Webinar

#7

Fostering Effective Followership
to Build High-Performing Organization

Tuesday, October 6, 2020

éclat CONSULTING

ENABLING **TRANSFORMATION**

LUCY TJANDRA

Co-Founder, Partner, & COO
éclat CONSULTING

MUHSIN BUDIONO

- Indonesian First F**ollowership Certified Practitioner** by Ira Chaleff - USA.
- International Followership Trailblazer Award **Winner** (GFC 2019 – Canada).

THEODORE SEPTANA PRIBADI

Co-Founder, and Managing Partner
éclat CONSULTING

Our
Speakers

WHY Nurturing Followership Fosters High-Performance in New Normal

WHAT Discovering Qualities that Promote Effective Followership
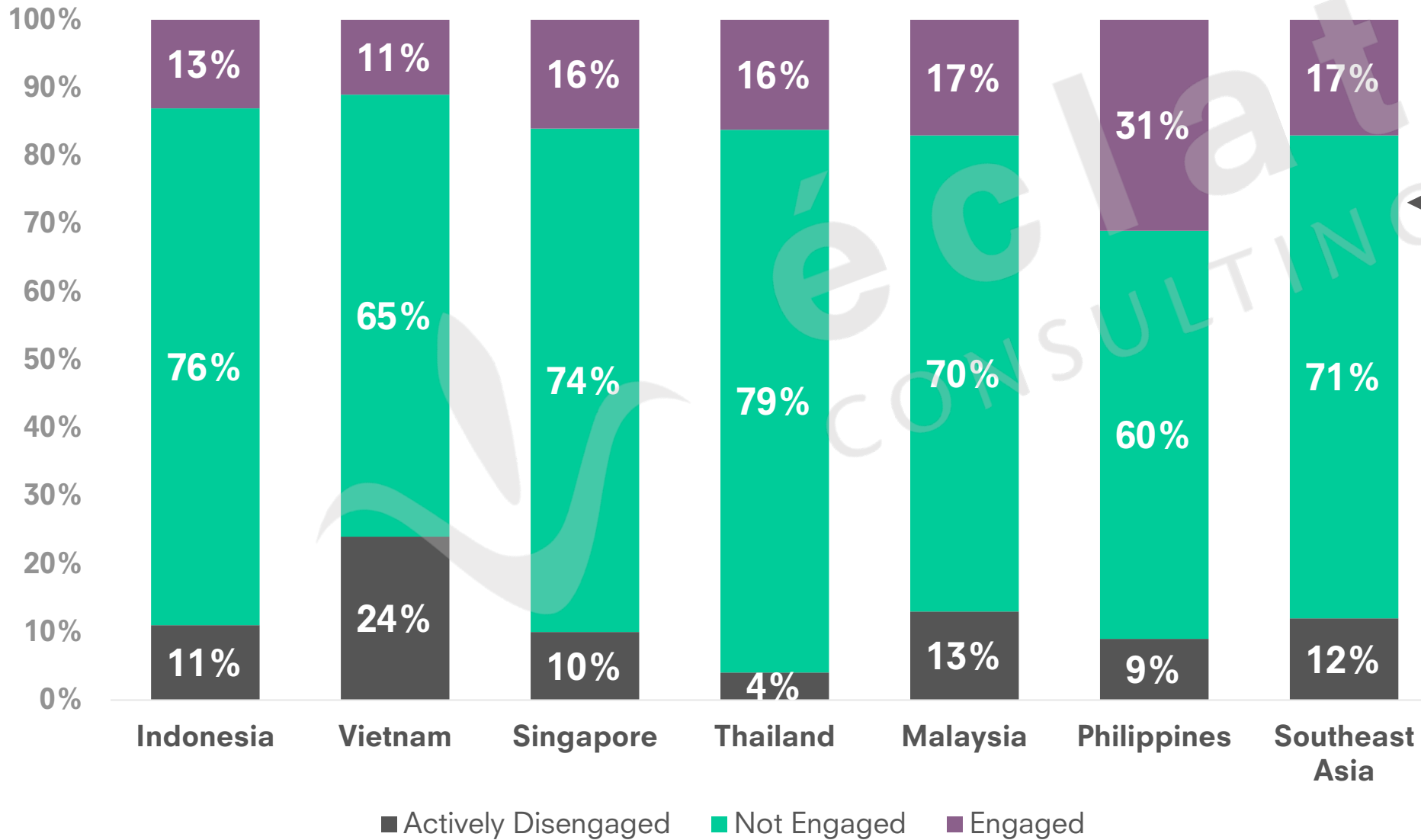
HOW Establishing Guidelines to Effective Followership

WHY Nurturing Followership Fosters High-Performance in New Normal

Philippines has the highest and Vietnam has the lowest employee engagement in Southeast Asia

WHY
Nurturing Followership Fosters High-Performance in New Normal

	Indonesia	Vietnam	Singapore	Thailand	Malaysia	Philippines	Southeast Asia
Engaged	13%	11%	16%	16%	17%	31%	17%
Not Engaged	76%	65%	74%	79%	70%	60%	71%
Actively Disengaged	11%	24%	10%	4%	13%	9%	12%

■ Actively Disengaged ■ Not Engaged ■ Engaged

Source: Gallup World Poll Data 2016; Portal HR

Engagement…

happy employees ✗

satisfied employees ✗

employees with **emotional commitment** and **rational conviction** to **contribute** their **respective strengths happily, passionately,** and **collaboratively** to achieve organization's goals. ✓

WHY
Nurturing Followership
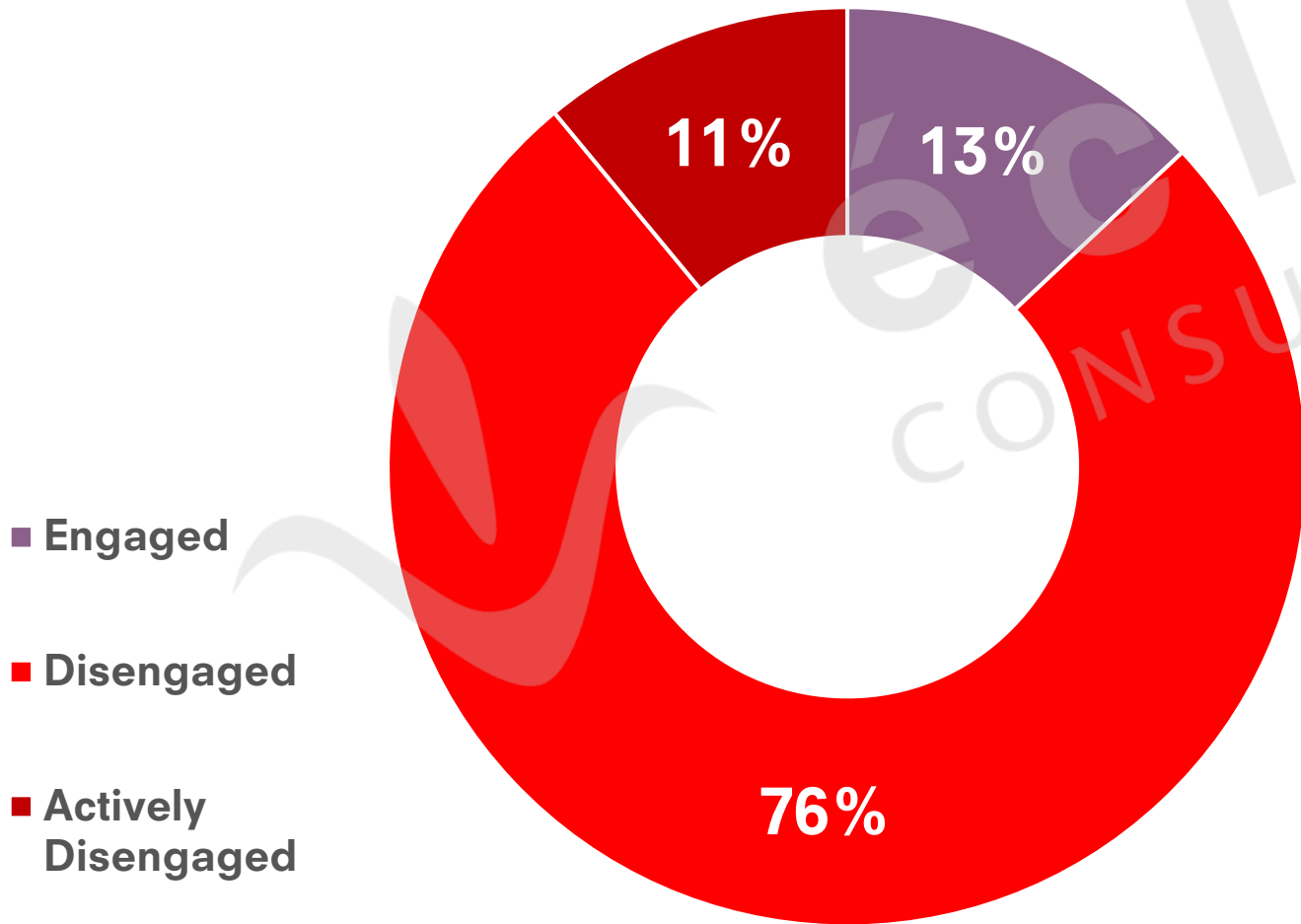Fosters High-Performance
in New Normal

