



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 35

Characteristics of Leaders, Followers and Situation

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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.

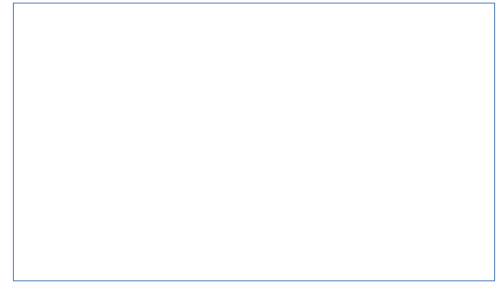
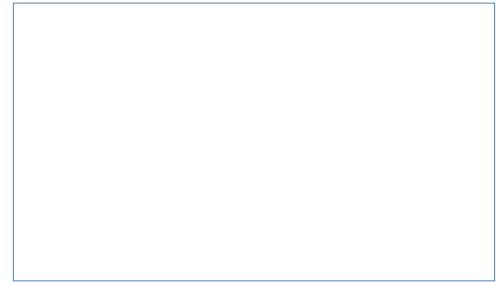


Image Source: <https://cdn.sketchbubble.com/pub/media/catalog/product/optimized/3/d/3d02b40c0d68168f66cb01f51defa972587c86314924e9f16b8fd47a5df14701/personal-leadership-slide1.png>

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>

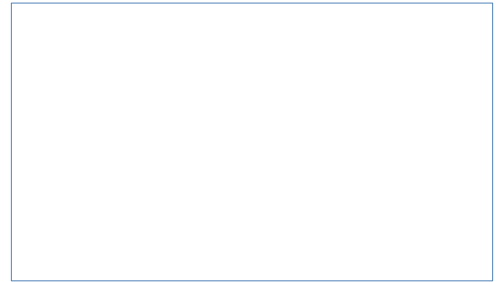


Followership

- 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.

