Yoder Wise's Leading and Managing in Canadian Nursing (Canadian) 3rd edition Walton Test Bank

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Test Bank - Chapter 01

Q1: A nurse manager of a 20-bed medical unit identifies that 80% of the patients are older adults. The manager is asked to assess and adapt the unit to better meet the unique needs of older adult patients. According to complexity principles, what would be the best approach to take in making this change?

A. Leverage the hierarchical management position to get unit staff involved in assessment and planning.

B. Engage involved staff at all levels in the decision-making process. (Correct)

C. Focus the assessment on the unit, and omit the hospital and community environment.

D. Hire a geriatric specialist to oversee and control the project.

Rationale: Complexity science suggests that systems interact and adapt and that decision making occurs throughout the systems, as opposed to being held in a hierarchy. In complexity science, everybody's opinion counts; therefore, all levels of staff would be involved in decision making.

Q2: A unit manager of a 25-bed medical-surgical area receives a phone call from a nurse who has called in sick five times in the past month. The nurse tells the manager that they very much want to come to work when scheduled, but must often care for their partner, who is undergoing treatment for breast cancer. In the practice of a strengths-based nursing leader, what would be the best approach to satisfying the needs of this nurse, other staff, and patients?

A. Arrange for agency nurses who can be called in to work on short notice.

B. Place the nurse on unpaid leave for the remainder of the partner's treatment.

C. Sympathize with the nurse's dilemma and let the charge nurse know that this nurse may be calling in frequently in the future.

D. Work with the nurse, staffing office, and other nurses to arrange the nurse's scheduled days off around the partner's treatments. (Correct)

Rationale: Placing the nurse on unpaid leave may threaten physiological needs and demotivate the nurse. Unsatisfactory coverage of shifts on short notice could affect patient care and threaten staff members' sense of competence. Strengths-based nurse leaders honour the uniqueness of individuals, teams, systems, and organizations; therefore arranging the schedule around the partner's needs would result in a win-win situation. It also creates a work environment that promotes the health of all nurses and facilitates their development.

Q3: Which of the following is true of Magnet hospitals?

A. Most hospitals readily achieve Magnet status.

B. Magnet organizations are the mid-level standard for hospital care.

C. These hospitals act as a magnet to recruit and retain nurses. (Correct)

D. The orientation program in Magnet hospitals is so thorough that new graduate nurses transition to independent care very easily.

Rationale: Magnet hospitals are considered the gold standard for nursing work environments, and they act as a magnet to recruit and retain nurses. Hospitals must undergo a rigorous accreditation

process to receive Magnet certification. Magnet hospitals typically offer new graduate internships and orientation programs to ease the transition process. One study found that even new registered nurses at Magnet hospitals required extra learning supports to help them gain comfort with MP/SC situations.

Q4: Shortly after being informed of fetal death, a client in labour asks why they are not able to hear their baby's heartbeat on the monitor anymore. Although the monitor volume had been turned off so that the client would be able to sleep between contractions, the nurse responds that the heartbeat can no longer be heard because the baby has died in utero. The nurse then asks whether the patient would like to talk about how she is feeling. This response demonstrates which of the following?

A. Lack of empathy

B. Ethical leadership (Correct)

C. Complexity science

D. A coercive relationship

Rationale: Ethical leadership is based on a willingness to identify and act on complex problems in an ethical manner. Ethical values such as truthfulness are upheld, and health care delivery is patient centred/focused. Leadership can be misused when coercive relationships form, and information and true goals are withheld.

Q5: The manager of a surgical area envisions a future that requires the addition of unregulated health care providers (UCPs) to feed, bathe, and mobilize patients. The registered nurses (RNs) on staff have always practised in a primary nursing care delivery system and are very resistant to this idea. The best initial strategy in this situation would include:

A. Engaging with and exploring the values of the RNs in relation to this change. (Correct)

B. Leaving the RNs alone for a time so they can think about the change before they are approached again.

C. Dropping the idea and trying for the change in another year or so.

D. Hiring the UCPs, and allowing the RNs to see what good additions they are.

Rationale: Leadership involves engaged decision making around a vision that is based on evidence and tacit knowledge. Influencing others requires emotional intelligence in domains such as empathy and handling relationships.

