

ATI CONTENT MASTERY SERIES (CMS) LEADERSHIP PRACTICE TEST (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. Which term refers to the emotional response to conflict?**
 - A. Interpersonal communication
 - B. Latent phase of conflict
 - C. Manifest Conflict
 - D. Felt conflict
- 2. Which sequence best represents the RACE fire response?**
 - A. Rescue, Alarm, Contain, Extinguish
 - B. Rescue, Alert, Contain, Extinguish
 - C. Evacuate, Alert, Contain, Extinguish
 - D. Recuse, Ambulate, Contain fire, Extinguish
- 3. How should a unit-based nurse leader support ongoing professional development?**
 - A. Wait for staff to request training.
 - B. Provide education, protected time, access to training, competency validation, and career planning.
 - C. Pay for a conference but no time off.
 - D. Require staff to pursue development outside work hours.
- 4. When implementing a major change in a health system, which practice most increases acceptance and adoption?**
 - A. Communicate with all stakeholders early, assess their interest, and tailor messages.
 - B. Make decisions in isolation.
 - C. Delay communication until after the change.
 - D. Focus only on financial implications.
- 5. Which term describes conflict between two or more people?**
 - A. Interpersonal communication
 - B. Latent phase of conflict
 - C. Perceived conflict
 - D. Felt conflict

- 6. Which list correctly represents levels of disciplinary actions?**
- A. Verbal; Written; Suspension; Termination
 - B. Written; Verbal; Suspension; Termination
 - C. Verbal; Suspension; Written; Termination
 - D. Suspension; Verbal; Written; Termination
- 7. When delegating to unlicensed assistive personnel or licensed staff, what should leadership ensure?**
- A. Supervision is optional for novice staff
 - B. Supervision and accountability align with legal requirements and facility policy
 - C. Delegation is only about task completion
 - D. UAP can perform any task without licensure
- 8. What is a recommended time-management approach?**
- A. Always group tasks, gather supplies...
 - B. Delegate all tasks to others
 - C. Do tasks as they arise without planning
 - D. Tackle easiest tasks first
- 9. What is the primary purpose of using a structured prioritization framework on a unit with multiple patient needs?**
- A. To maximize physician autonomy
 - B. To ensure documentation is minimized
 - C. To assign tasks by length of shift
 - D. To determine order of care based on urgency, severity, and safety
- 10. What is care coordination and why is it essential to leadership in healthcare?**
- A. A financial budgeting method
 - B. Deliberate organization of patient care activities across settings to achieve safer, more efficient care; improves outcomes and patient satisfaction
 - C. A marketing strategy for hospitals
 - D. A tool for reducing staff training

Answers

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1. D
2. D
3. B
4. A
5. A
6. A
7. B
8. A
9. D
10. B

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Explanations

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1. Which term refers to the emotional response to conflict?

- A. Interpersonal communication
- B. Latent phase of conflict
- C. Manifest Conflict
- D. Felt conflict**

The concept being tested is the emotional response people have when they sense a clash or disagreement. Felt conflict refers to that internal emotional tension—feelings like frustration, anger, anxiety, or unease—that arise because you perceive your goals, needs, or values are in opposition. It's the subjective, psychological side of conflict, before any outward actions occur. Latent phase of conflict describes the potential for conflict to exist because differences are present but not yet perceived or felt. Manifest conflict is the outward, observable conflict in behavior, such as arguing or withdrawing. Interpersonal communication is the process of exchanging messages between people and can influence or arise from conflict, but it isn't the emotional reaction itself. So, the emotional response to conflict is felt conflict.