<https://media.lrng.org/f0/2c/421e8d0f7a4be75f6bb388b03f56d363b1e9-480x360.jpg>

***GREAT LEADERS START
OFF AS GREAT FOLLOWERS***

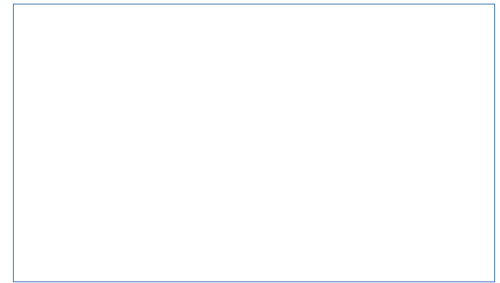


Types of Followers

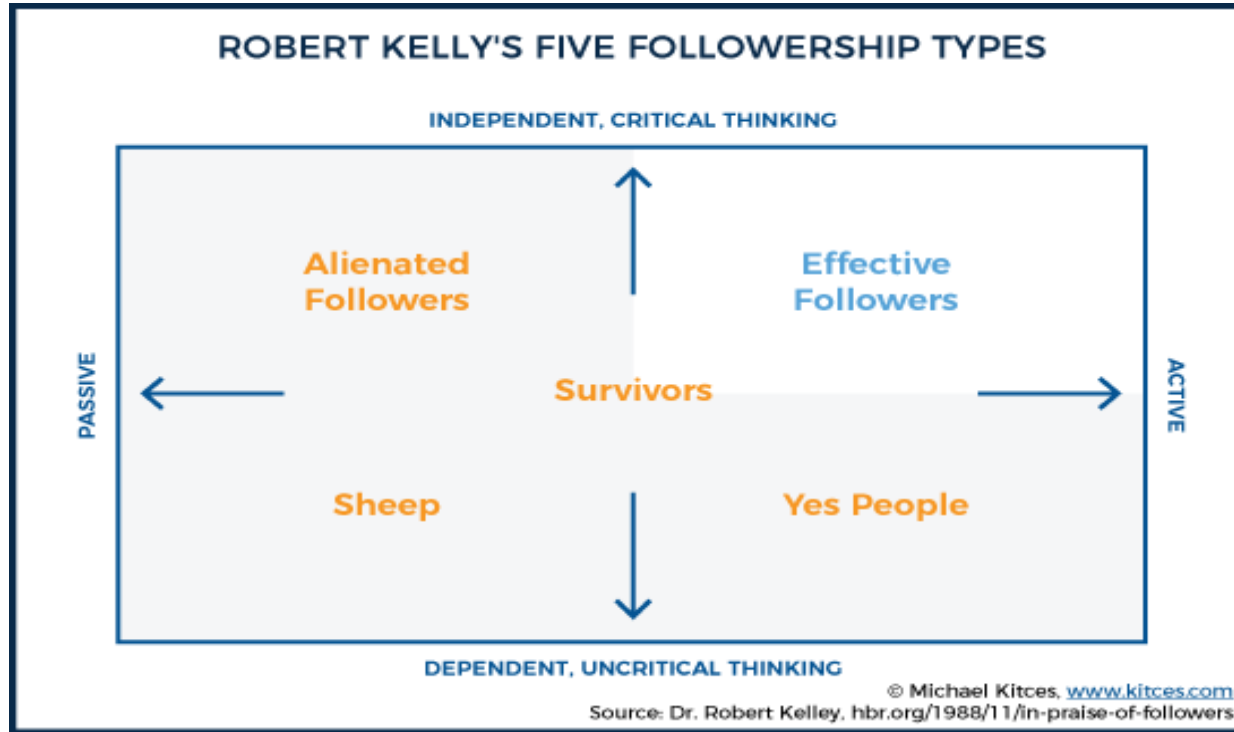
- A researcher at Harvard Business Review developed a system for categorizing followers using two metrics: 1) active versus passive, and 2) independent critical thinking versus dependent uncritical thinking.

There are five categories of followers:

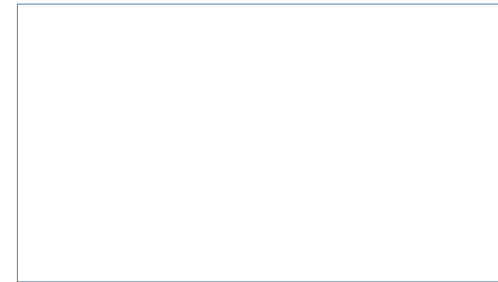
- **Survivor**-Right in the middle of the scale, these people are adept at surviving change. They are able to adapt and conform to the situations around them, whether this means stepping up to take on an important task or quietly staying in the background.
- **Sheep**-These are passive people who do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



Types of Followers(Cont.)



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



Cont.

- **Yes People**

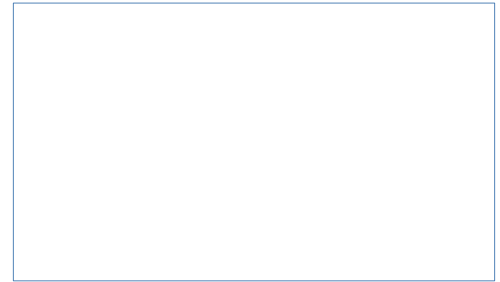
Yes people are those who will readily act when told what to do but depend heavily on leaders for guidance. They do not tend to be proactive.

- **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>



How great leaders inspire followership

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

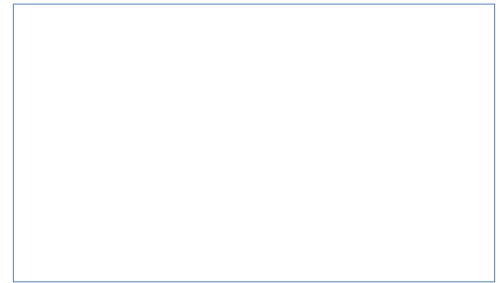
- **Embrace the concept of servant leadership**

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.



Cont.

