

EXHIBIT 9.12 Example Items Assessing Teamwork KSAs

1. Suppose that you find yourself in an argument with several coworkers about who should do a very disagreeable but routine task. Which of the following would likely be the most effective way to resolve this situation?
 - A. Have your supervisor decide, because this would avoid any personal bias.
 - B. Arrange for a rotating schedule so everyone shares the chore.
 - C. Let the workers who show up earliest choose on a first-come, first-served basis.
 - D. Randomly assign a person to do the task and don't change it.
2. Your team wants to improve the quality and flow of the conversations among its members. Your team should:
 - A. Use comments that build on and connect to what others have said.
 - B. Set up a specific order for everyone to speak and then follow it.
 - C. Let team members with more to say determine the direction and topic of conversation.
 - D. Do all of the above.
3. Suppose you are presented with the following types of goals. You are asked to pick one for your team to work on. Which would you choose?
 - A. An easy goal to ensure the team reaches it, thus creating a feeling of success.
 - B. A goal of average difficulty so the team will be somewhat challenged, but successful without too much effort.
 - C. A difficult and challenging goal that will stretch the team to perform at a high level, but attainable so that effort will not be seen as futile.
 - D. A very difficult, or even impossible goal so that even if the team falls short, it will at least have a very high target to aim for.

Source: M. J. Stevens and M. A. Campion, "The Knowledge, Skill, and Ability Requirements for Teamwork: Implications for Human Resource Management," *Journal of Management*, 1994, 20, pp. 503-530. With permission from Elsevier Science.

self-directed work teams, along with managers and HR professionals, interview candidates as a final step in the selection process. This approach is felt to lead to greater satisfaction with the results of the hiring process because employees have a say in which person is selected to be part of the team.¹²⁷

Thus, staffing processes and methods in team environments require modifications from the traditional approaches to selection. Before organizations go to the trouble and expense of modifying these procedures, however, it would be wise to examine whether the team initiatives are likely to be successful. Many teams fail because they are implemented as an isolated practice.¹²⁸ Thus, before overhauling selection practices in an effort to build teams, care must be taken to ensure the proper context for these environments in the first place.