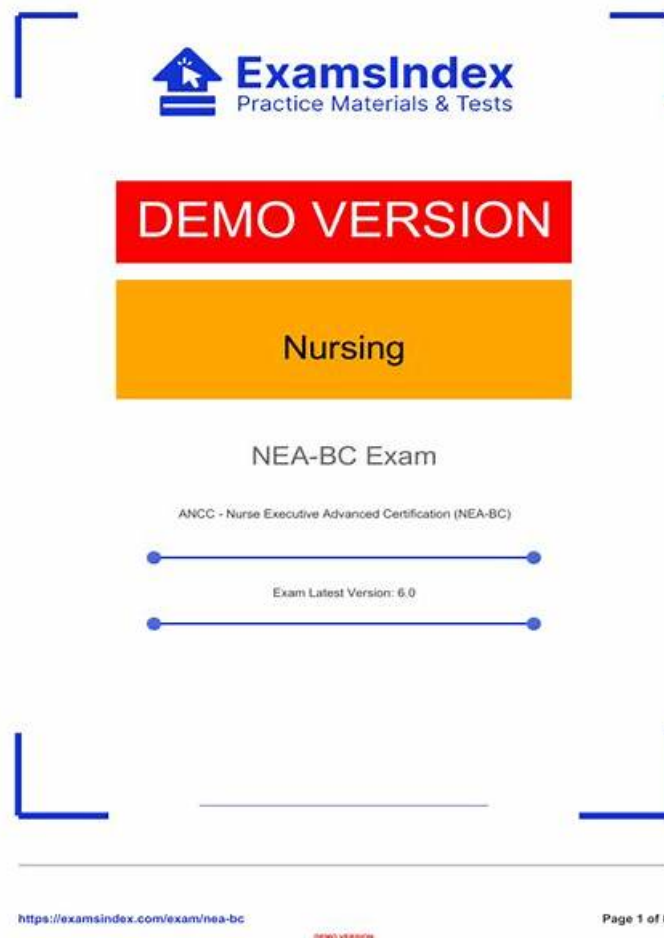


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Nursing ANCC - Nurse Executive Advanced Certification (NEA-BC) Sample

Questions (Q84-Q89):

NEW QUESTION # 84

The trait theory of leadership

- A. Sees leadership as a responsibility rather than a rank
- B. Sees leadership as a collaborative effort
- C. Attempts to define common characteristics of leaders
- D. Advocates shared decision-making

Answer: C

Explanation:

The trait theory of leadership focuses on identifying specific qualities that distinguish leaders from non-leaders. This theory posits that certain inherent personality traits and characteristics contribute to effective leadership. Here is a more detailed explanation of the theory:

The trait theory of leadership emerged from the "Great Man" theory of leadership, which suggested that leaders are born with inherent qualities that predispose them to be leaders. Over time, researchers shifted focus from the idea of predetermined leadership to understanding the specific traits that leaders commonly possess. This led to the development of the trait theory, which attempts to systematically identify the personality traits and characteristics common among successful leaders.

The central premise of the trait theory is that effective leaders share a common set of traits, which differentiates them from non-leaders. These traits include, but are not limited to, intelligence, determination, integrity, sociability, and self-confidence. The theory suggests that these traits are relatively stable over time and across different situations, implying that they are inherent in individuals. In practice, trait theory encourages the assessment of individuals based on these key traits to determine their potential for leadership. This approach has been utilized in various settings, such as in hiring practices, where organizations use personality assessments and interviews to gauge leadership potential among candidates.

However, the trait theory has faced criticism for its limitations. Critics argue that the theory fails to account for the situational aspects of leadership. Leadership effectiveness can be highly dependent on contextual factors such as the nature of the task, the work environment, and the team dynamics. Therefore, relying solely on innate traits might not fully predict leadership success in every situation.

Moreover, the trait theory does not address the development of leadership skills over time. It tends to overlook how individuals can develop and enhance their leadership capabilities through experience, training, and feedback. This aspect is more thoroughly explored in other leadership theories, such as transformational leadership or situational leadership, which consider the dynamic and evolving nature of leadership roles.