- **Listen deeply**

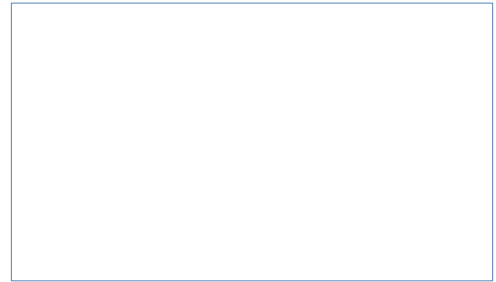
Employees need to know that they're being *heard* and that their inputs are being objectively considered even, and especially, if those inputs involve perspectives that are outside of the status quo.

- **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/>

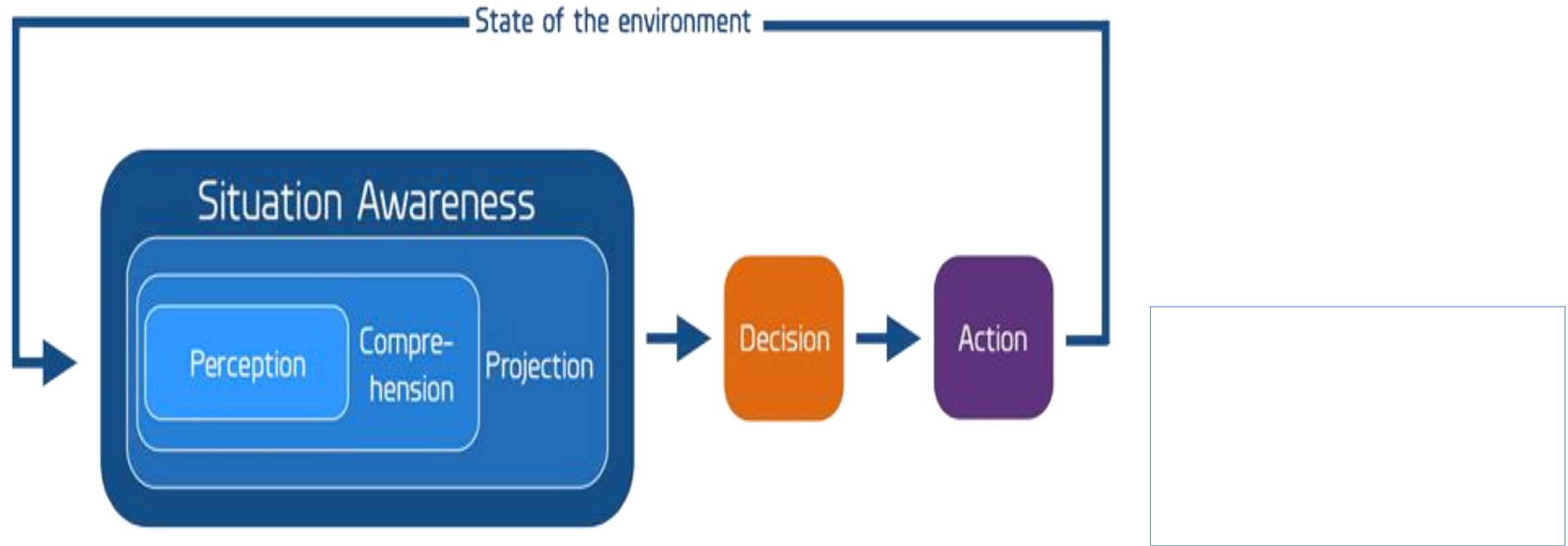
Becoming a Wise Leader: Cultivating Your Situation Awareness

- 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.



Cont.

