**Leadership and Management for Nurses:**

**Core Competencies for Quality Care**

**Question 1**

The nurse manager has asked that all staff nurses develop effective leadership competencies. How should the staff nurses interpret this request?

**1.** This is an unrealistic expectation, because only managers are leaders.

**2.** If the nurses learn about and use relevant leadership and management theories and styles this is possible.

**3.** In order to become leaders, the staff nurses will have to emphasize control, competition, and getting the job done.

**4.** Unless the staff nurses possess the traits of a natural born leader, this is an unrealistic expectation.

**Correct Answer:** 2

**Rationale 1**: A nurse does not need to have a formal management position with a management title to be a leader; if nurses demonstrate leadership competencies, they are considered nurse leaders.

**Rationale 2**: In today’s health care environment, nurses must have knowledge of relevant leadership and management theories and styles. This knowledge helps nurses emerge as leaders. Nurses are also leaders of their own nursing practices.

**Rationale 3**: Control, competition, and getting the job done are past theories and styles and are not as useful in today’s environment.

**Rationale 4**: Leadership is a skill that can be learned.

**Question 2**

Peter Drucker’s view of management stimulated the shift toward the realization of the importance of participatory organizations. Which option provides a scenario that is an example of a participatory organization?

**1.** The control of the organization is centralized, and decisions are made by upper-level management.

**2.** Staff nurses are expected to provide support and nurturing for management’s decisions.

**3.** The organization’s approach to leadership is autocratic and bureaucratic.

**4.** Staff nurses provide input into planning and changes for their own unit.

**Correct Answer:** 4

**Rationale 1**: In participatory organizations, the control of the organization is decentralized and many decisions are made by those “on the front lines” of the organization.

**Rationale 2**: The theory is that the staff should be nurtured to promote greater leadership competency.

**Rationale 3**: According to Drucker, when staff participate in the core functions of management, the organization is more effective.

**Rationale 4**: According to Drucker, when staff participate in the core functions of management such as planning and changes for their own units, the organization is more effective.

**Question 3**

Which behavior demonstrates the nurse’s competency as an emotionally intelligent leader?

**1.** The nurse is proficient in technical skills.

**2.** The nurse relies on policies, not options.

**3.** The nurse supports team members.

**4.** Productivity is not a major concern.

**Correct Answer:** 3

**Rationale 1**: While technical skill is important for all nurses, it is not a hallmark of a competent leader.

**Rationale 2**: Chaos theory states that solutions are not always clear and policies might not always be applied easily; other options might need to be considered.

**Rationale 3**: In Emotional Intelligent theory, team members support each other and feel supported by the team leader.

**Rationale 4**: This statement reflects the country club leadership style.

**Question 4**

The nurse executive of a health care organization wishes to prepare and develop nurse managers for several new units that the organization will open next year. What should be the primary goal for this work?

**1.** Focus on rewarding current staff for doing a good job with their assigned tasks by selecting them for promotion.

**2.** Prepare these managers so that they will focus on maintaining standards of care.

**3.** Prepare these managers to oversee the entire health care organization.

**4.** Prepare these managers to interact with hospital administration.

**Correct Answer:** 2

**Rationale 1**: This is an illustration of the “Peter Principle,” which is promoting people to management positions just because they are doing a good job in their current position. Management level employees should be selected based upon the potential ability to manage and their desire to do so.

**Rationale 2**: Nurse managers are directly responsible for maintaining standards of care, and managing fiscal resources and development of staff.

**Rationale 3**: This is not the responsibility of most nurse managers. In this question it is clear that managers of nursing units are being prepared and developed.

**Rationale 4**: Interacting with hospital administration is a rare requirement for a unit nurse manager and, if it is required, it is not as important as maintaining standards of care.

**Question 5**

Describe the primary focus of a manager in a knowledge work environment.

**1.** Developing the most effective teams.

**2.** Taking risks.

**3.** Routine work.

**4.** Understanding the history of the organization.

**Correct Answer:** 1

**Rationale 1**: The most important focus of this manager is on developing and supporting effective teams, utilizing the knowledge of many.

**Rationale 2**: Risk taking is a part of knowledge work, but is not the most important of this manager’s tasks.

**Rationale 3**: Knowledge work is a combination of routine and non-routine work, so the manager will have focus on the routine. This is not the manager’s most important focus.

**Rationale 4**: Understanding the history of the organization is important as it will help the manager work within the organization, but it is not the most important focus.

