

Followership: The underrated aspect of Leadership

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Most of us are followers



- A major part of life is spent as a follower.
- A majority of employees are followers.
- 80% of the work is executed by followers.
- Followership dominates our lives and organizations, but not our thinking.

(Kelley, 1992)

Follower = Inferior



- Follower:
Servant / Sidekick / Henchman
- To follow:
Passive / Submissive *(Stech, 2008)*
- Easily led. *(Race, 2006)*

Leader-Follower Collaboration



Leader-Follower Collaboration



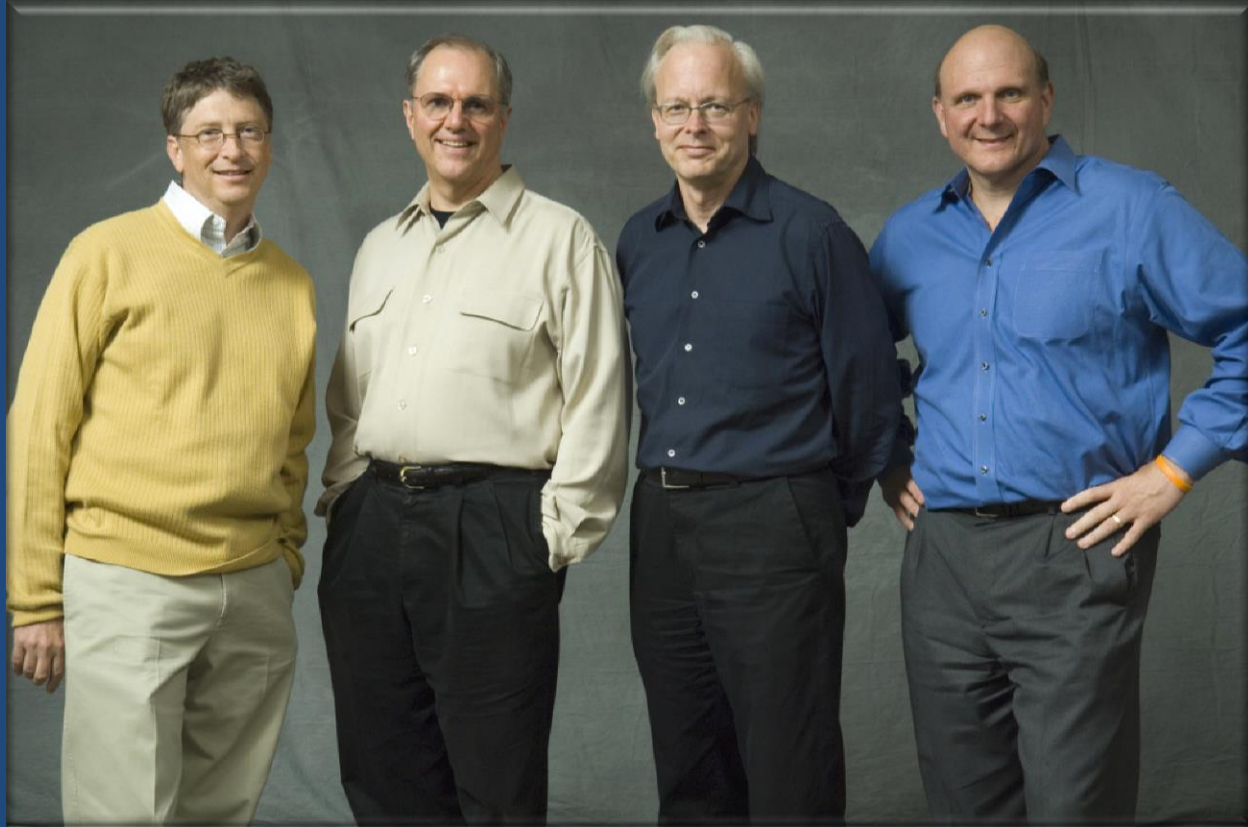
Most leaders are followers

- Leaders are first followers. *(Frisina, 2005)*
- Followers struggle and make sacrifices to become leaders. *(Schachter, 2007)*

Most leaders follow someone

(Agho, 2009)

Famous Leader-Follower Collaborations



Bill Gates, Craig Mundie (Chief Research and Strategy Officer),
Ray Ozzie (Chief Software Architect) Steve Ballmer (CEO).

