


Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 35
Characteristics of Leaders, Followers and Situation

(Refer to Slide Time: 00:21)

Contents

- Personal Leadership and Its Quality
- Followership and its type
- How great leaders inspire followership
- Becoming a Wise Leader: Cultivating Your Situation Awareness
- The Potter and Rosenbach Followership Model
- Followers' Responses to Change
- What qualities good followers must possess?
- Case Study
- Research Paper
- Book Recommendation
- References



swayam2

In this session, we will talk about the characteristic of the leaders, followers and situations and personal leadership and it is quality that is the qualities these leaders have because it is essential to know that is whether the individual's personality and how his or leadership style is there and that is matching, or it is not matching otherwise it will not continue for an extended period.

Then the followership and its type, we talked earlier about three factors: the leader, followers and situation. So, whenever we talk about the followership and its type, how great leaders inspire followership, becoming your voice leader, cultivating your situation awareness of the Potter and Rosenbach followership model, the follower's response to change, and what qualities good followers must possess. Case study, research paper and book recommendations with references as usual.

(Refer to Slide Time: 01:20)

Personal Leadership

- Personal leadership is the desire of an individual to take charge of his or her own life.
- Personal leadership can begin when you decide to be your own life coach and live by a personal mission statement that reflects your values and life goals.
- These leaders share strong, personal bonds with followers, even when the leader occupies a formal organizational role.

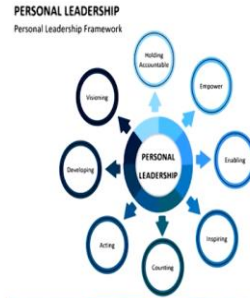


Image Source: <https://cdn.istockphoto.com/pub/media/istock/product/optimized/1/0/3/031040065816866c-b0151d4f9775870861149716888475df14701/personal-leadership-slide1.png>



So, personal leadership is a desire of an individual to take charge of his or her own life and therefore in that case whenever we are talking about the personal leadership; it begins when we are deciding to be our coach, so that is leadership for the person itself by knowing ourselves and live by a personal mission statement that reflects you your values and life goals are there.

So therefore, in that case, the day we start coaching ourselves, there will be a personal mission statement that is what I want to do and definitely when we are talking about leadership. Leadership is what? Leadership is the creation of a vision. Here we are talking about the vision for oneself, as a leader of himself, and therefore, according to that vision and personal mission statement will be there.

Moreover, to achieve this goal or that meeting that objective of the mission statement to reflect our values and life goals is what we want to do. These leaders share solid personal bonds with followers, even when the leader occupies the formal organizational role. So, in that case, it is between the leader and followers to have a strong personal bond.

(Refer Slide Time: 02:48)

Personal Leadership Qualities

- Here are some personal leadership qualities we can cultivate within ourselves to use our positive strengths and talents for our success and the benefit of those we live and work with.
- Vision
- Self-discipline
- Spirituality
- Integrity
- Honesty
- Open communication
- Kindness
- Legacy building



<http://www.leadershipexcellencenow.com/blog/what-is-personal-leadership-and-why-does-it-matter>



So, whenever we discuss developing personal leadership, specific characteristics are there, and the qualities are required. So, here are some personal leadership qualities we can cultivate within ourselves to use our positive strengths and talents for our success and the benefit of those we live and work with. First is the vision, then self-discipline, spirituality, integrity, honesty, open communication, kindness, and legacy building. So, first and foremost is the vision that creates the vision.

So, how do we create our vision? Our goal is there. So, whenever we create the vision, then definitely, in that case, that is the goal we want to achieve ultimately, and the self-discipline is there. For example, we talk about time management, or we talk about moral emotions, we talk about mood control. So, therefore that self-discipline will start with the personal leadership qualities are there.

Then the spirituality is there, so, therefore, we will be developing the spiritual quotient. That is, the spirituality will be developed based on whatever the IQ, EQ supports our spirituality, integrity and honesty, integrity open communication. So, in that case, the way we interact with our followers that the leader will also decide. So, these qualities are essential.

(Refer Slide Time: 04:27)

Followership

- Followership demonstrates the capacity to willingly follow a leader.
- It is the ability to take direction well, to get in line behind a program, to be part of a team and to deliver on what is expected of you.
- Effective followers are active participants (partners) in creating the leadership process.
- It is a social relationship between the leader, followers and the group.

