

Chapter 1: Leadership and Followership

Multiple Choice

Identify the choice that best completes the statement or answers the question.

- _____ 1. The essence of leadership is the leader's ability to:
1. Get people to work together.
 2. Impress other people.
 3. Help others meet their personal goals.
 4. Influence the group to follow the leader's way of thinking.
- _____ 2. According to "trait theories," the most common traits of a good leader are:
1. Information giving and decision-making.
 2. Public speaking and nonrisk behaviors.
 3. Intelligence and initiative.
 4. Verbal and written communication skills.
- _____ 3. Of the following qualities, which would *least* likely be attributed to an effective nursing leader?
1. Energy and integrity
 2. Pessimism and stress
 3. Courage and initiative
 4. Optimism and perseverance
- _____ 4. Behaviors of an effective leader include:
1. Obstructing the exchange of information.
 2. Being unable to communicate effectively.
 3. Giving only negative feedback.
 4. Developing oneself and others.
- _____ 5. Sally has been working only 3 months after graduating from her nursing program. She confides in a friend that she wants to develop herself as a "good follower." Her friend says, "Anyone can follow—just walk behind someone and do nothing." How might Sally respond?
1. "I don't mean now, but when I become a nurse manager."
 2. "Effective followers need to be active participants in the workings of this unit."
 3. "Effective followers need to do everything the administrators want."
 4. "Effective followers need to continuously question the status quo and strive to make changes."
- _____ 6. James has demonstrated strong leadership skills during his first year as an RN. He observes that one of his coworkers appears very anxious when dealing with demanding families. James displays emotional intelligence when he:
1. Reports to the nurse manager that his friend is very anxious when dealing with demanding families.
 2. Says to his friend, "Dealing with these demanding families can be stressful."
 3. Says to his friend, "You seem very anxious when dealing with these families; maybe you should seek counseling."
 4. Ignores the behavior because everyone takes a different time to adjust to the role of an RN.

- _____ 7. Linda believes she should begin demonstrating leadership skills on her unit. She speaks with her nurse manager about how to do this. The nurse manager, who wants to encourage Linda's leadership development, responds by saying:
1. "Just watch me closely—it will come to you eventually."
 2. "Develop perseverance—just hang in there and do your work well. Someone higher than me will notice you."
 3. "It takes a lot of energy to be a leader. You might want to sign up at the local gym."
 4. "Understand yourself first—what leadership skills do you want to develop?"
- _____ 8. Which skills will *not* be useful in becoming a better follower?
1. Supporting the ideas of your colleagues
 2. Becoming an effective listener
 3. Demonstrating energy and enthusiasm in the workplace
 4. Contradicting others if their ideas are not useful to the team
- _____ 9. Nancy is supervising a patient care assistant and a licensed practical nurse. When giving them assignments she says, "You two decide how you want to divide up the patients." This is an example of what type of leadership?
1. Autocratic
 2. Laissez-faire
 3. Democratic
 4. Situational
- _____ 10. Emotional intelligence is an important part of leadership. Which of these qualities is *not* part of emotional intelligence?
1. Understanding self
 2. Listening skills
 3. Acknowledging others
 4. Responding quickly to a crisis
- _____ 11. The major hallmark of situational leadership is:
1. Assessing the readiness of the follower.
 2. Focusing on interpersonal relationships.
 3. Having effective listening skills.
 4. Motivating others.
- _____ 12. Matthew is completing his first year of employment as an RN on a medical-surgical unit. A new graduate has just started her orientation on his unit. He found her crying in the patient lounge saying, "I can't do this. This is just not like we learned in school." What response from Matthew demonstrates his leadership skills?
1. "If you are already crying, this is not the career for you."
 2. "I remember those feelings. Come on, let's talk about it."
 3. "Why don't you talk to the nurse manager? Maybe she can give you a lighter load."
 4. "I would consider a transfer to an easier unit."
- _____ 13. Which of the following statements reflect typical words of a "whiner"?

1. "No problem."
2. "We'll give it our best."
3. "This may be a real challenge but we can do it."
4. "This isn't going to work."

_____ 14. What is a BHAG?

1. Plastic container for contaminated dressings
2. A bold idea
3. An over-ambitious goal
4. Tool kit for home health nurses

_____ 15. What does a servant leader do?

1. Creates an environment conducive to getting work done
2. Helps others finish their work
3. Takes a mentally tough stance when a disagreement arises
4. Has a magnetic personality

Chapter 1: Leadership and Followership
Answer Section

MULTIPLE CHOICE

1. ANS: 1

Chapter Number and Title: Chapter 1, Leadership and Followership
 Chapter Learning Objective: 1. Define the terms *leadership* and *followership*.
 Chapter Page Reference: 4
 Difficulty: Moderate
 Heading: Leadership: Leadership Defined
 Integrated Processes: Nursing Process
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Comprehension
 Concept: Management

	Feedback
1	Leadership requires individuals to work together effectively in the pursuit of a shared goal.
2	Leadership is not the ability to impress others; rather it is the ability to influence others.
3	Leadership involves working together effectively to meet a shared goal.
4	Leadership requires individuals to work together effectively in the pursuit of a shared goal, not to follow the leader's way of thinking.

