



# Good Leaders Need to Develop Good Followers

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# What We Are Going to Discuss

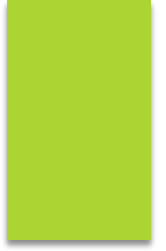
- ▶ **What is a Leader?**
- ▶ **What is Followership?**
- ▶ **Why Do Leaders Need to Understand Followers**
- ▶ **What Are the Different Styles of Followership?**
- ▶ **What Are the Characteristics & Competencies of Followership?**
- ▶ **How May You Identify These Characteristics & Competencies?**
- ▶ **How Will You Use these Ideas In Your Organization – Personal Action Plan?**

# Thoughts on Followership

## ***You Have to Be A Follower Before You Can Lead.***

- ▶ When you are riding at the front of the herd, you better look around every once and awhile to see if they are following. -- Will Rogers
- ▶ *"Forward, the Light Brigade!"  
Was there a man dismay'd?  
Not tho' the soldier knew  
Someone had blunder'd:  
Theirs not to make reply,  
Theirs not to reason why,  
Theirs but to do and die:  
Into the valley of Death  
Rode the six hundred.* -- Rudyard Kipling
- ▶ I was only following orders. -- Nuremburg Defense

# What Is a Leader?



# Leadership

What Is A Leader?

Examples of a Good Leader:

Characteristics, Behaviors, Things that They Did that You Like

Examples of a Poor Leader:

Characteristics, Behaviors, Things that They Did that You Don't Like

Is It Important for a Leader to Understand about Followership?

# What Do Leaders Need to Understand?

## The Seven Myths of Leading from the Middle of an Organization

- 1) The **POSITION Myth** -- “I can’t lead if I am not at the top”
  - “Leadership” and “position” are not directly tied to each other
  - Leadership can develop over time as influence naturally builds.
  - “Right to lead” must be earned. Leadership is a choice you make, not a place you sit.
- 2) The **DESTINATION Myth** -- “When I get to the top, then I’ll learn to lead”
- 3) The **INFLUENCE Myth** -- “If I were on top, then people would follow me”
- 4) The **INEXPERIENCE Myth** -- “When I get to the top, I’ll be in control”
- 5) The **FREEDOM Myth** -- “When I get to the top, I’ll no longer be limited”
- 6) The **POTENTIAL Myth** -- “I can’t reach my potential if I’m not the top leader”
- 7) The **ALL-OR-NOTHING Myth** -- “If I can’t get to the top, then I won’t try to lead”

# Five Levels of Leadership to Development

## Five Levels of Leadership Development

### **Position [Rights] -- People follow you because they have to**

Influence doesn't extend beyond the lines of your job description.

The longer you stay at this level, the higher the turnover, and the lower the morale.

### **Permission [Relationships] -- People follow you because they want to ...beyond your stated authority**

This level allows work to be fun

Staying at this level too long causes highly motivated people to be restless.

### **Production [Results] -- People follow you because they of what you have done for the organization**

*This is where success is sensed by most people*

Problems are fixed with little effort because of momentum.

### **People Development [Reproduction] -- People follow you because of what you have done for them.**

This is where long-range growth occurs.

Your commitment to developing leaders will ensure ongoing growth.

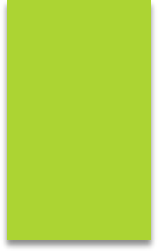
Do whatever you can to achieve this level.

### **Personhood [Respect] -- People follow you because of who you are and what you represent.**

This step is reserved for leaders who have spent years growing people and organizations.

Few make it. -- Those who do are larger than life.

What Is In It For  
Me If I Follow?





# Why Do People Follow?

## ► Fear of Retribution

*"If I do not follow, I may lose my job!"*

Following out of **fear**. More like being tugged along at the end of a rope. The leader in such cases is using coercive **push** methods that will work only as long as the follower sees no other choice. Fear-based approaches gain weak commitment and need constant attention lest the follower **freezes** or **runs**.

