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Chapter 1: Beginning the Journey

TRUE/FALSE

1. The Physical Era of leadership was a time when leaders fought to overcome the hardships brought on by an unforgiving landscape.
   ANS: T DIF: Easy REF: Section 1.1

2. The Connective Era of leadership recognizes the tension between interdependence and diversity.
   ANS: T DIF: Easy REF: Section 1.1

3. Most people are promoted into a management position based on having high conceptual skills.
   ANS: F DIF: Easy REF: Section 1.1

4. The ability to work well with others, known as human skills, is important throughout your career.
   ANS: T DIF: Easy REF: Section 1.1

5. In general, managers have a narrower focus than leaders do.
   ANS: T DIF: Easy REF: Section 1.1

6. The great man theory proposed that great leaders were born rather than made.
   ANS: T DIF: Easy REF: Section 1.2

7. The great man theory suggested that all individuals could be great leaders.
   ANS: F DIF: Easy REF: Section 1.2

8. The two dimensions used in Blake and Mouton's managerial grid are concern for people and concern for production.
   ANS: T DIF: Moderate REF: Section 1.2

9. According to Blake and Mouton, the team management style is high on both people and production.
   ANS: T DIF: Moderate REF: Section 1.2

10. The path–goal theory proposes that there is one best style of leadership that works in all situations.
    ANS: F DIF: Easy REF: Section 1.2

11. The connective leadership model suggests that there is no one leadership style that will work in all situations and with all followers.
    ANS: T DIF: Easy REF: Section 1.3

12. Connective leaders should be comfortable using only a small set of leadership behaviors.

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ANS: F DIF: Easy REF: Section 1.3

13. Connective leaders select those leadership behaviors that increase their odds of success given their analysis of the followers and situation.
ANS: T DIF: Easy REF: Section 1.3

14. The nine leadership behaviors described under the connective leadership model are not gender specific.
ANS: T DIF: Moderate REF: Section 1.3

15. Ethics are standards and practices about right and wrong concerning how we ought to act.
ANS: T DIF: Easy REF: Section 1.4

16. The ethical lens of virtue encourages us to act on our highest values as a person.
ANS: T DIF: Moderate REF: Section 1.4

17. Great leaders are born that way.
ANS: F DIF: Easy REF: Section 1.4

18. Only people who are extroverted make good leaders.
ANS: F DIF: Easy REF: Section 1.4

19. Even smart leaders do not have to know everything.
ANS: T DIF: Easy REF: Section 1.4

20. One key aspect of good leadership is self-awareness.
ANS: T DIF: Easy REF: Section 1.4

MULTIPLE CHOICE

21. The leadership era which was marked by political alliances such as NATO was known as the:
a. physical era
b. connective era
c. geopolitical era
d. bronze age
e. medieval times
ANS: C DIF: Easy REF: Section 1.1

22. During the _____ leadership era, leaders fluctuated depending on the task at hand.
a. physical era
b. connective era
c. geopolitical era
d. iron age
e. bronze age
ANS: ADIF: Easy REF: Section 1.1

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23. Which of the following best describes the Geopolitical Era?
    a. Leaders focused on protecting their clan from animal and human attacks.
    b. A leader's rule was absolute and strategic coalitions were formed.
    c. Leaders must possess skills to bring together those with diverse perspectives.
    d. Often the strongest hunter was chosen as the leader.
    e. There was an emphasis on short-term goals and budgeting.
    ANS: B DIF: Moderate REF: Section 1.1

24. The leadership ladder considers which of the following three skills, which may fluctuate in importance throughout one's career?
    a. technical, human, and budgetary
    b. connective, technical, and conceptual
    c. physical, connective, and human
    d. technical, human, and conceptual
    e. geopolitical, physical, and connective
    ANS: D DIF: Easy REF: Section 1.1

25. Most people are promoted into their first management job based on having strength in which of the following areas?
    a. technical skills
    b. relationship skills
    c. conceptual skills
    d. personal skills
    e. networking skills
    ANS: A DIF: Easy REF: Section 1.1

26. Human skills can be defined as
    a. the ability to see the overall picture of an organization.
    b. the ability to work with others.
    c. being skilled in using complex software.
    d. an understanding of how money functions as a resource.
    e. the ability to market a product.
    ANS: BDIF: Easy REF: Section 1.1

27. Conceptual skills are
    a. the ability to see how parts of an organization fit together.
    b. the ability to work in teams.
    c. skills in using social media.
    d. an understanding of how money functions as a resource.
    e. the ability to market a product.
    ANS: A DIF: Easy REF: Section 1.1

