
Assessment

Creating a High-Performance Team

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

- 1) Diagnose the stage of your team's development and use that information to guide your leadership strategy to bring the team to higher performance.
- 2) Continuously improve your leadership skills, select the right team members for the task, establish the team's purpose, and ensure fit with the organization's needs.
- 3) Lead your team through the stages of development to realize the successful performance required by the organization.
- 4) Lead a "problem team" or "broken team" to effective performance.
- 5) Revitalize a "tired team" and create a "virtual team."



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Assessment Questions for Creating a High-Performance Team

Select the best response.

1. Americans have a resistance to teams because of a bias toward individualism.
 - A. True
 - B. False
2. The purpose of the organizational scan is to ensure that the work of the team isn't done in isolation.
 - A. True
 - B. False
3. One of the first things a leader can do to get the problem team back on track is to:
 - A. Set down some very specific demands for behavior.
 - B. Identify the past successes of the team.
 - C. Discover who is causing most of the problems.
 - D. Start with the biggest problem and solve that one.
4. Teams that have been together for a long time usually stay at the Norming stage.
 - A. True
 - B. False
5. It is important to have clarity about the team's purpose when choosing a team.
 - A. True
 - B. False
6. The Storming stage of team development is always full of frustration and anger.
 - A. True
 - B. False
7. Which of these is an important quality of leadership?
 - A. Self-awareness
 - B. Expresses self well
 - C. Empathy
 - D. All of the above
8. A good leader will always find a way to fit the misfit into the team.
 - A. True
 - B. False

9. An organizational scan includes a review of:
 - A. Corporate values
 - B. Key customers
 - C. Vision of the organization's future
 - D. All of the above
10. The team charter outlines who is on the team, what the purpose is, and what they will and won't do.
 - A. True
 - B. False
11. A great purpose statement needs to be written in a way that supports the long-term purpose of the company.
 - A. True
 - B. False
12. Team values help the team to monitor its behavior.
 - A. True
 - B. False
13. Which of the following is important when doing interviews with the problem team members?
 - A. Provide for the safety of the team members.
 - B. Be specific about how the information will be used.
 - C. Give collective feedback and act on what you hear.
 - D. All of the above.
14. Which of these is not a stage of team development?
 - A. Storming
 - B. Norming
 - C. Reforming
 - D. Forming
15. One of the team fundamentals that works with an overly verbal person is to move closer to that person while they are talking and maintain eye contact.
 - A. True
 - B. False
16. One of the main challenges when fixing a problem team is ensuring personal responsibility.
 - A. True
 - B. False

17. Which of the following is a reason to create a vision statement for the team?
 - A. Attracts commitment of the team
 - B. Energizes the team
 - C. Establishes a standard of excellence
 - D. All of the above
18. One of the tasks for the Adjourning stage of team development is:
 - A. Completing the goals
 - B. Cataloging the learning
 - C. Agreeing on how to do the work
 - D. Keeping up the level of energy
19. The vision states what the future can be for the team.
 - A. True
 - B. False
20. The team development stage of Adjourning is most important because it helps:
 - A. The organization learn more about working in teams
 - B. To “drain” unproductive emotions
 - C. A process of separating symptoms from the core of the problem
 - D. All of the above
21. What indicates that the vision does not have buy-in from the team?
 - A. There is confusion about the future.
 - B. Team members are lifeless when they are together.
 - C. There is risk avoidance.
 - D. All of the above.
22. With the problem team, a leader may need to go back and Re-Form the team by setting down some team fundamentals.
 - A. True
 - B. False
23. One of the forces that prevents establishing a solid vision is over-emphasis on tasks.
 - A. True
 - B. False
24. One of the main challenges in creating a new team is:
 - A. Building team spirit
 - B. Resolving team issues
 - C. Finding new leadership
 - D. Paying attention to time zones and technology