**Question 6**

The nursing staff communicates that the new manager has a focus on the “bottom line,” and little concern for the quality of care. What is likely true of this nurse manager?

**1.** The manager is looking at the total care picture.

**2.** The manager is communicating the importance of a caring environment.

**3.** The manager understands the organization’s values and how they mesh with the manager’s values.

**4.** The manager is unwilling to listen to staff concerns unless they have an impact on costs.

**Correct Answer:** 4

**Rationale 1**: This action would enable the manager to make a decision and not just evaluate the financial status of the environment.

**Rationale 2**: If the manager is indeed focusing only on the “bottom line” the manager is not promoting a caring environment on the unit.

**Rationale 3**: The organization may set great value on the “bottom line” but also must be concerned about quality of care. Problems with quality of care can impact the “bottom line.” If the manager believes the financial status of the organization is the only organization value, a misunderstanding has probably occurred.

**Rationale 4**: This manager has primary focus on the financial issues associated with provision of care. This will make the manager ineffective in the role.

**Question 7**

A very young nurse has been promoted to nurse manager of an inpatient surgical unit. The nurse is concerned that older nurses may not respect the manager’s authority because of the age difference. How can this nurse manager best exercise authority?

**1.** Use critical thinking to solve problems on the unit.

**2.** Give assignments clearly, taking staff expertise into consideration.

**3.** Understand complex health care environments.

**4.** Maintain an autocratic approach to influence results.

**Correct Answer:** 2

**Rationale 1**: Critical thinking is important for every RN, not just a manager and will not distinguish the manager’s authority.

**Rationale 2**: Giving clear assignments is a characteristic of authority. The young nurse who takes staff expertise into consideration when making assignments is likely to be more successful in leading the group.

**Rationale 3**: Nurse managers do work in complex health care environments but must create an appropriate organizational environment as a way of exercising authority.

**Rationale 4**: In autocratic leadership, one person has all of the power. This is not a good approach for a younger leader to adopt when working with a group of older, more experienced nurses.

**Question 8**

What statement, made in the morning shift report, would help an effective manager develop trust on the nursing unit?

**1.** “I know I told you that you could have the weekend off, but I really need you to work.”

**2.** “The others work many extra shifts, why can’t you?”

**3.** “I’m sorry, but I do not have a nurse to spare today to help on your unit. I cannot make a change now, but we should talk further about schedules and needs.”

**4.** “I can’t believe you need help with such a simple task. Didn’t you learn that in school?”

**Correct Answer:** 3

**Rationale 1**: To develop trust, managers who make promises to staff must keep the promise.

**Rationale 2**: This statement implies that the staff nurse is not a team player. It also sets up one nurse against the remainder of the staff. Effective managers must be fair and supportive with all staff.

**Rationale 3**: This manager is standing up for staff by not allowing another unit to take a nurse today.

**Rationale 4**: This statement is belittling to the staff nurse. This attitude does not demonstrate trust that staff performances will be effective.

**Question 9**

The nurse has just been promoted to unit manager. Which advice, offered by a senior unit manager, will help this nurse become inspirational and motivational in this new role?

**1.** “If you make a mistake with your staff, admit it, apologize, and correct the error if possible.”

**2.** “Don’t be too soft on the staff. If they make a mistake, be certain to reprimand them immediately.”

**3.** “Give your best nurses extra attention and rewards for their help.”

**4.** “Never get into a disagreement with a staff member.”

**Correct Answer:** 1

**Rationale 1**: Managers need to be honest and forthcoming with staff, which includes taking responsibility for one’s own actions and errors. This also provides a positive role model for the staff.

**Rationale 2**: When errors occur, the manager should use the opportunity for improvement, not punishment.

**Rationale 3**: When staff feel some staff are given extra credit, staff will feel uncomfortable with the manager and resentment will build.

**Rationale 4**: Staff need to feel that they can share their feedback, positive or negative, and not feel threatened when they disagree with the manager.

**Question 10**

A key skill in today’s health care environment is the ability to collaborate with others. A nurse identifies need to improve in this area. Which skills or traits would be essential for an effective nurse manager to develop to improve collaboration with others?

**Standard Text:** Select all that apply.

**1.** Flexibility.

**2.** The ability to share information and ideas.

**3.** A service orientation.

**4.** A desire to work hard.

**5.** The ability to listen to others.

**Correct Answer:** 1,2,5

**Rationale 1**: In order to collaborate effectively, the nurse must be flexible, must be willing to listen to others and include them in his or her work, and work together toward the best solution to any problems that might arise.

