

Chapter 2--Traits, Motives, and Characteristics of Leaders

Student: _____

1. Leaders who have the "right stuff" have
 - A. the necessary traits and characteristics to lead effectively.
 - B. made the right connections to become leaders.
 - C. intellectual characteristics associated with effective leadership.
 - D. inborn charismatic behaviors.

2. Self-confidence is an important leadership characteristic
 - A. primarily among executives.
 - B. primarily among supervisors.
 - C. in almost every leadership setting.
 - D. for male leaders more than for female leaders.

3. A key part of a leader having humility is to
 - A. insult the group performance, including that of your own.
 - B. put group members in the limelight, rather than oneself.
 - C. make forecasts about the group not making standards.
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4. Finance manager Sharon has the reputation of "walking the talk," so she most likely scores high on the trait of
 - A. humility.
 - B. trustworthiness.
 - C. extraversion.
 - D. sense of humor.

5. A survey about employee trust suggested that employees trust
 - A. their immediate manager more than company leaders.
 - B. company leaders more than their immediate manager.
 - C. the janitorial staff more than members of the executive suite.
 - D. members of the executive suite more than the janitorial staff.

6. Which one of the following actions on the part of a leader would most likely contribute to a reputation of trustworthiness?
- A. Being highly diplomatic so as not to offend anyone
 - B. Doing what she or he thinks is right in spite of the political consequences
 - C. Behaving in a manner differently than he or she expects others to behave
 - D. Making his or her behavior inconsistent with his or her intentions
7. An *authentic* leader would most likely
- A. imitate the behavior of the company CEO.
 - B. engage in excessive organizational politics.
 - C. expect more of workers than himself or herself.
 - D. practice his or her values consistently.
8. An important part of being assertive is to
- A. not tolerate differences of opinion.
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 - C. behave aggressively toward people when necessary.
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9. Kent is an enthusiastic leader, so his enthusiasm is likely to
- A. be perceived as an annoyance by group members.
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10. The most effective type of humor for an organizational leader to use is directed at
- A. the competition.
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 - C. other departments.
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11. Passion for the work on the part of a leader often expresses itself as a(n)
- A. obsession for achieving company goals.
 - B. distrust of employees who are calm and relaxed.
 - C. obsession for surfing the Internet during working hours.
 - D. tendency to engage in ruthless cost cutting.

12. A person with high emotional intelligence is likely to

- A. become overly enthusiastic during a meeting.
- B. build strong personal bonds with people.
- C. be particularly well suited for performing analytical work.
- D. avoid stressful situations involving people.

13. Research about emotional intelligence and leadership concludes that

- A. emotional intelligence alone leads to career success.
- B. emotional intelligence combined with ambition accounts for 90 percent of career success.
- C. general intelligence and technical skills are the most important for top-level leaders.
- D. a leader's mood and associated behaviors affect bottom-line performance.

14. A leader with an internal locus of control

- A. is often low in self-confidence.
- B. is often interpreted by group members as being weak.
- C. sees environmental factors as causing most events.
- D. takes responsibility for events happening.

15. Donald Trump is seen as a leader with a

- A. high standing on humility.
- B. personalized power motive.
- C. socialized power motive.
- D. low achievement drive.

16. The *achievement motive* refers to

- A. a desire to surpass productivity quotas.
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17. Tenacity is considered to be an important leadership characteristic because

- A. leaders have such limited power over group members.
- B. it requires tenacity to keep a job during an era of downsizing.
- C. it often takes so long to implement a new program.
- D. leaders are so often under attack from group members.

18. "Knowledge of the business" as a leadership characteristic is closely related to the leadership trait of

- A. tenacity.
- B. creativity.
- C. cognitive ability.
- D. drive and motivation.

19. A hands on and deeply engaged leader is most likely to be strong on which one of the following traits or characteristics?

- A. knowledge of the business
- B. emotionally supportiveness
- C. humility
- D. sense of humor

20. Leadership effectiveness tends to be higher when the leader's intelligence is

- A. about the same as that of the average group member.
- B. a little higher than that of the average group member.
- C. considerably higher than that of the average group member.
- D. considerably lower than that of the average group member.

21. Creativity among leaders tends to be distributed

- A. along a continuum from low to high.
- B. into being creative versus not creative.
- C. between old and young leaders.
- D. between planners versus implementers.

22. An important application of insight for executive leaders is to

- A. study technological developments.
- B. avoid being frustrated by the demands of group members and customers.
- C. predict the direction of environmental forces.
- D. memorize product information.

