Chapter Two

Being Aware of Self and Others

<u>**Multiple Choice Questions**</u>

1) When someone has an awareness of their own and others' thoughts, actions, and motivations, they are considered to be_____.
   A. competent
   B. aware
   C. adaptable
   D. mindful
   Answer: D
   Skill: Factual   Page Ref: 28

2) According to your textbook which of the following is something the mindful leader does NOT focus their awareness on?
   A. Leadership assumptions
   B. Organizational culture
   C. Ethics
   D. Systematic flow
   Answer: D
   Skill: Factual   Page Ref: 28

3) A pattern of communication behaviors that others observe when you interact with them is _____.
   A. social style
   B. mindfulness
   C. nonverbal communication
   D. assertiveness
   Answer: A
   Skill: Factual   Page Ref: 28

4) Nick is an intern at a local news network. Management at the network is very impressed with Nick because he actively disagrees with other coworkers, is not afraid to make requests, and can stand up for himself without attacking someone else. What social dimension is Nick exhibiting?
   A. Responsiveness
   B. Adaptability
   C. Expressiveness
   D. Assertiveness
   Answer: D
   Skill: Applied   Page Ref: 29

5) Mark is seen as a good listener and others seem to be very comfortable talking to him. What social dimension best describes this part of Mark's social style?
   A. Assertiveness
   B. Responsiveness
   C. Adaptability
   D. Mindfulness
   Answer: B
   Skill: Applied   Page Ref: 30

6) Patty enjoys her work as a nurse because she feels that it gives her an opportunity to be supportive and helpful to her patients. Patty's social style is best characterized as_____.
   A. driver
   B. amiable
   C. expressive
   D. analytical
   Answer: B
   Skill: Applied   Page Ref: 30

7) Rosa is a corporate trainer for a large banking organization. Her favorite aspects about the position are that it allows her to be noticed by others, use her communication skills, and receive a lot of attention. Rosa's social style is best characterized as_____.
   A. amiable
   B. analytical
   C. driver
   D. expressive
   Answer: D
   Skill: Applied   Page Ref: 30

8) Rose is an engineer. Her colleagues think that she is too critical and much too serious. What social style does Rose exhibit?
   A. Amiable
   B. Analytical
   C. Driver
   D. Expressive
   Answer: B
   Skill: Applied   Page Ref: 30

9) Dennis has been the governor of the state of Texas for the past 5 years. He loves being given so much responsibility and he enjoys being able to direct others. What social style best describes Dennis?
   A. Amiable
   B. Analytical
   C. Driver
   D. Expressive
   Answer: C
   Skill: Applied   Page Ref: 30

10) According to your textbook a person with high assertiveness and low responsiveness is considered to have a(n)_____social style.
   A. expressive
   B. amiable
   C. analytical
   D. driver
   Answer: D
   Skill: Factual   Page Ref: 31

11) Why is it important to know how other people perceive your social style?
   A. Their perception influences how they treat you.
   B. Their perception influences how you perceive yourself.
   C. Their perception doesn't matter; it only matters how you see yourself.
   D. You can never know how another person perceives you, so you shouldn't try.
   Answer: A
   Skill: Conceptual   Page Ref: 32

12) Athena has an analytical social style; however, she is leading a project with a group of expressive people. Because of this difference, she adapts her style to be more enthusiastic and friendly. Athena's ability to adapt is called_____.
   A. awareness
   B. style flexing
   C. position flexing
   D. classical leadership
   Answer: B
   Skill: Factual   Page Ref: 33

13) Which of the following is NOT a reason that style flexing is important?
   A. it enhances leadership effectiveness
   B. it helps you tailor your message
   C. it helps you maximize the fit between you and another person
   D. it pushes other people to grow by forcing them adapting to you.
   Answer: D
   Skill: Factual   Page Ref: 33

14) According to your textbook a classical approach to leadership relies on_____to motivate employees.
   A. benefits and rewards
   B. personal relationships
   C. internal motivation
   D. decision making opportunities
   Answer: A
   Skill: Factual   Page Ref: 34

15) Which leadership concept assumes that there is one best way to perform a specific task within an organization with maximum efficiency, and that a leader's job is to influence workers to behave in this way?
   A. Classical leadership
   B. Human relations leadership
   C. Human resource leadership
   D. Systems assumptions leadership
   Answer: A
   Skill: Factual   Page Ref: 34

16) Having the opportunity to be promoted is an example of a(n)_____.
   A. leadership perk
   B. motivation factor
   C. hygiene factor
   D. artifact
   Answer: B
   Skill: Factual   Page Ref: 35

