

Once a role responsibilities matrix has been shared with the team's members and stakeholders, it should be linked to the team's charter and \_\_\_\_.

1

**Answer:**

Gantt chart,

<https://selldocx.com/products/test-bank-creating-high-performance-teams-1e-aldag>

**Briefly discuss four guidelines for using a Gantt chart.**

**Answer:**

2

**Feedback:**

1. Distribute the Gantt chart to the team and its stakeholders; this helps to ensure that everyone is on the same page with the planned timeline. It is also helpful for the team leader to walk through the chart with the team. 2. Include the chart with all meeting agendas. This helps to promote a process focus on the team and maintains a high level of awareness of the team's plan for completing its objectives. 3. Conduct PvA (Planned versus Actual) comparisons of planned tasks completions versus actual levels of achievement. If a team has successfully completed an entire task the cell for that task should be shaded in to reflect this fact. If less than 100% of the task was completed, then only that portion of the cell should be filled in. 4. Update the chart as necessary. A Gantt chart should be evaluated, revised, and updated by the team as necessary. It is not intended to be set in stone.

**The Team Scholar for this chapter, Professor Greg Stewart, discussed what he considers to be three critical aspects to team design. What are they? Briefly discuss each.**

**Answer:**

3

**Feedback:**

According to Professor Stewart, the three critical aspects are: 1. How teams approach their work tasks. Teams working on creative tasks benefit from having members work together closely, coupled with substantial freedom for the its course of action. Teams working on routine tasks are more effective when they have limited autonomy and moderate interdependence, as on an assembly line. 2. Team composition. You have to get the right people on the team. Some traits such as conscientiousness are universally important, suggesting that teams are best when all members are conscientious. The effect of other traits, such as extraversion, depend on teammates. Having all team members be extraverts results in too many members trying to take charge. Having too few extraverts results in problems getting organized and setting goals. Teams with a mix of extraverts and introverts perform best. 3. Formal and informal influence. Although it can initially be difficult, teams benefit over time from having empowering leaders who guide and assist rather than direct and control.

**Identify four key principles for guiding development of a team dashboard.**

**Answer:**

4

**Feedback:**

1. The measurement system should focus on helping the team, not senior management, to enhance its effectiveness and performance. 2. Members of the team should be empowered to create their own measurement system. 3. If a team's process and activities are cross-functional, then the measurement system should also reflect this cross-functional emphasis. 4. The team should adopt no more than 5-7 key measures to prevent diluting its focus.

**Discuss three guidelines for using a team dashboard.**

**Answer:**

5

**Feedback:**

1. Integrate the discussion and use of the team dashboard with the other elements of the team system (charter, Gantt chart, role responsibilities matrix). The other parts of the system provide the structural foundation for a team; the team dashboard helps the team evaluate its effectiveness and performance on an ongoing basis. 2. Identify methods (e.g., surveys,

production reports) to obtain the data needed to report results for each performance metric at appropriate time intervals (e.g., weekly, monthly, annually). Take care to ensure that the data collected are reliable (consistent) and valid (accurate).3. Schedule regular team meetings to discuss and evaluate the performance of the team on its key metrics. The team should formulate action plans to focus on leveraging and enhancing green-zone results, moving yellow-zone results into the green zone, and moving red-zone out of the critical range of scores.

**List and briefly discuss four practical guidelines for using a team charter.**

**Answer:**

6

**Feedback:**

1. Share the final charter with all members of the team and its stakeholders. Doing so will help get everyone on the same page in terms of understanding the objectives and parameters of the project.2. Use it as a reference point in developing the team's planning and tasks. In many teams, the charter becomes a document used to drive the creation of a timeline for completing the team's work and for monitoring and evaluating the ongoing activities of the team.3. Include the charter with the development and distribution of all meeting agendas. This makes it easy for the team to reference it during discussions of issues and when making key decisions.4. Evaluate and update the charter as needed. A team charter can and should be evaluated by the team leader, team members, and potentially other shareholders to ensure that it continues to reflect an appropriate focus for the team and its use of human and financial resources. If the situation has changed the charter should be revised and updated.

**Discuss steps in the procedure for developing a role responsibilities matrix.**

**Answer:**

7

**Feedback:**

1. Schedule a meeting to solicit input from all team members in developing the role responsibilities matrix.2. List all team members in a table, with each team member's name in a separate column.3. List in the rows of the table all the tasks that need to be performed by the team.4. Make decisions about which tasks, if any, are going to be the sole responsibility of one team member. Show these by placing an "X" in the cells for the appropriate team members.5. Make decisions about which tasks, if any, are going to be shared responsibilities between two or more team members. Indicate responsibility for these tasks by placing an "X" in the cells for the appropriate team members.6. Discuss the overall draft of the matrix as a team and finalize the document.