**GREAT LEADERS START
OFF AS GREAT FOLLOWERS**



<https://media.img.org/0/2c/421c6d07a4be75f6bb388b03f56d363b1e9-480x360.jpg>



Now, whenever we are talking about followership. So, followership demonstrates the capacity to follow a leader willingly. So therefore, in that case, it also requires certain qualities. Everybody will not be a good follower many times; the person becomes a follower at the beginning itself. Later on, it is found that he is changing his leadership if he is deviating.

So therefore, in that case, it is essential that what is the capacity to follow a leader is there. So, everybody will not follow the leader in a direction that gets in line for a long time, and it is a team that delivers what is expected of you. So, influential followers are active participants in creating the leadership process. So, a social relationship between the leader, follower and the group are there.

So, that active participation in creating the leadership process which will develop. Now here, the follower has to develop that will, so only he will be a part of the team then he will have a strong bonding with the leader for an extended period, and whatever is expected from him then he will be able to fulfil those expectations.

(Refer Slide Time: 05:54)

Types of Followers

- A researcher at [Harvard Business Review](#) developed a system for categorizing followers using two metrics: 1) active versus passive, and 2) independent critical thinking versus dependent uncritical thinking.

There are five categories of followers:

- **Survivor**-Right in the middle of the scale, these people are adept at surviving change. They are able to adapt and conform to the situations around them, whether this means stepping up to take on an important task or quietly staying in the background.
- **Sheep**-These are passive people who do not think critically and do not have a strong sense of responsibility.



6

So, this way, there will be different followers, and different types of followers will be there. A researcher at Harvard Business Review developed a system for categorizing followers using two metrics. One active versus passive and two independent, critical thinking versus dependent uncritical thinking. So, the five categories of the followers are there, with the survivor right in the middle of the scale.

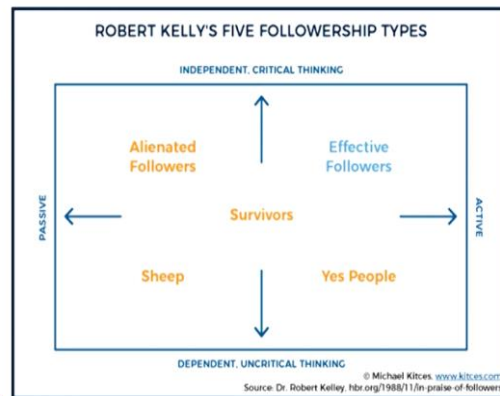
These people are adept at surviving change, and they can adapt and conform to the situations around them, whether this means stepping up to take on an important task or quietly staying in the background. So, therefore here, it becomes exciting that they will adapt to the surviving change. These are the passive people who do not think critically.

Moreover, they do not have a strong sense of responsibility, and therefore they follow the leader. So, they will call this type of follower the sheep followers. So, survivor followers on one side are adapting to the surviving change, while in the case of sheep, they do not have to make much differentiation and therefore, they are just following the leader without having any critical thinking about whether it is right or it is wrong I should follow, or I should not follow.

So, in that case, after the survivor in the sheep type of the followers, research has been done based on this lot of followers.

(Refer Slide Time: 07:30)

Types of Followers(Cont.)



https://www.kitces.com/wp-content/uploads/2019/11/Graphic_2-1.png

Here are Robert Kelly's five followership types. We will discuss dependent on uncritical thinking and independent and critical thinking. The other side is active, and the passive is there. So, whenever active and dependent, uncritical thinking is there, that will be the yes people. So, these followers will always say the yes is there and whenever there will be the passive and dependent.

So, then that will be sheep type, so there is no uncritical thinking. Now, whenever they are passive and independent and critical thinking, so alienated followers are there, and whenever active and independent critical thinking is there, they are the influential followers are there. So, in that case, what is required from this what we understand is what qualities are required in the follower.

So, a follower is required to be active and independently be able to do the work. It does not mean that he is dependent on the leader, and therefore he should not have uncritical thinking rather than critical thinking.

(Refer Slide Time: 08:54)

Cont.

- **Yes People**

Yes people are those who will readily act when told what to do but depend heavily on leaders for guidance. They do not tend to be proactive.

- **Alienated Followers**

These are independent critical thinkers who are not proactive in their roles. They can effectively carry out their roles, but there is often an undertone of dissatisfaction that prevents them from fully embracing their work and contributing to their fullest potential.

