

Chapter 2: The New World and New Leadership: Changing Our Thinking About Leaders

Multiple Choice

Identify the choice that best completes the statement or answers the question.

- _____ 1. Organizations practicing the New Science of Leadership differ from those using Scientific or Newtonian principles. The Old Newtonian principles fostered which of the following?
 - A. Risk or financial management
 - B. Quality and prioritization
 - C. Use of integrated documentation
 - D. Short- and long-term planning with centralized decision making

- _____ 2. Which of the following most closely describes chaos theory?
 - A. Confusion yields negative outcomes.
 - B. Growth is generated from disequilibrium.
 - C. Feeling total control yields maximum growth.
 - D. Feeling overwhelmed always brings negative outcomes.

- _____ 3. Leaders using the New Science of Leadership philosophy recommend that nurses:
 - A. Become more task oriented to increase efficiency.
 - B. Use more prediction formulas to plan staffing.
 - C. Facilitate more of the processes needed to obtain desired goals.
 - D. Focus on short- and long-term planning strategies.

- _____ 4. The New Science of Leadership focuses most specifically on:
 - A. Relationships
 - B. Strategic planning
 - C. Hierarchical organizational structure
 - D. Task accomplishment

- _____ 5. Nurses need to assess and monitor their patients' abilities and needs frequently. As they plan and intervene for their patients, they need to evaluate the outcomes. Which of the following best reflects this definition?
 - A. Data collection
 - B. Quality management
 - C. Outcome management
 - D. Quality improvement

- _____ 6. Which of the following characteristics best reflect Covey's definition of leadership?
 - A. Image, credibility, and critical-thinking ability
 - B. Creativity, vision, and integrity
 - C. Vision, courage, and humility
 - D. Critical-thinking ability, vision, and flexibility

- _____ 7. It is important for nurses to identify and publicize what the roles of nurses and advanced practice nurses are. During which of the following would it be particularly important for nurses to do so to maximize nurses' participation?
 - A. Collaboration with the health team on any issue

- B. Management of patient data
- C. Management of all information for the critical path
- D. Centralization of unit decision making

- _____ 8. Which of the following activities is currently one of the most challenging opportunities for nurses in acute care institutions to become involved with?
- A. Participation in case management just prior to discharge
 - B. Development of creative staffing mixes to provide optimum care
 - C. Use of standardized critical paths without any individual variation
 - D. Training of unlicensed assistive personnel to do patient assessment
- _____ 9. The New Science of Leadership focuses on a whole new way of viewing life. Which of the following reflects this perspective?
- A. Goal-oriented
 - B. Dynamic
 - C. Very risky
 - D. Cost-effective
- _____ 10. Which of the following best describes quantum theory with regard to leadership?
- A. A rationale for the movement of molecules in a vertical and horizontal way
 - B. An explanation of gravity
 - C. Interfacing among all group members
 - D. A scientific way of thinking
- _____ 11. Nurses need to be confident and competent to practice successfully. The Institute of Medicine (IOM) identifies which of the following areas as one of nursing's utmost priority?
- A. Providing safe, quality patient care
 - B. Identifying lowest risk patients to receive the most care
 - C. Providing best practice first to older adults
 - D. Alleviating suffering by enforcing do not resuscitate (DNR) status to patients with more than three comorbidities
- _____ 12. The New Science of Leadership stresses that each nurse be a leader and acquire which of the following skills?
- A. Planning, budget development, and 6-month staff scheduling
 - B. Instituting change, evaluating current practice, and creating new practice methods
 - C. Personnel evaluation, motivating others, and requiring overtime
 - D. Focusing on cost-cutting practice, resource management, and cross-training
- _____ 13. Nurses need to change practice focus to generating the best patient outcomes rather than being centered on accomplishing tasks. One way to do this is to:
- A. Use the functional method of nursing care delivery.
 - B. Require all nurses be paired with an unlicensed patient assistant.
 - C. Assign each RN a research project due at the end of every month.
 - D. Practice evidence-based nursing care.
- _____ 14. Many of the nurses in acute care hospital settings feel that health-care delivery as it exists is "hopeless." Using chaos theory, it would be helpful for each nurse to try to:
- A. Identify patterns of order that exist and focus on best practice using these

observations.

