

Followership Lesson Plan

3 Required Readings (pdf's linked on course site):

As you read, consider recent and past experiences when you think you've been an effective follower and ineffective follower.

Also, consider your experiences as a leader and the followers you had at that time - what made some stand out positively in your memory? negatively?

What would you want in a follower ideally? the next time you lead?

As a follower, what is your obligation to the leader? the team? the larger organization? Yourself?

Come to class prepared to discuss your experiences in light of these framing constructs

Kelley, Robert (1988). In Praise of Followers. *Harvard Business Review*, 66(6), 142-148.

A seminal early article (in terms of citation count) on the subject matter articulating a popular framework and list of good follower attributes.

McLahlan, Hazel (2012). Standing up to and for Our Leaders. *Courageous Followers*, Mar 2012, 1-11.

A quick overview of Ira Chaleff's very popular model of Courageous Followership (framework and traits) articulated in his similarly titled full length book originally published in 2006

Kellerman, Barbara (2007). What Every Leader Needs to Know About Followers. *Harvard Business Review*, 85(12), 84-91.

A largely cited article on the subject matter articulating a popular typology of good follower attributes.

Optional Readings

Favara, Leonard (2009). Putting Followership on the Map: Examining Followership Styles and Their Relationship with Job Satisfaction and Job Performance. *Journal of Business and Leadership*, 5(2), 67-77.

Novokov, Valentin (2016). Followership and Performance in Acquisition, Research, and Development Organizations. *Emerging Leadership Journeys*, 9(1), 1-15.

Fairly dense empirical articles seeking to validate some of the frameworks above (and articulate a few more with some historical perspective on the relevant literature). Provided here for those inclined toward analytics(!) and giving a feel for what hard research in such soft areas looks like.