

Chapter 2: Designing Your Perceptions of Leaders and Leadership

Test Bank

Multiple Choice

1. The design principle of “closure” means that we tend to _____.

- A. seek resolution in conflict
- B. see complete figures even when part of the information is missing
- C. try to maintain as much control as possible in challenging situations
- D. quickly move on to the next task

Ans: B

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Knowledge

Answer Location: See Leadership by Design page 66.

Difficulty Level: Easy

2. The design principle of _____ means that people will tend to fill in content or details that are not provided to them.

- A. closure
- B. balance
- C. focal point
- D. unity

Ans: A

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Knowledge

Answer Location: See Leadership by Design page 66.

Difficulty Level: Easy

3. When conveying a vision, you can use the design principle of closure to _____ and increase interest.

- A. clarify your message
- B. reduce time
- C. maximize efficiency
- D. reduce complexity

Ans: D

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Comprehension

Answer Location: See Leadership by Design page 66.

Difficulty Level: Medium

4. The design principle of _____ means that to accurately understand and assess something, you must be able to make appropriate comparisons.

- A. comparison
- B. contrast
- C. balance
- D. proportion

Ans: A

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Knowledge

Answer Location: Feature 2.5 - Leadership by Design

Difficulty Level: Easy

5. Asking yourself the following question employs the design principle of comparison.

- A. Am I seeing all perspectives?
- B. What needs to be highlighted?
- C. What contrasting example helps illustrate my point?
- D. What needs to be prioritized?

Ans: C

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Application

Answer Location: Feature 2.5--Leadership by Design

Difficulty Level: Medium

6. Which of the following is a personal quality that often commands attention, respect, and attraction yet can also frequently be misused?

- A. charisma
- B. assertiveness
- C. creativity
- D. persuasiveness

Ans: A

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Knowledge

Answer Location: Effective Leaders Are _____.: Characteristics and Traits

Difficulty Level: Easy

7. Angelique is frequently described by their peers as “inspiring,” “charming,” and “confident.” These are typically words used to describe a person with _____.

- A. leadership
- B. persistence
- C. wisdom
- D. charisma

Ans: D

Learning Objective: 2.3: Critique the characteristics of leaders based on research and your perceptions.

Cognitive Domain: Application

Answer Location: Effective Leaders Are _____.: Characteristics and Traits

Difficulty Level: Medium

8. Leaders who rely on their charisma must also _____.

- A. possess the competence to back it up
- B. project confidence
- C. actively engage their followers
- D. communicate effectively

Ans: A

Learning Objective: 2.3: Critique the characteristics of leaders based on research and your perceptions.

Cognitive Domain: Comprehension

Answer Location: Effective Leaders Are _____: Characteristics and Traits

Difficulty Level: Medium

9. While you must pay attention to your internal CORE, effective leaders also must attend to their external reputation and _____.

- A. habits
- B. image
- C. credibility
- D. confidence

Ans: C

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Knowledge

Answer Location: The Credible Leader

Difficulty Level: Easy

10. Credibility is required in order for the leader to _____.

- A. nurture positive relationships with followers
- B. demonstrate the strength of their position
- C. be credibly persuasive
- D. articulate their vision

Ans: A

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: The Credible Leader

Difficulty Level: Medium

11. According to Kouzes and Posner, _____ is the first law of leadership.

- A. power
- B. influence
- C. expertise
- D. credibility

Ans: D

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Knowledge

Answer Location: The Credible Leader
Difficulty Level: Easy

12. The foundation of a leaders' credibility is _____.

- A. the perceptions of their followers
- B. the strength of their personality
- C. the persuasiveness of their arguments
- D. the ability to accomplish goals

Ans: A

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: The Credible Leader
Difficulty Level: Medium

13. The Graham Jones Credibility Pyramid indicates that _____ of a leader's credibility comes from the perception that they care.

- A. 20%
- B. 50%
- C. 70%
- D. 80%

Ans: B

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Knowledge

Answer Location: The Credible Leader
Difficulty Level: Easy

14. For a leader, a _____ is a difficult challenge that has the potential to transform their values, assumptions, and future capabilities.

