



Unit II – Leadership Skills

Chapter 1 - Followership

Section 1 – The Importance of Good Followership



What You Will Learn to Do

Learn to become a better leader by becoming a better follower



Objectives

1. Explain the importance of good followership
2. Describe the readiness factors of followers
3. Explain how to build productive relationships with leaders
4. Describe how to be an effective follower



Key Terms

- Followership -** Displaying the attitudes, behaviors and actions that help a leader succeed at leading
- Readiness -** How prepared a team member is to carry out a particular task or tasks
- Ability -** The knowledge, experience and skill of a team member or a team brings to a task



Key Terms

- Willingness -** The degree to which a team member or a team shows confidence, commitment and motivation to accomplish a task
- Confidence -** Faith or belief that a person will act in a right, proper or effective way; self-assurance
- Proactive -** Taking the initiative and assuming part of the responsibility to make things happen



The Importance of Good Followers

Good leaders emerge from the ranks of good followers.

In an effective group, the followers are more than just blindly doing as they are told.



They are the “heart and soul” of a great team.



The Importance of Good Followers



Even the President finds himself in both follower and leader roles at different times.



Secretary of the Navy



But the president (follows) Congress and the American people.

These people report to (follow) the president.





The Importance of Good Followers

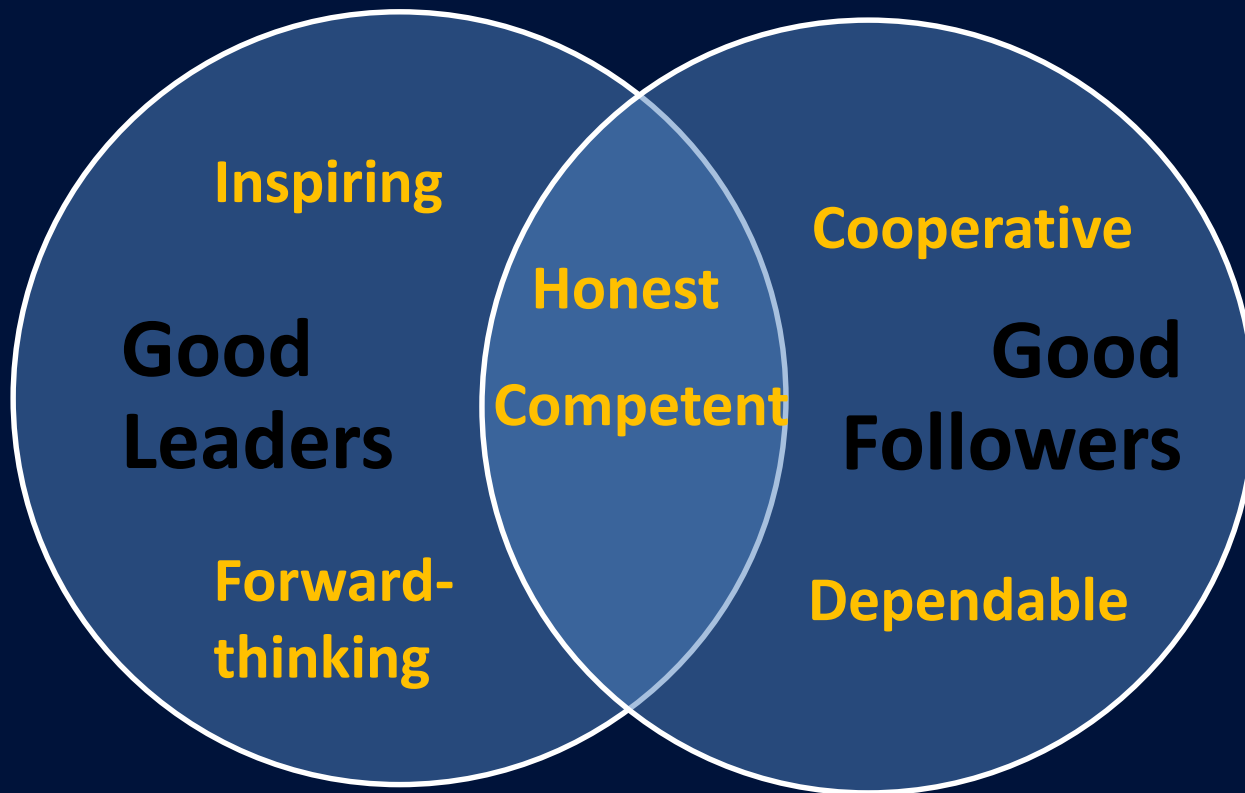
Think of some examples where you are a leader sometimes, and a follower sometimes...