In summary, while the trait theory of leadership provides valuable insights into the common characteristics of leaders, it also has its limitations. It is most effective when used in conjunction with other theories that consider situational variables and the potential for personal growth and development in leadership roles.

NEW QUESTION # 85

The Nurse Executive is responsible for maintenance of confidentiality of the patient's health information. He knows that all of the following are TRUE of maintenance of confidentiality EXCEPT:

- A. Not discussing patient issues with other patients or uninvolved staff in the patient's care.
- B. Not sharing health information with others without the consent of the patient.
- C. Keeping all information about the patient private and not revealing it to someone who is not involved in the delivery of care.
- D. Protecting the medical record from all unauthorized readers, unless they are family members.

Answer: D

Explanation:

The question at hand pertains to the responsibilities of a Nurse Executive in maintaining the confidentiality of patient health information. Among the presented options, the one that is not true about confidentiality is: "Protecting the medical record from all unauthorized readers, unless they are family members." The correct interpretation and application of patient confidentiality demand that all medical records are protected from unauthorized access, regardless of the person's relationship to the patient. This includes family members, who do not inherently have the right to access the patient's health information unless explicitly authorized by the patient. This authorization usually comes in the form of a written consent, specifying which members can access what information. The misunderstanding in the exception stated in the question likely stems from a common misconception that family members automatically have rights to a patient's medical information due to their relationship. However, under health privacy laws such as HIPAA in the United States, the right to privacy extends to all individuals, and access to medical records is strictly controlled. Unless the patient has provided consent, or there is a legal obligation or emergency situation, disclosing health information to family members

without consent is a violation of privacy regulations.

Choices that state maintaining strict confidentiality and limiting access to those directly involved in the care of the patient or those who have received patient consent are indeed correct practices. These include not discussing patient issues with other patients or staff not involved in their care, and not sharing health information without patient consent. All these measures are designed to protect the patient's privacy and ensure that sensitive health information is not disclosed inappropriately.

In summary, the correct answer to the question is that it is not true that medical records can be shared with family members unless there is specific authorization from the patient. All medical staff, including Nurse Executives, must adhere strictly to confidentiality guidelines, ensuring that all patient information, regardless of the viewer's relation to the patient, is safeguarded unless consent is explicitly given.

NEW QUESTION # 86

What is a failure mode and effects analysis (FMEA)?

- A. A process for identifying the basic or causal factors that underlie variation in performance. It should focus primarily on systems and processes, not on individual performance.
- B. A process by which entities review the quality of all factors involved in production.
- **C. A procedure in operations management for analysis of potential failure modes within a system for classification by the severity and likelihood of the failures.**
- D. Any unanticipated event in a healthcare setting resulting in death or serious physical or psychological injury to a patient or patients, not related to the natural course of the patient's illness.

Answer: C

Explanation:

Choice D is the right answer. A process by which entities review the quality of all factors involved in production (choice A) is quality control. Any unanticipated event in a healthcare setting resulting in death or serious physical or psychological injury to a patient or patients, not related to the natural course of the patient's illness (choice B) is a sentinel event. A process for identifying the basic or causal factors that underlie variation in performance. It should focus primarily on systems and processes, not on individual performance (choice C) is Root Cause Analysis or RCA.

NEW QUESTION # 87

Attributes of effective teams include all of the following, EXCEPT

- A. Clarity of purpose.
- B. Shared leadership.
- **C. Formality.**
- D. Participation.

Answer: C

Explanation:

Effective teams are crucial for achieving organizational goals and fostering a productive and positive work environment. Key attributes that contribute to the effectiveness of these teams include clarity of purpose, shared leadership, and participation, but notably not formality. Each of these attributes contributes uniquely to the team's success.

