



**CURPHY LEADERSHIP SOLUTIONS**

# **Followership**

by

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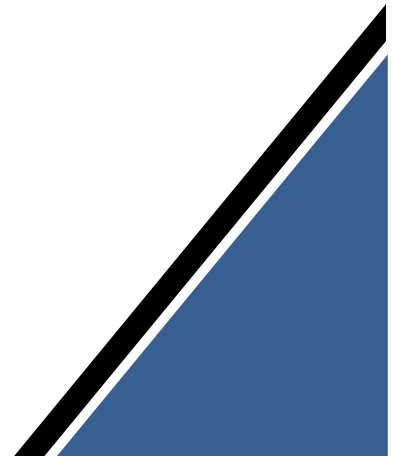
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## Introduction

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Although the importance of good leadership cannot be denied, followership plays an equally important role in a team's success. As force multipliers or inhibitors, followers determine a team's level of engagement, turnover, productivity, and performance. This paper describes what leaders need to know about followers and the role they play in creating effective followers.

## The Changing Expectations for Followers

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There was a time in the not too distant past when followership essentially meant, "be quiet and do whatever you're told." Followers were expected to keep their heads down, put in an honest day's work, and only speak up when asked. Leaders used to have all the power in these hierarchical relationships, but this is no longer the reality facing many organizations. Over the past forty years employers' expectations for work have changed and they now want more out of their employees than paying them to be a cog in a machine. In addition, because of the successive generations entering the workforce, rising education levels, globalization, the flattening of organizations, the pandemic, and an increased willingness to change careers and companies, employees have come to understand they can add more value doing meaningful work. The best employees are attracted to jobs that make a difference to customers, fellow employees, or the communities in which they live and are much more willing to raise objections or leave when they feel inhibited from making a difference. These attitudinal changes regarding work have shifted so dramatically that even the classic leader-follower organization, the United States military, has fundamentally changed how officers lead and treat their soldiers.

*It may be the devil, or it may be the Lord, but you're gonna have to serve somebody.*

**Bob Dylan**

## Everyone is a Follower

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Anyone occupying a position of authority plays a followership role, as first-line supervisors report to mid-level managers, mid-level managers report to vice-presidents, vice-presidents report to CEOs, and CEOs report to Boards of Directors. Some leaders may only spend 10-20 percent of their time doing follower activities, whereas hourly employees are usually full-time followers. Given that the same people play both leadership and followership roles, it is hardly surprising that many of the attributes used to describe effective leaders can also be used to describe effective followers.

There are times when situational demands require that individuals in formal followership roles step into leadership roles. For example, a sergeant may take over a platoon when her lieutenant is wounded in battle, a volunteer may take over a community group when the leader moves away, a software engineer may be asked to lead a project because of their unique programming skills, or team members can be asked to make decisions about team goals, work priorities, or meeting schedules. Those followers who are perceived to be the most effective are often asked to take leadership roles when opportunities arise. Understanding what constitutes effective followership and then exhibiting those behaviors can help improve a person's career prospects. Effective followership plays such an important role in the development of future leadership skills that

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freshman at all the United States service academies (West Point, Annapolis, and the Air Force, Coast Guard, and Merchant Marine Academies) spend their first year in formal follower roles.

Traveling down the path set by the service academies, it may well be that the most effective people in any organization are those who are equally adept playing *both* leadership and followership roles. There are many people who make great leaders but ultimately fail because of their inability to follow orders or work for someone. And there are other people who are great at following orders but cause teams to fail because of their reluctance to step up into leadership roles. The more people develop leadership *and* followership skills, the more successful they will be.

## Followers Get Things Done

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*Better followership often begets better leadership.*  
**Barbara Kellerman, Harvard University**

It is important to remember the critical role followers play in societal change and organizational performance. The Civil Rights, Tea Party, Black Lives Matter, and Stop the Steal movements are good examples of what happens when angry followers decide to do something to change the status quo. This is precisely why more totalitarian societies, such as North Korea, Myanmar, Russia, or Iran, tightly control the information flowing through their countries. Nothing gets done in organizations without followers, as they are people closest to the customers, creating products, taking orders, and collecting payments. Research has consistently shown that more engaged employees are harder working, more productive, and more likely to stay with organizations than those who are disengaged. Moreover, ethical followers can help leaders avoid making questionable decisions and high performing followers often motivate leaders to raise their own levels of performance. As we've seen in Ukraine, battles are usually won by armies with the best soldiers. Likewise, teams with the best athletes usually win the most games and companies with the best employees usually outperform their competitors, so it is to a leader's benefit to surround him or herself with the best followers.

