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Chapter 1: Introduction

MULTIPLE CHOICE

1. Leadership is an active process in which individuals are:
   a. coerced
   b. incentivized
   c. willingly influenced
   d. intimidated

   ANS: C DIF: Moderate

2. Which example would run counter to effective leadership?
   a. Aviva notices that one of her employees made a careless mistake, so she calls out the error in front of the team so that others can learn from the employee's mistake.
   b. Glen sees that one of his employees performed a task exceptionally well, so he points it out in front of the team as an example.
   c. Susanna observes that her team is swamped, so she steps in to help complete tasks.
   d. Young-Soo influences his coworkers with his personality and experience despite having no formal leadership title.

   ANS: A DIF: Hard

3. Darius works hard to fine-tune the procedures and processes in place for his team so that they can be more efficient. Darius is fulfilling a(n) _____ function.
   a. corporate
   b. leadership
   c. management
   d. interpersonal

   ANS: C DIF: Moderate

4. Aaron has ideas for how to overhaul some of his team's processes and alter one of their policies to improve their customer service. Aaron is fulfilling a(n) _____ function.
   a. corporate
   b. leadership
   c. management
   d. interpersonal

   ANS: B DIF: Moderate

5. In what circumstances should leaders make decisions?
   a. only where they know the decision will be easily accepted by their followers

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b. only when the decision was initially proposed by one of their followers
c. even when the decision is not financially viable
d. even when the decision is risky and unpopular

ANS: D DIF: Easy

6. Determining goals and vision is the prerogative of:
   a. all employees
   b. high-level managers
   c. low-level managers
   d. leaders

   ANS: D DIF: Moderate

7. Under what circumstances do managers typically take action to make major changes to procedures or policies?
   a. when things go noticeably wrong
   b. when a member of their team proposes new ideas
   c. when trends in the industry change
   d. when they notice inefficiencies in their processes

   ANS: A DIF: Easy

8. Management, especially _____, is partially about finding the right people and placing them in the right position.
   a. training management
   b. performance management
   c. human resource management
   d. organizational management

   ANS: C DIF: Easy

9. Clint is skilled at dealing with people, costs, and systems to accomplish goals. Although he tries to improve the processes that are already in place for his team, he's not afraid to question the current processes and policies, or to make risky decisions to change things if it will help better the organization. He seeks continuous improvement based on his goals and vision for his team. What is true about Clint?
   a. He is capable of both managing and leading, but gravitates towards leadership.
   b. He is capable of both managing and leading, but gravitates towards management.
   c. He is capable of effective leadership, but not effective management.
   d. He is capable of effective management, but not effective leadership.

   ANS: A DIF: Hard

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10. Jasper wants to provide traditional leadership training to the supervisors on his team. Which action will he likely consider?
    a. sending them to live temporarily in an impoverished or developing economy
    b. providing neurofeedback training
    c. reshaping their brain structures through life experiences
    d. providing a motivational speaker to discuss the nature and importance of leadership

    ANS: D DIF: Moderate

11. Based on the principle of _____, brain structures can be shaped through life experiences and systematic interventions.
    a. neurofeedback
    b. neuroplasticity
    c. neuro-impermanence
    d. cognitive feedback

    ANS: B DIF: Moderate

12. Valeska does not naturally have strong leadership qualities and behaviors. What is true about her potential as a leader in the future?
    a. She can be an effective manager, but not as a leader.
    b. She must learn leadership skills when she is still young.
    c. She can learn leadership skills throughout her life.
    d. She cannot succeed as a manager or as a leader.

    ANS: C DIF: Moderate

13. An accounting firm has a reputation for strong leadership. As a result of this reputation, the company will likely
    a. attract less expensive talent.
    b. attract better performers.
    c. raise their product prices.
    d. have a more competitive culture.

    ANS: B DIF: Moderate

14. Yusuf is a director for an accounting firm, and he has strong leadership skills. What is likely to be true about Yusuf's team?
    a. It has low turnover.
    b. It has low productivity.
    c. It has better benefits.
    d. It has a flat reporting structure.

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ANS: A DIF: Moderate

15. The employees for a large retail chain feel a sense of identification and commitment to the company. As a result of these feelings, the company experiences:
    a. increased training costs
    b. decreased benefits costs
    c. increased productivity
    d. decreased retention

    ANS: C DIF: Moderate

16. A manufacturing company is staffed with strong leaders. In additional to improved organizational performance, what will they likely see in their employees?
    a. decreased usage of paid time off
    b. decreased teamwork
    c. increased competitiveness
    d. increased innovation

    ANS: D DIF: Moderate

17. Customers expect companies to provide _____ for their employees.
    a. career advancement opportunities
    b. education reimbursement
    c. professional development training
    d. safe and stable employment

    ANS: D DIF: Moderate

18. "Managing" is largely about directing and:
    a. leading
    b. controlling
    c. delegating
    d. adapting

    ANS: B DIF: Easy

19. Hiromi is a manager who strives to direct and control the actions of her team. What is the most probable outcome of this strategy?
    a. Hiromi will eventually get worn out from watching her team so closely.
    b. The team will gain a better understanding of Hiromi's expectations and gradually become more independent.
    c. The team will be inspired by Hiromi's dedication and increase their productivity.

