Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

SKU: 9781260682977-TEST-BANK

Leadership Enhancing the Lessons of Experience 10th Edition by Hughes CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Leadership is a complex phenomenon involving the leader, the followers, and the situation.

1) _____

- ◎ true
- ◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

2) Successful managers spend a lot of their time in organizational socializing and politicking.

2) _____

- ◎ true
- ◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

3) Some managers are likely to be effective leaders without ever having taken a course or training program in leadership.

3) _____

- ◎ true
- ◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

4) Good leadership is all about calculation, planning, and following a checklist.

4) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

5) The mere presence of a group can cause people to act differently than when they are alone.

5) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

6) Leaders have a short-term view, whereas managers have a long-term view in management.

6) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

7) Leaders tend to ask questions pertaining to the "how" and "when" of situations, whereas managers tend to ask questions pertaining to the "what" and "why" of things.

7) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

8) One needs only common sense to be a good leader.

8) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-02 Identify common leadership myths.

9) Formal study and learning from experience are mutually exclusive when developing leadership skills.

9) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-02 Identify common leadership myths.

10) Because followers are often at the levels where many organizational problems occur, they can give leaders relevant information so that good solutions are implemented.

10) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

11) Leaders have considerably more influence with in-group followers than with out-group followers.

11) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

12) Out-group subordinates are distinguished from in-group subordinates by their high degree of loyalty, commitment, and trust felt toward their leader.

12) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

13) When followers have a say in the selection or election of a leader, they are likely to have low expectations and make few demands.

13) _____

◎ true
◎ false

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

14) According to Robert Kelley, the best followers are self-starters who take initiative for themselves.

14) _____

- ◎ true
- ◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

15) According to Robert Kelley, alienated followers habitually point out all the negative aspects of an organization to others and leaders often see them as adversarial.

15) _____

- ◎ true
- ◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

16) Pragmatist followers see themselves as mavericks who have a healthy skepticism of their organization.

16) _____

- ◎ true
- ◎ false

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

17) Unlike the constructionist approach, the role approach believes that leadership is co-created through acts of leading and following, whoever may be performing those acts.

17) _____

- ◎ true
- ◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

18) Research indicates that men tend to view leadership as an exchange with subordinates for services rendered.

18) _____

- ◎ true
- ◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Illustrate the interactional framework by examining women's roles in leade

19) The glass cliff refers to the finding that female candidates for an executive position are more likely to be hired than equally qualified male candidates when an organization's performance is declining.

19) _____

- ◎ true
- ◎ false

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Illustrate the interactional framework by examining women's roles in leade

20) Hubristic leaders ignore the advice and criticism of others, almost drunk with their power and unconditional positive self-regard.

20) _____

◎ true
◎ false

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-05 Conclude that there is no simple recipe for effective leadership.

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

21) According to leadership researchers, leadership

21) _____

A) is an interpersonal relation in which others comply because they want to.
B) is the study of leaders independent of the people they interact with.
C) postulates that leaders administer rather than innovate.
D) requires that leaders accept the status quo.

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

22) Which of the following definitions of leadership is fairly comprehensive and helpful?

22) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

A) actions that focus resources to create desirable opportunities
B) the process by which an agent induces a subordinate to behave in a desired manner
C) directing and coordinating the work of group members
D) the process of influencing an organized group toward accomplishing its goals

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

23) A key reason behind using the phrase "desirable opportunities" in a definition of leadership was precisely to distinguish between leadership and

23) _____

A) tyranny.
B) management.
C) followership.
D) situation.

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

24) Which of the following words is most often associated with the word "management"?

24) _____

A) dynamism
B) risk taking
C) efficiency
D) creativity

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Leadership Enhancing the Lessons of Experience 10th Edition by Hughes CH01

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

25) Leadership is most associated with words like

25) _____

A) consistency.
B) planning.
C) control.
D) vision.

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-01 Characterize the meaning of leadership.

