

1. Developed a model of emotionally intelligent leadership:
 - A) Stogdill
 - B) Judge et al.
 - C) Jung and Sosik
 - D) Zaccaro
 - E) Shankman and Allen

2. Found a strong relationship between the Big Five traits and leadership:
 - A) Stogdill
 - B) Judge et al.
 - C) Jung and Sosik
 - D) Zaccaro
 - E) Shankman and Allen

3. Conducted two major surveys of research on the trait approach:
 - A) Stogdill
 - B) Judge et al.
 - C) Jung and Sosik
 - D) Zaccaro
 - E) Shankman and Allen

4. Found several consistent traits among charismatic leaders:
 - A) Stogdill
 - B) Judge et al.
 - C) Jung and Sosik
 - D) Zaccaro
 - E) Shankman and Allen

5. Conducted studies of social intelligence and its relationship to leadership:
 - A) Stogdill
 - B) Judge et al.
 - C) Jung and Sosik
 - D) Zaccaro
 - E) Shankman and Allen

6. Research related to the trait approach has:
 - A) Been a newer area of research.
 - B) Been around for over 100 years.
 - C) Not been a focus of researchers until recently.
 - D) Consisted of very few known models and studies.
 - E) Been heavily influenced by other approaches.

7. In a major review in 1948, Stogdill suggested
 - A) No consistent set of traits differentiates leaders from nonleaders.
 - B) Leadership traits are independent of situation factors.
 - C) Extroversion is a definitive leadership trait.
 - D) A consistent set of traits differentiates leaders from nonleaders.
 - E) Inherent leadership traits play a large role in groups.

8. Which best describes the overall results of Stogdill's second survey when compared with his initial survey?
 - A) There was little to no difference in the findings.
 - B) Situational factors became less of a focus.
 - C) Was more balanced in its descriptions of the role of traits and leadership.
 - D) Personality played a larger role in leadership.
 - E) Was drastically different in its findings.

9. Mary has managed the mailroom for 2 years. Management views Mary as a person with special leadership talent, such as intelligence, sociability, and determination. What approach is management using in assessing Mary?
 - A) Trait approach
 - B) Attributions approach
 - C) Styles approach
 - D) Managerial grid approach
 - E) Skills approach

10. Emotional intelligence has to do with two different domains and the interplay between them. Those two domains are:
 - A) Task and process
 - B) Mind and body
 - C) Affective and cognitive
 - D) Traits and styles
 - E) Effective and reflective

11. Emotional intelligence includes our ability to perceive and
 - A) Express emotions
 - B) Use emotions to facilitate thinking
 - C) Reason/understand emotions
 - D) Manage emotions within oneself
 - E) All of the above

12. The following traits are associated with charismatic leadership:
 - A) Intelligence, self-confidence
 - B) Physical attractiveness, height
 - C) Desire for power, desire to help others
 - D) Self-monitoring, impression management
 - E) Charisma, diligence

13. Of the Big Five personality factors, which is the most strongly associated with leadership?
 - A) Openness
 - B) Emotional intelligence
 - C) Social status
 - D) Extraversion
 - E) Neuroticism

14. Shankman and Allen's (2002) model of emotionally intelligent leadership suggests leaders must take into account these three fundamental facets of leadership:
 - A) Context, self, and others
 - B) Referent power, expert power, and legitimate power
 - C) Desire for power, desire to help others, and desire to win
 - D) Determination, integrity, and sociability
 - E) Traits, styles, and behaviors

15. The Big Five consist of all the following factors, *except*:
 - A) Extraversion
 - B) Openness
 - C) Neuroticism
 - D) Conscientiousness
 - E) Authenticity

16. The trait approach focuses on:
- A) Follower-leader interaction
 - B) Role of the leader
 - C) Role of the follower
 - D) Role of the organization
 - E) Outcomes of leadership
17. A manager arrives an hour early to work every day and is always completing his task early, as well as constantly striving for excellence within the organization. Which two traits best represent the manager?
- A) Articulate and self-confident
 - B) Dependable and diligent
 - C) Trustworthy and perceptive
 - D) Self-confident and empathetic
 - E) Friendly and sensitive
18. The trait approach is criticized for its failure to take _____ into consideration.
- A) Emotional intelligence
 - B) Personality
 - C) Differences in leaders
 - D) Situations
 - E) Role of the leader
19. During the 2008 presidential election, Barack Obama demonstrated this trait extensively and brought public attention to its value as it relates to leadership.
- A) Readiness
 - B) Vigor
 - C) Charisma
 - D) Drive
 - E) Capacity
20. Being socially aware, possessing social acumen, practicing self-monitoring, and having the ability to decide on the best response for any given situation, then following through with said decision, are part of Zaccaro's definition of:
- A) Problem-solving
 - B) Intelligence
 - C) Task knowledge
 - D) Cognitive ability
 - E) Social intelligence

