**Chapter 6: Communication**

**Multiple Choice**

1. The transactional model of communication suggests that:

\*a. Team members send and receive messages.

b. Nonverbal communication is more important than verbal messages.

c. Verbal messages are more important than nonverbal communication.

d. How messages are communicated does not affect member behavior.

Learning Objective: 6-1

Cognitive Domain: Comprehension

Answer Location: Communication Process

Question Type: MC

2. A team that spends more of its time talking about information that members already believe or agree upon is committing:

a. A dysfunctional bias

\*b. A confirmation bias

c. A transactional communication

d. A false dichotomy

Learning Objective: 6-3

Cognitive Domain: Comprehension

Answer Location: Dysfunctional Information Processing Within the Team

Question Type: MC

3. Which of the following is TRUE regarding gender and communication in groups?

a. The feminine style emphasizes independence and reporting knowledge.

b. The masculine style of communication is used only by males.

c. The masculine style of communication is used only by females of high status.

\*d. Masculine and feminine styles are used by both sexes.

Learning Objective: 6-5

Cognitive Domain: Knowledge

Answer Location: Gender and Communication

Question Type: MC

4. Understanding gendered styles in communication may help:

a. Teams train their members to adopt the more superior feminine style.

b. Teams train their members to adopt the more superior masculine style.

\*c. Members meet the communication needs of each other.

d. Members change their styles.

Learning Objective: 6-5

Cognitive Domain: Comprehension

Answer Location: Gender and Communication

Question Type: MC

5. Building trust in a team requires all of the following EXCEPT:

a. Being trusting

b. Being trustworthy

c. Time

\*d. Constant changes in team membership

Learning Objective: 6-6

Cognitive Domain: Analysis

Answer Location: Building Trust

Question Type: MC

6. \_\_\_\_\_\_\_\_\_\_\_is the perception that members are free to take interpersonal risks and express their thoughts and feelings without fear of the consequences.

a. False dichotomy

b. Confirmation bias

\*c. Psychological safety

d. Provisionalism

Learning Objective: 6-8

Cognitive Domain: Knowledge

Answer Location: Psychological Safety

Question Type: MC

7. Which of the following does NOT enhance a team’s psychological safety?

a. Team leaders invite input and feedback.

b. Teams have a devil’s advocate.

\*c. Teams emphasize status differences among members.

d. Team members are allowed to admit mistakes without expecting punishment.

Learning Objective: 6-8

Cognitive Domain: Analysis

Answer Location: Psychological Safety

Question Type: MC

8. Defensive communication climates in groups tend to:

a. Have a problem orientation that emphasizes presenting the facts

b. Encourage spontaneity

c. Encourage empathy

\*d. Exert control

Learning Objective: 6-7

Cognitive Domain: Comprehension

Answer Location: Communication Climates

Question Type: MC

9. \_\_\_\_\_\_\_\_\_ refers to an environment in which people feel free to express their thoughts and feelings.

a. Physical safety

b. Social safety

\*c. Psychological safety

d. Group safety

Learning Objective: 6-8

Cognitive Domain: Knowledge

Answer Location: Psychological Safety

Question Type: MC

10. Research suggests that when communicating, teams spend of their time:

a. Reviewing common information everyone knows

b. Combining unique perspectives of various members

c. Withholding information from each other

d. Sharing new knowledge with each other

Learning Objective: 6-3

Cognitive Domain: Knowledge

Answer Location: Dysfunctional Information Processing Within the Team

Question Type: MC

11. \_\_\_\_\_\_\_\_\_\_\_ is the ability to solve emotional problems.

\*a. Emotional intelligence

b. Cognitive ability

c. Communication

d. Trust

Learning Objective: 6-9

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Question Type: MC

12. Which of the following is NOT a component of emotional intelligence?

a. Self-awareness

b. Empathy

c. Relationship management

.\*d. Trustworthiness

Learning Objective: 6-9

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Question Type: MC

13. Which of the following component of emotional intelligence refers to the ability to respond to others’ emotions with respect and concern?

\*a. Relationship management

b. Self-awareness

c. Empathy

d. Emotional regulation

Learning Objective: 6-9

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Question Type: MC

14. Which of the following statements is FALSE regarding emotional intelligence?

a. It is viewed as part of a team’s communication climate.

\*b. It is important only in leaderless teams.

c. It is related to higher performance.

d. It can be improved.

Learning Objective: 6-9

Cognitive Domain: Analysis

Answer Location: Emotional Intelligence

Question Type: MC

15. Which of the following is NOT an important activity for a meeting facilitator?

\*a. Advocate their position so the group understands it.

b. Maintain an open communications climate.

c. Manage disruptive behaviors.

d. Manage differences among group members.

Learning Objective: 6-10

Cognitive Domain: Knowledge

Answer Location: Facilitating Team Meetings

Question Type: MC

16. Distributing minutes of a meeting helps:

a. Decrease disruptive behavior during the meeting

b. Increase participation during the meeting

c. Keep the meeting on time

\*d. Keep members accountable for assigned tasks

Learning Objective: 6-10

Cognitive Domain: Comprehension

Answer Location: Facilitating Team Meetings

Question Type: MC

17. When asking questions at a team meeting, the leader should:

\*a. Ask questions of the entire team whenever possible

b. Direct the question to the most quiet member to encourage participation

c. Refrain from asking open-ended questions

d. Ask only close-ended questions

Learning Objective: 6-11

Cognitive Domain: Knowledge

Answer Location: Communication Skills for Team Meetings

Question Type: MC

18. Which of the following is NOT a communication skill for team meetings?

a. Ask questions appropriately.

b. Listen actively.