## ► Blind Hope

*"We must do something. I hope this works!"*

Follower is desperate for some solution, and what the leader is offering is either the only option they see or the best of a relatively weak set of choices. The follower is thus not so much following out of agreement but from a lack of alternatives. Leaders should watch out for **hopeful** followers, who are likely either to be disappointed and disillusioned when less than a perfect outcome ensues, or who will jump ship and follow others if they give them more hope.

## ► Faith in Leader

*"What a great person. If anyone knows the answer, they do!"*

Follower is blind to solution but is following because they have such faith in the leader, they believe that they will, by some magic or genius, provide the answer to the follower's needs. Again, there is insignificant **hope** this motivation and could lead to disappointment, but at least there is more commitment to the leader, and failure is more likely to lead to the follower accepting situational explanations rather than point the finger at inadequacies in leader's capabilities.

## ► Intellectual Agreement

*"What a good idea. That makes real sense."*

Follower understands the **logic** of the argument that the leader is putting forward and hence is following the rationale rather than the leader as a person, who they may respect but are not blindly following. This level of followership is typical of educated people who need to understand the reasons why things happen. They may also have emotional commitment, but it typically comes on after rational buy-in has occurred.

## ► Buying the Vision

*"What a brilliant idea. I don't care who thought of it."*

When people buy a vision, they are **emotionally all in** on a view of the future that is appealing to them in some way and **pulls** them forward. They are not following the leader and the logic of how they will get to the vision is something they are happy to put off to a later date.

Visions are much talked about in the leadership literature, and can be remarkably effective at motivating people, but only if they can be sustained over a period of time. It is one thing to have a vision and it is another to keep going during the difficult days that are typical of the journey there.

# Classification of Followers

THEORIES OF  
KELLERMAN  
KELLEY  
ROSENBACH

# Kellerman's Types of Followers – looks at how they relate to the leader and work within the organization

## **Isolates**

Isolates - little for their leaders and do not particularly respond to them. These are often found in large companies, where they do their jobs and keep their heads below the parapet.

## **Bystanders**

Bystanders disengage from the organization, watching from the sidelines almost as an observer. They go along passively but they offer little active support.

## **Participants**

Participants care about the organization and try to make an impact. If they agree with the leader they will support them. If they disagree, they will oppose them.

## **Activists**

Activists feel more strongly about their organizations and leaders and act accordingly. When supportive, they are eager, energetic, and engaged.

## **Diehards**

Diehards are passionate about an idea a person or both and will give all for them. When they consider something worthy, they become dedicated.

Kellerman, B. (2007). What Every Leader Needs to Know About Followers. *Harvard Business Review*, December 2007, pp. 84-91

# Kelly's Types of Followers – How they think and how they work within organization

## **Alienated Followers**

Alienated followers are deep and independent thinkers who do not willingly commit to any leader.

## **Passive Followers**

Passive followers do as they are told but do not think critically and are not particularly active participants.

## **Conformist Followers**

Conformists are more participative than passive followers, but do not provide particular challenge.

## **Pragmatic Followers**

Pragmatic followers are middling in their independence, engagement and general contribution.

## **Exemplary Followers**

Exemplary followers are ideal in almost all ways, excelling at all tasks, engaging strongly with the group and providing intelligent yet sensitive support and challenge to the leader.

Kelley, Robert. (1992). *The Power of Followership*, Bantam Dell

# Rosenbach's Types of Followers -- How they work in the organization & relate to others

- ▶ **Subordinate** – Does what they are told to do. Good at what they do but not seen as a leader or one who is given challenging assignments. Will do this even when able to perform at a higher level, but believe organization does not value initiative.
- ▶ **Contributor** – Work hard and is known for the quality of their work. Rarely asks why something is important or needs to be done. Waits for the Boss to tell them what to do. Does not share their knowledge with others.
- ▶ **Politician** -- Works hard at managing relationships but does not see a value in maximizing performance. Valuable to the leader because of their understanding of relationships with others.
- ▶ **Partner** – Know the job and are committed to meeting goals. Have a “big picture” perspective about what the organization is attempting to do.

