

## TEAM DEVELOPMENT MODULE TII ~ QUESTIONS & EXERCISES

1. Regardless of their individual starting points, which of the following can make all managers good leaders?
  - a. Education, Effort, Power & Practice
  - b. Education, Power, Practice & Training
  - c. Determination, Effort, Practice & Training
  - d. Determination, Education, Power & Training
2. What are the lessons for leadership that summarize what a leader must be able to do? Mark all that apply.
  - a. Overcome resistance to change by using power and control.
  - b. Overcome resistance to change through voluntary commitment.
  - c. Broker the needs of constituency groups inside and outside of a team.
  - d. Establish an ethical framework within which all team members and the team as a whole operate.
3. Which are common characteristics of an effective team leader? Mark all that apply.
  - a. Good communication skills
  - b. "Do as I say, not as I do" attitude
  - c. Persuasiveness with team members
  - d. Positive role model for team members
4. This team leadership style, also known as results-based leadership, asks team members to focus solely on strategies that make a definite and measurable contribution to accomplishing team goals. What is this team leadership style?
  - a. Autocratic
  - b. Situational
  - c. Democratic
  - d. Goal-oriented
5. Which statement regarding ethics is true?
  - (1) Ethical dilemmas in the workplace are often more complex than other ethical situations.
  - (2) Behavior can be well within the scope of the law and still be unethical.
  - a. (1) only
  - b. (2) only
  - c. Both
  - d. Neither
6. Which of the following is NOT a test for ethical behavior?
  - a. Legal
  - b. Mirror
  - c. Front-Page
  - d. Common-Sense
7. Which of the following are the team leader's roles in ethics? Mark all that apply.
  - a. Setting an example of ethical behavior
  - b. Helping employees make the right decisions
  - c. Controlling the team through power and deception
  - d. Helping employees follow through on the ethical option

8. Which of the following is NOT an approach available to team leaders?
  - a. Best-ratio
  - b. Front-page
  - c. Full-potential
  - d. Black-and-White
9. Communication may be the most imperfect of all human processes.
  - a. True
  - b. False
10. Communication takes place at several levels in an organization. Which of the following are levels of communication? Mark all that apply.
  - a. One-on-one
  - b. Team or unit
  - c. Organization
  - d. Audience-to-speaker
11. What do you need to know to become a good listener? Mark all that apply.
  - a. What listening is
  - b. The communication process
  - c. The barriers that inhibit listening
  - d. The strategies that promote effective listening
12. Listening breaks down when the receiver does not accurately perceive a message. Which of the following are inhibitors can cause this to happen? Mark all that apply.
  - a. Tuning out
  - b. Thinking ahead
  - c. Preconceived notions
  - d. Removing all distractions
13. Which of the following are strategies for effective listening? Mark all that apply.
  - a. Preconceived notions
  - b. Removing all distractions
  - c. Putting a speaker at ease
  - d. Controlling your emotions
14. Which of the following concepts can a team leader use to help a group of employees improve their performance?
  - a. Corrective feedback
  - b. Team or unit feedback
  - c. Written communication
  - d. Effective communication
15. Which of the following strategies can a team leader use to help a team improve communication skills? Mark all that apply.
  - a. Prioritize
  - b. Keep up to date
  - c. Decide whom to inform
  - d. Effective communication
16. Which of the following are common causes of workplace conflict? Mark all that apply.
  - a. Competition
  - b. Limited resources
  - c. Incompatible goals
  - d. Calling someone rude

17. Which of the following statements regarding conflict-management is true?
  - (1) Conflict-management deals exclusively with resolving workplace conflicts.
  - (2) Good communication rarely plays a role in resolving workplace conflict.
  - a. (1) only
  - b. (2) only
  - c. Both
  - d. Neither
18. Which of these guidelines can be used to improve communication in managing conflict? Mark all that apply.
  - a. Assigning blame
  - b. Keeping promises
  - c. Changing behavior
  - d. Having conflict guidelines
19. Venting can be a positive way for angry team members to voice their frustrations.
  - a. True
  - b. False
20. Which of the following are indicators of the 'negativity syndrome'? Mark all that apply.
  - a. Blame fixing
  - b. 'I Can' attitudes
  - c. 'They' mentality
  - d. Critical conversation
21. Which of the following is NOT a strategy for overcoming negativity in teams?
  - a. Blame fixing
  - b. Building trust
  - c. Communication
  - d. Establishing clear expectations
22. Which of the following are ways to evaluate a decision? Mark all that apply.
  - a. Define the problem
  - b. Examine the results
  - c. Discuss the situation
  - d. Evaluate the process
23. Which statement regarding problem characteristics is true?
  - (1) A highly structured problem exists when a decision maker understands both the problem and how to solve it.
  - (2) Unstructured problems are not very predictable nor are responses to them automatic.
  - a. (1) only
  - b. (2) only
  - c. Both
  - d. Neither
24. Team leaders deal with strategic problems.
  - a. True
  - b. False
25. Careful after-the-fact analysis of a crisis yields two important benefits for future crises.
  - a. True
  - b. False