**Briefly discuss three guidelines for using a role responsibilities matrix.**

**Answer:**

8

**Feedback:**

1. Share the finalized matrix with the team's members and stakeholders and link the matrix to the team's charter and Gantt chart. Taking these steps will help to provide the specificity and clarity of responsibilities and that they feel a sense of ownership for the tasks assigned to them.2. Use the matrix to evaluate the performance of team members in successfully completing the task. If the team has a performance evaluation process, then the role responsibilities matrix should be used for evaluating the performance of team members and as a basis for formulating performance improvement plans.3. Reevaluate the appropriateness of the matrix on a regular basis to ensure that it is still up to date and reflective of what team members need to be doing to support the team in its overall objectives.

**List and briefly discuss the three basic steps in developing a Gantt chart.**

**Answer:**

9

**Feedback:** 1. Identify your ultimate objective(s) for the team's project. This is what a

team is seeking to achieve, or the deliverable or outcome of its work outcome. Document your team objective(s) in a Gantt chart worksheet. 2. List the tasks needed to achieve the objectives of the project. This should be as specific and complete a list as possible. Once the tasks are identified, they should be sequenced in the order in which they should be completed. This will create a process for the team. These tasks should then be listed in the proper order on the Gantt chart worksheet. 3. Estimate the number of units of time (e.g., days, weeks, months) required to complete the tasks in the Gantt chart. The cells that correspond with the units of time should be outlined (not shaded in).

**People sometimes express the concern that use of the formal procedures suggested in this chapter is constraining, may restrict needed flexibility and creativity, and is overly bureaucratic. Take a position for or against such concerns.**

**Answer:**

10

**Feedback:**

It is, of course, true that any sorts of formal procedures may be somehow constraining. If the procedures are developed and then treated as set in stone there can be real dangers of failing to adjust to important changes facing the team. In addition, misuse of the tools suggested in this chapter may be inhibiting. However, the tools, when properly applied, reduce uncertainty and conflict and help facilitate team performance and other positive team outcomes. Clarity and structure can foster understanding and permit better exploration of possibilities. In addition, as regularly stressed in the chapter, each of these tools should be reevaluated on a regular basis to ensure its relevance and currency. The tools should be viewed as helpers, not handcuffs.

**This chapter stresses the importance of incorporating all four key elements of the team system. Briefly discuss why each of those elements is necessary for team success.**

**Answer:**

11

**Feedback:**

The team charter is needed to define the objectives and scope of a project. The team charter provides the first piece of the infrastructure needed to build a high performance team. This is critical since in many projects, the objectives and scope are not initially clear. Objectives and scope are the foundation for team success. Without a team charter, the foundation is lacking. Once the charter has been established, a formal project timeline is needed. A Gantt chart is a popular tool to develop a project timeline. It shows the relationship between tasks that need to be performed and time, typically measured in weeks or months. The Gantt chart makes the project timeline visual, facilitates communication, sequences tasks in relation to time, and – critically – enables checks of planned versus actual progress. Without a formal project timeline, the team could be far behind schedule without realizing it, or it could be performing tasks in an inappropriate order. A role responsibilities matrix is needed to assign team members to tasks. Teams often fail to clarify responsibilities. As such, some tasks may be ignored. For others, two or more members may believe they have primary responsibility, resulting in role conflict. In many cases, members simply don't know what they are responsible for, causing role ambiguity. Together, role conflict and role ambiguity contribute to role stress and confusion, and they can damage team morale, cohesion, and coordination. Finally, a team dashboard can be used by the team to evaluate its effectiveness. Dashboards emphasize the importance of measurement ("You can't manage what you can't measure"). They help ensure that all team members are focusing on the same metrics, not independently trying to decide what goals they should be trying to achieve. These dashboards can enable a focus on both outcomes and processes. Dashboards provide gauges for each metric and can be used to identify whether scores are within the "green zone," the "yellow zone," and the "red zone." Together, these four elements form an integrated, mutually-supportive set of tools to foster team effectiveness. Each serves a critical function.