- **Effective Followers**

These are independent critical thinkers who follow through enthusiastically. Effective followers can succeed without leadership but respond to it well, making them ideal independent employees who also work well in teams.



<https://www.eaglesflight.com/blog/the-critical-role-of-follower-ship-in-leadership>



8

So, yes, people are those who will readily act when told what to do but depend heavily on leaders for guidance; they do not tend to be proactive. Moreover, alienated followers are independent critical thinkers who are not proactive in their roles. They can effectively carry out their roles, but there is often an undertone of dissatisfaction that prevents them from fully embracing their work and contributing to their full potential.

So, here we are talking about these alienated followers. In many organizations, we find that this type of these followers finds themselves alienated, the influential followers required ultimately. So, these are the independent critical thinkers who follow through the enthusiastically influential followers can succeed without leadership but respond to it well.

Making them ideal independent employees who also work well in teams is there so what is required. So, whenever we want to see the effectiveness of an individual, even in the absence of that individual, whether the work is done or not. So, if the person the follower is has an independent employee, he also works well. So, that is the objective, and that is developing the competency of the follower.

So, the leader will also be happy because a leader does not want the follower to be a burden rather than a strength.

(Refer Slide Time: 10:32)

How great leaders inspire followership

Here we take a look at how leaders can inspire followership:

- **Embrace the concept of servant leadership**

Servant leadership is a concept that was [introduced by Robert K. Greenleaf](#). Leaders must first be servants. "The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served,"

- **Delegate strategically**

Employees want to feel that they're making meaningful contributions. That requires an understanding of how what they do makes a difference. Effective delegation will help to shape this connection.



Here we take a look at how leaders can inspire followership. Embrace is the concept of servant leadership. Servant leadership is a concept that Robert introduced. K. Greenleaf and that we have talked about in the earlier session also. Leaders must be servants. The difference manifests itself in the care taken. This is very, very important. Whenever we talk about servant leadership, it must be taken care of.

The servant first makes sure that other people's highest priority needs are being served, then the delegate strategically. So, employees want to fill that they are making meaningful contributions that require understanding how what they do makes a difference. So, therefore in that case, because the leader so to inspire the follower, they give the opportunity and give the opportunity you have to delegate.

So, this delegation has been done and understanding what they do makes a difference, and when you give the delegation, you find that the followers are doing very well that job. Effective delegation will help shape this connection, and therefore, in that case, because that delegation is given, the follower will also have positive thinking towards the leader is there, so that is making a solid relationship.

(Refer Slide Time: 12)

Cont.

- **Listen deeply**

Employees need to know that they're being *heard* and that their inputs are being objectively considered even, and especially, if those inputs involve perspectives that are outside of the status quo.

- **Give clear, specific recognition**

Giving clear and specific recognition is a great way to encourage followership.

- **Build trust**

We follow people that we trust. But, while we may intuitively feel that trust in leaders is built based on their ability to exhibit trustworthiness—that they will support our efforts, be honest and transparent in communications, and “have our backs”—there's more to it than that.



<https://www.predictiveindex.com/blog/how-great-leaders-inspire-followership/>



Swajam

Listen deeply. Employees need to know that they are being heard and that their inputs are being objectively considered. So, naturally, we have to listen to them to inspire our followers. So, they should feel that they have been heard and their inputs are being objectively considered, especially if these inputs involve perspectives outside of the status quo.

However, with my practical experience, I can say that this time the inputs can be used in future also. So, there is nothing wrong with taking the inputs in a current situation; however, they are not that relevant in the current situation. Give clear specific recognition. So, giving clear and specific recognition is a great way to encourage the followers. We follow people that we trust.

However, while we may intuitively feel that trust in leaders is built based on their ability to exhibit trustworthiness so that they will support our efforts, be honest and transparent in communications and have our backs, there is more to it than that. So, therefore, in that case, it becomes essential that is the relationship between the leader and follower if there is a trusted or not.

So, even when they are not appraising the leader is not present, they understand that yes, this will be appreciated by the leader.

(Refer to Slide Time: 13:29)

Becoming a Wise Leader: Cultivating Your Situation Awareness

- Leadership without wisdom is not true leadership.
- Situation awareness is the perception of elements in the environment, the comprehension of their meaning and the projection of their status in the near future.

