# Leadership Is Half The Story

*Dr. Marc & Samantha Hurwitz*

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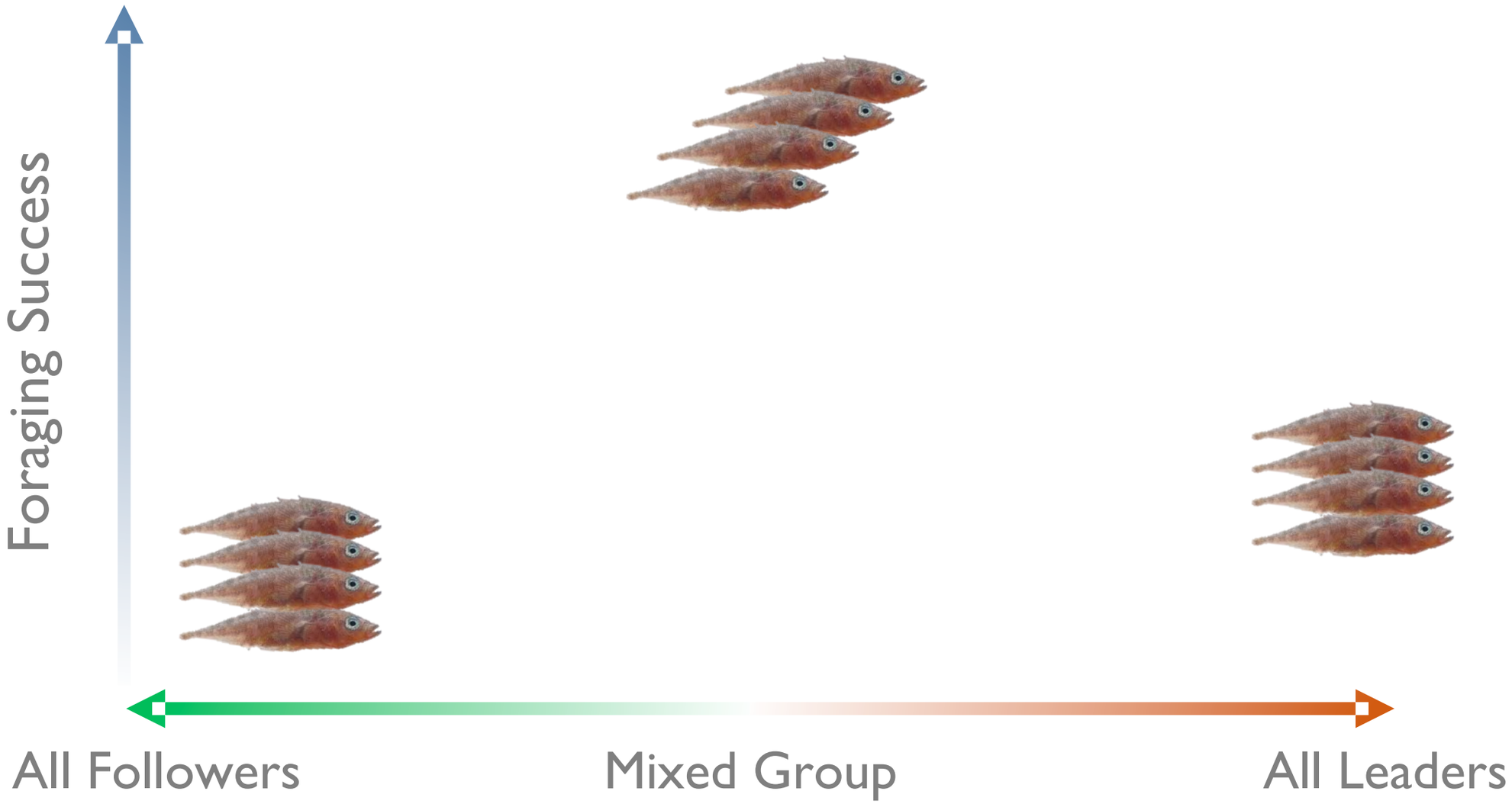
# FliPskills

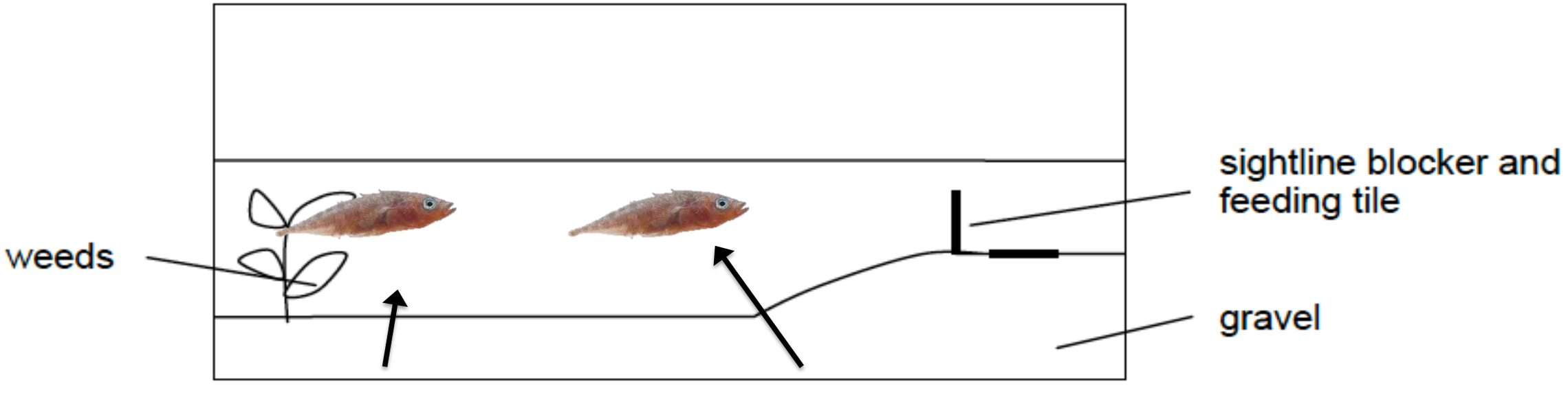
**F**ollowership,
**l**eadership,
**i**nnovation &
**P**artnership **skills**.