- A. crucible
- B. paradigm shift
- C. stretch goal
- D. group task

Ans: A

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: See Learning Leadership page 42
Difficulty Level: Medium

15. Which of the following best describes a leader practicing Collin's Level 5 leadership:

- A. Leaders who are charismatic and capable of swaying large groups.
- B. Leaders who are self-aware and confident in their own abilities yet focused on the success of their organization or community.
- C. Leaders who surround themselves with the greatest talent and diversity.

D. Leaders who are charismatic and focused on their career growth.

Ans: B

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Knowledge

Answer Location: Leadership Is . . . a Process

Difficulty Level: Medium

16. A leader is a person and leadership is a process. What, then, is the role of a positional leader when trying to foster leadership?

A. The leader assumes control and manages processes.

B. The leader becomes the source of expertise that the organization relies upon.

C. The leader becomes the facilitator of the process versus the person in charge.

D. The leader's role is dissolved as everyone is engaged in the leadership process.

Ans: C

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Application

Answer Location: Leadership Is . . . a Process

Difficulty Level: Medium

17. Leadership as a process means _____.

A. mistakes will likely be made (and that is ok)

B. mistakes will likely be made but should be avoided

C. mistakes will likely be made but it is the leader's role to minimize them

D. mistakes will likely be made (and may derail the leadership process)

Ans: A

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Comprehension

Answer Location: Leadership Is . . . a Process

Difficulty Level: Medium

18. The first leadership rule--*it's about you*--means that _____.

A. leaders have the responsibility of coordinating organizational processes

B. leaders have ultimate responsibility in achieving organizational goals

C. leaders must know more than their followers to be effective

D. leaders must know themselves and invest in designing their leadership

Ans: D

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Comprehension

Answer Location: Leadership Is . . . a Process

Difficulty Level: Medium

19. The second leadership rule--*it's not about you*--means that _____.

A. leaders must prioritize the well-being of followers above their own

B. leaders must not let personal challenges impact the organizational process

C. leaders must not make the leadership process about themselves

D. leaders must prioritize the growth and development of their followers above their own

Ans: C

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Comprehension

Answer Location: Leadership Is . . . a Process

Difficulty Level: Medium

20. Successful leaders following both leadership rules must be both _____.

- A. confident and humble
- B. confident and decisive
- C. decisive and visionary
- D. visionary and charismatic

Ans: A

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Application

Answer Location: Leadership Is . . . a Process

Difficulty Level: Hard

21. Which of the following is *not* a common misconception about leadership?

- A. Leaders are born.
- B. Leaders are made.
- C. Leaders need to have a specific set of traits.
- D. Leaders do the talking and take charge.

Ans: B

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Comprehension

Answer Location: Misconception: Leaders Are born

Difficulty Level: Easy

22. The dynamic nature of leadership requires leaders to be _____.

- A. flexible in their approach
- B. firm in their vision
- C. clear in their communication
- D. firmly in control

Ans: A

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Knowledge

Answer Location: Leadership Is . . . a Process of Influencing Others Toward

Difficulty Level: Easy

23. Influencing others through _____ is a more effective strategy for conveying a vision.

- A. reasoned argument
- B. intimidation
- C. an appeal to your position of authority
- D. connecting with their values

Ans: D

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Application

Answer Location: Leadership Is . . . a Process of Influencing Others Toward a Common

Difficulty Level: Medium

24. Which of these is *not* one of Katz's three levels of skills?

- A. technical skills
- B. motivation skills
- C. human skills
- D. conceptual skills

Ans: B

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Knowledge

Answer Location: Effective Leaders Can Do _____: Skills and Expertise

Difficulty Level: Medium

25. Classic management techniques include _____.

- A. forecasting, planning, and coordinating
- B. teaching, facilitating, and coordinating
- C. planning, visioning, and orchestrating
- D. brainstorming, influencing, and forecasting

Ans: A

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: Management? Leadership? Both

Difficulty Level: Medium

26. John Kotter observed that leadership produces change and movement, while management produces _____.

- A. organization and momentum
- B. order and consistency
- C. love and faithfulness
- D. pain and stasis

Ans: B

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: Management? Leadership? Both

Difficulty Level: Easy

27. Which of the following is not a common leadership misconception?

- A. Leaders are born.
- B. Leaders do the influencing.

