# *Leadership and Nursing Care Management 8th edition Joseph Test Bank*

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# Test Bank - Chapter 01

**Q1:** Leadership is best defined and accomplished by a nurse engaging in what activity?

A. Using an interpersonal process of participating by encouraging fellowship.
B. Delegating authority and responsibility and the coordination of activities.
**C. Inspiring people to accomplish goals through support and confidence building. (Correct)**
D. Demonstrate the integration of resources through planning, organizing, and directing.

*Rationale: Leadership is the process of influencing people to accomplish goals by inspiring confidence and support among followers.*

**Q2:** A medical-surgical unit reports higher rates of patient satisfaction coupled with high rates of staff satisfaction and productivity. Which of the following is attributed to the data findings?

**A. Effective leadership (Correct)**
B. Management involvement
C. Mentoring
D. Rewards and recognition

*Rationale: Effective leadership is important in nursing because of the impact on nurses' work lives, it being a stabilizing influence during change, and for nurses' productivity and quality of care.*

**Q3:** A staff registered nurse (RN) is leading a multidisciplinary clinical pathway team in the development of care for patients with total knee replacement. Which of the following statements exemplifies leadership behaviors in a clinical pathway team meeting?

A. "Nursing is responsible for pain control of the total knee replacement patient."
**B. "Our pharmacist has provided some excellent pain control literature." (Correct)**
C. "Physical therapy's expertise is in rehabilitation, not pain control."
D. "Total knee replacement patients require optimal pain control."

*Rationale: Leadership is the process of influencing people to accomplish goals by inspiring confidence and support among followers. The correct answer is supportive of a team member's work and depicts some skill in interpersonal relationships.*

**Q4:** Which of the following activity will a nurse implement as a management activity?

A. Inspiring a vision is a management function.
**B. Management is focused on task accomplishment. (Correct)**
C. Management is more focused on human relationships.
D. Management is more important than leadership.

*Rationale: Management is focused on task accomplishment.*

**Q5:** During a staff meeting, a group of RNs report that medications are not arriving to the unit in a timely manner. The nurse manager suggests that the group resolve this issue through the development and work of a multidisciplinary team led by one of these RNs. This scenario demonstrates what facet of management?

A. Adaptation.
**B. Empowerment. (Correct)**
C. Flexibility.
D. Relationship management.

*Rationale: Empowerment is the giving of authority, responsibility, and the freedom to act. In this situation, the manager has given authority, responsibility, and the freedom to act in the investigation and resolution of this issue.*

**Q6:** A nurse is caring for an older adult patient who was admitted after sustaining a fall at home. When creating a care plan for the patient, the nurse requests that the primary care provider order a home health visit to assess for home safety and medication compliance. In addition, the nurse is concerned about the nutrition of the patient and requests a dietitian evaluation. The nurse is demonstrating which of the following leadership skills?

A. Care provider
B. Business principles
**C. Care coordination (Correct)**
D. Change management

*Rationale: Care coordination is the delivery of nursing services that involves the organization and coordination of complex activities. The nurse uses managerial and leadership skills to facilitate delivery of quality care.*

**Q7:** Interpersonal communication and what additional ability are two critical skills that the nurse implements to enhance professional practice?

A. Vision
B. Supervision
C. Delegation
**D. Problem solving (Correct)**

*Rationale: Every nurse needs two critical skills to enhance professional practice. One is a skill at interpersonal relationships. This is fundamental to leadership and the work of nursing. The second skill is applying the problem-solving process. This involves critical thinking, problem identification, and the development of objectivity.*

**Q8:** To be able to demonstrate an intuitive skill of empathy and expressiveness when dealing with others in the workplace the nurse will demonstrate what personal traits?

**A. Social awareness. (Correct)**
B. Self-awareness.
C. Self-management.

D. Relationship management.

*Rationale: Social awareness is an intuitive skill of empathy and expressiveness in being sensitive and aware of the emotions and moods of others.*

**Q9:** When demonstrating self-awareness, discipline, motivation, and social awareness, the nurse is demonstrating what facet of personal leadership?