21. Founder and former CEO of Apple, Steve Jobs, *best* demonstrated which trait?
- A) Openness
 - B) Integrity
 - C) Sociability
 - D) Intelligence
 - E) Determination
22. Within an organization, the trait approach can be applied to
- A) Low-level managers
 - B) Middle-level managers
 - C) Upper-level managers
 - D) All levels of the organization
 - E) Administrative leadership
23. An organization requires you to fill out a personality assessment instrument as part of your application process for a *specific* position with the organization. What *best* explains why they would have you do this?
- A) To place you with others who share the same traits.
 - B) To determine if you fit their needs for the particular position.
 - C) To examine your attention to detail.
 - D) To decide on an amount for your salary.
 - E) For future performance reviews.
24. The winner of seven Tour de France races and cancer survivor, Lance Armstrong, demonstrates which trait repeatedly through his accomplishments as a cyclist, as well as his personal battle with cancer?
- A) Emotional intelligence
 - B) Sociability
 - C) Integrity
 - D) Determination
 - E) Self-awareness
25. By comparing Stogdill's findings from his 1947 survey with the findings of his updated 1974 survey, which of the following was suggested?
- A) Leadership research has progressed little.
 - B) That risk taking and originality no longer play a role in problem solving.
 - C) That situational factors no longer play a large role within leadership.
 - D) That both personality and situational factors were causals in leadership.
 - E) That personality factors are the primary focus of leadership research.

- T F 26. The trait approach focuses primarily on the leader, not on the followers or the situation.
- T F 27. The great person approach stresses that leaders' traits are learned.
- T F 28. The great person approach focuses on important political leaders.
- T F 29. The trait approach has a century of research to back it up.
- T F 30. The trait approach failed to identify a *definitive* set of specific leadership traits.
- T F 31. In his early studies, Stogdill found that leaders in one situation would almost always be leaders in another situation.
- T F 32. Stogdill's later studies argued that personality and situational factors were both determinants of leadership.
- T F 33. A major strength of the trait approach is that it is quite useful for training.
- T F 34. Some studies have suggested that masculinity is a leadership trait.
- T F 35. The trait approach determines the most important traits in a highly objective way.
- T F 36. The trait approach determines the most important traits in a highly objective way.
- T F 37. Of all the traits that are related to leadership, intelligence is probably the strongest (most consistent).
- T F 38. In application, the trait approach can help individuals pinpoint their strengths and weaknesses.
- T F 39. The trait approach emphasizes that leadership resides within the individual.

- T F 40. The Big Five and leadership meta-analysis found that the factor most strongly associated with leadership is *conscientiousness*.
41. Why has the trait approach failed to provide a definitive list of leadership traits?
42. Defend or refute: Personality assessment instruments are accurate ways of identifying potential leaders within organizations.
43. Of the five major leadership traits discussed in the chapter, which would you claim to be the most important? Which the least important? Support your claim with specific examples from the chapter.

Answer Key

1. E
2. B
3. A
4. C
5. D
6. B
7. A
8. C
9. A
10. C
11. E
12. D
13. D
14. A
15. E
16. B
17. B
18. D
19. C
20. E
21. D
22. D
23. B
24. D
25. D
26. True
27. False
28. True
29. True
30. True
31. False
32. True
33. False
34. True
35. False
36. False
37. True
38. True
39. True
40. False
41. *The approach has failed to take into account the impact of different situations, which may call for different traits. The traits are not consistently operationalized and measured between studies. Lists of important leadership traits are often subjective.*

42. *If one holds the view that personal attributes are fixed and cannot be developed, then identifying desired traits is one way of assessing potential leadership of organizational members. Assessment instruments are limited in effectiveness in that organizations and their environments change over time and the traits that serve members well in one setting may be less effective in another. If one holds the view that personal attributes can be developed, then assessment instruments may be useful in identifying initial desirable traits and, later on, measuring members' progress in developing these traits. Personality assessment instruments, however, do not give the full picture of a person's capabilities.*
43. *The following traits should be referenced and supported through examples that demonstrate specifics of each: Intelligence: having strong verbal ability, perceptual ability, and reasoning appears to make one a better leader. Should not differ much from the follower as this may cause communication problems. Self-confidence: the ability to be certain about one's competencies and skills, closely tied to influence. Determination: determination is the desire to get the job done and includes characteristics such as initiative, persistence, dominance, and drive. Integrity: leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do. Sociability: leaders who show sociability are friendly, outgoing, courteous, tactful, and diplomatic.*