# Competencies & Characteristics of Followers



# Competencies of a Follower

- ▶ **Self Management**
- ▶ **Commitment**
- ▶ **Competence & Focus**
- ▶ **Courage**
  
- ▶ Durbrin – p. 27

# Characteristics of A Follower or Team Member Coach K

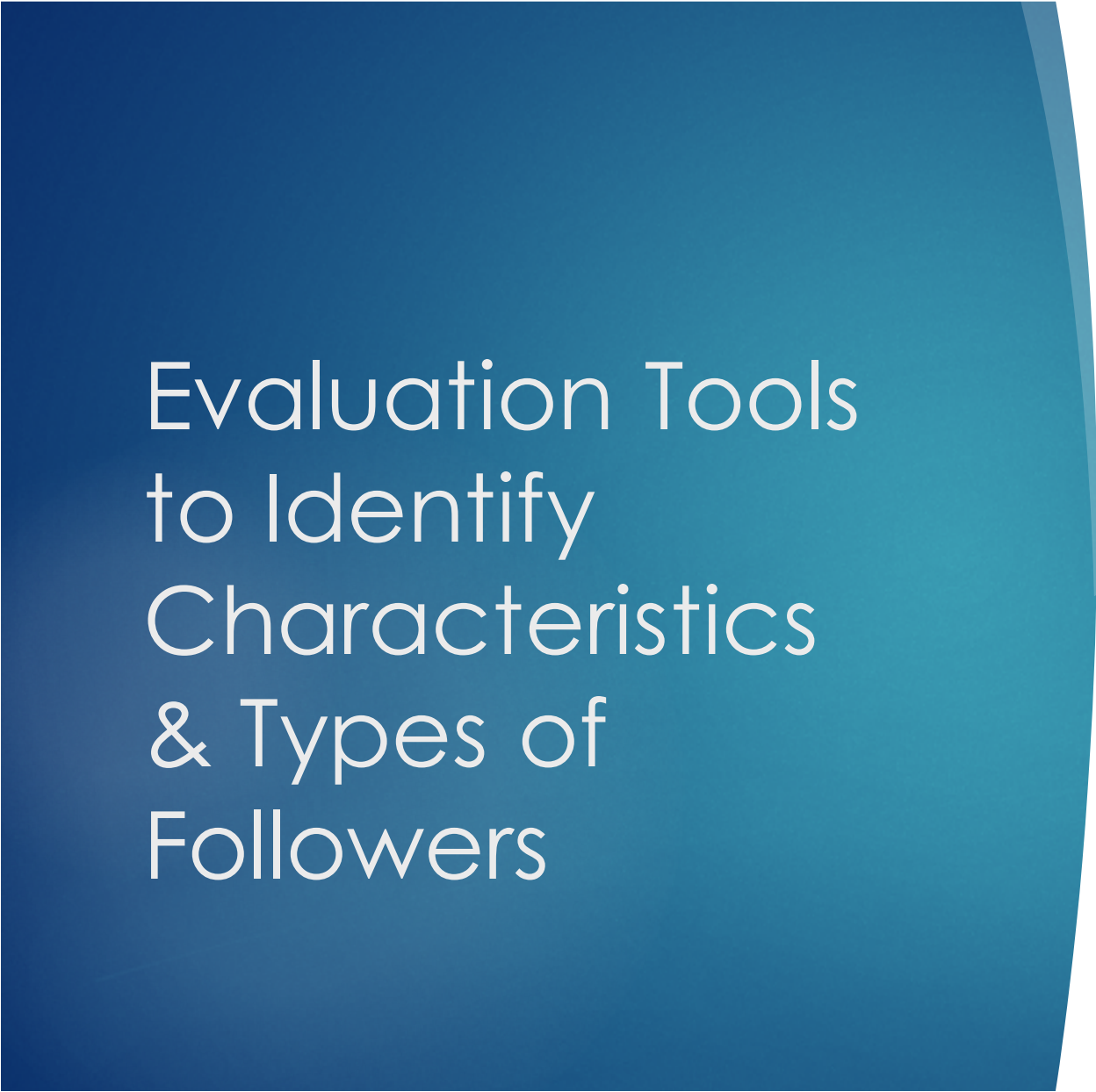
- ▶ **Communications**
- ▶ **Trust**
- ▶ **Collective Responsibility**
- ▶ **Caring**
- ▶ **Pride**