A. Honesty
B. Management
**C. Emotional intelligence (Correct)**
D. Vision

*Rationale: Among the important personal leadership skills for nurses is emotional intelligence (EI). EI traits are emotional factors consisting of five defining attributes: self-awareness, self-regulation or discipline, motivation, social awareness, and relationship management.*

**Q10:** In order to achieve determined goals, the nurse leader will focus on achieving support from what group?

A. Managers
B. Motivators
C. Visionaries
**D. Followers (Correct)**

*Rationale: Without followers, there is no leadership. Followers are vital because they accept or reject the leader and determine the leader's personal power.*

**Q11:** What leadership style will the nurse adopt when achieving a goal hindered by challenging and unfavorable conditions?

A. Leader–member relations.
**B. Task-oriented structure. (Correct)**
C. Position power.
D. Laissez-faire.

*Rationale: The need for task-oriented leaders occurs when the situation is extreme. The best leadership style for unfavorable conditions is task oriented.*

**Q12:** What intervention will best demonstrate nursing management?

A. Delegation of authority and responsibility and the coordination of tasks.
B. Integration of resources through planning, organizing, and directing.
C. Influencing patients to accomplish goals.
**D. Coordination and integration of nursing resources by applying the management process to accomplish nursing care and service goals and objectives. (Correct)**

*Rationale: The coordination and integration of nursing resources by applying the management process to accomplish nursing care and service goals and objectives is the definition of nursing management.*

**Q13:** A nursing unit has demonstrated lower patient satisfaction scores during the last quarter. The manager of the unit has formed a small team to set long- and short-term goals for the unit with action plans to increase patient satisfaction. This is an example of which management process?

**A. Planning (Correct)**
B. Organizing
C. Coordinating
D. Controlling

*Rationale: Planning is the managerial function of selecting priorities, results, and methods to achieve results.*

**Q14:** A nursing unit has discovered a series of medication errors about a particular computerized primary care provider order set and the calculation within the order. The unit manager has a theory on changes that should be made within the order to decrease the confusion for nursing staff. However, the nurse manager realizes that changes would need to be made with pharmacy input as well as other nursing units within the facility and the multihospital system. Which of the following management theories is exemplified when the nurse manager considers the impact of change on the organization as a whole?

A. Contingency theory
**B. Systems theory (Correct)**
C. Complexity theory
D. Chaos theory

*Rationale: Systems theory helps managers recognize their work as being embedded within a system. Managers use this theory to learn that changing one part of a system inevitably affects the whole system.*

**Q15:** Providing leadership and direction for all aspects of nursing services with a focus on integrating the system and building a culture, will be best achieved by which nurse?

A. Nurse manager
B. Staff care provider
**C. Nurse executive (Correct)**
D. Senior leader

*Rationale: The nurse executive's role and functions concentrate on long-term administration of an institution or program that delivers nursing services, focusing on integrating the system and building a culture.*

**Q16:** The postoperative patient with anterior cervical laminectomy is reporting tightness in their throat. Assessment confirms that their voice is raspy. The staff nurse asks the unit secretary to page the primary care provider stat. This is an example of what type of leadership.

**A. Authoritarian (Correct)**

B. Democratic

C. Laissez-faire

D. Task oriented

*Rationale: Authoritarian leadership uses directive and controlling behaviors in which the leader determines policies and makes decisions in isolation. The leader orders subordinates to carry out the tasks or work. This style is helpful in crisis situations. This is not the focus of any of the other options.*

**Q17:** A quality improvement team is working to enhance teamwork among the staff in a newly developed Alzheimer's program. Which of the following statements would be an expected behavior that illustrates Laissez-faire leadership?

A. "After the meeting today, each member on this team will be a role model of good communication techniques to other staff members."

**B. "How would you describe an ideal collaborative practice environment?" (Correct)**

C. "What do you think about sharing our opinions today in a mutually respectful manner as we move around the table?"

D. "You folks are highly motivated and smart enough to develop a plan on your own. I'll support you as needed."

*Rationale: Laissez-faire leadership fosters an environment of curiosity, questioning, and exploration with responsibility assumed by the employees.*

**Q18:** A nursing executive is leading a multidisciplinary team of professionals who have worked well together on prior initiatives. Which of the following leadership styles might work best in this situation?