26) Which of the following is a conventional distinction between managers and leaders?

26) _____

A) Managers administer, while leaders innovate.
B) Managers challenge the status quo, while leaders accept it.
C) Managers inspire, while leaders control.
D) Managers originate, while leaders imitate.

Question Details
Learning Objective : 01-01 Characterize the meaning of leadership.
Difficulty : 2 Medium
Bloom's : Understand

27) The interactional framework for analyzing leadership includes

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

27) _____

A) followers, leaders, and situations.
B) individuals, groups, and organizations.
C) individual followers, groups, and leaders.
D) first-level supervisors, mid-level managers, and top-level leaders.

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

28) What is Hollander's approach to leadership called?

28) _____

A) participative approach
B) transformational approach
C) charismatic approach
D) transactional approach

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

29) According to Robert Kelley's basic styles of followership, _____ are the "yes people" of organizations and are very active at doing their organization's work.

29) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

A) pragmatist followers
B) conformist followers
C) alienated followers
D) exemplary followers

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

30) According to Robert Kelley's basic styles of followership, which of the following statements is true about pragmatist followers?

30) _____

A) They are mediocre performers.
B) They usually point out all the negative aspects of their organization to others.
C) They are the "yes people" of their organization.
D) They apply their talents for the benefit of their organization.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

31) According to Robert Kelley's basic styles of followership, who among the following presents a consistent picture to both leaders and coworkers of being independent, innovative, and willing to stand up to superiors?

31) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

A) alienated followers
B) conformist followers
C) pragmatist followers
D) exemplary followers

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

32) Craig, a marketing manager at HeliZone Inc., rarely takes initiative or suggests new ideas during project meetings. He does his work half-heartedly and needs to be guided by his manager on a regular basis. According to Robert Kelley's basic styles of followership, Craig most likely is a(n)

32) _____

A) passive follower.
B) alienated follower.
C) conformist follower.
D) pragmatist follower.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 3 Hard
Bloom's : Apply

33) Identify a true statement about passive followers in the context of Robert Kelley's basic styles of followership.

33) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

A) They are the "yes people" of organizations.
B) They are highly likely to become experts in mastering the bureaucratic rules that can be used to protect them.
C) They require constant direction because they lack initiative and a sense of responsibility.
D) They are often seen as cynical, negative, and adversarial by leaders.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

34) Unlike the role approach, the constructionist approach

34) _____

A) stresses that a person's awareness of being judged by stereotypes has a deleterious impact on performance.
B) views leadership as combined acts of leading and following by different individuals.
C) emphasizes that leaders have more influence with out-group followers than with in-group followers.
D) states that female candidates are unable to deliver when an organization's performance is declining.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

35) Most early research on leadership was based on the assumption that leadership is a general personal trait expressed independently of the situation in which the leadership is manifested. This view is commonly known as

35) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

A) the interactional framework.
B) the role approach.
C) the heroic theory.
D) the glass ceiling effect.

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

36) In the context of the interactional framework, ideal followers are most likely to be described as

36) _____

A) cooperative.
B) forward-looking.
C) inspiring.
D) innovative.

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.

37) In a classic study of sex roles, Schein

37) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

A) evidenced the fact that being a woman and being a manager are contradictory.
B) found a high correlation between the ways both male and female respondents perceived "females" and "managers."
C) demonstrated how bias in sex-role stereotypes created problems for women moving up through managerial roles.
D) found no correlation between the ways respondents perceived "males" and "managers."

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Illustrate the interactional framework by examining women's roles in leade

38) Which of the following is a phenomenon that refers to situations in which people feel themselves at risk of being judged by others holding negative images about them?

38) _____

A) the in-group
B) the stereotype threat
C) the glass cliff
D) the role approach

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Illustrate the interactional framework by examining women's roles in leade

39) Which of the following statements is true of women in leadership positions?

39) _____

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

A) Women's commitment to their organizations was less guarded than that of their male counterparts.