Source: Gallup World Poll Data 2016; Portal HR

Companies with **engaged employees** outperform those without by up to **202%**

Source: Gallup World Poll Data 2016; Portal HR

87% of Indonesia's workforce is **disengaged** at work

11%

13%

76%

- ■ **Engaged**
- ■ **Disengaged**
- ■ **Actively Disengaged**

Source: Gallup World Poll Data 2016; Portal HR

WHY
Nurturing Followership Fosters High-Performance in New Normal

The **11% actively disengaged** Indonesian workforce, annually cost all combined companies in Indonesia in **lost productivity** of **IDR 49 – 60 T** (estimation).

Source: GDP Indonesia (2016) USD 900 Billion

Actively disengaged employees… **more absenteeism**, **acting out their unhappiness**, **taking up their managers' time**, and **spreading discontents among the staff**.

Why are people **disengaged**?

NOT having followership

Project ARISTOTLE
Recipes for a great team

Google

①	**Psychological safety**
②	**Dependability**
③	**Structure & Clarity**
④	**Meaning**
⑤	**Impact**

Source:
https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html

Project **Aristotle**

Individuals need **safe space** to take risks and make mistakes **without fear of recriminations**.

- A sense of confidence that the team will not embarrass, reject, or punish anyone for **speaking up**.
- **Interpersonal trust** and **mutual respect**.
- **Comfortable being themselves**.
- Members **communicate** and **empathize**.

Project **Aristotle**

WHY

Nurturing Followership
Fosters High-Performance
in New Normal

Members reliably **complete quality work on time**.

- Members **get things done on time** and meet **high bar for excellence**.
- Members are **empowered** and given **authority**.

Project **Aristotle**

WHY
Nurturing Followership
Fosters High-Performance
in New Normal

Team members have clear **roles**, **plans**, and **goals**

- Member understands the **job expectations**, **how to fulfill these expectations**, and **the consequences** of their actions.
- **RACI** (Responsible-Accountable-Consulted-Informed) for **clear roles**.
- **OKR** (Objectives & Key Results) for **clear plans & goals**.
- Fast & clear **decision making**.

Project **Aristotle**

4 **Meaning**

Finding a **sense of purpose** in the work itself or the output.

- **Work** is **personally important** and **meaningful** to the members.
- **Personal fulfillment** from **team's** overall **accomplishments**.
- Members and the team get **recognition** & **appreciation**.

Project **Aristotle**

WHY
Nurturing Followership Fosters High-Performance in New Normal

The work and the output are **making a difference**.

- The **work matters** and **contributes** to the company's goals/customers/society.

Recipes for a great team

1	**Psychological safety**
2	**Dependability**
3	**Structure & Clarity**
4	**Meaning**
5	**Impact**

Fostering **Followership** in workplace

WHY
Nurturing Followership
Fosters High-Performance
in New Normal

WHAT Discovering Qualities that Promote Effective Followership
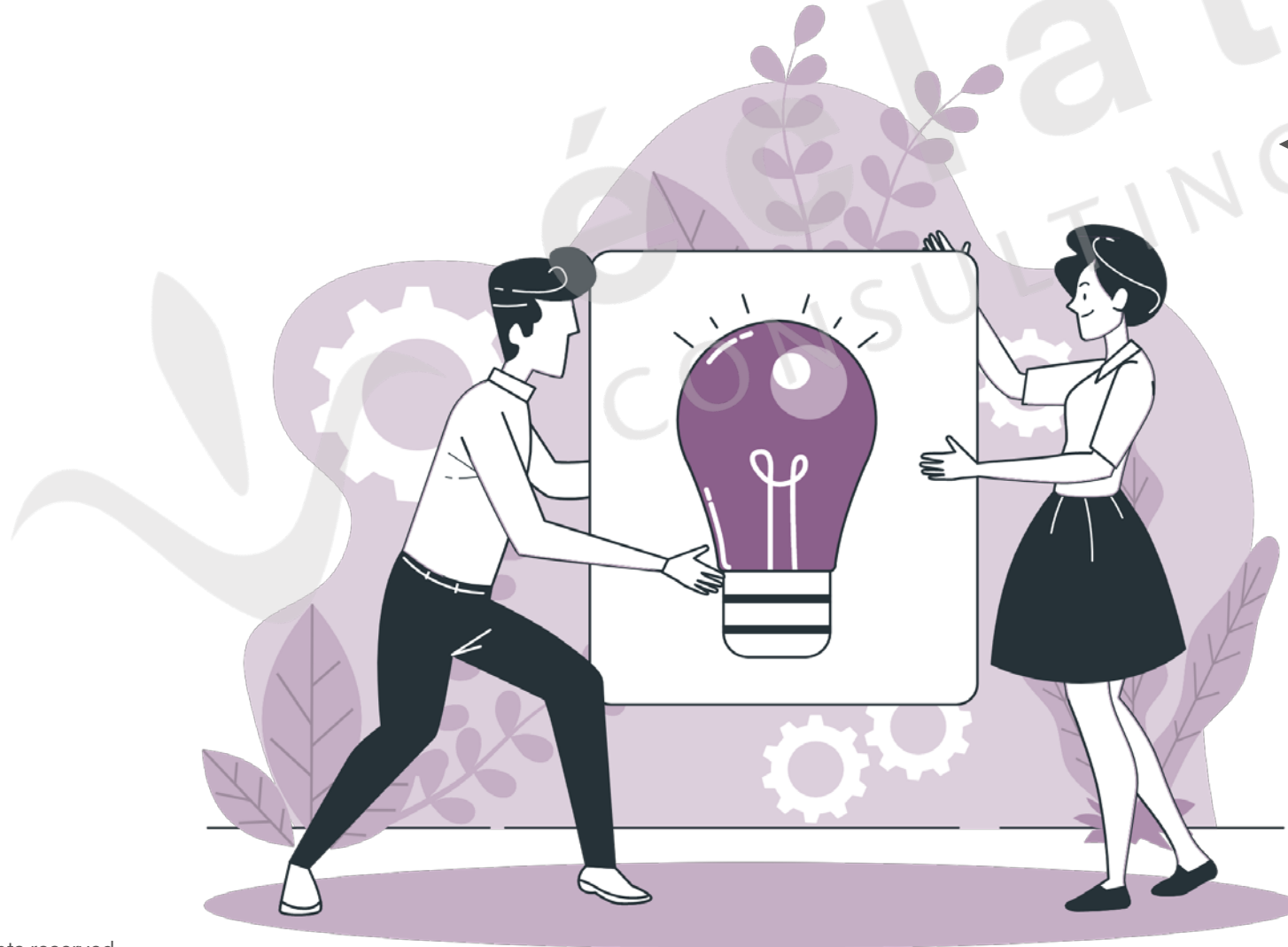
Muhsin Budiono Nurhadi
Indonesia Followership Practitioner
Ira Chaleff Certification – USA & Belgium.
Winner of Global Followership Trailblazer Award – Canada.

