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Chapter 2

Type: true-false			
Title: Trait Theory—Description, Analysis, and Use			
1)	**A trait is a quality or attribute that appears to mean that a leader who is successful in one situation could lead in all other situations. Is this the definition of a trait?**		
Incorrect	**a.#**	True	**Feedback:** This response refers to the work of Gardner, who looked at traits in order to consider what leadership traits might be. This is not a definition of a trait but the identification of aspects of a person that Gardner sought out in order to consider in terms of traits that might be relative to leadership. **Page reference:** 22
Correct	**b.#**	False	**Feedback:** **A trait is defined as habitual patterns of behaviour, thought, and emotion.** This is the definition of a trait provided by Saul Kassin (2003). **Page reference:** 22
END OF QUESTION			

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Type: Multiple Choice		
Title: Purpose of Trait Theory		
2)	**Within trait theory, how does the identification of traits relate to leadership behaviour?**	
Incorrect	**a.#**	Trait theory takes differing styles of leading in terms of the person's conduct which demonstrate that leadership is pre-determined by the heritage of the individual in terms of genetic heritage
Feedback: Trait theory does not deal with leadership styles so whilst there may be some links to the individual's personality based upon inherited pre-disposition, traits are not styles of leadership as this is a different area of leadership theory. **Page reference:** 25-27		
Correct	**b.#**	Trait theory is an attempt to link an individual's personality with leadership behaviour and suggests that leaders are born rather than 'made'.
Feedback: This is the definition of trait theory provided within the chapter. It is used to link the use of traits towards historical ideas about performance and genetic predisposition. **Page reference:** 25-27		
Incorrect	**c.#**	The identification of traits in an individual leader allows the matching of their approach to different situations. It provides their proficiency to consider the emotions of others in a workplace in terms of their wellbeing
Feedback: There are no definite links in trait theory between the identification of a trait and the wider ability to consider the wellbeing of others in the workplace. Whilst some traits may lead towards a greater empathy for others within the workplace, situational leadership theories deal with the interpretation of the situation and possibility of a changing leadership approach based in the situation. Emotional intelligence might be considered something that leaders might have or develop but this response extends the consideration of nature of traits outside the normal interpretation of trait theory in its simple consideration of the personality of a leader. **Page reference:** 25-27		
Incorrect	**d.#**	Trait theory allows you to identify an individual in terms of their correct traits to complete a future task and know with certainty that they will be successful in their leadership role over time in the future.
Feedback: The overriding problem of leadership theory is the inability to predict whether an individual will be successful in differing situations and contexts in the future. If a common link could be established by identifying 'correct' traits then both the identification of potential new leaders could be nurtured and the development of leaders would be much more effective but the difficulties of linking traits and their 'correct' application is a weakness of Trait theory. **Page reference:** 25-27		
END OF QUESTION		

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Type: Multiple Choice		
Title: Purpose of Trait Theory		
3)	**Trait theorists have had historical prominence in the understanding of leadership. Trait theorists believe that an individual's behaviour can be explained by an understanding of their traits** **What is the basis of trait theory in terms of the indication of individual's actions?**	
Incorrect	**a.#**	Traits can be defined as motives or gut reactions and feelings which can be observed to indicate an individual's leadership style in differing situations
Feedback: This is the incorrect response since it deals with leadership style theory rather than Traits **Page reference:** 25-27		
Correct	**b.#**	Traits can be defined as habitual patterns of behaviour, thought, and emotion which can be observed to influence an individual's behaviour
Feedback: This is the correct response since it **Page reference:** 25-27		
Incorrect	**c.#**	Traits can be considered as attributes in terms of intelligence which can be observed to indicate how well they know their emotional behaviours
Feedback: This is the incorrect response since it introduces the notions of links between intelligence and emotion but which is not part of trait theory, **Page reference:** 25-27		
Incorrect	**d.#**	Traits can be defined as approaches towards different situations which can be observed based upon their age or gender
Feedback: This is the incorrect response since it addresses age or gender factors which are not traits. **Page reference:** 25-27		
END OF QUESTION		

