Assessment

Team Building
Fifth Edition

Complete this book, and you'll know how to:

1) Identify the differences between a group and a team.

2) Incorporate tips for becoming an effective team leader.

3) Explore behavior styles and monitor the effect that each style has on team development.

4) Develop techniques for promoting open communication, team engagement, and productivity.

5) Benefit from facilitating both individual growth and team growth to attain shared outcomes.

CRiSP

Assessment Questions for
Team Building, Fifth Edition

Select the best response.

1. Members of a team respond more productively when they:
   A. Suspect that they will be punished if they don't
   B. Are specifically told what to do
   C. Feel that their contributions are valued
   D. Have no other options

2. Members of a team respond more productively when:
   A. There is mutual trust and respect.
   B. Leadership micro-manages details.
   C. One member of the team takes charge.
   D. They are left alone to work independently.

3. People who behave as a group in the workplace:
   A. Work independently and sometimes at cross purposes
   B. Recognize their interdependence and leverage each other's talents
   C. Share mutual respect and willingly collaborate
   D. Don't waste time struggling over turf issues

4. People who behave as a team in the workplace:
   A. Act the same
   B. Share a common mission and vision
   C. Work well together as long as they are being told that they have to
   D. Are always in agreement

5. People by nature:
   A. Don't like to work
   B. Respond well to guidance, encouragement, and recognition
   C. Want power over others
   D. Don't like to be part of a group

6. Improved efficiency and productivity result when people are:
   A. Engaged about how best to achieve objectives
   B. Provided with the right resources to do the job
   C. Encouraged to work as a team in overcoming obstacles
   D. All of the above

7. Building an effective team requires:
   A. Telling people what to do
   B. Exercising full authority in conveying who's in charge
   C. Facilitating collaboration and engaging staff in setting objectives
   D. Establishing and reinforcing your own agenda

8. Team-centered leaders in the workplace:
   A. Call upon employees to help improve efficiencies
   B. Proactively engage employees in establishing objectives
   C. Facilitate dialogue among workers to promote new ideas
   D. All of the above

9. Within effective teams, individuals:
   A. Feel a sense of belonging
   B. Understand their role and how it fits into the bigger picture
   C. Are willing to contribute their respective talents to attain shared outcomes
   D. All of the above

10. Which of the following is a benefit of team building?
    A. Employees like each other, but the work might not always get done on time.
    B. There is a constructive balance between performance expectations for the team and for each individual.
    C. There is little mutual trust and respect.
    D. People are afraid to share new ideas.

11. Building a foundation for teamwork is similar to building a foundation for a house because:
    A. There are numerous interrelationships between the parts.
    B. The foundation supports virtually all functional areas.
    C. If the foundation is weak, overall integrity is weak.
    D. All of the above.

12. Planning for building a good team requires:
    A. Being able to guess how well people will get along
    B. Knowing in advance what you want the outcomes to be
    C. At a minimum, a Bachelors degree in psychology
    D. Starting out with people who are adept at taking orders

13. Elements of effective team planning include:
    A. Ensuring the supply of needed resources
    B. Establishing timelines and deadlines
    C. Translating strategic goals into manageable tasks
    D. All of the above

14. When you're planning for a well-functioning team, it's important to organize:
    A. Capital, supplies, and distribution channels
    B. The nature of the work, timelines, and accountability
    C. People, processes, and technology
    D. All of the above

15. Organizing a team requires:
    A. Understanding objectives and coordinating resources
    B. Advanced training in relational database design and implementation
    C. Being able to micro-manage outcomes
    D. Having all team members report only to you

16. Motivating a team involves:
    A. Telling people what to do, when to do it, and how to do it
    B. Buying them gifts that are appropriate to their personal interests
    C. Open communication and understanding people's needs
    D. All of the above

17. Individuals are motivated to perform because:
    A. They seek financial gain.
    B. They believe in what they are doing.
    C. They value recognition and praise for a job well done.
    D. All of the above

18. Accountability is a process that involves:
    A. The willingness and ability of team members to accept responsibility
    B. Monitoring progress against objectives
    C. A system of checks and balances
    D. All of the above

19. An employee who fails to achieve a specific objective:
    A. Is not worth investing in any training for
    B. Must be further engaged in collaborating to overcoming obstacles and achieve results
    C. Must be transferred to another department
    D. Should be fired

20. People tend to prefer a team leader who:
    A. Documents individual responsibilities
    B. Makes clear the consequences when objectives are not met
    C. Involves team members in setting objectives, monitoring results, and sharing rewards
    D. Knows all there is to know about the work, managing people, and controlling outcomes

21. The most important component in any organization's success is:
    A. Its products or services
    B. Its people
    C. Technology
    D. Its location

22. To assemble a well-performing team, a leader must:
    A. Match job requirements to individual skill sets
    B. Hire friends and relatives
    C. Practice objective and comprehensive recruiting skills
    D. All of the above

23. Assembling a team made up of diverse behavioral styles:
    A. Offers powerful benefits
    B. Can lead to new ideas and innovations
    C. May lead to conflict when not properly managed
    D. All of the above

24. People with directive personality styles:
    A. Should not be hired
    B. Can overcome obstacles and deliver results
    C. Are people pleasers
    D. Are sociable and fun to be around

25. People who are analytical by nature:
    A. Have a tendency to roll with the flow
    B. Tend to socialize too often
    C. Will dominate and control others
    D. Are often well organized, neat, and detail oriented

26. Leveraging the strengths of people with different behavioral styles requires:
    A. A high degree of control and authority
    B. A sensitivity and willingness to understand what motivates people
    C. All employees to perform work that is highly structured and task-specific
    D. All of the above

27. Employee training is appropriate when:
    A. It supports the interests and needs of both the individual and the organization
    B. An individual is first hired
    C. It can be delivered just in time and cost-effectively
    D. All of the above

28. Technology-based training:
    A. Is too costly and should therefore be avoided
    B. Requires a high level of skill to use effectively
    C. Offers tremendous flexibility and cost savings
    D. Can be accessed only at limited times and on limited platforms

29. A valuable training program must be:
    A. Relevant and effective
    B. Used sparingly
    C. Available only for high-performing managers
    D. All of the above

30. The benefits of assembling a well-balanced team include:
    A. Increased motivation
    B. Improved performance
    C. Advanced operational efficiencies
    D. All of the above

31. Building effective communication is similar to building bridges because:
    A. It's about building a connection between two or more people.
    B. It's about identifying who will be to blame if things go wrong.
    C. A bridge can be taken down.
    D. All of the above.

