

## TEAM DEVELOPMENT MODULE TI ~ QUESTIONS & EXERCISES

1. The team charter is a lengthy document detailing the day-to-day tasks of the team.
  - a. True
  - b. False
2. Which of the following teams is usually chaired by a professional with the appropriate expertise?
  - a. Work teams
  - b. Improvement teams
  - c. Standing committees
  - d. Improvement committees
3. Which statement regarding the Goals section of an effective team charter is true?
  - (1) It is tied directly to the Mission Statement.
  - (2) It specifically lists the responsibilities of the individual members of the team.
  - a. (1) only
  - b. (2) only
  - c. Both
  - d. Neither
4. Which of the following charter elements explains why the team exists?
  - a. Goals
  - b. Assignments
  - c. Mission Statement
  - d. Schedules & Deadlines
5. Which of the following statements regarding team leaders are true? Mark all that apply.
  - a. They earn more money than team members.
  - b. They are accountable for the team's performance.
  - c. They serve as liaisons between the team and the rest of the organization.
  - d. They are responsible for monitoring the performance of individual team members and the team as a whole.
6. Which of the following are strategies for effective team participation? Mark all that apply.
  - a. Gain a clear understanding of the team's mission.
  - b. Communicate frequently with other team members.
  - c. Get to know the other members of the team as soon as possible.
  - d. At the first meeting, explain the limits of your participation and remain firm.
7. Which statement regarding ground rules is true?
  - (1) When teams develop their own ground rules, they are more likely to accept them and to enforce them through peer pressure.
  - (2) Imposing a set of ground rules on all teams within an organization has the benefit of company-wide uniformity.
  - a. (1) only
  - b. (2) only
  - c. Both
  - d. Neither

8. By providing teams with a standard list of issues to consider when developing ground rules, companies can promote both buy-in and uniformity.
  - a. True
  - b. False
9. Which of the following are components that form the foundation for team accountability? Mark all that apply.
  - a. Members must understand how they are to be rewarded.
  - b. Members must understand what is expected of them individually.
  - c. Members must be given the training necessary to fulfill expectations.
  - d. Members must understand how fulfillment of expectations will be determined.
10. Which statement regarding formal accountability is true?
  - (1) Formal accountability involves careful peer monitoring and positive peer pressure.
  - (2) Formal accountability involves evaluation of team members based on adherence to the team's ground rules.
  - a. (1) only
  - b. (2) only
  - c. Both
  - d. Neither
11. When uncontrollable factors prevent accomplishment of a team goal, what is the best way for team leaders to handle the situation?
  - a. Team leaders should inform their supervisors and negotiate changes to the team charter.
  - b. Team leaders should inform their members and propose alterations to the ground rules.
  - c. Team leaders should inform their members and modify formal and assessments accordingly.
  - d. Team leaders should inform their supervisors and negotiate changes to their formal accountability.
12. Where does accountability for team members begin?
  - a. Charter
  - b. Ground rules
  - c. Mission statement
  - d. Formal accountability
13. Which of the following are effective ways for team leaders to encourage peer accountability? Mark all that apply.
  - a. Set a good example
  - b. Repeat expectations
  - c. Reinforce accountability
  - d. Provide monetary incentives
14. Behaviors such as refusing to gossip and exhibiting loyalty to teammates convert to which of the following concepts in a teamwork setting?
  - a. Initiative
  - b. Patience
  - c. Enthusiasm
  - d. Selflessness
15. Which of the following are the foundation of trust? Mark all that apply.
  - a. Integrity
  - b. Honesty
  - c. Patience
  - d. Enthusiasm

16. Which statement regarding dependability is true?
  - (1) Dependable teammates take responsibility and are accountable.
  - (2) Dependable teammates are punctual.
    - a. (1) only
    - b. (2) only
    - c. Both
    - d. Neither
17. Which of the following strategies can help you become enthusiastic? Mark all that apply.
  - a. Being punctual
  - b. Positive attitude
  - c. Choose to be enthusiastic
  - d. Seek out enthusiastic people
18. Initiative means recognizing what needs to be done but waiting to be told to get it done.
  - a. True
  - b. False
19. Patience does not matter in a teamwork setting.
  - a. True
  - b. False
20. Which of the following are ways team member differ? Mark all that apply.
  - a. Age
  - b. Gender
  - c. Religion
  - d. National origin
21. Which of the following is NOT a component of a strategic plan?
  - a. Vision
  - b. Mission
  - c. Principles
  - d. Teamwork
22. Everything about the company – it structure, policies, procedures and allocation of resources – should support the realization of its vision.
  - a. True
  - b. False
23. Which statement regarding a company's mission is true?
  - (1) It should be written with words that are simple, easy to understand, and descriptive.
  - (2) It should describe how the mission is to be accomplished.
    - a. (1) only
    - b. (2) only
    - c. Both
    - d. Neither
24. Which of the following strategic plan components communicates a company's compelling force, the dream of what it wants to become, and the heights to which it aspires?
  - a. Vision
  - b. Mission
  - c. Guiding Principles
  - d. Broad Strategic Goals

25. In a teamwork setting, it is not important that managers and supervisors set a positive example of the behaviors they expect of employees.
  - a. True
  - b. False
  
26. Which of the following must happen for teamwork to become a cultural habit in an organization? Mark all that apply.
  - a. Companies must adopt a zero-tolerance policy regarding negative team behaviors.
  - b. Signs reminding workers to exhibit positive team behaviors must be posted in the workplace.
  - c. All people in positions of authority must expect employees to practice positive teamwork behaviors every day.
  - d. Employees must expect each other to practice teamwork behaviors so that peer pressure becomes a major enforcer of expectations.
  
