

Ideal Follower Qualities Based on Research and General Performance Criteria

Agho (2009)¹

Top Five Ranked Qualities of Effective Followers

N=302 senior executives from diverse organizations

- Honesty/Integrity
- Competent
- Dependable
- Cooperative
- Loyal

Alcorn (1992)²

Traits/skills associated with dynamic followership

n=10,000 employees at Lower Valley

Power and Light

- Cooperation
- Flexibility
- Integrity
- Initiative
- Problem solving

Carsten et al. (2010)³

Prototypical Traits of Socially Constructed Followership Types

n=31 employees from various industries

A. Passive Follower

- Obedience
- Deference
- Loyalty
- Support
- Not question, disagree, challenge, speak out, or take risks

B. Active Follower

- Ownership
- Team player
- Offer opinions
- Support leader's decisions
- Align behavior with the leader and climate

Carsten et al. cont.

C. Proactive Follower

- Ownership
- Offers opinions and voice solutions before being asked
- Takes initiative
- Diverts crises
- No blind obedience or unquestioning
- Align behavior with the leader and climate

Damen et al. (2008)⁴

Task Performance

n=47 1st- and 2nd- year business and economic students

- Follower affective match with the leader's emotional displays moderates

Gilbert and Hyde (1988a, 1988b)⁵

Follower Dimensions Associated with General Performance

n=939 subjects in management education and training programs from diverse organizations

- Partnership with Supervisor
- Commitment to Job
- Technical Competence
- Sense of Humor
- Dependability
- Positive Working Relations
- Tendency to Speak Up
- Proper Comportment

Gilbert and Whiteside (1988)⁶

Work Performance

n=500 Sworn State Patrol Officer in Colorado

- Partner with the boss
- Job commitment
- Technical competence

Cont.

Gilbert and Whiteside cont.

- Sense of humor
- Dependability
- Positive working relations
- Tendency to speak up
- Proper comportment

**Murphy and Ensher (1999)⁷
Follower Performance based on
Supervisor Assessments on Multiple
Criteria**

**n=56 subordinate-superior dyads in a
West coast media organization**

- Self-efficacy

**Sy (2010)⁸
n=1362 participants across five studies
and diverse industries**

**A. Prototypic Implicit Followership
Theories (IFT)**

- Industry
- Enthusiasm
- Good Citizenship

All three IFTs are related to liking for leaders, relationship quality with leaders, trust in leaders, & job satisfaction

**B. Anti-prototypic (negative) Implicit
Followership Theories**

- Conformity
- Insubordination
- Incompetence

All three IFTs are related negatively to liking for leaders, relationship quality with leaders, trust in leaders, & job satisfaction

**Van Kleef et al. (2009)⁹
Moderating Effects on Team
Performance**

**n=140 master degree students in a large
Netherland university**

- High follower epistemic motivation moderates positively leader anger
- Low follower epistemic motivation moderates positively leader happiness

**Van Kleef et al. (2010)¹⁰
Moderating Effects on Performance of
Follower Personalities**

n=144 students

- Low follower agreeableness moderates positively the impact of angry leaders
- Higher follower agreeableness moderates positively the impact of happy leaders

**Whitley et al. (2012)¹¹
Leader Implicit Followership Theories
positive impact on Leader Expectations,
Leaders Liking Followers, Leader-
member relations, and Follower Job
Performance**

**n=302 workgroup followers & 151 work-
group leaders in Southern California**

- Industry
- Enthusiasm
- Good Citizen

Cont.

