

## Followership: A New Paradigm in Organizational Management

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### Abstract

A new leadership theory, Followership, has been proposed. Followership means the ability to be a quality member of the organization. A good follower must be strong, have their ideas, and be humble. Followership is an essential support in driving leaders and organizations to success. It increases organizational efficiency so the organization can operate according to its goals. Influential followers help the organization's operations achieve their objectives and save time, assets, or human resources. All of this comes from the leader setting guidelines for followers to implement policies and the support of followers who help promote leadership for the organization's leaders. The followership can advise leaders effectively. Leaders should play their role in accepting and promoting the abilities of followers to develop followership all the time. However, organizations are naturally full of various types and forms of followers and have different working styles, especially the changing generations, which leaders must observe, accept, and understand. Ready to learn the differences between followers and the follower status of each follower.

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## Introduction

Among the theories that executives value studying, learning, understanding, and practicing, leadership has long been popular among executives in various fields, whether business administration, public administration, financial administration, industrial administration, public health administration, or education administration.

Although leadership theory has been accepted for a long time because it can be applied to various situations in various administrative fields and is still being used continuously in practice, there have been attempts to improve, change, and develop it all along.

The importance of leadership theory: As mentioned above, leadership has been applied in various administrative fields. There has also been a lot of research on leadership in the education sector, especially in educational administration. In addition to studying, researching, and researching, it has also been opened as a subject and even a curriculum.

From the leadership theory, a new theory called followership has been proposed, which means the ability to be a quality member of the organization. A good follower must be a strong person with strong ideas and humility.

Followership is a process in which followers try to increase their capabilities beyond their original expectations, resulting in work performance that exceeds expectations, making leaders feel confident and respected, and expanding the organization's potential. Followership helps raise the leader's feelings to see the importance and value of the desired results, leading to achieving the highest organizational effectiveness that all parties want. It also makes leaders consider their benefits and devote themselves to the organization or its participation.

## Follower Behavior Model

Kelly (1992) stated that followers tend to have two dimensions of work behavior: active follower behavior and waiting-to-order follower behavior.

Active followers tend to participate fully in the organization's work. They tend to have behaviors that do not limit the scope of work, a sense of ownership of the organization to initiate problem-solving and a self-decision-making style. Followers with waiting-to-order behavior tend to need teaching and instructions from supervisors. They tend to be lazy, do nothing, and avoid responsibility.

From the two dimensions of work behavior mentioned above, what type of follower they are can be considered. It can be classified into four types as follows:

1. Extraverted followers are characterized by being independent in their work, thinking analytically, using their experience to solve problems, and facing obstacles. They are efficient in their work but lack teamwork. They tend not to participate in solving problems with others, lack cooperation, and follow their ideas.

2. Compliant followers are characterized by active followers participating in the organization's work without using their analytical thinking skills. In other words, they are followers who receive orders without understanding the nature of the work but are willing to participate without being able to consider it themselves. What should or should not be done? This type of follower tends to avoid conflict. It is often found in organizations with a strict regulatory environment and strict authority, which makes it easy for leaders to order followers.

3. Passive followers are those who do not analyze and do not have independent thinking. They leave the work to the leader and do not work collaboratively. However, they do not show any behavior or have analytical thinking in their work. They do not have initiative and are not responsible. Their job is limited to what they are told to do, and they only complete their work according to orders. Followers of this type tend not to dare to approach the leader and do not participate in expressing opinions in the organization.

4. Effective followers are influential and can control their work. They can recognize their strengths and weaknesses and those of the organization. They try to do extensive work and work with high potential, achieve satisfactory results, and positively affect the organization. They are followers who set themselves up for the organization, are very willing to work, know how to analyze, and have independent thinking. Influential followers do not avoid risks or conflicts when working in an organization. Still, they are ready to promote change by taking the risk of conflict with others or their leaders to best respond to the results or benefits of everyone in the organization.

### **Self-Leadership**

Self-leadership is knowing your role in the organization and the ability to lead yourself. Self-leadership, when developed, will have a positive effect on yourself and affect work efficiency. Therefore, it must be created to develop personnel to be leaders with self-

leadership, vision, ability to respond to change, readiness to adapt to change, ability to develop innovations, and readiness to participate in quality management of the organization. According to the conceptual framework of Carsten and Lapierre (2014), Self-Leadership consists of 3 variables: behavioral variables, natural reward variables, and thinking style variables related to work performance. Those who have self-leadership will help the organization succeed because self-leadership will create personnel to understand the organization's leadership by the leader. It consists of 3 variables: influence variables, specific goal variables, and increasing individual work performance variables.