WHAT
Discovering Qualities that Promote Effective Followership

WHAT
Discovering Qualities that Promote Effective Followership

Highlights of Emerging Field
of **Followership Studies**

- **1988** – HBR "In Praise of Followers" **Robert Kelley**
- 1992 – The Power of Followership – Robert Kelley
- 1995 – The Courageous Follower – **Ira Chaleff**
- 2003 – Dixon – Dissertation on Chaleff model
- 2005 – Lipman-Blumen – Allure of Toxic Leaders
- 2006 – Rethinking Followership Conference
- 2008 – The Art of Followership – **Blumen**, Chaleff
- 2008 – Followership – **Barbara Kellerman**
- 2008 – ILA Followership Learning Community
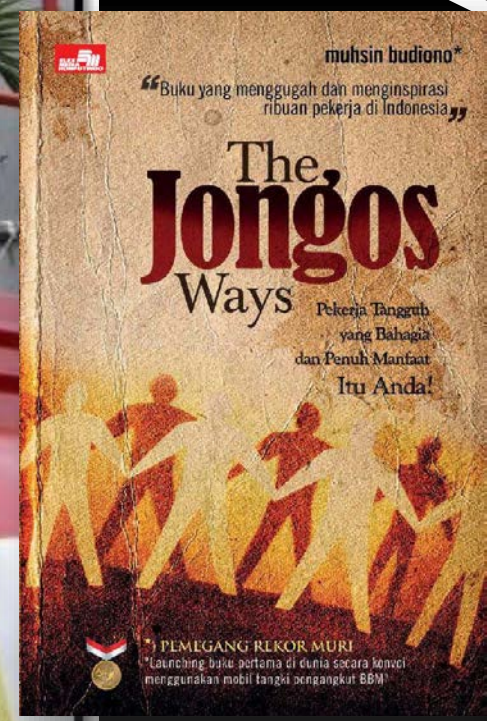- **2014** – 1st International Followership Symposium

WHAT
Discovering Qualities
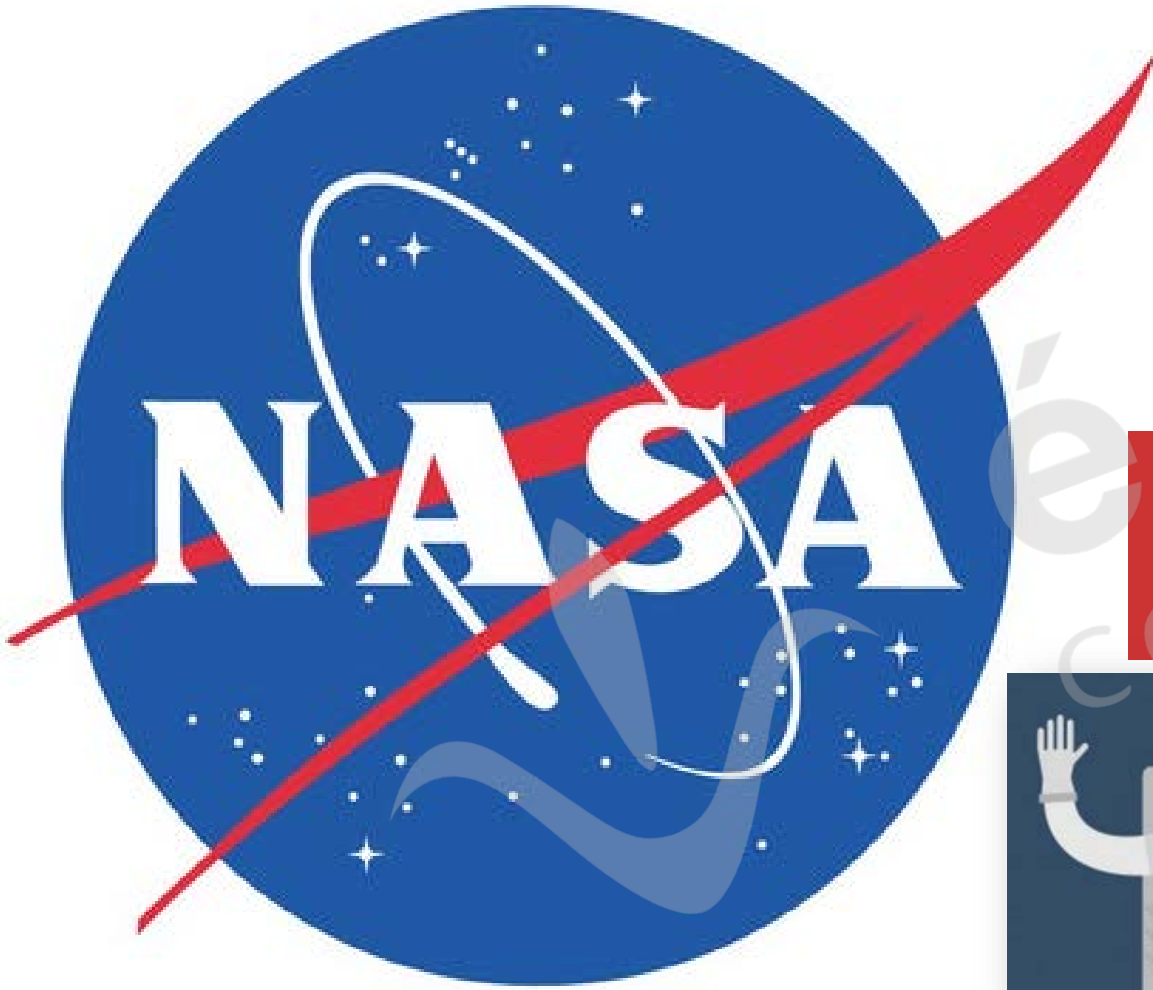that Promote
Effective Followership

WHAT

Discovering Qualities that Promote Effective Followership

KEPOLISIAN NEGARA REPUBLIK INDONESIA

WHAT
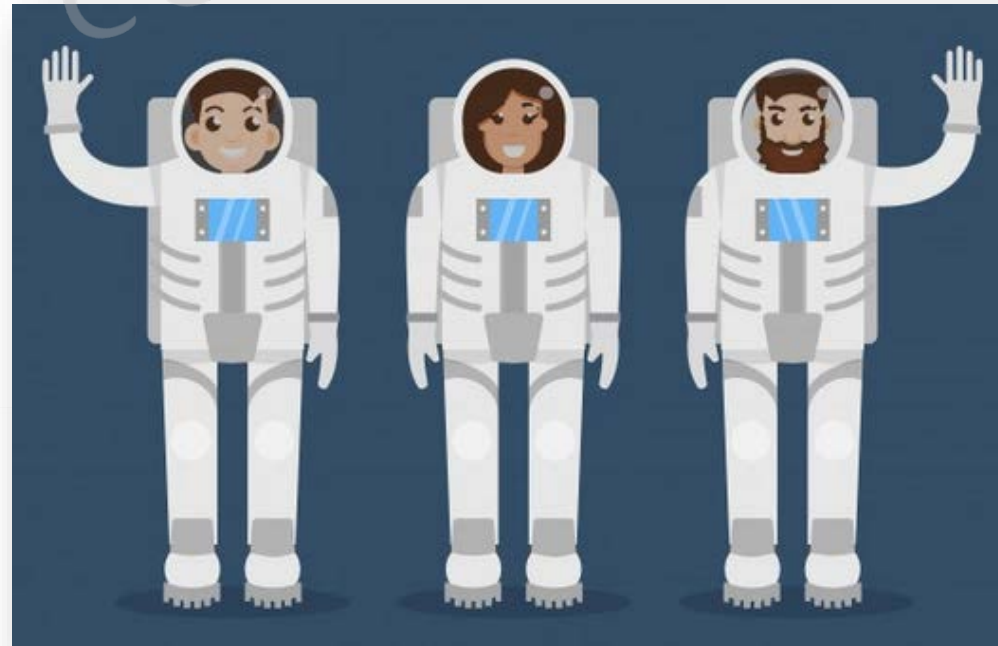Discovering Qualities that Promote Effective Followership

