

1. Write a “1” next to the personal attribute that has, in general, the most effect on an engineer’s career, a “2” next to the attribute that has the 2nd-most effect, etc.

_____ technical knowledge
 _____ intelligence
 _____ interpersonal skills
 _____ work ethic

2. Circle the best word for each sentence below.

The most effective teams are composed of people with (similar, different) personalities.

Most people prefer to work with others having a (similar, different) personality

When first placed on a team, people with (similar, different) personalities may clash.

The principal reason for disagreements on teams is (miscommunication, ignorance).

The best way to prevent ignorance is to (prepare, pick teammates that are smart like us).

The best way to avoid miscommunication is to do a better job of (speaking, listening).

3. Write the letter of the definition on the right for each type of team decision.

_____ Majority

_____ Unanimity

_____ Unilateral/Authoritarian

_____ Consensus

_____ Minority

_____ Hand Clasp

- a. One person makes the decision and imposes it upon the team. Often, there is very little input from team members and acceptance/commitment is low.
- b. Two team members make a decision and impose it upon the team. This pattern sometimes looks participatory, but still elicits little input from the other members, who will have a low level of commitment to the decision.
- c. Several members make a decision and impose it upon the majority, who has been disenfranchised. In the hands of skilled practitioners, this can look like participatory decision-making, but it is only a handclasp among a few members. Decision quality suffers because of the lack of input from the majority, and commitment to the decision is low among those outside the minority.
- d. This is the popular, "democratic" default option. When a team is unable to resolve a conflict, there is almost always a suggestion to "take a vote, majority wins." Majority rule has the illusion of fairness, but it cuts off discussion, thereby reducing decision quality. It also elicits no commitment to the decision from the losing minority.
- e. Solves the problem of commitment, but is very cumbersome because now everyone has a veto. The U. N. Security Council is a good (horrible?) example.
- f. Difficult to achieve, but results in the best decision quality and the highest level of commitment to the team decision. The alternatives are discussed and refined until a compromise is attained. That may mean that no one gets exactly what he or she wanted, but everyone is able to say, "I might take a different course of action if it were entirely up to me, but I commit my support to the plan we have all agreed upon."

4. After a quality team decision, team members _____ (circle the best answer below).

- agree with the decision
- are committed to support the decision
- understand the decision
- put up with the decision

5. Which type of team decision from the list in Question 2 is the most desirable?

6. Which of the following are useful team activities? (place a check next to each useful activity)

- | | | |
|-----------------------------------|--------------------------------------|---------------------------------------|
| _____ Analysis of problem | _____ Delegating | _____ Showing approval |
| _____ Suggesting solutions | _____ Mediating a conflict | _____ Refocusing team on task |
| _____ Telling a joke | _____ Suggesting a break from work | _____ Modeling positive team behavior |
| _____ Pushing for a team decision | _____ Encouraging all to participate | |

7. Place a check mark next to each behavior that is characteristic of good listening.

- _____ Compose your reply while listening.
- _____ Pause for three seconds before replying.
- _____ Look directly at the person while listening.
- _____ Tell someone you are too busy to talk with them right now.
- _____ Take notes while listening.
- _____ Briefly interrupt to answer the phone while listening.

8. Mark each sentence as true (T) or false (F).

- _____ Most time spent in meetings is unproductive.
- _____ We usually wait too long to call a meeting.
- _____ Time spent preparing for a meeting is usually wasted.
- _____ A meeting agenda helps keep the meeting focused.
- _____ It's OK to let a meeting runs longer than scheduled if we have something important to say.
- _____ A good way to have more productive meetings is to ask for comments and suggestions at the end of the meeting.

9. A good agenda provides the following structure to each agenda item: (check the correct answer)

_____ present background information, discuss, make team decision

_____ present alternatives, call for vote

_____ ask for each team member's opinion, delegate decision to leader

10. Which of the meeting activities listed in the answer to Question 9 can be done before the meeting? _____

11. Which of the meeting activities listed in the answer to Question 9 can best be done at a meeting? _____

12. Which of the following are typical meeting roles?

_____ recorder

_____ trouble shooter

_____ gopher

_____ leader

_____ facilitator

13. Write the letter of the objective on the right next to the appropriate team decision tool.

_____ Multi-voting

_____ Plus/Delta Process Check

_____ Affinity Process

_____ Brainstorming

_____ Round robin

a. Generate new ideas

b. Organize multiple ideas

c. Reduce a large number of items to a few high-priority items

d. Check the "pulse" of the group

e. Evaluate the team's performance

14. When evaluating the team's performance, members should comment on (the process used, the results obtained).