Ideal Follower Qualities Based on Research and Narrow Criteria

Baker et al.¹²

Follower Ability to Challenge the Process and Enable Others to Act
n=212 healthcare workers in four organization in the mid-Atlantic region

- Embracing change
- Do the job
- Working with others

Billot¹³

Essential Qualities for Successful Leader-Follower Relations in Higher Ed.
n=38 teachers from seven universities in North America, Europe, and Australasia

- Negotiation
- Responsibility
- Mutual Respect

Blanchard et al.¹⁴

Follower Behaviors Associated with Organization Commitment
n=331 faculty members in a southeaster university

- Active engagement
- Independent Critical Thinking (negative association)

Carsten and Uhl-Bien¹⁵

Follower Qualities Affecting Unwillingness to Obey Unethical Request
n=161 working adults

- Strong co-production beliefs
- Romance of leader (a positive mediating effect on strong co-production beliefs)

Carsten and Uhl-Bien¹⁶

Follower Qualities Affecting Upward Communication
n=206 working adults willing to participate in research

- Strong co-production beliefs

Chi and Ho¹⁷

Follower Characteristics Moderating the Impact of Leaders' Negative Emotional Expression on Follower Performance
n=86 leaders and 191 followers from 40 Taiwanese companies

- Conscientiousness
- Agreeableness

Heneman and Cohen¹⁸

Characteristics Predicting Follower Salary Increases
n=175 employees in a Midwestern manufacturing plant

- Performance rating
- Age
- Tenure

Morrison and Phelps¹⁹

Factors that Motivate Taking Charge
n=275 white-collar employees from different organizations

- Felt responsibility
- Self-efficacy
- Perceptions of management openness

Phillips and Bedeian²⁰

Quality of Leader-follower Exchange
n=84 registered nurses and their supervisors

- Extraversion

Rosen and Jerdee²¹

Follower Characteristics Affecting Participative Decision Strategies
n=148 undergraduate business students at University of North Carolina

- Non-minority Status

Cont.

Schyns and Felfe²²
Personality Characteristic Associated with Transformational Leadership
n=107 employees from several accountancy agencies in the Northern U.S.

- Agreeableness
- Extraversion

Visser et al.²³
Impact on Creative Performance
Study 1, N=122 students in a Netherland business school
Study 2, N=161 students in a Netherland business school

- Follower's positive affectation moderates positively leader positive affectation

Wisse and Rietzschel²⁴
Follower Qualities of Good Leader-Follower Relationships
n=88 leaders and n=257 followers in a northern region of the Netherlands

- Affiliative humor style
 - Aggressive humor style (negative relation)
 - Self-defeating humor when congruent with leaders self-defeating humor
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Yun et al.²⁵
Follower Characteristics and Leadership Interactions Affecting Follower Self-leadership:
n=313 subordinates at a large mid-Atlantic defense firm

- Autonomy (interacting with empowering and directive leadership)

Zhu et al.²⁶
Impact on Follower Work Engagement
n=140 followers and 48 supervisors in diverse South African Industries

- Positive Follower Characteristics moderate the positive relationship between transformation leadership and work engagement

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¹³ Jennie Billot et al., "Followership in Higher Education: Academic Teachers and Their Formal Leaders," *Teaching and Learning Inquiry* 1, no.2 (2013): 91-103.

¹⁴ Anita L. Blanchard et al. "Followership Styles and Employee Attachment to the Organization," *The Psychologist-Manager Journal* 12 (2009): 111-131.

¹⁵ Melissa K. Carsten and Mary Uhl-Bien, "Ethical Followership: An Examination of Followership Beliefs and Crimes of Obedience," *Journal of Leadership & Organizational Studies* 20, no.1 (2013): 49-61.

¹⁶ Melissa K. Carsten and Mary Uhl-Bien, "Ethical Followership: An Examination of Followership Beliefs and Crimes of Obedience," *Journal of Leadership & Organizational Studies* 20, no.1 (2013): 49-61

¹⁷ Nai-Wen Chi and Ta-Rui Ho, "Understanding When Leader Negative Emotional Expression Enhances Follower Performance: The Moderating Roles of Follower Personality Traits and Perceived Leader Power," *Human Relations* 67, no.9 (2014): 1051-1072

¹⁸ Robert L. Heneman and Debra J. Cohen, "Supervisory and Employee Characteristics as Correlates of Employee Salary Increases," *Personnel Psychology* 41, no.2 (1988): 345-360.

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²³ Victoria Visser et al., "How Leader Displays of Happiness and Sadness Influence Follower Performance: Emotional Contagion and Creative Versus Analytical Performance," *The Leadership Quarterly* 24 (2013): 172-188.

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