

Chapter 01: What Does It Mean to Be a Leader

True / False

1. Leadership involves maintaining the status quo, not creating change.

- a. True
- b. False

ANSWER: True

2. The qualities needed for effective leadership are the same as those needed to be an effective follower.

- a. True
- b. False

ANSWER: True

3. At present, social connectedness and mobility are the central aspects of every leader's job.

- a. True
- b. False

ANSWER: True

4. In a hyperconnected, networked age, competition becomes more important than collaboration.

- a. True
- b. False

ANSWER: True

5. A humble leader may make more risky and daring decisions, whereas a hero leader will seek advice.

- a. True
- b. False

ANSWER: True

6. Derailed managers are people who reached a plateau, were fired, or were forced to retire early, and later excelled in a functional area.

- a. True
- b. False

ANSWER: True

7. Level 5 leaders are found in only senior leadership positions.

- a. True
- b. False

ANSWER: True

8. The best leaders, at all levels, are those who are genuinely interested in other people and find ways to bring out the best in them.

- a. True
- b. False

ANSWER: True

9. Managers and leaders are inherently different types of people as leadership and management cannot go hand-in-hand.

- a. True
- b. False

ANSWER: True

10. Management is concerned with communicating the vision and developing a shared culture and set of core values that can lead to the desired future state.

- a. True
- b. False

ANSWER: True

11. Management creates change with in a culture of agility and integrity that helps the organization thrive over the long haul.

- a. True
- b. False

ANSWER: True

12. The role of leadership is to motivate people through rewards and punishments.

- a. True
- b. False

ANSWER: True

13. Leadership skills and qualities can be learned solely from a textbook.

- a. True
- b. False

ANSWER: True

14. Leaders influence people to change by providing an inspiring vision of the future and shaping the culture and values needed to attain it.

- a. True
- b. False

ANSWER: True

15. According to the relational theories of leadership, management skills are seen as the

most important facet of leadership effectiveness.

a. True

b. False

ANSWER: True

Multiple Choice

16. Identify the correct statement regarding leadership.

a. Leadership involves administrative paperwork.

b. Leadership involves noncoercive influence.

c. Leadership involves unidirectional influence.

d. Leadership involves maintaining the status quo.

ANSWER: a, b, c, d

17. Which of the following statements is true of people involved in the leadership relationship?

a. They share a passive relationship.

b. They seek changes dictated by leaders.

c. They intentionally desire significant changes.

d. They use coercion to bring about change.

ANSWER: a, b, c, d

18. An important aspect of leadership is:

a. dictating changes required in an organization.

b. maintaining a passive relationship with followers.

c. maintaining the status quo and not creating change.

d. influencing others to come together around a common vision.

ANSWER: a, b, c, d

19. Which of the following statements is an outdated stereotype about leaders?

a. Leaders are different and above others.

b. All leaders are sometimes followers as well.

c. Leaders should not commit to something outside their own self-interest.

d. Leaders do not need followers.

ANSWER: a, b, c, d

20. It becomes easier for people to see their own opportunities for leadership when they:

a. start seeing leaders as individuals who are above others.

b. understand that the concept of leadership cannot continue to develop.

c. stop equating leadership with greatness and public visibility.

d. comprehend that leadership involves maintaining the status quo.

ANSWER: a, b, c, d

21. Which of the following is a characteristic of new paradigm leaders?

- a. They are controllers.
- b. They are heroes.
- c. They are facilitators.
- d. They are diversity avoiders.

ANSWER: a, b, c, d

22. Which of the following is a characteristic of new paradigm leaders?

- a. They are humble.
- b. They are competitive.
- c. They are stabilizers.
- d. They are diversity avoiders.

ANSWER: a, b, c, d

Steve leads the administrative department of Mayo Pvt. Ltd. He encourages people to perform to their maximum potential by providing support and regular feedback. He ensures that the opinions of his team members are considered before a decision is made. He does not believe in rigidity and inviolate procedures. In the context of the given scenario, Steve holds that:

23. Steve leads the administrative department of Mayo Pvt. Ltd. He encourages people to perform to their maximum potential by providing support and regular feedback. He ensures that the opinions of his team members are considered before a decision is made....

- a. wealthy employees should be given more power.
- b. people at the bottom of the organizational hierarchy should have no power.
- c. human capital is more important than financial capital.
- d. tangible assets form the financial basis of today's economy.