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



<https://stan-institute.com/wp-content/uploads/2015/10/Situational-Awareness-Endsley-STAN-Institute.png>

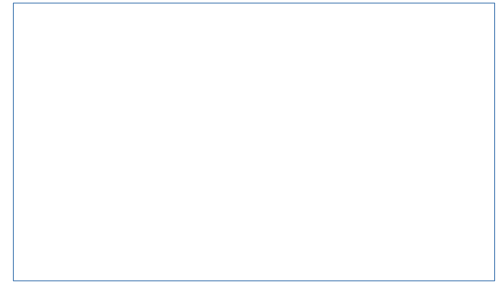
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Level I: Perceptions of elements in the environment

- 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

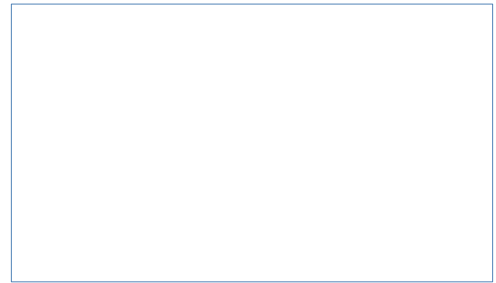


Cont.

- 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.



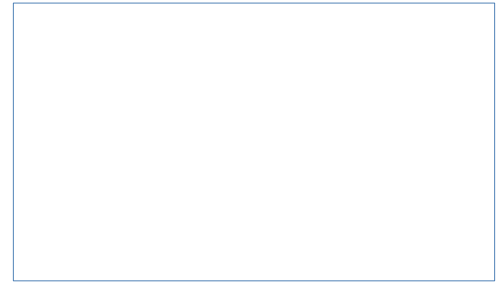
<https://fisher.osu.edu/blogs/leadreadtoday/blog/becoming-a-wise-leader-cultivating-your-situation-awareness>

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 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

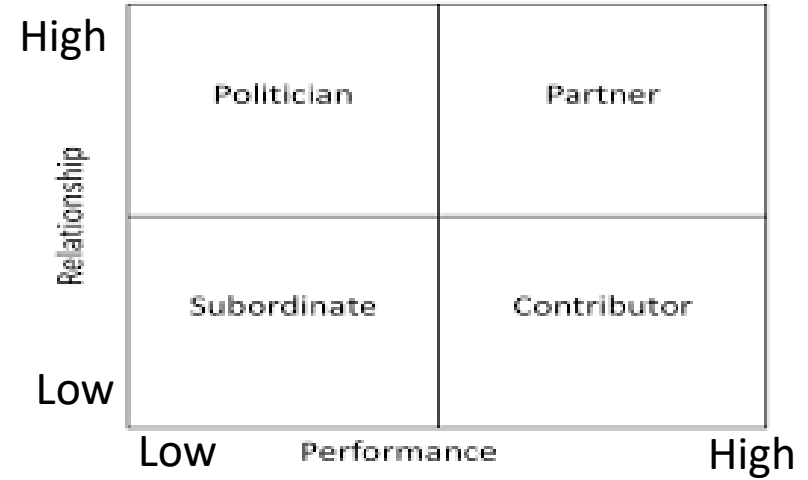


Figure- Potter and Rosenbach Followership Model

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

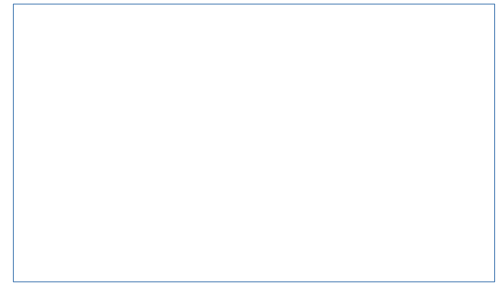
The Potter and Rosenbach Followership Model(Cont.)

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.

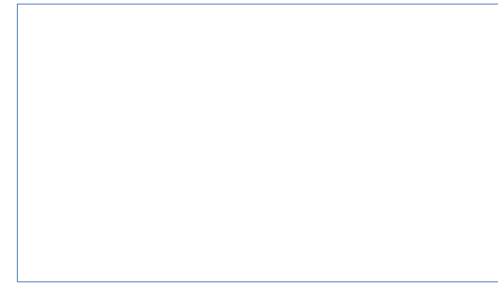
Contributors: While these people do not have an interest in building relationships with their peers or leaders, they are motivated by the subject matter and very hard workers.



Source: <https://prezi.com/dij4qgcyc6x1/the-potter-and-rosenbach-followership-model/>

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.



