

Chapter 1: An Introduction to Self-Leadership: The Journey Begins

Test Bank

Multiple Choice

1. Leadership has been conceived in which of the following manners?

- a. A personality concept
- b. A form of persuasion
- c. An instrument of goal achievement
- d. All of the above

Ans: D

Learning Objective: 1-1: Identify a basic definition of leadership.

Cognitive Domain: Knowledge

Answer Location: Leadership

Difficulty Level: Easy

2. All of the following are key components of the most useful definitions of leadership except:

- a. process of influence
- b. directing behavior
- c. involving others
- d. towards accomplishing goals

Ans: C

Learning Objective: 1-1: Identify a basic definition of leadership.

Cognitive Domain: Analysis

Answer Location: Leadership

Difficulty Level: Medium

3. The vast majority of leadership research has been isolated on:

- a. self-leadership and external leadership
- b. external leadership
- c. participative leadership and external leadership
- d. self-leadership, participative leadership, and external leadership

Ans: C

Learning Objective: 1-1: Identify a basic definition of leadership.

Cognitive Domain: Knowledge

Answer Location: Leadership

Difficulty Level: Medium

4. Leadership takes place in which of the following situations?

- a. Isolated events
- b. Process involving many parts
- c. Isolated events and a process
- d. Isolated events, a process, and a cycle

Ans: B

Learning Objective: 1-1: Identify a basic definition of leadership.

Cognitive Domain: Comprehension

Answer Location: Leadership

Difficulty Level: Medium

5. Which of the following are areas that leadership can originate from?

- a. External leadership and coworkers
- b. Yourself, external leadership, and the group
- c. The group
- d. Yourself and coworkers

Ans: B

Learning Objective: 1-1: Identify a basic definition of leadership.

Cognitive Domain: Comprehension

Answer Location: Sources of Leadership

Difficulty Level: Medium

6. The most commonly recognized source of leadership involves influence that leaders exercise over their followers is representative of which form of leadership?

- a. Externally oriented
- b. Participative
- c. Self-leadership
- d. Shared leadership

Ans: A

Learning Objective: 1-2: Contrast the three primary sources of leadership: external leadership, participative leadership, and self-leadership.

Cognitive Domain: Knowledge

Answer Location: Sources of Leadership

Difficulty Level: Easy

7. Which of the following forms of leadership can exert influence over an individual's behavior?

- a. Externally oriented
- b. Participative
- c. Self-leadership
- d. All of the above

Ans: D

Learning Objective: 1-2: Contrast the three primary sources of leadership: external leadership, participative leadership, and self-leadership.

Cognitive Domain: Knowledge

Answer Location: Sources of Leadership

Difficulty Level: Easy

8. Which of the following is NOT an example of participative leadership?

- a. A manager and subordinate reaching a shared expectation for sales increase in the next quarter
- b. A manager telling a subordinate the expectations for sales increases in the next quarter
- c. A manager and subordinate reaching an expectation of a reward for completing a certain task
- d. A manager and subordinate discussing how to improve the sales in the next quarter

Ans: B

Learning Objective: 1-2: Contrast the three primary sources of leadership: external leadership, participative leadership, and self-leadership.

Cognitive Domain: Application

Answer Location: We All Lead Ourselves

Difficulty Level: Easy

9. Which of the following is not an example of external leadership?

- a. A manager setting the goals for the next quarter
- b. A manager working with an employee to set goals for the next quarter
- c. A manager setting the time periods for which work will be done
- d. A manager setting the work schedule

Ans: B

Learning Objective: 1-2: Contrast the three primary sources of leadership: external leadership, participative leadership, and self-leadership.

Cognitive Domain: Application

Answer Location: We All Lead Ourselves
Difficulty Level: Medium

10. Which of the following is an example of self-leadership?

- a. Working with a boss to set goals
- b. Setting self-goals to accomplish
- c. The boss setting goals
- d. The boss consulting you before setting goals

Ans: B

Learning Objective: 1-2: Contrast the three primary sources of leadership: external leadership, participative leadership, and self-leadership.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Medium

11. Which of the following represents a situation in which we influence our own behavior?

- a. Low and high control situations
- b. Moderate control situations
- c. High control situations
- d. Low, medium, and high control situations

Ans: D

Learning Objective: 1-3: Explain how we all lead ourselves.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Easy

12. Due to a dysfunctional self-leadership process, which of the following can happen?

- a. Wrong line of work and the right job
- b. Wrong job
- c. Discontentment with life, wrong line of work, and wrong job
- d. Right line of work, right job, and discontentment with work

Ans: C

Learning Objective: 1-3: Explain how we all lead ourselves.