27. Which of the following are ways managers and/or supervisors can show employees what they expect? Mark all that apply.
  - a. Strategic plan
  - b. Job descriptions
  - c. Recognition system
  - d. Performance evaluations
  
28. Which of the following is the principal way to measure employee performance in the areas that are most critical to the company's success?
  - a. Job descriptions
  - b. Recognition system
  - c. Performance appraisals
  - d. Company vision statement

## EXERCISE #1: DRAFTING A TEAM CHARTER

- ◆ Draft a **mission statement** that is brief and explains why the team exists.
- ◆ List your team's **goals**. They should be tied to the mission statement, have a single focus, and show specifically what the team is supposed to accomplish.
- ◆ List the team **assignments**. This is the most specific part of the team charter, and it should clearly state the responsibilities of each member.
- ◆ Specify the team **schedules** and deadlines. Remember that the degree of specificity is dependent upon the nature of the project.

## EXERCISE #2: DRAFTING A GROUND RULES STATEMENT

- ◆ Consider the following list of issues upon which the ground rules should be based:
  - Honesty
  - Selflessness
  - Unity
  - Cooperation
  - Diversity
  - Punctuality
  - Perseverance
  - Conflict resolution
  - Attendance
  - Respect
  - Leadership
  - Communication
  - Trust
  - Dependability
  - Responsibility
  - Initiative
  - Resourcefulness
  - Tolerance
  - Sensitivity
  - Supportiveness
  - Awareness
  - Participation
  - Courtesy
  - Followership
- ◆ Group the issues into thematically similar sets, then draft rules based upon the themes.

## EXERCISE #3: DRAFTING A CORPORATE VISION STATEMENT

Assume your company doesn't already have a vision statement, then draft a statement that conveys the company's dream of what it wants to become. As you draft the statement, consider the following characteristics of an effective vision statement:

- ◆ It is easily understood by all stakeholders.
- ◆ It is briefly stated, yet clear and comprehensive.
- ◆ It is challenging, yet attainable.
- ◆ It is lofty, yet tangible.
- ◆ It is capable of stirring excitement for all stakeholders.
- ◆ It is not concerned with numbers.
- ◆ It sets the tone for the employees.

## EXERCISE #4: IDENTIFYING PRINCIPLES AND GOALS

Indicate either a (P) for Principle or (G) for Goal for each statement.

- ◆ Our company will take all appropriate steps to protect the environment.
- ◆ To increase the company's market share for its existing services.
- ◆ To introduce new services to meet emerging needs in the marketplace.
- ◆ Our company will provide excellent services in all facilities.
- ◆ To increase the facilities occupancy rate within six months.
- ◆ Our company will be a good corporate neighbor in all communities where its facilities are located.

## DECISION POINT EXERCISE #1

You work for a customer service contracting firm whose clients include several financial software companies. You've recently been assigned to lead a team tasked with improving the efficiency of online customer service. Because you are the resident expert on Web-based customer service, you have been asked to draft the team charter for review by upper management. After some research you sit down to draft two versions of the mission statement for your team charter. After putting them aside for a day you review them more objectively. Which of your two drafts better serves the purposes of a mission statement?

Draft A: The online service improvement team is a cross-functional team comprised of service specialists from various departments whose aim is to improve online customer service.

Draft B: The purpose of the online service improvement team is to reduce the time between when a service request arrives by email and when the request is successfully closed.

With a sound mission statement in hand you now begin to identify the goals. You draft two versions of the goals section of the team charter. Which list is more suitable for inclusion in the charter?

List A: To establish current benchmark times for handling service requests  
To determine methods for reducing the amount of time required for handling service requests  
To enact, evaluate, and modify these methods until handling times have been reduced by 10% of the benchmarks

List B: To study current methods for handling service requests  
To establish categories for the types of service requests  
To suggest methods for improving request handling times

These goals are focused on the mission and measurable. Your charter is off to a strong start.

## DECISION POINT EXERCISE #2

You are the leader of a work team of that has been formed to convert financial records stored in a variety of formats to a single, uniform standard. You meet with one of your team members whose performance has slipped. He has missed important deadlines, and his work has numerous errors. You meet with him privately and state honestly and seriously the problem issues. What is your next step?

- A. Review the team charter with the team member and ask him if he understands and accepts the schedule and deadlines as they are.
- B. Request that the member promise to meet future deadlines.

He explains that he understands the schedule and dates. But doubts he can meet some of them because he is unfamiliar with the new software. What do you next?

- A. You extend all his deadlines, and those of the team as a whole, so he will have a better evaluation next time.
- B. You arrange for him to receive software training from a fellow team member, and schedule a meeting two weeks later to re-negotiate his deadlines.

After training the employee becomes adept with the new software and meets all remaining deadlines. The team achieves all of its goals on schedule.