Chapter 1: A Framework for Leadership Success: Design and Your CORE™

Test Bank

# Multiple Choice

1. James MacGregor Burns saw leadership as an aspect of power. He recognized that power over is \_\_\_\_\_\_ than power with.

A. more effective

B. less effective

C. as effective

D. neutrally effective

Ans: B

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Leadership That Makes a Difference

Difficulty Level: Easy

2. The leadership frame CORE stands for \_\_\_\_\_\_.

A. challenge, overcome, resilience, and effectiveness

B. confidence, overcome, research, and engagement

C. confidence, optimism, resilience, and engagement

D. challenge, optimism, research, and effectiveness

Ans: C

Learning Objective: 1.2: Interpret leadership as an act of designing.

Cognitive Domain: Knowledge

Answer Location: Leadership by Design Model

Difficulty Level: Easy

3. \_\_\_\_\_\_ is the process of originating and developing a plan.

A. Innovation

B. Work

C. Success

D. Design

Ans: D

Learning Objective: 1.2: Interpret leadership as an act of designing.

Cognitive Domain: Knowledge

Answer Location: Leadership by Design Model

Difficulty Level: Easy

4. James MacGregor Burns’ book, \_\_\_\_\_\_, officially started the field of Leadership Studies.

A. *Leadership*

B. *The Study of Leadership*

C. *Leadership As We Know It*

D. *Designing Your Leadership*

Ans: A

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Knowledge

Answer Location: Leadership That Makes a Difference

Difficulty Level: Easy

5. The three major phases of the general design process are \_\_\_\_\_\_.

A. process, imagine, and summarize

B. understand, experience, and summarize

C. understand, imagine, and implement

D. process, experience, and implement

Ans: C

Learning Objective: 1.1: Summarize design as a process, principle, and way of thinking.

Cognitive Domain: Knowledge

Answer Location: Design Process as a Creative Problem-Solving Process: Understand, Imagine, Implement, and Iterate

Difficulty Level: Easy

6. An instructor considering learning goals, creating a plan to help students learn as well as their overall experience is practicing what is known as \_\_\_\_\_\_ design.

A. learning

B. instructional

C. experiential

D. applicable

Ans: B

Learning Objective: 1.2: Interpret leadership as an act of designing.

Cognitive Domain: Comprehension

Answer Location: Designing and Leadership

Difficulty Level: Medium

7. The \_\_\_\_\_\_ phase of the general design process is the most creative part.

A. understand

B. imagine

C. implement

D. iterate

Ans: B

Learning Objective: 1.1: Summarize design as a process, principle, and way of thinking.

Cognitive Domain: Comprehension

Answer Location: Design Process as a Creative Problem-Solving Process: Understand, Imagine, Implement, and Iterate

Difficulty Level: Medium

8. A \_\_\_\_\_\_ is defined as habits of mind that are often seen as a tendency or characteristic.

A. principle

B. process

C. mindset

D. disposition

Ans: D

Learning Objective: 1.3: Identify yourself as a mindful designer of your own leadership.

Cognitive Domain: Knowledge

Answer Location: Design as a Mental Habit: Design Thinking

Difficulty Level: Easy

9. The \_\_\_\_\_\_ phase of design thinking deals with specific mindsets that are user-centered and explorative.

A. understand

B. imagine

C. implement

D. iterate

Ans: A

Learning Objective: 1.1: Summarize design as a process, principle, and way of thinking.

Cognitive Domain: Comprehension

Answer Location: Design as a Mental Habit: Design Thinking

Difficulty Level: Medium

10. Balance, focal point, contrast, repetition, proportion, and unity are all principles of \_\_\_\_\_\_ design.

A. divergent

B. systems

C. visual

D. explorative

Ans: C

Learning Objective: 1.2: Interpret leadership as an act of designing.