- B. Alleviate the chaos by mandating patients follow lockstep procedures.
- C. Develop step-by-step care plans that are focused on the average patient with a specific problem who does not have other comorbidities.
- D. Create a time management system using task accomplishment as the goal.

- _____ 15. Which of the following is an example of using the New Science of Leadership framework to schedule staff on a high acuity medical unit?
- A. Computerized formula that projects the needed staff mix according to patient medical diagnoses
 - B. Nurse-generated staffing ratio using current patient acuity status
 - C. Nurse supervisor input identified over the last 24 hours
 - D. Computerized formula predicting staff needs according to unit full-time equivalent (FTE) allotment
- _____ 16. The theory that describes the way our life is ordered and emphasizes that it is based on the principles of emergence more so than any other variables is:
- A. Complexity theory
 - B. Cognitive theory
 - C. Developmental theory
 - D. Transformation theory
- _____ 17. It is always important to evaluate and “work out the kinks” of a new change in practice. Using perspective transformation theory, this process is called:
- A. Resolution
 - B. Return to stability
 - C. Dissonance
 - D. Reconceptualization
- _____ 18. Nurses need to develop new ideas and new ways of working with others. One activity that leaders will need to focus on to accomplish this is to:
- A. Free up nurses from the bedside.
 - B. Allow nurses to join a union.
 - C. Empower nurses to increase their self-concept and confidence.
 - D. Establish a listserv for all staff to discuss work issues while away from the work setting.
- _____ 19. Chaos is considered a positive state for instigating organizational growth and improvement. Use of which of the following frameworks should assist nurses in improving their own leadership abilities and accomplishing their personal and professional visions?
- A. Theory of conflict assessment
 - B. Quantum theory
 - C. Senescence
 - D. Adaptation
- _____ 20. Co-missioning was developed by Covey to demonstrate that leaders must have a vision as well as a method to evaluate the outcomes of one’s visionary plan. This framework of thought is helpful in nursing because our care is always directed to:

- A. Measuring patient outcomes
- B. Providing patient satisfaction
- C. Accomplishing tasks
- D. Giving holistic care

- _____ 21. The newest IOM Report was published in 2010 and included which of the following recommendations for the nursing profession?
- A. Increase collaboration of nurses with the health-care team, increase bachelor of science in nursing (BSN) and doctorally prepared nurses, and increase nursing leadership at each level of the profession.
 - B. Reimburse RNs who acquire certification in their specialty area, increase staff nurse-to-patient ratio in acute care institutions, and provide employee paid malpractice insurance for every staff nurse.
 - C. Identify more cross-training units for more efficient use of RNs in each institution, apply for Magnet status to increase consumer interest in agency, and provide nurses a patient written report card on their performance.
 - D. Require all acute care institutions to provide 100% tuition reimbursement for associate degree nurses to obtain a BSN, perform patient satisfaction surveys weekly, and collaborate 100% with academic nursing programs.
- _____ 22. Angela McBride, a significant leader in nursing, has suggested that leadership will move the nursing profession forward. This is similar to what Bennis and Nanus have said about how important it is for leaders to follow their vision, be consistent, have self-respect, and communicate effectively. Nurses will need which of the following to accomplish this?
- A. Knowledge about the institution's budget and political acumen
 - B. Self-confidence and assertiveness
 - C. Ability to negotiate with physicians for more financial reimbursement for nursing and aggressive communication skills
 - D. Increased nursing staff with critical care competency and financial motivation for nurses
- _____ 23. With the uncertainty that a multiple trauma accident poses in an Emergency Department, the physicians and nursing staff generally tend to come together for the "common good." This is illustrated by which of the following communication strategies?
- A. Less enthusiasm and frantic, quick statements of doom
 - B. Somber tone with short, monosyllabic words
 - C. More professional wording and less familiarity with team members
 - D. More personal and group approach
- _____ 24. Serving on a Board of Directors for an agency would afford a good opportunity for a nurse to practice leadership. Which of the following boards would a new graduate nurse, who has worked for 1 year on a neuromedicine unit, might be best able to participate?
- A. Budget and Salary Board of the Hospital
 - B. The regional Multiple Sclerosis (MS) Research Protocol Board
 - C. Research and Quality Improvement for Physical Resources Board
 - D. State Medical Association Board