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d. Hiromi will be energized by the ongoing close interaction with the team.

ANS: A DIF: Moderate

20. Stephen has worked for eight months for a manager who closely directs and controls his team. What will likely eventually happen to Stephen?
    a. His own organization skills will develop due to the level of personal attention.
    b. He will gain a better understanding of his department's role in the company.
    c. He will grow tired of being micromanaged.
    d. He will learn management skills through observation.

    ANS: C DIF: Moderate

21. As a leader, how can Kelly encourage the development of self-leadership in members of her team?
    a. through empowerment and appropriate interpersonal behavior
    b. through directing and controlling their performance
    c. through emphasizing written feedback over verbal feedback
    d. through emphasizing verbal feedback over written feedback

    ANS: A DIF: Moderate

22. A large bottling company has been successful for over fifty years, and over time, has become highly mechanized and rule-based. What is one likely consequence of this culture?
    a. productivity will increase since processes are fine-tuned
    b. employee satisfaction will be high as a reflection of company stability
    c. effective leadership will be discouraged
    d. effective management will be encouraged

    ANS: C DIF: Moderate

23. Nasim was recently promoted into a leadership role. What resource should he rely on to grow and develop as a leader?
    a. intuition
    b. common sense
    c. others' leadership experiences
    d. his own inherent talents and gifts

    ANS: C DIF: Moderate

24. Parisa has just been promoted into a leadership position for the first time. What is required to effectively influence her followers?
    a. the willingness of her followers to be influenced

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b. proper leadership education and training
c. authority empowerment from her superiors
d. experience working in the same role as her followers

ANS: A DIF: Moderate

25. In the television miniseries *Band of Brothers*, Major Richard Winters successfully directs his men in some difficult maneuvers, so they are able to achieve results while still minimizing casualties as much as possible. Which aspect of effective leadership does this demonstrate?
a. relations-oriented leadership
b. leader-member exchange
c. context-dependent leadership
d. task-oriented leadership

ANS: D DIF: Hard

26. Lydia recently hired Kwasi as a technical writer for her product development team. Kwasi's work is often returned to him for several revisions, and the editing team complains about the quality of his work. Lydia sees Kwasi is frustrated, so she tells him he's doing a great job, even though this is untrue. Why is this strategy unlikely to motivate Kwasi to improve?
a. The praise wasn't given in public so his coworkers could see Lydia supporting him.
b. The praise wasn't given in writing so is not part of his documented job record.
c. The praise wasn't specific enough to be helpful.
d. The praise wasn't sincere.

ANS: D DIF: Moderate

27. Customers and communities expect companies to be environmentally friendly and philanthropic, and to maintain safe and stable employment for their employees. These expectations are associated with:
a. financial gain
b. people-first structure
c. social performance
d. moral baselines

ANS: C DIF: Moderate

28. Both leaders and followers feel more fulfilled and are more productive when a leader
a. does not micromanage.
b. restricts empowerment.
c. offers critical feedback along with positive encouragement.
d. fosters a competitive culture.

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ANS: A DIF: Moderate

29. In the television miniseries *Band of Brothers,* First Lieutenant Norman Dyke was often absent when the men under his command needed support or direction from him, and he also failed to make decisions. What type of leadership does this demonstrate?
    a. laissez-faire leadership
    b. commonsense leadership
    c. informal leadership
    d. inspirational leadership

    ANS: A DIF: Hard

30. Which principle explains the need for leaders to participate in their team's work instead of asking their followers to do things the leaders would not do themselves?
    a. lead-by-example
    b. lead-by-walking-around
    c. think and act paradoxically
    d. be here now

    ANS: A DIF: Easy

COMPLETION

31. Individuals who routinely influence their coworkers but have no official leadership title are called _____ leaders.
    ANS: informal DIF: Moderate

32. Leadership is demonstrated by _____, rather than by organizations as a whole.
    ANS: individuals DIF: Moderate

33. Organizations have various levels at which leadership might be exhibited, including _____, group or team, and organizational levels.
    ANS: individual DIF: Moderate

34. _____ is largely about efficiency in dealing with people, things, and systems to accomplish organizational goals.
    ANS: Management DIF: Moderate

35. Identifiable brain structures have been linked to various forms of leader qualities and behaviors, such as visionary and _____ leadership.
    ANS: ethical DIF: Hard

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36. Decisions that a leader makes are dependent upon _____: the various circumstances in which a leader finds themselves, such as the nature of the tasks or work settings facing the leader, or the geographic or cultural setting.
    ANS: context DIF: Moderate

37. When leaders think or act _____, they engage in "both-and" choosing instead of "either-or" choosing.
    ANS: paradoxically DIF: Moderate

