INDEX

A

Abse, D., 198
Accountability: and commitment, 120; and excellence and quality, 120–121; and psychological ownership, 331
Adair, R., 75, 137
Adelphia Communications, 81
Agentic shift, 203
Aggression, and Milgram's obedience experiments, 200–201
Alford, C. F., 76, 237
Alienated, as followership style, 7, 13
Allport, G., 196
The Answer Is Horse, 199
Anxiety, existential, 184, 192
Ardrey, R., 330
"Are Corporations Evil?" (Litowitz), 206
Arendt, H., 199
Aristotle, 21
Arthur, M. B., 310, 311
Asch, S., 207
Authentic leadership development (ALD), 327–328
Authority: changing attitude toward, 213; and courageous followers, 72, 78–79, 164, 166–167, 170–171; in leadership-followership state paradigm, 49, 50, 51, 52; in organizational position paradigm, 45, 46; standing up to, 78, 79, 171; ways of relating to, 76. *See also* Obedience experiments, Milgram's
Authority Relations Inventory, 75
Avolio, B. J., 325

B

Bandura, A., 331
Bartels, B., 204
Bass, B. M., 2, 326
Bauman, Z., 239, 251
Beam, J., 164–165
Beck, J. C., 214
Becker, E., 181
Beedle, P., 86
Bellak, G., 198
Berg, D. N., 175
Bies, R. J., 348n6
Bin Laden, O., 29
Blake, R. R., 46
Blanchard, K. H., 46
Blass, T., 195
Bligh, M. C., 277
Blind obedience, 201–202
Blumen, L. S., 219
Boccialetti, G., 75, 156
Bonaparte, N., 181
Brewer, M. B., 29

COPYRIGHTED MATERIAL
http://www.pbookshop.com

Brown, D. J., 38, 311, 370n11
Bullying, children's, 219–236; actions to stop, 231–232, 234–235; as adult problem, 226–227; adults as enabling, 227–229; bystanders to, 220–221, 225–226, 227–230; components of system of, 225–226; creating norm to prevent, 232–233; defined, 222–223; reasons for persistence of, 221–222; types of, 223–225
Bureaucratic social character, 213, 214, 215, 216
Burke, C. S., 35
Burns, J. M., 2, 326
Buxton, C., 195
Bystanders to bullying: adults as, 227–229; impact of bullying on, 229; innocence of, 220–221; intervention by, 231–232; lack of focus on, 221; reasons for nonintervention by, 230; role of, 225–226; teaching children skills as, 234–235

C

Campbell, J., 95
Carsten, M. K., 277
Catholic Church, and followers, 60
CEOs: confronting, 82–83; follower behaviors of, 174
Chaleff, I., 3, 6, 52, 60, 111, 113, 119, 121, 124, 128, 161, 162, 164, 174, 175, 293, 306, 317–318
Challenger space shuttle disaster, 36
Character. *See* Social character
Charismatic leadership, 12, 183, 271, 310, 311
Cialdini, R., 116, 117, 119
Claremont McKenna College, leadership overemphasis at, 89–93
Clark, W., 141
Coady, S., 98, 100
Cobb, J., 312
Cockburn, C., 321
Coercion, 48, 49, 201, 248
Collaborative leadership, 57, 61, 63, 171–172, 215–217
Collaborators, 57, 58, 60, 63
Collective self-concept, 36–37
Colleges, leadership emphasis in admissions process of, 89–93
Collins, J., 322
Collinson, D., 29, 38, 309
Coloroso, B., 222
Columbia space shuttle disaster, 36, 96–97
Commitment: and accountability, 120; barriers to, 117–118; and courageous followership, 118–120; shared, connecting leaders and followers, 115–117
Communication: leaders influenced by, of followers, 274, 276; in leadership-followership state paradigm, 51; and role orientation, 26, 28, 35; of vision, 287–288
Complexity theory, 260–262
Conflict, constructive, 36
Conflict resolution, and bullying, 22
Conformity: and groupthink, 35–36; identity characterized by, 313–315, 320; of "natural followers," 44
Confusion tolerance, 294
Conscience, courageous, 14–15
Conscience collective, 250–251, 357n19
Conservative movement, follower role advocated by, 60
Contexts: and follower role orientations, 30–31, 34, 37; for leadership, 42, 344n2
Coughlan, E., 199
Counter-anthropomorphism, 205
Courageous conscience, 14–15
The Courageous Follower (Chaleff), 6, 67, 70, 71, 72, 74, 85, 111, 113, 124, 128
Courageous followers: challenging authority, 72, 78–79, 166–167, 170–171; and fear, 80, 119; and followership styles matrix, 74–75;