****Clarity of Purpose:**** This refers to the understanding and agreement on the objectives and goals of the team. When each team member clearly understands what the team is striving to achieve, it helps in aligning their efforts and fostering a collective drive towards these goals. Clarity of purpose ensures that all members are working towards the same end, reducing conflicts and enhancing cooperation.

****Shared Leadership:**** Effective teams often feature a leadership style that is not centered on a single individual. Instead, leadership roles and responsibilities are distributed among various team members depending on the task at hand. This shared leadership approach encourages all members to take initiative and contribute their unique expertise, thus fostering a sense of ownership and responsibility across the team. It also allows for more flexible and adaptive leadership that can respond to changing situations and team dynamics.

****Participation:**** High participation by all team members is another hallmark of effective teams. When every member actively contributes to discussions, decision-making, and task execution, it not only enriches the team's work with diverse perspectives but also boosts morale and commitment. Active participation ensures that members feel valued and that their inputs have a tangible impact on the team's progress.

In contrast, ****Formality**** is not typically considered an attribute of effective teams. While certain levels of structure are necessary for clarity and coordination, excessive formality can be detrimental. It may hinder open communication and the free exchange of

ideas, potentially stifling creativity and innovation. Effective teams often thrive in an environment where there is a degree of informality, allowing for more comfortable interactions and a warmer, more collaborative atmosphere. This sense of informality helps in building trust and rapport among team members, which is crucial for dealing with challenges and achieving collective success. To summarize, while clarity of purpose, shared leadership, and active participation are essential attributes of effective teams, formality usually does not contribute positively to team dynamics. Instead, effective teams benefit from a balance of structured processes and the flexibility of informal interactions, which together foster a productive and supportive environment.

NEW QUESTION # 88

All of the following are part of Lewin's moving stage of change EXCEPT:

- A. including everyone affected in the planning
- B. evaluating the change, and making modifications if necessary
- C. supporting and encouraging others until the change is no longer viewed as new
- D. identifying areas of support and resistance

Answer: C

Explanation:

Kurt Lewin's change model is a simple and widely used framework for understanding organizational change. It consists of three stages: unfreezing, moving, and refreezing. Let's explore each of these stages briefly before addressing the specific question.

****Unfreezing****: This is the initial stage where preparation for change occurs. It involves recognizing the need for change and preparing the organization to move away from its current state. This can include reducing forces that maintain the status quo, increasing the driving forces for change, and creating a strong perception of the necessity for change. Activities such as identifying areas of support and resistance fall under this stage.

****Moving****: During this stage, the actual transition takes place. It involves taking the steps needed to change, which can include setting goals and objectives, developing and implementing a change plan, and actively involving everyone affected in the planning process. This stage focuses on the practicalities of change: making the changes happen, involving and aligning team members, and overcoming obstacles.

****Refreezing****: This final stage is about solidifying the new state after the change. The change becomes integrated into the organization and becomes the new norm. Activities in this stage include supporting and encouraging others until the change is no longer viewed as new, evaluating the change, and making necessary adjustments to ensure the change can be sustained over time. Based on this understanding of Lewin's model, let's address the original question All of the following are part of Lewin's moving stage of change EXCEPT: - Identifying areas of support and resistance: This is actually part of the unfreezing stage, where the groundwork for change is laid by understanding the current state and preparing for movement. - Supporting and encouraging others until the change is no longer viewed as new: This is part of the refreezing stage, not the moving stage. In the refreezing stage, the focus is on stabilizing the change and embedding it into the organization's culture. - Including everyone affected in the planning: This is indeed part of the moving stage. It's crucial during the change implementation to involve all stakeholders and ensure that the change is accepted and adopted. - Evaluating the change, and making modifications if necessary: While evaluation can start in the moving stage, thorough evaluation and making final adjustments are typically part of the refreezing stage, where the goal is to solidify and optimize the new state.

Therefore, the correct answer to the question is "supporting and encouraging others until the change is no longer viewed as new." This activity belongs to the refreezing stage, not the moving stage of Lewin's change model.

NEW QUESTION # 89

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