## The Psychology of Followership

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**Cost-Benefits Analysis.** Although asking why anyone would want to be a leader is an interesting question, perhaps a more interesting question is asking why anyone would want to be a follower. Being a leader clearly has some advantages, but why would anyone freely choose to subordinate his or herself to someone else? Why would you be a follower? Evolutionary psychology hypothesizes that people follow because the benefits of doing so outweigh the costs of going it alone or fighting to become the leader of a group. Twenty thousand years ago most people lived in small, nomadic groups, and these groups offered individuals more protection, resources for securing food, and mating opportunities than they would have had on their own. Those groups with the best leaders and followers were more likely to survive, and those poorly led or consisting of bad followers became part of the food chain. Followers who were happy with the costs and benefits of membership stayed with the group; those who were not either left to join other groups or battled for the top spots. Evolutionary psychology also rightly points out that leaders and followers can often have quite different goals and agendas. In the workplace, leaders may be making decisions in order to maximize financial performance whereas followers may be taking actions to improve job

security. With this approach, leaders must align followers' goals and ensure that the benefits people accrue outweigh the costs, as followers will either mutiny or leave if goals are misaligned or inequities are perceived. The Great Resignation indicates that some leaders are not doing a particularly good job meeting these criteria.

**Compliance with Authority.** Social psychology tells us that there are some situations where many people seem all too willing to abdicate responsibility and simply follow orders, even when it is morally offensive to do so. The famous Milgram experiments of the 1950s demonstrated that people would follow orders, even to the point of hurting others, if told to do so by someone they perceive to be in a position of authority. You would think the popularity of the Milgram research would subsequently inoculate people from following morally offensive or unethical orders, but a recent replication of the Milgram experiments showed that approximately 75 percent of both men and women will follow the orders of complete strangers whom they believe occupy some position of authority. Sadly, the genocides of Bucha, Tigray, Bosnia, Rwanda, and Darfur may be all too real examples of the Milgram effect. For leadership practitioners, this research shows that merely occupying positions of authority grants leaders a certain amount of influence over the actions of their followers. Leaders should use this influence wisely.

**Loyalty to Leaders.** Social psychology also tells us that identification with leaders and trust are two other reasons why people choose to follow. Much of the research concerning charismatic and transformational leadership shows that a leader's personal magnetism can draw in followers and compel them to action. This effect can be so strong as to cause followers to give their lives for the cause. The Civil Rights marches, January 6<sup>th</sup> riot at the US Capitol building, 9/11 terrorist attacks, and suicide bomber attacks in Iraq and Afghanistan are examples of the role personal magnetism can have on followers. Although most people do not have the charisma of an Osama Bin-Laden, Martin Luther King, or Donald Trump, there is a subset of people who can engender a strong sense of loyalty in followers. Those with this ability must decide whether they will use their personal magnetism for good or evil.

**The Critical Role of Trust.** Trust is a common factor in the cost-benefits analysis, compliance with authority, and loyalty to leaders' hypotheses. Put more simply, it is highly unlikely people will follow if they do not trust their leaders. It can be very hard to rebuild trust once it has been broken, and followers' reactions to lost trust typically include disengagement, leaving, or seeking revenge on their leaders. Many acts of poor customer service, organizational delinquency, and workplace violence can be directly attributed to disgruntled followers feeling betrayed, and the pandemic has put considerable strain on trust between leaders and followers. Given the lack of trust between leaders and followers in many organizations these days, there should be little wonder why many of the best and brightest followers are participating in the Great Resignation. Because of the overarching importance of trust in team and organizational performance, leaders must do all they can to maintain strong, trusting relationships with followers.