A. Authoritarian

**B. Democratic (Correct)**

C. Transformational

D. Transactional

*Rationale: Democratic leadership would work best in this situation. This approach implies a relationship and person orientation, and policies are a matter of group discussion and decision.*

**Q19:** Which of the following leadership trait is counterproductive in the nursing profession?

A. Personally dynamic

B. Demonstrated good interpersonal skills

C. Possess a vision of for the organization and the profession

D. Inspires staff

**E. Effective micromanager (Correct)**

*Rationale: Effective nurse leaders set department goals without micromanaging. Leadership is considered key to the success of health care organizations. A nurse leader needs to be dynamic,*

*show interpersonal skills, and be a visionary for the organization and the profession. The ability to inspire and motivate followers to carry out the vision is crucial.*

**Q20:** Which of the following behavioral aspects the nurse engaged in the servant leadership style adopt? (Select all that apply.) *(Select all that apply.)*

**A. Builds autonomy. (Correct)**
B. Focuses on completing tasks and achieving goals.
**C. Empowers others. (Correct)**
D. Fosters an environment of mothering.
E. Supports bargaining of tasks and roles.
**F. Promotes personal growth. (Correct)**

*Rationale: Servant leaders are those who share power and decision-making with their followers and direct the organization based on the interests of the team. Servant leaders put others first. They choose to make sure that other people's highest-priority needs are being served in a way that promotes personal growth and helps others become freer and more autonomous. This leadership style can be effective for humanitarian organizations, nonprofits, and teams that need to create diversity, inclusion, and morale.*

**Q21:** A nurse manager meeting with the dean of a well-recognized university today at the nursing conference remembers that one of the attending RNs is interested in attending a well-known university to obtain a doctorate. The nurse manager arranges for the RN to meet with this dean. The nurse manager is exhibiting leadership behaviors consistent with (Select all that apply.) *(Select all that apply.)*

A. Democratic leadership
**B. Servant leadership (Correct)**
C. Transactional leadership
**D. Transformational leadership (Correct)**
E. Authoritarian leadership

*Rationale: This behavior nurtures personal growth (servant leadership) and assists the RN to attain their fullest potential (transformational leadership). This behavior also helps the RN build a connection with the dean.*

**Q22:** A nurse manager known to be an excellent nursing manager by the personnel working on their nursing unit is likely to exhibit which of the following behaviors? (Select all that apply.) *(Select all that apply.)*

**A. Knows the personnel and addresses them by name. (Correct)**
B. Intervenes when they receive complaints.
C. Has a consistent style that never varies.
**D. Is visible on the nursing unit by all shifts on a frequent basis. (Correct)**
**E. Evaluates several aspects of problems prior to making decisions. (Correct)**
F. Uses decision by consensus to resolve conflicts.
**G. Fosters collaboration. (Correct)**

*Rationale: These behaviors foster teamwork and positive morale. The other options are associated with micromanaging, inflexibility, and a hands-off approach to leadership.*

**Q23:** To reach Magnet status the nursing service in a hospital must attain competency in which of the following areas? (Select all that apply.) *(Select all that apply.)*

**A. Professionalism (Correct)**
B. Use of critical thinking skills
**C. Business skills and principles (Correct)**
**D. Leadership (Correct)**
**E. Communication and relationship management (Correct)**
**F. Knowledge of the health care environment (Correct)**
G. Implementation of an acuity-based staffing system

*Rationale: Magnet hospitals are recognized for the nurse's critical role in the business of health care. Professionalism, leadership, communication, and the ability to work with others as well as understanding the business and principles of running a hospital business and health care environment are required.*

**Q24:** Which of the following behaviors demonstrated by the nurse build trust between leaders and employees in an organization? (Select all that apply.) *(Select all that apply.)*

**A. Sharing relevant information (Correct)**
B. Encouraging competition via winners and losers
**C. Reducing controls (Correct)**
**D. Meeting expectations (Correct)**
E. Avoiding discussion of sensitive issues

*Rationale: Leadership is founded on trust. Behaviors that build trust include sharing relevant information, reducing controls, and meeting expectations. Trust-destroying behaviors include being insensitive to beliefs and values, avoiding discussion of sensitive issues, and encouraging competition.*

**Q25:** Which of the following traits is purposefully demonstrated by a transactional leader? (Select all that apply.) *(Select all that apply.)*

**A. Functions in a caregiver role. (Correct)**
**B. Surveys their followers' needs and sets goals for them. (Correct)**
C. Uses charisma to produce greater effort in followers.
**D. Focuses on the maintenance and management of ongoing and routine work. (Correct)**
E. Motivates followers to perform to their full potential.

