

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

Leadership is a complex phenomenon involving the leader, the followers, and the situation.

true

false

Successful managers spend a lot of their time in organizational socializing and politicking.

true

false

Some managers are likely to be effective leaders without ever having taken a course or training program in leadership.

true

false

Good leadership is all about calculation, planning, and following a checklist.

true

false

The mere presence of a group can cause people to act differently than when they are alone.

true

false

Leaders have a short-term view, whereas managers have a long-term view in management.

true

false

Leaders tend to ask questions pertaining to the "how" and "when" of situations, whereas managers tend to ask questions pertaining to the "what" and "why" of things.

true

false

One needs only common sense to be a good leader.

true

false

Formal study and learning from experience are mutually exclusive when developing leadership skills.

true

false

Because followers are often at the levels where many organizational problems occur, they can give leaders relevant information so that good solutions are implemented.

true

false

Leaders have considerably more influence with in-group followers than with out-group followers.

true

false

Out-group subordinates are distinguished from in-group subordinates by their high degree of loyalty, commitment, and trust felt toward their leader.

true

false

When followers have a say in the selection or election of a leader, they are likely to have low expectations and make few demands.

true

false

According to Robert Kelley, the best followers are self-starters who take initiative for themselves.

true

false

According to Robert Kelley, alienated followers habitually point out all the negative aspects of an organization to others and leaders often see them as adversarial.

true

false

Pragmatist followers see themselves as mavericks who have a healthy skepticism of their organization.

true

false

Unlike the constructionist approach, the role approach believes that leadership is co-created through acts of leading and following, whoever may be performing those acts.

true

false

Research indicates that men tend to view leadership as an exchange with subordinates for services rendered.

true

false

The glass cliff refers to the finding that female candidates for an executive position are more likely to be hired than equally qualified male candidates when an organization's performance is declining.

true

false

Hubristic leaders ignore the advice and criticism of others, almost drunk with their power and unconditional positive self-regard.

true

false

An individual can exhibit leadership without holding a formal leadership position.

true

false

Leadership roles often emerge informally based on group dynamics rather than formal titles.

true

false

Research suggests that leaders who develop strong interpersonal relationships tend to be more effective.

true

false

Leadership research indicates that emotional intelligence can be more critical than technical knowledge in times of crisis.

true

false

Charisma is the most critical trait for effective leadership.

true

false

Effective leadership often involves challenging the status quo rather than maintaining it.

true

false

Leadership is less concerned with values than management.

true

false

The Civil Rights Movement of the 1960s succeeded solely due to strong leadership.

true

false

A leader's vision must always align with an organization's existing processes and culture.

true

false

Leadership requires a combination of innate qualities and acquired skills.

true

false

Self-confidence is the only necessary trait for leadership success.

true

false

Leadership effectiveness is influenced by the leader, the followers, and the situation.

true

false

Followers can often exert as much influence on a leader as the leader exerts on followers.

true

false

Subordinates in the “out-group” are typically more likely to challenge leadership decisions.

true

false

The glass cliff theory suggests women are appointed to leadership roles in thriving organizations.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

According to leadership researchers, leadership

is an interpersonal relation in which others comply because they want to.

is the study of leaders independent of the people they interact with.

postulates that leaders administer rather than innovate.

requires that leaders accept the status quo.

Which of the following definitions of leadership is fairly comprehensive and helpful?

actions that focus resources to create desirable opportunities

the process by which an agent induces a subordinate to behave in a desired manner

directing and coordinating the work of group members

the process of influencing an organized group toward accomplishing its goals

A key reason behind using the phrase "desirable opportunities" in a definition of leadership was precisely to distinguish between leadership and

tyranny.

management.

followership.

situation.

Which of the following words is *most* often associated with the word "management"?

dynamism

risk taking

efficiency

creativity

Leadership is most associated with words like

consistency.

planning.

control.

vision.

Which of the following is a conventional distinction between managers and leaders?

Managers administer, while leaders innovate.

Managers challenge the status quo, while leaders accept it.

Managers inspire, while leaders control.

