

Ideal Qualities Based on Non-empirical Accounts and General Criteria

Banutu-Gomez (2004)¹

Skills of Exemplary Follower

- Perform independently
- Critical thinking
- Give and receive criticism
- Innovative and creative
- Assume ownership of problems
- Participate actively in decision making
- Self-starters who go above and beyond expectations
- Committed
- Focused on goals (have a sense of direction)
- Master indispensable skills
- Plan and prioritize
- Analyze their performance
- Follow through
- 13 more skills as an exemplary teammate

Blackshear (2010)²

Characteristics of the Exemplary Follower

- Set aside ego, team player
- Initiative and willingness to act
- Persistent
- Entrepreneurial, risking-taking
- Proactive problem fixer
- Adaptable, flexible, and can manage change
- Optimistic
- Pursues continuous improvement

Bossidy (2007)³

Leader Expectations of Direct Reports

- Get involved
- Generate ideas
- Be willing to collaborate
- Be willing to lead initiatives

Bossidy cont.

- Develop leaders (in your subordinates)
- Stay current
- Anticipate
- Drive your own growth
- Be a player for all seasons

Caval (2007)⁴

Traits of Good Followers

- Support decisions
- Make suggestions
- Loyal
- Trustworthy
- Ethical
- Team player
- Positive attitude
- High energy
- Take responsibility
- Acknowledge the leader
- Listener and a good communicator

Crockett (1981)⁵

Dynamic Subordinacy

- Know what your job is
- Know how to do your job
- Do the job
- Challenge the boss
- Inform the boss
- Invite the boss in
- Ask for feedback
- Help give the boss feedback
- Share your needs
- Build trust
- Acquire self-awareness
- Manage feelings and behavior
- Confront

Cont.

Cunha et al. (2013)⁶

Advocate Transcendent Followers who Demonstrate *Competence* in domain of:

- Self—self-aware and develops self
- Others—interpersonal skill, other-oriented, social and emotional intelligence)
- Organization –collective maintenance and change; concern about the organization

Epitropaki et al. (2013)⁷

Prototypic Implicit Followership Theories (IFT)

- Industry
- Enthusiasm
- Good Citizenship

Anti-prototypic (negative) Implicit Followership Theories

- Conformity
- Insubordination
- Incompetence

Guidera and Gilmore (1988)⁸

Effective Follower Characteristics

- Humility
- Assertiveness
- Courage
- Aspirational
- Trust
- Practical
- Determination

Hurwitz and Hurwitz (2009)⁹

Core Competencies

A. Personal Manageability Skills

- Communication—no surprises, summarize, do not inundate, etc.
- Attitude—positive, predictable, back-off when personally invested
- Etiquette—e.g., ensure leader gets in the last word
- Full accountability for results

Hurwitz and Hurwitz cont.

- Decisions—make decision within your purview, support leader's decisions

B. Leader Support Skills

- Leader Goals— align and support
- Rapport—thoughtfulness
- Culture—conform to the organization culture
- Style—adapt to leader's style

Kellerman (2008)¹⁰

Good Followers:

- Do something
- Support ethical and effective leaders
- Oppose bad leaders
- Informed
- Energetic
- Independent
- Capacity to cope with complexity
- Can manage change
- Exercise good judgment
- Behave according to the situation
- Kellerman reinforces Kelley (1988, 1992) and Chaleff (1995)

Kelley (1988)¹¹

Effective Followers:

- Manage themselves well
- Are committed to the organization and causes besides themselves
- Build competence and focus efforts to maximize impact
- Are courageous, honest, credible

Kelley (1992)¹²

Skills of Exemplary Followers

- Focused and committed
- Competent
- Take initiative to increase their value
- Build teams
- Build networks
- Work with leaders
- Courageous conscience

Latour and Rast (2004)¹³

Characteristics of Effective Followers

- High organizational commitment
- Function well in team-oriented change environments
- Independent
- Critical thinkers
- High integrity
- high competence