Cognitive Domain: Application

Answer Location: We All Lead Ourselves

Difficulty Level: Medium

13. All of the following are ways in which you lead yourself, even in highly controlled situations except for which if the following?

- a. Choosing order in which tasks are completed
- b. Choosing to set a higher personal goal than what boss expects
- c. Having boss set the order of tasks
- d. Be tough on self for smallest mistakes

Ans: C

Learning Objective: 1-3: Explain how we all lead ourselves.

Cognitive Domain: Analysis

Answer Location: We all lead ourselves

Difficulty Level: Medium

14. Having control over your own lives, including where we work and whom we work for can be known as?

- a. Making our own lunch
- b. Picking our path
- c. Deciding our future
- d. Choosing our destiny

Ans: A

Learning Objective: 1-3: Explain how we all lead ourselves.

Cognitive Domain: Knowledge

Answer Location: We All Lead Ourselves

Difficulty Level: Medium

15. Which of the following are ways that individuals can effectively lead themselves?

- a. Focus on positives in work
- b. Be discontent
- c. Give up self-leadership potential to others
- d. Not focusing on what drives their happiness

Ans: A

Learning Objective: 1-3: Explain how we all lead ourselves.

Cognitive Domain: Application

Answer Location: We All Lead Ourselves

Difficulty Level: Easy

16. Which of the following can influence self-leadership?

- a. Type of outcome
- b. Culture
- c. Country
- d. All of the above

Ans : D

Learning Objective: 1-4: Identify a basic definition of self-leadership.

Cognitive Domain: Knowledge

Answer Location: Self-Leadership Research

Difficulty Level: Easy

17. Self-leadership involves strategies that help individuals understand:

- a. what and why we need to do certain activities
- b. what, why, and how we need to do certain activities
- c. why and how we need to do certain activities
- d. what and how we need to do certain activities

Ans: B

Learning Objective: 1-4: Identify a basic definition of self-leadership.

Cognitive Domain: Analysis

Answer Location: Self-Leadership

Difficulty Level: Hard

18. If individuals are determining the standards and objectives using self-leadership strategies, they are engaging in which of the following ?

- a. The what we need to do
- b. The why we need to do
- c. The how we need to do
- d. The what and why we need to do

Ans: A

Learning Objective: 1-4: Identify a basic definition of self-leadership.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Medium

19. When engaging in self-leadership strategies, there is a process of self-influence strategies that include which of the following?

- a. Behavioral strategies
- b. Cognitive strategies
- c. Behavioral and cognitive strategies
- d. Personality strategies

Ans: C

Learning Objective: 1-4: Identify a basic definition of self-leadership.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Medium

20. If individuals are engaging in strategic analysis and strategic implementation parts of self-leadership, they are engaging in what parts of self-leadership?

- a. The what
- b. The what and how
- c. The how and why
- d. The why and how

Ans: D

Learning Objective: 1-4: Identify a basic definition of self-leadership.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Hard

21. _____ recognizes the adoption and change of human behaviors as a complex process with many parts.

- a. Intrinsic motivation theory
- b. Social cognitive theory
- c. Social impact theory
- d. Social role theory

Ans: B

Learning Objective: 1-5: Examine the concept of self-leadership in the context of Social Cognitive Theory and Intrinsic Motivation Theory.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Medium

22. _____ recognizes the importance of natural rewards from doing activities that we enjoy.

- a. Intrinsic motivation theory
- b. Social cognitive theory
- c. Social role theory
- d. Social impact theory

Ans: A

Learning Objective: 1-5: Examine the concept of self-leadership in the context of Social Cognitive Theory and Intrinsic Motivation Theory.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Medium

23. Which of the following theories have been primarily driving research in self-leadership?

- a. Social cognitive theory and social role theory
- b. Intrinsic motivation theory and social role theory
- c. Social role theory
- d. Social cognitive theory and intrinsic motivation theory

Ans: D

Learning Objective: 1-5: Examine the concept of self-leadership in the context of Social Cognitive Theory and Intrinsic Motivation Theory.