17) Having an office with a window is an example of a(n)_____.
   A.   leadership perk
   B. motivation factor
   C. hygiene factor
   D. artifact
   Answer: C
   Skill: Factual   Page Ref: 35

18) Abraham Maslow's theory of human needs is used to help describe which leadership assumption?
   A. Classical
   B. Human relations
   C. Human resources
   D. Systems
   Answer: B
   Skill: Factual   Page Ref: 35

19) The primary difference between hygiene and motivation factors is that_____.
   A. hygiene factors are concerned with recognition, while motivation factors are concerned with working conditions
   B. hygiene factors are concerned with job responsibility, while motivation factors are concerned with the quality of supervision
   C. hygiene factors are concerned with the amount of responsibility, while motivation factors are concerned with working conditions
   D. hygiene factors are concerned with satisfaction, while motivation factors are concerned with motivation
   Answer: D
   Skill: Conceptual   Page Ref: 35

20) The Big Shore Company gives out free tacos every Tuesday, provides day care for the children of their workers, and allows casual Fridays. What type of motivational approach does Big Shore Company have?
   A. Classical leadership
   B. Human relations leadership
   C. Human resources leadership
   D. Systems leadership
   Answer: B
   Skill: Applied   Page Ref: 35

21) Which of the following statements most accurately describes the human resources leadership approach?
   A. Workers are viewed as resources that can enhance an organization.
   B. Workers are motivated by rewards and punishment.
   C. Views organizations and teams as complex interconnected sets of elements.
   D. People are motivated by their individual needs.
   Answer: A
   Skill: Conceptual   Page Ref: 36

22) According to your textbook, communication in organizations that operate using human relations leadership assumptions is typically_____.
   A. downward
   B. upward
   C. multidirectional
   D. tall
   Answer: C
   Skill: Factual   Page Ref: 37

23) Neal is a new manager at a production company that puts an emphasis on production and accepts a high turnover rate. On the Managerial Grid where should Neal try to place himself?
   A. Country club management
   B. Team management
   C. Impoverished management
   D. Authority-compliance
   Answer: D
   Skill: Applied   Page Ref: 37

24) Paul has a very high concern for people, as well as a high concern for production. Where does Paul fall on the Managerial Grid?
   A. Country club management
   B. Team management
   C. Impoverished management
   D. Authority-compliance
   Answer: B
   Skill: Applied   Page Ref: 37

25) Sally has worked for the same company for 15 years and really cares for her employees. Sally does not give her employees deadlines or demanding tasks, but believes they will get them done when they need to be. Sally is a(n)_____type of manager on the Managerial Grid.
   A. country club management
   B. team management
   C. impoverished management
   D. authority-compliance
   Answer: A
   Skill: Applied   Page Ref: 37

26) Being aware of the organizational culture is important because?
   A. It influences how you communicate with others.
   B. It is nice to know.
   C. So you can explain it to others.
   D. So you can know what to wear.
   Answer: A
   Skill: Conceptual   Page Ref: 37

27) According to your textbook, a group's set of distinctive beliefs, values, assumptions, and rules that distinguish them from another is described as their_____.
   A. leader
   B. hygiene factor
   C. system
   D. culture
   Answer: D
   Skill: Factual   Page Ref: 38

28) The learned patterns of beliefs, values, assumptions, rules, and norms that are shared by the people in an organization are called_____.
   A. organizational awareness
   B. organizational culture
   C. ceremonies
   D. organizational stories
   Answer: B
   Skill: Factual   Page Ref: 38

29) Stan has worked at his organization for 30 years. In recognition of his long career and hard work, his organization will be hosting a dinner party. This celebration represents which factor of organizational culture?
   A. Artifacts and décor
   B. Metaphors
   C. Ceremonies
   D. Stories
   Answer: C
   Skill: Applied   Page Ref: 40

30) Bob just walked into his new office area and saw that everyone was sitting in a cubicle, there were no pieces of art on the walls, and all of the furniture matched. His observations represent what factor of an organization's culture?
   A. Metaphors
   B. Stories
   C. Artifacts and décor
   D. Written rules and policies
   Answer: C
   Skill: Applied   Page Ref: 40

31) The idea that there can be several different cultures within a single organization is best represented by which statement?
   A. Organizational culture is created through communication.
   B. Organizational culture is communicated both explicitly and implicitly.
   C. Organizational culture includes multiple factors.
   D. Organizational culture is multilayered and multifaceted.
   Answer: D
   Skill: Factual   Page Ref: 40

32) According to your textbook organizational cultures_____.
   A. never change
   B. change only when the business is failing
   C. constantly change
   D. only change when a new CEO is hired
   Answer: C
   Skill: Factual   Page Ref: 42

