# Assessment

# *Problem Solving for Teams*

## *Revised Edition*

The objectives of this book are:

- To explain problem solving techniques that work
- To show how to define a problem
- To provide skills in problem analysis
- To provide decision-making tools
- To suggest ways to implement decision making

CRISP series

Assessment 141888913Xas 03/30/01

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# Assessment Questions for
# *Problem Solving for Teams, Revised Edition*

***Select the best response.***

1. A good definition of a "problem" is:
    A. A situation that is different from what you want
    B. A frustration
    C. A dilemma with no apparent way out

2. What is typically the most difficult part of problem solving?
    A. Defining the problem
    B. Brainstorming possible solutions
    C. Solving the problem

3. The most important element in making team problem solving work is:
    A. The size of the problem
    B. Communication skills
    C. The nature of the people involved

4. In a team meeting, the authority figure in the group should:
    A. Lead the discussion as the moderator
    B. Take charge when necessary
    C. Function as the recorder
    D. B and C
    E. None of the above

5. An effective discussion moderator must:
    A. Balance participation
    B. Remain neutral
    C. A and B
    D. None of the above

6. Team meetings work best when participants' roles are well defined.
    A. True
    B. False

7. Which of the following is not a tool for identifying a problem?
    A. Symptom identification
    B. Research methods
    C. Data collection interviews
    D. Implementing a temporary solution

8. Human factors (soft data) can be as important as scientific data (hard data) in analyzing the causes of a problem.
    A. True
    B. False

9. Structured interview forms inhibit conversation in a data collection interview and should be avoided.
    A. True
    B. False

10. In good brainstorming:
    A. A recorder is not needed
    B. It is OK to react negatively to another person's comments
    C. All ideas, no matter how impractical or crazy, are accepted

11. The function of a "problem label" is to:
    A. Label the major obstacle
    B. Identify the person at fault
    C. Describe the problem in terms everyone can agree upon
    D. A and B
    E. A and C

12. It is not important to gain consensus on a problem label.
    A. True
    B. False

13. When discussing problems with team members, you shouldn't get involved in or distracted by minor details such as semantics.
    A. True
    B. False

14. The most straightforward way to identify a problem label is to identify the symptoms' common denominator.
    A. True
    B. False

15. You will know you have found the root cause of a problem when:
    A. Workable solutions appear that deal with all the symptoms
    B. Everyone involved feels good
    C. The earliest beginnings of the situation have been explored and understood
    D. All of the above
    E. A and C

16. The root cause of a problem cannot be controlled.
    A. True
    B. False

17. The only people who need to be involved in a problem solving project are those who have final approval/veto power over the decisions.
    A. True
    B. False

18. The author believes that teams can usually find better solutions and make better decisions than most individuals.
    A. True
    B. False

19. When generating a list of optional solutions, you should make as long a list as possible because:
    A. It prevents rushing off impulsively with the first idea
    B. It pushes you to tap creative powers for alternative viewpoints
    C. A and B
    D. None of the above

20. If your team anticipates that people will resist your proposed change, you should implement the plan gradually.
    A. True
    B. False

21. Which of the following is not a recommended component of the optional solutions stage?
    A. Refine solutions
    B. Relax and allow ideas to incubate
    C. Stop researching and fact-finding
    D. Sort and compare ideas

22. Your team should always include “doing nothing” on any brainstorming list.
    A. True
    B. False

23. A useful technique in final decision-making is to develop a matrix that lists alternative solutions on the left side and evaluation criteria on the top. Evaluation criteria could include:
    A. Quality standards
    B. Popularity of project
    C. Personality conflicts

24. What is the primary value of developing an implementation action plan?
    A. It proves you have completed the problem solving process
    B. It prepares you to respond more effectively if the implementation goes wrong
    C. A and B
    D. None of the above

25. Among other techniques, you can handle resistance to change by empathizing with and involving stakeholders.
    A. True
    B. False

# Answer Key for
# *Problem Solving for Teams, Revised Edition*

***Recommended response (Corresponding workbook page)***

| | | | | |
|---|---|---|---|---|
| 1. C (9) | 6. A (24) | 11. E (54) | 16. B (69) | 21. C (88) |
| 2. A (14) | 7. D (38) | 12. B (65) | 17. B (36) | 22. A (92) |
| 3. B (21) | 8. A (37) | 13. B (63) | 18. A (99) | 23. A (106) |
| 4. E (24) | 9. B (44) | 14. A (55) | 19. C (87) | 24. B (121) |
| 5. C (24) | 10. C (47) | 15. D (82) | 20. A (126) | 25. A (125) |