\*c. Focus on past behaviors when giving feedback.

d. Process feelings in the group.

Learning Objective: 6-11

Cognitive Domain: Analysis

Answer Location: Communication Skills for Team Meetings

Question Type: MC

19. Which of the following is NOT a guideline to effectively running the virtual meeting?

a. Publish the meeting ahead of time.

b. Break the meeting into short chunks.

\*c. Script the meeting more loosely than a face-to-face meeting.

d. Create a common visual focus during the meeting.

Learning Objective: 6-10

Cognitive Domain: Analysis

Answer Location: Leading Virtual Teams: Running Virtual Meetings To Ensure Everyone Is Following The Agenda And People Arrive At The Same Understanding

Question Type: Mc

**True/False**

1. Meetings should be as unstructured as possible so creativity can flow.

a. True

\*b. False

Learning Objective: 6-10

Cognitive Domain: Comprehension

Answer Location: Facilitating Team Meetings

Question Type: TF

2. Once trust in a team is broken, it cannot be rebuilt.

a. True

\*b. False

Learning Objective: 6-6

Cognitive Domain: Comprehension

Answer Location: Building Trust

Question Type: TF

3. Emotional intelligence can be perceived as part of a team’s communication climate.

\*a. True

b. False

Learning Objective: 6-9

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Question Type: TF

4. Teams tend to share new and unique information while failing to review shared knowledge.

a. True

\*b. False

Learning Objective: 6-3

Cognitive Domain: Knowledge

Answer Location: Answer Location: Dysfunctional Information Processing Within the Team

Question Type: TF

5. A false dichotomy is the failure to see both sides of a situation.

a. True

\*b. False

Learning Objective: 6-3

Cognitive Domain: Knowledge

Answer Location: Dysfunctional Information Processing Within the Team

Question Type: TF

6. Trust is built very quickly.

a. True

\*b. False

Learning Objective: 6-6

Cognitive Domain: Knowledge

Answer Location: Building Trust

Question Type: TF

7. Emotional intelligence cannot be developed.

a. True

\*b. False

Learning Objective: 6-9

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Question Type: TF

8. Emotionally intelligent teams have fewer conflicts.

\*a. True

b. False

Learning Objective: 6-9

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Question Type: TF

9. There are no differences in facilitating a face-to-face meeting and a virtual one.

a. True

\*b. False

Learning Objective: 6-9

Cognitive Domain: Comprehension

Answer Location: Leading Virtual Teams: Running Virtual Meetings To Ensure Everyone Is Following The Agenda And People Arrive At The Same Understanding

Question Type: TF

**Short Answer/Essay**

1. What factors lead to miscommunication in a team?

\*a. Sender may fail to send a message or may not be trusted to send a useful message; receiver may distort or misperceive message; message itself may be inaccurate.

Learning Objective: 6-2

Cognitive Domain: Knowledge

Answer location: Communication Process

Question Type: ESS

2. Compare and contrast a defensive communication climate with a supportive communication climate.

\*a. A defensive climate occurs in response to perceived threats to one’s self-esteem and shifts mental attention away from the message content and team tasks to instead defending oneself and distorting information. In the short term, this decreases team productivity and erodes cohesiveness. In the long term, a defensive climate can led to burnout and turnover. By contrast, a supportive climate emphasizes the content of a message and yields increased cooperation and trust, which is essential for the development of psychological safety. Team members establish and maintain a supportive communication climate through choices of how they structure their communication

Learning Objective: 6-7

Cognitive Domain: Analysis

Answer location: Communication Climates

Question Type: ESS

3. Name and explain the four components of emotional intelligence.

\*a. Self-awareness: ability to identify and understand one’s own emotions; empathy: ability to perceive, recognize, and experience others’ emotions; emotional regulation: ability to regulate one’s emotions and control the expression of emotions; relationship management: ability to respond to others’ emotions with respect and concern for the relationship.

Learning Objective: 6-9

Cognitive Domain: Comprehension

Answer location: Emotional Intelligence

Question Type: ESS

4. Why is team emotional intelligence important?

\*a. Team emotional intelligence has positive impacts on team processes and performance. Emotionally intelligent teams are better able to work through emotional problems, which can lead to motivation and cohesion. They also have higher levels of team trust and are more effective in stressful situations. They also have fewer conflicts.

Learning Objective: 6-9

Cognitive Domain: Comprehension

Answer location: Emotional Intelligence

Question Type: ESS

5. What are four behaviors a meeting leader should engage in to be an effective facilitator?

\*a. Maintain an open climate, manage disruptive behaviors, manage differences, and summarize important decisions.

Learning Objective: 6-10

Cognitive Domain: Knowledge

Answer location: Facilitating Team Meetings

Question Type: ESS