Followership = A role or a position



- Leader's dominance is rooted in the leadership ROLE.

Dominance: Characteristic of a person.

VERSUS

Dominance: Characteristic of a role.

(Hogan and Hogan, 2004)

Follower = Leader's Strength



- Intelligent, courageous, ethical.

(Kelley, 1992)

- Wants leader + organization to succeed.

(Chaleff, 1995)

- Complements leadership.

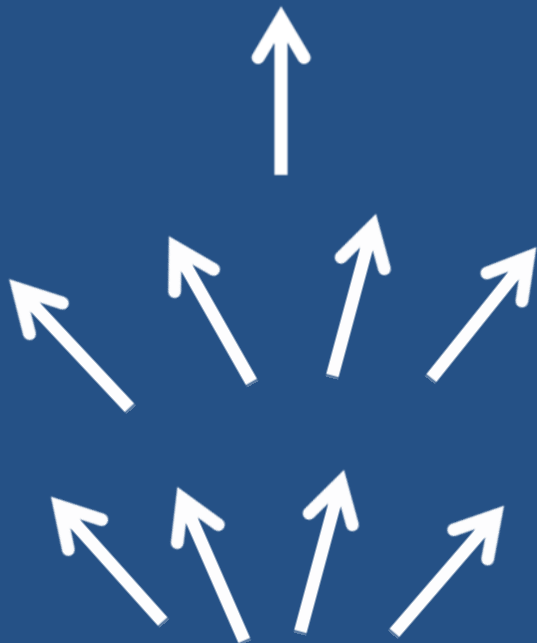
- Enhances leadership effectiveness.

(Kellerman, 2008)