- ____ 25. Nurses are challenged to think critically and in new ways with the constant crises they face at work every day. Experience assists the nurse to evolve from merely reacting to a crisis, such as the nurse had learned to do in school, to actually critically analyzing the situation and creating a solution. This type of growth is termed:
- A. Cognitive
 - B. Developmental
 - C. Maturational
 - D. Perspective transformation

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Answer Section

MULTIPLE CHOICE

1. ANS: D

	Feedback
A	Incorrect because both types of organizations would be concerned with risk and financial management issues.
B	Incorrect because both types of organizations would be concerned with quality and prioritization.
C	Incorrect because both organizations would use this form of documentation.
D	Correct because in the New Science of Leadership, the organization would be very involved in group decision making and not totally focused on a plan but more interested in seeing how things “fell out,” whereas the Newtonian organization would be extremely focused on a plan and use “top to bottom” and centralized decision making.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

2. ANS: B

	Feedback
A	Incorrect because chaos is confusion and does not yield negative outcomes.
B	Correct because growth is generated from chaos, which is disequilibrium.
C	Incorrect because chaos does not reflect that an organization was feeling total control and also total control does not yield maximum growth.
D	Incorrect because when one feels overwhelmed, it does not always generate negative outcomes.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

3. ANS: C

	Feedback
A	Incorrect because less task orientation is the philosophy of the New Science of Leadership.
B	Incorrect because the New Science of Leadership does not feel projection formulas are the correct action for developing staff ratios.
C	Correct because nurses are in the trenches and at the bedside so they should be more involved in the processes being fostered to obtain the desired goals.
D	Incorrect because the New Science of Leadership does not feel that short- and

	long-term planning is crucial for success.
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PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

4. ANS: A

	Feedback
A	Correct because the New Science of Leadership feels relationships are the most important part of any organization.
B	Incorrect because the New Science of Leadership feels strategic planning is not a focus for success.
C	Incorrect because the New Science of Leadership does not use the hierarchical organizational structure.
D	Incorrect because the New Science of Leadership does not focus on task accomplishment.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

5. ANS: C

	Feedback
A	Incorrect because data collection is part of evaluating patient outcomes.
B	Incorrect because quality management does not equal outcome evaluation.
C	Correct because outcome management is outcome evaluation.
D	Incorrect because outcome evaluation is not quality improvement but something that is measured to determine if there is improved quality.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Performance Improvement | Integrated Process: Communication and Documentation

6. ANS: C

	Feedback
A	Incorrect because Covey's perception of leadership does not foster image.
B	Incorrect because Covey's perception of leadership does not include creativity.
C	Correct because Covey describes leaders as portraying vision, courage, and humility.
D	Incorrect because Covey does not include flexibility and critical-thinking abilities in his definition of effective leadership.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

7. ANS: A

	Feedback
A	Correct because during collaborative discussions with the health team, the nurses' expertise can be easily shared and should be respected.
B	Incorrect because nursing is not the only health-care profession that manages patient data.
C	Incorrect because all of the members of the health-care team are going to participate in managing the patient as he or she progresses via the critical path.
D	Incorrect because nurses and advanced practice nurses are not the only people who make the decisions.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