ANSWER: a, b, c, d

24. Which of the following statements is true of leaders who work collaboratively?

- a. They learn to keep the lines of communication open.
- b. They wield their authority rather than using influence.
- c. They encourage internal competition and aggressiveness.
- d. They hoard power rather than share it.

ANSWER: a, b, c, d

25. Daniel, a management professor, wants to explain why a new paradigm leader is a facilitator rather than being a controller. Which of the following is the correct reason?

- a. The most important element of an organization's revenues is becoming the number of working hours.
- b. The financial basis of today's economy is becoming information rather than tangible assets.
- c. The old assumptions of sharing power and getting all employees involved are no longer valid.
- d. The success of an organization in today's world depends on the wealth of its owners.

ANSWER: a, b, c, d

26. Which of the following statements is true of uniformity in organizations?

- a. It is encouraged in the new paradigm of leadership.
- b. People with similar job skills are placed in separate departments.
- c. Homogenous groups find it challenging to communicate with one another.
- d. Uniform thinking can be a disaster in a multinational and diverse world.

ANSWER: a, b, c, d

Erica, a team manager, was known for heading projects with diligence and conscientiousness. However, she was insensitive and excessively ambitious. She did not take feedback in a constructive manner. This prevented her from advancing in her career because she had problems motivating and communicating with her team members. In the context of the given scenario, which of the following phenomena does Erica experience?

27. Erica, a team manager, was known for heading projects with diligence and conscientiousness. However, she was insensitive and excessively ambitious. She did not take feedback in a constructive manner. This prevented her from advancing in her career...

- a. Communication apprehension
- b. Fear-based motivation
- c. Paradigm change
- d. Derailment

ANSWER: a, b, c, d

28. Attempts to achieve collaboration, empowerment, and diversity can succeed only if:

- a. leaders follow the principles and practices of the industrial era.
- b. managers want to treat people the way they treat machines or the bottom line.
- c. leaders intentionally practice and apply new paradigm principles.
- d. leaders hire people who think and work alike.

ANSWER: a, b, c, d

29. Executive coaches:

- a. help leaders develop emotional distance from their followers.
- b. encourage leaders to confront their flaws that inhibit effective leadership.
- c. intentionally value stability over change.
- d. help people through the transition to an old paradigm of effective leadership.

ANSWER: a, b, c, d

30. Managers and leaders are different because:

- a. managers promote nonconformity while leaders promote conformity.
- b. managers maximize opportunities while leaders minimize risk for sure results.
- c. managers invest in people while leaders invest in goods.
- d. managers maintain stability while leaders promote change.

ANSWER: a, b, c, d

31. Which of the following is a quality of managers?

- a. They create vision and strategy instead of planning and budgeting.
- b. They use personal influence instead of the power of their position.
- c. They invest in people instead of investing in goods.
- d. They have expert minds rather than open minds.

ANSWER: a, b, c, d

32. Management focuses on getting the most results out of people so that:

- a. followers can be motivated through purpose rather than rewards or punishments.
- b. goods and services are provided to customers in a timely manner.
- c. the relationship with followers can be based on personal influence and trust.
- d. a shared culture and set of core values that can lead to the desired future state is developed.

ANSWER: a, b, c, d

33. Which of the following is a personal quality of leaders?

- a. Emotional distance
- b. Humility
- c. Conformity
- d. Insight into organization

ANSWER: a, b, c, d

34. Level 5 leaders have:

- a. the ability to meet all challenges without assistance.
- b. a strong drive for personal success.
- c. no need for the limelight.
- d. no responsibility for their company's success.

ANSWER: a, b, c, d

35. Fred, the president of Choice Inc., is providing general guidelines to managers in his organization on how to develop effective personal qualities. Which of the following should be a part of the guidelines?

- a. Invest in people rather than in goods.
- b. Create change and a culture of agility and integrity.
- c. Focus on providing answers and solving problems.
- d. Have the courage to admit mistakes and doubts.

ANSWER: a, b, c, d

36. Melanie has been promoted as the operations head of Apex Inc. She aims to lead the organization in an effective manner. Which of the following should be implemented by Melanie to achieve her aim?

- a. Focus on getting the most results out of people so that production goals are achieved.
- b. Ensure that employees are part of a community and feel that they are contributing to

something worthwhile.

