

## **Chapter 1: The Phenomenon of Leadership: Classic/Historical and Contemporary Leadership Theories**

### **Multiple Choice**

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

- \_\_\_\_ 1. Which leadership theory stresses the significance of the environment or circumstance, notes that the leader emerges but is not necessarily chosen, and gives little recognition to followers?
  - 1. Trait theory
  - 2. Modern theory
  - 3. Situational theory
  - 4. Great man theory
  
- \_\_\_\_ 2. A new nurse manager on the surgical unit is organizing a team. Which team member will be most beneficial to achieve a high level of creativity?
  - 1. A scrub nurse
  - 2. A medical nurse
  - 3. A surgical nurse
  - 4. A circulating nurse
  
- \_\_\_\_ 3. A nurse manager is using idealized influence to motivate staff. Which technique is the nurse manager using?
  - 1. Increasing the staff's confidence and trust
  - 2. Teaching the staff to be goal-oriented and responsible
  - 3. Encouraging creativity and new approaches to problems
  - 4. Assisting staff to continue working hard and self-actualize
  
- \_\_\_\_ 4. A nurse is using the "4-D" cycle of appreciative inquiry. Which "D" should the nurse use?
  - 1. Daring
  - 2. Design
  - 3. Decisive
  - 4. Determined
  
- \_\_\_\_ 5. Which major factors in health care are creating the need for new leaders?
  - 1. Chaos, uncertainty, unpredictability, and constant change
  - 2. Health-care reform, politics, violence, and surplus resources
  - 3. Inferior technology, mergers, acquisitions, and one's legal scope of practice
  - 4. Too many workers, not enough work, unprepared employees, and technology
  
- \_\_\_\_ 6. In the humanbecoming leading-following model proposed by Parse (2009), what are the three major components?
  - 1. Goals, followers, and resources
  - 2. Strategy, goals, and outcome evaluation
  - 3. Vision, willingness to risk, and reverence for others
  - 4. Trust, hierarchical power, and nonjudgmental attitude
  
- \_\_\_\_ 7. A theory of leadership proposed by Heifetz (2009) focuses on which component?
  - 1. The extent to which leaders disturb the equilibrium

2. The extent to which leaders and followers are friends
  3. The extent to which leaders' traits and personalities are emphasized
  4. The extent to which leaders can recruit followers to embrace their vision
- \_\_\_\_\_ 8. A nurse thinks that a turning schedule will be beneficial for a patient to prevent pressure ulcers. Before implementing the turning schedule, the nurse considers using a special mattress. Which technique did the nurse use?
1. Self-awareness
  2. Relational transparency
  3. Internalized moral perspective
  4. Balanced information processing
- \_\_\_\_\_ 9. A nurse identifies a leader as one who is above average height and weight, has superior judgment, is decisive, and has self-confidence. Which theory did this nurse use to identify a leader?
1. Trait theory
  2. Situational theory
  3. Great man theory
  4. Contemporary leadership theory
- \_\_\_\_\_ 10. According to Max Mckeown, what does *innovation + strategy about shaping the future* equal?
1. Leadership
  2. Adaptability
  3. Positive turbulence
  4. Disturbing equilibrium
- \_\_\_\_\_ 11. A nurse is working in an agency that focuses on the six freedoms. In which type of environment is the nurse working?
1. Social model
  2. Complexity theory
  3. Appreciative inquiry
  4. Eastern vs. Western leadership
- \_\_\_\_\_ 12. Which population group ranked higher on empowering?
1. Anglo leaders
  2. European leaders
  3. Middle Eastern leaders
  4. Southeast Asian leaders
- \_\_\_\_\_ 13. According to *The Future of Nursing: Leading Change, Advancing Health*, which category of nurses should be prepared to lead?
1. All
  2. Some
  3. None
  4. Just a few
- \_\_\_\_\_ 14. In Phase IV of the Quality and Safety Education for Nurses (QSEN), which degree should nurses obtain?
1. Vocational
  2. Associate's