# Optimal Results



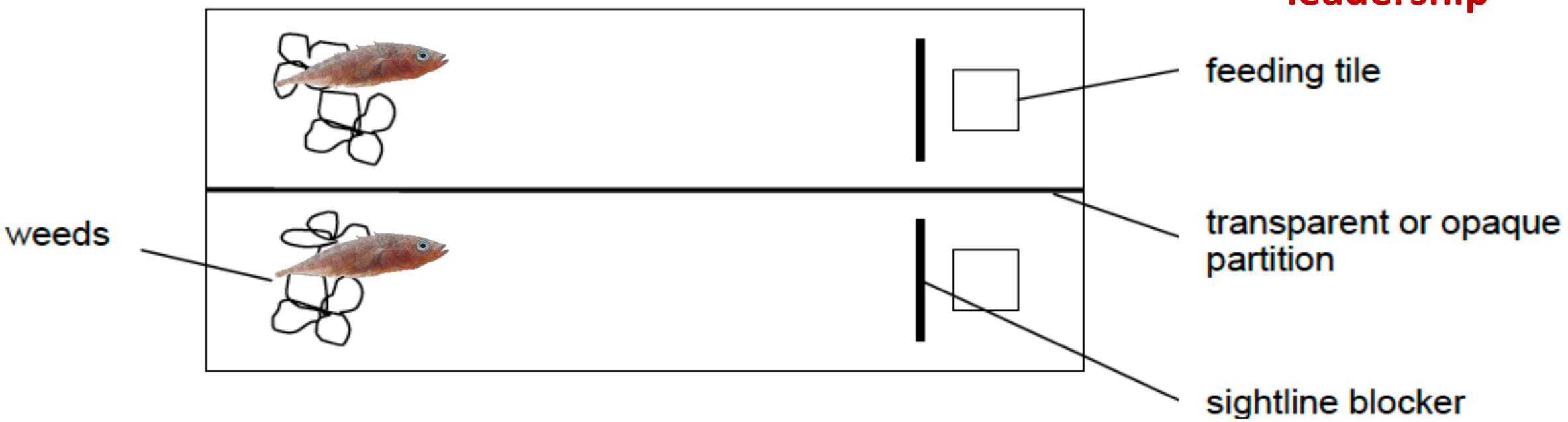

Dyer, J., Croft, D., Morrell, L., & Krause, J. (2009). Shoal composition determines foraging success in the guppy. *Behavioral Ecology, 20*, 165-171.