- c. Maintain a relationship based on position and formal authority and not on personal influence and trust.
- d. Maintain a degree of stability, predictability, and order through a culture of efficiency.

ANSWER: a, b, c, d

37. Linda heads the proofreading team of Ink Heart Pvt. Ltd., a publishing firm. She wants to align her followers toward the main objectives of the organization. Which of the following strategies should Linda apply?

- a. Organize a structure to accomplish the plan.
- b. Staff an organizational structure with employees.
- c. Direct employees and monitor implementation of plans.
- d. Communicate the vision and develop a shared culture.

ANSWER: a, b, c, d

Wilma supervises the mutual funds team of Verdana Pvt. Ltd. She listens to the needs and opinions of her subordinates and does not believe in simply giving orders. She understands and accepts others when they do not share a certain mindset. She readily admits her mistakes and doubts, Which of the following qualities of Wilma is depicted in this scenario?

38. Wilma supervises the mutual funds team of Verdana Pvt. Ltd. She listens to the needs and opinions of her subordinates and does not believe in simply giving orders. She understands and accepts others when they do not share a certain mindset. She readily...

- a. Conformist qualities
- b. Controlling qualities
- c. Management qualities
- d. Leadership qualities

ANSWER: a, b, c, d

39. The belief that leaders were born with certain natural abilities of power and influence characterizes the ____ of leadership.

- a. Great Man theories
- b. influence theories
- c. behavior theories
- d. contingency theories

ANSWER: a, b, c, d

40. Charismatic leadership is a part of the ____ of leadership.

- a. influence theories
- b. behavioral theories
- c. trait theories
- d. contingency theories

ANSWER: a, b, c, d

41. In Leadership Era 2, ____ of leadership worked because leaders could analyze their situation and develop careful plans.

- a. influence theories
- b. behavior theories
- c. trait theories
- d. relational theories

ANSWER: a, b, c, d

42. Which of the following is an important characteristic of organizations during Leadership Era 3?

- a. High-performance culture
- b. Functional management
- c. Cross-functional teams
- d. Pre-bureaucratic organization

ANSWER: a, b, c, d

43. Which of the following statements is true of Leadership Era 4?

- a. This is the era of Great Man leadership and the emphasis on personal traits of leaders.
- b. This era may be conceptualized as pre-industrial and pre-bureaucratic.
- c. This era sees the rise of the “rational manager” who directs and controls others using an impersonal approach.
- d. This era requires the full scope of leadership that goes beyond rational management or team leadership.

ANSWER: a, b, c, d

44. Which of the following statements is true of the art and science of leadership?

- a. Leadership is a science because many leadership skills and qualities cannot be learned from a textbook.
- b. Most people can learn to be good leaders no matter their innate characteristics.
- c. Many people have never tried to be a leader because it requires executive coaching.
- d. Leadership is an art because a growing body of knowledge and objective facts describes the leadership process.

ANSWER: a, b, c, d

45. Many people have never tried to be a leader because:

- a. they do not have leadership skills.
- b. they lack the personality traits necessary for leadership.
- c. they have no understanding of what leaders actually do.
- d. leadership requires executive coaching.

ANSWER: a, b, c, d

Completion

46. Leadership involves influence that is multidirectional and ____.

ANSWER: noncoercive

47. Leadership is a(n) ____ activity.

ANSWER: people

48. ____ can be defined as the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing, and controlling organizational resources.

ANSWER: Management

49. A(n) ____ is a picture of an ambitious, desirable future for the organization or team.

ANSWER: vision

50. Management maintains a degree of stability, predictability, and order through a culture of ____.

ANSWER: efficiency

51. The ____ of leadership conceptualized leadership as a single person who put everything together and influenced others to follow along based on the strength of inherited traits, qualities, and abilities.

ANSWER: Great Man theories

52. ____ theories of leadership emphasize that leadership cannot be understood in a vacuum separate from various elements of the group or organizational situation.

ANSWER: Contingency

53. Transformational leadership is a significant ____ theory of leadership.

ANSWER: relational

54. ____ refers to leadership influence based not on position or formal authority but, rather, on the qualities and personality of the leader.

