

TEST BANK
LEVEL THREE LEADERSHIP
Getting Below the Surface
5th Edition

Note: Test Bank questions are also included in the Instructor's Manual. Correct answers are italicized.

Chapter 1

1. Leadership is about managing ...
 - a. People.
 - b. *Energy*
 - c. The system.
 - d. Yourself.
2. Only people with organizational title and perspective can have the leadership point of view.
 - a. False.
3. "That's not my job." is a statement one might expect from someone with ...
 - a. The Leadership Point of View
 - b. A Follower's Point of View
 - c. *A Bureaucratic Point of View*
 - d. An Administrative Point of View
4. List the three elements to the Leadership Point of View:
 - a. Can you SEE what needs to be done?
 - b. Do you UNDERSTAND ALL of the forces at play?
 - c. Do you have the COURAGE TO ACT to make things better?
5. You cannot change the world unless you ...
 - a. Change the leaders
 - b. Change the system
 - c. *Change yourself*
 - d. Change people's religions.
6. A major reason for the lack of leadership in the world is ...
 - a. *The fear of rejection.*
 - b. Too few born leaders.
 - c. Not enough opportunity.
 - d. Too many poor people.
7. True leaders always know that they are doing the right thing.
 - a. False.
8. People who live exclusively inside-out are usually known as ...
 - a. Great leaders
 - b. Pillars of society.
 - c. Boring.
 - d. *Narcissistic.*
9. A major reason for a lack of leadership is bad genes.
 - a. False (lack of strategic thinking)

Chapter 2

1. To talk about leadership means you have to talk about:
 - a. People and processes
 - b. Strategy and economics
 - c. Government and labor unions
 - d. *Strategy and change*
2. The northern ball on the Diamond Model refers to:
 - a. Strategy
 - b. *Self*
 - c. Others
 - d. Organizations
 - e. Change
3. The first key leadership initiative is:
 - a. Leading change
 - b. Influencing others
 - c. Designing organizations
 - d. *Strategic thinking*
4. The second key leadership initiative is:
 - a. *Influencing others*
 - b. Leading change
 - c. Designing organizations
 - d. Fundraising
5. The north-south axis of the Diamond Model refers to:
 - a. Finding magnetic north
 - b. Paying people more
 - c. *Designing effective organizations*
 - d. Managing mergers and acquisitions
6. The eastern ball in the Diamond Model refers to:
 - a. People
 - b. *Tasks*
 - c. The Atlantic Ocean
 - d. Characteristics of employees
7. The south-west axis in the Diamond Model refers to:
 - a. *The nature of employees' bonds to the organization*
 - b. Managing change.
 - c. Organizational structure
 - d. Labor environment
8. The east-west axis refers to:
 - a. Finding a level equilibrium
 - b. *The strength of employees view of corporate vision*
 - c. Reward systems
 - d. Managing change
9. The south-east axis of the Diamond Model refers to:
 - a. *Managing change*
 - b. Designing organizations
 - c. Human resource systems
 - d. Managing diversity
10. Draw the Diamond Model of Leadership in Organizations, and label of its parts.

11. The results of a leadership situation can be measured in terms of:
- Finances
 - Effectiveness
 - Efficiency
 - Learning
 - All of the above*
12. Ethics relates only to the development of strategic thinking.
- False*
 - True
13. Leadership is the:
- Ability to get people to do what you want them to do.
 - Willingness to force people to do what you want them to do.
 - Ability to influence others, willingness to influence others so that they respond voluntarily.*
 - Willingness to voluntarily influence others.
14. Power is:
- The source of all leadership.
 - What we all seek.
 - The ability to get others to do what you want them to do.*
 - The ultimate aphrodisiac.
15. We can cluster leadership skills into these three clusters:
- Vision, power, and accounting
 - Power, manipulation, and deceit
 - Managing, coercing, and visioning
 - Visioning, garnering commitment, and managing*
16. Leadership is much more than the personal characteristics of the leader.
- True*
 - False
17. Every leadership conversation involves at least four topics. What are they?
- Leadership, ethics, strategy, managing change*
18. Leadership is about the power of your title or position.
- False*
 - True
19. Environmental factors that influence leadership outcomes include:
- Labor markets
 - Economics
 - Politics
 - Location
 - Culture
 - Options a and b
 - Options c and e
 - All of the above*
20. The Diamond Model can be compared to a
- Cadillac
 - Jeep*
 - Maserati
 - Porsche

Chapter 3

1. Level Three leadership refers to one's:
 - a. Genetic endowment
 - b. Stature in society
 - c. *VABEs*
 - d. Executive oversight.
2. Level Two is largely sub-conscious.
 - a. *False (conscious thought)*
 - b. True
3. A Skinnerian approach targets primarily:
 - a. *Level One*
 - b. Level Two
 - c. Level Three
4. A person's values, assumptions, beliefs, and expectations form much like a limestone cavern.
 - a. False
 - b. *True*
5. Throughout history, most leaders have managed at Level Two.
 - a. *False (Level One)*
 - b. True
6. The dark side of Level Three Leadership is that it may encourage:
 - a. Wasted energy
 - b. *Workaholism*
 - c. Cheating at work
 - d. Dictators.
7. At the organizational level, Level One refers to intangible rituals and ceremonies.
 - a. *False (hard artifacts like buildings and tools)*
 - b. True