B) Women were less likely than men to be willing to take career risks.

C) Women were less analytical and forceful than men.

D) Women had significantly lower well-being scores than men.

Question Details
Learning Objective : 01-04 Illustrate the interactional framework by examining women's roles in leade
Difficulty : 2 Medium
Bloom's : Understand

40) In survey research by Judith Rosener that identified several differences in how men and women described their leadership experiences, it was found that

40) _____

A) men's trust in each other tended to decrease more than women when work situations became more professionally risky.

B) men described their influence in terms of personal characteristics like charisma and interpersonal skill.

C) women helped subordinates develop commitment to broader goals than their own self-interest.

D) women influenced others primarily through their organizational position and authority.

Question Details
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Illustrate the interactional framework by examining women's roles in leade

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

41) Discuss how leadership is both an art and a science.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Question Details
Learning Objective : 01-01 Characterize the meaning of leadership.
Difficulty : 2 Medium
Bloom's : Understand

42) Explain and illustrate the rational and emotional aspects of leadership.

Question Details
Learning Objective : 01-01 Characterize the meaning of leadership.
Difficulty : 2 Medium
Bloom's : Understand

43) Compare and contrast leadership and management.

Question Details
Learning Objective : 01-01 Characterize the meaning of leadership.
Difficulty : 2 Medium
Bloom's : Understand

44) What are the advantages of formally studying leadership? What role do real-life experiences play in formal studies of leadership?

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Question Details
Learning Objective : 01-02 Identify common leadership myths.
Difficulty : 2 Medium
Bloom's : Understand

45) Compare and contrast leadership and followership.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

46) Briefly discuss Rosener's concept of interactive leadership and explain its development.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

47) How does the situation variable affect leadership? How does a leader's job differ in simple and complex situations?

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

48) How does a leader's history with an organization affect leadership effectiveness? Explain how the way in which leadership status was achieved impacts effectiveness.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

49) Identify and describe the five basic styles of followership as suggested by Robert Kelley.

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

50) What trends have contributed to the changing nature of the leader-follower relationship in organizations? How do these trends enable followers to take on leadership roles?

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Leadership Enhancing the Lessons of Experience 10th Edition by Hughes CH01

Question Details
Learning Objective : 01-03 Generalize the interactional framework for analyzing leadership.
Difficulty : 2 Medium
Bloom's : Understand

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Leadership Enhancing the Lessons of Experience 10th Edition by Hughes CH01
Answer Key

Test name: CH01

1) TRUE
2) FALSE
3) TRUE
4) FALSE
5) TRUE
6) FALSE
7) FALSE
8) FALSE
9) FALSE
10) TRUE
11) TRUE
12) FALSE
13) FALSE
14) TRUE
15) TRUE
16) FALSE
17) FALSE
18) TRUE
19) TRUE
20) TRUE
21) A
22) D
23) A
24) C
25) D

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

26) A
27) A
28) D
29) B
30) A
31) D
32) A
33) C
34) B
35) C
36) A
37) C
38) B
39) D
40) C

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Leadership Enhancing the Lessons of Experience 10th Edition by Hughes CH01

41) Saying leadership is both a science and an art emphasizes the subject of leadership as a field of scholarly inquiry, as well as certain aspects of the practice of leadership. The scope of the science of leadership is reflected in a number of studies cited in an authoritative reference work. However, being an expert on leadership research is neither necessary nor sufficient for being a good leader. Some managers may be effective leaders without ever having taken a course in leadership, and some scholars in the field of leadership may be relatively poor leaders themselves. Nonetheless, knowing something about leadership research is relevant to leadership effectiveness. Scholarship may not be a prerequisite for leadership effectiveness, but understanding some of the major research findings can help individuals better analyze situations using a variety of perspectives. That, in turn, can give leaders insight about how to be more effective. Even so, because skills in analyzing and responding to situations vary greatly across leaders, leadership will always remain partly an art as well as a science.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Leadership Enhancing the Lessons of Experience 10th Edition by Hughes CH01