http://www.pbookshop.com

giving support to leaders, 72, 73–75, 86, 165–166; and leadership-followership state paradigm, 52; learning skills of, 82–84; and media accounts of leadership failures, 81–82; paradox of, 82; participating in transformation, 72, 167–169; responsibility assumed by, 72, 164–165; sources of values of, 79; taking moral action, 73, 84–86, 169–170
Courageous followership: and commitment, 118–120; course on, at Georgetown University, 112–114, 115; creating culture of, 128–136; implementing, in contemporary organizations, 121, 176; model of attitudes and behaviors of, 72–73; organizational level of people exhibiting behaviors of, 173–174; as way to transform organizational culture, 110–112, 124–125
Covey, S., 21, 102
Creative Catalysts, 295–299
Creative Skeptics, 300–303
Creative Statics, 303–305
Creative Supporters, 299–300
Creativity, 292. *See also* Followers for creativity
Crossley, C. D., 335
Culbert, S., 76
Culture: changed American, 211; contemporary, and large organizations, 70; and followership, 10–11; valuing human dignity, 69, 86–87. *See also* Organizational culture
Cyberbullying, 225

D

De Bivort, L., 142, 349n7
Democracy: in digital age, 325; and whistleblowers, 237–238
Department of Defense, whistleblower at, 244–246
Depersonalization: applied to self, 269; defined, 268–269; and leadership, 270
Devlin, P. G., 291
Disguised identity, 318–320, 371n25, 372n42
Dixon, G., 155
The Dogs of Pavlov (Abse), 198
Douglas, M., 244
Dragoni, L., 261
Drucker, P., 21
Dukerich, J. M., 310, 369n9
Durkheim, E., 250–251, 357n19
"Dying by Degrees" (Coughlan), 199
Dylan, B., 112

E

Eden, D., 30
Edmonson, A. C., 336
Education: enabling independent followers, 32; Jesuit, at Georgetown University, 114–115, 124–125
Ehrlich, S. B., 310, 369n9
Elias, N., 248
Ellard, K., 224
Elms, A., 206
Employee, self-management programs for, 32
Employees: as barrier to culture of courageous followership, 133; 4-D Followership Model of, 144–148; increasing engagement and effectiveness of, 129–130; not considered in change initiatives, 142–143; self-perceptions of, as followers, 140–141
Enron, 30, 81, 190, 315, 335
Error reporting, 336–337
Ethics, of followership, 20–24
Exhilaration, 191, 192–194
Expectations: leader, 30, 34; team, 37
Experience, enabling independent followers, 32