32. Practicing good communication skills involves:
    A. Being a good listener
    B. Thinking before speaking
    C. Being sensitive to various behavior styles
    D. All of the above

33. Research correlates effective communication with:
    A. Increased dysfunction between team members
    B. Failures in achieving production efficiencies
    C. Higher levels of productivity, collaboration, and social capital
    D. Poor performance and lower employee self-esteem

34. Two-way communication:
    A. Fosters confusion and conflict
    B. Means that an employee always does what the manager says
    C. Involves both audio and video high-speed transmissions
    D. Involves productive listening and conscious articulation

35. Techniques for improving understanding through communication include:
    A. Forcing one person to remain quiet while the other does the talking
    B. Using repetition, examples, and analogies
    C. Are too time-consuming and should therefore be avoided
    D. All of the above

36. Organizations that reflect high levels of social capital:
    A. Use authoritative techniques to motivate employees through fear
    B. Ensure that employee interrelationships are objective and non-personal
    C. Enjoy high levels of individual engagement and productivity
    D. Typically have fewer than ten employees

37. Collaboration among team members can be encouraged by:
    A. Being sensitive to personality differences
    B. Developing ways to keep team members engaged
    C. Promoting dialogue without judgment or criticism
    D. All of the above

38. Involving employees in setting strategic goals and standards:
    A. Gives them too much say over outcomes
    B. Promotes collaboration and ownership regarding outcomes
    C. Takes too much time and creates conflict
    D. Is frustrating because they lack the interest and skills

39. Engaging employees in problem solving and conflict resolution:
    A. Leverages diverse talents
    B. Improves outcomes
    C. Encourages open communication
    D. All of the above

40. Assisting employees in the problem-solving process:
    A. Integrates options and promotes shared outcomes
    B. Is necessary because they cannot do it on their own
    C. Is the only way to ensure that organizational needs are met
    D. All of the above

41. When employees share a high level of trust in the workplace, they:
    A. Check the clock frequently, looking forward to quitting time
    B. Keep to themselves
    C. Perform to the minimum standard
    D. Are productive, creative, and collaborative

42. Team members describe elements of trust in the workplace as:
    A. Having inconsistency and confusion around objectives
    B. A lack of confidence in employee abilities
    C. Open communication, mutual acceptance, and shared goals
    D. All of the above

43. Acknowledging employee performance through recognition includes:
    A. Practicing good manners
    B. Creating formal and objective recognition policies and practices
    C. Measuring performance against mutually agreed-upon objectives
    D. All of the above

44. Constructive forms of employee recognition include:
    A. Being insensitive to the needs and interests of others
    B. Helping people to feel that they belong
    C. Being divisive and choosing favorites
    D. Embarrassing employees through public criticism

45. Disciplinary action in the workplace:
    A. Is often necessary to ensure performance, collaboration, and productivity
    B. Is not necessary because all employees are adults
    C. Is important because you want all employees to act alike
    D. All of the above

46. Coaching is an essential component of team building because it:
    A. Brings people together to work toward a common outcome
    B. Leverages the skills of each team member to achieve results
    C. Takes into account changes over time and adjusts team performance accordingly
    D. All of the above

47. Organizational leadership in a knowledge-based economy requires:
    A. An authoritative management style
    B. High task structure and limited creativity
    C. Facilitating individual development and performance
    D. Managing employees through fear

48. Serving as a mentor to foster employee growth involves:
    A. Micro-managing outcomes
    B. Setting an example of integrity, high standards, and performance
    C. Implementing a system of punishment and reward
    D. Too much time to be realistic in the work environment

49. Serving as a coach in the workplace:
    A. Can build teamwork and foster mutual trust and respect
    B. Is about making sure that you are liked by employees
    C. Fails to encourage high standards of employee performance
    D. All of the above

50. Effective coaching tools include:
    A. Being able to interview employees effectively
    B. Effective listening, observation, and analytical skills
    C. Having a contract to guide expectations, performance, and feedback
    D. All of the above

Assessment Answer Key for
Team Building, Fifth Edition

Recommended response (Corresponding workbook page)

1. C (28)	14. D (27)	27. D (45)	40. A (68)
2. A (17)	15. A (27)	28. C (44)	41. D (75)
3. B (11)	16. C (28)	29. A (45)	42. C (76)
4. B (11)	17. D (28)	30. D (38)	43. D (77)
5. B (28)	18. D (31)	31. A (53)	44. B (78)
6. B (15)	19. B (31)	32. D (53)	45. A (79)
7. C (26)	20. C (59)	33. C (53)	46. D (80)
8. D (13)	21. B (37)	34. D (54)	47. C (80)
9. D (16)	22. C (37)	35. B (55)	48. B (81)
10. B (17)	23. D (38)	36. C (57)	49. A (80)
11. D (25)	24. B (40)	37. D (58)	50. D (84)
12. B (25)	25. D (41)	38. B (59)	
13. D (26)	26. B (43)	39. D (61)	