26. Which of the following is NOT a part of the decision-making process?
  - a. Identify the problem
  - b. Consider the alternatives
  - c. Wait for a problem to occur
  - d. Choose the best alternative
27. Most decision-making models available to team leaders are either objective or subjective.
  - a. True
  - b. False
28. Which statement regarding a comprehensive reward system is true?
  - (1) In a comprehensive reward system an individual is solely motivated by their base financial compensation.
  - (2) In a comprehensive reward system it is important that individual compensation be merit-based.
  - a. (1) only
  - b. (2) only
  - c. Both
  - d. Neither
29. Why are support personnel a difficult group of employees to develop a comprehensive reward system for?
  - a. They only serve one group or team concurrently.
  - b. The work they provide is insignificant, and doesn't require any reward.
  - c. They are heavily compensated and therefore left out of the reward system.
  - d. The impact of their work on the achievement of team goals is hard to measure.
30. The American Management Association's 13-step process for establishing an effective comprehensive reward system is divided into categories of activities. Which of the following are those categories? Mark all that apply.
  - a. Plan Design
  - b. Implementation
  - c. Ongoing Monitoring
  - d. Feasibility of the Program

## **EXERCISE #1: DRAFTING A TEAM CHARTER**

Indicate either an (I) for Ineffective or (E) for Effective Listening for each statement.

- ◆ Ignoring nonverbal cues
- ◆ Putting a speaker at ease
- ◆ Looking around the room
- ◆ Controlling your emotions
- ◆ Concentrating on what is being said
- ◆ Paraphrasing and repeating what the speaker has said

## **EXERCISE #2: IDENTIFYING APPROPRIATE REACTIONS TO CONFLICT**

Write in the correct Reaction to Conflict next to the definition.

Accommodating, Avoiding, Collaborating, Competing

- ◆ \_\_\_\_\_ is appropriate when it is important to work through feelings that are interfering with interpersonal relationships.
- ◆ \_\_\_\_\_ is appropriate when you are outmatched and losing anyway, or when harmony and stability are more important than the issue at hand.
- ◆ \_\_\_\_\_ is appropriate when you perceive no chance of satisfying your concerns or when you want to cool down and have time to regain a positive perspective.
- ◆ \_\_\_\_\_ is appropriate when quick action is vital or when important but potentially unpopular actions must be taken.

## **EXERCISE #3: IDENTIFYING ADVANTAGES AND DISADVANTAGES OF EMPOWERING EMPLOYEES**

Indicate either an (A) for Advantage and (D) for Disadvantage for each statement.

- ◆ Involving and empowering employees in decision making can take time.
- ◆ Involving and empowering employees can take them away from their jobs and result in conflict.
- ◆ Involving and empowering employees can result in an accurate picture of a problem and a comprehensive list of alternatives.
- ◆ Involving and empowering employees helps team leaders better evaluate alternatives and select the best one to implement.
- ◆ Involving and empowering employees can lead to democratic compromises that do not necessarily represent the best decision.
- ◆ Involving and empowering employees makes them more likely to understand and accept a decision, as well as give them a personal stake in the decision.

## **EXERCISE #4: IDENTIFYING GENERAL TERMS**

Write in the correct General Terms next to the definition.

Brainstorming, Decision-Making Process, Nominal-Group Technique, Quality Circle

- ◆ A form of brainstorming where a problem is stated, ideas are silently recorded then reported publicly, and ideas are clarified then silently voted on.
- ◆ A way to get team members to share any ideas that come to mind regarding a particular subject.
- ◆ A group of employees that convene to solve problems relating to their respective jobs.
- ◆ A logically sequenced series of activities through which decisions are made.

## **EXERCISE #5: IDENTIFYING REWARDS AND RECOGNITION**

Write in the correct Reward/Recognition next to the definition.

Individual Compensation, Individual Recognition, Team Compensation, Team Recognition

- ◆ A concept designed to motivate individual employees and make them feel their work is appreciated.
- ◆ An incentive designed to align a team's performance with a company's goals.
- ◆ An employee's base salary, which is designed to motivate the team member to perform well for a company.
- ◆ A concept designed to motivate a team and increase team performance.

