Team Building – Creating A Dynamic Interdisciplinary Team

Purpose:
This course is designed to help professionals, from a variety of backgrounds and disciplines, to create a cohesive team that works effectively and efficiently together to best serve the needs of our clients. The course will review the rationale for team building, including the benefits derived as well as the barriers that impede the development of an effective team. In addition, common characteristics of good team members are reviewed, including a team building exercise for each characteristic identified. After the learner completes the course, the course can be utilized to provide team building exercises to assist in developing a dynamic team at your workplace!

Learning Objectives:
1. Learners will be able to define an “interdisciplinary team” and understand the effect that a good team has on client centered care
2. Learners will be able to identify signs that their workplace may not be working as a team
3. Learners will be able to list steps to building a good team
4. Learners will understand research that identifies common characteristics of a good team
5. Learners will understand basic premises to developing team training
6. Learners will understand 10 individual characteristics of good team members
7. Learners will be able to lead their workplace in team building skills training

Outline:
I. Purpose
II. Introduction
III. Diagnosing Whether You Are Working As a Team
IV. Steps to Building a Good Team
V. Characteristics of Good Teams
VI. The Process of Team Training
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VII. Individual Characteristics Described and Illustrated
   A. Adaptable/Flexible
   B. Understands Each Team Members Role
   C. Cooperates/Collaborates
   D. Dependable
   E. Relational
   F. Knows How to Manage Conflict
   G. Solution Oriented
   H. Goes Beyond Expectations
   I. Creative
   J. Focus Driven

VIII. Summary

**Introduction:**
Many of us are familiar with the term “interdisciplinary team” or “health care team”. Are those merely terms we utilize or do they represent an integrated approach to serving our clients? Here is the definition given from a medical dictionary for an “interdisciplinary team”:

“a group that consists of specialists from several fields combining skills and resources to present guidance and information.” (Mosby, 2008)

There are a variety of disciplines that may be involved in a health care team: Nurses, Physicians, Social Workers, Therapists, Activity or Recreation Therapists and any number of other health care workers. Even within one department there may be a variety of disciplines. For example, in therapy departments one may have Occupational Therapists, Physical Therapists, Speech Language Pathologists and Respiratory Therapists. Sometimes a good team naturally forms due to similar personality traits and common shared values. Other times, due to a variety of factors, a good team may not form naturally, thereby leading to discord, poor communication and ultimately a decreased quality of care for the clients we serve. In other words, “teamwork is not an automatic consequence of co-locating people together (but) depends on a willingness to cooperate for a shared goal.” (Baker, 2006) As the health care environment focuses on becoming more cost effective and efficient it is important for all disciplines to work as a team in order to:

1) Understand the role of each discipline
2) Encourage effective communication
3) Prevent duplication of services
4) Ensure continuity of care

**Diagnosing Whether You Are Working As a Team**
Clients that we serve are looking for these characteristics in a good health care team. When health care providers do not work well together, these characteristics are lost. The following are statements that you may hear at your workplace. These are indicative of a staff that is not working together as a team:

- That will never work.
- Our last manager didn’t do it that way.
• I work in ___________________, so that’s not really my job.
• I hope she gets fired.
• Our Administrator/CEO never listens to us.
• The last shift was supposed to do that.
• If they make us do that, I’m quitting.
• Do I get a pay increase for doing that?
• I can’t, I’m on break.
• The problem around here is that we are short staffed all the time.
• They don’t pay me enough to do that.
• That’s her/his problem, he/she’s the ___________________. (Unit Manager, Administrator, DON, etc…)

What is it that impedes the process of developing a good team? Some of the things that may impede the development of good health care team can include:

1) “Turf Issues”
2) The structure of the organization (ex, team members do not see each other)
3) Financial pressures and incentives
4) Lack of knowledge or emphasis on developing a “team work” approach
   (Gardebring, 1996)

**Steps to Building a Good Team**
An article in Healthcare Financial Management states the initial steps to building a good team in an organization involves, first, that the group:

1) “Admits that it could function more effectively
2) Decides that it wants to improve its team effectiveness
3) Analyzes its team effectiveness against meaningful criteria
4) Discusses how it can better use it strengths and eliminate its weaknesses
5) Commits to implementing a team building plan; and
6) Regularly recycles its process” (Kazemek, 1991)

**Characteristics of Good Teams**
Health care teams are found in community environments, hospital and facility environments and in clinics, outpatient and day service environments. In spite of the variety of environments, a health care team involves some common characteristics. Following recommendations given by the Institution of Medicine (IOM) noting that teamwork amongst healthcare workers was an important aspect of efficiency and safety, a study was done by The Agency for Healthcare Research and Quality on what were some common characteristics of effective teams. The following table, lists 8 characteristics that were identified.