http://www.pbookshop.com

F

FAA, airline insulation standards, 239–240
Fastow, A., 190
Fear: and courage, 80–81, 119; situational, 184, 192
Feedback, 18, 83, 160, 289
Feminist studies, and resistant selves, 317, 320–321
Fiedler, F. E., 46
Fiore, S. M., 35
Fiorina, C., 280
Fleming, P., 316
Follett, M. P., 17, 325
Follow, defined, 64
Follower role orientations, 25–39; antecedents and outcome of, 27; defined, 26; future research on, 37–39; independent, 31–34, 38; interactive, 27–31, 37–38; shifting, 34–37, 38, 51–52; value of, 25–26
Followers: as collaborators, 57, 58, 60, 63; constraints on leaders, 263–264, 273–274; defined, 54, 278; disempowered, 76–77; employees' perceptions of themselves as, 140–141; future research on, 62–63; as independent agents in organizations, 256–257; leaders' influence on, 264–269; negative connotation of term, 14, 72, 158–159; as outmoded concept, 63–64; ownership of vision by, 280, 290; paradoxes of, 161–163; participation of, in vision, 285–289, 290; psychological ownership among, 328–332, 337; redefining, 56–61; resistance by, 216, 315–318, 320–321; roles and responsibilities of, 13, 14–15, 72, 162–163; self-regulation by, 259–260; sensemaking by, 257–259; as serving common purpose with leaders, 71; situations requiring behavior of, 61–62; toxic, 220, 225–226. *See also* Courageous followers; Employees; Followers for creativity; Leader-follower relationship
Followers for creativity, 291–307; assumptions underlying research on, 292–293; courage needed by, 293, 306; dimensions of, 294–295; model of, 295; and previous work on followership, 293; recommendations on, 306; types of, 295–305
Followership: areas for research on, 9–15; contemporary focus on, 6, 310, 326–328; defined, 48–49, 54–55, 139; ethics of, 20–24; and follower identity, 310–311; 4-D model of, 144–148; implications of Milgram's obedience experiments for, 200–206; lack of attention given, 1–3, 5, 143–144, 160, 253, 291; leadership literature on, 255–256; need to teach skills of, 12–13, 220, 233; as outmoded concept, 54–56; post-structuralist approach to, 311–313, 369n9; relationship between leadership and, 93, 97–98, 138–139; researching leadership from vantage point of, 11–12; romanticizing, 320–321, 322; as shifting role, 34–37, 51–52, 174–176; and social identity theory, 272–274, 275–276, 310; terminology used for, 14, 54–56, 139; and vision, 279–280. *See also* Courageous followership
Followership styles: Chaleff's model of, 74–75; hypothetical exercises to explore, 77–78; model of, 7–9; preferred by leaders, 13, 170; self-assessment of, 75–77, 346n5
Foucault, M., 249, 312, 314, 316, 370n11
4-D Followership Model, 144–153; application of, 149–153; overview of, 144–148
Freud, S., 187, 196, 215

http://www.pbookshop.com

Friedman, T., 61
Fromm, E., 212, 314

G

Gabriel, P., 198
Gandhi, M., 176
Gardner, W. L., 29, 327
Gates, B., 277, 279–280
Geertz, C., 188
Georgetown University: commitment at, 115–117; Courageous Follower course at, 112–114; impact of Courageous Follower course at, 115; Jesuit education at, 114–115, 124–125
Gill, R., 288
Girard, R., 242–243
Giuliani, R., 42
Gladwell, M., 102
Goals, of followers, 259–260
Goffman, E., 319
Granberg, D., 204
Greenleaf, R. K., 121, 123, 124
Grint, K., 317
Grossman, D., 199
Groupthink, 36, 80–81

H

Hankiss, E., 184
Harris, R., 244–246
HealthSouth, 81
Heidegger, M., 19–20
Heifetz, R. A., 318
Hierarchical organizations: not ready for participative management, 122–124; research on leadership in, 45, 345n8; structures vs. relationships in, 76
Hierarchy of Needs (Maslow), 80, 81
Himmler, H., 193
Hirschman, A. D., 318
Hitler, A., 192
Hitt, M. A., 256, 262
Hobbes, T., 243
Hock, D., 215
Hogg, M. A., 254, 267
Hollander, E., 256, 340n1(ch.1)
Holocaust: behavior of Nazis in, 196, 199, 207, 314; influence of, 67; as large organizational violence, 243
Homer, 42
Hopper, A., 288
Hopper, L., 109
House, R. J., 310, 311
Howell, J. P., 25, 27
Hussein, S., 68, 69

I

Identity: conformist, 313–315; disguised, 318–320, 371n25, 372n42; follower, and followership, 310–311; of interactive followers' sense of, 29; poststructuralist view of, 312–313, 321–323, 370n11; and psychological ownership, 330–331; resistant, 315–318. *See also* Self-concepts; Social identity theory
Ignatius of Loyola, 114, 124–125
Iliad (Homer), 42
Implicit leadership theories (ILTs), 258–259
"In Praise of Followers" (Kelley), 5–6
Independent follower role orientation, 31–34, 38
Individualized self-concept, 33–34
Influence (Cialdini), 116
Innovation. *See* Followers for creativity
Interactive follower role orientation, 27–31, 37–38
Interactive social character, 213–214, 215–216
Ireland, R. D., 256, 262
IRS, whistleblower at, 241
Isocrates, 21
It Takes Two (Boccialetti), 75

http://www.pbookshop.com

J

Jackall, R., 247–248
Janis, I. L., 80
Jaussi, K. S., 291
Jesus, 125
Jones, J., 29, 186
Jung, C., 141