# Optimal Results

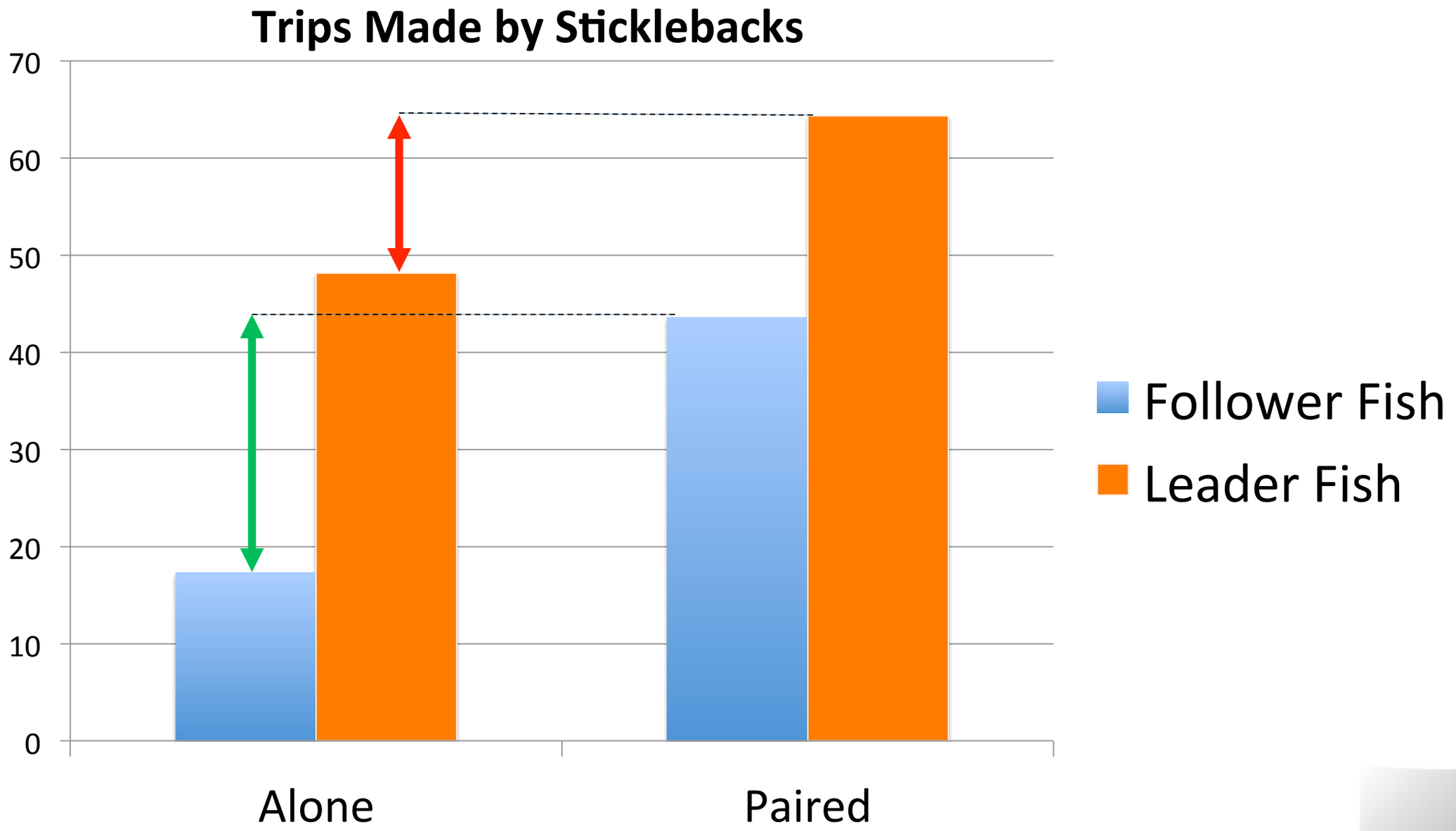



Under cover In open

**Going first is an act of 'leadership'**



# Optimal Results




It is a mutual influence process!

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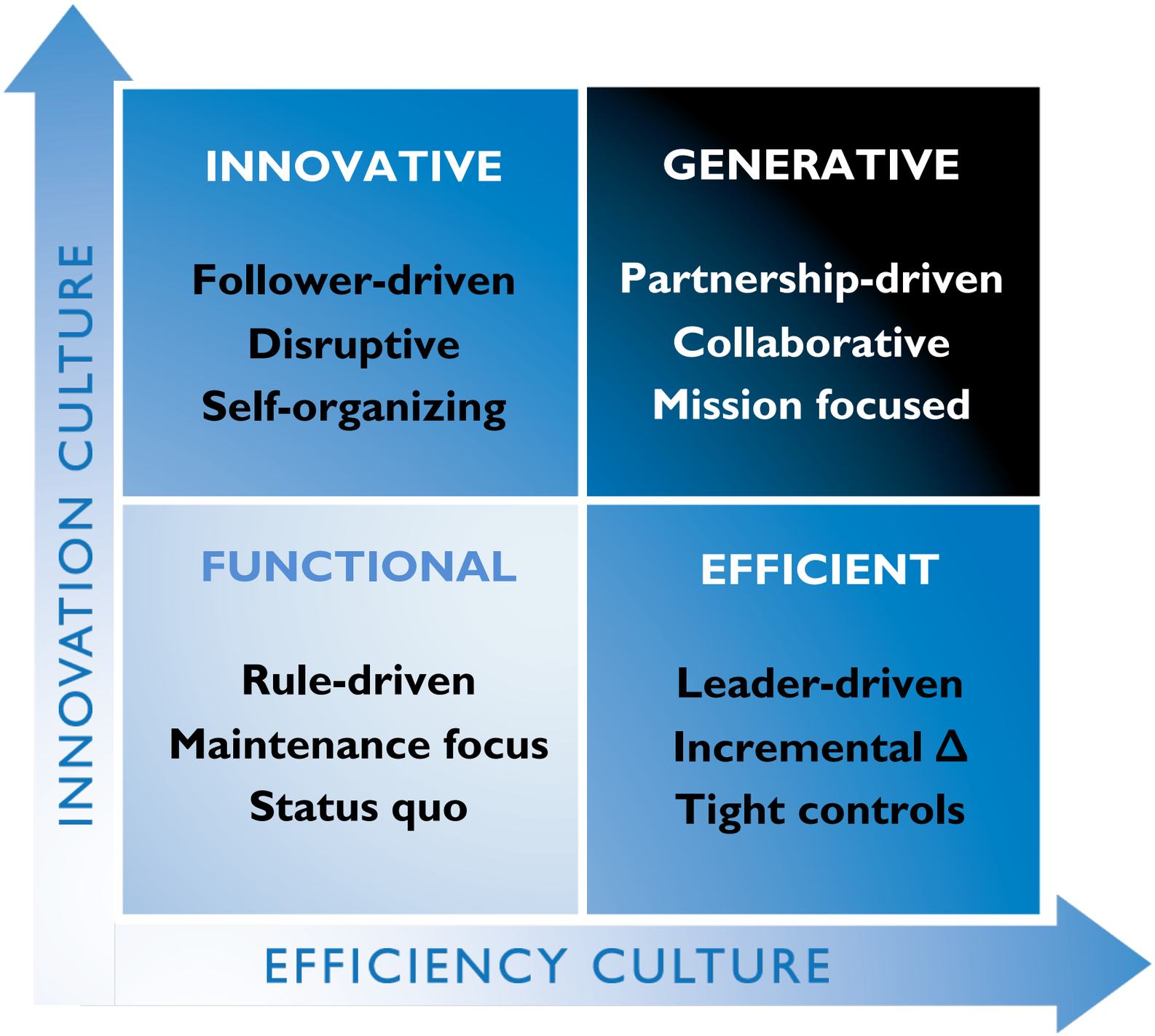
INNOVATION CULTURE
INNOVATIVE
Follower-driven
Disruptive
Self-organizing
GENERATIVE
Partnership-driven
Collaborative
Mission focused
FUNCTIONAL
Rule-driven
Maintenance focus
Status quo
EFFICIENT
Leader-driven
Incremental Δ
Tight controls
EFFICIENCY CULTURE

# Is she a leader?

Idea 1: Leadership is the act of leading *others*

Idea 2: Leading is creating a framework for action

Idea 3: Following is influencing and working inside the frame

# FliPskills Organizational Impact

Over 300 C-Suite Executives Surveyed…

- 99.7% - Followership affects work output quality
- 98.6% - Followership improves work unit performance
- 96.1% - Followership is more than doing what one is told
- 95.7% - Disagree that everyone knows how to follow

"Developing followership should be viewed as a necessary condition for organizational success."

*Dr. Augustin Agho*

**Agho, A. O.** (2009). Perspective of senior-level executives on effective followership and leadership. Journal of Leadership & Organizational Studies, 16, 2:159-166.