3. Bachelor's
4. Diploma

- \_\_\_ 15. Which important aspect of leadership is often overlooked?
1. Leaving early
  2. Having alone time
  3. Working with a team
  4. Taking vacations with family
- \_\_\_ 16. A nurse on a busy unit goes to the park after work and thinks about the day at work before returning home. Which authentic leadership trait did the nurse display?
1. Integrity
  2. Self-reflection
  3. Relational transparency
  4. Internalized moral perspective
- \_\_\_ 17. Which is necessary for a leader to be successful in health care's volatile environment?
1. Being stagnate
  2. Being inflexible
  3. Enjoying the present
  4. Always compromising
- \_\_\_ 18. Which nurse has an innovative leadership characteristic?
1. A nurse with a personal vision
  2. A nurse with faith in the physicians
  3. A nurse with a strong profit/cost focus
  4. A nurse with fierce loyalty to the organization
- \_\_\_ 19. A nurse manager uses an assessment tool to identify eight practices, such as sensing and envisioning, and uses observations to identify personality characteristics to identify new nurses for leadership positions. Which two theories did the nurse manager blend?
1. Complexity theory and situational theory
  2. Innovative leadership theory and trait theory
  3. Appreciative inquiry theory and great man theory
  4. Transformational leadership theory and ethical leadership theory
- \_\_\_ 20. Which information from a nurse indicates a correct understanding of leadership theories?
1. Successful leadership is authority.
  2. There is a clear definition of leadership.
  3. Leadership is multidimensional and multifaceted.
  4. Effective leadership and ineffective leadership can be identified easily.
- \_\_\_ 21. A nurse is asked by a coworker how authentic leadership differs from ethical leadership. How should the nurse respond?
1. "A strong self-awareness is needed with ethical leadership."
  2. "High moral standards are needed solely for ethical leadership."
  3. "Good communication skills are needed with authentic leadership."
  4. "Disturbing the equilibrium is associated with authentic leadership."

- \_\_\_\_ 22. According to the Institute of Medicine (IOM), which type of leadership should be used to increase patient safety and decrease health-care errors?
1. Trait
  2. Great man
  3. Situational
  4. Transformational
- \_\_\_\_ 23. A nurse manager uses four processes, one of which includes individualized considerations, and enjoys the “messiness” of social processes to help new nurses “step up” to leadership positions. Which two theories did the nurse blend?
1. Transformational theory and complexity theory
  2. Appreciative inquiry theory and authentic leadership
  3. Trait theory and humanbecoming leading-following model
  4. Contemporary leadership theory and classic leadership theory

**Multiple Response**

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

- \_\_\_\_ 24. A manager is teaching the staff about contemporary leadership theories. Which topics will the nurse stress in the teaching session? *Select all that apply.*
1. Dyadic
  2. Relational
  3. Head-down approach
  4. Complex social models
  5. Individual leader qualities
- \_\_\_\_ 25. A nurse manager is using Denning and Dunham’s (2010) practices to innovatively lead the medical-surgical unit. Which practices will the nurse manager demonstrate? *Select all that apply.*
1. Sensing
  2. Leading
  3. Embodying
  4. Dreaming
  5. Following

## Chapter 1: The Phenomenon of Leadership: Classic/Historical and Contemporary Leadership Theories

### Answer Section

#### MULTIPLE CHOICE

1. ANS: 3

Page: 3

Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.

Difficulty: Moderate

Heading: Situational Theories

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 trait theory is focused only on the characteristics of the leader.
2	Incorrect because modern theories of leadership focus on followers, situation, and leader.
3	Correct because situational theory includes the environment and emphasizes that the leader is not necessarily chosen but evolves.
4	Incorrect because great man theory stresses only the leader.

PTS: 1

CON: Management

2. ANS: 2

Page: 4

Objective: 4. Analyze how nurses can use a combination of classic and contemporary theories of leadership to strengthen their success as leaders of the health-care team, within institutions, and for the profession.

Difficulty: Difficult

Heading: Relational and Social Models

Integrated Processes: Documentation and Communication

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

Cognitive Level: Analysis [Analyzing]

Concept: Collaboration: Communication: Management

	Feedback
1	Incorrect because this would produce a homogenous group; a heterogeneous group produces creativity.
2	Correct because to achieve a high level of creative thought it is necessary to bring together groups of people with different levels of expertise.
3	Incorrect because this would produce a homogenous group; a heterogeneous group produces creativity.
4	Incorrect because this would produce a homogenous group; a heterogeneous group produces creativity.