Managers originate, while leaders imitate.

The interactional framework for analyzing leadership includes

followers, leaders, and situations.

individuals, groups, and organizations.

individual followers, groups, and leaders.

first-level supervisors, mid-level managers, and top-level leaders.

What is Hollander's approach to leadership called?

participative approach

transformational approach

charismatic approach

transactional approach

According to Robert Kelley's basic styles of followership, _____ are the "yes people" of organizations and are very active at doing their organization's work.

pragmatist followers

conformist followers

alienated followers

exemplary followers

According to Robert Kelley's basic styles of followership, which of the following statements is true about pragmatist followers?

They are mediocre performers.

They usually point out all the negative aspects of their organization to others.

They are the "yes people" of their organization.

They apply their talents for the benefit of their organization.

According to Robert Kelley's basic styles of followership, who among the following presents a consistent picture to both leaders and coworkers of being independent, innovative, and willing to stand up to superiors?

alienated followers

conformist followers

pragmatist followers

exemplary followers

Craig, a marketing manager at HeliZone Incorporated, rarely takes initiative or suggests new ideas during project meetings. He does his work half-heartedly and needs to be guided by his manager on a regular basis. According to Robert Kelley's basic styles of followership, Craig most likely is a(n)

passive follower.

alienated follower.

conformist follower.

pragmatist follower.

Identify a true statement about passive followers in the context of Robert Kelley's basic styles of followership.

They are the "yes people" of organizations.

They are highly likely to become experts in mastering the bureaucratic rules that can be used to protect them.

They require constant direction because they lack initiative and a sense of responsibility.

They are often seen as cynical, negative, and adversarial by leaders.

Unlike the role approach, the constructionist approach

stresses that a person's awareness of being judged by stereotypes has a deleterious impact on performance.

views leadership as combined acts of leading and following by different individuals.

emphasizes that leaders have more influence with out-group followers than with in-group followers.

states that female candidates are unable to deliver when an organization's performance is declining.

Most early research on leadership was based on the assumption that leadership is a general personal trait expressed independently of the situation in which the leadership is manifested. This view is commonly known as

the interactional framework.

the role approach.

the heroic theory.

the glass ceiling effect.

In the context of the interactional framework, ideal followers are most likely to be described as cooperative.

forward-looking.

inspiring.

innovative.

In a classic study of sex roles, Schein

evidenced the fact that being a woman and being a manager are contradictory.

found a high correlation between the ways both male and female respondents perceived "females" and "managers."

demonstrated how bias in sex-role stereotypes created problems for women moving up through managerial roles.

found no correlation between the ways respondents perceived "males" and "managers."

Which of the following is a phenomenon that refers to situations in which people feel themselves at risk of being judged by others holding negative images about them?

the in-group

the stereotype threat

the glass cliff

the role approach

Which of the following statements is true of women in leadership positions?

Women's commitment to their organizations was less guarded than that of their male counterparts.

Women were less likely than men to be willing to take career risks.

Women were less analytical and forceful than men.

Women had significantly lower well-being scores than men.

In survey research by Judith Rosener that identified several differences in how men and women described their leadership experiences, it was found that

men's trust in each other tended to decrease more than women's when work situations became more professionally risky.

men described their influence in terms of personal characteristics like charisma and interpersonal skill.

women helped subordinates develop commitment to broader goals than their own self-interest.

women influenced others primarily through their organizational position and authority.

Which of the following factors *best* illustrates leadership as a process rather than a position?

Leaders focus exclusively on decision-making authority.

Leaders rely mostly on charisma.

Leadership emerges from interactions between leaders, followers, and situations.

Leaders are defined by holding a formal title within an organization.

Why is leadership considered both a science and an art?

Leadership involves scholarly research and practical application.

Leadership is always rational and follows formulas.

Leadership is based solely on experience.

Leadership requires academic expertise to succeed.

What distinguishes good leadership beyond calculation and planning?

Avoiding emotional responses entirely.

Delegating tasks to followers exclusively.

Rigid adherence to formal strategies.

