

## **Chapter 3: Followership and Empowerment**

### **Multiple Choice**

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

- \_\_\_\_\_ 1. Chaleff asserts that followers do not orbit around a leader. Instead, followers and leaders both orbit around their:
  - A. Organization's mission
  - B. Mutual purpose
  - C. Personal needs
  - D. Shared history
  
- \_\_\_\_\_ 2. Which of the following statements is not accurate regarding leaders and followers?
  - A. There can be no leaders without followers.
  - B. There can be no followers without leaders.
  - C. Leaders and followers share many common qualities.
  - D. Followers are at their best when they seek permission from the leader.
  
- \_\_\_\_\_ 3. Followership is best described as:
  - A. A well-defined science
  - B. Not able to be taught or cultivated
  - C. Voluntary
  - D. The least significant aspect of a leadership "event"
  
- \_\_\_\_\_ 4. Followers support leaders by:
  - A. Asking questions
  - B. Giving thoughtful feedback
  - C. Providing encouragement when leaders take risks on behalf of the group
  - D. All of the above
  
- \_\_\_\_\_ 5. Which of the following statements about effective followers is TRUE?
  - A. They are active, rather than passive, participants.
  - B. They are more dependent than independent of the leader.
  - C. They need clear direction to accomplish tasks.
  - D. They are expected to go along with, rather than challenge, the ideas of the leader.
  
- \_\_\_\_\_ 6. The term given by Kelley to followers who think critically about the leader's suggestions but remain passive and perhaps even somewhat hostile is:
  - A. Sheep
  - B. Alienated followers
  - C. Yes people
  - D. Contributors
  
- \_\_\_\_\_ 7. Using frameworks described by Kelley, Pittman, Rosenbach, and Potter, which terms are most alike in their characteristics?
  - A. Yes people and contributors
  - B. Effective followers and politicians
  - C. Sheep and subordinates

D. Alienated followers and partners

- \_\_\_\_\_ 8. Followers assume an active role when the leader has credibility. According to Kouzes and Posner, leaders have credibility when they are:
- A. Competent, aggressive, and in a position of authority
  - B. Honest, inspiring, and forward-looking
  - C. Visionary, controlling, and powerful
  - D. Demanding, focused on maintaining the status quo, and open
- \_\_\_\_\_ 9. Which of the following strategies can help a nurse develop as an effective or exemplary follower?
- A. Find your passion in life and be passionate about what you do.
  - B. Be a “spectator” in your practice setting.
  - C. Wait to be told before taking action.
  - D. Keep your creative ideas to yourself until you are in the leader role.
- \_\_\_\_\_ 10. According to Douglas’s “Followership Style Test,” which of the following would be most comfortable with a moderately autocratic leader?
- A. One who needs structure and feedback but who can also carry on independently
  - B. One who is a self-starter and likes to challenge new things by himself or herself
  - C. One who cannot function well without programs and procedures and who needs feedback
  - D. One who is independent and does not need close supervision but who does need some feedback
- \_\_\_\_\_ 11. Because there can be no leaders without followers and no followers without leaders, it is necessary to remember that in clinical areas, people must team up to deliver the safest patient care. Nurses need to do this by:
- A. Following the medical orders from the residents and physicians without discussion
  - B. Empowering each other to collaborate as much as possible
  - C. Gaining privileges from physicians so that they will be supported if they practice too independently
  - D. Assuming a subordinate role on the health-care team
- \_\_\_\_\_ 12. To maximize the potential for changes that will deliver improved patient care in any health-care agency, leaders must foster:
- A. Staff meetings that separate professional disciplines so that each profession can create new care practices specific to their own discipline
  - B. Time for nurses to read professional journals while at work
  - C. Multidisciplinary collaboration among all caregivers
  - D. Competitiveness between each discipline by offering awards to the discipline that receives the highest comments on patient satisfaction surveys
- \_\_\_\_\_ 13. A common finding today regarding leaders and followers is that:
- A. Leaders do not receive enough appreciation for their achievements.
  - B. Followers tend to get more appreciation for their contributions than they actually should.
  - C. Leaders receive more disrespect than followers.
  - D. Followers do not get the appreciation they should for their significant

contributions.