PTS: 1 CON: Collaboration: Communication: Management

3. ANS: 1

Page: 4

Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.

Difficulty: Moderate

Heading: Transformational Leadership

Integrated Processes: Communication and Documentation

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

Cognitive Level: Application [Applying]

Concept: Nursing Roles: Collaboration: Communication: Management

	Feedback
1	Correct because with idealized influence the leader assists the follower to increase confidence, respect, and trust.
2	Incorrect because inspirational motivation involves teaching the follower to be empowering, goal-oriented, and responsible. Idealized influence involves the leader assisting the follower to increase confidence, respect, and trust.
3	Incorrect because intellectual stimulation involves assisting the follower to be creative, expand on ideas, and find new approaches to solve problems. Idealized influence involves the leader assisting the follower to increase confidence, respect, and trust.
4	Incorrect because individualized consideration includes assisting the follower to increase self-esteem, continue working hard, and self-actualize. Idealized influence involves the leader assisting the follower to increase confidence, respect, and trust.

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

4. ANS: 2

Page: 8

Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.

Difficulty: Moderate

Heading: Appreciative Inquiry

Integrated Processes: Communication and Documentation

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

Cognitive Level: Application [Applying]

Concept: Nursing: Nursing Roles: Collaboration: Management

	Feedback
1	Incorrect because daring is not a component.
2	Correct because the “4-D” cycle of appreciative inquiry includes discovery (appreciating what is), dream (imagining what might be), design (determining what should be), and delivery/destiny (creating what will be).
3	Incorrect because decisive is not a component.
4	Incorrect because determined is not a component.

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

5. ANS: 1

Page: 1

Objective: 1. Examine the multiple aspects of the phenomenon of leadership.

Difficulty: Moderate

Heading: Introduction

Integrated Processes: Communication and Documentation

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

Cognitive Level: Application [Applying]

Concept: Health-Care Systems: Management: Quality Improvement

	Feedback
1	Correct because these chaotic, unpredictable, uncertain, and constantly changing times are calling for new leaders even though “being an effective leader in today’s tumultuous world is almost impossible.”
2	Incorrect because there is not a surplus of resources.
3	Incorrect because technology in health care is not inferior.
4	Incorrect because there are not enough workers, there is too much work, and technology is a positive feature.

PTS: 1 CON: Health-Care Systems: Management: Quality Improvement

6. ANS: 3

Page: 8

Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.

Difficulty: Moderate

Heading: HumanBecoming Leading-Following Model

Integrated Processes: Caring

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

Cognitive Level: Application [Applying]

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

	Feedback
1	Incorrect because Parse does not mention any of these ideas as her components.
2	Incorrect because Parse does not mention any of these ideas as her components.
3	Correct because Parse defines these three components as what constitutes her model.
4	Incorrect because Parse does not mention any of these ideas as her components.

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

7. ANS: 1

Page: 5

Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.

Difficulty: Moderate

Heading: Adaptive Leadership

Integrated Processes: Communication and Documentation

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

Cognitive Level: Comprehension [Understanding]

Concept: Management

	Feedback
1	Correct because disturbing the equilibrium is exactly what the Heifetz theory advocates.
2	Incorrect because the Heifetz theory does not focus on the leader–follower’s relationship.
3	Incorrect because the Heifetz theory is not similar to the great man theory or personality theories of leadership.
4	Incorrect because recruiting followers and getting them to follow their vision is not representative of the Heifetz theory.

PTS: 1

CON: Management

8. ANS: 4

Page: 5

Objective: 4. Analyze how nurses can use a combination of classic and contemporary theories of leadership to strengthen their success as leaders of the health-care team, within institutions, and for the profession.

Difficulty: Moderate

Heading: Authentic Leadership

Integrated Processes: Caring

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

Cognitive Level: Analysis [Analyzing]

Concept: Nursing: Nursing Roles: Management: Evidence-Based Practice

	Feedback
1	Incorrect because self-awareness is an understanding of each individual’s strengths and weaknesses, not balanced information processing.
2	Incorrect because relational transparency encompasses honest two-way communication, not balanced information processing.
3	Incorrect because internalized moral perspective is the individual’s moral compass, not balanced information processing.
4	Correct because balanced information processing is defined as taking the time to explore other options before making a decision.

