

Chapter 2: The Nature of Leadership: Distinguishing Leadership From Management

Multiple Choice

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

- ___ 1. Which action **best** indicates the nurse is a leader?
1. Has a title
 2. Inspires others
 3. Has enthusiasm
 4. Focuses on doing things right
- ___ 2. A nurse is asked by a coworker what the difference is between leadership and management. How should the nurse respond?
1. "Leadership focuses on people."
 2. "Leadership focuses on balance."
 3. "Leadership focuses on the status quo."
 4. "Leadership focuses on the bottom line."
- ___ 3. Which statement describes management more so than it describes leadership?
1. It is more of an art than a science.
 2. It focuses on renewal of the group.
 3. It seems to generate relative disorder.
 4. It is "tidy," with steps that can be clearly outlined.
- ___ 4. Robert Frost, the great American poet, said, "Some men see things as they are and say why? I dream of things that never were and say why not?" This statement best reflects which of the following elements of leadership?
1. Vision
 2. Power
 3. Change
 4. Stewardship
- ___ 5. Which person **best** represents a leader with a vision of enhancing each individual's ability to communicate globally while at the same time providing almost universal access to all?
1. Mother Teresa caring for the poorest of the poor in India
 2. Fred Smith providing overnight mail and package delivery
 3. Steve Jobs developing desktop computers for personal use
 4. Henry Ford inventing affordable cars for the average American
- ___ 6. Which action should the nurse take to improve communication skills that are essential for effective leadership?
1. Read professional journals regularly.
 2. Achieve national certification in one's specialty area.
 3. Attend a professional conference or lecture on the impact of managed care.
 4. Participate actively as a member of a patient care or nursing initiative committee.

- ___ 7. A nurse leader feels responsible for the “larger picture,” oversees the implementation of change, and gives one’s self-interests a “back seat” to the interests of the group. Which element is this nurse leader displaying?
1. Vision
 2. Creativity
 3. Stewardship
 4. Assertiveness
- ___ 8. Which nurse is not in a position of authority but still has the potential to be a strong leader?
1. Staff nurse
 2. Nurse manager
 3. Nurse supervisor
 4. Nurse administrator
- ___ 9. A nurse develops a personal definition of leadership. Which characteristics of that definition indicate the nurse understands the concept and how it differs from management?
1. A leader acts with integrity and passion.
 2. A leader uses her or his power to direct others.
 3. A leader directs others to do what is mandated.
 4. A leader authorizes permission for other’s actions.
- ___ 10. Which category of nurses “rock the boat” as little as possible to accomplish a goal?
1. Nurse leaders
 2. Nurse managers
 3. Nurse entrepreneurs
 4. Nurse innovators
- ___ 11. Zaleznik said that leaders are “twice born.” How should the nurse interpret this statement?
1. Their lives are harmonious and very much influenced by others’ opinions.
 2. Their thoughts and viewpoints reflect the status quo and generally do not effect change.
 3. They are a part of the organizational environment and need to represent the organization’s viewpoint.
 4. Their lives tend to be full of challenging experiences and their leadership emerges from the consequences of these experiences, which have affected their learning.
- ___ 12. Being able to articulate one’s vision and engage others to achieve it requires effective leadership skills along with a great amount of:
1. Authority and power.
 2. Knowledge and authority.
 3. Political savvy and power.
 4. Determination and persistence.
- ___ 13. A nurse is comparing a manager’s and a leader’s power base. Where does a leader’s power base originate?
1. Holding the position
 2. Doing things right
 3. Having the ability to motivate followers

4. Being appointed by the organization
- _____ 14. A nurse leader is mentoring, providing personal attention, and role modeling. Which leadership element is the nurse demonstrating?
1. Facilitating change
 2. Formulating a vision
 3. Providing stewardship
 4. Developing/renewing followers
- _____ 15. Nurses who are leaders and want to change care delivery practices must be willing to implement which activity?
1. Complaining openly about current practices
 2. Telling members of the group what they need to do to make the change happen
 3. Keeping the group in a constant state of flux so they never get too comfortable with the status quo
 4. Proposing new practices after carefully reviewing relevant research and planning change strategies
- _____ 16. How does precepting differ from the role of a mentor?
1. Preceptors are assigned to the role.
 2. Preceptors are less experienced than the other person.
 3. Preceptors help the other person throughout her or his career.
 4. Preceptors are accountable for the actions of the other person.
- _____ 17. Which important quality of a leader is often overlooked?
1. Being cautious
 2. Being a risk taker
 3. Being cost effective
 4. Being careful not to “upset anyone in authority”
- _____ 18. A nurse leader is striving to promote collaboration, cooperation, and inclusiveness in the group. Which task is the nurse leader displaying?
1. Renewing
 2. Motivating
 3. Representing the group
 4. Achieving a workable unity
- _____ 19. A nurse is developing a personal definition of leadership. Which concept is important to include in that definition?
1. Leadership just happens.
 2. Leadership can be learned.
 3. Leadership is limited to an elite few.
 4. Leadership is the same as management.
- _____ 20. Which perspective will distinguish a leader from a manager? A nurse leader’s perspective is:
1. Short-range, with an eye on order.
 2. Long-range, with an eye on the horizon.
 3. Long-range, with an eye on the position.
 4. Short-range, with an eye on profit margin.