12

**On a team dashboard a score in the \_\_\_\_ zone reflects an area of concern: performance on that matrix should be monitored carefully for potential action in the future.**

**Answer:**  
yellow,

13

**The team charter, a Gantt chart, a role responsibilities matrix, and a team dashboard comprise a team \_\_\_\_.**

**Answer:**  
system,

14

**A \_\_\_\_ enables checks of planned versus actual progress of the team.**

**Answer:**  
Gantt chart,

15

**The first step in developing a team charter is to define the \_\_\_\_ of the project.**

**Answer:**  
objective(s),

16

**\_\_\_\_ are useful in that they show the relationship between tasks to be performed and time, typically measured in weeks or months.**

**Answer:**  
Gantt Charts,

17

**Together, the team charter, Gantt chart, role responsibilities matrix, and team dashboard, along with process clarity, have been shown to enhance team \_\_\_\_ and team performance.**

**Answer:**  
potency,

18

**A \_\_\_\_ shows which tasks that need to be completed have been assigned to various team members.**

**Answer:**  
role responsibilities matrix,

19

**When a consultant suggests that the team consider using a team charter, Gantt chart, role responsibilities matrix, and team dashboard, a team leader says, "We've always done pretty well without all those sorts of things. It also seems to me that these would take a lot of time and effort and draw our attention from our primary responsibilities." How might you respond?**

**Answer:**

It may be the case that a team has done well in the past without using these tools, especially if team members have worked together for quite a while and have developed trust and good patterns of relationships, but that is no guarantee of future success. Team membership is likely to change over time, as are the situations, constraints, and deadlines the team faces. Each of the tools discussed in this chapter will help aid transitions and facilitate adaptation to changing membership, demands, resources, time constraints, and so on.

**Feedback:**

20

**What are eight (of the 14) elements of a team charter?**

**Answer:**

**Feedback:** 1. Team name2. Date the charter is being created3. Team member information4. Name of team sponsor (as well as position title and contact information)5. Name of team mentor (the individual responsible for providing general information and guidance for the team)6. Purpose/objectives of the project7. Scope of the project (e.g., which issue, work unit/organization to be included in the analysis)8. General schedule/meeting days and times9. Deliverables (the key outcomes the team will provide to the sponsor and mentor)10. Measures of success (these should be specific and measurable)11. Communication plan12. Additional resources needed13. Key milestones14. Signatures of all team members

**Identify four benefits of using a Gantt Chart.**

**Answer:**

**21**

**Feedback:** 1. Makes the project time line visual2. Facilitates communication between team leaders, team members, and stakeholders3. Sequences tasks in relation to time4. Enables checks on planned versus actual progress

**22**

**Which of the following is used to evaluate the performance of team members in successfully completing their assigned tasks?**

(A) Gantt chart

(B) role responsibilities matrix

(C) team charter

(D) team dashboard

(E) none of the above

**Answer:**

(B) role responsibilities matrix

**Feedback:**

REFERENCE: p. 41

**23**

**When developing a role responsibilities matrix, it is important to make sure that no team member is assigned responsibility for more than three tasks.**

(A) True

(B) False

**Answer:**

(B) False

**Feedback:** As shown in Figure 2-4, it may be useful to assign one or more members to all tasks. This would be typical for an individual who is a coordinator or leader.  
REFERENCE: pp. 38, 39

**24**

**A matrix shows Developing Prospective Donor Lists and other tasks on the vertical axis and Courtney Bates and other team members on the horizontal axis. The matrix is a role responsibilities matrix.**

(A) True

**Answer:**

(A) True

**Feedback:** REFERENCE: pp. 37-39

(B  
) False

25

**To maintain objectivity, the team leader has the sole responsibility for developing a role responsibilities matrix.**

(A  
) True

**Answer:**  
(B) False

(B  
) False

**Feedback:** All members should be asked to make inputs in the development of a role responsibilities matrix. REFERENCE: p. 39

26

**Team dashboards are sometimes criticized because they focus solely on outcomes, ignoring process.**

(A  
) True

**Answer:**  
(B) False

(B  
) False

**Feedback:** Dashboards enable a team to focus on both process and outcomes. REFERENCE: pp. 42, 43

27

**Once a team has established a charter, it has the first piece in the first piece of infrastructure needed to build a high performance team.**

(A  
) True

**Answer:**  
(A) True

(B  
) False

**Feedback:** REFERENCE: p. 32

28

**The team charter is one of the basic tools for defining the objectives and scope of a team.**

(A  
) True

**Answer:**  
(A) True

(B  
) False

**Feedback:** REFERENCE: p. 27

29

**A difficulty associated with a role responsibilities matrix is that it creates ambiguity about potential. responsibility overlaps**

(A  
) True

**Answer:**  
(B) False

(B  
) False

**Feedback:** The purpose of a role responsibilities matrix is to clarify responsibilities and reduce confusion regarding overlaps. In cases where two or more members

) have responsibility for a task, that can be clearly specified. REFERENCE: p. 37, 38