### **Shadow Leader**

Shadow Leader is a situation where natural leaders arise under leaders' leadership according to the organizational structure. Shadow leaders usually have natural leadership personalities but do not have formal management positions in the organization. When the official leader does not have authentic leadership, shadow leaders often occur in the organization. Carsten and Lapierre (2014) said that shadow leaders are similar to the actual situation in many organizations where leaders in the official management structure are not the real leaders in the followers' feelings compared to more accepted shadow leaders. The emergence of shadow leaders may affect the organizational culture, which will change drastically when the leaders in the official position do not have real leadership power. In addition, the management structure will no longer have meant when the subordinates have a crisis of faith in the official leader and turn to support the shadow leader who does not have an absolute management position.

### **Together Leader**

A leader is when the leader and the follower manage or lead the organization together. Although this concept is similar to the participatory management theory, the difference between the two theories is that participatory management still has leaders and followers in the chain of command according to the official management structure. The leader will let the followers lead on a case-by-case basis. However, joint leadership is when the leader and the follower have a role in leading together in everything. Heyck-Merlin (2016) said that joint

leadership is when the leader and the follower learn to lead and manage the organization together in every mission.

### **Followership**

Followership, or the state of being a follower, is accepting the leadership of an actual or Authentic Leader. Having a good follower does not mean accepting the situation or accepting the leadership by the official chain of command only. However, being a follower means understanding their roles and responsibilities and being ready to support the leader. The leader and the follower have a shared vision in doing their duties so that the organization achieves its goals or success according to the plan. Carsten and Lapierre (2014) said that being a follower is the other side of the coin of leadership in jointly pushing their mission to achieve the organization's objectives. The state of being a follower consists of 4 variables: the variable of faith, the variable of commitment, the variable of empathy, and the variable of expectation.

### **Lead Your Boss**

Leading your boss or being the boss of the boss is when the follower plays a more prominent role than the leader in the organization. Lead Your Boss has a meaning similar to Shadow Leader. Still, the difference is that a Shadow Leader is more natural and gentle than a Lead Boss, who often has a harsh attitude when working with followers and leaders. Sullivan and Decker (2009) said that when followers feel that they are more capable of leading than the leader, whether the leader leads well or not, the phenomenon can be both good and bad for the organization. The good thing is that the organization benefits from competition in work, and everyone wants to be outstanding. The bad is a drastic change in the organizational culture that will follow.

### **Characteristics of a Good Follower**

Dixon and Westbrook (2003) said that the characteristics of a good follower consist of 4 things, namely:

1. Integration means feeling shared ownership of the organization between the leader and the follower. Followers do not have a selfish mindset but do everything for the collective benefit that promotes and supports each other. Followers focus on the overall picture, not

any one person or separate them. Effective followers will treat the leader and followers with honesty and equality and consider the overall picture of the work.

2. Accepting reality means being aware of each person's existence and accepting that each person has a different perspective and ideas. It also means encouraging everyone in the follower group to speak frankly to understand each other without conflict, be reasonable, use reason when talking, have initiative, and understand each other well according to reality.

3. Conversation means talking openly, creating meaning, and understanding each other's meaning without dividing boundaries or class. Each person's conversation is free from doubts, listening to each other, analyzing and synthesizing each other's meaning to understand each other well in each person's different ideas, accepting respect, leading to cooperation, having a common perspective, and working together in the same way.

4. Shared leadership means that all followers have equal leadership; power distribution is essential for working together, sharing leadership, and working together.

The characteristics of a good follower must include integrating everything, accepting differences, and discussing shared leadership. The term "good follower" here means an honest follower who thinks leadership-minded, can make decisions and dares to face problems without avoiding them, can admit their mistakes, dares to communicate with the leader about the vision, and can work with everyone in the organization without prejudice.

In addition, Kelley (1992) stated that the characteristics of exemplary followers include:

1. Self-management ability is the ability to perform assigned tasks, control the work by oneself, know one's role and duties, and know what to do and what not to do even without being ordered.

2. Commitment is commitment to the organization, setting oneself up and being committed to the work, being ready and determined to work to achieve the organization's objectives.

3. Increasing potential, which is continuous self-development to increase competence, working to the best of one's ability.

4. Courage is daring to take risks and face problems without avoiding them, make judgments and express opinions, and admit mistakes in what one does.

## Conclusion

The followers' status is essential in driving the organization to achieve its goals because it will be successful and depends on the followers' work. Each organization has various types of followers: alienated followers, submissive followers, indifferent followers, and influential followers. Effective followers have the best follower characteristics; influential followers know how to think, analyze, and think independently when working in the organization. They are important factors that make the work in the organization effective, and the organization can carry out various tasks according to the goals by using worthwhile resources, causing fewer mistakes or losses from the followers' abilities. It is all about ideas, relationships, knowledge exchange, and communication.

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