Cognitive Domain: Knowledge

Answer Location: Self-Leadership

Difficulty Level: Medium

24. The importance on capacity of a person to manage or control oneself—particularly when faced with difficult, yet important tasks is a key component of what theory?

- a. Social cognitive theory
- b. Intrinsic motivation theory
- c. Social impact theory
- d. Social role theory

Ans: A

Learning Objective: 1-5: Examine the concept of self-leadership in the context of Social Cognitive Theory and Intrinsic Motivation Theory.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Medium

25. Vicarious learning and symbolic mechanisms for learning and experiencing tasks and events is a key part of which theory?

- a. Intrinsic motivation theory
- b. Social role theory
- c. Social cognitive theory
- d. Goal setting theory

Ans: C

Learning Objective: 1-5: Examine the concept of self-leadership in the context of Social Cognitive Theory and Intrinsic Motivation Theory.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Medium

26. We do which of the following with what we are and what we become?

- a. Choose
- b. Decide
- c. Do not choose
- d. Do not decide

Ans: A

Learning Objective: 1-6: Recognize that we choose what we become.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Medium

27. Who is ultimately your leader?

- a. Yourself
- b. Your boss
- c. Your coworkers
- d. The world

Ans: A

Learning Objective: 1-6: Recognize that we choose what we become.

Cognitive Domain: Application

Answer Location: We All Lead Ourselves

Difficulty Level: Medium

28. What of the following is left up to us?

- a. Where we work
- b. Whom we work for and who are boss is
- c. Who our boss is and where we work
- d. Where we work and whom we work for

Ans: D

Learning Objective: 1-6: Recognize that we choose what we become.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves
Difficulty Level: Medium

29. Which of the following suggests that we influence our own behavior and as a result, choose who we become?

- a. Self-leadership
- b. Shared leadership
- c. Participative leadership
- d. External leadership

Ans: A

Learning Objective: 1-6: Recognize that we choose what we become.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Easy

30. Which of the following are results from not engaging in effective self-leadership processes and not making choices that are beneficial?

- a. Unhappiness
- b. Discontentment
- c. Wrong work
- d. All of the above

Ans: D

Learning Objective: 1-6: Recognize that we choose what we become.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Medium

True/False

1. Most leadership literature focuses on influence exercised by one or more persons over others.

Ans: True

Learning Objective: 1-1: Identify a basic definition of leadership.

Cognitive Domain: Knowledge

Answer Location: Leadership

Difficulty Level: Easy

2. Self-leadership is a comprehensive process of self-influence that only consists of behavioral strategies of influence.

Ans: False

Learning Objective: 1-4: Identify a basic definition of self-leadership.

Cognitive Domain: Knowledge

Answer Location: Self-Leadership

Difficulty Level: Medium

3. The concept of self-leadership is primarily derived from research on social cognitive theory and intrinsic motivation theory.

Ans: True

Learning Objective: 1-5: Examine the concept of self-leadership in the context of Social Cognitive Theory and Intrinsic Motivation Theory.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Medium

4. All influence that an individual experiences comes from influential external leaders.

Ans: False

Learning Objective: 1-3: Explain how we all lead ourselves.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Easy

5. Leadership consists of a process of influence for directing behavior towards accomplishing goals.

Ans: True

Learning Objective: 1-1: Identify a basic definition of leadership

Cognitive Domain: Knowledge

Answer Location: Leadership

Difficulty Level: Easy

6. We choose what we are and what we become through various self-influence processes.

Ans: True

Learning Objective: 1-6: Recognize that we choose what we become

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Easy

7. If an individual is collaborating with a manager on setting goals, expectations, and tasks, there is participative leadership occurring.

Ans: True

Learning Objective: 1-2: contrast the three primary sources of leadership: external leadership, participative leadership, and self-leadership

Cognitive Domain: Application

Answer Location: Sources of Leadership

Difficulty Level: Easy

Essay

1. Discuss what is meant by “we all lead ourselves”. Does this mean that all leaders effectively lead themselves? If not, what are some of the weaknesses in a self-leadership process that can occur.