- C. You are a leader when you hold a position.
- D. Leaders must adapt to their context.

Ans: D

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Comprehension

Answer Location: Table 2.1: Summary of Misconceptions

Difficulty Level: Easy

28. A mental model is _____.

- A. your mental representation of things in the world
- B. your current knowledge on a topic
- C. how lesson plans are designed
- D. a method of organizing your ideas

Ans: A

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Knowledge

Answer Location: Your Brain Is a Lean, Mean, Pattern-Making Machine: You Construct Your World

Difficulty Level: Easy

29. Mental models are useful, but also have limitations including the tendency to believe that your ideas about the world are true and _____.

- A. the tendency to not see all that is happening
- B. the tendency to believe that what you see in the world is true
- C. the tendency to not see other's hidden motivations
- D. the tendency to believe that what you see in other people is true

Ans: B

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Comprehension

Answer Location: Your Brain Is a Lean, Mean, Pattern-Making Machine: You Construct Your World

Difficulty Level: Medium

30. The only way to know if your conception of the world is accurate is to first be aware of your conception, and then to _____.

- A. forge ahead with your vision
- B. validate it by asking your friends
- C. question, test, and revise that conception
- D. assume that it is wrong

Ans: C

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Comprehension

Answer Location: Your Brain Is a Lean, Mean, Pattern-Making Machine: You Construct Your World

Difficulty Level: Easy

31. Aspiring leaders mindful of their mental models must avoid _____.

- A. being ambiguous in their thinking
- B. doing things the way they have always been done
- C. damaging their reputation
- D. narrowing their conceptions to rigid, single-view perceptions of the world

Ans: D

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Comprehension

Answer Location: Your Brain Is a Lean, Mean, Pattern-Making Machine: You Construct Your World

Difficulty Level: Medium

32. Close relationships, even friendships, generally _____ the organization.

- A. enhance
- B. endanger
- C. cause problems in
- D. encumber

Ans: A

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Comprehension

Answer Location: Misconception: A Leader Cannot be Friends With Their Followers

Difficulty Level: Easy

33. Exposure to a new idea is only the starting point of learning. The acquisition of new knowledge happens _____.

- A. in the classroom
- B. with age
- C. after 10,000 hr
- D. as you engage with information over and over again

Ans: D

Learning Objective: 2.1: Explain how conceptions and perception guide leaders.

Cognitive Domain: Knowledge

Answer Location: See Learning Leadership page 41

Difficulty Level: Easy

34. Learning leadership is partly about knowledge and skills, but it is more so about developing _____.

- A. authority
- B. dispositions
- C. communication
- D. positionality

Ans: B

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Comprehension

Answer Location: See Learning Leadership page 42

Difficulty Level: Easy

35. Which of the following is *not* one of the five traits that have been identified as closely tied to effective leadership?

- A. determination
- B. intelligence
- C. assertiveness
- D. sociability

Ans: C

Learning Objective: 2.3: Critique the characteristics of leaders based on research and your perceptions.

Cognitive Domain: Knowledge

Answer Location: Effective Leaders Are _____: Characteristics and Traits

Difficulty Level: Medium

36. Asking people who know you well to provide honest feedback about when you've been at your best is an activity that can enhance which CORE attribute?

- A. confidence
- B. closure
- C. charisma
- D. comparison

Ans: A

Learning Objective: 2.5: Appraise your leadership credibility relative to follower expectations.

Cognitive Domain: Application

Answer Location: CORE™ Attribute Builders--Build Now for Future Leadership Challenges

Difficulty Level: Medium

37. Expressing gratitude is a method of increasing which CORE attribute?

- A. organization
- B. optimization
- C. orchestration
- D. optimism

Ans: D

Learning Objective: 2.5: Appraise your leadership credibility relative to follower expectations.