- \_\_\_\_\_ 14. Characteristics that accurately describe effective followers are often similar to what is used to describe effective leaders and include:
  - A. Visionary, very dedicated to accomplishing the leader's vision, and tentative with decision making
  - B. Reflective, spontaneous, and focused on working as autonomously as possible
  - C. Self-directing, actively participating, and practicing experts
  - D. Tentative with decision making, willing to do anything that needs done, and passionate about one's vision
- \_\_\_\_\_ 15. An effective leader must, at least some of the time:
  - A. Follow others
  - B. Not have a vision
  - C. Be able to refuse to be professional
  - D. Criticize those who are in higher positions of authority
- \_\_\_\_\_ 16. Several nurses on a unit are always criticizing the new practices the nurse manager initiates. They are quite rude to the new orientees and students. The nurse manager should:
  - A. Avoid using them as preceptors and mentors for students and orientees.
  - B. Ask them to create some possible solutions for the practices they are criticizing.
  - C. Schedule them on shifts that do not have students.
  - D. Assign them to all of the orientees.
- \_\_\_\_\_ 17. When studying followership and leadership, it is important to realize that followers need to be analyzed regarding their performance as well as their relationship to the leader. These evaluation initiatives are described by Pittman, Rosenbach, and Potter as:
  - A. Worker and collaborator
  - B. Employee and employer
  - C. Performance and relationship
  - D. Follower and leader
- \_\_\_\_\_ 18. Power is essential for an individual to effectively lead. However, it is significant that power is used:
  - A. As an influence to direct the group and realize the vision
  - B. To control the group and fulfill the vision
  - C. To reward those who follow exactly the wishes of the leader
  - D. To consistently strengthen the leader's power base
- \_\_\_\_\_ 19. Power that is the result of one's title, position, or role in a family or culture is:
  - A. Coercive
  - B. Expert
  - C. Reward
  - D. Legitimate
- \_\_\_\_\_ 20. Power that comes from one's knowledge and competence is:
  - A. Coercive
  - B. Reward
  - C. Expert
  - D. Referent

- \_\_\_\_\_ 21. Kellerman commented on the overabundance of leadership development conferences but the lack of any workshops, presentations, or many publications on which of the following?
- A. Delegation
  - B. Outcome evaluation
  - C. Vision identification
  - D. Followership
- \_\_\_\_\_ 22. Which of the following companies is revered by employers and employees as being an excellent example of how effective followers assist the leader in accomplishing the organization's goals?
- A. IBM
  - B. General Electric
  - C. Google
  - D. Apple Computer
- \_\_\_\_\_ 23. Although little is written about followership as compared to leadership, there is more available today than ever before. Kellerman developed a continuum of followership that uses one metric. The metric is:
- A. Level of engagement
  - B. Knowledge of followership
  - C. Duration of time that the follower has known the leader
  - D. Knowledge of leadership
- \_\_\_\_\_ 24. Parse reflects on the importance of power in her new theory, humanbecoming leading-following model. She says that power lies in one's position but also emphasizes which of the following?
- A. Expert power is as strong as power in one's position.
  - B. Power that lies within the person is most effective.
  - C. Authority is stronger than power.
  - D. Knowledge power is most significant for a leader to use for most effective results.
- \_\_\_\_\_ 25. Kellerman is quite clear as to her stance on followership when she says:
- A. It is mistaken not to think of leadership and followership together when thinking of one of these concepts.
  - B. Leadership is the epitome of power.
  - C. Followership is the infancy stage of becoming a leader.
  - D. All followers can become effective leaders.

## Chapter 3: Followership and Empowerment

### Answer Section

#### MULTIPLE CHOICE

1. ANS: B

	Feedback
A	Incorrect because Chaleff's framework fosters both the leader and followers orbiting around their purpose.
B	Correct because Chaleff's framework is both the leader and the follower(s) having a mutual purpose.
C	Incorrect because personal needs is not the focus of Chaleff's theory.
D	Incorrect because having shared history does not relate to Chaleff's theory.