EXPEDITIONARY BEHAVIOR SKILL

Browser URL: https://www.nasa.gov/audience/foreducators/stem-on-station/expeditionary-

NASA

Topics | Missions | Galleries | NASA TV | Follow NASA | Downloads | About | NASA Audiences — Search

Follow

STEM on Station Home

STEM Lessons From Space Home

STEM on Station: Expeditionary Skills for Life

Preparing for the Voyage

Embarking on Pilgrimages

The Challenge of the Quest

Launching Into Orbit

Self Care/Team Care: Preparing for the Voyage

Before you can contribute to a team, you must first be able to take responsibility for yourself. This ability includes being mentally, physically and emotionally ready to go on the voyage. Everyone has the occasional difficult day, so knowing how to support your team members is also important. This section will strengthen your ability to care for yourself and your team.

Cultural Competency: Embarking on Pilgrimages

Pilgrimages are searches that help people understand their personal beliefs and recognize how and why they have those beliefs. The activities in this section take you beyond your own beliefs and teach you how to understand, appreciate and value the beliefs of others. Only in creating paths that allow the team to work together can you move forward in your expeditions.

Leadership/Followership: The Challenge of the Quest

Lots of people like to be the leader, but leaders need a team to follow them. Different quests require different skills, which means different types of leaders are needed throughout an expedition. Understanding when to lead and when to follow, and the importance of both roles, will be explored in this section.

Teamwork Communication: Launching Into Orbit

4-H students interview astronaut Peggy Whitson following her crew news conference.
National Institute of Food and Agriculture Blog
Peggy Whitson's Blog: The NASA Village

Expedition 50/51 crew member Peggy Whitson prepares for extravehicular activity training at the Neutral Buoyancy Laboratory at the Johnson Space Center.

WHAT

Discovering Qualities that Promote Effective Followership

International Leadership Association

WHAT
Discovering Qualities that Promote Effective Followership

WHAT
Discovering Qualities that Promote Effective Followership

Global **Followership** Conference

The Followership Trailblazer Award is presented annually to an individual for exceptional service to the understanding, promotion, and development of followership around the world. Presented at the inaugural 2019 Global Followership Conference, University of Waterloo, Ontario, Canada, the first recipient of this distinguished international award is:

Muhsin Budiono

FOLLOWERSHIP TRAILBLAZER AWARD

FOLLOWERSHIP TRAILBLAZER AWARD

2019 Winner

Dr. Marc Hurwitz
Chair of the Global Followership Conference

Samantha Hurwitz
Vice Chair of the Global Followership Conference

Ira Chaleff
The Original Trailblazer

Dr. Rachel Thompson
Chair of the Followership Learning Community

WHAT
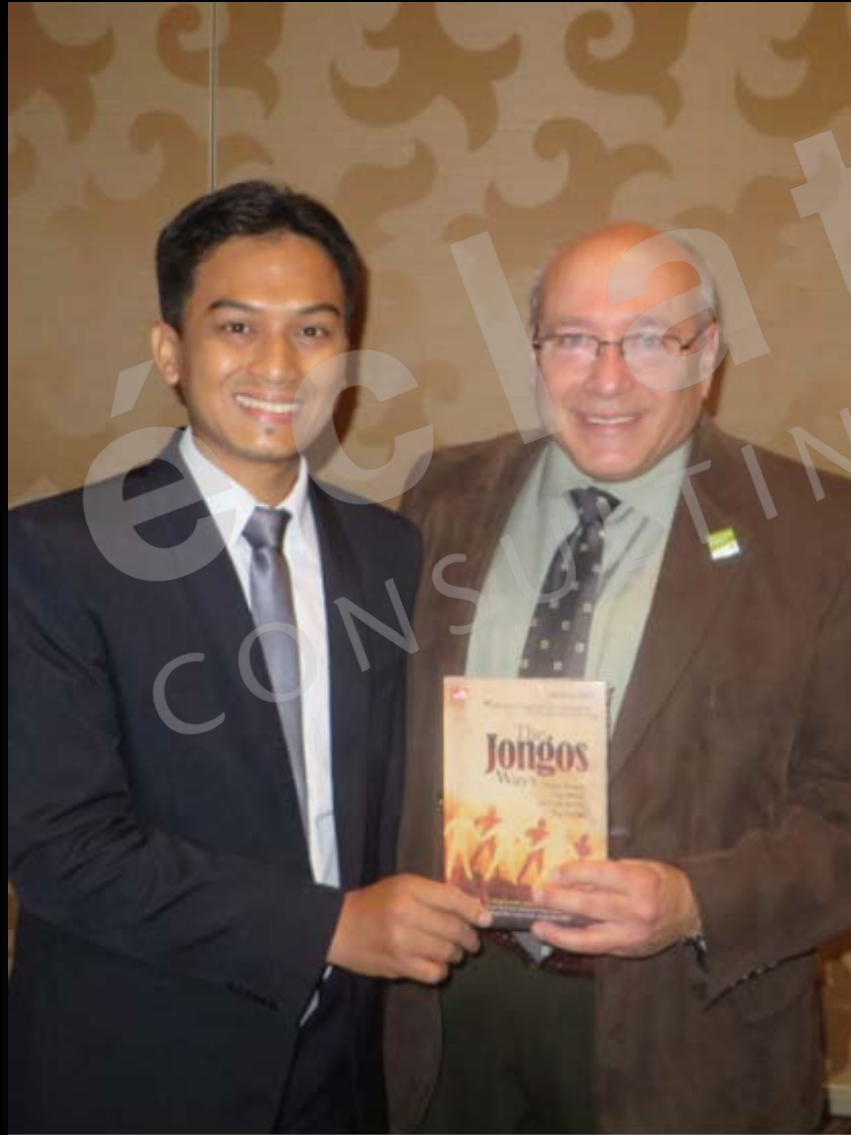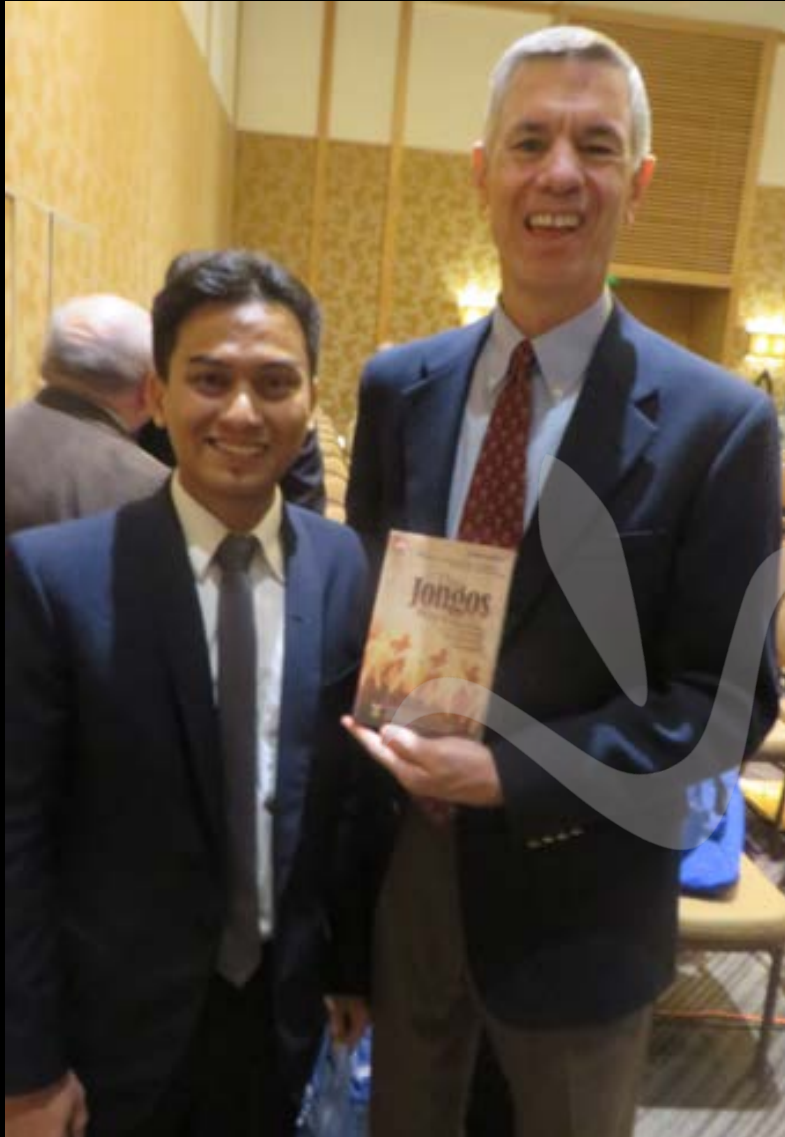Discovering Qualities that Promote Effective Followership