8. ANS: B

	Feedback
A	Incorrect because nurses should be involved with case management from admission to discharge.
B	Correct because every staffing situation differs and nurses are using creative ideas to best use the available personnel.
C	Incorrect because the majority of patients have variances that must be used.
D	Incorrect because unlicensed assistive personnel cannot do assessment.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Delegation | Integrated Process: Communication and Documentation

9. ANS: B

	Feedback
A	Incorrect because the New Science of Leadership is more of an open system that is not overly goal oriented but open to spontaneous happenings that will still manage to fulfill the organization's vision.
B	Correct because the New Science of Leadership is all about being dynamic and spontaneous yet still accomplishing the goals and vision.
C	Incorrect because the New Science of Leadership is based on nature and the fact that order will most likely occur, which is not risky at all.
D	Incorrect because the New Science is not focused on cost effectiveness or formulas to accomplish its vision, although it does reflect appropriate use of resources.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Collaboration With Interdisciplinary Team | Integrated Process: Communication and Documentation

10. ANS: C

	Feedback
A	Incorrect because with quantum theory, molecules move in all types of ways and not just vertically and horizontally.
B	Incorrect because quantum theory allows for the growth of organisms in all ways and even ways we do not comprehend currently. Gravity is only one force that influences movement.
C	Correct because quantum theory represents the framework that the importance of all members of a group must be recognized for their talents and contributions to a team.
D	Incorrect because quantum theory is a reflection of the New Science of Leadership thought, not the old Scientific framework.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Collaboration With Interdisciplinary Team | Integrated Process: Communication and Documentation

11. ANS: A

	Feedback
A	Correct because the IOM's focus is safety and quality patient care.
B	Incorrect because the IOM's first priority is safety so it would focus more on high-risk patients.
C	Incorrect because the IOM is not just focused on the care of older adults.
D	Incorrect because the IOM is not specifically focused on palliative care.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Establishing Priorities | Integrated Process: Communication and Documentation

12. ANS: B

	Feedback
A	Incorrect because the New Science of Leadership does not focus on planning and budgeting.
B	Correct because the New Science of Leadership is most interested in change and creating best practices.
C	Incorrect because the New Science of Leadership is not really focused on personnel and staffing issues.
D	Incorrect because the New Science of Leadership is not focused on cost containment, resource management, or staff training.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

13. ANS: D

	Feedback
A	Incorrect because the functional nursing care delivery system is very task oriented.
B	Incorrect because just by pairing unlicensed with licensed personnel there is no certainty that best patient outcomes will be generated.
C	Incorrect because RNs conducting research projects every month does not indicate that task-focused thinking and higher patient outcomes will occur.
D	Correct because best practices that are validated in the literature from all over the world have demonstrated the best patient outcomes.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

14. ANS: A

	Feedback
A	Correct because chaos theory is identification of and promoting best practices.
B	Incorrect because one does not want to alleviate chaos and follow a lockstep process to gain the most growth, as the chaos theory explains.
C	Incorrect because chaos theory does not foster universal categorization of patients.
D	Incorrect because chaos theory does not focus on a time management philosophy.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

15. ANS: B

	Feedback
A	Incorrect because the New Science of Leadership is not recommending formulas be used for staffing that are based on only a patient's diagnosis.
B	Correct because the New Science of Leadership would go with the here and now or current situation of patients according to staff to determine staffing ratios.
C	Incorrect because the New Science of Leadership would not make a staffing decision on the basis of a supervisor's last 24 hours of observation of patients.
D	Incorrect because the New Science of Leadership does not focus on formula-driven staffing.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Supervision | Integrated Process: Communication and Documentation

16. ANS: A

	Feedback
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A	Correct because this explanation is complexity theory.
B	Incorrect because cognitive theory is based on cognitive development not emergence.
C	Incorrect because emergence principles are not related to developmental theory.
D	Incorrect because transformation theory is not based on principles of emergence.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Supervision | Integrated Process: Communication and Documentation