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

2. ANS: D

	Feedback
A	Incorrect because it is true and the question asks for a statement that is not accurate.
B	Incorrect because it is true and the question asks for a statement that is not accurate.
C	Incorrect because it is true and the question asks for a statement that is not accurate.
D	Correct because it is inaccurate since followers do not need to seek permission from the leader when they are working.

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 followership is not a well-defined science.
B	Incorrect because followership can be cultivated and taught to others.
C	Correct because followership is voluntary.
D	Incorrect because followership is as important as 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

4. ANS: D

	Feedback
A	Correct because followers answer questions.
B	Correct because followers give thoughtful feedback that can be cultivated and taught to others.
C	Correct because followers are expected to support the leader taking risks.
D	Correct because it involves all of the above.

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: A

	Feedback
A	Correct because followers are active participants.
B	Incorrect because followers are very involved with leaders.
C	Incorrect because followers do not need specific directions for each task.
D	Incorrect because followers are expected to ask questions and not always agree with the leader.

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

6. ANS: B

	Feedback
A	Incorrect because these followers are not sheep.
B	Correct because followers described as passive with hostile tendencies are alienated followers.
C	Incorrect because these followers are not yes people.
D	Incorrect because these followers are not contributors.

PTS: 1 DIF: Easy

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: C

	Feedback
A	Incorrect because followers who are yes people are not contributors.
B	Incorrect because followers who are effective are not politicians.
C	Correct because followers who are sheep are subordinates.
D	Incorrect because followers who are alienated are not partners.

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 leaders who are credible are not aggressive and always in a position of authority.
B	Correct because leaders who are credible demonstrate these characteristics.
C	Incorrect because leaders who are credible are not controlling and powerful.
D	Incorrect because leaders who are credible are not demanding and focused on maintaining the status quo.

PTS: 1 DIF: Moderate

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9. ANS: A

	Feedback
A	Correct because followers who are effective are passionate.
B	Incorrect because followers who are effective are not spectators.
C	Incorrect because followers who are effective do not wait to be told before taking action.
D	Incorrect because followers who are effective will share their creative ideas.

PTS: 1 DIF: Moderate

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10. ANS: A

	Feedback
A	Correct because these followers would collaborate well with a moderately autocratic leader.
B	Incorrect because these followers would not do well with an autocratic leader because they are rather independent thinkers.
C	Incorrect because these followers would need more structure than a moderately autocratic leader would give.
D	Incorrect because these followers would be too independent for a moderately autocratic leader.

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

11. ANS: B

	Feedback
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<b>A</b>	Incorrect because effective leaders and followers do not follow the orders of others without discussion.
<b>B</b>	Correct because leaders and followers who are effective empower each other.
<b>C</b>	Incorrect because leaders and followers who are effective do not try to “buy” the physician’s support.
<b>D</b>	Incorrect because leaders and followers who are effective would never assume a subordinate position on the health-care team.

PTS: 1 DIF: Moderate

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12. ANS: C

	<b>Feedback</b>
<b>A</b>	Incorrect because multidisciplinary conferences would foster best patient outcomes.
<b>B</b>	Incorrect because leaders cannot assume that if their staff reads professional journals, it will maximize patient care outcomes.
<b>C</b>	Correct because leaders must foster collaboration to deliver good outcomes.
<b>D</b>	Incorrect because leaders should not foster competitiveness between the disciplines to achieve best patient outcomes.

PTS: 1 DIF: Moderate

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13. ANS: D

	<b>Feedback</b>
<b>A</b>	Incorrect because leaders do tend to receive adequate appreciation for their achievements.
<b>B</b>	Incorrect because followers do not receive significant amounts of appreciation for their contributions.
<b>C</b>	Incorrect because leaders tend to be more respected than followers.
<b>D</b>	Correct because followers do not receive the recognition they deserve.

PTS: 1 DIF: Moderate

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14. ANS: C

	<b>Feedback</b>
<b>A</b>	Incorrect because followers who are described as tentative with decision making are not effective.
<b>B</b>	Incorrect because followers are described as focused on working solo, which



	would not be effective.
<b>C</b>	Correct because effective followers are described accurately.
<b>D</b>	Incorrect because followers are described as tentative with decision making, which is not an effective leader.

