

Chapter 9. The Role of Leadership Behaviors and Structures in Community Development

Quiz

Select the best answer for each of the following questions.

1. Emerging leaders in developmental public organizations realize that their groups:
 - a. Often unconsciously evolve to a particular style of group interaction that may limit their problem-solving abilities.
 - b. Need a directive individual to give guidance to passive, dependent employees from time to time.
 - c. Should fix responsibilities for the group's division of labor by formal arrangements.
 - d. Depend on clear-cut, one-way communications when establishing group priorities.

2. "Operational leadership" refers to a leader's:
 - a. Past experiences and contact during an organizational crisis.
 - b. Power associated with the leader's public image.
 - c. Behavioral attempts in an effort to work with others

3. How a leader acts in a particular scene is influenced by his or her:
 - a. Early childhood experience and experience as a parent.
 - b. Unique intellectual and physical traits.
 - c. Image of the responsibilities involved in all leadership situations.
 - d. Role expectations, group goals, and the leaders range of behavioral skills.

4. In addition to seeking questions from everyone in the group, the developmental leader:
 - a. Provides a chance for individuals to "get their gripes out of their system."
 - b. Seeks to eliminate suggestions that may expose latent conflicts.
 - c. Guides group interaction according to a hidden agenda.
 - d. Provides specific opportunities for members to join in goal-setting.

5. A typical remark by a directive leader whose style of behavior is judging might be:
 - a. "I feel uneasy about all of this change."
 - b. "Let's don't do anything. It's really their duty."
 - c. "I told you yesterday what to do."
 - d. "Your suggestion supports what I thought."

6. "Turning on the charm" is a form of behavior most frequently used by:
 - a. A developmental leader.
 - b. A directive leader.
 - c. A permissive leader.
7. Conflicts created by "errors of omission" are most likely the result of which leadership role:
 - a. A developmental leader.
 - b. A directive leader.
 - c. A permissive leader.

Match the following communication networks to the appropriate leadership role:

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| 8. | Developmental Leader | Communication vacuum |
| 9. | Directive Leader | Wheel of Interaction |
| 10. | Permissive Leader | Chain of Command |

11. When the developmental leader leaves the scene of activity, people tend to continue their work because:
 - a. They fear another group member will report them to the leader.
 - b. The developmental leader has left them work to do
 - c. they are confused and anxious to determine who has responsibility for the project.
 - d. They are involved in the project and their work is important and challenging.
12. The effectiveness of a civil defense group immediately after an area is hit by a tornado may depend heavily upon:
 - a. Lengthy but democratic discussions of plans and shortcomings.
 - b. The "comic relief" of a permissive leader.
 - c. The control and predictability inherent in a directive leadership style.
 - d. A "wheel of interaction" type of communications network.