Cognitive Domain: Comprehension

Answer Location: Design Principles: Rules You Can Apply to Design Your Leadership

Difficulty Level: Medium

11. The key to the confidence aspect of CORE lies in its Latin roots *con* + *fidere*, which means intense \_\_\_\_\_\_.

A. trust

B. assurance

C. esteem

D. belief

Ans: A

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Confidence

Difficulty Level: Easy

12. Overconfidence as a leader can include \_\_\_\_\_\_.

A. integrating others’ perspectives toward a common goal

B. setting practical goals

C. accounting for all variables in possible outcomes

D. being too sure to know the truth

Ans: D

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Confidence

Difficulty Level: Medium

13. The foundation of CORE is rooted in an individual’s positive psychological state of the development and the construct known as \_\_\_\_\_\_, or PsyCap.

A. physical capacity

B. psychological capital

C. psychological capacity

D. physical capital

Ans: B

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Comprehension

Answer Location: Designing Your Leadership by Building Your CORE™

Difficulty Level: Medium

14. Leadership guru Rosabeth Moss Kanter writes “One difference between winners and losers is how they handle \_\_\_\_\_\_.”

A. conflict

B. victory

C. losing

D. strategy

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Knowledge

Answer Location: Confidence

Difficulty Level: Easy

15. The key to the optimism aspect of CORE lies in its Latin root *optimus*, which means “the \_\_\_\_\_\_.”

A. best

B. future

C. leader

D. equal

Ans: A

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Optimism

Difficulty Level: Easy

16. Which group of athletes’ behavior will result in a greater performance according to the CORE aspect of optimism?

A. Baseball players becoming discouraged when they have two outs.

B. Football players watching videos of their mistakes in a game and focusing on not repeating those mistakes.

C. Soccer players giving their teammates a hard time when they make an error.

D. Basketball players watching videos of the things they did correctly and focusing on repeating those behaviors.

Ans: D

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Optimism

Difficulty Level: Medium

17. Confident leaders \_\_\_\_\_\_ the value that followers can offer.

A. disregard

B. maximize

C. minimize

D. neutralize

Ans: B

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Optimism

Difficulty Level: Easy

18. Which of the following would *not* motivate a culture of optimism within a great team?

A. The team realizing that setbacks become opportunities for improvement.

B. The team encouraging an open dialogue and collaborating to build a compelling vision.

C. The team responding to other’s comments with “but . . .” statements rather than “yes, and . . .” statements.

D. The team recognizing what is going well and celebrating their achievements, no matter how small.

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Optimism

Difficulty Level: Medium

19. \_\_\_\_\_\_ is a reinforcing cycle between what you highlight in the world and what you believe.

A. Confidence

B. Optimism

C. Resilience

D. Engagement

Ans: B

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Knowledge

Answer Location: Optimism

Difficulty Level: Easy

20. The key to the realism aspect of CORE lies in its Latin root *resilire*, which means to “\_\_\_\_\_\_.”

A. give up

B. come around

C. become resilient

D. spring back

Ans: D

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Resilience

Difficulty Level: Easy

21. A life without setbacks leaves no opportunity to display or build \_\_\_\_\_\_.

A. confidence

B. optimism

C. resilience

D. engagement

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Resilience

Difficulty Level: Medium

22. A quote by General George Patton states, “I don’t measure a man’s success by how high he climbs, but how high he bounces when he hits the bottom.” Which aspect of CORE is this quote referring to?

