

CIPS L3M4

Team Dynamics and Change

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Question: 1

Peter Scholtes developed a matrix which looks at the relationship between how much a leader is perceived to care, and how competent the leader is perceived to be. This matrix is often called the 'trust matrix'.

Based on Scholte's Trust matrix, which of the following terms would apply to a leader that the team thinks cares a lot, and is also very capable?

- A. Trust
- B. Distrust
- C. Affection
- D. Respect

Answer: A

Explanation:

This is regarded as the most effective place to be on the matrix, and it is labelled 'trust'.

In other words, the team trusts the leader a great deal because the leader is both competent and cares.

Question: 2

Giving employees the right to make modest decisions in an independent and self-directing way, on behalf of the organisation. Trusting employees to do the right thing, for example, when faced with a customer complaint.

- A. Entitlement
- B. Empowerment
- C. Endowment
- D. Endorsement

Answer: B

Explanation:

Empowerment enables some decision-making to be at the 'lowest level' of the organisation, often creating enhanced levels of customer and job satisfaction. Empowerment can sometimes include smallscale authority to commit modest funds. Empowerment can enable staff to 'own' a problem. The other terms shown are not relevant.

Question: 3

'Other people are only ever in it for themselves, and never act for honourable or unselfish reasons'.

- A. Skepticism
- B. Empiricism
- C. Cynicism
- D. Schism

Answer: C

Explanation:

A more extreme view than skepticism, not even allowing for honourable motives.

Such a person is a 'cynic'.

In the context of this course, such a person would be likely to resist change, perhaps believing that there are ulterior motives around the need for change.

Question: 4

Where an organisational internal customer / user deliberately circumvents the procurement function, and buys from an external supplier without following due procedure. This is commonly called:

- A. Compliant spend
- B. Tail spend
- C. Iceman spend
- D. Maverick spend

Answer: D

Explanation:

Maverick spend is outside of organisational procedure, and can undermine the benefits of professional procurement.

Maverick spend should be actively discouraged.

Question: 5

Management studies and experiments over several decades have found that increased participation of workers in decision-making about changes tends to lead to (choose one):

- A. Longer holidays / higher pay / more sunshine
- B. Never-ending debates / time-wasting / indecision
- C. Overcoming of resistance to change / increased co-operation and productivity
- D. Industrial stoppages / strikes / sabotage

Answer: C

Explanation:

Consultation and involvement have been shown to enhance the likelihood of co-operation with proposed changes, thus participation and consultation is one often effective method of overcoming resistance to change.

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