28. Which of the following skills becomes more important as you move up the leadership ladder?
    a. human skills

b. technical skills
c. conceptual skills
d. accounting skills
e. software skills
ANS: C DIF: Moderate REF: Section 1.1

29. Individuals who are mainly concerned with budgets, resources, and staffing are referred to as:
a. leaders
b. managers
c. coworkers
d. team leaders
e. clerks
ANS: B DIF: Easy REF: Section 1.1

30. Which of the following does a leader often focus on?
a. budgets
b. staffing
c. regulations
d. troubleshooting
e. a vision for the future
ANS: E DIF: Easy REF: Section 1.1

31. The great man theory attempted to identify which of the following?
a. situational factors
b. inborn traits
c. childhood experiences
d. personal relationships
e. persuasion techniques
ANS: B DIF: Moderate REF: Section 1.2

32. According to Blake and Mouton's managerial grid, a leader that focuses more on relationships with others over getting tasks done exhibits which style of management?
a. country club
b. team
c. impoverished
d. authority
e. middle of the road
ANS: A DIF: Easy REF: Section 1.2

33. According to Blake and Mouton's managerial grid, the impoverished management style is reflected in leaders who show
a. high concern for both people and production.
b. low concern for people but high concern for production.
c. little concern for either people or production.
d. moderate concern for both people and production.

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e. low concern for production but high concern for people.
ANS: C DIF: Easy REF: Section 1.2

34. The management style in which leaders have moderate concern for both others and the task is:
a. country club
b. team
c. impoverished
d. authority
e. middle of the road
ANS: E DIF: Easy REF: Section 1.2

35. In 1987, the two additional styles added to Blake and Mouton's managerial grid were:
a. team and country club
b. impoverished and opportunistic
c. opportunistic and paternalistic
d. paternalistic and team
e. country club and opportunistic
ANS: C DIF: Easy REF: Section 1.2

36. Omar is considering finding a new sales job. The job he currently has just hired a new manager. His new boss is pushing for much higher sales quotas for all salespeople. Omar missed his sales quota this past month due to family issues beyond his control. His new boss said he accepts no excuses for missing a quota and has placed Omar on a probationary period until his sales numbers come up. According to Blake and Mouton's research, Omar's new boss uses which managerial style?
a. country club
b. team
c. impoverished
d. authority
e. middle of the road
ANS: D DIF: Moderate REF: Section 1.2

37. Which of the following best describes the general idea of the path–goal theory?
a. There is one best way to lead.
b. Leaders are born rather than made.
c. A leader should adjust their approach depending on the situation and followers.
d. Leaders should put people first over tasks.
e. All leaders follow the same path.
ANS: C DIF: Hard REF: Section 1.2

38. According to path–goal theory, which style works best with less experienced workers who have clear objectives?
a. directive
b. supportive
c. participative

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d. achievement-oriented
e. impoverished
ANS: A DIF: Easy REF: Section 1.2

39. The achievement-oriented style of leadership works best with
a. experienced and independent teams.
b. teams that must collaborate.
c. less experienced teams with clear tasks.
d. teams that respond well to recognition and status.
e. temporary project teams.
ANS: D DIF: Moderate REF: Section 1.2

40. The participative style of leadership works best with
a. experienced and independent teams.
b. teams that must collaborate.
c. less experienced teams with clear tasks.
d. teams that respond well to recognition and status.
e. temporary project teams.
ANS: B DIF: Moderate REF: Section 1.2

41. The connective leadership model describes how many different leadership styles or behaviors a leader may choose from based on their analysis of their situation?
a! two
b! four
c! nine
d! ten
e! twelve
ANS: C DIF: Easy REF: Section 1.3

42. Which of the following best describes the characteristics of connective leaders?
a. They use only one leadership behavior regardless of circumstances.
b. They believe that leaders are born rather than made.
c. They analyze each situation by looking at the leader, followers, and context.
d. They are mostly men, although others may be relevant followers.
e. They rely on their genetic factors to guide their leadership.
ANS: C DIF: Moderate REF: Section 1.3

43. The direct set of achieving styles under the connective leadership model focuses on
a. accomplishing group tasks.
b. mastering one's own tasks.
c. using everything in one's environment to achieve a goal.
d. contributing to other's goals.
e. relying on networks to compete.
ANS: B DIF: Moderate REF: Section 1.3