➤ Four strategies on improving your managerial wisdom:

1. Shifting focus from short-term gains/gratifications toward longer-term strategies
2. Continuously reflecting on particular situations (i.e., what happened, examples, counsels of others, etc.) to learn from experience
3. Understanding the limit of your knowledge, skills and abilities
4. Expanding your practical knowledge by developing the ability to interpret situations, accumulating a repertoire of possible responses and implementing a chosen response skillfully.



So, becoming a wise leader, cultivating your situation awareness. So, leadership without wisdom is not authentic leadership. Situation awareness is a perception of elements in the environment, the comprehension of their meaning, and their status projection. So, four strategies for improving your managerial wisdom are there. Shifting focus from short-term gains and gratifications toward the longer-term strategies is always essential.

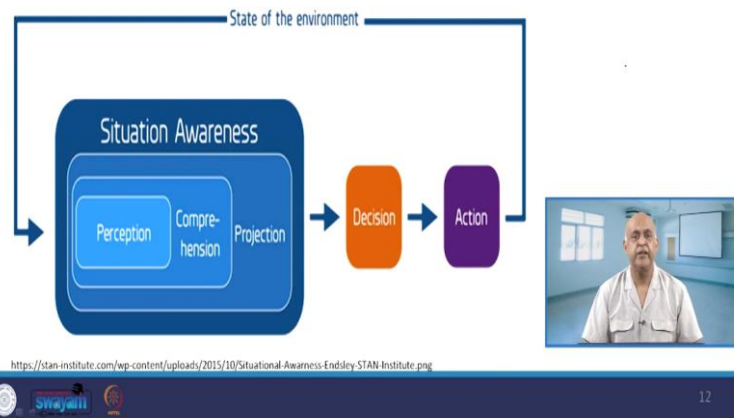
So, therefore it is required that we have this long-term strategy and we do not focus only on the short-term gains, continuously affecting particular situations, what happened, examples, and counsels of others to learn from experience. Understanding the limit of your knowledge, skills, and abilities, I would like to add your hobbies. So, therefore in that case, what type of knowledge, what type of skills, what type of abilities.

Furthermore, what type of these hobbies the follower is having. So, expanding your practical knowledge by developing the ability to interpret the situations, accumulating a repertoire of possible responses and implementing a chosen response skillfully and, therefore, in that case, whatever job we are doing, we are accumulating it. When we are accumulating it, then it works very successfully.

(Refer Slide Time: 14:56)

Cont.

Dr. Mica Endsley, a leading scholar on situation awareness, identified three levels where it can be developed.



Dr Mica Endsley, a leading scholar on situation awareness, identified three levels where it can be developed, perception, comprehension and projection. There is a situational awareness is there, and therefore, in that case, how do we perceive and then our perception we are making comprehensive, and the projections are there and accordingly there will be the decision and actions will be taken.

So, what is most important is situation awareness the leader should adopt the leadership styles according to the situation, and he should be aware of that, and that awareness will come only if he targets the situation; the perceiver and target may be subject that subject of the perception that is very clear. So, if the perception is apparent, then definitely that will have this comprehension and projection very strong.

Furthermore, a strong situation awareness will create a state of the environment when there is strong situational awareness. Now we have also to understand that is why it is necessary. It is necessary because whenever we are talking about the state of the environment, it gives us the decision-making power and when we are talking about the decision-making power, it will give us the actions when these actions are created based on the individual capability of the leader.

(Refer Slide Time: 16:23)

Cont.

Level I: Perceptions of elements in the environment

- The first step in achieving situation awareness is to be able to perceive the state, characteristics and dynamics of relevant elements in the environment.
- A leader should perceive elements such as employee attitudes, behaviors, performance, motivation or warning signs of employee dissatisfaction, burnout or interpersonal conflicts.

Level II: Comprehension of the current situation

- Comprehension of the current situation is based on a thorough analyses of all first-level elements. It goes beyond simply being aware of the elements that are presented



So, in the perception of elements in the environment, the first step in achieving situation awareness is to perceive the state, characteristics, and dynamics of relevant elements in the environment. So, whenever we talk about the perception in the perception, the characteristics and dynamics of relevant elements. What are the relevant elements are there?

The relevant elements are the organizational culture, organizational power, organizational politics, situational capabilities, and the dynamics of the followers' personalities than the environment. So, all elements in the environment will have to be taken care of. Employee attitude, behaviors, performance, motivation or warning signs of employee dissatisfaction, burnout or interpersonal conflicts.