**Rationale 2**: In order to collaborate effectively, the nurse must be flexible, must be willing to listen to others and include them in his or her work, and must work together toward the best solution to any problems that might arise.

**Rationale 3**: While a service orientation is common among nurses, it is not an essential trait for collaboration.

**Rationale 4**: This is not an essential skill for ability to collaborate.

**Rationale 5**: In order to collaborate effectively, the nurse must be flexible, must be willing to listen to others and include them in his or her work, and must work together toward the best solution to any problems that might arise.

**Question 11**

The new chief operating officer (COO) of the health care facility states, “I believe that Fiedler had it right in his Contingency theory.” The nurse executive understands that this COO will work to create which type of environment in the facility?

**Standard Text:** Select all that apply.

**1.** Positive relationships between leaders and employees.

**2.** A low amount of structure in task assignments.

**3.** A decentralization of power from the leadership to the employees.

**4.** A static approach to leadership matters.

**5.** Leadership must change as the situation changes.

**Correct Answer:** 1,5

**Rationale 1**: Fiedler believed that the best type of situation occurs when there are positive leader-member relations.

**Rationale 2**: Fiedler believed that high task structure resulted in the best situations.

**Rationale 3**: Fielder believed that high position power resulted in the best situations.

**Rationale 4**: This is not a static approach to leadership, but rather a situational approach.

**Rationale 5**: In this theory, as the groups and situations change, leadership also changes.

**Question 12**

The nurse wishes to improve personal Emotional Intelligence (EI) in hopes of a promotion to nurse manager. Which skills are important for this nurse to improve?

**Standard Text:** Select all that apply.

**1.** Self-confidence.

**2.** Knowledge base of nursing.

**3.** Proficiency in technical skills.

**4.** Empathy.

**5.** Ability to initiate change.

**Correct Answer:** 1,4,5

**Rationale 1**: EI competencies are self-confidence, empathy, change catalyst, and visionary leadership.

**Rationale 2**: While this is an important aspect of professional nursing, it is not a competency of EI.

**Rationale 3**: While this is an important aspect of professional nursing, it is not a competency of EI.

**Rationale 4**: EI competencies are self-confidence, empathy, change catalyst, and visionary leadership.

**Rationale 5**: EI competencies are self-confidence, empathy, change catalyst, and visionary leadership.

**Question 13**

The nurse executive wishes to be a transformational leader. What should this nurse focus on to become effective in this role?

**Standard Text:** Select all that apply.

**1.** Improving interpersonal skills.

**2.** Advancing personal formal education.

**3.** Identifying mentors.

**4.** Becoming an expert clinician.

**5.** Creating a vision for the future of nursing in the facility.

**Correct Answer:** 1,5

**Rationale 1**: Transformational leadership requires interpersonal skills and having a vision for the future.

**Rationale 2**: While formal education might increase the nurse’s knowledge base for decision making, it is not a requirement for transformational leadership.

**Rationale 3**: Having a mentor is not a requirement of transformational leadership.

**Rationale 4**: This does not guarantee that the nurse will be a transformational leader.

**Rationale 5**: Transformational leadership requires interpersonal skills and having a vision for the future.

**Question 14**

Compare and contrast manager roles and leadership roles by choosing the options that are more aligned with the manager role.

**Standard Text:** Select all that apply.

**1.** Focus is change.

**2.** Have the ability to influence others.

**3.** Control the environment.

**4.** Focus is on people.

**5.** Focus on efficiency.

**Correct Answer:** 3,5

**Rationale 1**: The manager accepts the status quo, while the leader challenges it.

**Rationale 2**: The manager controls people, while the leader influences others.

**Rationale 3**: The manager controls the environment, patient care, and the staff that deliver that care.

**Rationale 4**: The leader focuses on people while the manager focuses on systems and structure.

**Rationale 5**: Managers focus on efficiency, while leaders focus on effectiveness.

**Question 15**

Which scenarios are examples of issues facing nursing in an age of health care change?