*Leading With The Heart: Coach K's Successful Strategies for Basketball, Business, and Life. Mike Krzyzewski and Donald Phillips (2001)*



# Competencies of a Follower – Another View

- ▶ **Enthusiasm**
- ▶ **Set the Example**
- ▶ **Know their Responsibilities**
- ▶ **Exhibit Leadership Pride**
- ▶ **Initiative**
- ▶ **Life Long Learner**
- ▶ **Emotional Awareness**
- ▶ **Seek to Serve**



# Evaluation Tools to Identify Characteristics & Types of Followers



**STRENGTHS BASED LEADERSHIP  
TEAMWORK HANDBOOK  
THE MARINE CORPS WAY**

# Strength Based Leadership

## Clifton Strengths Finder Test – Gallup

- ▶ Test identifies Top Five Strengths from 34 characteristics
- ▶ Classifies Characteristics into one of Five Categories
- ▶ Allows Leader to See Where Strengths Are
- ▶ Go to Gallup Website at <http://strengths.gallup.com/default.aspx>
- ▶ Reports Give Top 5 Strengths
  - ▶ Action Plan Guide and Competency Matrix to show strengths of others.
- ▶ <http://www.strengthsfinder.com/home.aspx>

## Team Top 5 Grid

## Strengths

Write the names of your group members across the top of the grid. Then record each person's top five themes by placing an X next to that theme in his or her column.

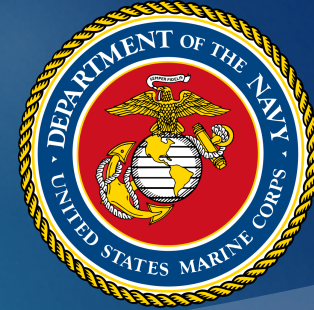
Achiever									
Activator									
Adaptability									
Analytical									
Arranger									
Belief									
Command									
Communication									
Competition									
Connectedness									
Consistency									
Context									
Deliberative									
Developer									
Discipline									
Empathy									
Focus									
Futuristic									
Harmony									
Ideation									
Includer									
Individualization									
Input									
Intellection									
Learner									
Maximizer									
Positivity									
Relator									
Responsibility									
Restorative									
Self-Assurance									
Significance									
Strategic									
Woo									

# Teaming Handbook

- ▶ 18 Question Team-Player Questionnaire
  - ▶ Contributor
  - ▶ Collaborator
  - ▶ Communicator
  - ▶ Challenger
- ▶ Characteristics and Behavior of Different Team Members
- ▶ Developed at Team Member Handbook
- ▶ Is It Good to Have A Team with All Member Only One Type ?

# The Marine Corps Way

In Memory of Maj. (USMC, Ret.) Dr. James Nall



**Leadership and the Chain of Command is a given in a military unit.**

After WWI, General John Lejeune developed the concept of

**The Marine Corps Way.**

- ▶ During battle if an officer was out of action, the troops were trained to think and operate so that the next person in the chain of command would lead.
- ▶ From enlisted man to officers, all know their job and the jobs of those around them.
- ▶ When the situation changes, Marines are trained to adapt and overcome.
- ▶ A Marine Corps custom that continues to day is that the officers eat last. Their men are fed and ready for next assignment – then a leader may take their place in the chow hall.
- ▶ Dr. Nall shared these concepts as part of his teaching Organizational Behavior in the Godbold School of Business, Gardner-Webb University.