The comprehension of the current situation is based on a thorough analysis of all first-level elements. It goes beyond simply being aware of the elements that are presented. So, in that case, this comprehension of the current situation will be that the person will be aware of the elements presented and if the thorough analysis is done and the elements presented and they are beneficial, relevant and informative.

(Refer Slide Time: 17:51)

Cont.

- As a decision maker, one not only needs to draw a holistic picture of the situation with sufficient knowledge on level I elements — but also have the ability to understand the significance of those elements in relation to one's goal.

Level III: Projection of future status

- This level is achieved through knowledge from elements of the first two levels. Use this knowledge to project the future actions of the elements in the environment.
- This level is especially important, because the ultimate goal of building situation awareness is to utilize the information collected to predict the most likely outcomes as a result of these elements and to use this information for decision making.



<https://fisher.osu.edu/blog/leadreadtoday/blog/becoming-a-wise-leader-cultivating-your-situation-awareness>



14

Then definitely, in that case, we will be a good decision-maker, and one not only needs to draw a holistic picture of the situation, not necessarily with sufficient knowledge. On level 1 elements, but also can understand the significance of those elements about one's goal. An excellent point is this. So therefore, in that case, do not worry if you are not having a clear picture of the situation at the level 1 knowledge on level 1. Do not worry, but at least understand those elements of these situations.

Level 3 projection of future status this level is achieved through the knowledge from elements of the first two levels and use this knowledge to project the future actions of the elements in the environment. This level is fundamental because the ultimate goal of the building situation in awareness is to utilize the information collected to predict the most likely outcomes as a result of these elements.

Moreover, to use the information for decision making is there. So, therefore, in that case, whenever at level 3, whatever we have perceived from level 1 to level 2. Now ultimately, we have to give an awareness of the situation and the information collected so that must be projected. So, that projection is essential. So, based on your decision, you will take the projections.

(Refer to Slide Time: 19:26)

Focus On Followers

The description of the models are as follows:

The Potter and Rosenbach Followership Model

- Based on two independent dimensions - follower performance levels and the strength of leader-follower relationships.
- The performance initiative dimension is concerned with the extent to which an individual follower can do his or her job, works effectively with other members of the team, embraces change, and views himself or herself as an important asset in team performance.



The description of the models is as follows the Potter and Rosenbach followership model. So, based on the two independent dimensions, follower performance level and the strength of the leader-follower relationship. So, the performance initiative dimension is concerned with the extent to which an individual follower can do his or her job and the work effectively with other team members.

So, embracing the change and viewing himself or herself as an essential asset in team performance is there. So, therefore (()) (19:57), which are effectively working with other members of the team, all these views and those changes that leader has to consider and for the states in the performance is there. So, the follower performance levels that are having a significant concern.

Moreover, naturally, because the ultimate goal which is you are going to achieve will depend on the follower performance and in follower performance level is 1, 2, 3 so that will depend upon the leadership involvement and the leadership direction and in that case that if the individual follower can do his or her job and work effectively, then there is no worry about this to the leader and in that case because the follower is doing his job very well. So, they will be less interference by the leader.

(Refer Slide Time: 21:03)

- The relationship initiative dimension is concerned with the degree to which followers act to improve their working relationships with their leaders.
- The Potter and Rosenbach model states that the situation plays an important role in effective followership, but it may not take into account the role that ineffective leadership plays in followership

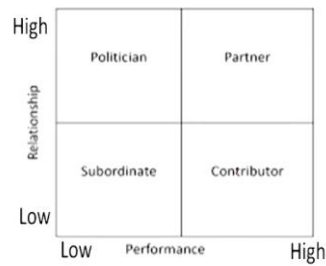


Figure- Potter and Rosenbach Followership Model



SOURCE: https://vtechworks.lib.vt.edu/bitstream/handle/10919/97891/Alegbeleye_ID_D_2020.pdf?sequence=1&isAllowed=y

The relationship initiative dimension is concerned with the degree to which followers act to improve their working relationship with their leaders. So, that is the relationship dimension is there. The Potter and Rosenbach model state that the situation plays an important role in effective followership, but it may not consider ineffective leadership's role in followership.

So therefore, in that case, the situation has to be given the very, very important is there. So, a relationship is low and high, and the performance is low and high. So, if the relationship is low and performance is low, it will be subordinate. It is performance low, and relationship is high, that is the politician is there, and performance is high, and relationship is low, that is a contributor.