**30**                      **The first step in creating a team dashboard is to solicit inputs from all team members regarding the performance metrics that they feel are most relevant to the objectives of the team.**

(A) True  
)

**Answer:**  
(A) True

(B) False  
)

**Feedback:** REFERENCE: p. 43

**31**                      **Once the team charter has been developed, it is important that it remain unchanged in order to provide a stable, ongoing, reliable anchor for team activities.**

(A) True  
)

**Answer:**  
(B) False

(B) False  
)

**Feedback:** The team charter should be evaluated and updated as needed. REFERENCE: p. 31

**32**                      **Which of the following provides a timeline for completing a project?**

(A) horizon tracker

(B) team charter

(C) role responsibilities matrix

(D) team dashboard  
)

(E) Gantt Chart

**Answer:**  
(E) Gantt Chart

**Feedback:** REFERENCE: p. 34

**33**                      **This chapter's "Teams in the News" example the Mayo Clinic is lauded as one of the best medical centers in the world. Which of the following was not presented as a reason for that success?**

Use of information technology and various work  
(A) systems to make key information available to support learning and collaboration.

(B) Broad sharing of information by

**Answer:**  
(E) None of the above

**Feedback:** REFERENCE: p. 41

physicians and other staff.

(C) Debates about various options for treatment.

(D) Focus on a combination of medical practice, education, and research.

(E) None of the above

34

**A team member says she is very concerned about how her performance will be rated. She says she is unclear about exactly what she should be doing, and some things she has been doing are also being done by others. Also, she's aware that some aspects of her project are simply not being covered. She thinks team performance will suffer and that she and her team members will be blamed even though they're all trying to do their best. Which of the following tools might help with the situation she an**

(A) Gantt chart

(B) team dashboard

(C) team charter

(D) role responsibilities matrix

(E) none of the above

**Answer:**

(D) role responsibilities matrix

**Feedback:**

REFERENCE: pp. 37-41

35

**A Gantt chart shows tasks on the vertical axis and which of the following on the horizontal axis?**

(A) total cost

(B) marginal cost

(C) time

(D) a measure of success

(E) additional resources needed

**Answer:**

(C) time

**Feedback:** REFERENCE: pp. 32, 33

36

**Which of the following would be signed by the all team members?**

(A) role responsibilities

**Answer:**

(B) team charter



matrix

(B) team charter

(C) team dashboard

(D) Gantt chart

(E) none of the above

**Feedback:** REFERENCE: p. 30

**37**

**Which of the following is not a key principle for guiding the development of a team dashboard?**

The measurement system should focus on helping management to enhance its effectiveness and performance.

Members of the team should be empowered to create their own measurement systems.

**Answer:**

(A) The measurement system should focus on helping management to enhance its effectiveness and performance.

If a team's process and activities are cross-functional, then the measurement system should also reflect this cross-functional emphasis.

**Feedback:**

The measurement system should focus on helping the team, not senior management, to enhance its effectiveness and performance.  
REFERENCE: p. 43

The team should adopt no more than 5-7 key measures to prevent diluting its focus.

(E) None of the above

**38**

**Failure to include which of the following elements of the team system is likely to create confusion about the scope of the team project?**

(A) Gantt chart

(B) team charter

(C) team dashboard

**Answer:**

(B) team charter

(D) role responsibilities  
) matrix

(E) none of the above

**39 Which of the following is not a step for creating a team dashboard?**

Solicit inputs from all  
team members  
regarding the  
(A) performance metrics  
they feel are relevant  
to the objectives of  
the team.

Assign team  
(B) members to specific  
tasks.

**Answer:**

(B) Assign team members to specific tasks.

Have team members  
discuss the metrics  
that have been  
(C) suggested and  
decide which to  
include in the actual  
dashboard.

**Feedback:**

REFERENCE: p. 27

(D) Create a gauge for  
each metric in the  
dashboard.

(E) None of the above

**40 The final step in developing a team charter is to:**

develop a role  
(A) responsibilities  
matrix.

(B) validate the charter.

**Answer:**

define the supporting  
(C) elements of the  
charter.

(B) validate the charter.

**Feedback:**

REFERENCE: p. 30

ensure that the  
(D) charter is consistent  
with the role  
responsibilities  
matrix.

(E) none of the above

**41 Team reactivity refers to taking charge, remaining adaptive, and avoiding passivity.**

(A True  
)

**Answer:**  
(B) False

(B False  
)

**Feedback:** The correct answer is team proactivity. The idea is for the team to proactively take charge rather than to just react to events. REFERENCE: p. 27