25. Virtual teams never experience Storming stage of team development because they rarely if ever see each other.
 - A. True
 - B. False
26. People in organizations resist being on teams because they believe teams take more time to accomplish things.
 - A. True
 - B. False
27. Organizations' recognition and compensation systems should support teams with recognition, rewards, and compensation programs for whole teams.
 - A. True
 - B. False
28. Which one of these is not considered a response to the Storming stage of team development?
 - A. Passive
 - B. Passive-aggressive
 - C. Assertive
 - D. Aggressive
29. The problem team is entrenched in which stage of development?
 - A. Norming
 - B. Storming
 - C. Reforming
 - D. Performing
30. The definition of culture is "How we do things around here."
 - A. True
 - B. False
31. A purpose statement has measurable goals?
 - A. True
 - B. False
32. Strategies are the measures or statements of intent that give the team the direction and scope in their planning process.
 - A. True
 - B. False

33. The team's process owner should be someone who can support your team and help with difficult decisions.
 - A. True
 - B. False
34. The leader of a team that needs to be revitalized will require which skills?
 - A. Change catalyst
 - B. Energizer
 - C. Motivator
 - D. All of the above
35. Which of these is true in win-lose situations?
 - A. One party gains at the other's expense.
 - B. It results in fair and equal competition.
 - C. They happen when there are a lot of resources.
 - D. They aid with "transparency."
36. The leader doesn't need to have the team's purpose clearly in mind until the Performing stage of team development.
 - A. True
 - B. False
37. A vision encourages continual change, new direction, and new strategies.
 - A. True
 - B. False
38. Which of the following was not a hiring strategy for innovation by Jerry Hirschberg?
 - A. Hire for opposites.
 - B. Hire beyond the edges.
 - C. Hire people who can tolerate high levels of disorder.
 - D. All of the above.
39. Constructive Storming can be used to express divergent perspectives and clarify personal roles.
 - A. True
 - B. False
40. The first thing to do when you need to confront someone is to begin by looking at your own fears.
 - A. True
 - B. False

41. Which of these is not an aspect of role?
 - A. Conception
 - B. Expectation
 - C. Acceptance
 - D. Determination
42. The stage of team development that brings the greatest sense of accomplishment is.
 - A. Performing
 - B. Norming
 - C. Re-Forming
 - D. Forming
43. When a team member is using dramatic nonverbals, it is helpful to address what you are seeing.
 - A. True
 - B. False
44. The inactive team is stuck at what stage of team development?
 - A. Norming
 - B. Storming
 - C. Forming
 - D. Adjourning
45. The purpose statement of the team:
 - A. Is very short and directive
 - B. Supports the strategic direction of the company
 - C. Is clear about what each team member is expected to do
 - D. All of the above
46. To be able to thrive, the inactive team will need to Re-Form and get reacquainted.
 - A. True
 - B. False
47. A final evaluation of a new team is not necessary if the team feels it has done a good job.
 - A. True
 - B. False

48. The key questions to ask when writing the vision focus on:
- A. Customers
 - B. Key stakeholders
 - C. Resources
 - D. All of the above
49. The definition of a team includes all but the following:
- A. Very small number of people
 - B. Group with a commitment to a common set of performance goals
 - C. Mutually accountable
 - D. Committed to a common outcome
50. Peter Block says that the team should not have to take full responsibility for making the vision's transformation.
- A. True
 - B. False

Assessment Answer Key for Creating a High-Performance Team

Recommended response (Corresponding workbook page)

1. A (10)	14. C (13)	27. A (71)	40. A (73)
2. A (32)	15. A (68)	28. A (14)	41. D (48)
3. B (65)	16. A (19)	29. B (63)	42. A (87)
4. B (14)	17. D (82)	30. A (14)	43. A (69)
5. A (38)	18. B (15)	31. B (36)	44. A (81)
6. B (13)	19. A (82)	32. B (23)	45. D (36)
7. D (29)	20. A (58)	33. A (52)	46. B (81)
8. B (75)	21. D (83)	34. D (31)	47. B (58)
9. B (32)	22. A (68)	35. A (70)	48. D (86)
10. A (50)	23. A (84)	36. B (33)	49. A (11)
11. A (36)	24. A (18)	37. A (86)	50. B (87)
12. A (52)	25. B (89)	38. D (37)	
13. D (65)	26. A (10)	39. A (46)	