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44. The instrumental set of achieving styles under the connective leadership model focuses on
    a. accomplishing group tasks.
    b. mastering one's own tasks.
    c. using everything in one's environment to achieve a goal.
    d. contributing to other's goals.
    e. relying on competition to motivate.
    ANS: C DIF: Easy REF: Section 1.3

45. The relational set of achieving styles under the connective leadership model focuses on
    a. accomplishing group tasks or helping others achieve their goal.
    b. mastering one's own tasks.
    c. using everything in one's environment to achieve a goal.
    d. relying on personal and family connections.
    e. relying on networks to compete.
    ANS: A DIF: Easy REF: Section 1.3

46. A research scientist who prefers to work alone and sets their own goals and timetables exhibits which achieving style behaviors?
    a. competitive
    b. collaborative
    c. social
    d. personal
    e. intrinsic
    ANS: E DIF: Easy REF: Section 1.3

47. A political campaign speech writer who works tirelessly to help their candidate get elected is illustrating which achieving style?
    a. intrinsic
    b. power
    c. collaborative
    d. entrusting
    e. contributory
    ANS: E DIF: Easy REF: Section 1.3

48. Individuals who prefer to work in teams may lean toward which achieving style?
    a. power
    b. contributory
    c. vicarious
    d. collaborative
    e. personal
    ANS: D DIF: Easy REF: Section 1.3

49. People who feel comfortable placing tasks in the hands of others and are confident that those they rely on will rise to the occasion are using which achieving style?
    a. entrusting

b. competitive
c. social
d. personal
e. intrinsic
ANS: A DIF: Easy REF: Section 1.3

50. Individuals who are productive at networking and connect those in their network with the requirements of their current task are illustrating which achieving style?
a. power
b. social
c. competitive
d. vicarious
e. intrinsic
ANS: B DIF: Easy REF: Section 1.3

51. Ethics can be defined as which of the following?
a. The welfare of all mankind.
b. The standards and practices of how we should behave.
c. The greatest good for the greatest number of people.
d. Anti-discrimination.
e. Equal employment for all.
ANS: B DIF: Easy REF: Section 1.4

52. The ethical lens that protects and respects the rights and dignity of others is referred to as the:
a. justice lens
b. common good lens
c. rights lens
d. virtue lens
e. utilitarian lens
ANS: C DIF: Easy REF: Section 1.4

53. The justice lens stresses which of the following?
a. fair and equal treatment of all people
b. acting on our highest values as humans
c. the greatest good for the greatest number of people
d. clean air and water
e. compassion and honesty
ANS: A DIF: Easy REF: Section 1.4

54. The common concerns that we all share as members of a society is captured under which ethical lens?
a. rights
b. justice
c. virtue
d. common good

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e. utilitarian
ANS: D DIF: Easy REF: Section 1.4

55. A friend suggests that you should view your decisions such that you provide the greatest good for the greatest number of people, even if it means personal sacrifice. Which ethical lens are they using?
a. rights
b. justice
c. virtue
d. common good
e. utilitarian
ANS: E DIF: Easy REF: Section 1.4

56. When executives were asked whether leaders were born or made, perhaps surprisingly most believed:
a. leaders were born
b. leaders were made
c. leaders were both born or made
d. leaders are toxic
e. leaders are heroes
ANS: B DIF: Moderate REF: Section 1.4

57. Research suggests that leaders have both genetic traits and experiences that shape their leadership development. What percentage of leadership is thought to be genetic?
a! 10 percent
b! 30 percent
c! 50 percent
d! 70 percent
e! 90 percent
ANS: B DIF: Moderate REF: Section 1.4

58. Which personality type makes the best leaders?
a. introverts
b. extroverts
c. both introverts and extroverts
d. shy and reserved
e. charismatic
ANS: C DIF: Easy REF: Section 1.4

59. What should leaders remember about making mistakes?
a. Mistakes provide feedback to learn from.
b. Leaders should not make mistakes.
c. If a mistake is made, fix it before others find out about it.
d. Try to shift blame for mistakes away from the leader.
e. Mistakes should be ignored.
ANS: A DIF: Easy REF: Section 1.4

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60. Which of the following is a true statement about how situational factors influence our behavior?
    a. Situational factors do not influence our behavior.
    b. Our behavior remains consistent regardless of our circumstances.
    c. We often underestimate the influence of situational factors on our behavior.
    d. Genetics will override the pressure of the situation.
    e. Leaders should ignore the situation and focus on the goal.
    ANS: C DIF: Easy REF: Section 1.4