Leader-Follower Collaboration

Shared **Vision** reduces cognitive dissonance

Organization A

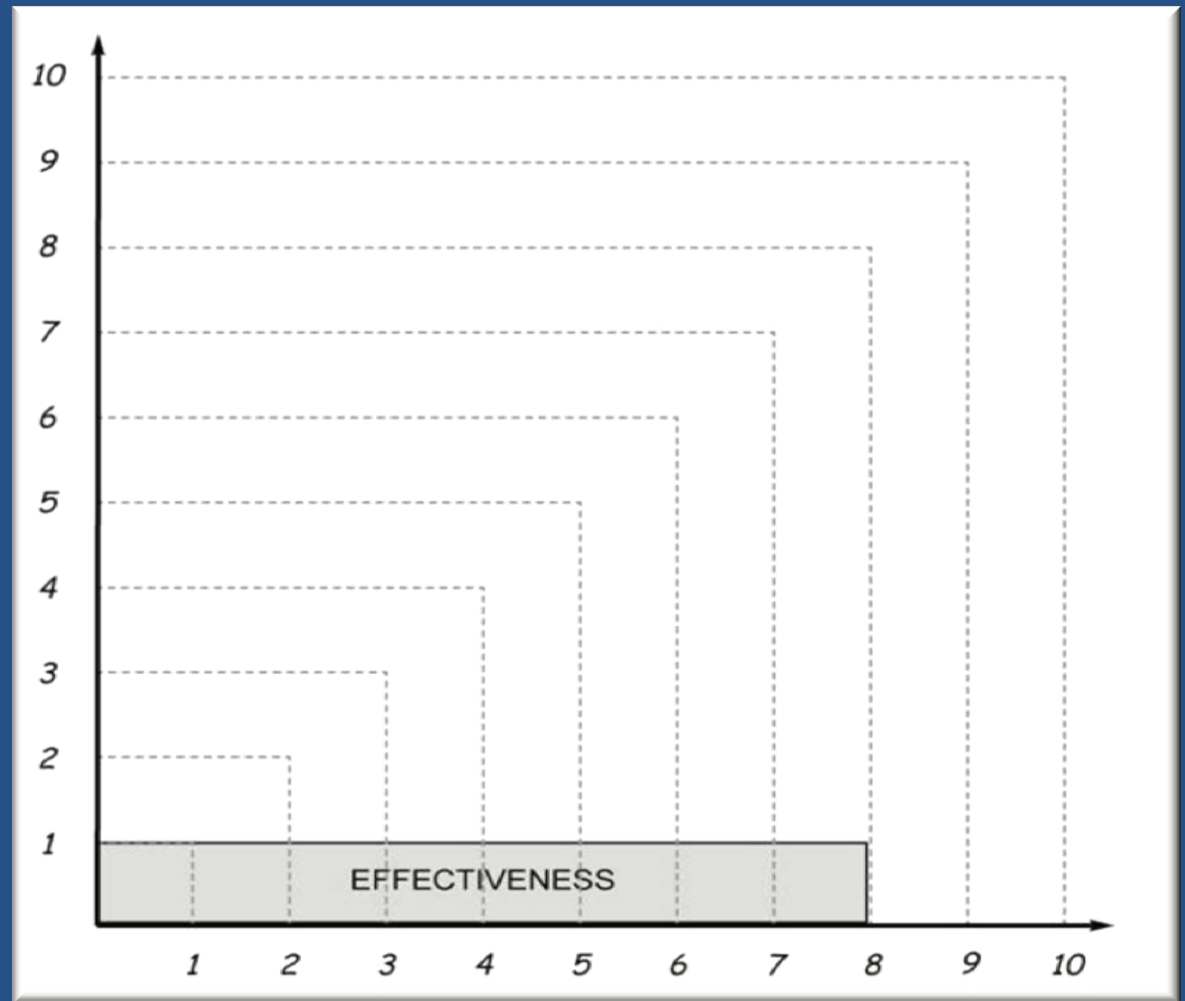


Organization B



Leader's Individual Effectiveness

No
Follower
Collaboration

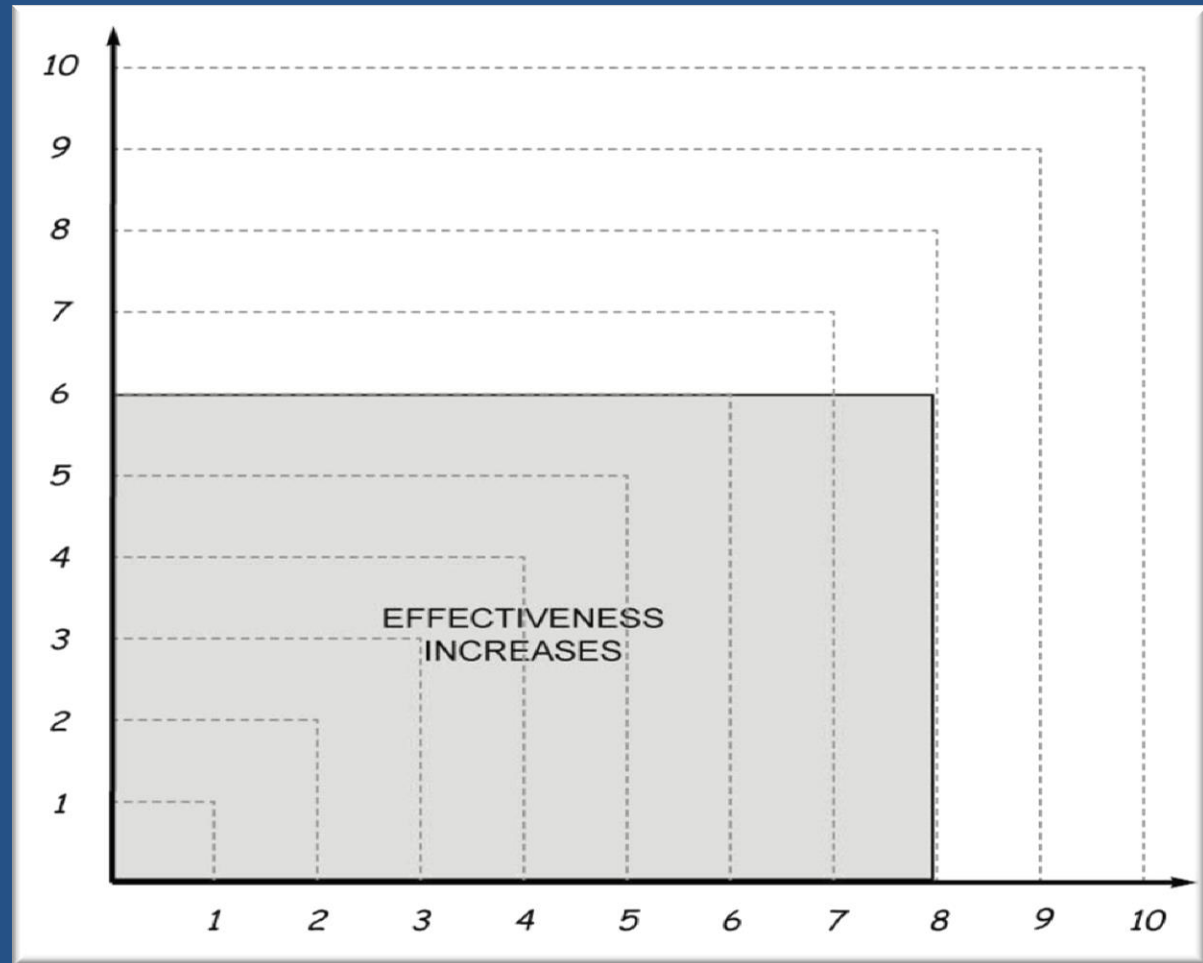


*Adapted from
Maxwell, 2006*



Leadership Effectiveness

Collaborative Effectiveness

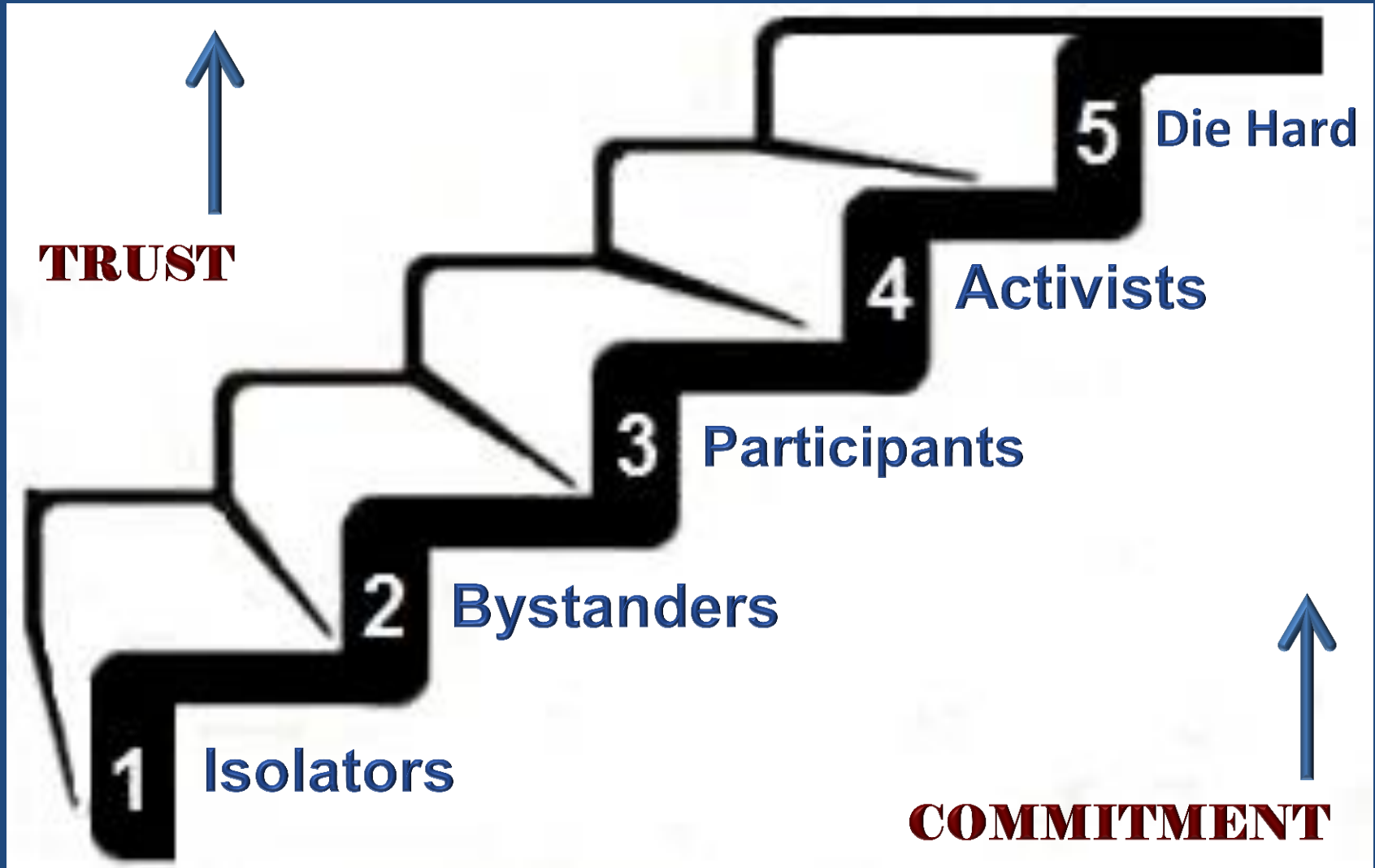


Follower
Collaboration

*Adapted from
Maxwell, 2006*

Leadership Effectiveness

Followership Hierarchy



(Chaleff, 2003)

Effective Follower

- Defends the leader. *(Bryman, 2011)*
- Challenges selectively. Doesn't alarm. *(Chaleff, 2008)*
- Fights in private and keeps it private. *(Meilinger, 2001)*
- Self-concept and self-determination. *(Hopper, 2008)*
- *Doesn't expect perfect responses* *(Chaleff, 2008)*

Leadership - Followership Similarities

