

Certified Nurse Manager and Leader (CNML) Practice Test (Sample)

Study Guide



Everything you need from our exam experts!

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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. What does a force field analysis involve?**
 - A. Assessing resource allocation**
 - B. Creating a project timeline**
 - C. Listing pros and cons that influence progress**
 - D. Developing a budget for projects**

- 2. What characterizes the Neutral Zone of Change according to Bridges?**
 - A. Staff becoming more motivated and productive**
 - B. Rising anxieties and decreased motivation**
 - C. Clear communication and reassurance**
 - D. Strong team cohesion and support**

- 3. When facilitating change, which action should be taken first?**
 - A. Communicate changes**
 - B. Assess readiness**
 - C. Evaluate outcomes**
 - D. Support staff during change**

- 4. What is the purpose of using brainstorming in force field analysis?**
 - A. To finalize project budgets**
 - B. To generate strategies for overcoming barriers**
 - C. To evaluate team performance**
 - D. To distribute tasks among team members**

- 5. Which of the following is NOT a type of cost included in a budget?**
 - A. Fixed costs**
 - B. Variable costs**
 - C. Non-recurring costs**
 - D. Effective cost management training**

- 6. Which type of insurance model provides coverage primarily through contracted providers?**
- A. Capitation**
 - B. Exclusive Provider Organization**
 - C. Preferred Provider Organization**
 - D. Health Maintenance Organization**
- 7. During the process of project management, what is a critical use of a Gantt chart?**
- A. To prioritize team roles**
 - B. To visualize task timelines**
 - C. To allocate financial resources**
 - D. To evaluate employee satisfaction**
- 8. Which principle emphasizes the importance of accountability in a team setting?**
- A. Efficient delegation of tasks**
 - B. Strict adherence to protocol**
 - C. Fostering a culture of trust**
 - D. Utilizing competitive rewards programs**
- 9. What are Serious Reportable Events also known as?**
- A. Minor incidents**
 - B. Sentinel events**
 - C. Routine occurrences**
 - D. Quality indicators**
- 10. Which of the following interview types is characterized by a more casual and unstructured format?**
- A. Non-Directive Interview**
 - B. Structured Interview**
 - C. Behavioral Interview**
 - D. Stress Interview**

Answers

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

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Explanations

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1. What does a force field analysis involve?

- A. Assessing resource allocation
- B. Creating a project timeline
- C. Listing pros and cons that influence progress**
- D. Developing a budget for projects

A force field analysis is a decision-making tool used to evaluate the factors that impact a particular change or decision within an organization. This analysis involves identifying and listing the forces that support the change (pros) and the forces that oppose it (cons). By visualizing these factors, a leader can gain insight into the potential challenges and benefits associated with a decision or initiative. The strength of the factors influencing progress is crucial in determining the feasibility and potential success of the proposed change. This approach not only highlights what is facilitating the change but also brings attention to potential barriers, thereby allowing for strategic planning to enhance the positive forces and mitigate the negative ones. Understanding these dynamics is essential for leaders as they make informed decisions and create appropriate action plans that foster organizational improvement. While assessing resource allocation, creating a project timeline, or developing a budget are valuable components of project management, they do not specifically pertain to the essence of force field analysis, which focuses on the dual forces affecting organizational change.

2. What characterizes the Neutral Zone of Change according to Bridges?

- A. Staff becoming more motivated and productive
- B. Rising anxieties and decreased motivation**
- C. Clear communication and reassurance
- D. Strong team cohesion and support

The Neutral Zone of Change, as described by William Bridges, is a transitional space where individuals are no longer in the familiar but have not yet transitioned to the new. During this phase, feelings of uncertainty and confusion are prevalent. Staff may experience rising anxieties due to the lack of clear direction and the ambiguity surrounding the change. This often leads to decreased motivation, as individuals may feel disoriented and unsure of their roles in the changing environment. In this context, the character of the Neutral Zone is marked by these emotional reactions, highlighting the challenge leaders face in providing support and guidance. Understanding this phase helps leaders facilitate the transition by addressing concerns and clarifying the vision for the changes ahead. By recognizing the emotional turbulence that can occur, managers can better support their teams through effective communication and reassurance, ultimately fostering a healthier transition into the new state.