The ability to inspire and engage emotions.

Which trait is least associated with leadership compared to management?

innovation

risk-taking

maintaining the status quo

vision

In which manner can formal leadership study accelerate learning from experience?

It avoids reflecting on mistakes.

It helps leaders analyze the situation from multiple perspectives.

It focuses primarily on theoretical concepts.

It replaces the need for real-life practice.

Which statement *best* describes the relationship between formal leadership study and experience?

Formal study accelerates learning from experience.

Formal study replaces the need for leadership practice.

Leadership can only be learned through real-life experience.

Leadership is purely innate and cannot be taught.

Which statement *best* represents the interactional framework for leadership?

Followers determine leadership styles exclusively.

Leaders act independently of followers.

Leadership is shaped by interactions between leaders, followers, and situations.

Situations have little impact on leadership outcomes.

Which factor is *most* likely to influence leadership success in high-stress environments?

access to resources

followers' personal traits

leader charisma alone

situational constraints and task requirements

What is the primary difference between in-group and out-group members?

In-group members are more likely to challenge authority.

In-group members receive less feedback.

In-group members tend to trust their leader more.

Out-group members show higher loyalty levels to their jobs.

What is one of the reasons why followership gained importance in modern organizations?

Formal leadership training has declined.

Leaders act independently of followers.

Leadership is no longer relevant.

Organizations often rely on reduced resources and team efforts.

What role does the situation play in the interactional framework for leadership?

Situations are determined solely by follower actions.

Situations focus only on the leader's personality.

Situations have minimal impact on leadership success.

Situations influence task requirements, stress, and environment.

What drives the importance of effective followership?

Decline of leadership roles.

Increased bureaucracy.

Overemphasis on leadership traits.

Reduced organizational resources and increased team reliance.

What does the glass cliff phenomenon suggest?

Men are often chosen for declining organizations.

Women are appointed to leadership roles during crises.

Women are less likely to be hired for leadership.

Women leaders succeed more in stable environments.

It is argued that women's leadership experiences differ during risky situations. Which of these is a good example of that phenomenon?

Women are shielded from challenging roles.

Women face higher scrutiny and lower trust.

Women outperform men in all crises.

Women receive equal trust and opportunities.

How have women's leadership aspirations evolved over time?

Women's aspirations now align more closely with men's.

Women's aspirations remain distinct from men's.

Women focus solely on support roles.

Women have decreased their focus on leadership roles.

What does leadership emphasize, according to the book's central theme?

a dynamic process

a formal role

holding a position in the organization

seniority and title

In the example provided in the text about the Andes survivors, which leadership behavior became critical for survival?

authoritarian command

charismatic influence

informal leadership

punitive leadership

Why is defining leadership difficult?

It focuses solely on the leader's traits.

It involves multiple definitions and perspectives.

It requires formal training.

Leadership is universally agreed upon.

Which definition of leadership focuses on influencing an organized group toward achieving goals?

leadership as charisma

leadership as influence

leadership as management

leadership as participation

What role does emotional intelligence play in leadership?

It emphasizes technical ability over emotions.

It enables leaders to address rational and emotional needs.

It focuses solely on group goals.

It reduces the need for rational decision-making.

How does the romance of leadership impact perceptions of success?

It attributes success solely to the leader's qualities.

It attributes success solely to situational factors.

It highlights the importance of followers.

It ignores situational factors.

According to Zaleznik, what distinguishes leadership from management?

Leaders focus on systems, while managers focus on people.

Leaders imitate, while managers originate.

Managers accept the status quo, while leaders challenge it.

Managers innovate, while leaders administer.

How does leadership differ from tyranny?

Leadership creates desirable opportunities.

Leadership focuses on influence over force.

Leadership relies on formal authority.

Leadership requires vision.

What does the romance of leadership suggest about followers?

Followers focus solely on situational factors.

Followers ignore leadership qualities.

Followers resist change under leaders.

Followers tend to overestimate a leader's impact.

Which of the following *best* illustrates leadership as a process?

Followers play no role in leadership outcomes.

