New Leadership Challenge Creating the Future of Nursing 6th edition Grossman Test Bank

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Chapter 1: The Phenomenon of Leadership: Classical/Historical and Contemporary Perspectives on Leadership

MULTIPLE CHOICE

1. The nurse manager is reviewing different leadership theories. Which theory should the manager identify that stresses the significance of the environment or circumstance, notes that the leader emerges but is not necessarily chosen, and gives little recognition to followers?
   A. Trait theory
   B. Complexity theory
   C. Situational theory
   D. Great man theory

   ANS: C
   Page: 3

	Feedback
A	Incorrect because trait theory is focused only on the characteristics of the leader.
B	Incorrect because complexity theory acknowledges the complexity of social processes and views leadership as an outcome of interactions.
C	Correct because situational theory includes the environment and emphasizes that the leader is not necessarily chosen but evolves.
D	Incorrect because great man theory stresses only the leader.

2. The nurse manager is implementing transformational leadership on a client care area. Which action should the manager take when using idealized influence to motivate staff?
   A. Increase the staff's confidence and trust.
   B. Teach the staff to be goal-oriented and responsible.
   C. Encourage creativity and new approaches to problems.
   D. Assist staff to continue working hard and self-actualize.

   ANS: A
   Page: 5

	Feedback
A	Correct because with idealized influence the leader assists the follower to increase confidence, respect, and trust.
B	Incorrect because inspirational motivation involves teaching the follower to be empowering, goal-oriented, and responsible.

New Leadership Challenge Creating the Future of Nursing 6th edition Grossman Test Bank

C	Incorrect because intellectual stimulation involves assisting the follower to be creative, expand on ideas, and find new approaches to solve problems.
D	Incorrect because individualized consideration includes assisting the follower to increase self-esteem, continue working hard, and self-actualize.

3. The nurse manager is implementing appreciative inquiry on a client care area. Which action should the manager take when demonstrating the 4-D cycle?
   A. Dare
   B. Design
   C. Decide
   D. Determine

   ANS: B
   Page: 11

	Feedback
A	Incorrect because daring is not a component of the 4-D cycle.
B	Correct because the 4-D cycle of appreciative inquiry includes discovery (appreciating what is), dream (imagining what might be), design (determining what should be), and delivery/destiny (creating what will be).
C	Incorrect because decide is not a component of the 4-D cycle.
D	Incorrect because determine is not a component of the 4-D cycle.

4. The nurse is researching information about leadership for a staff presentation. Which major factors in health care should the nurse emphasize that are creating the need for new leaders?
   A. Chaos, uncertainty, unpredictability, and constant change
   B. Health-care reform, politics, violence, and surplus resources
   C. Inferior technology, mergers, acquisitions, and one's legal scope of practice
   D. Too many workers, not enough work, unprepared employees, and technology

   ANS: A
   Page: 1-2

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

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5. The nurse educator is preparing a teaching tool about the human becoming leading-following model. Which components should the educator include?
   A. Goals, followers, and resources
   B. Strategy, goals, and outcome evaluation
   C. Vision, willingness to risk, and reverence for others
   D. Trust, hierarchical power, and nonjudgmental attitude

   ANS: C
   Page: 12

	Feedback
A	Incorrect because goals, followers, and resources are not parts of this model.
B	Incorrect because strategy, goals, and outcome evaluation are not parts of this model.
C	Correct because vision, willingness to risk, and reverence for others are parts of this model.
D	Incorrect because trust, hierarchical power, and nonjudgmental attitude are not parts of this model.

6. The nurse identifies the leader of the ethics committee as the person who is above average in height and weight, has superior judgment, is decisive, and has self-confidence. Which theory did this nurse use to identify the leader?
   A. Trait theory
   B. Situational theory
   C. Great man theory
   D. Contemporary leadership theory

   ANS: A
   Page: 3

	Feedback
A	Correct because trait theory asserts that certain traits and characteristics determine a leader.
B	Incorrect because situational theory gives clear recognition to the significance of the environment and the particular situation as factors in the effectiveness of a leader.
C	Incorrect because great man theory asserts that one is a leader if one is born into the “right” family.
D	Incorrect because contemporary leadership theories focus on relationships and interactions with the leader, situation, and followers.

New Leadership Challenge Creating the Future of Nursing 6th edition Grossman Test Bank

7. The nurse is working in an agency that focuses on the six freedoms. Which theory is this agency using to guide client care?
   A. Social model
   B. Complexity theory
   C. Appreciative inquiry
   D. Eastern vs. Western leadership

   ANS: C
   Page: 11

	Feedback
A	Incorrect because social models focus on the relational and complex social models rather than on an individual leader, not on the six freedoms.
B	Incorrect because complexity theory acknowledges the "messiness" and complexity of social processes in which leaders emerge through dynamic interactions, not on the six freedoms.
C	Correct because appreciative inquiry environments are characterized by the six freedoms.
D	Incorrect because Eastern vs. Western leadership provides evidence of the impact of culture on leadership, not on the six freedoms.