*Semper Fi: Business Leadership the Marine Corps Way.* Dan Carrison & Rod Walsh (2004).

<http://www.mcmahansfuneralhome.com/obituaries/James-Nall-2/#!/Obituary>

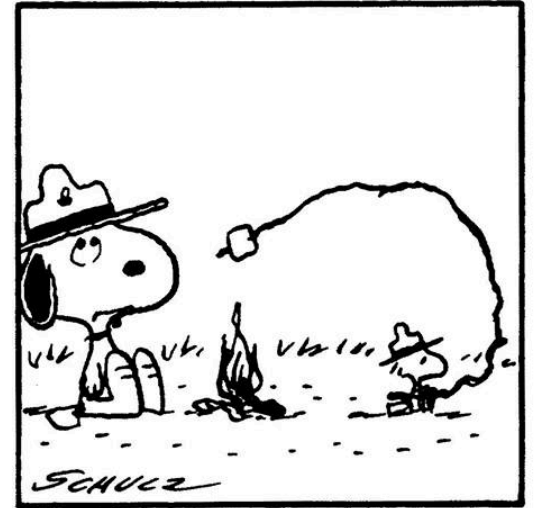
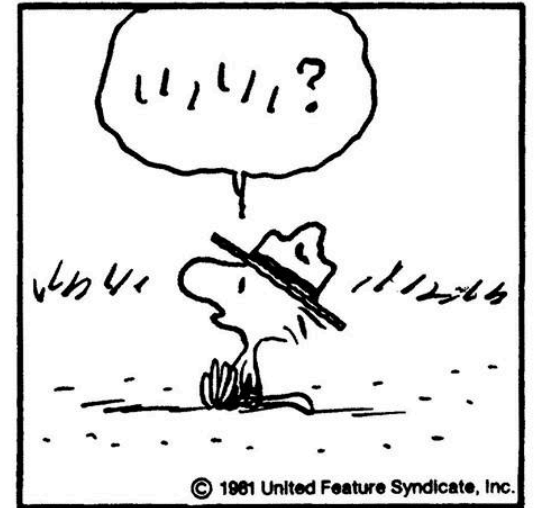
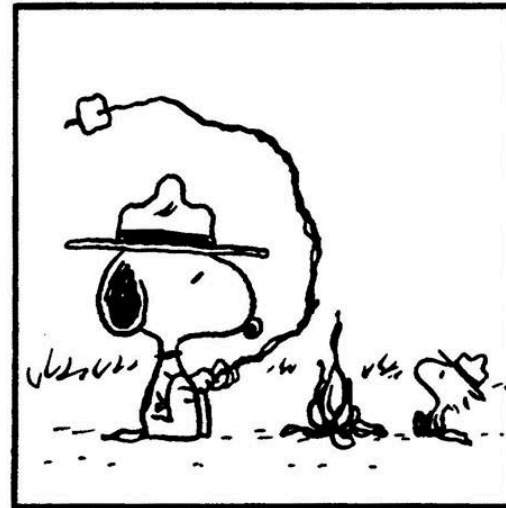
# Questions / Comments

# How Would You Use This In Your Organization?

ACTION ITEM	RESOURCE	MEASURED OUTCOME	TIMELINE
TAKE AWAY FROM PRESENTATION	REFERENCES IN PRESENTATION	IMPROVE ORGANIZATION BY X%	OCTOBER 31, 2016



THANK YOU  
FOR THE  
OPPORTUNITY  
TO SHARE



FOLLOWERS MAY HAVE A BETTER IDEA