**Standard Text:** Select all that apply.

**1.** Six of the 18 nurses working on a unit speak English as their second language.

**2.** The hospital has decreased medication errors dramatically in each of the last two quarters.

**3.** The unit manager has been asked to use a creative strategy for scheduling with fewer staff.

**4.** There was a report on the nightly news about recruitment and retention of nurses.

**5.** An Emergency Room nurse was injured by a patient seeking drugs.

**Correct Answer:** 1,3,4,5

**Rationale 1**: An issue is the need for nurses to work as a team, despite differences in age, language, and culture.

**Rationale 2**: There is a need to develop a culture of safety, which this hospital is doing already.

**Rationale 3**: An issue is the need to be creative in doing more with less.

**Rationale 4**: An issue is the increasing press coverage of recruitment and retention of nurses.

**Rationale 5**: An issue is the increase in workplace violence.

**Question 16**

Typically the nurse manager of a unit uses a participatory style of leadership. Today a patient suffered a cardiac arrest; the manager took over the patient’s care, issuing orders, and expecting staff to obey them immediately. Which type of leadership did this manager exhibit today?

**Standard Text:** Select all that apply.

**1.** Bureaucratic.

**2.** Autocratic.

**3.** Permissive.

**4.** Directive.

**5.** Authoritarian.

**Correct Answer:** 2,4,5

**Rationale 1**: This style is focused on organizational rules and policies.

**Rationale 2**: Autocratic, directive, and authoritarian are all terms used to describe leadership in which the leader makes the decisions for the group, issues direct orders, and expects staff to immediately obey. This is an appropriate leadership style in emergencies such as a cardiac arrest.

**Rationale 3**: This is a “hands-off” approach.

**Rationale 4**: Autocratic, directive, and authoritarian are all terms used to describe leadership in which the leader makes the decisions for the group, issues direct orders, and expects staff to immediately obey. This is an appropriate leadership style in emergencies such as a cardiac arrest.

**Rationale 5**: Autocratic, directive, and authoritarian are all terms used to describe leadership in which the leader makes the decisions for the group, issues direct orders, and expects staff to immediately obey. This is an appropriate leadership style in emergencies such as a cardiac arrest.

**Question 17**

There have been several patient complaints that the staff members of the unit are disorganized and that “no one seems to know what to do or when to do it.” The staff members concur that they don’t have a real sense of direction and guidance from their leader. Which type of leadership is this unit experiencing?

**1.** Autocratic.

**2.** Bureaucratic.

**3.** Laissez-faire.

**4.** Authoritarian.

**Correct Answer:** 3

**Rationale 1**: Autocratic and authoritarian leaders make decisions for the group and assume people are incapable of making independent decisions. While this is not always a good leadership style, it is unlikely the complaints in this scenario would occur.

**Rationale 2**: Bureaucratic leaders depend upon policy and rules. This is not always a good style of leadership, but it is unlikely the complaints in this scenario would occur.

**Rationale 3**: This style of leadership can be so detached that there is no direction or real leadership. This will often be reflected in the work of the staff and the perceptions of the patients.

**Rationale 4**: Autocratic and authoritarian leaders make decisions for the group and assume people are incapable of making independent decisions. While this is not always a good leadership style, it is likely the complaints in this scenario would occur.

**Question 18**

Compare and contrast transformational leaders and transactional leaders by choosing the options that are examples of transformational leadership.

**Standard Text:** Select all that apply.

**1.** The leader is very concerned with the critical organizational functions that are required to provide services in the health care facility.

**2.** The most common type of leader in today’s health care arena.

**3.** This leader follows the leadership style that is recommended by the Institute of Medicine.

**4.** The leader allows the staff to take risks to improve.

**5.** The leader seeks to guide staff in their understanding of their importance to the work of the facility.

**Correct Answer:** 3,4,5

**Rationale 1**: This is a characteristic of transactional leadership.

**Rationale 2**: The is the transactional leader.

**Rationale 3**: The IOM recommended transformational leadership in its report *Leadership by Example* (2003).

**Rationale 4**: This is a quality of transformational leadership.

**Rationale 5**: This is a quality of transformational leadership.

**Question 19**

Select the reason the transformational leadership sometimes fails in an organization.

**1.** The need to change is addressed urgently.

**2.** The coalition guiding the facility is too diverse.

**3.** Working on the change long after a victory should have be declared.

**4.** Poor recognition of organizational culture.

**Correct Answer:** 4

**Rationale 1**: Failure often results from a lack of urgency.

**Rationale 2**: Failure often results from a lack of a guiding coalition.

**Rationale 3**: Failure often results from declaring a victory too soon.

**Rationale 4**: This is a reason for failure of transformational leadership.

**Question 20**

The rural hospital has experienced a very small patient census over the last two months. Salary costs for this period have been over budget, and the nurse manager announces that all nurses will be required to rotate taking unpaid furlough days until the census improves. Which type of leadership does this manager exemplify?