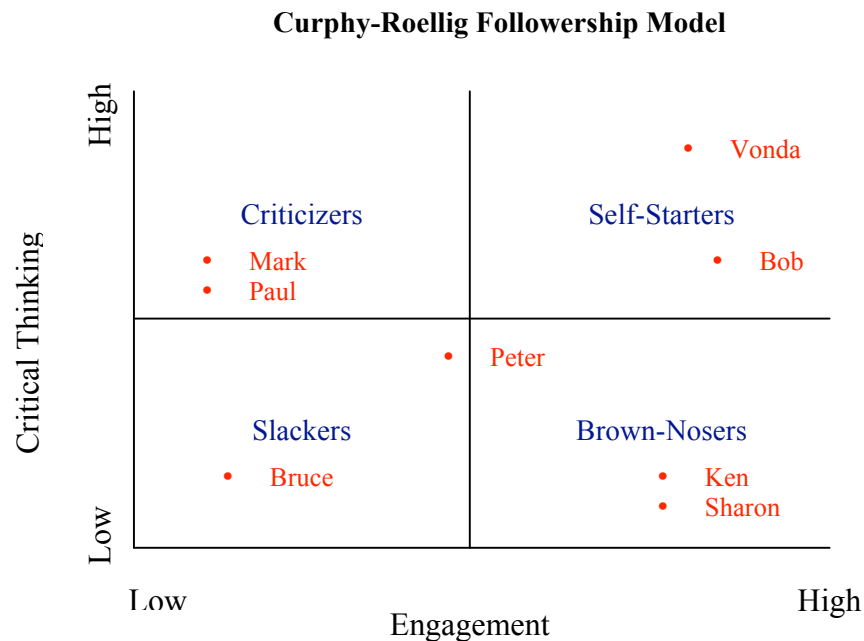
## A Framework for Followership

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Over the past 40 years or so, researchers have developed various models for describing followers. These models are intended to provide leaders with additional insight into what motivates followers and how to improve individual and team performance. The frameworks developed by these researchers have more similarities than differences, and the Curphy-Roellig Followership Model

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capitalizes on this research and is also easy to understand, practical, and provides insight into many follower issues. A more detailed description of the Curphy-Roellig Followership Model can be found below.



The Curphy-Roellig Followership Model consists of two independent dimensions: Critical Thinking and Engagement. Critical Thinking is concerned with a follower's ability to challenge the status quo, identify and balance what is important and what is not, ask good questions, detect problems, and develop workable solutions. High scorers on Critical Thinking are curious and constantly identifying ways to improve productivity or efficiency, drive sales, or reduce costs; those with lower scores believe it is the role of management to identify and solve problems, so they essentially check their brains in at the door and not pick them up until they leave work. Engagement is concerned with the level of effort people put forth at work. High scorers are energetic, enthusiastic about being part of the team, driven to achieve results, persist at difficult tasks for long periods of time, help others, and readily adapt to changing situations; low scorers are lazy, unenthusiastic, give up easily, are unwilling to help others or adapt to new demands, and generally would rather be doing anything but the task at hand. Engaged employees come to work to "win" as compared to coming to work "to play the game." Highly engaged does not necessarily mean working 70-80 hours a week, but these individuals spend more time focusing on the challenges at hand and helping others than disengaged employees. The Critical Thinking and Engagement dimensions result in four different follower types, which are described below.

## Self-Starters: Seeking Forgiveness Rather than Permission

As depicted in the graphic, Bob and Vonda are passionate about the team and will exert considerable effort to make it successful. They are also constantly thinking of ways to improve team performance, as they raise issues, develop solutions, challenge themselves and others to do better, and enthusiastically carry out change initiatives. When encountering problems, Self-Starters are apt

to resolve issues and then tell their leaders what they did rather than wait to be told what to do. This follower type also helps to improve their leaders' performance, as they will voice opinions prior to and provide constructive feedback after bad decisions.

Self-Starters are a critical ingredient in high performing teams and are by far the most effective follower type. Leaders who want to create these followers should keep in mind the underlying psychological driver of this type and the critical behaviors they need to exhibit if they want to create Self-Starters. Leaders need to understand that Self-Starters fundamentally lack patience and are always thinking – in the shower, during a run, or over their Saturday morning coffee. They do not suffer fools gladly and expect their leaders to promptly clear obstacles and acquire the resources needed to succeed. Leaders who consistently make bad decisions, dither, or fail to quickly secure needed resources or follow through on commitments are not apt to create Self-Starters. Self-Starters want to share their ideas real time and want quick feedback outside of the normal workday hours. It is very important for leaders wanting to create Self-Starters to articulate a clear vision, values, and set of goals for their teams, as this type operates by seeking forgiveness rather than permission. If Self-Starters do not know where the team is going and what the rules are, then they may make decisions and take actions that are inadvertently counterproductive. And Self-Starters whose decisions get overruled too many times are likely to disengage and become Criticizers or Slackers. Leaders also need to provide Self-Starters with needed resources, interesting and challenging work, plenty of latitude, regular performance feedback, recognition for strong performance, and promotion opportunities. The bottom line is that Self-Starters are highly rewarding but challenging team members, and leaders need to be available, responsive, and bring their A game to work if they want to maximize the value of these followers. It will be hard to provide Self-Starters all they crave in a normal work week, so being responsive 24 X 7 will help leaders demonstrate appreciation for their extra efforts.

