

AUT Sports Leadership

Kelley's Five Followership Styles Quiz

To find your Followership Style, answer the following questions, entering a number from 0 to 6 in the WHITE boxes beside the questions (as per the Likert scale immediately below).

0-----1-----2-----3-----4-----5-----6
Rarely *Occasionally* *Almost always*

1. Does your work help you fulfil some societal goal or personal dream that is important to you?
2. Are your personal work goals aligned with the organisation's priority goals?
3. Are you highly committed to and energised by your work and organisation, giving them your best ideas and performance?
4. Does your enthusiasm also spread to and energise your co-workers?
5. Instead of waiting, or merely accepting what the leader tells you, do you personally identify which activities are most critical for achieving the organisation's priority goals?
6. Do you actively develop a distinctive competence in those critical activities so that you become more valuable to the leader and the organisation?
7. When starting a new job or assignment, do you promptly build a record of successes in tasks that are important to the leader?
8. Can the leader give you a difficult assignment without supervision, knowing that you will meet your deadline, deliver high quality work and that you will plug any gaps?
9. Do you take the initiative to seek out and successfully complete assignments that go above and beyond your job?
10. When you are not the leader of a group project, do you still contribute at a high level, often doing more than your share?
11. Do you independently think up and champion new ideas that will contribute significantly to the leader's or the organisation's goals?
12. Do you try to solve the tough problems (technical or organisational), rather than look to the leader to do it for you?
13. Do you help out other co-workers, making them look good, even when you don't get any credit?
14. Do you help the leader or group see both the upside potential and downside risks of ideas or plans, playing the devil's advocate if need be?
15. Do you understand the leader's needs, goals, and constraints, and work hard to help meet them?
16. Do you actively and honestly own up to your strengths and weaknesses rather than put off evaluation?

Ind ep en de nt Thi nki ng	Act ive En ga ge ment

17. Do you make a habit of internally questioning the wisdom of the leader's decision rather than just doing what you are told?
18. When the leader asks you to do something that runs contrary to your professional or personal preferences, do you say "no" rather than "yes"?
19. Do you act on your own ethical standards rather than the leader's or the group's standards?
20. Do you assert your views on important issues, even though it might mean conflict with your group or reprisals from the leader?

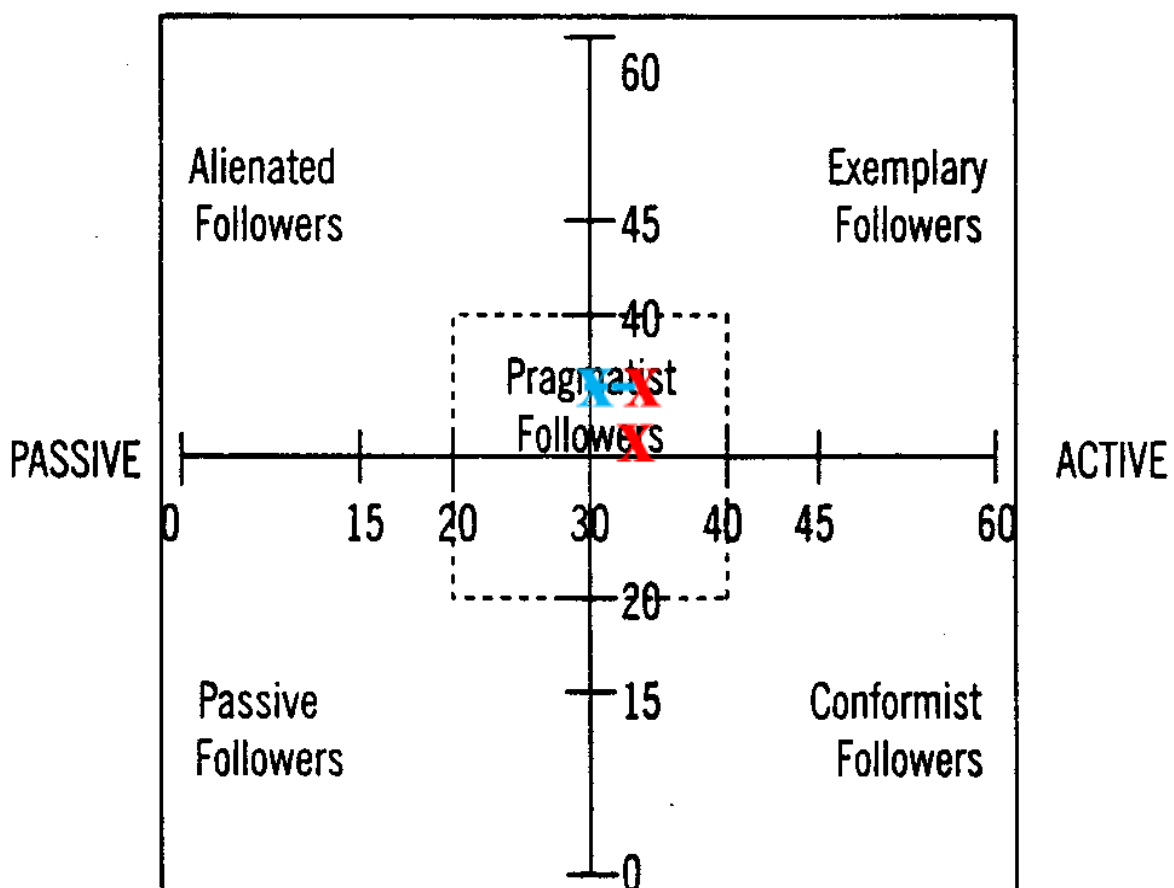
Autosum each column (right-click over each total, select 'Update Field'):

L, Independent = Vertical Axis; R, Active = Horizontal

0.00	0.00

Enter your totals, and plot the intersection of where they cross. The quadrant your line crosses is your current followership style (eg 32 independent, critical thinking & 32 active looks like:

INDEPENDENT, CRITICAL THINKING



DEPENDENT, UNCRITICAL THINKING

Followership Style Summaries

Pragmatic follower/survivor

Positive:

- Keeps things in perspective
- Plays by the rules and regulations

Negative:

- Plays political games
- Risk averse and prone to cover their tracks
- Carries out assignments with middling enthusiasm

Believes that: Staying within the rules is important, and they should try to avoid uncertainty & instability

Alienated follower

Positive:

- A maverick who thinks for his/herself
- Plays the devil's advocate

Negative:

- Troublesome, cynical
- Not a team player

Believes that: Their leader does not fully recognise or utilise their talents

Conformist follower

Positive:

- Accepts assignments easily
- Trusts and commits his/herself to the team and the leader
- Seeks to minimise conflict

Negative:

- Lacks own ideas
- Unwilling to make unpopular decisions
- Averse to conflict

Believes that: Following the established order is more important than outcomes

Passive follower

Positive:

- Relies on the leader's judgment and thinking
- Seldom resists

Negative:

- Just putting in their time, little else
- Requires an inordinate amount of supervision

Believes that: The organisation doesn't want their ideas, and the leader is going to do what they want anyway

Effective/Exemplary follower

Positive:

- Contributes above and beyond
- Seeks to add value and assist others

Negative:

- Highly idealistic; can suffer disillusionment
- Burnout

Believes that: Their contribution is important ... even essential

Reference: Rohde, Susan, and Ford, Deb (2007). *Determining Your Followership Style*. USA: Roosevelt University. Retrieved on 6 January 2008 from www.roosevelt.edu/hr/td/documents/DeterminingYourFollowershipStyle.ppt