- _____ 21. A nurse leader is helping others understand what the vision is and how their contributions relate to the vision. Which task is the nurse leader demonstrating?
1. Managing
 2. Explaining
 3. Affirming values
 4. Serving as a symbol
- _____ 22. Broome (2011) asserts that leaders who will shape the future need to:
1. Know when to lead and when to follow.
 2. Develop strong business plans that keep the “bottom line” down.
 3. Be aware of followers’ needs to have rests or vacations every 2 to 3 months.
 4. Push the organization’s mission and goals no matter what the group’s vision is.
- _____ 23. Which activity will allow staff nurses to integrate more leading into their careers?
1. Resisting changes suggested by new members of the group
 2. Volunteering to work overtime as a role model for peers
 3. Mentoring new colleagues to enhance their successful integration
 4. Focusing on nursing while avoiding multidisciplinary interactions

Multiple Response

Identify one or more choices that best complete the statement or answer the question.

- _____ 24. What makes professional nurses be in an excellent position to provide leadership regarding health-care issues? *Select all that apply.*
1. Desire to avoid conflict at all costs
 2. Good communication skills
 3. Credibility with the public
 4. Ability to work collaboratively with others
 5. Knowledge that exceeds that of other health-care team members
- _____ 25. A nurse is teaching about leadership. Which concepts should the nurse include in the teaching session? *Select all that apply.*
1. Problem-solving
 2. Affirmation of values
 3. Stewardship
 4. Motivation
 5. Change

**Chapter 2: The Nature of Leadership: Distinguishing Leadership From Management
Answer Section**

MULTIPLE CHOICE

1. ANS: 2
 Page: 21
 Objective: 2. Distinguish leadership from management.
 Difficulty: Moderate
 Heading: Summary
 Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Application [Applying]
 Concept: Management: Nursing Roles

	Feedback
1	Incorrect because a leader does not need a position or title.
2	Correct because inspiring others is a sign of a leader.
3	Incorrect because being enthusiastic does not ensure one is a leader.
4	Incorrect because managers do things right while leaders do the right thing.

- PTS: 1 CON: Management: Nursing Roles
2. ANS: 1
 Page: 21
 Objective: 2. Distinguish leadership from management.
 Difficulty: Moderate
 Heading: Summary
 Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Application [Applying]
 Concept: Management

	Feedback
1	Correct because leadership focuses on people.
2	Incorrect because management focuses on balance.
3	Incorrect because management focuses on the status quo.
4	Incorrect because management focuses on the bottom line.

- PTS: 1 CON: Management
3. ANS: 4
 Page: 19
 Objective: 2. Distinguish leadership from management.
 Difficulty: Moderate
 Heading: Tasks of Leadership
 Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Application [Applying]

Concept: Management

	Feedback
1	Incorrect because management is a science; leadership is an art.
2	Incorrect because leadership reflects renewal of the group.
3	Incorrect because chaos or relative disorder is more a result of leadership than management.
4	Correct because management is tidy.

PTS: 1 CON: Management

4. ANS: 1

Page: 23

Objective: 3. Discuss the essential elements of leadership.

Difficulty: Moderate

Heading: Vision

Integrated Processes: Communication and Documentation

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Critical Thinking

	Feedback
1	Correct because vision is exactly what Robert Frost was talking about regarding his dream.
2	Incorrect because power does not reflect one's dream/vision.
3	Incorrect because change does not reflect vision.
4	Incorrect because stewardship is not a dream or vision.

PTS: 1 CON: Management: Critical Thinking

5. ANS: 3

Page: 23

Objective: 3. Discuss the essential elements of leadership.