## **Brown-Nosers: Seeking Permission Rather than Forgiveness**

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Followers like Ken and Sharon share the strong work ethic but lack the critical thinking skills of Self-Starters. Brown-Nosers are earnest, dutiful, conscientious, and loyal employees who will do whatever their leaders ask them to do. They work hard to please their bosses and never point out problems, raise objections, or make any waves. Brown-Nosers constantly check in with their leaders and operate by seeking permission, rather than forgiveness. As such, it is hardly surprising that many leaders surround themselves with Brown-Nosers, as these individuals are sources of constant flattery and tell everyone how lucky they are to be working for such great bosses. Because organizations often make personnel decisions more on politics than performance, Brown Nosers work hard to have no enemies (as they can never tell who their next boss will be), play politics very well, and often go quite far in organizations.

Because Brown-Nosers will not bring up bad news, put everything in a positive light, never raise objections to bad decisions, and are reluctant to make decisions, teams and organizations consisting of high percentages of Brown-Nosers are highly dependent on their leaders to be successful. There are several actions leaders can take to convert Brown-Nosers into Self-Starters, and perhaps the first step is to understand that fear of failure is the underlying psychological issue driving Brown-Noser behavior. All too often Brown-Nosers have all the experience and technical expertise needed to resolve issues, but they do not want to get caught making “dumb mistakes” and

lack the self-confidence needed to raise objections or make decisions. Therefore, leaders wanting to convert Brown-Nosers need to focus their coaching efforts on boosting self-confidence rather than the technical expertise of these individuals. Whenever Brown-Nosers come forward with problems leaders need to ask them how they think these problems should be resolved, as putting the onus of problem resolution back on this type boosts both their critical thinking skills and self-confidence. When practical, leaders then need to support the solutions offered, provide reassurance, resist stepping in when solutions are not working out as planned, and periodically ask these individuals what they are learning by implementing their own solutions. Brown-Nosers should only be rewarded or recognized for observable positive results – it is extremely damaging if the organization perceives them as being rewarded for their sycophant behavior. Brown-Nosers will have made the transition to Self-Starters when they openly point out both the advantages and disadvantages of various solutions to problems leaders are facing or challenge a direction or position the leader is advocating.

## **Slackers: Working to Live Rather than Living to Work**

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Bruce and Peter are **Slackers**, as that they do not exert as much effort toward work, believe that they are entitled to a paycheck for just showing up, and it is management's job to solve problems. Slackers are quite clever at avoiding work and often disappear for hours on end, make it a practice to look busy but get little done, have many excuses for not getting projects accomplished, and spend more time devising ways to avoid getting tasks completed than just getting them done. Slackers are "stealth employees" who are very content to spend the entire day surfing the Internet, shopping on-line, gossiping with co-workers, or taking breaks rather than being productive. Nonetheless, Slackers want to stay off their boss' radar screens, so they often do just enough to stay out of trouble but never more than their peers.

Transforming Slackers into Self-Starters can be very challenging, as leaders need to improve both the engagement and critical thinking skills of these individuals. One interesting observation is that many leaders mistakenly believe Slackers lack motivation. It turns out that Slackers have plenty of motivation; the problem is their energy and efforts are directed towards activities unrelated to work. This type of follower can spend countless hours on videogames, riding motorcycles, fishing, side businesses, or other hobbies, and if you ask them about their hobbies then their passion becomes quite evident. Slackers work to live rather than live to work and tend to see work as a means of supporting their other pursuits. The underlying psychological driver for Slackers is motivation for work, and leaders need to find ways to get these individuals focused on and exerting more effort towards job activities. Two ways to improve Slackers work motivation is to assign tasks that are more in line with their hobbies or positions that are a better fit with their interests.

Leaders wanting to convert Slackers into Self-Starters also need to determine what role favoritism and the lack of needed resources are contributing to followers' disengagement and uncritical thinking levels. It may well be that some Self-Starters lack the equipment, technology, or funding needed to perform well and have simply given up. Leaders who play favorites may cause those not in the inner circle to quit making meaningful contributions.