## DECISION POINT EXERCISE #1

Imagine that you are a team leader who has run into an ethical dilemma. One of your team members is showing up for work late or leaving early at least three days out of five. He has a sick daughter who needs his attention. Other team members are supportive and have been covering for him by punching in and out for him on the time clock. Therefore, he is being paid for time he hasn't worked. You are sympathetic about your team member's daughter and know he needs the money for hospital bills but the situation has made you very uncomfortable.

Which of the following actions do you take?

- A. Decide what will do the most good for all parties involved is to ignore the situation.
- B. Talk with the team member about his behavior and help him choose the ethical route.
- C. Make a decision based on how it will affect the team member's ability to reach his full potential.

### **Choice A**

Although you are worried under the circumstances your team will continue to behave unethically. You want to keep your entire team happy. Which of the following actions do you take?

- 1. Believe that despite the unethical behavior that has already taken place, your team is basically good and will behave ethically.
- 2. ***Tell your team member that you sympathize with his situation, but you have to do what is best for the team. You inform him that he can take on some of the other team members' duties to pay back the time he was paid for when they punched him in and out.***

### **Choice B**

As a team leader your job is to make ethical decisions and help your employees choose an ethical route regardless of the circumstances. Which of the following actions do you take?

- 1. ***Pull your team member aside and tell him you understand why he performed the way he did, but there are some better options for him to choose from.***
- 2. Tell your team member that you sympathize with his situation, but you can't allow him to keep being paid for time he is not working.

### **Choice C**

As a team leader, it is your responsibility to help your team member reach his full potential. Which of the following actions do you take?

- 1. ***Believe that by asking your team member about his circumstances in a sympathetic manner he will confess that his being paid for time he was not at work was unethical and apologize for his actions.***
- 2. Tell your team member that he must reach his full potential, but it cannot be achieved if he is not at work.

## RESOLUTIONS

**Choice A1** ~ You ignore the situation and once the team member's daughter is better, he returns to being one of the most productive members on the team. Meanwhile, another member of the team starts arriving late and leaving early despite his circumstances do not warrant such behavior.

**Choice A2** ~ Although you sympathize with his situation you must create conditions that promote ethical behavior and not condone it. Your team member understands your decision and the rest of the team feels that the decision was in the best interest of everyone involved.

**Choice B1** ~ Your team member apologizes for his unethical behavior. You suggest that he take family leave and to make up the time that he was paid for when he was absent from the job when his daughter is well.

**Choice B2** ~ Although you sympathize with his situation, you inform your team member that his being paid for time that he was not at work was wrong and his circumstances were irrelevant. Your team member is unhappy with the way you handled this situation and expresses his dissatisfaction to the rest of the team therefore affecting moral.

**Choice C1** ~ You inform him that you understand his circumstances and you are willing to make a fair and impartial decision regarding his behavior. You ask him for suggestions on how he thinks the situation can be resolved. He suggests an earlier work schedule and help developing strategies to help him better manage his work load.

**Choice C2** ~ Your team member disagrees with your assessment and reminds you that he is your most productive and popular team member.

## DECISION POINT EXERCISE #2

Imagine you are a team lead that has run into a conflict on your team. Two of your team members have been having disagreements off and on for about two weeks. Up until now you have not intervened, hoping they would work it out themselves. During a team meeting the two employees verbally attack one another. You continue to sit back and watch. Hoping that they can solve the problem but it only gets worse. And you have lost control of your meeting. Which of the following actions do you take?

A. You stop the meeting and tell them to 'grow up and start acting like adults'.

**B. Request that the two team members meet with you privately in your office, one-on-one.**

### Choice A

You have singled out the two team members and embarrassed them in front of their colleagues. Now they direct their anger towards you. Which of the following actions do you take?

1. You become angry in the process and respond in kind. *Result:* The rest of the team becomes stand-offish and decide to leave the room. You become involved in an all out shouting match with the employees that leads to senior management intervening. Try again.
2. You continue to degrade them in front of the rest of the team and call them rude. *Result:* Both employees become angrier and turn all of their anger and frustrations towards you. You wind up call security to have them escorted out. Try again.

### Choice B

Both members are able to vent their frustrations. The three of you come together and discuss the matter in a positive manner. You guide them to a clear and specific definition of the problem and encourage them to propose and discuss solutions. Ultimately a solution is decided that accommodates both parties. And the conflict is resolved. Congratulations.