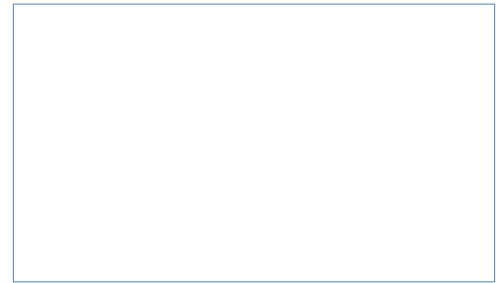
Source: B. Yager (Boise, ID: The Bryan Yager Group, 2003).

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.



Cont.

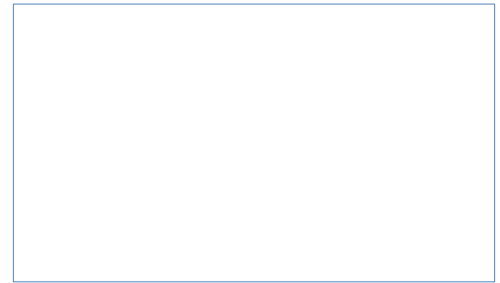
3. Honesty- Followers have a responsibility to be honest. Respect and politeness are important and followers also have to be able to offer constructively critical feedback.

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.

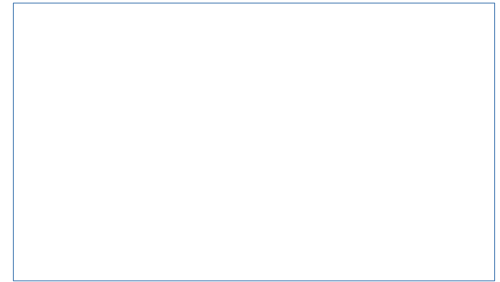
<https://blogs.usafootball.com/blog/4697/why-good-followers-are-important-and-8-qualities-good-followers-must-possess>



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.



Case Study: Bob Knowling

Bob Knowling 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 Telwares. From a business perspective, **Knowling 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.**

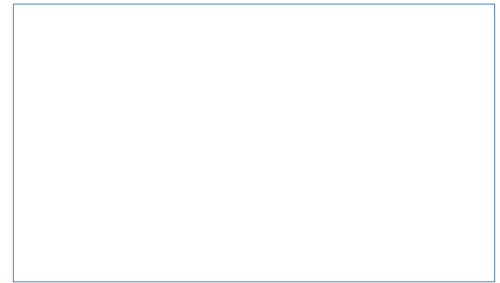


Image Source: https://www.citrix.com/content/dam/citrix61/en_us/images/photos/headshots/execs-board/bob-knowling.png

Case Study: Bob Knowling

As the chairman of Eagles Landing Partners, Knowling travels all over the world providing advice to boards of directors, CEOs, C-suite executives, and other senior executives on how to improve their businesses. Knowling is a testament for what hard work, perseverance, ambition, adaptability, and a winning attitude can do to create teams of loyal followers that achieve superior results. He has accomplished a great deal in his life without having the advantages or privileges associated with many who make it to the top of Corporate America. Growing up in Indiana and Missouri as one of accountable for performance, providing needed resources, clearing obstacles, listening to inputs, treating people decently, inspiring and engaging others, building a team, and teaching them how to win he soon had one of the top performing crews in the state.

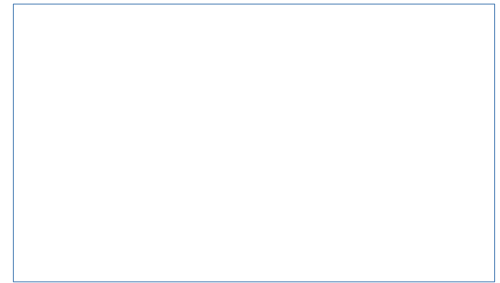
Knowling applied this success formula to every job he has ever had and he rose rapidly through the ranks as a result. Indiana Bell was part of a larger telecommunications firm named Ameritech, and Knowling was one of 120 people brought in to drive something called Breakthrough Leadership.