Q6: As the charge nurse on the night shift in a small long-term care facility, you have found that there is little turnover among your licensed practical nurse (LPN)/registered practical nurse (RPN) and nursing assistant (NA) staff members. However, these staff are not highly motivated to work beyond their job descriptions. Which of the following strategies might motivate the staff and lead to greater job satisfaction?

A. Ask the director of nursing to offer higher wages and bonuses for extra work for the night LPNs and NAs.

B. Give the LPNs/RPNs and NAs greater decision-making power within the scope of their positions in the institution. (Correct)

C. Help the LPNs and NAs with their work whenever possible.

D. Ask the director of nursing to increase job security for night staff by having them sign contracts that guarantee work.

Rationale: A nurse leader should provide an environment conducive to opinion sharing, supports staff autonomy, and involves staff in decision making at all levels. This approach is shown to increase job satisfaction among nurses. Decision making and the corresponding actions taken are core tasks performed in engagement with co-workers.

Q7: As the nurse manager, you have identified that transactional leadership will be the leadership style most suitable in your new role and the needs of the unit. In your learning about transactional leadership, you identify which of the following qualities?

A. This leadership style is based on charasmatic influence.

B. It is an appropriate style for leaders who manage multiple sites and units.

C. Expectations are clearly outlined. (Correct)

D. Leaders become involved when there are problems.

Rationale: Although transactionala leadership is a task-oriented leadership style, followers know what is expected of them by their leaders. Followers have clearly defined roles and accountabilities, they receive necessary resources and support to do their work, and they know they will be rewarded for work done. Transactional leaders must be present to recognize whether their followers have work-related needs and to monitor work accomplishments. Transactional leadership is a proactive approach to monitoring performance and intervening with resources and supports as needed.

Q8: A charge nurse on a busy 40-bed medical-surgical unit is approached by a client's adult child, who begins to complain loudly about the quality of care the client is receiving. The behaviour is so disruptive that it is overheard by staff, physicians, and other visitors. The family member rejects any attempt to intervene therapeutically to resolve the issue and leaves the unit abruptly. The nurse is left feeling frustrated. Which behaviour by the charge nurse best illustrates refined leadership skills in an emotionally intelligent practitioner?

A. Reflection to obtain insight into how the situation could be handled differently in the future (Correct)

B. Trying to catch up with the angry family member to resolve the concern

C. Discussing the concern with the client after the family member has left

D. Notifying nursing administration of the situation

Rationale: Emotional intelligence is closely aligned with individuals' capacity to know themselves and others. Reflecting to obtain insight and being able to "step outside" the situation to envision the context of what is happening is an example of the actions of an emotionally intelligent practitioner.

Q9: The chief nursing officer has asked the staff development coordinator to facilitate the development of a clinical competency program for the facility. While making rounds on the units, the staff development coordinator overhears nursing staff complaining that they believe it is insulting to be required to participate in a competency program. Which behaviour by the staff development coordinator is most appropriate in this situation?

A. Disregard staff concerns and continue with development of the program.

B. Inform the nurses that this program is a requirement for accreditation by Accreditation Canada.

C. Schedule a meeting with the chief nursing officer to apprise them of the situation.

D. Facilitate a meeting to enable nurses to articulate their values and concerns about the clinical competency program. (Correct)

Rationale: The manager role involves guiding other people through a set of derived practices that are evidence informed and known to satisfy pre-established outcomes, such as participation in a competency program. This involves engagement of staff through sharing of concerns and ideas. This type of leader can instill hope and trust in followers, which influences staff behaviours and attitudes (such as increased engagement and satisfaction) and causes work environments to become more positive.

Q10: Which category is unique to leadership but is not part of management?

A. Initiating change

B. Personal qualities

C. Developing people (Correct)

D. Information management

Rationale: Developing people—coaching, mentoring, succession planning—is a category of leadership only, not management. Initiating change and personal qualities are categories of both management and leadership. Information management is a category of management only.