38. In the movie *Red Tails*, Colonel A. J. Bullard successfully appealed to other high-level officers in the U.S. military for his men to received better and more involved fighting assignments. This is an example of the _____ aspect of effective leadership.
    ANS: political savvy DIF: Hard

TRUE/FALSE

39. Leadership is actually a process, not just a reference to people with certain job titles.
    ANS: T DIF: Easy

40. Leaders tend to accept the status quo, while managers tend to question the appropriateness of procedures, processes, and goals.
    ANS: F DIF: Easy

41. Both management and leadership can be demonstrated by the same person.
    ANS: T DIF: Easy

42. Effective leaders influence team members to focus on their own personal goals.
    ANS: F DIF: Moderate

43. Research has indicated there is an association between effective leaders and social performance.
    ANS: T DIF: Moderate

44. Common sense is a reliable source of truth when determining how to lead.
    ANS: F DIF: Moderate

45. The best resource for learning about leadership is one's own experience.
    ANS: F DIF: Moderate

ESSAY

46. Why is laissez-faire leadership not truly leadership?
    ANS:

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Leadership is an active process, and it is positive in the sense that individuals are willingly influenced, rather than coerced or bullied. Thus, what has been termed laissez-faire is not leadership because it is inactive in the sense of avoiding interactions with followers, not being present when needed, or not making decisions. A good example of laissez-faire can be seen in the inactions of Lieutenant Norman Dyke, Jr. in the HBO series, *Band of Brothers*. Lieutenant Dyke was frequently missing when the men under his command needed support or direction. Most importantly, he failed to make decisions, which is an important type of leader behavior.
DIF: Hard

47. How can the culture of a company impact leadership behavior?
ANS:
Some organizations may either stifle, or conversely facilitate, leadership behavior. In some organizations, cultures have developed over time that prevent the practice of leadership. For example, a highly mechanized or rule-based organization (i.e., bureaucratic) tends to emphasize norms of behavior that would reinforce the status quo. Obviously, since leaders are oriented toward continuous improvement and change, they would find such a culture to be stifling and frustrating. The end result is that individuals with leadership tendencies would either conform and be frustrated, or eventually end up exiting that organization. However, other types of organizational cultures (e.g., those oriented toward experimentation and adaptation) would tend to encourage leadership behavior that is oriented toward change.
DIF: Hard

48. How can context influence leadership behavior?
ANS:
Context pertains to the various circumstances in which a leader finds themself. These circumstances can involve the extent to which decisions need to be made quickly as opposed to constituting less of an emergency, the nature of the tasks or work settings facing the leader, and even cultural or geographic circumstances. Different approaches or styles of leadership are necessary to achieve effectiveness, depending on the context or situation. Perhaps it is not too difficult to picture how certain jobs, industries, or even institutions might dictate different approaches to leadership. For example, a more directive approach is more apparent for a Marine drill sergeant, rather than an employee working for Google or IBM. But even within a given context, appropriate leadership behavior can vary depending on the situation at a particular point in time. Even at Google, a new hire may need more directive leadership, as compared to a more seasoned employee.
DIF: Hard

49. What are the determinants of leader effectiveness?
ANS:
An understanding of effective leadership processes inherently involves the simultaneous consideration of leaders, followers, and the context.
DIF: Easy

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50. Describe "leading-by-walking-around" with the help of an example.
    ANS:
    For some reason, people in leadership roles oftentimes think that they can stay physically separated from the people who they lead. Nothing could be further from the truth. The best leaders are those who get out among the people who they are leading. They do so not for the purpose of checking up on them, but rather to show that they are concerned and want to serve or help their followers.

    For example, a person who was notorious for leading-by-wandering-around was Sam Walton, founder of Walmart. Walton became known for how he would drive his pickup truck around to various Walmart stores, rather than staying confined to corporate headquarters.
    DIF: Hard

51. What does it mean to "be here now," and why is it important to leadership?
    ANS:
    People need to experience the present and be mindful. Advancing technology (e.g., cell phones) and cultural norms (e.g., multi-tasking) have pushed people towards not experiencing the here and now; that is, not experiencing being in one time and place in one's consciousness. In other words, the modern world pushes us to not experience mindfulness.

    For example, while carrying on a verbal conversation with an individual who is physically present, one might simultaneously be eyeing their cell phone and responding to text messages. The obvious result is split attention. However, to a large extent, leadership is not a split attention game. A leader needs to be solely focused on the conversation at hand. In the above example, if a leader is having a conversation with a follower who is experiencing performance or personal problems, that follower needs the leader's undivided attention and mindfulness. This is the essence of "be here now."
    DIF: Hard

52. Identify and briefly describe a role model of a leader, either positive or negative, from a movie, television show, or book. How does that leader exemplify (or not) the six principles of effective leadership?
    ANS:
    Student answers will vary, but should address how the followers and context of the story play into leadership, whether the leader leads by example and how, whether the leader leads by walking around, how the leader gives recognition, how the leader thinks and acts paradoxically, and how the leader is present in conversations with followers.
    DIF: Hard

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