Ans:

- A sample answer would discuss that even in highly controlled and constrained environments, individuals still influence their own behavior—through manners such as setting order of work, what you think about while doing work, goal setting, and make determinations on how to feel—the point is that you are your own leader much of the time.
- While we all lead ourselves, we do not all lead ourselves effectively. Each individual has weaknesses in their own self-leadership process, and in some people the process is dysfunctional
- Weaknesses can occur if individuals don't think in functional terms and are ineffective self-leaders; it can lead to the wrong line of work, the wrong job, unhappiness, discontentment with lives, stress, and possibly to giving up self-leadership potential to other individuals.

Learning Objective: 1-3: Explain how we all lead ourselves.

Cognitive Domain: Comprehension

Answer Location: We All Lead Ourselves

Difficulty Level: Medium

2. Compare and contrast the following sources of leadership: external leadership, participative leadership, and self-leadership.

Ans:

- External leadership occurs when a leader exercises influence over a follower, such as giving orders and using rewards/punishments from a manager. Participative leadership consists of when there is a goal or task that is jointly set by a manager and a follower. Thus, there is participation from both sides in this task setting process. Self-leadership is when individuals influence their own behavior and dictate their own actions. Self-leadership can occur in conjunction with the other forms and work to help individuals still reach goals.
- There are similarities amongst the different forms of leadership, specifically that they all involve an influence process that can dictate the actions and behaviors of an individual. The differences arise from where these sources of influence are coming from and how that affects the individual.

Learning Objective: 1-2: Contrast the three primary sources of leadership: external leadership, participative leadership, and self-leadership.

Cognitive Domain: Comprehension

Answer Location: Sources of Leadership

Difficulty Level: Medium

3. Describe the basic tenets of social cognitive theory and intrinsic motivation theory—specifically focusing on the role that these theories have in laying a foundation for self-leadership.

Ans:

- Social cognitive theory recognizes the adoption and change of human behavior as a complex process with many parts. Further, it recognizes that we influence and are influenced by the world in which we live. This places an importance on the capacity of a person to manage or control oneself.
- Intrinsic motivation theory emphasizes the importance of the “natural rewards” that we enjoy from doing activities or tasks that we like to do. The ideas include the potential to harness motivational forces available in doing things that we really enjoy.
- Social cognitive theory lays a foundation for the behavior-focused strategies, constructive thoughts (using imagination), and the importance of perceptions on our own effectiveness. Intrinsic motivation theory lays a foundation for self-leadership by focusing on the natural rewards aspects and focusing on this particular self-leadership strategy.

Learning Objective: 1-5: Examine the concept of self-leadership in the context of social cognitive theory and intrinsic motivation theory.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Hard

4. Discuss the various different ways that leadership has been conceived in the literature. In addition, provide a general definition of leadership that encompasses what leadership is.

Ans:

- Leadership is a process of influence for directing behavior towards accomplishing goals. This definition is broad and recognizes that human influence is of great importance in determining what we are and what we do—with an emphasis on the complexity involved. This is not an isolated event, but rather a process that involves many parts. accomplishment of goals
- The existing leadership literature has focused almost solely on influence exercised by one of more persons over others, with not nearly as much focus on leading yourself.
- Leadership has been conceived in a variety of different manners that all have some value and merit. These different conceptions include the art of inducing compliance, a personality concept, a form of persuasion, a set of acts or behaviors, an instrument of goal achievement, an effect of group interaction, a differentiated role, and the exercise of influence.

Learning Objective: 1-1: Identify a basic definition of leadership.

Cognitive Domain: Knowledge

Answer Location: Leadership

Difficulty Level: Medium

5. Discuss self-leadership by defining self-leadership and discussing the what, why, and how of self-leadership.

Ans:

- Self-leadership is a process of influencing oneself. This is a general definition that does not dig into the specifics of the process; however, it does recognize that self-leadership is a process and not an isolated event. This is a manner in which individuals can influence their own behavior through specific behavioral and cognitive strategies.
- There are three components that recognize how the strategies are design to help us address the tasks in our lives. These are the what, why, and how of self-leadership. The what of self-leadership is focusing on what we need to do, such as determining the standards and objectives. The why of self-leadership focuses on why we are doing this particular action, such as the strategic analysis to conduct with each activity. The how of self-leadership focuses on the process in which the task should be completed, such as the strategic implementation of strategies. Learning Objective: 1-4: Identify a basic definition of self-leadership.

Cognitive Domain: Comprehension

Answer Location: Self-Leadership

Difficulty Level: Hard