A. confidence

B. optimism

C. resilience

D. engagement

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Application

Answer Location: Resilience

Difficulty Level: Medium

23. Which expression relates to the CORE aspect of resilience?

A. Don’t judge a book by its cover.

B. If at first you don’t succeed, try, try again.

C. Don’t beat your head against a stone wall.

D. Clothes make the man.

Ans: B

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Resilience

Difficulty Level: Medium

24. Which expression relates to the CORE aspect of confidence?

A. It’s better to be safe than sorry.

B. A word to the wise is sufficient.

C. Nothing ventured, nothing gained.

D. Talk is cheap.

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Confidence

Difficulty Level: Medium

25. Which expression relates to the CORE aspect of optimism?

A. The glass is half full.

B. The squeaking wheel gets the grease.

C. The glass is half empty.

D. Silence is golden.

Ans: A

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Optimism

Difficulty Level: Medium

26. Which expression relates to the CORE aspect of engagement?

A. Many hands make light work.

B. Look before you leap.

C. Too many cooks spoil the broth.

D. He who hesitates is lost.

Ans: A

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Engagement

Difficulty Level: Medium

27. \_\_\_\_\_\_ intelligence is a person’s ability to know and regulate their own feelings, perceive and understand the feelings of others, and effectively work between their own and other’s feelings.

A. Social

B. Existential

C. Spatial

D. Emotional

Ans: D

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Knowledge

Answer Location: Resilience

Difficulty Level: Easy

28. Which of the following is *not* a way to attend to your health as a way to develop your resilience?

A. exercise

B. develop your confidence

C. build your support system

D. see problems as experiences that are meant to hold you back

Ans: D

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Resilience

Difficulty Level: Medium

29. If you are feeling good, have a great support system, see the bigger picture, and know leadership is a process, your capacity for \_\_\_\_\_\_ will grow.

A. confidence

B. optimism

C. resilience

D. engagement

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Resilience

Difficulty Level: Medium

30. According to the research of scholars, a person of high Emotional Intelligence would be most drawn to what occupation?

A. teaching

B. clerical work

C. human resources

D. IT technician

Ans: A

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: The Role of Emotional Intelligence in Leadership

Difficulty Level: Medium

31. Which group of people would most likely *not* have scored highly on an Emotional Intelligence competency?

A. Insurance agents who sold policies worth $60,000 more than their colleagues.

B. Retail workers who did not sign up many customers for the in-store credit card.

C. Experienced partners in a multinational consulting firm who delivered a higher profit than other partners.

D. Car salesmen who received a higher commission on the automobiles they sold.

Ans: B

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: The Role of Emotional Intelligence in Leadership

Difficulty Level: Medium

32. While emotions can be a fuzzy or “soft” topic, research suggests that Emotional Intelligence helps individuals \_\_\_\_\_\_.

A. recover

B. design

C. reflect

D. succeed

Ans: D

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: The Role of Emotional Intelligence in Leadership

Difficulty Level: Easy

33. The key to the CORE aspect of engagement lies in its Old French *engagier*, meaning to \_\_\_\_\_\_ by promise or pledge.

A. connect

B. bind

C. lead

D. engage

Ans: B

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Engagement

Difficulty Level: Medium

34. \_\_\_\_\_\_ is the degree of individual involvement, investment, and enthusiasm within and for a specific context or situation.

A. Confidence

B. Optimism

C. Resilience

D. Engagement

Ans: D

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Engagement

Difficulty Level: Easy

35. \_\_\_\_\_\_ engagement means that you initiate and participate in ways that add value in a reflective and mindful manner, critically and carefully integrating new information into your understanding.

A. Critical

B. Positive

C. Realistic

D. Internal

Ans: B

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Engagement

Difficulty Level: Easy

36. Which of the following is not a way to increase your engagement?

A. Eat with your eyes closed and focus on the flavors.

B. Take a leisurely walk and purposely look up.

C. Immerse yourself in social media with no limits.

D. Meet someone new, who is different from you, and learn about their world.

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Engagement

Difficulty Level: Easy

37. Your most valuable internal asset is your \_\_\_\_\_\_.

A. positive engagement

B. people skills

C. leadership development

D. emotional intelligence

Ans: A

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Comprehension

Answer Location: Engagement

Difficulty Level: Medium

38. Even though designing your leadership will be a collaborative endeavor, who must be the designer of its growth?

A. friends

B. you/self

C. colleagues

D. mentors

Ans: B

Learning Objective: 1.6: Create your initial leadership development goals.