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Type: Multiple Choice		
Title: Type Theory		
4)	**Type theory means we can post individuals into certain categories and make assumptions about their likely response to a given stimulus. Type theory enables researchers to classify individuals using models such as the Myers-Briggs approach.** **What best explains the basis of the model in terms of the determination of an individual?**	
Incorrect	**a.#**	Myers-Briggs types identify that extroversion is a predictor of the success of a leader as they will need to have extrovert characteristics to ensure others to follow them.
Feedback: This is the incorrect answer since it suggests that being an extrovert is necessary in order assure followership of others. Extroversion provides an indication of how extrovert or introvert an individual may be but does not predict whether others will follow an individual. Followership is a separate area of theory relating to the nature of the followers not just the leader. **Page reference:** 25-27		
Incorrect	**b.#**	Myers-Briggs types can securely predict successful characteristics that will assure the outcomes of leaders based upon common attributes shared by other leaders.
Feedback: This is the incorrect answer since it suggests that the model can securely predict successful characteristics to assure outcomes – leadership theory clarifies that there is no agreed predictor of leadership success nor of characteristics which can assure success. **Page reference:** 25-27		
Correct	**c.#**	Each of the Myers-Briggs types have certain characteristics that are identified by proponents to be in common with and shared by others within the same type 'box'.
Feedback: This is the correct answer since this reflects the explanation provided in the book of the nature of the Myers-Brigg approach as the basis of the model. The trait approach does not use this type of taxonomy and, as such, does not 'allocate' individuals to a predetermined descriptive classification. **Page reference:** 25-27		
Incorrect	**d.#**	Each of the Myers-Briggs types provide certainty of the outcomes that are identified by companies which are necessary for leaders and shared by other leaders.
Feedback: This is the incorrect answer since it suggests that identification of exacting types of personality will assure the outcomes identified by companies for leaders. Despite possible claims of the reliability of type theory, the evidence is that these cannot assure any outcomes regardless of the aspirations of any company **Page reference:** 25-27		
END OF QUESTION		

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Type: true-false			
Title: The 'Big Five Model'			
5)	**The 'Big Five Model', also known as OCEAN or CANOE considers possible behavioural characteristics based upon 5 trait factors, of which Neuroticism features.**		
Correct Neuroticism is the individual's tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability.	**a.#**	True	**Feedback:** This is the correct explanation of Neuroticism as provided in the 'Big Five Model' to determine and a person with a high preference could be a worrier, emotional and often upset or 'down'. **Page reference:** 26
Incorrect Neuroticism is the tendency to show self-discipline, act dutifully, and aim for achievement; often displaying planned rather than spontaneous behaviour.	**b.#**	False	**Feedback:** The explanation of Neuroticism which identifies the tendency towards Conscientiousness. Those with a high preference would have behaviour that might be described as scrupulous, meticulous, principled behaviour that conforms to one's own conscience. **Page reference:** 26
END OF QUESTION			

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Type: Multiple Choice		
Title: Great Man Theory		
6)	**Galton (1869) and Carlyle (1849) both paint a similar picture of the Great Man: 'All things that we see standing accomplished in the world are properly the outer material result, the practical realization and embodiment, of thoughts that dwelt in the Great Men sent into the world' (Carlyle 1849:1).** **Great Man theory has historically been considered important but what argument has contributed to its decline?**	
Correct	**a.#**	There appears to be very little correlation or agreement across the studies where traits seem to be the same and no consensus exists as to which traits or characteristics or competencies are essential or optional.
Feedback: The statement Grint (2005:34) supports this view when he remarks: 'No two lists constructed … ever seem to be the same' undermined the assertion that there were no consensus in what would assure great leadership. Stodgill (1948) also suggested that the presence of certain traits did not necessarily mean the possessor would become a leader but that circumstance and situation were also a factor in determining whether an individual would become a leader. **Page reference:** 27		
Incorrect	**b.#**	The emergence of women leaders in the workplace shows that they demonstrate there is no relevance to the traits of men as successful leaders
Feedback: This reflects a misunderstanding of the impact of or the nature of female leadership. There may be traits that are present within female leaders which could be consistent with Great Man Theory but the problem of the theory lies with the inconsistency of its underpinning attributes and not the existence of or presence of women leaders. **Page reference:** 27		
Incorrect	**c.#**	Female leadership represents different traits of the individual and which do result from elite athletes establishing their leadership from sporting coaching provided to older or bigger athletes who have greater success of becoming Great Men.
Feedback: This is a muddled response which recognises the issues raised in terms of the challenges of Great Man Theory relative to the more recent recognition of, and emergence of, Women Leaders. However, it links the reasons for the decline of the theory to the examination of Gladwell (2008) to the proportion of Ice Hockey athletes who experience success due to their athletic prowess as opposed to their personality. This examination is not explicitly linked to the issues of the traits of female leaders. **Page reference:** Decline of Great Man Theory		
Incorrect	**d.#**	There appears to be correlation or agreement across the studies where traits seem to be the same. Consensus exists as to which traits or characteristics or competencies are essential or optional in assuring great leadership.
Feedback: The response reflects the opposite claim of Grint and Stogdill who recognise no two lists of potential attributes appear to agree. This response incorrectly suggests there is consensus of what traits are essential.		