PTS: 1 CON: Management

2. ANS: 3

Chapter Number and Title: Chapter 1, Leadership and Followership
 Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.
 Chapter Page Reference: 8
 Difficulty: Moderate
 Heading: What Makes a Person a Leader? < Qualities of an Effective Leader
 Integrated Processes: Nursing Process
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Comprehension
 Concept: Management

	Feedback
1	An effective leader listens to others, which involves giving and receiving information and also communicating a vision for the future involving everyone in working toward the vision rather than making the decision on one's own.
2	An effective leader involves listening to others, encouraging the exchange of information, and providing feedback as well as having the courage to take risks.
3	An effective leader is one who is knowledgeable and is able to act on good ideas.

4	An effective leader is one who is skillful in communication, listening to others, encouraging exchange of information, and providing feedback.
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PTS: 1 CON: Management

3. ANS: 2

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 8

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Qualities of an Effective Leader

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Comprehension

Concept: Management

	Feedback
1	An effective leader demonstrates energy and integrity.
2	An effective leader demonstrates optimism and the ability to handle stress.
3	An effective leader demonstrates courage and initiative.
4	An effective leader demonstrates the ability to see a problem as an opportunity and (optimism) and does not give up easily (perseverance).

PTS: 1 CON: Management

4. ANS: 4

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 10

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Behaviors of an Effective Leader

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Comprehension

Concept: Management

	Feedback
1	Effective leaders communicate skillfully and communicate a vision for the future.
2	Effective leaders must be skillful communicators, being able to listen to others, encourage the exchange of information, and provide feedback.
3	Effective leaders provide frequent feedback, both positive and negative, so that individuals can continually improve their performance.
4	Effective leaders must have a sense of self-awareness so as not to limit their ability to understand the individuals with whom they are working.

PTS: 1 CON: Management

5. ANS: 2

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 4. Discuss the qualities and behaviors that contribute to effective followership.

Chapter Page Reference: 11

Difficulty: Moderate

Heading: Followership < Becoming a Better Follower

Integrated Processes: Communication and Documentation

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Application

Concept: Management

	Feedback
1	Waiting until Sally becomes a nurse manager is inappropriate. Followership involves individuals who are members of a team; thus, Sally is already a follower.
2	Followership is not a passive role, but one that involves active participation in determining the group's direction and investment in time and energy in the work of the group.
3	Effective followers participate in the work of the group rather than passively adhere to the situation.
4	Effective followers invest time and energy in their work, and offer suggestions for solving problems. However, an effective follower does not constantly question the status quo.

PTS: 1

CON: Management

6. ANS: 2

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 10

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Qualities of an Effective Leader

Integrated Processes: Communication and Documentation

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Application

Concept: Management

	Feedback
1	Emotional intelligence involves self-awareness, which is understanding one's self so as to be able to understand others with whom they are working. Reporting the observation does not demonstrate self-awareness.
2	Emotional intelligence involves self-awareness, which is understanding one's self so as to be able to understand others with whom they are working. Acknowledging the stress of dealing with families demonstrates emotional intelligence.
3	Emotional intelligence involves self-awareness, which is understanding one's self so as to be able to understand others with whom they are working. Telling the friend to seek counseling does not demonstrate self-awareness.

4	Emotional intelligence involves self-awareness, which is understanding one's self so as to be able to understand others with whom they are working. Ignoring the behavior does not demonstrate self-awareness.
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PTS: 1 CON: Management

7. ANS: 4

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 10

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Qualities of an Effective Leader

Integrated Processes: Communication and Documentation

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Application

Concept: Management

	Feedback
1	Observing the nurse manager's actions will not help foster leadership skills in another person. Leadership requires action.
2	Although perseverance is one of the qualities of a leader, an effective leader does not wait until someone higher up notices. Rather, the effective leader persists, continuing efforts while others are tempted to stop trying.
3	Leadership does require energy, but this energy is not solely focused on physical energy. Rather, the energy of leadership involves effort and persistence.
4	Being self-aware is an important component of leadership.

PTS: 1 CON: Management

8. ANS: 4

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 4. Discuss the qualities and behaviors that contribute to effective followership.

Chapter Page Reference: 11

Difficulty: Moderate

Heading: Followership < Becoming a Better Follower

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Application

Concept: Management

	Feedback
1	Being supportive of new ideas and new directions of others helps in becoming a better follower.
2	Listening carefully and reflecting on what others say is important in becoming a better follower.
3	Actively participating and freely investing interest and energy in the work are important in becoming a better follower.
4	Explaining why when there is a disagreement rather than contradicting others'

ideas would help foster a better follower.
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PTS: 1 CON: Management

9. ANS: 2

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 2. Discuss the importance of effective leadership and followership for the new nurse.