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# Organizational Impact

## Emotional Intelligence

# FliPskills Organizational Impact

## Positive followership: 17-43%

- work output
- quality of work
- employee satisfaction
- customer satisfaction
- organizational output

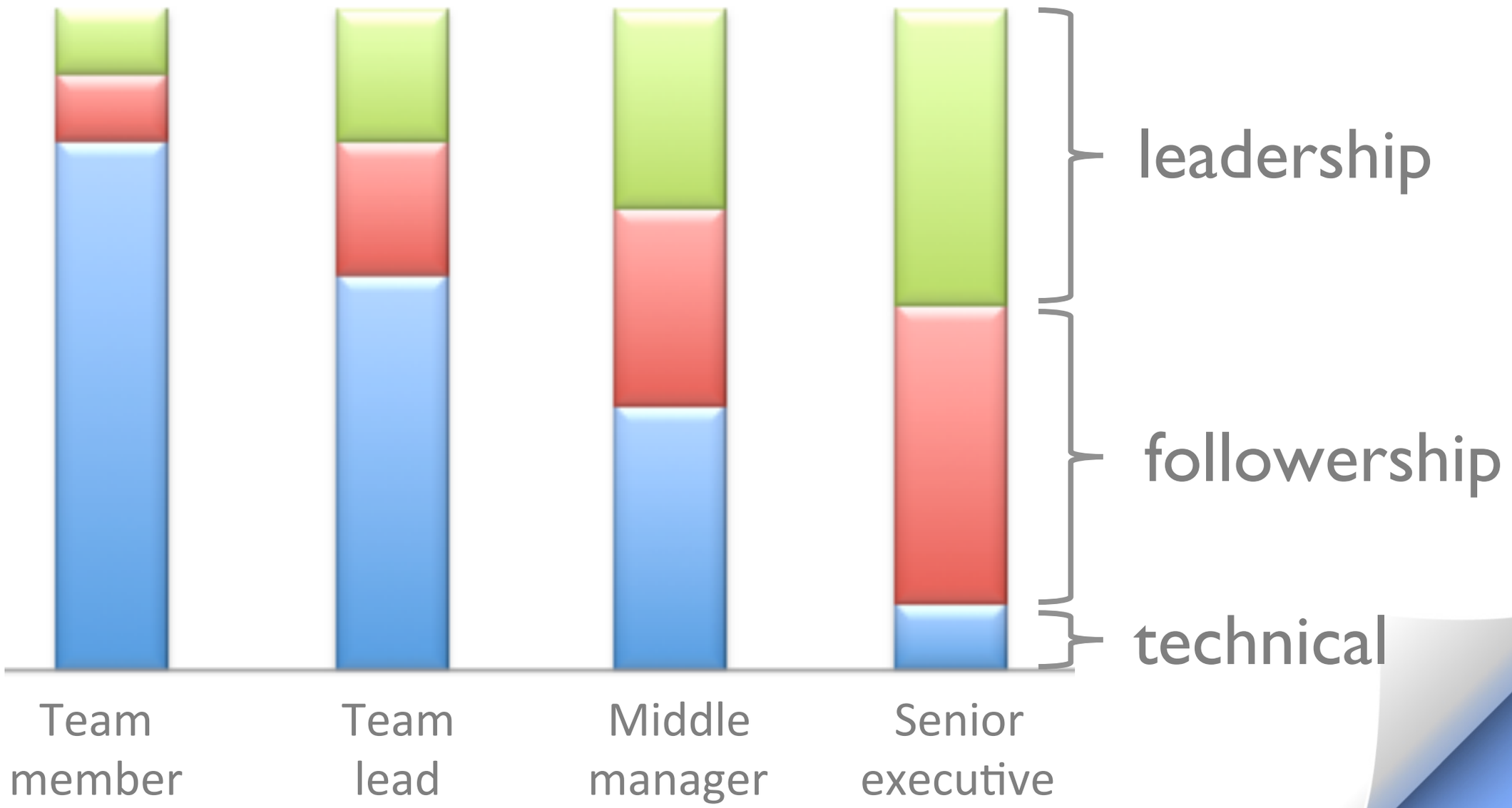
Podsakoff, P.M., & MacKenzie, S.B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance, 10(2)*, 133–151. The OCBs discussed in this article were the ones most related to followership. See *Leadership is Half the Story* by Hurwitz & Hurwitz for additional details.

# Personal Impact

| | |
|---|---|
| CEO Tenure | • 40% turnover <2 years due to followership |
| Executive Derailment | • Followership is a #1 cause in every study |
| Personal Value | • > 30% performance evaluation |
| Top Talent | • Followership is a main reason top talent fails |

# Followership By Level

## Job demands: By level



# Poll

What percentage of your time at work is spent on followership?

A. 0-20%

B. 20-40%

C. 40-60%

D. 60-80%

E. 80-100%

# Poll

Which role do you find more challenging?

A. Leadership

B. Followership

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"Followership is more important than leadership, and more difficult to do."

James MacGregor Burns, Author
*Transformational Leadership*

# FliPskills Can We Learn Followership?

Dance Studio

# FliPskills Can We Learn Followership?

## Federal Deposit Insurance Corporation (FDIC)

| Measure | | 2007 | | 2013 |
|---|---|---|---|---|
| Empowerment & Decision-making | Favorable | 29% | | |
| | Unfavorable | 57% | | |
| Leadership Quality | Favorable | 33% | | |
| | Unfavorable | 73% | | |
| Ranking: Best Places to Work | Overall | 21st | | |
| My Work Directly Contributes to the Mission of FDIC | | | | |

* Employee satisfaction results, FDIC Bank. Permission to use granted by FDIC.

