Chapter 1: The Phenomenon of Leadership: Classic/Historical and Contemporary Leadership Theories

Multiple Choice
Identify the choice that best completes the statement or answers the question.

_____ 1. Which leadership theory stresses the significance of the environment or circumstance, notes that the leader emerges but is not necessarily chosen, and gives little recognition to followers?
1. Trait theory
2. Modern theory
3. Situational theory
4. Great man theory

_____ 2. A new nurse manager on the surgical unit is organizing a team. Which team member will be most beneficial to achieve a high level of creativity?
1. A scrub nurse
2. A medical nurse
3. A surgical nurse
4. A circulating nurse

_____ 3. A nurse manager is using idealized influence to motivate staff. Which technique is the nurse manager using?
1. Increasing the staff's confidence and trust
2. Teaching the staff to be goal-oriented and responsible
3. Encouraging creativity and new approaches to problems
4. Assisting staff to continue working hard and self-actualize

_____ 4. A nurse is using the "4-D" cycle of appreciative inquiry. Which "D" should the nurse use?
1. Daring
2. Design
3. Decisive
4. Determined

_____ 5. Which major factors in health care are creating the need for new leaders?
1. Chaos, uncertainty, unpredictability, and constant change
2. Health-care reform, politics, violence, and surplus resources
3. Inferior technology, mergers, acquisitions, and one's legal scope of practice
4. Too many workers, not enough work, unprepared employees, and technology

_____ 6. In the humanbecoming leading-following model proposed by Parse (2009), what are the three major components?
1. Goals, followers, and resources
2. Strategy, goals, and outcome evaluation
3. Vision, willingness to risk, and reverence for others
4. Trust, hierarchical power, and nonjudgmental attitude

_____ 7. A theory of leadership proposed by Heifetz (2009) focuses on which component?
1. The extent to which leaders disturb the equilibrium
2. The extent to which leaders and followers are friends
3. The extent to which leaders' traits and personalities are emphasized
4. The extent to which leaders can recruit followers to embrace their vision

_____ 8. A nurse thinks that a turning schedule will be beneficial for a patient to prevent pressure ulcers. Before implementing the turning schedule, the nurse considers using a special mattress. Which technique did the nurse use?
1. Self-awareness
2. Relational transparency
3. Internalized moral perspective
4. Balanced information processing

_____ 9. A nurse identifies a leader as one who is above average height and weight, has superior judgment, is decisive, and has self-confidence. Which theory did this nurse use to identify a leader?
1. Trait theory
2. Situational theory
3. Great man theory
4. Contemporary leadership theory

_____ 10. According to Max Mckeown, what does _innovation + strategy about shaping the future_ equal?
1. Leadership
2. Adaptability
3. Positive turbulence
4. Disturbing equilibrium

_____ 11. A nurse is working in an agency that focuses on the six freedoms. In which type of environment is the nurse working?
1. Social model
2. Complexity theory
3. Appreciative inquiry
4. Eastern vs. Western leadership

_____ 12. Which population group ranked higher on empowering?
1. Anglo leaders
2. European leaders
3. Middle Eastern leaders
4. Southeast Asian leaders

_____ 13. According to _The Future of Nursing: Leading Change, Advancing Health,_ which category of nurses should be prepared to lead?
1. All
2. Some
3. None

    4. Just a few

14. In Phase IV of the Quality and Safety Education for Nurses (QSEN), which degree should nurses obtain?
    1. Vocational
    2. Associate's
    3. Bachelor's
    4. Diploma

15. Which important aspect of leadership is often overlooked?
    1. Leaving early
    2. Having alone time
    3. Working with a team
    4. Taking vacations with family

16. A nurse on a busy unit goes to the park after work and thinks about the day at work before returning home. Which authentic leadership trait did the nurse display?
    1. Integrity
    2. Self-reflection
    3. Relational transparency
    4. Internalized moral perspective

17. Which is necessary for a leader to be successful in health care's volatile environment?
    1. Being stagnate
    2. Being inflexible
    3. Enjoying the present
    4. Always compromising

18. Which nurse has an innovative leadership characteristic?
    1. A nurse with a personal vision
    2. A nurse with faith in the physicians
    3. A nurse with a strong profit/cost focus
    4. A nurse with fierce loyalty to the organization

19. A nurse manager uses an assessment tool to identify eight practices, such as sensing and envisioning, and uses observations to identify personality characteristics to identify new nurses for leadership positions. Which two theories did the nurse manager blend?
    1. Complexity theory and situational theory
    2. Innovative leadership theory and trait theory
    3. Appreciative inquiry theory and great man theory
    4. Transformational leadership theory and ethical leadership theory

20. Which information from a nurse indicates a correct understanding of leadership theories?
    1. Successful leadership is authority.
    2. There is a clear definition of leadership.
    3. Leadership is multidimensional and multifaceted.

    4. Effective leadership and ineffective leadership can be identified easily.

____ 21. A nurse is asked by a coworker how authentic leadership differs from ethical leadership. How should the nurse respond?
    1. "A strong self-awareness is needed with ethical leadership."
    2. "High moral standards are needed solely for ethical leadership."
    3. "Good communication skills are needed with authentic leadership."
    4. "Disturbing the equilibrium is associated with authentic leadership."

____ 22. According to the Institute of Medicine (IOM), which type of leadership should be used to increase patient safety and decrease health-care errors?
    1. Trait
    2. Great man
    3. Situational
    4. Transformational

____ 23. A nurse manager uses four processes, one of which includes individualized considerations, and enjoys the "messiness" of social processes to help new nurses "step up" to leadership positions. Which two theories did the nurse blend?
    1. Transformational theory and complexity theory
    2. Appreciative inquiry theory and authentic leadership
    3. Trait theory and humanbecoming leading-following model
    4. Contemporary leadership theory and classic leadership theory

Multiple Response
Identify one or more choices that best complete the statement or answer the question.