2. Which sequence best represents the RACE fire response?

- A. Rescue, Alarm, Contain, Extinguish
- B. Rescue, Alert, Contain, Extinguish
- C. Evacuate, Alert, Contain, Extinguish
- D. Recuse, Ambulate, Contain fire, Extinguish**

Protecting people takes priority in a fire emergency. The standard RACE sequence follows Rescue, Alarm, Contain, Extinguish because it puts life safety first, then getting others alerted, then limiting the fire's spread, and only then addressing the fire itself if it can be done safely. Move quickly to remove anyone in immediate danger, but only if you can do so without putting yourself at risk. After that, trigger the alarm to notify others and summon help. Then take steps to contain the fire—close doors, isolate the area, and prevent escalation. Extinguish the fire only if you have a clear escape path and the right equipment, and you can do so safely. Options that start with Evacuate or use nonstandard terms don't align with this order or with established fire-response language. The phrase and steps rescue, alarm, contain, extinguish reflect the prioritized sequence most instructors expect, emphasizing saving lives first, then limiting damage, then tackling the fire if appropriate.

3. How should a unit-based nurse leader support ongoing professional development?

- A. Wait for staff to request training.
- B. Provide education, protected time, access to training, competency validation, and career planning.**
- C. Pay for a conference but no time off.
- D. Require staff to pursue development outside work hours.

Supporting ongoing professional development means proactively embedding learning into daily practice through strong, structured support from leadership. A unit-based nurse leader should provide education opportunities, guaranteed protected time during work hours for learning, easy access to relevant training, formal competency validation, and guidance for career planning. This combination removes barriers, ensures skills stay current, and connects development to both patient care needs and professional growth, which boosts safety, quality, and staff engagement. Reactive approaches fall short: waiting for staff to request training leaves development gaps and misses evolving needs; funding a conference without time off still prevents attendance and learning; requiring development outside work hours places an unfair burden on staff and can erode work–life balance.

4. When implementing a major change in a health system, which practice most increases acceptance and adoption?

A. Communicate with all stakeholders early, assess their interest, and tailor messages.

B. Make decisions in isolation.

C. Delay communication until after the change.

D. Focus only on financial implications.

Engaging stakeholders early and tailoring messages to their interests is the most effective way to increase acceptance and adoption when implementing a major health-system change. Change isn't just a technical adjustment; it's a social process that depends on trust, alignment, and practical fit with daily workflows. By identifying who will be affected, what concerns they have, and what information they need, leaders can address worries proactively and involve people in shaping the plan. Early, transparent communication demonstrates respect, invites input, and helps uncover potential barriers or opportunities from different perspectives. Tailoring messages to different groups—frontline staff, managers, patients, and partners—makes the benefits clear in terms that matter to each audience and shows how the change will impact their work and outcomes. This builds ownership, reduces resistance, and speeds up adoption because people feel informed and supported rather than surprised or coerced. Other approaches undermine adoption. Making decisions in isolation cuts people out, creating misalignment and pushback. Delaying communication lets rumors fill the void and erodes trust. Focusing only on financial implications ignores the human and operational factors that determine whether a change can be sustained in real-world settings.

5. Which term describes conflict between two or more people?

A. Interpersonal communication

B. Latent phase of conflict

C. Perceived conflict

D. Felt conflict

When two or more people are in disagreement, the situation is described as interpersonal conflict. This term names the clash that occurs within relationships, emphasizing the interaction among people rather than how they communicate. Interpersonal communication, while essential to how such conflicts arise and are managed, refers to the process of exchanging messages between individuals and is not the label for the conflict itself. The other terms refer to stages in how conflict develops—latent phase means it exists but isn't recognized yet, perceived conflict is when one or more parties recognize a conflict, and felt conflict is the emotional involvement and tension that accompanies it. So the concept being tested is the idea that the conflict occurs between people, i.e., interpersonal conflict.

6. Which list correctly represents levels of disciplinary actions?

- A. Verbal; Written; Suspension; Termination
- B. Written; Verbal; Suspension; Termination
- C. Verbal; Suspension; Written; Termination
- D. Suspension; Verbal; Written; Termination

Progressive discipline follows a clear escalation from least to most severe. The first step is a verbal warning, which provides immediate feedback about the issue and sets expectations for improvement. If the behavior or performance doesn't change, the next step is a written warning, formalizing the concern in the employee's file and clarifying possible consequences. When issues persist, suspension is used as a stronger, time-bound consequence that signals seriousness while giving the employee a chance to reflect. If there's still no improvement, termination ends employment. This order—Verbal, Written, Suspension, Termination—best represents the intended progression, with each step building on the previous one and ensuring proper documentation and due process. The other sequences mix up the order or skip steps, which undermines the fairness and consistency of the disciplinary process.