- Common characteristics such as integrity, charisma, vision, and ability to initiate change

(Nolan & Harty, 2001)

Leadership advantages

- Leader gets the **limelight**
- Leader **controls** the resources
- Leader gets **higher** returns

Leadership Advantages - Facts

- Followers strengths help leader rise.
- Risks magnify as leader rises.
- Visibility and pressures intensify.
- Flaws magnify as leader rises.



(Chaleff, 2003)

Leadership Advantages - Facts

- Leaders have limited resources and allocate them on the basis of organizational priority.

Leadership Advantages - Facts

- Followers may not be as well off as their leaders, but they are better off than individuals in poorly led groups.

(Vugt et al. 2008)



Followership Advantages

- Followership is more recognized by senior management.
- Likely to be rewarded more strongly as a result. *(Dixon and Westbrook, 2003)*
- Positively influences performance evaluation. *(Thompson, 2006)*

Followership Advantage

- 20% of the knowledge is explicit
- 80% of the knowledge is tacit
- Followers gain the advantage of tacit leadership knowledge

Followership and Students

- More followers than leaders are needed. Today and in future.
- Followership is a valuable skill. In all walks of life.

(Race, 2006)

Followership and



- Employers prefer employees who have the ability to take charge or relinquish control (followership) according to the needs of the organization.

(Gardner, 2007)

Followership and



- Employers don't want to see our leadership skills in the beginning.
- They want to see our followership skills.

(Holton and Naquin, 2001)

Thank you.