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: A

	<b>Feedback</b>
<b>A</b>	Correct because leaders do need to follow others sometimes.
<b>B</b>	Incorrect because leaders do have a vision.
<b>C</b>	Incorrect because leaders would never refuse to be a professional.
<b>D</b>	Incorrect because leaders do not criticize those in higher positions.

PTS: 1 DIF: Moderate

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16. ANS: B

	<b>Feedback</b>
<b>A</b>	Incorrect because the nurse manager would be exactly what they want if they were always excused to be a preceptor.
<b>B</b>	Correct because instead of complaining about the rude nurses, the nurse manager needs their involvement and their solutions.
<b>C</b>	Incorrect because the nurse manager needs them to precept students and change their attitude.
<b>D</b>	Incorrect because the complaining, experienced nurses need a behavior change before being assigned to work with motivated new staff.

PTS: 1 DIF: Moderate

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17. ANS: C

	<b>Feedback</b>
<b>A</b>	Incorrect because these titles are not used.
<b>B</b>	Incorrect because these titles are not used.
<b>C</b>	Correct because these measurements describe followers' performance and relationship with the leader.
<b>D</b>	Incorrect because these titles are not used.

PTS: 1 DIF: Moderate

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18. ANS: A

	Feedback
A	Correct because power should be used only to influence others.
B	Incorrect because power should not be used to control a group.
C	Incorrect because these people should not be the only ones who are rewarded.
D	Incorrect because it is not Correct to always strengthen one leader's power base.

PTS: 1 DIF: Moderate

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19. ANS: D

	Feedback
A	Incorrect because coercive power is that which comes from one's title or position.
B	Incorrect because expert power is that which comes from one's expertise and knowledge.
C	Incorrect because reward power is that which comes from the ability to help and get things for others.
D	Correct because legitimate power is that which comes directly from one's title or role in one's family or culture.

PTS: 1 DIF: Easy

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

20. ANS: D

	Feedback
A	Incorrect because this is not coercive power.
B	Incorrect because this is not reward power.
C	Incorrect because this is not expert power.
D	Correct because this is the Correct description of referent power.

PTS: 1 DIF: Moderate

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21. ANS: D

	Feedback
A	Incorrect because delegation is not what Kellerman was referring to as a topic with little professional or personal development.

<b>B</b>	Incorrect because outcome evaluation is not discussed by Kellerman as an area that is not receiving attention at professional conferences.
<b>C</b>	Incorrect because vision identification is not in Kellerman's discussion about leadership.
<b>D</b>	Correct because followership is hardly ever aspired to or discussed as a noteworthy strength to develop.

PTS: 1 DIF: Easy

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22. ANS: C

	Feedback
<b>A</b>	Incorrect because IBM is not known for being an excellent corporation to work for.
<b>B</b>	Incorrect because General Electric is not known for being an excellent corporation to work for.
<b>C</b>	Correct because Google is known for being an "inspiring company."
<b>D</b>	Incorrect because Apple Computer is not necessarily known for being an employee-friendly company.

PTS: 1 DIF: Easy

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23. ANS: A

	Feedback
<b>A</b>	Correct because Kellerman's continuum is strictly based on level of engagement.
<b>B</b>	Incorrect because knowledge of followership is not the unit of measurement used in the Kellerman continuum
<b>C</b>	Incorrect because the duration of time is not significant.
<b>D</b>	Incorrect because knowledge of leadership is not relevant.

PTS: 1 DIF: Easy

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24. ANS: B

	Feedback
<b>A</b>	Incorrect because Parse does not discuss expert power.
<b>B</b>	Correct because Parse believes strongly that it is the power lying within the person that is most significant.
<b>C</b>	Incorrect because Parse does not feel authority is stronger than power.
<b>D</b>	Incorrect because Parse does not feel knowledge power is most significant.

PTS: 1 DIF: Easy

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

25. ANS: A

	Feedback
A	Correct because Kellerman espouses this statement frequently.
B	Incorrect because most do not believe that leadership is the epitome of power.
C	Incorrect because followership is not the first stage of becoming a leader.
D	Incorrect because all followers cannot definitely become effective followers.

PTS: 1 DIF: Easy

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