33) The beliefs, values, and moral principles by which we determine what is right and wrong are called
   _____.
   A. leadership style
   B. opinions
   C. ethics
   D. responsibility
   Answer: C
   Skill: Factual   Page Ref: 42

34) Pam is a newly appointed manager at a local restaurant. Since the last manager was fired due to ethics issues, she is making it a point to model ethical conduct at all times. She has hired a trainer to deliver workshops on ethics in order to help prevent the unethical treatment of others. What challenge is Pam trying to confront?
   A. Challenge of deceit
   B. Challenge of responsibility
   C. Challenge of consistency
   D. Challenge of ethics
   Answer: B
   Skill: Applied   Page Ref: 43

35) When a leader informs team members of the criteria they use for making decisions, they are managing the challenge of_____.
   A. deceit
   B. responsibility
   C. consistency
   D. decision making
   Answer: C
   Skill: Factual   Page Ref: 44

True/False Questions

36) Being aware of your motivations, actions, and thoughts is being mindful.
   Answer: TRUE
   Skill: Factual   Page Ref: 28

37) Krista thinks she is great at leading meetings, but the rest of her team does not agree. This understanding represents mindfulness.
   Answer: FALSE
   Skill: Applied   Page Ref: 28

38) Your social style is unique; no one has a social style that perfectly matches your own.
   Answer: TRUE
   Skill: Conceptual   Page Ref: 28

39) Your social style is a combination of two primary dimensions – assertiveness and responsiveness.
   Answer: TRUE
   Skill: Factual   Page Ref: 29-30

40) Because Ryan isn't afraid to make requests or actively disagree with others, he has a high level of responsiveness.
   Answer: FALSE
   Skill: Applied   Page Ref: 29-30

41) You are considered to have an amiable social style if you enjoy working in supportive and helpful roles.
   Answer: TRUE
   Skill: Factual   Page Ref: 30

42) Analytical social styles are considered social specialists.
   Answer: FALSE
   Skill: Factual   Page Ref: 30

43) Becoming aware of your own and others' social styles gives you important information that you can use to more effectively lead others.
   Answer: TRUE
   Skill: Factual   Page Ref: 32

44) Style flexing is the process of your team adapting to your social style.
   Answer: FALSE
   Skill: Factual   Page Ref: 33

45) Bart is described as being flexible because he adapts his social style and communication to best fit the group he is working with. Bart is demonstrating social flexing.
Answer: TRUE
Skill: Applied   Page Ref: 33

46) According to classical leadership assumptions, there is more than one best way for a team or organization to perform a given task.
Answer: FALSE
Skill: Conceptual   Page Ref: 34

47) From a classical point of view, organizations can be described as being either tall or flat.
Answer: TRUE
Skill: Factual   Page Ref: 34

48) Abraham Maslow's theory of human needs is used to help understand the human resources leadership approach.
Answer: FALSE
Skill: Factual   Page Ref: 35

49) Communication based on the human relations approach to leadership concerns both task and relationship issues.
Answer: TRUE
Skill: Factual   Page Ref: 35

50) According to the human relations approach to leadership, people are only motivated by the current working conditions such as the working environment and salary, not recognition and how interesting the work is.
Answer: FALSE
Skill: Factual   Page Ref: 35

51) Bill no longer enjoys his work because he was passed over for a promotion and does not believe he will advance any further in the company. Bill is suffering from a lack of motivation factors.
Answer: TRUE
Skill: Applied   Page Ref: 35

52) According to the human relations leadership perspective, people are motivated by their individual needs.
Answer: TRUE
Skill: Conceptual   Page Ref: 36

53) Upward communication is emphasized in the human resources approach.
Answer: TRUE
Skill: Conceptual   Page Ref: 37

54) Impoverished management occurs when a manager has a low concern for people and a low concern for production.
Answer: TRUE
Skill: Factual   Page Ref: 37

55) From a human relations approach, communication between workers is encouraged.
   Answer: TRUE
   Skill: Conceptual   Page Ref: 37

56) Organizational culture affects all aspects of how the work gets accomplished.
   Answer: TRUE
   Skill: Conceptual   Page Ref: 38

57) All of an organization's culture can be learned by reading the employee handbook.
   Answer: FALSE
   Skill: Factual   Page Ref: 39

58) The use of metaphors can help someone understand an organization's culture.
   Answer: TRUE
   Skill: Factual   Page Ref: 40

59) An organization's culture will never change.
   Answer: FALSE
   Skill: Factual   Page Ref: 41

60) A good leader treats every coworker differently and does not explain how or why.
   Answer: FALSE
   Skill: Applied   Page Ref: 44

Essay Questions

61) Explain why "becoming aware of your communication with yourself and others" is the first principle and the two steps it typically take to become self-ware.