K

Kellerman, B., 6, 12, 67
Kelley, R. E., 2, 5, 6, 28, 60, 67, 68, 69, 75, 111, 143, 164, 293, 294
Kennedy, J. F., 192
King, M. L. Jr., 190–191
Kirkpatrick, S. A., 43, 279
Kleiner, K., 89
Knowledge economy, leadership in, 211–212, 256
Kogod, S. K., 98, 108
Kondo, D. K., 320
Kouzes, J. S., 46
Kuhn, T., 189

L

LaFasto, F.M.J., 36
Larson, C. E., 36
Laurie, D. L., 318
Leader-follower paradigm, 42–44
Leader-follower relationship: collaborative, and courage, 171–172; as continuum, 219; as dichotomy, 55–56; and follower structures, 257–263; in leader-follower organization, 174–176; leadership literature on, 255–256; new model of, 71; as partnership in reciprocal following, 17–24; transparency in, 334–337; trust in, 332–334, 337
Leaders: challenging, 72, 78–79, 166–167, 170–171; contemporary need for, 210–212; courage to support, 72, 73–75, 86, 165–166; creation of courageous followers by, 121; defined, 209–210, 278; in disguise, star followers as, 8; failures of, and courageous followership, 81–82; followers' constraints on, 263–264, 273–274; followership styles preferred by, 13, 170; influence on followers, 264–266; overemphasis on value of, 158–159; reasons for following, 215; servant, 86, 121, 123, 125; as serving common purpose with followers, 71; as teachers and learners, 163; teaching skills for confronting, 82–84. *See also* Toxic leaders
Leadership: as barrier to courageous followership culture, 132; charismatic, 12, 183, 271, 310, 311; collaborative, 57, 61, 63, 171–172, 215–217; contexts for, 42, 344n2; defined, 48, 56, 61, 139, 311; follower substitutes for, 31–32; follower-based neutralizers of, 33; followers not considered in study of, 1–2, 5; inalienable truths of, 159–161; and management, 45, 56, 156–158, 346n2(ch.6); overemphasized in college admissions process, 89–93; relationship between followership and, 93, 97–98, 138–139; researching, from followership vantage point, 11–12; as shifting role, 34–37, 51–52, 174–176; social identity theory of, 269–272, 274–275, 370n12; stereotypical, 155–156; terminology used for, 14; transformational, 110, 256, 265, 271, 326–327; and vision, 277, 279
Leadership Alchemy program: changes resulting from, 106–108; employment after participation in, 107, 348n14; followership role of graduates of, 101–104; leadership themes, 97; new future created by graduates of,

http://www.pbookshop.com

104–106; overview of, 98–99; promised outcomes of, 99–101; on transitioning between leadership and followership, 97–98
Leadership development: authentic (ALD), 327–328; of children vs. adults, 220, 233; and leadership-followership state paradigm, 52. *See also* Leadership Alchemy program
Leadership for the Twenty-First Century (Rost), 54
Leadership presence, 99–100
Leadership-followership organizational position paradigm, 45–47
Leadership-followership state paradigm, 47–52
Learning: as collaborative, 91–92; and followership, 18–19, 163; and leadership, 19–20, 163; skills of courageous followers, 82–84
Leavitt, H. J., 192
Legal profession, and Milgram's obedience experiments, 199
Lennon, J., 58, 139
Levinson, A., 216
Lewandowski, J., 166–167, 170
Lewin, K., 196
Lipman-Blumen, J., 6, 12, 67, 315
Litowitz, D., 206
Locke, E. A., 43, 279
Long, J., 241, 244
Lord, R. G., 38, 254, 255, 311, 370n11