Moreover, the performance is high, and the relationship is high that will be the partner (()) (22:00). So, Potter and Rosenbach's followership model that clear cut giving an indication that is how you can make use of the relationship and the performance of the follower to create the effective leadership is there, and the ultimate goal of creating the effective leadership will be that is creating the partners are there.

(Refer Slide Time: 22:24)

The Potter and Rosenbach Followership Model(Cont.)

Politicians: These people work harder at impressing their boss than actually getting their work done. They are often very loyal to their leaders and build strong relationships, but are low performers.

Partners: These are you're best of the best. They are high performers who are highly committed. They have strong interpersonal skills and good relationships with their leaders. They understand their leaders' vision while also challenging them to take it a step further.

Subordinates: They do what they're told, follow the rules, and stay out of trouble but are below average performers and don't have very strong relationships with their leaders.

Contributors: While these people do not have an interest in building relationships with their peers or leaders, they are motivated by the subject matter and very hard workers.



Source: <https://prezi.com/@4agcyk41/the-potter-and-rosenbach-followership-model/>



17

So, these people work harder in impressing their bosses, these politicians and get their work done, they are often very loyal to their leaders and build strong relationships but are low performers are there. So, that is how they are called the politicians. These are you are the best of the best. These are the high performers who are highly committed. They have strong interpersonal skills, and good relationship with their leaders is there.

Moreover, they understand their leader's vision while challenging them to take it a step further. Subordinates who do what they are told follow the rules and stay out of the trouble but are below average performance and do not have a strong relationship with their leaders. So, these people do not have an interest in building relationships with their peers or leaders.

They are motivated by the subject matter and challenging work; therefore, they are making this contribution. So, ultimately what is the learning? Learning for you is that I will advise this that identifies where you are whether you are into the politician or in the partner or subordinates or the contributors is there and what you should be.

So, naturally, based on this understanding of the concept, we can say that every follower should be a partner and when he is a partner, he will develop that particular career path also and naturally, that followership will be vital.

(Refer Slide Time: 24:00)

Followers' Responses to Change

Malicious compliance	This occurs when followers either ignore or actively sabotage change requests.
Compliance	This takes place when followers do no more than abide by the policies and procedures surrounding change requests.
Cooperation	Followers willingly engage in those activities needed to make the change request become reality.
Commitment	Followers embrace change requests as their own and often go the extra mile to make sure work gets done. Charismatic and transformational leaders are adept at getting followers committed to their vision of the future.



Source: B. Yager (Boise, ID: The Bryan Yager Group, 2003)



18

Malicious compliance is the follow response to response, and this occurs when followers either ignore or actively sabotage change requests. So, therefore many times, the leader wants to make specific changes, and the follower is not ready to make those changes, so malicious compliance will be there. Compliance will be their response to change. This occurs when followers do no more than abide by the policies and procedures surrounding the change request.

Moreover, therefore, this will mean he completely follows those rules and regulations. Cooperation willingly engages in those activities needed to make the change request become a reality, and therefore, it is cooperation. So, whatever the changes the leader wants to bring, and then he is supporting that particular change, the commitment is that followers embrace change requests as their own and often go the extra mile to make sure work gets done.

Moreover, in that case, charismatic and transformational leaders are adopted, getting followers committed to their vision of the future, and that is the commitment is there. So, the leader will be able to get the commitment from the followers whenever he is bringing these particular changes, and followers are making those embracing the changes and adopt those changes as a result of which, the leadership will be the effective and followership will be better.

(Refer Slide Time: 25:35)

What qualities good followers must possess?

The [Ivy Business Journal](#) has attempted to isolate the qualities of a good follower in the business world-

1. Judgment- Followers must take direction, but not blindly. Good judgment is required to establish the difference between following good instructions following or contending instructions that are ethically inappropriate or constitute unsportsmanlike behaviors.

2. Competence- In order to follow, followers must be competent. They must have the relevant knowledge and skills to play their position, whether they play on offense, defense or special teams.



The Ivy business journal, what qualities good followers must possess? So, if we want to be effective and efficient followers and good followers, according to my business journal, it translates the qualities of a good follower in the business world it is given. The judgment followers must take the direction, but not blindly. A sound judgment is required to establish the difference between following good instructions and continuing instructions that are ethically inappropriate or constitute unsportsmanlike behavior.

