*The Concise Leadership Textbook*

**MULTIPLE CHOICE QUESTIONS FOR LECTURERS**

(correct answers highlighted **in bold**)

**Chapter 1: What is leadership**

1. What are typical characteristics of leadership?
   1. **Leadership is a process**
   2. Leadership consists in one person giving orders and directions to another person
   3. Leadership is a one-way relationship from a leader to followers
   4. **Leadership needs followership**
2. Which ones of the following answers describe main perspectives on leadership theory and practice?
   1. **Leaders’ traits, leaders’ behaviors,**
   2. **contingency view of leadership effectiveness, leader-follower relationship**
   3. leaders’ information power perspective, leaders’ expert power perspective
   4. leaders’ traits, leaders’ power, leaders’ followers
3. Which of the following answers are examples of typical styles identified in leadership studies?
   1. **autocratic, participative, and delegative**
   2. extrovert and introvert
   3. emotionally stable and open to experience
   4. **country club style and product or perish style**
4. Why is the contingency approach to leadership important in practice?
   1. It facilitates transformational leadership
   2. **It allows a leader to focus on the contextual factors that influence the relationship between behaviors and outcomes**
   3. **It abandons an unrealistic one-best way view of leadership**
   4. It helps managers to become leaders
5. Leadership is typically applied to …
   1. … **wicked problem solving**
   2. … problems that require a command and control approach
   3. … **the solution of complex problems**
   4. **…** problems that supervisors encounter in organizations
6. Which ones of the following are typical differences between management and leadership?
   1. Management is oriented toward effectiveness, leadership is oriented toward efficiency
   2. **Management is primarily focused on existing activities, leadership is primarily concerned with future goals and change**
   3. **Leadership has a bigger impact on organizational culture than management**
   4. Managers motivate whereas leaders inspire

**Chapter 2: Know yourself: Leadership traits, skills, and behaviors**

1. Why is important to reflect on your own personality traits to develop as a leader?
2. Because each personality trait has a direct and strong influence on leadership effectiveness
3. **Because knowing your traits helps you identify your behavioral comfort zone**
4. **Because your personality affects the way you approach your leadership behavior and development**
5. Because personality defines what are the behaviors that you can and cannot display
6. What are the most important skills that you should focus on in your leadership development?
7. **Problem solving skills, human skills, technical skills**
8. Managerial skills and operational skills
9. People-related and production-related skills
10. Individual skills, interpersonal skills, organizational skills
11. Which ones of the following aspects characterize self-awareness?
12. **Self-awareness is the ability to recognize your own values, passions, motivations, and to see how they impact on others**
13. **Self-awareness helps you develop self-confidence and self-efficacy**
14. Self-awareness increases your expert power and charismatic power over others
15. **Self-awareness is a key component of emotional intelligence**
16. Which of the following statements correctly describe aspects of the “team leadership style”?
17. **The leader aims at achieving a common goal through influencing the motivation and contribution of others**
18. The leader sees individual needs as secondary with respect to the team goal
19. A productive workplace is the priority
20. **Creating a motivating work environment is a key factor for task accomplishment**
21. What are key dimensions of leadership behavior you should especially focus on?
22. Your capacity to remain calm under pressure
23. **The relative importance that you place on people and task execution**
24. **Your attitude toward decision-making**
25. The proactivity of your personality
26. Which of the following statements are correct?
27. The laissez-faire leadership style is less effective than the democratic leadership style
28. **The laissez-faire leadership style can produce high satisfaction among followers**
29. The laissez-faire leadership style is more effective than the autocratic leadership style
30. **Followers of a laissez-faire leader should have high levels of knowledge and motivation**