M

Maccoby, M., 76, 209, 314
MacKenzie, D., 158, 172
Maitland, A., 216
Management: history of leadership as viewed by, 156–158; and leadership, 45, 56, 346n2(ch.6); middle, follower behaviors of, 174
Mann Gulch fire disaster, 258
Manson, C., 29
Marion, R., 265, 326
Markus, H., 260
Maroosis, J., 17
Marston, W. M., 141
Maslow, A., 47, 80, 81, 345n11
McGuire, D., 239–240
Media: for communicating vision, 287; leadership failures chronicled in, 81–82; stereotypes of leaders/followers in, 43, 52
Meindl, J. R., 2, 3, 255, 310, 322, 369nn3, 9
Méndez, M. J., 25
Mentoring programs, 31
Merck, G., 277
Meyerson, D. E., 320
Milgram, S., obedience experiments of, 195–208, 314
Les Misérables, 58–59
Modigliani, A., 205
Morality: and actions of courageous followers, 73, 84–86, 169–170; individual, and social situations, 197, 202–206. *See also* Whistleblowers
Mouton, J. S., 46

N

NASA, organizational culture of, 96–97, 104. *See also* Leadership Alchemy program
Needs, Hierarchy of (Maslow), 80, 81
Northouse, P. G., 43

O

Obedience (Milgram), 202
Obedience experiments, Milgram's, 195–208, 314; and Holocaust, 196, 199, 207; implications for followership, 200–206; influence of, 196, 198–200; origin of, 195–196; and positive aspect of obedience, 206–208; procedure and results of, 197–198

http://www.pbookshop.com

Oestreich, D., 80
O'Keefe, S., 97
Organizational culture: creating, of courageous followership, 128–136; designing initiative to change, 134–135; of NASA, 96–97; not ready for participative management, 122–124; transforming, with courageous followership, 110–112, 124–125
Organizational position paradigm, 45–47
Organizational vision. *See* Vision, organizational
Organizations: all-leader, 158–159; change initiatives of, and employees, 142–143; creative, 292; followers as independent agents in, 256–257; hierarchical, 45, 76, 122–124, 345n8; individual morality in, 197, 202–206; informal structures of, 260–263; leader and follower, 161; leader-follower, 173, 174–176; sacredness of, 249–251; social, and disruptive moral behavior, 239, 243–244, 356n6; sources of power of, 247–249; surveillance in, and employee identity, 318–320, 371n25
Orpheus Chamber Orchestra, 35
Ownership: psychological, among followers, 328–332, 337; of vision, 280, 290

P

Paradigms: defined, 41–42, 344n1; leader-follower, 42–44; leadership-followership organizational position, 45–47; leadership-followership state, 47–52
Park, S., 112, 113
Participation: bystander, 232; follower, in vision creation, 285–289, 290; student, 91–92; in transformations, 72, 167–169
Pearson, C. S., 43
Peer pressure, 12–13, 204, 230
Pfeiffer, P., 207–208
Physical bullying, 223–224
Pillai, R., 257
Play, 296–297, 368n8
Political gamesmen, 28–29
Posner, B. Z., 46
Post-structuralist approach: to followership, 311–313, 369n9; to identity, 312–313, 322–323, 370n11; and romanticizing followership, 320–321, 322; and workplace identities, 313–320
Potter, J., 288
Power: of follower role, 77; and social identification, 276; sources of, of organizations, 247–249; and whistleblowers, 251
The Power of Followership (Kelley), 6, 12, 111
Pragmatics, as followership style, 7–8, 13
Prototypes: defined, 268; and followership, 272–274; and leadership, 270–272, 274–275
Pryor, D., 245

R

Recruitment, and courageous followership culture, 130
Reichard, R. J., 325
Reicher, S. D., 274
Relational bullying, 224–225
Relational self-concept, 29–30
Resistance: by followers, 216, 320–321; identity characterized by, 315–318, 320; leadership's approach to, 216. *See also* Whistleblowers
Retention, and courageous followership culture, 129
Rethinking Followership Conference, 3
Reward systems, 30–31
Riggio, R., 6
Risk: and courage, 78–79; and courageous followership culture, 130–131
Rochat, F., 205
Rost, J. C., 35, 45, 47, 48, 53, 54, 139, 158, 173