At the end of the day the work must get done, and there are many times the leader does not have the flexibility to assign preferred tasks or new jobs to these individuals (or would want to reward them for substandard efforts). If followers have all resources they need to succeed and favoritism is

not an issue, then leaders need to set unambiguous objectives, provide constant feedback about work performance, and then gradually increase performance standards and ask for inputs on solutions to problems. Because Slackers dislike attention, telling these individuals they have a choice of either performing at higher levels or becoming the focus of their leaders' undivided attention can help improve their work motivation and productivity or cause them to objectively fail. Leaders should have no doubt, however, that converting Slackers to Self-Starters is a difficult and time-consuming endeavor and may not be doable. As such, leaders may find it much easier to replace Slackers with individuals who have the potential to become Self-Starters than spend time on these conversion efforts.

## Criticizers: Finding Fault in Everything You Do

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The last of the four types, **Criticizers**, are followers who are disengaged from work yet possess strong critical thinking skills. But rather than directing their problem identification and resolution skills toward work-related issues, Criticizers are instead motivated to find fault in anything their leaders or organizations do. Criticizers make it a point of telling co-workers what their leaders are doing wrong, how various change efforts are doomed to failure, how bad their organizations are when compared to competitors, and how management shoots down any suggestions for improvement. These pessimistic individuals are constantly complaining, whining, and moaning about the current situation and are the most dangerous of the four types, as they believe it is their personal mission to create converts. They are frequently the first to greet new employees and "tell them how things really work around here" and like to hang out with other Criticizers. If left unchecked Criticizers can take over teams and entire departments. Dealing with Criticizers can be among the most difficult challenges leaders face.

Some Criticizers are immature or foster an unwarranted sense of entitlement, but most were Self-Starters who became disenchanted because their strong critical thinking skills allowed them to identify where their leaders were acting inconsistently with articulated objectives, values, or goals. More specifically, Criticizers are acutely aware of and offended by recognition awarded to Brown-Nosers in the absence of any observable results.

Criticizers are like an organizational cancer, and like many cancers, they respond best to aggressive treatments. Leaders need to understand that the need for recognition or any breaches of trust are the key psychological driver underlying Criticizer behavior. Criticizers act out because they are mad and crave recognition. Some Criticizers were Self-Starters who got their recognition needs satisfied through their work accomplishments, but for some reason they were not recognized, awarded a promotion they felt they deserved, an organizational restructuring took away some of their prestige and authority, or they worked for a boss who felt threatened by their problem-solving skills. Other Self-Starters became Criticizers when their leaders acted inconsistently with their articulated vision, values, and goals. Leaders will have no chance converting these latter individuals until they have the self-awareness to recognize and align the values they are asking from the organization with their own actions. With that foundation leaders can then begin the reconversion to Self-Starters by finding opportunities to listen to and publicly recognize these individuals. As stated earlier, Criticizers are very good at pointing out how decisions or change initiatives are doomed to failure. When Criticizers openly raise objections, leaders need to thank them for their inputs and then ask how they think these issues should be resolved. Most Criticizers may initially resist offering solutions, as they have drawers full of solutions that were ignored in the past and may be



reluctant to share their problem-solving expertise in public. Leaders need to break through this resistance and press Criticizers for help. Once Criticizers offer solutions leaders can live with, leaders need to adopt them and publicly thank Criticizers for their efforts. Repeating this pattern of soliciting solutions, adopting suggestions, and publicly recognizing Criticizers for their efforts will go a long way towards converting this group into Self-Starters. If leaders make repeated attempts to engage Criticizers but they fail to respond, then termination is a viable option for this type. As they do so leaders should carefully look in the mirror and ask what they did to lose the hearts and minds of these good thinkers. Yet leaders who do not aggressively deal with these individuals may find themselves leading teams made up of nothing but Criticizers and eventually being asked to look for another job.