3. When facilitating change, which action should be taken first?

- A. Communicate changes**
- B. Assess readiness**
- C. Evaluate outcomes**
- D. Support staff during change**

In the context of facilitating change within an organization, the first action that should be taken is to assess readiness. This step is crucial because it allows a leader to understand the current environment, identify potential barriers, and gauge the attitudes and preparedness of the staff regarding the upcoming changes. Without assessing readiness, efforts to implement change may falter due to lack of support, misunderstanding, or resistance among staff members. By understanding how ready the organization is for change, leaders can tailor their communication strategies, support mechanisms, and training initiatives accordingly. This foundational step ensures that subsequent actions, such as communicating changes and supporting staff, are both effective and relevant to the specific needs and concerns of the team. Furthermore, assessing readiness can uncover training needs and inform leaders of possible pushbacks that need to be addressed proactively. Establishing this baseline of readiness ultimately leads to a smoother transition, fosters a culture of adaptability, and increases the likelihood of successful change implementation within the organization.

4. What is the purpose of using brainstorming in force field analysis?

- A. To finalize project budgets**
- B. To generate strategies for overcoming barriers**
- C. To evaluate team performance**
- D. To distribute tasks among team members**

Using brainstorming in force field analysis is essential for generating strategies to overcome barriers to change or project implementation. Force field analysis is a decision-making tool that identifies the forces for and against a change initiative. By conducting brainstorming sessions, team members can collaboratively identify various obstacles that might impede progress and explore innovative solutions to address those challenges. The brainstorming process fosters creative thinking and encourages participation from all team members, leading to a comprehensive collection of ideas that might not surface in a more formal discussion. This collaborative environment is vital in ensuring that multiple perspectives are considered, ultimately enhancing the team's ability to develop effective strategies that can help successfully navigate barriers and facilitate positive change.

5. Which of the following is NOT a type of cost included in a budget?

- A. Fixed costs**
- B. Variable costs**
- C. Non-recurring costs**
- D. Effective cost management training**

Effective cost management training is not categorized as a direct cost included in a budget for operational functions. Budgets typically account for costs that relate directly to operational activities, such as fixed costs, which remain constant regardless of the volume of services provided (like salaries and rent), and variable costs, which fluctuate based on service volume (like medical supplies and utilities). Non-recurring costs, while they can occur infrequently, are also considered for budgeting when they pertain to specific, identifiable expenses that are not expected to repeat regularly. In contrast, effective cost management training is an investment in staff development and may not have a direct, quantifiable financial cost linked to the immediate budget lines. It represents an indirect investment in improving financial efficiency but does not fit into the traditional categories of costs associated with day-to-day operations or services rendered. Therefore, it is not included as a budget type.

6. Which type of insurance model provides coverage primarily through contracted providers?

- A. Capitation**
- B. Exclusive Provider Organization**
- C. Preferred Provider Organization**
- D. Health Maintenance Organization**

The appropriate choice is an Exclusive Provider Organization (EPO). This insurance model is designed to deliver health care services through a network of contracted providers. In an EPO, members are required to utilize the network of doctors and hospitals that have agreements with the insurance company. If they seek services outside of this network, they typically will not be covered, except in emergencies. This model emphasizes a controlled environment where costs can be managed effectively since care is coordinated within a pre-established group of providers. While it allows for some flexibility compared to other models like Health Maintenance Organizations (HMOs), where a primary care physician is necessary for referrals, the defining feature of an EPO is the stipulation that patients must receive care exclusively from the network of providers. In contrast, capitation is a payment model where providers are paid a set amount per patient regardless of the number of services used, but it doesn't specifically define a provider network in the same way as an EPO. Preferred Provider Organizations (PPOs) encourage but do not strictly require the use of contracted providers, allowing more freedom to see out-of-network providers albeit at a higher cost. Health Maintenance Organizations (HMOs), while also utilizing a network of providers, typically involve a more stringent requirement for primary

7. During the process of project management, what is a critical use of a Gantt chart?

- A. To prioritize team roles**
- B. To visualize task timelines**
- C. To allocate financial resources**
- D. To evaluate employee satisfaction**