Influence emerges through leader-follower interactions.

Leaders make unilateral decisions.

Leadership exists only in formal hierarchies.

Emotional intelligence in leadership primarily focuses on
developing trust and addressing emotions.

hierarchical authority.

rational decision-making.

task-focused strategies.

How does effective leadership differ from coercion?

Leadership creates desirable opportunities.

Leadership emphasizes follower obedience.

Leadership focuses on team development.

Leadership relies on influence, not force.

Why does the text argue that there is no single formula for leadership success?

Leadership depends on emotional traits.

Leadership is unpredictable and situational.

Leadership relies solely on group dynamics.

Leadership success focuses on formal rules.

What trait is *most* emphasized in emotional intelligence?

awareness of group emotions

problem-solving skills

technical competence

visionary leadership

What common leadership myth assumes that experience alone leads to success?

Leaders are born, not made.

Leadership cannot be taught.

Leadership is all common sense.

Leadership requires only vision.

What does the study of leadership myths demonstrate?

Leaders are always born with unique abilities.

Leadership development requires formal study and experience.

Leadership is universally defined.

Leadership myths reduce learning opportunities.

Which factor disproves the myth that leaders are born, not made?

emotional intelligence

formal leadership training

leadership development through experience

situational learning

Which of the following describes the interactional framework of leadership?

leader, followers, and situation

leader, group, and task

leader, power, and position

leader, situation, and goals

Which of the following best describes an in-group subordinate?

followers with high trust and loyalty to the leader

followers with minimal commitment

individuals who challenge leadership decisions

those who require formal discipline

What leadership dynamic is described by Hollander's transactional approach?

exchange between leader and followers

leader focus on technical skills

leadership based on coercion

leadership as a solo act

According to Fred Fiedler, which component affects leadership effectiveness?

followers' motivation

leader's decision-making style

leader's traits

the situation

Hollander's transactional approach to leadership describes which leadership dynamic?

exchange between leaders and followers

leader focus on technical skills

leadership as a solo act

leadership based on coercion

What distinguishes the situational component in leadership analysis?

It evolves based on external factors.

It excludes leader influence.

It focuses solely on group traits.

It is static in nature.

Why is leadership considered an interactional subject?

It emerges through leader-follower dynamics.

It excludes situational factors.

It focuses on hierarchical control.

It reduces follower input.

Which example shows the importance of followers in leadership success?

Followers contribute to group goals and outcomes.

Followers determine the leader's formal authority.

Followers limit the leader's effectiveness through resistance.

Followers provide feedback to shape leader decisions.

What is the primary focus of the situational component in leadership?

established authority structures

external factors and their impact on success

group dynamics

traits and personality of leaders

A key takeaway from the glass cliff phenomenon is that

leaders succeed regardless of content.

leadership opportunities are equally distributed.

women are often placed in risky leadership roles.

women avoid challenging leadership positions.

What concept describes women being promoted to precarious leadership roles during crises?

gender bias

glass ceiling

glass cliff

stereotype threat

Women leaders are often evaluated negatively when they

avoid collaboration.

adopt traditionally masculine behaviors.

challenge stereotypes.

show situational flexibility.

What does research suggest about women's leadership styles?

Women avoid leadership roles in crises.

Women emphasize hierarchy over team development.

Women often employ collaborative approaches.

Women struggle with follower trust.

How does the glass ceiling impact women's leadership opportunities?

It encourages women to adopt traditional leadership behaviors.

It limits women's access to higher education.

It prevents women from obtaining visible leadership roles.

It restricts women to collaborative leadership styles.

Which challenge do women face when navigating leadership roles in male-dominated industries?

discriminatory assessments of leadership effectiveness

higher levels of formal training requirements

lack of access to entry-level positions

overrepresentation in risky roles

What is a key criticism of societal expectations regarding women leaders?

Women are expected to display constant emotional intelligence.

Women are often excluded from lower-level roles.

Women are praised for adopting authoritarian leadership.

Women must conform to both leadership and gendered stereotypes.

Why does the text emphasize that leadership lacks a simple formula?