http://www.pbookshop.com

Roth, W., 241
Rowley, C., 183
Ryan, K., 80

S

Salas, E., 35
Sarbanes-Oxley Act, 157
Sartre, J.-P., 243
Sashkin, M., 280
Self-concepts: collective, 36–37; further research on, 38–39; individualized, 33–34; relational, 29–30; working (WSC), 260, 262. *See also* Identity; Social identity theory
Self-regulation, by followers, 259–260
Senge, P. M., 171
Sennett, R., 237, 312
Sensemaking, by followers, 257–259
Servant-leaders, 86, 121, 123, 125
Service economy, leadership in, 211–212
Shamir, B., 28, 29, 310, 311, 314
Sheep, as followership style, 7, 28
Shifting follower role orientation, 34–37, 38, 51–52
Shils, E., 250
-*Ship* (suffix), defined, 47–48, 54
Skilling, J., 190
Skills: for bystanders to bullying, 234–235; courageous followership, 82–84; followership, 12–13, 220, 233
Social character: and collaborative leadership, 215–217; defined, 212; and reasons for following leaders, 215; and resistance to leadership, 216; shift from bureaucratic to interactive, 212–214
Social identity theory: and followership, 272–274, 275–276, 310; of leadership, 269–272, 274–275, 370n12; overview of, 268–269. *See also* Identity; Self-concepts
Social loafers, 36
Star followers, as followership style, 8, 13
Stech, E. L., 41
Stefanovich, A., 291
Students, classroom participation of, 91–92
Suicide bombers, 9–10
Supervisors, follower behaviors of, 174
Support: by courageous followers, 72, 73–75, 86, 165–166; by students, 93

T

Taylor, F., 156
Teaching: courageous followership skills, 82–84; followership skills, 12–13, 220, 233; as responsibility of leaders and followers, 163; skills as bystanders to bullying, 234–235
The Tenth Level (Bellak), 198
Terminology, for followership/leadership, 14, 54–56, 139
Thomas Aquinas, 19
Toxic followers, bystanders to bullying as, 220, 225–226
Toxic leaders, 181–194; costs of being close to, 190–191; courageous followership culture as antidote to, 131; defined, 182–183; follower responsibility to stand up to, 14–15; as followership issue, 12; human needs contributing to following, 183–185; illusions offered by, 185–189, 192, 193; reasons for following, 183
Training: enabling independent followers, 31–32; and hesitancy to change, 109–110; limited results of, 110; and Milgram's obedience experiments, 199
Transference, 215
Transformational leadership, 110, 256, 265, 271, 326–327
Transformations, participation in, 72, 167–169
Transparency, in leader-follower relationship, 334–337
Tripp, T. M., 348n6

http://www.pbookshop.com

Trust, in leader-follower relationship, 332–334, 337
Turning to One Another (Wheatley), 108
Twain, Mark, 21

U

Uhl-Bien, M., 257, 265, 326
Uken, B., 127
Ullmen, J., 76
Uncertainty-identity theory, 276
U.S. Army, and Milgram's obedience experiments, 199

V

Values: with leader-follower paradigm, 43–44; with leadership-followership state paradigm, 50; with organizational position paradigm, 46; sources of, of courageous followers, 79; workplace vs. democratic, 237
Verbal bullying, 223
Vinson, B., 190
Virk, R., 224
Vision, organizational, 277–290; alignment of, 284–285; defined, 279; follower ownership of, 280, 290; follower participation in, 285–289, 290; and followership, 279–280; and leadership, 278, 279; misalignment of, 281–283
Voglegesang, G. R., 335
Vulnerability, and trust, 332, 333–334

W

Wade, M., 214
War, lessons from, 191–192
Weber, M., 1–2
Weick, K. E., 258
Welch, J., 157, 277
Westbrook, J., 165–166
Wharton, E., 125
Wheatley, M., 47, 108, 111, 112
Whistleblowers, 237–251; agreement by, to keep quiet, 239–240; armed escorts for, 248–249, 357n16; defined, 238; and individuals in mass democracy, 237–238; internal, 238–239, 244; and organizational power, 247–249; research on, 355n3; retaliation against, 238–239, 242, 244, 246, 318, 356n4, 356n12; and sacredness of organizations, 249–251; self-sacrifice by, 240–243; typical example of, 244–246
Williams, G. S., 95
Working self-concept (WSC), 260, 262
World events, followership and, 9–10
WorldCom, 81, 190
Wurf, E., 260

Y

Yates, B., 190
Yes-people: executives' preference for, 13; as followership style, 7, 28

http://www.pbookshop.com