23. A systems thinker would be especially good at

- A. exploiting short-range benefits.
- B. understanding how the external environment influences the organization.
- C. sizing up people.
- D. managing his or her emotions to advantage.

24. Jane is a *farsighted* leader, so she
- A. tends to delay taking action.
 - B. avoids planning her unit's activities.
 - C. sees the long-range implications of her actions.
 - D. focuses on the short-rang implications of her actions.
25. According to the *WICS model of leadership*, an effective leader synthesizes
- A. wishful thinking, imagination, and criticalness.
 - B. willingness, courage, and self-confidence.
 - C. wherewithal, interest, and crisis management.
 - D. wisdom, intelligence, and creativity.
26. A key point of the *WICS model of leadership* is that the effective leader
- A. successfully utilizes intelligence.
 - B. makes optimum use of self-confidence.
 - C. combines charisma with computational skills.
 - D. shares power with competent group members.
27. With respect to heredity and environment, leadership effectiveness appears to be
- A. mostly due to heredity.
 - B. the combined influence of heredity and environment.
 - C. mostly due to the environment.
 - D. four-fifths heredity and one-fifth environment.
28. The balance of opinion suggests that the contributors to leadership effectiveness are
- A. virtually unknown.
 - B. about 90 percent nature and 10 percent nurture.
 - C. about 90 percent nurture and 10 percent nature.
 - D. a combination of nature and nurture.
29. Emotional intelligence tends to
- A. peak at an early career stage.
 - B. be closely associated with technical skill.
 - C. improve with experience.
 - D. decrease substantially during middle age.

30. An important strength of the trait approach to leadership is that it

- A. can help with leadership selection and development.
- B. specifies how much of a given trait is important for leadership.
- C. specifies which traits are needed for leadership in a given situation.
- D. helps in analyzing the situational demands.

31. Understanding the traits of leaders is more useful when more than one trait is integrated with another.
True False

32. The trait approach to leadership is based on the idea that effective leaders are made of the "right stuff."
True False

33. With respect to leadership effectiveness, the higher the level of self-confidence the better.
True False

34. Executive vice president Jerry is a Level 5 leader, so he accomplishes his objectives and brags quite a bit about what he accomplishes.
True False

35. According to one authority cited in the leadership text, humility adds value to leadership.
True False

36. Telling the truth consistently is considered an important trust builder for leaders.
True False

37. A synthesis of research studies suggests that when workers trust their supervisor, work satisfaction tends to be higher.
True False

38. An assertive leader finds the right balance between being pushy and being passive.
True False

39. A study of authentic leaders found that although they are effective in the short range, authenticity interferes with achieving long-term business results.
True False
40. A key part of being an authentic leader is to be passionate about your purpose.
True False
41. A problem noted with optimistic leaders is that they might fail to develop contingency plans to deal with events that do not go as planned.
True False
42. An effective form of humor by the leader is to poke fun at the problems and limitations of group members.
True False
43. Leaders are likely to acquire more power if they use humor to build themselves up.
True False
44. Entrepreneurial leaders are known for their passion for their work.
True False
45. A recommended way of building passion into a business is for the leader to tell a story about its creation.
True False
46. According to the theory of emotional intelligence, a person with a high degree of *self-management* would be well organized and helpful in making plans for others.
True False
47. A *resonant* leader is one who scores low on emotional intelligence.
True False

48. Part of *relationship management* in emotional intelligence is building bonds with other people.

True False

49. Minimizing the influence of feelings and emotion in the workplace is a key aspect of the emotionally intelligent leader.

True False

50. Cranky and ruthless leaders tend to elevate performance because they skillfully inject the fear factor into employees.

True False

51. The trait of flexibility is especially important for leadership because it facilitates a leader's ability to adapt to various leadership situations.

True False

52. A leader with a strong internal locus of control readily looks toward environmental forces as the cause of his or her successes and failures.

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53. Group members tend to prefer a leader with an internal locus of control rather than an external one.

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54. Courage by the leader usually means taking major risks and then hoping for a positive outcome.

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55. A leader with a strong power motive is likely to have the attitude, "Why bother altering the behavior and attitudes of others? Live and let live."

True False

56. Leaders with a socialized power motive use power primarily to achieve organizational goals or vision.

True False

57. A strong achievement drive is an important contributor to innovative thinking in the workplace.

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58. Knowledge of the business has become less important as a leadership characteristic because so many competent staff specialists are found in organizations.

True False

59. *Wisdom* in the WICS model of leadership refers to a type of common sense that most people achieve by the time they attain adulthood.

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60. Research about emotional intelligence suggests that leadership is much more controlled by heredity than by environment.

True False

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