- At school
- At home
- Among your friends
- In your NJROTC Unit





Qualities of Followers and Leaders



Since there is overlap between the skills of good followers and good leaders, moving between roles is possible as needed.



Types of Followers

Dependent: A “yes-man” or “yes-woman” waits to be told what to do; does not take initiative on own

Independent but alienated: Capable of working on own, but not engaged and seems not to care very much

Independent and effective: Dependable to work well and motivated to do so

Which type would tend to be the most positive and productive team member?



Power of the Follower

Each follower is important and has individual attributes to contribute to the team, such as:

- Unique individual skills and experience
- Unique personality
- Potential ability to change the group's behavior



A skilled team leader decides how to use each individual's skills to the greatest benefit of the team.



Readiness Factors of Followers



Shakespeare's character Hamlet said,
"The readiness is all."

Understanding follower **readiness** is a key element of leadership.

Readiness level =
ability + willingness + confidence

A good leader helps team members gain knowledge or skill to perform at their highest level.



Readiness Factors of Followers

Ability and **willingness** affect each other. A change in either factor will affect the way the two factors operate together.



And, as team members' competence and abilities change, so will their **attitudes**, levels of **enthusiasm** and **commitment**.



Readiness Factors of Followers

A boost in **confidence** usually results when an individual becomes more competent at a skill or skill set.



Good leaders notice these changes in their followers.

If the follower experiences failure when trying new things, it's important to avoid labeling them, and give them other **opportunities** to grow and succeed.



Follower Readiness Levels

| | | Readiness Level 1 | Readiness Level 2 | Readiness Level 3 | Readiness Level 4 |
|-------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Ability | Unable | X | X | | |
| | Able | | | X | X |
| Willingness | Not Willing | X | | X | |
| | Willing | | X | | X |

Level 1 –
Lacks ability,
commitment
and
motivation

Level 2 –
Motivated
and makes
effort, but
lacks ability



Follower Readiness Levels

| | | Readiness Level 1 | Readiness Level 2 | Readiness Level 3 | Readiness Level 4 |
|-------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Ability | Unable | X | X | | |
| | Able | | | X | X |
| Willingness | Not Willing | X | | X | |
| | Willing | | X | | X |

Level 3 –
Can, but doesn't want to, or is insecure about ability

Level 4 –
Has ability, commitment and confidence



Building Effective Relationships with Leaders

The relationship between leader and follower may start off as good, bad or somewhere in-between... but can be strengthened with effort on both sides.





Building Effective Relationships with Leaders

A follower can strengthen the leader-follower relationship by doing these things:

- Always help the leader succeed
- Understand the leader's world
- Educate your leader
- Keep your leader informed (no surprises!)
- Adapt to your leader's style





Building Effective Relationships with Leaders

New leaders usually need team members' help as they may not have the **specific knowledge** about the team, to organize it to achieve its greatest potential.

As a good follower, you should always step up to make sure this support for your leader happens.





Building Effective Relationships with Leaders

After a supportive relationship is in place between a leader and a follower, you can take additional actions to be an effective follower, such as:



- Being honest
- Not griping
- Being proactive
- Making sound decisions
- Being enthusiastic, with contagious energy
- Being versatile and flexible



Conclusions

- As a follower, you can learn a lot about effective leadership by watching good leaders in action.
- Good leaders and good followers have similar skill sets.
- The leader's job is to help his or her followers succeed; and in turn the follower's job is to help their leader succeed.

The shared goal is to be part of an excellent team!



Questions?