Leadership effectiveness depends on context and followers.

Leadership is influenced by individual traits only.

Leadership requires the same behavior in all situations.

Leadership success is determined solely by formal training.

Which statement *best* reflects the flexibility required for effective leadership?

Leaders must apply the same methods across all teams.

Leaders need to adapt their strategies based on situational needs.

Leadership relies only on follower compliance.

Leadership success comes from standardized decision-making models.

Why is leadership described as complex rather than formulaic?

Effective leadership is achieved through rigid frameworks.

It relies solely on charisma and innate traits.

Leaders operate consistently across all industries.

Leadership involves navigating diverse followers and environments.

Why can leadership outcomes be unpredictable?

Leadership depends only on the leader's personality.

Leadership is unaffected by external challenges or conflicts.

Leadership success varies based on dynamic interactions with followers and situations.

Leadership skills ensure uniform results in any context.

What role does follower behavior play in disproving a one-size-fits-all leadership approach?

Followers always comply with leadership directions.

Followers determine leadership results based solely on personal traits.

Followers' needs and engagement levels shape leadership outcomes.

Followers require standardized leadership approaches.

How do situational factors complicate leadership effectiveness?

Leadership strategies remain consistent despite external challenges.

Leadership success always follows fixed organizational plans.

Situational challenges limit the need for leadership skills.

Situational demands require leaders to adjust their approach.

What does it mean when leadership is described as both a science and an art?

Leadership combines research-based strategies with creative adaptability.

Leadership eliminates the need for situational flexibility.

Leadership involves rigid formulas that guarantee success.

Leadership relies entirely on formal training and research.

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

Discuss how leadership is both an art and a science.

Explain and illustrate the rational and emotional aspects of leadership.

Compare and contrast leadership and management.

What are the advantages of formally studying leadership? What role do real-life experiences play in formal studies of leadership?

Compare and contrast leadership and followership.

Briefly discuss Rosener's concept of interactive leadership and explain its development.

How does the situation variable affect leadership? How does a leader's job differ in simple and complex situations?

How does a leader's history with an organization affect leadership effectiveness? Explain how the way in which leadership status was achieved impacts effectiveness.

Identify and describe the five basic styles of followership as suggested by Robert Kelley.

What trends have contributed to the changing nature of the leader-follower relationship in organizations? How do these trends enable followers to take on leadership roles?

Discuss whether leadership is more about personal traits or situational factors. Justify your answer using examples from real-world or historical leaders.

Analyze the validity of common leadership myths. Are leaders born and not made? Why or why not? What other leadership myths persist in organizations and how do they impact leadership development?

Apply the interactional framework for leadership to the COVID-19 pandemic. How did leaders, followers, and situational factors interact to shape outcomes?

Compare how leadership behaviors change when dealing with in-group versus out-group followers. How does this impact organizational performance and trust?

Assess how the concepts of the glass ceiling and glass cliff impact women in leadership positions. How can organizations limit these effects from occurring?

Explain how gender stereotypes influence leadership styles and effectiveness. Discuss the leadership challenges faced by women leaders versus their male counterparts.

Throughout this chapter, it has been discussed that leadership cannot rely on one universal formula. Discuss how leader traits, follower engagement, and situational factors contribute to design leadership.

How does situational leadership theory address the need to adapt to dynamic situations? Provide an example of a leader who adapted their leadership style in a dynamic situation.

What are the limitations of traditional leadership theories in today's global environment? What can be adapted from those theories that make traditional theories more applicable today?

How have technology and remote work environments changed how leadership messages are conveyed? How can leaders adapt to inspire and manage teams in a virtual setting?