So therefore, in that case, you have to judge what has been asked you to do, and then it does not mean whatever has been supposing something is unethical; please do not do that. So, being judgmental during this thing is right or wrong is very important. Competence to follow followers must be competent and have the relevant knowledge and skills to play their position, whether they play on offence, defense, or the special teams.

So therefore, in that case, a follower must be a competent person. So, unless and until they have the relevant knowledge and skills, they will not be successful like you see that you are required with a partner then your competency level that you have to increase. Unless and until you do not increase your competency level, you will not be a good follower. So, to be a good follower that cannot be comprised; competency cannot be comprised.

(Refer Slide Time: 27:06)

Cont.

3. Honesty- Followers have a responsibility to be honest. Respect and politeness are important and followers also have to be able to offer constructively critical feedback.

4. Courage- It takes real courage to confront a leader about concerns with the leader or that leader's agenda.

5. Discretion- Followers owe leaders discretion. Talking about the sport, teammates, coaches and other staff inappropriately is at best unhelpful and more likely harmful.

6. Loyalty- Loyalty is important and relies on strong allegiance and commitment. A lack of loyalty can cause problems between team members.



<https://blogs.usafootball.com/blog/4697/why-good-followers-are-important-and-8-qualities-good-followers-must-possess>



Honesty followers are responsible for being honest, and respect and politeness are essential. So, therefore, in that case, this is very necessary that he brings transparency. Honest means what that is with respect and politeness. He can offer constructively critical feedback. So, it is not a criticism; it is feedback, and therefore, corrective actions are to be taken.

Moreover, he should be more honest in giving that particular feedback. The courage it takes is the real courage to confront a leader about the concern with the leader or that leader's agenda; if you find something is wrong, he should be able to communicate, and discretion followers owe leaders discretion. Talking about the sport, teammates, coaches and other staff inappropriately, he is at best unhelpful and more likely harmful.

So, therefore, in that case, the leader's discretion must be followed, and loyalty is important and relies on solid allegiance and commitment. We always talk about this. Unless and until the loyalty is not there, leadership will be incomplete. To complete the leadership, the follower must have a strong loyalty towards the leader because loyalty is not only a scale, but it is a respect for the leader.

(Refer Slide Time: 28:40)

Cont.

7. Work ethic- Good followers are good workers. They are diligent, motivated, committed, pay attention to detail and make the effort.

8. Ego management- Good followers have their egos under control. They are team players in the fullest sense of the concept. They have good interpersonal skills. Success for good followers relates to performance and goal achievement, not personal recognition and self-promotion.



The work ethic so good followers are good workers. They are diligent, motivated, and committed, and therefore they pay attention to details and make an effort. So, therefore they are hard-working and keep on doing the job so highly diligent and they are doing these jobs, not for any reason, but highly motivated because without self-motivation. We have talked about intrinsic motivation in leadership.

Unless and until there will not be intrinsic motivation, how you can continue the followership. So, therefore that motivation will make you committed to your leader and not only at the surface but at the deep level, and therefore they pay attention to detail and make an effort is there. The exciting point is that ego management is now seen many times because the leader is in the position, and many often

So, good followers have their egos under control. They are team players in the total sense of the concept. So they have good interpersonal skills. The success of good followers always depends upon whether they can manage their egos.

(Refer Slide Time: 29:58)

Case Study: Bob Knowing

Bob Knowing was a former member of the Hewlett-Packard, Shell Exploration, Ariba, Aprimo, Immune Response Corporation, and Simdesk Technologies boards of directors and currently serves on the boards of directors for Heidricks & Struggles, an executive search firm, Roper Industries, and Bartech Group. He is also the former vice president of network operations at Ameritech, the executive vice president of network operations and technology for U.S. West, and the CEO of Covad Communications, the New York City Leadership Academy, and Telwars. From a business perspective, **Knowing has seen it all, from start-ups to turnarounds, times of rapid growth, major restructurings, mergers and acquisitions, divestitures, working with venture capitalists and private equity firms, launching initial public offerings, and hiring and firing high-visibility CEOs.**



Image Source: https://www.citrix.com/content/dam/citrix61/en_us/images/photos/headshots/ewecs-board/bob-knowing.png



As usual, we will have the case studies and research papers and the book recommendations for you. So, this Bob Knowing was a former member of the Hewlett Packard, Shell Exploration. In this case study, that is how he has done his leadership that you will find and in the situation how he has been doing the effective leadership with the changing situation. So, therefore in that case, how the situation has been changed.