Difficulty: Moderate

Heading: Vision

Integrated Processes: N/A

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

Cognitive Level: Application [Applying]

Concept: Management: Critical Thinking: Informatics

	Feedback
1	Incorrect because having Mother Teresa volunteer in India does not affect others globally.
2	Incorrect because overnight mail and package delivery does not allow for universal access to all.
3	Correct because Steve Jobs invented the desktop computer that allows for global networking.
4	Incorrect because a car does not allow one to communicate globally.

PTS: 1 CON: Management: Critical Thinking: Informatics

6. ANS: 4

Page: 25

Objective: 3. Discuss the essential elements of leadership.

Difficulty: Moderate

Heading: Communication Skills

Integrated Processes: Communication and Documentation

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Communication: Nursing Roles: Critical Thinking

	Feedback
1	Incorrect because reading journals will not necessarily increase one's communication skills.
2	Incorrect because being certified does not correlate with improved communication skills.
3	Incorrect because going to conferences and classes does not necessarily improve one's communication skills.
4	Correct because serving on a task force or committee will increase one's ability to communicate.

PTS: 1 CON: Management: Communication: Nursing Roles: Critical Thinking

7. ANS: 3

Page: 27

Objective: 3. Discuss the essential elements of leadership.

Difficulty: Moderate

Heading: Stewardship

Integrated Processes: Communication and Documentation

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Nursing: Nursing Roles

	Feedback
1	Incorrect because having a vision indicates a dream for the group.
2	Incorrect because creativity is not the element described.
3	Correct because stewardship is this aspect of leadership.
4	Incorrect because assertiveness is not described.

PTS: 1 CON: Management: Nursing: Nursing Roles

8. ANS: 1

Page: 22

Objective: 2. Distinguish leadership from management.

Difficulty: Moderate

Heading: Summary

Integrated Processes: Communication and Documentation

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Nursing: Nursing Roles

	Feedback
1	Correct because staff nurses are leaders but are not in positions of authority.

2	Incorrect because nurse managers are in positions of authority.
3	Incorrect because nurse supervisors are in positions of authority.
4	Incorrect because nurse administrators are in positions of authority.

PTS: 1 CON: Management: Nursing: Nursing Roles

9. ANS: 1

Page: 19 and 22

Objective: 4. Create a personal definition of leadership that reflects its essential elements.

Difficulty: Moderate

Heading: Tasks of Leadership; Elements of Leadership

Integrated Processes: Communication and Documentation

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Nursing: Nursing Roles

	Feedback
1	Correct because effective leaders must lead with integrity and passion.
2	Incorrect because leaders do not use their power to direct others.
3	Incorrect because managers influence others to do what is mandated.
4	Incorrect because leaders do not authorize permission for other's actions.

PTS: 1 CON: Management: Nursing: Nursing Roles

10. ANS: 2

Page: 20

Objective: 2. Distinguish leadership from management.

Difficulty: Moderate

Heading: Conceptions of Work

Integrated Processes: Communication and Documentation

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

Cognitive Level: Application [Applying]

Concept: Management: Health-Care System: Collaboration: Nursing: Nursing Roles

	Feedback
1	Incorrect because leaders should "rock the boat" to accomplish a goal.
2	Correct because managers do not generally "rock the boat" very much because they prefer to maintain the status quo.
3	Incorrect because entrepreneurs do "rock the boat" to accomplish their goals.
4	Incorrect because innovators do tend to "rock the boat."

PTS: 1 CON: Management: Health-Care System: Collaboration: Nursing: Nursing Roles

11. ANS: 4

Page: 20

Objective: 2. Distinguish leadership from management.

Difficulty: Moderate

Heading: Sense of Self

Integrated Processes: Teaching and Learning

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

Cognitive Level: Application [Applying]

Concept: Management: Nursing: Nursing Roles: Critical Thinking

	Feedback
1	Incorrect because “twice born” leaders are not easily influenced by others’ opinions.
2	Incorrect because “twice born” leaders do not equate to status quo.
3	Incorrect because “twice born” leaders do not always represent the organization’s viewpoint.
4	Correct because leaders are “twice born” that separate from their environment, never “belong” to organizations, and have had many challenges in life.

PTS: 1 CON: Management: Nursing: Nursing Roles: Critical Thinking

12. ANS: 4

Page: 23

Objective: 3. Discuss the essential elements of leadership.

Difficulty: Easy

Heading: Vision

Integrated Processes: Communication and Documentation

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

Cognitive Level: Comprehension [Understanding]

Concept: Management: Communication: Nursing: Nursing Roles

	Feedback
1	Incorrect because leaders are not always in a position of authority and power.
2	Incorrect because leaders are not always in a position of authority.
3	Incorrect because leaders do not tend to use political savvy.
4	Correct because leaders are determined and persistent.