PTS: 1

CON: Nursing: Nursing Roles: Management: Evidence-Based Practice

9. ANS: 1

Page: 3

Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.

Difficulty: Moderate

Heading: Trait Theories

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 trait theory asserts that certain traits and characteristics determine a leader.
2	Incorrect because situational theory gives clear recognition to the significance of the environment and the particular situation as factors in the effectiveness of a leader.
3	Incorrect because great man theory asserts that one is a leader if one is born into the “right” family.
4	Incorrect because contemporary leadership theories focus on relationships and interactions with the leader, situation, and followers.

PTS: 1 CON: Management

10. ANS: 2

Page: 6

Objective: 1. Examine the multiple aspects of the phenomenon of leadership.

Difficulty: Moderate

Heading: Innovative Leadership

Integrated Processes: N/A

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

Cognitive Level: Application [Applying]

Concept: Management: Quality Improvement: Collaboration

	Feedback
1	Incorrect because Max Mckeown states that it equals adaptability, not leadership.
2	Correct because Max Mckeown recommends that <i>innovation + strategy about shaping the future = adaptability</i> .
3	Incorrect because Max Mckeown states that it equals adaptability, not positive turbulence.
4	Incorrect because Max Mckeown states that it equals adaptability, not disturbing equilibrium.

PTS: 1 CON: Management: Quality Improvement: Collaboration

11. ANS: 3

Page: 7

Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.

Difficulty: Moderate

Heading: Appreciative Inquiry

Integrated Processes: Caring

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

Cognitive Level: Application [Applying]

Concept: Management: Health-Care System

	Feedback
1	Incorrect because social models focus on the relational and complex social models rather than on an individual leader, not on the six freedoms.

2	Incorrect because complexity theory acknowledges the “messiness” and complexity of social processes in which leaders emerge through dynamic interactions, not on the six freedoms.
3	Correct because appreciative inquiry environments are characterized by the six freedoms.
4	Incorrect because Eastern versus Western leadership provides evidence of the impact of culture on leadership, not on the six freedoms.

PTS: 1 CON: Management: Health-Care System

12. ANS: 2

Page: 9

Objective: 1. Examine the multiple aspects of the phenomenon of leadership.

Difficulty: Moderate

Heading: Eastern versus Western Leadership Culture in Our Global World

Integrated Processes: Culture and Spirituality

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

Cognitive Level: Application [Applying]

Concept: Management: Collaboration: Diversity

	Feedback
1	Incorrect because Anglo leaders were rated lower on visioning, empowering, rewarding and feedback, and team building.
2	Correct because European leaders rate higher on empowering and tenacity.
3	Incorrect because Middle Eastern leaders were rated higher on emotional intelligence.
4	Incorrect because Southeast Asian leaders were rated higher regarding visioning.

PTS: 1 CON: Management: Collaboration: Diversity

13. ANS: 1

Page: 10

Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.

Difficulty: Easy

Heading: Leadership Theories and Quality Health Care

Integrated Processes: Caring

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

Cognitive Level: Comprehension [Understanding]

Concept: Management: Quality Improvement: Evidence-Based Practice: Health-Care Systems

	Feedback
1	Correct because the report recommended that all nurses be prepared to assume leadership positions.
2	Incorrect because all, not some, nurses should be prepared to assume leadership positions.
3	Incorrect because all, not none, nurses should be prepared to assume leadership positions.
4	Incorrect because all, not just a few, nurses should be prepared to assume

	leadership positions.
--	-----------------------

PTS: 1

CON: Management: Quality Improvement: Evidence-Based Practice: Health-Care Systems

14. ANS: 3

Page: 10

Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.

Difficulty: Moderate

Heading: Leadership Theories and Quality Health Care

Integrated Processes: Teaching and Learning

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

Cognitive Level: Application [Applying]

Concept: Management: Quality Improvement: Evidence-Based Practice: Nursing

	Feedback
1	Incorrect because a bachelor's degree or higher is recommended.
2	Incorrect because a bachelor's degree or higher is recommended.
3	Correct because in Phase IV of the QSEN project, beginning in 2012 a specific goal of having 80% of all registered nurses hold an earned bachelor's degree or higher is recommended.
4	Incorrect because a bachelor's degree or higher is recommended.