Chapter Page Reference: 11

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Leadership Theories

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Application

Concept: Management

	Feedback
1	An autocratic leader gives orders and makes decisions for the group.
2	A laissez-faire leader does very little planning or decision making and fails to encourage others to do so. This type of leader provides no goals, guidance, or direction.
3	A democratic leader shares leadership, with the team making important plans and decisions.
4	A situational leader recognizes the complexity of work situations and requires the leader to consider many factors when deciding which action to take.

PTS: 1 CON: Management

10. ANS: 4

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 6

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Qualities of an Effective Leader

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Analysis

Concept: Management

	Feedback
1	Emotional intelligence involves self-awareness, which is understanding one's self so as to be able to understand others with whom they are working.
2	Emotional intelligence requires attentively listening to others, recognizing unspoken concerns, acknowledging others' perspectives, and bringing people together in an atmosphere of respect, cooperation, collegiality, and helpfulness.
3	Emotional intelligence involves being able to bring people together in an atmosphere of respect, cooperation, collegiality, and helpfulness so that they can direct their energies toward achieving the team's goals.
4	Emotional intelligence involves self-awareness such that when a crisis occurs,

	the leader is able to manage his or her emotions, channel them, stay calm and clearheaded, and suspend judgment until all the facts are in.
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PTS: 1 CON: Management

11. ANS: 1

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 6

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Leadership Theories

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Comprehension

Concept: Management

	Feedback
1	The key for a situational leader is to marry the readiness of the follower with the tasks at hand.
2	Focusing on the interpersonal relationships reflects a relationship focus, which emphasizes the working together of individuals involved.
3	Skillful communication skills are important for any leader, not just a situational leader.
4	Motivation is not an important component of a situational leader; rather, a situational leader will focus on appropriately fulfilling the followers' needs.

PTS: 1 CON: Management

12. ANS: 2

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 10

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Qualities of an Effective Leader

Integrated Processes: Communication and Documentation

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Application

Concept: Management

	Feedback
1	Telling the new graduate that this is not the career is demeaning and demonstrates a negative attitude.
2	Telling the new graduate that he remembered those feelings and offering to talk about it demonstrates self-awareness as well as respect and value for the new graduate, key qualities and behaviors of a leader.
3	Telling the new graduate to talk to the nurse manager demonstrates an unwillingness to accept responsibility and deal with stress in a positive manner.
4	Telling the new graduate to consider a transfer ignores the new graduate's

	feelings and demonstrates a negative attitude from Matthew.
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PTS: 1 CON: Management

13. ANS: 4

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 9

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Qualities of an Effective Leader

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Application

Concept: Management

	Feedback
1	Stating that something is “no problem” indicates the ability to see a problem as an opportunity, reflecting a winner statement.
2	Stating “we’ll give it our best” indicates optimism by looking at the situation as an opportunity, reflecting a winner statement.
3	Stating “this may be a real challenger, but we can do it” indicates optimism by looking at the situation as an opportunity, reflecting a winner statement.
4	Stating “this isn’t going to work” suggests a pessimistic, discouraged view of the situation, reflecting a whiner statement.

PTS: 1 CON: Management

14. ANS: 2

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 7

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Leadership Theories

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Knowledge

Concept: Management

	Feedback
1	BHAG stands for Big, Hairy, Audacious Goals, which are big ideas and visions for the future, not a plastic container for contaminated dressings.
2	BHAG stands for Big, Hairy, Audacious Goals, which are big ideas and visions for the future.
3	BHAG stands for Big, Hairy, Audacious Goals, which are big ideas and visions for the future, not an over-ambitious goal.
4	BHAG stands for Big, Hairy, Audacious Goals, which are big ideas and visions for the future, not a tool kit for home health nurses.

PTS: 1 CON: Management

15. ANS: 1

Chapter Number and Title: Chapter 1, Leadership and Followership

Chapter Learning Objective: 3. Discuss the qualities and behaviors that contribute to effective leadership.

Chapter Page Reference: 8

Difficulty: Moderate

Heading: What Makes a Person a Leader? < Leadership Theories

Integrated Processes: Nursing Process

Client Need: Safe and Effective Care Environment: Management of Care

Cognitive Level: Comprehension

Concept: Management

	Feedback
1	Servant leaders choose to serve first and lead second, making sure that people's needs within the work setting are met.
2	Servant leaders choose to serve first and lead second, making sure that people's needs within the work setting are met. They do not help others finish their work.
3	Servant leaders choose to serve first and lead second, making sure that people's needs within the work setting are met. No-excuse leaders take a mentally tough stance with disagreements.
4	Servant leaders choose to serve first and lead second, making sure that people's needs within the work setting are met. Charismatic leaders have magnetic personalities attracting people to follow them.

PTS: 1

CON: Management