WHAT
Discovering Qualities that Promote Effective Followership

Ranking of the Characteristics of Effective Leaders
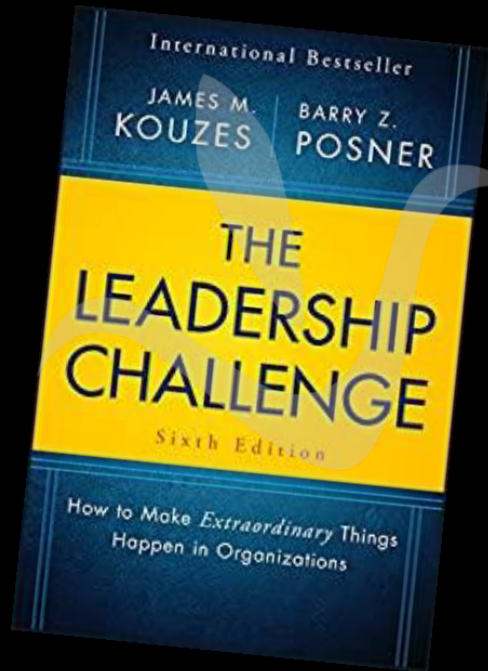
Characteristics	Original Ranking
Honesty/integrity	1
Competent	2
Forward looking	3
Inspiring	4
Intelligent	5
Fair minded	6
Broadminded	7
Straightforward	8
Imaginative	9
Dependable	10
Supportive	11
Courageous	12
Caring	13
Cooperative	14
Mature	15
Ambitious	16
Determined	17
Self-controlled	18
Loyal	19
Independent	20

Kouzes, J.M., & Posner, B.Z. (1990).

WHAT

Discovering Qualities that Promote Effective Followership

Characteristics	Original Ranking	Ranking for Leaders	Ranking for Followers
Honesty/integrity	1	1	1
Competent	2	3	2
Forward looking	3	2	17
Inspiring	4	4	20
Intelligent	5	5	6
Fairminded	6	6	11
Broadminded	7	14	14
Straightforward	8	10	10
Imaginative	9	9	15
Dependable	10	8	3
Supportive	11	11	7
Courageous	12	7	16
Caring	13	13	9
Cooperative	14	17	4
Mature	15	15	8
Ambitious	16	20	18
Determined	17	12	12
Self-controlled	18	16	13
Loyal	19	18	5
Independent	20	19	19

Ranking of the Characteristics of Effective Leaders and Followers

WHAT
Discovering Qualities that Promote Effective Followership

Original rankings reported by Kouzes and Posner (1990)

Views of Respondents on Followership and Leadership

Statement	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)
1. We are all both leaders and followers, assuming different roles within our team as the circumstances dictate.	54.6	35.1	8.3	1.3
2. Leadership is more important than followership.	10.9	20.5	55.0	11.6
3. Good followership is simply doing what one is told to do.	0.3	3.0	47.4	48.7
4. Effective task accomplishment is the result of good leadership—not good followership.	2.0	16.2	61.9	17.9
5. Leadership has to be taught.	6.3	33.1	47.0	11.9
6. Everyone knows how to follow.	0.7	2.3	57.3	38.4
7. Leadership and followership are interrelated roles.	45.0	47.7	5.0	0.7
8. Researchers have paid sufficient attention to the roles followers play in the leadership process.	1.0	13.2	64.9	12.6
9. Good leadership enhances followers.	61.9	37.1	0.3	0.0
10. Good followership enhances leaders.	51.3	43.0	3.0	0.7
11. Effective followership skill is a prerequisite to be an effective leader.	19.2	55.6	20.9	1.7
12. Qualities of good followership are the same as the qualities typically associated with good leadership	3.6	40.1	46.4	6.0
13. Effective followers can influence:				
Performance of work units	49.3	49.3	0.3	0.3
Quality of work output	53.3	45.7	0.0	0.3
Worker satisfaction and morale	55.0	43.0	1.0	0.0
Work group cohesiveness	57.3	41.1	0.7	0.0
14. Effective leaders can influence:				
Performance of work units	61.6	37.4	0.0	0.3
Quality of work output	60.6	37.7	0.7	0.3
Worker satisfaction and morale	64.9	33.8	0.3	0.3
Work group cohesiveness	62.9	34.8	1.0	0.0

WHAT

Discovering Qualities that Promote Effective Followership

1. We are all both leaders and followers, assuming different roles within our team as the circumstances dictate.
2. Leadership is more important than followership.
3. Good followership is simply doing what one is told to do.
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Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)
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0.3	3.0	47.4	48.7
2.0	16.2	61.9	17.9
6.3	33.1	47.0	11.9
0.7	2.3	57.3	38.4
45.0	47.7	5.0	0.7
1.0	13.2	64.9	12.6

