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Followership Dr. Neal

- You cannot have leaders without followers
- The process of leading requires the process of following
- Without an understanding of followership, the understanding of leadership is incomplete
- School age children are taught that it is better to be a leader than a follower
- As adults we are assessed for our leadership not followership skills
- Negative connotations
- Leaders have power, followers respond to power
- Leaders viewed as the causal agents
- Meindl (1995) The 'Romance of leadership'
- Power of followers goes unrecognized
- Researchers conceptualize leadership as a leader-centric process
- Instead it is a shared process
- Leadership does not exist in a vacuum, it needs followers to be operationalized
- Followership 'characteristics, behaviors, processes of those acting in relation to leader' Uhl-Bien (2014)
- Followership categories
 - Role-based – specific (formal or informal) roles
 - Relationship based – interpersonal (interactive) relationships

Followership Typologies

Zaleznik (1965) – Psychoanalytic, how dominant vs submissive and how passive vs active

- Withdrawn (high submission, high passivity)
- Masochistic (high submission, high activity)
- Compulsive (high dominance, high passivity)
- Impulsive (high dominance, high activity)

Kelly (1992) – emphasizes follower *motivation*, critical independent thinking vs dependent uncritical thinking + active v passive

- Alienated -independent and negative (independent, passive)
- Passive – sheep, need leader for direction and motivation (dependent, passive)
- Conformist – yes people, conform and need the leader (dependent, active)
- Pragmatist – fence sitters, support status quo, follow the crowd (middle of the road)
- **Exemplary** – stars* (independent, active)
 - *Prescriptive Exemplary followers
 - Self-manage
 - Think for themselves
 - Exercise control
 - Can work independently
 - Strong commitment to goals

- Develop competence and master skills
- Credible
- Ethical
- Courageous

Chaleff (1995) rather than serve leaders, followers *serve a common purpose* along with leaders. Followers should have a greater sense of agency.

- Resource – does just enough to get by (low challenge, low support)
- Individualist – marginalized but vocal (high challenge, low support)
- Implementer – valued by leader, gets stuff done but don't challenge (low challenge, high support)
- **Partner** – ideal – takes responsibility but willing to challenge (high challenge, high support)

Kellerman (2008) single attribute - *level of engagement* low through high.

- Isolate – unengaged, detached
 - Bystander – aware but deliberately don't get involved, stays neutral in discussion
 - Participant – partially engaged, will sometimes challenge
 - Activist – change agents, heavily involved either for or against leader
 - Diehard – extreme engagement. Deeply committed to supporting or opposing leader
- *Reversing the lens* – emphasizes how followers influence/affect leaders
 - *The Leadership Co-created Process* – a give and take process, co-created, mutual influence
 - Following toxic Leaders
 - Need for authority figures
 - Need for security
 - Need for predictability
 - Need for belonging – a strong interpersonal need
 - Fear of ostracism, isolation
 - Fear of powerlessness
 - Conformity – sacrifice individuality