ESSAY

61. List the three eras of leadership and define what type of leader was seen in each.

    ANS:
    Physical era: leaders who overcame physical threats.
    Geopolitical era: leaders who could form strategic alliances.
    Connective era: leaders who can balance the forces on interdependence and diversity.
    DIF: Moderate
    REF: Section 1.1

62. Name the three skills required to climb the leadership ladder.

    ANS:
    Technical, human, and conceptual.
    DIF: Easy
    REF: Section 1.1

63. Compare and contrast the roles of manager versus leader.

    ANS:
    Managers have a narrower focus on troubleshooting and guidance. They rely on the title of boss for their power. Leaders craft a vision for the future, push boundaries, and create change. They may or may not hold an official title.
    DIF: Hard
    REF: Section 1.1

64. Explain the great man theory and the research results behind it.

    ANS:
    The great man theory suggests that great leaders—mainly men—are born with traits that result in great leadership. The research into in-born traits for leadership has been mostly ineffective at finding genetic factors linked to leadership.
    DIF: Moderate
    REF: Section 1.2

65. Describe the four styles identified under path–goal theory, including when they are most effective.

ANS:
Directive style: Leaders are hands-on in setting goals, timelines, and coaching. This style is most effective with less experienced teams that have clear objectives.
Supportive style: The leader focusses on building relationships with team members. This style is most effective with more experienced teams.
Participative style: The leader takes the role of facilitator. This style is most effective with experienced teams when collaboration is critical.
Achievement-oriented style: The leader motivates the team with challenging assignments. This style is most effective with teams that respond well to incentives and status.
DIF: Hard REF: Section 1.2

66. Explain the connective leadership model and how leaders can apply its basic principle.

ANS:
The connective leadership model proposes that there is no one best way to lead, but rather, leaders should consider their circumstances and select which behaviors would increase their odds of success. The model offers nine different behaviors or styles from which to choose.
DIF: Moderate REF: Section 1.3

67. Generate a list of five occupations that capitalize on the contributory achieving style, which helps others accomplish their goals.

ANS:
Examples include teachers, coaches, doctors, nurses, trainers, IT support, social worker, etc.
DIF: Easy REF: Section 1.3

68. In your text, Christina Figueres illustrates a connective leader. Give two achieving styles she used throughout her career. In what context were these used?

ANS:
Collaborative and entrusting to ensure all voices were heard and to build trust.
Contributory to help other countries with their climate goals.
Social to bring together representatives of different countries and organizations.
Intrinsic to highlight her personal passion and drive.
DIF: Hard REF: Section 1.3

69. Discuss in detail the research into whether leaders are born or made. Why is this important to leadership development?

ANS:

This topic is still under debate by research scholars. At this point, the research suggests that both are true to a degree. Studies support the argument that more of our leadership is developed rather than inborn. This is an important concept because it supports the assertion that we can all learn to develop our leadership skills.
DIF: Hard REF: Section 1.4

70. Explain why the assumption that there is one best leadership style is incorrect.

ANS:
There is not one best way to lead. The most successful leaders analyze themselves, their followers, and the context to determine which leadership behaviors will be most successful.
DIF: Moderate REF: Section 1.4

COMPLETION

71. _____ can be defined as behaviors that inspire others toward a collective vision.
ANS: Leadership DIF: Moderate REF: Section 1.1

72. While the roles may differ somewhat, individuals can be both a good leader and a good _____.
ANS: manager DIF: Easy REF: Section 1.1

73. The _____ theory suggests that leaders are born rather than made.
ANS: great man DIF: Easy REF: Section 1.2

74. Blake and Mouton's managerial grid measures the two dimensions of concern for _____ and concern for _____.
ANS: people; production DIF: Moderate REF: Section 1.2

75. The path–goal theory of leadership identified four styles of leadership: directive, supportive, _____, and achievement-oriented.
ANS: participative DIF: Moderate REF: Section 1.2

76. Under the connective leadership model, the _____ set of achieving styles proposes accomplishing one's own goals.
ANS: direct DIF: Moderate REF: Section 1.3

77. The _____ set of achieving styles in the connective leadership model focuses on group tasks or helping others with their goals.
ANS: relational DIF: Moderate REF: Section 1.3

78. Leaders who can analyze their situation and choose from different possible behaviors based on their analysis are known as _____ leaders.
ANS: connective DIF: Easy REF: Section 1.3

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79. The ethical lens known as _____ requires that you choose the path that provides the greatest good for the greatest number of people.
ANS: utilitarian DIF: Moderate REF: Section 1.4

80. One leadership myth proposes that _____ people are better leaders than those who are introverted.
ANS: extroverted DIF: Easy REF: Section 1.4