*Rationale: A transactional leader is a leader or manager who functions in a caregiver role and is focused on day-to-day operations. Such leaders survey their followers' needs and set goals for them based on expectations. They are also leaders who are focused on maintenance and*

*management of ongoing and routine work. Transformational leaders use charisma to produce greater effort and can motivate followers to perform to their full potential over time.*

**Q26:** Which of the following definitions will the nurse apply when assuming a nurse management position? (Select all that apply.) *(Select all that apply.)*

A. It is a process of inspiring people to accomplish goals through support and confidence building.

**B. It is the process of coordination and integration of resources to accomplish specific goals. (Correct)**

**C. It includes the activities of planning, organizing, coordinating, directing, and controlling. (Correct)**

**D. It is a process of planning and directing human effort to achieve established objectives. (Correct)**

**E. It is the directing of the organization's money, facilities, and supplies to achieve results. (Correct)**

*Rationale: Management is defined as the process of coordination and integration of resources through planning, organizing, coordinating, directing, and controlling to accomplish specific goals. Management is a process of planning and directing human effort to achieve established objectives while ensuring that the organizations' money, facilities, and supplies are directed in a manner that achieves the best results.*

# NCLEX Review Questions - Chapter 01

**Q1:** Which one of the following statements best demonstrates a nurse's understanding of the difference between the focus of managers and leaders?

A. The processes and strategies look similar and are employed for different goals.

B. The manager focuses on people, and the leader focuses on systems and structure.

**C. The manager focuses on systems and structure, and the leader focuses on people and innovation. (Correct)**

D. Management and leadership are not equally important processes to accomplish outcomes.

*Rationale: While leaders and managers both focus on people and processes, the correct answer is that the manager focuses on systems and structure to a larger degree, and the leader focuses on people and motivate them. The processes and strategies do indeed look similar, but it is incorrect to say the goals are different but rather are employed for a similar outcome. Leadership and management are equally important processes to accomplish the outcomes together, so it is incorrect to say that they are not equally important. DIF: Cognitive Level: Applying TOP: Nursing Process: Planning MSC: Client Needs: Safe and Effective Environment*

**Q2:** Nurses who challenge assumptions, consolidate a purpose, build the culture, and move a vision forward are more likely within which role?

A. Nurse managers

B. Clinical nurse leaders

**C. Nurse executives (Correct)**

D. Advanced practiced registered nurses

*Rationale: The nurse executives are positioned to challenge assumptions, consolidate a purpose, build the culture of safety and quality, and move a vision forward. Nurses coordinate, integrate and provide care, restore health and nurture human beings in their experiences of health and illness. Nurse managers concentrate on day-to-day administration and coordinate services provided by a group of nurses by integrating human, fiscal, and other nursing resources to accomplish nursing practice with 24-hour accountability for client care units or areas. Clinical nurse leaders and advanced practice registered nurses (APRNs) provide leadership in the care transitions of individuals and populations while providing expertise in specialty areas to guide other nurses through process, measurement, and evidence-based practice changes. DIF: Cognitive Level: Applying TOP: Nursing Process: Planning MSC: Client Needs: Safe and Effective Environment*

**Q3:** Management is often described in three core roles. Select the statement that is true about the decision-making role.

**A. Allocating resources, negotiating contracts, handling disturbances, and proposing new services. (Correct)**

B. Monitoring processes, disseminating guidelines, and motivating nurses in organizations, states, and nationally or internationally.

C. Representing nurses, leading nurses, and associating information technologies.

D. Providing care, coordinating time for patients, and interacting with physicians, pharmacists, and clients.

*Rationale: Allocating resources, negotiating contracts, handling disturbances, and proposing new services are decision-making roles. Monitoring processes, disseminating guidelines, and speaking for nurses in organizations are informational roles. Representing nurse. Historically 10 roles are described as decision-making, informational, and interpersonal roles. Providing care; arranging access to services; coordinating care for a client or group; and interacting with physicians, pharmacists, and clients are caregiving roles. DIF: Cognitive Level: Evaluating TOP: Nursing Process: Evaluation MSC: Client Needs: Safe and Effective Environment*