7. When delegating to unlicensed assistive personnel or licensed staff, what should leadership ensure?

- A. Supervision is optional for novice staff
- B. Supervision and accountability align with legal requirements and facility policy
- C. Delegation is only about task completion
- D. UAP can perform any task without licensure

Delegation hinges on ensuring appropriate supervision and accountability in line with legal requirements and facility policies. When leaders assign tasks to unlicensed assistive personnel or licensed staff, they must match the level of supervision to the task and the worker's training, and make sure there is clear accountability for the outcomes. This means selecting activities within the delegatee's scope, providing the supervision mandated by law and policy, and establishing processes to monitor performance and document results. Delegation is not just about getting tasks done; it's about safeguarding patient safety through proper oversight and clear responsibility. Tasks should not be given without the appropriate licensure or policy-based authorization, and novice staff require intentional, structured supervision rather than being left to work independently.

8. What is a recommended time-management approach?

- A. Always group tasks, gather supplies...
- B. Delegate all tasks to others
- C. Do tasks as they arise without planning
- D. Tackle easiest tasks first

The key idea here is organizing and preparing before you start. Grouping similar tasks into a batch and gathering all the supplies or tools you'll need reduces wasted time and prevents stoppages mid-work. When you batch related activities, you switch context less often, which keeps your focus sharper and helps you estimate how long work will take. In leadership practice, this approach supports reliable outcomes by creating a clear plan, making resources visible, and coordinating efforts efficiently. Delegating everything isn't always possible or appropriate, especially when you still own the responsibility or don't have enough capable help. Doing tasks as they arise leads to frequent interruptions and a scattered flow, making it hard to complete work on schedule. Tackling the easiest tasks first can feel motivating, but if higher-priority or more complex tasks are left unattended, overall goals may suffer.

9. What is the primary purpose of using a structured prioritization framework on a unit with multiple patient needs?

- A. To maximize physician autonomy
- B. To ensure documentation is minimized
- C. To assign tasks by length of shift
- D. To determine order of care based on urgency, severity, and safety**

When many patients have competing needs, the goal is to decide who needs attention first in a way that protects everyone from harm. A structured prioritization framework uses clear criteria—urgency, severity of condition, and safety risks—to order tasks and interventions. This approach makes sure the most unstable or at-risk patients are assessed and treated promptly, reducing the chances of deterioration and improving outcomes. It also helps the team stay consistent in decision-making and prevents delays that can occur if care is guided by ad hoc judgments. It's not about giving physicians more control, minimizing documentation, or assigning work solely by shift length; those do not address patient risk or care urgency.

10. What is care coordination and why is it essential to leadership in healthcare?

- A. A financial budgeting method
- B. Deliberate organization of patient care activities across settings to achieve safer, more efficient care; improves outcomes and patient satisfaction**
- C. A marketing strategy for hospitals
- D. A tool for reducing staff training

Care coordination is the deliberate organization of patient care activities across settings to achieve safer, more efficient care; it improves outcomes and patient satisfaction. In leadership, this means designing and guiding systems that ensure different providers and settings—hospital, primary care, specialists, home health, and social services—work together with a shared plan for each patient. It's about clear communication, standardized care plans, and smooth transitions, such as when a patient leaves the hospital and needs timely follow-up, medication reconciliation, and access to community supports. This approach reduces fragmentation, minimizes duplicated tests or conflicting instructions, enhances safety, and streamlines care delivery, which helps patients do better and feel more satisfied while also making operations more efficient. Leaders rely on data and teamwork to monitor care transitions, adherence to pathways, and patient outcomes, driving continuous improvement. The other options describe budgeting, marketing, or reducing staff training, which are not about coordinating patient care across settings.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://aticmsleadership.examzify.com>

We wish you the very best on your exam journey. You've got this!

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