**Chapter 3: How to lead (with) others**

1. Which of the following styles are appropriate in situations where followers have high levels of motivation and commitment?
2. Direct and monitor
3. **Coach and instruct**
4. **Involve and trust**
5. Delegate and control
6. Which of the following conditions encourage the adoption of a people oriented-style?
7. **Strong formal power, poor relationship with followers, low structure of the task**
8. **Weak formal power, good relationship with followers, low structure of the task**
9. Strong formal power, high structure of the task, good relationships with followers
10. Weak formal power, poor relationship with followers, low structure of the task
11. Which actions could you take to mitigate the problems associated to the in-group / out-group situations among followers?
12. **Reflect on your own preferences and/or tendencies to discriminate**
13. **Help out-group members feeling involved**
14. Promote healthy conflict between in-group and out-group members
15. Temporarily assign the leadership to a member of the out-group
16. What are typical features of the “claiming and granting” process in the dynamic view of leadership as social exchange?
17. **Claims are made by the person who wants to be identified and recognized as the leader**
18. Claims can be made initially by the person who wants to be identified as the leader; then, at later stages claims are made by followers too
19. **Grants are given by the persons who accept to take the followers’ role**
20. **The sequence of claims and grants can have a self-enhancing or self-defeating progression**
21. Which of the following are features of a transformational leader?
22. **Make the work interesting**
23. Being capable to strictly direct the followers toward the goals
24. Propose innovative ideas and make the followers implement them
25. **Being a strong role model**
26. Which of the following are obstacles to the implementation of shared leadership in teams?
27. The need to ensure a team’s external alignment
28. The risk to have a team that is excessively cohesive
29. **The difficulties in promoting consensus**
30. **The absence of the “typical singular leader”**

**Chapter 4: Contemporary leadership challenges**

1. Which of the following actions should you implement to improve your leadership in a virtual team?
2. **Establish individual contact with the followers**
3. Organize long meetings to increase the time to socialize among followers
4. **Set ground rules for the team meetings**
5. Communicate as you were meeting them in real life
6. What are the typical features of an ethical dilemma you may face as a leader?
7. It forces you to act against your basic moral principles
8. **It presents an inherent contradiction in the application of ethical principles**
9. **Whatever you do to solve it, you will end up in violating at least an ethical principle that you value**
10. In presence of an ethical dilemma It is better not to decide
11. As an inclusive leader you should display these qualities:
12. **Awareness of bias**
13. **Cultural intelligence**
14. Risk propensity
15. Low agreeableness
16. As a leader, a system thinking attitude allows you to:
17. Solve problems that need a command and control approach
18. **Improve your sustainable leadership style**
19. **Evaluate decisions in a “big picture” perspective**
20. Increase your understanding of business performance measures at all levels
21. If you act according to the change leadership model proposed by Kotter, in the “build on and consolidate change” phase you:
22. Communicate the vision more carefully
23. Celebrate short term wins
24. **Anchor the new perspectives in the organizational culture**
25. **Reinforce change**
26. Which of the following are principles of the agile view of change leadership?
27. **Foster the creation of self-organizing teams and “local leaders”**
28. Speed up decision making by using pre-defined rules and plans
29. Reduce to “near zero” (“NZ” approach) the possibility to make mistakes
30. **Establish a short-term accountability system.**

**Chapter 5: Leadership tools**

1. Which one is not a key element of effective leadership communication?
2. Adapt
3. Listen actively
4. **Don’t repeat yourself**
5. Be authentic
6. In a leadership speech, which of the following structures would you preferably use if you want to show how your ideas/vision can improve a situation?
7. **Situation—Complication—Resolution**
8. Drama
9. **Pitch**
10. Hook, meat, payoff
11. If you prefer structure and you are results-oriented in decision making, your style is:
12. … conceptual
13. **… directive**
14. … behavioral
15. … none of the previous
16. If your decision requires strong team commitment but you have enough information to decide on your own and the team trusts you, according to the Vroom-Yetton model you better use a:
17. Consultative 1 or 2 approach
18. **Autocratic 2 approach**
19. Collaborative approach
20. Autocratic 1 approach
21. What are the behaviors that you should avoid as a leader when dealing with conflict situations within your team?
22. Remain neutral
23. **Intervene frequently and actively interact with the parties involved**
24. **Do not set rules and norms, and let the actors regulate themselves**
25. Try to prevent conflicts through early recognition of possible causes
26. As a coaching leader, you may refer to the GROW model, which stands for:
27. **Goals, Reality, Options, Will**
28. Goals, Resources, Objectives, Will
29. Green, Red, Orange, White
30. Game, Rules, Options, Win