A Gantt chart is primarily utilized to visualize task timelines in project management. This visual representation allows project managers and teams to see the sequence of tasks, their durations, and how they overlap, which is essential for effective planning and execution. By displaying tasks along a timeline, a Gantt chart helps in identifying critical paths, deadlines, and dependencies between activities, facilitating better coordination and scheduling. The clarity provided by a Gantt chart enables teams to monitor progress against the planned timeline, making it easier to identify any potential delays or modifications needed. This graphical tool is invaluable for keeping all stakeholders informed about the project's status and for ensuring that everyone is aligned with the project goals and timelines. The other options, while important aspects of project management, do not specifically pertain to the function of a Gantt chart. Prioritizing team roles involves an understanding of team dynamics and responsibilities; resource allocation requires financial management tools; and evaluating employee satisfaction relates to human resource management practices. None of these functions directly utilize the visual timeline aspect that a Gantt chart is designed to provide.

8. Which principle emphasizes the importance of accountability in a team setting?

- A. Efficient delegation of tasks**
- B. Strict adherence to protocol**
- C. Fostering a culture of trust**
- D. Utilizing competitive rewards programs**

Fostering a culture of trust is key to emphasizing accountability within a team setting. When team members trust one another and feel safe to share ideas, provide feedback, and admit mistakes, they are more likely to take responsibility for their actions. This culture encourages open communication, which is critical for accountability because it allows individuals to own their roles and contributions to the team's objectives. A trusting environment not only enhances collaboration but also motivates members to hold themselves and their peers accountable in pursuing shared goals. In contrast, efficient delegation of tasks may help in distributing workload but does not inherently promote a sense of accountability among team members. Strict adherence to protocol can ensure consistency and safety but may create an atmosphere of rigidity that stifles personal responsibility. Utilizing competitive rewards programs may foster motivation, but if the focus is solely on competition, it can undermine teamwork and trust, which are essential for genuine accountability within a group.

9. What are Serious Reportable Events also known as?

- A. Minor incidents
- B. Sentinel events**
- C. Routine occurrences
- D. Quality indicators

Serious Reportable Events are also known as sentinel events. This term refers to unexpected occurrences involving death or serious physical or psychological injury, or the risk thereof, that signals the need for immediate investigation and response. Sentinel events are significant because they often represent a failure in the healthcare system that could lead to significant harm or death. The concept of sentinel events emphasizes the importance of system improvements to prevent their recurrence and improve patient safety. Each sentinel event triggers a thorough review process to identify underlying issues and implement corrective actions. Other terms, such as minor incidents, routine occurrences, or quality indicators, do not capture the critical nature and potential severity associated with serious reportable events and their implications for patient safety and healthcare quality. These terms can imply less severe incidents or refer to metrics that are used to measure healthcare quality but do not indicate the same immediate concern for systemic failures as sentinel events do. Understanding that Serious Reportable Events and sentinel events are aligned reinforces the need for vigilance and proactive measures in healthcare settings.

10. Which of the following interview types is characterized by a more casual and unstructured format?

- A. Non-Directive Interview**
- B. Structured Interview
- C. Behavioral Interview
- D. Stress Interview

The non-directive interview is recognized for its casual and unstructured format. In this type of interview, the interviewer adopts a less formal approach, allowing the conversation to flow more naturally and encouraging the candidate to express their thoughts and experiences without being confined by rigid questions. This method fosters a more conversational atmosphere, enabling the interviewer to explore topics that may arise spontaneously during the discussion. Furthermore, in a non-directive interview, the focus is on understanding the candidate's personality, motivations, and potential fit within the organization, rather than strictly assessing specific competencies or skills through predetermined questions. This flexibility often leads to a more insightful dialogue, as candidates may feel more comfortable sharing their genuine feelings and experiences. Such an approach is particularly effective in assessing qualities like creativity, adaptability, and interpersonal skills. In contrast, structured, behavioral, and stress interviews are designed with specific formats and criteria that guide the interviewer's questioning and assessment, which differentiates them significantly from the non-directive style.

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://certifiednursemanagerandleader.examzify.com>

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

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