**1.** Impoverished leadership.

**2.** Country club leadership.

**3.** Authority-obedience leadership.

**4.** Team leadership.

**Correct Answer:** 3

**Rationale 1**: This style of leadership has limited interest in production or people.

**Rationale 2**: This type of leader has an interest in people, but productivity is not a major focus.

**Rationale 3**: This type of leadership focuses on efficiency and getting the job done and is not as concerned with staff members as people, but in this case this most likely is the only approach that the nurse manager can take.

**Rationale 4**: This type of leader is very concerned about productivity and about staff, morale, and satisfaction.

**Question 21**

Choose the option that best describes chaos theory.

**1.** Problems have a finite number of solutions.

**2.** Policies should be followed.

**3.** Processes are related.

**4.** Risks are to be avoided.

**Correct Answer:** 3

**Rationale 1**: This statement reflects the organizations of the past.

**Rationale 2**: This statement reflects the organizations of the past.

**Rationale 3**: Chaos or quantum theory recognizes the relatedness of processes, actions, behaviors, and functions.

**Rationale 4**: This statement reflects the organizations of the past.

**Question 22**

The staff nurse is considered to be a leader by nursing peers on the unit. What characteristics does this nurse likely possess?

**Standard Text:** Select all that apply.

**1.** Awareness of happenings throughout the hospital.

**2.** Ability to encourage newly hired nurses.

**3.** Skepticism about using technology for standard nursing tasks.

**4.** Adaptability.

**5.** Collaboration skills.

**Correct Answer:** 1,2,4,5

**Rationale 1**: The staff nurse can also be a leader. The same aspects of leadership and characteristics of a person holding a leadership position are important for leaders at the staff nurse level.

**Rationale 2**: The staff nurse can also be a leader. The same aspects of leadership and characteristics of a person holding a leadership position are important for leaders at the staff nurse level.

**Rationale 3**: An important aspect of being a leader is being able to see the benefits of technology.

**Rationale 4**: The staff nurse can also be a leader. The same aspects of leadership and characteristics of a person holding a leadership position are important for leaders at the staff nurse level.

**Rationale 5**: The staff nurse can also be a leader. The same aspects of leadership and characteristics of a person holding a leadership position are important for leaders at the staff nurse level.

**Question 23**

The nurse has read about the concept of “dispersed leaders” in nursing. How should the nurse expect this concept to be operationalized at the unit level?

**1.** Leaders will be spread across different units so that each leader has responsibility for two or more units.

**2.** Leaders from the hospital will be “loaned” out into the community to improve community health services.

**3.** Each nurse in the unit will be expected to assume leadership responsibilities.

**4.** Leaders will divide the responsibilities of the unit among the nurses available each shift.

**Correct Answer:** 3

**Rationale 1**: This scenario is not an example of dispersed leadership.

**Rationale 2**: This scenario is not an example of dispersed leadership.

**Rationale 3**: Dispersed leaders means that there is not one leader in a unit or facility, but many leaders. Nurses will be called upon to assume leadership as individuals.

**Rationale 4**: This scenario is not an example of dispersed leadership.

**Question 24**

Which strategy for meeting the need for nursing leaders is recognized by the American Association of Colleges of Nursing?

**1.** Hire nurses based upon leadership potential.

**2.** Include more leadership content in nursing programs.

**3.** Attract nurses to leadership positions by increasing salaries.

**4.** Focus leadership education on those in positions of authority.

**Correct Answer:** 2

**Rationale 1**: The AACN recognizes the need for dispersed leadership.

**Rationale 2**: This need is recognized by the AACN.

**Rationale 3**: There is no mention of singling out nurse leaders for salary increases.

**Rationale 4**: AACN supports leadership education for all nurses.

**Question 25**

The Center for Nursing Advocacy focuses on which issue concerning nursing?

**1.** Nursing image.

**2.** Lack of leadership.

**3.** Change in management style.

**4.** The virtue of nursing.

**Correct Answer:** 1

**Rationale 1**: This center was established to address the nursing shortage, but has recently shifted emphasis to the image of nursing as a component of that shortage.

**Rationale 2**: This center does not specifically address lack of leadership in nursing.

**Rationale 3**: This center does not specifically address change in management styles.

**Rationale 4**: This center does not specifically address this concept. Many are calling for a shift from the “virtue script” to more focus on a knowledge-based identity for nursing.