



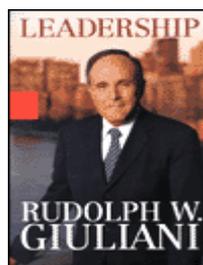
FINAL EXAM

Course # 311001 Leadership Skills

based on the book:

Leadership

by: Rudolph W. Giuliani (2002)



10 CPE Credit Hours
Management

This exam sheet is made available for your convenience in answering questions while offline. Please note that you will still need to enter your answers on the online exam sheet for grading. Instructions are provided at the end of this document.

Chapter 1 - September 11, 2001

1. Seeing things with your own eyes is important because:

- You can't trust others
- Rumors are dispelled
- It's important to micromanage
- All kinds of things would suggest themselves

Chapter 2 - First Things First

2. Giuliani's system for processing the day's challenges was:

- A Palm Pilot
- Superb support staff
- Daily meetings with top staff
- Organization

3. The idea of the daily morning meeting was to get as much work as possible out of the way in the first hour of the day.

- TRUE
- FALSE

4. One of the best lessons a leader can communicate to his or her staff is that encountering problems is to be expected. But failing to mention problems - or, worse, covering them up - should not be tolerated.

- TRUE
- FALSE

5. According to Giuliani's theory of always sweat the small stuff, it's unimportant for a leader to waste time with details.

- TRUE
- FALSE

6. A way to avoid the pitfalls of meeting drag is to keep them moving

quickly.

TRUE

FALSE

Chapter 3 - Prepare Relentlessly

7. The biggest mistake that good lawyers make is:

Assuming too much

Trusting others

Talking too much

Case overload

8. Preparation eliminates the need to make assumptions

TRUE

FALSE

9. You don't want to micromanage or undermine the authority of the good people you've hired, but on occasion there's no substitute for firsthand experience.

TRUE

FALSE

10. If you are prepared, then there is no need to instill preparedness in others

TRUE

FALSE

Chapter 4 - Everyone's Accountable, All of the Time

11. "I'm responsible" summarizes Giuliani's philosophy regarding accountability.

TRUE

FALSE

12. Leaders should not welcome being held accountable.

- TRUE
 FALSE

13. All enterprises benefit from increased accountability.

- TRUE
 FALSE

14. Nearly all the frauds that occur in the business world involve using somebody else's money less responsibly than one would use one's own.

- TRUE
 FALSE

Chapter 5 - Surround Yourself with Great People

15. The axiom about good teamwork making each member of a team better isn't true.

- TRUE
 FALSE

16. Leaders of corporations owe their shareholders an honest effort to hire the best-qualified staff.

- TRUE
 FALSE

17. The first part of choosing great people is to analyze your own strengths and weaknesses.

- TRUE
 FALSE

18. Too many leaders overlook candidates with unusual resumes because of:

- A failure of nerve
 Lack of attention
 Predefined dispositions
 Lack of preparedness

Chapter 6 - Reflect, Then Decide

19. According to Giuliani, you should make decisions as quickly as possible, regardless of how much time you actually have.

TRUE

FALSE

20. Creative tension in the form of debates is enormously helpful in decision making.

TRUE

FALSE

21. Making the right choices is the most important part of leadership.

TRUE

FALSE

22. When making a decision, leaders must find a balance between speed and deliberation.

TRUE

FALSE

Chapter 7 - Underpromise and Overdeliver

23. A leader must manage not only results but expectations.

TRUE

FALSE

24. It's unimportant for a leader to let his staff know how he expects them to behave.

TRUE

FALSE

25. Occasionally, over promising can be used to challenge yourself and others.

TRUE

FALSE

26. In the long run, grand rhetorical promises undermine a leader's authority.

- TRUE
 FALSE

Chapter 8 - Develop and Communicate Strong Beliefs

27. According to Giuliani, great leaders lead by ideas.

- TRUE
 FALSE

28. A leader must not only set direction, but:

- Force others to follow that direction
 Refuse to reevaluate that direction
 Communicate that direction
 Refuse to worry about others belief in that direction

29. When it comes to communicating beliefs and ideas, a leader's word is not only an emblem of trust but a critical device in spreading the message.

- TRUE
 FALSE

30. Real leaders should be able to deny an emerging belief when it makes them uncomfortable.

- TRUE
 FALSE

31. It's unimportant for a leader to meet the needs of those he or she leads.

- TRUE
 FALSE

Chapter 9 - Be Your Own Man

32. A good leader should be able to ask those who work for him to do something that he himself is unwilling to do.

- TRUE
 FALSE

33. "Be your own man (or woman)" means that:

- You should never take the advice of others
- You should work alone
- You can create more on your own
- You should never feel that you have to sacrifice your principles

34. A part of any leader's responsibility is recognizing his limitations.

- TRUE
- FALSE

Chapter 10 - Loyalty: The Vital Virtue

35. An effective leader teaches by example and instruction.

- TRUE
- FALSE

36. A good leader embraces those in his organization who are attacked.

- TRUE
- FALSE

Chapter 11 - Weddings Discretionary, Funerals Mandatory

37. Attending funerals is considered "showing up for the hard stuff".

- TRUE
- FALSE

38. Going to funerals is important.

- TRUE
- FALSE

Chapter 12 - Stand Up to Bullies

39. The spectacular meltdown of Enron is a dramatic example of exceeding the dog factor.

TRUE

FALSE

40. The main reason a leader has to stand up to bullies is:

It's the right thing to do

To impress bystanders

To set a tone

To look good in front of colleagues

41. Overreaching is a form of greed.

TRUE

FALSE

Chapter 13 - Study. Read. Learn Independently

42. Any good leader must develop a substantive base.

TRUE

FALSE

43. If your advisors are wise, then your own level of knowledge is unimportant.

TRUE

FALSE

Chapter 14 - Organize Around a Purpose

44. According to Giuliani, whenever he considered an agency, he tried to look at its:

Profitability

Top staff

Core purpose

Effectiveness

45. Giuliani's philosophy entailed identifying the core purpose of an organization and aligning the resources and focus along that purpose.

TRUE

FALSE

46. Finding the right organizational structure starts with:

An organizational chart

A plan

A mission

A focus group

Chapter 15 - Bribe Only Those Who Will Stay Bribed

47. There are virtually no differences between a tough gentleman and a bully.

TRUE

FALSE

48. Institutions are largely just reflections of individual behaviors.

TRUE

FALSE

49. There are many times in which leaders think they have to deal with someone who doesn't meet their standards, when the reality is that they can just say no.

TRUE

FALSE

50. There are some people who should be completely avoided.

TRUE

FALSE

Chapter 16 - Recovery

Instructions for Submitting Answers Online:

- Sign In at www.ApexCPE.com
- Click the "My CPE" tab at the top of the page.
- Click "My CPE Courses".
- Find the current CPE year and click "Go to My Courses".
- Find this course and click the "Go to Course" link.
- Step 2 on the Course Syllabus page is "Take the Final Exam". Click the "Begin Final Exam" link.
- Enter your answers on the online exam sheet.
- Click the "Grade Exam" button at the bottom of the page. Your exam will be graded automatically. If your score exceeds 70%, a "Create Certificate" button will display. Otherwise, you may continue to retake the exam until you pass.
- A short evaluation page will display. Please provide your feedback for the course.
- Once the evaluation is complete, click the "Submit Evaluation & Create Certificate" button at the top of the page.
- You may print your Certificate of Completion by selecting File Print from your browser. Certificates remain online for at least five years from the certificate date.

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