   Answer: Becoming aware of your own communication and others is the first principle because all of the other principles rely on this first step. If you are not aware of how you are communicating then it is not possible to use verbal and non-verbal communication, listen, or adapt my message. A person typically follows a two step process to becoming aware. The first step is being aware of how you and others communicate. The second step is to determine if the way you are communicating with others is effective.
   Skill: Factual   Page Ref: 27

62) Explain the importance of being aware of your own and other's social styles.

   Answer: Your social style is unique and, similar to a signature; no one has a social style that perfectly matches your own. Becoming a mindful communicator and leader involves becoming aware of your own social style and others' social styles. This awareness allows you to more effectively adapt your communication to others.
   Skill: Conceptual   Page Ref: 28

63) Distinguish between "assertiveness" and "responsiveness."

Answer: Assertiveness is an individual's capacity to make requests, actively disagree, express positive and negative personal feelings, and stand up for himself or herself without attacking another. Responsiveness is an individual's capacity to be sensitive to the communication of others, be seen as a good listener, and to make others comfortable in communicating.
Skill: Conceptual   Page Ref: 29-30

64) Identify and briefly describe each of the 4 social styles using the assertiveness and responsiveness grid, as well as characteristics of each social style.

Answer: The four social styles are amiable, analytical, driver, and expressive.
- An amiable social style is characterized by high responsiveness and low assertiveness. People with this style are considered relationship specialists; they enjoy working in supportive and helpful roles and can be described as conforming, unsure, pliable, dependent, awkward, supportive, respectful, willing, dependable, and agreeable.
- An analytical social style is characterized by low responsiveness and assertiveness. Individuals with this social style are considered technical specialists; they enjoy working in technical positions and can be described as critical, indecisive, stuffy, picky, moralistic, industrious, persistent, serious, exacting, and orderly.
- A driver social style is characterized by high assertiveness and low responsiveness. Persons with this social style are considered control specialists; they often enjoy working in leadership and management positions and can be described as pushy, severe, tough, dominating, harsh, strong-willed, independent, practical, decisive, and efficient.
- An expressive social style is characterized by high assertiveness and responsiveness. Individuals with this social style are considered social specialists; they are able to use their communication skills to gain recognition and attention, enjoy being noticed by others, and can be described as competent, excitable, versatile, reacting, ambitious, stimulating, enthusiastic, dramatic, and friendly.
Skill: Conceptual   Page Ref: 30

65) What is style flexing and how can style flexing impact communication?

Answer: Style flexing is the process of adapting your communication to how others communicate. Style flexing can improve the effectiveness of your communication. For example, if you exhibit an amiable social style and you are working with a team of drivers, you will enhance your leadership effectiveness if you communicate more like a driver and are direct with members of the team and focus on outcomes. Style flexing allows you to maximize the fit between you and another person or team and provides a more productive and effective work environment.
Skill: Conceptual   Page Ref: 32

66) Jamey is very enthusiastic, ambitious, dramatic, and friendly. She enjoys recognition and attention, but many of her team members such as Juan are technical specialists who are serious, picky, critical, and are resistant to communicating with others. What is Jamey and Juan's social styles and how should Jamey approach communicating with Juan?

Answer: Jamey has an expressive social style because she is high on both responsiveness and assertiveness. Juan in contrast has an analytical social style and is low in both responsiveness and assertiveness. Jamey should approach communicating Juan by being tasked focused, on time, systematic, and minimizing dramatic gestures and vocal intensity.
Skill: Applied   Page Ref: 33

67) List and define each of the three main approaches to leadership.

Answer: The four leadership assumptions are classical leadership, human relations leadership, human resources leadership, and systems leadership.
- Classical leadership assumes that there is one best way to perform a specific task within an organization with maximum efficiency, and that a leader's job is to influence workers to behave in this way.
- Human relations leadership assumes that people are motivated by their individual needs and that it is important to have a positive, pleasant work climate to achieve maximum worker productivity.
- Human resources leadership is an approach that views workers as resources who can be full partners in enhancing a team or organization.
Skill: Applied   Page Ref: 34-37

68) Dana works as a technician at Happy Times Inc., her manager is very open about the decision making process the company uses and involves the whole team in discussion about work procedures and outcomes. Dana believes she has a better way to do her job, how should she approach communicating this according to your textbook's description of leadership approaches?

