**Chapter 7 Management, leadership and change - questions**

Self assessment

Question 1 of 6

Which of the following is **not** one of the main tasks of managers?

1. Motivating staff
2. Housekeeping tasks
3. Professional registration
4. Briefing the team
5. Setting an example Question 2 of 6

Which of the following statements is incorrect?

1. Positional power derives from an individual's socio-economic background
2. Expert power derives from specialist expertise such as specialist training as an NHS consultant
3. Resource power derives from a person's control over resources such as money and staff
4. Personal power derives from an individual's personal characteristics

Question 3 of 6

Which of the following Leadership styles described by Goleman tends to have an overall negative impact on the climate of the team or group?

1. Commanding
2. Visionary
3. Affiliative
4. Democratic
5. Coaching

Question 4 of 6

Which of the following statements about motivation is incorrect?

1. In Hertzberg’s 2 factor Theory ‘Hygiene’ factors are internal factors which motivate individuals
2. Positive reinforcements and clarifying expectations are important to keep colleagues motivated
3. In Vroom’s expectancy theory, expected rewards such as achieving personal goals, salary, or career advancement can help to motivate individuals
4. McLelland suggests some people are driven by a need for affiliation and positive relationships
5. According to Adam’s equity theory, individuals are motivated when they feel the rewards they receive are fair, equitable and comparative with others

Question 5 of 6

In Bandura’s theory on self-efficacy which of the following can enhance a person’s belief in their ability to achieve an outcome in a particular situation:

1. Physiological feedback
2. Verbal persuasion and encouragement
3. Vicarious experiences
4. Positive or negative experiences
5. All of the above

Question 6 of 6

An organisation consists of four equal partners who provide care to patients. Using Handy's nomenclature, what organisational culture would this be?

1. Role
2. Power
3. Task
4. Person
5. Profit

Short answer questions

Question 1 of 6

How would you distinguish transactional from transformational leadership? Question 2 of 6

What do you understand by the term “emotional intelligence” and why is it useful for leaders?

Question 3 of 6

Briefly describe McLelland motivational needs theory.

Question 4 of 6

Considering Tuckman’s stages of team development, what actions might you take as a leader to help a team before more effective e.g. a team created to reduce inequalities in a particular area?

Question 5 of 6

What features of an innovation make it more likely to be adopted?

Question 6 of 6

What questions would you ask in developing a strategy for reducing obesity in a defined population?

Interactive exercises

Review the [NHS Healthcare Leadership model](https://www.leadershipacademy.nhs.uk/healthcare-leadership-model/) and Figure 7.1 and conduct a SWOT analysis of your own experience and skills as a leader. Consider what initial actions or SMART goals you might set to enhance your leadership skills in the next 2 weeks, 6 months, or 3 years?

Think of a project or change you would like to facilitate in your current work environment. Conduct a PESTLE analysis to consider the factors which would affect this issue.

Web based resources and further reading

1. [NHS Healthcare Leadership model](https://www.leadershipacademy.nhs.uk/healthcare-leadership-model/)
2. [Medical Leadership Competency Framework](https://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/11/NHSLeadership-Leadership-Framework-Medical-Leadership-Competency-Framework-3rd-ed.pdf)
3. [Leadership Centre “Art of Change making”](https://www.leadershipcentre.org.uk/publication/item/the-art-of-change-making/)
4. [NHS Leadership Academy Learning Hub](https://learninghub.leadershipacademy.nhs.uk/)
5. [Center for Creative Leadership – Leadership topics & resources](https://www.ccl.org/leadership-solutions/leadership-topics/)