ANSWER: Charismatic leadership

55. Era 4 represents ____, which means to ensure organizational flexibility and responsiveness to a changing world.

ANSWER: agile leadership

Subjective Short Answer

56. Briefly describe how all leaders are sometimes followers as well.

ANSWER: Followers are an important part of the leadership process, and all leaders are

sometimes followers as well. Good leaders know how to follow, and they set an example for others. The issue of intention or will means that people—leader and followers—are actively involved in the pursuit of change. Each person takes personal responsibility to achieve the desired future.

57. Briefly explain the advantages and disadvantages of diversity in a department or organization.

ANSWER: Homogenous groups find it easy to get along, communicate, and understand one another. The uniform thinking that arises, however, can be a disaster in a world becoming more multinational and diverse. Bringing diversity into the organization is the way to attract the best human talent and develop an organizational mindset broad enough to thrive in a multinational world.

58. Briefly describe the five fatal flaws that cause derailment.

ANSWER: Refer to Exhibit 1.5. Performance problems: Failing to meet business objectives Problems with relationships: Being insensitive, manipulative, critical, and not trustworthy in relationships Difficulty changing: Not learning from feedback and mistakes Difficulty building and leading a team: Poor management of direct reports Too narrow management experience: Inability to work effectively or collaborate outside their current function

59. Briefly explain why leadership is an art as well as a science.

ANSWER: Leadership can be learned, but it is important to remember that leadership is both an art and a science. It is an art because many leadership skills and qualities cannot be learned from a textbook. Leadership takes practice and hands-on experience, as well as intense personal exploration and development. However, leadership is also a science because a growing body of knowledge and objective facts describes the leadership process and how to use leadership skills to attain organizational goals.

60. Briefly explain the importance of studying leadership.

ANSWER: Knowing about leadership research helps people analyze situations from a variety of perspectives and learn how to be more effective. By exploring leadership in both business and society, students gain an understanding of the importance of leadership to an organization's success, as well as the difficulties and challenges involved in being a leader. Studying leadership can also lead to the discovery of abilities one never knew one had.

Essay

61. Identify the five differences between roles in the traditional leadership paradigm and roles in the new leadership paradigm.

ANSWER: Refer to Exhibit 1.2. The roles of new paradigm leaders are changing from stabilizer to change manager, from controller to facilitator, from competitor to collaborator, from diversity avoider to diversity promoter, and from hero to humble.

62. Compare management to leadership in five areas crucial to organizational performance—providing direction, aligning followers, building relationships, developing personal leadership qualities, and creating outcomes.

ANSWER: When providing direction, management focuses on establishing detailed plans and schedules for achieving specific results, then allocating resources to accomplish the plan. Leadership calls for creating a compelling vision of the future, setting the context within which to view challenges and opportunities, and developing farsighted strategies for producing the changes needed to achieve the vision. When aligning followers, management entails organizing a structure to accomplish the plan; staffing the structure with employees; and developing policies, procedures, and systems to direct employees and monitor implementation of the plan. Leadership is concerned instead with communicating the vision and developing a shared culture and set of core values that can lead to the desired future state. In terms of relationships, management focuses on getting the most results out of people so that production goals are achieved and goods and services are provided to customers in a timely manner. Leadership, on the other hand, focuses on investing more in people so they are energized and inspired to accomplish goals. In personal qualities, management means providing answers and solving problems; leadership requires the courage to admit mistakes and doubts, to listen, and to trust and learn from others. The differences between management and leadership create two differing outcomes. Management maintains a degree of stability, predictability, and order through a culture of efficiency. Leadership, on the other hand, creates change.

63. Give an overview of the four leadership eras.

ANSWER: Era 1 was pre-industrial and pre-bureaucratic. Most organizations were small and were run by a single individual who many times hired workers because they were friends or relatives. This was the era of Great Man leadership and the emphasis on personal traits of leaders. In Era 2, we saw the emergence of hierarchy and bureaucracy. The rational manager was well-suited to a stable environment. The behavior and contingency theories worked here because leaders could analyze their situation, develop careful plans, and control what happened. In Era 3, the world was no longer stable. This was the era of the team leader and the change leader. Influence was important because of the need to change organizational structures and cultures. Era 4 represents agile leadership, which means giving up control in the traditional sense to ensure organizational flexibility and responsiveness to a changing world. Leaders influence others through relationships and networks and through shared vision and values rather than through hierarchical power and control.