8. The nurse is reading the report *The Future of Nursing: Leading Change, Advancing Health.* According to this report, the nurse should identify which type of nurse as prepared to lead?
   A. Managers
   B. Direct care providers
   C. Educators
   D. All types of nurses

   ANS: D
   Page: 13

	Feedback
A	Incorrect because the report recommends that all nurses should be prepared to assume leadership positions and not just managers.
B	Incorrect because the report recommends that all nurses should be prepared to assume leadership positions and not just direct care providers.
C	Incorrect because the report recommends that all nurses should be prepared to assume leadership positions and not just educators.
D	Correct because the report recommends that all nurses should be prepared to assume leadership positions.

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9. The nurse is reviewing relational and social models of leadership. Which aspect of these leadership models is often overlooked?
   A. Leaving early
   B. Having alone time
   C. Working with a team
   D. Taking vacations with family

   ANS: B
   Page: 4-5

	Feedback
A	Incorrect because alone time is overlooked. Leaving early, per se, is not considered an aspect of leadership.
B	Correct because alone time is needed to feel more productive and creative, reflect on past and present situations, and think about future directions.
C	Incorrect because alone time is overlooked. Although working with a team is a component of leadership, it is generally recognized as a key component; that is, it is not overlooked.
D	Incorrect because alone time is overlooked. Taking vacations, per se, is not considered an aspect of leadership.

10. The nurse who provides care to clients in an intensive care unit goes to the park after work and thinks about the activities of the day before returning home. Which authentic leadership trait does the nurse demonstrate?
    A. Integrity
    B. Self-reflection
    C. Relational transparency
    D. Internalized moral perspective

    ANS: B
    Page: 7

	Feedback
A	Incorrect because integrity is not the same thing as self-reflection.
B	Correct because in authentic leadership the importance of self-reflection is emphasized as a concept that may be particularly important for nurses.
C	Incorrect because relational transparency encompasses honest two-way communication.
D	Incorrect because internalized moral perspective is the individual's moral compass.

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11. The nurse manager is selecting a leadership style to use when guiding the needs of the staff and clients. Which characteristic should the manager identify as essential if adopting the innovative leadership style?
A. A personal vision
B. Faith in the physicians
C. A strong profit/cost focus
D. Fierce loyalty to the organization

ANS: D
Page: 10

	Feedback
A	Incorrect because an excellent strategic vision is one of the 10 characteristics for innovative leadership.
B	Incorrect because faith in the organization is one of the 10 characteristics for innovative leadership.
C	Incorrect because a strong customer focus is one of the 10 characteristics for innovative leadership.
D	Correct because a fierce loyalty to the organization is one of the 10 characteristics for innovative leadership.

12. The nurse educator is asked to explain how authentic leadership differs from ethical leadership. In which way should the educator respond?
A. "A strong self-awareness is needed with ethical leadership."
B. "High moral standards are needed solely for ethical leadership."
C. "Good communication skills are needed with authentic leadership."
D. "Disturbing the equilibrium is associated with authentic leadership."

ANS: C
Page: 12

	Feedback
A	Incorrect because a strong self-awareness is associated with authentic leadership.
B	Incorrect because high moral standards are needed for both theories.
C	Correct because good communication skills are needed with authentic leadership.
D	Incorrect because disturbing the equilibrium is associated with adaptive leadership.

New Leadership Challenge Creating the Future of Nursing 6th edition Grossman Test Bank

13. The department of nursing is identifying the leadership theory that would support the Institute of Medicine's (IOM's) report regarding patient safety and health-care errors. Which theory should the department implement?
    A. Trait theory
    B. Great man theory
    C. Situational theory
    D. Transformational leadership

    ANS: D
    Page: 12-13

	Feedback
A	Incorrect because trait theory is not recommended by the IOM.
B	Incorrect because great man theory is not recommended by the IOM.
C	Incorrect because situational theory is not recommended by the IOM.
D	Correct because transformational leadership is recommended by the IOM.

MULTIPLE RESPONSE

1. The nurse educator is preparing an educational program for the staff about contemporary leadership theories. Which topics will the educator emphasize in the teaching session? *Select all that apply.*
    A. Dyadic
    B. Relational
    C. Head-down approach
    D. Complex social models
    E. Individual leader qualities

    ANS: A, B, D
    Page: 4

	Feedback
1.	Correct because contemporary leadership theories are focused on dyadic, relational, and complex social models.
2.	Correct because contemporary leadership theories are focused on dyadic, relational, and complex social models.
3.	Incorrect because people in health care need to follow the great leaders who are not "head-down" but see around corners.
4.	Correct because contemporary leadership theories are focused on dyadic, relational, and complex social models.
5.	Incorrect because contemporary leadership theories are not focused on an individual leader's qualities or traits.

New Leadership Challenge Creating the Future of Nursing 6th edition Grossman Test Bank

2. The nurse manager is implementing innovative leadership on a care area. Which practices should the manager demonstrate? *Select all that apply.*
   A. Sensing
   B. Leading
   C. Embodying
   D. Dreaming
   E. Following

   ANS: A, B, C
   Page: 10

	Feedback
1.	Correct because sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are practices within the innovative leadership model.
2.	Correct because sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are practices within the innovative leadership model.
3.	Correct because sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are practices within the innovative leadership model.
4.	Incorrect because dreaming is an example of one of the 4-D cycles for appreciative inquiry.
5.	Incorrect because following is not a practice within the innovative leadership model.

New Leadership Challenge Creating the Future of Nursing 6th edition Grossman Test Bank