## Implications of the Curphy-Roellig Followership Model

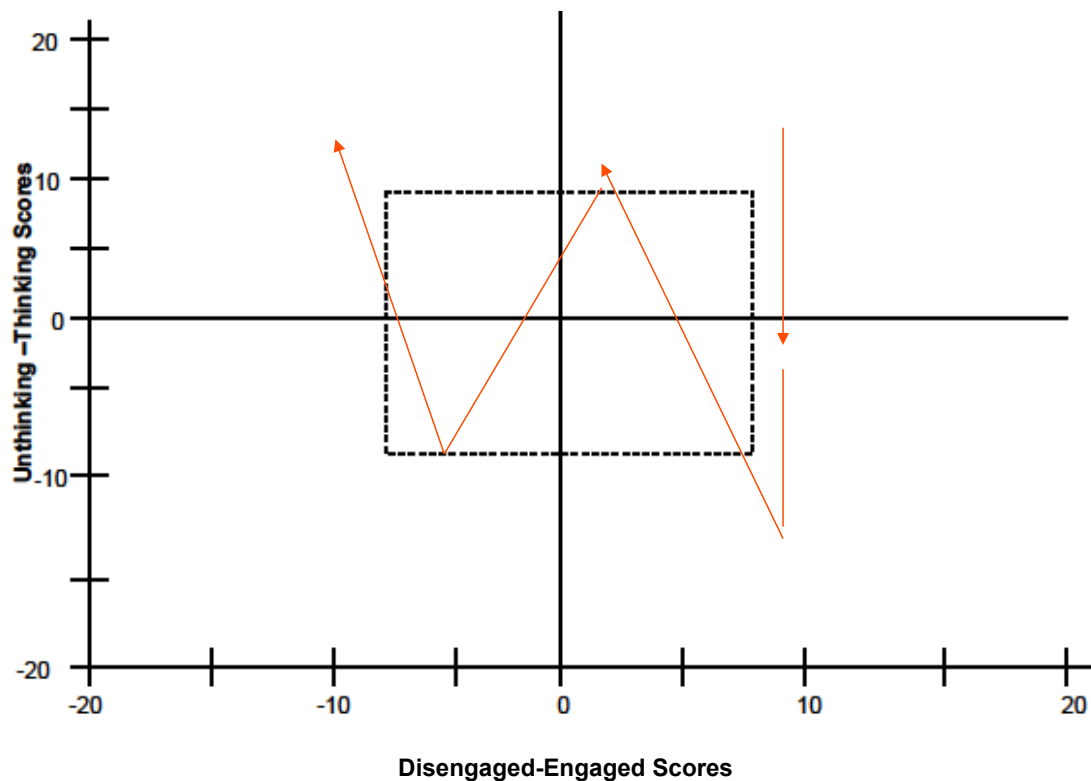
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There are several aspects of the Curphy-Roellig Followership Model that are worth additional comment. First, the model can help leaders assess follower types and determine the best ways to motivate team members. Second, leaders need to understand that followership types are not static; they can and do change depending on the situation. The graphic on the next page depicts how one's followership type changed as an individual switched companies, inherited different bosses, and were given different responsibilities. She started her professional career as a Self-Starter, moved down to become a Brown-Noser, spent some time as a Slacker, and is now a Criticizer. Most people say their immediate boss is the biggest factor in why their followership type changes over time. Leaders can foster effective followership by selecting direct reports with Self-Starter potential or developing direct reports into Self-Starters, or their actions can result in the creation of Brown-Nosers, Slackers, and Criticizers.

Third, because Self-Starters are the strongest contributors to organizational success and leaders have a direct influence on the followership types of their direct reports, leaders can do several things to create teams of Self-Starters. Among them include articulating a vision of the future, setting clear expectations for performance, role modeling the behaviors of Self-Starters, acting in a manner consistent with stated values, treating people fairly, creating psychologically safe environments, clearing obstacles, providing needed resources, empowering employees, and holding staff members accountable for Self-Starter behavior.

Fourth, although there are thousands of training programs and books to develop leadership skills, there is little available to teach people how to be good followers. We believe that most people assume followership just happens and leaders are entirely responsible for creating effective or ineffective followers. The impact of leaders on followership cannot be denied, but we also believe organizations can train people how to be Self-Starters. Training program content would include the four followership types, what it takes to be a Self-Starter, and provide self and other feedback on the type currently being exhibited. Participants would also learn what they needed to do to become Self-Starters, such as how to be curious, identify problems, generate and present solutions, and how to get engaged, get things done, and help others at work. Training people on followership and having leaders who foster effective followership seem to be relatively easy ways to improve organizational effectiveness.