Cognitive Domain: Comprehension

Answer Location: Designing Your Leadership--First Step: Your Goals

Difficulty Level: Easy

39. The value created through common and stable individual relationships is your \_\_\_\_\_\_ capital.

A. leadership

B. knowledge

C. social

D. intrapersonal

Ans: C

Learning Objective: 1.6: Create your initial leadership development goals.

Cognitive Domain: Knowledge

Answer Location: Designing Your Leadership--First Step: Your Goals

Difficulty Level: Easy

40. With leadership being a long and winding journey, the best thing you can do to prepare for a lifetime of challenges and learning consists of the three Ps. What are the three Ps?

A. purposeful, present, and planning

B. preparation, purposeful, and present

C. purposeful, present, and provision

D. preparation, provision, and planning

Ans: A

Learning Objective: 1.6: Create your initial leadership development goals.

Cognitive Domain: Knowledge

Answer Location: Purposeful, Present, Planning: 3 Ps For Your Leadership Journey

Difficulty Level: Medium

41. \_\_\_\_\_\_ is the CORE aspect that involves the state of knowing you are capable and effective as well as having the ability to learn, adapt, and succeed.

A. Confidence

B. Optimism

C. Resilience

D. Engagement

Ans: A

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Confidence

Difficulty Level: Easy

42. \_\_\_\_\_\_ is the CORE aspect which involves the ability and tendency to see the positive, both now and into the future.

A. Confidence

B. Optimism

C. Resilience

D. Engagement

Ans: B

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Optimism

Difficulty Level: Easy

43. \_\_\_\_\_\_ is the CORE aspect that involves your ability to withstand and recover from difficulties.

A. Confidence

B. Optimism

C. Resilience

D. Engagement

Ans: C

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Knowledge

Answer Location: Resilience

Difficulty Level: Easy

44. Your fundamental attributes that can be applied to any leadership challenge in the future is your \_\_\_\_\_\_ capacity.

A. psychological

B. leadership

C. engagement

D. design

Ans: B

Learning Objective: 1.1: Summarize design as a process, principle, and way of thinking.

Cognitive Domain: Knowledge

Answer Location: See introductory paragraphs.

Difficulty Level: Easy

45. \_\_\_\_\_\_ is defined as being aware of the full, present moment, individuals, context, and/or situation.

A. Mindful

B. Engagement

C. Optimism

D. Success

Ans: A

Learning Objective: 1.3: Identify yourself as a mindful designer of your own leadership.

Cognitive Domain: Knowledge

Answer Location: See introductory paragraphs.

Difficulty Level: Easy

46. \_\_\_\_\_\_ is defined as trying things out and improving the design based on feedback.

A. Resilience

B. Confidence

C. Disposition

D. Iterate

Ans: D

Learning Objective: 1.2: Interpret leadership as an act of designing.

Cognitive Domain: Knowledge

Answer Location: Design Process as a Creative Problem-Solving Process: Understand, Imagine, Implement, and Iterate

Difficulty Level: Easy

47. In the book *The Little Engine That Could*, the little engine thinks to himself “I think I can, I think I can. I think I can. I know I can.” Which aspect of the CORE design would best be reinforced by this thinking?

A. confidence

B. optimism

C. resilience

D. engagement

Ans: B

Learning Objective: 1.4: Assemble a plan to design your CORE™ (confidence, optimism, resilience, engagement).

Cognitive Domain: Application

Answer Location: Optimism

Difficulty Level: Easy

48. Which of these leaders is choosing to increase their engagement?

A. A person who is mindlessly snacking while checking their social media.

B. A person who is taking a walk while looking at their phone and texting with someone.

C. A person who begins taking ballet classes.

D. A person who enjoys knitting and begins to create a scarf, but then stops work on the project 2 weeks into beginning.

Ans: C

Learning Objective: 1.5: Enhance your self-awareness as a developing leader.

Cognitive Domain: Application

Answer Location: Engagement

Difficulty Level: Medium