Case Study: Bob Knowling

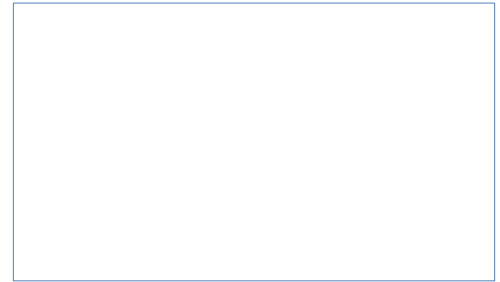
The chairman and CEO of Ameritech felt the company was ill-equipped to deal with telephone service deregulation and was not prepared to compete in a competitive market. Knowling had always been able to build a winning team, but the Breakthrough Leadership changes were hundreds of times bigger than anything he had done before. Knowling worked with University of Michigan Professor Dr. Noel Tichy, who had been the 13 kids, his house had no television or running water, and he often would venture to local lakes and streams to catch fish to help feed the family. Knowling worked in high school and started up several businesses—one involved reselling golf balls retrieved from water hazards and another was running a crew to cut and trim lawns.

Because of his academic and athletic performance Knowling received a scholarship to Wabash College, where he majored in theology and continued to excel in basketball and football. Knowling was able to take these lessons learned while growing up and apply them to the business world.



Case Study: Bob Knowling

After college he joined Indiana Bell, a telecommunications company, as an installation and repair supervisor. Knowling had no prior knowledge about telephone operations, so he spent the first few months learning how orders came in, trucks were loaded, crews were scheduled, lines were installed, and customers were billed for their services. He did this by being the first one in to work, helping his dispatchers assign jobs, helping load the trucks with the supplies needed for the day, traveling out with his crews to do installations, and being the last one to leave the office. Knowling had inherited one of the worst performing crews in Indiana, but by setting clear goals, holding people chief learning officer at General Electric under Jack Welch, and was able to implement processes that drove major changes at Ameritech. Because of his successes, Knowling was lured away to U.S. West to drive major change and transform the worst performing Regional Bell Operating Company, which he quickly accomplished. With these successes he was subsequently named CEO of Covad Communications and was asked to join several Fortune 500 boards of directors.

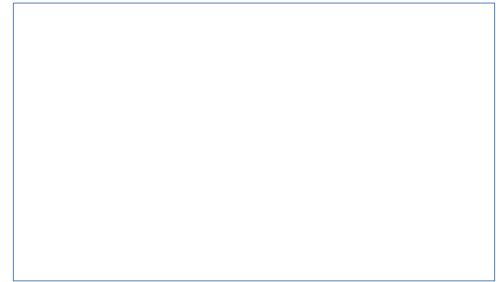


Case Study: Bob Knowling

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



Research Paper



Journal of Global Responsibility
Vol. 5 No. 2, 2014
pp. 269-288

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2041-2568

DOI [10.1108/JGR-04-2014-0016](https://doi.org/10.1108/JGR-04-2014-0016)

Do follower characteristics moderate leadership and employee engagement?

Tanyu Zhang and Gayle C. Avery

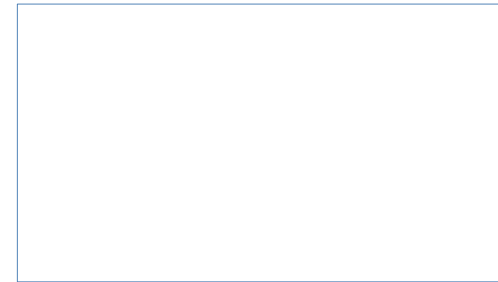
Institute for Sustainable Leadership & Macquarie Graduate School of Management, Macquarie University, Sydney, Australia, and

Harald Bergsteiner and Elizabeth More

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

Purpose

This study aims to, given that most research focusses on leaders and ignores the influence of follower characteristics on either leadership or engagement, 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).