<table>
<thead>
<tr>
<th>Teamwork</th>
<th>Definition</th>
<th>Behavioral Examples</th>
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| **Team Leadership**    | Ability to direct and coordinate the activities of other team members, assess team performance, assign tasks, develop team | • Facilitate team problem solving
                                                                      |                                              | • Provide performance expectations and
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<td>**knowledge, skills and attitudes, motivate team members, plan</td>
<td><strong>acceptable interaction patterns</strong></td>
<td>• Remain vigilant to changes in the internal and external</td>
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<td>and organize, and establish a positive atmosphere**</td>
<td></td>
<td>environment of the team</td>
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<td></td>
<td></td>
<td>• Synchronize and combine individual team member contributions</td>
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<td></td>
<td>• Seek and evaluate information that impacts team functioning</td>
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<td></td>
<td>• Clarify team member roles</td>
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<td></td>
<td></td>
<td>• Engage in preparatory meetings and feedback sessions with the</td>
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<td>team</td>
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<tr>
<td><strong>Mutual Performance Monitoring (a.k.a., situation monitoring)</strong></td>
<td>The ability to develop common understandings of the team</td>
<td>• Identifying mistakes and lapses in other team members actions</td>
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<td>environment and apply appropriate task strategies in order to</td>
<td>• Providing feedback regarding team member actions in</td>
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<td>accurately monitor teammate performance</td>
<td>order to facilitate self-correction</td>
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<td><strong>Backup Behavior (a.k.a., mutual support)</strong></td>
<td>Ability to anticipate other team member's needs through</td>
<td>• Recognition by potential backup providers that there is a</td>
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<td>accurate knowledge about their responsibilities</td>
<td>workload distribution problem in their team</td>
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<td>The ability to shift workload among members to achieve balance</td>
<td>• Shifting of work responsibilities to under-utilized team</td>
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<td></td>
<td>during high periods of workload or pressure</td>
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<td><strong>Adaptability</strong></td>
<td>Ability to adjust strategies</td>
<td>• Completion of the whole task or parts of tasks by other team</td>
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| Based on information gathered from the environment through the use of compensatory behavior and reallocation of intra-team resources. Altering a course of action or team repertoire in response to changing conditions (internal or external) | Change has occurred, assign meaning to that change, and develop a new plan to deal with the changes
- Remain vigilant to changes in the internal and external environment of the team |
| **Shared Mental Models** | An organizing knowledge structure of the relationships between the task the team is engaged in and how the team members will interact |
| - Anticipating and predicting each other's needs
- Identify changes in the team, task, or teammates, and implicitly adjusting strategies as needed |
| **Communication** | Exchange of information between a sender and a receiver irrespective of the medium |
| - Following up with team members to ensure message was received
- Acknowledging that a message was received
- Clarifying with the sender of the message that the message received is the same as the intended message sent |
| **Team/Collective Orientation** | Propensity to take other's behavior into account during group interaction and the belief in the importance of team goal's over individual member's goals |
| - Taking into account alternative solutions provided by teammates and appraising that input to determine what is most correct
- Increased task involvement, information sharing, strategizing, and participatory goal setting |
The shared belief that team members will perform their roles and protect the interests of their teammates

- Information sharing. Willingness to admit mistakes and accept feedback

(Baker, 2006)

The Process of Team Training

Team building training has been shown to be one of the most effective ways to improve the performance of the team. Before engaging in team building in your own facility or organization, you must agree to the following strategies:

- Try to involve everyone in your “team” in the process. Each person’s contribution must be valued and encouraged
- Team building begins with the basic premise that each individual is different and those differences need to be recognized and affirmed
- No two teams are alike, so the current team you have will be inherently different from the team you may have had in the past
- If we belong to a team, we are each accountable for the actions of the team as a whole
- The team must be willing to look at the way they are doing things and agree to look for more effective ways to become “interdependent”
- We must learn more about the various aspects of our current team processes in order to make changes for the future
- It is sometimes helpful to have an “outsider” to help you build an effective team
- Team building is a continuous process and does not end with the end of a team building “session”
- “Team” is more about attitude and less about structure (Marshall House, 2005)

