Chapter 1: Developing Leadership Behavior and Management Skills

1. The form of leadership in which the leader motivates followers to perform at their full potential by influencing changes in perceptions and by providing a sense of direction to the group is known as: A) Situational leadership  
   B) Transformational leadership  
   C) Great Man leadership  
   D) Servant leadership

2. You are in charge of a group of 14 people (10 [2 are ill] nursing assistants and 4 RNs) caring for 88 nursing home residents. Today's care must be completed by 1:30 PM because of a special event involving most of the employees. Which management style will probably work best in this situation?  
   A) Authoritarian  
   B) Coercive  
   C) Democratic  
   D) Laissez-faire

3. Which of the following will help you as you work at developing a leadership style and is a practical step to take? A) Identify a role model.  
   B) Complete some personal inventory tests such as the Myers-Briggs.  
   C) Wait for input from others, especially your immediate supervisor.  
   D) Discuss a number of different styles with friends to see which they believe would work best for you.
4. You are a nurse on a busy day-surgery unit. You will have a new unit manager beginning Monday. What behavior on your part would best demonstrate that you intend to be an effective follower?  
A) Never overstep your role by making suggestions.  
B) Keep quiet about your personal preferences and simply follow the new manager.  
C) Set personal goals that fit into your unit goals.  
D) Do not bother the new manager with questions but take them to a trusted coworker.

5. Michael Schott, RN, serves as the chair of the Nursing Practice Committee for the hospital. The meetings do not have a planned agenda; members of the committee who are interested in a particular topic feel free to suggest it and then to lead the subsequent discussion. His leadership style could be termed _________________.

6. Your clinical supervisor empowers others to act by delegating authority for decision making. Which form of leadership involves such behaviors?  
A) Transformational leadership  
B) Servant leadership  
C) Laissez-faire leadership  
D) Autocratic leadership

7. How might one define leadership?  
A) Leadership is the process of planning, organizing, directing, and controlling activities.  
B) Leadership is the process of guiding, teaching, motivating, and directing others.  
C) Leadership is the process by which the leader shares power with others.  
D) Leadership is the process of interviewing, hiring, and firing personnel.

8. What is a synonym for power?  
A) Coercion
B) Potency
C) Predilection
D) Inclination

9. When assessing your own effectiveness as a leader, what is it important to look at?
   A) How much education you have had
   B) How you set your personal goals
   C) How well the rest of the staff likes you
   D) How you interact with others

10. Your new unit manager states that his management style is multicratic. What behavior would you expect him to exhibit?
    A) Uses several forms of democratic management techniques and tools
    B) Adjusts his or her management style to the situation at hand
    C) Develops the role of the follower to enhance his or her own role
    D) Chooses a management style and sticks to it

11. When we attempt to get others to act in a particular manner by creating obligations, through pressure tactics or other coercive behaviors, it may be termed ______________.

12. An important characteristic of both leadership behaviors and management skills is that they can both be __________.

13. How does leadership differ from management?
    A) Leadership involves having the ability to influence others.
    B) Leadership involves coordination and integration of resources.
    C) Management does not involve guiding, teaching, and motivating behaviors.
    D) Leadership is usually an appointed position.
14. A new staff nurse has been on the unit for 2 weeks. The manager states that this nurse is an effective follower. What characteristic of the staff nurse would the manager base that statement on? (Select all that apply.) A) The staff nurse is intelligent. B) The staff nurse is enthusiastic. C) The staff nurse participates in pursuit of organizational goals. D) The staff nurse gets along well with other staff members. E) The staff nurse never calls in sick.

15. You are the charge nurse on a unit that empowers its staff members. What action could you take to empower a nursing assistant with whom you work? A) Encourage the nursing assistant to have input into decisions regarding a patient's care. B) Give the nursing assistant explicit instructions on how to care for her patients. C) Let the nursing assistant bring you a list of what care needs to be given to the patients. D) Accompany the nursing assistant every time she gives care to a patient.

16. You are teaching a class on nursing theory and you know it is important to be able to tie nursing theory to nursing situations. What would you tell your class about the research into behaviorist theories when it is applied to nursing situations? A) Research demonstrates the relationship between the work environment and positive patient outcomes. B) Research has demonstrated that staff nurses are less likely to participate in organizational goals. C) Research has demonstrated that patient outcomes are less positive as the work environment becomes more conducive to teamwork. D) Research has demonstrated that turnover of staff increases as staff satisfaction decreases.
17. A nurse manager also serves as a leader in delivering patient care. This same nurse also has an important responsibility as a __________.

18. On an empowered unit, what is a factor when assigning tasks to staff?
   A) Autonomy/support
   B) Independence/role modeling
   C) Motivation/personal goals
   D) Cooperation/delegation

19. What is a required skill in a good manager?
   A) Ability to give independence to staff
   B) Ability to make staffing plans
   C) Ability to empower others
   D) Ability to balance budget

20. What factors do organizations use to gauge your ability to provide direction to others or to bring about change? (Select all that apply.)
   A) Reputation
   B) Power
   C) Influence
   D) Seniority
   E) Influence tactics

Answer Key

1. B
2. A
3. A
4. C
5. Laissez-faire
6. A
7. B
10. B
11. Unethical
12. Learned
13. A
14. A, B, C
15. A
16. A
17. Follower
18. A
19. C
20. B, C, E