PTS: 1

CON: Management: Quality Improvement: Evidence-Based Practice: Nursing

15. ANS: 2

Page: 4

Objective: 1. Examine the multiple aspects of the phenomenon of leadership.

Difficulty: Easy

Heading: Relational and Social Models

Integrated Processes: N/A

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

Cognitive Level: Comprehension [Understanding]

Concept: Management

	Feedback
1	Incorrect because alone time is overlooked. Leaving early, per se, is not considered an aspect of leadership.
2	Correct because alone time is needed to feel more productive and creative, reflect on past and present situations, and to think about future directions.
3	Incorrect because alone time is overlooked. Although working with a team is a component of leadership, it is generally recognized as a key component; that is, it is not overlooked.
4	Incorrect because alone time is overlooked. Taking vacations, per se, is not considered an aspect of leadership.

PTS: 1

CON: Management

16. ANS: 2

Page: 5

Objective: 1. Examine the multiple aspects of the phenomenon of leadership.

Difficulty: Moderate

Heading: Authentic Leadership

Integrated Processes: Caring

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

Cognitive Level: Application [Applying]

Concept: Management: Nursing: Nursing Roles

	Feedback
1	Incorrect because integrity is not the same thing as self-reflection.
2	Correct because Kernis (2003) further expands on authentic leadership by emphasizing the importance of self-reflection, a concept that may be particularly important for nurses.
3	Incorrect because relational transparency encompasses honest two-way communication.
4	Incorrect because internalized moral perspective is the individual's moral compass.

PTS: 1

CON: Management: Nursing: Nursing Roles

17. ANS: 3

Page: 6

Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.

Difficulty: Moderate

Heading: Adaptive Leadership

Integrated Processes: N/A

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

Cognitive Level: Application [Applying]

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

	Feedback
1	Incorrect because a leader must be aware of having a stake in the future.
2	Incorrect because leaders must be flexible.
3	Correct because enjoying the present is a sign of a successful adaptable leader.
4	Incorrect because leaders may not always be willing to compromise.

PTS: 1

CON: Management: Health-Care Systems: Nursing: Nursing Roles

18. ANS: 4

Page: 6

Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.

Difficulty: Moderate

Heading: Innovative Leadership

Integrated Processes: N/A

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

Cognitive Level: Application [Applying]

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

	Feedback
--	----------

1	Incorrect because an excellent strategic vision is one of the ten characteristics for innovative leadership.
2	Incorrect because faith in the organization is one of the ten characteristics for innovative leadership.
3	Incorrect because a strong customer focus is one of the ten characteristics for innovative leadership.
4	Correct because Zenger and Folkman (2014) include a fierce organization loyalty as one of the ten characteristics for innovative leadership.

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

19. ANS: 2

Page: 3 and 6

Objective: 4. Analyze how nurses can use a combination of classic and contemporary theories of leadership to strengthen their success as leaders of the health-care team, within institutions, and for the profession.

Difficulty: Difficult

Heading: Trait Theories; Innovative Leadership

Integrated Processes: N/A

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

Cognitive Level: Analysis [Analyzing]

Concept: Management: Collaboration: Nursing: Nursing Roles: Quality Improvement

	Feedback
1	Incorrect because complexity theory and situational theory do not focus on the eight practices assessed.
2	Correct because innovative leadership theory uses the innovative assessment tool to assess the eight practices and trait theory focuses on the person's characteristics/traits.
3	Incorrect because appreciative inquiry theory and great man theory do not focus on the eight practices assessed.
4	Incorrect because transformational leadership theory and ethical leadership theory do not focus on the eight practices assessed.

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

20. ANS: 3

Page: 2

Objective: 1. Examine the multiple aspects of the phenomenon of leadership.

Difficulty: Easy

Heading: Introduction

Integrated Processes: N/A

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

Cognitive Level: Comprehension [Understanding]

Concept: Management: Evidence-Based Practice

	Feedback
1	Incorrect because successful leadership today is influence, not authority.
2	Incorrect because there are more than 850 definitions of leadership.
3	Correct because leadership is multidimensional and multifaceted.