Q11: You overhear a new graduate nurse (NGN) telling one of your nursing colleagues that leadership and management belong to the unit manager and not to the NGN. As a fellow nursing colleague, you understand that:

A. The NGN's perception accurately reflects the reality of the NGN's role.

B. The NGN would benefit from further understanding of their role as a professional in relation to decision making. (Correct)

C. The NGN's perception has been influenced by nurse leaders and managers who leave for other positions.

D. The NGN's perception is based on the common belief that nurse leaders and managers are not satisfied in their jobs.

Rationale: Decision making and the corresponding actions taken are the core work performed in engagement with co-workers. This core work requires that nurses be leaders, managers, and followers at the point-of-care, unit, institutional, and even societal levels.

Q12: You walk into a patient room and find that the patient is obviously extremely upset because they are yelling at one of your colleagues. After you speak with the patient regarding the behaviour, you determine that the patient has not slept for three nights because of unrelieved pain. Your colleague is upset and calls the client an "ugly, old man." You acknowledge the colleague's feelings and concerns and then suggest that the patient's behaviour was aggressive but is related to lack of sleep and to pain. You ask, "Can both you and the patient together determine triggers for

the pain and effective approaches to controlling his pain?" This approach demonstrates:

A. Lack of empathy and understanding for the colleague
B. Concern with placating the patient
C. Leadership behaviour (Correct)
D. Management behaviour

Rationale: The situation between the patient and the colleague is complex, involving unrelieved symptoms and aggressiveness toward a staff member. Health care is now delivered in a collaborative, and most often, an interdisciplinary manner, whereby select leadership/management roles (e.g., firstline nurse leaders) serve as conduits for information and care coordination. Providing engaged, collaborative guidance and decision making in a complex situation for which there is no standardized solution reflects leadership behaviour.

Q13: Which category is unique to management but is not part of leadership?

A. Initiating change
B. Personal qualities
C. Developing people
D. Managing the business (Correct)

Rationale: Managing the business is a category of management only. Developing people is a category of leadership only, not management. Initiating change and personal qualities are categories of both management and leadership.

Q14: Chart audits have revealed significant omissions of data that could have legal and funding implications. As the unit manager, you meet with the staff to discuss the audit findings and identify approaches that will address the gaps in charting and achieving desired goals. This is an example of:

A. Leadership
B. Management (Correct)
C. Decision making
D. Vision

Rationale: The process of guiding other people to meet established goals, outcomes, and procedures is management. This can require collaborative decision making to determine how best to reach predetermined goals and follow established practices.

Q15: A family is keeping vigil at a critically ill patient's bedside. Other family members, who are located far away and therefore are not yet able to come, call the unit frequently, asking for updates and wanting to express concern. You speak with these family members and suggest that you are going to refer them to the hospital social worker, whose role is to support families in such situations. What role are you assuming through this action?

A. Manager (Correct)
B. Leader
C. Follower

D. Laissez-faire

Rationale: Management is the process of getting the job done and ensuring that people have the necessary resources to get the job done. Referral to a social worker alleviates demand on nurse staff time and is consistent with hospital procedures.

Q16: After a meeting with the family members of a dying patient, the nursing manager discusses with you the family's desired approach to care. You support the manager's decision. Your actions indicate that you are acting in what role?

A. Leadership
B. Management
C. Followership (Correct)
D. Evidence informed

Rationale: Followership is engaging with other people who are leading or managing by contributing to the work that needs to be done. By accepting and implementing the desired approach to care direction given by the manager in response to your concerns, you are demonstrating followership.

Q17: You pull staff together to assess a situation in which the family members of a seriously ill patient are anxious and thus taking up a great deal of staff time through consultation, discussion, and questioning of treatment decisions. Staff members are beginning to distance themselves from the family. After identifying the concerns of staff, you explain that the organization values patient-centred care and suggest that evidence indicates that acting as an advocate and a listener is helpful to families. You ask the staff for ideas as to strategies that are effectively patient centred in these situations. In this situation, you are taking on which role?