42) Leadership involves both the rational and emotional sides of human experience. Leadership includes actions and influences based on reason and logic as well as those based on inspiration and passion. It would be undesirable to have leaders who only respond to all situations with logical and emotionless predictability. Good leadership is more than just calculation and planning, or following a checklist. People are both rational and emotional, so leaders can use rational techniques and emotional appeals to influence followers, but they must also weigh the rational and emotional consequences of their actions. Good leadership also involves touching others' feelings; emotions play an important role in leadership, too. One example is the civil rights movement of the 1960s. It was a movement based on emotions as well as on principles. Dr. Martin Luther King Jr. inspired many people to action; he touched people's hearts as well as their minds.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

43) To many people, the word "management" suggests words like efficiency, planning, paperwork, procedures, regulations, control, and consistency. Leadership, on the other hand, is more associated with words like risk taking, dynamic, creativity, change, and vision. Some people say leadership is fundamentally a value-choosing, and thus a value-laden, activity, whereas management is not. Leaders are thought to do the right things, whereas managers are thought to do things right. Other differences include the idea that managers administer, whereas leaders innovate; managers maintain, whereas leaders develop; managers control, whereas leaders inspire; managers have a short-term view, whereas leaders have a long-term view; managers imitate, whereas leaders originate; and managers accept the status quo, whereas leaders challenge it. Zaleznik suggests that by nature some people are managers, while others are leaders. It is probably best to think of leadership and management as closely related but distinguishable functions. Although some functions performed by leaders and managers may be unique, there is also an area of overlap.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

44) Formal study and learning from experience complement each other. A formal study of leadership can help students learn to discern critical lessons about leadership from their own experience. Approaching the issue in such a way recognizes the vital role of experience in leadership development, but it also admits that certain kinds of study and training can improve a person's ability to discern important lessons about leadership from experience. One advantage of formally studying leadership is that formal study provides students with a variety of ways of examining a particular leadership situation. By studying the different ways researchers have defined and examined leadership, students can use these definitions and theories to better understand what is going on in any leadership situation. The leadership frameworks can similarly be applied to better understand the experiences one has as both a leader and a follower. Being able to analyze your experiences from multiple perspectives may be the greatest single contribution a formal course in leadership can give you.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

Leadership Enhancing the Lessons of Experience 10th Edition by Hughes CH01

45) Leadership is a social influence process shared among all members of a group. It is not restricted to the influence exerted by someone in a particular position or role. Thus, followers are part of the leadership process. In recent years both practitioners and scholars have emphasized the relatedness of leadership and followership.

There is no simple line dividing them; they merge. This does not mean leadership and followership are the same thing. When top-level executives were asked to list qualities they most look for and admire in leaders and followers, the lists were similar but not identical. Ideal leaders were characterized as honest, competent, forward-looking, and inspiring. Ideal followers were described as honest, competent, independent, and cooperative. The differences could become critical in certain situations, as when a forward-looking and inspiring subordinate perceives a significant conflict between his own goals or ethics and those of his superiors. Such a situation could become a crisis for the individual and the organization, demanding a choice between leading and following.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

46) Survey research by Judith Rosener identified several differences in how men and women described their leadership experiences. Men tended to describe themselves in somewhat transactional terms, viewing leadership as an exchange with subordinates for services rendered. They influenced others primarily through their organizational position and authority. The women, by contrast, tended to describe themselves in transformational terms. They helped subordinates develop commitment to broader goals than their own self-interest and described their influence more in terms of personal characteristics like charisma and interpersonal skill than mere organizational position.

According to Rosener, such women leaders encouraged participation and shared power and information, but went far beyond what is commonly thought of as participative management. She called it interactive leadership. Their leadership self-descriptions reflected an approach based on enhancing others' self-worth and believing that the best performance results when people are excited about their work and feel good about themselves.