17. ANS: D

	Feedback
A	Incorrect because resolution does not correlate with perspective transformation theory.
B	Incorrect because return to stability does not correlate with perspective transformation theory.
C	Incorrect because dissonance does not correlate with perspective transformation theory.
D	Correct because perspective transformation theory is reconceptualization.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

18. ANS: C

	Feedback
A	Incorrect because it is unrealistic to free up nurses from the bedside.
B	Incorrect because having nurses join a union will not necessarily assist them in learning to work together.
C	Correct because empowering nurses to increase their self-confidence will allow them to grow in their self-concept and ability to relate to others for more effective outcomes.
D	Incorrect because having nurses communicate on a listserv on their own time is highly unrealistic.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Supervision | Integrated Process: Communication and Documentation

19. ANS: B

	Feedback
A	Incorrect because there is no theory of conflict assessment.
B	Correct because quantum theory will foster growth for the individual and organization.
C	Incorrect because senescence is not a framework to instill confidence but rather a developmental stage.

D	Incorrect because adaptation is not going to assist nurses in improving their leadership skills.
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PTS: 1 DIF: Easy

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Supervision | Integrated Process: Communication and Documentation

20. ANS: A

	Feedback
A	Correct because co-missioning is measuring patient outcomes.
B	Incorrect because providing patient satisfaction is not nurses' only goal for care.
C	Incorrect because task accomplishment is not the main goal of co-missioning.
D	Incorrect because nurses giving holistic care is not the main goal of co-missioning.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

21. ANS: A

	Feedback
A	Correct because all three of these actions are part of the IOM recommendations.
B	Incorrect because the IOM does not recommend reimbursement for certification, increased nurse-to-patient ratios, or for hospitals to pay malpractice insurance for nurse.
C	Incorrect because the IOM does not recommend more cross-training, Magnet status, or patient-provided report cards for nurses.
D	Incorrect because the IOM does not recommend 100% tuition reimbursement by hospitals for RNs, weekly patient satisfaction surveys, or 100% collaboration of hospitals with academic nursing programs.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

22. ANS: B

	Feedback
A	Incorrect because the above-mentioned theorists were not referring to politics or financial savvy.
B	Correct because nurses with self-confidence are generally competent, and being able to be assertive will portray nursing strength for leading the other health-care team members.
C	Incorrect because generally, it is the hospital administration that nurses negotiate for more financial reimbursement, and being aggressive is not a method of effective leading.

D	Incorrect because although increased critical care competency and having a financial incentive for nurses might be helpful, it is not what will bring the profession forward.
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PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

23. ANS: D

	Feedback
A	Incorrect because speaking with negative statements and being unenthusiastic does not assist the team to do its best.
B	Incorrect because most of the nurses and physicians want to work solo and are not able to share their thoughts since they are so focused.
C	Incorrect because people are nervous with uncertainty and feel they should treat everyone totally professionally.
D	Correct because being more personal and inclusive with the team members brings people together to work more collaboratively.

PTS: 1 DIF: Difficult

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

24. ANS: B

	Feedback
A	Incorrect because the new graduate nurse would have little knowledge of the hospital's budget and salary issues.
B	Correct because the nurse would have gained a great amount of knowledge and expertise regarding MS from working on the neuromedicine unit.
C	Incorrect because the nurse would have little knowledge regarding the need and best practices for improving physical resources at the hospital.
D	Incorrect because the nurse would be unable to serve on a strictly Medical Board.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Analysis | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation

25. ANS: A

	Feedback
A	Correct because moving from memorizing facts and patterns to critical thinking and developing a solution is based on cognitive theory.
B	Incorrect because the issue at hand is one of thinking not developmental.
C	Incorrect because the process of growth of thought is not synonymous with

	maturity.
D	Incorrect because this issue is not focusing on conceptualization of an issue or problem.

PTS: 1 DIF: Moderate

KEY: Client Need: Safe and Effective Care Environment | Cognitive Level: Application | Content Area: Management of Care, Concepts of Management and Leadership | Integrated Process: Communication and Documentation