Course Topic	Leader	Follower
CH11: Autonomous Performance	Providing support and high-level direction would enable a follower to make their own decisions aligned with the Leader's desired outcomes.	As a follower, seek high-level guidance while asking leadership to leave the details to the follower if and when possible. Request empowerment from leadership.
CH11: Accurately representing Leadership interests	Make sure to state my interests clearly with as little ambiguity as possible. Regularly communicate with followers to prevent drift away from interests (mission/vision)	Takes notes of leadership's interests, keep them nearby, re-read them often. Use this in decision making and in conversations with peers about the direction or purpose of the group. Validate interests with leadership every few months.
CH11: Spanning group and organizational boundaries	Set rules of engagement to ensure consistency when followers are engaging others outside of the team to ensure proper representation and team-branding.	Be sure to represent the interests of leadership while representing the team when engaging other groups or organizations to augment the team's capabilities.
CH2: Behavior Patterns of Leaders	Be aware of the common behavior patterns and when they apply. Change the pattern as appropriate for the specific situation while maintaining consistency and fairness.	Understand the common behavior patterns and when and why they may be observed. React and engage appropriately based upon the specific behavior understanding that it is scenario dependent and subject to change.
CH2: Proactive influence tactics	Understand that all followers are different individuals with different motivations. Approach and fine-tune tactics by individual and keep notes if necessary to maintain consistency and credibility.	Recognize the different tactics and when they are being applied. Know the tactics that work best for you. When ineffective tactics are being applied, communicate with the leader to advise them of the most effective tactics for you.
CH2 (pg. 35): Regarding the use of coalition tactics and their ineffectiveness.	Risk leadership is something to be aware of. It could have the appearance of mutiny.	Risk leadership is the concept of using this exact tactic to assert influence without power. I need to read **Brundardt & Crawford's book Risk Leadership** to understand if this statement is in conflict or if it is just pointing

		out one specific method that is ineffective.
CH3: Path-Goal theory	Keeping “mutual purposes” in mind, make attractive goals that are appealing to followers while also being aligned with delivering the mission of the team.	Understand that leadership is working to build “mutual purposes” and actively collaborate to ensure mutual benefit in goal setting.
CH4: Supportive Leadership	Sometimes supportive leadership can send the wrong message to followers. Be aware of the scenario and make adjustments based on active listening and seeking feedback. Know when your supportiveness could be perceived as overreaching.	Try to understand the leader’s perspective and the goals they are trying to accomplish. Give the benefit of the doubt and seek to understand. Ask questions and communicate concerns. Request adjustments if and when appropriate.
CH5: Directive: Guiding and structuring follower activities	Establish a clear vision and mission that will support the structure and tasks for your followers. Communicate the importance of the mission and relate the tasks to its completion. Applies especially when a team is in the Forming and Storming stages of development.	Understand the phases of team development and which phase your team is currently experiencing. Know the styles of leadership that are most effective for the phase and work with the team to advance into Norming and Performing to allow leadership to shift out of directive behavior.
CH6: Participative: Reaching Consensus with followers and leaders as equals	Good communication and collaboration will drive the expected participation needed to give followers their independence. Practice conflict resolution to enhance group harmony.	Be an active follower. Instead of challenging, work collaboratively with leaders to display competence and self-control.
CH6: Participative: Delegating decisions to capable followers	Trust individuals to be able to accomplish tasks autonomously. Work on personal development of individual followers. Look for leaders in the team and give them opportunities to grow and to build their skills and careers.	One word: Ownership. Own the task through to completion. Be tenacious. Prove to your leaders that you are capable of taking on and solving complex problems with minimal oversight.