PTS: 1 CON: Management: Communication: Nursing: Nursing Roles

13. ANS: 3

Page: 21

Objective: 2. Distinguish leadership from management.

Difficulty: Moderate

Heading: Summary

Integrated Processes: Caring

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

Cognitive Level: Application [Applying]

Concept: Management: Health-Care System: Nursing: Nursing Roles

	Feedback
1	Incorrect because a manager’s power comes from the position.
2	Incorrect because doing things right is a management focus; the leader does the right thing.
3	Correct because a leader’s power base originates from the ability to motivate followers.
4	Incorrect because a manager is appointed by the organization.

PTS: 1 CON: Management: Health-Care System: Nursing: Nursing Roles

14. ANS: 4
 Page: 27
 Objective: 3. Discuss the essential elements of leadership.
 Difficulty: Moderate
 Heading: Developing and Renewing Followers
 Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Application [Applying]
 Concept: Management: Collaboration: Nursing Roles: Communication: Nursing

	Feedback
1	Incorrect because these activities depict developing and renewing followers.
2	Incorrect because these activities depict developing and renewing followers.
3	Incorrect because these activities depict developing and renewing followers.
4	Correct because leaders must have followers to help them envision their dreams by developing and renewing followers.

PTS: 1 CON: Management: Collaboration: Nursing Roles: Communication: Nursing

15. ANS: 4
 Page: 25-26
 Objective: 3. Discuss the essential elements of leadership.
 Difficulty: Moderate
 Heading: Change
 Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Analysis [Analyzing]
 Concept: Management: Nursing: Nursing Roles: Quality Improvement: Collaboration

	Feedback
1	Incorrect because leaders do not complain about practices, they offer solutions to try to fix the problems.
2	Incorrect because leaders do not tell team members what to do but rather inspire them to make change happen.
3	Incorrect because leaders do not keep team members in a constant state of flux.
4	Correct because leaders need to plan effectively for change to occur.

PTS: 1 CON: Management: Nursing: Nursing Roles: Quality Improvement: Collaboration

16. ANS: 1
 Page: 28
 Objective: 3. Discuss the essential elements of leadership.
 Difficulty: Moderate
 Heading: Precepting; Mentoring
 Integrated Processes: Teaching and Learning
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Analysis [Analyzing]
 Concept: Management: Nursing: Nursing Roles: Collaboration

	Feedback
1	Correct because preceptors are experienced staff who are assigned to orient new

	staff.
2	Incorrect because preceptors are more experienced than the new staff member.
3	Incorrect because preceptors work with the new nurse during a specified amount of time.
4	Incorrect because only the orientee is accountable for his or her own actions.

PTS: 1 CON: Management: Nursing: Nursing Roles: Collaboration

17. ANS: 2

Page: 19

Objective: 1. Describe the nine tasks of leadership.

Difficulty: Moderate

Heading: Tasks of Leadership

Integrated Processes: Communication and Documentation

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

Cognitive Level: Analysis [Analyzing]

Concept: Management

	Feedback
1	Incorrect because most leaders are not cautious or they would not get anything accomplished.
2	Correct because leaders must be risk takers.
3	Incorrect because leaders may try to be cost effective but they are not classically thought of as cost effective.
4	Incorrect because leaders often upset the authorities.

PTS: 1 CON: Management

18. ANS: 4

Page: 18

Objective: 1. Describe the nine tasks of leadership.

Difficulty: Moderate

Heading: Tasks of Leadership

Integrated Processes: Communication and Documentation

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Collaboration: Nursing Roles: Nursing: Diversity

	Feedback
1	Incorrect because promoting mutual tolerance is achieving a workable unity.
2	Incorrect because promoting mutual tolerance is achieving a workable unity.
3	Incorrect because promoting mutual tolerance is achieving a workable unity.
4	Correct because promoting mutual tolerance is achieving a workable unity.

PTS: 1 CON: Management: Collaboration: Nursing Roles: Nursing: Diversity

19. ANS: 2

Page: 17

Objective: 4. Create a personal definition of leadership that reflects its essential elements.

Difficulty: Moderate

Heading: Introduction

Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Application [Applying]
 Concept: Management: Nursing: Nursing Role

	Feedback
1	Incorrect because leadership does not “just happen.”
2	Correct because leadership can be learned.
3	Incorrect because leadership is not limited to an elite few.
4	Incorrect because leadership is similar to but not the same as management.