Answer Key

Test name: Ch1_Leadership: Enhancing the Lessons of Experience_10e

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Essay

Saying leadership is both a science and an art emphasizes the subject of leadership as a field of scholarly inquiry, as well as certain aspects of the practice of leadership. The scope of the science of leadership is reflected in a number of studies cited in an authoritative reference work. However, being an expert on leadership research is neither necessary nor sufficient for being a good leader. Some managers may be effective leaders without ever having taken a course in leadership, and some scholars in the field of leadership may be relatively poor leaders themselves. Nonetheless, knowing something about leadership research is relevant to leadership effectiveness. Scholarship may not be a prerequisite for leadership effectiveness, but understanding some of the major research findings can help individuals better analyze situations using a variety of perspectives. That, in turn, can give leaders insight about how to be more effective. Even so, because skills in analyzing and responding to situations vary greatly across leaders, leadership will always remain partly an art as well as a science.

Essay

Leadership involves both the rational and emotional sides of human experience. Leadership includes actions and influences based on reason and logic as well as those based on inspiration and passion. It would be undesirable to have leaders who only respond to all situations with logical and emotionless predictability. Good leadership is more than just calculation and planning, or following a checklist. People are both rational and emotional, so leaders can use rational techniques and emotional appeals to influence followers, but they must also weigh the rational and emotional consequences of their actions. Good leadership also involves touching others' feelings; emotions play an important role in leadership, too. One example is the civil rights movement of the 1960s. It was a movement based on emotions as well as on principles. Dr. Martin Luther King Jr. inspired many people to action; he touched people's hearts as well as their minds.

Essay

To many people, the word "management" suggests words like efficiency, planning, paperwork, procedures, regulations, control, and consistency. Leadership, on the other hand, is more associated with words like risk taking, dynamic, creativity, change, and vision. Some people say leadership is fundamentally a value-choosing, and thus a value-laden, activity, whereas management is not. Leaders are thought to do the right things, whereas managers are thought to do things right.

Other differences include the idea that managers administer, whereas leaders innovate; managers maintain, whereas leaders develop; managers control, whereas leaders inspire; managers have a short-term view, whereas leaders have a long-term view; managers imitate, whereas leaders originate; and managers accept the status quo, whereas leaders challenge it. Zaleznik suggests that by nature some people are managers, while others are leaders. It is probably best to think of leadership and management as closely related but distinguishable functions. Although some functions performed by leaders and managers may be unique, there is also an area of overlap.

Essay

Formal study and learning from experience complement each other. A formal study of leadership can help students learn to discern critical lessons about leadership from their own experience. Approaching the issue in such a way recognizes the vital role of experience in leadership development, but it also admits that certain kinds of study and training can improve a person's ability to discern important lessons about leadership from experience. One advantage of formally studying leadership is that formal study provides students with a variety of ways of examining a particular leadership situation. By studying the different ways researchers have defined and examined leadership, students can use these definitions and theories to better understand what is going on in any leadership situation. The leadership frameworks can similarly be applied to better understand the experiences one has as both a leader and a follower. Being able to analyze your experiences from multiple perspectives may be the greatest single contribution a formal course in leadership can give you.

Essay

Leadership is a social influence process shared among all members of a group. It is not restricted to the influence exerted by someone in a particular position or role. Thus, followers are part of the leadership process. In recent years both practitioners and scholars have emphasized the relatedness of leadership and followership.

There is no simple line dividing them; they merge. This does not mean leadership and followership are the same thing. When top-level executives were asked to list qualities they most look for and admire in leaders and followers, the lists were similar but not identical. Ideal leaders were characterized as honest, competent, forward-looking, and inspiring. Ideal followers were described as honest, competent, independent, and cooperative. The differences could become critical in certain situations, as when a forward-looking and inspiring subordinate perceives a significant conflict between his own goals or ethics and those of his superiors. Such a situation could become a crisis for the individual and the organization, demanding a choice between leading and following.

Essay

Survey research by Judith Rosener identified several differences in how men and women described their leadership experiences. Men tended to describe themselves in somewhat transactional terms, viewing leadership as an exchange with subordinates for services rendered. They influenced others primarily through their organizational position and authority. The women, by contrast, tended to describe themselves in transformational terms. They helped subordinates develop commitment to broader goals than their own self-interest and described their influence more in terms of personal characteristics like charisma and interpersonal skill than mere organizational position.