Lippitt (1982)¹⁴

- Follower Challenges and Tasks
- Proactive
- Rehearsed, developed communication skills
- Reverse colleague rivalry
- Balance self-satisfaction and contribution to others
- Not role-bound

Lundin and Lancaster (1990)¹⁵

Effective Followers:

- Integrity
- Own the territory
- Versatility
- Self-employment

Madden (2011)¹⁶

Prescribes the Synergetic Follower Who:

- Believes in the mission and leader
- Team work
- Seeks diversity of strengths
- Just do it
- Doesn't seek credit
- Builds trust
- Active followership
- Manages up
- Communicates and handles conflict
- Make decisions based on data

Neal (2010)¹⁷

Follower Competencies in How to:

- Receive delegation
- Work with one's manager
- Receive feedback

Neal cont.

- Use feedback to enhance performance
- Create an action plan to address performance issues
- Participate as a team member
- Teambuilding
- Communicate effectively
- Recognize difficult situations

Nolan and Harty (2001)¹⁸

Traits Essential to Good Followership

- Making attitudes clear
- Maintaining standards of performance
- Informing others of expectations
- Treating all as equals
- Being friendly and approachable
- Accepting suggestions of others
- Intelligence
- Diplomacy
- Sociability
- Stout Heart
- Sound mind

Oc and Bashshur (2013)¹⁹

Follower Characteristics that Influence Leaders

- Persuasive
- Psychologically immediate
- Physically distance (negative)
- Consistent minority member
- Frequent interaction with leaders
- Follower social influence is also moderated by group size and within group agreement, leader informational and effect distance, leader dependence for information

Rosenbach, Pittman, and Potter (2012)²⁰

A. High performance initiative

- Do the job
- Work effectively with others
- Care for self as a resource
- Embrace change

Rosenbach et al. cont.

B. High relationship initiative

- Identify with the leader
- Build trust (reliable, discreet, loyal)
- Courageous communication
- Negotiate Differences openly

Solovy (2009)²¹

Good Followers:

- Self- manage
- Communication skills
- Teamwork
- Personal development
- Commitment

Thody (2003)²²

Behaviors of Positive Followers in Education

- Independent
- Active-passive
- Entrepreneurial
- Loyalist
- Exemplary/exceptional
- Interdependent
- Transactional
- Coordinator
- Mentee/apprentice
- Disciple
- Gatekeeper-filter

Thody cont.

- Partner/comrade
- Toxic handler
- Second in command

Roles of Positive Followers in Education

- Rescuer
- Muse

Wilson (2012)²³

Good Followership is:

- Putting group goals ahead of personal goals
 - Arriving on time
 - Being gregarious
 - Being optimistic
 - Recognizing other's needs (showing empathy)
 - Integrating into different cultures
 - Humble enough to work new ways
 - Managing one's own emotions and not taking it out on others
 - Being an effective listener and communicator
 - Showing integrity, trusting, and trustworthiness
 - Creating positive energy
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Ideal Follower Qualities Based on Descriptive Accounts and Narrow Criteria

Berg (2014)²⁴

Follower Style in Reaction to Unethical Decisions

- Courage

Bjugstad et al.²⁵

Follower Style Matching Leadership Style

- **Alienated** for participating leaders
- **Passive** for selling leaders
- **Conformist** for telling leaders
- **Exemplary** for delegating leaders

Can and Aktas (2012)²⁶

Follower Style Depends on the Culture

- **Independent/Critical Thinkers** for managers valuing individualism and masculinity
- **Dependent/non-critical** for managers valuing collectivism, feminism, power distancing, uncertainty avoidance, & paternalistic expectations
- **Exemplary** for managers valuing individualism and masculinity
- **Passive** for managers valuing feminism, power distancing, uncertainty avoidance, & paternalistic expectations

Chaleff (1995)²⁷

Prescribes Courageous Followers who:

- Assume responsibility
- Serve
- Challenge
- Participate in transformation
- Take morale action
- Speak to the Hierarchy
- Listen to Followers

Oc and Bashshur (2013)²⁸

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