# FliPskills Can We Learn Followership?

## Federal Deposit Insurance Corporation (FDIC)

| Measure | | 2007 | | 2013 |
|---|---|---|---|---|
| Empowerment & Decision-making | Favorable | 29% | → | 44% |
| | Unfavorable | 57% | → | 17% |
| Leadership Quality | Favorable | 33% | → | 39% |
| | Unfavorable | 73% | → | 9% |
| Ranking: Best Places to Work | Overall | 21st | → | 1st |
| My Work Directly Contributes to the Mission of FDIC | | | → | 97% |

* Employee satisfaction results, FDIC Bank. Permission to use granted by FDIC.

# Strong Followership

# Strong Followership

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# Coaching Followership

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# Leadership Only View

# Holistic View

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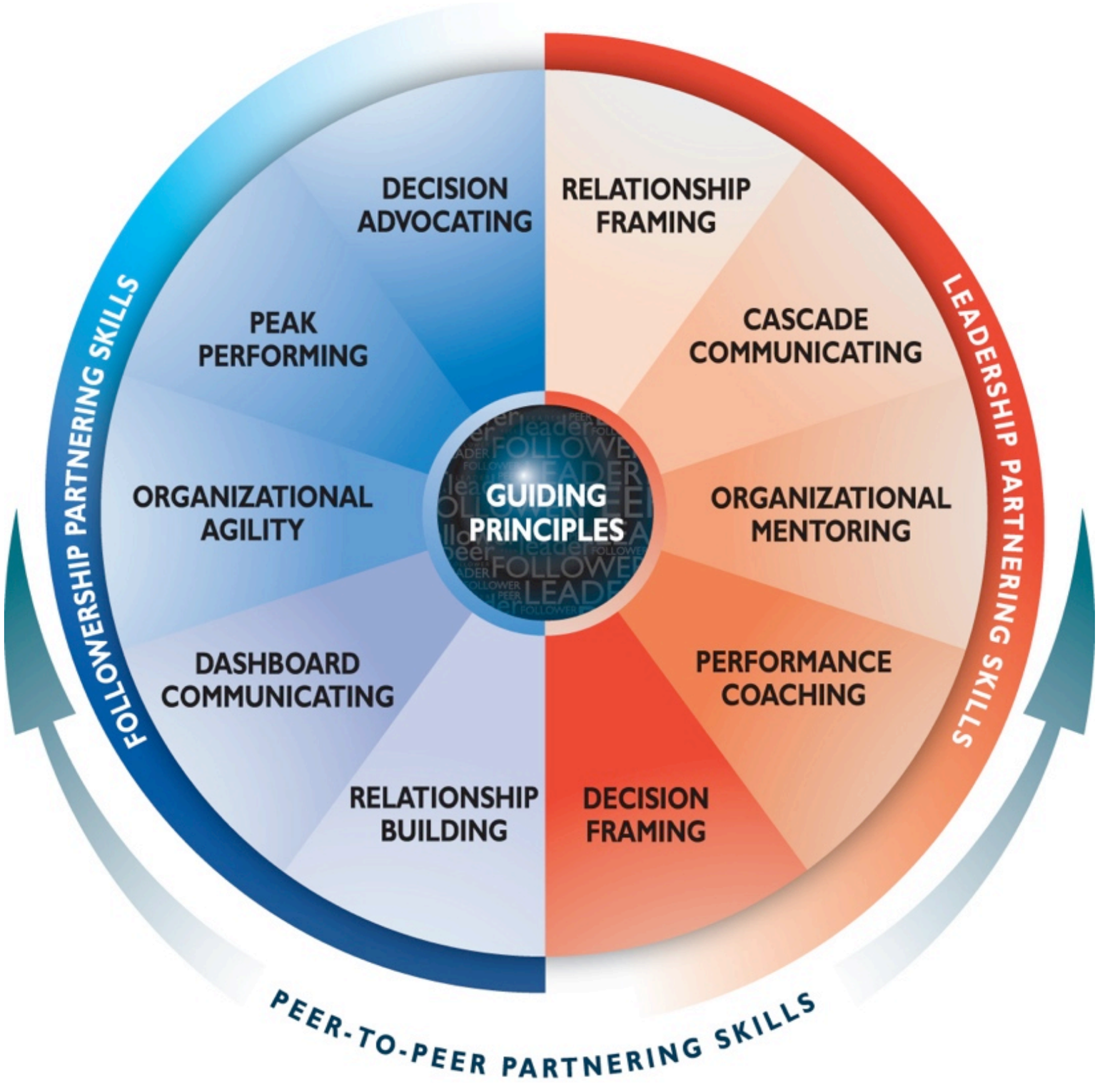

DECISION ADVOCATING
RELATIONSHIP FRAMING
PEAK PERFORMING
CASCADE COMMUNICATING
ORGANIZATIONAL AGILITY
GUIDING PRINCIPLES
ORGANIZATIONAL MENTORING
DASHBOARD COMMUNICATING
PERFORMANCE COACHING
RELATIONSHIP BUILDING
DECISION FRAMING
FOLLOWERSHIP PARTNERING SKILLS
LEADERSHIP PARTNERING SKILLS
PEER-TO-PEER PARTNERING SKILLS

# The Full Story

**Partnerships need leadership & followership: they are equal, dynamic and different.**

**Leadership is setting the frame. Followership is creating within it.**

**Lean in to build connection.**

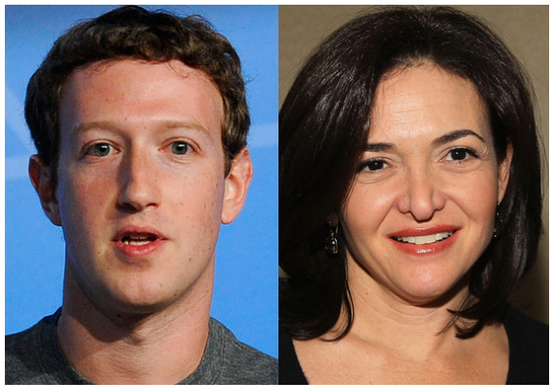
**Value the positive, and build on it.**