4	Incorrect because what distinguishes effective leaders from ineffective leaders is not clear.
---	---

PTS: 1 CON: Management: Evidence-Based Practice

21. ANS: 3

Page: 5

Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.

Difficulty: Moderate

Heading: Authentic Leadership

Integrated Processes: Teaching and Learning

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

Cognitive Level: Application [Applying]

Concept: Management: Communication: Nursing Roles

	Feedback
1	Incorrect because a strong self-awareness is associated with authentic leadership.
2	Incorrect because high moral standards are needed for both theories.
3	Correct because good communication skills are needed with authentic leadership.
4	Incorrect because disturbing the equilibrium is associated with adaptive leadership.

PTS: 1 CON: Management: Communication: Nursing Roles

22. ANS: 4

Page: 10

Objective: 2. Describe how leadership ability is a vital component of success for an individual, a unit/department/practice, and an organization, particularly in nursing.

Difficulty: Moderate

Heading: Leadership Theories and Quality Health Care

Integrated Processes: N/A

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

Cognitive Level: Application [Applying]

Concept: Management: Health-Care Systems: Quality Improvement: Evidence-Based Practice

	Feedback
1	Incorrect because transformational leadership is recommended.
2	Incorrect because transformational leadership is recommended.
3	Incorrect because transformational leadership is recommended.
4	Correct because transformational leadership is recommended.

PTS: 1

CON: Management: Health-Care Systems: Quality Improvement: Evidence-Based Practice

23. ANS: 1

Page: 4 and 8

Objective: 4. Analyze how nurses can use a combination of classic and contemporary theories of leadership to strengthen their success as leaders of the health-care team, within institutions, and for the profession.

Difficulty: Difficult

Heading: Transformational Leadership; Complexity Theory

Integrated Processes: Caring

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

Cognitive Level: Analysis [Analyzing]

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

	Feedback
1	Correct because transformational theory and complexity theory focus on individualized considerations and “messiness.”
2	Incorrect because appreciative inquiry theory and authentic leadership theory do not focus on individualized considerations and “messiness.”
3	Incorrect because trait theory and the humanbecoming leading-following model do not focus on individualized considerations and “messiness.”
4	Incorrect because classic leadership theory does not focus on individualized considerations and “messiness.”

PTS: 1

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

## MULTIPLE RESPONSE

24. ANS: 1, 2, 4

Page: 4

Objective: 3. Compare and contrast major theoretical ideas about leadership from classic/historical and contemporary perspectives.

Difficulty: Moderate

Heading: Relational and Social Models

Integrated Processes: Teaching and Learning

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

Cognitive Level: Application [Applying]

Concept: Nursing Roles: Collaboration: Communication: Management

	Feedback
1.	Correct because contemporary leadership theories are focused on dyadic, relational, and complex social models more than on an individual leader.
2.	Correct because contemporary leadership theories are focused on dyadic, relational, and complex social models more than on an individual leader.
3.	Incorrect because people in health care need to follow the great leaders who are not “head-down but see around corners.”
4.	Correct because contemporary leadership theories are focused on dyadic, relational, and complex social models more than on an individual leader.
5.	Incorrect because contemporary leadership theories are not focused on an individual leader or traits.

PTS: 1

CON: Nursing Roles: Collaboration: Communication: Management

25. ANS: 1, 2, 3

Page: 7

Objective: 4. Analyze how nurses can use a combination of classic and contemporary theories of leadership to strengthen their success as leaders of the health-care team, within institutions, and for the profession.

Difficulty: Difficult

Heading: Innovative Leadership

Integrated Processes: Teaching and Learning

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

Cognitive Level: Application [Applying]

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

	<b>Feedback</b>
<b>1.</b>	Correct because sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are examples of Denning and Dunham's practices.
<b>2.</b>	Correct because sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are examples of Denning and Dunham's practices.
<b>3.</b>	Correct because sensing, envisioning, offering, adopting, sustaining, executing, leading, and embodying are examples of Denning and Dunham's practices.
<b>4.</b>	Incorrect because dreaming is an example of one of the "4-D" cycles for appreciative inquiry.
<b>5.</b>	Incorrect because following is not a component of Denning and Dunham's eight practices.

PTS: 1

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