**Q4:** Which process best describes leadership?

A. Giving people the authority, responsibility, and freedom to act on their expert knowledge and skills

B. Planning, organizing, coordinating, directing, and controlling resources to accomplish specific institutional goals

**C. Influencing behavior of either an individual or a group to achieve goals in each situation (Correct)**

D. Working with and through individuals and groups and other capital and technology resources to accomplish organizational goals

*Rationale: Leadership is best described as a process of influencing behavior of either an individual or a group to achieve goals in each situation. Empowerment means giving people the authority, responsibility, and freedom to act on their expert knowledge and skills. Planning, organizing, coordinating, directing, and controlling resources to accomplish specific institutional goals are management processes. Working with and through individuals and groups and other capital and technology resources to accomplish organizational goals are management processes. DIF: Cognitive Level: Applying TOP: Nursing Process: Implementing MSC: Client Needs: Safe and Effective Environment*

**Q5:** In one research-based model, which of the following behaviors were core to clinical leadership success?

**A. Challenge the process, inspire a shared vision, model the way, enable and trust others to act and encourage other work-outcomes. (Correct)**

B. Build an interdisciplinary team, engage in strategic planning and data mining, motivate workers, develop culture and trust.

C. Analyze processes and outcomes, model trust and honesty, engage in performance management and continuous improvement, and communicate the vision.

D. Build interdisciplinary team, model trust and honesty, motivate workers, guide performance management, analyze processes and outcomes, conduct stakeholder analysis, and strategically plan.

*Rationale: The core behaviors critical to success are to challenge the process, inspire a shared vision, model the way, enable and trust others to act and encourage other work-outcomes. Leaders go beyond the status quo processes to search for opportunities, research-based evidence, and take risks. Visioning, interactive planning, complexity analysis, interdisciplinary team building, work*

*process analysis, and stakeholder analysis were not core to the current research model. Leaders foster collaboration, strengthen others, and recognize others. Trust and honesty are behaviors expected within leaders. While interdisciplinary team building is the core, the other activities (strategic planning, data mining, motivating workers, developing culture, performance management, continuous improvement, communicating the vision) were not identified in the research model as critical to success. DIF: Cognitive Level: Analyzing TOP: Nursing Process: Implementing MSC: Client Needs: Safe and Effective Environment*

**Q6:** A situational leader's focus can best be described by which of the following statements?

**A. Tailors their leadership style based on the employee, experience, and circumstances. (Correct)**

B. Requires minimal participation and directing, resulting in high productivity.

C. Motivates employees to their full potential.

D. Advances innovative changes and sustains good care delivery processes.

*Rationale: The situational leader tailors his or her leadership style based on the employee, experience, and circumstances. The laissez-faire leader requires minimal participation and directing, but this does not result in high productivity. The transactional leader is one who maintains and sustains good care processes with a focus on daily operations. The transformational leader motivates employees to their full potential or empowers employees to advance innovative changes to create new services and improve existing processes. Thus, the latter three statements are incorrect. DIF: Cognitive Level: Understanding TOP: Nursing Process: Evaluation MSC: Client Needs: Safe and Effective Environment*

**Q7:** Principles of leadership and management are best described by which of the following statements?

A. Followership is a process whereby leaders participate in group decisions.

B. Empowerment is the ability to lead a group successfully.

C. Important skills for leading include diagnosing, adapting, and directing.

**D. Critical skills in leadership are interpersonal, decision making, and problem finding and solving. (Correct)**

*Rationale: Effective leadership is an integrated blend of leadership principles and characteristics with management principles and techniques. The statement that critical leadership skills include interpersonal, decision making, and problem finding and solving is correct. Leadership effectiveness is based on the ability to adapt in a complex and chaotic environment. The need for leaders/managers to adapt to ongoing problems or risks arises from changes in society, technology, or political environment and often creates local systems problems that affect people, planning, institutional operations, or work processes. Followership is best described as an interpersonal process of participation and implies an engagement of the group of followers with the leader who provides guidance and direction to accomplish group goals. The leader is not participating necessarily with the decision. Empowerment means giving people the authority, responsibility, and freedom to act on their expert knowledge and skills. Important skills for leading include diagnosing, adapting, and communicating, but not directing. DIF: Cognitive Level: Analyzing TOP: Nursing Process: Evaluation MSC: Client Needs: Safe and Effective Environment*

**Q8:** Which five competencies identified by nurse leaders will the nurse use when demonstrating effective leadership skills?