**Have deeply shared goals.**

# 3 Practical Applications

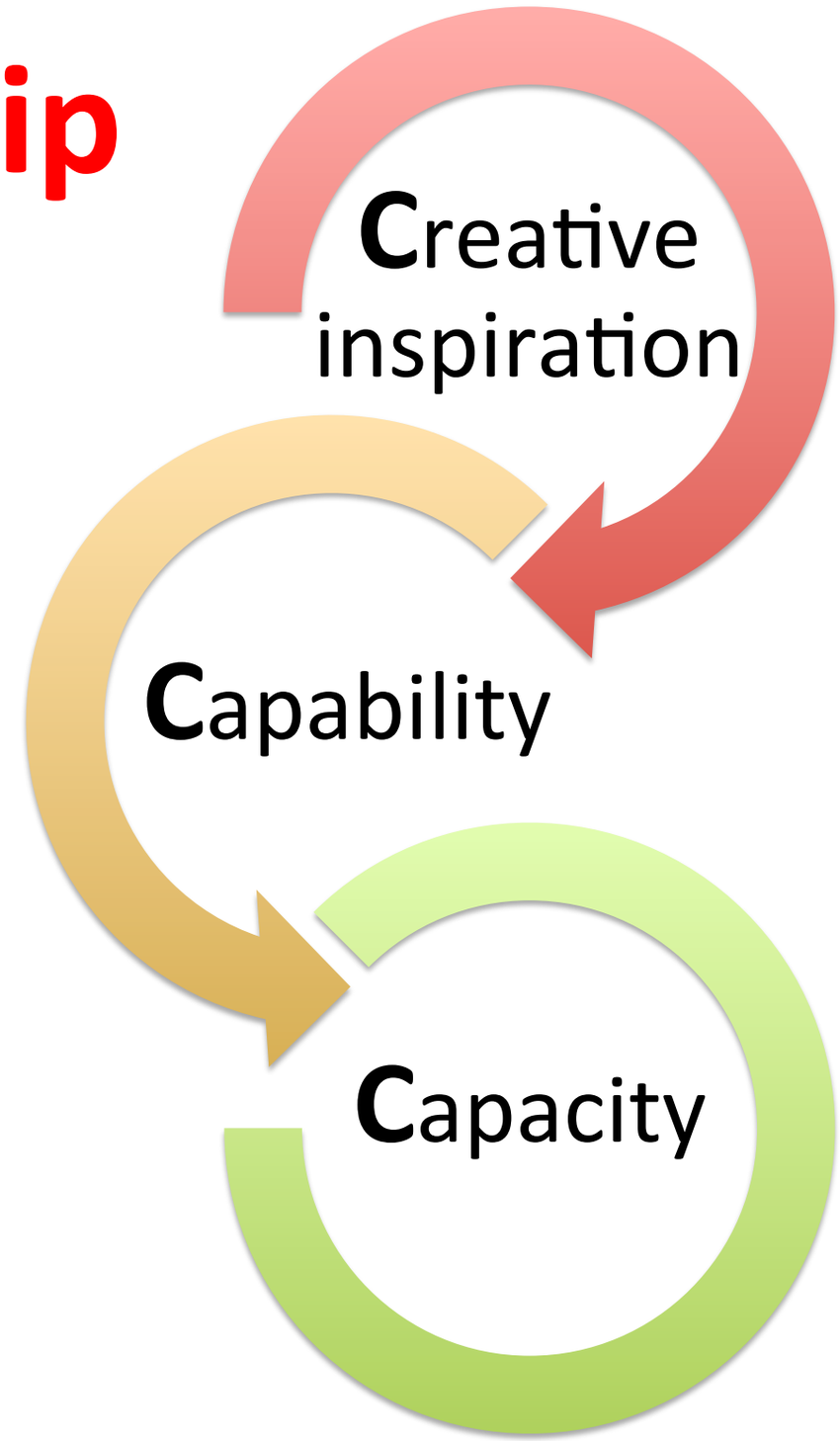
1. A way to share leadership
2. A way to enhance an engagement program
3. A way to improve competencies