According to Rosener, such women leaders encouraged participation and shared power and information, but went far beyond what is commonly thought of as participative management. She called it interactive leadership. Their leadership self-descriptions reflected an approach based on enhancing others' self-worth and believing that the best performance results when people are excited about their work and feel good about themselves.

Rosener concluded that this interactive leadership style developed due to these women's socialization experiences and career paths. The social role expected of women has emphasized that they be cooperative, supportive, understanding, gentle, and service-oriented. As they entered the business world, they still found themselves in roles emphasizing these same behaviors. They found themselves in staff, rather than line, positions and in roles lacking formal authority over others such that they had to accomplish their work without reliance on formal power. What they had to do, in other words, was employ their socially acceptable behavioral repertoire in order to survive organizationally.

Essay

The situation is the third critical part of the leadership equation. Even if we knew all we could know about a given leader and a given set of followers, leadership often makes sense only in the context of how the leader and followers interact in a particular situation. The situation variable may be the most ambiguous aspect of the leadership framework; it can refer to anything from the specific task a group is engaged in to broad situational contexts such as the remote predicament of the Andes survivors.

In simple situations, a leader is expected to ensure that proper processes are in place, follow best practices, and communicate in clear and direct ways. In complex situations, the leader should create environments and experiments that allow patterns to emerge; increase levels of interaction and communication; and use methods that generate new ideas and ways of thinking among everyone.

Essay

A leader's experience or history in a particular organization is usually important to her or his effectiveness. For example, leaders promoted from within an organization, by virtue of being familiar with its culture and policies, may be ready to "hit the job running." In addition, leaders selected from within an organization are typically better known by others in the organization than are leaders selected from the outside. That is likely to affect, for better or worse, the latitude others in the organization are willing to give the leader; if the leader is widely respected for a history of accomplishment, she may be given more latitude than a newcomer whose track record is less well known.

A leader's legitimacy also may be affected by the extent to which followers participated in the leader's selection. When followers have had a say in the selection or election of a leader, they tend to have a heightened sense of psychological identification with her, but they also may have higher expectations and make more demands on her.

Another important aspect of the leader is how he or she achieved leader status. Leaders who are appointed by superiors may have less credibility with subordinates and get less loyalty from them than leaders who are elected or emerge by consensus from the ranks of followers.

Essay

Kelley has suggested five basic styles of followership:

1. Alienated followers habitually point out all the negative aspects of the organization to others. While alienated followers may see themselves as mavericks who have a healthy skepticism of the organization, leaders often see them as cynical, negative, and adversarial.
2. Conformist followers are the "yes people" of organizations. While very active at doing the organization's work, they can be dangerous if their orders contradict societal standards of behavior or organizational policy.
3. Pragmatist followers are rarely committed to their group's work goals, but they have learned not to make waves. Because they do not like to stick out, pragmatists tend to be mediocre performers who can clog the arteries of many organizations.
4. Passive followers rely on the leader to do all the thinking. Furthermore, their work lacks enthusiasm. Lacking initiative and a sense of responsibility, passive followers require constant direction.
5. Exemplary followers present a consistent picture to both leaders and coworkers of being independent, innovative, and willing to stand up to superiors. They apply their talents for the benefit of the organization even when confronted with bureaucratic stumbling blocks or passive or pragmatist co-workers.

Essay

There is an increasing pressure on all kinds of organizations to function with reduced resources. Reduced resources and company downsizing have reduced the number of managers and increased their span of control, which in turn leaves followers to pick up many of the functions traditionally performed by leaders.

There is also a trend toward greater power sharing and decentralized authority in organizations, which create greater interdependence among organizational subunits and increase the need for collaboration among them. Furthermore, the nature of problems faced by many organizations is becoming so complex and the changes are becoming so rapid that more and more people are required to solve them.

In addition to helping solve organizational problems, followers can contribute to the leadership process by becoming skilled at "influencing upward." Because followers are often at the levels where many organizational problems occur, they can give leaders relevant information so that good solutions are implemented. Still another way followers can assume a greater share of the leadership challenge in the future is by staying flexible and open to opportunities.

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