New Leadership Challenge - Creating the Future of Nursing 7th edition Garlock Test Bank

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Chapter 1: The Phenomenon of Leadership: Classic/Historical and Contemporary Leadership Theories

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:

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

2. The nurse manager is implementing transformational leadership on a patient-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:

	Feedback
A	Correct. With idealized influence the leader assists the follower to increase confidence, respect, and trust.
B	Incorrect. Inspirational motivation involves teaching the follower to be empowering, goal oriented, and responsible.
C	Incorrect. Intellectual stimulation involves assisting the follower to be creative, expand on ideas, and find new approaches to solve problems.
D	Incorrect. Individualized consideration includes assisting the follower to increase self-esteem, continue working hard, and self-actualize.

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3. The nurse manager is implementing appreciative inquiry on a patient-care area. Which step involves determining what should be?
   A. Discover
   B. Design
   C. Dream
   D. Destiny

   ANS: B
   Page:

	Feedback
A	Incorrect. During the discover step, the focus is on appreciating what is.
B	Correct. The design step involves determining what should be.
C	Incorrect. The dream step involves imagining what might be.
D	Incorrect. The destiny (or deliver) step involves creating what will be.

4. The nurse is researching information about leadership for a staff presentation. Which major factors in healthcare should the nurse emphasize that are creating the need for new leaders?
   A. Chaos, uncertainty, unpredictability, and constant change
   B. Healthcare 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:

	Feedback
A	Correct. 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" (Tetenbaum & Laurence, 2011, p. 48).
B	Incorrect. There is not a surplus of resources.
C	Incorrect. Technology in healthcare is not inferior.
D	Incorrect. There are not enough workers, there is too much work, and technology is a positive feature.

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. Commitment to vision, willingness to risk, and reverence for others
   D. Trust, hierarchical power, and nonjudgmental attitude

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ANS: C
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	Feedback
A	Incorrect. Goals, followers, and resources are not parts of this model.
B	Incorrect. Strategy, goals, and outcome evaluation are not parts of this model.
C	Correct. Commitment to vision, willingness to risk, and reverence for others are parts of this model.
D	Incorrect. 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 able to maintain a high level of activity, 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
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	Feedback
A	Correct. Trait theory asserts that certain traits and characteristics are correlated with leadership.
B	Incorrect. 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. The great man theory asserts that one is a leader if one is born into the "right" family.
D	Incorrect. Contemporary leadership theories focus on relationships and interactions with the leader, situation, and followers.

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. Humanbecoming leading-following model

   ANS: C
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	Feedback
A	Incorrect. Social models focus on the relational and complex social models rather than on an individual leader, not on the six freedoms.
B	Incorrect. Complexity theory acknowledges the "messiness" and complexity of social processes in which leaders emerge through dynamic interactions, not on the six freedoms.
C	Correct. Appreciative inquiry environments are characterized by the six freedoms.
D	Incorrect. The humanbecoming leading-following model focuses on three inherent components of leading: commitment to vision, willingness to risk, and reverence for others.

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

9. The nurse is reviewing relational and social models of leadership. Which aspect of these leadership models is often overlooked?
   A. Being self-aware
   B. Having alone time
   C. Working with a team
   D. Going along with the group

   ANS: B
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	Feedback
A	Incorrect. Being self-aware is an aspect of authentic leadership, but it is not identified as a commonly overlooked element described in relational and social models.
B	Correct. Alone time is needed to feel more productive and creative, reflect on past and present situations, and to think about future directions.
C	Incorrect. 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. Going along with the group can lead to groupthink, which is something leaders seek to avoid.

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 did the nurse demonstrate?
    A. Integrity
    B. Self-reflection
    C. Relational transparency
    D. Internalized moral perspective

    ANS: B
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	Feedback
A	Incorrect. Integrity is not the same thing as self-reflection.
B	Correct. In authentic leadership the importance of self-reflection is emphasized as a concept that may be particularly important for nurses.
C	Incorrect. Relational transparency encompasses honest two-way communication.
D	Incorrect. Internalized moral perspective is the individual's moral compass.

11. The nurse manager selects 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. Focus on empathy
    B. Self-awareness
    C. Interpersonal dynamics
    D. Creativity in problem-solving

    ANS: D
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	Feedback
A	Incorrect. Empathy is an essential characteristic of the servant leader but not necessarily the innovative leader.
B	Incorrect. Self-awareness is an essential characteristic of authentic leadership but not necessarily innovative leadership.
C	Incorrect. Interpersonal dynamics is important for interactive leadership but not the main characteristic associated with innovative leadership.
D	Correct. Creativity, in particular with regard to solving problems, is a key characteristic of innovative leadership as it emphasizes developing new and effective solutions to existing challenges.

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:

	Feedback
A	Incorrect. A strong self-awareness is associated with authentic leadership.
B	Incorrect. High moral standards are needed for both theories.
C	Correct. Good communication skills are needed with authentic leadership.
D	Incorrect. Disturbing the equilibrium is associated with adaptive leadership.

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

    ANS: D
    Page:

	Feedback
A	Incorrect. Trait theory is not recommended by the IOM.
B	Incorrect. The great man theory is not recommended by the IOM.
C	Incorrect. Situational theory is not recommended by the IOM.

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D	Correct. Transformational leadership is recommended by the IOM.

MULTIPLE RESPONSE

14. The nurse educator is preparing an educational program for the staff about contemporary leadership theories. Which topic 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:

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

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

    ANS: A, B, C
    Page:

	Feedback
1.	Correct. Sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are practices within the innovative leadership model.

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2.	Correct. Sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are practices within the innovative leadership model.
3.	Correct. Sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are practices within the innovative leadership model.
4.	Incorrect. Dreaming is an example of one of the "4-D" cycle elements for appreciative inquiry.
5.	Incorrect. Following is not a practice within the innovative leadership model.

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