- PTS: 1 CON: Management: Nursing: Nursing Role
20. ANS: 2
 Page: 21
 Objective: 2. Distinguish leadership from management.
 Difficulty: Moderate
 Heading: Summary
 Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Analysis [Analyzing]
 Concept: Management: Quality Improvement: Health-Care System: Nursing: Nursing Roles

	Feedback
1	Incorrect because managers use this perspective.
2	Correct because leaders use this perspective.
3	Incorrect because managers use this perspective.
4	Incorrect because managers use this perspective.

- PTS: 1
 CON: Management: Quality Improvement: Health-Care System: Nursing: Nursing Roles
21. ANS: 2
 Page: 18
 Objective: 1. Describe the nine tasks of leadership.
 Difficulty: Difficult
 Heading: Tasks of Leadership
 Integrated Processes: Communication and Documentation
 Client Need: Safe and Effective Care Environment: Management of Care
 Cognitive Level: Analysis [Analyzing]
 Concept: Management: Health-Care System: Collaboration: Nursing: Nursing Roles:
 Communication

	Feedback
1	Incorrect because helping others understand what the vision is and how their contributions relate to the vision is explaining.
2	Correct because helping others understand what the vision is and how their contributions relate to the vision is explaining.
3	Incorrect because helping others understand what the vision is and how their contributions relate to the vision is explaining.
4	Incorrect because helping others understand what the vision is and how their

contributions relate to the vision is explaining.

PTS: 1

CON: Management: Health-Care System: Collaboration: Nursing: Nursing Roles: Communication

22. ANS: 1

Page: 31

Objective: 2. Distinguish leadership from management.

Difficulty: Moderate

Heading: Conclusion

Integrated Processes: Communication and Documentation

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

Cognitive Level: Application [Applying]

Concept: Management: Collaboration: Nursing: Nursing Roles

	Feedback
1	Correct because Broome believes success equals having the leader know when to lead and when to follow.
2	Incorrect because Broome is not as interested in business plans as she is in leading and following.
3	Incorrect because Broome does not suggest that frequent vacations for followers is necessary.
4	Incorrect because Broome does not necessarily go along with the organization more than the employees.

PTS: 1

CON: Management: Collaboration: Nursing: Nursing Roles

23. ANS: 3

Page: 28

Objective: 3. Discuss the essential elements of leadership.

Difficulty: Moderate

Heading: Mentoring

Integrated Processes: Teaching and Learning

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Collaboration: Nursing: Nursing Roles

	Feedback
1	Incorrect because a true leader needs to consider everyone's ideas; perhaps the new ideas will not be initiated, but they deserve to be discussed.
2	Incorrect because always doing overtime is not good role modeling for peers.
3	Correct because new staff need more than skill competency from their mentors, and increasing knowledge of the organizational culture will greatly assist them in acclimating to the new unit.
4	Incorrect because nurse leaders need to focus on a multidisciplinary approach to health care today more than ever before to achieve the highest patient outcomes.

PTS: 1

CON: Management: Collaboration: Nursing: Nursing Roles

MULTIPLE RESPONSE

24. ANS: 2, 3, 4

Page: 25

Objective: 3. Discuss the essential elements of leadership.

Difficulty: Moderate

Heading: Communication Skills

Integrated Processes: Communication and Documentation

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

Cognitive Level: Application [Applying]

Concept: Management: Quality Improvement: Nursing: Nursing Roles: Collaboration:
Communication: Health-Care System

	Feedback
1.	Incorrect because avoiding conflict is unproductive for leaders; nurses can manage conflict.
2.	Correct because communication skills are strong in nurses.
3.	Correct because nurses have trust and credibility in the public's eye.
4.	Correct because nurses collaborate with others.
5.	Incorrect because nurses do not have superior knowledge.

PTS: 1

CON: Management: Quality Improvement: Nursing: Nursing Roles: Collaboration: Communication:
Health-Care System

25. ANS: 2, 3, 4, 5

Page: 18-19; 23

Objective: 1. Describe the nine tasks of leadership.

Difficulty: Moderate

Heading: Tasks of Leadership; Box 2-1: Elements of Leadership

Integrated Processes: Teaching and Learning

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

Cognitive Level: Application [Applying]

Concept: Management: Nursing: Nursing Roles: Collaboration: Communication

	Feedback
1.	Incorrect because envisioning goals, not problem-solving, is a concept of leadership.
2.	Correct because affirming values is a concept of leadership.
3.	Correct because stewardship is a concept of leadership.
4.	Correct because motivation is a concept of leadership.
5.	Correct because change is a concept of leadership.

PTS: 1

CON: Management: Nursing: Nursing Roles: Collaboration: Communication