Research - Austin Agho
Old Dominion University

300 CEO around the world as his respondent

9. Good leadership enhances followers.
10. Good followership enhances leaders.
11. Effective followership skill is a prerequisite to be an effective leader.
12. Qualities of good followership are the same as the qualities typically associated with good leadership
13. Effective followers can influence:
    Performance of work units
    Quality of work output
    Worker satisfaction and morale
    Work group cohesiveness
14. Effective leaders can influence:
    Performance of work units
    Quality of work output
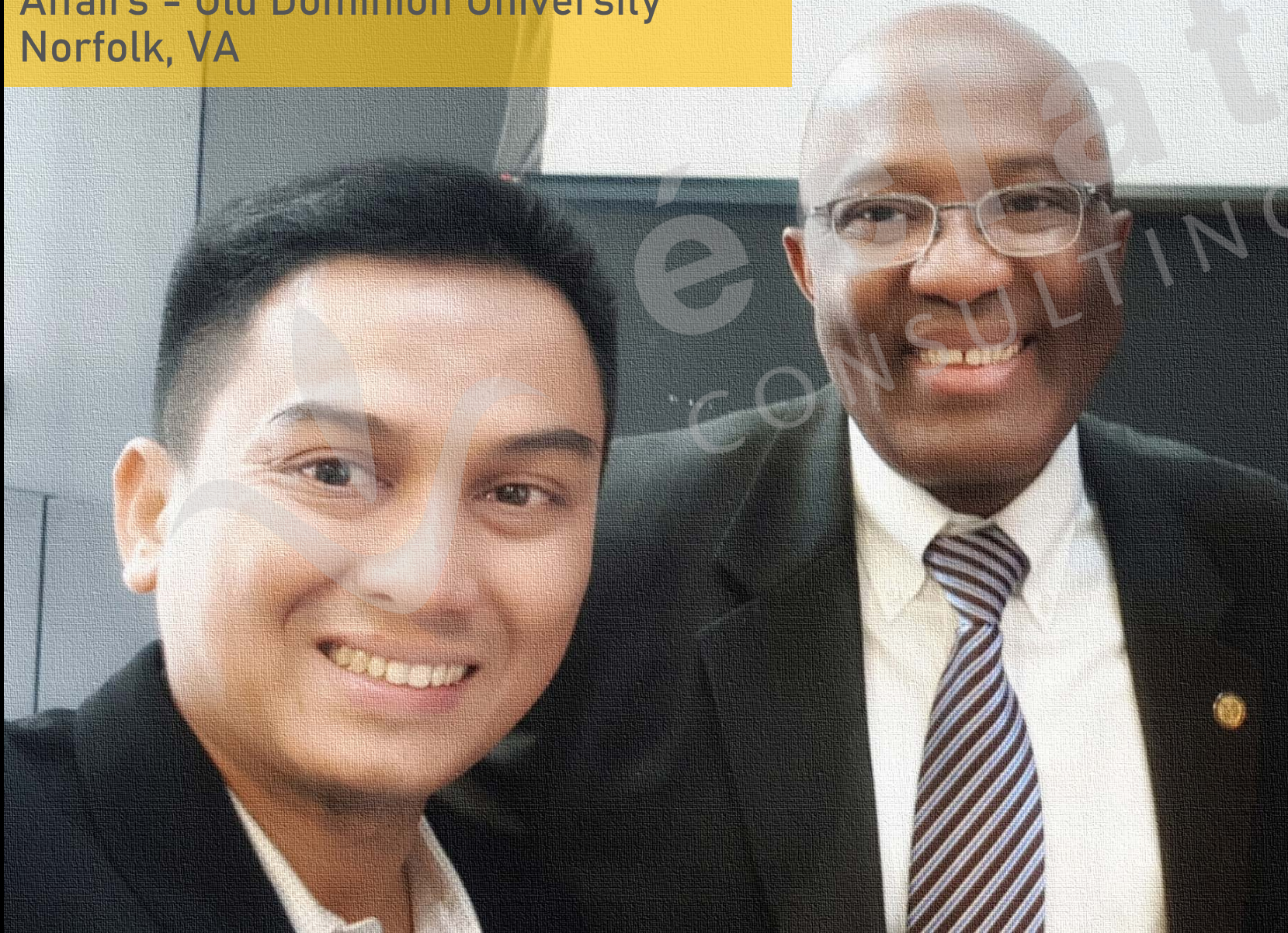   Worker satisfaction and morale
    Work group cohesiveness

Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)
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55.0	43.0	1.0	0.0
57.3	41.1	0.7	0.0
61.6	37.4	0.0	0.3
60.6	37.7	0.7	0.3
64.9	33.8	0.3	0.3
62.9	34.8	1.0	0.0

Austin Agho, Ph.D
Provost & Vice President for Academic Affairs – Old Dominion University
Norfolk, VA

WHAT
Discovering Qualities that Promote Effective Followership

Positive Followership Behaviors **develop productivity by**

17 – 43%

WHAT
Discovering Qualities that Promote Effective Followership

Research of M. Podsakoff and Scott B. MacKenzie Indiana University

THE TIMES

Having blown the training budget on leadership skills for executives, companies are now being told that they have been wasting their money.

"Followership" is what the top businesses are now exploring.

[The Times – Business Column, Oct 1, 2015]

" As much as we need training for leaders, we need training for followers even more. **Because it takes as many skills to follow effectively as it does to lead effectively.**"

Muhsin Budiono

Author of 'The Jongos Ways'.
Indonesia Followership Practitioner

WHAT
Discovering Qualities that Promote Effective Followership

Two Sides of Coin

"To think of leaders without followers is like thinking of teachers without students. Both are impossible. They are two sides of one process, two parts of a whole (Chaleff, 1995).

"There can be **no leaders** **without followers**."

Douglas MacArthur,
Chief of Staff of the U.S. Army

4 Myths of Leader-Follower
True or False?

1 Leaders are more important than followers

False
Followers are just **as important as** their leaders

The Rationale:
- Competent and dependable followers are essentials for the leader to be successful;
- There should be mutual respect towards each role.

"You can design and create, and build the most wonderful place in the world. But it takes people to make the dream a reality."
– Walt Disney

4 Myths of Leader-Follower
True or False?

2

Following is simply doing what you are told to do

WHAT

Discovering Qualities that Promote Effective Followership

False

You are **not a robot**!

The Rationale:
- Be assertive;
- Dare to be differ & confront;
- Followers must create value;
- Be critical – put some thoughts into it!

4 Myths of Leader-Follower
True or False?

3

Followers draw their energy, goals, and talents from their leaders

False

Members **should not** simply **mimic** their **leaders**

The Rationale:
- Everyone is unique;
- Play your strength;
- Contribute your strengths to the team.

4 Myths of Leader-Follower
True or False?

4 Followers wait for instruction from their leaders

False
Members should be **proactive** and **courageous**

The Rationale:
- Followers take actions within their authorities;
- Followers aim to do extra miles;
- Everyone is accountable for their actions.

What is **Followership**?

A set of **learnable**, **practicable skills** that make me **professionally essential** to my leader and teammates, and also **regularly create opportunities** for me **to demonstrate** my superior **leadership**.
(Cory Bouck)

Good followers are important for successful leadership.
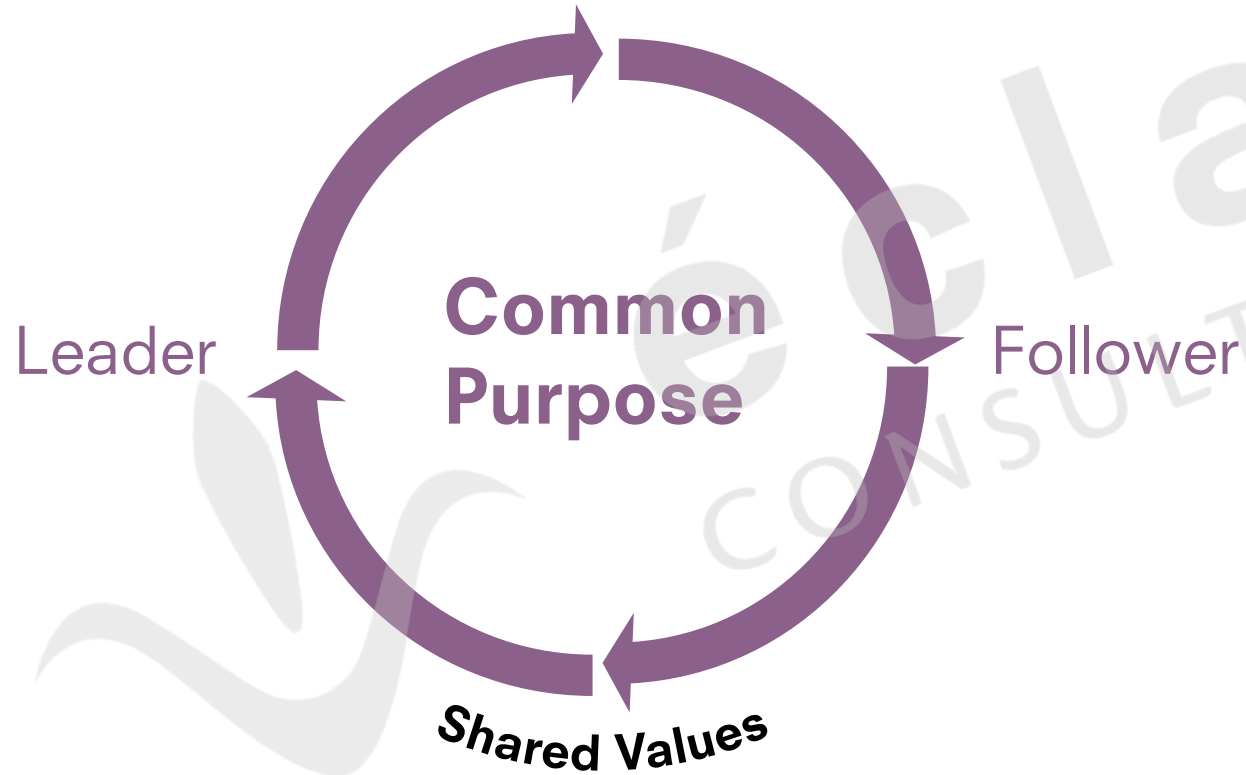
The Merriam-Webster Online Dictionary

"The capacity or willingness to follow a leader".