A. Leadership (Correct)
B. Management
C. Follower
D. Visionary

Rationale: Leadership is the process of engaging and influencing others. Strong leaders are associated with words such as visionary, energetic, inspirational, and innovative; they go beyond the status quo to make a difference for others. As a leader, you engage other people in decision making that moves them toward a goal with a reasonable level of risk taking.

Q18: A nursing unit manager finds it difficult to work with one of the new graduate nurses that has been hired. The new grad has many ideas, which they present in a pushy way. The nurse manager reflects upon the situation and ultimately recognizes that they also feel threatened by the new grad. The manager comes to understand that the new grad is trying to establish their own role on the unit, rather than attempting to challenge the manager's authority. By acknowledging that the new grad needs guidance, coaching, and affirmation, the manager is demonstrating which behaviour?

A. A positive self-concept
B. Deepening self-awareness (Correct)
C. Leadership
D. Acquiescence

Rationale: Individuals demonstrate emotional intelligence by raising their self-awareness and better regulating their emotions. Being empathetic and showing sensitivity to the experiences of others helps nurse leaders develop their emotional intelligence.

Q19: As the lead of a postsecondary nursing program, you consistently invite your team to develop ideas about innovations in teaching, community partnerships, and curriculum design, as well as invite staff participation in decisions. Many of these ideas have been implemented successfully, and your staff members are keen to try other ideas. You are employing _____ leadership.

A. Situational
B. Trait-based
C. Contingency-based
D. Transformational (Correct)

Rationale: Transformational leadership involves attending to the needs and motives of followers, which results in creativity, improvement, and employee development.

Q20: As a leader on a rehabilitation unit, you encourage all staff members to see themselves as having a role in decision making and quality care. You see your role as involving particular responsibilities in decision making, but not as a hierarchical role. This view of decision making and leadership is consistent with which of the following?

A. Trait theories
B. Complexity science (Correct)
C. Situated theory
D. Emotional intelligence

Rationale: Complexity science involves decision making distributed among the human assets within an organization, without regard to hierarchy.

Q21: You recently acquired a position as a unit manager. During your time on the unit, you have formed a strong social network among your staff, promoted the development of relationships between your staff and workers in other areas of the organization, and formed relationships that generate ideas from patient organizations and the local nursing education program. According to complexity science, you are engaging which principle?

A. Empowerment
B. Systematic thinking
C. Development of networks (Correct)
D. Bottom-up interactions

Rationale: According to complexity science, networks evolve around areas of common interest and can respond to problems in creative and novel ways.

Q22: According to complexity science, which of the following should be the focus of measurement?

A. Cost per hospital day

B. Bed utilization
C. Infection rates
D. Staff morale and budgets (Correct)

Rationale: In complexity science, principles for better understanding the nature of relationships within complex social systems are based on both objective data and nonmeasurable data, as both types of data inform decisions.

Q23: During a staff meeting held to discuss developing a mission statement for the unit, the idea of placing patient needs first is:

A. Empowering
B. An attractor (Correct)
C. A symbol
D. A management task

Rationale: An attractor is a complexity theory concept that give an organization its personality. It is a value-based characteristic that exemplifies the overarching priority of an organization.

Q24: A nursing staff member has had to inform a nursing colleague on the unit that their care needs improvement. The staff member has provided the colleague with some practical examples of ways to improve their nursing care. After the discussion, the colleague thanks the nurse for the constructive criticism, and the two nurses proceed to the cafeteria to have a coffee break together. Which follower characteristic did the nursing colleague display during this encounter?

A. Being a team player
B. Willingness to learn
C. Active participation
D. Being an effective communicator (Correct)

Rationale: In this situation, the staff member demonstrated the ability to deliver negative news to a team member in an appropriate way. This is not an easy task; it requires experience, courage, and skill. Being a team player, willingness to learn, and active participation are all follower characteristics; however, the best answer for this situation is effective communicator.

Q25: The role of followers in the health care setting can have significant impacts on patient outcomes. Which of the following qualities may result in lower-quality patient care?