# Sharing Leadership



# Sharing Leadership

## C3 - Leadership



# Commitment-Engagement

## Engagement

# Commitment-Engagement

Leadership

**Commitment**

**Engagement**

Followership

**Engagement**

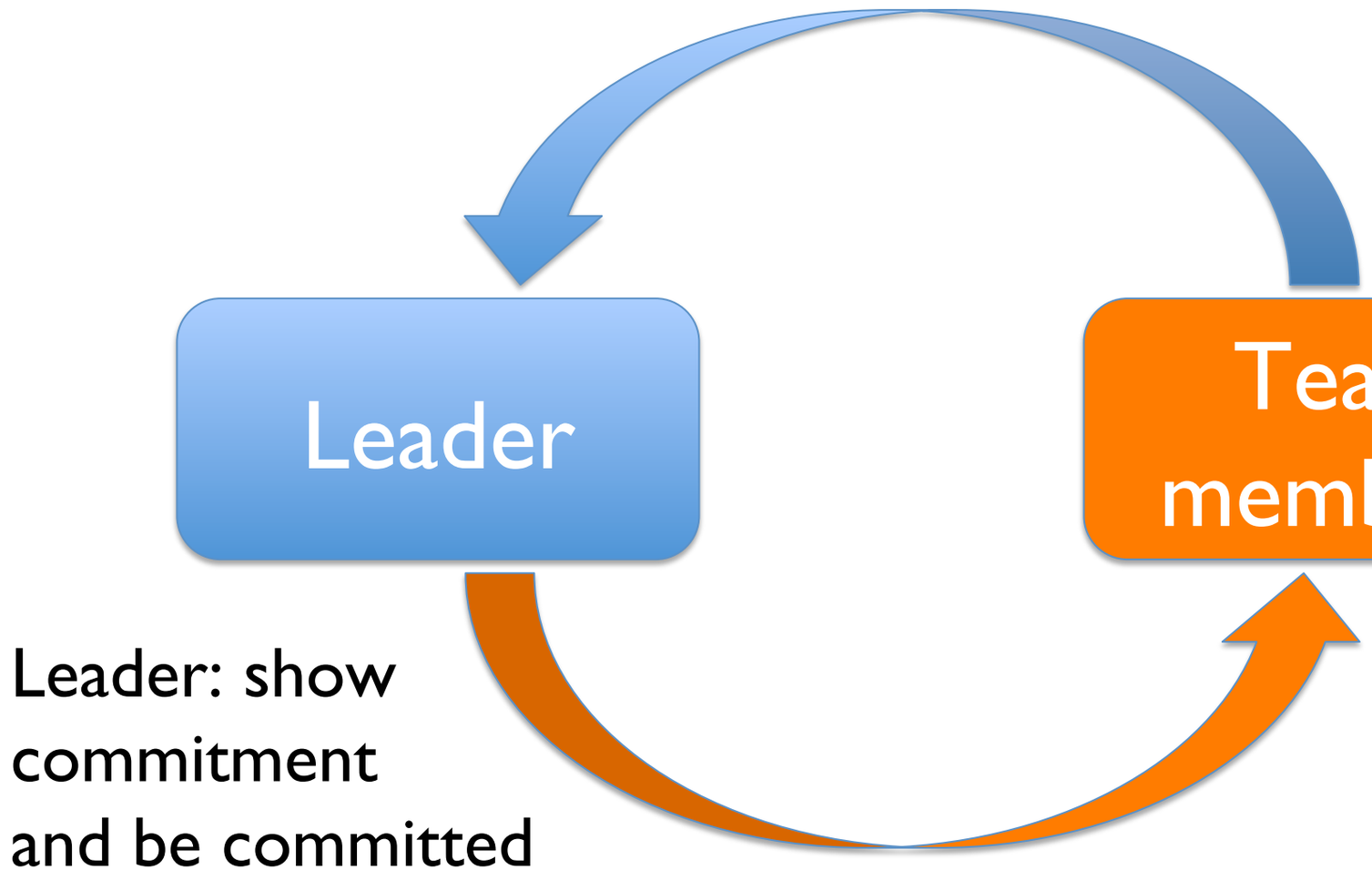
# Commitment-Engagement

## Gallup's Q12 Engagement Survey

- My boss seems to care about me
- My development is encouraged
- I have the opportunity to work at what I do best everyday
- I have opportunities to learn and grow

# Commitment-Engagement

## Engagement




Followers: show engagement and be engaged

Leader: show commitment and be committed

## Commitment

# Enhanced Competencies

Core Competency:
Innovation

Uses innovation to positively impact the business

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## Core Competency: Innovation

Uses innovation to positively impact the business

## Leadership Competency

Manages the innovation process productively; facilitates the use of tools; creates an environment that fosters the creative input of others

## Followership Competency

Introduces research, facts and ideas to the innovation process; provides valued input that leads to novel solutions; respects and helps develop the ideas of others

# Reflection

What insights did you get today?

What do you feel compelled to do with this new information?

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# Everyone Has Two Roles

## A Fresh Look

## Leadership & Followership

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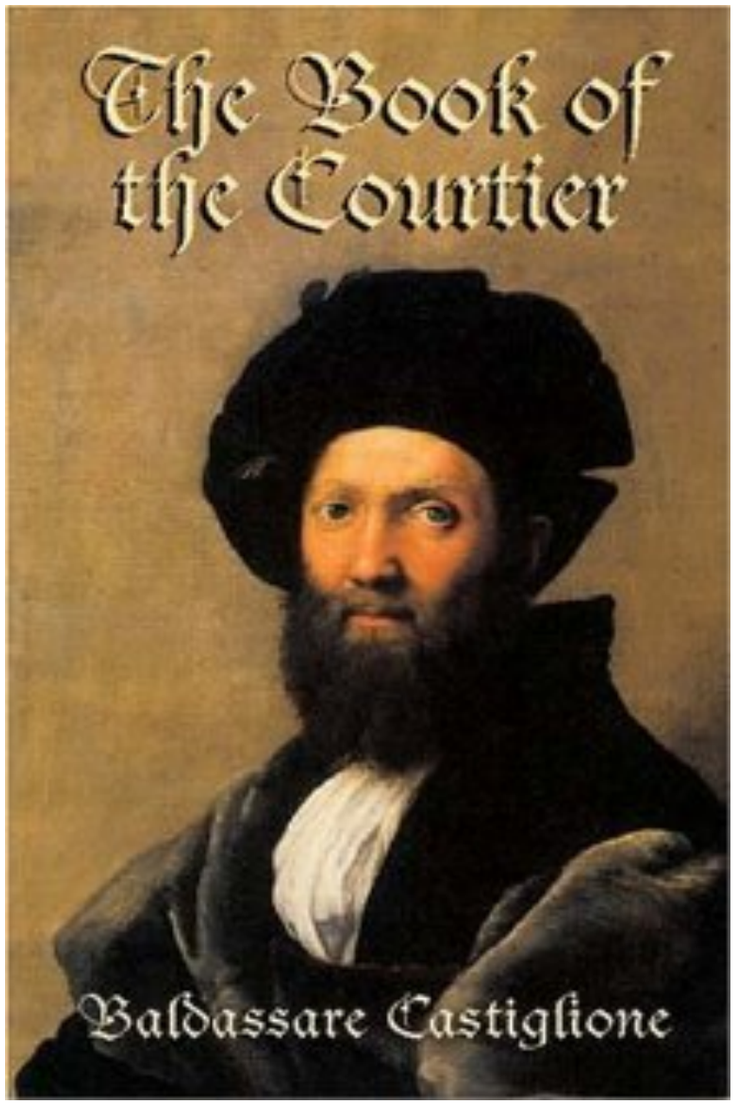
Sam&Marc@FliPskills_com