The New Model for **Leader-Follower Relationships**

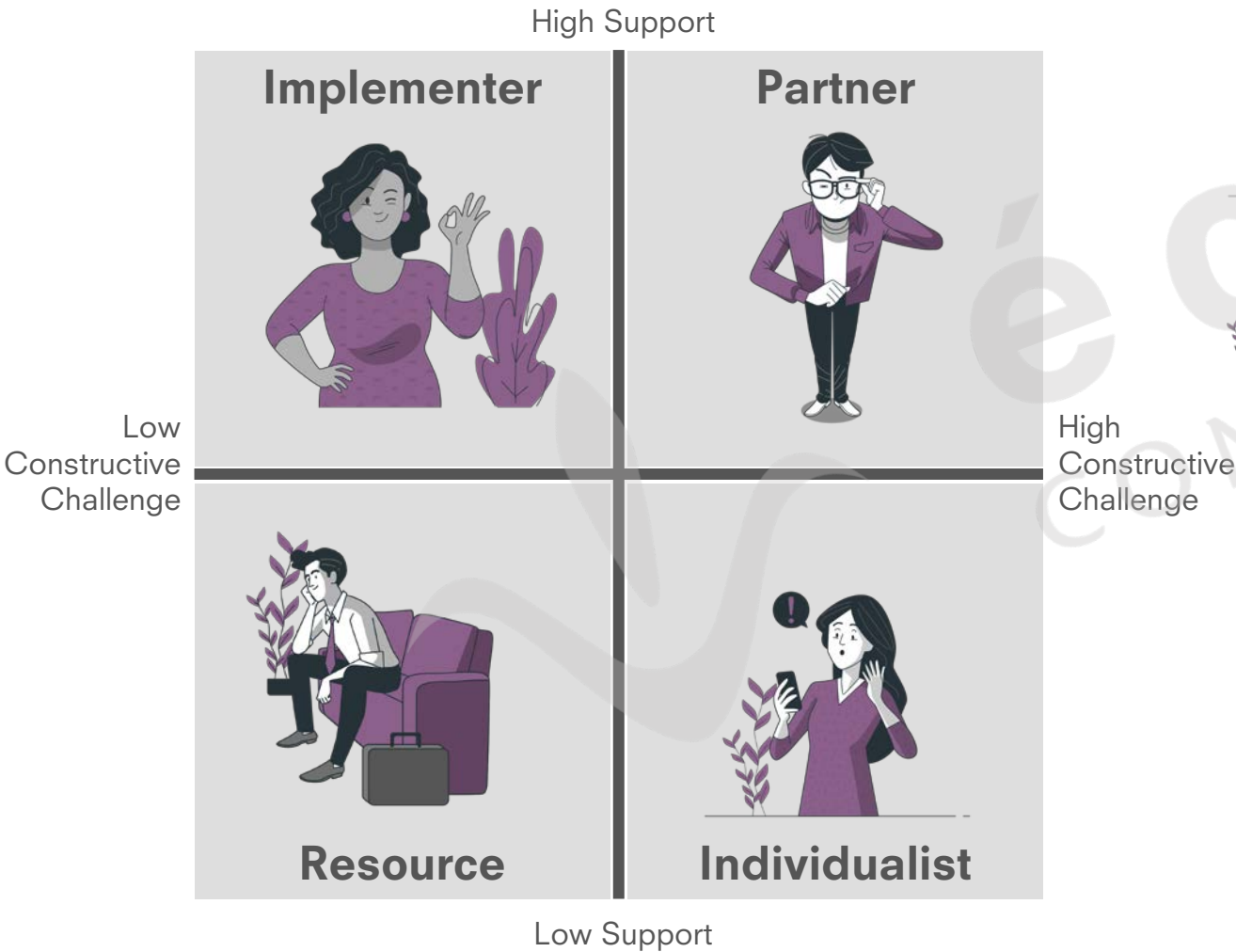**Common Purpose**

Leader

Follower

Shared Values

WHAT
Discovering Qualities that Promote Effective Followership

Together with the Leaders, Followers **serve a common purpose**, and both leaders & followers **work to achieve common outcomes**.

Followership Styles

High Support

Implementer	Partner
Resource	Individualist

Low Constructive Challenge

High Constructive Challenge

Low Support

Individualist
- Tend to think for themselves and prefer to do as they want.

Resource
- They are blindly obedient but lack the intelligence or courage to provide challenge.

Implementer
- Taking orders and completing them without any real questions.

Partner
- They are strong supporters but will provide intelligent challenge where they deem necessary.

WHAT
Discovering Qualities that Promote Effective Followership

Source: Chaleff, I. (1995). The courageous follower: Standing up to and for our leaders. San Francisco: Berrett-Koehler Publishers.

Behaviors of **Followers**

Individualist
- They don't tend to follow **'group think**'.
- They like to do as they see fit.
- Often provide new ideas and ways of thinking that can be used

Implementer
- They busy themselves **doing** and **completing** tasks.
- They tend not to question the leaders, preferring instead to 'just get on with the job'.

Resource
- They will do what they have been asked to do and no more.
- They tend to lack the requisite intellect, imagination, and courage needed to do more.

Partner
- They will provide the intellectual challenge needed by the leader.
- They want (and often need) to be seen as **equal to the leader**.

WHAT
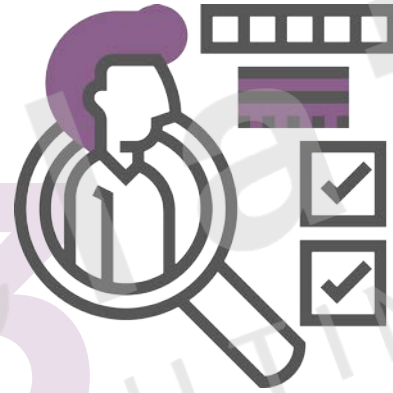Discovering Qualities that Promote Effective Followership

Qualities of **Followers**

1 Integrity

2 Competent

3 Dependable

4 Cooperative

5 Loyal

6 Supportive

7 Courageous

Adapted from Harvard Business Review

WHAT
Discovering Qualities that Promote Effective Followership

HOW Establishing Guidelines to Effective Followership

TECHNICAL **Side**

SOCIAL **Side**

System

Process

People

Followership Mindset

Exemplary Followers

HOW
Establishing Guidelines to Effective Followership

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

Google

Project **Aristotle**

1 **Psychological safety**

2 **Dependability**

3 **Structure & Clarity**

4 **Meaning**

5 **Impact**

"Whether **subordinates become followers depends on** whether the **executives act like leaders**." — John Gardner

Followership Mindset

Exemplary Followers

HOW
Establishing Guidelines to Effective Followership

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

SOCIAL **Side**

3

Excitement

2

**Feelings of
Significance**

**People
Development**

1

Cultivating Effective **Followers**

Community

by Organization:
People, Process, & System Development

Community forms when people feel a **unity of purpose**.
A willingness to **relate to one another** as human beings.

Few business executives create such an environment.

HOW
Establishing Guidelines
to Effective Followership

1

**People
Development**

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

SOCIAL Side | Feelings of Significance

Followers will **give** their **utmost**, their **hearts and souls**
to an authority figure, a Leader who says: **"You really matter."**
The reward is loyalty, compliance and integrity of work.