Answer: Dana appears to be working in a company that takes a human resources approach to leadership because the management values her input, communicates with her about decisions and see her as a partner. In a company that uses the human resources approach Dana should approach her supervisor about her idea because upward communication is encouraged. In contrast if Dana worked in an organization that emphasized human relations she would communicate more horizontally with her coworkers.
Skill: Applied   Page Ref: 37

69) Define the concept of organizational culture and explain why it is important.

Answer: Organizational culture is the learned pattern of beliefs, values, assumptions, rules, and norms that are shared by the people in an organization. It is the way it feels to be a part of an organization and affects all aspects of how the work is accomplished. Organizational culture is important because it influences how we communicate with others. If you are not aware of the organizational culture and fail to adapt to cultural expectations, conflict and stress may arise. Additionally, the culture within an organization influences the way work gets done such as how closely you adhere to deadlines, how often to take personal calls during the day, etc.
Skill: Conceptual   Page Ref: 38

70) Describe how organizational culture can be communicated both explicitly and implicitly.

Answer: Organizational culture can be explicitly communicated through written policies and verbal directives that prescribe the time you are to arrive at work, when and if breaks are allowed, and what time it is acceptable to leave at the end of the day. Culture can also be implicitly communicated through the example set by others. If the organization does not have many written rules, than the implicit actions of others is what determines the expectations of workers.
Skill: Conceptual   Page Ref: 39

71) Describe the five factors that help identify an organization's culture according to your textbook and give an example of each.

Answer: The five factors that contribute to an organization's culture are written rules and policies, stories, metaphors, ceremonies, and artifacts and décor.
- Written rules and policies are those aspects of the organization's culture which are explicitly stated. An employee handbook is an example of written rules and policies.
- Stories influence an organization's culture by identifying who and what is valued in the company. For example, if a story of a manager doing whatever it took to meet a deadline, including cutting corners, is circulated around the office and admired then you can assume that productivity is valued in that organization's culture.
- Metaphors are used to simply describe the culture of an organization for others to understand. For example when people say, "We're all like a family."
- Ceremonies such as rewards and rituals help identify what is valued in the company. A 10 year anniversary dinner suggests that the company values loyalty and longevity.
- Artifacts and décor demonstrate the organization's culture by how the company is decorated and sets up their office space. Facebook's corporate office is very open and colorful to encourage the organizational culture of cooperation.
Skill: Applied   Page Ref: 39-40

72) Explain how leaders can influence organizational culture.

Answer: Leaders influence the culture of an organization by the symbols they use, both verbally (what they say) and nonverbally (what they do). Leaders can communicate organizational culture in five ways: by what they focus on and pay attention to; how they react to major events; their actions as role models, coaches, or teachers; the criteria they use to reward others; and the criteria used to recruit, promote, and excommunicate others from the group.
Skill: Conceptual   Page Ref: 41-42

73) Define ethics and identify some of the key elements associated with being an ethical leader.

Answer: Ethics are the beliefs, values, and moral principles by which we determine what is right and wrong. Being honest, sensitive to others' needs, keeping sensitive information private, and not intentionally decreasing others' feelings of self-worth are all key elements associated with being an ethical leader.
Skill: Conceptual   Page Ref: 42

74) Renji has just taken over as a manager at New Stuff Incorporated. The last manager was fired because they showed favoritism to some of their employees. According to your textbook how should Renji approach the ethical challenge of consistency?

Answer: Every team member is unique and in different situations, making it difficult to treat everyone exactly the same. In fact the effective leader will adapt their leadership to meet the needs of each team member. To remain ethical and not be perceived as having favorites Renji should proactively communicate that each member will be treated as an individual, inform team members how decisions will be made, and share what decision were made.
Skill: Applied　　　　　　Page Ref: 44

75) Describe each of the three ethical challenges and provide an example of each challenge.

Answer: The challenge of deceit relates to a leader's access to powerful information. If this information is disclosed, they may violate someone's trust. On the other hand, if they keep the information to themselves, they might mislead others who may need the information. An example of a challenge of deceit is the Enron scandal. The challenge of responsibility relates to a leader's responsibility for the ethical behavior of not only himself or herself, but that of all team members. A leader has indirect control over team member's behavior by the ethical tone that he/she sets. For example, if team members see their leader stealing office supplies or consistently leaving work early, chances are they will exhibit the same behavior. Finally, the challenge of consistency occurs when team members perceive leaders treating team members differently. For example, if a leader treats all followers in a consistent manner, then some team member's needs go unmet. But, if a leader treats team members differently, then some team members may perceive the leader as having favorites. Skill: Applied Page Ref: 42-43