A. Building effective teams, empowering workers, decision making, communicating, and managing conflict

**B. Communicating vision and strategy internally, translating vision into strategy, building effective teams, managing patient-centered customer focus, and managing conflict (Correct)**

C. Managing conflict, analyzing performance, guiding and empowering workers, sharing a vision with workers, and directing operations

D. Focusing on patient and customer, directing and guiding workers, building effective teams, managing conflict, and analyzing performance

*Rationale: 1. Model the way: Leaders set an example and structure events so that incremental progress is celebrated as small wins, 2.Inspire a shared vision: Leaders envision the future and enlist others in sharing the dream, 3.Challenge the process: Leaders go beyond the status quo to search for opportunities, experiment, and take risks to achieve lofty goals, 4. Enable others to act: Leaders foster collaboration and develop and strengthen others so that the whole team performs well, and 5. Encourage the heart: Leaders appreciate and recognize individual contributions and formally celebrate accomplishments. The correct answer is communicating vision and strategy internally, translating vision into strategy, building effective teams, managing patient-centered customer focus, and managing conflict. While building effective teams, communication, and managing conflict are necessary skills, the steps to empowering workers are part of building teams and decision making is not unique to leadership roles. While managing conflict and sharing a vision with workers are important competencies, analyzing performance, guiding and empowering workers, and directing operations are often completed by nurses managing patient care. While focusing on the patient and customer, building effective teams, and managing conflict are skills, analyzing performance can be accomplished by many nurses as they are directing and guiding workers. DIF: Cognitive Level: Applying TOP: Nursing Process: Evaluation MSC: Client Needs: Safe and Effective Environment*

**Q9:** Which statement made by a nurse best identifies an understanding of the role of management?

**A. A process of coordination and integration of resources through group activities of planning, organizing, coordinating, directing, and controlling to accomplish specific institutional goals and objectives (Correct)**

B. A process of planning and directing human effort to attain established objectives

C. A process by which organizational goals are met using the right resources

D. A process of working with executives to allocate capital, technology, and equipment resources to accomplish organizational goals

*Rationale: Management is a process of coordination and integration of resources through a group's activities of planning, organizing, coordinating, directing, and controlling to accomplish specific institutional goals and objectives. Management is a process of planning and directing human effort to attain established objectives, but it also involves efficient use of scarce resources. Management is a process that requires not only resources but also skills. Management is working not just with executives but also with individuals, groups, and other resources such as equipment, capital, and*

*technology to accomplish the organization's goals. DIF: Cognitive Level: Applying TOP: Nursing Process: Evaluation MSC: Client Needs: Safe and Effective Environment*

**Q10:** Which management theory's principle is used when considering the situation and all elements when making a management decision?

A. Complexity theory
B. Chaos theory
C. Systems theory
**D. Contingency theory (Correct)**

*Rationale: The principle of contingency theory is that managers need to consider the situation and all its elements when making a decision. The principle of complexity theory is the behavior over time of certain complex and dynamically changing systems with a concern for the predictability of the behavior of systems and how under certain conditions the system performs in regular and predictable ways, and in other conditions of change it becomes irregular and unpredictable. Management is a process of handling the stability of the system. The principle of chaos theory is the behavior that is unpredictable in spite of certain regularities. Nurses often are handling the unpredictable yet organizing and planning and controlling for these unpredictable situations. The principle of systems theory is to recognize that a manager's work is embedded within a system and to understand what a system is. Nurses are a part of a larger agenda for health care services and managing the role within the system produces efficiency and effectiveness. DIF: Cognitive Level: Remembering TOP: Nursing Process: Evaluation MSC: Client Needs: Safe and Effective Environment*

**Q11:** Effective leadership is exemplified by values, confidence in employees, and a sense of security in the face of uncertainty. This aspect of leadership is known as:

A. relationship management.
**B. self-awareness. (Correct)**
C. social awareness.
D. self-management.

*Rationale: Self-awareness is the ability to know one's own emotional state and be aware of how mood and actions affect relationships, while having confidence in others and comfort in dealing with uncertainty. This aspect of self-awareness is crucial to effective leadership. Relationship management is the use of effective communication with others to disarm conflict and the ability to develop the emotional maturity of the team members. Social awareness is the intuitive skill of empathy and expressiveness in being sensitive and aware of emotions and moods of others. Self-management is the ability to take corrective action and not to transfer negative moods to staff relationships. DIF: Cognitive Level: Applying TOP: Nursing Process: Implementing MSC: Client Needs: Safe and Effective Environment*

**Q12:** The areas where leadership and management overlap are explained by which of the following statements? (Select all that apply.) *(Select all that apply.)*

**A. Bring teams together (Correct)**
B. Spark innovation

C. Inspire a vision

**D. Direct activities (Correct)**

E. Manage resources

*Rationale: An integrative analysis of literature by Jennings and colleagues found 96% of the 894 competencies applied to both leadership and management. Bringing teams together and directing activities are responsibilities that are common to both leadership and management, while the goals for the teams may be different. Where managers use teams to make improvements, often leaders use teams to accomplish change for different reasons. Inspiring vision and sparking innovation are incorrect answers, because both strategies and processes are unique to leadership competencies. Managing resources is an incorrect answer, because managers oversee the acquisition and use of resources for services. DIF: Cognitive Level: Applying TOP: Nursing Process: Implementing MSC: Client Needs: Safe and Effective Environment*

**Q13:** Which of the following are areas of management practice have been identified for leaders to attend to during turbulent times? (Select all that apply.) *(Select all that apply.)*

A. Maintaining and sustaining quality and safety in service delivery

**B. Balancing reliability and efficiency in service delivery (Correct)**

**C. Creating and sustaining a trustworthy, learning, and evidence-based organization (Correct)**

D. Managing change through manager involvement and bidirectional communication

**E. Involving workers to manage and sustain change (Correct)**

*Rationale: The areas identified for leadership to focus on include balancing reliability and efficiency tensions, creating and sustaining trust, developing a learning environment, and managing and sustaining change with open communication and involvement with others. Maintaining and sustaining quality and safety in delivery of services is incorrect because the ever-changing societal impacts require change. Managing change through manager involvement and bidirectional communication is incorrect because of worker involvement and active communication, feedback, and sustaining of training and attention to those doing the service work. DIF: Cognitive Level: Analyzing TOP: Nursing Process: Planning MSC: Client Needs: Safe and Effective Environment*

**Q14:** Hersey and colleagues identified three skills needed for leading or influencing workers. Identify three skills leaders must possess to influence people. (Select all that apply.) *(Select all that apply.)*

**A. Diagnosing (Correct)**

B. Directing

**C. Adapting (Correct)**

**D. Communicating (Correct)**

E. Disciplining

*Rationale: The correct competencies include diagnosing, which is a cognitive activity that involves being able to understand the situation and the problem to be solved or resolved; adapting, which is a behavioral skill that involves being able to adapt behaviors and other resources to match the situation; and communicating, which is a process to advance the process in a way that individuals*

*can understand and accept. Directing is incorrect, because the process of directing may not influence workers, though the skill is part of leadership. Disciplining is incorrect, because supervisors and managers are engaging in the daily processes such as disciplining behaviors. DIF: Cognitive Level: Evaluating TOP: Nursing Process: Management MSC: Client Needs: Safe and Effective Environment*

**Q15:** Great leaders possess four essential skills. Identify two statements that describe those skills. (Select all that apply.) *(Select all that apply.)*

A. Popularity to establish followers to engage.

B. Visible, set examples, and share responsibility.

**C. Possess a sense of integrity with a distinctive and compelling vocal tone to engage others in shared meaning. (Correct)**

**D. Possess a combination of hardiness and the ability to grasp context, called adaptive capacity. (Correct)**

*Rationale: Great leaders have (1) a sense of integrity, (2) a distinctive and compelling vocal tone, (3) the ability to engage others in shared meaning, and (4) a combination of hardiness and the ability to grasp context, called adaptive capacity. The other two statements are incorrect about effective leaders, because leaders do not need to possess popularity to engage followers, and leaders need to be visible, set examples, and take responsibility, not share responsibility. DIF: Cognitive Level: Analyzing TOP: Nursing Process: Implementing MSC: Client Needs: Safe and Effective Environment*