Individual Characteristics of Good Team Members Explained and Illustrated

The following are descriptions of important characteristics of good team members for you to consider when looking at your own contribution to the “interdisciplinary team”. They are similar to the characteristics identified as important to good teams, yet are focused on the individual. In addition, there is an exercise included to illustrate each characteristic that can be used in your work setting with your co-workers. (I usually have the group do the exercise first and then introduce the team member characteristic).

Characteristic #1 - A good team member is ADAPTABLE/FLEXIBLE

“Be firm on principle but flexible on method.” Zig Zigler

Being adaptable is an important characteristic of a good team member. Many of us have heard the saying, “Blessed are the flexible, for they shall not get bent out of shape.” Do you have a difficult time making changes? If improving “the team” and the care given to your clients requires you to change something you do, how do you react? “That will never work“, or “I’m not going to do it that way“. Or is your reaction “Hey, let’s try it and see if it works”. Sometimes change is forced, for example, budgets are cut or
policies are changed from upper management and sometimes we, ourselves have initiated the change. Either way, it can incur resistance. A good team member is adaptable. That means they can be taught new things and they are willing to change. Sometimes that may mean doing the same thing with lesser resources. People who resist change are usually un-teachable and detract from the team. It is important that you continue to learn because that will inspire you to continue to adapt to the changing environment that we all work in.

Think about it:
Are you rigid at work? Do you show up at meetings and already have your mind made up? What was the last change that occurred in your work setting? How did you respond? Did your response show a person who is adaptable and willing to learn a new way to do something?

To illustrate this characteristic in your workplace, do the following exercise:
Have the group form pairs of 2. Each set of partners are instructed to face their partner and make sure they know what they look like (15-20 seconds). Next, the partners are instructed to stand back to back. They are then both told to change 4-5 things about their appearance (example, take earrings off). They then are told to turn back and face each other and try to identify all the changes. Discussion - How many of you had a difficult time making changes? How many of you, after the exercise, have now changed everything back to the way it was before the exercise? Most people naturally resist change!

Characteristic #2 – A good team member must UNDERSTAND EACH TEAM MEMBERS ROLE

“Dependent people need others to get what they want. Independent people can get what they want through their own efforts. Interdependent people combine their own efforts with the efforts of others to achieve their greatest success.” Steven Covey

Individuals must be utilized to their fullest potential and that means understanding what they have to offer to the team. It is not unusual for people to feel a sense of frustration if they are not being used to their fullest potential. We must understand that each individual has their strengths and weaknesses and at times, we may need to admit our own insufficiency and defer to someone else’s expertise on the interdisciplinary team.

Think about it:
Do you understand what all the members of your team do? Do you know what they are good at and the areas that they may need support? Do you ever call on someone else to help who you feel has expertise in an area that you are weaker in?

To illustrate this characteristic in your workplace, do the following exercise:
Have the group divide into teams of 2, preferably with a person from a different discipline or job responsibility. One partner will share what a typical work day is like (you might encourage the person to describe the previous day if they worked that day).
When that person is done, the other person is given an opportunity to share their typical workday. You could have them switch partners and repeat the exercise with someone else. (Miller, 2004)

**Characteristic #3 - A good team member COOPERATES/COLLABORATES**

"I not only use all of the brains I have, but all I can borrow." Woodrow Wilson

Great challenges require great teamwork. You must see your co-workers not as competitors, but as people who you cooperate with. When competition develops between co-workers, behaviors such as withholding information, not offering to help another person, or only volunteering to do something if you will be noticed for it can be the result. There is so much more we can do for our clients if we work together. Offer to help the other person succeed and you will succeed also. Cooperation is always a win-win situation.

Think about it:
Is cooperation a daily experience in your work setting? Between all disciplines? Is there a structure in place that encourages collaboration? What are ways that you can increase the cooperation and collaboration that occurs in your work setting?

