definite ending time for the brainstorming
 - B. Explain the purpose and guidelines for the brainstorm
 - C. Encourage people to criticize and improve upon other members' suggestions
 - D. All of the above
 - E. A and B
21. The Pareto principle is used to differentiate the most critical causes from the many potential causes.
- A. True
 - B. False

22. In order to become a productive team, members must commit to the facilitative process.
- A. True
 - B. False
23. Poor meetings are often caused by:
- A. Wandering from the agenda
 - B. Failure to start and end meetings on time
 - C. Lack of summary
 - D. Lack of minutes
 - E. All of the above
24. The recommended order of the team problem-solving process is:
- A. Clarify objectives, Establish team charter, Gather data, Implement a solution, Evaluate and adjust
 - B. Clarify objectives, Identify major cause, Identify potential solutions, Implement corrective action
 - C. Establish team charter, Clarify objectives, Identify major cause, Identify potential solutions, Plan and implement corrective action, Evaluate and adjust
 - D. Clarify objectives, Identify potential solutions, Plan and implement corrective action
25. During the cause identification step, the facilitator should ensure that the group moves quickly and does not get lost in the details.
- A. True
 - B. False

Answer Key for Facilitation Skills for Team Leaders, First Edition

Recommended response (Corresponding workbook page)

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|-----------|------------|------------|------------|------------|
| 1. A (61) | 6. B (73) | 11. D (54) | 16. D (64) | 21. A (79) |
| 2. B (4) | 7. C (22) | 12. D (55) | 17. B (49) | 22. A (84) |
| 3. B (12) | 8. A (23) | 13. A (59) | 18. B (46) | 23. E (48) |
| 4. C (56) | 9. D (31) | 14. C (62) | 19. C (67) | 24. C (34) |
| 5. C (14) | 10. E (42) | 15. C (62) | 20. E (75) | 25. B (39) |