## Followership Journey Over a Career



Fifth, organizations having decent selection processes are more likely to hire Brown-Nosers and Self-Starters than Criticizers and Slackers. Yet the longer people stay in organizations, the more likely they become Criticizers. Over time people get more exposed to inconsistencies between leaders' and organizations' espoused values and their decisions and actions (including who they hire, promote, and reward), and become more jaded as they slide toward the dark side of followership. Teams and organizations populated with high percentages of Criticizers, Brown-Nosers, and Slackers need to take a hard look at their leadership talent, as it is their leaders that is causing this to happen. Research shows that well over half the people in positions of authority are incompetent, and the Criticizer and Slacker followership types may be ways direct reports cope with clueless bosses, while Brown-Nosers will do very well in environments where bosses value fealty and flattery.

Sixth, because people in positions of authority also play followership roles, they need to realize how their own followership type affects how they lead others. For example, leaders who are Self-Starters are likely to set high expectations, reward others for taking initiative, pitch in when needed, and give top performers plenty of latitude and needed resources. Leaders who are Brown-Nosers will micromanage and expect direct reports to constantly check in. They will also expect their employees to do what they are told, not make waves, and be loyal lapdogs whose sole purpose in life should be pleasing their superiors. Leaders who are Slackers are laissez-faire leaders who are disengaged from work, unavailable, unresponsive to followers' requests, and lead teams that get little accomplished. Leaders who are Criticizers complain about their organizations as well as their

employees. These leaders tend to manage by exception and find fault in everything their followers do.

## Concluding Comments

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Leaders wanting to build high performing teams need to be aware of the multiplier effect followership has in group dynamics and team performance. As a society we spend considerable time and effort finding and developing leaders, but if the same attention was put on understanding and developing followers, then leaders would have to operate at a much higher level and their resulting impact would be significantly improved. As the world becomes more flat, technical, dispersed, and professional, people will need to get more comfortable sliding back and forth between leader and follower roles. We believe the skills of identifying, developing, and fostering effective followership is becoming more important than ever.

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*Mark Roellig retired as the Executive Vice President and Chief Information & Administrative Officer of Massachusetts Mutual Life Insurance Company ("MassMutual"). Before joining MassMutual in 2005 as the General Counsel, Mark served as General Counsel and secretary to the following three public companies prior to their sale/mergers: Fisher Scientific International Inc., Storage Technology Corporation ("StorageTek") and U S WEST Inc. Mark received his bachelor's degree in applied mathematics from the University of Michigan, earned his law degree from George Washington University, and his M.B.A. from the University of Washington.*

## Appendix: Assessing Followership Types

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Readers interested in applying the Curphy-Roellig followership framework can use the map on the next page to plot the followership types of their direct reports or co-workers. They can also use the map to plot how their own followership type has changed over time.

*To plot direct reports or co-workers:*

1. Pick a direct report or co-worker.
2. Review the Critical Thinking descriptions on the left side of the map. Use these descriptions to determine the level of Critical Thinking this individual typically exhibits at work.
3. Review the Engagement descriptions at the bottom of the map. Use these descriptions to determine the level of Engagement this individual typically exhibits at work.
4. Place a dot on the map that represents the intersection of the individual's Critical Thinking and Engagement descriptions. You may also want to write the person's initials or name by the dot.
5. Repeat steps 1-4 until all direct reports or co-workers have been plotted.
6. What are the implications of your map? Who are you spending the most time with? Who should you be spending the most time with?

*To plot your own followership type over time:*

1. Place a dot on the map that represents the type of follower you were when you started your first professional job. You might also want to write a date, the job title, or boss or company names by this dot.
2. Place a second dot to depict how your type changed from this first job. You might also want to write a date, the job title, or boss or company names by this dot.
3. Place additional dots to depict further changes to your followership type. Write dates, job titles, or boss or company names by these additional dots.
4. Draw a line to connect the all the dots in chronological order.
5. Reflect on how your followership type has changed over time and what caused these changes.