Rosener concluded that this interactive leadership style developed due to these women's socialization experiences and career paths. The social role expected of women has emphasized that they be cooperative, supportive, understanding, gentle, and service-oriented. As they entered the business world, they still found themselves in roles emphasizing these same behaviors. They found themselves in staff, rather than line, positions and in roles lacking formal authority over others such that they had to accomplish their work without reliance on formal power. What they had to do, in other words, was employ their socially acceptable behavioral repertoire in order to survive organizationally.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

47) The situation is the third critical part of the leadership equation. Even if we knew all we could know about a given leader and a given set of followers, leadership often makes sense only in the context of how the leader and followers interact in a particular situation. The situation variable may be the most ambiguous aspect of the leadership framework; it can refer to anything from the specific task a group is engaged in to broad situational contexts such as the remote predicament of the Andes survivors.

In simple situations, a leader is expected to ensure that proper processes are in place, follow best practices, and communicate in clear and direct ways. In complex situations, the leader should create environments and experiments that allow patterns to emerge; increase levels of interaction and communication; and use methods that generate new ideas and ways of thinking among everyone.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

48) A leader's experience or history in a particular organization is usually important to her or his effectiveness. For example, leaders promoted from within an organization, by virtue of being familiar with its culture and policies, may be ready to "hit the job running." In addition, leaders selected from within an organization are typically better known by others in the organization than are leaders selected from the outside. That is likely to affect, for better or worse, the latitude others in the organization are willing to give the leader; if the leader is widely respected for a history of accomplishment, she may be given more latitude than a newcomer whose track record is less well known.

A leader's legitimacy also may be affected by the extent to which followers participated in the leader's selection. When followers have had a say in the selection or election of a leader, they tend to have a heightened sense of psychological identification with her, but they also may have higher expectations and make more demands on her.

Another important aspect of the leader is how he or she achieved leader status. Leaders who are appointed by superiors may have less credibility with subordinates and get less loyalty from them than leaders who are elected or emerge by consensus from the ranks of followers.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

49) Kelley has suggested five basic styles of followership:

1. Alienated followers habitually point out all the negative aspects of the organization to others. While alienated followers may see themselves as mavericks who have a healthy skepticism of the organization, leaders often see them as cynical, negative, and adversarial.
2. Conformist followers are the "yes people" of organizations. While very active at doing the organization's work, they can be dangerous if their orders contradict societal standards of behavior or organizational policy.
3. Pragmatist followers are rarely committed to their group's work goals, but they have learned not to make waves. Because they do not like to stick out, pragmatists tend to be mediocre performers who can clog the arteries of many organizations.
4. Passive followers rely on the leader to do all the thinking. Furthermore, their work lacks enthusiasm. Lacking initiative and a sense of responsibility, passive followers require constant direction.
5. Exemplary followers present a consistent picture to both leaders and coworkers of being independent, innovative, and willing to stand up to superiors. They apply their talents for the benefit of the organization even when confronted with bureaucratic stumbling blocks or passive or pragmatist co-workers.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank

50) There is an increasing pressure on all kinds of organizations to function with reduced resources. Reduced resources and company downsizing have reduced the number of managers and increased their span of control, which in turn leaves followers to pick up many of the functions traditionally performed by leaders.

There is also a trend toward greater power sharing and decentralized authority in organizations, which create greater interdependence among organizational subunits and increase the need for collaboration among them. Furthermore, the nature of problems faced by many organizations is becoming so complex and the changes are becoming so rapid that more and more people are required to solve them.

In addition to helping solve organizational problems, followers can contribute to the leadership process by becoming skilled at "influencing upward." Because followers are often at the levels where many organizational problems occur, they can give leaders relevant information so that good solutions are implemented. Still another way followers can assume a greater share of the leadership challenge in the future is by staying flexible and open to opportunities.

Leadership Enhancing the Lessons of Experience 10th edition Hughes Test Bank