____ 24. A manager is teaching the staff about contemporary leadership theories. Which topics will the nurse stress in the teaching session? *Select all that apply.*
    1. Dyadic
    2. Relational
    3. Head-down approach
    4. Complex social models
    5. Individual leader qualities

____ 25. A nurse manager is using Denning and Dunham's (2010) practices to innovatively lead the medical-surgical unit. Which practices will the nurse manager demonstrate? *Select all that apply.*
    1. Sensing
    2. Leading
    3. Embodying
    4. Dreaming
    5. Following

Chapter 1: The Phenomenon of Leadership: Classic/Historical and Contemporary Leadership Theories
Answer Section

MULTIPLE CHOICE

1. ANS: 3
   Page: 3
   Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.
   Difficulty: Moderate
   Heading: Situational Theories
   Integrated Processes: Communication and Documentation
   Client Need: Safe and Effective Care Environment: Management of Care
   Cognitive Level: Application [Applying]
   Concept: Management

	Feedback
1	Incorrect because trait theory is focused only on the characteristics of the leader.
2	Incorrect because modern theories of leadership focus on followers, situation, and leader.
3	Correct because situational theory includes the environment and emphasizes that the leader is not necessarily chosen but evolves.
4	Incorrect because great man theory stresses only the leader.

   PTS: 1   CON: Management

2. ANS: 2
   Page: 4
   Objective: 4. Analyze how nurses can use a combination of classic and contemporary theories of leadership to strengthen their success as leaders of the health-care team, within institutions, and for the profession.
   Difficulty: Difficult
   Heading: Relational and Social Models
   Integrated Processes: Documentation and Communication
   Client Need: Safe and Effective Care Environment: Management of Care
   Cognitive Level: Analysis [Analyzing]
   Concept: Collaboration: Communication: Management

	Feedback
1	Incorrect because this would produce a homogenous group; a heterogeneous group produces creativity.
2	Correct because to achieve a high level of creative thought it is necessary to bring together groups of people with different levels of expertise.
3	Incorrect because this would produce a homogenous group; a heterogeneous group produces creativity.

4	Incorrect because this would produce a homogenous group; a heterogeneous group produces creativity.

PTS: 1   CON: Collaboration: Communication: Management

3. ANS: 1
Page: 4
Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.
Difficulty: Moderate
Heading: Transformational Leadership
Integrated Processes: Communication and Documentation
Client Need: Safe and Effective Care Environment: Management of Care
Cognitive Level: Application [Applying]
Concept: Nursing Roles: Collaboration: Communication: Management

	Feedback
1	Correct because with idealized influence the leader assists the follower to increase confidence, respect, and trust.
2	Incorrect because inspirational motivation involves teaching the follower to be empowering, goal-oriented, and responsible. Idealized influence involves the leader assisting the follower to increase confidence, respect, and trust.
3	Incorrect because intellectual stimulation involves assisting the follower to be creative, expand on ideas, and find new approaches to solve problems. Idealized influence involves the leader assisting the follower to increase confidence, respect, and trust.
4	Incorrect because individualized consideration includes assisting the follower to increase self-esteem, continue working hard, and self-actualize. Idealized influence involves the leader assisting the follower to increase confidence, respect, and trust.

PTS: 1   CON: Nursing Roles: Collaboration: Communication: Management

4. ANS: 2
Page: 8
Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.
Difficulty: Moderate
Heading: Appreciative Inquiry
Integrated Processes: Communication and Documentation
Client Need: Safe and Effective Care Environment: Management of Care
Cognitive Level: Application [Applying]
Concept: Nursing: Nursing Roles: Collaboration: Management

	Feedback
1	Incorrect because daring is not a component.

2	Correct because the "4-D" cycle of appreciative inquiry includes discovery (appreciating what is), dream (imagining what might be), design (determining what should be), and delivery/destiny (creating what will be).
3	Incorrect because decisive is not a component.
4	Incorrect because determined is not a component.

PTS: 1   CON: Nursing: Nursing Roles: Collaboration: Management

5. ANS: 1
   Page: 1
   Objective: 1. Examine the multiple aspects of the phenomenon of leadership.
   Difficulty: Moderate
   Heading: Introduction
   Integrated Processes: Communication and Documentation
   Client Need: Safe and Effective Care Environment: Management of Care
   Cognitive Level: Application [Applying]
   Concept: Health-Care Systems: Management: Quality Improvement

	Feedback
1	Correct because these chaotic, unpredictable, uncertain, and constantly changing times are calling for new leaders even though "being an effective leader in today's tumultuous world is almost impossible."
2	Incorrect because there is not a surplus of resources.
3	Incorrect because technology in health care is not inferior.
4	Incorrect because there are not enough workers, there is too much work, and technology is a positive feature.

PTS: 1   CON: Health-Care Systems: Management: Quality Improvement

6. ANS: 3
   Page: 8
   Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.
   Difficulty: Moderate
   Heading: HumanBecoming Leading-Following Model
   Integrated Processes: Caring
   Client Need: Safe and Effective Care Environment: Management of Care
   Cognitive Level: Application [Applying]
   Concept: Nursing: Nursing Roles: Collaboration: Communication: Management

	Feedback
1	Incorrect because Parse does not mention any of these ideas as her components.
2	Incorrect because Parse does not mention any of these ideas as her components.
3	Correct because Parse defines these three components as what constitutes her model.
4	Incorrect because Parse does not mention any of these ideas as her components.