(Refer to Slide Time: 30:29)

Case Study: Bob Knowing

Bob Knowing spent time as CEO of the New York City Leadership Academy teaching administrators, principals, and assistant principals how to lead. He launched Eagles Landing Partners several years ago to help global businesses learn how to lead, build teams, and win.

Questions:

1. Does Bob Knowing use a rational or emotional approach to drive change?
2. Do you think it is possible to teach leaders how to implement change?



So, this will be an assignment for you. Does Bob Knowing use a rational or emotional approach to drive change? So, therefore in that case, what will be creating the impact on the followers. Do you think it is possible to teach leaders how to implement the change? Moreover, if you think that yes, the leaders can be talked about how the changes are managed.

So, change management and leadership is an exciting concept that is. Then yes, if you want to bring effective changes, you can do that particular leadership style.

(Refer to Slide Time: 31:13)

Research Paper

Do follower characteristics moderate leadership and employee engagement?

Tanyu Zhang and Gayle C. Avery
Institute for Sustainable Leadership & Macquarie Graduate School of Management, Macquarie University, Sydney, Australia, and

Harald Bergsteiner and Elizabeth More
Institute for Sustainable Leadership & Faculty of Law and Business, Australian Catholic University, North Sydney, Australia

Journal of Global Responsibility
Vol. 5 No. 2, 2014
pp. 269-288
© Emerald Group Publishing Limited
2041-2568
DOI 10.1108/JGR-04-2014-0016

Purpose
This study aims to, investigate whether employee characteristics moderate the relationship between perceived leadership styles and employee engagement. Recent research has shown that visionary and organic leadership paradigms positively influence employee engagement, compared with classical and transactional leadership environments (Zhang et al., 2014).



Emerald

Swajati

27

This research paper does follower characteristics, moderate leadership and employee engagement, and we have talked about the employee engagement in leadership in that session and, therefore, to create that employee leadership into the followers. So, create that bigger ((31:30)) and dedication. So, this moderate leadership is significant. This paper will give you an idea of how we can increase employee engagement.

(Refer to Slide Time: 31:46)

BOOK RECOMMENDATION

Leadership for Follower Commitment

Authors: [David Cooper](#)

Publisher: Routledge; 1st edition
(16 May 2012)

Language: English

Paperback: 215 Pages

ASIN : B0084BPTLC



LEADERSHIP
FOR FOLLOWER
COMMITMENT

David J. Cooper



Swajati

30

Moreover, this is the book leadership for the follower commitment is there, and whenever we are talking about the increasing or gaining the commitment of the followers and making them

be the partner in our leadership the process, then this book will help you to the extent that is you will be able to create more follower commitment.


(Refer to Slide Time: 32:16)

Book Recommendation

Leadership for Follower Commitment provides:


- Research based case studies
- A linking of theory, research, and practical managerial experience
- An emphasis on psychological forces, employee motivation and perceptions of management action.

This text is invaluable to students studying Organizational Behavior, Business (Occupational) Psychology, Human Resource Management, and Human Resource Development at both undergraduate and MSc/MBA level. It is central to Professional / executive development courses.



LEADERSHIP
FOR FOLLOWER
COMMITMENT

David J. Cooper




31

Furthermore, these research-based case studies are the same practical managerial experiences.

(Refer Slide Time: 32:20)

References:

- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.
- Zhang, T., C. Avery, G., Bergsteiner, H. and More, E. (2014), "Do follower characteristics moderate leadership and employee engagement?", *Journal of Global Responsibility*, Vol. 5 No. 2, pp. 269-288. <https://doi.org/10.1108/JGR-04-2014-0016>
- <http://www.leadershipexcellencenow.com/blog/what-is-personal-leadership-and-why-does-it-matter>
- <https://blogs.usafootball.com/blog/4697/why-good-followers-are-important-and-8-qualities-good-followers-must-possess>
- <https://www.eaglesflight.com/blog/the-critical-role-of-follower-ship-in-leadership>
- <https://www.predictiveindex.com/blog/how-great-leaders-inspire-followership/>
- <https://fisher.osu.edu/blogs/leadreadtoday/blog/becoming-a-wise-leader-cultivating-your-situation-awareness>



32

These are the references from where this material has been taken, and for your further studies in detail, you can use these references. This is all about leadership and followership. That is how you can create a series of followers. Thank you.