This dynamic is engrained in the human drive **to be valued**.
We seek **recognition**.

2

HOW
Establishing Guidelines
to Effective Followership

**People
Development**

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

Source:
https://medium.com/swlh/why-followership-is
-important-for-your-business-5acb5ab8f724

SOCIAL Side | Excitement!

Followers will tell you **when a Leader** they admire is **nearby**
they get a **buzzing feeling**. A **sense of excitement**.
People want excitement, a challenge, an edge in their lives.

Followers are excited when the Leaders value their inputs.
Leadership is grounded in emotion, not just a title.

HOW
Establishing Guidelines
to Effective Followership

3

People Development

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

Source:
https://medium.com/swlh/why-followership-is-important-for-your-business-5acb5ab8f724

TECHNICAL Side
- PDCA Rhythm

Plan

Do

Check

Act

W. Edwards Deming
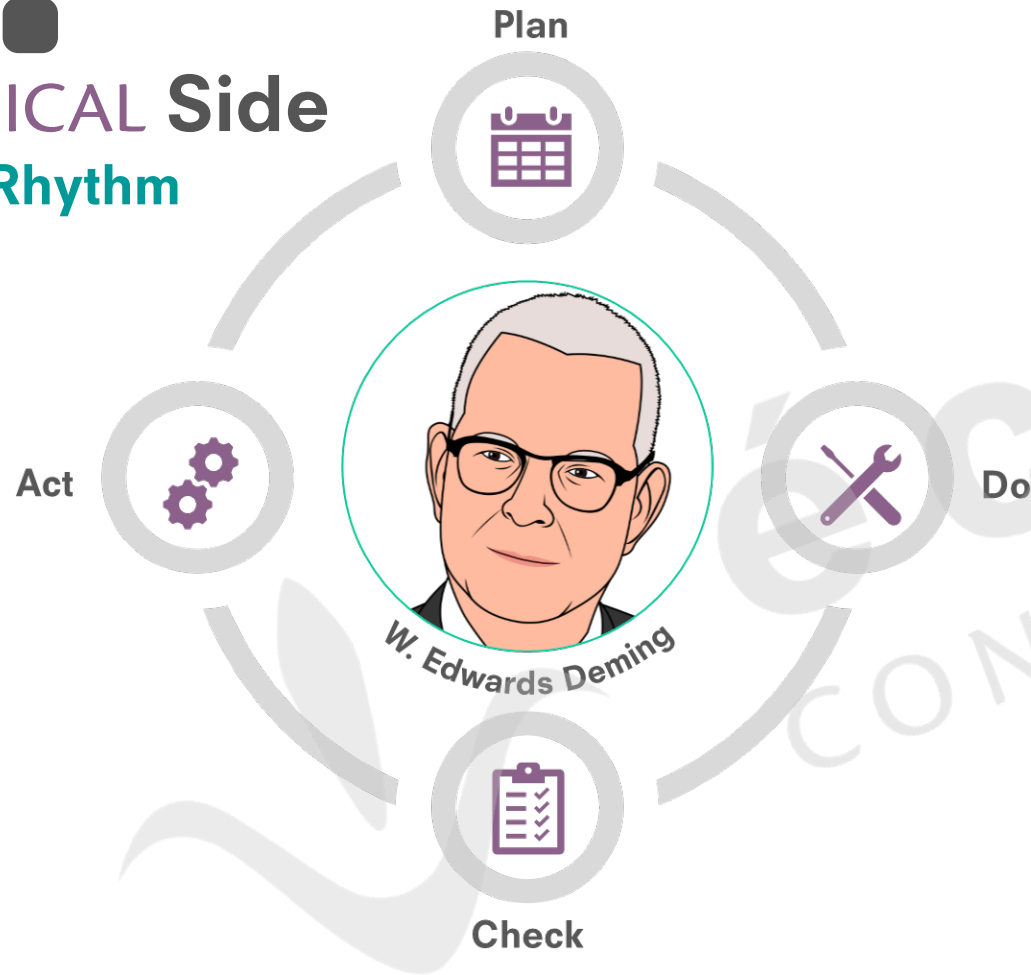
Effective Followers wish to **create** value.
No **Plan**:   producing results of **insignificant impact**.
No **Do**:   **day dreaming** without tangible results.
No **Check**: produced results may **not** be **as expected**.
No **Act**:   **no improvement** on quality & standard.

HOW
Establishing Guidelines
to Effective Followership

Process & System Development

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

TECHNICAL **Side**

- **Empowerment**

"Leaders **empower** individuals by **building trust** and **coaching competence** in their job roles and networking skills."

— Kenneth H. Blanchard

3

Give Autonomy

HOW
Establishing Guidelines
to Effective Followership

2

Set SMART Delegation

Process & System Development

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

1

Share Information

TECHNICAL Side
- PICPA

HOW
Establishing Guidelines
to Effective Followership

Corrective & Preventive Action

Problem Identification

Process & System Development

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development
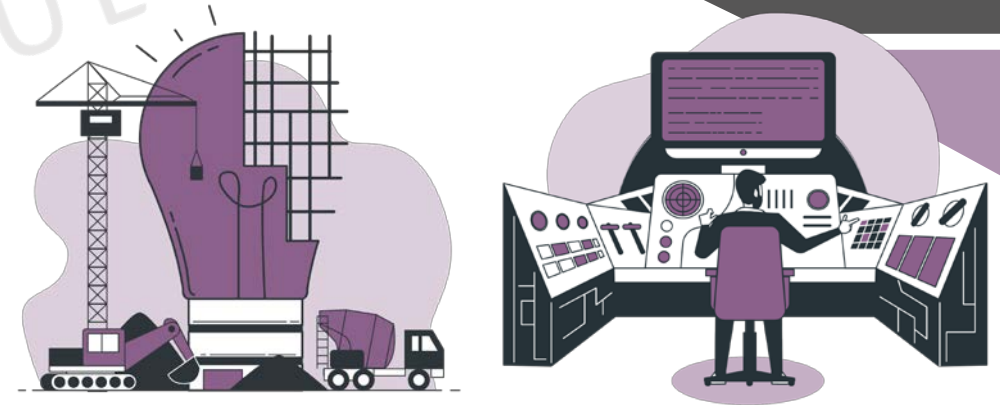
HOW

Establishing Guidelines
to Effective Followership

Process & System Development

Pay for **performance:**
"The **more value** you **create,**
the **more value** you **take home**!"

Cultivating Effective **Followers**

by Organization:
People, Process, & System Development

Becoming an Effective **Followers**
by Individuals

"[**Followership**] is **the influence we exert over ourselves** in order to **perform better**."

Charles Manz and **Henry Sims**

Source: Manz and Sims (2001), *"The New Superleadership: Leading Others to Lead Themselves"*.

"**Mastering others** is **strength.
Mastering yourself** is **true power**."

Lao Tzu

Followership Maturity Level

Followership is about constantly developing the **'inner game'** to achieve **Personal Mastery**.

1. **Self-discovery** → **"Who am I?"**

2. **Self-awareness** → consciously knows & understands **own character**, **feelings**, **motives**, and **desires**.

3. **Self-internalization** → positively believes that one **can accomplish** what one **wishes** to do.

4. **Self-efficacy** → how well one can **execute action**.

5. **Self-mastery** → followership has become a **habit**.

HOW
Establishing Guidelines
to Effective Followership

9 Guidelines to Effective Followership
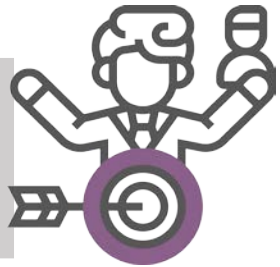
1 Set goals for your life

2 Lead by example

3 Honor others

4 Embrace new ideas and opportunities

5 Question everything

6 Do what is right, not what is easy

7 Be the change you want to see in the world

8 Surround yourself with mentors and teachers

9 Care for other people

HOW
Establishing Guidelines to Effective Followership

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