Cognitive Domain: Application

Answer Location: CORE™ Attribute Builders--Build Now for Future Leadership Challenges

Difficulty Level: Medium

38. A leader inspiring followers in the wrong direction or toward unethical ends is an example of _____.

- A. misused charisma
- B. misplaced charisma
- C. operationalized charisma

D. ethical charisma

Ans: A

Learning Objective: 2.3: Critique the characteristics of leaders based on research and your perceptions.

Cognitive Domain: Application

Answer Location: Effective Leaders Are _____: Characteristics and Traits

Difficulty Level: Medium

39. The process of organizing, controlling, and coordinating resources to achieve organizational value is _____.

A. leadership

B. supervision

C. management

D. influencing

Ans: C

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Knowledge

Answer Location: Management? Leadership? Both.

Difficulty Level: Easy

40. Nurturing the ability to critically question the way you see the world is an example of maintaining flexible _____.

A. approaches

B. mental models

C. supervision

D. communication styles

Ans: B

Learning Objective: 2.1: Explain how conceptions and perceptions guide leaders.

Cognitive Domain: Application

Answer Location: Your Brain Is a Lean, Mean, Pattern-Making Machine: You Construct Your World

Difficulty Level: Medium

41. Building a transparent organizational culture is a way to be mindful of which design principle?

A. closure

B. focal point

C. contrast

D. repetition

Ans: A

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Application

Answer Location: Leadership by Design

Difficulty Level: Hard

42. Talking to followers with genuine interest and enthusiasm to find out what they know, want, need, and aspire to is the first step in establishing _____.

- A. leadership
- B. supervision
- C. understanding
- D. credibility

Ans: D

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: The Credible Leader

Difficulty Level: Medium

43. In a dynamic field like leadership, expertise may be rooted in one's _____.

- A. authority
- B. adaptability
- C. anticipation
- D. authenticity

Ans: B

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: The Expert Leader

Difficulty Level: Medium

Essay

1. Describe a pitfall of relying on charisma.

Ans: Charisma is a powerful tool but you must also possess the competence and other skill sets to back it up.

Learning Objective: 2.3: Critique the characteristics of leaders based on research and your perceptions.

Cognitive Domain: Comprehension

Answer Location: Effective Leaders Are _____: Characteristics and Traits

Difficulty Level: Medium

2. Describe three ways to enhance your competence in the CORE model.

Ans: Asking people who know you well to provide honest feedback, express gratitude, seek the silver lining in situations, anticipate challenges and your response to them, and so on.

Learning Objective: 2.5: Appraise your leadership credibility relative to follower expectations.

Cognitive Domain: Knowledge

Answer Location: CORE™ Attribute Builders--Build Now for Future Leadership Challenges

Difficulty Level: Hard

3. Describe one way to maintain flexible mental models.

Ans: Develop the habit of lifelong learning, engage in challenging conversations between and across difference, actively seek new experiences, and so on.

Learning Objective: 2.1: Explain how conceptions and perceptions guide leaders.

Cognitive Domain: Application

Answer Location: Your Brain Is a Lean, Mean, Pattern-Making Machine: You Construct Your World

Difficulty Level: Medium

4. Describe how you might go about establishing credibility with followers.

Ans: Engage with them with genuine interest and enthusiasm . . . find out what they know, want, need, and aspire to.

Learning Objective: 2.4: Contrast leadership skills with management, expertise, and established competencies.

Cognitive Domain: Comprehension

Answer Location: The Credible Leader

Difficulty Level: Medium

5. Explain the differences between knowledge, skills, and dispositions.

Ans: Knowledge is what you know, skills are what you can do, and dispositions are how you approach the world.

Learning Objective: 2.2: Identify common misconceptions about leaders and leadership.

Cognitive Domain: Comprehension

Answer Location: See Learning Leadership page 42

Difficulty Level: Easy