To illustrate this characteristic in your workplace, do the following exercise:
Give each person a copy of the “Picture Wordies” (Appendix 1) and have them come up with as many answers as they can in a 2-3 minute time frame. Describe it as a “competition” between individuals. After a few minutes, go over the answers while having them “score” the number each person got right. See who got the most right and applaud their effort. Finally, figure out how many between the entire group were gotten right. Many times it is more than any single individual got right. Discuss how cooperating on the task may have made it easier for most people. (Wordies on the Web, 2008)

**Characteristic #4 - A good team member is DEPENDABLE**

“You are already of consequence in the world if you are known as a man of strict integrity. If you can be absolutely relied upon; if when you say a thing is so, it is so; if when you say you will do a thing, you do it; then you carry with you a passport to universal esteem.” Glenville Kleiser

It is extremely important to a team to have dependable people on it. You know when you have dependable people and you know when you don’t! When you don’t do your part the whole team fails. Not only are you committed to serving the clients in your workplace, you are also committed to your co-workers. When you procrastinate, waste time, or neglect to do what you said you would do everyone is affected. Common courtesy such as being punctual and showing up for work on scheduled days are important to the whole team.
Think about it:
When you say you are going to do something do you follow through? In a timely fashion? Ask yourself, are your “team-mates” able to depend on you?

To illustrate this characteristic in your workplace, do the following exercise:
For those who would like to try, have 2 people partner together and sit on the floor back to back. The partners are to link arms together (hooked by their elbows) and then they are to try to stand up. It will take a little time, but someone will figure out how to do it. Discussion - Those who were successful at this exercise had to depend on the other person a great deal. You could not do it on your own!

Characteristic #5 - A good team member is RELATIONAL

“Feelings of worth can flourish only in an atmosphere where individual differences are appreciated, mistakes are tolerated, communication is open, and rules are flexible - the kind of atmosphere that is found in a nurturing family” Virginia Satir

Putting energy and effort into relating to your co-workers is important. It doesn’t mean you have to be best friends with everyone, but getting along with others is a key to any team (job). You must have open communication with others on the team. When communication is guarded, the team does not function properly. (The most common reason that people give for leaving a job is an inability to get along with a person or persons at the jobsite!) Remember to not be critical of your co-workers and to always give them the “benefit of the doubt” if they are having an “off” day.

Think about it:
Is there any resentment between you and others on the interdisciplinary team? If you have a difficult person that you must work with, have you put effort into developing that relationship? Who do you need to improve your communication with?

To illustrate this characteristic in your workplace, do the following exercise:

To illustrate this characteristic, have the group get in parallel lines - with equal numbers - facing each other. Have pre-selected questions to ask, for example,
What is one of the best books you have ever read?
What was the greatest vacation you ever went on?
What is your favorite food to eat?
What is a nickname you have or had in the past?
What is your most prized possession?
What do you love about your job?
Etc….

Ask one of the questions and have them share their answer with the person they are facing. Then say “rotate” to the group and have one line move down one person, so that they are now facing a different person and they are to share their answers to that same question. (If you want to do this exercise more “free form” you could have them spaced with a partner randomly around the room and when you say “rotate” they randomly move
to another partner and share their answers with each other.) After they have shared the answer to the first question with a variety of people, change the question and continue in the same manner until you feel the group is sharing information and relating well with one another.

**Characteristic #6 – A good team member knows HOW TO MANAGE CONFLICT**

> “Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude.”

William James

It is not that a good team will never have a conflict. Conflict is inevitable as many people with differing opinions and ideas come together. So a good team does not necessarily try to avoid conflict but rather to recognize and deal with it in a constructive way. When teams do not effectively deal with conflict the result can include low morale, withdrawal, lack of involvement, condescension, depression, anger, and practitioner "burn-out." You have to be willing to sometimes make a compromise. Conflicts should never become personal so there should never be personal attacks or vendettas. We must have mutual respect for one another and then see conflicts as simply a part of the decision making process.

**Think about it:**
What was the last conflict that you were involved in at work? Did you deal with it constructively or did you react with hostility or possibly “sweep it under the rug”. Have you allowed conflict to cause you to withdraw or feel “burned out”?