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Page reference: 27
END OF QUESTION

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Type: true-false			
Title: 'Derailing' and the 'Dark Side' of Traits			
7)	**Derailing and the Dark Side of Traits recognises that there are traits that may act as disablers to leadership.** **Is it true that Emotional instability enables leadership success?**		
Incorrect	**a.#**	True	**Feedback:** Emotional instability - This means that individuals could display strong coping behaviour one day and the next be prone to mood swings, anger, and bewilderment. This is likely to be a 'derailer' of leadership as displaying these traits would cause great difficulty in performing well in leadership roles because these traits would hinder their ability to influence others. followers' and colleagues find it difficult to form intimate relationships because this type of behaviour puts strains on personal networks. It is this lack of certainty that undermines the relationship with colleagues to the extent that they are fearful of communicating directly with the leader. **Page reference:** 30
Correct	**b.#**	False	**Feedback:** Emotional instability - This means that individuals could display strong coping behaviour one day and the next be prone to mood swings, anger, and bewilderment. Therefore instability would not be an enabler of leadership as displaying these traits would have great difficulty in performing well in leadership roles because these traits would hinder their ability to influence others. By being emotionally stable the leader would have greater likelihood of influencing others positively. **Page reference:** 30
END OF QUESTION			

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Type: Multiple Choice		
Title: The Hogan Development Survey		
8)	**The Hogan Development Survey is a psychometric tool that aims to 'measure' individuals against a set of scales with the aim of predicting future leadership performance. It seeks to uncover dark 'negative' traits—or at least traits that may be counterproductive in terms of accessing leadership.** **Which best describes the indicator 'Leisurely' as a Leadership trait identified by the tool?**	
Incorrect	**a.#**	eager to please and reluctant to act independently or against popular opinion
Feedback: This response is incorrect since it reflects other traits taken from the Hogan Development Survey indicators. **Page reference:** 31		
Incorrect	**b.#**	unassertive, resistant to change, risk-averse, and slow to make decisions
Feedback: This response is incorrect since it reflects other traits taken from the Hogan Development Survey indicators. **Page reference:** 31		
Correct	**c.#**	overtly self-confident, arrogant, with inflated feelings of self-worth
Feedback: This response is incorrect since it reflects other traits taken from the Hogan Development Survey indicators. **Page reference:** 31		
Correct	**d.#**	being overtly cooperative but privately irritable, stubborn, and uncooperative
Feedback: This response is correct since it is the definition provided in the Hogan Development Survey. **Page reference:** 31		
END OF QUESTION		

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Type: Multiple Choice		
Title: Trait theory and Organizations		
9)	**Given the state of flux and change or their different cultures and differing needs, modern organisations find it impossible to predict the future environment. Yet Trait Theory suggests that it asks us to focus upon the personality of the leader, regardless of the circumstance.** **How best might Trait Theory be used in modern organisations?**	
Incorrect	**a.#**	Trait Theory can be used to ensure that companies identify the best potential future leaders who are able to cope with the varying contexts that the organisations may find themselves faced with in future.
Feedback: This response shows a lack of understanding of the statement made. The universality of Trait Theory is undermined by the development of pre-existing attributes regardless of circumstance. **Page reference:** 34-35		
Correct	**b.#**	Trait Theory can be used to pragmatically allow companies to recruit to a template. It does not predict future leadership success but having a 'model recruit' can guide a company.
Feedback: Whilst the problems of Trait Theory are argued within the chapter, the conclusions recognise that the use of Trait Theory has some merit as a mode to progress recruit from a pragmatic perspective as companies need to have some recruitment approach.) **Page reference:** 34-35		
Incorrect	**c.#**	Traits can be amended to reflect the traits of women leaders and therefore they can address the future needs of the organisation through female leadership.
Feedback: Whilst the necessity of addressing gender balance within leadership models and practices is important in terms of diversity and equality, the weaknesses of Trait Theory do not lay in the differences of gender. The undermining of Trait Theory lies with the lack of consensus in the traits and also its inability to address differences in context and future environments to predict leadership success. **Page reference:** 28-29		
Incorrect	**d.#**	By developing the coaching and development strategies for leaders which are recruited at entry to the organisation by using Trait Theory, in recognition of new or fresh talent, all future organisational needs in changing contexts can be addressed as leaders exert their skills.
Feedback: Whilst coaching and development was recognised by Gladwell (2008) in the progression of elite athletes, it was based upon their physical development at the point of puberty leading towards greater attention and coaching, this is a muddled response. The problem for Trait Theory lies with its lack of reconciliation with the failing in predictability of future contexts and environments. Therefore, the development presented in this answer is unclear and fails to recognise the differing needs of organisations and their cultural differences. **Page reference:** 28-29		
END OF QUESTION		

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Type: true-false			
Title: Competency Frameworks			
10)	**Competency Frameworks describe the personality and characteristics associated with a 'model' recruit.**		
Correct	**a.#**	True	**Feedback:** The use of competency frameworks **and are used by companies who h**ope that, by making explicit their expectations, this will predict good future performance. They are heavily based upon ascribing traits to overt displays of behaviours. This topic is addressed more fully in Chapter 16. **Page reference:** 34
Incorrect	**b.#**	False	**Feedback:** The Competency Framework relies upon Trait Theory. This means organizations try to recruit a certain type of person who displays a set of traits defined by the organization as likely predictors of future leadership success. **Page reference:** 34
END OF QUESTION			

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