Research Paper

Design/methodology/approach

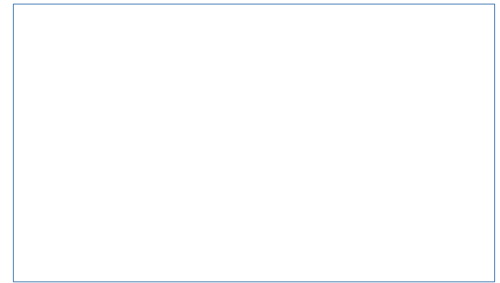
Questionnaire data from 432 sales assistants, collected from retail shopping malls in Sydney, Australia, were analyzed.

Findings

Structured regression analysis confirmed that the employee characteristics of need for achievement, equity sensitivity and need for clarity moderate the relationship between four leadership paradigms and employee engagement. The nature of the moderation varies in complex ways.

Research limitations/implications

There is scope to confirm this study in different contexts, to include additional employee characteristics and reconfirm some scales and to remove common method variance.



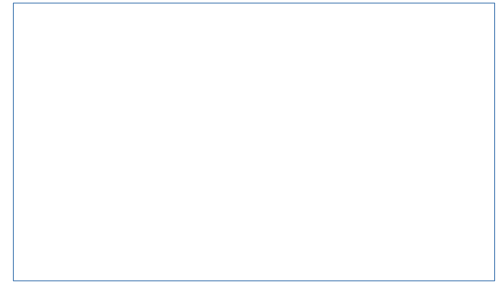
Research Paper

Practical implications

The findings suggest that to improve employee engagement: employers should recruit staff exhibiting characteristics predicted to generate high employee engagement; organizations should develop supervisors to ensure that they adopt leadership styles found to drive employee engagement; and recruiters should consider matching the characteristics of employees to the prevailing leadership paradigm(s) in the organization.

Originality/value

This paper addresses a major gap in the literature by examining the moderating effects of follower characteristics on different leadership paradigms and employee engagement.



BOOK RECOMMENDATION

Leadership for Follower Commitment

Authors: David Cooper

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

Language: English

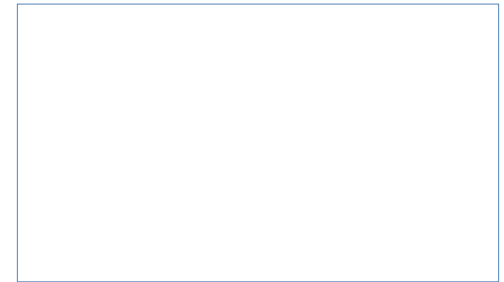
Paperback: 215 Pages

ASIN : B0084BPTLC



LEADERSHIP FOR FOLLOWER COMMITMENT

David J. Cooper



Book Recommendation

Leadership for Follower Commitment provides:

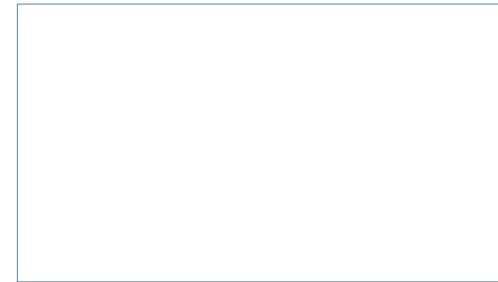
- Research based case studies
- A linking of theory, research, and practical managerial experience
- An emphasis on psychological forces, employee motivation and perceptions of management action.

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.



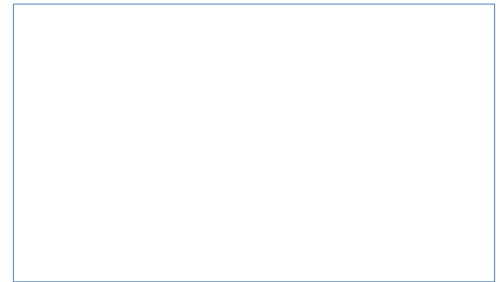
LEADERSHIP FOR FOLLOWER COMMITMENT

David J. Cooper



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- 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>](#)
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- <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>



Thank You