A. Passive staff nurses (Correct)
B. High levels of collaboration and participation
C. Followers who challenge leaders' decisions
D. The sharing of leadership and management responsibilities

Rationale: From a strengths-based perspective, good followers support their leaders by being actively engaged in patient care and practice environment decisions—they are not passive. Effective followers also have the courage to speak up and respectfully challenge leaders' decisions when they have different perspectives to share. Followers can promote team effectiveness, for instance, by maintaining collaborative work relationships, offering constructive criticism, and

sharing leadership and management responsibilities.

Q26: A charge nurse who is highly respected by their colleagues and manager has been identified as having authentic leadership qualities. Which of the following would be consistent with this description?

A. Followers are less engaged because the leader takes care of most issues themselves.

B. Authentic leaders are very focused on their authentic self.

C. Such individuals are typically convinced to change decisions and direction based on external influences.

D. Nurses thrive under this type of influence. (Correct)

Rationale: Authentic leaders have heightened awareness of themselves in relation to others around them; they have an internalized moral perspective, and they align their words and actions to match their underlying values and beliefs—they are not swayed by external pressures. A Belgian study found that authentic nurse leaders expressed more empathy toward their followers, resulting in nurses who were more invigorated and more engaged in job-related learning. The researchers concluded that authentic leadership best supports nurses thriving at work (Mortier et al., 2016).

Q27: A nurse manager on a busy rehabilitation unit recognizes that a new graduate nurse has the potential to become a leader in mentoring and supporting other nurse graduates. The manager considers this nurse to possess characteristics of high emotional intelligence. Which of the following characteristics manifest in emotional intelligence? (Select all that apply.) *(Select all that apply.)*

A. Enhanced communication skills (Correct)

B. Showing sensitivity to the experience of others (Correct)

C. Taking an advanced leadership course

D. Mentoring new nurses

Rationale: Researchers in the United States found positive associations between nurse leaders with transformational leadership styles and their levels of emotional intelligence (EQ), indicating how emotional self-awareness and other-awareness, along with regulation of emotions, are important attributes for building and sustaining positive workplace relationships with followers.

Q28: A nursing colleague is concerned about your direction regarding management of incontinent, confused patients. They bring you evidence that they found regarding incontinence interventions, then ask you whether you both could talk about the guidance that you have given after you have had an opportunity to read the articles. This is an example of which of the following? (Select all that apply.) *(Select all that apply.)*

A. Leadership (Correct)

B. Followership (Correct)

C. Management

D. Insubordination

Rationale: This is an example of followership. Followers can promote team effectiveness, for instance, by maintaining collaborative work relationships, offering constructive criticism, and

sharing leadership and management responsibilities. In addition, the nurse has demonstrated leadership in seeking and presenting evidence that may influence the decision making of their nurse leader and manager.

Q29: An experienced nurse is exhibiting signs of stress associated with workload issues, including being abrupt with co-workers. The manager requests a meeting with the nurse to determine how to best support them. How would mindfulness support the nurse to more effectively manage their stress? (Select all that apply.) *(Select all that apply.)*

A. Dampens negative thoughts (Correct)
B. Prevents mental drift (Correct)
C. Enhances authentic thinking (Correct)
D. Causes knee-jerk reactions

Rationale: Mindfulness buffers against mental drift and can also guard against knee-jerk reactions. Rather than immediately evaluating and labelling emotions in a situation, the mindful person creates a neutral space for reflection. Mindfulness practice enhances positive and authentic thinking.

Q30: When attending a clinical rotation in a geriatric setting, a group of student nurses observed that all staff worked together seamlessly, morale was high, and resident and family satisfaction rates were high. Upon discussing their observations with the nurse manager, the student nurses learned that “authentic leadership” was the primary reason for this work environment. What characteristics of authentic leadership support this observation? (Select all that apply.) *(Select all that apply.)*

A. An authentic leader has awareness of the people around them. (Correct)
B. An authentic leader applies balanced processing. (Correct)
C. An authentic leader aligns their words with their beliefs. (Correct)
D. An authentic leader is swayed by external pressures.

Rationale: Authentic leaders have heightened awareness of themselves in relation to others around them; they have an internalized moral perspective, and they align their words and actions to match their underlying values and beliefs—they are not swayed by external pressures; they apply balanced processing, or the thoughtful consideration of all.