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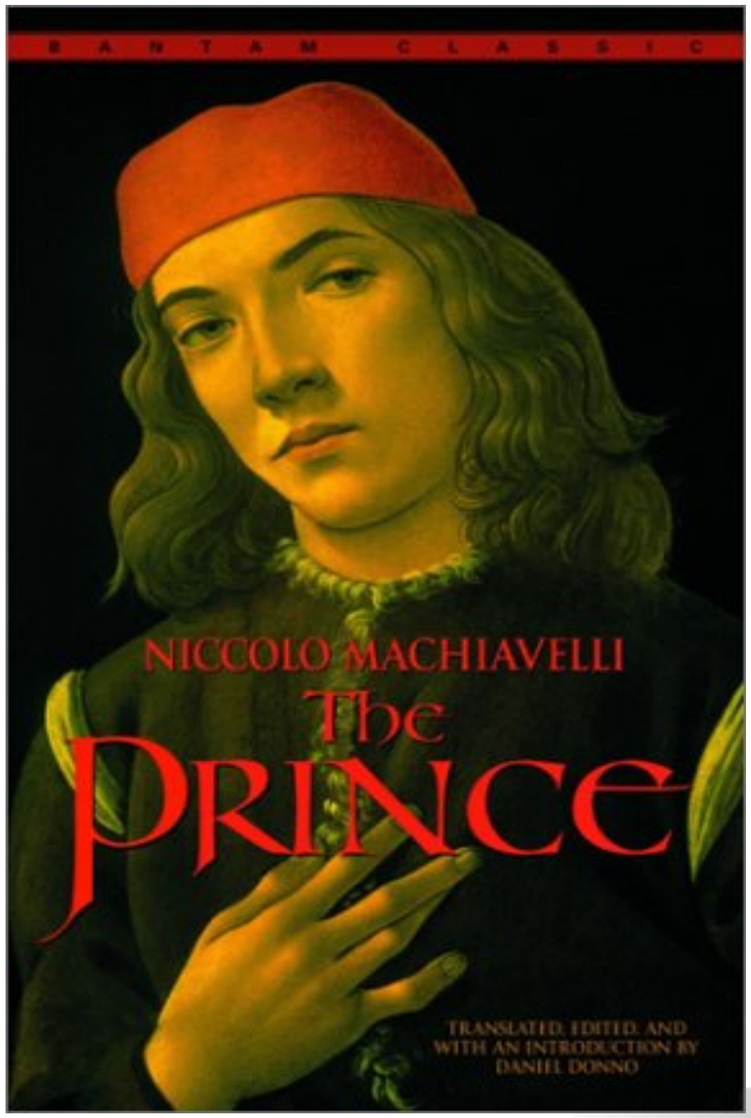


1532 AD

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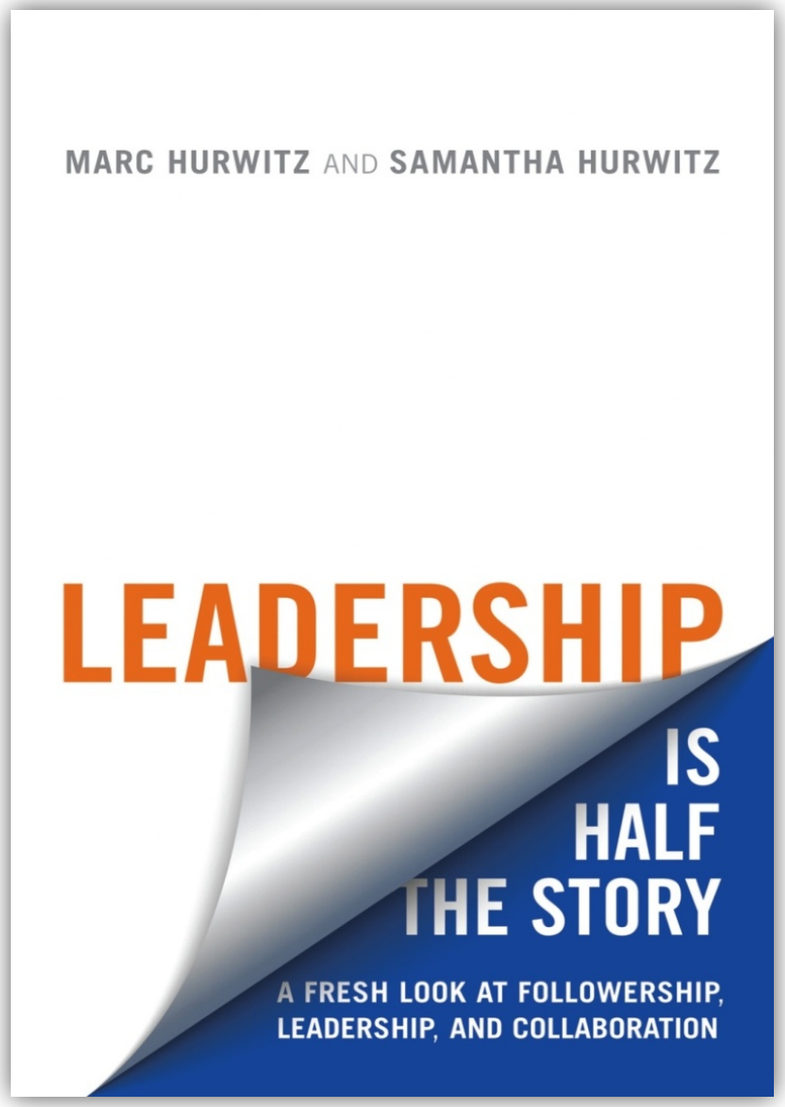


# In the 21st Century