**To illustrate this characteristic in your workplace, do the following exercise:**
Tell people to assume the arm-wrestling position with the person sitting next to them. State "Your job is to get the back of the hand of the other person down as many times as possible," "Count how many times you get it down in the next 30 seconds." Wait five seconds, then say "go." Typically, about two thirds of the class struggle to slam down their partner's hand and to resist their partner's attempts to do the same. Such a pair expends a lot of energy to defeat their partner and scores only one or two points between them. Some of the partners may figure out that if they offer no resistance to each other, but swing their arms easily back and forth, they can accumulate about 50 points working together. Discuss the importance of working together to resolve conflict as opposed to resisting one another. (Morton, 2002)

**Characteristic #7 - A good team member is SOLUTION-ORIENTED**

> "Each problem has hidden in it an opportunity so powerful that it literally dwarfs the problem. The greatest success stories were created by people who recognized a problem and turned it into an opportunity.” Joseph Sugarman

Most people can see the problems that we have. That really doesn’t take a genius to point out the problems. It doesn’t take any special talent or ability either. It also is not helpful
to just point out and/or complain about a problem. Dale Carnegie, an influential author and motivator states, “Any fool can criticize, condemn and complain……and most fools do.” (Ferguson, 2004) But someone who looks for a solution………that is a difference maker! We need team members who look for the solutions to the problems. Don’t use the excuse that it is somebody else’s job (usually “higher ups” or corporate) to solve the problem. It is every team member’s responsibility! Problems can usually be solved! Determine to not give up until you find the solution!

Think about it:
What is a current problem that you have in your workplace? Has there been an effort to solve it together? How have you solved problems in the past?

To illustrate this characteristic in your workplace, do the following exercise:

To illustrate this characteristic ask the group what is a current problem they have as a staff (preferably one directed at caring for their clients). For example, they may say it is too many chair alarms going off so they can’t get their work done, or possibly a problem with a current client, such as John is urinating in the plants. (Try to steer them away from the typical problem statement of “We don’t have enough staff”). Select one of the problems that most of the staff seem to agree is a definite problem. Write the problem on the top of a sheet of paper. Then pass the paper around the room and have each staff member write down what they think might be a way to solve the problem. When they have written their solution, they are to fold the paper over so that their solution can’t be seen and pass the paper to the next person. Tell them, it doesn’t have to be a way that they know will work, it just has to be a suggestion! Again, remind them to refrain from writing “more staff” as a solution. (Miller, 2004)

Characteristic #8 - A good team member will GO BEYOND EXPECTATIONS

“Excellence is the gradual result of always striving to do better.”  Pat Riley

Many times we need to go beyond what is expected of us. If you only do just what is “expected” of you, your clients will not receive the superior quality of care that they need and deserve. It is those little extra things that you do that make a huge difference in your clients’ lives! Next time you are asked to do something, reach a little further, do the little bit extra and see how it impacts your work and your client’s quality of life!

Think about it:
What are the little “extra” things you do for your clients? Can you think of a time recently when you went beyond just was expected of you for a client? What was their reaction? What are other things that you could do that would represent going beyond expectations?

To illustrate this characteristic in your workplace, do the following exercise:

To illustrate this characteristic ask for a volunteer from the group to help you out. The
A volunteer will come to the front of the room somewhere near a wall or post. You will instruct them to reach up the wall as high as they can. Have a pencil ready so you can make a small mark on the wall where the tips of their fingertips reached. Have them relax and take their arm down. Now using the same volunteer ask them to see if they can reach a little bit higher than they did before. Make a mark where they reached the second time. 99% of people will be able to reach higher this second time!

**Characteristic #9 - A good team member is CREATIVE**

> “Creativity is allowing yourself to make mistakes.” — Scott Adams

A team that functions well is one that encourages creativity. An ineffective team is one that always follows the “tried and true formula”. Try experimenting with different methods and procedures. Don’t be afraid to try new and creative things. Sometimes a new way will work and sometimes it won’t. That’s okay. That is the way you find better ways to do things. In other words, it is important to be able to “think outside the box”. Just because you have never done something that way before, don’t assume it won’t work…..give things a try!

Think about it:
What “system” do you have in your workplace that needs a fresh approach? Think about some creative ways to change the system that might improve client satisfaction or client outcomes. Now give it a try!

To illustrate this characteristic in your workplace, do the following exercise:

Make sure everyone has a pencil and hand out a Nine Dot Puzzle (pictured below and easy to draw on a piece of paper). Instruct the staff to connect all the dots in the puzzle with only 4 straight lines drawn without lifting the pencil off of the paper. Have staff work on the puzzles individually. If anyone solves the puzzle, instruct them to not let others see the solution. After a specified period of time (don’t let it go too long where people get bored and/or frustrated), share the solution with them. Following the exercise discuss the importance of “thinking outside the box”.