# Assessing Followership Types

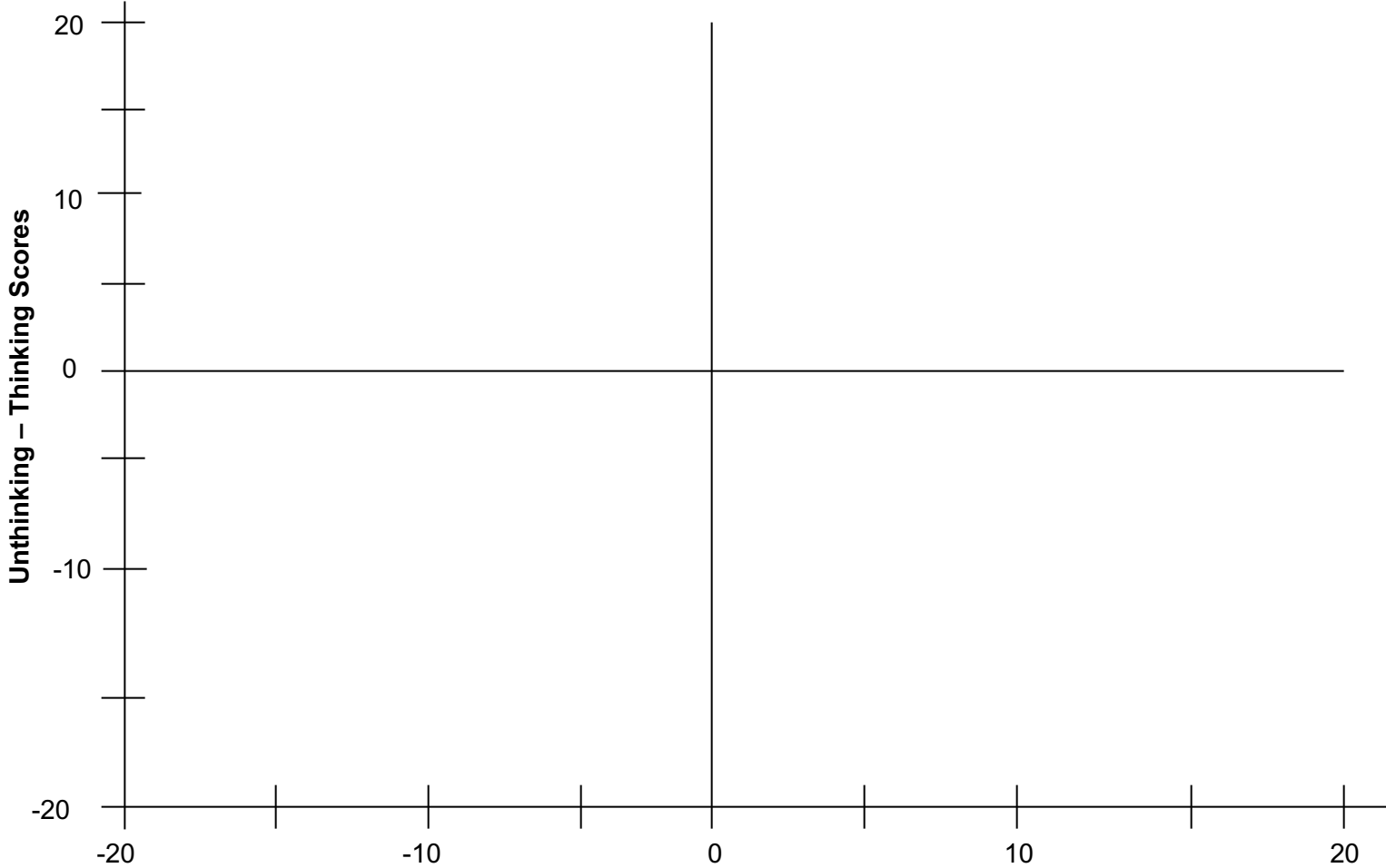
Creative, innovative, independent-minded thinker. Challenges the status quo and constantly looks for ways to improve the organization. Strong dislike for being told what to do and how to do things.

At times, will develop new ideas for improvement. Will challenge orders, directives and policies if they do not seem to make sense. Like to make decisions for themselves.

Takes direction, usually will not challenge decisions. Needs to be asked before offering suggestions for improvement.

Prefers structured, unambiguous work settings with roles and policies governing work behaviors. Will only challenge authority if decisions are extremely important to them.

Follows rules, procedures, directives and orders blindly. Never challenges authority. Wants to be specifically told what to do and how to do things. Dislikes making decisions and wants lot of reassurance before making them. Likes structure.



Needs constant prodding and close supervision before tasks are completed. Does the absolute minimum necessary to get by. May spend more time covering up mistakes than getting work done.

Most efforts come up a bit short in quality, responsiveness, and quantity. Usually needs some supervision and feedback to deliver acceptable work.

Overall average effort, but results can wax and wane. Can usually be counted on to get the job done, but timeliness or quality can suffer at times.

Above average effort and results. Puts in extra effort when necessary; produces better results than peers. Usually takes ownership for work. Helps others.

Significantly higher effort and strong willingness to help others. Persists on tasks until complete and produces strong results. Can be counted on to get things done and take ownership for results.