![Nine Dot Puzzle](image1.png)

Puzzle

![Nine Dot Solution](image2.png)

Solution
Characteristic #10 - A good team member is FOCUS DRIVEN (Client Centered Focus)

“People often complain about lack of time when lack of direction is the real problem.” Zig Zigler

We can get sidetracked if we are not careful. We can get lost in the process of caring for our clients needs and sometimes confusion or disagreement results just in the day to day process of doing our job. We may disagree on what a successful outcome for a particular client looks like. For example, one person feels that an individual needs more aggressive treatment and another feels that care should be minimal if any at all. Don’t let that allow you to lose your focus! Look at the big picture….what are we here for? Our mission and goal is to provide the best care that we can for our clients. Keep that in mind as you go throughout your day. You are going to encounter problems and small difficulties. You are sometimes going to be frustrated or at a loss for what to do……but keep the big picture/the goal in mind……working as a team to give the best possible care and the best quality of life to our clients. Keep that as your focus!

Think about it:
What is distracting your focus right now at work? What steps do you need to take to regain your focus?

To illustrate this characteristic in your workplace, do the following exercise:

Pass out A Simple Test sheet (Appendix 2). This is a timed test so give the staff about 3 minutes to take this simple test. Then review the answers together. Many people will have missed several of the questions because their focus was wrong. Either they didn’t read the question well enough or they tried to make it more difficult than it actually was or maybe something else interfered with their focus. (Scannell, 1994)

Summary:

A good team process is an important part of any interdisciplinary team. Sometimes that occurs naturally, but more often than not, there must a commitment to the development of a good team process. It may start at the highest level of an organization and then be filtered down to every layer of the organization, or it can start with you. This course was designed to help you begin to think about your own characteristics that contribute to the development of a good team, as well as encouraging you to be a catalyst for the development of a good team amongst your co-workers. The end result of this effort is to provide the best possible care to our clients through a coordinated and integrated team approach.
Bibliography:


Quotes were retrieved from the following locations:

http://www.quotationcollection.com/tag

http://www.learningtogive.org
Appendix 1 - Picture Wordies

(What common phrase does the picture represent? Write your answer under the picture)

1. SAND
2. calm storm
3. abg
4. reality

5. IDEA
6. HARMONY
7. hisiii
8. 955

9. speak
10. speak
11. sigh
12. snow, wind, rain feeling

Source:
Solutions:

1. Sand Box
2. Calm before the storm
3. Mixed bag
4. Reality check
5. Big idea
6. Three part harmony
7. Circles under his eyes
8. Nine to five
9. Double speak
10. Cheerios
11. No end in sight
12. Feeling under the weather

Source:
Appendix 2 – A Simple Test (How Sharp Are You?)

1. Being very tired, a child went to bed at 7:00 o'clock at night. The child had a morning piano lesson, and therefore wound and set the alarm clock to ring at 8:45. How many hours and minutes of sleep could the child get?

2. Some months (like October) have 31 days. Only February has precisely 28 (except in a leap year). How many months have 30 days?

3. A farmer had 18 pigs, and all but 7 died. How many were left?

4. Divide 50 by 1/3, and add 7. What is the answer?

5. What is the minimum number of active baseball players on the playing field during any part of an inning? Maximum?

6. What four words appear on every denomination of U.S. currency?

7. If a physician gave you 5 pills and told you to take 1 every half-hour, how long would your supply last?

8. If you had only one match and entered a cold, dimly-lit room where there was a kerosene lamp, an oil heater, and a wood-burning stove, which would you light first?

9. Two women play checkers. They play five games without a draw game and each woman wins the same number of games. How can this be?

10. What word is mispelled in this test?

Source:

Solution to A Simple Test:

1. 1 hour, 45 minutes.
2. 11 months (all but February).
3. 7 pigs lived.
4. 157 (3 x 50, +7).
5. 10 (9 fielders + 1 batter); 13 (9 + 1 batter + 3 base runners). Add 1 if you count the on-deck batter.
6. "In God We Trust," or "United States of America.
7. Two hours (now, + 4 half-hours).
8. The match.
9. They aren't playing each other.
10. "Mispelled" is misspelled.

Source: