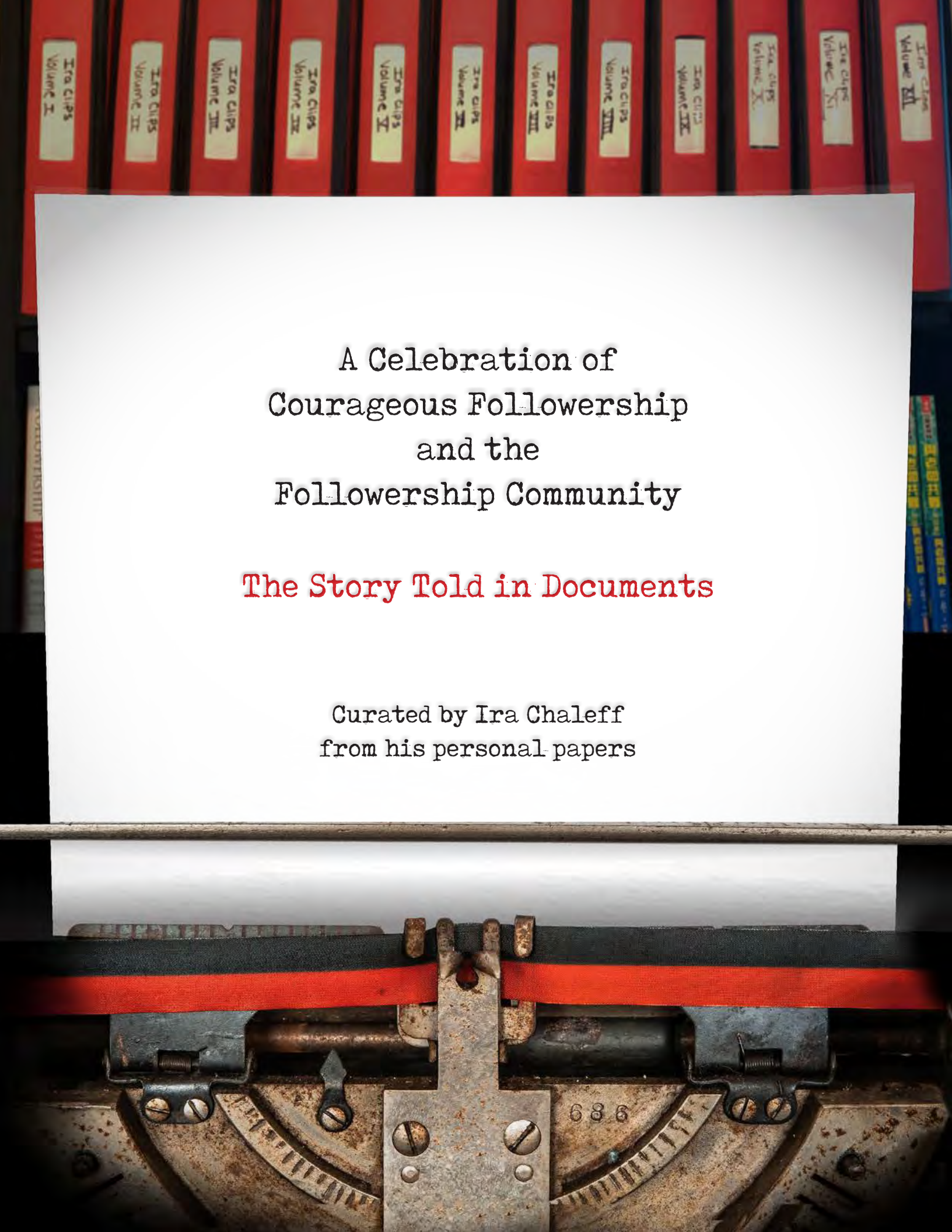

A Celebration of Courageous Followership and the Followership Community

The Story Told in Documents

Curated by Ira Chaleff
from his personal papers

A CELEBRATION OF FOLLOWERSHIP

The Story in Documents
of
Courageous Followership
and the Followership Community

Curated by Ira Chaleff
from his personal papers

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The Courageous Follower: Standing Up To and For Our Leaders
Third edition (1995, 2003, 2009)

The Limits of Violence: *Lessons of a Revolutionary Life* (2001, 2014)

The Art of Followership:
How Great Followers Create Great Leaders and Organizations (2008)
Editors: *Ronald E. Riggio, Ira Chaleff, and Jean Lipman-Blumen*

Intelligent Disobedience: Doing Right When What You're Told To Do Is Wrong (2015)

Intelligent Disobedience for Children (2018)

IraChaleff.com

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INTRODUCTION

TWENTY-FIVE YEARS AGO, when *The Courageous Follower's* first edition was published, it is safe to say there were no university level courses that focused on followership, nor was followership part of organizational development programs. Today, a number of universities offer followership courses and most contain material on followership in their leadership curriculum. Likewise, many leadership development programs in the military, government, for profit and non-profit sectors offer followership workshops or followership modules.

The researchers, educators, practitioners, trainers and coaches who are engaged with the subject of followership are a highly motivated group that understand the power of the subject to change the way leadership is done and to improve its results. Nevertheless, when you talk with them, there is also a sense that much of the world still doesn't know about followership or sufficiently value it. There is truth in this statement. But it is not the entire truth.

The purpose of this volume is to anecdotally document how many places in our world the subject of followership, and in particular courageous followership, has made an impact. Understanding this will bolster the commitment of the followership community for researching, teaching, and finding better ways to develop the role of the ethical follower in society, a manifestly crucial need. In that sense, this is a love letter to the followership community and an inscription on the baton I am passing to them.

Background

A dozen years ago I joined The International Leadership Association and founded its Followership Learning Community. In that time, I became known as "Mr. Followership" to many board members, staff and hundreds of ILA members. This is noteworthy, as the preponderance of ILA members hold, or are close to being awarded their doctorate degrees, while my own academic credentials stop at a Bachelor of Arts in Applied Behavioral Science. The story behind this provides context for my commitment to the subject of followership and deserves a few paragraphs to put the remainder of this volume in perspective.

Those who have seen my keynote speech at the 2019 Global Followership Conference in Waterloo, Ontario in Canada (see full text in Appendix), know the story of how I learned about the holocaust in Nazi Germany through personal family experience and how deeply the question embedded itself as to why people follow genocidal leaders. The introduction to *The Courageous Follower* touches on this material, on my experiences with predatory leadership in my Jewish youth congregation, and on the range of leadership qualities I encountered in the civil rights and student activist movements of the 1960s. What was not revealed in that introduction was the subsequent fifteen years I spent in what I now understand to be a cult. I feared public

knowledge of that association would preclude my ability to work at the high levels of industry and government that became the next chapter of my life. Yet, it was that deep immersion in the extremes of charismatic leadership and unquestioning followership that contributed to my ability to write about the dynamics of power running amok and options for follower responses.

In the thirty five years since I freed myself from the sway of the cult, I charted a path in Washington, DC, through the inner workings of the offices of members of the US Congress, into private sector Fortune 500 companies, with military and civilian US agencies, in small and large non-profits, and to a modest degree globally with governments on every continent. These engagements began as providing general management training, organization development and personal efficiency programs. Those grounded me in the workings of the various engines of society and served as a springboard from which to write about and teach the dynamics of leaders and followers in a wide range of settings.

As I pursued this new path in my life, I began to generate a document trail. This was not a systematic method of keeping track of developments in my field, but rather a self-validating interest in the evidence concerning my work and achievements. Initially these were largely thank you letters from clients, conference program appearances and copies of articles that appeared in print journals. As the internet and search engines proliferated, they afforded the capacity to search for mentions otherwise unbeknownst to me, and print them for storage, typically in black and white.

Now, in 2020, in the extra time afforded so many of us by the stay at home, social distancing required by the COVID-19 pandemic, I have completed organizing twelve volumes of these documents, each containing perhaps 150 items. It is my hope that these volumes, along with boxes of annotated readings that informed my writing and teaching, find their way into a yet-to-be-established library documenting the broader field of followership research and practice, and into a preserved digitized form. This remains an uncertainty. In any case, only the most dedicated scholar is likely to pour through that material in detail. Therefore, it occurred to me to create a one-volume representation of the full collection that can be made available more easily to the broader followership field.

Curatorial choices

The criteria were loose for which documents to include as samples of the broader impact of courageous followership. The documents range from those written by individuals in positions of prominence, to those from an assistant professor or parent who experienced the material changing lives; from those that appeared in prominent journals to those from little known blogs that capture something fresh and important. At times they are chosen for their visual appeal to keep the presentation attractive enough to encourage page turning, or because the attribution is placed prominently in the document.

The early documents, largely from volume one, predate publication of my book *The Courageous Follower,* but show the background of my experience on which the work of followership is grounded. These range from a letter of recommendation that I used to bridge the gap between my cult years and my new life, through the early years working with the US Congress and its particular leader-follower dynamics, through the years conducting efficiency programs in industries ranging from transportation to manufacturing, food production, finance, telecommunications and pharmaceuticals. Each of these provided context for the moment

the light bulb turned on, that my calling lay in exploration of the crucial and largely unstudied dynamics of followership.

My intent is to largely let the documents speak for themselves. I have crafted an introduction to the period covered in each of the volumes, at times referencing reverberations that will appear in later volumes. These introductions will attempt to provide linkages to other works on followership beyond my own. They are not a substitute for existing and future scholarship on the development of the field, but are better regarded as a form of oral history from a player in the evolution of this body of work.

Request for reader tolerance

I need to ask the reader for tolerance in several dimensions. Visually, the documents often lack polish and crispness or may have scribbles in the margins; in the decades they were collected I did not anticipate this presentation. If I had, I would have at least acquired a color printer years ago.

I am also walking a fine line between egocentricity and lifting up the field. The great cultural anthropologist, Ernst Becker, observed that humans do not as much fear death as we fear not leaving a trace of our existence; I must own that this project is another way of leaving my trace. This record is not intended to explain either my own model of followership, nor those of my colleagues, nor to systematically provide a deeply researched history of followership thought. Rather, it is to tell a story, through documents and brief narratives, of the breadth and type of impact these are having, and of my own involvement with this impact. Occasionally, I include a story just because it is a good story that keeps the read colorful, rather than because of its historic importance.

My curatorial choices are likely to create some frustration. The documents included represent perhaps fifteen percent of those in the twelve binder volumes that sit on my shelf. They are arranged roughly, but not precisely in chronological order as originally collected. At times I have intentionally grouped items together that are related to a similar segment of society, such as the military or education, even if this breaks the strict chronology. But generally, the flow of the chapters, each representing a volume of the binder collection, demonstrates the evolution of my work in the field and the increasing societal acceptance of the importance of followership.

Adding to potential for frustration, in some cases, a document is several pages long and I only present one or two of the pages that most clearly focus on courageous followership. Readers are likely to just scan the title or nature of a document and turn the page. Some documents will attract deeper interest and they will be read more carefully, or in their entirety. The primary intention is to give the reader the panoramic sense of the reach of followership and encourage their own contribution to its continuance. A cluster of documents may spark an idea for their own research and writing, or support work in which they are already engaged.

Where I have chosen to include e-mail exchanges with other prominent followership advocates, the e-mails may be incomplete or in reverse sequence to the dialogue. I have purposely named many individuals who have aided the advance of the followership field but have left out others by oversight or in order to let the selected documents tell the story as much as possible. Please forgive omissions.

The final chapter of this book that represents Volume XII of my collection, is divided into two parts and breaks the overall chronological organization of the book. It reports on the special relationship between

followership and the International Leadership Association (ILA), referenced at the beginning of the "Background" section above. The chapter is laid out in a way that uncovers the deep and generally forgotten and intertwined roots of followership studies and the ILA. It is both a love letter to the ILA and a plea for it to pay greater attention to the health of the marriage, that it may last and be greatly enriched.

My hope

My general hope for this book is that it exists as a resource in leadership and followership classes and programs, so that those who are seeking for their own niche in the field may find interesting threads to explore that would otherwise be lost or overlooked. It should also help make the case of the wide relevance and acceptance of followership in every segment where leadership is studied and applied. If this helps more professors get approval for followership classes, and more organizational training designers to include followership in their programs, this collection will have served its purpose.

Acknowledgments

As I was ill-suited to create a visual presentation of this material, I called on the collaboration of my dear friend and colleague, David Lassiter. His own career in leadership development, and his comfort with creating coffee table books from his engaging photography, equipped him to be an essential partner to both the spirit and the mechanics of this project.

I am equally indebted to Mary Carnahan for bringing her considerable experience and talent to creating an aesthetically pleasing, searchable and readable volume. Her contribution will ensure that many hands leaf through its pages and have their eyes caught by items of interest to their own work in the field. She was ably supported in enhancing a number of temperamental graphics by my long-time collaborator, Dario Orlando Fernandez, who also shepherded the paperback publication process.

Lastly, I am grateful to various colleagues who have taken a look at the content of this unusual volume and helped ensure its veracity and usefulness.

Ira Chaleff
December, 2020

VOLUME I

THE ROAD TO FOLLOWERSHIP:
Congress, the White House and the Private Sector

1983 – 1993

Congress of the United States
House of Representatives

THIS VOLUME BEGINS WITH A REFERENCE LETTER from my life in England prior to returning to the United States and locating in Washington, DC. The letter is from Arthur Lewis, Member of Parliament, to his colleague in the U.S. House of Representatives, Jack Kemp, a former professional football quarterback and a republican fiscal conservative who was later a vice-presidential candidate (*1-1*).

Based on this letter, I met with Kemp for whom I had great admiration, not least because of his commitment to urban enterprise zones to lift up impoverished minority neighborhoods. This was one of the letters that impressed the director of the non-profit, non-partisan Congressional Management Foundation (CMF) who became my supervisor and mentor.

At the time, CMF was out of funds. I began as an unpaid intern with the understanding that I would use my marketing skills to restore its fortunes, while the executive director, Gary Serota, would teach me how Congress worked. Within a few months, a survey I conducted of congressional staff was reported by the *New York Times* (*1-2*).

In 1984, Deborah Szekely, the founder of two premier health resorts, ran in a congressional primary and lost. She decided to come to Washington anyway to see how she would be oriented to her job had she won. She found a serious vacuum and gave a grant to the American University to develop a handbook for newly elected members. The AU research team soon discovered that we at CMF had the most hands-on experience to help with this project. They subcontracted with us to write the chapters on managing congressional offices. The book was popular with incumbent offices and essential for the newly elected. This was my first major publishing credit, *Setting Course: A Congressional Management Guide*. It is now in its 16th edition, updated and enhanced by many authors (*1-3*). Reviews followed of this new and very practical resource (*1-4*, *1-5*). A letter from a member of Congress, Jim Kolbe, is typical of the reception *Setting Course* receives from congressional offices (*1-6*).

Based on our knowledge of the workings of congressional offices, we were hired by organizations to design and facilitate programs for visiting legislators and other congressionally oriented institutions, often from emerging democracies (*1-7*, *1-8*). This, along with *Setting Course*, created a cash flow that allowed me to be hired as staff, to be promoted to deputy director, and eventually to executive director. I have chosen a sample of the letters of appreciation we received from embassy staff and visiting legislators (*1-9*, *1-10*) and from former distinguished US Senator, Howard Baker, then senior advisor to the Dirksen Congressional Center (*1-11*).

In 1987, the House of Representatives cut its operating budget. I was completing my degree in Applied Behavior Science and chose the subject of how to respond to these cuts as the basis of my final thesis. This resulted in CMF publishing my manual for congressional offices on *Cutback Management* (*1-12, 1-13*).

Throughout this period, we conducted seminars for senior congressional staff and performed individual management reviews for congressional offices (*1-14*).

The letter of appreciation from then congressman Dan Mica of Florida (*1-15*) was a forerunner of our long professional relationship. When Dan left Congress, he went on to a series of significant positions, including Chairman of the Broadcasting Board of Governors that oversaw Radio Free Europe, and to being the longest serving president of the Credit Union National Association. I served as his external management consultant in these and other roles, and eventually recruited Dan to succeed me as chairman of CMF.

Though surveys show that Congress as a body is held in low regard by a large percentage of its citizenry, it has always been interesting that these same surveys show a generally high regard for constituents' own member. Except in occasional "wave election" years, more members of Congress retire or leave to run for higher office than are voted out of their congressional seats. This is largely due to the attention they pay to the needs of their home district, which allows them to understand issues of importance to their constituents (*1-16*).

Most germane to the subject of followership, the years I spent working closely with congressional offices gave me a living laboratory for observing the dynamics between members of congress and their staff. Most staff are in their 20's or 30's, yet often earn the trust of the usually older elected leader, which enables them to influence their decision making. Many of the examples I would later use in *The Courageous Follower* reflect this experience.

In the nature of political careers, a few of the most ambitious and/or talented rose to higher levels of political success. Through CMF, I worked a number of times with Al Gore, Jr, both as a U.S. Representative and Senator. Gore went on to become Bill Clinton's Vice President. At the end of this volume, letters from the office of the Vice President and the White House reflect a degree of connection I had with his staff (*1-17, 1-18, 1-19*). My work with Gore and his senior advisors were the basis of his endorsement of the first edition of *The Courageous Follower*.

While I loved my work with Congress, I was cautious about staying too long in a highly specialized niche. After identifying a successor to assume the executive director role at CMF (Rick Shapiro, who held the position for the next 18 years) I formed a partnership with former colleagues that conducted the proprietary Personal Efficiency Program (PEP). PEP is an international, white-collar efficiency program, conceived by an old colleague of mine, Kerry Gleeson. It is conducted at the client's site, combining short classroom seminars with hands-on coaching. The coaching and follow up visits make it particularly effective and a favorite for media coverage (*1-20, 1-21, 1-22*).

Participants in the Personal Efficiency Program ranged from administrative assistants to CEOs and everything in between. The great virtue of this affiliation was giving me entrée to Fortune 500 companies in a large range of industries, physically in the offices or at the work stations of many hundreds of participants. This afforded me a significant body of experience with the reality of leader-follower dynamics in commercial settings, complementing my public sector experience.

The stage was set for me to begin thinking and writing about courageous followership as it applies to a wide spectrum of human activity.

HOUSE OF COMMONS
LONDON SW1A 0AA

Croft House,
Belaugh,
Nr. Norwich.

Dear Jack,

Based on the recommendation of our mutual and trusted friend Dr. Edward Hamlyn, I should like to introduce Mr. Ira Chaleff to you. I am assured that he is a firm supporter of your fiscal philosophy and your vision of America's future; also that he is a highly competent administrator and communicator who would be an asset to your office or another congressman's who is fighting the good fight. I am pleased to recommend him to you.

Arthur W.J. Lewis.

1-1: Letter from Arthur Lewis, MP, to US Representative Jack Kemp

WASHINGTON TALK

Briefing

Cease-Fire Promise

Charles T. Manatt, the Democratic Party chairman, quietly obtained a temporary cease-fire promise from the Rev. Jesse Jackson yesterday afternoon, just hours before six of the eight Presidential candidates left on a national fund-raising tour intended to show harmony within the party.

Mr. Jackson had announced that he would use the tour through the South as a platform for challenging the party's delegate-selection rules as racially discriminatory.

Mr. Manatt, eager to avoid the spectacle of an Atlanta-to-Albuquerque argument with the party's only black candidate, telephoned Mr. Jackson and suggested that they delay the discussion of party rules demanded by Mr. Jackson.

Under the truce terms worked out between them, Mr. Jackson and Mr. Manatt agreed to meet Dec. 19 to discuss the complaints in detail.

The delay will also give the Jackson campaign more time to draft a policy paper and try to build support for his position among state party officials.

Mr. Jackson contends that winner-take-all rules in some primaries mean that there will be fewer black delegates at the national convention in San Francisco next summer.

Party officials counter that there will be plenty of minority delegates. Mr. Jackson's true concern, they say, is that too few of those delegates will be pledged to him.

Terrorism Is Topic

Terrorism is a common concern and conversation topic in Washington. Two recent reflections are in a bill introduced in the House by Representative Don Young, an Alaska Republican, and in a remark made at a White House reception by Senator Charles H. Percy, an Illinois Republican.

Mr. Young's bill is a reaction to the bomb explosion last month on the second floor of the Capitol, which damaged walls but injured no one.

"Terrorist explosions that are intended to, or in fact, do damage the U.S. Capitol are wanton attacks against the institution of Government," the Congressman said. So his bill imposes the death penalty for "maliciously damaging the U.S. Capitol by means of fire or explosive."

Senator Percy, at a White House party, was talking to some other guests about his own response to the threat of terrorism in Washington. He hinted that, as chairman of the Foreign Relations Committee, he might be a target for a foreign terrorist.

"I even got rid of my special license plates that I've had for the past 17 years," he said. The old license was Illinois plate No. 1.

Potomac Fever Symptoms

To bright, young, idealistic people who have never tried it, working near the center of the action on Capitol Hill can seem exciting.

Not necessarily so, says the Congressional Management Foundation. The foundation, a nonpartisan, nonprofit organization that studies Congress, has made a survey of what bothers the men and women behind the Senators and Representatives.

Of the 89 workers who responded to the survey, 80 percent complained of "excessive interruptions while working," more than 70 percent said that work backlog was a problem, and 60 percent were troubled by "staff burnout."

Positive findings included the 80 percent who said that there was no difficulty with "unethical behavior."

"A lot of very bright people compete for Hill staff positions, so the raw material in those offices tends to be excellent," said Ira Chaleff, who prepared the survey. "Few Hill staffers, however, have had prior management training or experience. This requires them to be quick studies in an environment where extraordinary workload demands make it almost impossible to develop effective management skills on the job."

Orwellian Thinkfest

As 1984 approaches, there is no shortage in the capital of Orwellian references to what next year really means to mankind, especially Americans.

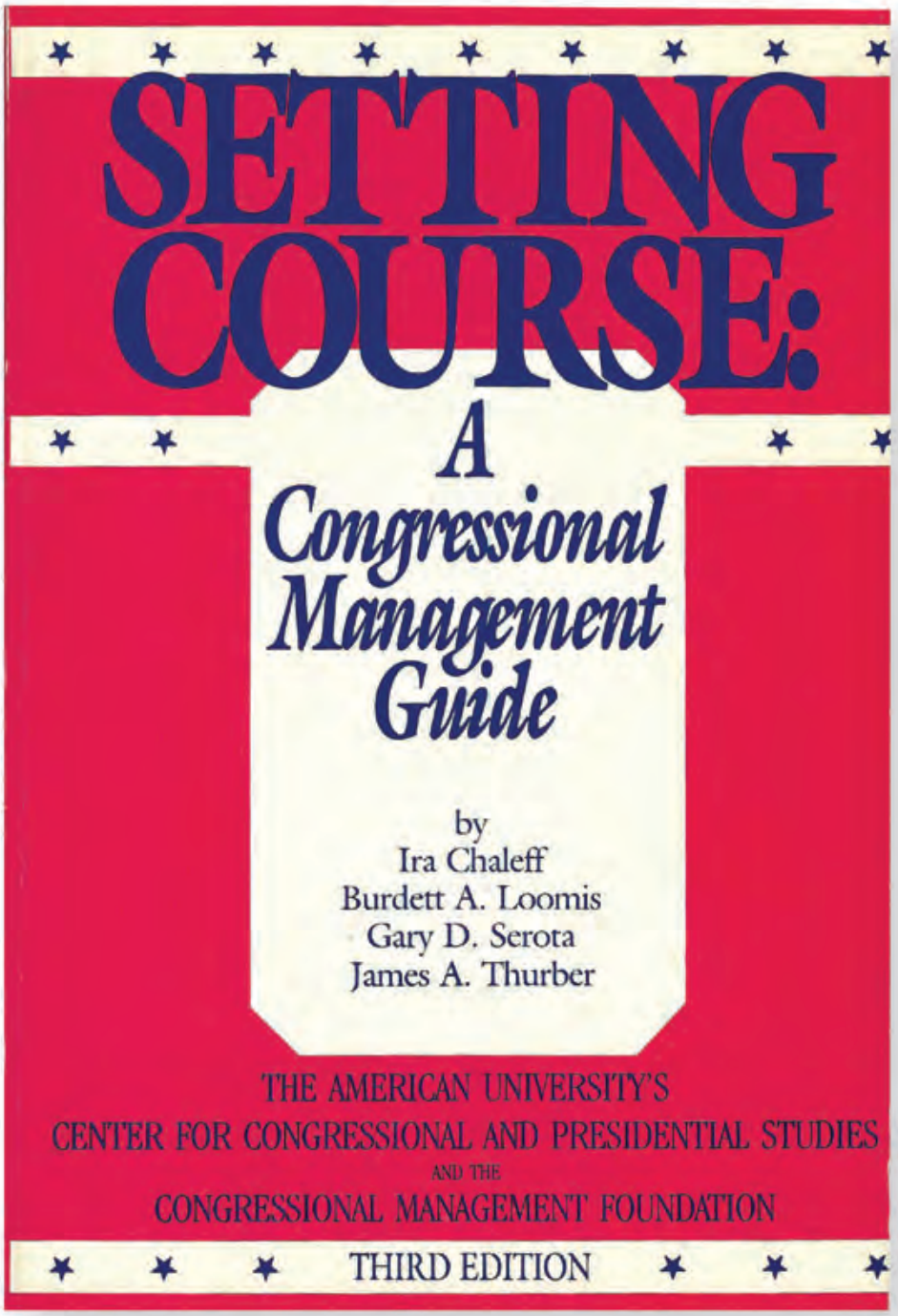
Still, the Smithsonian Institution's Office of Symposia and Seminars is going to try to pull it all together in a four-day thinkfest starting tomorrow.

Attempting to explain the message George Orwell offered in "1984" will be professors, authors, journalists and businessmen.

There will also be some pageantry, including an "academic procession" across the Mall to the sound of bagpipes and the pealing of bells in the tower of the Old Post Office Building, and a visit to the Hirschhorn Museum for a preview of an exhibit called "Dreams and Nightmares: Utopian Visions in Modern Art."

James F. Clarity
Warren Weaver Jr.

1-2: Article, New York Times on results of congressional staff survey



1-3: Book, *Setting Course - A Congressional Management Guide*

Roll Call
The Newspaper of Capitol Hill

Book Helps New Members Set Up Congressional Shop

By Kathleen C. James
Roll Call Staff Writer

When Rowdy Yeates became Rep. Jim Kolbe's (R-Ariz) administrative assistant in December 1984, Kolbe handed him a book. "This is your new Bible," Kolbe said.

"Per his instructions, I memorized it," says Yeates. "I used it extensively, more than any other source."

The book is "Setting Course: A Congressional Management Guide," a handbook produced by the Congressional Management Foundation and the American University Center for Congressional and Presidential Studies. The 341-page manual is a "how-to" guide to setting up a congressional office.

Since the 99th Congress, "Setting Course" has been mailed to newly elected Congressman on the day after the election, says Ira Chaleff, CMF's deputy director. The manual includes information on orientation, committee assignments, office organization, budgeting and mail management—and that's just the beginning. Freshmen can also find insider tips on such subjects as leadership style, picking a computer system and setting office policy.

Yeates says that the most valuable section is the job description/salary listing. "New members need a lot of help on what the norm is for pay," he says. Chaleff says that according to a CMF survey of new Members and aides conducted during the 99th Congress, this was the manual's most popular feature. He adds that the survey, which questioned freshman Congressmen about their orientation experience, ranked "Setting Course" as their most important tool.

The book has been supplemented with a December seminar for new Members for the last five Congresses. Seminars are also held in January and February for congressional staffers.

The book is the brainchild of Deborah Szekely, president of the Inter-American Foundation in Rosslyn. In 1982, Szekely ran for a seat in California's 43rd District. Although she lost in the primaries, she still wanted to work for Congress. She approached American University with an idea for a bipartisan management manual. The university turned to CMF, Szekely raised private funds to support the project, and by 1984 the book was out.

Chaleff sees a trend toward more effective management in congressional offices, ushered in by younger Members whose staff may be more familiar with computers. Geoffrey Platt, administrative assistant for outgoing Rep. Michael Strang (R-Colo), says that shrinking budgets also necessitate increased efficiency. "You have to be good managers to be effective with more limited resources," he says. Platt says that he and Rep. Strang read "Setting Course" in 1984 before they began the hiring process.

Chaleff estimates two-thirds of the freshman class will be represented at this year's seminar, to be held from 11:30 a.m. to 1:45 p.m. Dec. 7 in the Capitol Hill Hotel, 200 C St. S.E.. Reservations may be made by calling the Congressional Management Foundation at 546-0100.

ROLL CALL, Dec. 4, 1986 Page 7

1-4: Article, *Setting Course* reviewed by *Roll Call*

Congress

You're in the House; Now What to Do?

Drawings by Nicolae Ascu

Special to The New York Times

WASHINGTON Jan. 20 — You can go for high visibility or low visibility, high risk or low, says the spiral-bound handbook of tips and advice for new members of the House of Representatives.

This book, "Setting Course: A Congressional Management Guide," won't tell the freshman members what specific strategy to take, but it lays out the options and sets forth some consequences.

If a member chooses to seek high visibility and high risk, for example, it warns that that means pursuing attacks in the press, giving special floor speeches and introducing major bills independently, without committee backing.

High risk and low visibility, it says, involves maneuvers within the party, legislative maneuvers on the floor and unauthorized disclosures to the press.

If you play it on the safer side but still want exposure, the book says, you've got to shoot for prime committee posts, leadership positions or even a few caucus slots that have high visibility.

If you don't crave the publicity, then you stick with lesser committee posts, freshman class positions, low-profile caucuses and committee amendments or bills.

341 Pages Long

The book, 341 pages long, was produced by the American University Center for Congressional and Presidential Studies and the Congressional Management Foundation.

Its 100th Congress Edition, mailed to all newly elected House members the day after the election and delivered to standing members soon after, is full of suggestions and recommendations to new House members on how to set up and run an efficient Congressional office and lay the foundations for a productive legislative career.

It says, for example, that the Representative should not become the manager of the office. That would be "the road to disaster," it says, advising leaving the job to qualified administrative assistants.

It also advises setting an agenda early if you have policies you want enacted. "Though many new members of Congress will not come to Washington with a policy agenda, those who do must move quickly to secure their committee assignments and stake out territory," the book explains.

It further advises against hiring all those who worked on the campaign staff and transporting them to Washington. "Their skills are not necessarily transferrable to the Hill office, and this usually results in massive turnover after the first 90 days," the book warns.

"Setting Course" was the brainchild of Deborah Szekley, a management consultant and longtime political volunteer who ran unsucessfully for the House several years ago and after her defeat decided that Congress desperately needed some management help.

She went to American University in Washington with a proposal to write a bipartisan, practical manual for freshmen members of the 99th Congress. The first edition came out in 1984.

The authors of the new edition are Burdett A. Loomis, Paul Light, Gary D. Serota, Ira Chaleff and James B. Thurber.

Through interviews with scores of Representatives, both veteran and first term, and their staffs, the authors came up with wisdom on such things as buying and learning computer systems (beware of staff fears that they will be replaced by machines, the book warns), setting press secretaries' salaries ($27,851 was the average in 1985), hiring an office staff (no more than 18 full-time workers and 4 part-time, it instructs) and drafting an office budget.

It even devotes an entire chapter, complete with diagrams, to handling the mail.

All About Niches

Special to The New York Times

WASHINGTON, Jan. 20 — Following are excerpts from "Setting Course: A Congressional Management Guide," from Chapter Three, "Niches in the System":

The contemporary House offers a wide range of possibilities for new members. We seek here to dscribe these "niches" that a new member can occupy, and to provide some comments on the tradeoffs involved with different courses of action.

Most of the niches in the House come from one of four major sources: (1) the committees and subommittees, (2) the party leadership, (3) the informal, ad hoc caucuses and (4) one's class, at least initially.

Know Thy District

Assuming all first-term members of Congress want to become second-term members, the choice of a niche must involve some district considertions. As one south Florida freshman argued, "We know what's important for our district: crime and immigration. That's why we went after Judiciary and Foreign Affairs. We've got heavy Cuban and Jewish population and needed to represent their interests."

The House clearly rewards members who specialize. "You must specialize for two reasons," a member said. "First, it's the only way that you can have influence in Congress, and second, it's the only way other members will take you seriously."

Part of this niche-seeking involves knowing what's going on elsewhere and trying to influence the process. It is clearly a time-consuming process, requiring endless contacts and meetings. For members who hope to take a quick vacation after the election, this process suggests a delay until Christmas. Getting to Washington, meeting the leaders and making early forays may be the best way to win a preferred committee assignment.

Other niches are also taken by storm. Whether the freshman class presidency makes much difference, it requires at least some organization and campaigning. Active participation within the regional caucuses is often easy; recruitment into the social caucuses is not. Regardless of the niche, the House does reward at least two freshman activities: (1) specialization in some policy areas and (2) hard work. Generalists who shoot from the hip are likely to remain outside the mainstream of Congressional activity.

NY Times, Wed Jan 21, 1987

1-5: Article, *New York Times* review

JIM KOLBE
5TH DISTRICT, ARIZONA

BANKING, FINANCE AND URBAN AFFAIRS COMMITTEE

JMMITTEE ON SMALL BUSINESS

SELECT COMMITTEE ON AGING

Congress of the United States
House of Representatives
Washington, DC 20515

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WASHINGTON, DC 20515
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ARIZONA OFFICES:
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TOLL FREE: 1-800-824-7844

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CASA GRANDE, AZ 85222
(602) 836-6364

77 CALLE PORTAL, SUITE B-160
SIERRA VISTA, AZ 85635
(602) 459-3115

March 5, 1987

Ira Chaleff, Deputy Director
Congressional Management Foundation
333 Pennsylvania Avenue, S. E.
Washington, D. C. 20003

Dear Ira:

I know you'll appreciate the recent example of my colleague who, per House instructions, moved all his furniture into his new office in the Rayburn Building, moved it all out for new carpeting, moved it back in, then had to move it out again for painting. . .all within a week. It's a little bit like redesigning W-2 forms, except that it seems to happen every day on Capitol Hill.

As I've said before, we are in a very real sense, 435 small businesses operating under the same roof. Few of us have much, if any, management training or experience. Our key aides are traditionally hired more for their political savvy, loyalty, and legislative skill than for their management abilities. As a result, time, money, manpower and other resources are often poorly allocated.

Setting Course has become the standard for establishing and managing a Congressional office. We still turn to it as "the" book of reference when discussing office changes.

The reason I'm writing today, though, is to let you know just how valuable Cutback Management has been for us. We used the information to streamline our costs as we wrestled with reallocating our Gramm-Rudmanized Official House Allowance. More importantly, your research into average expenses, by region, gives us an idea of how efficiently or inefficiently we're spending our money. In preparing his 1987 Office Budget proposal for my review, my Administrative Assistant included a great many statistics pulled straight from the manual. I found it reassuring to know he had based his numbers on some solid footing.

Congratulations to CMF, Deloitte, Haskins, & Sells, and BellSouth Corporation for a truly vital manual for planning and budgeting. I hope you continue to provide Members of Congress with the kind of management guidance we've come to admire. You're in a league by yourself; keep up the good work.

Sincerely,

Jim Kolbe
Member of Congress

1-6: Letter from US Representative Jim Kolbe

Congressional
Management Foundation
333 Pennsylvania Avenue, S.E.
Washington, D.C. 20003
202/546-0100

PARTICIPANTS IN THE ASIAN EMBASSY 1985 CONGRESSIONAL SEMINAR PROGRAM
Sponsored by
The Asia Foundation

Bangladesh

1. Mr. Mahboob Alam, Counsellor
2. Mr. Saiful A. Kahn, Second Secretary
3. H.E. A.Z.M. Obaidullah Khan, Ambassador
4. Mr. Nazem A. Choudhury, Economic Minister

Fiji

1. Mr. Abdul Yusuf, Commercial Counsellor

India

1. Mr. S. Jainshankar, First Secretary (Political Affairs)
2. Ms. Neelan Dhanija, First Secretary (Commerce)

Indonesia

1. Mr. A. Fauzie Gani, First Secretary (Economic Affairs)
2. Mr. Maruli Pua Gulpom, Third Secretary
3. Mr. Medy C. Djufrie, Economic Attache
4. Ms. Tapi Nasution Suyud, Third Secretary (Political Affairs)

Korea

1. Mr. Jairyong Jang, Counsellor
2. Mr. Ilsoo Kim, Third Secretary
3. Mr. Won Sookin, Second Secretary

Malaysia

1. Mr. Abdul Kadir, Deputy Chief of Mission

Nepal

1. Mr. Singha Basnyat, Deputy Chief of Mission

Pakistan

1. Mr. Akbar Zeb, Third Secretary (Political Affairs)
2. Mr. Karam Elahi, Political Counsellor

People's Republic of China

1. Mr. Liang Yuhua, Counsellor
2. Ms. Ke Qiyun, First Secretary
3. Mr. Yang Guangun, First Secretary

1-7: Program participants from Asian embassies on how the US Congress works

Congressional
Management Foundation
333 Pennsylvania Avenue, S.E.
Washington, D.C. 20003
202/546-0100

AGENDA

ASIAN EMBASSY 1985 CONGRESSIONAL SEMINAR PROGRAM

The Role of the U.S. Congress in Foreign
Policy and Trade Policy

Presented by the Congressional Management Foundation (CMF)
through a grant from The Asia Foundation

DAY 1 Thursday, Sept. 26, 1985

THEME: **AN OVERVIEW OF THE U.S.CONGRESS**

9:00-9:30 WELCOMING REMARKS

Allen Choate
Washington Representative
The Asia Foundation

Ira Chaleff
Deputy Director
Congressional Management Foundation

121 Cannon House Office Building

9:30-10:45 UNDERSTANDING CONGRESS

An overview of the U.S. government - Its constitutional and philosophical basis - Decentralization of Power - Congress as a diverse and fragmented institution - Its design - Its inertia - Weakened role of leadership - How Congress is motivated to action - How consensus is formed.

Dr. Roger H. Davidson
Senior Specialist for American National
Government and Public Administration
Congressional Research Service

121 Cannon House Office Building

10:45-11:00 BREAK

1-8: Program for Asian embassies on how the US Congress works

EMBASSY OF SINGAPORE
WASHINGTON DC

16 November 1984

Mr Ira Chaleff
Deputy Director
Congressional Management Foundation
2025 Eye Street, NW
Suite 1022
Washington, DC 20006

Dear Mr Chaleff

On behalf of the Ambassador and myself, please let me take this opportunity to say again how pleased we were to be able to attend and participate in your 1984 Asian Embassy Congressional Seminar Program, sponsored by The Asia Foundation.

We enjoyed ourselves tremendously over the three days and came away much more enlightened and informed.

With best wishes.

Yours sincerely

Sharon Tan
First Secretary

Chancery: 1824 R St NW, Washington DC 20009-1691, USA
Telex (ITT) 440024 SINGEMB. Cables: Singawakil, Washington DC
Tel: [202]-667-7555

1-9: Letter from Embassy of Singapore

SENATOR
EUGENE Y.H. CHIEN Ph.D.
LEGISLATIVE YUAN, THE REPUBLIC OF CHINA

立法委員 簡又新

April 15, 1986

Mr. Ira Chaleff
Deputy director
Congressional Management Foundation
333 Pennsylvania Avenue, S. E.
Washington, D. C. 20003
U. S. A.

Dear Mr. Chaleff :

This year's two week's U. S. Congressional Observation Tour was a complete success. And for this reason on behalf of the Delegation of members of the Legislative Yuan of the Republic of China, I wish to express our deepest gratitude to you for the warm hospitality you accorded my colleagues and me during our visit in the Capitol Hill. I would like to extend to you our most sincere thanks.

The two weeks that you cordially arranged for us has given us a deeper insight through the successful functioning of your Nation's Congress, the separation of power between the Executive, Judicial and Legislative branches of your Government, and the political interaction between the Congress and White House. I would like to take this opportunity to extend our most sincere admiration and respect to every class lecturer for his porfound knowledge and arts of speech. We were especially pleased that we were able to chat with eighteen knowledgeable and outstanding members of Senate and Congress, and exchange the viewpiont with them. We were also very pleased with the media coverage our visit was given.

3F, 289 CHUNG HSIAO E. RD. SEC 4, TAIPEI, TAIWAN, R.O.C. TEL/(02)731-4302 台北市忠孝東路四段289號3F

1-10: Letter from visiting legislator delegation from Taiwan

The Dirksen Congressional Center

December 15, 1987

Dr. Ira Chaleff
The Congressional Management Foundation
333 Pennsylvania Avenue, SE
Washington, DC 20003

Dear Dr. Chaleff:

On behalf of the Congressional Leadership Research Project, I want to thank you for your participation in the symposium series on issues in congressional leadership. The series, sponsored jointly by The Dirksen Congressional Center in Pekin, Illinois (where I serve as senior advisor) and the Congressional Research Service of the Library of Congress, recently held the last of six events.

When I initially suggested the need for a broad-scale study of congressional leadership to the Dirksen Congressional Center directors more than two years ago, I never imagined that the project would, with the generous financial assistance of The Ford Foundation, evolve into the largest systematic study of its kind ever undertaken.

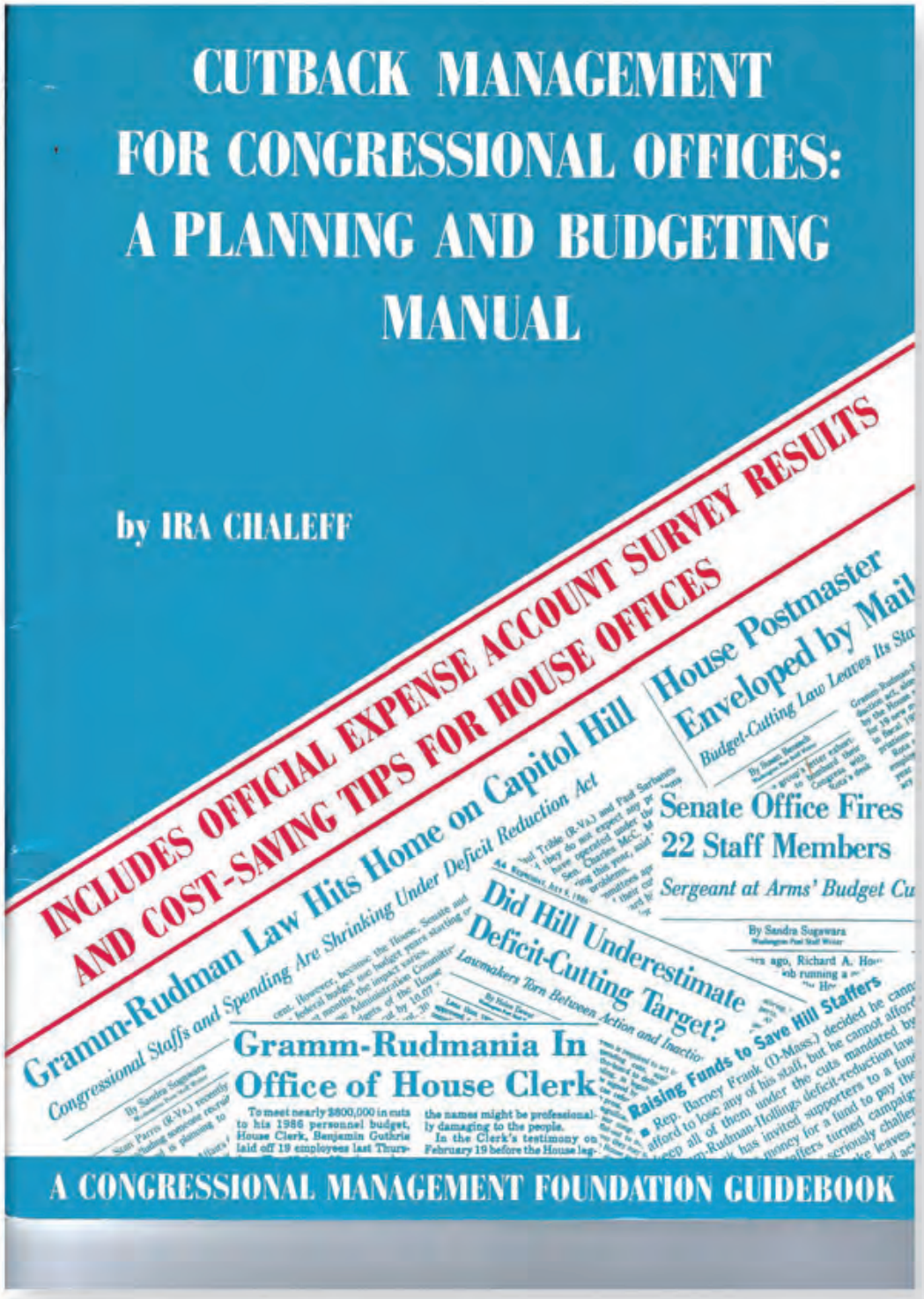
Although events conspired to prevent me from playing a more active role in the symposium series, I have maintained an interest in the project and was gratified that more than 100 Representatives and Senators, senior congressional staff, journalists and scholars took time from busy schedules to participate.

As the project moves into the next phase, an intensive investigation of issues identified through the symposium series, you will receive regular progress reports. For now, though, I want to add my thanks to those of the others involved with the project and express my sincere appreciation and gratitude for your assistance with this most worthwhile endeavor.

With best regards,

Howard H. Baker, Jr.

1-11: Letter from former U.S. Senator Howard Baker



1-12: Book, *Cutback Management for Congressional Offices*

MIKE SYNAR
2D DISTRICT, OKLAHOMA

COMMITTEES:
ENERGY AND COMMERCE
JUDICIARY
GOVERNMENT OPERATIONS
SELECT COMMITTEE ON AGING

Congress of the United States
House of Representatives
Washington, DC 20515

WASHINGTON OFFICE:
2441 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-2701

DISTRICT OFFICE:
2822 FEDERAL BUILDING
125 SOUTH MAIN STREET
MUSKOGEE, OK 74401
(918) 687-2533

March 10, 1987

Mr. Ira Chaleffe
Executive Director
Congressional Management Foundation
333 Pennsylvania Avenue, S.E.
Washington, D.C. 20003

Dear Ira:

I wanted to take this opportunity to thank you for making your book Cutback Management available to me and my colleagues. Here on Capitol Hill, as everywhere, we face the threat of budget cuts. Fiscal responsibility can and must be practiced right in our own offices. The efforts of the Congressional Management Foundation to assist members and staff in this task are very valuable.

I would also like to commend the sponsors of this project, Deloitte-Haskins and Sells and Bell South Corporation, for responding so generously to your needs, and therefore to ours. The more efficiently Congress works, the more the nation as a whole will benefit.

Please do not hesitate to contact me or my staff if we can be of assistance to CMF in the future.

Sincerely,

Mike

MIKE SYNAR
Member of Congress

MS/sas

1-13: Letter from U.S. Representative Mike Synar

The New York Times
NEW YORK, TUESDAY, AUGUST 4, 1987

Capitol Hill

Teaching Congress How to Manage

By BARBARA GAMAREKIAN
Special to The New York Times

WASHINGTON, Aug. 3 — On Capitol Hill, 17,000 people go about the job of trying to serve the needs of the 535 members of Congress. Yet Gary Serota says many legislators don't know how to manage that work force.

"Every organization from General Motors to the Dallas Cowboys invests in its people with a management training budget," he says. "Only Congress has no financial commitment to the training of its staff."

Mr. Serota is president of the Congressional Management Foundation, a nonprofit, grant-supported group that helps Congressional offices on everything from setting up office budgets to managing staff. The inclination of politicians to want to be all things to all people is one of the problems he tries to address.

"There is a saying that bureaucrats don't like to say yes and politicians don't like to say no," Mr. Serota said in a recent interview.

How to Wind Up With a Mess

"The hardest thing is to get a member to say what it is he's not going to attempt to do," he continued. "One of the things a member of Congress has to learn to do is to focus, to choose the key issues he is going to take on and allow his staff to come up to speed on those issues. If that doesn't occur, every time he comes back from the gym or the House floor, he will walk into the office with five new ideas of something the office should be working on — and they are totally different from the five ideas he had the day before. That's when you wind up with a mess rather than a well-focused office."

Some men and women elected to Congress have no business experience and have never managed a staff.

It is quite likely as well, says Mr. Serota, a former House aide, that their administrative assistants have been chosen for "political savvy" rather than management background.

Yet suddenly their most pressing problems may be managerial:

How to handle personnel problems in an environment where turnover is 40 percent each year. How to make most efficient use of limited office space (about "half the square footage per staffer that one finds in the private sector," says Mr. Serota). How to cope with the Congressional mail, which has increased 2,000 percent since 1970, to an expected 300 million pieces of mail this year — a good part of which can be attributed to the new electronic abilities of lobbying groups.

"It's staggering," said Ira Chaleff, executive director of the foundation. He added, "They have to have an equally effective automation and staff correspondence system to deal with it."

The hours Congress spends in session have also increased in the last two decades, by 50 percent, the foundation says. Committee and subcommittee hearings have doubled, and recorded votes have risen 400 percent.

The New York Times/Paul Hosefros

Gary Serota, left, president of Congressional Management Foundation.

Congressional Management Foundation was founded 10 years ago by Capitol Hill staff people. It offers seminars, private consultations and guidebooks. In one study on space management, the foundation invited managers from private businesses as well as architects and commercial space designers to "live in" Congressional offices for two weeks. "Once they got over the shock," Mr. Serota said, "they wrote a chapter for one of our manuals on how to make the best of what is clearly an imperfect work environment."

One of the foundation's most popular publications, produced in conjunction with American University's Center for Congressional and Presidential Studies, is a managment manual for newly elected members of Congress.

'Top-notch Services'

"C.M.F. provides top-notch services to help offices implement the management techniques of the business world," said Representative Tony Coelho, a California Democrat who served in the House as a staff member for 14 years before his election to Congress. That experience, he added, convinced him that "the real beneficiaries of a well-run Congressional office are the constituents."

In the 99th Congress, 200 Congressional offices sent representatives to the foundation's free seminars on such topics as office automation, the design of a newsletter, reducing staff burnout and turnover.

Mr. Serota and Mr. Chaleff also consult confidentially on management problems.

One office turned to Mr. Serota when it discovered in the last three months of the Congressional term that it had no money left to pay telephone bills or finance the Congressman's travel back to the district in an election year. "They really didn't understand how to manage a budget," he said. "The Congressman had to reach into his own pocket to pay the difference."

For all its acceptance now, when the foundation started up the reaction on Capitol Hill, Mr. Serota recalled, was: "We don't need that stuff here. Congress is different, you can't 'manage' in a political environment."

Today a group of legislators who serve as an advisory board to the foundation are trying to interest Congress in making a financial commitment to its own training — "either through support of our work or by development of an in-house mechanism," Mr. Serota said.

The foundation's staff of three, supported by the volunteer services of interns, work out of a spartan office on Capitol Hill on an annual budget of $100,000 that is largely met through corporate and foundation donations. They are working to attract broader support from trade unions, business associations, banks and the like.

"It's a constant struggle to make it financially," Mr. Serota said.

1-14: Article, *New York Times* on congressional seminars and consultations

RAYBURN HOUSE OFFICE BUILDING
ROOM 2455
WASHINGTON, DC 20515

CHIEF OF STAFF
SUZANNE STOLL

DEPUTY CHIEF OF STAFF
JOHN GERSUK

DANIEL A. MICA
14TH DISTRICT, FLORIDA

STEERING AND POLICY
FOREIGN AFFAIRS
VETERANS' AFFAIRS
SELECT COMMITTEE ON AGING

Congress of the United States
House of Representatives
Washington, DC 20515

June 9, 1987

Mr. Ira Chaleff
Executive Director
Congressional Management Foundation
333 Pennsylvania Ave.,S.E.
Washington, D.C. 20003

Dear Mr. Chaleff:

Thank you for your prompt help in sending the sample office manual to my Administrative Assistant, Suzanne Stoll.

I also understand that you spoke with one of my summer interns, Pamela Roberts. She has informed me of your quick assistance.

The office manual has been very helpful in guiding my office staff and myself in developing our own office manual. It will be my pleasure to send you a copy of one of the final editions.

As always, your help has been appreciated. I have found The Congressional Management Foundation to be a great reference whenever advice or guidance is needed.

Again, thank you for your assistance. I have returned the sample manual, as requested. If there is anything that I can do for you, please don't hesitate to contact me.

With kind regards,

Sincerely,

DANIEL A. MICA, M.C.

DM:pbr

PLEASE REPLY:
☐ RAYBURN HOUSE OFFICE BUILDING
ROOM 2455
WASHINGTON, DC 20515

☐ 639 EAST OCEAN AVENUE
SUITE 303
BOYNTON BEACH, FL 33435

1-15: Letter from U.S. Representative Dan Mica

ROLL CALL
THE NEWSPAPER OF CONGRESS

Established 1955
Founding Editor and Publisher, Sidney Yudain
Vol. 34, No. 45
May 15-21, 1989

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Roll Call (ISSN 0035-7863) is published twice weekly (except two weeks in August and the two weeks of Christmas-New Year's holiday) on Mondays and Thursdays. The Thursday paper is called "MidWeek Roll Call," and its volume number is distinguished from that of Monday Roll Call with the addition of MW; thus, Vol. 34MW, etc. The publication office is 317 Massachusetts Ave., NE., Washington, DC 20002. Roll Call maintains strict neutrality on all partisan issues. Subscriptions to Roll Call are $135 for one year (96 issues), $245 for two years. Phone: 202/546-3080.

Letters

Congress as Brain

To the Editor:

I enjoyed the Observer piece (Roll Call, April 24-30) in which you discussed your attempt to convey your "theory" of Congress to a Newsweek reporter.

I share your cosmology of Congress and have found it a challenge to convey it to groups I address who often share the more cynical views of your Newsweek reporter.

One metaphor which helps in viewing the body politic is to think of it as an organism in which Washington is at the core of the Central Nervous System — the equivalent of the brain.

The 540 voting and non-voting Members are, among other things, the nerve endings of this Central Nervous System, who regularly convey messages from the extremities of the body politic to the brain.

Members are remarkably successful at performing this function. It is one reason why their re-election rates are so high. Few Members can be criticized for being "out-of-touch" with what is going on in their districts or states, or the country at-large.

Our surveys of the 100th Congress show that two-thirds of Members of the House return to their districts at least 30 times a year. Most of these go back over 40 times a year. This is in addition to maintaining an unprecedented 41 percent of their staffs in their district office "nerve centers."

I appreciate your ongoing efforts to champion this much-maligned Congress, while equally energetically exhorting it to higher standards of performance.

Ira Chaleff
Chairman, CMF

Praise for Health

To the Editor:

I commend Roll Call for its special section last week (May 8-15) on proposals for dealing with the nation's health care needs.

All of the legislation mentioned — as well as other measures, including my own — for dealing with the problems are being reviewed by the US Bipartisan Commission on Comprehensive Health Care, which I have the honor to chair.

Congress created the commission last year, as part of the 1988 Medicare Catastrophic Coverage Act, to bring an unprecedented summit-level approach to the outstanding US health-care policy issues: access to care for all Americans and long-term assistance to persons who need help with critical activities of daily life.

It is mandated to report back to Congress and the President by Nov. 9. And we shortly will begin hearings in Washington and around the country in our effort to develop a consensus solution to the problems you so properly spotlighted last week.

Rep. Claude Pepper (D-Fla)

1-16: Letter to the Editor, *Roll Call*

OFFICE OF THE VICE PRESIDENT

WASHINGTON

July 20, 1993

Ira Chaleff
President
Institute for Business Technology
513 Capitol Court, N.E.
Suite 100
Washington, DC 20002

Dear Ira:

Thank you so much for sending me articles on Total Quality Management (TQM). You present some thought provoking ideas, and I hope to implement some of your suggestions for better management procedures. Please feel free to pass along any more articles you feel may offer similar suggestions for excellence and efficiency in the workplace.

Thanks again for thinking of me. Please, do keep in touch.

Sincerely,

Beth

Beth Prichard
Executive Assistant to the Vice President

Thanks!

1-17: Letter from the office of the Vice President

THE WHITE HOUSE

WASHINGTON

August 6, 1993

Mr. Ira Chaleff
Institute for Business Technology
513 Capitol Court, N.E.
Suite 100
Washington, D.C. 20002

Dear Ira:

Thanks for those kind words about my new job. Frankly, I've been amazed at the attention given to this move, but I'll take my brief moment in the sun while I can.

Also, I enjoyed the articles you sent along, and I appreciate your kind offer to help.

Hope to see you again soon.

Sincerely,

Roy Neel
Deputy Chief of Staff

1-18: Letter from Roy Neel, Deputy Chief of Staff to President Clinton

THE WHITE HOUSE
WASHINGTON

September 29, 1993

Mr. Ira Chaleff
Institute For Business Technology
Suite 100
513 Capitol Court N.E
Washington, D.C. 20002

Dear Mr. Chaleff:

Thank you for writing and sending me a copy of your recent article from Industry Week on work overload. I think I can identify a little with that concept myself, and I appreciate your thoughtfulness and kind remarks to this end.

Your very generous offer to assist us in tackling this problem has also been noted, and I know you have had a great deal of experience in this field. Things here are hectic, with no sign of slowing down, and I have taken the liberty of sharing your letter with several senior staff here to see if there may some interest in tapping into your expertise.

Again, thank you for writing and for the copy of your article.

Personally,

Mack McLarty
Chief of Staff to the President

1-19: Letter from Mack McLarty, Chief of Staff to President Clinton

NTU

LIVE Satellite Teleconference Series for Enterprise Leaders

Personal Efficiency: Coping with Your Workload

February 4, 1991 | 2-5 PM Eastern Time | Channel A

Learn how to accomplish more with fewer resources. Improve personal work habits & organizational systems.

Program Objective: To enable participants to get their work done in less time, with less stress and better quality.

Program Description: Managers — and often their staffs — are working 10 hours more per week than they did a decade ago and still can't catch up. In today's recessionary environment, it is especially imperative they reduce costs and improve quality and service.

But how can they really do this when they are already overloaded and backlogged? If they can't control their time and paperwork, how can they give adequate attention to strategic objectives?

Ira Chaleff and Jim Robinson will provide hard answers to these questions through a combination of live presentations, video demonstrations and skill-building exercises.

Sponsored by:
- Economic Development Administration U.S. Department of Commerce
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For more information, contact:

or call NTU at (303) 484-0565

Ira Chaleff
is president of the Institute for Business Technology (IBT), U.S. The company was founded five years ago, has offices in six countries, and has an impressive list of multinational clients. As a manager, consultant, author and trainer, Mr. Chaleff has 20 years of experience improving white-collar performance. Most recently he was executive director of the Congressional Management Foundation, providing management information and services to U.S. and foreign legislative branches. IBT's Personal Efficiency Program (PEP) is an innovative approach to personal organization and productivity. It has been tested by and received high marks from such publications as *Success* magazine and Tom Peter's newsletter, *On Achieving Excellence.*

(see other side for additional speakers)

Course Code:
MC910204A1

1-20: Program, Teleconference on Personal Efficiency

IndustryWeek
A PENTON PUBLICATION THE MANAGEMENT MAGAZINE FOR INDUSTRY JUNE 7, 1993

KNOWLEDGE WORKERS

OVERLOAD CAN BE OVERCOME

Forget all the macro-training in team-building and quality control if your knowledge workers can't keep their desks, their schedules, and their minds clear.

BY IRA CHALEFF

WITH CONSTANT REMINDERS THAT FOREIGN COMPETITION continues to nip at our high-tech heels and unabashedly take bites out of the industrialized legs that have supported our economy for so long, we are all justifiably obsessed with continuous quality improvement—if not to surge ahead, then at least to stay in step. We are feverishly training our workforce in the tools to improve our business processes: customer-focused thinking, flowcharting, team building, statistical process control, and problem solving. Yet there is still a hole in our approach through which you can drive a Mack truck.

Why? Because no amount of macro-training can create an efficient manager if he lacks the micro-skills to clear his desk, dispose of his e-mail, and plan his daily routine. The hallmark of the Information Age is the tremendous volume of reporting requirements and information exchange at all levels of an organization—any organization. Individuals who are good craftsmen or professionals find themselves not only awash in computer printouts, high-speed copies, plain-paper faxes, and "cc:"s, they also are inundated by voice mail and electronic messages. But they have no models to help them develop habits and systems for processing their personal workloads efficiently. As U.S. companies struggle to find ways to make Total Quality Management (TQM) a reality, they often overlook an underlying obstacle. To the individuals in the trenches, TQM frequently is perceived as one more addition to a workload that is already highly stressful. This situation only worsens when these same individuals are promoted to project leaders or managers. Who prepares them to cope? Who gives them the skills to bail themselves out when they start drowning in the paperwork and administra-

1-21: Article, *Industry Week* on overcoming overload

Quality

Volume 32 May 1993

WHAT QUALITY-CONSCIOUS COMPANIES ARE OVERLOOKING

Managers have never been provided with a benchmark for how to process their own work.

BY IRA CHALEFF

How can a manager practice total quality management (TQM) if he cannot satisfy the requirements of his internal customers—his own staff and those in other departments that rely upon him? Why do requests for information, input, review, sign-off, and support often pile high in in-trays and spill over onto desks and credenzas, unable even to find their way into already stuffed briefcases in the faint hope of being read on the weekend?

In most instances, the answer is far simpler than we might expect: The individual manager has never been provided with a benchmark for processing his or her own work. Although the majority of our workers will spend most of their working lives behind desks, no one has presented them with excellent models of how to organize their desks, how to arrange their files, how to process their in-trays, or how to track delegated work. In fact, studies show that managers have, on average, 35 hours of undone work on their desks at any given time.

It is disturbing that in companies otherwise well on their way to TQM there is still a widespread failure to provide needed information, service, or approvals between departments in the time frame required. In fact, the frustration level about slow internal response time is sky-high in many companies.

While some department reputations are worse than others, it is almost a matter of "let he who is guiltless cast the first stone." This is serious!

Requests for information, support, or approval usually fall into one of two categories. They are part of a business process; or they are part of an effort to analyze, improve, or control a business process. Either way, delays in responding to these internal customer (worker) requests, directly or indirectly, add up to a failure to meet external customer requirements, current or future.

Benchmarking necessary

So why is this happening to managers and other knowledge workers? Unlike a key-punch operator or an assembly line welder, much of a white-collar professional's work does not lend itself to a routine. Apparently, because it is non-routine, many people assume that the generalized functions of receiving, sorting, storing, retrieving, digesting, and acting on highly varied information cannot be benchmarked or compared to models of excellence for these functions.

Failing to benchmark efficient white-collar personal work habits in the information age, however, is somewhat akin to failing to practice good hygiene in the Middle Ages. It is too simple. Nobody thought of it or taught it. The widespread consequence of neglecting to have benchmarked a fundamental set of skills in the Middle Ages was the plague. The consequence in the information age is an epidemic of disorganized, stressed managers that work longer and longer hours and are unable to improve their services to their internal customers.

Recent studies show that midlevel managers in the US average in excess of 50 hours work per week, and senior executives in excess of 60 hours—10 hours more than a decade ago. Under these circumstances can we really expect them to pursue new quality initiatives aggressively? Yet they must, if quality

TEN ADMINISTRATIVE CHECKPOINTS TO IMPROVE CUSTOMER SATISFACTION

Here is a list of questions to help compare the work habits and systems of managers and knowledge workers with world-class administrative practices. A "no" answer to any question indicates that personal efficiency training may be needed to support a quality program.

1. Are desk tops used as work surfaces instead of substitutes for functioning file systems?
2. Do requests for rapid response from customers move quickly through the office?
3. Are active files close at hand and segregated from inactive files to speed responses to customer inquiries?
4. Are there suspense or tickler systems for following up customer requests?
5. Are "minor" written customer requests handled at once, instead of being picked up and put down many times before action is taken?
6. Are action plans developed to satisfy larger customer requests?
7. Is work delegated clearly and in a timely manner to enable workers to meet customer requirements?
8. Are orderly communication processes in place or are there excessive interruptions that distract from fulfilling customer requests?
9. Does the use of E-mail or voice-mail facilitate customer satisfaction and not frustrate it?
10. Is the power of personal information management software being used to track customer requests?

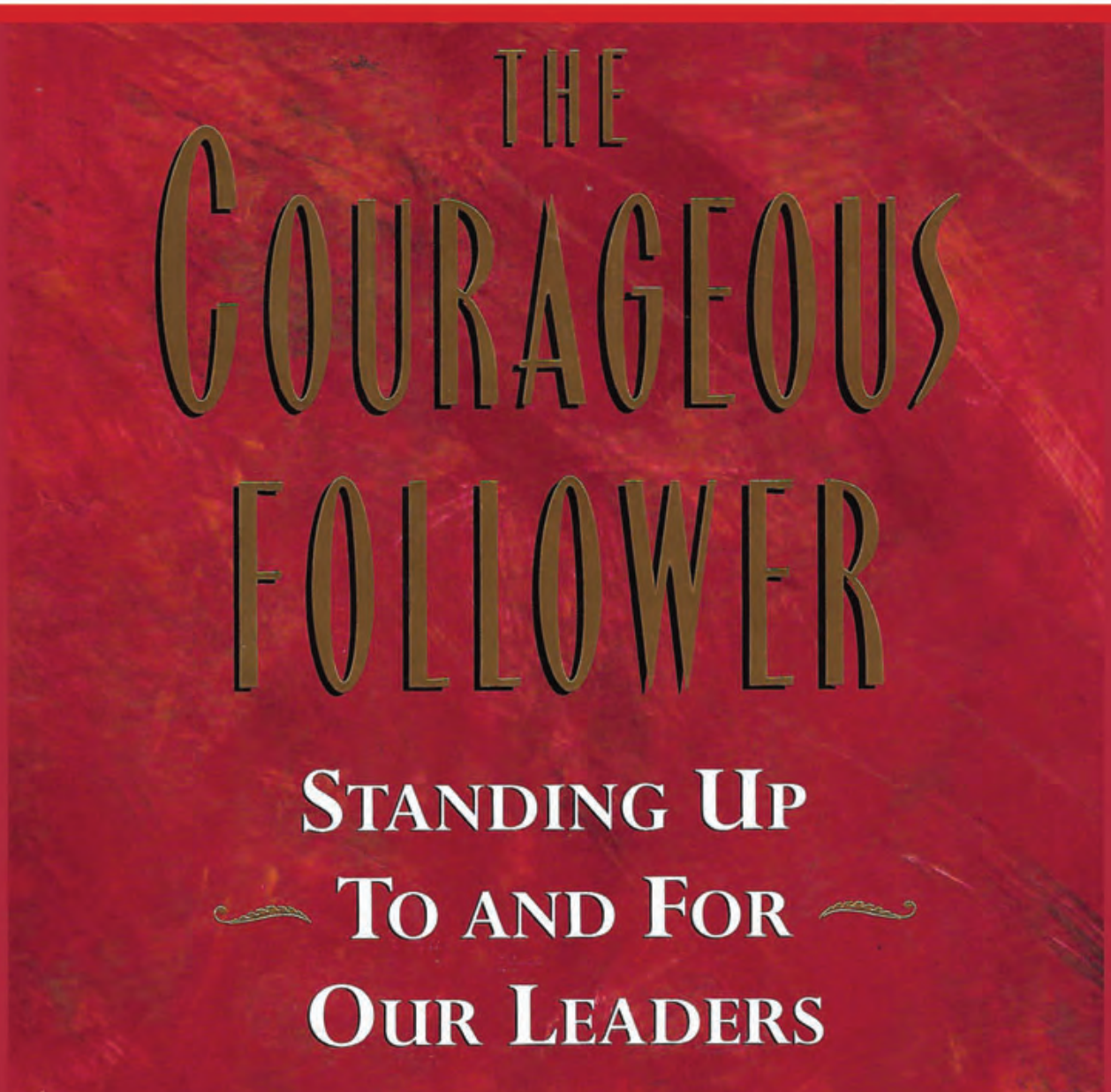
Source: Institute for Business Technology, Washington, DC

1-22: Article in *Quality Magazine*

VOLUME II

THE COURAGEOUS FOLLOWER:
The Book, the Video, and Nigerian Knockoffs

1993 - 2001



BY 1992, I WAS IMMERSED IN CONDUCTING PERSONAL EFFICIENCY PROGRAMS in corporate America and federal agencies, though I continued a close involvement with CMF for nearly three decades as a board member, and as a facilitator for about a hundred planning and team building retreats for members of Congress and their staffs. These off-the-record retreats gave me a "fly on the wall" view of the range of relational styles between elected leaders and their staffs.

During this time, I had not lost the deeper question of why, on the world stage, did people so often follow destructive leaders who caused untold human suffering? With this question in mind, I read M. Scott Peck's book, *People of the Lie*, which is an exploration of evil and its causes. As part of his psychological investigation, he used the My Lai massacre in the Vietnam war and asked the question "how could several hundred American citizens engage in the killing and cover up of hundreds of civilians?" He observed that something seems to happen when individuals view themselves in the follower role: they can displace their own accountability onto the leader. I wrote in the margin of that page "It sounds like a book on a new way of following is needed."

That summer I rented what was then considered a portable computer (about the size of heavy sewing machine) and began writing ideas down on what I knew about following. This produced a first draft that was at best embryonic. I asked one of the congressional chiefs of staff with whom I was close to read it. His feedback was encouraging. I repeated this process through several iterations until I felt I had a semblance of a book. With great naivete, I sent it and a cover letter to Berrett-Koehler, the relatively new publisher whose books I was consuming. Several weeks later, the publisher himself, Steven Piersanti, called me. He explained that the book needed considerable work before he would offer a contract, but was highly supportive of the focus on followership. I have included an early exchange between me and Steve Piersanti as it is fair to say that his recognition of the importance of the topic changed my life and was a crucial contribution to the emergence of the field of followership (*2-1, 2-2*).

Followership aficionados will know there was one significant book on followership published prior to mine. That is Robert Kelley's *The Power of Followership.* Lacking the discipline of academic research, I had not discovered Robert's book until Steven Piersanti brought it to my attention. While somewhat embarrassing, I am glad not to have known of it as my ignorance avoided the possibility of my book being derivative of Robert's treatment of the subject.

The Power of Followership had been published in 1992 but was already unavailable in book stores and, pre-internet, hard to find. When I finally obtained and read a copy, I called Robert to ask him why was such an important book missing in action? He prophetically said he thought it was ahead of its time. Unfortunate-

ly, Robert lost ownership of the copyright and the book remains out of print to this day, though I venture to guess it is the most cited work on followership.

Happily, Berrett-Koehler's relationship with authors is highly respectful of authors' rights to their intellectual property, and is collaborative in all aspects of producing the finished book. Its editorial process includes assigning four readers of their choice to review the author's manuscript and give the author written feedback. This was so helpful that, atypically, I asked for a second round of readers after having made the substantive and stylistic changes the feedback warranted. Early drafts and reader feedback are preserved in storage boxes that may at some point be of interest to researchers documenting the evolution of followership literature.

When the book was launched, Berrett-Koehler did a good job of getting it pre-reviewed. They co-funded the services of a publicist that was recommended to me. I have included a sampling of the extensive press the book enjoyed in that period (*2-3, 2-4, 2-5, 2-6, 2-7, 2-8, 2-9, 2-10*). A robust launch like this makes all the difference to the life span of a book as it seeks the attention of the audience it is trying to reach. Twenty five years ago this was a challenge, but not nearly as challenging as it is to launch a new book today with the plethora of publishing channels.

Once the book began circulating, it was an interesting experience to see the kind of letters it generated (yes, letters, as the general use of email was still in its early stages) (*2-11*, *2-12*). Speaking requests soon followed and the original hardback run of ten thousand copies sold out. It was quickly followed by a high-quality paperback version.

Most "business" authors spend several years developing and conducting their workshops and then write a book based on their experiences with clients. Not considering myself a business author, and having been motivated to write the book for non-commercial reasons, I had taken the opposite route and only now became aware of the opportunities that workshops presented for further disseminating the concepts and tools of courageous followership (*2-13*). I enlisted the services of an instructional designer to develop and test early versions of interactive classroom learning. They were pretty rudimentary. It took a couple of years to develop the ancillary materials that brought the workshop alive, including an in-class followership styles self-assessment (which is now available online through Berrett-Koehler), hypothetical exercises and a range of video clips. What happened next gave the workshops a boost.

In that era, corporate training videos were state of the art. CRM Learning contracted with us to produce a training video package called *Courageous Followers, Courageous Leaders: New Relationships for Changing Times* (*2-14*). CRM took pride in high production values and, to their credit, the actors were richly ethnically diverse. Women were shown in strong roles. They consulted me on the script and used professional Equity actors in each scenario. When I reviewed the video prior to finalizing it, I was taken aback that the leader in each scenario was portrayed as disagreeable. It is not the intention of courageous followership to demonize leaders. Based on this feedback, they were able to soften the images with some clever "voice overs." Because of their very high investment in the production, I had to commit to not allowing myself to be videoed on the subject of followership without their written permission. This proved to be a limiter on getting the book's message out. Later, as we entered the age of YouTube, I advised them that this constraint was working against their own interest in developing awareness of the topic and, unless I heard otherwise, I would allow myself to be videod in presentations that were not competitive commercial products.

For the followership aficionados reading this, I will say two more things about the video. First, it contains four of the five behaviors of courageous following. I did not feel sufficient command of the material at that time to advise on a scenario for "the courage to participate in transformation." Second, because the video is based on the first edition, the fifth behavior is "the courage to leave." It made the video a tougher sell to organizations trying to retain their employees. Based on Gene Dixon's work described in the next paragraph, this was changed to "the courage to take moral action", with "leaving" being one of a range of ethical choices. We don't know if that change would have been better received, but I believe it would have.

The next document is titled *Exploration of the Effects of Organizational Level on Attributions of Followership* (*2-15*). This is the abstract of the dissertation submitted by Eugene N. Dixon to satisfy the requirements of his doctoral degree, which was awarded by The University of Alabama in Huntsville. Gene was an engineer. He developed a robust research instrument to test his hypotheses regarding the five core behaviors of courageous followers. His dissertation proved to be the first of a series by doctoral candidates that asked other questions about courageous followership, often using the research instrument Gene generously shared.

In 1998, I was asked by Professor Jeff Fishel, who had come to know me and my work through a variety of channels, to take over a 5 credit course he had been teaching at American University on Political and Organizational Leadership (*2-16*). I built on the curriculum Jeff had been using, weaving in more material on followership and from my work with the US Congress, as well as organization efficiency. There were 20 undergrads in the course, one night a week for five hours! I wove in plenty of interactive exercises and field work to help these young working adults stay alert. I loved teaching this course and it gave me a hands on feel for university teaching, which would be central to the lives of many of my colleagues in the near future. But, for the energy it took to prepare well and to meaningfully engage with students on their field work and written assignments, at $2000 as an honorarium for the semester, I nearly went broke. I gladly turned the class back to Jeff for following semesters.

I also began teaching at Georgetown University (*2-17*) not on an academic track but rather for their in-service management development program. They paid about the same for a one day workshop as AU paid adjuncts for a semester, so I wound up doing that for many years. Having a financial base for doing work of the heart is essential and appreciated.

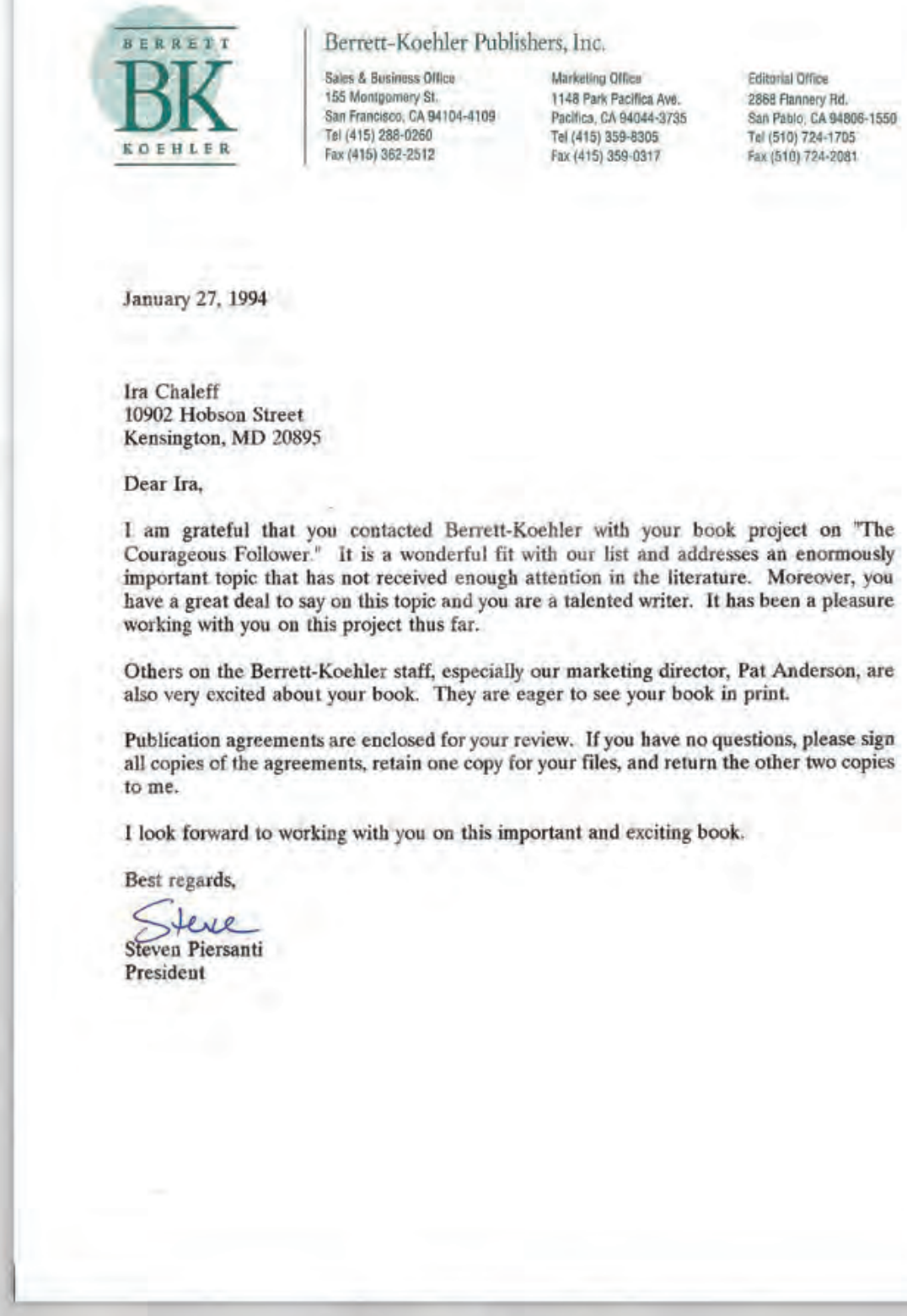
Interest in the somewhat "exotic" topic of followership kept growing. At times the topic was covered for its relevance to current events such as in the article concerning then President Bill Clinton and whether his aides should have done more to curtail behavior that nearly cost him the presidency (*2-18*). I was particularly pleased to see coverage in *Black Enterprise* magazine (*2-19*). I believe it was in this period that Berrett-Koehler advised me that the east coast chapter of the largest Black sorority had purchased several hundred copies of *The Courageous Follower* to give to its members at their annual conference. I suspect that this was for a similar reason as to why the US Air Force Academy purchased several hundred books for the women in one of its incoming classes: to better prepare them to find and use their voice in cultures that did not make it easy for women, and even more so for those of color, to be heard.

It is always a boost when a syndicated columnist covers your work. In this case Bob Rosner's column (*The Working Wounded*) appeared in scores of smaller newspapers around the US. I have included only one page of the many examples a clipping service sent us (*2-20*). The article in *HR Briefing*, "How Come The CEO Doesn't Know?" speaks directly to the blind spots that courageous followers can help to minimize (*2-20*). Senior executives who come to understand what courageous followership is, recognize how it is in their self interest to create a supportive culture of candor. The e-mail from Chuck McConnell of the National Telecommunications Educational Association (*2-22*) is a window into how excited at least a segment of the population can become about followership.

Meanwhile, the global footprint of followership expanded. A letter from the Taipei Economic and Cultural Office acknowledges the Chinese translation copy I sent them of *The Courageous Follower* (*2-23*). It should be noted that this edition was in complex characters not widely used on the mainland. However, it was a start.

In 2001, based on my work with the US Congress, I was asked by the National Democratic Institute (NDI) to go to Nigeria to facilitate a retreat for the party leaders of the national Senate. The objective was helping them build the legislative capacity needed for the newly restored democracy to succeed. While there, the head of the NDI mission, Wayne Probst, purchased copies of *The Courageous Follower* and organized a seminar with senior staff of the National Assembly. The retreat was considered a strong success by all the concerned parties. One of the Senators who participated in the retreat wrote me a personal letter regarding its impact (*2-24*). Missing from the retreat was the Senate president who, from our encounters with him, used power arrogantly and in highly questionable ways. The Senator who wrote me of the impact the retreat had on him, resigned later that year in protest of this Senate president's authoritarian behavior. I have included both documents (*2-25*).

While I have no direct proof of the relationship of the retreat and *The Courageous Follower* to this act of conscience, I am inclined to believe there is some connection. However, there is no doubt of the follow up to this experience. I was invited back to Nigeria in 2004 as part of a larger NDI team to facilitate a retreat for the entire Senate. A senator who headed the communications committee shared with me that President Obasanjo, The President of Nigeria, beginning his second term in office, had given him a copy of *The Courageous Follower* with a long personal inscription, and gave another to the head of Personnel. The Senator innocently shared with me that he had made many copies for his friends! Later, at the end of his second term, President Obasanjo tried to nullify the two-term constitutional limit on office, but stood down after vigorous challenge by Senators whom I would like to think were operating as courageous followers.



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January 27, 1994

Ira Chaleff
10902 Hobson Street
Kensington, MD 20895

Dear Ira,

I am grateful that you contacted Berrett-Koehler with your book project on "The Courageous Follower." It is a wonderful fit with our list and addresses an enormously important topic that has not received enough attention in the literature. Moreover, you have a great deal to say on this topic and you are a talented writer. It has been a pleasure working with you on this project thus far.

Others on the Berrett-Koehler staff, especially our marketing director, Pat Anderson, are also very excited about your book. They are eager to see your book in print.

Publication agreements are enclosed for your review. If you have no questions, please sign all copies of the agreements, retain one copy for your files, and return the other two copies to me.

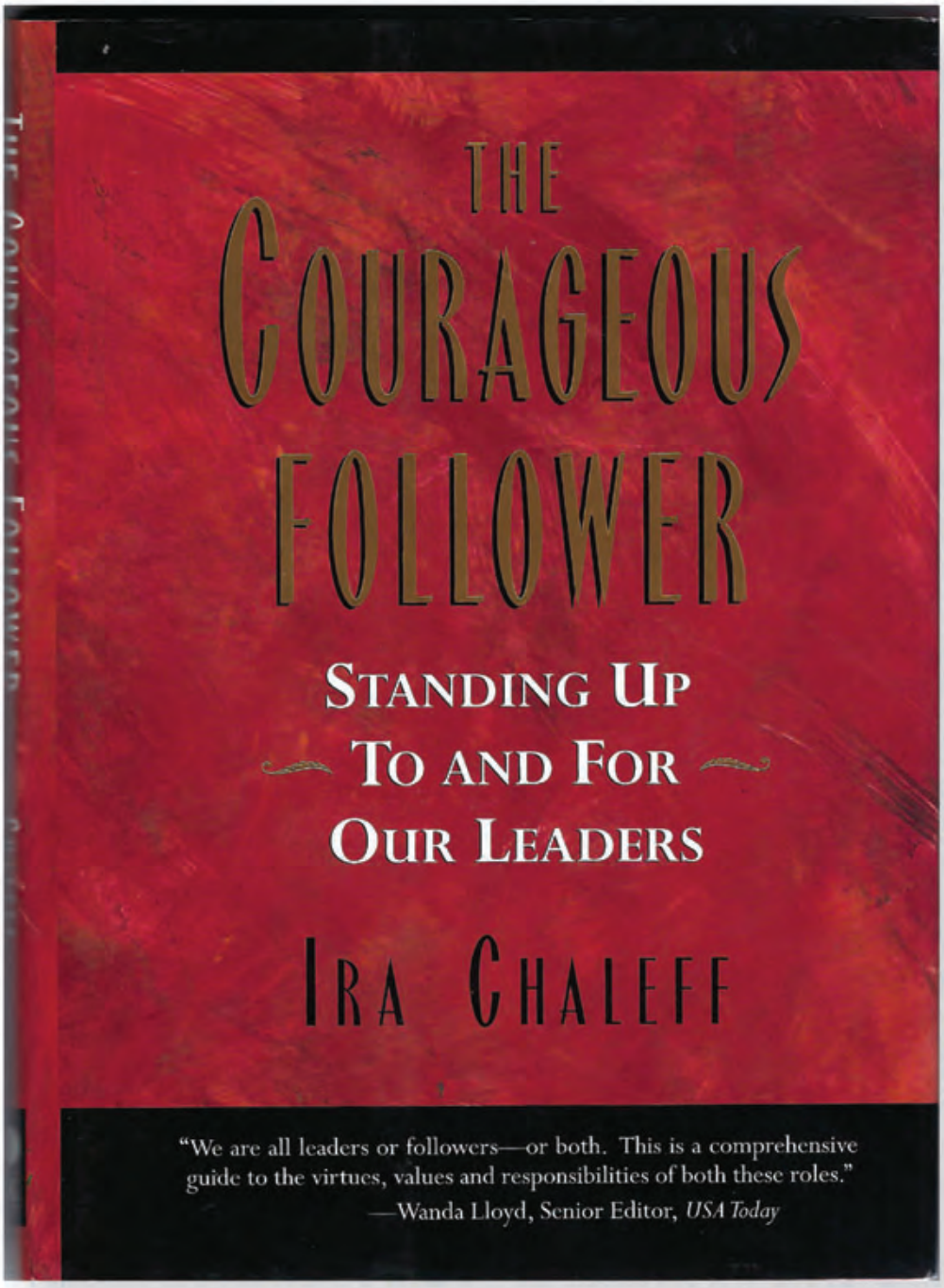
I look forward to working with you on this important and exciting book.

Best regards,

Steve

Steven Piersanti
President

2-1: Letter from Berrett Koehler



2-2: *Courageous Follower* 1st edition cover

LIBRARY JOURNAL.

Chaleff, Ira. **The Courageous Follower: Standing Up to and for Our Leaders.** Berrett-Koehler Pubs., dist. by Publishers Group West. Jul. 1995. c.208p. permanent paper. bibliog. index. ISBN 1-881052-66-4. $24.95. BUS

Chaleff, an independent consultant and author (*Cutback Management for Congressional Offices*, Congressional Management Foundation, 1986), has written a unique book on the dynamics of the leader-follower relationship. This relationship is found within all roles of life, between parent and child, elected representative and voter, husband and wife, and all types of organizations. Chaleff describes how followers can further the goals of their organization through their support and challenge of a leader. He explores five areas: the courage to assume responsibility, to serve, to challenge, to participate in transformation, and to leave. Especially effective is the discussion of leaders in crisis and a follower's decision-making process when leaving an abusive or unethical organization. Highly recommended for public and academic libraries.—*Kathy Shimpock-Vieweg, O'Connor-Cavanagh Lib., Phoenix*

2-3: Review by *Library Journal*

On The Edge

GREAT LEADERS NEED GREAT FOLLOWERS

More people need to stand up to—and for—their leaders, contends Ira Chaleff.

By Tom Brown

EACH OF US HAS LIVED THOSE MOMENTS WHEN WE FELT OUR leader was wrong, dead wrong, about how to proceed on a key decision. Too often, these were moments when we stood mute. Ira Chaleff has not only lived those same moments, he has interviewed, studied, and analyzed the crucial difference between mute followership and that which is courageous. His thoughts are distilled in *The Courageous Follower: Standing Up To And For Our Leaders* (Berrett-Koehler, 1995). Chaleff is a management consultant based in Kensington, Md. He helps senior-management teams improve group dynamics and organizational effectiveness. He is also president of the Institute for Business Technology U.S., Washington, which conducts training programs on workload management. Chaleff is refreshingly unassuming; he absorbs questions and reflects deeply before answering. Yet his answers on the subject of why we should care how people follow leadership, were nonetheless on the edge . . . .

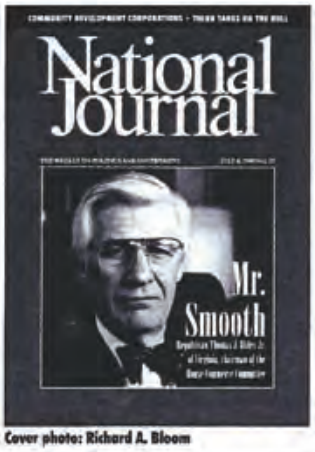
BROWN: *How can a book on followership help a manager or executive?*

CHALEFF: All executives and managers are both leaders and followers. We operate differently in each of these roles. Most of us go through development programs to improve our leadership skills. But a lot of corporate success depends on our *followership* skills. For example, how many of us are willing to hold our ground with the CEO or the president of our division when we feel he is making a serious error? I've read reports that 70% of us won't speak up even when we feel the leader is making a mistake. What are the consequences of this behavior pattern to the organization? Being willing to challenge a leader's actions or policies and knowing how to do so in a supportive and effective way are critical skills for high-performance managers.

BROWN: *Then why aren't there more books on this?*

CHALEFF: There is at least one other book on followership, other than mine. I'd guess the ratio of leadership books to followership books is, at the

2-4: Article by Tom Brown



Cover photo: Richard A. Bloom

National Journal

JULY 8, 1995, VOL. 27, NO. 27, PAGES 1749-1808

Features

GOVERNMENT

According to Ira Chaleff, the president of the Institute for Business Technology, U.S., the time has come to redefine the passive images of the follower. "A new model of followership can help us reorient ourselves and our relationships with leaders," he writes in **The Courageous Follower: Standing Up To and For Our Leaders**. Chaleff, a former executive director of the Congressional Management Foundation, has advised more than a dozen Capitol Hill lawmakers on organization issues. He presents an alternative to the traditional view of followers as dependent and conformist, suggesting that they have more power and impact than typically recognized. Addressing the delicate balance between leaders and followers as two sides to a whole, he suggests that one cannot effectively function without proper help and guidance from the other. "The sooner we move beyond these images and get comfortable with the idea of powerful followers supporting powerful leaders," Chaleff writes, "the sooner we can fully develop and test models for dynamic, self-responsible, synergistic relationships in our organizations." Berrett-Koehler Inc., 155 Montgomery St., San Francisco, Calif., 94104. 194 pages. $24.95 (ISBN 1-881052-66-4).

2-5: Review in *National Journal*

V
Vision

Business Book Summaries

THE COURAGEOUS FOLLOWER

By Ira Chaleff

Please answer the following questions honestly. Are you afraid of your "leader" — whether that leader is your foreman, general manager, managing director, chairman, board of directors, or even your shareholders? Now, does that fear (of losing your job or being demoted, being badly thought of, being yelled at... whatever) stop you, even sometimes, from being honest, frank and revealing with your leader?

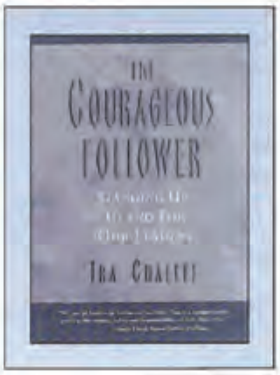
Are there times when you wish that you had spoken out, or at least spoken more forcefully, for your own good, the good of your leader, or the good of your business?

If the answers are yes, yes and yes, you have been letting down yourself, your leader, and your business.

Leaders rarely use their power wisely or effectively over long periods unless they are supported by followers who have the stature to help them do so.

So, for everyone's good, we must have "courageous followership" — the courage to be right and to be wrong, and the courage to be different from each other.

The time has come for leaders and followers to develop new models for relating to each other. Read on to learn what binds the leader and the follower together, what the respective powers are that each has in the relationship, and what underlying moral, emotional and psychological forces are at work.



In This Summary

Vision — Your Short Cut To Business Success

RRP $AUD 10.50 (non-subscribers)

Standing Up to the Leader's Shadow

by Ira Chaleff

I find it tragic that able leaders who fall dramatically from grace often share a common experience: their closest followers have long been aware of their fatal flaw and were unsuccessful in getting the leader to deal with it. What a terrible waste–to lose a leader's talents because of one undesirable behavior.

Behavior which flagrantly violates values may be symptomatic of an addiction or compulsion which takes more than a request to change. We can't tell leaders something once and then abandon our accountability for the impact of their behavior on our common purpose. We must search for approaches that reach our leaders and methods to help them transform the damaging behavior. The transformation can be goal-oriented or process-oriented.

Sometimes the need for transformation arises out of external challenges to the organization that demand deep cultural change. But the change can only occur if the organization's leaders examine their values and beliefs and practice dramatically different behaviors.

Sometimes the need for transformation is precipitated more narrowly by personal behavior which threatens to discredit the leader and, by association, the organization. William Aramony, the dynamic head of United Way who ceased to respect boundaries between the organization's funds and his own, is a classic example. He was removed in disgrace as head of the charitable organization and many of the local chapters suffered from this breach of trust.

Too often, leaders do not become sufficiently motivated to engage in the tough job of changing their behavior until they have lived through a crisis the behavior precipitated. By then the damage is usually extensive. The role of courageous followers is to preempt that crisis by engaging the leader in transformation before the storm.

The paradox of transformation from the follower's perspective is that it cannot be achieved solely by focusing on the leader, as that can become an obsessive and manipulative act. If we wish to help a leader

Ira Chaleff

transform, we must ourselves be willing to participate in the process transformation.

In a mutual transformation process, we need to notice what we do that enables and collides with a leader's dysfunctional behavior. For example, do we cower each time the leader throws a tantrum and frantically execute her barking orders? This reinforces the leader's experience that tantrums are the way to control the environment. If we change that part of ourselves, the leader may make adjustments to find a new fit with us.

Though leaders are probably aware of their behavior to some degree, motivation to transform is only created when they realize how seriously others view it. Conveying the intensity of our dismay about the leader's practices is the single most important act courageous followers can take as catalysts for change.

Transformation occurs most readily in an atmosphere of "tough love" – a genuine appreciation for who the person is, and a steadfast stance against the behaviors which are detrimental to the organization.

Ira Chaleff is a Maryland-based management consultant and author of The Courageous Follower: Standing Up To and For Our Leaders. *This article is excerpted from his book, with permission of the publisher, Berrett-Koehler. He can be reached at 301.933.8957.*«

THE NEW LEADERS

Preview

New U.S. Subculture Integrates Values for Tomorrow

In a future feature article in *The New Leaders*, the research of Paul Ray and American LIVES will reveal that 44 million Americans, 24% of the adult population of the U.S., belong to a subculture that was undetected just one generation ago. Ray identifies this growing group as "Cultural Creatives" and further categorizes them into two groups — Core Cultural Creatives and Green Cultural Creatives. Each of these groups possess different priorities for psycho-spiritual values.

Standing upon 1994 research performed by American LIVES, a San Francisco consumer research group, Ray was commissioned by the Fetzer Institute and the Institute of Noetic Sciences to expand his research which further identified this subculture, one that seeks to integrate the values of the Traditionalists and the Modernists in American culture. Ray contends that the Cultural Creatives ought to seek an Integral Culture by joining together. "The West needs a cultural revitalization movement," he states.

Open Book Management Behind Incredible Turnaround

In the next issue of *The New Leaders*, Springfield Re-Manufacturing Corporation CEO Jack Stack will be profiled. Stack has been at the helm of one of America's most spectacular turnarounds through open book management, including teaching employees the intricacies of business.

Since a leveraged buy out in 1983, the company has nine times the employees, expanded into sixteen additional enterprises, earned profits for the employees-owners, and never laid off anyone. Stack will offer his philosophy for teaching the "game of business" as a means to narrowing the gap between the haves and the have nots.«

2-7: Article, *The New Leaders*

IRA CHALEFF

Effective Followership

We read scores of articles about leadership in management magazines, but where are the articles about followership?

A TEACHER HAD BETTER KNOW a lot about students, a doctor a lot about patients, and a leader a lot about followers.

How much do you know about followers? If you don't also pay attention to followership you are studying half of a subject; leadership and followership are two parts of one dynamic relationship.

Senior executives are both leaders and followers. Do you report to a chairman, CEO or VP? If so, you both lead and follow. In this dual role, you may find that you cannot be an effective and ethical leader if you are not first a courageous follower.

For example, suppose you work as a marketing VP. Your organization's mission is clear. You exert strong leadership to implement your piece of the strategy. But the EVP is a micromanager who fires off instructions that distract from the strategy. You are left with three choices: follow the EVP literally; become a chaotic leader who constantly changes your team's priorities (passive followership); or confront the EVP about his or her counterproductive style and be an influence for positive change. The last choice constitutes courageous followership and is necessary if you're going to, in turn, be a good leader.

Or suppose your mission is to develop a highly skilled, motivated, flexible workforce which can help your organization transform itself into the 21st century. You have clear programs in place to achieve this. But the CEO repeatedly insists on further headcount reductions which go well beyond what budget realities demand. You watch morale and motivation plummet as you implement the CEO's dictates. It's clear that repeated downsizing is destructive to the company's well-being. What do you do and how can you do it effectively? This requires a very different model of followership.

I'm Not a Follower!

Most "leaders" don't like to think of themselves as followers. In our culture being a follower connotes weakness, passivity or mindlessness. But this need not be the case. Leaders can empower followers, and followers can empower themselves! Leading isn't strong and good, and following weak and bad; leadership and followership are two sides of

the same process. One can't exist without the other. You can lead in many ways, and you can follow in many ways.

I don't believe that followers are passive; I contend that followers don't exist to serve leaders. In healthy organizations, both leaders and followers serve a common purpose. Ultimately, a follower doesn't draw power or authority from a leader, but from the organization's purpose and from the commitment and skills he or she brings to that purpose. An effective follower is supportive, not passive!

The Courage of Followers

Being anything but passive is sometimes easier said than done! We've all been in situations where we thought the leader was off the mark, but we haven't been willing to forcefully speak our minds about it. Warren Bennis observes that 7 out of 10 staff won't say anything when they feel the leader is about to make a mistake. They may speak up once, but if what they say is discounted, either by words or body language, they won't speak up again, sometimes with costly consequences.

Why don't we speak up? We are conditioned from an early age to obey authority, to say "yes sir," or "yes ma'am," to have a "can do" attitude. This conditioning is deep, and most of us have to work to overcome it. We are afraid that if we question authority we will be viewed as a nuisance, pushed out of the loop, overlooked for promotion, even fired. We fear the consequences of speaking up far more than we are afraid of the more serious consequences of not speaking up.

So we don't say what we're really feeling. And if enough people do this we wind up with top management having very little idea of what's really happening in the organization and of how much resistance their actions are generating. Good followership requires courage. It's not enough to believe that we will display courage at a crucial hour. We must display it routinely in our relationships and communications. Courage is a muscle which needs to be exercised or it will atrophy. The rewards of courage are great. Individually we cease to feel victimized by people or events, and collectively we move from a state of alienation to an open and engaged community.

A primary challenge we face as leaders is creating an atmosphere in which people have the courage to tell us what they really think. A primary challenge we face as followers is telling the leaders what we really think, whether or not the atmosphere encourages us to do so.

Supporting Leaders

Not all leader-follower relationships are based on fear, but there is a layer in our relationships based on intimidation by authority.

The ideal leader-follower dynamic is a healthy relationship between peers, although one party formally possesses ultimate authority. The key is to build mutually supportive relationships. Followers are in just as strong a position as are leaders to initiate this.

Leaders are usually under great pressure. The demands for performance at the top are often brutal. The tolerance in the culture for a senior executive expressing vulnerability is low. It benefits the organization if followers stay alert for ways to support the leader better and reduce the stress the leader is under.

Energetically supporting a leader also builds trust. The more genuine concern we show for our leader's welfare, the more we stand up *for* our leader, the stronger our position will be when we need to stand up *to* our leader.

2-8: Article, *Executive Excellence*, Effective Followership

PROSPECTIVES

'Courageous Followers' Can Help You Lead

BY TOM BROWN

John Steinbeck, hired to review the film version of *The Bible*, attended the premiere, after which he filed this as his complete review: "Saw the movie, loved the book."

With similar trepidation, I watched a new video by CRM Films, of Carlsbad, Calif. CRM's creative production team accepted the daunting task of converting Ira Chaleff's hefty book, *The Courageous Follower* (Berrett-Koehler, 1995), into a meaningful video. Having rated the book as a personal "Top 10" choice of 1995, I feared the video would be dramatically less stimulating. I shouldn't have. My review? Loved the book, loved the video.

In some ways, the video goes beyond the book. "My thesis all along," says Ira, "has been that leading and following are two parts of a whole. Almost always, the person leading an organization is also in the role of a follower. Even a CEO has a board of some sort to deal with.

"The book explored the conceptual dynamics of what it means to be a good follower. Only after dialogue with CRM did I realize the potential advantage a video has over a book for exposing the drama of being a courageous follower."

Ira Chaleff now has a video that's just as good as the book.

THE THINKER:
Ira Chaleff

HOME BASE:
A management consultant-cum-executive coach based in Kensington, Md.

VIDEO:
Courageous Followers, Courageous Leaders: New Relationships for a Changing Workplace *(CRM Films, 1996).*

NEW IDEA:
It's possible to be a follower and a leader at the same time. But it requires real courage.

That "drama" is real. With corporate leaders increasingly seen working agendas inscrutable to the average worker—perhaps even the average manager—organizations are ripe settings for constructive—or destructive—conflict. Been there? It's the senior manager who knows that money being spent on a major project is all wasted, because the targeted objective is undoable. It's the line worker who sees production steps short-circuited, thereby causing serious quality problems.

"Few organizations today enjoy a steady state of success. Volatility abounds. Naturally, daily operations are filled with gut-wrenching events," Ira asserts. "Anyone who says that it's hard to be a leader these days needs to also consider the challenges of being a good follower."

CRM tracked four "moments of truth" when followers need to be leaders. Using realistic dramatization, the video reveals the elements behind the courage to service, to assume responsibility, to challenge and, when absolutely necessary, to leave. The video captures the initiative of a follower working around a supervisor's prohibitions—in order to do the right thing, as in the case of workers asserting that maintaining equipment is just as important as meeting production quotas.

TIPS FOR CREATING COURAGEOUS FOLLOWERS

1 First, develop open communication between you and the people who report to you. When a leader says to a follower, "John, no one's perfect. What could I do differently that would allow you to do your job better?" he's helping to build leadership with both parties. After a month, loop back: "John, since the last time we spoke, have I improved—or is there something I still don't get?"

2 Second, model courageous followership. Don't allow your manager's style to become a topic for snickering among your work group. Go speak with your boss: "Jane, you're always direct with me about performance issues; I owe it to you to be equally frank. Some of your behaviors are causing problems for my team. I'd like to discuss how we might operate differently."

3 Third, build trust. Treat the people who report to you with respect. Insist that those you report to treat you with respect. When trust and respect are present, most issues can be worked through constructively.

2-9: Article, *American Management Association*

Another segment shows an assistant pushing back at a boss so stressed by chronic understaffing that she badgers and bullies everyone. The most extreme form of courage shown is when a follower tries—and tries again—to align with the priorities of a leader but finally finds no way to work with him and still feel ethical. After dialogues fail to reconcile issues, the courageous follower decides she has to leave.

"One principle from my book required special translation," says Ira. "A courageous follower demonstrating leadership seldom operates in knee-jerk fashion. The courageous follower aligns with core purposes, deep values. He or she must prepare to demonstrate the right kind of followership."

In the video, this important principle was shown by focusing on four separate work scenarios involving a police chief, a factory floor supervisor, a government manager and the leader of a nonprofit civic group. The ploy for each segment is simple—each about having courage. To serve a police chief who's too busy to think of every detail, assume responsibility for a factory supervisor who's preoccupied with short-term goals, to challenge a discourteous government office supervisor and to depart (but only after attempting constructive dialogue with its leader) a civic group.

"CRM created on video believable scenarios enabling a group of viewers in any organization to draw analogies to the kind of leader-follower issues people really deal with. Reading a book is personal. Seeing my concepts come alive via video made me realize that the video is a shared experience which permits entire work groups to explore with ease some fairly complex ideas about leading and following," Ira says.

He also senses that people inside organizations today are bearing "inordinately high levels" of stress, as leaders and followers collide and clash over workplace changes. "Great organizations are not built on the whims of a few leaders at the top of the organization. But in too many organizations, there is now an unacceptable norm that when followers perceive that their leaders are engaged in counterproductive behavior, they gripe about it to everyone *except* their leaders. That doesn't promote good leadership—or good followership.

"There's a price for poor followership," claims Ira. It's having productive change happen much more slowly than possible (if it happens at all). He says there's also a personal price: Poor followers lose self-esteem and some big chances to make significant organizational contributions.

"Followership, in and of itself, lacks basic appeal. Everyone encourages us from childhood onwards to develop our leadership abilities, but they almost never talk about being good followers. But show me a leader who does great things without having followers who correspondingly do great things. It's only common sense that management thinking expands its understanding and appreciation of the art of being a good follower. We need to learn more about the attitudes and skills that are present when someone is following in a thinking, caring and creative way," he adds.

It's impossible to read Ira's book or see the video without thinking about those lost workplace moments when you had the chance to excel at being a courageous follower—and didn't speak up or push back. I found myself recalling times when I did dumb things—things I knew to be ineffective even if they weren't ethically "wrong"—and plowed ahead, mute.

Plainly, being an effective follower does not mean leaving your mind at home. As Ira defines the role, following right involves lots of thinking, lots of imagination and lots of courage. In an era of flat organizations, with many more designated followers than leaders, this is a message worth taking to heart—and taking to the office. ■■■

Tom Brown writes and speaks about managerial leadership. His company, Management General, is based in Louisville, Ky. He can be reached via e-mail at MgtGeneral@aol.com.

BEHIND THE NAME

IRA CHALEFF

Favorite Hero:

Ninth century's King Alfred the Great. "After saving England militarily, he saved it culturally by personally translating key texts from Latin into English and then insisting his followers learn to read them."

Most Influential Poems:

The Road Not Taken (Robert Frost); *I Sing of Olaf* (e.e. cummings). "They were among my guideposts for coming of age in the '60s.

"Must See" Museum:

The Holocaust Memorial, Washington, D.C. "It truly emblazons on the soul the price everyone pays for not effectively standing up to the terrors of tyranny."

Book I Have Enjoyed:

The Trouble with Confucianism, by William Theodore de Bary (Harvard University Press). "It really demonstrated to me the inefficacy of wisdom without power."

Current Best Quote:

"I love what Vice President Al Gore said recently: 'Principles without politics is naive. Politics without principles is immoral.'"

Favorite Place for Renewal:

Stony Man Lookout in the Shenandoah Mountains. "Panoramic vistas calm the soul, and this one is only 90 miles from my home near Washington, D.C."

March 25, 1996

Steve Piersanti
Berrett-Koehler Publishers
2862 Flannery Rd.
San Pablo, CA 94806

Dear Mr. Piersanti:

I teach organizational behavior at both the graduate and undergraduate level. The quality of Berrett-Koehler books has been outstanding. You present a series of thoughtful, state-of-the-art, and easily accessible books for my students. In fact, I have given up all of the other books I have used in favor of a collection of Berrett-Koehler books (specifically, *Leadership and the New Science*, *Seeing Systems*, and *The Courageous Follower*).

I know that *Leadership and the New Science* is used by many professors, and I am sure *Seeing Systems* will also find its place in the classroom. What I thought you would like to know is that I have found *The Courageous Follower* to be an extremely powerful book for my undergraduate students—I will be using it for the first time at the graduate level this summer and hope it will have the same impact. People, especially undergraduates, often feel powerless to improve the situations they find themselves in at work and other areas of their lives. After assigning the *Courageous Follower* to my undergraduates, they gain a new sense of empowerment. They begin to realize that it is their responsibility to do something and that they could in fact take action to improve their situation. This lesson is one of the most powerful and enduring that my students take away from the course.

To give you an example of how my students were able to apply what they were learning to their lives at work, I will relate a brief story of one student. This student worked in a retail store which had just been bought by a larger company. One of her customers had a request that would require finding and shipping merchandise from other branch stores. When my student began to go about doing this for her customer, she was told by her new management that this was not what she was expected to do. It was not the store's policy to ship in merchandise from other branches. My student felt dejected, but because of the new perspective given to her from reading the *Courageous Follower*, she decided that she needed to put into action what she had been reading. This wasn't easy for her and she was rebuffed a few times, nevertheless, she persisted and eventually her customer got what was needed. What a triumph, and this is not an isolated incident. I should also add that the class became "courageous students" and took responsibility for their learning as well.

I would encourage you to market the *Courageous Follower* to professors as a way to help their students empower themselves as well as take responsibility for their learning. Too often if something turns a student off, he or she will mentally leave the class. This serves no purpose for the student or the professor. Our students need to be exposed to the empowerment that this book can bring. Our world would be a little better place.

Thanks for the excellent products you are bringing to market.

Sincerely,

Steven Wolff

Steven B. Wolff

Boston University | Organizational Behavior Department

2-11: Letter to Berrett Koehler

IMPERIAL HOTEL
TOKYO

Sunday, February 18, 1996

412 E. Arbor Avenue
Sunnyvale, Ca. 94086

Dear Ira,

Last night I started your book, The Courageous Follower. I quickly turned to the index looking for one of my favorite books on the same subject by Kelley. It wasn't there: I panicked a little. I looked again and found it. Funny how attached we get to what we think is crucial: I wanted you to have read his work.

I "teared up" with delight. My husband just kinda looked at me and wondered a little. [He no longer wonders a lot.] I then read with glee who you thanked, the dedication, contents and preface. I am "hoarding" the rest.... to relish later today when I can give it full concentration.

What I've read so far validates what I have been thinking and feeling for a long time and could not put into words [without feeling foolish]. Now I can.

Thank you ahead of time....There's a line in a movie I like called, "Pretty Woman." Roberts says to Richard Gere [on the way to the opera], "Well, in case I forget to tell you, I just want you to know I had a real good time tonight."

With that spirit in mind, in case I don't write back, I just want you to know your work has touched me already and I'm not even out of the preface! And tonight, I am going to have 'real good time.'

Most Sincerely,

Karen Ferguson, Ph.D.
72642.1132@compuserve.com
408.737.8771

2-12: Letter from a reader

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
GEORGE C. MARSHALL
EUROPEAN CENTER FOR SECURITY STUDIES
UNIT 24502
APO AE 09053

REPLY TO
ATTENTION OF

9 November 1995

Ira Chaleff
Management Consultant
10902 Hobson Street
Kensington, MD 20895

Dear Mr. Chaleff,

First, my apologies for taking so long to say thank you again for the gift of your book to the Marshall Center.

I very much enjoyed The Courageous Follower... and have passed it on to Dr. Bernstein. Like most professionals I have been both follower and leader and mused throughout the reading of your book how helpful it would have been in the many courses in leadership I have been involved in the past 28 years of military service. In a strictly military education context, your work would be particularly applicable at the Command and General Staff College and Senior Service College levels.

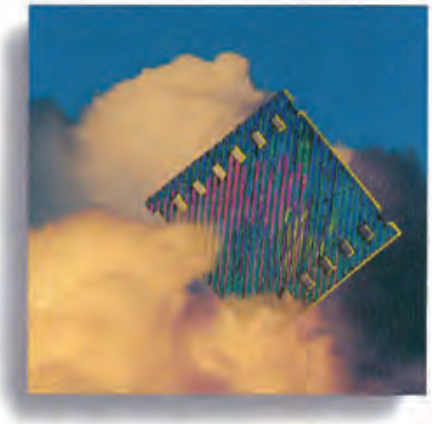
The importance of your topic is, as you suggest, very much applicable to the officials who attend the College here at the Center. The challenges they face in their transitioning bureaucracies are extraordinary by any measure. And the cultural, "baggage" from 50 to 80 years of authoritarian rule poses quite an obstacle to developing principles of leadership/followership as practiced in most democratic societies.

While the value of your study is clear, the practical problem in terms of our curriculum is our mission of teaching how democracies manage defense, in a 5 month period. The core curriculum is very "tight" in this regard, however, a near end-of-term elective may compete well with our current offerings.

Dr. Bernstein, as the senior academic, is the final arbiter on these matters. Additionally, as our budget remains in a period of modification, to date, funding for importing elective courses is not available. I will bring the matter up with the Director and during the interstices you may wish to send a brief note to him.

2-13: Letter from US European Military Command

CRM FILMS



LEADER'S GUIDE
FOR

Courageous Followers, Courageous Leaders

2-14: *Courageous Follower Video Instructor Guide*

An Exploration of the Effects of Organizational Level on Attributions Of Followership

Gene Dixon

Abstract

Leadership has been extensively explored in theory and research. Followership has received much less attention. This paper describes a research effort directed toward increasing the body of knowledge concerning followers and followership. The paper discusses the concept of courageous followership (Chaleff, 1995) and provides research data demonstrating the existence of and attribution of, courageous followership. The research demonstrates that attributions of courageous followership are independent of organizational level.

Introduction

In the public arena, the collective wisdom of individuals determines who administers government, what laws will stand, and the moral standards of American society. The role of the individual in democracy is the role of the follower. The research described in the following pages attempts to bring a similar recognition to the individual in the organization as is done in democracy, i.e. the research provides a limited contribution to understanding employees as organizational followers, a higher calling than organizational subordinate.

Background

There is no productive organization of leaders only, and yet societies seem to have a preoccupation with leadership. Leadership is a criterion on every employee and candidate-for-hire evaluation checklist. Organizations and individuals are rated on their perceived leadership skills. Yet, an all-leader organization, as depicted in Figure 1, is intuitively untenable.

In reality, followership dominates government and organizations but leadership dominates thinking and colors all that is seen. A preoccupation with leadership hinders the ability to consider the nature and importance of the follower and the interrelationship and interdependence required of leaders and followers. Where leaders have subordinates, leaders will still have bosses, e.g. chief executive officers report to a board of directors. Kelley (1991) and Chaleff (1995) are both adamant in calling for recognition of followership in organizations. For them, followership is the stabilizing key for global competitiveness in the business environment.

The list of theorists and researchers calling for more work on followership continues to grow (Klein and House, 1998; Weierter, 1997; Treister and Schultz, 1997; Valikangas and Okumura, 1997). Yet, the focus continues to be on leaders. With the exception of Chaleff (1995), and Kelley (1991), little followership theory and even less research has been developed independent of leadership. Stogdill (1974) reports on thousands of research efforts directed towards understanding leadership ability and knowledge. Bass (1990) reports on thousands more. There has been some work on leader-follower relations but only to the extent of researching how followers perceive leaders. There certainly has not been considerable effort uniquely directed toward followership. The problem may be that theorist and researchers are still enamored with the 'glory' of leadership research despite the tremendous quantity of work that has already been conducted. More likely, research funding is available for leadership studies and not for followership. Regardless, the area of followership has been left ignored. This study provides a contribution that seeks to add some quality of thought to the understanding of followership.

Barbuto (2000) contends that understanding the follower's perspective improves the chance of success for the leader wishing to initiate change. Gilbert (1995) appeals for recognition of both sides of the boss/employee relationship. Litzinger and Schaefer (1982) recognize that leadership endures only with a spirit of followership. Zaleznik (1990) captures the need for understanding followership 'how to' skills in a summary statement: "The central question for each generation to solve is not what is leadership, or where do we find leaders for today and tomorrow, or how are they to be made fit for the responsibility, but how to follow."

To summarize, leaders are a primary focus in

June 2001

2-15: Dissertation by Gene Dixon

The American University
School of Public Affairs
Department of Government

COURSE SYLLABUS - REVISED JAN 15, 1998

POLITICAL AND ORGANIZATIONAL LEADERSHIP
(53.360)
SPRING, 1998

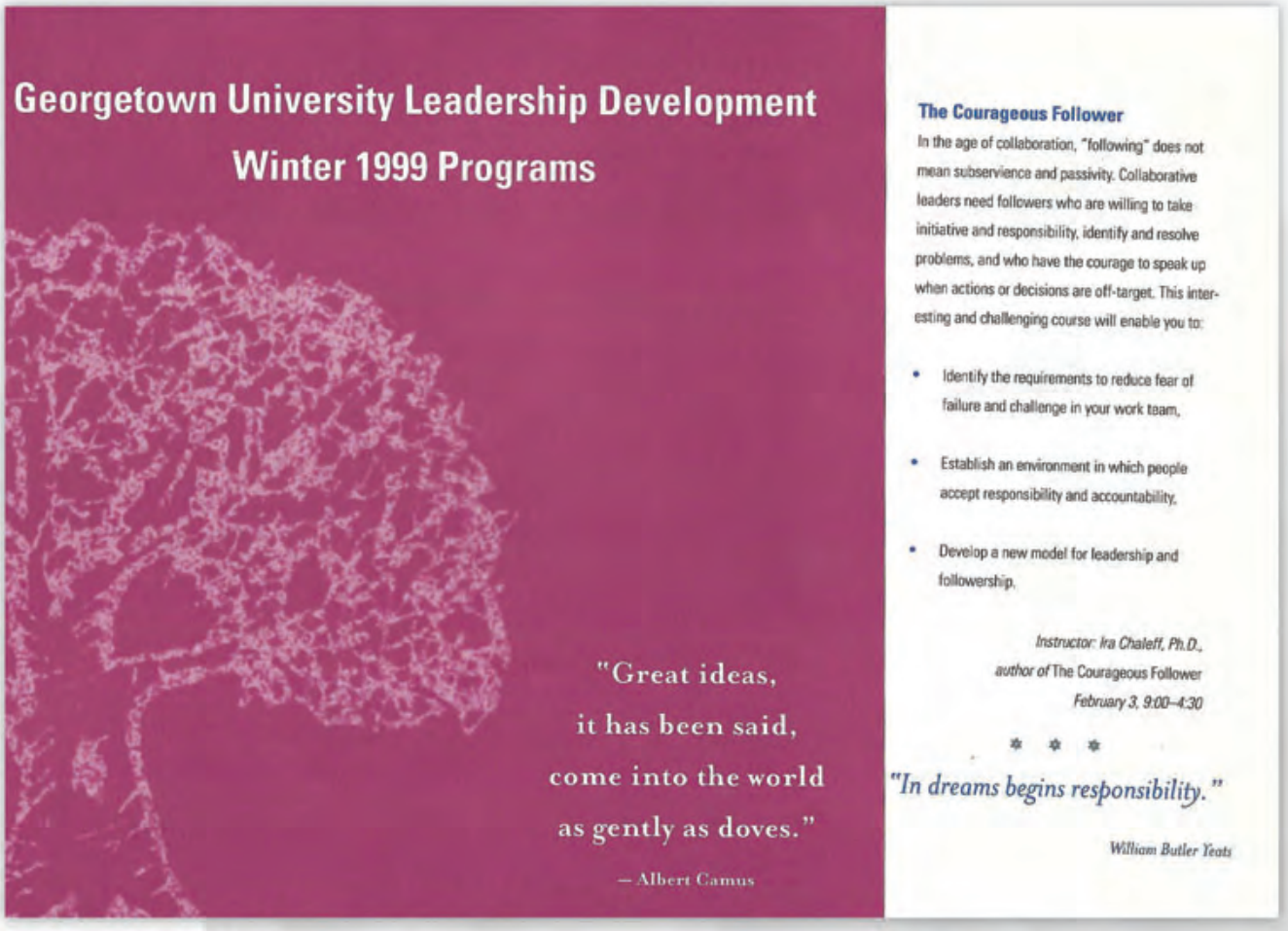
Welcome to the Class!

Instructor: Ira Chaleff
Contact: Tel: 301 933 3752
Fax: 301 933 3984
E-Mail Internet:70363.3415@compuserve.com
Website:www.exe-coach.com

Office hours: 8:00pm - 10:00 pm Thursday or by appointment

Course hours: Thursdays, 5:30 - 8:00pm

2-16: Syllabus, American University Course



2-17: Curriculum, Georgetown University

White House Debacle...

Are Clinton's Aides Just as Responsible for His Predicament?

As President Clinton's scandals continue to dominate the headlines, relatively little attention is paid to the people who quite possibly could have prevented many of his problems: his closest personal aides. **Ira Chaleff**, a leading management consultant and executive coach, provides a fascinating look into this seldom discussed aspect of political and organizational leadership, and offers intriguing insight into the issue of "followers" and "leaders."

Chaleff will make your listeners look at leaders in a different light as he reveals the power, responsibilities and importance of people who are not *the leader*. He can discuss:

- **The importance of followers (like Clinton's aides) being confrontational and assertive with leaders to prevent unnecessary problems.**
- **Why followers must have the courage to challenge a leader whose policies or behavior conflict with their organization's values.**
- **Why so many powerful political leaders have their careers derailed by indiscretions and bad judgment.**
- **The psychological aspects of the leader-follower relationship.**
- **The 5 essential components of courageous "followership."**

"It doesn't matter which role you play. This book will force you to examine your behavior more closely."
—St. Louis Business Journal

CREDENTIALS: Ira Chaleff is president of Executive Coaching & Consulting Associates, and has served as special assistant to more than a dozen U.S. Senators and Representatives on management and leadership. He is the author of *THE COURAGEOUS FOLLOWER: Standing Up To and For Our Leaders*, Berrett-Koehler, 1998.

AVAILABILITY: Washington DC, nationwide by arrangement, via telephone and for last-minute interviews
CONTACT: Ira Chaleff, (202) 544-0097 (D.C.)
or e-mail: ExecCoach@compuserve.com

Financial Consultant Reveals... Even You Can Master the Stock Market

Big changes are on the horizon for the Dow Jones, so the time for making investments is now. But the stock market seems overwhelming to a lot of people. **Brian C. Greenberg** says they are making it more difficult than it really has to be. Greenberg, a certified public accountant, can help your audience sift through the information overload and free themselves from their fear of investing.

Greenberg doesn't encourage unnecessary risks. Instead, he offers a disciplined approach using simple and sane advice that anyone can follow. And Greenberg will also reveal fascinating information on the current market, including:

- **Why the "baby boomer" generation will soon see a massive transfer of wealth from their parents' generation.**
- **How President Clinton's personal and political problems will affect the stock market.**
- **What implications the Russian economy will have for investments.**

ATTENTION PRODUCERS: Greenberg is the amusing and plain-spoken host of the topical radio program, "The Irreverent News Show." He lives by the credo that "accountants are people, too," and he has a knack for clarifying complex issues and boiling them down into witty sound bytes. He will soon be serving up the same kind of information in *The Irreverent Newsletter*.

CREDENTIALS: Brian C. Greenberg, MBA, Master of Taxation (MT), is a certified public accountant and owner of a public accounting firm. He also hosts the "City Talk Show" television program and is a former mayoral candidate.

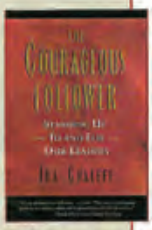
AVAILABILITY: Philadelphia, New York, and via telephone.
CONTACT: Brian C. Greenberg, (877) 274-9000;
e-mail: brian@greenbergcpa.com;
Web site: www.greenbergcpa.com.

2-18: Article in *Radio TV Interview Report*

BLACK ENTERPRISE
http://www.blackenterprise.com
June 1999

BULLETIN BOARD

A follower's guide



In the business world—and society at large—there are two groups of people: those who lead and those who follow. If you tend to associate the latter with the words *passive* or *dependent*, perhaps you should pick up *The Courageous Follower: Standing Up to and for Our Leaders* by Ira Chaleff. He refutes the "follower-as-weakling" concept, and shows the true scope of a follower's responsibility and power.

Although how employees may effectively serve a company is the mainstay of the book, Chaleff maintains that while "followers and leaders both orbit around the purpose [of an organization], followers do not orbit around the leader." He resists an oversimplified definition of office "followership" by examining five dimensions: the courage to assume responsibility, to serve well, to challenge leaders, to participate in transformation and to leave a leader or group.

Each is subsequently broken down into more digestible pieces. Readers will explore various theories of service, such as the obligation to object to and disobey immoral leadership policies and how and when to defend a leader. Chaleff begins each chapter with a correlating vignette of his personal experience as a management consultant to Fortune 500 companies and elected federal officials.

While the information is useful, there are no worksheets or self-assessment exercises. Thus, the book requires that readers be more proactive—ironically, a concept rarely associated with followers—in applying the philosophies to their career. Nonetheless, if you want to be a better follower, this book could be a good guide to keep on hand. **—R.D.C.**

The Courageous Follower: Standing Up to and for Our Leaders (Berrett-Koehler, $24.95). To order, call 800-BOOKS-NOW! or visit ***www.BooksNow.com/Black Enterprise***.

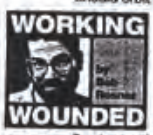
2-19: Article in *Black Enterprise*

When do you disobey your boss?

DEAR WW: I've had some ethically challenged bosses before, but this guy takes the prize. Recently, he told me to lie to another manager. I don't want to do it, but I'm afraid that if I don't, my job is toast. What should I do? — JUST SAY NO?

DEAR NO: Speaking of toast, did you know that toasting someone with a drink goes all the way back to ancient Rome, where it was used to prove to the toastee that you had no intention of making HIM toast"? By drinking first, you assured him that the drink you were offering wasn't poisoned. These days, you might not want to offer that particular assurance to your boss.

But before you take drastic action, ...



Up, to and for Our Leaders" (Berrett-Kohler, 1998). With bookstore shelves bulging with books about leadership, this one's a welcome treatise on "followership." Among its points: A follower doesn't orbit the boss; together, boss and follower should orbit the company's goals.

I've adapted the following questions from Chaleff's book. Use them to help decide whether to join your boss in raising a glass — or whether to raise a flag to say that things are amiss in your department.

1 Are you being asked to break the law? Breaking the law for material gain or expediency shouldn't be a requirement of any job. Before blindly following your boss's orders, consider how employable ...

2 Will someone be harmed by what you're being asked to do? Loyalty is good, but all bets are off if human life or health are being risked unnecessarily by what you're being asked to do.

3 Is a special interest being served at the expense of the common good? Usually a boss's interests and the organization's interests point in the same direction, but occasionally, a leader and his or her organization come to a fork in the road. When that happens, you need to consider who will benefit. Is your boss ordering this action for the good of the company — or for personal gain?

4 Are the rules of common decency being violated? There's only one true thing about common decency: it's not common to everyone. What's unacceptable to you may, in fact, be acceptable to others. So talk to people you trust — inside and outside of your company — to get their take on the request.

5 Is there more to the story than you realize? Ask your boss — respectfully! — why you are being asked to lie to this other manager. Perhaps there's a reason — history, politics or a piece of information — that makes the request more acceptable.

Hopefully, you'll find that your boss's request is not as ethically challenged as it appears. But if your research suggests it is, it's time to take action. Give up your seat at the table before he poisons the rest of your career.

Bob Rosner is the author of "Working Wounded: Advice That Adds Insight to Injury" (Warner Books and Time Warner Audio Books, 1998), a speaker and the creator of an award-winning web site. You can contact him via http://working-

LIST OF THE WEEK

A real bear market...
Comparing how families are doing today with how they were doing in 1989

1. Inflation-adjusted earnings were 3.1% LOWER in 1997 than in 1989.
2. Inflation-adjusted family income was $1,000 LESS in 1996 than in 1989.
3. The typical married couple worked 247 MORE hours in 1996 than in 1989.
4. The typical family is WORSE off at the end of the 1990s ...

2-20: Syndicated article by Bob Rosner

Communication

How come the CEO doesn't know?

When it comes to keeping up with what's going on in their organizations, CEOs can be all over the map: some have a pulse on everything that's happening, while others are completely out of touch. Getting through to the CEO can be difficult because a ring of other top-level executives sometimes shields him or her from the organization's day-to-day problems. When that happens, staff may look to the HR manager to be a liaison between them and the CEO. But taking on this role may seem like a Herculean task, especially for the HR manager who, like much of the staff, may have little interface with the CEO.

The problem

Ira Chaleff, president of Executive Coaching & Consulting Associates (Kensington, Md.) and author of the book, *The Courageous Follower: Standing Up To and For Our Leaders*, believes the major obstacle to the top executives getting the information they need is their subordinates' fear of reprisal as the deliverers of bad news.

"A famous military commander cautioned: Trust your command lines to relay orders, not to tell you what is going on," says Chaleff. "People want to put the best light on things they're involved in and are, therefore, often unreliable reporters of potential catastrophes of their own making."

Staff may perceive a policy that's created or sanctioned by the CEO as having negative effects. But their experience with the chief and other senior executives has taught them not to stand up and openly question the policy. As a result, only rumors and discord make their way up through the organization, which the CEO dismisses as the grumbling of naysayers, says Chaleff.

Not being up front and honest in communicating with the CEO sometimes leads staff to act unethically. An example is a corporation that has had increased earnings for 40 consecutive quarters. If the CEO is consumed with the constant rise in earnings, staff may feel that it's unacceptable to report anything other than positive information about the company's growth. Chaleff says that while reporting only positive news may seem noble on the surface, it can lead people to fudge numbers out of fear of the consequences of their own failed performances. But the consequence is that the CEO is making decisions based on false and distorted information.

"The challenge is how to create a balance between screening information and encouraging it."

What can HR do?

Chaleff feels that HR needs to help build a communication process that doesn't overload the CEO with bad news but that makes sure divergent views and adverse information don't become suppressed by the staff's fear of consequences.

"HR managers should understand that it's appropriate for some information to be restrained, filtered, and evaluated," says Chaleff. "The challenge is how to create a balance between screening information and encouraging it."

Chaleff offer these suggestions for achieving this balance:

- **Monthly HR meetings.** Since HR tends to interact with the entire organization, it can hold a monthly meeting in which staff is encouraged to bring up any situations that could adversely affect the organization. The reporting staff person should clarify whether the information has already been investigated and substantiated and, if not, whether it needs to be. The senior HR executive can then hold monthly meetings with the CEO to discuss the key issues.
- **CEO briefings.** To make the meetings valuable, HR should conduct

2-21: Article in *HR Briefing*

FROM: Chuck McConnell, INTERNET:Chuck_McConnell@NETA.pbs.org
TO: (unknown), execcoach
DATE: 5/14/99 1:58 PM

Re: Good to meet you

Thanks again for finding me at the PRC yesterday. For me, it was as if I'd "bumped into" Senge, or Drucker, or Blanchard, or Stan Davis (others whose work I admire) at the deli around the corner from my office! I'm generally not a starstruck kind of guy, but if I'd known you were going to be there, I'd have brought my beat-up copy of your book for a signature.

I found enormous inspiration in that book. It touched me personally, and provided an intellectual framework to synthesize the flood of material in my workshop. That Carniegie Mellon guy may have walked away from followership, but I still think it is THE topic for today.

Next Washington trip (actually don't have one set now, they tend to run in batches), I'll check to see if we can connect.

Thanks for finding me. Thanks for your book.

---------- Internet Header ----------
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for <execcoach@compuserve.com>; Fri, 14 May 1999 13:58:55 -0400 (EDT)
Received: from fcmlsvr.pbs.org ([149.48.195.11])
by smtp02.pbs.org (PMDF V5.2-29 #31412)
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Fri, 14 May 1999 13:58:54 -0400 (EDT)
Date: Fri, 14 May 1999 12:12:10 -0400
From: Chuck_McConnell@NETA.pbs.org (Chuck McConnell)
Subject: Good to meet you
To: execcoach@compuserve.com
Message-id: <fc.0010c813000e10a90010c813000e10a9.7a9047@fcmlsvr.pbs.org>
MIME-version: 1.0
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Content-transfer-encoding: 8bit
X-FC-Icon-ID: 23033

2-22: Email from Chuck McConnell PBS

駐美國台北經濟文化代表處
Taipei Economic and Cultural Representative Office
in the United States
4201 Wisconsin Avenue, N.W., Washington, D.C. 20016
Tel: (202) 895-1800

July 31, 1998

Mr. Ira Chaleff
Chairman of the Board of Directors
Congressional Management Foundation
513 Capitol Court, N.E.
Suite 300
Washington, DC 20002

Dear Mr. Chaleff:

Thank you for your letter of July 27, 1998, accompanying the Chinese edition of your book, The Courageous Follower. I have read two chapters and found them inspiring.

I am pleased to hear that your meeting with Dr. Eugene Chien was both enjoyable and productive. It was my pleasure to assist in arranging a timely reunion for two old friends.

I also look forward to meeting with you to discuss your interesting book and to catch up with you personally. Do get in touch when you return from vacation.

Fondest regards,

Sincerely,

Hua-wei Mou

Mou Hua-wei
Executive Assistant to the
Representative

2-23: Letter from Office of Taipei Representative

24 May 2001.

Ira Chaleff
9621 Hillridge Drive
Kensington, MD 20895.

I wish to thank you very much for your letter of May 8, 2001 which I have just received.

I am grateful, especially, for your encouraging words about the need to follow through on the ideas that emerged from the Retreat in Kaduna. I agree with you on this, and note your suggestion about the need for us to reconvene as a group.

However, I wish to note that the tremendous benefits we derived from the Retreat are such that cannot be forgotten, no matter the pressure of work. Indeed, as a direct result of my experience at the Retreat, I presented a paper at a recent Retreat organized for Senators in Calabar. I am sending a copy of this paper to you along with this letter.

I appreciate your efforts, and your letter. I hope we would keep up the communication through the months and years ahead.

SENATOR SAIDU MOHAMMED DANSADAU
APP Whip Senate & Vice Chairman
Committee on Judiciary & Legal Matters.

2-24: Letter from Nigerian Senator Dansadau

FROM : NDI-NIGERIA PHONE NO. : 5233467 Jul. 12 2001 10:32AM P2

Thursday, July 12, 2001 THISDAY, Vol. 7, No. 2272, Page 11

POLITICS Today

• Group Political Editor: Steve Nwosu

Why I Resigned —Dansadau

In this piece, it is said that it is always unlikely for the proverbial camel to pass through the eye of the needle that for a Nigerian public official to resign from office, given the spoils attached to such exalted offices. But this dictum was debunked penultimate week with the resignation of Senator Mohammed Dansadau, a move which caught the leadership of the Senate napping, and signalled the toppling of some senators about the leadership style of Senate Pius Anyim, which have generated lots of opposition.

Dansadau is one Senator known for his independent mind. On the floor of the Senate, his contributions almost always set people thinking, especially leaders. It is just that the Senate went to bade one thing or the other to most times however, since he is the lone voice he is often thrown down because the majority always had its way.

But if Dansadau cherished his freedom of expression, he did not reckon that the rise of Anyim as Senate President would curtail his freedom of expression, such that it would be anathema for him to speak freely. It is even more so, he is told, since he was a principal officer of the Senate. Mischief-makers did the rounds that his frank and honest assessment of the performance of the Senate in its two years would stress the low of the leadership, which supernaded him for over the leadership of the Senate under Anyim.

He was asked to apologise for his expressed views on Senate, which he refused to do, has instead resigned as APP Chief whip. What was Dansadau's offence?

As he told THISDAY he last granted interview to a newspaper assessing the two years of the Senate. Echoing what is generally acknowledged, Dansadau expressed worry that under Anyim the Senate has literally gone to sleep, as many bills were passed under his predecessors, compared to what obtained under his tenure.

Dansadau had also said in another interview to another newspaper that given the instability in the Senate, leading to several changes in the leadership, he was no longer proud to say he was a Senator.

The former APP whip had also commented that Anyim exhibits dictatorial tendencies, given his penchant to crush and neutralize opposition and all people opposed to his manner of presiding over the affairs of Senate. He accused the Senate President of intolerance of opposing views, an occurrence which found expression in the appointment by the leadership.

Given the statement Dansadau who ought to understand the temperament of Anyim, just have the eye consistently read his mind, and did not know he would be visited with the same sledge hammer by Anyim.

Characteristically, Anyim was said to have complained to the APP leader in the Senate, Ali Modu Sheriff, an Anyim's acolyte, who responded by asking the Zamfara Senator to apologise.

While the Senate waited the apology from him what it got was a letter of resignation, dis-

Penultimate week, an unfortunate event took place on the floor of the Senate. Senator Ibrahim Mohammed Dansadau, representing Zamfara Central Senatorial District, resigned as the All Peoples Party (APP) Chief Whip in the Senate, Chukwudi Nwabuko later had audience with the senator

Dansadau

tant from office by a principal officer of the Senate, he said he had to choose between freedom of expression and spoils of office. Excerpts:

Could you please give us a little insight into the events leading to your resignation as APP Chief Whip

I think it is nothing more than what I said on the floor of the Senate. It is fairly an issue of personal conviction. For quite some time, I think about some four months ago, it appeared the relationship between me and the Senate President was getting strained and it is simply because I say my mind always in meetings of caucus and open sessions. So there was such contribution in our meetings as a challenge to his authority.

Secondly, he was my representative in various interviews that I normally grant to print and electronic media as being accomplice-minded to the unwillingness to the Senate leadership. So at two occasions, he kind of queried me for what I said, one in the Champion Newspapers and the other one in the BBC Hausa Service. I have always told him that is in a matter of opinion and expression.

So I feel that the stability of the Senate is very important to me, and that since there is misunderstanding there is a rot in the leadership, that not be the right thing for me to continue in the Senate. The Senate President complained to the APP Leader about what he sees as uncomplimentary remarks to the leadership of the Senate, and like I said at the meeting of the APP caucus, this issue was discussed along with other issues. In fact it was the last item on our agenda and my colleagues asked me to explain what is happening between me and the Senate President which I did, it appeared to me that my colleagues were not satisfied with my explanation and from the mood of my colleagues, they see no fault in the Senate President in what transpired between him and me. It was their conclusion that I was at fault and therefore that I should apologize to the Senate President, Anyim Pius Anyim. So that was unfair and then secondly my attention was drawn by my colleagues, (well in that aspect I quite agree with them), they do admit to the fact that as part of the leadership, as APP Whip, when I speak people do not see it as my personal opinion, people see it as the view of APP caucus, that I should know that as APP Whip, there are certain things I should not say unless I am sure it is the view of the majority of my colleagues in the APP which I quite agree with them, which is true. So this is what happened.

So when the meeting, I then weighed the two issues; my freedom of speech and then the position of the APP Whip that I hold; which one is dear to me. I came to the conclusion that if I should continue to be APP Whip, then I should have that restriction and I am sure a is the view of the majority of APP senators. But if I want my full freedom of speech as a Senator of the Federal Republic of Nigeria, than I have to quit the APP Whip. So after I weighed

sonal conviction that my freedom of expression is more important to me than the position of APP Whip, and so I decided to resign.

This thing that didn't go down well with Anyim, could you please cite as a reason of what happened

did not go down well with Anyim was that I said, most of the importers bills that were passed since we came, as at the time of that interview on the two years in office, that was around 29th May, this interview that you normally do to assess two years. I said this most of the important bills that we passed within the last two years were passed during the tenure of Senator Chuba Okadigbo and he interpreted it to mean that I was imbibing the Senate leadership. I think that is the most serious one, and the other one is they one they alleged that I said I was ashamed to belong to the senate, which is not true. What happened is that I was asked a question about the instability in Senate, that within one and a half years, we had three senate presidents. And then I said, because of this lingering crisis, I sometimes feel ashamed to call myself a Senator, because of instability, crisis, and so on and so forth that is what I said, I feel there is a difference between saying I should be ashamed to call myself a senator and I feel ashamed to belong to the Senate, they are two different things, so that is the issue. There are so many things that I say and any colleagues will say that the Senate President is complaining. But one issue is clear. And those of you covering the Senate will observe, since the Senate President is one person that is not comfortable with criticism. He doesn't like criticism. He is one person that regards opposition as enemy people that oppose his views, he regards them as enemies and since he has chosen his way he has shown in practical terms that he is out to crush the opposition, he wants to crush his enemies. So these are characteristics of dictatorship, and that is why in one of the interviews I said he is trying to become a dictator and that comment did not go down well with him.

But you see in a matter of opinion, once you don't tolerate opposition, you don't accept criticisms, you don't want to live with opponents, and you want to crush opponents, you want your opinion to be [illegible] dictatorship, so these are some of the things that did not go down well with him. what people should understand about Senate President Anyim is that I for one do not criticize anybody for criticizing same or not of all will, I am doing it as one of my crime to see that things change for the better, and some of the things that I said in the vein interviews, I say before him, sometime when both of us are alone. I the I said some days ago that of Senate President Anyim will change, accept criticism, tolerate opponent, live with opponent, be consistent in decision-making, guide Senate in strictly abiding by the provision of our Assembly rules. I am telling you if he changes and do these things, he will be a formidable Senate President, but in a democracy, this weakness is a very serious weakness, because I for one cherish the democracy, because if we don't nurture the democracy, if we should allow dictators to emerge in any form we are doing a disservice to Nigerians, because so many Nigerians died in the process of getting this democracy. So as far as I am concerned no sacrifice is too much, to nurture and ensure the success and survival of this democracy and that is why, if I criticize anybody I am doing that purely on this belief that all hands should be on deck to ensure this democracy.

There is this talk by senators that what is happening is like the three monkeys, hear no evil, see no evil and speak no evil. In other words, some senators say that they can express any of Anyim's gaffs as long as he does not tamper with money allocated to senators and for committee works, that under him they have enough for welfare, why are you not guided by the same philosophy.

I don't know those who told [illegible] I don't subscribe

with their own views but that view is untrue to senators because I know many people that do not agree with so many things that the Senate President is doing. I think what going is misinterpreted as Anyim is playing ball by providing all kinds of welfare to senators, is the equality of treatment he gives to Senators. In fairness to him, before he became Senate President, you find a Senator travelling abroad four times in a year, without some people not travelling anywhere even once in a year. Now when he became Senate President, he said no there should be equality of treatment and less some resort to the unfortunate system of protocol in the US that the seating will be would for all committees be equal heads, and then again every Senator will get travel more than no member of state within a year. So it is in this equality of treatment that has enlarged [illegible] I, myself, as Senators because we see that decision as being fair. But I don't see him doing anything in financial management, in order to woo senators to his side. If there is any thing that will endanger that good relationship with Senators is to start dictatorial tendencies he is beginning to exhibit, this intolerance of opposing views.

What is your feeling about the pressure your [illegible] press interviews? Secondly you said that more important bills passed were during the tenure of Dr. Okadigbo, to what is responsible for omnipassage of such another bills now?

I will answer this last question first. It is due to lack of good working relationship existing between the senate and the house of representatives, because you cannot have a bill passed, at the end of which you have an Act, until it has been concurred by the house of representatives and then send it to the President of the Federal Republic for assent. You see, during Chuba's time what he tried to do, any bill that comes, he would hold a meeting with the Speaker and some of the principal officers in the House and agree on the modality and the approach. So as debate goes on, what he agrees with the speaker may not be the mood of the Senate, Senate may do a different thing. But as the debate go on, he would also get in touch with the Speaker, look honourable speaker day is the direction things are going, what is the direction that your members are going, so at the end of the day, difference are going to emerge, now a conference committee will be set up, now before he sets up a conference committee he will then meet with the speaker and agree on what is going to come out of the conference committee. This has facilitated the passage of bills under Okadigbo, but that is lacking now. But I think that certainly Anyim has assured that and with this supplementary bill he is trying to have an understanding with the Speaker and once he gets that, I think it would improve our performance.

Who is to be blamed for this lack of working relationship between the house and the sen-

The Senate President is the leader, because he is the chairman of the joint session of the National Assembly, therefore he is the person head of the National Assembly. Therefore he should carry the leadership of the house, because there is no way we can pass bills without our cooperation to use understanding is very important, and that is what is lacking and is responsible for non-performance. But if you close to the rules of senate in terms of debating on bills and committee reports, you will see we are making progress, but all these if we are not careful will be an exercise in futility. If you pass a law and the house refuse to pass the law, then we come to a stand still. If there is no consensus, we go to a joint conference committee, and if we are deadlocked, in the end of the day we are going for joint sitting, and if this happens they will not vote us. When the system is [illegible] become redundant. So it is better we act understanding. Rather than go the court we better try to avoid it. You know about the court action that the state houses of assembly has taken against the senate and the speaker, against here, [illegible] I thought we should have taken the advantage in initiating the dialogue the Speaker has entered with them and withdraw the case from court, because they are our partners. We are involved in the review of [illegible] alone. If we allow the court to decide, definitely there has to be a victor and a vanquished so now you see the court going against [illegible] harmony between the National Assembly and the State House of Assembly.

I am sure your action took others unawares.

It's true. I was unfair to them. The issue would have been when I leave I was, they should have got first-hand information. I should have informed the APP senators that I feel my freedom is more important and that I hereby resign. This is because they elected me and not the senate. So if I had told them, the Senate Leader will announce the resignation.

What about the pressure mounted on you?

I don't think it is pressure per say, it is an issue of opinion I told them in the meeting, it is their opinion that I was wrong, it is in their opinion that it is not right as an APP Whip. They didn't disagree with me entirely with all I said, but they did say I had said that should have been the right thing. I told them I was wrong and I apologized to them for that because it is right thing that I should have informed them, that would have been the right thing. Some of them were shocked that they didn't expect me to do that, if I felt to resign, that I should have passed the information. It is unfair that my colleagues and the public were given the information on resignation at the [illegible] to be true.

One of the senators said they will empower you and, if possible, ask you to leave Senate, if this happens what will be your reaction.

I don't want to assume, I don't believe in speculation, I think we better wait till that happens, then people will see what will be my reaction. I don't think it is fair for me to comment on what you have said because I'm not sure whether what you are saying is true o

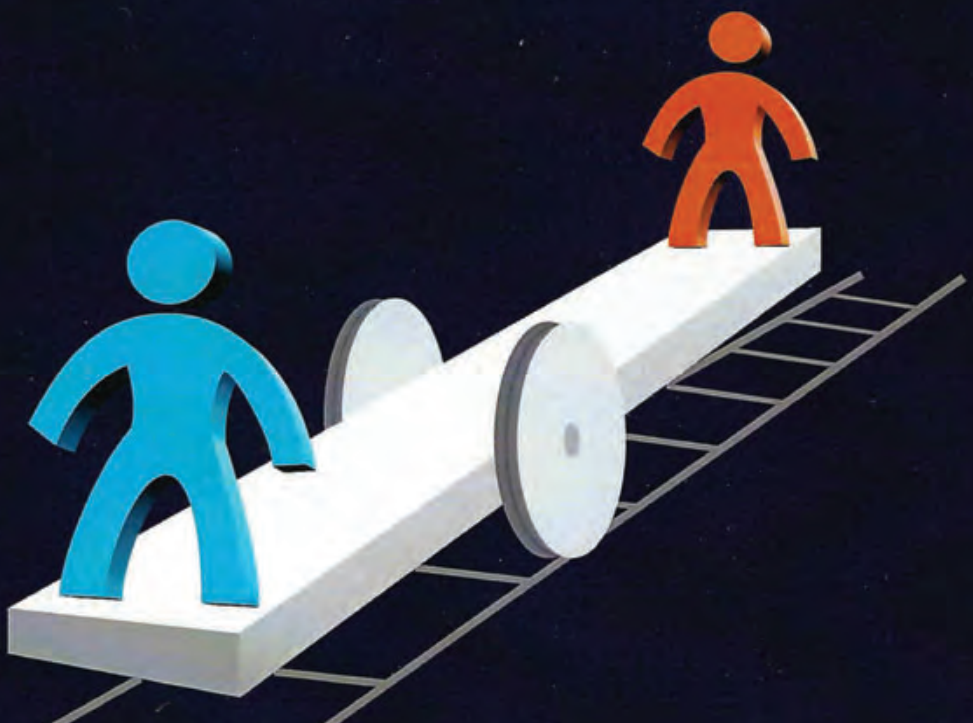
2-25: Article about Senator Dansadau

VOLUME III

THE COURAGEOUS FOLLOWER:
Second Edition, A Silver Award, and
Lessons for Revolutionaries
2002 – 2004

EL COLABORADOR VALIENTE

Poniéndonos de pie para apoyar o enfrentar a nuestros líderes



THIS VOLUME BEGINS WITH A DOCUMENT with the title of another book I have written called *The Limits of Violence: Lessons of a Revolutionary Life* (*3-1 3-2*). The story of this book directly relates to the underlying purpose of courageous followership to counter the abuse of power.

It was 2001 when I read about rebels in Sierra Leone who were chopping off the arms of hundreds of children. I broke down sobbing. How could anyone think this was a legitimate act regardless of injustices, real or imagined? I began writing a book not about revolutionaries, but rather to revolutionaries. I showed the initial 60 pages or so to Steven Piersanti. He was enthralled but asked an incisive question: Who was I to write a book to revolutionaries? At that moment, it occurred to me to write the book as the testament being told to me of a hundred year old revolutionary who had partaken in most of the major upheavals of the 20th century.

The book required a lot of research to place the revolutionary in the contexts that would also be recognizable to contemporary, would-be revolutionaries. My personal archives contain the annotated texts that support this story. The book examines legitimate historic anger and differentiates this from wanton violence. It explores leadership and followership in the extreme conditions of revolution, further explicating the responsibilities of each role and its ethical imperatives.

Many years later, based on my experiences in Nigeria, I was asked to co-facilitate a retreat with Ken Nnamani, a former president of the Nigerian Senate, for the post-civil war parliamentary leadership of Sierra Leone. It was a form of closure for me.

In subsequent years, with the assistance of my collaborator, Dario Orlando Fernandez of Argentina, the book was translated into Spanish and, much later, Arabic. While it has not to date drawn a fraction of the attention of *The Courageous Follower,* I occasionally encounter a professor who uses the book in a class exploring the problems of political violence.

Meanwhile, The Courageous Follower continued to build its audience and found its relevance to major events of the early 21st century. You will see published editorials relating to followership attempts and failures to prevent the high-profile corporate scandals in iconic companies like the energy giant Enron and its auditor, Arthur Andersen, and the attempt and failure of highly placed followers to prevent the disastrous US second Iraq war (*3-3, 3-4*).

As a direct result of the catastrophic failures of leaders to listen to courageous followers, I agreed to Berrett-Koehler's request for a second edition of *The Courageous Follower (3-5, 3-6).* In addition to polishing the model based on my experience, I modified one of the courageous follower behaviors from "the courage to leave" to "the courage to take a moral stand" based on Gene Dixon's recommendation. Most importantly,

I added a chapter on "The Courage to Listen to Followers." This has become an important element of most courageous follower workshops since then. You will notice email exchanges about this edition between me and Professor Warren Bennis, who was in the top tier of leadership thinkers and educators. In the next volume we will see the increasing role he played in elevating followership (*3-7, 3-8*).

You will also see handwritten acknowledgments. One is from Brent Uken, who introduced courageous followership into his firm, Ernst & Young, one of the Big Five left after the demise of Arthur Andersen. The other is from Kevin Klose for whom I provided management consulting and coaching when, as president of Radio Free Europe, he lead its move from Munich to Prague after the fall of the Berlin wall, and again when he assumed the leadership of National Public Radio. It was in Munich that I shared with Kevin the galleys of the second edition as it prepared to go to press (*3-9*).

The footprint of organizations requesting courageous follower seminars and workshops, and writing about followership, grew in this period. I have selected samples from the renowned Brookings Institution, a prominent Washington, DC think tank (*3-10*), and the US Department of the Interior (*3-11*), one of the first of dozens of Federal agencies who have hosted workshops or had their executives attend them. Several others are included here (*3-12*, *3-13*, *3-14*, *3-15*).

You will also begin to see references about *The Courageous Follower* in church sermons and scholarship appearing in Christian universities (*3-16*, *3-17*). In most other fields there was, and to some degree is, a need to overcome the cultural biases against being considered a follower. In the church, it is a given that one is a follower. Attention was piqued by how to be a courageous follower, in part due to scandals that rocked some denominations, most especially the Catholic Church.

You will also see one of the first of many law enforcement curriculums that include *The Courageous Follower* in their reading lists, coursework and proficiency standards (*3-18*). Following that I have included a whistleblower protection article related to the recently passed Sarbanes-Oxley Act by the US Congress to address the integrity of financial reporting. It refers to the culture of candor between leaders and followers that reduces the need for whistleblowing, a topic I and others in the leadership/followership field address at greater length elsewhere (*3-19*).

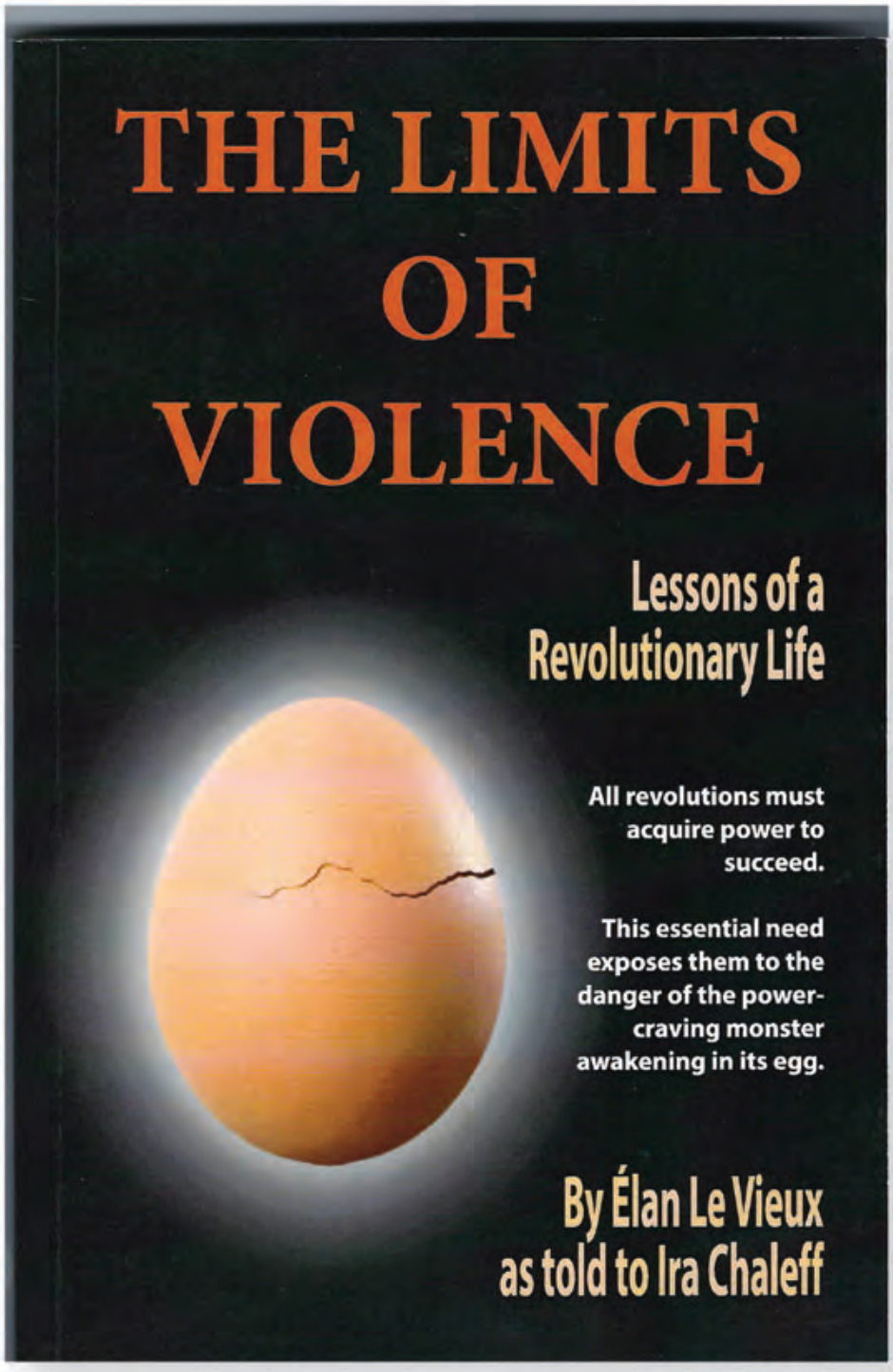
Each year, my publisher, Berrett-Koehler, at its discretion submits certain books for award consideration. The 2nd edition of *The Courageous Follower* was the silver winner in the "Business and Economics" category of *ForeWord Magazine*, which serves the independent publishing world (*3-20*).

The letter from Berrett-Koehler is informing me that the Spanish translation rights to *The Courageous Follower* were purchased in Madrid (*3-21*). This was the first of over half a dozen foreign language editions. Unfortunately, the Spanish edition was a travesty. It changed the book title to *How To Survive Your Boss's Errors Without Losing Your Job*. Once their 7 year term ran out, we canceled their rights. My collaborator, Dario Orlando Fernandez, did a meticulously thoughtful Spanish translation for Latin America (*3-22*).

I have also chosen to select for this volume, a CD of *Songs and Speeches of the UC Berkeley Free Speech Movement (FSM)* commemorating its 40th anniversary in 2004. The CD contains a song I wrote and recorded called

"We Stood Up and Sat Down" (*3-23*).The FSM was a seminal exposure for me to political leadership and followership, its power and its limitations. The song celebrates the courage of those of us who were willing to be arrested in non-violent protest of an abrogation of 1st amendment rights, largely in support of the civil rights movement. *"Eight hundred strong, we stood up to wrong, as we sat down while carried away."* As we see by contemporary events, and around the globe, constructive and effective followership activism is another arena calling out for more research and hands on developmental programs.

The second edition of *The Courageous Follower* generated fresh interest in the subject. We will see in the next volume what was built on this foundation.



3-1: *Limits of Violence* Book Cover

The Limits of Violence: Lessons of a Revolutionary Life

by
Elan Le Vieux

as told to
Ira Chaleff

Too often, revolutionary movements become as oppressive as regimes they struggle to replace. A rare and unusual book warns revolutionaries about the ways they can betray their own revolution and offers ideas to guide them through the pitfalls of both struggle and victory.

> "What a book for our time. The manuscript has a dark power, while carrying a sense of profound wisdom relevant to all revolutionaries, including those of us who reject violent means."
>
> David Korten Author *When Corporations Rule the World* and *The Post-Corporate World: Life After Capitalism*

If you are interested in the subject of revolution you will not want to miss these ideas. Those interested are encouraged to **download the book**, which is a PDF file, and reproduce it in any form and language they wish as long as it is for non-commercial use. We will be happy to post any translations on this site or to link to them on other sites.

This book is full of reflections on revolutionary experience. You will find what is revelant in it to you. It also contains stories and poetry that will entertain you through long days and nights while provoking you to think about their themes.

If you are risking your life or anyone else's for your cause, spend some time considering what can go wrong and how to prevent or fix that. As you will discover in this book, later may be too late.

3-2: *Limits of Violence* description

Listen up, executives

By IRA CHALEFF

POOR ENRON. Poor Arthur Andersen. Giants who seem mortally wounded.

There are many contributing factors, but there's a common denominator to which boards of directors and senior executives of every large organization need to give close attention: The leadership of these companies didn't listen when their own staffs tried to warn them.

The story is still unfolding. But there are already important lessons to learn from what has been revealed. A mid-level executive, Sherron Watkins, warned Enron Chairman Kenneth Lay, both in a seven-page letter and in person, that the company might "implode in a wave of accounting scandals," according to *The Washington Post*.

Do you know how hard it is for an employee to deliver a message like this to a CEO or chairman with the stature of Kenneth Lay?

In this letter, *The Post* said, Ms. Watkins also noted that several other senior employees had "consistently and constantly" questioned Enron executives about the company's accounting methods regarding the partnerships that had been set up. More early staff warnings gone unheeded.

It's true, we are told, that Mr. Lay asked Enron's law firm to look into the employee's allegations. But he instructed them not to make a "detailed analysis" or second-guess Arthur Andersen, Enron's outside accountants. He might as well have said, "Go through the cover-your-posterior motions, but you are instructed not to take these allegations seriously."

We are learning that meetings occurred at Andersen at which questions were raised about whether the company should continue to serve as Enron's accountants. Andersen's staff was raising the alarm about the consequences of condoning Enron's hugely questionable practices. Do you know how much courage it takes to raise this question about a $50 million client?

In neither case did the leadership show the courage of the employees who raised these questions. Why? There could be many reasons, but, in the end, none is as relevant as the failure to meet courage with courage.

Employees who raise really tough questions that senior management would rather avoid run huge personal risks. Shoot the messenger. Marginalize the non-team player. Shun the spoilsport. Defame the whistleblower. These are all terrible responses. The right answer is to assume that anyone who is willing to take such a major risk should be taken seriously.

The iceberg effect is always at work in upward feedback. The top leaders of an organization see and hear no more than 10 percent of what is wrong with their organization. So when someone is desperately trying to call their attention to a serious problem, senior executives should assume there is far more to the matter than meets their eye. Sometimes there's enough to sink the *Titanic*.

How many senior executives create a climate in which upward feedback is actively encouraged? Nearly every executive vastly overrates him or herself on this point. It takes a deliberate and sustained effort to create an environment in which difficult feedback is given to senior management. A leader's planning and execution are only as good as the information on which they are based. So developing a feedback-rich culture is essential to effective leadership.

The question for boards and CEOs is: Will you remain complacent in your belief that you encourage and use honest, critical feedback or will you ensure that you really do?

Enron and Andersen show just how much is riding on this.

Ira Chaleff is a management consultant and author of The Courageous Follower: Standing up to and for Our Leaders *(Berrett-Koehler, 1995). He lives in Kensington.*

THE SUN
Baltimore, Maryland
January 25, 2002

3-3: Article in the *Baltimore Sun*

FINAL

THE SUN

Baltimore, Maryland

Wednesday, April 2, 2003

50 cents

Powell balances loyalty, integrity

By Ira Chaleff

MANY PEOPLE I have spoken with feel they have taken a roller coaster ride with Secretary of State Colin L. Powell.

First he was their shining hope for steering the Bush administration away from its ideological, go-it-alone foreign policy. Then he was a turncoat carrying the administration's impure water. They are confused by this seemingly 180-degree turn and feel immensely disappointed, if not betrayed.

But is it fair to think that a mature individual such as Mr. Powell, whose thoughtfulness engenders hope and confidence in both us and world leaders, would behave as wildly inconsistently as the surface picture suggests? Is there another, deeper organizing principle to his thoughts and actions that can help us make sense of his behavior?

I think so. It's a concept I call courageous followership.

The term "follower" has derogatory connotations in our culture. But the one thing leaders require are followers. You can't laud leadership and disparage the act of following. What distinguishes courageous followers is that they energetically support their leaders but also constructively engage them about their policies or style when these appear counterproductive.

Mr. Powell, who was chairman of the Joint Chiefs of Staff, has built his career on understanding leadership and followership. He has earned trust and promotions from the highest-ranked military officers. In turn, he has earned the loyalty of the officers and troops below him and broad admiration from civilians. What is it that he knows about the leader-follower relationship that makes him so successful at both ends of these relationships?

Fundamentally, he knows two things: integrity and loyalty. While each characteristic is critical, paradoxically, at times they conflict. So Mr. Powell must have learned something about managing the tension between them.

First, integrity.

Several months ago, Mr. Powell found himself nearly isolated from the Bush team's inner circle, a lone voice maneuvering for a multilateral approach to Iraq. The wags were predicting his resignation or demise. He knew that despite the drawn knives around him, he had to speak the truth he saw. He found a rare window of time with President Bush and passionately made his case. His leader listened to him, altered course and approved seeking a Security Council vote Iraq.

Now the ball was in Mr. Powell's court to make work the tactics he had pushed. He successfully managed the unanimous Security Council vote for Resolution 1441. Beyond that, however, he was not able to wrest a productive outcome from his strategy. I will not analyze how much of this is attributable to Mr. Bush's swaggering style and fixed ideas, how much responsibility lies at the doorstep of the French or others and how much is attributable to Mr. Powell for not engaging in more energetic shuttle diplomacy. The bottom line is that he could not deliver what his leader wanted with the course he had sold him.

Enter loyalty.

Mr. Powell's leader had been loyal to him, giving him a chance to make his multilateral approach work. Now Mr. Powell had to decide whether to be loyal in turn to his leader, who insisted on moving forward without wide multilateral support.

From the paradigm of integrity and loyalty, Mr. Powell had little choice. There is a point at which if you insist that your leader not only hear but also conform to your perspective, you are no longer following. You are challenging him for the leadership, and this will not do in most organizational forms, especially not in elected government.

Of course, Mr. Powell had the option of resigning, thus formally withdrawing his willingness to follow. But you only get to play that card once, and when you do, you abandon the field to the voices with whom you most strongly disagree. In Mr. Powell's estimation, the data, the process, the hierarchy of operating values did not produce a critical mass of disagreement at which integrity would trump loyalty and make resigning the preferred choice.

The play is not finished. There are more acts to come. We will have further opportunity to witness how Mr. Powell balances the imperatives of integrity and loyalty.

While his failures may disappoint us, his managing these juxtaposed characteristics need not confuse us. Mr. Powell is an accomplished leader. But, at least as important, he is a courageous follower. He will support his leader and, at the right moment, speak truth to power. Mr. Bush needs as many of this kind of follower around him as possible.

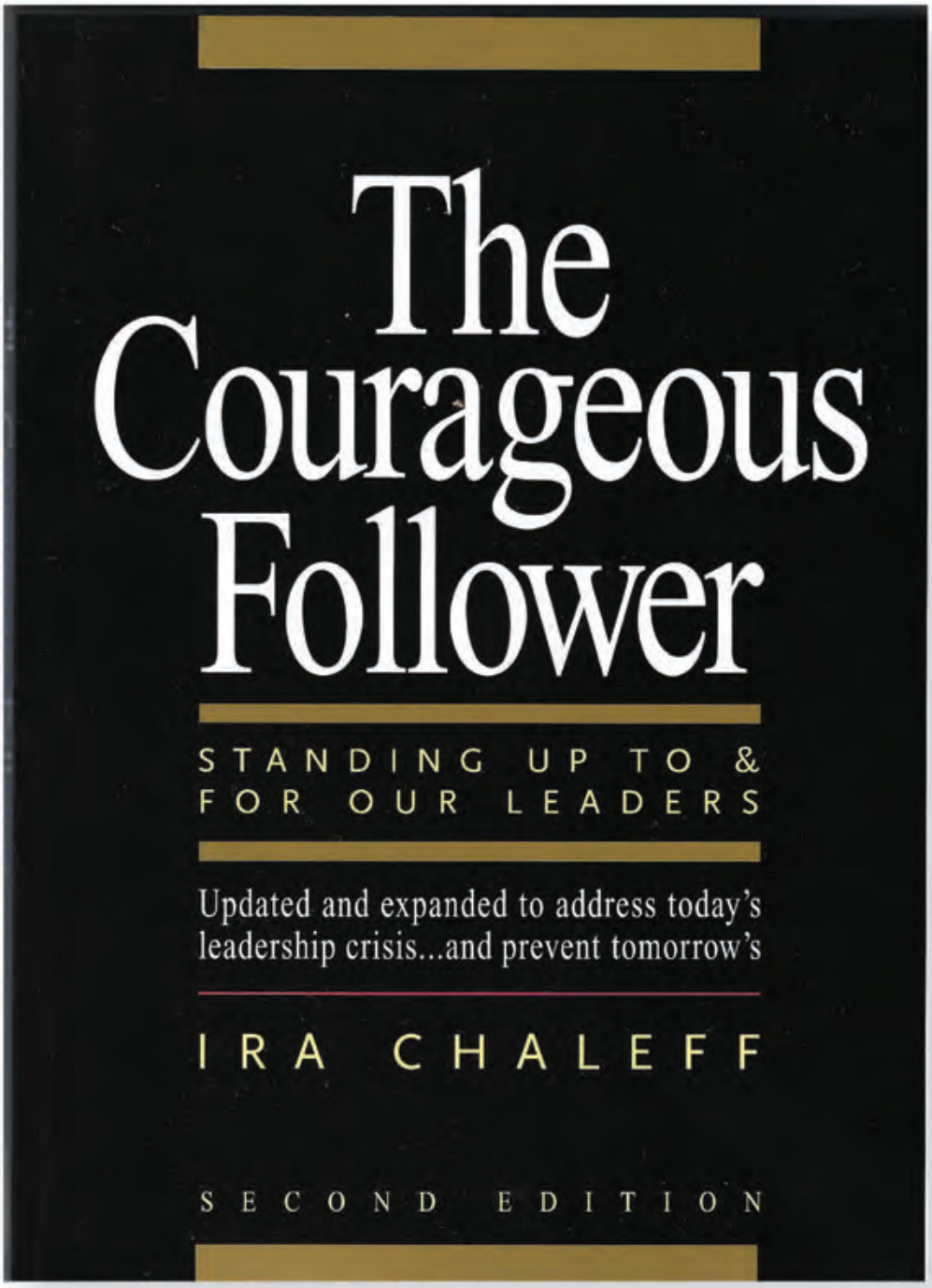
Ira Chaleff, a management consultant, is the author of The Courageous Follower: Standing Up To and For Our Leaders *(Barrett-Koehler,*

Re: Op - Ed re: Colin Powell from Ira Chaleff

Ira:

It was the best piece you've written for me -- and the best written -- and I found it fascinating. Nice touch, putting your expertise to work on someone like Powell. I'd be interested to know if you get any response.

3-4: Article in the *Baltimore Sun* on Colin Powell

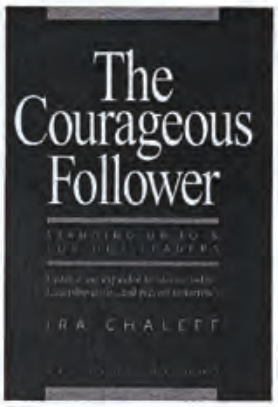


3-5: Courageous Follower 2nd Edition

Ira Chaleff

The Courageous Follower

Standing Up To and For Our Leaders
Second Edition



Ira Chaleff is president of Executive Coaching & Consulting Associates in Washington, DC (www.exe-coach.com). He is also chairman of the board of the Congressional Management Foundation, which provides coaching and consulting services to political leaders and their staffs.

- **New edition! Speaks to the recent widespread failures of leadership—from the Catholic Church to the FBI to the largest corporations in the world, including Enron and WorldCom**
- **Updated and expanded with new introductory material, a new chapter, and numerous revisions**
- **First edition sold more than 20,000 copies**

"*The Courageous Follower* contains remarkable insight and a lot of practical advice that will be of enormous benefit to followers, and maybe even more benefit to leaders."—**General Walter Ulmer, Jr.**, President and CEO, Center for Creative Leadership

All of us are, at times, followers—even a president reporting to the CEO or a general reporting to the Commander-in-Chief. And in any organization, there are always more followers than leaders. *The Courageous Follower* is a contemporary classic that redefines the power and responsibility of "followership," the role of many who must support, confront, engage, foster, and leverage the talents and wisdom of their leaders.

This updated, expanded edition directly addresses issues that are hot news topics today, especially those that focus on the failure in corporate ethics and responsibility in such high-profile cases as Enron and WorldCom and faulty leadership in the Catholic Church and the FBI. This new edition has been updated with new introductory material, a new chapter on how leaders can create a culture of courageous followers, and numerous revisions throughout. It provides new insights and strategies that help followers get their leaders to listen and examines the continuum of courageous followership—from small actions and risks that improve team performance to transformative, career-risking acts that save organizations and their leaders.

Since its original publication in 1995, *The Courageous Follower* has been quoted and put on reading lists everywhere from military leadership courses to church sermons to union meeting notices to corporate leadership programs. It has been recognized as the missing link in leadership development and in the sustainability of core values by senior management teams.

Publication date: February 2003, $18.95, paperback original, approx. 240 pages
6 5/8" x 9 1/4" ISBN 1-57675-247-X Item #5247X-430
Business • World rights available

3-6: *Courageous Follower 2nd Edition* description

Warren Bennis

To: (unknown), ExecCoach
From: INTERNET:Wbennis@aol.com, INTERNET:Wbennis@aol.com
Date: 1/31/2003, 11:56 AM
Re: Re: Meeting

Dear Ira-I wish it were possible to spend some time with you on the 24th but I'll be out of town then. Look fwd. to reading you new edition. Really liked the earlier one, but you're right, the timing is much better now than then.
Yours,
warren

Warren

---------- Internet Header ----------
Sender: Wbennis@aol.com
Received: from imo-r09.mx.aol.com (imo-r09.mx.aol.com [152.163.225.105])
by siaag2ac.compuserve.com (8.9.3/8.9.3/SUN-1.18) with ESMTP id LAA12667
for <ExecCoach@compuserve.com>; Fri, 31 Jan 2003 11:56:03 -0500 (EST)
From: Wbennis@aol.com
Received: from Wbennis@aol.com
by imo-r09.mx.aol.com (mail_out_v34.13.) id f.1d5.159df92 (4254)
for <ExecCoach@compuserve.com>; Fri, 31 Jan 2003 11:55:40 -0500 (EST)
Message-ID: <1d5.159df92.2b6c048c@aol.com>
Date: Fri, 31 Jan 2003 11:55:40 EST
Subject: Re: Meeting
To: ExecCoach@compuserve.com
MIME-Version: 1.0
Content-Type: text/plain; charset="US-ASCII"
Content-Transfer-Encoding: 7bit
X-Mailer: Claris Emailer v2.0 sub 1

3-7: Email exchange with Warren Bennis

To: Warren Bennis, INTERNET:wbennis@earthlink.net
CC: Ira chaleff, INTERNET:ira.chaleff@exe-coach.com
From: Ira Chaleff, 70363,3415
Date: 6/7/2003, 1:57 PM
Re: Re: The Courageous Follower

Thanks so much Warren. I've reincluded the text of the quote here so your approval is documented.

Let me also take this opportunity to thank you for the tremendous contribution your life's work continues to make. Only last week I was recommending your books to a young woman trying to find her leadership voice.

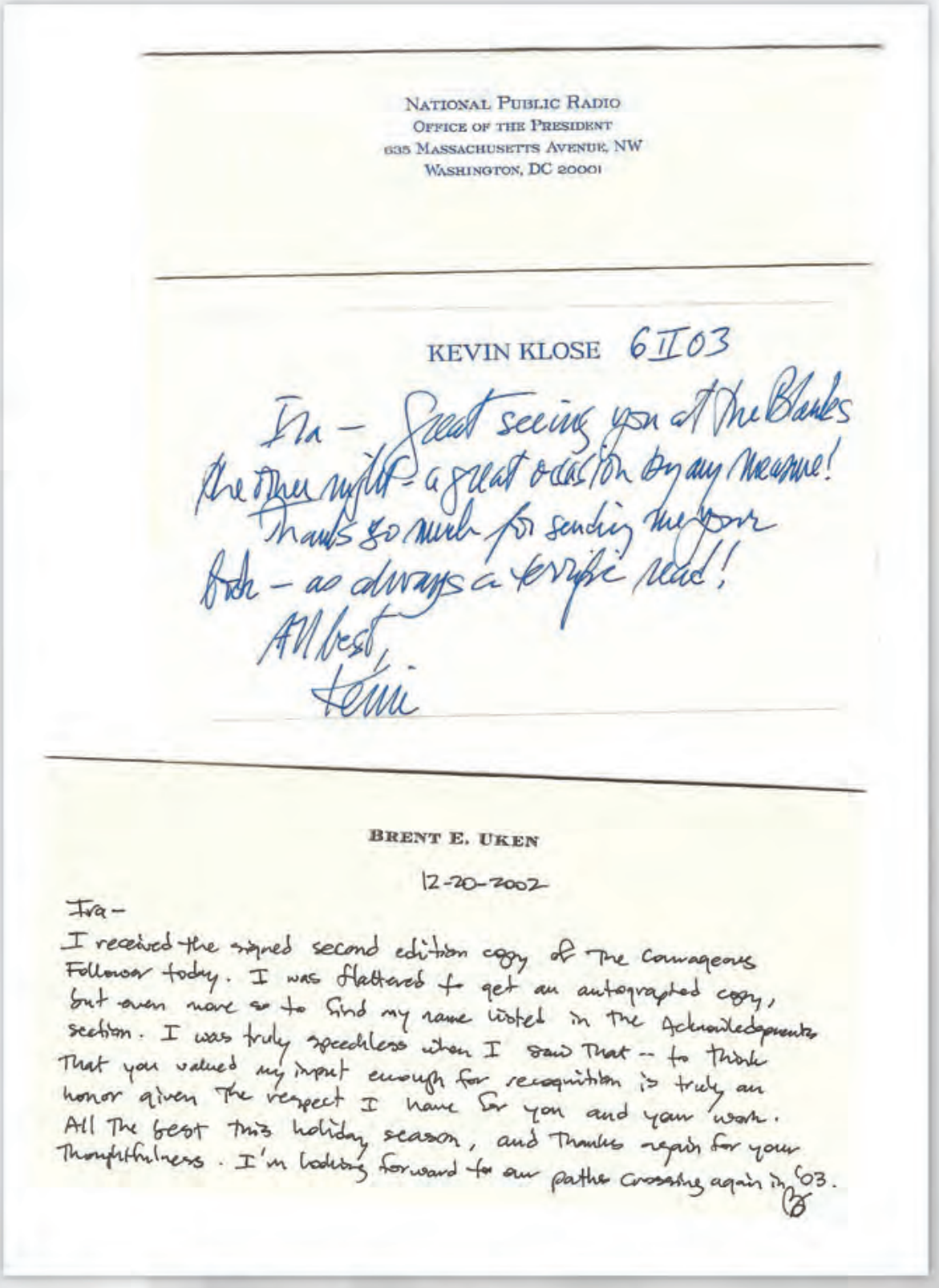
Warmly,

Ira Chaleff

Message text written by Warren Bennis
>Hi Ira-yes. Of course.
Warren
<
" I really liked the original edition of The Courageous Follower and am delighted to see a new edition that includes "The Courage to Take Moral Action." Corporations are struggling to regain public trust and government agencies are seeking to balance the needs of individual freedom and public security. Leaders will depend more than ever on followers who implement their vision while helping them stay true to the values we cherish. The Courageous Follower is a unique resource for enriching this crucial partnership."

Warren Bennis

3-8: Email exchange with Warren Bennis continued



NATIONAL PUBLIC RADIO
OFFICE OF THE PRESIDENT
635 MASSACHUSETTS AVENUE, NW
WASHINGTON, DC 20001

KEVIN KLOSE 6 II 03

Ira – Great seeing you at the Banks the other night – a great occasion by any measure! Thanks so much for sending me your book – as always a terrific read!

All best,

Kevin

BRENT E. UKEN

12-20-2002

Ira –

I received the signed second edition copy of The Courageous Follower today. I was flattered to get an autographed copy, but even more so to find my name listed in the Acknowledgements section. I was truly speechless when I saw that -- to think that you valued my input enough for recognition is truly an honor given the respect I have for you and your work. All the best this holiday season, and thanks again for your thoughtfulness. I'm looking forward to our paths crossing again in '03.

BU

3-9: Letters from Ernst&Young and NPR executives

THE BROOKINGS INSTITUTION
1775 Massachusetts Avenue, NW • Washington, DC 20036-2188
TEL: 202-797-6000 • FAX: 202-797-6004
www.brookings.edu

January 13, 2003

Mr. Ira Chaleff
President
Executive Coaching and Consulting Services
9621 Hillridge Drive
Kensington, MD 20895

Dear Ira,

I would like to take this opportunity to express to you my gratitude for the session you held for our Preparing to Lead program last December. You exposed participants to a way of thinking of themselves, and of leadership in general, that is crucial to managing effectively in public administration, and that served as a central piece of the overall themes of the week.

But rather than simply describe to you your effect upon this program, please allow me to share with you some participants' written comments..

"Very thought provoking concepts – made me look at past events totally differently, which is great."
"Great presentation. This is an excellent book, too."
"A very relevant topic. What an idea – being a good follower. Wow!"

As you can clearly observe from the above, and I could see from all the "5's" you received on the evaluation, your session was one of a kind. In conclusion, I would like to express again my sincere appreciation for an incredible presentation, and I am very much looking forward to our continued collaboration.

Most Sincerely,

Mary Ellen Joyce
Senior Staff

3-10: Letter from the Brookings Institution

US DEPARTMENT OF THE INTERIOR ◆ NATIONAL BUSINESS CENTE

◆ GOVERNMENT W

HELPING YOU BALANC

Grown-Up Marriag
by Judith Viors

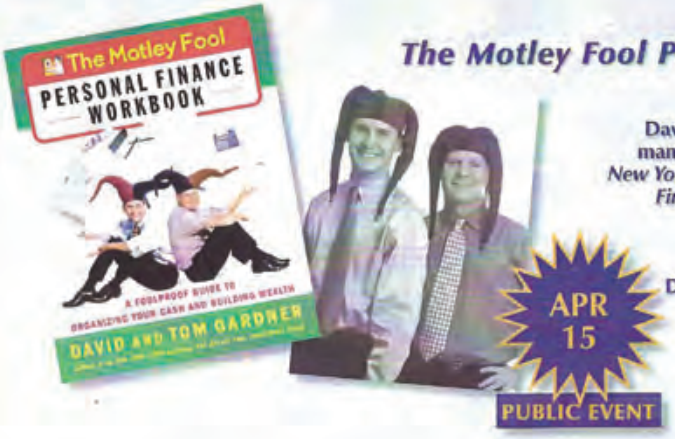
In *Grown-Up Marriage*, Ms. Viorst blends interviews with couples an therapists; literature and movies; and personal experience to provid insight into what it takes to stay married. "In a grown-up marriag the laughter exceeds the regret" and Ms. Viorst is sure to mak you laugh with her antidotes and inspirational advic

Mrs. Viorst is author of sixteen children's books, including th bestselling *Alexander and the Terrible, Horrible, No Goo Very Bad Day*. Ms. Viorst and her husband, Milton, hav lived in Washington, DC for the last forty-two year

The Courageous Follower
by Ira Chaleff

What makes a good leader? But more importantly, What makes a good follower? In *Courageous Follower*, Ira Chaleff examines the dynamics of the leader-follower relationship. Mr. Chaleff encourages followers to find the courage to assume responsibility, to serve, to challenge, to participate in transformation, and to take moral action.

Mr. Chaleff is founder and president of Executive Coaching and Consulting Associates in Washington, DC and is an adjunct faculty member at Georgetown University's Center for Professional Development.



The Motley Fool Personal Finance Workbool
by David and Tom Gardne

David and Tom Gardner's humorous approach t managing personal finances has made their book *New York Times* bestsellers. *The Motley Fool Person Finance Workbook* helps you "create a workabl budget that gives you money and a life.

The Motley Fool Inc., founded by brother David and Tom Gardner in 1993, is the world' most popular online investment site wit millions of monthly visitor

You can register for these eve

3-11: Program, Department of the Interior

GovLeaders.org

More Great Articles About Leadership

Articles on Leadership in Government

More Great Articles About Leadership

Twenty-Two Ways to Develop Leadership in Staff Managers
This exceptionally useful report by Robert W. Eichinger and Michael M. Lombardo explains how a person who works exclusively in staff jobs throughout a career is less likely to develop important leadership competencies than a person who works exclusively in line jobs. Includes a number of specific examples of the kinds of work assignments that can have the biggest impact on a staff manager's leadership development. Highly useful for both manager's who are interested in developing their leadership skills as well as leaders who want to develop their people. The four-part excerpt is reproduced here with the kind consent of The Center of Creative Leadership.

Courageous Followers, Courageous Leaders: New Relationships for Learning and Performance
Subordinates have a key role to play in helping their supervisors improve their leadership skills, argues Ira Chaleff in this terrific article. Rather than complain about the faults of our superiors, we all have a responsibility to help them leverage their strengths and address any fatal flaws they may have. Chaleff observes that those who go to the trouble of cultivating relationships of trust with their superiors and then offer honest feedback to them can make a huge impact on the quality of leadership in their organizations.

Is Your Company Bleeding Talent? (How to become a true "employer of choice")
The Gallup Organization surveyed more than 200,000 workers from dozens of organizations and industries in an effort to identify the factors that most influence retention, productivity, profitability, customer loyalty and safety. Curt Coffman and Marcus Buckingham published their findings in *First, Break All the Rules*. They found that employee responses to six key questions had an especially strong correlation to performance, and concluded that those six factors represent the foundation of great management. This article, reprinted by GovLeaders.org with permission from the Gallup Management Journal, provides an excellent summary of the six questions.

The Six Stories You Need to Know How to Tell
Chapter One of the terrific book by Annette Simmons, The Story Factor. In this part, Simmons explains why stories are so much more effective than "facts" in influencing people and describes the six key kinds of stories that leaders need to be able to tell. Includes several examples of highly effective stories.

How to Lead Now: Getting Extraordinary Performance

3-12: Article, *GovLeaders.org*

Human Resources

U.S. Department of Justice
Justice Management Division
Personnel Staff

Washington, D.C. 20530

February 5, 2004

MEMORANDUM FOR OFFICES, BOARDS, AND DIVISIONS' TRAINING REPRESENTATIVES

FROM: **Debra M. Tomchek**
Director, Human Resource
Justice Management Division

SUBJECT: **FY 2004 Department of the Interior Speaker Series**

This memorandum and attached information fact sheet announce the six seminars in the Career, Balance and Diversity (CBD) Forum Series for Fiscal Year 2004. The Department of Justice, in partnership with a consortium of Federal agencies led by the Department of the Interior, is sponsoring this series. Please distribute the memo and attached information to your employees.

The first seminar, entitled "Grown-Up Marriage," will be held on February 10, 2004, from 8:30 a.m. to 11:30 a.m. The seminar will be held at the American Institute of Architects (AIA), located at 1735 New York Avenue, NW. (Farragut West is the closest Metro).

The featured speaker is Judith Viorst. Ms. Viorst blends interviews with couples and therapist, literature

	need to know about being married"	**8:30 a.m. – 11:30 a.m.**
MARCH 23,2004	**Ira Chaleff** ***"The Courageous Follower-Standing Up To and For Our Leaders"***	**National Press Club** **529 14th Street, NW** **(Metro Center closest Metro Station)** **8:30 a.m. – 11:30 a.m**
APRIL 15, 2004	**David and Tom Gardner** ***"The Motley Fool Personal Finance Workbook"***	**YATES Auditorium** **Main Interior Building** **1849 C Street NW** **(Farragut West closest Metro)** **8:30 a.m. – 11:30 a.m.**
SEPTEMBER 9, 2004	**Joe Piscatella and Barry Franklin , PHD** ***"Take A Load Off Your Heart"***	**AIA- American Institute for Architects** **1735 New York Ave, NW** **(Farragut West closest Metro)** **8:30 a.m. – 11:30 a.m.**
OCTOBER 19, 2004	**Harvey Coleman** ***"Empowering Yourself- The Organizational Game Revealed"***	**Two events:** **US Geological Survey** **Main Floor Auditorium** **12202 Sunrise Valley Drive, Reston, VA** **(Shuttle available)** **8:30 a.m. 11:30 a.m.**

3-13: Speech, US Department of Justice

USDA

2003

MARKET ADMINISTRATOR AUDIT CONFERENCE

August 25-27, 2003

Myrtle Beach, SC

TUESDAY, AUGUST 26, 2003

CHAIRPERSON: BOB VANDER LINDEN, KANSAS CITY

DISCUSSION LEADERS - BOSTON & ATLANTA

1:00 - 2:30 p.m. **M.A. Staff Internal Discussion**

- Dairy Marketing Service
  - -- How DMS is handled in the Northeast
  - -- How DMS is handled in the Southeast
  - -- Implications of DMS application
  - -- DMS pooling, reporting, laboratory & uniformity
  - -- Handler payment, testing & reporting provisions
  - -- Key issues
  - -- Verification of DMS records

2:30 - 2:45 p.m. **Break**

DISCUSSION LEADERS - MINNEAPOLIS & DALLAS

2:45 - 3:30 p.m. **Uniform Classification of Products**

- Electronic notification
- Classification of products updated
- New products classified
- Information to MA offices

DISCUSSION LEADER - SEATTLE

3:30 - 4:00 p.m. **Federal Order Pricing of Partially Regulated Distributing Plants Located in California and Montana**

DISCUSSION LEADERS - KANSAS CITY & CLEVELAND

4:00 - 5:00 p.m. **Communication Flow Between Orders**

- Between pool personnel & between audit staffs
- Handling of MO's
- Non-pool auditing issues

WEDNESDAY, AUGUST 27, 2003

CHAIRPERSON: JOHN POOLE, BOSTON

8:00 - 12:00 p.m. **Courageous Followership** - Ira Chaleff

Adjourn

3-14: Program, US Department of Agriculture

CAROCP MARKET WATCH

(A Monthly Trends & Forecasting Report)
September 30, 2003

BEING AN EFFECTIVE FOLLOWER

Did you hear about the penguins at the San Francisco Zoo? The zoo had 46 penguins that led a sedentary life of mostly grooming themselves and staying in their burrows. Six new penguins arrived and immediately dove into the pool and started swimming. Quickly the others joined into what one zookeeper called an "errant tuxedoed rinse cycle." Just as those new penguins shook up the status quo, effective followers don't always wait for specific directions; they dive in and start swimming.

Interested in more? Check out "Courageous Followers" by Ira Chaleff (Berrett-Koeler, 2003). LA Times, August 31, 2003

WHERE THE JOBS ARE GOING

Americans will find the hottest job growth this decade in Southern and Western metro areas fed by expanding service industries and by a resurgence in the tech and defense sectors.

Metro Area	Job Growth 2003-2013	Metro Area	Job Growth 2003-2013
Las Vegas, NV	47.7%	Austin, TX	22.9%
Orlando, FL	31.9%	Charlotte, NC	20.4%
West Palm Beach, FL	28.7%	Atlanta, GA	19.8%
Ft. Lauderdale, FL	25.7%	San Diego, CA	19.2%
Riverside, CA	25.6%	Washington D.C.	18.5%
Phoenix, AZ	25.3%	Dallas, TX	17.4%
Jacksonville, FL	24.8%	Oakland, CA	17.3%
Tampa, FL	24.4%	Miami, FL	16.5%
Raleigh-Durham, NC	24.0%	Denver, CO	16.5%
Sacramento, CA	23.7%	Orange County, CA	16.4%

Business 2.0, September 2003

STATE JOB GROWTH STILL FOUND LACKING

California's economy is improving gradually, but the state won't see significant job creation until 2005 according to the quarterly UCLA Anderson Forecast. A senior economist projects a 1 percent gain in job growth in 2004 followed by a 2.2 percent jump in 2005. Venture capital investment in California and the nation is on the upswing and consumer confidence appears to be improving. The technology sector is benefiting from a resurgence in spending by businesses, but will not see a significant recovery before 2005. Personal income is projected to increase 3.2 percent this year, 3.9 percent in 2004 and 5.1 percent in 2005. The real estate market is not likely to slow down just yet despite rising interest rates. Orange County Register, September 24, 2003

3-15: Article, *CAROCP Market Watch*

Villanova University

HOMILY

Twenty-Third Sunday in Ordinary Time (A)
08 September 02

I love good a malaprop as well as a good play on words. One recent malaprop I heard came when, in the midst of a discussion, I asserted a point to which the other person responded, "Well, that's a *mute* point!" Just this morning, I read a good play on words in a letter to the editor of a magazine published for priests. The writer offered the following advice about giving a homily: "Father, if you don't strike oil in three minutes, stop boring." I don't know about the three minutes, but I have personal experience that a boring homily can be a real penance. So, I'll continue to do my best and, even though I will be longer than three minutes, I will try to "drill" rather than to "bore."

Several years ago I read a book entitled *The Courageous Follower*. What originally caught my attention was the book's subtitle, "people who stand up *to* and *for* their leaders." The author's thesis is that it takes courage not only to tell leaders what that they need to hear (and may not want to hear) but also to tell others in defense of leaders what these people need to hear (and may not want to hear). All too often, the author argues, followers lack the courage it takes to challenge their leaders and to defend them.

It's very easy to read a book like *The Courageous Follower* and to recognize how very ordinary and common place it is to talk *about* people and their shortcoming and failures than it is to talk *to* people

3-16: Religious Homily, Villanova

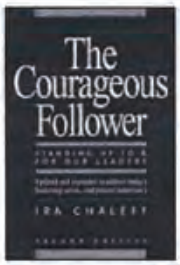
CONGREGATIONS

Book Reviews

The Courageous Follower

STANDING UP TO & FOR OUR LEADERS

Ira Chaleff
San Francisco: Berrett-Koehler, 2003



The Courageous Follower is far too good a book to be read just by those Ira Chaleff calls "followers." It is a book that will provide everyone with key insights into the relationship of leaders and followers.

Chaleff is the president of Executive Coaching and Consulting Associates in Washington, D.C., and chairman of the board of the Congressional Management Foundation, which provides management training and consulting to political leaders and their staffs. And while the book is pitched primarily to the world of politics and business, the principles and insights will apply to the realms of church and social activism. Three chapters in particular hold relevance for the church.

Chapter 1—called "The Dynamics of the Leader-Follower Relationship"—includes an excellent section on power in the leader-follower relationship. After noting that power for the leader will fall somewhere on the "spectrum from hierarchical to shared leadership," the author lists 12 sources of power a follower may have, such as:

- the power of knowledge, skills, and resources
- the power to speak the truth
- the power to choose how to react in a situation regardless of what is done or threatened by others
- the power to withdraw support if the leadership actions violate our values

If we are to be effective partners with leaders, it is important to remember that as followers we possess our own power "quite apart from the reflected power of the leader" (p. 17ff).

Chapter 5—"The Courage To Participate In Transformation"—begins:

> I find it tragic that able leaders who fall dramatically from grace often share a common experience: Their closet followers have long been aware of their fatal flaw . . . . Revelation of the flaw often comes as an unexpected shock to the broader group because it has been carefully managed and kept from public view. But those closest to the leader have usually spent long hours dealing with the fallout from the leader's behavior and discussing among themselves what to do about it (p. 117).

3-17: Book review, *The Alban Institute*

2002 Lieutenant of Police Reading List

The following materials may serve as information sources for Stage I of the 2002 Lieutenant of Police promotional examination. They are neither intended to be all-inclusive nor a guarantee of success. Any Oakland Police Department publications active through June 14, 2002 may be used on the examination.

http://www.oaklandnet.com/government/jobs/loppro.html 4/19/2007

- OPD General Orders
- All Active OPD Special Orders
- All Active OPD Information Bulletins (14 June 00 – 14 June 02)
- OPD Manual of Rules
- OPD Training Bulletins
- Current OPOA, Local 790 and Local 21 Memoranda of Understanding
- OPD Patrol Division Reorganization Plan, 23 October 2001
- Supervisor's Guide to Documentation and File Building for Employee Discipline. Rudd, R.C. and Woodford, J.J. (Crestline, CA Advisory Publishing, 13th Printing)
- Police Ethics. Crank, J.P. and Caldero, M.A. (Anderson Publishing Co., 2000)
- Local Government Police Management. Geller, W.A. (Washington, D.C. ICMA, 3rd Edition, 1991) Chapters 2,3,4,9,10,13,15, and 16
- Problem-Oriented Policing. Goldstein, H. (McGraw-Hill, Inc. 1990)
- The Courageous Follower. Chaleff, I. (San Francisco, CA Berrett-Koehler Publishers, 1998)

The Selection Process

The examination will be administered in two stages. Candidates must achieve a minimum scale score of 70 in **each** stage of the examination to be placed on the eligible list for employment consideration.

Stage I will be a multiple-choice test weighted 14.75% of the overall score. This component will evaluate knowledge of police techniques, 5.0%; knowledge of administrative and operational procedures, 5.0%; and knowledge of legal issues, 4.75%. Stage I will be primarily based on the reading list included with this announcement and posted in the Personnel Section of the OPD, Room 514.

3-18: Law Enforcement Reading List

: Will the Sarbanes-Oxley Act and Whistleblower Protection Backfire?

Washington, DC 20002 January 3, 2003

The Sarbanes-Oxley Act of 2002 establishes the framework for trustworthy financial reporting by public corporations but will it, like most legislation, generate unintended consequences that work against corporate productivity?

Sarbanes-Oxley establishes conflict-free oversight mechanisms. But it may also generate second-guessing, command-channel skipping and accusations that distract CEOs from the enormous task of running complex, competitive and profitable companies.

Teamwork at the top of an organization requires a high degree of trust. The challenge for leadership teams (boards, CEOs, senior management) will be to maintain mutual trust in an environment that demands close scrutiny and questioning of decisions, actions and reports. Given the defensiveness of human nature, this is no mean feat.

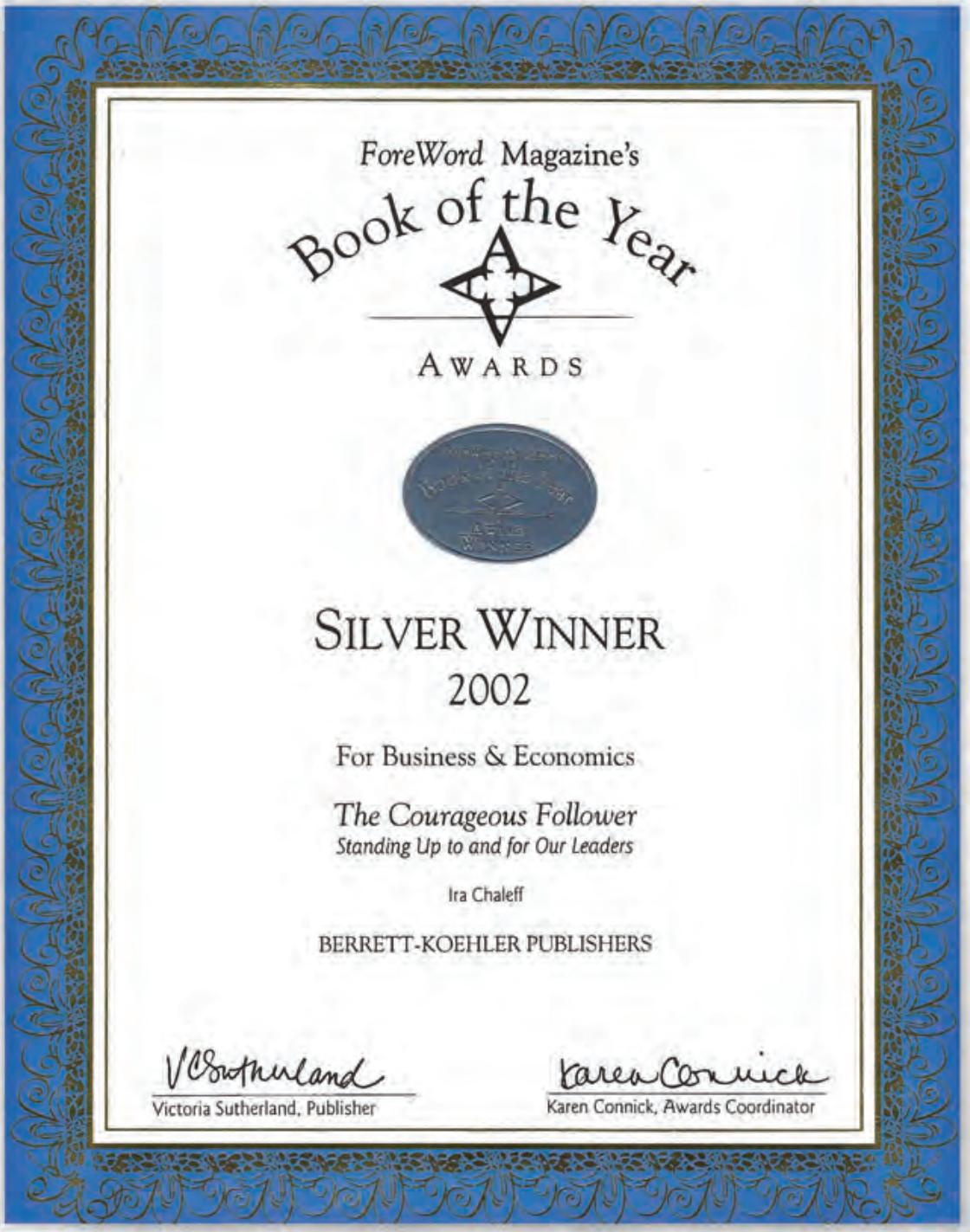
Ira Chaleff, author of the newly released edition of The Courageous Follower: Standing Up To and For Our Leaders (Berrett-Koehler, 2003) offers new thinking on this critical balancing act.

"Boards, CEOs, executives and rank and file staff must all recognize they serve a common purpose," says Chaleff. "Questioning authority is not an act of distrust or insubordination, but a healthy way of ensuring that everyone is doing the right thing for those they mutually serve."

But Chaleff acknowledges this is easier to say than do. "If CEOs want staff bringing ethical concerns to them rather than to the Board, or to regulators and Congress, they need to build a culture that supports open communication and self-correction. Most CEOs who think they have such a culture are deluding themselves. It takes a lot of work to build this level of trust."

Ira Chaleff (ira.chaleff@exe-coach.com)
President
Executive Coaching & Associates
513 Captiol Court NE, Suite 300
Washington, DC 20002, DC 20002
Phone : 202 544 0097
Fax : 202 547 0936

3-19: Article, *NewsReleaseWire.com* on whistleblower protection



3-20: Award in *ForeWord Magazine*

Berrett-Koehler Publishers
235 Montgomery Street, Suite 650
San Francisco, CA 94104-2916
Tel 415.288.0260
Fax 415.362.2512
www.bkconnection.com

June 17, 2003

Ira Chaleff
9621 Hillridge Drive
Kensington, MD 20895

Dear Ira,

We are happy to inform you that we have sold Foreign Translation Rights for *The Courageous Follower*. Here are the details of the sale:

Rights: Spanish
Licensee: Editorial Centro de Estudios Ramón Areces
Advance: $2000
Sale Arranged by: Berrett-Koehler
Payable: On Signature of the Agreement
Royalty: 7% to 3,000; 10% thereafter
Publication: within 18 months

Term: 7 years
Market: Spain only

Congratulations on this exciting progress. If you have any questions about this sale, please feel free to call me at (415) 743-6467, or email me at maguilo@bkpub.com.

Sincerely,

María Jesús Aguiló
Subsidiary Rights Manager

cc: Pat Anderson

3-21: Letter from Berrett-Koehler on Madrid Spanish translation

3-22: Book, *The Courageous Follower,* Latin American Spanish Translation

We Stood Up and Sat Down

Written in anticipation of the 40th anniversary of the Free Speech Movement

By Ira Chaleff

3-23: CD with civil disobedience songs and speeches

VOLUME IV

FOLLOWERSHIP REIMAGINED:
The Conference at Claremont, The Tour of India and Interest from Educators to Ethicists

2005 – 2006

Robert Kelley
Author of *The Power of Followership*, Carnegie Mellon University

Barbara Kellerman
John F. Kennedy School of Government, Harvard University

Jean Lipman-Blumen
Author of *The Allure of Toxic Leaders*

Bruce Avolio
Gallup Leadership Institute, University of Nebraska, Lincoln

Gail S. Williams
NASA Goddard Space Flight Center

REGISTRATION
Pre-registration: February 9, 2005
Registration fees include lunch on Feb 24th and Feb 25th
$75.00 Pre-Registration
$100.00 after 2/10/05

$20.00 Pre-Registration for students
$30.00 after 2/10/05

Free for Claremont Colleges students*, faculty, and staff

THIS VOLUME CONTAINS AN EXPANDING RANGE OF VENUES where followership is being taught and written about. I began discovering more of these as the internet became widely used and searchable. One distortion this creates in the documentation is that often the date at the bottom is the date it was downloaded; the document itself may have been created years prior to that date.

The first two documents are presentation slides from a consultancy group called HeartofAfrica.com for a group called Mothers United and Mobilised. While I know nothing more about these groups, this is the wonderful grass roots spread of followership concepts that can make a difference in the world (*4-1*, *4-2*). A third document was found in BusinessinAfrica online, titled Leading Through Followership in Africa (*4-3, 4-4*). What's noteworthy about this is a number of paragraphs lifted from *The Courageous Follower* without attribution. This is by no means a particularly egregious example; I have seen whole chapters lifted and published under another name. I include this not to bemoan the lack of respect for intellectual property, though that is surely the case, but rather to show how ideas spread. Ultimately, it is the idea, contextualized for the culture that is of primary importance. In that sense, I am gratified when I see even this way of disseminating new ways of thinking about followers and their responsibilities.

Perhaps more fundamentally, in this volume we begin to see how the concepts of followership begin to permeate the education world at all levels. The K-12 Principal Pre-Assessment from the University of Minnesota includes *The Courageous Follower* under Readings/Personal Study (*4-5*). The Deputy Superintendent of Memphis City Schools cites *The Courageous Follower* in reflections on embracing their staff (*4-6*). I've also included the curriculum from the University of Kentucky incorporating *The Courageous Follower,* an increasing occurrence in higher education (*4-7*).

While most courageous follower education finds its way into what we might call elite curriculum, it is important that there are exceptions. I have included a thank you letter for a presentation I gave to Resident Leaders of the Housing Authority of Baltimore City. These were salt of the earth folk. The only change I made in my teaching approach was to filter out as much academic jargon as I could. The participants themselves provided all of the relevant case examples that we needed to ground the principles of courageous followership in their own experience. As a field, it is my belief that we fail if we do not transmit new ways of following at every level of society and its organizations (*4-8*).

The internet allows me to see where *The Courageous Follower* as a book, or its principles, have found their way into additional cultures and languages. I have included an article in what I assume is one of

the main Indonesian languages (*4-9*). I have also included the imperfect English translation that accompanied the article. It is a fairly good representation of both Robert Kelley's and my models, applying them to the upcoming Presidential election at that time (*4-10*). I have since found articles on followership in many languages and offer this as a representation of these. My publisher had negotiated the translation rights for an Indonesian edition of *The Courageous Follower* but we never found evidence that a translated book was published there. Nevertheless, once again in the unchoreographed way that ideas seep into and flow through cultures, years later I met an extraordinary followership "activist" spreading the concepts of courageous followership in culturally sensitive ways in Indonesia. We will meet him again later in these volumes.

A significant event of 2005 was a workshop tour of India. A fellow author, who has since become a dear friend, Anil Bhatnagar, encountered *The Courageous Follower* and persuaded the company that arranged his training events to do so for me. Not understanding the realities of internal travel in India at that time (and possibly still) I erred in setting back to back training programs in different cities with no buffer day for travel. Typically, I tend toward an introvert's preferences and would go to my hotel room at the end of a day. But here I was the honored guest, so dinners and toasts followed long training days and were themselves followed by rushed trips to the airport or train station. I needed to be plied with endless cups of tea to keep me going the next day. I have included some of the promotion and press that preceded and surrounded the tour (*4-11, 4-12, 4-13*). Concurrently, my publisher arranged with Tata-McGraw Hill to produce an Indian copy of *The Courageous Follower,* which, though identical to the 2nd edition of the US publication, permitted it to be sold at a lower price, making it more accessible.

Teaching courageous followership in a highly stratified society like India is daunting. Especially "the courage to challenge." Nevertheless, we found culturally appropriate examples of doing so, though one reminder of the perniciousness of colonialism and racism struck me hard. A former executive from the national steel company joined the speaking tour. He was Kshatriya, the warrior and governing class, which is the second highest caste (below Brahmin). He was an older, tall, distinguished, light skinned gentleman, always dressed in pinstripes, and providing shop floor examples of leader-follower dynamics to our workshop participants. After I had done a few days of training, he expressed interest in teaching courageous follower workshops, but confided in me his belief that he would not be listened to like me, "because he was not white." Though I was stunned and dismayed, it was a lesson of yet one more barrier that must be navigated in leader-follower dynamics. The times we now find ourselves in certainly call for research on the intersection of bias and leader-follower relationships, and for tools to surface, manage and mitigate its effect.

The most important development of this period took place in the US at the highly regarded Claremont University, in Southern California. With the advent of search engines, I spent time seeing who was using *The Courageous Follower.* I discovered two very high-profile professors. One was Barbara Kellerman at the Kennedy School of Government at Harvard, who was pairing her book on *Bad Leadership* with *The Courageous Follower*, in perhaps the first university class on followership. As we will see in later volumes, Barbara became a staunch ally and a very important voice on followership. Years later, when she wrote her

own book, *Followership*, it naturally became the text for the class she continues to teach at Harvard, while still using excerpts from *The Courageous Follower* in the course materials pack.

The other brilliant professor I found using *The Courageous Follower* was Jean Lipman Blumen at the Peter Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University. Jean was pairing *The Courageous Follower* with her book, *The Allure of Toxic Leaders*, which examines why we follow them and how we can survive them. As was my custom then, I reached out to Jean to thank her. I also asked her a key question: Had she ever thought of hosting a conference on followership? This piqued her interest and teaming up with professor Ron Riggio, director of the Kravis Leadership Institute at McKenna College, the three of us hosted the first national conference on followership titled Rethinking Followership (*4-14*). I am including my initial email to Jean and an email from Ron to Gene Dixon, who became one of our many presenters (*4-15*, *4-16*).

The Claremont University conference was a watershed moment in the followership story. Virtually all major voices on followership participated, including Robert Kelley as the keynote speaker and Barbara Kellerman who had yet to publish her own book on followership. Other contributors have gone on to make significant research contributions to the field. Personally, it plugged me into this network of senior academics who, as will be seen in subsequent volumes, became a bridge to the important, if imperfect home, I found for followership at the International Leadership Association (ILA). More on that later.

The one serious omission at this conference was the failure to invite Professor Edwin P. Hollander. A review of his CV shows he was writing about followership as early as 1995. I was unaware of his work and I do not know why he seems to have fallen off the radar of Jean Lipman Blumen and Ron Riggio. Years later, at an ILA event where he was given a lifetime achievement award, Ed confided in me how hurt he was to have not received an invitation to participate in our conference. I assured him it was an oversight. I do not wish to compound that omission by failing to mention it here. Ed went on to write a number of strong papers and chapters on followership in the years since that conversation. We will see more of his contribution later in this book.

Meanwhile, I stayed involved at senior levels of national and global politics. In the US, I continued to facilitate retreats for members of congress, getting to see some of the best, and the not-so-best, on both sides of the aisle. I have included a nearly indecipherable hand written letter from a senior member from the progressive wing of the Democratic party, Rosa DeLauro of Connecticut (*4-17*). Rosa had been a chief of staff herself, before being elected to Congress. She put great value on annual planning with her Washington, Connecticut and committee staff. Some twenty years later, she is still doing this. I have been the facilitator for at least a half dozen of these retreats. Rosa has exceptional strengths and, like all good leaders, is willing for her well informed and dedicated staff to push back when needed, mainly to tell her when she was pushing herself or themselves too hard to be sustainable.

These close up encounters, on both sides of the political aisle in Congress, continued to give me granular experience with the dynamics of leadership and followership in a political context. I am including email from the Chiefs of Staff for two other Members, both of whom happen to be Democrats. I chose these as the first, from Jim Clarke shows how seriously a number of Chiefs took the counsel provided in *The Courageous Follower*; the second from Michael Collins the long serving senior aide to congressman John Lewis, recently laid to rest (*4-18*).

Two more documents focus on interactions with Chiefs of Staff. Periodically, I gave a two hour lunch time seminar to congressional chiefs. These were hosted by the Congressional Management Foundation and the House Chiefs of Staff Association and were robustly bi-partisan. A typical invitation began with a problematic scenario that a chief might well encounter and invited them to participate in the discussion and exercises to prepare for those challenging interactions with the elected Member (*4-19*).

The next document is an email from a special colleague, Steven Bosacker. Steven was a US Presidential Intern at the Congressional Management Foundation. From there he became Chief of Staff to US Representative Tim Penny. Steven was the first person with whom I shared the first draft of *The Courageous Follower*. When Tim Penny left Congress, Steven returned to Minnesota and, among other positions in which courageous follower skills were required, he became chief of staff to Governor Jesse Ventura, who was the quite famous former professional wrestler (*4-20*).

Applying courageous followership in Congress was for me an important political venue. Then the ball game moved to a whole other level. Based on my work facilitating retreats for the National Democratic Institute in Africa and in their own DC headquarters, I was recommended to design and facilitate a retreat for The Club of Madrid. You, like I, may never have heard of this group. The membership turned out to be dizzyingly exclusive: at the time about 85 members, all of whom had been Head of Government or Head of State. Per the Club of Madrid charter, 80% of members were to come from countries that had made the transition to democracy since 1975. In practice, this meant that most members were from Central and South America or Eastern Europe. The Club's headquarters were sensibly in Madrid, to bridge these worlds.

My client was the Secretary General of the Club of Madrid, the Honorable Kim Campbell, who had been a prime minister of Canada. She and her staff were easy to work with in designing the retreat. The retreat itself was held in Prague, hosted by Vaclav Havel, the former renowned playwright, dissident and President of the Czech Republic. About a third of the club's members participated in the two day roundtable (*4-21*, *4-22*). It turned out it was more or less impossible to facilitate political leaders at this level, most of whom felt the need to vocalize their agenda. Using four of their own, we just managed to get on the table the strategic questions we had identified. For me, it was a reality check on working with the level of political leadership where I felt courageous followership was most crucial. This is another arena crying for more research and skill development. Nevertheless, relationships formed in this experience created further bridges for introducing these concepts internationally.

Back in the US, courageous followership was reaching another crucial segment of society: law enforcement. Though I never discovered who or what brought the subject to this community, I was thrilled to learn the different levels where the material was being valued and taught. I learned that *The Courageous Follower* was one of the books read in the 8 month training program for sergeants as part of the California Peace Officer Standards of Training (POST) curriculum (*4-23*). I later was told that some 26 former police lieutenants teach this course. There is some evidence that this migrated to police training programs in other parts of the country (*4-24*). One piece of evidence I found particularly encouraging was the Departmental Promotional

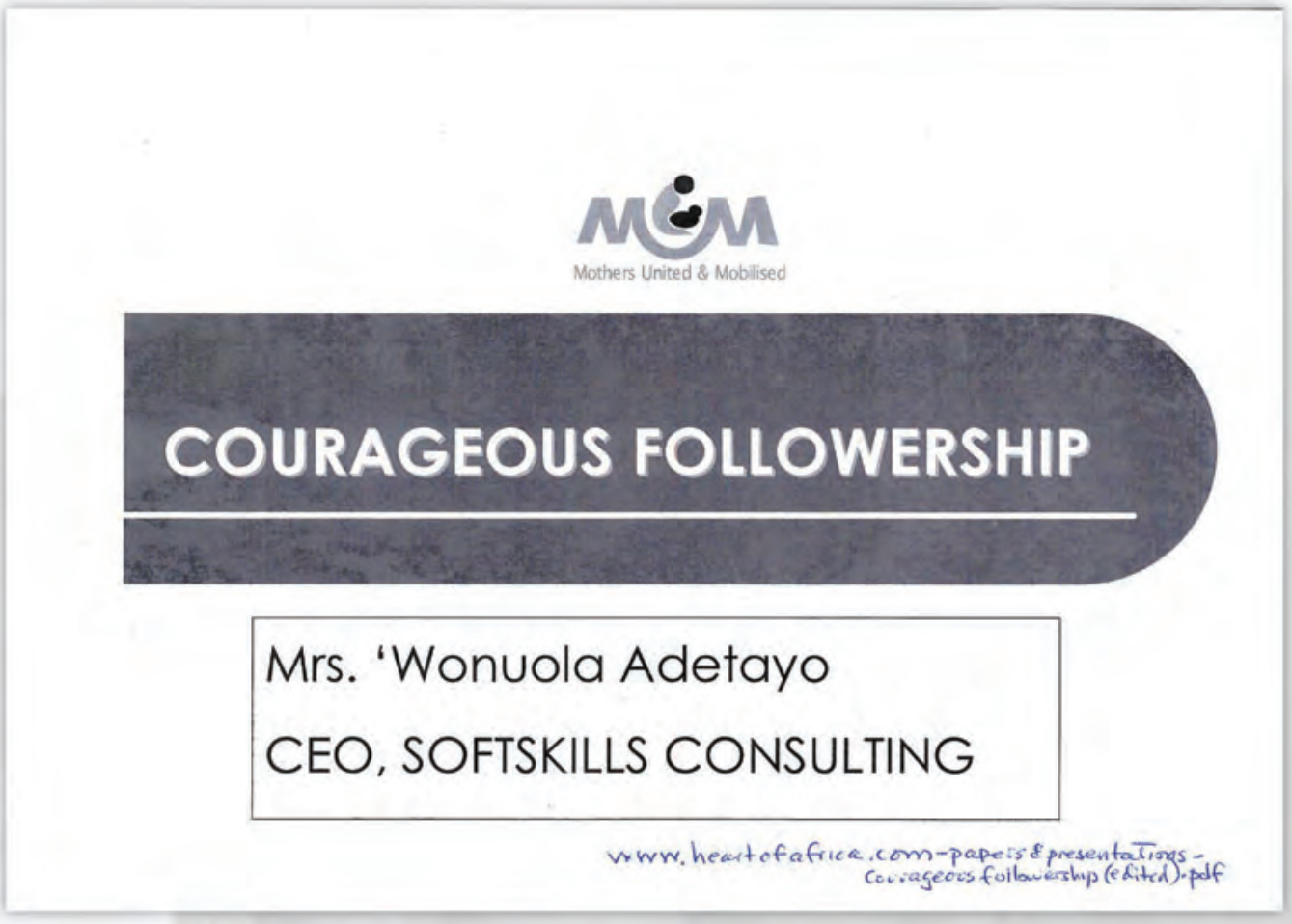
Examination for Sergeant from the City of Vallejo. It lists the weight that will be given on the exam to different subjects and listed *The Courageous Follower* as weighing 10% of the final score (*4-25*).

This is probably a good place to acknowledge in the midst of these successes, the limits of a book to change a culture. Most readers are aware of continuing challenges in law enforcement between police and communities of color. As we demonstrate support for law enforcement leadership that is attempting to transform their cultures, we must simultaneously continue to challenge mindsets and behavior that must be changed. Both responsibilities are inherent in courageous followership. Those studying and teaching followership must recognize that cultural change is a multi-generational project and sustain their belief in the value of that work. This is equally true in every profession and culture represented in this volume in which courageous followership has established a toehold. Having said that, it could be fruitful for research to be done in how knowledge of courageous followership was applied in California police departments at different levels of government and what would make it more effective.

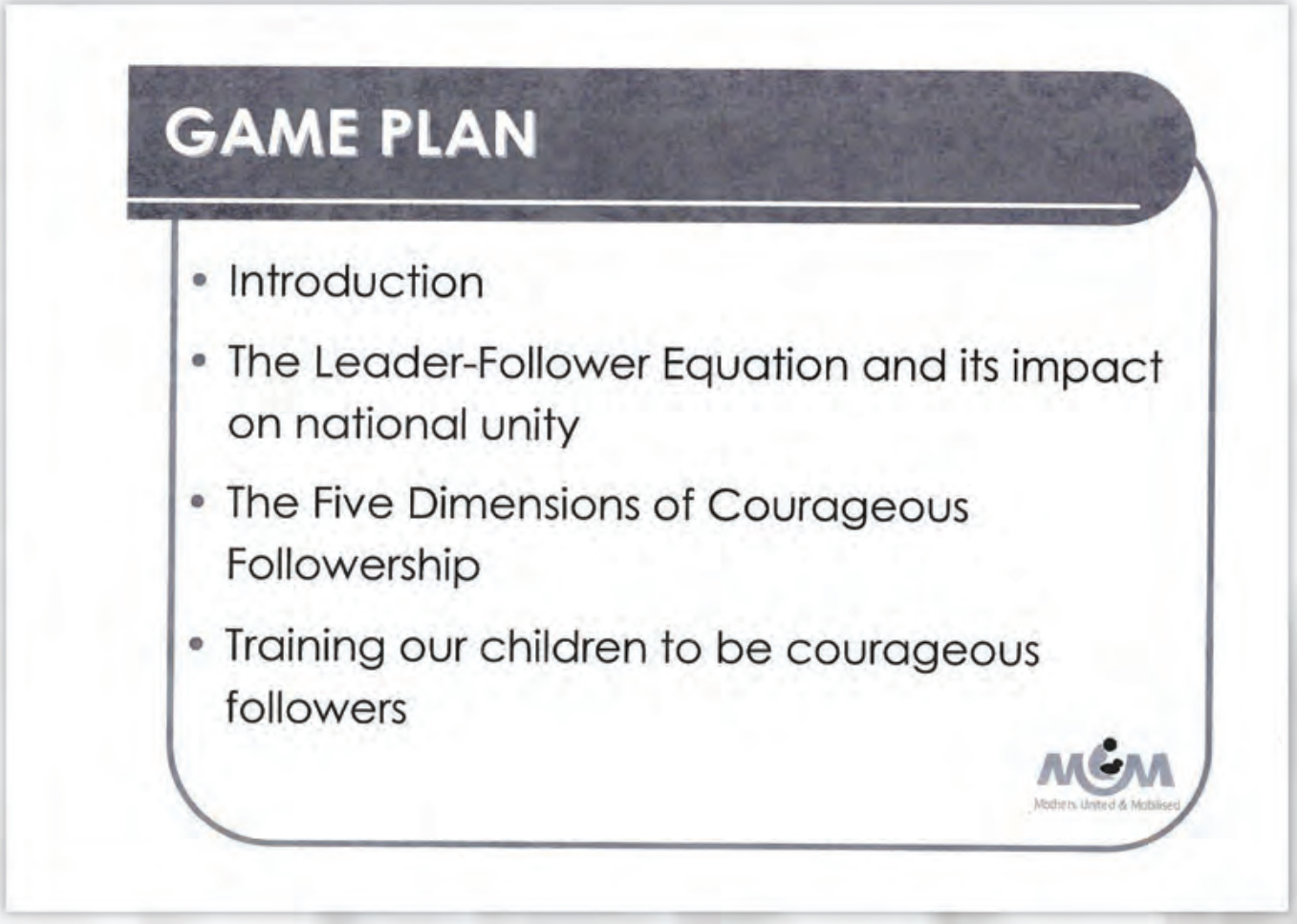
Demonstrating the range of professions where courageous followership was receiving a hearing is a final set of documents regarding the traditional professions of law and accounting. The first is an article I wrote for *Law Practice Today* in which I had a bit of fun with the proverbial Dickens quote referring to conditions in which "the law is an ass" (*4-26*, *4-27*).

On a more staid note, there is a thank you letter from the Department of Accounting at the University of Wisconsin-Madison (*4-28*). Clearly, finance and accounting are areas requiring high ethical standards. A violation of standards had been discovered in the UW Business School. As part of the remediation, it was mandated that every year the faculty and student body were to participate in a day long review of ethical principles with multiple break out groups to work through hypothetical cases that tested those principles. I was invited to speak at the first of these symposiums and design the cases requiring courageous followership.

The breakout groups reported their approaches and a panel of senior partners from major accounting firms and a representative of the Wisconsin Legislative Audit Bureau commented. This is the senior level commitment needed to catalyze and sustain cultural transformation. The program has continued ever since and I was invited back ten years later to discuss the application of my more recent book, *Intelligent Disobedience,* to holding an ethical line.



4-1: Presentation, Mothers United Africa



4-2: Mothers United Africa

Content
Home
Daily News
Business Features
News Features
Opinion
Energy in Africa
Leisure
Thought Leadership
Interactive
Have your say
Newsletter
Search
Services
Marketing
Publishing
Business intelligence
Country Profile
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Eskom Thought Leadership Series >

Leading through followership in Africa

Posted Mon, 05 Sep 2005

Business and political leaders all over Africa are at the centre of the continuing analysis and near paralysis of the continental debate on why Africa, after so many centuries of struggle, still continues to struggle.

Much has been said about the poor quality of life in Africa and the role that its leadership has played in a situation which most feel is getting worst.

Africa's leadership is being held responsible for the economic, political and social realities that face the continent today.

Much has been written on the role of good leadership, the qualities and how to become one. So there really is no need to debate that issue. What I wish to argue is the need to focus on followership, effective followership, even courageous followership.

It has been so easy to point fingers at political and business leaders, whilst conveniently absolving everyone else from the responsibility we have as followers. The most capable followers in the world will fail if they gripe about their leaders but do not help them to improve.

What is the essence of being a courageous follower? It is to win, for the followers, the favour and mind of the leader, so that they may tell him and will always tell him the truth about everything they know, without fear of the risk of annoying him; and even in the process, oppose the leader in a gentle manner and based on a track record of good accomplishments be able to dissuade him of every evil intent and literally bring him to the "path of virtue".

What influences the type of relationships followers in Africa have with their leaders? How courageous do they need to be in a continent that has, in the last 300 to 400 years been ravaged by slavery, colonisation, apartheid, dictatorships, poor governance, instability, civil war and corruption?

A situation President Mbeki of South Africa described as continued "inhumanity to man".

What influences the relationship of a follower with a leader? Some followers have greater influence on leaders on a more personal and individual level than others, irrespective of political or even professional affiliation.

Those who influence the leader usually have a deep sense of worth, are not intimidated by the trappings of power or position, speak forthrightly (and consistently so), care very deeply about the purpose of the organisation (or even country) and pursue it relentlessly.

It has even been said that such influential followers have learnt to understand the moods and situations of the leader to guide them on when best to approach and broach those issues, which have remained cantankerous, sensitive and even unresolved.

How courageous must followers be to support African business and political leaders in formulating solutions on how to deal with the challenges posed by the lack of power and energy across the continent; improving the poor telecommunications network in most countries; dealing with health ravaged by HIV/Aids, malaria and much more?

There is the colossal task of educating the youth of the continent, where 50% of Nigeria's population is below the age of 20; the challenge of beneficiation of the continent's natural resources, where South Africa continues to export gold instead of jewellery, Nigeria crude oil instead of refined oil products and Ghana cocoa instead of chocolates we must face up to the global challenges of catching up with technology and its application; the crippling debt burden that will probably keep Africa poor for ever and the need to make Africa more globally competitive.

An interesting article as it lifts many ffs from The Courageous Follower without any attribution. At least the concepts are spreading.

4-3: Article, *BusinessinAfrica*

How courageous do followers have to be?

The great paradox of followership is that of responsibility. We are responsible – whether we lead or follow, we are all responsible for our actions and also share responsibility for the actions of those we can influence.

Followers too must be ready to serve – even though they do not sit in the hot seat. They must be ready to challenge the status quo and the changes which evolve daily.

They must be courageous enough to participate in the transformation, which is sweeping across the continent under the banner of Africa's own initiative – Nepad.

Leaders require a vision – a sense of purpose for which everyone needs to be engaged. African leaders must have a collective vision for the continent. Nepad provides a platform on which the collective desires of Africans and their aspirations can be encapsulated; it has provided a focus – a vision.

To be courageous, the 800 million odd people in Africa must revolve around this continental vision and not around the leaders that have the mandate to deliver it. If the purpose is not clear and motivating, leaders and followers alike can only pursue their perceived self interest and not the continent's or even country's interest.

Followers must always orbit around the purpose and not around the leaders.

"Follower" is not a term of weakness, but the condition that permits leadership to exist and even gives it strength. The value of a follower is measured by how completely the follower helps the leader and the organisation to achieve their common purpose.

There is therefore a need for courage because it balances power in a relationship. An individual who is not afraid to speak and act on the truth as perceived, despite external inequities in a relationship is a force to be reckoned with.

Culture in Africa can challenge the courage, which a follower shows. The respect for authority and respect for seniority, however defined, will make the typical African silent.

It is said that 70% of followers will not question a leader's point of view, even when they feel a leader is about to make a mistake. Yet learning to speak forthrightly to an elevated leader is not presumptuous; it is an essential part of courageous followership.

Followers must find an equal footing with the leader and this can only be on an intellectual, moral or even spiritual ground, where the issues are always at the centre of discussions and not emotions or personalities.

To find equal footing with the leader - especially in Africa, one must look beyond the title, trappings and power of office and seek to see the human being occupying the office.

The trappings of office in Africa can be intimidating. But the question to ask is - who is this leader outside his role of office? Do we find him slower than we are, do we have to cover for this person or will we show him up in public whenever we get the chance? Are we prepared to educate and train him?

There are many circumstances, which elevate people who a follower may not regard as an equal, to a position of leadership. Internal politics in the organisation, discrimination, or the more justifying policies on the need for cultural and ethnic diversity have landed people in positions of leadership, which some followers might be inclined to challenge.

In other cases, people are elected to a position of leadership through popular votes (and Africa knows enough about the credibility of that process). Closely related to this are leadership opportunities arising from connections, people with very high public profile or are just plain charismatic.

Of course there are situations arising from family owned businesses, where the leadership is based on family succession.

Irrespective of the circumstance that gives rise to this situation, should the guiding principle of a courageous follower not be "service to the cause? Followers must revolve around the purpose of the organisation and put the leadership through its paces and through effective dialogue, educate and enhance the capabilities of the leader.

So as organisations and institutions around the world focus increasingly on leadership issues, there is now a corresponding need to focus on followership and the reasons have become quite obvious. With the level of transformation that must take place in Africa, the responsibility must be shared by all.

There is thus an opportunity to draw on the collective genius of the people who surround

4.4: Article, *BusinessinAfrica* continued

The College of Education & Human Development
University of Minnesota

Department of Educational Policy and Administration
Licensing and Leadership Development for Educational Administrators

K-12 Principal Pre-assessment

Name	License	Date
Aaron Sinclair	K-12 Principal	6-24-04

I. Leadership

A. provide purpose and direction for individuals and groups;
B. shape school culture and values;
C. facilitate the development of a shared vision for the school;
D. formulate goals and plan change efforts with staff by setting priorities in the context of community and district priorities and student and staff needs.

Courses on transcripts

EdPA 5048 Cross-Cultural Perspectives on Leadership
EdPA 5064 Divergent Perspectives- Educational Policy & Practice
EdPA 5080 Special Topics: EdPA Cross-Cultural Conflict
EdPA 5364 Context & Practice- Educational Leadership
EdPA 5384 Collaboration in Heterogeneous Schools
KIN 5725 Organization and Management of Sport
SPCH 200 Small Group Communication (Southwest State University)
ED 422 Pre-Student Teaching Experience (Southwest State University)
CMKT 466 Secondary School Student teaching (Southwest State University)
PE 390 Organization & Administration of Athletics (Southwest State University)
PE 482 Practicum in Coaching (Southwest State University)

Workshops/Seminars/Conferences

Advanced Placement Vertical Teaming Workshop- May 10, 2004
Content Mentor Training- April 6, 2004
Holt Language Arts Curriculum Training- July 17 & 18, 2003
Holt Language Arts Curriculum Technology Training- August 26, 2003
The Common Good: Faculty Seminar by Dr. Michael Hartoonian- November 7, 2000

Readings/Personal Study

Reframing Organizations by Lee G. Bolman and Terrence E. Deal
Finding The Winning Edge by Bill Walsh, Brian Billick and James Peterson
Competitive Leadership: Twelve Principles for Success by Brian Billick and James A. Peterson, Ph.D.
The Courageous Follower: Standing Up To and For Our Leaders by Ira Chaleff
Total Leaders: Applying the Best Future-Focused Change Strategies to Education by Charles J. Schwahn and William G. Spady

4-5: Reading list, University of Minnesota, College of Education

Memphis City Schools

Office of the Deputy Superinten

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Home > Academic Area > Middle School

MCS HOME

OUR MISSION

DEPUTY SUPERINTENDENT

SUPERINTENDENT'S CORNER

Weekly Check In

Weekly Check In
05-09-05

Once I realized this, I quickly began to do a better job of embracing my faculty and staff, so that I could connect with them and they could feel empowered and a part of the team. I have spent this entire year and countless hours getting to know parents, students, and staff. As I see it now, relationship building is the most important thing that a lead manager can do if he or she wants to lead people. While at Ross, I had built relationships that allowed me to be an effective lead manager. Initially, I guess it's safe to say that I assumed that my success at Ross would provide me with instant credibility. Was I ever wrong for making that assumption! Admittedly, I was hoping that my positive relationships and credibility ("*Unstuck*," by Yamashita & Spataro) would somehow influence people to want to follow me at Ridgeway Middle. I

had Legitimate Power (position), but what I really needed was "Referent Power" (believed in me in the past, follow me now). This didn't happen and it created inherent tension for some of my staff and me.

Luckily, Brenda was there, not to give me answers or solutions, but to provide support and encouragement (Glasser's seven connecting habits). She suggested two books for me to read. The two books were the "*Courageous Follower*," by Ira Chaleff and "*Emotional Intelligence*," by Daniel Goleman. Both books provided me with information that encouraged self-

reflection and steps to take in the building of relationships through "*courageous conversation*" and dialogue. I did my best to internalize the theories and concepts. This reading material provided me with the professional growth necessary for me to connect with my staff and other stakeholders. As Brenda has shared, " I became transparent."

4-6: Article, Memphis City Schools

UK UNIVERSITY OF KENTUCKY
Business Administrators Institute

Calendar for Class One

Date	Activity	Description	Length
8/04	Assessment	Success Insights by Target Training International	1 hour
9/04	**Following with Courage and Commitment (Core workshop – required)**	Leaders and followers form an action circle around a common purpose. The most capable followers in the world will fail if they gripe about their leaders but do not help them improve. During this workshop, based on Ira Chaleff's , *The Courageous Follower: Standing Up To and For Our Leaders*, we will explore the dynamics of the leader-follower-relationship and present a model of how courageous followers can improve that relationship to benefit themselves, their leaders and the organization.	½ Day
9/04	**Thinking Critically (Core workshop – required)**	Critical thinking means not taking the world at face value. During this workshop, we will explore the following aspects of critical thinking: • Critical thinking is a disciplined, self-directed approach • Critical thinking displays mastery of intellectual skills and abilities • Critical thinking is the art of thinking about one's thinking while thinking to make one's thinking better • Critical thinking is fully aware of and continually guards itself against the natural human tendency to self-deceive and rationalize.	½ Day
9/04	**Organizational Change**	Tentative Still in planning	½ Day
9/14/04	**Orientation**	Program overview, self-assessment results, team assignment --Teams elect communication leaders.	½ Day

4-7: Curriculum, University of Kentucky

WALI MUTAZAMMIL & ASSOCIATES

July 11, 2005

Mr. Ira Chaleff
Founder & President
Executive Coaching & Consulting Associates
9621 Hillridge Drive
Kensington, MD 20895

Dear Ira,

Thank you for sharing your personal signature on your great book and overview of being a Courageous Follow. On behalf of the Housing Authority of Baltimore City, Resident Leaders and Wali Mutazammil & Associates, I thank you for your heartfelt presentation and wholeness in following and being transformational leaders.

May you continue to share your well-being and bright light of knowledge to many and be well on your journey of new possibilities in the world we live in.

I'm looking forward to seeing you again in the near future.

Continue to be and live your great adventures!

All the best,

Wali

2502 Eutaw Place, Suite 704, Baltimore, Md 21217 Tel: 410-728-6688 Fax: 410-685-1046
www.coachu2excellence.com

4-8: Letter, Housing Authority of Baltimore City

internet@your.fingertips

HOME COMPANY SERVICES REGISTER SUPPORT CONTACT WEBMAI

Saturday, 21 May 2005 Keyword... Google

CyberSHOPPING CyberTAINMENT CyberMED CyberMAN Cyb
CyberNEWS CyberMAP CyberTECH CyberJOB Cyl

LOGIN

Username (E-mail) :

Password :

Job Seeker
Employer

Login

Forgot Password? Click Me

JOB

- LOVE YOUR WORK
- CAREER TIPS
- CERTIFICATIONS
- PROFESSIONS
- ENTREPRENEURS
- JOBSDB@CBN

CONSULTATIONS

Select : Go

LOVE YOUR WORK

KENALI BISNIS GLOBAL

. Capres dan Followership, Perlunya Sebuah Kombinasi yang Kuat Antara Pendukung dan Pemimpinnya

Thursday, 26 Aug 2004 15:10:5 WIB

Untuk pertama kalinya bangsa Indonesia memilih langsung Presiden, berbeda dengan lima tahun lalu ketika rakyat cukup diwakili oleh tidak sampai 1.000 orang melakukan hal yang sama. Pemilu Presiden pada 5 Juli (dan 20 September) menjadi momentum penting untuk melihat apa arti pemimpin dan apa arti pengikut. Hal-hal yang berkaitan dengan perilaku, sikap, strategi, dan filosofi seorang pemimpin disebut sebagai "kepemimpinan" atau leadership. Sejalan dengan itu, hal-hal yang berkaitan dengan perilaku, sikap, strategi, dan filosofi seorang pengikut akan disebut sebagai "kepengikutan" atau

REGISTRATIOI

APPLY A
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CONSULTATIO

Caree
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> article: Memulu
Perjalanan Sukses
Fokus

CERTIFICATIO

The United States

Penulis buku *The Courageous Follower* (2003), Ira ChaleFF, mengatakan para pemimpin jarang memanfaatkan kekuatan mereka secara bijak atau efektif dalam kurun waktu yang panjang kecuali atas dukungan para pengikutnya yang mampu membantunya.

Mungkin karena kata pengikut sering diartikan negatif, yaitu mengekor, banyak orang belum terbiasa dengan pemikiran bahwa pengikut dalam kerangka *followership* (kepengikutan) diperlukan oleh pemimpin negara yang efektif. Presiden yang efektif memerlukan *followership* yang efektif, sejalan dengan pandangan Chaleff.

Tuntutan menjadi *effective followers* dan sekaligus *effective leaders* diperlukan oleh orang-orang dalam lingkaran dalam Capres. Pada saat membantu Capres mereka melaksanakan peran *effective followers*. Ketika mereka memimpin tim-tim kecil sebagai bagian dari tim sukses dan terjun ke daerahdaerah, mereka melakukan peran *effective leaders*. Kepengikutan yang dipraktekkan secara efektif menjadi tauladan bagi pengikut pada lapis di bawahnya. Tim sukses yang menjalankan kepengikutan efektif akan mengangkat derajat Capres dan sekaligus mendorong terciptanya kelompok besar pengikut yang juga efektif. Bukankah mereka akan menjadi orang penting ketika Capres mereka menjadi Presiden?

4-9: Article in *Indonesia*

The article on http://cyberjob.cbn.net.id/detlyw.asp?id=267 (Ira Chaleff " The Courageous Follower ") :

Vice President and Followership, The Need for A Strong Combination Between Follower and the Leader

For the first time Indonesian people elects President directly, different from five years ago when people was represented by less than 1,000 persons doing the same thing. General elections on 5 July (and 20 September) became a milestone to learn the meaning of a leader and follower. Things associated with behavior, attitude, strategy, and philosophy of a leader are called 'leadership'. In relation to this, things associated with behavior, attitude, strategy, and philosophy of a follower are called 'followership'.

An expert popularizing followership is Robert E. Kelley, formulating five patterns of follower behavior, including yesman in 1988. He saw the kind of follower behavior based on two characteristics: critical by independent thinking and active in making effort. Uncritical and passive follower seems like a sheep ready to be pushed and directed by the leader at his discretion.

Uncritical but active follower is a person doing everything instructed and desired by the leader. Therefore, this kind of person is called yesman.

Critical but passive follower often hardly expresses his/her opinion. The leader will have trouble with this kind of follower since he/she doesn't know his/her opinion. Critical and active follower is the kind of follower called effective follower since he/she expresses his/her own critical opinion. This kind of follower is ideal for the leader at any kind of organization. Of the two factors, being critical by independent thinking and active in making effort, one thing implied: the most important characteristic of a follower is the will to tell the truth to the leader.

The author of The Courageous Follower (2003), Ira Chaleff, said that the leaders rarely exploit their power wisely and effectively for a prolonged period of time unless their followers give helpful support.

Since the term follower often connotes negatively, i.e. to tail after, people aren't ready to think that the follower in followership term is needed by an effective country leader. An effective president needs effective followership, according to Chaleff's vision.

Demand for being effective followers as well as effective leader is necessary for the people around candidate for President. Upon supporting the candidate for President, they serve as effective followers. When they lead small teams as the part of success team and enter suburban regions, they serve as effective leaders. Followership which is put into practice effectively will be a good example for the sub-followers. The success team running the effective followership will improve the image of the candidate for president as well as lead to the formation of a large number of effective followers. Aren't they significant persons when their candidate is elected as President?

Therefore, they should apply the followership early. In order for the success team to be successful as the supporting team when their candidate is elected as President and/or Vice President, they should understand the privilege of being close to the candidate and/or how to use it wisely.
Secondly, respecting the value of leaders and their contribution to the country and/or supporting them in reducing any pressure arising from their position. Thirdly, helping in minimizing or even eliminating the potency of 'power tends to corrupt'.

We hope to see a strong combination, that is, between the follower having courage to tell the truth the leader and the Candidate for President/Vice President willingly listening to what they say.

The author is the partner of Dunamis Organization Service

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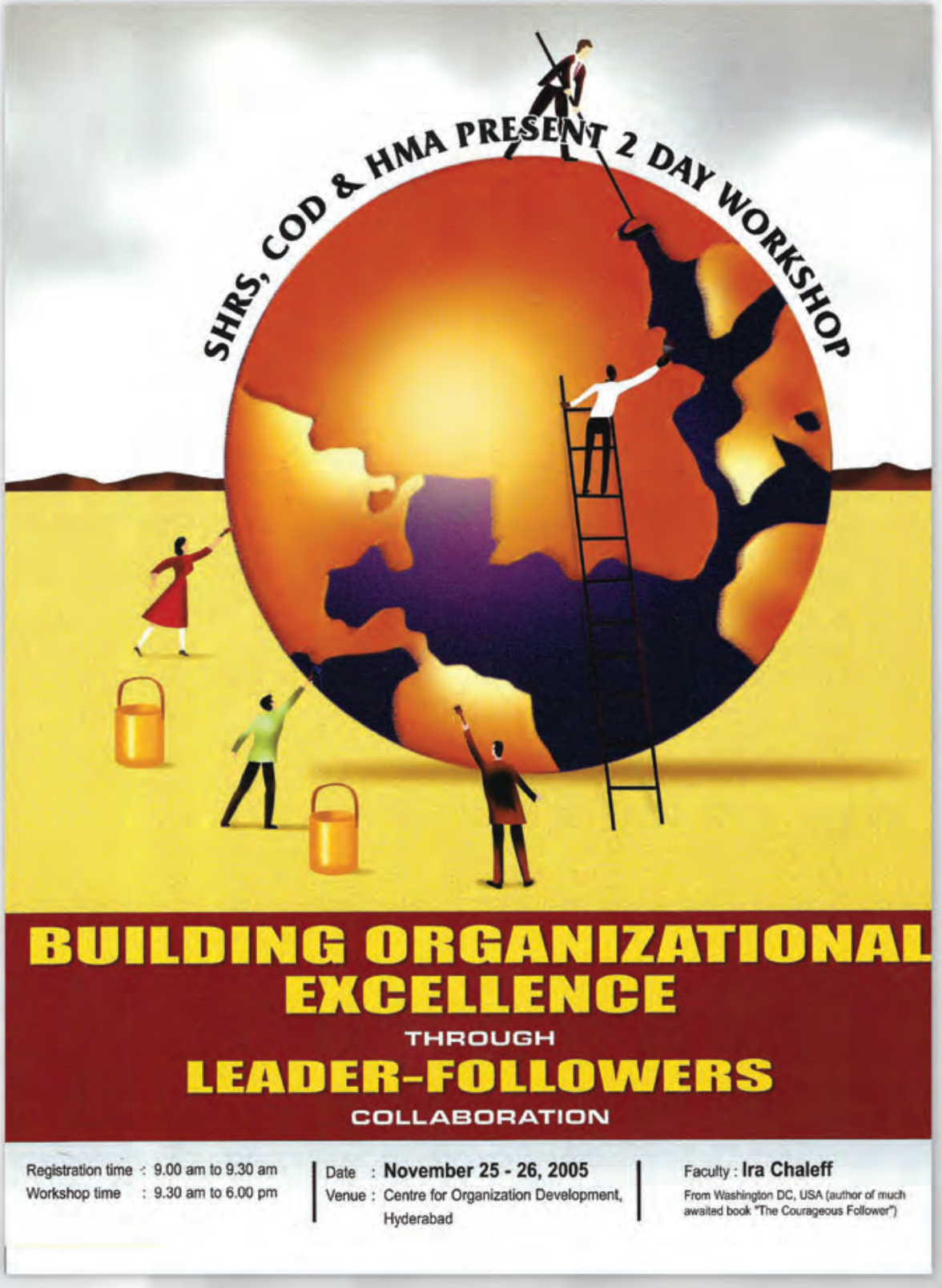
4-10: Translation of Indonesian Article



4-11: Program, Tour of India Workshop

Calcutta Times

CALCUTTA TIMES, THE TIMES OF INDIA KOLKATA IS TALKING ABOUT... 3

BUILDING FOLLOWERSHIP

After two days of workshop on leader-follower collaboration, it was party time at the Bengal Club. Author Ira Chaleff, who has served as special assistant to more than two dozen US senators and representatives, was in town to conduct the workshop. At night, corporates met to unwind themselves after the workshop.

Rekha Datta and Samir Ghosh

Leader LOGIC

(From left) Russi Modi and SN Bhatia

Aditya Kashyap, Ashok Banerjee and Ashish Bandopadhyay

Samir Datta, Ira Chaleff, Malavika Desai and Brijlal Kshatriya

4-12: Press Coverage of India Tour, *Caluctta Times*

THE TELEGRAPH CALCUTTA THURSDAY 24 NOVEMBER 2005

The Telegraph

Management guru Ira Chaleff. Picture by Aranya Sen

Follower, yes man & leader

BISWARUP GOOPTU.

Courageous followers are not just implementers, they provide checks on the leader's possible flaws, add new dimensions to define the company's purpose and ensure better results all around. This revolutionary idea of the 'courageous follower' has been brought to Calcutta by management guru Ira Chaleff.

Chaleff, who has an intriguing theory that every corporate executive can be a successful leader as well as a follower, and collaborate for the common purpose of the organisation, was in Calcutta to conduct a two-day seminar, titled *Building organisational excellence through leader-follower collaboration*, at the Oberoi Grand, from October 21.

He said: "We have the power to modify our own set of rules, which we live by. However, this is not an easy process. The rules have to be discovered first. The phenomenon of group thinking works against individual thought process."

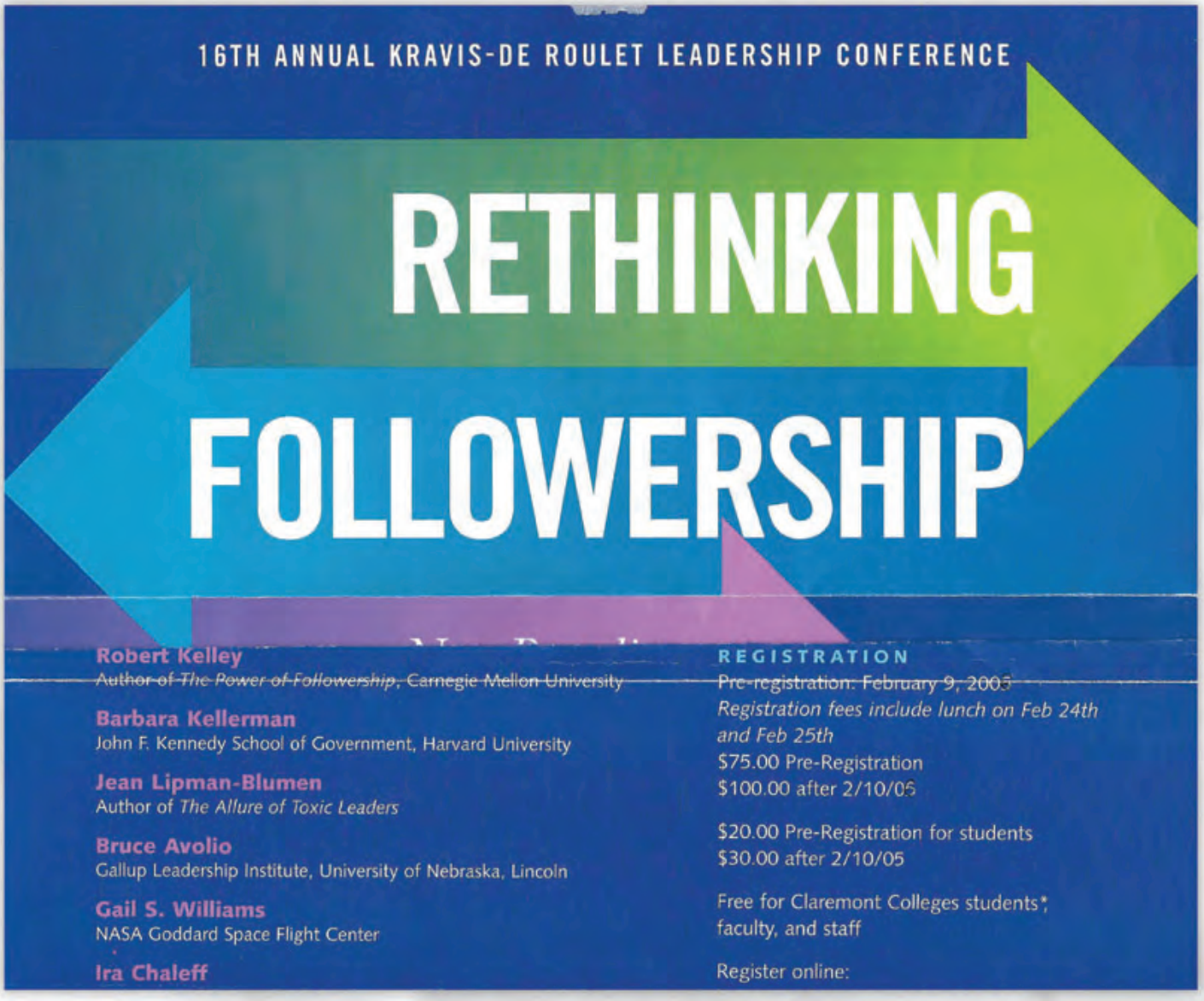
Author of the best-selling book *The Courageous Follower*, Chaleff believes that following the diktats of the leader is not enough, and does not absolve one of culpability. "A follower is not the same as a yes-man. A follower has to have and share a common goal and commitment, to achieve the ultimate objective," says Chaleff.

One of the most important points made by Chaleff was that no matter how much partnership and empowerment there is, the CEO of a corporate organisation has the ultimate authority and responsibility. However, in today's fast-changing norms of corporate governance, new leadership styles, that are more democratic, are coming into existence. "There is a clear difference between the period of dialogue and the period of implementation. Building an attitude to encourage divergent views is what should be encouraged," remarked Chaleff.

Having coached executives of large American organisations, such as Arthur Anderson and NASA, Chaleff certainly had the attention of his audience. "This is a novel concept of management, especially in team-building exercises. The corporate structure in India has not been conducive to independent thinking, so far. Hopefully, the mindset will change, along with the changing times," said one participant.

With a large corporate attendance, Chaleff spoke warmly about Calcutta. "It is a city with a great past and a fantastic future."

4-13: Press Coverage of India Tour, *The Telegraph*



4-14: Conference Program Claremont University

Thornton F. Bradshaw Professor of Public Policy and
Professor of Organizational Behavior
Peter F. Drucker and Masatoshi Ito Graduate School of Management
Claremont Graduate University
Claremont, CA 91711
tel. 909/621-8083
fax. 626/584-9500
e-mail: jeanlipman@earthlink.net

From: Ira Chaleff [mailto:ibtecca@cs.com]
Sent: Monday, January 03, 2005 9:20 PM
To: jeanlipman@earthlink.net
Subject: Followership

Dear Professor Lipman-Blumen,

I just became aware of your book Toxic Leadership, ordered it and look forward to reading it. The table of contents are intriguing and I am certain will help me advance my own thinking on this crucial topic.

I also want to thank you for recommending my own book, The Courageous Follower, as suggested reading to your MGT 365 class.

The purpose of this e-mail is an enquiry. I am interested in catalzying a conference on followership. My vision is to attract an institution that has the resources and interest in sponsoring such a conference and sees an opportunity to position itself as a thought-leader in this under-examined field. I would hope the conference attracts the several dozen academics and practitioners like yourself working directly or indirectly in this field. I believe it could also attract a wider audience that recognizes the need to improve our cultural models for the strong followership behaviors necessary to providing a balance for the strong leadership models with which we are so enamored.

My questions to you are: Is this a project that would be of interest to you? Do you see any possibility of Claremont being interested in this role? If not, do you have other thoughts as to who might be a strong and interested sponsor?

I appreciate your thoughts on this.

Sincerely,

Ira Chaleff

4-15: Letter to Jean Lipman Blumen

From: Riggio, Ronald
Sent: Friday, September 2, 2005 11:04 AM
To: 'ENDixon@comcast.net'
Subject: Followership Conference

Dear Gene,
I am following up on Ira Chaleff's contact with you with some additional information (see below). Looking forward to hearing more about your work and your conference participation.

I want to thank you for your interest in participating in our upcoming conference,**"Rethinking Followership: New Paradigms, Perspectives, and Practices,"** that will be held here at Claremont McKenna College on February 24-25th, 2006.

We anticipate having 25-40 people on the program, including keynote speakers, discussion panels of experts, presentation of individual papers, and Q&A interaction among the presenters and with the larger audience of students, academics and practitioners who understand the importance of our theme. Please think about the format that you feel best suited for (individual speaker, panel of presenters, discussion panel, etc.), and the general topic in the area of followership that you are personally interested in addressing. We will do our best to provide forums for as many of these interests as time and space permit.

With each of our conferences, we compile a book, with chapters authored by our presenters. We would like you to consider a chapter. We might also produce a special issue of an academic leadership journal emanating from the conference. Modest stipends will be given to authors of accepted chapters/papers.

We have limited budget for this conference generated from revenue on an endowed gift from the generosity of the Kravis and de Roulet families. We will waive conference fees for all presenters, provide meals during the conference and can assist with travel funds. However, we encourage presenters to seek travel funds from their institutions or organizations so that we can bring as many interested participants to the conference with our limited travel budget. Please let us know both your travel plans and needs.

We have reserved a block of rooms at the Claremont Inn, a motel-quality hotel within walking distance of campus. More luxurious accommodations are a short drive away at the Pomona fairgrounds or near the Ontario airport – about 15 minutes from campus (Los Angeles International airport is about 50 miles away and the drive can take one to two or more hours depending on the traffic, so Ontario is the easiest arrival point).

We are attaching a call for papers that provides additional information on the conference themes and objectives. We will provide updated information in the coming months and will be in personal contact with you. You can also check our website periodically for updates (http://kli.claremontmckenna.edu/conference/deroulet.asp).

On behalf of myself and conference co-organizers, Jean Lipman-Blumen and Ira Chaleff, thank you again for your interest. We look forward to seeing you in Claremont.

Ron Riggio

<<Rethinking Followership.doc>>
Ronald E. Riggio, Ph.D.,
Henry R. Kravis Professor of Leadership and Organizational Psychology
Director
Kravis Leadership Institute
Claremont McKenna College
850 Columbia Avenue
Claremont, CA 91711
phone: (909) 607-2997

4-16: Letter from Ron Riggio to Gene Dixon

Dear Ira

Jan 2006

Many thanks for all your hard work and preparation for the retreat. I believe it was the best one we have had in many, many years.

You have received rave reviews from the staff.

The depth of your knowledge about who we are and what we are about was impressive. I can't thank you enough for taking the time –you made a difference.

Personally, I am grateful for your asking the tough questions – and for pushing me to look at where I see myself and the future –

I am looking forward to building on the experience and hope we can call on you – your knowledge and sensitivity.

Once again, many thanks. I believe I am blessed to have this job – with your help we will see our way clear.

Best
Rosa

MEMBER OF CONGRESS
WASHINGTON, D.C. 20515

ROSA L. DELAURO
THIRD DISTRICT
CONNECTICUT

January, 2007

Dear Ira –

Many Thanks for all
you had done – and appreciate
for the retreat. I believe
it was the best we've had
had in many many years.

We have received rave
reviews from the staff.

The depth of your knowledge
about who we are and

Not Printed At Government Expense

4-17: Letter from US Representative Rosa DeLauro

Chiefs of Staff Management Training Page 1 of 3

Ira Chaleff

From: Congressional Management Foundation [cmf@cmfweb.org]
Sent: Friday, March 10, 2006 4:11 PM
To: Ira Chaleff
Subject: FW: Chiefs of Staff Management Training

Ira,

I thought you might like to read this comment.

From: Clarke, Jim [mailto:Jim.Clarke@mail.house.gov]
Sent: Friday, March 10, 2006 3:50 PM
To: Congressional Management Foundation
Subject: RE: Chiefs of Staff Management Training

Thanks for the invite. I will be in Los Angeles and unavailable. I keep the book Courageous Follower in my car and read it when I'm waiting to drive my Member someplace.

- Jim

Jim B. Clarke
Chief of Staff
Rep. Diane E. Watson

Page 1 of 1

Ira Chaleff

To: Collins, Michael
Subject: RE: Retreat follow up

Thanks Michael. I'll arrange to meet with you shortly.

Ira

From: Collins, Michael [mailto:Michael.Collins@mail.house.gov]
Sent: Wednesday, May 03, 2006 8:05 PM
To: Ira Chaleff
Subject: Retreat follow up

Ira,
Sorry it has taken me a while to get back to you. The retreat was wonderful and I think we are all better for having experienced it. I would like to continue with the momentum from the retreat and I think I can do that. Let's get together when you have the opportunity to do so. I look forward to talking with you soon.

Michael
Chief of Staff
Rep. John Lewis

4-18: Emails from Chiefs of Staff to Rep Diane Watson and John Lewis

From: Congressional Management Foundation [mailto:cmf@cmfweb.org]
Sent: Friday, March 10, 2006 2:31 PM
To: Clarke, Jim
Subject: Chiefs of Staff Management Training

Congressman Criticized for Attending Lavish Dinner; Insists He Did Nothing Wrong

Do you live in increasing fear of headlines like this?

Do you have growing anxiety that the public and media perception of what is appropriate behavior for Members of Congress is rapidly changing and that your boss may not have fully incorporated these changes into his/her judgments?

Do you feel that in this confusing ethical environment, Chiefs of Staff need to more aggressively question the behavior and practices of their bosses to ensure they don't bring unnecessary attention upon themselves?

Would you like expert guidance on **"how"** to effectively engage your boss in sensitive discussions about his/her judgments that strengthen, and not weaken, your relationship?

If you answered yes to any of these questions, you should attend:

Effectively Challenging Our Leaders

(Even When They Don't Want to Be Challenged)

Wednesday, March 22, 2006

12:00 noon to 2:00 PM (lunch provided)

Location: TBA

(Limited to Chiefs of Staff Only)

This program will be presented by the **Congressional Management Foundation (CMF)** in conjunction with the **House Chiefs of Staff Association** and conducted by Ira Chaleff based on his book, *Courageous Followers: Standing Up To and For Our Leaders.* Chaleff is the former Executive Director of the CMF and conducted dozens of counseling sessions with Chiefs of Staff and Members. He is now a nationally recognized executive coach, trainer, and management consultant. The program will address:

- Do Chiefs of Staff sufficiently challenge their bosses and force them to confront their weaknesses or biases?
- What are the best techniques for giving critical feedback or challenging decisions you believe could cause serious problems?
- How should you respond if your boss ignores important feedback from you or other staff?
- How do you cultivate an office climate that ensures that both you and your boss receive the feedback needed to improve office performance and promote your own growth as a leader?

Please join us for this **Chief of Staff Management Development** program:

To RSVP for this event please call CMF at (202) 546-0100 or e-mail us at cmf@cmfweb.org.

4-19: Program, US Congress Chiefs of Staff Training

Ira Chaleff

From: Steven Bosacker [sbosacker@hotmail.com]
Sent: Sunday, March 05, 2006 3:44 PM
To: irachaleff@mycingular.blackberry.net; ibtecca@cs.com; ExecCoach@compuserve.com
Subject: Message from Harvard

Importance: High

Ira --

Wanted to pass along a message from a friend who has a Bush fellowship at Harvard this year. He was formerly a policy aide for Mayor R.T. Rybak here in Minneapolis. It follows:

Hi Steven!
I hope you are doing well. I am sure you are fully immersed in your new job by now and have your hands full with lots of exciting projects.

I just wanted to let you know that I am taking a great course on Followership and one of the principle text books is "The Courageous Follower" by Ira Chaleff, in which, you are acknowledged several times for your contributions! I don't know if you are still in touch with Ira or not, but if so, you can let him know that I and many of my classmates here are finding his book really helpful. Thanks for your work and contributions to it!

Anyhow, I thought that was kind of fun and wanted to pass it along to you.
Hope you are well. Have a great Oscar night! Talk to you soon!

Erik Takeshita
Archibald Bush Leadership Fellow
Kennedy School of Government
Harvard University
33 Shaler Lane
Cambridge, MA 02138
612/703-9322
erik_takeshita@ksg06.harvard.edu

1

4-20: Email to former Chief of Staff Steven Bosacker

CLUB DE MADRID PROMOTING DEMOCRACY THAT DELIVERS

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Club de Madrid
Felipe IV, 9, 3º izq.
28014 Madrid (Spain)
Tel. +34 91 523 72 16
Fax +34 91 532 00 88
clubmadrid@clubmadrid.org

Home > News/Media Center > News Releases > IV General Assembly an Conference of Club of Madrid in Prague

Confirmed guests (listed in alphabetical order)

Members of the Club of Madrid

Sadig Al Mahdi, Former Prime Minister of Sudan
Belisario Betancur, Former President of Colombia
Kim Campbell, Former Prime Minister of Canada and Secretary Genera Madrid
Fernando Henrique Cardoso, Former President of Brazil and President c Madrid
William Jefferson Clinton, Former President of the United States and Ho Chair of the Club of Madrid
Philip Dimitrov, Former Prime Minister of Bulgaria
José María Figueres, Former President of Costa Rica
César Gaviria, Former President of Colombia
Felipe González Márquez, Former Prime Minister of Spain
António Guterres Oliveira, Ex Prime Minister of Portugal
Václav Havel, Former President of the Czech Republic
Osvaldo Hurtado, Former President of Ecuador
Lionel Jospin, Former Prime Minister of France
Milan Ku an, Former President of Slovenia
Hong Koo Lee, Former Prime Minister of Korea
Antonio M. Mascarenhas Monteiro, Former President of Cape Verde
Rexhep Meidani, Former President of Albania
Javier Pérez de Cuéllar, Former Prime Minister of Peru
Poul Nyrup Rasmussen, Former Prime Minister of Denmark
Mary Robinson, Former President of Ireland and Vice President of Club
Petre Roman, Former Prime Minister of Romania
Jennifer Mary Shipley, Former Prime Minister of New Zealand

Representatives of the Constituent Foundations

José Manuel Romero, Vice President of Fundación de Relaciones Interr Desarrollo Exterior
T. Anthony Jones, Vice President and Executive Director of the Gorbacl of North America
George Matthews, Chairman of Gorbachev Foundation of North Americ

Members of the Advisory Committee of the Club of Madrid

Rut Diamint, Professor of Political Science, Universidad Torcuato Di Te
Grzegorz Ekiert, Professor of Government, Center for European Studies

4-21: Club of Madrid, conference guest list

University
Byung-Kook Kim, Professor of Government, University of Korea
Bolivar Lamounier, Director of Augurium Consultores, Sao Paulo
Alexander Likhotal, Executive Vice-President of the GFNA and First Vic Green Cross International
Guillermo O'Donnell, Helen Kellog Professor of Government, University
Timothy Phillips, Co-Founder of the Project on Justice in Times of Tran University
Andrés Rigo, Former Deputy General Counsel of the World Bank, Inten Arbitrator
Susan Rose-Ackerman, Henri R. Luce Professor of Law and Political Sc

CLUB DE MADRID

Fernando Henrique Cardoso, President of the Club de Madrid
requests the pleasure of the company of

Mr. Ira Chaleff

at the **Inaugural Session** of the
IV General Assembly and Annual Conference of the Club de Madrid,
on Thursday 10 November, 2005 at 5.15 p.m.

R.S.V.P.: Via Perfecta
tel.: +420 222 221 115-6
e-mail: info@viaperfecta.cz

Grand Hall of the Ministry of Foreign Affairs
Černínský palác,
Loretánské náměstí 1, Prague 1

Guests are reminded to kindly present their invitations

Other confirmed participants to date

Abdul-Kareem Al-Eryani, Former Prime Minister of Yemen
Malini Alles, President and Founder of the Stree Foundation
Jafar M. Al-Shayeb, Elected member of Al Qatif municipality in Saudi A
Giorgi Baramidze, State Minister for European and Euro-Atlantic Integ Georgia
Ali Belhaj, President of Alliance des Libertes -Maroc 2020
Pavel Bém, Lord Mayor of the City of Prague
Valdis Birkavs, Former Prime Minister of Latvia
Igor Blaževič, Director of human rights and democracy department of
Pavel Bouda, Member of Commissioner Špidla's Cabinet
Marcus Brand, Special Advisor to the Director of the Office for Democ and Human Rights (ODIHR) of the OSCE
Elmar Brok, Chairman, Committee on Foreign Affairs of the European
Martin Bútora, Honorary President of the Institute for Public Affairs
Ira Chaleff, President of Executive Coaching & Consulting Associates
Aldo Civico, Research Associate at the Centre for International Conflic Columbia University
Victor P. Dahdaleh, Chairman of Dadco Group
Miguel Darcy de Oliveira, Founder and Director of COMUNITAS
Maud de Boer-Buquicchio, Deputy Secretary General of the Council o
Pavol Demeš, Director for Central and Eastern Europe at the German of the US

4-22: Club of Madrid, conference guest list continued

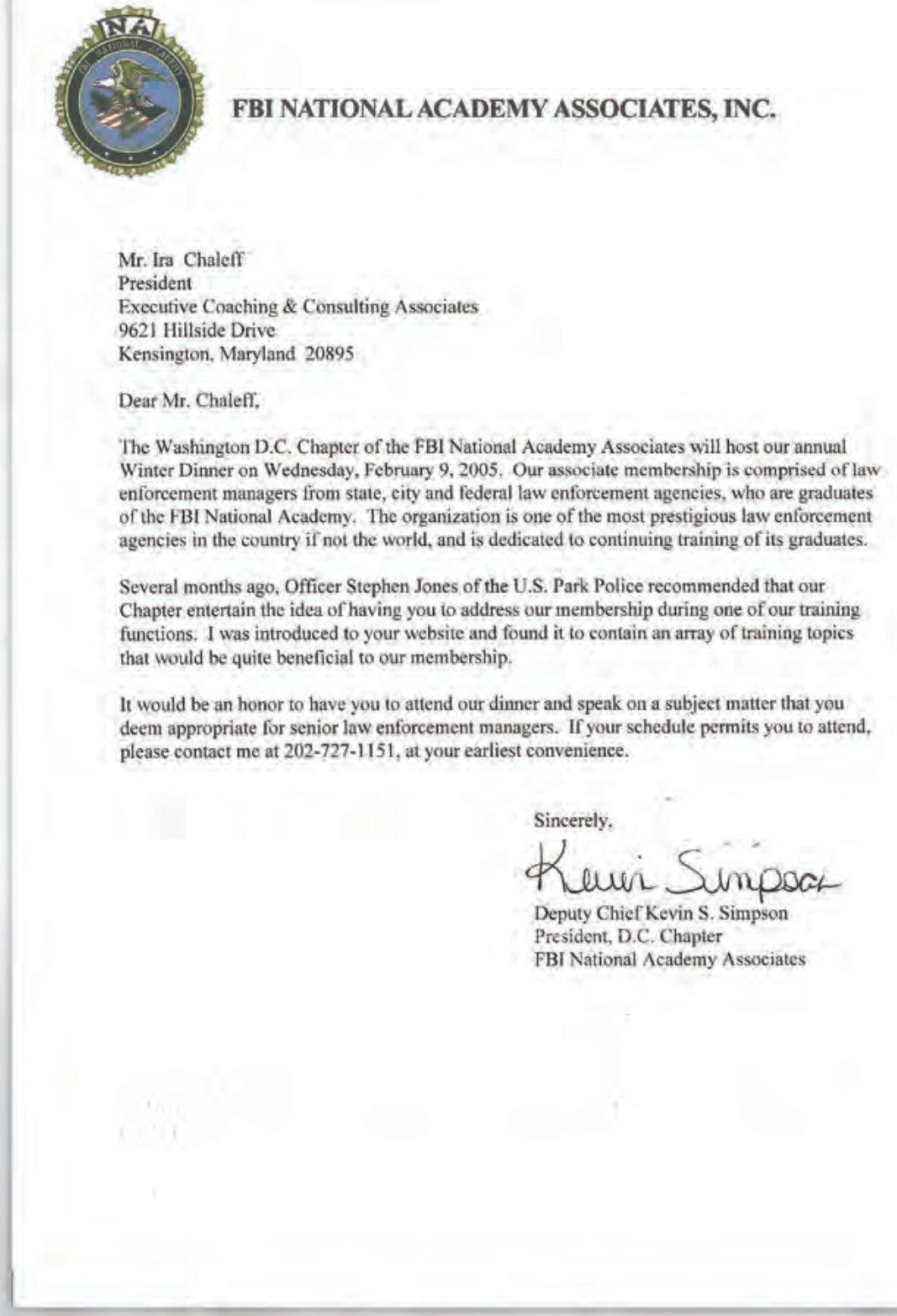
Ira Chaleff

From: Lloyd Edwards [ledwards@socal.rr.com]
Sent: Sunday, February 26, 2006 12:21 AM
To: ira.chaleff@exe-coach.com
Subject: Courageous Follower

Mr. Chaleff,
Hi, I am one of the POST Supervisory Leadership Institute Facilitators. John Curley met you at La Verne and asked if I would e-mail you. We use your book in the course, I suppose John told you something about it. It is California Law Enforcements' premier leadership program. The course is an 8 month program directed at police sergeants to inspire leadership. We have used your book as part of the course readings for years. Students read 14 books, sometimes more , during the course and complete 192 hours of workshop time. I have been teaching in the program since 1990 and would be happy to discuss how we use your book and details of the course with you if you are interested. Most of us really enjoy your work and you should be pleased to know that the term "courageous follower" is well known in police leadership circles, thanks to you! Your effort in this book has had a very positive effect on how police officers and supervisors view leadership and their responsibilities in the organization and our communities.
Sincerely,
Lloyd Edwards
Retired Lieutenant Huntington Beach Police, CA

3/2/2006

4.23: Email, Retired Police Lieutenant, Huntington Beach, California



FBI NATIONAL ACADEMY ASSOCIATES, INC.

Mr. Ira Chaleff
President
Executive Coaching & Consulting Associates
9621 Hillside Drive
Kensington, Maryland 20895

Dear Mr. Chaleff,

The Washington D.C. Chapter of the FBI National Academy Associates will host our annual Winter Dinner on Wednesday, February 9, 2005. Our associate membership is comprised of law enforcement managers from state, city and federal law enforcement agencies, who are graduates of the FBI National Academy. The organization is one of the most prestigious law enforcement agencies in the country if not the world, and is dedicated to continuing training of its graduates.

Several months ago, Officer Stephen Jones of the U.S. Park Police recommended that our Chapter entertain the idea of having you to address our membership during one of our training functions. I was introduced to your website and found it to contain an array of training topics that would be quite beneficial to our membership.

It would be an honor to have you to attend our dinner and speak on a subject matter that you deem appropriate for senior law enforcement managers. If your schedule permits you to attend, please contact me at 202-727-1151, at your earliest convenience.

Sincerely,

Kevin Simpson

Deputy Chief Kevin S. Simpson
President, D.C. Chapter
FBI National Academy Associates

4-24: Letter, invitation to address FBI National Academy Associates, DC

NOTICE OF DEPARTMENTAL PROMOTIONAL EXAMINATION

POLICE SERGEANT

This examination is announced for the purpose of creating a Register of Eligibles for the classification of Police Sergeant. Eligibility to compete is limited to current City of Vallejo employees who have at least three years of experience as a Police Officer or Police Corporal in the City of Vallejo

SALARY: $7,306 $7,672 $8,055 $8,458 $8,881
(Required Employee 9% PERS Deduction)

FINAL FILING DATE: **March 31, 2006, 5:15 p.m.** (postmarks accepted)

THE POSITION: a Police Sergeant, under general supervision, directs and assists a unit of police officers or employees in performing the police functions of protecting persons and property, providing law enforcement, and other related work as required. Typical duties include: inspecting, directing, and supervising the work of subordinates; coordinating employee activities which are generally performed independently as individual work details at different job sites or areas; mobilizing forces and assigning duties to meet emergencies; determining the need for materials and equipment required; reporting time and materials used on activities; inspecting work performance, and approving completed work and reports; providing job instruction and work appraisals for employees assigned; enforcing work safety regulations; enforcing departmental and City work regulations; providing supervision at the scene of traffic accidents, crimes or other incidents; performing specialized administrative or investigative work; and, performing other related duties and responsibilities as required.

QUALIFICATIONS FOR APPLICATION:

Knowledge of: modern police methods and procedures including patrol, crime prevention, traffic control, investigation and identification techniques; California Penal and Vehicle Codes; criminal law with particular reference to laws pertaining to minors, rights of citizens, and the apprehension, arrest, and custody of persons accused of misdemeanors and felonies; the rules of evidence pertaining to search and seizure, and the preservation and presentation of such evidence in criminal cases.

Ability to: schedule, organize, and supervise the work of others; analyze situations effectively and interpret and apply appropriate laws and regulations; prepare clear, concise and complete written reports; maintain physical condition appropriate to the performance of assigned duties and responsibilities; and, establish and maintain cooperative working relationships with others and to deal tactfully and effectively

LIST OF READING MATERIALS FOR THE WRITTEN EXAMINATION

Reading List	Percentage of Items
General Orders -Available on the Intranet (revisions through 3/10/06)	25%
2005 CCI - Available on loan from the Professional Standards Division	15%
4 most recent Point of View publications and the following legal briefs and handouts: *Waterman v Batton (case law on Use of Deadly Force) *Smith v Hemet (case law on Use of Force) *Graham v Connor (case law on Use of Force) *Tennessee v Garner (case law on Deadly Force)	20%
The Courageous Follower-Author Ira Chaleff ISBN 1-57675-247-X	10%
Continuum of Force-Mobile Field Force-Crowd Control Manual	10%
VPOA/IBEW Labor Agreements-Available on Intranet/Individual	5%
Officer Involved Fatal Incident Protocol	15%

4.25: Examination, City of Vallejo Police Officer Promotion

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Law Practice TODAY

Management

Leaders and Followers in the Practice of Law -- Be Not an Ass

by Ira Chaleff
February 2006

All lawyers have at some time chuckled at Charles Dickens' famous line: "If the law supposes that," said Mr. Bumble, 'the law is an ass." But how many senior partners (or general counsels or attorneys generals) would laugh if they heard the paraphrase "If the senior partner supposes that, he (or she) is an ass?"

Those who have undergone the rigors of legal training take pride in their knowledge of case law, their argumentation skills and their toughness in adversarial relationships. Yet, when confronted with a superior in their own organization who is acting with questionable judgment they may mask the extent of their disagreement and only mutter it to peers or spouses. Why is this so and what are the potential consequences and remedies?

Professionals in all fields are trained to be faithful to the ethical and technical standards of their profession. On the whole, they do a good job of raising concerns about actions others are contemplating that are questionable by their profession's standards.

However if their counsel is rebuffed, many become reticent about speaking up further. "Maslow's hierarchy" kicks in, which tells us that a prime human need is to be accepted by their groups and enjoy the benefits of social inclusion. If continuing to advocate an unpopular view endangers being in the good graces of those at the top of the hierarchy, most professionals will begin censoring their own speech. Self-preservation takes precedence over getting the organization to do the right thing.

The leadership, generally being more experienced, may well be right about the matter at hand. But it may not be. Power and success tend to inflate egos. Those at the top of the food chain may begin to overestimate their own acumen. They may rely too much on what worked in the past but is inappropriate for current changes in sensibility and practice. They may gravely underestimate the chilling effect their leadership styles have on open dialogue.

The leadership is at risk if it fails to create a culture in which subordinates are encouraged to vigorously defend divergent viewpoints they believe are in the organization's interest, or if it fails to take these divergent perspectives seriously. This

4-26: Article, *Law Practice Today*

was true of now-bankrupt Enron's senior management, it was true of their auditors, the now defunct Arthur Anderson, and it was true of the law firm Enron's board asked to investigate finance executive Sheron Watkins' alarmed letter to Chairman Ken Lay. Is it true in your own law offices? This question should not be lightly dismissed. The consequences can be significant or even devastating.

Junior partners and associates, even paralegals and administrative staff need to find the courage and skill to effectively stand up for what they believe to be right. In the long run, they have more to gain than to lose by doing so.

At the same time, ultimate responsibility for creating a culture that supports open, reflective dialogue lies with the office's leadership. Such cultures detect problems of ethics, style, substance and strategy when they are small and correctable. Let it not be said of your organization when a problem escalates out of control that the leadership's head was buried in the sand like an ostrich. Or worse, that it behaved like an ass.

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Ira Chaleff is the President of Executive Coaching & Consulting in Washington, DC. He is the author of *The Courageous Follower: Standing Up To and For Our Leaders* (Berrett-Koehler, 2003).

4-27: Article, *Law Practice Today* Continued

SCHOOL OF BUSINESS
University of Wisconsin-Madison

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Mr. Ira Chaleff
President
Executive Coaching & Consulting Associates
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Kensington, MD 20895

May 10, 2006

Dear Ira:

Thanks so much for your great service, collaboration, and featured speaker role at our Ethics and Professionalism Symposium on Followership earlier this month. Preliminary feedback on the program has been very positive and I could not be happier with the role you played in presenting the followership theme, articulating your framework for practicing courageous followership, and your help in developing the hypotheticals for the break-out sessions. It was my pleasure to work with you in our breakout session.

We are setting up a link on our Ethics web-page to report on the program, including a link to your slides. I will be soliciting some formal feedback from participants at the program that I will share with you for future development purposes. I received your invoice and expense reimbursement request; these are being processed for payment.

Again, thanks for your contribution to our program and perhaps we will have future collaborations.

Sincerely,

Terry Warfield
Associate Professor

2006 Symposium

4-28: Letter, University of Wisconsin

VOLUME V

THE ART OF FOLLOWERSHIP:
Bennis and Burns:
Leadership Icons Tribute to Followership

2006- 2007

THE ART *of* FOLLOWERSHIP

How Great Followers
Create Great Leaders and Organizations

RONALD E. RIGGIO,
IRA CHALEFF AND
JEAN LIPMAN-BLUMEN
EDITORS

FOREWORD BY JAMES MACGREGOR BURNS

THIS VOLUME OPENS WITH A REPRINT OF AN ARTICLE I wrote that was published in *Roll Call*, a premier Capitol Hill newspaper. The Chief of Staff to Mark Foley, a Member of the United States Congress, was concerned about the Member's inappropriate communications with a young male intern. The Chief found himself at a classic followership juncture regarding loyalty. To whom did he owe loyalty? His boss (the Member of Congress), the young intern in their care, the reputation of the Republican party to which they belonged, the gay community of which he was part? He needed to be clear about the hierarchy of loyalties and act accordingly. To its credit, *Roll Call* published the lengthy analysis in full. A colleague later told me that the Chief of Staff found the article an accurate analysis of the difficult decision-making process he went through (*5-1*, *5-2*).

I have included what I find to be a fascinating document from Microsoft. Perhaps because of my Washington, DC orientation, *The Courageous Follower* has been more successful gaining traction in government agencies than in the private sector. This is a small, but instructive exception. Microsoft had a sophisticated staff development matrix that described the characteristics of behavior and skill for a range of professional competencies. For each dimension it describes four levels: 1. Basic, 2. Intermediate, 3. Advanced, 4. Expert. This document examines "Comfort Around Authority" (*5-3*, *5-4*). The higher levels of proficiency would relate well to The Partner Style of followership as discussed in *The Courageous Follower* and, indeed, it is one of the books on the recommended reading list. Nevertheless, the field is wide open for greater penetration of followership in the business world.

Those of us in the followership field, from time to time find our work having an impact in unexpected places. I have included a heart tugging story of a school in Tennessee in which a student shot the principal and mortally wounded an assistant principal (*5-5*). As part of the healing process, a director of the school district bought copies of *The Courageous Follower* for county principals and staff. I would like to have partaken in that dialogue.

In this period, followership is increasingly seen as being indispensable to and having parity with leadership. We see a representation of this in a student paper titled, *Followership: A Literature Review of a Rising Power Beyond Leadership* (*5-6*).

Also during this period, *Executive Excellence Magazine* became a reliable outlet for my articles on followership and related topics. The magazine popularized ideas in ways that academic journals could not. This is an important bridge between research and cultural adoption. This article, "Creating Partners: Stop Having Subordinates"

(*5-7*, *5-8*), focuses on ways of asking questions, receiving answers and talking with those at other levels of the hierarchy. "Voice" is a recurring theme in courageous follower and courageous leader development.

This article is followed by a sampling of followership references in documents from a range of fields as varied as Investor Relations Officers (*5-9*), Non-Profit Executives (*5-10*), Librarians (*5-11*), Public Administration courses (*5-12*), a Community Toolbox (*5-13*) and Nursing (*5-14*).

Healthy modes of followership are particularly critical in highly hierarchical organizations and especially those in which the public invest the discretion to use armed force. A range of documents recognize this importance in law enforcement. In the California Commission on Peace Officer Standards and Training Basic Course we see a module on Leader as Follower (*5-15*). What is particularly noteworthy here is the hierarchy of allegiance:

- First to the US Constitution
- Then to the people
- Then to their profession
- Then to the agency that employs them

The spread of *The Courageous Follower* in the California Law Enforcement community is further evidenced by the e-mail exchange with a curriculum designer in the Los Angeles County Deputy Leadership Institute confirming it is required reading in the eight month program (*5-16*).

A significant amount of 2007 was absorbed in editing a book based on the Rethinking Followership Conference. The Kravis Leadership Institute's funding called for it to publish a book based on the prior year's conference. Once again, I am grateful to Ron Riggio and Jean Lipman Blumen for making me a full partner in the resulting book, *The Art of Followership*. Though its publication date is 2008, I am including it in this volume when the lion's share of editing was done (*5-17*).

Jean reached out to Warren Bennis, distinguished professor and chair of The Leadership Institute of the University of Southern California (USC). He responded by inviting us to include the book in The Warren Bennis Signature Series, which is described as "books that disturb the present in service of a better future."

Jean also reached out to James MacGregor Burns, who is credited with establishing the field of leadership with his seminal tome of that name, inviting him to write the foreword. I have included Ron Riggio's email to Jean and me that carried this foreword (*5-18*). The importance of Burns' involvement with this project is captured in his perspective on followership based on a professional lifetime of study:

"Thirty years ago I wrote that 'one of the most serious failures in the study of leadership has been the bifurcation between the literature of leadership and the literature on followership... I know of no work that faces this challenge so well as *The Art of Followership*."

It is fair to say that this book, with Warren's introduction, Burns' foreword, and two dozen essays by respected academics and practitioners, marks the beginning of followership as a widely recognized academic field of inquiry.

As co-editors, Ron and I worked particularly closely on this project. He graciously sent me a thank you gift for my participation (*5-19*). The conference and book precipitated Ron's own increasing engagement with followership to the benefit of the field.

While Barbara Kellerman participated as a panelist at the conference, she declined to include a chapter in *The Art of Followership* as her own book *Followership* was due to be released shortly. Given her prestigious position at Harvard, and her strong and provocative publishing record leading up to this (including *Bad Leadership*, which was her first salvo aimed at the "leadership industry") this was a major event in bringing followership to a wider high-level audience. She wrote a major article in the *Harvard Business Review*, "What Every Leader Needs to Know About Followers" (*5-20*, *5-21*). The article generously acknowledged mine and Robert Kelley's works on followership as "pioneering", for our focus on followers and challenging the prevailing thinking of leaders as "all-powerful and all-important." As we will see, Barbara has continued to be a major voice in the followership movement.

The Courageous Follower found its way in a variety of military organizations. I got a particular thrill out of a presentation I was asked to do for the Society of American Military Engineers (SAME) at their conference in Philadelphia (*5-22*). I proudly display the engraved Liberty Bell memento of the event in my home office. SAME purchased 200 copies of *The Courageous Follower* so each participant received one. They provided a table at which I could sit after the presentation to autograph books. The line snaked around the perimeter of the room. As I signed books, I asked each military engineer where they were stationed? Though critics of empire might rightfully rue this reality, the responses completely spanned the globe! I felt like a seed pod that was exploding and sending the courageous follower message around the world.

Another noteworthy event is marked by the IC Leadership Day brochure — IC meaning Intelligence Community, not Ira Chaleff (*5-23*). After 9-11, most of the 16 US Intelligence Agencies were brought together under the newly formed Department of Homeland Security. This was an attempt to create better cross fertilization of information, analysis and communication between agencies to counter the siloing that contributed to the intelligence failure of 9-11. Establishing another management layer above these agencies was insufficient to break down old patterns and habits. The Director of National Intelligence (DNI) began holding monthly programs at which 20 mid and senior level representatives from each agency could get to know each other. I was asked to speak at the June, 2007 program.

Frankly, I did not approach this invitation with complete comfort. I asked for a prior meeting to make sure they understood what I would be presenting. My request was granted. I explained the courageous follower model and that my briefing would include the courage to take a moral stand. Somewhat to my surprise and relief, I was told there was no problem with this. And so, on June 21, 2007, because the proceedings were being videoed, I watched 400 intelligence officers all remove their identification badges and I, along with other speakers, gave our presentations. Years later, I gave a talk on Intelligent Disobedience (more on that subject later) at a High Holiday service at a friend's synagogue. A woman approached me afterwards and told me she was a training designer at the Central Intelligence Agency and made use of the copy of *The Courageous Follower* she kept in her office.

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ROLL CALL

Opinion

Only GM

Sunday, Nov. 12, 2006; 9:41 p.m.

Guest Observer

The Prince, the Courtier and Mark Foley

By Ira Chaleff
Special to Roll Call

October 31, 2006

Niccolo Machiavelli's "The Prince" was published in 1515. Between 1513 and 1518, his fellow countryman, Baldesar Castiglione, wrote "The Book of the Courtier" for those who served their prince. All Capitol Hill staff should be required to commit to memory Castiglione's counsel to the inner circle of political figures:

"The aim of the perfect courtier is so to win the favor of the prince whom he serves that he may always tell him the truth; and when he sees the prince inclined to a wrong action, he may dare to oppose him and in a gentle manner dissuade him of every evil intent and bring him back to the path of virtue."

Let's examine the scandal surrounding former Rep. Mark Foley (R-Fla.) through this lens. The facts of who said what, when, are still being plumbed. But we can use what is known to see how well courtiers on the Hill served their princes, and how well or poorly the princes availed themselves of these efforts.

Loyalty is a cardinal virtue in politics. Mostly this is functional, but extremes exist. Shockingly, one Member-elect told me the first time I met him: "I will slit anyone's throat who is disloyal to me." He said this with an intensity that left me unsure whether he meant it figuratively or literally.

But if loyalty is so important, the question that must be examined is, "Loyalty to whom or what?"

There is an implicit hierarchy of loyalty in politics. Ideally, it might be stated in ascending order from loyalty to the person elected, to the party, to the base, to the broader constituency, to one's identity groups (ethnic, religious, etc.), to cherished principles and to core human values. The order may vary somewhat depending on individual and cultural factors, but there is still a hierarchy.

In practice, though, loyalty to the Member often is placed higher. This works in the normal range of situations, but it becomes problematic in the face of a serious breach of ethics.

So when Kirk Fordham, former chief of staff to then-Rep. Mark Foley, became disturbed by the speech and possibly the actions of the Member he loyally served, he appears to have done the right thing in trying to "dissuade his prince of evil intent" and deserves full credit for this.

5-1: Article, *Roll Call Newspaper*

In a better world, his prince would have recognized and mended the error of his ways. But the nature of addiction, whether understood in terms of moral weakness or biochemistry, and regardless of whether its object is power, money, sex or drugs, is to deny, obscure and rationalize. Alas, Castiglione does not further advise the courtier who encounters these highly developed defense mechanisms.

This puts someone like Kirk Fordham in a tough spot. If the Member has already committed a felonious act, it is too late to dissuade him from evil intent and its consequences. But if the Member hasn't, how hard can a chief of staff push the confrontation? Nothing has "happened." This is the most critical juncture that a courtier can face with his or her "prince." That is because this is the moment when loyal valor can save the prince's career, and often his personal life as well.

If, as Kirk Fordham says, he sought help from the party's leadership in getting through to his problematic Member, then he made a courageous and loyal choice. If it turns out that Fordham had no knowledge of any more salacious communications or actions by Mark Foley, then he was being loyal to his prince by trying to assure that he did not cross a line to which he already had stepped too close.

If the leadership had gotten through to Mr. Foley at that stage, not only might Kirk Fordham have saved his boss, but he also might have pre-empted embarrassment to his party, avoided alienation of its base, protected his own identity group (gays) from elements that would unfairly tarnish it with pedophilia and protected the minors with whose care Congress is charged. That would have been a lot of values served at once!

If it turns out that Mark Foley already had crossed that line, Fordham's actions might not have saved his boss (although they could have), but it still would have served many of the higher values well. We will have to assume, at this time, that Fordham did not know of behavior that crossed the line. Because if he did, then failing to report those specifics to the leadership, or his subsequent actions of keeping quiet about those behaviors if the leadership failed to act on them, would have scrambled the hierarchy of values unacceptably. (His recent actions of trying to suppress the media from printing the vividly salacious instant messages do raise some some questions about this.)

Nevertheless, if Fordham did report his concerns to the leadership in a timely manner, how should we evaluate the actions of the leadership in response to his report?

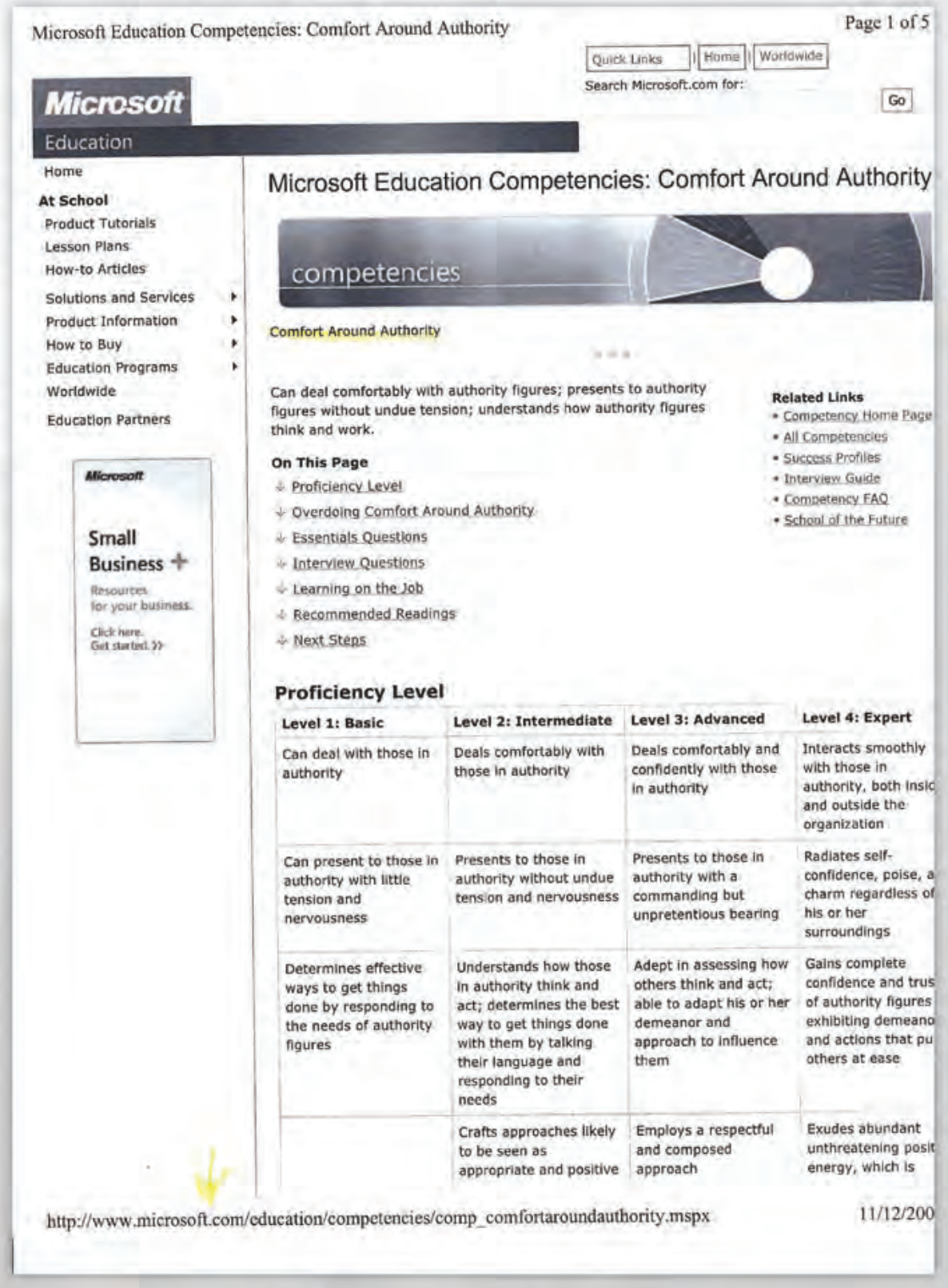
At this writing, it is still a matter of dispute of who knew what, when, so we will sidestep this question. There is general agreement, however, that a few of those in authority, whether officers of the House, Members or key staff, did know of the "overly friendly" e-mails. While there was some conversation with Foley as a result, the evidence seems to suggest that Foley's deflection of questions were followed by no serious investigation conducted by the more senior princes.

Now this is the key that all princes and their courtiers need to understand: It takes courage for a staff person, or a "lowly" intern or page, to report problematic behavior by a Member of Congress. It requires breaking the taboo of being disloyal to your prince in a town that does not usually keep in mind the hierarchy of loyalties. This is a town that is quick to label the truth-teller a snitch or a rat and shut its doors on the pariah.

Therefore, if a staff member comes to a chief of staff and reports worrisome behavior by a Member, it must be taken extremely seriously. The courage required to do so is significant.

The officers or Members receiving the report must initiate a thorough investigation — quietly if possible to avoid public tarring until a degree of merit in the charges is established, and transparently to ensure public confidence is maintained or restored in the institution. Any inclination to sweep the behaviors even a little bit under the rug, as may have happened in the Foley situation, must be soundly overridden. How many times do the princes of Washington, D.C., need to learn that the fallout from a cover-up, or the appearance of a cover-up, is often worse than the crime itself? If not, that inclination will come back to bite the princes and their institution hard.

5-2: *Roll Call* article continued



Microsoft Education Competencies: Comfort Around Authority

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Microsoft Education Competencies: Comfort Around Authority

competencies

Comfort Around Authority

Can deal comfortably with authority figures; presents to authority figures without undue tension; understands how authority figures think and work.

Related Links
- Competency Home Page
- All Competencies
- Success Profiles
- Interview Guide
- Competency FAQ
- School of the Future

On This Page
- Proficiency Level
- Overdoing Comfort Around Authority
- Essentials Questions
- Interview Questions
- Learning on the Job
- Recommended Readings
- Next Steps

Proficiency Level

Level 1: Basic	Level 2: Intermediate	Level 3: Advanced	Level 4: Expert
Can deal with those in authority	Deals comfortably with those in authority	Deals comfortably and confidently with those in authority	Interacts smoothly with those in authority, both insic and outside the organization
Can present to those in authority with little tension and nervousness	Presents to those in authority without undue tension and nervousness	Presents to those in authority with a commanding but unpretentious bearing	Radiates self-confidence, poise, a charm regardless of his or her surroundings
Determines effective ways to get things done by responding to the needs of authority figures	Understands how those in authority think and act; determines the best way to get things done with them by talking their language and responding to their needs	Adept in assessing how others think and act; able to adapt his or her demeanor and approach to influence them	Gains complete confidence and trus of authority figures exhibiting demeano and actions that pu others at ease
	Crafts approaches likely to be seen as appropriate and positive	Employs a respectful and composed approach	Exudes abundant unthreatening posit energy, which is

http://www.microsoft.com/education/competencies/comp_comfortaroundauthority.mspx 11/12/200

5-3: Article, *Assessment of Microsoft Education Competencies*

with others.

- Get feedback from those in authority. Communicate that you are open to constructive criticism and are willing to work on issues they view as important.
- Be open to feedback. Ask for examples and details; listen, take notes, and keep a journal.
- Learn from poor authority figures. Determine what makes them bad examples, if you are part (the problem, and if others regard them in the same way. Avoid reacting out of anger and frustration, and decide to not imitate poor behavior.

- Learning from courses:
  - Take a strategic course. Stretch your thinking to prepare for and anticipate future challenges.

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Recommended Readings

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Next Steps

- Learn more about the Microsoft Education Competencies
- Review additional Education Competencies
- Core competencies for teachers and administrators
- Have a question? Read our FAQ

5-4: *Microsoft Education Competencies* continued

Mr. Chaleff,

I appreciate your responding to my e-mail and thank you for providing me with visuals to use in my upcoming presentation. I will do my best to stay true to the Courageous Follower message and I'm planning on purchasing the other resources that you recommended.

As mentioned, I shared the Courageous Follower message with some educators in Campbell County, Tennessee which is north of Knoxville on I-75. They were recently saddened by a tragic incident in which a young student brought a gun on campus where he shot and wounded the high school principal as well as an assistant principal. He also, unfortunately, mortally wounded a second assistant principal. As you can imagine, the community has been devastated. The Superintendent and administrative staff are trying to pull their team together after this tragedy. In addition, they're in a very economically depressed region and some of their schools are low performing. The Federal Programs Director for the school district, Dr. Karen Bundren, thought this book would be beneficial to the Campbell County Principals and staff. She purchased 25 copies. I don't know if she's able to afford your speaking fees, however, I'm going to recommend the resources you previously mentioned. I'm also going to recommend your speaking services to my company. Thank you, Robert Bates

From: Ira Chaleff [mailto:ibtecca@cs.com]
Dear Mr. Bates,

Thank you for your interest in my work and disseminating its principles. While I, of course, have no information about your politics, it may interest you to know that a native son of Murfreesboro, former VP Al Gore, gave an early endorsement to the original edition of the book.

Regarding your request: I earn my living in part by making presentations and conducting workshops on the book. Being in a field in which intellectual property is what you sell, you will understand that I'm not prepared to freely distribute my full power point presentations. Nor are they intended as stand-alones, but require skilled interpretation. However, as I am very supportive of what you are doing, I am attaching a few slides that may be of use to you, given your appreciation of the subject and ability to explain what is meant by them. Feel free to use all or some of them for the July 27 presentation. I also recommend previewing the training video based on the book, Courageous Followers, Courageous Leaders:New Relationships for Changing Times, and determining if you would like to rent or buy that for your presentation. It is available at www.crmlearning.com. Even if you don't choose to use it in the presentation, the preview will give you further ideas. Thank you again for championing the idea of courageous followership. If at some point I can be of further help to you or your company or the educators with whom you interact please let me know.

Sincerely, Ira Chaleff
From: Bob Bates [mailto:bbates@scilearn.com]
Mr. Chaleff,

My name is Robert Bates. I live in Murfreesboro, Tennessee and work in the field of cognitive skill development for a company called Scientific Learning Corporation based in Oakland, California. I have chosen your book "The Courageous Follower" to discuss with my fellow sales executives at an upcoming regional meeting in Tampa, Florida on July 27, 2006. I recently had the opportunity to share "The Courageous Follower" message with some key educators in Campbell County, Tennessee and later discovered they purchased several copies of your book for their principals. If you have any advice for my upcoming presentation, it would be greatly appreciated. Power point slides would be wonderful! Thank you, Robert Bates, Scientific Learning Corporation

5-5: Email exchange with Robert Bates of Scientific Learning Corporation

FOLLOWERSHIP:

A Literature Review of a Rising Power Beyond Leadership

Lambda Pi Eta
Rho Delta Chapter
Student Paper: Yes

Followers have been in existence for as long as there have been leaders. Not until 1967 has there been official mention of the importance of followership, when Wiles stated that followership and leadership may be equal, despite not exploring the dynamic of their relationship (Nolan 2001). Then in 1988, Robert E. Kelley came up with a groundbreaking text on the existence, and importance, of followership (Frisina, 2005). Since then, Ira Chaleff followed with a text of his own, *The Courageous Follower* (1995), bringing the dynamic of "courage" to followership analysis. Both of these works call for more research. Of the researchers who took up this challenge were Dixon and Westbrook, who validated "the existence of followership at all organizational levels" (Dixon, 2003). The current status of followership research is that it is highly decentralized, though thoughtfully considered in a number of different sources. The authors of these sources lend years of experience in their fields to justify their claims of the importance of followership.

The following literature review is organized in three sections: *Rationale*, *Literature Review*, and *Discussion*. The *Rationale* will consist of seven threads that explain the rationale as presented in the existing literature on followership. The second section is a *Literature Review* that gives a general overview of other patterns that have emerged from the literature, delving more deeply into the components that make up the followership role by presenting some dimensions that have been presented by researchers of followership. The third section is a *Discussion* of three dimensions of followership that are directly related to Communication Studies. The goal of formulating this literature review is to unify the existing literature on followership studies, and also point to some new areas for research and discussion.

5-6: Research paper, *Literature Review of Followership*

LEADERSHIP Excellence™

THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY

VOL. 23 NO. 8 AUGUST 2006

High Purpose

Coming back from the brink of extinction, the bald eagle embodies the spirit of courage and freedom that characterizes authentic leaders—those who have a viable vision, appreciate assets, capitalize on talent, align resources, execute priorities, and create a great place to work.

5-7: Article, *Executive Excellence Magazine* — Creating Partners

Individuality (where water flows naturally downhill) undermines the herd order of things and is repressed. Herds travel together on common ground for a common cause. *Conformity* determines a herd's survival, not individuality. People have a very human need to belong. The herd feeds and responds to this common need. The result is a bigger herd that keeps trampling over the same ground. Most people can't resist the siren song of the common herd. That's how corporations end up with a swaddled workforce that is disconnected from the marketplace. A herd can still be productive, but its productivity is limited to what the *entire* herd can or will perform. This often means that performance is determined by the lowest common denominator.

• ***Power of confusion.*** It would be easier for you to capitalize on your distinctive talents if life weren't so confusing. You want to do the right thing and live up to your potential, but you have no idea what that is. The brighter you are and the more choices you have, the more confusing life can be. Education often raises expectations without providing clarity. Experience usually helps you define what you *don't* like—not discover what you *do* like and what you're good at. That's why so many people end up ricocheting through corporate life. Without their inner spring to guide them, even smart people can mistake molehills for mountains and pap for vision.

Like a hidden magnet that attracts iron filings across a sheet of paper, our inner spring has *presence* whether we acknowledge it or not. WITS respond to that presence and feel compelled to cultivate it. They help colleagues discover their natural talents. This defuses the *Herd Instinct* and disables the *Power of Confusion*. WITS help colleagues define themselves and their relationships. WITS do this naturally and creatively because developing others is *their talent*.

No company can thrive without WITS, and yet most leaders don't know how to identify or find these valuable people—or don't appreciate how WITS contribute to a healthy culture. An exceptional culture translates into a sustainable competitive advantage. Locate your potential WITS. They remind colleagues how important it is to find the right fit. LE

Michelle Gall is an executive coach, author, and speaker. This article is an excerpt from her book, Keep Your WITS About You. *www.michellegall.com.*

ACTION: Fit your talent to their roles.

Creating Partners

Stop having subordinates.

by Ira Chaleff

WHO WOULD YOU rather have at your side in a tough spot? A partner who shares full responsibility for decisions and their outcomes? Or a subordinate who does just what you say and shuts up about ideas he has that may be better?

Rationally, you want the former; emotionally, you may choose the latter.

Reflect on your career. Have you ever kept quiet when superiors were creating problems? What caused you to withhold your counsel?

I guarantee you they were being "the boss." Everything about their tone, body language, verbal language, and bearing was signaling you that they were the boss and you were the subordinate. Chances are you learned from them what a boss looks and sounds like. Whether you admired their style or not, some of it rubbed off on you.

When you act as a superior, you will have subordinates. Act as a partner, and you will have partners. Yes, you may be the *senior* partner, but they are still partners, not underlings or subordinates.

One key difference between the behavior of a "boss" and a "partner" is the way you talk. You talk differently to partners. It is not just what you say, but how you say it. To a subordinate, you might say, "This client wants his order fulfilled now. Make it happen."

What is the message? It's not just "Get the order done now," but it's also "I'm the boss; this is what I want—and there could be consequences if I don't get it." It doesn't require a dramatic act to make the point that the receiver is your subordinate. Are you aware of how often and in how many ways you send similar messages?

This is not how you would talk to a partner. You might be just as clear about what you want and when; however, your delivery would create partnership, not subservience. You might ask, "How can we do that?" Or, "Can you make it happen?" You would seek the individual's knowledge, responsibility, and mutual commitment.

You talk differently to folks below you than to folks across from or above you. So what? The higher you go, the less direct experience you have of customers, stakeholders, and problems. It is harder to get a real feel for what is happening. You become more dependent on good information and insight from those who *are* in touch. So, they need to feel invited to tell you the reality they see, especially when it differs from the one you believe is out there.

You likely *think* that you already extend this invitation, but you may discourage people from giving you inconvenient information. Unless you make an effort to discover in what ways you do this, you will continue to do so.

Creating Partners

To create partners, try this exercise:

• Start every meeting with a question: "Is there anything I'm not getting about this issue that you think I should?"

• Whatever the answer, respond with interest and ask, "Can you tell me more about that or give an example to help me understand it better?"

• Ask questions until you have clarity on the points. Don't argue. Don't interrogate—just clarify.

• Thank the individual or group making these points.

• Incorporate what makes sense into the decisions.

• If no one spoke up, after the meeting ask the individual who is likely to be forthright, "What am I doing that keeps everyone from talking?"

• If this individual gives you insight into how you discourage feedback, convey your gratefulness. Find a way to reward the honesty.

• Invite this truth-teller to sit in on more meetings and after each one give you feedback on anything you did that made others act as subordinates.

By doing this you will have the self-awareness to create partners. You will also have earned their trust. They will give you their best advice and enthusiastically support decisions that are based on reality. LE

Ira Chaleff is president of Executive Coaching & Consulting Associates and author of The Courageous Follower: Standing Up To and For Our Leaders. *www.ecc-coach.com.*

ACTION: Create partners with your people.

5-8: *Executive Excellence Article* Continued

IRO = Investor Relations Officer

THE ROLE OF IR

The IRO as Courageous Follower

The term "follower" has connotations of someone who is weak, subordinate and simply compliant. The term "leader" seems synonymous with strength and taking a stand. But in reality, without courageous followers to stand up for and stand up to a leader and embrace the company's mission, a company goes nowhere.

BY CAROL METZKER

IROs are leaders in their own right. Many have earned a seat at top management's table. Some present to the company's board of directors. They manage their own direct reports as well as lead committees and teams — for rebranding initiatives, disclosure issues and other projects — of members who do not directly report to them.

At the same time, IROs are also followers — specifically, courageous followers. Courageous followers are group members who, regardless of their own leadership roles in the organization, also play active and committed follower roles in service to the company's mission, said Ira Chaleff, founder of Executive Coaching and Consulting Associates and author of *The Courageous Follower: Standing Up To and For Our Leaders*. They do so in a way that energetically supports their CEO's actions that forward the mission, and constructively questions the decisions or actions that endanger its mission or violate its values. They are strong and passionate in pursuing the company's purpose and values. They are stewards of the company's resources. They are not fawning or manipulative. One of the best examples of courageous followers is Cabinet Secretaries. They are powerful leaders in their own domains, but they follow the President, he said.

Popular notions of followers bring up "all the wrong images," said Jane McCahon, investor relations counsel at Conway Communications, an IR consulting firm. She allowed that the description of a courageous follower has merit, however. Such a definition of "followership" takes into account ethics and asking what is right for communication consistency, along with financial and operational decisions. "All actions must be going in the same direction," she said.

For a company to work, its employees must follow the course set by the leader, continued Chaleff. A thousand people in a company can take leadership roles during different situations, but they cannot all be leaders for the same project at the exact same time without pulling the company apart.

Becoming a Courageous Follower

According to Chaleff's book, a person must accept responsibility for becoming a powerful follower. To assume that responsibility, three things must happen:

1. He must understand a follower's power and how to use it. A follower has more power than is typically realized or acknowledged.
2. She must appreciate the value of a leader, including his intense role, talents and contributions.
3. He must understand the "seductiveness and pitfalls of the power of leadership" in order to counteract its negative side.

Chaleff lists numerous sources of a follower's power. Adapted to the IRO, the sources are significant:

- Strength from understanding the role of investors in the existence, longevity and valuation of the company.
- Deep knowledge of analysts, investors, the Street's behavior, and all the details that the IRO collects as competitive intelligence and sends to management, the board of directors and employees.
- A track record of helping the company make sound strategic and tactical decisions.
- Relationships with the CEO, CFO and other senior executives that allow the IRO to speak the truth.
- Stature in a company that influences others and demonstrates values and behaviors to other company members. The IRO sets a standard for what and how to disclose certain pieces of information or takes the lead in ensuring that all communication staff members share information for integrated messages.

5-9: Article, *Investor Relations Officers*

Executive Service Corps
Pathways to Nonprofit Excellence

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PROFESSIONAL LEADERSHIP DEVELOPMENT

Leading from the Middle:
A Professional Development Program for Nonprofit Professionals who Lead from th Middle of the Organization

Application

Leadership in any successful organization, including a non-profit, is shared by every profess who works within it. And, the leader at the top must rely on others within the organization raise questions, communicate effectively, execute the vision, and motivate others to get w done. This is the job of the leader in the middle: it is incumbent on you to communicate

Leading from the Middle: Curriculum Overview
The primary text for this series will be *The Courageous Follower* by Ira Chaleff. Since this se is intended to give you new information, build ongoing learning relationships with each othe and apply what you are learning, each session will require pre-work consisting of one or mo the following: reading an article, chapter or case, completion of a Reflective Worksheet or ar online instrument. In class, we will integrate these so that we can learn the most we can fro each other.

Session Content

Session Date	Session Focus and Content	Session Pre-Work
Session 1 2/1/07 Knowles Online Worksheet	***Setting the Stage*** -Course overview -5-minute introductions -Group Exercise	Chapter 1, Chaleff Chapter 4, PPS Setting the Stage
Session 2 3/1/07	***The Courage to Assume Responsibility*** -360 Orientation -Johari Window -Balance	Chapter 2, Chaleff Personnel Relations Survey 360 Worksheet Balance Worksheet
Session 3 4/5/07	***The Courage to Serve*** -Organizational Communication -Application	Chapter 3, Chaleff Challenger Case Walrus article Org. Comm. Worksheet 360 package completion
Session 4 5/3/07	***The Courage to Challenge*** -Feedback -Coaching -Communication	Chapter 4, Chaleff Coaching reading Feedback worksheet
Session 5 5/31/07	***The Courage to Participate in Transformation*** -Understanding the Dynamics of Change -Transition -John Smithers case	Chapter 5, Chaleff John Smithers case Change/Transition worksheet
Session 6 6/21/07	***Commencement*** -360 feedback results -Integration and Planning for Future	Worksheet Managing Oneself

5-10: Curriculum, Leading From The Middle

ALA APA Allied Professional Association
Library Worklife: HR E-News for Today's Leaders.
growth • advancement • opportunity for all library workers

Volume 2, No. 8 • August 2005
Library and Information Science
Library Worklife home

An Introduction to Followership for Librarians

By Lore A. Guilmartin

"Leadership" was one of the catchphrases of the 1990s, taking the place of teamwork, cooperation, and collegiality (Smith 1994, 22). Unfortunately, the recent focus on leadership created an imbalance in the literature of human dynamics by largely ignoring the people who comprise the largest and most important component of any organization: Followers. As changing communication and information networks force library organizations to evolve, we can benefit from the application of followership principles in management as well as everyday performance.

Followership skills include thinking globally, working to benefit others, directing efforts toward the improvement of the organization, and working well as a team member (Smith 1994, 22). A good follower works well with a variety of people, demonstrates a strong work ethic, is task oriented and intrinsically motivated, possesses high self-regard and recognizes his or her ability to make a uniquely valuable contribution to the organization. Instead of criticizing managerial decisions, the good follower finds ways to make managers' decisions work (Kleinsmith & Everts-Rogers 2000, 35-38).

In his book, The Courageous Follower, Ira Chaleff expands the role of the effective follower, describing the "courageous follower" as an agent of change who works to recognize leaders' weaknesses and to help leaders to develop (1995, 5). Chaleff offers five dimensions of courageous followership: The courage "to assume responsibility, to serve, to challenge, to participate in transformation, to leave" (Chaleff 1995, 6-7). In attending to these principles the courageous follower becomes a steward of the leader, using his or her unique skills to assist the leader and so to serve the organization as a whole. Chaleff repeatedly acknowledges the difficulty of being a truly courageous follower, recognizing the difficulty of challenging the strong but incorrect opinions of a leader. But he effectively argues that an organization of passive followers is unlikely to succeed over the long term, as its leader becomes distanced from the realities of day-to-day operations and so less likely to make effective and well-informed decisions. As Chaleff states, "Leaders rarely use their power wisely or effectively over long periods unless they are supported by followers who have the stature to help them do so" (1995, 1).

Followership should be encouraged as a necessary precursor to leadership. But the development of followership should not be viewed only as a means to an end, the training of leaders, but rather as an independent and necessary component of effective organizational development. As managers have focused employee development and evaluation processes primarily on leadership skills, at the expense of teamwork, American organizations have been damaged (Smith 1994, 22). Followership research offers one way to correct this imbalance and to improve organizational communication and function. An emphasis on followership makes employees aware of the power they already hold, by encouraging them to communicate honestly and openly with leaders, acknowledging that loyalty to the common purpose is of a much greater importance than the elimination of disagreement.

Employee skill and self-awareness are the most important resources followers bring to an organization. Effective followership involves assessing one's own skills in relation to a job, recognizing and then correcting deficiencies through training and development. Effective followers control this process, rather than depending upon supervisors for assessment and direction (Crockett 1981, 156). By building a sense of pride and self-respect among employees, the encouragement of effective followership improves staff morale and effectiveness.

One of the follower's most important responsibilities is to dispute, and perhaps to refuse to comply with, what he or she perceives to be unwise decisions and policies. Effective followers understand rules and orders within the larger social context, supporting rules which move the organization forward and rejecting those which are immoral or damaging to the organization's mission (Chaleff 1995, 46).

Followership literature is especially relevant to library management. In a general sense, the effective application of followership principles allows the organization to maximize decision-making efficiency and effectiveness. When each employee is empowered to control decision-making and action at each level of the organization, each employee will experience a sense of ownership of and pride in his or her own sphere of influence.

5-11: Article, An Introduction to Followership for Librarians

PADP 7380 ***Ethics in Public Administration*** **Fall 2006**
Weds. 3:35 - 6:35pm **247 SLC**

Dr. Brian N. Williams
203D Baldwin Hall
Office Phone: 706-542-7816
bnwillia@uga.edu
Office Hours: Tues. & Weds., 1:30 – 3:00 pm or by appt.

But what is government itself, but the greatest of all reflections on human nature? If men were angels, no government would be necessary. If angels were to govern men, neither external nor internal controls on government would be necessary. In framing a government which is to be administered by men over men, the great difficulty lies in this: you must first enable the government to control the governed; and in the next place oblige it to control itself. – Federalist Papers, #51

Course Description: This course is based on the premise that professional ethics is a perishable skill, especially when considering the political environment in which public administrators operate. Consequently, the purpose of this course is to provide an opportunity for students to understand and reflect on the ethical dimensions and dilemmas facing contemporary public administration.

Since the foundation of all ethical action is judgment, this course seeks to foster the development of sound judgment by allowing students to read, critically examine, discuss, and learn from the lapses in judgment/ethics of governments and their administrators in the United States and abroad. Likewise, this course is designed for you to develop a kind of thinking that will allow you to see the ethical minefields and consider the potential rolling consequences of administrative decisions. As such, it will utilize case studies and a review of some significant examples of the costs and ramifications of unethical administrative actions by government officials. Please note, this course is not designed for you to learn a set of techniques but reflects my belief that learning is synonymous with challenge, controversy, and critical analysis.

Course Objectives: At the conclusion of this semester, this course seeks to accomplish the following objectives:

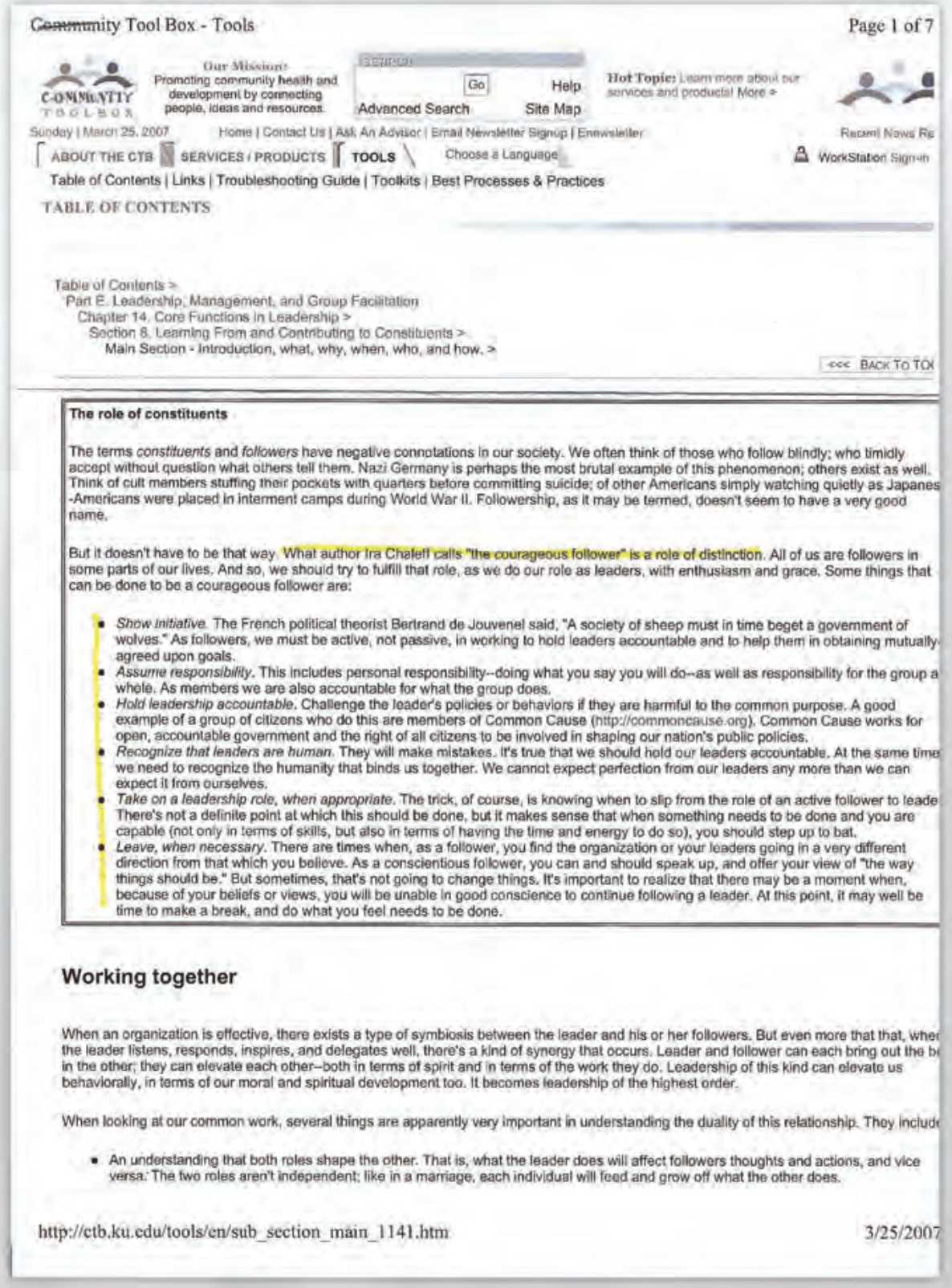
1. To provide an awareness of the ethical dimensions and dilemmas of contemporary public administration.
2. To foster an understanding and appreciation for the discretionary powers that public administrators exert and the moral responsibility that accompany their choices.
3. To build and develop skills in ethical decision-making.
4. To cultivate an attitude of moral obligation and personal responsibility for aspiring public service professionals.

To accomplish these objectives, the course is composed of readings, lectures, documentaries, and case studies to "unmask administrative evil." Additionally, it will utilize in and out of class assignments and exercises to foster a discussion of the merits and demerits of the "technical-rational" approach that is synonymous with contemporary public administration. Finally, it will constantly return to the guiding question of this course (and its related implications), should public administrators utilize more of a normative role to shape human affairs?

Required Texts: The following books are available in the UGA Bookstore:
1.) Ethics Challenge in Public Service (2nd Edition) by Carol Lewis and Stuart Gilman
2.) Unmasking Administrative Evil by Guy Adams and Danny L. Balfour
3.) The Responsible Administrator (5th Edition) by Terry L. Cooper
4.) The Courageous Follower by Ira Chaleff

University of Georgia

5-12: Curriculum, Ethics in Public Administration



Community Tool Box - Tools Page 1 of 7

COMMUNITY TOOLBOX

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Main Section - Introduction, what, why, when, who, and how. >

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The role of constituents

The terms *constituents* and *followers* have negative connotations in our society. We often think of those who follow blindly; who timidly accept without question what others tell them. Nazi Germany is perhaps the most brutal example of this phenomenon; others exist as well. Think of cult members stuffing their pockets with quarters before committing suicide; of other Americans simply watching quietly as Japanes -Americans were placed in interment camps during World War II. Followership, as it may be termed, doesn't seem to have a very good name.

But it doesn't have to be that way. What author Ira Chaleff calls "the courageous follower" is a role of distinction. All of us are followers in some parts of our lives. And so, we should try to fulfill that role, as we do our role as leaders, with enthusiasm and grace. Some things that can be done to be a courageous follower are:

- *Show initiative.* The French political theorist Bertrand de Jouvenel said, "A society of sheep must in time beget a government of wolves." As followers, we must be active, not passive, in working to hold leaders accountable and to help them in obtaining mutually agreed upon goals.
- *Assume responsibility.* This includes personal responsibility--doing what you say you will do--as well as responsibility for the group a whole. As members we are also accountable for what the group does.
- *Hold leadership accountable.* Challenge the leader's policies or behaviors if they are harmful to the common purpose. A good example of a group of citizens who do this are members of Common Cause (http://commoncause.org). Common Cause works for open, accountable government and the right of all citizens to be involved in shaping our nation's public policies.
- *Recognize that leaders are human.* They will make mistakes. It's true that we should hold our leaders accountable. At the same time we need to recognize the humanity that binds us together. We cannot expect perfection from our leaders any more than we can expect it from ourselves.
- *Take on a leadership role, when appropriate.* The trick, of course, is knowing when to slip from the role of an active follower to leade There's not a definite point at which this should be done, but it makes sense that when something needs to be done and you are capable (not only in terms of skills, but also in terms of having the time and energy to do so), you should step up to bat.
- *Leave, when necessary.* There are times when, as a follower, you find the organization or your leaders going in a very different direction from that which you believe. As a conscientious follower, you can and should speak up, and offer your view of "the way things should be." But sometimes, that's not going to change things. It's important to realize that there may be a moment when, because of your beliefs or views, you will be unable in good conscience to continue following a leader. At this point, it may well be time to make a break, and do what you feel needs to be done.

Working together

When an organization is effective, there exists a type of symbiosis between the leader and his or her followers. But even more that that, wher the leader listens, responds, inspires, and delegates well, there's a kind of synergy that occurs. Leader and follower can each bring out the b in the other; they can elevate each other--both in terms of spirit and in terms of the work they do. Leadership of this kind can elevate us behaviorally, in terms of our moral and spiritual development too. It becomes leadership of the highest order.

When looking at our common work, several things are apparently very important in understanding the duality of this relationship. They includ

- An understanding that both roles shape the other. That is, what the leader does will affect followers thoughts and actions, and vice versa. The two roles aren't independent; like in a marriage, each individual will feed and grow off what the other does.

http://ctb.ku.edu/tools/en/sub_section_main_1141.htm 3/25/2007

5-13: Article, *Community Tool Box*

Nursing CENTER

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Tuesday, May 22, 2007

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Parting Thoughts: Followership

Lisa A. Miller CNM, JD

Journal of Perinatal and Neonatal Nursing
January/March 2007
Volume 21 Number 1
Pages 76 - 77

PDF Version Available!

PDF Version

Printer-Friendly Version

The Courageous Follower by Ira Chaleff provides another source of inspiration for those seeking to be either better followers or better leaders. Chaleff identifies qualities of effective followership in terms of courage: the courage to assume responsibility; the courage to serve, the courage to challenge; the courage to participate in transformation; and the courage to take moral action. **3** While Chaleff's book focuses more on followership related to the support of a leader, it nonetheless provides significant insights into developing qualities beneficial to effective teamwork.

In reality, we are all both leaders and followers, assuming different roles within our team as the circumstances dictate. An exemplary leader promotes and encourages exemplary followers, and vice versa. But it is more often leaders who get credit when the organization succeeds. Let's take a little time at work to recognize the contributions of the followers, too. I'd like to close my parting thoughts with a quote from Christina Baldwin, author and educator, who said, "To work in the world lovingly means that we are defining what we will be for, rather than reacting to what we are against." I'm for followership, and for continuing my journey toward becoming an effective and exemplary follower. Feel free to join me.

Lisa A. Miller, CNM, JD

President, Perinatal Risk Management & Education Services Chicago, Ill

REFERENCES

1. Available at: **http://en.wikipedia.org/wiki/Followership** . Accessed October 30, 2006. **[Context Link]**

2. Kelley RE. The Power of Followership . New York: Doubleday; 1992. **[Context Link]**

3. Chaleff I. The Courageous Follower: Standing Up to and for Our Leaders . San Francisco: Berrett-Koehler; 1995. **[Context Link]**

5-14: Article, *NursingCenter*

CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Basic Course Workbook Series

Student Materials

Learning Domain 1
Leadership, Professionalism, and Ethics
Version Five

Leader as Follower, Continued

Separation of ego from power and authority (continued)

NOTE: Ira Chaleff wrote in his book, "The Courageous Follower," "...in the dance of leaders and followers we change partners and roles throughout our lives. With each new partner we must subtly adjust our movements and avoid the other's toes. If we are leading we must lead and if we are not we must follow, but always as a strong partner. We constantly learn from each other and improve our gracefulness in a wide diversity of styles and tempos."

NOTE: Peace officers shall recognize that their allegiance is

- first to the U.S. Constitution,
- then to the people,
- then to their profession and
- then to the agency that employs them.

5-15: Curriculum, California Peace Officer Standards & Training — Leader as Follower

Deputy Leadership Institute

What is the
Deputy Leadership Institute?

"...The Deputy Leadership Institute (DLI) is a ground breaking leadership development program that will set the standard for all law enforcement agencies. It was founded on the principle that leadership is intrinsic in the professional law enforcement officer and can be developed in each of us. DLI is designed to enhance our ability to be leaders in the communities we are entrusted to protect. DLI will help each of us recognize our leadership responsibilities and enhance our leadership skills, both personally and professionally. All employees of the Sheriff's Department will have the opportunity to benefit from the DLI experience."

Ira Chaleff

From: Wheeler, Sharon E. [sewheele@lasd.org]
Sent: Monday, April 23, 2007 10:24 AM
To: 'Ira Chaleff'
Subject: RE: Curriculum

Hi Ira--actually, in our DLI 8-month continuum your book is required reading and the students seem to get a lot out of it. Thank you for all the information.

Sharon

-----Original Message-----
From: Ira Chaleff [mailto:ibtecca@cs.com]
Sent: Thursday, April 19, 2007 10:05 AM
To: Wheeler, Sharon E.
Subject: Curriculum

Dear Deputy Leaders Program Developers

First, my compliments on an excellent curriculum and design.

In regards future curriculum development, I want to bring a book I have written to your attention. It is already used in the POST curriculum and by other law enforcement departments in California municipalities. You may want to introduce its concepts at some point in your curriculem.

The book is The Courageous Follower: Standing Up To and For Our Leaders, 2nd edition, Berrett-Koeholer, 2003. It is an in-depth examination of the "Flip-Side" of Leadership. All officers of any rank play both the roles of Leader and Follower, but the Follower role seldom gets the attention it deserves if it is to be performed skilfully and with an equal level of courage to that required of the Leader role. I am including a few links below for your convenience.

5-16: Curriculum, LA County Sheriff Department — Deputy Leadership Institute

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850 Columbia Avenue
Claremont, CA 91711-6420

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ILLUMINE
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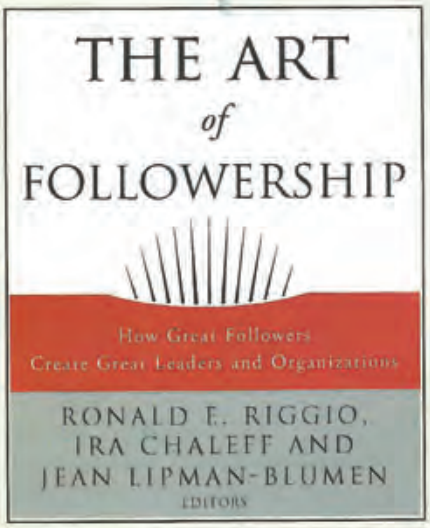
FALL 2007

004 0770
Ira Chaleff
EXECUTIVE COACHING & CONSULTING ASSOCIATES
9621 HILLRIDGE DR
KENSINGTON MD 20895-3121

KLI announces the release of a new book, based on the proceedings of the 16th Kravis de-Roulet Conference, *Rethinking Followership: New Paradigms, Perspectives, and Practices.*

Warren Bennis writes in the forward:

> "Who is not fascinated by the dance between leaders and followers, who depend upon each other as surely as animals and air?"



Visit our websites at
http://kli.claremontmckenna.edu
http://www.leadershipreview.org
http://kravisprize.claremontmckenna.edu/

The ILLUMINE newsletter is published by the Kravis Leadership Institute at Claremont McKenna College.
Barbara.ascher@claremontmckenna.edu Phone: 909-621-8743
Kravis Leadership Institute, 850 Columbia Ave., Claremont, CA 91711

5-17: Book, *The Art of Follwership*

Burns' foreword Page 1 of

Ira Chaleff

From: Riggio, Ronald [Ronald.Riggio@ClaremontMcKenna.edu]
Sent: Monday, February 26, 2007 7:54 PM
To: ibtecca@cs.com; jeanlipman@earthlink.net
Subject: Burns' foreword
Attachments: ForewordBurns.doc

Dear Ira and Jean,

Attached is Jim Burns's foreword for the book. He adds, "I wish you all the best of luck with this major work, and I'm very happy to have a connection with it."

Only Warren's chapter and our opening and we can put this baby to bed.....

Foreword
James MacGregor Burns

We have been brought up as school children to think of leadership as only the realm of heroes and devils – as in the lives of Caesar, Napoleon, Churchill, the three Roosevelts, Hitler, Stalin, Mao and the like. The people – the voters, the masses – provided only a vague background. But if you define leadership as the mobilization of followers who then become leaders of the original leaders, and if you measure these mobilizations by the harsh tests of moral and ethical values, you begin to understand the complex processes of leadership. You can see Franklin Roosevelt, for example, as a president who entered office without a comprehensive program, then mobilized a desperate people who demanded action, people who in turn forced the Administration to fashion the "Second New Deal of 1935," which embodied FDR's lasting leadership.

Sometimes, when I contemplate the endless complexities and mysteries of leadership, I try to simplify its essence by imagining the following: a candidate for local office spots a possible supporter across the street. She crosses over to ask for his vote. He asks her about an environmental issue, she responds, and he promises his support. A reporter happening on the scene might dismiss this as a quick-fix deal. But a student of leadership should see this episode as reflecting a far more complex set of phenomena – their backgrounds and attitudes, the social and political context, and the other factors ranging from the immediate and practical to the psychological and ideological. But the student should note too that she crossed the street, initiating the engagement.

Thirty years ago I wrote that "one of the most serious failures in the study of leadership has been the bifurcation between the literature on leadership and the literature on followership." Surely, I added, it was "time that the two literatures" be brought together, "that the study of leadership be lifted out of the anecdotal and eulogistic and placed squarely in the structure and processes of human development and political action." Making this linkage has proved exceptionally difficult. Dealing with the complexities – the multiple roles of leaders and followers in diverse polities, the intersecting as well as the clashing of leadership cultures, the traps inevitable in "toxic" or "bad" leadership, the potential of leadership created or by benign or hostile forces, and above all the moral and ethical values that penetrate – or should penetrate – leaders' decision-making – this type of challenging question faces students and practitioners of leadership. I know of no work that faces this challenge so well as *The Art of Followership*. I expect it to be a landmark work in the complexities of the leader-follower dynamic.

2/26/2007

5-18: Email from Ron Riggio on James MacGregor Burns Preface

CLAREMONT MCKENNA COLLEGE

Henry R. Kravis Professor of Leadership
and Organizational Psychology

April 6, 2007

Ira Chaleff, President
Executive Coaching and Consulting Associates
513 Capital Court NE, Suite 300
Washington, DC 20002

Dear Ira,

This is just a little thank you token for my appreciation for all of your hard work on the conference and the followership book. I asked my good friend, and Kravis Institute board member, Sarah Smith Orr (you would truly enjoy meeting her) to find something appropriate, and when she was in Santa Fe she suggested this eagle "fetish."

The Native Americans associate these with talents and skills and this one deals with vision and seeing things clearly. You are a superb editor and have a great deal of vision regarding the importance of followership and where all of this is headed.

So, thank you for your fine work. It has been a great pleasure to work with you side-by-side (mostly virtually), and I hope to continue a long connection as we promote followership (and leadership).

Warmest wishes,

Ron

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Member of The Claremont Colleges

5-19: Thank You letter from Ron Riggio

Harvard Business Review
www.hbrreprints.org

The distinctions among followers are every bit as consequential as those among leaders—and have critical implications for how managers should manage.

What Every Leader Needs to Know About Followers

by Barbara Kellerman

Reprint R0712F

5-20: Article, *Harvard Business Review* — Barbara Kellerman

doing what others want them to do. But for the purposes of this article, and to avoid confusing what followers do with who they are, I define followers according to their rank: They are low in the hierarchy and have less power, authority, and influence than their superiors. They generally go along to get along, particularly with those in higher positions. In the workplace, they may comply so as not to put money or stature at risk. In the community, they may comply to preserve collective stability and security—or simply because it's the easiest thing to do.

History tells us, however, that subordinates do not follow all the time. As the ideas of the Enlightenment took hold in the eighteenth century, for instance, ordinary people (in industrialized societies especially) became less dependent on kings, landowners, and the like, and their expectations changed accordingly—as did their sense of empowerment. The trend continues. Increasingly, followers think of themselves as free agents, not as dependent underlings. And they act accordingly, often withholding support from bad leaders, throwing their weight behind good ones, and sometimes claiming commanding voices for those lower down in the social or organizational hierarchy.

Witness the gradual demise of communism (and totalitarianism) in the former Soviet Union, Eastern Europe, and now China. And consider the social and political upheavals, all of them antiauthority, in the United States and elsewhere during the 1960s and 1970s. Similarly, there has been a dispersion of power at the highest levels of American business, partly because of changes in the cultures and structures of corporations as well as the advance of new technologies. CEOs share power and influence with a range of players, including boards, regulators, and shareholder activists. Executives at global companies must monitor the activities of subordinates situated thousands of miles away. And knowledge workers can choose independently to use collaborative technologies to connect with colleagues and partners in other companies and countries in order to get things done. The result is reminiscent of what management sage Peter Drucker suggested in his 1967 book *The Effective Executive*: In an era dominated by knowledge workers rather than manual workers, expertise can—and often does—trump position as an indicator of who is really leading and who is really following.

Types of Followers

Over the years, only a handful of researchers have attempted to study, segment, and speak to followers in some depth. To various degrees, Harvard Business School professor Abraham Zaleznik, Carnegie Mellon adjunct professor Robert Kelley, and executive coach Ira Chaleff have all argued that leaders with even some understanding of what drives their subordinates can be a great help to themselves, their followers, and their organizations. Each researcher further recognized the need to classify subordinates into different types. (See the sidebar "Distinguishing Marks: Three Other Follower Typologies.")

Zaleznik classified subordinates into one of four types according to two sets of variables—dominance versus submission and activity versus passivity. His research findings intended to inform corporate leaders in particular. By contrast, Kelley and Chaleff were more interested in the welfare of those lower down the corporate ladder. Their work was designed to challenge and counteract what Kelley called the "leadership myth"—the idea that leaders are all-powerful and all-important.

Kelley classified subordinates into five types according to their levels of independence and activity, but his special interest was in fostering "exemplary" followers—those who acted with "intelligence, independence, courage, and a strong sense of ethics." These individuals are critical to the success of all groups and organizations, he argued. Meanwhile, Chaleff placed subordinates into one of four categories based on the degree to which the follower supports the leader and the degree to which the follower challenges the leader.

All three did pioneering work—and yet, as indicated, it seems to have had little impact on how current leader-follower relationships are perceived. In part, this is because of cultural, organizational, and technological changes that have taken place in just the past few years. Manual laborers, for instance, have been replaced by younger, tech-savvy knowledge workers, who are generally less disposed to be, in Zaleznik's parlance, "masochistic" or "withdrawn."

The most important point of all these typologies, however, is that leader-follower

Barbara Kellerman is the James MacGregor Burns Lecturer in Public Leadership at the Center for Public Leadership at Harvard University's John F. Kennedy School of Government in Cambridge, Massachusetts. This article is adapted from her latest book, *Followership: How Followers Are Creating Change and Changing Leaders*, due in February 2008 from Harvard Business School Press.

5-21: Article, continued

SAME NEWS

April 2

The Bi-Monthly Newsletter of The Society of American Military Engineers · www.sam

Update Your Memberships

From Century House

Member Alert! AMS Transition Update

We are nearing completion of the transition to the new Association System (AMS) for Individual Members. However, we are still experi with member login capabilities. Hopefully, Individual Members are Web site to renew their memberships by logging in using their per addresses as their User IDs and their new six-digit member numb IDs. Anyone continuing to have difficulties logging in should conta Member Specialist Christine Gruszkowski at christine@same.org, c ext. 123; or, contact SAME Member Support Specialist Belean Get bgetachew@same.org, or 703-549-3800, ext. 122. You also can e or concerns to the membership department at member@same.org in a timely manner.

We expect to begin testing the Sustaining Member portion of the A target date of July to begin processing Sustaining Memberships an the new dues structure. Sustaining Members will receive a notice once the AMS is up and runn dues structure is in effect. Until further notice, however, we will continue to use the 2006 rate dues structure. Should you have any questions regarding Sustaining Membership, please conta Member Specialist Jackie Porter at jporter@same.org, or 703-549-3800, ext. 121.

Companies that wish to consolidate their billings for Sustaining Memberships should contact SA Manager Natasha Rocheleau at nroch@same.org, or 703-549-3800, ext. 124.

We appreciate your patience during this transition period.

National Conference Update

If you have not registered for the SAME Joint Engineer Education and Training Conference & E

Track 3: Installation Management, featuring Steven R. Iselin, SES, Chief Engineer and Directo Improvements, U.S. Naval Facilities Engineering Command; Phil Grone, Deputy Undersecretar (Installations and Environment); and Maj. Gen. Del Eulberg, P.E., F.SAME, The Civil Engineer,

Track 4: Professional Development, featuring Ira Chaleff, President, Executive Coaching & Co author of The Courageous Follower: Standing Up to and for Our Leaders; Brig. Gen. Gerald E. P.E., F.SAME, USA (Ret.), Glenn L. Martin Professor of Engineering, University of Maryland; ar Schwartz, CAE, JD, Deputy Executive Director and General Counsel, National Society of Profes

Track 5: Developing Military Leaders, featuring Lt. Gen. Carl A. Strock, P.E., F.SAME, Chief of Commanding General, U.S. Army Corps of Engineers; Maj. Gen. Del Eulberg, P.E., F.SAME, Th Air Force; Rear Adm. Wayne "Greg" Shear Jr., CEC, Chief of Civil Engineers & Commander, U. Engineering Command; and Rear Adm. Richard F. Barror, Ph.D., P.E., Chief Engineer, U.S. Pul

The Technical Program lays the foundation for this year's event and is supported by a state-of featuring new products & services, special educational and fun-filled technical and historical to networking and social events.

There are a variety of registration options to choose from, including full conference registratio registration. Select the option that's right for you.

5-22: Article, *Society of American Military Engineers Newsletter*

Speaker Biographies

Ms. Letitia A. Long is Deputy Director of the Defense Intelligence Agency. She has served as Deputy Director of Naval Intelligence; the Director of Central Intelligence's Executive Director for Intelligence Community Affairs; the DIA Deputy Director for Information Systems and Services and was DIA's first Chief Information Officer.

Mr. John "Chris" Inglis is Deputy Director of the National Security Agency. As the senior civilian at NSA, he acts as the Agency's chief operating officer, guiding and directing strategies and policy, and serves as the principal advisor to the Director. He has served as Special United States Liaison Officer, London and Signals Intelligence Deputy Director for Analysis and Production, NSA.

Mr. John Robinson is Chief, Office of EEO and Diversity, ODNI. In this role, Mr. Robinson is the primary advisor to the DNI on equal opportunity, affirmative employment, diversity and related issues. Mr. Robinson is a former Navy officer and Vietnam era veteran. His previous appointments include Deputy Assistant Secretary at the Department of Labor, Senior Policy Advisor to the Secretary of Energy, Chief of EEO and Diversity for the Internal Revenue Service, and senior dean at Brown University.

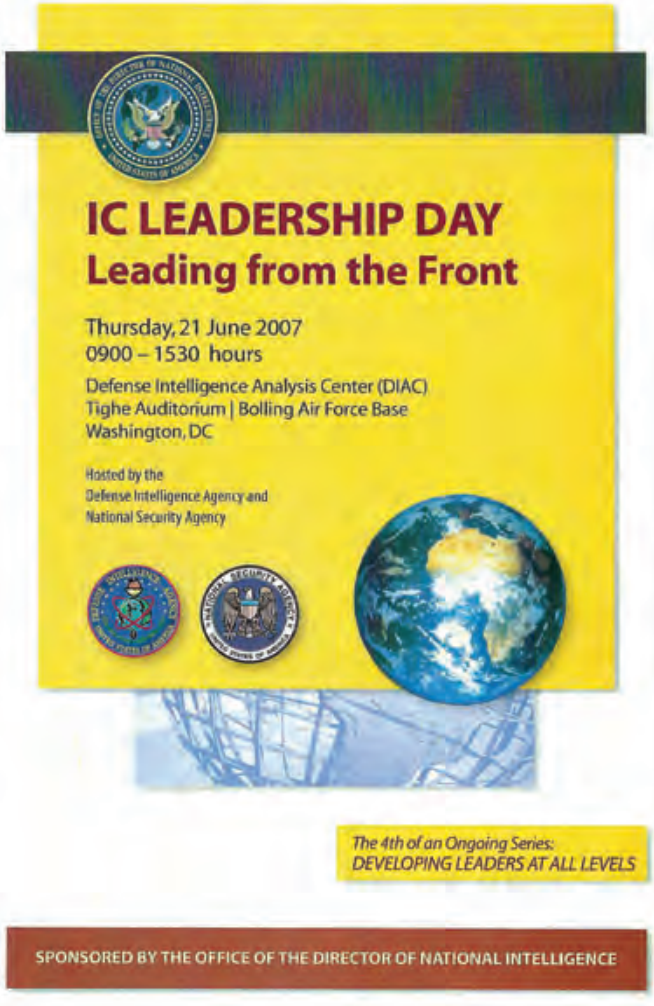
Mr. Art Cornwell is President of The Boardroom and author of the book *Freeing the Corporate Mind: How to Spur Innovation in Business*. Mr. Cornwell has been the president of two firms and vice-president of three others. His 30 years of business experience includes the manufacturing, retail, wholesale, service, government and not-for-profit sectors of the economy.

Mr. Ira Chaleff is President of Executive Coaching & Consulting Associates and author of the award winning book, *The Courageous Follower: Standing Up To and For Our Leaders*. Mr. Chaleff is past Executive Director and current Chair of the Board of The Congressional Management Foundation and a principal in the Institute for Business Technology. He has been named one of the 100 best consultants in the U.S. by Executive Excellence magazine.

Dr. Ronald P. Sanders is the Associate Director of National Intelligence for Human Capital and the Intelligence Community Chief Human Capital Officer, ODNI. Dr. Sanders leads the design, development, and execution of human resources strategies and policies across the U.S. intelligence agencies. He has served as the Office of Personnel Management's first Associate Director for Strategic Human Resources Policy, as well as the Internal Revenue Service's first Chief Human Resources Officer.

Mr. Robert S. Majoros, Jr., is the National Security Agency/Central Security Service Representative to U.S. Central Command (CENTCOM). In this position, he is Cryptologic Advisor to the Commander, U.S. Central Command and he is responsible for all NSA operations in the CENTCOM AOR. Mr. Majoros has served in numerous leadership positions for the National Security Agency, to include serving as Chief of Staff for the Signals Intelligence Directorate and as the NSA/CSS Representative to the U.S. Department of State.

General Barry R. McCaffrey, USA (Retired) serves as a national security and terrorism analyst for NBC News and writes a column on national security issues for the *Armed Forces Journal*. General McCaffrey served as the Director of the White House Office of National Drug Control Policy from 1996 to 2001. While in uniform, he served as Commander-in-Chief of the U.S. Armed Forces Southern Command and commanded the 24th Infantry Division (Mechanized) during DESERT STORM. At retirement, he was the most highly decorated Four-Star general in the United States Army. General McCaffrey is a distinguished military leader whose advice is sought by America's top policymakers.



5-23: Program, Director National Intelligence event

VOLUME VI

FOLLOWERSHIP IN MANY LANGUAGES:
The Concept Across Cultures

2008

il Follower coraggioso

Il collaboratore che sa dire di no al leader

EARLY IN 2008, MY PUBLISHER SENT ME COPIES OF THE ITALIAN TRANSLATION of *The Courageous Follower* (*6-1*). The title of this book is noteworthy: *Il Follower Coraggioso* (*6-2*). You will note that "follower" is not an Italian word that trips off an Italian speaker's tongue. Italian translations of the word "follower" were problematic, as they are in other languages where the political or religious overtones make the word even more difficult for the reader than "follower" is sometimes thought to be in English. Italians had already confronted this dilemma with the word "leader", which in Italian is "il duce", the title used by the fascist dictator, Mussolini. They solved it by appropriating the English word, which became "il leader". So, the publisher used the same strategy for follower, and carefully explained the word in a special preface for the Italian edition. While to date, there is no German edition of *The Courageous Follower*, the Germans had to solve a similar problem in their books on leadership since their word for leader is Fuhrer. Enough said.

As my work on The Art of Followership concluded, I realized I had a dilemma. Where did I go from there with followership? It needed a home. I brought my dilemma to Ron Riggio and Jean Lipman Blumen's attention. They were both on the board of the International Leadership Association, which at the time was a program under the Burns Academy of Leadership, housed at the University of Maryland. They suggested that I draft a proposal to establish a Followership Learning Community under the ILA, and so I did. It was accepted and I joined the ILA as the first chair of the new followership community. The ILA became such an important part of the global expansion of the field of followership that I have chosen to tell its story, along with its documents, separately in Volume XII of this book.

Meanwhile, domestic media outlets continued to demonstrate interest in the followership message. For a couple of years in this period I had a working relationship with the editorial page editor of the *Baltimore Sun*, a respectable regional paper. I have included one of the columns published there on bullying, based in part on what we learned from Lorna Blumen's chapter in *The Art of Followership* (*6-3*). Bullying is no peripheral issue to courageous followership. In the column I cite the work of Barbara Colorosa's book *Extraordinary Evil*, in which she helps us understand that atrocities like genocide are acts of bullying with the power of the State behind them. While understanding and proofing up children against school yard or online bullying seems a far cry from genocide, it is in fact where we should begin inoculating societies against their scourge.

In those years, the monthly magazine *Leadership Excellence* continued to be a welcoming place for 800 to 1000 word articles on topics related to followership. While missing the heft and scholarly citations of professional journals, magazines like this have their place in disseminating ideas to the wider culture in digestible packets. In addition to one of my own articles (*6-4*, *6-5*), I am including one by Warren Bennis on followership (*6-6*). Today blogs or podcasts fill this role, but there is still a need for one or two market leaders that reach deeply into private and public sector organization cultures.

In March of 2008, I received an email from Marty Krovetz, an author on educational leadership (*6-7*). This was to prove the beginning of an important relationship. In this email he describes what became known as "The Chaleff assignment." I chortle at this small claim to fame. Marty's championing of *The Courageous Follower* in his own books helped it find its way to many school assistant principals ("followers"), principals and district administrators. Through collaboration with Marty, I participated in a middle school program in which an under-served immigrant minority community used the principles of courageous followership as part of their effort to acquire equipment for their computer lab on par with those of schools in more affluent parts of their district (*6-8*). But the most significant contribution Marty made to my work will come later when we get to my book *Intelligent Disobedience*.

The *Conference Board* article I include is a condensed nugget of followership history (*6-9*). The Conference Board is a well regarded membership organization of public and private sector corporations. They ran an article by Barbara Kellerman and included a sidebar by Robert Kelley, from our book, *The Art of Followership*. In the sidebar you can read Robert's retort to the common complaint "Why don't you use another word than follower?" Within the leadership community, and at times within the followership community, there is a subset that is irked by treating followership as a distinct, though inter-related subject. Even our comrade-in-arms, Jean Lipman Blumen, prefers the word "constituent" to follower. I personally think Robert's response in this article lays to rest the argument against "follower." Today, more than a decade later, the discomfort with "follower" can still be heard but the main body of academics and practitioners has accepted it, and along with social media, has almost (not quite) made it mainstream.

The Courageous Follower continued to appear in translation, particularly in Asian countries (*6-10*, *6-11*, *6-12*). This is the advantage of working with a publisher like Berrett-Koehler that invests resources going to the major annual book fairs and interesting other language publishers in acquiring, translating and publishing their authors' books. Of course, it is rare that the author knows how faithfully or not their concepts have been conveyed in other languages and cultures. It is interesting that authors who place so much stock in the precision of language, need to have an element of faith that their concepts suffer minimum distortion in translation.

To my knowledge, *The Courageous Follower* is only available in English in Singapore. Nevertheless (perhaps for the better given the vulnerabilities of translation) it early on found its way into the National Library and other significant institutions. Possibly as a result of this influence, years ago I discovered a video made by the Singapore Defence Force, to graphically instill in their personnel the duty to disobey orders to harm or kill civilians. When I first discovered it, the title was *Followership*. For reasons unknown to me, more recently I could

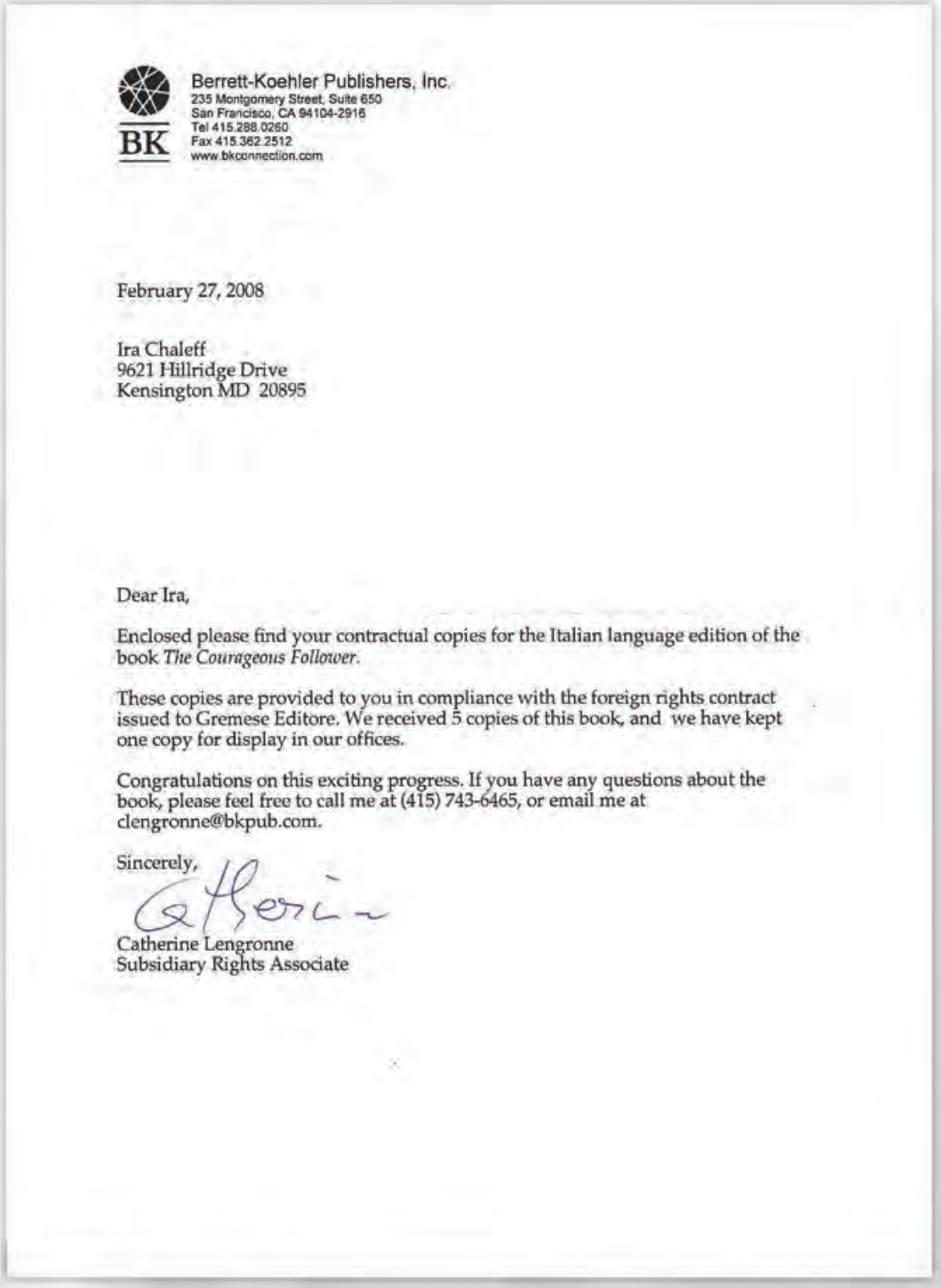
only find it under the title *A Journey Into The Heart of Darkness* with "Singapore Defence Force – Followership" briefly appearing as a tag line in an early few frames.

Given the impressiveness of this video, when I met Elijah Wee Xun Ming, a lieutenant in the Singapore Defence Force, I thought perhaps he had a hand in influencing the production of this video. He disclaimed knowledge, which makes it all the more interesting how that video came to be, as it should be a model for all militaries. Elijah was working on an advanced degree at the University of Maryland, where the ILA at the time had its offices. I met with him because of the tremendous article he wrote on *Dynamic Followership.* I have included the first two pages of this article and have taken the additional step of including his diagrams of Dynamic Followership (*6-13*, *6-14*, *6-15*, *6-16*). Frankly, I felt they went a step beyond the diagrammatic models I use and should be better known to the field. I had hoped Elijah would pursue his focus on followership, but he indicated an interest in moving into other areas. It's my belief that the field would benefit from more talented scholars and practitioners who keep followership central to their focus rather than moving to other pastures. There is so much work to do to lift up positive followership as well as to plumb "the heart of darkness."

Sometimes life can present an unexpected opportunity that ties into your values and work. We have already seen how the carnage in Sierra Leone was the inspiration for my book *The Limits of Violence: Lessons of a Revolutionary Life*. On very short notice, NDI, The National Democratic Institute that had brought me to Nigeria, asked me to make a quick trip to Sierra Leone to co-facilitate a capacity building retreat for its nascent parliament that was being formed as the UN was winding down its peace keeping mission (*6-17*). I co-facilitated the retreat with Senator Ken Nnamani, a former president of the Nigerian Senate. Due to flight delays that threatened the entire mission, I arrived at the retreat site after the first evening's proceedings had begun. While we were thoroughly unrehearsed, Senator Nnamani and I proved to be a natural team. I'm including a picture of us signing our respective books for the participants (*6-18*).

Bringing the focus back to the US, I have selected a few more documents to complete this chapter. *The Art of Followership* gave an additional boost to interest in followership seminars and workshops. I was invited to speak at the Environmental Protection Agency's Transformational Leadership Conversation (*6-19*). I made a number of visits to Sandia National Laboratories to conduct workshops under the auspices of the Ombuds office. This lead to an invitation to give a lunchtime talk to the executive leadership of Sandia (*6-20*). The national laboratories are awesome institutions. I was told that between Sandia and nearby Los Alamos there were at that time 4000 Ph.D's working on projects concerning national and global security!

Followership also continued to be a topic of great interest among divinity students A paper by ILA member, Rusty Ricketson, *The Intrinsic Leadership of Courageous Followers* (*6-21*) formed part of the thinking that lead to his book: *FollowerFirst: Rethinking Leading in the Church* that argues for the primacy of followership in Church systems (*6-22*). It does an excellent job of relating both my and Robert Kelley's models to Church life. It is my sense that the more scholars and practitioners adapt models of ethical followership to specific cultural contexts, the better they will integrate with the underlying DNA and manifest in the behaviors needed to bring out the best in leadership.



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February 27, 2008

Ira Chaleff
9621 Hillridge Drive
Kensington MD 20895

Dear Ira,

Enclosed please find your contractual copies for the Italian language edition of the book *The Courageous Follower*.

These copies are provided to you in compliance with the foreign rights contract issued to Gremese Editore. We received 5 copies of this book, and we have kept one copy for display in our offices.

Congratulations on this exciting progress. If you have any questions about the book, please feel free to call me at (415) 743-6465, or email me at clengronne@bkpub.com.

Sincerely,

Catherine Lengronne
Subsidiary Rights Associate

6-1: Letter from Berrett-Koehler announcing Italian translation of *The Courageous Follower*

6-2: Book, *il Follower coraggioso*

THE SUN
THURSDAY 02.14.2008 BALTIMORE, MD THE SUN'S 171ST YEAR; NO. 45 BALTIMORESUN.COM ★★★★ FINAL 75 CEN

Bullies' hidden danger

ISTOCKPHOTO

End the spiral of cruelty through intervention of bystanders

BY IRA CHALEFF

If you think bullying is just "kids being kids," think again. It may seem like harmless schoolyard antics (although almost any bullied child would disagree), but the road that we take when we tolerate childhood bullying is a dangerous path.

How often does bullying occur? The first report issued in March 2007 by the Maryland State Department of Education, in response to Maryland's Safe Schools Reporting Act of 2005, found 2,165 reported cases in the first seven months of data collection. Many more cases certainly go unreported.

The Safe Schools Reporting Act is a clear sign that officials in Maryland — like those in many other states, including neighboring Delaware, Virginia and West Virginia — are beginning to treat this problem with appropriate seriousness. The General Assembly is considering additional legislation to create penalties for schoolyard and online bullying. Unfortunately, such bills address only procedures for investigating reported acts of bullying and punishing bullies. They are silent about what experts on bullying find most important for prevention: the actions or inactions of bystanders.

It may seem a stretch to link schoolyard bullying to atrocities such as ethnic cleansing and genocide. Yet, in her book *Extraordinary Evil*, Barbara Coloroso offers a convincing analysis that the structure of bullying and genocide are frighteningly similar.

What alarms Ms. Coloroso most is that her research of anti-bullying programs throughout the world showed they "had as their foundation conflict-resolution solutions" when "the problem is that bullying is not about anger or conflict; it is about contempt." In bullying, she notes, there is always an imbalance of power and the use of that power to terrorize the target.

In *The Art of Followership*, a book released last month that I co-edited with two professors from Claremont University, Lorna Blumen, an education consultant, shines a clear spotlight on the most effective antidote to bullying: "Research has shown that when bystanders intervene, the bullying stops in half the time. For that to happen, there must be an underlying support structure that makes intervention the norm, not the courageous, risky exception."

Bystanders, especially children, often do not know what to do when witnessing an act of bullying. Ms. Blumen gives clear examples of the language that student bystanders can use to stop bullying in its tracks. Surprisingly simple statements can be highly effective: "Stop that. We don't treat people that way here," or, to the bully's target, "He's having a bad day. Come play with us. When he's feeling better, he can join us."

For the above examples to work, however, in most cases, two or more bystanders must be willing to speak up. This is why it is necessary for schools to create a culture that unde stands, in Ms. Blumen's words, that "failing to intervene t stop the bullying of others makes us silent colluders."

This line of thinking about effective strategies is well sup ported by the famous experiments conducted a half-centur ago by Stanley Milgram at Yale.

In experiments conducted repeatedly in many cultures Mr. Milgram and those who replicated his experiment found that about two-thirds of people will inflict harm o others in compliance with an authority figure issuing the o der. However, if one other person refuses to do so, the pe centage drops considerably, and when two others stand u to the authority figure, according to Thomas Blass, a contrib utor to *The Art of Followership*, "only 10 percent of the sub jects ended up being completely obedient."

In the schoolyard, the bully becomes the illegitimate au thority figure. Two or more vocal bystanders who are nc the bully's immediate target can neutralize the bully's toxi sway. The dynamics are similar online, where bullying inc dents among schoolchildren increasingly occur. Onlooker such as Facebook friends can stop bullying by speaking ou against it.

Obviously, we cannot police every conversation in a schoo yard or online. Therefore, developing an ethic where peer do not tolerate bullying behavior toward others is the rea solution.

School systems need the time and funding to teach chi dren how to counter bullying, and administrators need t be willing to remove bullies until the school population adults included, is trained to deal with bullies.

They will not just be making the schoolyard and cyberspac safer for the significant number of kids that are traumatize by bullying, and who sometimes murderously snap — mos infamously, but certainly not only, at Columbine High Schoo — or commit suicide out of desperation. They will be equip ping a citizenry to recognize the toxic leadership that is bully ing and refuse to be silent, collusive followers.

This is especially critical for those who go into profession that are trusted with the violent power of the state. Failur to train such a citizenry sooner or later results, to our na tional shame, in an Abu Ghraib or the sexual abuse of a Ha tian immigrant by New York City police officers. On a globa level, it is the road to a Rwanda or a Darfur.

While making our schools safer and more productive, w can develop the models that educate future generations t make silent bystanding unthinkable in the face of humili tion, hate crimes and worse.

Ira Chaleff, a management consultant, is the author of "Th Courageous Follower: Standing Up To and For Our Leaders. He lives in Kensington. His e-mail is irachaleff@cs.com

6-3: Article in the *Baltimore Sun* on bullying

LEADERSHIP
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THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY
VOL. 25 NO. 2 FEBRUARY 2008

6-4: Article in *Leadership Excellence Magazine*

Consider with whom to work in delivering a proposition. How might the proposition be enhanced by relationships with other companies? What form should these relationships take?

6. Focus on process redesign. Design processes with partners to deliver the most compelling customer proposition.

7. Measure performance through the eyes of the customer. Ask customers whether a process push is meeting their pull. If you can't differentiate what you sell or how you sell it, you'll be forced to sell at commodity prices.

Seven New Tenets

You need to adopt seven new tenets:

Old: See the world as you want it to be. New: See the world as it truly is. Today, you must be brutally honest when you measure performance. X-engineering begins with a fair assessment of where a company stands.

Old: Leave IT to the technologists. New: IT is everyone's job. Without understanding technology, you must depend on others for advice to enhance well-being. Managers must ensure all their partners, too, are proficient with technology and can support X-engineering.

Old: Information is power; keep good ideas inside the company. New: Share good ideas with customers and partners as you search for better ideas. X-engineering challenges you to contribute to the collective intellect of customers, suppliers and partners.

Old: Exercise authority to gain control. New: Gain control by relinquishing it. You may be daunted by managing in a network where you have no direct authority over many of the people delivering your goods and services. Authority comes from giving it up.

Old: Manage change as an event and appeal to intellect. New: Manage change as a campaign and appeal to feelings. Seek to understand the concerns and prejudices of the people who will do the real work involved in the change. Be public about what you are doing and sensitive to broadly held beliefs.

Old: Your beliefs and values are your business. New: Your beliefs and values are everyone's business. You must be sure your company's beliefs and values work well with those of partners.

Old: If it ain't broke, don't fix it. New: Relish change. Make a strong case for change and provide inspiration. When change is well-executed, an appetite for it eventually develops. LE

Jim Clemmy is chairman of Prevt Systems and author of X-Engineering the Corporation. Visit www.prechange.com.

ACTION: X-engineer your organization.

MANAGEMENT ● MIDDLE

Let the Middle Lead

Put the ball in their court.

by Ira Chaleff

IT SEEMS NATURAL THAT leadership should come from the top. Is it? In a broad sense, yes. Changes to mission, policy and grand strategy require approval from the Board and CEO level. But notice I said "approval." Often the impetus and ideas for these percolate upwards to CEO and Board level.

Why? Most board members are not immersed enough in day-to-day operations to understand the changing landscape until the need for change becomes urgent. Schedules of CEOs are often absorbed in high-level interactions of a political or financial nature that remove them from the operational realities and evolving customer behaviors that drive change. Executives closest to the CEO hitch themselves to the CEO's train and are often caught in supporting the CEO's agenda.

So who does this leave to lead the action on the ground? Often bright, committed managers and professionals who are close to operations and to the customer. They are brimming with energy to improve the former for the benefit of the latter and, ultimately, for the health of the organization.

And, being smart folks, they are sensitive to not encroaching on senior management's prerogatives, so they hold back on acting on their ideas.

This pool of talent, typically younger and not cynical, is often supercharged to improve the way things get done. Given a platform and the blessing of top management, they can lift a unit from any doldrums. If not allowed expression, these prime resources will either leave, or stay on with diminished enthusiasm.

So what's to be done? If you are one of those in the middle chomping at the bit for change, I'm putting the ball in your court. Don't sit around waiting for the results of the latest morale survey to shock senior management into action. Instead, organize yourself to support senior management without waiting for an invitation. Tell your immediate boss that a group of people at your level are getting together to brainstorm ideas on how the organization can better achieve its mission and that the group will keep its direct supervisors informed. Get your brain trust together and hammer out ground rules along these lines:

- Don't slack off on the current agenda set by senior management
- Hold meetings over lunch
- Don't become gripe sessions
- Initially focus on issues related to operations and customer satisfaction
- Don't leak parts of your discussion that could create confusion or concern
- Pick an initiative that gives the group early achievement and credibility
- Implement it, if within your authority to do so, and make it successful
- If outside your authority, communicate your proposal in an acceptable manner, asking for few resources

When you have a success, present your next best idea, requesting what support is needed. At the same time, ask to be given formal working group status so your group has some standing. And be sensitive that there are people around you who would like to have input and make sure that they do.

If you are a leader, your role is simpler but harder. Even if you feel threatened, don't act on that feeling but reframe the upward initiative as a terrific opportunity to unleash the talent below you. With your support and guidance, this new generation of leaders can give you tremendous competitive advantage and make you look very good.

Your role becomes the following:

- Become a political counselor
- Help frame the change management strategy to minimize roadblocks
- Ask how you can help them
- Ask whether anything you are doing is hindering them
- Do more helping, less hindering
- Give them credit for their successes, knowing these will also reflect on you
- Share responsibility for the failures or setbacks to earn respect and loyalty
- Courageously run interference where you can and lend your stature where it will make a difference.

Mature leadership revels in terrific subordinate leadership. Encouraging this partnership can mark your tenure with extraordinary accomplishment. LE

Ira Chaleff is President of Executive Coaching & Consulting Associates and author of The Courageous Follower. *Visit www.ica-coach.com.*

ACTION: Facilitate subordinate leadership.

Feb 08

6-5: Article, *Let the Middle Lead*

their jobs are so pressing they have no downtime at work; 32 percent eat lunch while they work; 32 percent never leave the building once they arrive; 14 percent feel management only promotes people who habitually work late; 19 percent feel pressure to work when sick or injured; 17 percent say it is difficult to take time off or leave work in an emergency; 8 percent believe that if they became seriously ill, they would be fired or demoted.

Many people who show up for work are present rather than absent, but they do so in a fog. In fact, "presenteeism"—putting in an appearance no matter how counterproductive—may be a much costlier problem than its productivity-reducing counterpart, absenteeism, and potentially more lethal because it's not as obvious.

Through repetition, some leaders believe their own faulty stories—at great peril. Mutiny is not just what happens when ship captains indefensibly change (or robotically stick to) their stories but also when CEOs and managers do it. Athletes routinely give up on playing hard for coaches they deem excessively punitive or inconsistent; the bond of their aligned stories—to win a championship—is undermined because the coach's story does not allow for the inevitable particularities of any individual athlete's story.

Alignment of stories, yours and your employees', is ideally generated from a level of realism about the energy needs of human beings as well as the needs of organizations and the realities of the business environment.

Are you promoting dramatics instead of getting down to basics? To check your storytelling, evaluate yourself on seven criteria: 1) I periodically reappraise the stories I communicate as a leader; 2) I examine my own storytelling premises and assumptions in light of fact-finding; 3) I adjust my stories to reflect shared realities as well as visions; 4) I ask questions of others to familiarize myself with the premises and assumptions underlying their stories; 5) If I ask a question, I reflect on the response in light of the current "story;" 6) I know how to get inside the real practices and working values "in force" at every level in my organization; and 7) I avoid oversimplifying or over-dramatizing the stories surrounding the challenges we face. LE

Jim Loehr, Ed.D. is CEO of the Human Performance Institute and author of The Power of Story *and coauthor of* The Power of Full Engagement. *Visit storiesyouliveperformance.com. Or for healing, visit storiesbigspeak.com.*

ACTION: Hone your leadership stories.

The Art of Followership

Great followers create great leaders.

by Warren Bennis

IN MANY WAYS, GREAT followership is harder than leadership. It has more dangers and fewer rewards, and it must routinely be exercised with much more subtlety. But great followership has never been more important. Yes, we must continue to decipher between toxic or bad leaders and forward-thinking and strong leaders; yet studies of an often forgotten group—followers—has largely been ignored.

Our culture honors leaders, but what about good followers? What role have engaged followers played beyond the view of outsiders that have helped highly successful CEOs make the right calls at the right time? How can followers contribute to effective leadership? The leader-follower dynamic is complex, as followers often play multiple roles in their relationship to leaders. Positive followers often help set the standards and formulate the culture and policies of the group.

The topic of followership is popping up everywhere. The new concern with followership stems largely from the recent tsunami of leaders going wrong. This happens when leaders ignore the feedback they get from followers or when followers fail to give the feedback leaders need. From Enron, to 911, to the Catholic Church pedophile scandals, to the nonexistent weapons of mass destruction in Iraq, followers didn't grab the attention of leaders in time to avoid disaster. Clearly, we need to remedy this.

The topic of followership is too often subsumed under the umbrella of leadership. Why? American culture, in particular, with roots in our national myth of rugged individualism, has had a long love affair with the "Great Man" concept of leadership. Scholars have chipped away at this with more sophisticated models of what really makes leadership work. Still, business and political cultures cling tenaciously to the "Great Man" theory. Now, the price organizations and countries pay when the Great Man's actions go awry is increasingly regarded as unacceptable. Great leaders need great followers who can amplify their strengths but also correct or modulate their inevitable human flaws.

The importance of dynamic followership applies to the full leadership spectrum—from brilliant leaders who need fabulous support and execution, to decent leaders who draw on the talents of their followers, to weak leaders who urgently need the strength of their followers to accomplish important missions, to toxic leaders who need to be disempowered by moral followers. Conscience-based followership could make a huge difference in defeating terrorist groups to defusing the power of schoolyard bullies.

The relationship between dynamic leaders and followers is a highway to success. Less than dynamic performance by either party to the relationship leads to mediocrity or worse. There is some truth in the belief that great leaders inspire followers. It is no less true that mediocre or poor leaders demoralize followers. But followers' commitment and actions are not necessarily dependent on the leader.

Dedication to the organization or mission and self-empowerment are equally powerful. With these qualities, followers can make the organization run well and the leader look great.

Many organizations today are training people how to be great followers. For example, Brent Uken, of Ernst & Young, has a clear strategy to introduce dynamic followership so it can take hold in the culture. Microsoft identifies one critical employee skill as "comfort around authority" and has a curriculum to help employees engage leaders with candor and intellectual vigor.

Most organizations require a degree of hierarchy, even if they have rich networks. In hierarchies, "leader" and "follower" are roles, not personality types. Each role must be played well. The same individual usually plays both roles at different times or in different contexts. You spend millions to improve your leadership. Why not also train for exemplary followership? LE

Warren Bennis is a Distinguished Professor at the USC and author of Leaders *and* On Becoming A Leader. *This article is adapted from his introduction to* The Art of Followership (JosseyBass/Wiley) *edited by Ronald E. Riggio, Ira Chaleff, and Jean Lipman-Blumen and part of the Warren Bennis Leadership Series. Call 1-800-225-5945. wwwwiley.com.*

ACTION: Develop great followership.

6-6: Article in *Leadership Excellence Magazine*, Warren Bennis

Ira Chaleff

From: Marty Krovetz [marty@krovetz.net]
Sent: Wednesday, March 26, 2008 5:21 PM
To: ira.chaleff@exe-coach.com
Cc: Bob Bravo
Subject: Courageous Follower

Hello,

In 1995 I read your book the Courageous Follower. I found it in an independent bookstore, read it, loved it, and made it a core reading in my classes. All of my university students, and most of those in our Educational Leadership Program, read your book and complete a "Chaleff" assignment. Our students are either beginning and aspiring school administrators or teachers wanting to be more effective school leaders without leaving the classroom. The latter in particular fit the description of potential courageous followers. The assignment asks them to identify an issue they have with their principal and/or supervisor, use the content of your book to outline a specific plan for working with that person on that issue, gather input regarding the plan from peers in class and the instructor, carry out the plan, and write a reflective paper on how it went and what they learned. Since many of the principals are graduates of our program, when our current students approaches them, they often ask, "Is the "Chaleff" assignment?"

I just finished reading The Art of Followership and decided it is time to contact you. From 1991-2005 I was a professor of Educational Leadership at San Jose State University. Prior to that I had been a high school principal for 14 years. Now I am the Director of the LEAD Center, www.lead-ces.com, a regional center of the Coalition of Essential Schools, www.essentialschools.org. Much of my writing has been about fostering resilience within the school culture and collaborative leadership. Both relate directly to courageous followership; both cite you book. In my book Collaborative Teacher Leadership (2005, Corwin Press) we included several writings by teacher leaders about completing the "Chaleff" assignment.

I am writing because I would like to be part of future conversations like the ones that led to The Art of Followership.

Marty Krovetz

LEAD center

Leading for Equity and Achievement Design

Home | Services | Who We Are /Contact Us | Partners | Research | Links | Ten CPs

Welcome to the LEAD Center, a Coalition of Essential Schools (CES) regional center. We are part of a national network of schools, school districts and centers engaged in fostering schools that expect all students to use their minds and hearts well. We are affiliated with the Educational Leadership Department in the College of Education at San Jose State University (SJSU).

Vision
We envision a world in which resiliency is fostered for all youth so that all youth receive the nurturance, guidance, and resources they need to reach their fullest potential.

Mission
Our mission is to build the leadership capacity of school leaders, support their efforts to create and sustain equitable, intellectually vibrant, personalized schools, and make such schools the norm of American public education.

6-7: Email from Marty Krovetz, education author

Volume 1, Issue 3 — April 25, 2011

The future is up to us and only us.

The Advocacy Advisor

THE STUDENT VOICE

Ira Chaleff

In November, when we first began our advocacy project, we began researching leadership. You can't have a smooth advocacy project without someone in the leadership role and you can't be a leader without knowing what leadership is. Knowing this, we began to research the leadership by reading Kouzes and Posner's, *The Student Leadership Challenge*. We studied the five principles of leadership, which are: encourage the heart, model the way, inspire a shared vision, challenge the process, and enable others to act. During this process, Dr. Marty Krovetz, a published author, a former professor at San Jose State, and a key player in starting Renaissance Academy, came and introduced us to the concept of leadership vs. followership. He opened up our eyes to the importance of followers. We had often perceived followers negatively, but in reality, a good leader is nothing without his/her followers. Dr. Krovetz introduced us to Ira Chaleff and his book, *The Courageous Follower*. Mr. Chaleff researched, and is an expert in followership. After we got introduced to his book, a few of our students decided to research and do a presentation on leadership vs. followership for exhibition. These students got in touch with him and facilitated two phone interviews with him. Thanks to Lusiana G. and Carolina O. R. we have maintained a relationship with Mr. Chaleff. Just last week, during spring break, a group of our 8th grade classmates went to Washington D.C. along with Ms. Ibrahim. Coincidently, Mr. Chaleff lives in D.C.. When he found out we were going to be in D.C., he requested to meet with us! It made us feel special that he drove to come meet us, although he knew we would only have about 20 free minutes. This was a time for us to talk to him about our advocacy project and ask questions. It was inspiring to know that he was inspired and impressed with our work. He showed us a few translated copies of his book, and he informed us that he is spreading the word to his colleagues. Knowing that he is willing to support us is empowering! Recently, Mr. Chaleff donated to our Donors Choose. Whenever we receive donations, we become even more motivated. So, thank-you to Mr. Chaleff for you interest and support in our project. Your contributions have been very motivating for us all.

Emily Spacek's Blog

An eighth grade student, Grecia M., took the initiative to contact the Mayor of San Jose,. Mayor Chuck Reed responded via e-mail to her, and he posted a comment on Emily's Blog!

"To the students of Renaissance Academy , Thank you for taking the time to share the details of your Student Advocacy Project with me. I am very impressed that you have taken the initiative to raise money for new technology at your school. Your efforts serve as a great example of how young people can make a difference in their community and help make San José an even better place to grow up. I commend you for your determination to enhance your education and look forward to hearing more about your progress. Best of luck with your fundraising and keep up the good work! Sincerely, Mayor Reed"

Kim Mesa

On April 11, 2011, Kim Mesa came to talk to our advocacy class on how to improve our presentation. She gave us great advice, telling us that we should not only build relationships but we should ask allies for funding. Kim Mesa stated that we, the eight grade students, were even better than some college students she had ever seen. We greatly admired her presence and commitment to this project. We need all the allies we can get, and this is just one step forward to achieve our goal. Once again, thank you for all this support.

How You Can Help

*Spread the Word

*Contribute to our grant on Donorschoose.org: "Student Advocacy: Welcome to the 21st Century" www.donorschoose.org/renaissance.ibrahim

*Visit Emily's Blog on the RA website and on our school website under the "News" Tab and write comments www.arusd.org/

Mr. Chaleff
Talking with Students
In DC

"You are not the leaders of tomorrow....you are the leaders of today..."
-Darcie Green

CREATED BY: MICHELLE FERNANDEZ, BRIANNA MIMS, LUVIA SOLIS, AND NAZARETT LECHUGA

6-8: Article in a student publication, *The Advocacy Advisor*

The Conference Board Review® Article

Pecking Orders

Why some lead and others follow.

By Barbara Kellerman

Printer-friendly version

Sidebar:
The Language of Followership

By Robert E. Kelley

Robert E. Kelley is author of *The Power of Followership*. From *The Art of Followership: How Great Followers Create Great Leaders and Organizations*, edited by Ronald Riggio, Ira Chaleff, and Jean Lipman-Blumen (Jossey-Bass). ©2008

If I had a dollar for every time someone said to me, "You need to come up with a word other than follower, because it's socially unacceptable," I would be much wealthier today. "If you had a sexier, easier term," they say, "then you'd be able to sell this concept much more easily." My response is always, "I wou be glad to do that as soon as we get rid of the word *leader*. Once you're ready to do that, then we can talk

My rigid stance actually stems from the point that these people are making — that language does make a difference. Language has an effect. If we stop using *follower* (as some businesses, such as Wal-Mart, have done, using words like associate in its place), can we really continue to use the word *leader*? Does leader-associate have the same dialectical relationship as *leader-follower*? I think not. Instead, it masks the underlying beliefs that the leaders have about their "associates" with a more democratic sheen

Language is important not only in terms of the words we use but also in terms of the script that they suggest. The words *leader* and *follower* bring to mind a common script in which the leader is in charge, saying, "You do this, and you do that." Meanwhile, followers are imagined as inferior beings in need of the leader's direction, motivation, and protection. We need to rethink this outdated script. What societal purpose does it serve? Is it still functional in today's world? What personal purpose does it serve for the people who promulgate it or for the people who actually follow it?

Pages: 1 2 3 [4]

Comments? Write a letter to the editor.

Return to the March/April 2008 *The Conference Board Review*® issue.

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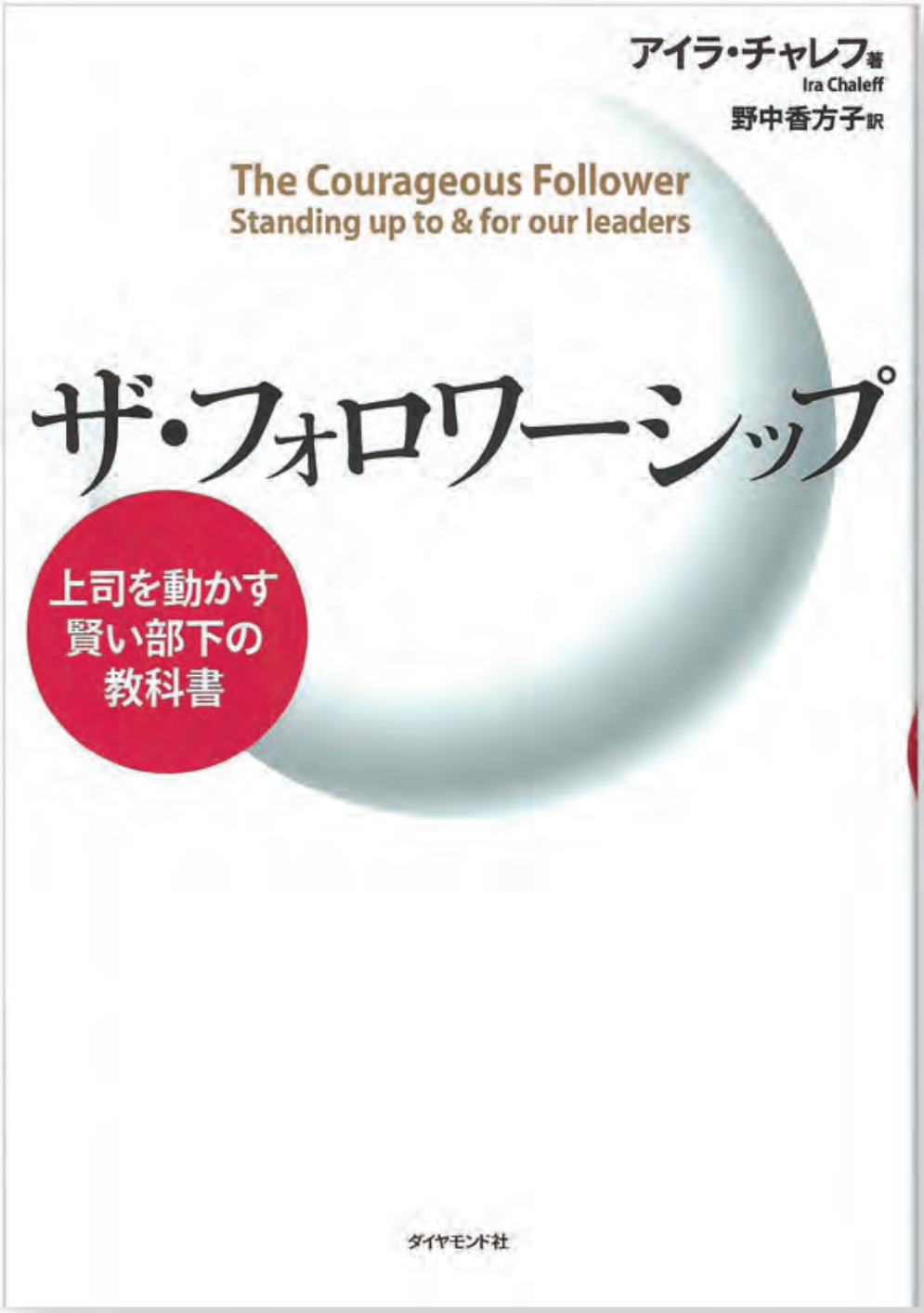
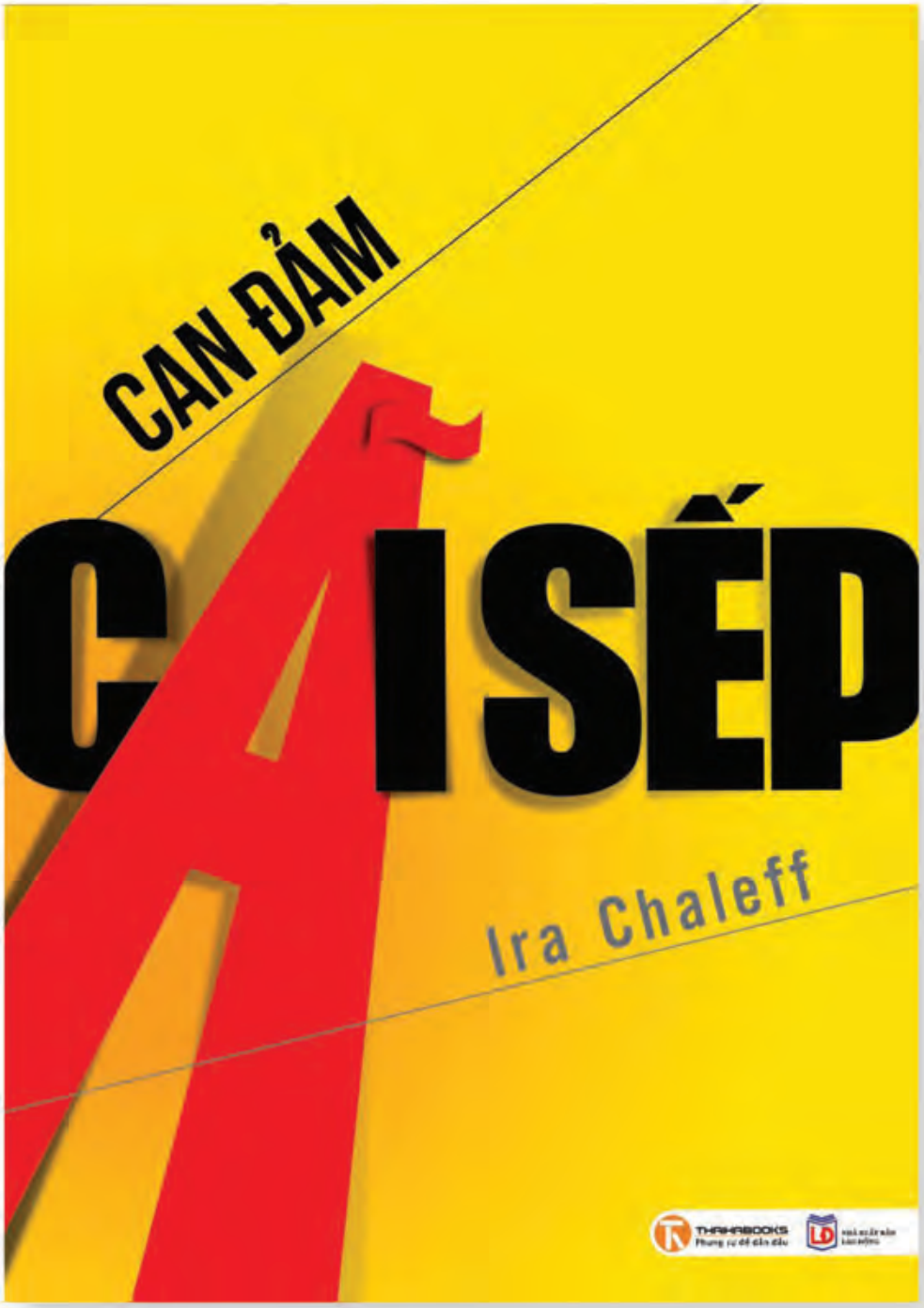
6-9: Article in *The Conference Board Review*, Kellerman and Kelley



6-10: Japanese translation, *The Courageous Follower*



6-11: Vietnamese translation, *The Courageous Follower*

6-12: Korean Translation, *The Courageous Follower*

Dynamic Followership

by CPT(NS) Elijah Wee Xun Ming

Who built Thebes of the seven gates?
In the books you will find the names of kings.
Did the kings haul up the lumps of rock?
And Babylon, many times demolished
Who raised it up so many times?

The young Alexander conquered India.
Was he alone?
Caesar beat the Gauls.
Did he not have even a cook with him?

Excerpt from the poem, Questions from a Worker who Reads,
by Bertolt Brecht,
(seminal theatre practitioner of 20th Century)

As a society, we are often enamoured with heroic leadership - we are attracted to individuals known for their character, who meet challenges and overcome adversity with much adroitness and charisma. This romanticised view of leaders in the daily press, business publications, and popular writing may have influenced society's perception of leadership.1 With much attention to the leaders, what is the role of the followers in leadership? What then, is followership?

To shed some light on the role of followers, it is useful to take stock of how leadership has evolved. Reflecting on the nascent of leadership literature, interest in leadership is piqued by the parallel development of three distinct perspectives: leader-focused, relational-focused2 and contingency-focused. The first perspective is leader-focused. Leader-focused perspective seeks to address the question of "What are the attributes of a leader?" Examples of such perspectives include transformational leadership3, leader's competencies4, leader's self-awareness5, value-based leadership6 and leader's personality traits.7

The second perspective on leadership focuses on the explicit one-on-one relationship, motivations and identities that develop between the leader and the follower. Proponents of the relational perspective examine how follower response can be influenced through the quality of mutual trust and respect between the leader and follower. Seminal work in the leader-member exchange (LMX) theory of leadership by

6-13: Article, Dynamic Followership, Elijah Wee Xung Ming

Graen and his colleagues8 encapsulates this relational perspective. This perspective frames leadership as a "process".

The third perspective on leadership, contingency-focused, examines the conditions in which leadership best takes place. For example, Fiedler's contingency model9 specifies the group atmosphere shaped by followers' loyalty and support in the leadership process, while Hersey and Blanchard10 incorporated followers' competence and maturity into their situational leadership model.

Leadership is a symbiotic relationship jointly produced by leaders and followers.

Insofar, a common assumption in these theoretic perspectives of leadership is the passivity of the follower. These perspectives continue to advocate for the leader's dominance in the leadership process. In a meta-analysis of extant leadership theories, Lord, Brown and Freiberg keenly asserted that, "The follower remains an under-explored source of variance in understanding leadership processes".11 Many social scientists have also acknowledged that leadership is a symbiotic relationship jointly produced by leaders and followers12, rather than purely leader-focused. A symbiotic relationship implies that the follower holds a complementary functional role in relation to the leadership process, instead of perpetually at the receiving end of the process. To extend this proposition further, an increasing number of researchers have argued that the followers do assume a more active role in the leadership process.13

Notably, Chaleff, in *The Courageous Follower*, describes how the term follower "conjures up images of docility, conformity, weakness, and failure to excel".14 He goes on to envision a more edifying perception of a follower in today's context, "Often, none of this is the least bit true. The sooner we move beyond these images and get comfortable with the idea of powerful followers supporting powerful leaders, the sooner we can fully develop and test models for dynamic, self-responsible, synergistic relationships in our organizations".15

What is followership then? According to the *Compact Oxford English Dictionary*, a follower is defined as "a person who follows; a supporter, fan, or disciple".16 Such a definition provides a traditionalist perspective to the functional role of the follower in any leadership process - to obey and follow. In today's organisational context, this definition has failed to capture the essence of followership. On the other hand, Jacobson's definition of followership as "the commitment to collectively act with courage, intelligence, responsibility, and self-reliance to accomplish the organisation's purpose and goals"17, accentuates the active role of the follower in the leadership process.

In the leadership process, the follower needs to appreciate the value of the leader and know how to support the leader in service of the common good for the organisation.

For the scope of this article, dynamic followership is used to describe the type of active followership that is relevant to the Singapore Armed Forces (SAF). Followership is dynamic: in the leadership process, the follower needs to appreciate the value of the leader and know how to support the leader in service of the common good for the organisation; yet the follower can be an active participant in the leadership process, contributing to the common good or purpose of the organisation.

The thesis of this article is that dynamic followership is integral to the leadership process in the SAF for the organisation to extend its competitive edge in the 3rd Generation operating environment. This article examines how the role of followers in today's context has transformed. Two dimensions of followership (responsibility and ethical conscience) will also be discussed in this article. To conclude, the article will propose ways in which dynamic followership may contribute positively to the leadership process and effectively support the mission and purpose of the SAF.

The Rise of the Followers

What forces then have transformed the "passive" follower characterised by the attributes of conformity and docility to that of the "active" follower who is courageous to shape the outcome of leadership? This article is of the view that the mode of production in the knowledge-based era and complexity in the operating environment provided the impetus for transformation.

Mode of Production in the Knowledge-Based Era

The differences in the mode of work production and the leadership needs of the followers shape the contextual premise that determines what model of leadership is relevant.18 In the industrial mode of production, leaders design roles and processes, set tasks, and evaluate performance and efficiency within hierarchical bureaucracies. The industrial age in the 80s and 90s promotes the paternalistic role of the leader; the leader knows best. In relation, the role of the followers is merely to be compliant to the established roles and processes as the followers have limited autonomy; the knowledge and expertise resides in the leaders. The knowledge mode of production in the present era is different. The follower very often possesses knowledge and expertise in greater depth compared to the leader. Furthermore, the follower in this knowledge-based era is influenced by different sets of shared political, sociological, demographic and economic conditions as compared to the follower in the industrial era.19 Coined as the "knowledge worker" by Peter Drucker, followers in the knowledge-based era are characterised by their independence, readiness for change, desire for meaningful work and work autonomy.20

Organisations operating in the knowledge-based era are also facing increasing pressure to function with reduced human resources.21 Working within a leaner workforce, most followers are required to assume many of the functions traditionally performed by leaders. In addition, when the knowledge and expertise required for work is distributed to the followers, the followers begin to have the legitimacy and motivation to engage actively in the leadership processes.

The result is reminiscent of what management guru, Peter Drucker, envisaged in his book, *The Effective Executive*. In an era dominated by knowledge workers rather than manual workers, expertise can - and often does - surpass position as an indicator of who is really leading

6-14: Article, Dynamic Followership, continued

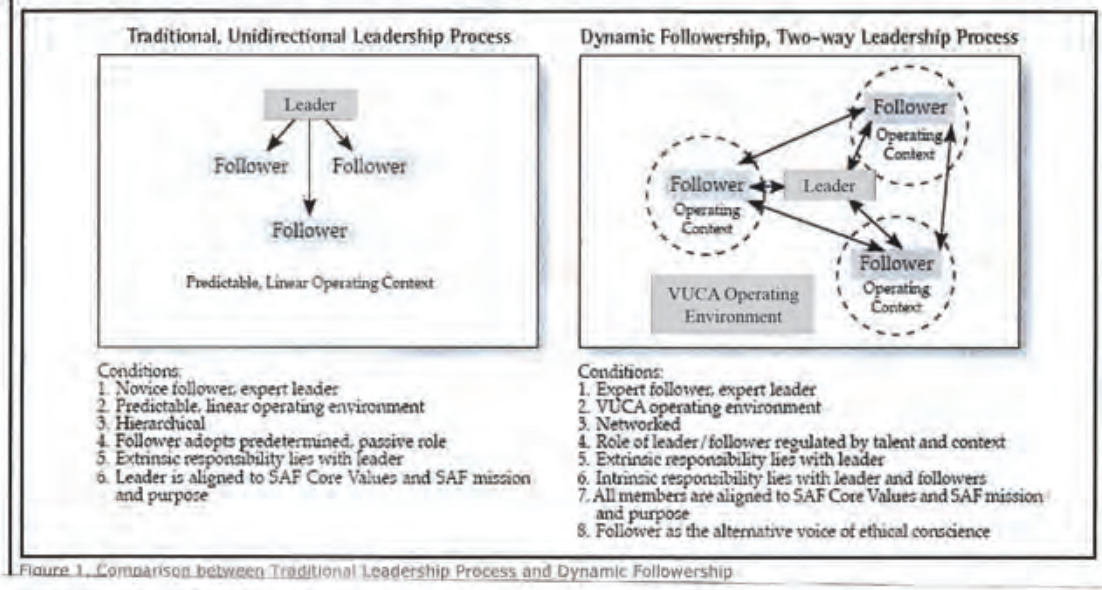


Figure 1. Comparison between Traditional Leadership Process and Dynamic Followership

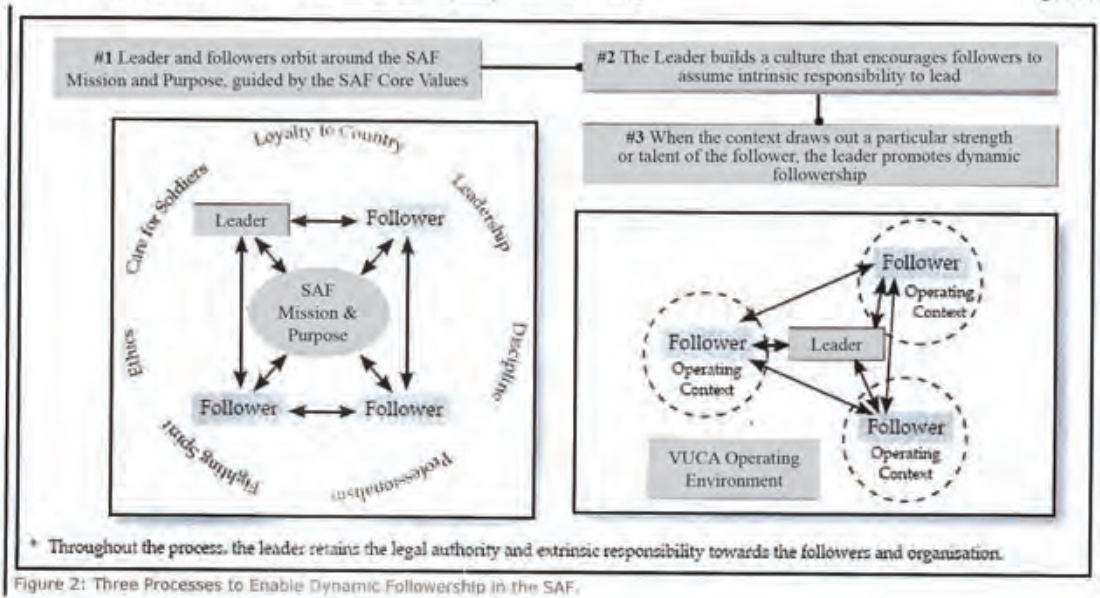


Figure 2: Three Processes to Enable Dynamic Followership in the SAF.

6-15: Article, Dynamic Followership Models

Ira Chaleff

From: Elijah Wee Xun Ming [elijahw@tp.edu.sg]
Sent: Saturday, February 21, 2009 6:24 AM
To: Ira Chaleff
Cc: enul@starpower.net; SIM_Li_Kwang@starnet.gov.sg
Subject: RE: Followership

Dear Chaleff,

It is my honour to receive such accolades from you. It is truly my privilege to be thought well of by those whom I think even higher of.
Thank you for your affirmation and encouragement.

I have left the military service in August 2008. I am currently a Psychology Lecturer with Temasek Polytechnic in Singapore. My passion has always been in the field of leadership and I must say that your book has sparked my interest in the domain of followership. I would definitely like to seek your comments and counsel in the area of dynamic followership.

I have visited the web link you have provided and I am amazed by the level of discussion on the domain of followership that is featured there. It would be my honour to feature my article there for reference.

I have included Li Kwang, who is the editor of POINTER journal in this email. It would be good if your side could correspond with him regarding the citation of the article on your website. I have already spoken to him and he will be able to advice your staff on the process.

As for the graphics of dynamic followership, I was the one who conceptualized and produced them using a software on my laptop. I am wondering if I could find out more about the nature of the presentations that you intend to feature them?

Once again, your affirmation in the email has certainly made my day.
Thank you so much for your encouragement and I would love to hear from you again soon.

Regards,

Elijah Wee
Lecturer
Temasek Humanities & Social Sciences School Contact Number: +65 6780 5228

-----Original Message-----
From: Ira Chaleff [mailto:ibtecca@cs.com]
Sent: 12 February 2009 11:20
To: Elijah Wee Xun Ming
Cc: enul@starpower.net
Subject: Followership

Dear Captain Ming

Allow me to introduce myself. I am Ira Chaleff, author of The Courageous Follower, whom you cite in your article on Dynamic Followership in Vol
34
No. 3 of Pointer.

I found your article to be the best article on contemporary followership I have ever read. Your analyses of the environmental changes that have necessitated a new vocabulary and role of followership are clear and cogent.
Your emphasis on responsibility and ethical conscience goes to the heart of creating followership that can be the balance to leadership's beneficial use or abuse of power.

What I find so compelling about your model of Dynamic Followership is how you integrate

1

6-16: Email exchange with Elijah Wee Xung Ming

NDI
NATIONAL DEMOCRATIC INSTITUTE
FOR INTERNATIONAL AFFAIRS

Parliament of Sierra Leone- Leadership Retreat

Friday, 13 June, 2008

9:00 am – 9:30 am	**Arrival and Registration**
9:30 am – 9:45 am	**Welcome Remarks – Majority Leader**
9:45 am – 10:00 am	**Opening Remarks -** *Senator Ken Nnamani- Former Senate President, Nigeria*
10:00 am – 10:45am	**Clarifying your Role and Mission as a Leader of the Parliament** *Facilitator: Ira Chaleff*
10:45 am – 11:00am	**Tea Break**
11:00 am – 12:30pm	**Strategic Direction for the Parliament (Session 1)** *Facilitator: Ira Chaleff*
12:30 pm – 1:30pm	**Lunch**
1:30 pm – 3:00 pm	**Imperative of Strong Legislative-Executive Relations** *Senator Ken Nnamani, Former Senate President, Nigeria*
3:00 pm – 3:15 pm	**Tea Break**
3:15 pm – 4:30 pm	**Strategic Direction for the Parliament (Session 2)** • **Implementation and Communication Strategy** *Facilitator: Ira Chaleff*
4:30 pm –5:30 pm	**Plenary - The Way Forward** *Senator Ken Nnamani, Former Senate President, Nigeria*
5:30 pm – 6:00 pm	**Closing Remarks – Min**

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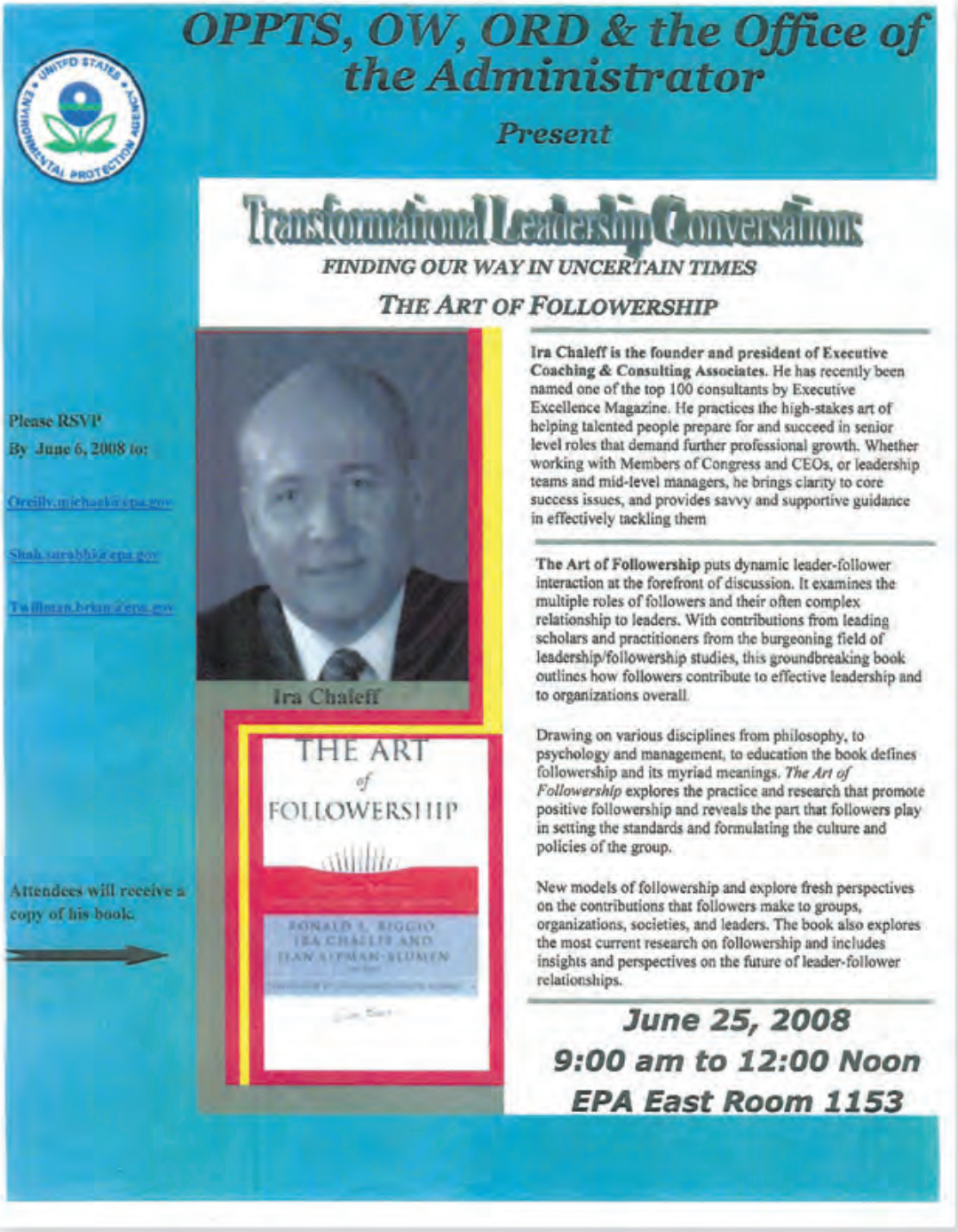
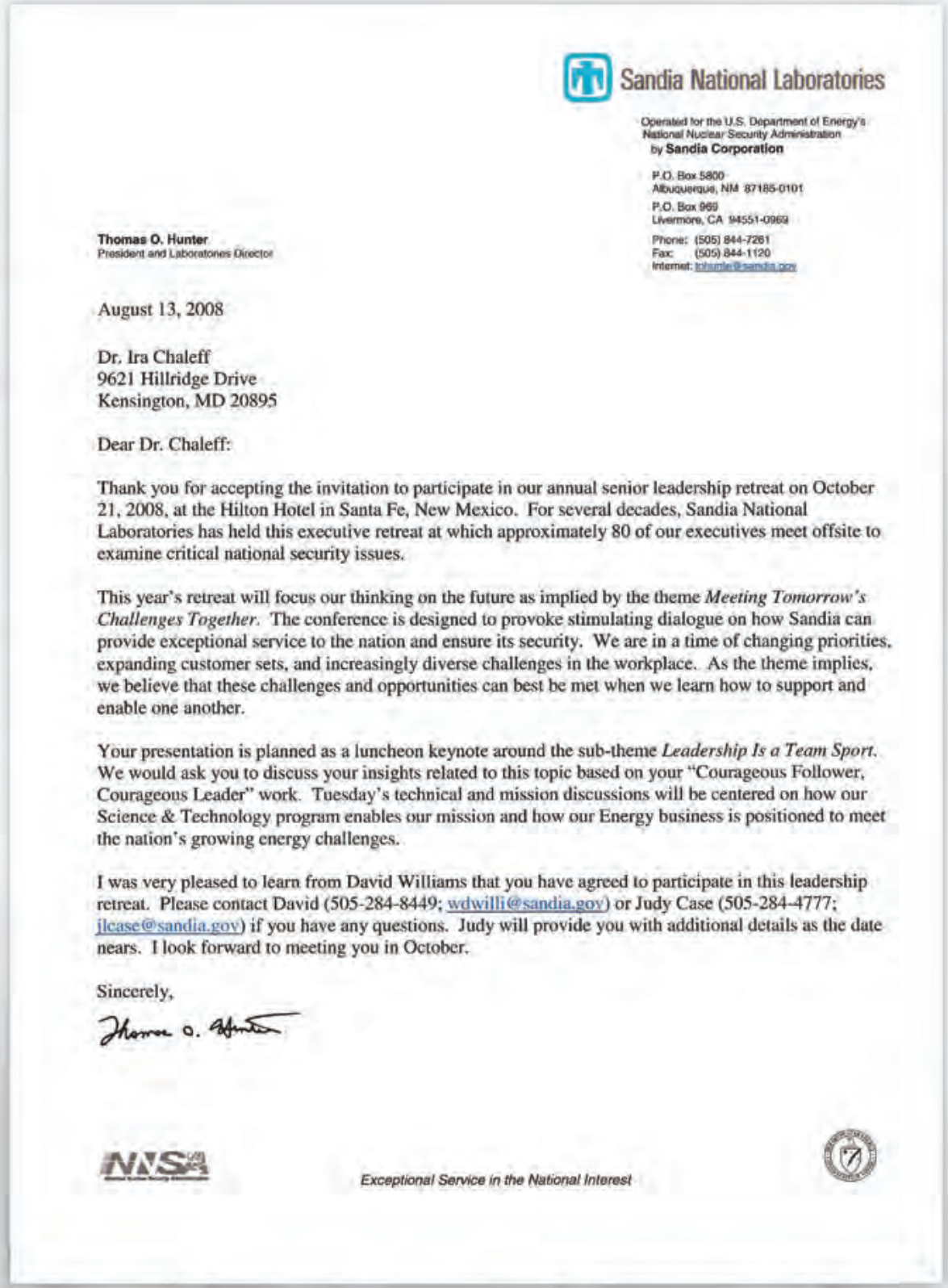
IRA CHALEFF
NDI

6-17: Program, Strategic Planning Retreat Parliament of Sierra Leone

6-18: Retreat in Sierra Leone with co-facilitator Senator Ken Nnamani



6-19: Program, Art of Followership, Environmental Protection Agency



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Phone: (505) 844-7261
Fax: (505) 844-1120
Internet: tohunte@sandia.gov

Thomas O. Hunter
President and Laboratories Director

August 13, 2008

Dr. Ira Chaleff
9621 Hillridge Drive
Kensington, MD 20895

Dear Dr. Chaleff:

Thank you for accepting the invitation to participate in our annual senior leadership retreat on October 21, 2008, at the Hilton Hotel in Santa Fe, New Mexico. For several decades, Sandia National Laboratories has held this executive retreat at which approximately 80 of our executives meet offsite to examine critical national security issues.

This year's retreat will focus our thinking on the future as implied by the theme *Meeting Tomorrow's Challenges Together*. The conference is designed to provoke stimulating dialogue on how Sandia can provide exceptional service to the nation and ensure its security. We are in a time of changing priorities, expanding customer sets, and increasingly diverse challenges in the workplace. As the theme implies, we believe that these challenges and opportunities can best be met when we learn how to support and enable one another.

Your presentation is planned as a luncheon keynote around the sub-theme *Leadership Is a Team Sport*. We would ask you to discuss your insights related to this topic based on your "Courageous Follower, Courageous Leader" work. Tuesday's technical and mission discussions will be centered on how our Science & Technology program enables our mission and how our Energy business is positioned to meet the nation's growing energy challenges.

I was very pleased to learn from David Williams that you have agreed to participate in this leadership retreat. Please contact David (505-284-8449; wdwilli@sandia.gov) or Judy Case (505-284-4777; jlcase@sandia.gov) if you have any questions. Judy will provide you with additional details as the date nears. I look forward to meeting you in October.

Sincerely,

Thomas O. Hunter

NNSA

Exceptional Service in the National Interest

6-20: Letter from Sandia National Laboratories Director

The Intrinsic Leadership of Courageous Followers:

Battling the Leadership Bias

A Position Paper

R. S. Ricketson, Sr., D. Min.

Abstract

This paper takes the position that a subtle bias exists against recognizing followers as individuals with intrinsic qualities that are identical to many current leadership theories. Current research and a roundtable discussion with Organizational Leadership Ph.D. students indicates that courageous followers (Chaleff, 1995) may be identified as leaders within a different place in the organizational dyad. Courageous followership is also presented as an appropriate leadership style for the New Testament church.

6-21: Research paper, R.S. Ricketson

6-22: Book, *FollowerFirst* by Dr. Rusty Ricketson

VOLUME VII

FOLLOWERSHIP EVERYWHERE:
From the Church to the Chiefs of Staff,
From the Lunchroom to the Military

2009

TO OPEN THIS CHAPTER, I'VE SELECTED AN INVITATION to speak on Followership from the Tobias Center for Leadership Excellence at Indiana University. They have strong ties to the International Leadership Association and put on a high quality annual Multi-Sector Forum. Indiana Wesleyan University, up the road a bit, was a regular contributor to both the Tobias Center and the ILA and itself had a strong contingent of followership scholars (*7-1*).

The challenges of ethical followership of course thread through the current events of the day in any age. In 2009 the United States' ill-advised invasion of Iraq, which continues to painfully reverberate throughout the region, was a hot button issue. I am including the response from a reader to an essay in *Newsweek Magazine* titled "Dilemma of Dissent," which explores the difficult ethical choice facing a White House official on whether to resign in protest to ill conceived policies or to stay and try to improve the Administration's policy making. It is a classic dilemma for ethical followers – whether to stay aboard to mitigate wrong doing or to resign in protest and lose the insider's potential to influence decision making. The individual posting the response likens the issue to "a case study from *The Courageous Follower*" (*7-2*). Indeed it could be.

You will see an article by Ron Riggio who had become a contributing writer to the magazine *Psychology Today*. He writes on an impressive range of social psychology issues for them. Increasingly, his essays pertain to followership, as does the one I have included here: "Want to be a Great Leader? Learn to Follow" (*7-3*). Ron continues to this day to increase his focus on many aspects of followership and has become an important voice in the field.

In 2009, we see more books added to the small shelf of works on followership. The most important was *Followership: How Followers are Creating Change and Changing Leaders* by Barbara Kellerman. This has become a classic (*7-4*). From this point, all her books have included a focus on followership, viewing it as one of the legs of the leader-follower-context construct with which to analyze leadership and followership behavior.

A translation of the 17th century French classic, *Treatise on the Court,* caught my attention because of its similarity to my reference to Baldesar Castiglione's 16th century *Book of the Courtier* in the frontispiece of *The Courageous Follower*, discussing the responsibility to keep the prince virtuous. The translator of the treatise sent a letter referencing my work and asking for thoughts on further research in this area (*7-5*). Focusing on ethical followership in inner circles of political power is perhaps the most important aspect of followership studies.

We see a clever book, *Be The Horse or the Jockey,* by Jeanne Gulbranson, examining the fluidity of leading and following in the context of the horse and its rider (*7-6*). I applaud all efforts to bring concepts of follower-

ship into the world beyond academia. I particularly appreciate the use of a strong, intelligent animal in examining the leader-follower dynamic. These are needed to counter and replace the tiresome and worrisome image of followers as sheep or lemmings. Perhaps the most successful of these to date are the image of migrating geese that rotate the lead position, which encounters the strongest headwinds.

The author of *Be The Horse or the Jockey,* Jeanne Gulbranson, was active in discussions on how to increase the acceptance to followership classes and workshops. Most of the courageous follower seminars and workshops I conducted were modules in leadership development programs, so participants weren't faced with deciding whether or not to enroll for a followership class. Jeanne heard me report that when I conducted a stand-alone workshop, I needed to frame the topic differently in order to attract enrollments. For example, on occasion I used titles such as this for my workshop: Courageous Leaders, Courageous Followers: Transforming Hierarchical Relationships into Powerful Partnerships. Jeanne posted a comment on LinkedIn "If Ira Chaleff is challenged to attract participants to a followership seminar...then it bodes ill for the rest of us!" (7-7). In the best fighting spirit she goes on to say what she was planning to do to increase the acceptance of followership on its own terms.

I am also including a LinkedIn message from a recently retired Air Force officer who was interested in writing a book on followership for the Department of Defense to introduce new recruits to the subject (7-8). He reports that he spent about two hours of the course he taught at Airmen Leadership School on the subject of followership and that the Air Force recently included followership in its performance reports. Note, that in most cases in which we see followership entering a curriculum, the students are exposed to both Robert Kelley and my models and often to Barbara Kellerman's as well. Diversity in exploring the subject and activating positive, ethical followership behavior serves the field well and undoubtedly will expand in coming years.

My work with the US Congress and my work on followership had a natural intersection. Motivationally, I was drawn to both from my desire to see power, particularly political power, used more beneficially for the benefit of others. So, it was not surprising to be invited to conduct a seminar for the US Senate Chiefs of Staff, sponsored by the Pew Foundation, and held at Monticello, the famed home of Thomas Jefferson. I called the session "The Prince and the Courtier: The Art of Providing Guidance and Feedback to Senators." (7-9)

Chiefs of Staff from about 50 of the 100 Senate offices participated, with Republicans and Democrats fairly equally represented. The idea behind the retreat was to give these senior staff, who often exert significant influence on their Senator's decision making, a chance to know each other better in a non-partisan setting. It is these types of relationships that can make a crucial difference when the time comes for working out compromises needed to pass legislation.

Given my familiarity with the world in which they worked, the talk went well. There was, however, one moment that remains indelibly printed on me. I was not aware that the Chief of Staff to Senator Bernie Sanders was a self-appointed poet to his Senate colleagues. Apparently, each week he sent them a poem that in his estimation would be of interest. I forget the exact point I was making, but presumably it was about authority. Without so much as a "by your leave" he interjected into the room the line from E.E.Cummings poem I Sing of Olaf which, in language fitting the rawness of the poem, said "I will not kiss your fucking flag." I was

momentarily stunned as I had little question that the Chiefs from conservative offices would be mortified by this polarizing statement. While there are very few poems from which I can quote a line from memory, given the power of this poem about a conscientious objector brutalized for his beliefs, I was able to respond, saying that I was surprised he chose that line and not "there is some shit I will not eat." This was an equally powerful line without the polarizing overtones. I felt my retort break the tension and we carried on the seminar without further reference to this interjection that quite literally came from left field.

One of the goals of this book is to help followership practitioners perceive how broadly the subject of followership is making an imprint. The next documents are further evidence of this. I am particularly pleased by the NASA solicitation for proposals for leader-follower workshops (*7-10*). Studies of famous NASA launch disasters showed that culture was a prime factor. Robert Kelley used the Challenger disaster as a case in point in his book *The Power of Followership.* A culture that supports candor and respect for dissenting voices is inextricable to a culture of safety and success.

Another crucial institution in the US is the Smithsonian Institution. While people planning a visit to Washington think it is a single museum, in fact it is 19 museums, 21 libraries and 9 research centers, one of which is two miles from my home in rural Virginia. As a prime engine of cultural and natural history it is staffed with a broad diversity of highly educated researchers and thousands of facilities personnel to maintain and secure its properties and collections. For several years I conducted courageous follower workshops that drew participants from all of these units, as well as conducting workshops for individual museums. I have included a message from Sue Tillotson, one of the Smithsonian program coordinators (*7-11*).

I am also including an email from a retired Assistant Police Chief working on a course curriculum for the International Association of Chiefs of Police (*7-12*). It's a request to use the Meditation on Followership found at the back of *The Courageous Follower.* This twenty point meditation, unusual for an otherwise expository book, has at times drawn unexpected interest. The University of La Verne in Southern California, with programs designed for mid-career adults, punches above its weight in the caliber of guest speakers (many more prominent than me) it was able to draw to its leadership classes. On one of my visits there, after my talk and class discussion, I was asked to stand in the middle of the room. Twenty of the students stood up and distributed themselves on the perimeter of the room. Each, in turn, recited one of the meditations. It was extraordinarily moving. Years later, my great Argentine collaborator, Dario Orlando Fernandez, made these meditations into a deck of cards, each with an action photo from a different international sport (*7-13*, *7-14*).

Based on courageous follower workshops I taught through the auspices of the Ombuds office at Sandia National Laboratories, I was invited to give a talk on courageous followership at a conference held by three Ombuds associations in Montreal, Canada (*7-15*). "Ombudsman" is a Scandinavian word. It is not gendered, but in English it sounds as though it is, so contemporary practice is often to shorten it to "Ombuds". Many large organizations have an Ombuds office. It is a safe place for individual employees to bring concerns they may not be sure rise to a Human Resource matter or ethical violation, or which they do not know how to address. As such, it is a good fit for courageous followership, which tries to use both the individual and the organization's resources to address wrongs before they compound to a level where whistleblowing is considered.

My nephew, Adam Chaleff, himself a political activist, was a student in Montreal at the time and was able to join me. I appreciated this as there are few opportunities for family members to see what one does in the course of a life's work.

Another program I am including in this chapter contains highlights from a conference of the School Nutrition Association, where I was invited to give the closing keynote address (*7-16*). I am doing this for a specific reason. It's great that followership is increasingly found in university level curriculum and in the education programs of major national and international institutions. But to make a difference in the world, it needs to come out of academia and elite institutions and move into the many arenas of life in which leadership and followership interweave, especially in their ethical dimensions. Imagine, for example, school cafeteria workers who come under budgetary pressure to use food after the refrigerators where the food was stored went out during a power outage. Health and, in extreme cases, even lives depend on the ability to hold their ground in the face of authority. On a similar note, a grocery stock clerk once reported they were pressured to place eggs in new cartons when they were past the expiration date on the original carton. The attitudes and skills of courageous followership are germane at every level of society.

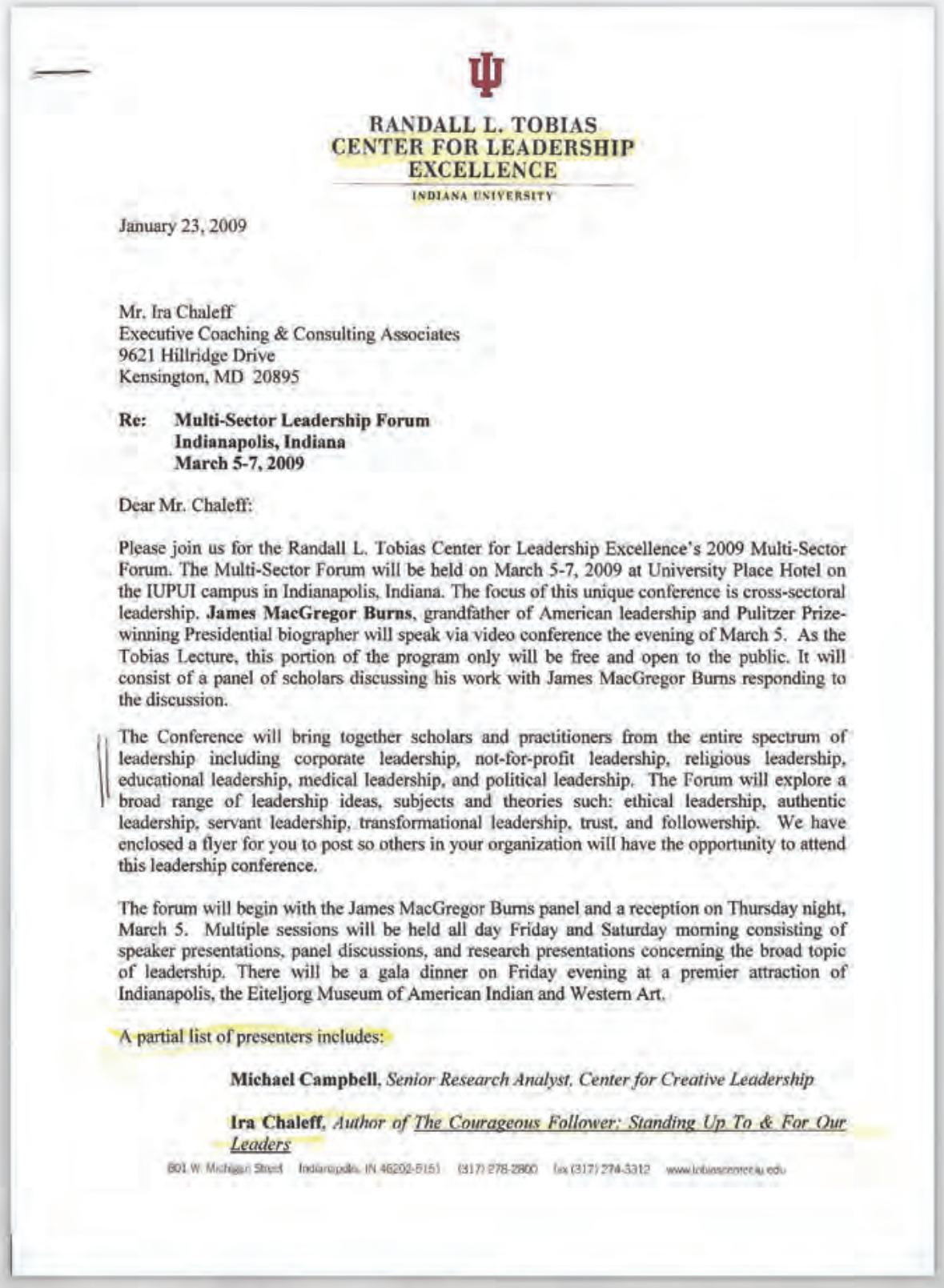
While we see many examples of followership models being discussed and taught in major public institutions, it is important not to lose sight of the private sector drivers in a free market economy. After the great recession of 2008, the US automobile industry faced the prospect of collapse. With the controversial intervention of the federal government, all the major automobile manufacturers survived. Nevertheless, the stresses on their work forces were significant. Theresa Rich was responsible for the difficult task of employee engagement during those trying times. She was also familiar with and an advocate for courageous followership. She wrote a powerful memo that authentically spelled out the challenges facing her, and all her fellow GM employees, and titled it: "Courageous Followers in the New GM" (*7-17*).

The Courageous Follower takes pains to balance the virtues of excellent support for leaders' trying their best to serve the group's mission, and a willingness to speak up constructively when the same leaders are overlooking or creating danger to the group's mission and the well being of its stakeholders. As one example of the latter, I wrote in the introduction to the book: "A priest must be willing to tell the bishop that moral turpitude is being covered up in his see." Tragically, we know how widespread was the failure to give and receive that message.

Possibly because of this, I was not prepared for how much engagement there has been from Christian communities of faith for the principles of courageous followership. A considerable amount of followership research has emerged from institutions like Regent University, and those of different denominations. In some ways my favorite example is the document you will see from Sisters of the Incarnate Word and Blessed Sacrament in Victoria, Texas, announcing they have ordered copies of *The Courageous Follower* for each of their Governance Core Group. They conclude their announcement with these lovely words: "When we finish scooping out the gems, we will pass on the books to anyone interested in exploring this idea" (*7-18*).

Providing one more example of courageous followership in a different denominational setting, I have included an email from Elisabeth Null who at the time was my research assistant. Elisabeth is a highly revered traditional ballads singer, and a prodigious intellect and social activist. She reports giving *The Courageous Follower* to a former Baptist minister from Georgia who was buying one of her musical instruments and recounts the story of how he applied it to correct unethical behavior in the company where he then worked. The experience was transformative and, per Elisabeth, was a factor in him returning to the cloth and forming a new congregation (*7-19*).

I think you can sense the deep appreciation I feel at followership finding resonance in the gamut of fields from the military and law enforcement, to major institutions and corporate behemoths, to a range of religious denominations. Of course, a characteristic that binds these disparate groups together is the seriousness given to hierarchical structure, and thus the need to balance that with a sense of personal responsibility and the tools to speak up when needed.



RANDALL L. TOBIAS
CENTER FOR LEADERSHIP
EXCELLENCE
INDIANA UNIVERSITY

January 23, 2009

Mr. Ira Chaleff
Executive Coaching & Consulting Associates
9621 Hillridge Drive
Kensington, MD 20895

Re: Multi-Sector Leadership Forum
Indianapolis, Indiana
March 5-7, 2009

Dear Mr. Chaleff:

Please join us for the Randall L. Tobias Center for Leadership Excellence's 2009 Multi-Sector Forum. The Multi-Sector Forum will be held on March 5-7, 2009 at University Place Hotel on the IUPUI campus in Indianapolis, Indiana. The focus of this unique conference is cross-sectoral leadership. **James MacGregor Burns**, grandfather of American leadership and Pulitzer Prize-winning Presidential biographer will speak via video conference the evening of March 5. As the Tobias Lecture, this portion of the program only will be free and open to the public. It will consist of a panel of scholars discussing his work with James MacGregor Burns responding to the discussion.

The Conference will bring together scholars and practitioners from the entire spectrum of leadership including corporate leadership, not-for-profit leadership, religious leadership, educational leadership, medical leadership, and political leadership. The Forum will explore a broad range of leadership ideas, subjects and theories such: ethical leadership, authentic leadership, servant leadership, transformational leadership, trust, and followership. We have enclosed a flyer for you to post so others in your organization will have the opportunity to attend this leadership conference.

The forum will begin with the James MacGregor Burns panel and a reception on Thursday night, March 5. Multiple sessions will be held all day Friday and Saturday morning consisting of speaker presentations, panel discussions, and research presentations concerning the broad topic of leadership. There will be a gala dinner on Friday evening at a premier attraction of Indianapolis, the Eiteljorg Museum of American Indian and Western Art.

A partial list of presenters includes:

Michael Campbell, *Senior Research Analyst, Center for Creative Leadership*

Ira Chaleff, *Author of The Courageous Follower: Standing Up To & For Our Leaders*

801 W. Michigan Street Indianapolis, IN 46202-5151 (317) 278-2800 fax (317) 274-3312 www.tobiascenter.iu.edu

7-1: Program, Randall L. Tobias Center for Leadership Excellence

COLUMNS
Jonathan Alter
Eleanor Clift
Howard Fineman
Michael Hirsh

PHOTO GALLERIES
Obama, Behind The Scenes
The Projects Built By The New Deal
More Photo Galleries

MORE IN POLITICS
Inauguration Home
Campaign 08 Home
Video
Inaugural Letters
Transition Home

PHOTOS
Organ Transplants
Miraculous surgeries, from cornea implants to new faces

BLOGS
7 Things About Kristin Chenoweth
Feds Probe Edwards' Campaign Cash
Jack Kemp: Dangers of Amateurism

ESSAY

The Dilemma of Dissent

You try to make the best of an executive decision you think is wrong. But there's a limit. A former Bush aide looks back.

By Richard N. Haass | NEWSWEEK
Published May 2, 2009
From the magazine issue dated May 18, 2009

Posted By: Heleneeeeee123 @ 05/05/2009 12:08:16 AM
Wow! This is like reading a case study from Ira Chaleff's THE COURAGEOUS FOLLOWER. I think that before judging Mr Haas, it is important to bear in mind that:
A) He was working with people in the Bush administration who were friends who he trusted
B) He was not as powerful as Rice, Powell et al in terms of his position
C) As Mr Haas so eloquently pointed out, the minority opinion in a privileged group is at risk of being banished.
D) Remember the Challenger tragedy? One of the engineers on project knew it was the O rings, had repeatedly argued for time to correct the problem, escalated his concerns relentlessly – and was ridiculed and excluded from meetings so that the Challenger launch was on time.

It is a truly wrenching realization that you have to leave a position that you have worked a lifetime to achieve. And despite the assertion that his loyalty should have been to the "American People", loyalty is a layered and complex social phenomena. While Mr Haas didn't leak his concerns, like most whistle blowers he acted (resigned) when he believed that his loyalty to the his co-workers had been betrayed. And as Mr Chaleff points out, the most effective position to oppose evil or corrupt leaders is to be in their inner circle—it is also the most dangerous position to be in.

So, let's not jeer at a man who sought to balance dissent with effectiveness and get out alive when we ourselves were not at risk.

7-2: *Newsweek* article, The Dilemma of Dissent

Psychology Today

BLOGS

Cutting-Edge Leadership

The best in current leadership research and theory, from cultivating charisma to transforming your organization.

by Ronald E. Riggio, Ph.D.

September 6, 2009 Work

Want to be a Great Leader? Learn to Follow!

How can leaders learn to lead from followers?

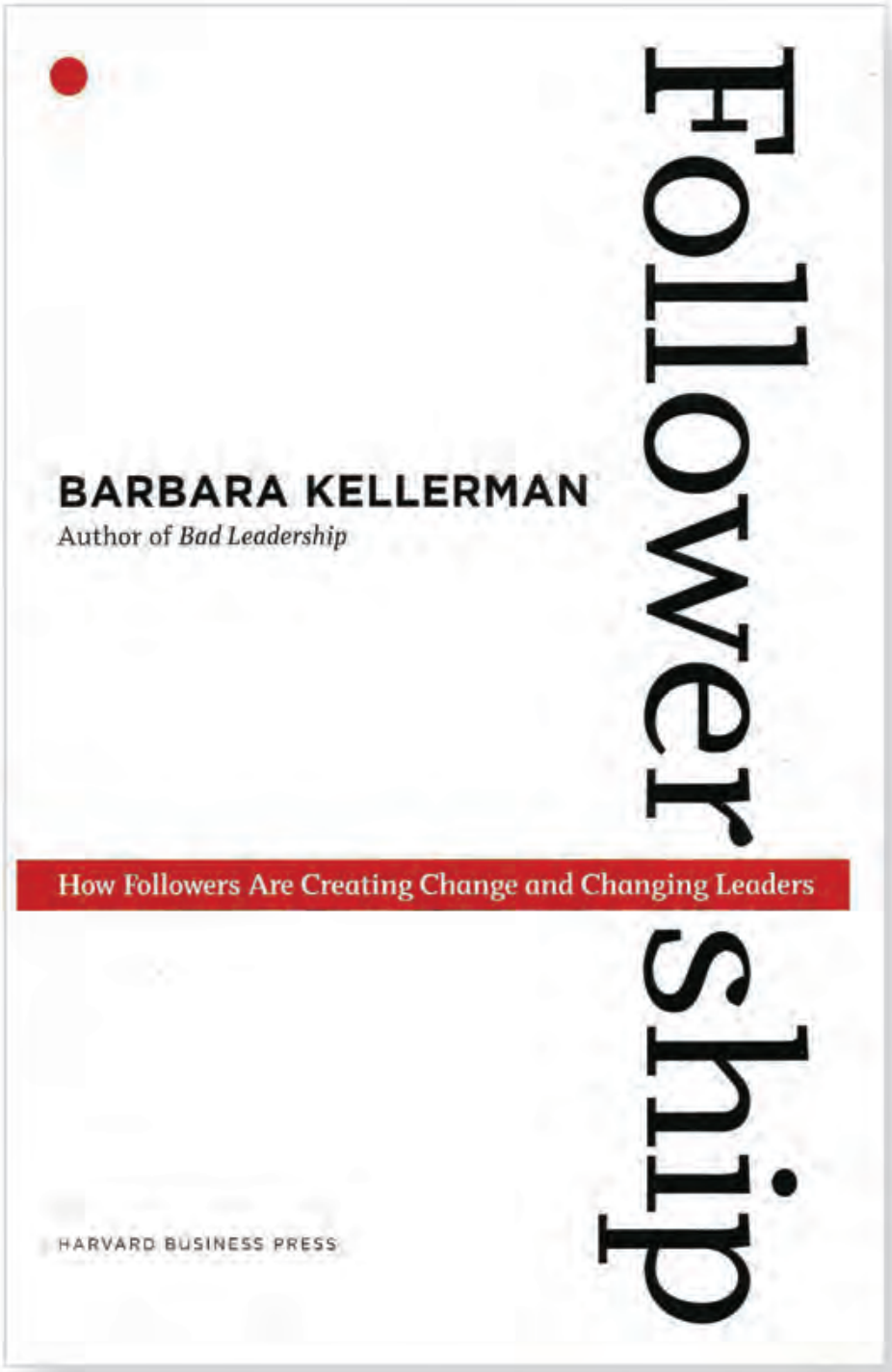
defend the status quo.

It is the "star followers" that are the ideal, according to Kelley. Star followers are active, positive, and work with and for the leader to achieve good outcomes - and outcomes aligned with the direction and vision of the organization. Kelley describes them as "leaders in disguise."

Ira Chaleff also talks about these ideal followers in his book, "The Courageous Follower: Standing Up to and For Our Leaders." Courageous followers do everything possible to contribute to the leader's and the organization's success, but have the courage to constructively challenge the leader or the status quo if they think the direction is wrong. Importantly, the courageous follower helps prevent ethical abuses and misbehavior by the leader and others.

Noted leadership scholars, Warren Bennis and James MacGregor Burns, argue that effective followership is crucial for organizations and collectives to survive. Even the best leaders cannot be successful without courageous, "star" followers, and the qualities of these star followers are the same that qualities possessed by the most effective leaders

7-3: Article in *Psychology Today* by Ron Riggio



7-4: Book, *Followership: How Followers Are Creating Change and Changing Leaders,* by Barbara Kellerman

J. Chris Cooper

110 Brome Terrace, Brome, Quebec, J0E 1K0 Canada
Phone: 514-731-0124, email: cooperj@total.net

INVITATION

I think you may find the enclosed new edition of the Treatise on the Court of some interest. **You will note that your own work is referenced in the endnotes,** and I thank you for the thoughts it provoked.

I'd appreciate it if you could read the book, at least briefly, and let me have your comments, suggestions, or a brief review.

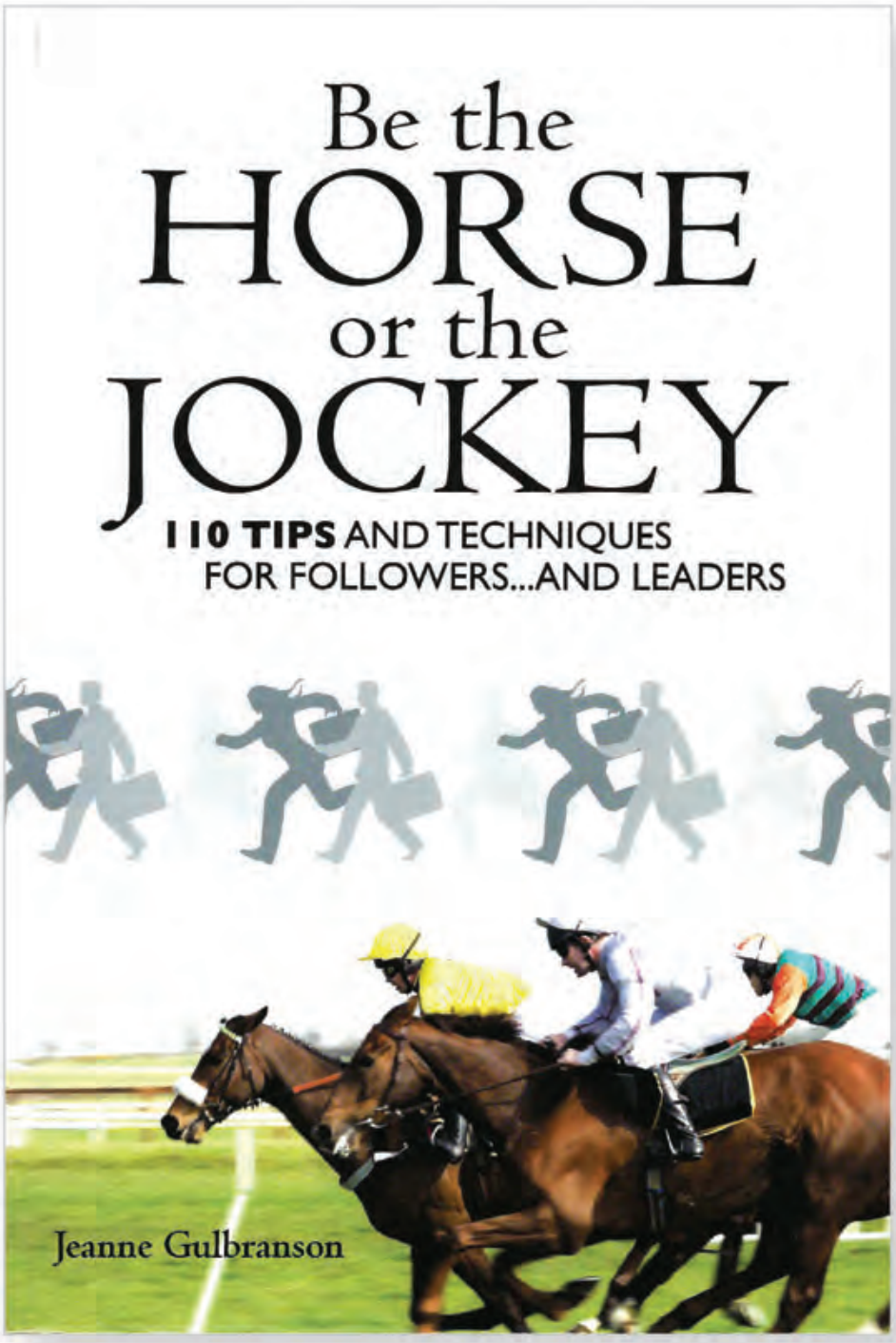
Also if you have any thoughts on further research in this area, or any ways of increasing interest in early modern management, I'd appreciate them. With this in mind I'll be following up by email or mail, and hope you might be able to use the Treatise in your work or recommend it to friends and colleagues.

Thank you for your time.

J. Chris Cooper

www.treatiseonthecourt.com

7-5: Letter from J. Chris Cooper



7-6: Book, *Be The Horse or the Jockey*

Ira Chaleff

From: messages-noreply@bounce.linkedin.com on behalf of Followership [groups-noreply@linkedin.com]
Sent: Thursday, May 05, 2011 4:29 PM
To: Ira Chaleff
Subject: New comment on "There aren't very many workshops on Followership that I know of..."

LinkedIn Groups

- **Group:** Followership
- **Discussion:** There aren't very many workshops on Followership that I know of...

If Ira Chaleff is challenged to attract participants to a followership seminar...then it bodes ill for the rest of us! I believe that as a critical mass of information, and "buzz" about followership continues to build, we'll see more acceptance and understanding of its importance. (Hopefully, still in my lifetime.) To the goal of spreading the word, I'm right now working on a new web site called www.horseorjockey.com that will address followership exclusively (philosophy, my presentations, seminars, etc.) I plan to link all the books, sites, information I can find on my new site, to help make the whole topic more visible. While there are already several sites on followership (The Follwership Exchange being one of them), the more times followership shows up in a search, the better it will be for everyone. Actually...if someone on this Forum wants me to attach a link to their book/site/services on followership, please send the link to me at jgulbranson3@cox.net. I'll make sure it gets on the site (likely live in 10 days.) We need to keep the buzz loud and often!
Posted by Jeanne Gulbranson

Like this discussion » Comment » Stop Following Discussion »

NEW Now you can comment by replying to this email.

7-7: Message from Jeanne Gulbranson

Ira Chaleff

From: Elisabeth Null
Sent: Sunday, July 12, 2009 11:17 PM
To: Ira Chaleff
Cc: Elisabeth Null
Subject: Fwd: followership

This man has joined my LinkedIn network and has written me this thoughtful piece, but I told him I was forwarding it on to you and told him all about the Followership Wiki. He sounds like someone we should really incorporate into our orbit, Lisa

Begin forwarded message:

From: Jef Williams
Date: July 12, 2009 8:19:34 PM EDT
To: Elisabeth Higgins Null
Subject: followership

LinkedIn

Jef Williams has sent you a message.

Date: 7/12/2009

Subject: followership

Hey Elisabeth,
Thx for accepting my invite. I recently retired from the AF and started a training/prof development business. I focus quite a bit on followership which is something others ignore.
The Air Force has recently included the term followership on its performance reports and have begun teaching about 2 hours of it during the Airmen Leadership School curriculum (this is a 5.5 week course). When I use to do keynote presentations, many ears perked up because of the relevance and the way I present the material. What I'm in the process of doing is writing a book to market to the DoD on followership. My goal is to provide material for new recruits as they enter into the military and for individuals who are participating in their first level of professional military education.

If you don't mind, please give me thoughts on this. I truly see the need and how this could benefit both military and civilians in the DoD. Leadership is stressed from day one but its seems they forget that the prerequisite to good leadership is exemplary followership. The workshops I've done in the past on followership have been very successful and is creating a great buzz.

thx
jef

View/reply to this message

Don't want to receive e-mail notifications? Adjust your message settings

7/12/2009

7-8: Email from Jef Williams, former Air Force instructor

SCHEDULE
SENATE CHIEFS OF STAFF RETREAT
October 2-4, 2009
Charlottesville, Virginia

FRIDAY, OCTOBER 2

10:30am	Arrive at Union Station for pre-boarding
11:10am	Depart Union Station aboard Amtrak 51 – the Cardinal Box lunch provided
1:55pm	Arrive in Charlottesville and check in at the University of Virginia's Darden School of Business' Executive Residence Center
3:00-6:00 pm	Free time with optional shuttle buses to and from Downtown Charlottesville
5:30-6:30pm	Reception at the University of Virginia's Darden School of Business (Wilkinson Courtyard)
6:30-7:45pm	Dinner/Cookout (Wilkinson Courtyard)
	Author (Theater)
9:30-10:00pm	Shuttle buses return to Darden School of Business
9:30pm-midnight	Pub Open

SUNDAY, OCTOBER 4

7:15 – 9:00am	Breakfast Buffet (Abbott Center)
8:00-9:00am	Check out and bag call
9:00-11:00am	Session: "The Prince and the Courtier: The Art of Providing Guidance and Feedback to Senators" Presenter: Ira Chaleff, President of Executive Coaching and Consulting Associates Location: Darden's Executive Conference Center (Classroom 270)
11:15am	Buses depart for the University of Virginia's Rotunda and Lawn
11:30am- 12:15pm	Closing session, the University of Virginia's Rotunda, Historian Bill Barker will give remarks as Thomas Jefferson

7-9: Program, US Senate Chiefs of Staff Bi-Partisan Retreat

NASA DFRC Solicitation: Leader-Follower Workshop

STATUS REPORT

Two courses should be developed, one for leaders, and one for followers. Both should include an understanding of the dynamics of boss/subordinate communications

Students should be able to understand the principles of assertive communication.

Students should be able to actively listen to opposing views on touchy subjects without expressing anger or frustration.

Students should understand the principles of Courageous Followership, and apply them in framing difficult messages for leadership. as outlined in the book of that name by Ira Chaleff

Students should appreciate the effect of differing behavioral styles on communication Blocking messages Framing messages Perceiving messages

Sessions should be highly interactive and based on providing skills with adequate practice.

The class is to be held in September 2009.

This notice is a combined synopsis/solicitation for commercial items prepared in accordance with the format in FAR Subpart 12.6, as supplemented with additional information included in this notice. This announcement constitutes the only solicitation, which is issued as a Request for Quotation (RFQ); quotes are being requested and a written solicitation will not be issued. Offerors are required to use the On-Line RFQ system to submit their quote. The On-line RFQ system is linked above or it may be accessed at http://prod.nais.nasa.gov/cgi-bin/eps/bizops.cgi?gr=C&pin= . The information required by FAR Subpart 12.6 is included in the on-line RFQ.

7-10: Solicitation, NASA request for proposals for leader-follower workshop

Smithsonian Institution

Ira Chaleff

From: Tillotson, Susan [TillotsonS@si.edu]
Sent: Friday, May 15, 2009 2:19 PM
To: ibtecca@cs.com
Subject: FW: Courageous Followers, Courageous Leaders

Dear Ira -

Am at home today, but wanted to forward this on to you - what a huge difference you are making, I truly believe, at SI. Please see below.

And today I received my Harvard Business Review - and what is it about? Rebuilding Trust... and what do they recommend? Candor, speaking truth to power, telling the truth...

Anyway, needless to say you got terrific evals and I look very forward to having you back again in August - checked the calendar and it is Wednesday, 12 Aug. Hope that date still works for you.
However, if it is your Cape Cod week - WoW!! - then ok, I get it...:-)

Best to you - thanks always for what you do,

Sue

From: Makseyn-Kelley, Stephanie
Sent: Fri 5/15/2009 12:18 PM
To: Tillotson, Susan
Subject: Courageous Followers, Courageous Leaders

Hi Susan,

This note is to let you know how useful, thorough, professional, and enlightening yesterday's course was. Mr. Chaleff brought up so many sound, reasonable, and doable points that I can hardly imagine that following his guidance would bring about anything but an improved relationship between leader and follower. I'm really glad that we have the Leadership Development Program, and would like to take all of your current offerings. Actually I wanted to sign up for them but my supervisor thought they might not be as germane to the mission as this one. I'll work on him!

Thank you again, and it was a pleasure to meet you.

Sincerely,

Stephanie

Stephanie A. Makseyn-Kelley

Assistant Manager

Smithsonian Institution

National Museum of the American Indian

4th Street and Independence Avenue SW

MRC 590, PO Box 37012

Washington, DC 20013-7012

1

7-11: Email from program coordinator, Smithsonian Institution

Ira Chaleff

From: William Meeks [wameeks@mac.com]
Sent: Saturday, December 19, 2009 11:05 PM
To: ira.chaleff@exe-coach.com
Subject: Permissions

Dear Mr. Chaleff

I am a retired Asst. Police Chief working with Dr. Howard Prince (Army, Ret.) at the University of Texas as Austin. We are working on a 3rd Edition of the International Association of Chiefs of Police Leadership in Police Organization course. This course is evolved out of the West Point Leadership in Organizations course and General Prince is the principle subject matter expert and course senior editor. In the second edition, Dr. Prince obtained permission for the use of your work entitled Meditation on Followership (see below).

On behalf of General Howard T. Prince (USA Ret.) and the IACP (International Association of Chiefs of Police), I am seeking permission to use a new article authored by you in the course curriculum, LEADERSHIP IN POLICE ORGANIZATIONS. I have included the article and its citation below, below in a section called Reflections on Followership.

You work on Followership is a part of our Effective Followership chapter and is critical for student learning. The materials are properly cited through your web site.

Please do not hesitate to call or write back for additional information.

www.theiacp.org/Training/CPL/tabid/146/Default.aspx for course information.

William A. Meeks

12767 N. Gentle Rain Dr.
Marana AZ 85658
hm - 520-744-0401
cell- 253-549-5711
wameeks@me.com

Meditation on Followership

Ira Chaleff, in his book *The Courageous Follower*, offers the following meditation on followership:

For me, becoming a courageous follower, like becoming

12/19/2009

7-12: Email requesting reprint permission by International Association of Police Chiefs

7-13: Collage of Followership Meditation

FOR ME, BECOMING A COURAGEOUS FOLLOWER, like becoming a good human being, is both a daily and a lifelong task. Visualizing a desired state helps to realize it. I share this meditation as one visualization of the state I aspire to. You may want to refer to it from time to time.

Ira Chaleff

Using Power Beneficially

Ira Chaleff Publications

www.irachaleff.com

www.courageousfollower.org

www.blinkthink.net

7-14: Collage of Followership Meditation continued

2009 JOINT OMBUDSMAN CONFERENCE

EVOLUTION OF THE OMBUDSMAN (1809-2009): A Rich History, A Promising Future

April 15 -18, 2009 Wednesday-Saturday
Fairmont Hotel, The Queen Elizabeth
Montreal, Quebec, Canada

HOSTED BY

ACCUO - The Association of Canadian College and University Ombudspersons
FCO - The Forum of Canadian Ombudsman
IOA - The International Ombudsman Association

Agenda-at-a-Glance in English

(E) = Session in English (F) = Session in French (E/F) = Bilingual session
*Please note: * Simultaneous translation from English to French available for morning sessions only*
*** Presentations listed below are subject to change.*

TUESDAY, APRIL 14, 2009

3:00 pm – 6:00 pm	Conference Registration Open	Alcove

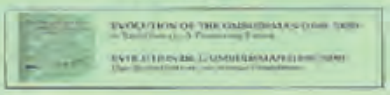
WEDNESDAY, APRIL 15, 2009 Pre-Conference Courses* *Separate registration fee applies.

8:00 am – 8:30 am	Continental Breakfast for pre-conference participants taking the full day courses or the AM Course	Hochelaga 1
10:00 am – 10:30 am	AM Coffee Break	Hochelaga 1
12:00 pm – 1:00 pm	Lunch for pre-conference participants taking the full day courses only.	Hochelaga 1
3:00 pm – 3:30 pm	PM Coffee Break	Hochelaga 1
8:30 am – 5:00 pm	**Full Day Course #1** - *"Understanding the Core Principles and Practices of an Ombudsman Through the Eyes of IOA, FCO, and ACCUO"* ***This course will be presented in English and English to French Translation Services will be provided.**	Hochelaga 3
8:30 am – 5:00 pm	**Full Day Course #2** - *"Courageous Followers - Courageous Leaders: New Tools for Ombuds and Those They Serve"*	Hochelaga 6
8:30 am – 5:00 pm	**Full Day Course #3** - *"Ombudsman Mas*	
8:30 am – 12:00 pm	**AM Half Day Course** - *"Top Connection;*	
1:30 pm – 5:00 pm	**PM Half Day Course** - *"Generation Y is h*	
5:30 pm – 7:30 pm	Welcome Reception, open to all confere	

THURSDAY, APRIL 16, 2009 First Day o

8:00 am – 9:00 am	Continental Breakfast for all conference
9:00 am – 12:30 pm	General Session
9:00 am – 9:30 am	Welcoming Remarks from the Presiden
9:30 am – 10:30 am	**Keynote Speaker:** *"Failure To Confront: F* **Gilles Paquet,** Professor Emeritus, Telfer
10:30 am – 11:00 am	AM Coffee Break
11:00 am – 12:30 pm	**General Presentation:** *"Watchdogs and Ombudsperson Research Award Paper P*
12:30 pm – 2:00 pm	Lunch for all conference attendees

Ira
Ira Chaleff
President
Executive Coaching & Consulting Associates
Kensington, MD
United States



7-15: Program, International and Canadian Ombudsman Associations

SCHOOL NUTRITION ASSOCIATION

Program Highlights

SATURDAY, JANUARY 9

7:30 am–5:00 pm
Registration

8:00 am–12:00 pm
SNS Credentialing Exam
SNA's Credentialing Program was created to enhance the professional image of leaders in school foodservice and nutrition. To register for the exam, contact the SNA Service Center at (800) 877-8822. For more information about the program and eligibility, visit www.schoolnutrition.org and click on Career & Education. The registration deadline for this exam is December 19, 2009.

1:00 pm–5:00 pm
DISTRICT DIRECTORS/SUPERVISORS PRE-CONFERENCE SESSION
Maintaining Fiscal Integrity
Coffee bars, breakfast service, alternative feeding programs—what do they all have in common? You guessed it! They are just a few of the things some operators have implemented to help ensure the financial security of their program. Learn more innovative ways to keep your program in the black and hear from one of the country's most compelling food industry speakers on what's being done in foodservice around the country to keep profits up and costs down in today's uncertain economy. Cost: $99; CEUs: 4

1:00 pm–5:00 pm
MAJOR CITY DIRECTORS/SUPERVISORS PRE-CONFERENCE SESSION
Managing for Results: A Performance Measurement and Benchmarking Project
Speakers: Robert Carlson, Director of Management Services, Council of the Great City Schools; Michael Eugene, Chief Operating Officer, Orange County (Fla.) Public Schools
The Council of the Great City Schools is an association of the largest 65 urban school districts. Part of their work includes conducting reviews of district programs, including foodservice. Learn what they look for and how to step up your program to measure up. The Council also has administered benchmarking surveys for the past four years. Come hear about their results, including key

GENERAL SESSION
Indirect Costs & Charge Meals: What's the Law, What's the Practice and What to Do About It
Speakers: Mary Kate Harrison, SNS, Hillsborough County (Fla.) School District; Mary Swift, SNS, Director, Albuquerque (N.M.) Public Schools
This session will showcase some specific cases about both of these confusing and controversial issues. You will hear about one state policy that relieves foodservice operations of responsibility for delinquent meal charges. Across the country, another foodservice director was the focus of a national media firestorm when she tried to rein in meal charge expenses, and she will be on hand to share her experiences. And learn what the Council of Great City Schools has discovered about the median indirect costs of large districts and how these impact meals served.

9:45 am–10:45 am
Innovation Stations • Industry Information Session
See descriptions above.

11:00 am–1:00 pm
CLOSING GENERAL SESSION
The Courageous Follower: Standing Up To and For Our Leaders
Keynote Speaker: Ira Chaleff, President and Founder, Executive Coaching & Consulting Associates
Leadership is not the end all, be all, followers have a role to play as well. Leaders need to surround themselves not with "yes men" but with professionals who will be genuine partners for organizational success. These partners, or "courageous followers," will provide both support and honest feedback about the leadership's decisions and actions so these can be improved, just as a leader expects improvement from those below. Whether you consider yourself a leader or a follower, come to this session and listen as Ira Chaleff, author of The Courageous Follower: Standing Up To and For Our Leaders, helps you discover new skills that will impact your personal and professional growth.

CNIC Links

- Home
- Schedule at a Glance
- Program Highlights
- Hotel & Transportation
- Registration
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- Innovation Stations
- Session Handouts
- Roommate Matching Forum
- CNIC 2010 Blog
- CNIC Letter to Supervisors **(doc)**

Related CNIC Content

- Innovation Station Application **(pdf)**
- Legislative Action

7-16: Program for School Nutrition Association conference

Ira Chaleff

From: theresa.rich@gm.com
Sent: Tuesday, July 14, 2009 12:27 PM
To: Employee_Engagement_Messages@gm.com
Subject: Employee Engagement Messages: Courageous Followers in the New GM

"Do what you can with what you have where you are." – Theodore Roosevelt, 26th US President (1858 – 1919)

Greetings –

This morning, I am just returning from vacation. The sun is bright in a clear blue sky. I am energized to go to work for a newly reorganized entity called General Motors Company. Yes, we all know storms will come. In this new organization, we have no guarantees. The organization has huge debt and a revised ownership structure. Big organizational announcements are coming along with massive headcount reductions. There will be further sacrifices. Maybe you will be one of them. Maybe me. There is uncertainty; a lot of questions will remain unanswered for some time to come. Regardless of whether we as individuals are here for two more months or twenty more years, each of us has a big task ahead. We need to focus on what positive things we can do in the here and now.

A few years ago, I read *The Courageous Follower* by Ira Chaleff. He says leaders and followers should be mutually supportive toward a common organizational purpose. Courageous followers do this:

- Assume Responsibility – passionate about their work, self-managed, meet deadlines, keep commitments, put customers first, assess their performance, take initiative
- Serve – reflect the leader's values to the organization, summarize communication, defend the leader from attack, encourage complainers to communicate concerns
- Challenge – confront uncritical acceptance of conformity, challenge inappropriate behavior, model appropriate behavior
- Participate in Transformation (both personally and for the organization) – create an environment that supports change, notice and acknowledge improvements, provide support for experimentation and learning, establish coping mechanisms that reinforce transformational progress
- Take Moral Action – is prepared to transfer responsibility should it be necessary to leave the organization, does not compromise personal ethics for continued employment

Since even those in leadership roles are also followers, these thoughts apply to us all. As an added duty, Chaleff calls on leaders to have the courage to listen to their followers.

Chaleff's ideas made me so curious that I focused my PhD research on studying their impact. What I wanted to know was this: if an employee does take on these behaviors, what impact would it have on the supervisor's view of the employee's performance. Supervisors in public and private companies across several industries reported that 60% of their view of an employee's performance was the extent to which employees assume responsibility. The biggest factor of all? Taking initiative.

In our newly reorganized organization, we are focused on the three priorities of Customers, Cars, and Culture. In the culture area, it's all about our actions and how we spend our time. The key items are Speed, Accountability, and Risk-Taking. This lines up well with what Chaleff suggests. Now is not the time to sit back and wait and be told what to do. Take initiative and assume responsibility. Now is the time to find what needs to be done and get after it. If you do your level best and it fails, so be it. Own your actions and results and then go on to what needs to be done next.

Your assignment this week is to consider the counsel of Theodore Roosevelt. What is it you can do with what you have where you are? If your time permits, let me know what you are doing to make this happen in the New GM.

Today is not the time to whine about what you could do if only the conditions were different. They're not. Today is not the time to hide out at your work station and fear what may come. Hiding and fear will only scare you more and then scare others around you. Today is the day to take the resources available to you and use them to use making a positive difference for our customers, for our cars, and for our culture.

Choose to be your best this week –

7/14/2009

7-17: Memo, Courageous Followers in the new General Motors

Sisters of Incarnate Word and Blessed Sacrament

Victoria, Texas

tr>

Chapter Directive | Core Members | Update January, 2009 | Update June, 2008

Home
IWBS Sisters' Pages
Newsletter
CARE
Refounding
Spiritual Renewal
Relational Transformation
Community Outreach
Governance
Social Justice
Refounding Information

Governance

Seeking God's Will

Chapter 2006 Directive:
WE WILL EXPLORE WAYS TOSTRENGTHEN OUR SISTERS' OWNERSHIP FOR OUR CONGREGATION THROUGH CONTINUING THE LEADERSHIP AND MEMBERSHIP PARTNERSHIP WE BEGAN IN THE YEAR OF CHAPTER 2006.

GOAL 1
In addition to the CARE program, we recommend that the Chapter affirms trying a new structure which will allow life-giving leadership and membership (which will be called LAMP in future reference).

GOAL 2
We will make the Constitution and Directory changes to allow the membership to be involved in the Chapter of Elections and the Chapter of Affairs throughout the entire process.

Governance Core Members:

Sister M. Kathleen Golke - Co-Cordinator
Sister M. Gregoria Berger - Co-Coordinator
Sister M. Odilia Korenek - Liaison
Sister M. Valerie Janecka
Sister M. Laura Toman - Facilitator
Sister Frances Cabrini Janvier - Scribe
Sister Mary Theresa Fritz
Sister Mary Doloretta Leopold

Governance Core Group Update -January, 2009
Srs. Valerie and Kathleen will a finish a CD of our present Constitution and Directory. This project which was given a head start by Srs. Agnesine and Amata. Thanks.
Sr. Gregoria is completing paperwork the GCG began with Fr. Dan Ward, cannon lawyer, on what we have termed the Chapter of the Whole. This is a process which will need all of our input farther along the way.
Sr. Gregoria ordered the book The Courageous Follower by Ira Chaleff for each member of the GCG. When we finish scooping out the gems, we will pass on the books to anyone interested in exploring this idea.
Look for the results of the survey on vacation/relaxation in this newsletter.
Thanks to our scribe, Sr. Francis Cabrini.

Governance Core Group Update -June, 2008
The Governance Core group met at noon at IWC on June 27, 2008. Present were: Sr. Odilia, Sr. Kathleen, Sr. Gregoria, Sr. Valerie, Sr. Doloretta, Sr. Laura, and Sr. Frances Cabrini.

Thanks were extended to Sr. Valerie, Sr. Stephana and Sr. Pauline Marie for the previous day's Chezard awards presentations. She will ask Sr. Mildred to post the honorees on the web site. Sr.

7-18: Memo from Sisters of The Incarnate Word and Blessed Sacrament

Ira Chaleff

From:	Elisabeth Null [enul@starpower.net]
Sent:	Sunday, July 05, 2009 12:43 AM
To:	Ira Chaleff
Cc:	Elisabeth Null
Subject:	Just nice thoughts

Today, the Baptist Minister for Georgia who is buying my guitar came to visit and will be back to stay tomorrow night. I gave him The Courageous Follower while he was selling Tom Hopkins seminars, and he loved the book-- considers it a real eye opener and personal guide, as important to running a congregation as it was to his work in sales. He also told me it helped him in the sales work when his own territory director indulged in unethical behavior-- apparently selling non- refundable tickets without giving participants receipts. The minister kept trying suggestions in your book to explain why this was a poor idea, but the director just got angry and quite abusive. At this point, the minister told the director he would not stand for this abuse and felt he could no longer work under this ethical cloud and resigned. He sent a copy of his resignation letter up the chain of command. A few weeks later, the sales director was fired. The experience was one of the reasons the minister headed back into pastoral work and now has a large congregation. I think it intensified his sense of ethical dilemmas and gave him a feeling that guiding others was a useful vocation. So your Courageous Follower works in mysterious but wonderful ways....

Checked by AVG - www.avg.com
Version: 8.5.375 / Virus Database: 270.13.3/2217 - Release Date: 07/04/09 17:55:00

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7-19: Email, Elisabeth Null on a Baptist Minister and *The Courageous Follower*

VOLUME VIII

THE COURAGEOUS FOLLOWER, THIRD EDITION:
Georgetown, National Parks, Servant Leadership, and The Tragedy of the Commons

2010 – 2011

FRIDAY, JUNE 3, 2011 The Washington Post

Washington FORUM

Congress's tragedy of the commons

BY IRA CHALEFF

As I step down from the chairmanship of the nonpartisan Congressional Management Foundation, I'd like to make a plea to the members of Congress whom the foundation exists to serve: that they recapture the trust of the American people.

This is not a call for the parties to play nice with each other. In a two-party system, that is a rare occurrence. There are too many incentives to make your party look good and the other party look very bad. Partisan jockeying that translates into votes and power can be civil, but it will not become less aggressive.

Rather, I hope each member of Congress will avoid the "tragedy of the commons" in order to regain and maintain the public's trust. The "tragedy of the commons" is a classic economic metaphor that can be

There arguably is no existential problem while the government and Congress continue to enjoy the tacit, if disillusioned, support of the American people. But it is hubris to think this will continue forever when 99 out of 100 messages each American hears decry the competence and honesty of Washington. No major poll taken in 2011 has found more than 30 percent of Americans giving Congress a favorable job rating and several, including Gallup, showed ratings in the teens.

With the foundation of trust corroded, we risk the public having no faith in Congress's capacity to represent the people's interests in the event of a national emergency such as a new financial debacle or major terrorist attack. At that crucial juncture, with their trust in Congress so low, would Americans turn to their representatives and senators to meet their critical needs for physical and economic safety?

philosophy or an opponent's position without tarring the institution or the government that gives him or her a platform from which to speak and act. This requires personal commitment and rhetorical discipline. It requires refraining from populist demagoguery about Congress or the government. It requires sustained awareness that as a member of Congress you are a steward of the commons.

It is hard to change familiar language patterns. Lawmakers need to retrain themselves to deliver their hard-hitting messages in ways that preserve trust in the congressional process and the institution. They need to charge their staffs with helping them do this in their letters, floor speeches, town halls and campaigns. Repeatedly running down the institution on which our democracy is based is a slow but insidious erosion of representative democracy. We can no longer afford the unwitting

IN THIS VOLUME WE SEE THE CONTINUED SPREAD OF INTEREST in followership by a range of opinion makers reaching somewhat further into the for-profit sector of the economy. Frances Hesselbein, a former CEO of Girl Scouts USA and founder of the Frances Hesselbein Leadership Institute, ran a prominent article in her upscale *Leader to Leader* magazine (*8-1*, *8-2*). Robert Morris is a seasoned business book reviewer and interviewer who has covered my work on followership from the beginning. He wrote an in-depth review of *The Art of Followership* that appeared in various syndicated columns, citing the contributions of many of its contributors (*8-3*, *8-4*, *8-5*). *Leadership Excellence* magazine included me in its list of the hundred best leadership thinkers, though well below Warren Bennis who ranked 2nd and Barbara Kellerman who was placed 15th (*8-6*).

While the private sector still lags behind the military and public agencies in incorporating followership into its professional development, exceptions have emerged. One of the successful digital age startups, Constant Contact, had me work with their staff and management team introducing followership concepts into the culture. I found myself dealing with a well-respected leader who had a classic blind spot that almost sunk the initiative. At a briefing of her managers before I began my seminar, she "sold" her plans for organizational change too hard, and then asked if there was any feedback. Few wanted to dampen her enthusiasm. We needed to use break out groups to process the plans they had heard, then report out the concerns they saw and possible alternatives for more effective change. This was a living learning moment that demonstrated how even good leaders can inadvertently quash the candor needed for robust decision making. The results of this effort proved to be quite positive (*8-7*).

The public sector continued to also be a strong conduit for raising awareness of followership, such as the law-enforcement magazine *PoliceChief* (*8-8*) and the Civil Air Patrol's introductory course on followership that tightly links critical thinking ability to the follower role (*8-9*, *8-10*).

Ideas pick up unsung champions as they move through a culture. Linda Hopper is such a champion. For years she ran the staff Professional Management Certificate Program at Georgetown University in Washington, DC. Linda made *The Courageous Follower* one of the five classes in the core curriculum, the rest being electives. Like other institutions that have integrated followership modules into their leadership development programs, this is another instance in which hundreds of participants were exposed to the principles of courageous followership by me, and later by trainers I trained. It sustains me and my colleagues knowing

that some at least have used the material to make a difference in the spheres in which they operate. The 2011 graduation announcement at which I spoke is included here (*8-11*, *8-12*).

I am often asked, is there a relationship between Courageous Followership and Servant Leadership? The short answer is yes. The Greenleaf Center for Servant Leadership carried *The Courageous Follower* in its catalogue almost from the beginning. I have spoken at a Servant Leadership conference, though I suspect there are others more qualified than I to richly draw the relationships. I have enclosed an article in this vein published by the Servant Leadership Institute with commentary on its application at a private sector communications technology firm (*8-13*).

In 2010 *The Journal of Leadership Studies* published a fair and critical review of the third edition of *The Courageous Follower* (*8-14*, *8-15*, *8-16*). Berrett-Koehler had asked me to do a third edition of the book. After an initial hesitation I realized that readers would be well served with an additional chapter on speaking to the hierarchy. The first two editions were based on the predicate that followers could form a relationship with their leaders. In large organizations, orders might come from three or more levels higher, making it unlikely to form relationships. I added a chapter on strategies for this situation.

The review is largely laudatory and understands what I was trying to do. However, it raises concerns that I may be underestimating the professional and personal risks I am suggesting followers consider taking. This is not an isolated criticism. Barbara Kellerman has voiced similar concern when we have participated together on panels. It is true that, having spent many years as a largely independent consultant, I notice I can become insufficiently sensitive to the risks people who depend on others for their livelihood are taking when they call out problematic thinking or behavior. You will find in my books an acknowledgment of those risks but, for some, better ways of addressing them still need to be explored. This is not a peripheral issue in follower-leader dynamics. If we cannot find ways to raise the virtue of speaking truth to power so it is embraced by both those in follower and in leader roles, we will repeatedly endure the failures and abuses of power that have plagued our history.

While my work tends to focus on my native country, the USA, I am continuously looking for opportunities to transmit the ideas of followership and courageous followership into other cultures. If leadership exists and is needed in all cultures, so is followership.

After Berrett-Koehler published the 3rd edition of *The Courageous Follower,* rather than remainder the balance of the 2nd edition, or consign them to a recycling center, if I recall correctly, they offered them to me at their print cost, which was about $2 per copy. I bought these and, in turn, used them as giveaways to deserving groups. I had noticed that the head of the African YMCA headquartered in Kenya had given a speech on the importance of followership. I offered to provide 50 copies for the next graduating cohort of young African leaders, which was accepted and arranged (*8-17*). Most of the rest of these books were distributed to groups visiting the National Democratic Institute as part of their programs to support new and emerging democracies (*8-18*).

Back in my role vis a vis Congress, I became convinced that the Congressional Management Foundation needed a higher profile Board Chair. I recruited my colleague, former congressman Dan Mica (*8-19*). Dan is a Democrat who represented a district in Florida, and is often confused with his brother, John Mica, a Republican who also served in Congress.

In turning over the chair, I wrote an Op-Ed which, with a little networking help from CMF President Brad Fitch, was published in *The Washington Post,* titled "Congress' Tragedy of the Commons" (*8-20*). I used an economics teaching story to bring attention to the self-defeating behavior of members on both sides of the aisle who continuously rail against the institution, accelerating its dysfunction and the loss of trust by the citizenry. The Op-Ed attracted considerable attention within and outside of Congress. The Woodrow Wilson Legacy Foundation called on its supporters to study my work (*8-21*, *8-22*). As you may have guessed, this Op-Ed did not miraculously alter the behavior of most members, and certainly not of the congressional leadership. Nevertheless, those of us committed to better leadership and followership need to engage in these types of arenas where the consequences of misusing power, or undermining its legitimate uses, have potentially grave consequences.

It is apparently easier to influence the US Military than it is the US Congress. I was invited to give a presentation on courageous followership to the Navy Public Affairs Symposium (*8-23*). As evidenced by Admiral Moynihan's thank you letter, it was well received (*8-24*). For me what was most memorable about the event was the panel that discussed the Navy's response to the cataclysmic earthquake and tsunami that killed a quarter of a million people in Southeast Asia. We heard from US Pacific fleet officers who were stationed in the region at that time about the complexities of offering help to foreign governments in a devastating crisis, and the mixture of both urgency and protocol required to effectively contribute. These are the unforgettable stories that make the work of developing judgment and skill in leadership and followership professionally engaging and at times invaluable.

PROMOTING THE HEALTHY FLOW OF INFORMATION TO SENIOR LEADERS

by Ira Chaleff

We are often uncomfortable with the idea of being called a follower. We want to act as a leader and be recognized as a leader. And we want everyone who works for us to be a leader.

What's wrong with that picture? First, when we lead, don't we want those who report to us to follow? Second, if we report to a leader, doesn't that leader expect us to support his or her values, vision, and strategy? Isn't that following?

The obvious point is that sometimes we lead and sometimes we follow. These are roles we play and roles we expect others to play. And they both need to be played well.

The best followers behave very much like dance partners. What does it mean to play the follower role well? Think of a dance. The leader doesn't want to drag a limp follower around the dance floor. Good dance partners exert a certain tension in moving with the leader. They stay alert for shifts a leader is about to make and prepare to synchronize

8-1: Article, Promoting the Healthy Flow of Information

LEADER TO LEADER

NUMBER 56 SPRING 2010

HESSELBEIN & COMPANY

EXECUTIVE FORUM

FROM THE FRONT LINES

8-2: Article, *Leader to Leader Magazine*

Interview: Ira Chaleff

Chaleff has been named one of the top 100 best thinkers on leadership in the U.S. by *Executive Excellence* magazine. He lives in Washington, DC, and plays several interesting roles there including executive coach, author, workshop leader and chair of a non-profit board that studies best management and communication practices in political offices. As a coach, he provides a supportive forum for executives to examine and improve their leadership and management styles and processes, their interpersonal and political skills, and their focus on mission achievement. Chaleff's coaching experience includes a broad range of financial, manufacturing, legal, pharmaceutical, not-for-profit and government organizations.

As an author he has been acknowledged in the *Harvard Business Review* as one of the pioneers in the emerging field of followership studies. One of his books, ***The Courageous Follower****: Standing Up To and For Our Leaders*, is now in its third edition and has been translated into half a dozen languages. He also co-edited, ***The Art of Followership****: How Great Followers Make Great Leaders and Organizations* with Ronald E. Riggio and Jean Lipman-Blumen, published by Jossey-Bass in 2008. He has given hundreds of speeches and workshops on this topic for a wide range of public and private sector groups and recently, with his publisher Berrett-Koehler (www.bkpub.com), developed an online version of the Followership Styles instrument he uses in these workshops (www.courageousfollower.net).

8-3: Interview by Robert Morris, *Dallas Business Commentary Examiner*

Book Review: The Art of Followership

• Posted by Robert Morris on April 18, 2010 at 1:30pm

http://employeeengagement.ning.com/profiles/blogs/book-review... 4/19/2010

Jossey-Bass (2008)

This anthology brings together the essays of 31 contributors who participated in the Kravis-De Roulet Leadership Conference on February 24 -25, 2006. The material has been co-edited by Ronald E. Riggio, Ira Chaleff, and Jean Lipman-Blumen; Chaleff and Lipman-Blumen are also among the contributors. To what does the title of this book refer? The material is carefully organized as follows: A brief Foreword by James MacGregor Burns and then an Introduction by Warren Bennis, followed by 23 "author chapters" that are divided within four Parts: "Defining and Redefining Followership" (Chapters 1-5), "Effective Followership" (Chapters 6-12), "The Pitfalls and Challenges" (Chapters 13-17), and "Followers and Leaders: Research and Practice, and the Future (Chapters 18-23).

In "Rethinking Followership," Robert E. Kelley identifies and then discusses five basic styles of followership: The Sheep, The Yes-People, The Alienated, The Pragmatists, and The Star Followers. Others may quarrel with such descriptive but Kelley's key points seem eminently sensible to me as he examines the field of followership in terms of seven topics: world events, culture, leader [ship], follower qualities, role of the follower, language of followership, and "courageous conscience." Ernest L. Stech explains what he has identified as a "new leadership-followership paradigm." Joseph Rost asserts that followership is "an outmoded concept and explains why. In an essay that I found especially thought-provoking and informative, Linda Hopper shares her thoughts about "courageous followers, servant-leaders, and organizational transformations." On Page 118, she identifies five common barriers to engaging "disaffected, disgruntled, distrustful employees who appear reticent to make a commitment to and be accountable for work or decisions." Courageous followership can help to lower (if not eliminate) these barriers. How? Hopper offers four suggestions: Seek ways to work for conjoint efforts toward common goals, see others as allies rather than enemies or even as opponents, see their own success as the

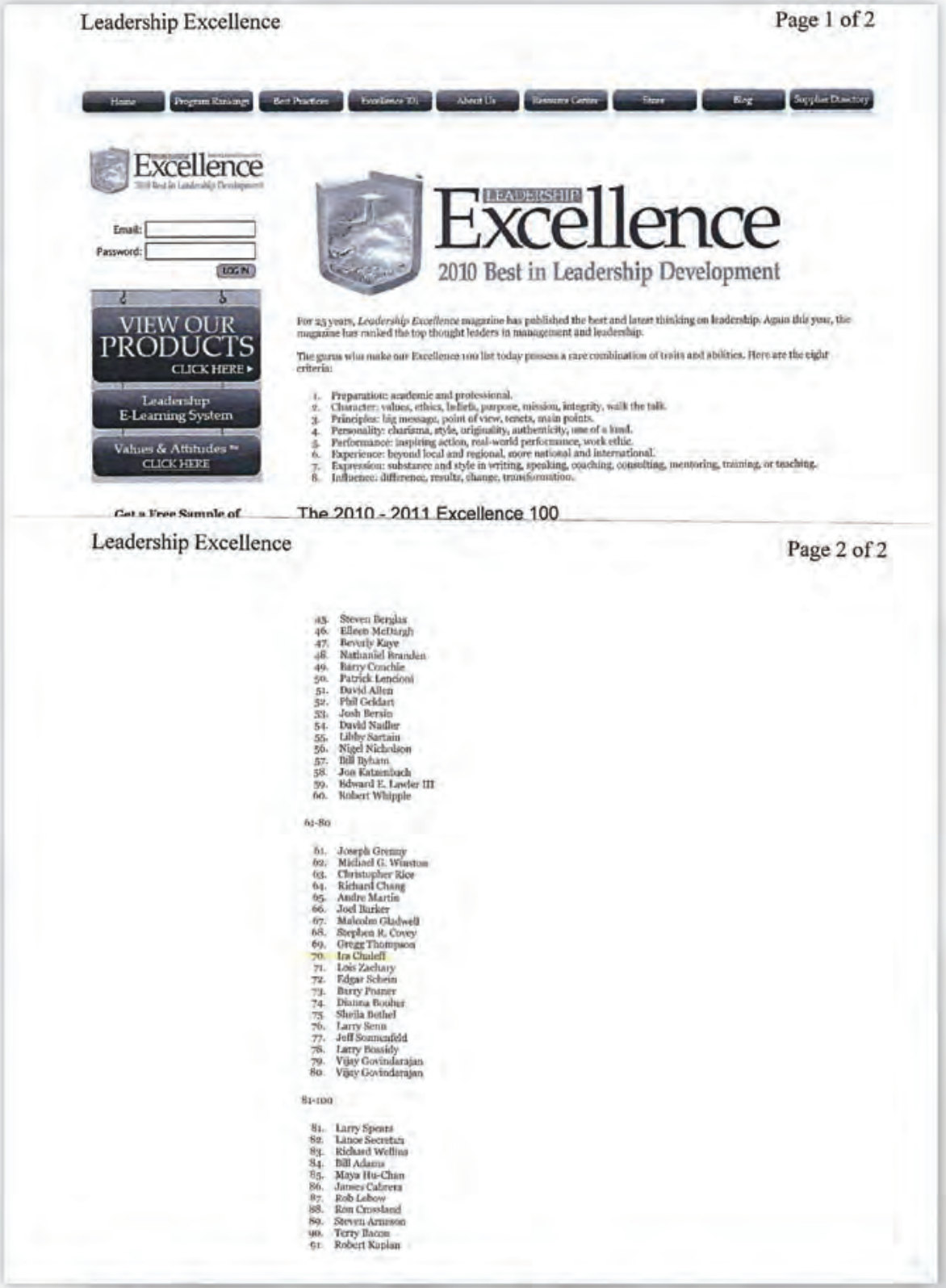
http://employeeengagement.ning.com/profiles/blogs/book-review... 4/19/2010

8-4: Book review of *The Art of Followership*

goals of the organization become a reality, and recognize that their participation in successful change initiatives substantiates the belief that their efforts as well as collaborative efforts with others really can make a difference.

I am grateful to Hopper for providing an especially appropriate quotation at the conclusion of her essay. "Edith Wharton wrote, `There are two ways of spreading light - to be the candle or the mirror that reflects it.' By being worthy servant-leaders and courageous followers, we bring light into our organization." In the Introduction, Warren Bennis suggests that the day rapidly approaches when the terms "leader" and "follower" will be interchangeable because the most productive and most highly principled people will be both "candles" and "mirrors" when spreading the light that guides others. Wharton and Bennis correctly suggest an inherent paradox: we become great leaders by becoming great followers…and vice versa.

8-5: Book Review continued



Leadership Excellence

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Values & Attitudes™ CLICK HERE

LEADERSHIP Excellence

2010 Best in Leadership Development

For 23 years, *Leadership Excellence* magazine has published the best and latest thinking on leadership. Again this year, the magazine has ranked the top thought leaders in management and leadership.

The gurus who make our Excellence 100 list today possess a rare combination of traits and abilities. Here are the eight criteria:

1. Preparation: academic and professional.
2. Character: values, ethics, beliefs, purpose, mission, integrity, walk the talk.
3. Principles: big message, point of view, tenets, main points.
4. Personality: charisma, style, originality, authenticity, one of a kind.
5. Performance: inspiring action, real-world performance, work ethic.
6. Experience: beyond local and regional, more national and international.
7. Expression: substance and style in writing, speaking, coaching, consulting, mentoring, training, or teaching.
8. Influence: difference, results, change, transformation.

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The 2010 - 2011 Excellence 100

Leadership Excellence

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43. Steven Berglas
46. Eileen McHargh
47. Beverly Kaye
48. Nathaniel Branden
49. Barry Conchie
50. Patrick Lencioni
51. David Allen
52. Phil Geldart
53. Josh Bersin
54. David Nadler
55. Libby Sartain
56. Nigel Nicholson
57. Bill Byham
58. Jon Katzenbach
59. Edward E. Lawler III
60. Robert Whipple

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61. Joseph Grenny
62. Michael G. Winston
63. Christopher Rice
64. Richard Chang
65. Andre Martin
66. Joel Barker
67. Malcolm Gladwell
68. Stephen R. Covey
69. Gregg Thompson
70. Ira Chaleff
71. Lois Zachary
72. Edgar Schein
73. Barry Posner
74. Dianna Booher
75. Sheila Bethel
76. Larry Senn
77. Jeff Sonnenfeld
78. Larry Bossidy
79. Vijay Govindarajan
80. Vijay Govindarajan

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81. Larry Spears
82. Lance Secretan
83. Richard Wellins
84. Bill Adams
85. Maya Hu-Chan
86. James Cabrera
87. Rob Lebow
88. Ron Crossland
89. Steven Arnuson
90. Terry Bacon
91. Robert Kaplan

8-6: Awards, Leadership Excellence List of Best in Leadership Development

Ira Chaleff

From: LaChance, Susan [slachance@constantcontact.com]
Sent: Thursday, February 10, 2011 10:52 PM
To: Ira Chaleff; ira.chaleff@exe-coach.com
Cc: Nicoson, Robert
Subject: Thank you!

Hello Ira –
Just taking a quiet moment at the end of a busy day to thank you, from all of us at Constant Contact, for your tremendous inspiration today. I received a flood of positive feedback from the members of the Senior Management Team after you left, and many more emails like the one below, from employees who attended your morning session. Your message was the right one at the right time for so many of us seeking to grow the company thoughtfully and gracefully.

Thank you for showing us the way...
Sue

From: Weldon, Tim
Sent: Thursday, February 10, 2011 1:19 PM
To: LaChance, Susan
Subject: RE: 9:00 Leadership Seminar

Got to admit, I was tempted to skip this b/c I'm slammed with meetings today...but it was great. I might even be buying his book ;-)

Thanks for putting it on.

Tim Weldon
Copy Manager
tweldon@constantcontact.com | 781-482-7071

8-7: Email from Sue LaChance, Organization Development Director, Constant Contact

The PoliceChief
The Professional Voice of Law Enforcement
June 2010

send to a friend
printer-friendly

Mentoring: Nourishing the Organizational Culture

James Uhl, Sergeant and Mentoring Coordinator, Whittier, California, Police Department, and Adjunct Professor of Organizational Leadership, Woodbury University, Burbank, California

Mentoring requires effort, patience, and commitment. However, like most challenging endeavors, its rewards far exceed its tribulations. Mentoring can be refreshingly nourishing to an organization and give it a boost to achieve greatness. If utilized genuinely, consistently, and strategically, it can remedy many organizational problems and provide an enriched

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Institutionalizing Mentoring: A Step-by-Step

and develops the careers of their personnel. Leaders who routinely invest in employee relationships and remain committed to their employees will also experience a followership that is committed to a shared purpose. In his definitive work on followership, Ira Chaleff states that followers and leaders should be orbiting around the common purpose, not around the leader.[5]

There is a sharp distinction between average leaders who attract followers (see figure 1) and great leaders who attract other leaders (see figure 2). Mentoring leaders not only want to succeed; they desire to replicate themselves, share power, and invest time in others. This is the very essence of creating leadership and mentoring at every level of the organization—and the reason why leaders must create a mentoring environment. All organizations are comprised of various levels and departments that should be working toward a common goal. Without mentoring leaders who are attracting and developing other leaders throughout the organization, these other levels will destructively compete against one another—or worse, decline into mediocrity. An organization cannot reach its full potential of greatness until its people are inspired to work toward theirs. Leaders who strive to create a mentoring environment clearly understand this dynamic.

Organizational Structure and Culture Considerations

8-8: Article, *PoliceChief Magazine*

Introduction to Followership
CAP Officer Basic Course

Introduction

Leadership and the role of a leader have been researched and studied for decades. In contrast, followership and its relevance are still evolving and have been clearly understudied. For example, a recent internet book search resulted with 351,550 books on leadership and only 2,633 books on followership. This simple online research indicates the lack of research and emphasis on followership when compared to leadership, which is ironic considering that they are both intertwined.

Very few professional development programs focus on developing effective followers. Instead, civilian executive programs/seminars and professional military education focus on the development of leaders without sometimes ever discussing followership. Ironically, someone who is a leader one minute could be a follower the next minute.

As a member of the Civil Air Patrol, you have many opportunities to practice followership. This lesson will help you understand what is desired in an effective follower with the ultimate goal of developing you into a future leader of the Civil Air Patrol and your community.

1. Describe followership development.

Before we can begin to understand how to develop as an effective follower we must understand what followership is. Robert Kelley, a prominent social scientist in followership studies begins the construction of his definition by saying that followers are the "people who act with intelligence, independence, courage, and a strong sense of ethics" (Kelley 1992). The Merriam-Webster Online Dictionary (2009) defines followership as: "the capacity or willingness to follow a leader". The Civil Air Patrol's Professional Development website defines followership as reaching a specific goal while exercising respect for authority, a positive attitude, integrity, and self-discipline.

When you joined Civil Air Patrol, you agreed to be professional, act morally and responsibly, complete your tasks to the best of your ability, and have a willingness to serve your community. These are not easy to do if you do not understand the basics of followership. How good of a follower you become will largely determine your personal growth while you serve in the Civil Air Patrol.

Developing followership is not an easy task. It requires self-discipline with skills that are probably more fundamental to organizational success than the development of leaders. It is the willingness to learn from others. Hence, without effective followership, a leader can fail to achieve the organizational goals.

EDUCATION AND TRAINING AS FOLLOWERSHIP

All members come to CAP with knowledge and experiences that can be used. You will find many professional development opportunities within Civil Air Patrol that will help you expand the knowledge you already bring from your profession, previous military service and other life. These opportunities will expand your knowledge in all three missions of CAP. In ES alone there 26 qualifications, many with levels of expertise. There are also over 26 duty specialties from which to select, each with three levels of proficiency. One could easily find more than one way to satisfy your curiosity and customize your experience. Each certification makes you more valuable follower and prepares you to be a better leader. You should embrace every opportunity offered to improve your leadership and followership skills.

8-9: Curriculum, Civil Air Patrol Introduction to Followership

thinking by skillfully taking charge of the structures inherent in thinking and impose intellectual standards. What this means is making decisions on any subject or problem utilizing our experiences and education in a systematic method.

In 1941, Scholar Edward Glaser wrote that the ability to think critically involves three things:

- An attitude of being disposed (state of mind regarding something) to consider in a thoughtful way the problems and subjects that come within the range of one's experiences,
- Knowledge of the methods of logical inquiry and reasoning,
- Some skill in applying those methods.

Followers have an obligation to think critically and problem solve. It is not up to the Squadron Commander to solve all the problems of the unit. Every member has an obligation to do what they can. So when something happens at the unit meeting that did not turn out the way it should ask your self these questions:

- What should have happened?
- What were the root causes that made something else happen?
- How can the unit and I do better?

Or you can use the problem solving techniques discussed in other lessons in this course. Then make thoughtful and respectful suggestions as discussed above.

Whether it is through active engagement or critical thinking, each follower has the ability to interact with a leader who usually has more experience in the organization. An important factor to remember is that regardless of the type of follower you are, you have the ability to play an active role in your leader-follower relationship. Use your strengths to support the Civil Air Patrol and your leader and simultaneously use your leader and peers to strengthen your weaknesses.

3. Outline the leader-follower relationship.

A positive and strong relationship between leaders and followers is imperative within any organization. The success of any organization depends heavily on the followers more so than its leaders when considering that 80% of the work that is accomplished is completed by the followers.

Ira Chaleff, a thought leader in the field of Followership compares the relationship between leaders and followers as: "to think of leaders without followers is like thinking of teachers without students. Both are impossible. They are two sides of one process, two parts of a whole" (Chaleff, 1995). This means that one cannot understand leadership without understanding followership and vice-versa.

During your volunteer service in Civil Air Patrol you will refer to the core values of Integrity, Volunteer Service, Excellence, and Respect. We essentially mirror the U.S. Air Force core values but have added volunteer service because of the volunteer nature of our organization. As a Civil Air Patrol volunteer and as a follower you should always remember the core values and ensure your actions reflect positively on our organization. Leaders and followers should never sacrifice their core values. Core values should dictate everyone's actions and conduct. An effective follower, and leader, for that matter, will be guided by the core values, which will produce a more efficient organization and increase the ability of a volunteer to have an impact on CAP's missions.

8-10: Curriculum for Civil Air Patrol continued

Georgetown University

Human Resources
and
Training and Organizational Development

proudly present

Professional Manager Certificate Program
Awards Ceremony

June 15, 2011

10:15 AM

Lohrfink Auditorium
Rafik B. Hariri Building

8-11: Program, Certificate Award Ceremony, Georgetown University

Welcome – George Reese, Training Coordinator

Opening Remarks – Linda Hopper, Director, Training and Organizational Development

Introduction of Special Guests and Keynote Speaker –

Keynote Speaker – Ira Chaleff, President of Executive Coaching & Consulting Associates

Ira is the author of the award winning book, *The Courageous Follower: Standing Up To and For Our Leaders*. He has conducted his Courageous Follower workshop for over 10 years to hundreds of Georgetown University and Georgetown Hospital employees. He is one of a handful of leadership development thinkers to focus on the impact that followers' attitudes, actions and inactions have on the quality of leadership and organizational integrity and performance.

Ira has conducted workshops on Leader-Follower relations for a wide range of complex organizations and Leadership Development Programs including AARP, NASA, Ernst & Young, The Federal Judiciary, The Department of Agriculture, Department of Interior University, The FBI National Academy, The Office of Personnel Management, The Credit Union National Association, The Brookings Institute and a range of private and public sector companies in a four city tour of India.

He is a member of the planning committee that sponsored the first national conference on Followership: *Rethinking Followership: New Perspectives, Paradigms and Practices* hosted by the Kravis Leadership Institute and the Drucker/Ito Graduate School of Management at Claremont University. He is a co-editor of the book on Followership that grew out of the conference.

Presentation of 2010 Professional Manager Certificates – George Reese, Training Coordinator

8-12: Program, Georgetown University Awards Ceremony Speakers

"The Leading Edge"
Servant Leadership Newsletter
A Publication of the Servant Leadership Institute
Volume 36, August 2, 2010
Skip Catching, Director

DATRON
Performance You Receive. Value You Expect.™

"Servant Followers"

There are hundreds of books written on Leadership; however, I haven't seen many books written on "Followership." You would think that since there are so many more followers than leaders, there would be a wealth of material written on how to be a responsible follower, but this is not the case. What does it mean to be a responsible follower?

Servant Leadership is
"to Inspire and Equip those We Influence"

I am currently reading a book by Ira Chaleff titled, *The Courageous Follower*. Chaleff defines responsible followership as "Working to sustain the courage it requires to be honest in my relationships with leaders so I can tell them what they need to hear if they are to use their gifts effectively despite their inevitable human flaws." My interpretation of this definition is, "Can I tell the person I work for the truth, the whole truth and nothing but the truth?" Can I disagree with my leader and not think I will be punished if I do?

What I am suggesting is that being a Courageous Follower is the same as being a Servant Follower, and both are responsible for supporting and influencing the leadership toward the company's desired goals. Truth in a relationship is when we can comfortably meet a leader as one human being meeting another and work together with mutual respect and honesty to achieve our common purpose. This is an uncertain undertaking because many of us can remember when being the follower meant more about being a subordinate. Chaleff says, "A follower shares a common purpose with the leader, believes in what the organization is trying to accomplish, wants both the leader and organization to succeed, and works energetically to this end." This sounds like a partnership; however, the danger in the leader-follower relationship is the silent belief that the leader's understanding or interpretation of a problem must dominate.

As Servant Leaders, Servant Followers, or Courageous Followers, we are joined in a common purpose. This purpose is the glue that holds us together and gives meaning to our activities. At Datron, followers and leaders are both orbiting around the Mission and Purpose Datron is built upon, which is: "Positively impacting lives of

8-13: Article, Servant Followers in *Servant Leadership Newsletter*

BOOK REVIEWS

THE VITAL ROLE PLAYED BY INFORMED AND RESPONSIBLE FOLLOWERS

JEFFREY D. YERGLER

Chaleff, I. (2009). *The courageous follower: Standing up to and for our leaders* (3rd ed.). San Francisco: Berrett-Koehler. 262 pp. ISBN 978-1-60509-273-7. $22.95 (paper).

Ira Chaleff's third edition of his book *The Courageous Follower* fills an important gap regarding the best way for followers to voice their hopes and concerns to the senior-leadership echelons of an organization. Despite the fact that Chaleff's writing is, at times, unnecessarily wordy, his philosophy and approach to followership would be easily grasped by any follower seeking additional information about how to thoughtfully address questions or raise concerns about the decisions or conduct of those who provide critical organizational leadership. That reader should find Chaleff's work to be a deep and broad resource. There are, however, concerns about this book that should be raised, which, if not identified for the reader, might lead to unintended consequences. The Shakespearean phrase "discretion is the better part of valor" came to mind for me as I read this book. This is to say that being a courageous follower, regardless of the motives and hoped-for outcomes, is only *sometimes* the right thing to do. Though it may feel virtuous, it is *not always* the action to undertake. Refraining from advancing one's opinion of the inappropriateness of leadership can sometimes be the wiser, more courageous action to take. Timing coupled with wisdom is everything in the matter of courageous followership.

The Courageous Follower is thoughtfully structured. Though Chaleff seems to interpolate sections that do not appear to read smoothly with what proceeds or follows, the reader can nonetheless find value and insight for addressing difficult and awkward situations connected to organizational leadership. Throughout the book, Chaleff presents useful anecdotal information to support his points. After an introduction addressing the characteristics and nuances of the leader-follower relationship, Chaleff identifies seven areas, divided into chapters, that define how the follower understands the context and the process that allows the follower to exercise courage.

Strengths of the Text

Clearly, Chaleff has written a comprehensive and valuable resource for followers. It is detailed, offers helpful anecdotal information, and is filled with suggestions, guidelines, and possible options for implementing the followership principals and practices Chaleff is advocating. If there is a needed message in this book, it is for followers to see the importance of their voice, to step up, take initiative, and address the inequities, discrepancies, and questionable ethical, operational, and behavioral inconsistencies of their leaders. This book is a call for followers to embrace courageousness by claiming their role in shaping and supporting healthy organizational policy, which is ultimately arbitrated by the senior leader. This is a daunting and intimidating task, one that should not be entered on lightly. In fact, it can be dangerous work and represent a high-stakes risk (a point I address later in this review). Yet, argues Chaleff, this is precisely the responsibility of the follower.

A second strength of Chaleff's book is that it is replete with information to help the follower build an apologetic for courageous followership. This apologetic involves first understanding healthy organizational systems, appreciating the role of good leadership as well as recognizing destructive leadership, and embracing a larger moral imperative to do the right thing (despite the cost of doing so but having considered the cost nonetheless) when confronted with leadership improprieties and inequities. People, communities, and even national reputations can be safeguarded if followers take up the mantle of responsible and courageous followership and forthrightly and thoughtfully speak to (or confront) organizational powers. It is here that Chaleff's use of the word *courageous* fits the message: to be one who embraces the responsibility of helping to maintain healthy organizational systems is a gutsy, intellectually rigorous, and

JOURNAL OF LEADERSHIP STUDIES, Volume 4, Number 3, 2010

View this article online at wileyonlinelibrary.com • DOI:10.1002/jls.20171

8-14: Book review in *Journal of Leadership Studies*

daunting task that is in no way suited for the faint of heart. In fact, many readers may be overwhelmed by Chaleff's clear call to engage organizational leaders. If followers engage leaders in a difficult conversation, they may take a hit to their sense of esteem, their upward mobility in the organization, and perhaps their career. But in light of what is at stake if followers do nothing, there is really no other choice for the courageous follower.

In terms of weighing the greatest value-added in Chaleff's text, Chapters 3, 5, and 6 stand out. Chapter 3 speaks to the responsibility of the follower to be connected to and involved in the organization, in particular by understanding a leader and leadership, by protecting a leader when the person is unfairly criticized or during a season of vulnerability, and by working in parallel with a leader to achieve organizational objectives. There is no place in Chaleff's approach for follower-zealots who are detached and aloof from the heartbeat of organizational activity and thriving, who are driven to lob hand grenades at the echelons of power in order to advance their own agenda. Indeed, Chaleff argues, if followers intend to communicate with leaders, they must also be immersed in and committed to the well-being of the organization and to the organization's stakeholders.

Chapter 5, my favorite in the book, posits that transformation is the ultimate goal of the courageous follower. This transformation takes many forms. Followers must themselves be open to growth and change in this process of leader-follower interaction and communication. Ultimately, the follower must address the leader with an eye toward helping the leader grow in effectiveness and understanding. Any internal or external resources that are available to move in this direction should be accessed.

Chapter 6, on moral action, accurately describes what I would call the teleological concerns of courageous followership. The ends or purposes connected with taking moral action with a leader must be considered before actually moving forward. One of the most serious decisions a follower will ever make is to leave an organization because he or she can no longer tolerate the leadership or the direction of the organization. Rightfully so. Pondering the decision to leave or threaten resignation must be conducted with sound wisdom and deep reflection rather than viewed through the lens of emotionality, where the capacity for deliberate critical reflection is often not present.

Weakness of the Text

The first concern about *The Courageous Follower* is that it will not fit many organizational contexts. Chaleff's writing reflects his involvement in and familiarity with larger organizations characterized by multiple layers of bureaucracy and complex arrangements of organizational systems. One gets the impression that the organizational entities Chaleff has in mind are political or governmental agencies where followers must deal with, for example, media and the presence of aides who buffer and insulate the leader. Language used throughout the book, though it is indeed written in a way that speaks to a broader audience, seems to be specifically tailored to those who work in entrenched (traditional) hierarchical organizational systems where power, process, and protocol are the norms of operation.

Although Chaleff's description of the role of the courageous follower in larger organizational systems is helpful and, I believe, accurate, a broad majority of followers employed in smaller organizations that are not highly bureaucratic and where leaders are easily accessible may not find much help in this text. Some of Chaleff's admonitions apply across the board to followers in organizations of any size, but exercising courage in smaller organizational contexts requires other sensitivities not addressed in his book. For example, how does a follower proceed if his or her immediate supervisor is also the CEO? How does a follower proceed in a small company that employs 25 or 30 employees where any action undertaken by a particular follower is felt immediately throughout the organization? What about family-owned, privately held businesses where fellow employees who are also directly or indirectly related to the CEO surround a follower?

A second issue of concern is that I believe Chaleff underemphasizes the tragedy and devastation that can result when a follower, seeking to act courageously and responsibly, miscalculates. If followers fail to properly read, understand, and integrate into their approach the various structures and processes that protect a leader and maintain organizational stasis, they can quickly find themselves alienated, isolated, and ultimately on the

8-15: Book review continued

way out the door. Connected to this scenario is the harsh reality of involuntary job loss resulting from doing the right thing; what seemed to be the correct action to take has now brought devastating consequences. Though Chaleff briefly speaks to this issue in Chapter 6, in light of the potential risks and costs involved in speaking to power I believe he significantly underestimates this risk.

A third area of concern is what this reviewer sees as a bias toward the vulnerability of leaders, which necessarily tips them toward excesses and power and privilege. If Lord Acton was right (power tends to corrupt, and absolute power corrupts absolutely), then Chaleff certainly sounds the alarm throughout this book. To be sure, although senior leaders in organizations of every size are exposed to the potential for immoderation, many of these leaders demonstrate integrity in every aspect of exercising their leadership. Chaleff often appears to err on two sides of this equation: that most leaders in larger organizations will tend to succumb to abuse of power, and that followers must take it upon themselves to be the champions who will halt the slide toward unseemliness on the part of leadership. Though this may not be Chaleff's intent, a broad swath of his message seems to suggest this bias.

Utility and Application of the Text

I would recommend *The Courageous Follower,* with a few provisos. As a professor of organizational leadership and resource management, I would use this text as a companion for classes addressing leadership theory and practice. Though Chaleff's writing is, at times, overloaded with information that does not seem germane to the topic of courageous followership, and despite the text not having strong utility for understanding followership in smaller, nonbureaucratic organizational designs, this book would be a valuable introduction to the conversation of followership for students. It would also provide helpful information to organizational development consultants seeking to deepen their understanding of followership and how building healthy followership can build stronger organizations, leading to higher morale and thus a higher level of production.

Chaleff's message would be a helpful resource for an employee wrestling with the implications of how to address a leader who, as the employee and perhaps others see things, is failing to lead effectively. This is a helpful book for senior leaders attempting to understand followership and whether or not the concept and its practice is something they value for their organization. As Chaleff poignantly notes in Chapter 8, leaders must carefully deliberate whether or not they want an organization of courageous followers (p. 208). Questions to ponder here might include these: Does good leadership require courageous followers? Are effective leaders born, in part, from interaction with talented and honest followers? How do courageous followers contribute to a higher level of performance for leaders?

In the final analysis, *The Courageous Follower* is a book that makes a valuable contribution to the conversation on the importance of followership. In particular, Chaleff's strong effort not only raises the visibility of the conversation but also passionately advances the belief that wise, informed, and courageous followers have a contribution to make in shaping leaders and the manner in which they positively and generatively have an impact on organizations, stakeholders, communities, and even the global economy.

Jeffrey D. Vergles is professor of organizational leadership and resource management at Olympic College, Bremerton, Washington. He holds a Ph.D. in leadership studies from Gonzaga University. He can be reached at jvergles@olympic.edu.

8-16: Book review continued

Africa Alliance of YMCAs

Tel: (+254 20) 2722974/ 2724804 • Fax: (+254 20) 2725909 • Email: aaymcas@africaymcas.org • Website: www.africaymca.org

7 February 2010

Mr Ira Chaleff
9621 Hillridge Drive
Executive Coaching and Consulting Associates
Kensington, MD 20895

Dear Mr Chaleff

RE: APPRECIATION

Greetings from Africa Alliance of YMCAs

We want to thank you for the copy of your book **"The Courageous Follower – Standing up to and for our Leaders"** that we received in the mail.

In your email, you offered to donate 50 copies of the book to Africa Alliance of YMCAs and we will kindly accept your donation. I will be In the USA, Charlotte, North Carolina from the 7th to the 9th of April 2010, and can organize to collect them whilst in the USA. I would like to explore with you the possibility of you shipping the books to the YMCA of Charlotte:

YMCA of Greater Charlotte
500 East Morehead Street, Suite 300
Charlotte, NC 28202
Fax: (704) 716-6201

Looking forward to hearing from you

Kind regards

Carlos Sanvee
General Secretary

Empowering young people for the African Renaissance

8-17: African Alliance of YMCAs

Ira Chaleff

From: Katharine White [kwhite@ndi.org]
Sent: Wednesday, May 18, 2011 5:58 PM
To: ira.chaleff@exe-coach.com
Subject: Thank You

Dear Ira,

We received the message that you left for Scott, and would like to take this opportunity to thank you again for your generous gift of *The Courageous Follower* publication. We have been distributing the publication to international delegations that have visited Washington, D.C. as part of legislative exchange programs – and have also made it available to NDI staff who have helped to design leadership development programs. The exchange delegations typically involve members of parliament, but have also included senior legislative staff. Last week we hosted a delegation from Central America, and are hosting another group of senior legislative leaders from Angola that we will also be sharing copies of the work with. We still have a number of copies left, but are continuing to work through distribution of the supply. As part of our partnership with the House Democracy Partnership, we have been refurbishing the legislative library of the Liberian parliament and are sending out copies as part of their new collection of materials as well.

I want to thank you again for your generous contribution.

Kind regards,

Katy

Katharine White
Senior Program Assistant, Governance
National Democratic Institute
2030 M Street, NW, Fifth Floor
Washington, DC 20036
Tel: (202) 728-5454
Email: kwhite@ndi.org | skype: katywhite63

8-18: Email from the National Democratic Institute

Former Rep. Mica Named Foundation Chairman

By Daniel Newhauser

Campus Notebook

The Congressional Management Foundation has elected former Rep. **Dan Mica** to chair its board of directors.

The Florida Democrat served in the House from 1979 to 1989 before losing a bid for the party's Senate nomination. From 1996 to 2010, he was president and CEO of the Credit Union National Association.

Mica was chief of staff to then-Rep. **Paul Rogers** for a decade before succeeding him representing parts of Palm Beach and West Palm Beach. Mica is the younger brother of House Transportation and Infrastructure Chairman **John Mica** (R-Fla.), who has served since 1993.

"The Congressional Management Foundation has served as an invaluable resource to Congress for more than three decades and I'm honored to support the institution," Dan Mica said in a statement.

The nonpartisan nonprofit dedicated to increasing efficiency on the Hill elected **Kelly Johnston** as the board of directors' vice chairman. He served as Secretary of the Senate under then-Senate Majority Leader **Bob Dole** (R-Kan.) and has also served on the Senate Republican Policy Committee and the National Republican Senatorial Committee.

More recently, he was vice president of government affairs of the Campbell Soup Co. since 2002.

"CMF is helping to build trust and effectiveness in Congress," Johnston said in a statement.

"We're planning to grow the organization in the months and years to come, seeking to serve Congress as it wrestles with the challenges created by the increased demands of constituents."

Mica replaces **Ira Chaleff**, who headed the board of directors for 20 years.

"After nearly 20 years as chairman it is best to bring in some new blood and ideas, and CMF could not have a better leadership team in Dan and Kelly," Chaleff said in a statement.

Please send tips to notebook@rollcall.com.

Clarification

The May 2 article "Franking on Facebook May Run Afoul of Founders" mentioned a franking report filed by Rep. Anthony Weiner's office that reported more than 17 million franked items in the third quarter of 2010. After being contacted by Roll Call last month, Weiner's office filed a corrected franking report reflecting only the Web ad's click-throughs. That number is 2,469.

Federal Rules Fight Sparks Reunion

By Paul Singer

Gary Bass is getting the band back together.

In the midst of the last Republican revolution in the mid-1990s, the founder of the advocacy group OMB Watch convened a group of safety, health and environmental advocates to join forces and oppose efforts by the GOP Congress to cut federal regulations. More or less, they succeeded.

This spring, Bass is at it again, drawing together a coalition of like-minded groups to fend off a series of similar deregulatory proposals moving through the new Congress, which has a GOP-controlled House. The group, called the Coalition for Sensible Safeguards, includes many of the same organizations — and in some cases, the same people — that banded together 16 years ago.

Back then, Bass called the group Citizens for Sensible Safeguards. He testified in February 1995 that "we are concerned about a growing anti-regulatory mood that puts public protections second to free market considerations." Regulatory reform legislation drafted by the Republican Congress, he said then, was "little more than an anti-regulatory attack premised on the industry-led view that government regulations thwart competitive-

See REGULATION, **Page 8**

Gary Bass founded OMB Watch to combat deregulation by the Republican Congress of the mid-1990s. Now, he's reforming a coalition to challenge the new GOP.

Hunt for bin Laden

Information from terrorism detainees that led U.S. forces to al-Qaida leader Osama bin Laden in Pakistan did not appear to be the result of harsh interrogation methods, Senate Intelligence Chairman Dianne Feinstein said at a news conference Tuesday morning.

Add Abortion to Debt Vote? Some Hope to

By Anna Palmer and John Stanton

Speaker John Boehner (Ohio) has thus far refused to make social issues central in his agenda, focusing instead on spending and the debt. But the House today will briefly wade into the social wars of the 1990s, bringing up a controversial anti-abortion bill.

The measure, which is expected to pass, would prohibit federal funding for abortions and create new controls on private companies that offer insurance plans that cover abortions.

The decision to put the measure on the floor is giving new hope to some social conservatives who want their issues swept up into the debt limit debate.

Rep. Trent Franks, an anti-abortion advocate, said that House Republicans "have some leverage" to get the Democratically controlled Senate to take up the legislation, similar to the way House Republicans forced an amendment onto the continuing resolution that would defund federal funding for Planned Parenthood. As part of a larger agreement on the final CR, Senate leaders agreed to hold a

See ABORTION, **Page 10**

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8-19: Article naming Dan Mica Chair of the Congressional Management Foundation

FRIDAY, JUNE 3, 2011 The Washington Post E2

Washington FORUM

Congress's tragedy of the commons

BY IRA CHALEFF

As I step down from the chairmanship of the nonpartisan Congressional Management Foundation, I'd like to make a plea to the members of Congress whom the foundation exists to serve: that they recapture the trust of the American people.

This is not a call for the parties to play nice with each other. In a two-party system, that is a rare occurrence. There are too many incentives to make your party look good and the other party look very bad. Partisan jockeying that translates into votes and power can be civil, but it will not become less aggressive.

Rather, I hope each member of Congress will avoid the "tragedy of the commons" in order to regain and maintain the public's trust. The "tragedy of the commons" is a classic economic metaphor that can be applied to political capital. It refers to the missteps of farmers who graze their sheep on land to which everyone has access. It is in the self-interest of each farmer to maximize his use of the common grazing land to fatten his sheep. But the collective result of such unrestrained behavior is the overgrazing and destruction of the pasture, which is ultimately devastating for all the farmers.

Members of Congress are engaged in a tragedy of the commons. It is in each member's electoral interest to rail against the ineptitude of government and to run "against Washington." This is frequently a successful strategy for an individual member. But it is a disaster for the standing of the institution in the public mind.

There arguably is no existential problem while the government and Congress continue to enjoy the tacit if disillusioned, support of the American people. But it is hubris to think this will continue forever when 99 out of 100 messages each American hears decry the competence and honesty of Washington. No major poll taken in 2011 has found more than 30 percent of Americans giving Congress a favorable job rating, and several, including Gallup, showed ratings in the teens.

With the foundation of trust corroded, we risk the public having no faith in Congress's capacity to represent the people's interests in the event of a national emergency such as a new financial debacle or major terrorist attack. At that crucial juncture, with their trust in Congress so low, would Americans turn to their representatives and senators to meet their critical needs for physical and economic safety? Alternatives that might seem more expedient from either the executive branch or fringe non-government actors would lead to more authoritarian, centralized government or to political and social disorder. Either would be a tragedy for representative democracy.

What can individual members of Congress do to change this in the face of the 540 others (including non-voting delegates) over whom they have no control? Do individual members need to become a patsy for aggressive electoral opponents or mealy-mouthed about their cherished beliefs and policy positions? Not at all. But language does matter.

A member can say forcefully what is wrong with a policy, program, political philosophy or an opponent's position without tarring the institution or the government that gives him or her a platform from which to speak and act. This requires personal commitment and rhetorical discipline. It requires refraining from populist demagoguery about Congress or the government. It requires sustained awareness that as a member of Congress you are a steward of the commons.

It is hard to change familiar language patterns. Lawmakers need to retrain themselves to deliver their hard-hitting messages in ways that preserve trust in the congressional process and the institution. They need to charge their staffs with helping them do this in their letters, floor speeches, town halls and campaigns. Repeatedly running down the institution on which our democracy is based is a slow but insidious erosion of representative democracy. We can no longer afford the unwitting destruction of the political commons.

Where members see a need for congressional reform, I hope they state it loudly and clearly. Say it to your constituents and the media, and say it even more forcefully and courageously to your party's leaders. But always say it in the context that Congress is the most democratic and representative branch of the federal government. It is at the heart of the American gift to the world of self-government. And say that you serve in it proudly, at home and in Washington, even as you participate in the never-ending task of perfecting our always-imperfect human institutions.

The writer is outgoing chairman of the Congressional Management Foundation.

8-20: Article, Op Ed in the *Washington Post*

Woodrow Wilson Legacy Foundation
"Peace Through Leadership"

NEWS July 30, 2011

FOR IMMEDIATE RELEASE
on June 14, 2011

Urgent Call for Renewed Civility Gains Support

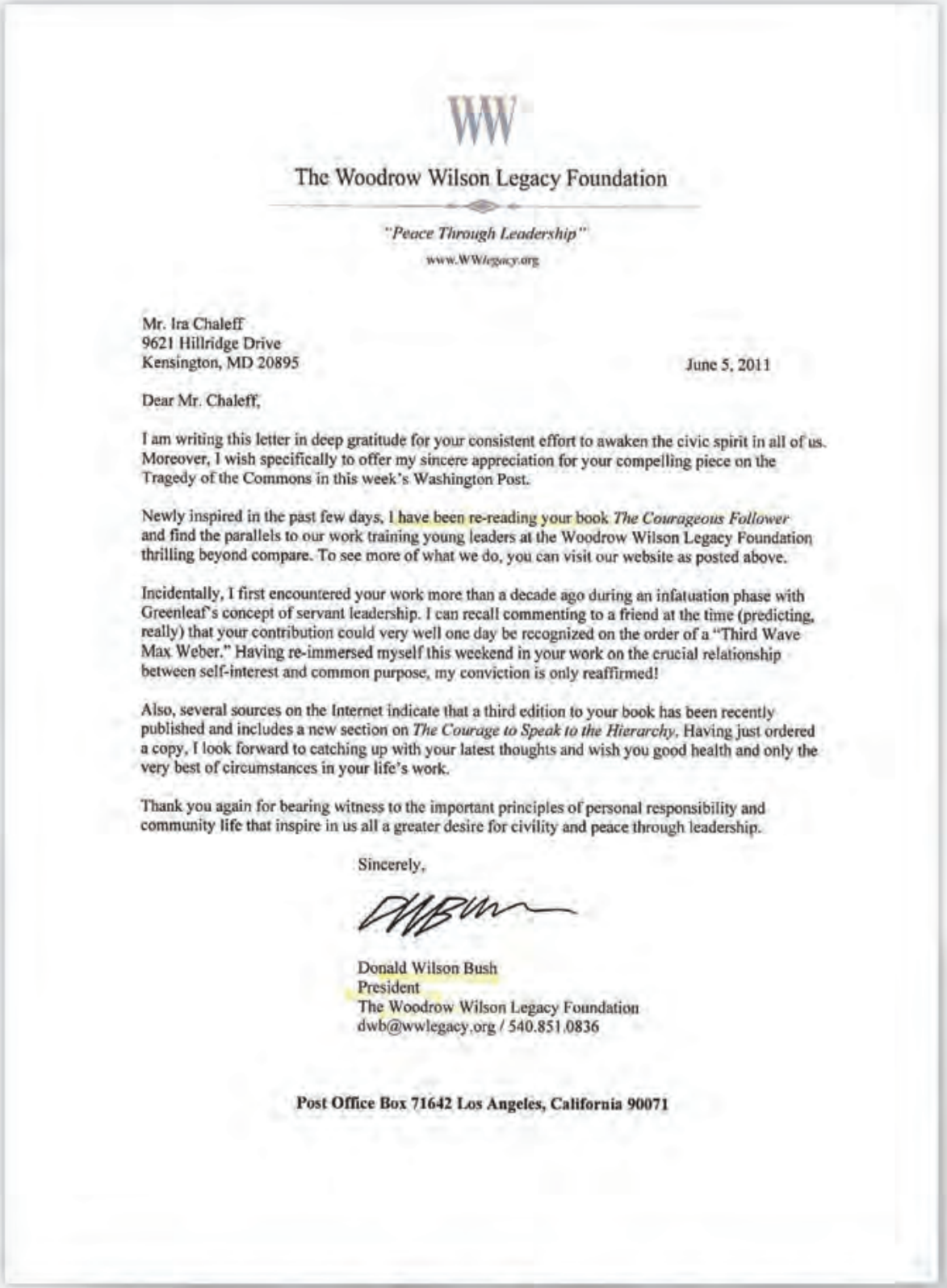
Ira Chaleff

WASHINGTON (June 14, 2011) -- Incivility among members of the political class has badly corroded the "foundation of trust" Americans once had in their government, according to management expert and author Ira Chaleff. With trust in government so seriously damaged, asserts Chaleff, "We risk the public having no faith in Congress's capacity to represent the people's interests in the event of a national emergency such as a new financial debacle or major terrorist attack."

In recognition of the urgent need to amplify this call for civility, the Woodrow Wilson Legacy Foundation is asking its supporters and friends to study Chaleff's works. Foundation President Donald Wilson Bush describes Chaleff as a thinker and writer who has dedicated himself to "awakening the civic spirit" in all Americans. In a letter to Chaleff, Bush wrote, "I wish specifically to offer my sincere appreciation for your compelling piece on the Tragedy of the Commons in *The Washington Post*."

Ira Chaleff is described as "a thought leader in the field of Followership." He is the founder and president of Executive Coaching and Consulting Associates in Washington, D.C. and served as Executive Director of the non-partisan Congressional Management Foundation. He is the author of *The Courageous Follower: Standing Up To and For Our Leaders,* first published in 1995. The book received the 2002 Best Business Book of the Year award from the publishing journal, ForeWord Magazine. In addition, his book has been published in several languages, including Chinese, Spanish, Korean, and Vietnamese.

8-21: Press Release, Woodrow Wilson Legacy Foundation



The Woodrow Wilson Legacy Foundation

"Peace Through Leadership"

www.WWlegacy.org

Mr. Ira Chaleff
9621 Hillridge Drive
Kensington, MD 20895

June 5, 2011

Dear Mr. Chaleff,

I am writing this letter in deep gratitude for your consistent effort to awaken the civic spirit in all of us. Moreover, I wish specifically to offer my sincere appreciation for your compelling piece on the Tragedy of the Commons in this week's Washington Post.

Newly inspired in the past few days, I have been re-reading your book *The Courageous Follower* and find the parallels to our work training young leaders at the Woodrow Wilson Legacy Foundation thrilling beyond compare. To see more of what we do, you can visit our website as posted above.

Incidentally, I first encountered your work more than a decade ago during an infatuation phase with Greenleaf's concept of servant leadership. I can recall commenting to a friend at the time (predicting, really) that your contribution could very well one day be recognized on the order of a "Third Wave Max Weber." Having re-immersed myself this weekend in your work on the crucial relationship between self-interest and common purpose, my conviction is only reaffirmed!

Also, several sources on the Internet indicate that a third edition to your book has been recently published and includes a new section on *The Courage to Speak to the Hierarchy*. Having just ordered a copy, I look forward to catching up with your latest thoughts and wish you good health and only the very best of circumstances in your life's work.

Thank you again for bearing witness to the important principles of personal responsibility and community life that inspire in us all a greater desire for civility and peace through leadership.

Sincerely,

Donald Wilson Bush
President
The Woodrow Wilson Legacy Foundation
dwb@wwlegacy.org / 540.851.0836

Post Office Box 71642 Los Angeles, California 90071

8-22: Letter from President of Woodrow Wilson Legacy Foundation

2011
U.S. NAVY PUBLIC AFFAIRS & VISUAL INFORMATION SYMPOSIUM

U·S·NAVY
OFFICE OF INFORMATION
NIL NISI VERUM

26-28 SEPTEMBER 2011

1530 Plenary Session – Constellation A/B
Communication in Dynamic Environments
Rear Admiral Gregory J. Smith
Former Director of Communication, International Security Assistance Force, Afghanistan

1630 End of Day

1800 to 1900 — Welcome Reception

TUESDAY, SEPTEMBER 27, 2011

0600 Fun Run

0800 Plenary Session – Constellation A/B
Japan Earthquake & Tsunami Panel
Moderated by Captain Jeffrey A. Breslau
Pacific Fleet Public Affairs Officer

0900 Break

0915 Plenary Session – Constellation A/B
The Courageous Follower
Ira Chaleff
President, Executive Coaching & Consulting Associates

1015 Break – Complimentary Refreshments

1030 **Breakout Sessions**

Outreach: America's Navy, An Update	Constellation B
PA Support to Casualty Assistance Calls Officer	Constellation C
Great Visual Content through Creative Leadership	Constellation D
Courageous Followership Executive Session	Constellation E
Social Media Roundtable	Constellation F
Getting Published on navy.mil	Pratt/Calvert
Accreditation in Public Relations	Camden/Lombard

1130 LUNCH

1300 Plenary Session – Constellation A/B
Admiral Jonathan W. Greenert
Chief of Naval Operations

1400 Break

1415 **Breakout Sessions**

Bicentennial of the Star Spangled Banner and the War of 1812	Constellation B
How to Make the Navy PA Calendar Work For You	Constellation C
Maximizing the Reach of Visual Impact	Constellation D
Courageous Followership Mid-Grade Session	Constellation E
CVN Media Department Operations	Constellation F
Navy Public Affairs Support Element Operations	Pratt/Calvert
Humanitarian Assistance/Disaster Relief	Camden/Lombard

1515 Break – Complimentary Refreshments

1530 **Reserve All Hands** – Constellation Room A
Rear Admiral Victor M. Beck

1530 **Breakout Sessions**

Plugging Your Boss Into the Key Leader Engagement Program	Constellation B
Leveraging The Foreign Press Center	Constellation C
Understanding Your Afloat Media Systems	Constellation D
Be The Communication Expert - The SDSU Master's Degree	Constellation E
PA/VI Talent: Building the Future Force	Constellation F
Uncovering the Truth Behind Navy Briefing Cards	Pratt/Calvert
The VI Production Process	Camden/Lombard

1630 End of Day

1900 **Orioles vs. Red Sox**

8-23: Program U.S. Navy Public Affairs Symposium

THE CHIEF OF INFORMATION
1200 NAVY PENTAGON
WASHINGTON, D.C. 20350-1200

03 OCT 2011

Dear Mr. Chaleff,

Thank you for taking the time to travel to Baltimore and speak at the 2011 Navy Public Affairs Symposium this past week.

I appreciate you took the time to be with us this year and speak to us about being a courageous follower. Your comments were very well received among the 400 PA professionals in the room and were certainly thought provoking.

Again, thank you very much for joining us. If there is anything I can ever do for you, please let me know.

Sincerely,

D. J. MOYNIHAN
Rear Admiral, U.S. Navy

Ira,
Fantastic presentation.
I couldn't ask for
more!

8-24: Letter from Rear Admiral Moynihan, US Navy

VOLUME IX

YEARS OF RECOGNITION: Elevating Followership at the State Department, the Naval Academy, the Federal Executive Institute, and Beyond

2012 – 2014

I OPEN THIS CHAPTER WITH A BLOG ON COURAGEOUS FOLLOWER DAY (*9-1*). There are several collections of annual celebration days, weeks and months. I created, and for many years renewed, the entry for Courageous Follower Day in one of these whose name eludes me. This was one of the myriad ways I attempted to raise the profile of followership. During these years, I would notice references to Courageous Follower Day in random places such as this "Self Care Girl" blog. I didn't have evidence of any significant impact. Perhaps it even trivialized the subject so I discontinued the practice several years ago. If a followership advocacy group picks up the idea again, it would be better served by making it a Followership Week, with a range of online activities planned to showcase the applications of active and ethical followership in its many forms.

I am including yet another example of courageous followership and the California Peace Officer Standards of Training (POST) program (*9-2*). The gentleman writing me is a professor at the POST Instructor Development Institute in which public safety trainers are taught to be more effective in their teaching. He is requesting permission to adapt my materials to his class to overcome what he assesses as accumulated bad habits. I appreciate the respectfulness of seeking my consent, though I have never considered it necessary as long as the underlying materials are properly credited, which they usually are. I am particularly supportive of this request, given how helpful courageous follower behaviors would be to transforming the culture of "a wall of silence" that has existed in too many law enforcement organizations when fellow officers misuse their authority. As California POST appears to have incorporated *The Courageous Follower* more than other police training programs, I hope a future researcher can mine the data to determine if the California policing record on the use of excessive force is statistically better than the national average and, if so, what aspects of Courageous Follower training and practice may have contributed to the difference.

In June of 2012, the well respected columnist David Brooks wrote an Op-Ed in the *New York Times* called "The Follower Problem" (*9-3*, *9-4*). I include it here because, to my recollection, it was the first time I saw a major media outlet frame an issue in terms of the role of followers instead of leaders. While the column might seem to be calling for acquiescent followership, in fact Brooks is making an important point. When I began writing *The Courageous Follower,* my intention was to equip people to stand up to misuses of leadership authority. I soon found that there was too much cynicism about leaders in groups where I was conducting workshops. I needed to place equal emphasis on supporting leaders when they were making tough calls in ambiguous situations. Unless one balances the courage to challenge with the courage to support, you cannot

create a partnership. Without that sense of partnership, leaders won't pay attention when you do need to challenge their thinking or behavior.

At the encouragement and with the help of another one of my erstwhile advocates, Frank Gregorsky, a former staffer for Newt Gingrich, I reached out to Brooks' assistant who agreed that he would be interested in *The Courageous Follower.* As often happens, some other major news story diverted Brooks' attention. Other than a brief thank you that has been lost somewhere in my files, I did not hear further from him. Nevertheless, the role of followers was entering the cultural lexicon.

In keeping with the dissemination of courageous follower concepts in military cultures I have included several more germane documents. We see at the US Marine Corps, Master Sergeant level, *The Courageous Follower* included in a relatively short list of books, most of which are battle oriented (*9-6*). On the international front, I have included a blog from the Voices of NATO, in which the leader-follower reciprocal relationship is explored through Ed Hollander's work, and the subsequent exchange between me and the blogger, who is also conversant with *The Courageous Follower* (*9-7*).

Another significant contributor to introducing concepts of followership in the military is Lieutenant Colonel Paul Berg. I am including the email question he sent asking about my model of courageous followership (*9-8*) and my response (*9-9*), as it is a succinct analysis of how the five dimensions of the model work in concert. This is followed by a subsequent e-mail exchange on his students' applications to ethical failures among senior officers, including former General David Petraeus who later resigned as Director of the Central Intelligence Agency after his ethical lapses became public (*9-10*). This is exactly the preparation needed in developing an officer corps.

Lt. Colonel Berg was teaching a pilot course in followership at the US Army Command and General Staff College. My International Leadership Association colleague, Ted Thomas, was responsible for instructional design at this level. Through his and Paul Berg's work, that course became part of the standard curriculum, introducing officers to both mine and Robert Kelley's models (*9-11*).

Berg went on to publish a major article on Teaching Followership that he wrote for the *Military Review* (*9-12*).

As familiarity with followership concepts circulated in military leadership development programs, I was invited to speak at the James B. Stockdale Center for Ethical Leadership at the United States Naval Academy (*9-13*). Participants were each of the top students in their group cohort at the Academy. The Stockdale Center carries the video on its website. It is a rapid review of courageous followership that those who are interested may find valuable to access.

In December of that year, you will see the invitation I received to be a panelist the following January at the Naval Academy for their 2014 Leadership Conference, whose theme would be Followership: The Evolution of a Leader (*9-14*, *9-15*). Of course, I was thrilled by the conference theme and asked the coordinator how it had come to be chosen. She told me that the midshipmen themselves had chosen it, so I presume it was a result of the Stockdale Center talk. The conference took place in June of the following year. Barbara Kellerman also participated on another of the panels exploring aspects of followership. In addition to the entire

brigade being invited, so were representatives from dozens of other institutions. The panels were hard hitting, not avoiding the uncomfortable topics of questioning problematic orders in a military context.

There were a couple of unanticipated and noteworthy occurrences at the event. In the news that morning I learned that one of my heroes, Pete Seeger, the tireless folksinger and activist, had passed away. Several members of my family were very close to Pete, so this touched me in a personal way as well. Unscripted, I opened my panel presentation (available on my website) acknowledging his passing and commending to the audience his song "Waist Deep In The Big Muddy." It is about a military officer too foolish to listen to his courageous sergeant who warned against fording a river at the spot the officer had chosen. As a result, the officer kept wading into the deepening water and drowned. The sergeant then lead the troops to another point on the river where everyone safely crossed. It was a classic example of failing to listen to a courageous follower, so it seemed apt for the conference theme. I failed to realize that the song, written by Pete in 1967, was considered to be a metaphor against following the foolish leadership of President Lyndon Johnson into the swamp of the Vietnam War. I am not aware that anyone in the audience realized this, but it brought a mischievous smile to my face when I did.

The other occurrence involved the keynote speaker, former Vice President Dick Cheney. For a number of years, when he was in office and somewhat afterwards, people would stop me in Washington and in other parts of the country and ask me if I were Dick Cheney! I must say this was somewhat to my horror. I felt and continue to feel that he was a chief architect of the disastrous decision to invade Iraq under the pretense of "weapons of mass destruction" that were never found to exist. Filing into the hall where he was to speak that evening, I was wearing a typical Washington, DC long black wool coat and scarf. I noticed Dick Cheney come in similarly dressed. The Naval Academy had assigned a plebe to facilitate each speaker's movements. I handed my phone to the plebe and had him catch a few photos of me next to Cheney – my first and probably only experience at photo bombing. Cheney never looked up. But the photo proved that any resemblance was superficial (hopefully in every respect) (*9-16*).

In keeping with the conference theme, Cheney could have given a compelling speech about followership. He had been a White House Chief of Staff in the 1970s and Vice President to George W. Bush – two preeminent follower roles. Instead he used the entire speech to justify his horribly flawed policy decisions. We were in the basketball arena, with the seats entirely filled by the full Naval Academy brigade. At the end of his speech, the entire stadium, except for me and the fellow next to me who had also been a panelist, rose in a standing ovation. I was glad this chap stayed seated with me, neither of us clapping, as even in relative anonymity it was uncomfortable silently dissenting. Roll forward five years and, without meaning to inflate the importance of this gesture, I can get a slight taste of what it was like for principled National Football League athletes who took a knee against racism in the full glare of national television. In any case, I received a letter and personal note of thank you from the Academy (*9-17*).

An important part of the story of the dissemination of Followership awareness and training in the US Federal Government revolves around the leadership development programs offered by OPM, the Office of Personnel Management. OPM maintained two training sites for mid-level managers in Colorado and in Harpers Ferry, West Virginia. As often happens, someone I knew told someone they knew about my work on

followership and she invited me to teach a one day workshop at the Eastern Management Development Center (EMDC) in Virginia. When she moved back into the private sector, her successor, Anne Teresa, continued to include me in the curriculum. This proved to be an important developmental opportunity for me. The skill set of an author and that of an interpersonal relationship trainer are not the same. I was a better author than a trainer. The evaluations I was given by mid-career professionals were generally good, but my training style and approach fell flat for a significant minority of participants. As I put my soul into this work, the incidence of poor receptivity bothered me considerably. I asked Anne Teresa for feedback to help increase my effectiveness as a trainer. Over the course of a year or so, I improved appreciably, as did the evaluations. Writing is still my stronger suit, but as a change agent it has been important to cultivate both skill sets.

My work at EMDC came to the attention of the Federal Executive Institute (FEI) in Charlottesville, Virginia (*9-18*). FEI conducts its four week, signature program, Leadership for a Democratic Society, for higher level civilian careerists, who often are working to join the elite rank of the Senior Executive Service. My course, *Courageous Followers, Courageous Leaders: Creating Powerful Mission Centric Partnerships,* became a one week elective in the four week program (*9-19*, *9-20*). The program draws participants from 15 or 20 federal agencies, including military facilities with a mixed military-civilian work force. A typical class would consist of managers, often with hundreds of employees reporting to them, from Agriculture, Commerce, Defense, the Environmental Protection Agency, Interior, Health and Human Services, Homeland Security, Labor, Justice, the National Institutes of Health, Treasury, Veterans Affairs, and others. I focused the course on all aspects of the follower-leader relationship, and included a specially designed module on political savvy that was part of the draw for choosing this elective and a critical followership skill set at higher organizational levels. The course ran for five half days and was able to go beyond what could be covered and practiced in a one-day workshop.

I've included a sample evaluation that reflects my growth as a course instructor (*9-21*). While this was strictly a no-marketing affair, I soon experienced that some of these participants went back to their agencies and said "we need to teach courageous followership here" and established their own programs to do so, whether in house or using outside trainers. For several years I spent up to ten weeks a year at FEI, so it became another significant pollinator for followership ideas across a range of agencies. This suggests a tactic for further disseminating followership: identify institutions that train personnel from many organizations and make followership part of those curriculums.

One government agency that does not send participants to the Federal Executive Institute is the US Department of State. The reason is they have their own extensive campus for training their employees, The Foreign Service Institute (FSI). Once again, followership found a champion there in the form of a careerist, Don Jacobson, at the Consular Affairs Division. With support from his own managers, Don brought me in to present courageous followership to FSI's trainers and training designers. They were then able to incorporate elements of the material into their leadership development programs.

This contributed to a very special outcome. Don was part of an initiative to develop ten leadership tenets that would serve as the values guiding the Bureau of Consular Affairs, for which about half of the State Departments works. Using a bottoms up process, the Consular Affairs community took apart the original values

draft and created a substantially amended set of tenets. The eighth of these was "Follow Courageously". I have included the tenets and the explanation of the Follow Courageously tenet in this chapter (*9-22*). Each year, all 300 Consular Affairs offices around the world "stand down" for a day to review their operations, using one of the tenets as a focal point. In 2012, the tenet used was "Follow Courageously". I was invited to the State Department to deliver a talk on the tenet that was seen live by hundreds of employees, recorded and placed on their internal resource drive (it is also available on my own website). Later that year, every consular office around the world spent a day reviewing their operations and watched the video to stimulate their conversation on this tenet (*9-23*, *9-24*)

The Diplomatic side of the State Department did not explicitly adopt Follow Courageously as one of its tenets, but the concept circulated there, too, through the FSI leadership curriculum. The concept of "constructive dissent" was already part of the culture of State — annual awards are given for this — so courageous follower materials would build on the existing values. Periodically, we see principled resignations of career officers that are a visible manifestation of this culture.

This chapter's selections have been top heavy with examples of the penetration of followership concepts in the US military and civilian agencies. To provide some balance to these, I have chosen two additional documents from this volume. The first is a letter of thank you from the Women's Vision Foundation. I gave several talks on the courageous follower model at the Women's Success Forum in Denver (*9-25*). There is little question that the skill sets of courageous following and leading are germane to correcting the remaining gap in the career trajectories and compensation for many talented women.

The other document is the cover sheet of the thesis exploring the relationship of *Courageous Followership and Work Performance* in a university in Cambodia and a second one in Thailand. I have no idea how the researchers learned about followership, which makes it all the more heartening that the concept is finding its way into so many cultures (*9-26*)

My Self Care Blog

One girl's quest to just take very good care of herself.

Home

FRIDAY, MARCH 4, 2011

Happy "Courageous Follower" Day! *

"You cannot be a leader, and ask other people to follow you, unless you know how to follow, too." - Sam Raybum

Today is Courageous Follower Day!

Being a follower is not necessarily a negative thing: Following your heart; Following your dreams; (Following Self Care Girl on facebook and blogger... and twitter...tee,hee!)....these can all be positive ways to get you to the right place in your life.

* I created this day

9-1: Blog celebrating Courageous Follower Day

Ira Chaleff

From: James Uhl [fouruhls@verizon.net]
Sent: Sunday, May 20, 2012 3:42 PM
To: ira.chaleff@exe-coach.com
Subject: The Courageous Follower Contact: Concept Permission

To: Webmaster

From:
James Uhl
fouruhls@verizon.net

Message:
Hello Ira,

First let me congratulate you on a wonderful book. The concepts resonate loudly with me and have many applications.

I am a Professor of Organizational Leadership for Woodbury University in Burbank, CA. I also work for the California Peace Officer Standards and Training Instructor Development Institute where we teach public safety trainers and teachers how to be more effective in the classroom.

In this area of teaching what are sometimes experienced, yet over confident instructors with years of accumulated bad habits, we sometimes struggle with getting them to yield to the idea that they could not only learn something new, but that our class will not revolve around us as instructors, but around the bigger purpose of learning and providing a deep learning environment. I think your leader, follower & purpose model is perfect for this notion and to set the stage as we begin a 40 hour training class. As such, I would like your permission to use an adapted version of your concept in class.

Both institutions that I work for are not for profit and our only motive is to open the eyes our students and instructors so they become better leaders and and followers in and out of the classroom.

I would be more than happy to share with you the power point that I have created and briefly explain it to you if you like. Of course I have given you and your ideas full and complete credit through out the slides.

I do hope we can chat and I look forward to hearing back from you.

Jim Uhl
Participating Faculty
Woodbury University

1

9-2: Email, California Peace Officer Standards and Training Instructor Development Institute

Ira Chaleff

From: FrankGregorsky@aol.com
Sent: Tuesday, June 12, 2012 8:34 PM
To: ibtecca@cs.com
Subject: Ira -- send Brooks a copy of CF with a cover note?

Or, even better, go to the NYT comments page and see if they'll accept a link to the CF site...except it'll get lost in the welter of 550+ comments.

The Follower Problem

by DAVID BROOKS -- NEW YORK TIMES: June 11, 2012

If you go to the Lincoln or Jefferson memorials in Washington, you are invited to look up in admiration. Lincoln and Jefferson are presented as the embodiments of just authority. They are strong and powerful but also humanized. Jefferson is a graceful aristocratic democrat. Lincoln is sober and enduring. Both used power in the service of higher ideas, which are engraved nearby on the walls.

The monuments that get built these days are mostly duds. That's because they say nothing about just authority. The World War II memorial is a nullity. It tells you nothing about the war or why American power was mobilized to fight it.

The Rev. Dr. Martin Luther King Jr. memorial brutally simplifies its subject's nuanced and biblical understanding of power. It gives him an imperious and self-enclosed character completely out of keeping with his complex nature.
As Michael J. Lewis of Williams College has noted, the Franklin Delano Roosevelt Memorial transforms a jaunty cavalier into a "differently abled and rather prim nonsmoker." Instead of a crafty wielder of supreme power, Roosevelt is a kindly grandpa you would want to put your arm around for a vacation photo.

The proposed Eisenhower memorial shifts attention from his moments of power to his moments of innocent boyhood. The design has been widely criticized, and last week the commission in charge agreed to push back the approval hearing until September.

Even the more successful recent monuments evade the thorny subjects of strength and power. The Vietnam memorial is about tragedy. The Korean memorial is about vulnerability.

Why can't today's memorial designers think straight about just authority? Some of the reasons are well-known. We live in a culture that finds it easier to assign moral status to victims of power than to those who wield power. Most of the stories we tell ourselves are about victims who have endured oppression, racism and cruelty.

Then there is our fervent devotion to equality, to the notion that all people are equal and

9-3: Article by *New York Times* columnist David Brooks

deserve equal recognition and respect. It's hard in this frame of mind to define and celebrate greatness, to hold up others who are immeasurably superior to ourselves.

But the main problem is our inability to think properly about how power should be used to bind and build. Legitimate power is built on a series of paradoxes: that leaders have to wield power while knowing they are corrupted by it; that great leaders are superior to their followers while also being of them; that the higher they rise, the more they feel like instruments in larger designs. The Lincoln and Jefferson memorials are about how to navigate those paradoxes.

These days many Americans seem incapable of thinking about these paradoxes. Those "Question Authority" bumper stickers no longer symbolize an attempt to distinguish just and unjust authority. They symbolize an attitude of opposing authority.

The old adversary culture of the intellectuals has turned into a mass adversarial cynicism. The common assumption is that elites are always hiding something. Public servants are in it for themselves. Those people at the top are nowhere near as smart or as wonderful as pure and all-knowing Me.

You end up with movements like Occupy Wall Street and the Tea Parties that try to dispense with authority altogether. They reject hierarchies and leaders because they don't believe in the concepts. The whole world should be like the Internet — a disbursed semi-anarchy in which authority is suspect and each individual is king.

Maybe before we can build great monuments to leaders we have to relearn the art of following. Democratic followership is also built on a series of paradoxes: that we are all created equal but that we also elevate those who are extraordinary; that we choose our leaders but also have to defer to them and trust their discretion; that we're proud individuals but only really thrive as a group, organized and led by just authority.

I don't know if America has a leadership problem; it certainly has a followership problem. Vast majorities of Americans don't trust their institutions.

That's not mostly because our institutions perform much worse than they did in 1925 and 1955, when they were widely trusted. It's mostly because more people are cynical and like to pretend that they are better than everything else around them. Vanity has more to do with rising distrust than anything else.

In his memoir, "At Ease," Eisenhower delivered the following advice: "Always try to associate yourself with and learn as much as you can from those who know more than you do, who do better than you, who see more clearly than you." Ike slowly mastered the art of leadership by becoming a superb apprentice.

To have good leaders you have to have good followers — able to recognize just authority, admire it, be grateful for it and emulate it. Those skills are required for good monument building, too.

2

9-4: Article by David Brooks continued

Ira Chaleff

From: FrankGregorsky@aol.com
Sent: Thursday, June 14, 2012 8:23 AM
To: ibtecca@cs.com
Subject: Re: Frank Gregorsky colleague's message for David Brooks

In a message dated 6/13/2012, ibtecca@cs.com writes:

Well some things do happen fast! I assume this is David Brooks' assistant who has requested the book on his behalf. Thank you again for thinking of me and for facilitating this.

To Sheryl, I described you in somewhat blunter terms -- see below. And apparently half of the NCC (National Chaleff Caucus) was prepared to facilitate your getting a book to Brooks if I hadn't!

Subj: **Re: www.nytimes.com/2012/06/12/opinion/brooks-the-follower-problem.html**
Date: 6/13/2012 8:18:12 AM Mountain Daylight Time
From: FrankGregorsky@aol.com To: stolberg@nytimes.com

In a message dated 6/13/2012, stolberg@nytimes.com writes:

Sure, I will send it to his assistant.

Much appreciated, Sheryl. Ira's book *The Courageous Follower* is one of the very few biz offerings of the past 20 years that is utterly devoid of BS -- and that did not look weird, dated, or strained a mere decade after it came out. As a guidebook for autonomous thinkers in large orgs or within a political movement, it is marvelous.

-- Frank

9-5: Email between Frank Gregorsky and David Brooks' office

Examiner.com

USMC Reading List–Revised

BOOKS | FEBRUARY 7, 2012 | BY: JACQUI MURRAY |

Revised USMC Reading List for Marines
Credits: http://usnaorbust.wordpress.com

The Marine Corps puts out a reading list (http://www.examiner.com/topic/reading-list) called the MARINE CORPS PROFESSIONAL READING LIST for all of its soldiers. It carries a majority of the titles at the

Master Sergeant/First Sergeant

The Accidental Guerilla by David Kilcullen
Courageous Follower by Ira Chaleff
Fields of Battle by John Keegan
Forgotten Warriors by Thomas Hammes
Ghost Wars by Steve Coll
The Guns of August by Barbara W. Tuchman
The Lexus and the Olive Tree by Thomas Friedman
The Passion of Command by Bryan Mccoy
Seven Deadly Scenarios by Andrew Krepinevich
The Sling and the Stone by Thomas X. Hammes
Technology and War by Martin L. Van Creveld

Master Gunnery Sergeant/Sergeant Major

Achilles in Vietnam by Jonathan Shay

9-6: US Marine Corps reading list

CW4 Paul Dannar, US-A - Views of Leadership Part 1

This week at the Voices of NATO we will be doing a series of blogs on leadership. Our intent with this blog series is not to tell you what leadership is, but to foster a dialog amongst all of you concerning leadership, with a focus on leadership at the senior non-commissioned, warrant, and junior officer level.

In the first of our four-part series, CW4 Paul Dannar comments on the leader/follower relationship.

Mentorship/Discipleship in the Leader/Follower Relationship

Hollander The Leadership Quarterly Volume 3, Issue 1, Spring 1992, Pages 43-54, notes that in many organizations the leader/follower relationship is still working on the old assumption that the leader is the active participant while the follower is the passive participant in the relationship. The leader/follower relationship must evolve beyond having only one active member as this process is both inefficient and creates a relationship based upon dependency.

Organizations will thrive only if quality relationships between the leader and the follower are developed. This being the case what makes a quality relationship? How is one recognized? In essence, the leader/follower relationship comes down to influence. This cannot be a one-way influence; organizations must ensure that influence is allowed to flow across functional boundaries because top-down only influence has limited value, this reciprocal relationship between the leader and the led builds trust and credibility. One-way influence has limited value because the follower is not part of the decision making process. If we want quality execution of some task or more importantly if we want our followers (often called front line leaders) to use their judgement to make tactical level decision - then certainly they must be part of the conversation in regard to courses of action.

A quality relationship is displayed when the leader understands the strengths and weaknesses of the follower and begins to recognize the good ideas that the follower is offering. Developing a quality relationship does not stop at recognizing good ideas. When the leader begins to support those ideas not only does the organization benefit, it can compel the follower to continue to provide these ideas, confident that the leader will utilize them when appropriate. As the leader publicly acknowledges follower input other individuals in the organization become willing to offer ideas. Building this type of relationship does not happen by mistake; but by hard work and a purposeful desire for a positive outcome. The primary methods in which the follower/leader relationship can be fostered and developed are through discipleship, apprenticeship, or mentorship, which are designed to develop relationships where the leader guides the follower through the realities of the organization. These methods are centered on professional development, skill improvement, and organizational socialization. The desired outcome is a much more mature follower who becomes the next leader or skilled expert, enhancing the development of the follower, leader and the organization.

Ira Chaleff

Thank you for an excellent summation of the healthy leader-follower relationship. As non-commissioned officers know, sometimes mentorship is also from the bottom up. Many NCO's have helped superiors become successful leaders. "The mark of a great leader is the development and growth of followers. The mark of a great follower is the growth of leaders." p29 The Courageous Follower, 3rd edition.
Ira Chaleff, author

Paul Danner

Mr. Chaleff;

It is fantastic to hear from you. I have (obviously) been privileged to read "The Courageous Follower" and found it quite compelling. The reciprocal relationship you speak of cannot be denied. Thanks for taking the time to respond to this blog.

Paul

9-7: Blog and email with Paul Danner, voices of NATO

To: Webmaster

From:
LTC Paul Berg
paul.e.berg2.mil@mail.mil

Message:
Sir,

I am started a new class to be taught to field grade officers at CGSC at Ft. Leavenworth for the importance of training followership for future Army officers. I have read your book, done research in followership, and read all your articles. My question to you would be "What is the most important element out of your 5 dimensions of courageous followership that need to be critical for military officers or are they all equal?"

v/r Paul

LTC Paul Berg
Leadership Instructor
Department of Command & Leadership (DCL) Command & General Staff College (CGSC) Ft. Leavenworth, KS 66027
Desk: 913-684-4147

Akismet Spam Check: passed
Sent from (ip address): 141.107.240.36
(BlueCoat1Out.leavenworth.army.mil)
Date/Time: December 19, 2012 3:18 pm
Coming from (referer):
http://www.courageousfollower.net/about-ira-chaleff/contact-ira-chaleff/
Using (user agent): Mozilla/5.0 (compatible; MSIE 9.0; Windows NT 6.1; Trident/5.0)

Sent via BlackBerry by AT&T

2

9-8: Email from Lieutenant Colonel Paul Berg

Ira Chaleff

From: irachaleff@cs.com
Sent: Wednesday, December 19, 2012 1:36 PM
To: paul.e.berg2.mil@mail.mil
Subject: Re: The Courageous Follower Contact: Followership class for the US Army Command and General Staff College

Dear LTC Berg

Thank you for soliciting my input for your followership curriculum.

The five dimensions of courageous followership work in tension and in balance with each other.

The most recent doctoral dissertation by Theresa Rich testing my model found that leaders value the Courage to Assume Responsibility more than the other four behaviors combined (though they value those as well). Thus, this is the platform on which to build relationships with senior officers that will support candor.

The Courage to Serve and the Courage to Challenge must be kept in balance. If they veer too far in one direction the follower becomes a "yes man" and in the other direction the follower becomes disaffected and marginalized.

The Courage to Participate in Transformation is necessary for two reasons: 1) to examine one's own contribution to the behavior of senior officers and 2) to maintain reality on the hard work and support required for growth and transformation by both parties.

The Courage to Take a Moral Stand is most legitimately used (if time permits) when efforts to correct situations using the other courageous follower behaviors have been taken in good faith. Sometimes taking a moral stand must be done in compressed time; the other behaviors also probably occur but do so in seconds or minutes before taking a moral stance is required. When a moral stand is necessary, it becomes the most important behavior, but fortunately is only rarely needed.

The importance for the individual officer's development is to understand their own tendencies in these behavioral patterns, and to commit to creating better balance to optimize their effectiveness. Also to prepare themselves through scenarios and drills much as they would for any engagement.

Please let me know if this response generates further questions. Please also be aware that I am available as a guest lecturer for courses focused on followership.

Best,

Ira Chaleff

------Original Message------
From: LTC Paul Berg
To: ira.chaleff@exe-coach.com
ReplyTo: paul.e.berg2.mil@mail.mil
Subject: The Courageous Follower Contact: Followership class for the US Army Command and General Staff College
Sent: Dec 19, 2012 10:18 AM

9-9: Email response to LTC Paul Berg on balancing the courage to serve and the courage to challenge

Ira Chaleff

From: Berg, Paul E LTC USARMY CAC (US) [paul.e.berg2.mil@mail.mil]
Sent: Wednesday, April 10, 2013 4:58 PM
To: irachaleff@cs.com
Subject: RE: The Courageous Follower Contact: Followership class for the US Army Command and General Staff College (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

Sir,

After I introduced your five followership dimensions, most of the students realized they have been living with this their entire careers but they did not associate it with the formal term of followership. Most of the student's emotions were "why haven't we talked about this before in our professional military education?" and "This is as important as talking about leadership!"

We discussed during reflection the current failures of our senior officers in the Army (Mr. Petreaus, COL. Johnson, BG Sinclair). The students realized that it was not just individual failure by the officer but also the subordinate staff officers who knew what the boss was doing. That discussion created disbelief that subordinate senior staff officers (who knew about the unethical behavior) did not have the "courage" to dissent to their boss because their loyalty was self-centered (individual future promotion) and not toward the organization (Army).

The bigger dynamic was how is followership going to affect the drawdown of the military and the lower promotion rates. How does a military officer be loyal to the boss without hurting their career and be competitive among his/her peers because it perceives to counter each other. It created intense discussion among the majors in my class in respect to the next five years of their career.

I hope that helps.

v/r Paul

LTC Paul Berg
Leadership Instructor
Department of Command & Leadership (DCL)
Command & General Staff College (CGSC)
Ft. Leavenworth, KS 66027
Desk: 913-684-4147
Email: paul.e.berg2.mil@mail.mil

-----Original Message-----
From: irachaleff@cs.com [mailto:irachaleff@cs.com]
Sent: Wednesday, April 10, 2013 3:20 PM
To: Berg, Paul E LTC USARMY CAC (US)

1

9-10: Email from LTC Paul Berg on the impact of courageous followership on mid-level officers

aUS ARMY COMMAND AND GENERAL STAFF COLLEGE
US Army Command and General Staff School
Command and General Staff Officer Course (CGSOC) Advanced Operations Course (AOC)
L200: Leadership Applied

Advance Sheet for Lesson L206
Leading From the Middle: Effective Followership

1. SCOPE

There is an increased interest in the concept of effective "followership" in leadership literature in the academic and business communities. Despite this growing interest in the civilian leadership literature, the Army has not focused very much on followership. Individuals might misinterpret followership as simply following orders, abdicating any responsibility for critical thinking or responsibility by the subordinate other than to execute the task. However, as organizational leaders, officers cannot be effective followers by simply following orders. While the senior leader shoulders the ultimate responsibility for success of the organization, subordinates also share in this responsibility. This lesson provides the opportunity to discuss followership in an academic environment to understand the importance of followership in the organizational leaders' duties and responsibilities. The multitude of reliefs and investigations of Department of Defense senior leaders over the past few years bring to light the question of the responsibility of the subordinates in preventing their boss from failing. What is the role of a follower in ensuring the success of the organization and their boss? Leaders need to understand the dynamics of the leader- follower relationship. Organizational leaders need to understanding when a leader needs to follow and when a follower needs to lead.

Many leaders believe good followers make good leaders and you must learn to follow before you can lead anyone. This is the Army paradigm. However, many leaders are not effective followers. On the other hand, there are individuals who are satisfied with only following and do not understand or accept the responsibilities of effective followership. This is understandable since Army leader development focuses on developing leaders, not followers. Using the case study, "A Long Year in 1st Brigade" and the followership theory espoused by Robert Kelley and Ira Chaleff, L206 introduces the theory and research of followership styles and categories regarding organizational management and leadership. The case study provides an opportunity to identify followership styles in a brigade staff and the influence these styles have on the organization and its leaders. In his book "The Art of Followership" Robert Kelley declares followers deserve more attention because of their importance to the organization's success. He advocates for focused research and training about followership because of its importance to effective leadership. He goes on to say any conversation about leadership must include followership "because leaders neither exist nor act in a vacuum without followers." (Kelley, 2012) L206 provides an opportunity to explore Kelley's premise and the other aspects of followership for organizational leaders.

LEARNING OBJECTIVES

This lesson supports TLO: AOC-10, "Integrate your organizational-level leadership perspective from a commander's point of view to lead organizations in Unified Land Operations" as listed in the L200 Block Advance Sheet.

ELO: AOC-10.6
Action: Explain how an organizational leader applies followership to improve the organization.

9-11: Curriculum US Army Command and General Staff College

Paratroopers climb over a hill to secure an airfield near Fort Carson's Camp Red Devil training area and defend it from opposing forces during a joint deployment readiness exercise, 6 February 2014, Fort Carson, Colo.
(Sgt. Terrance Payton, 3rd Brigade Combat Team Public Affairs, 82nd Airborne Div.)

The Importance of Teaching Followership in Professional Military Education

Lt. Col. Paul Berg, U.S. Army

Lt. Col. Paul Berg, U.S. Army, is an assistant professor in the Department of Command and Leadership at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. He holds a B.B.A. and M.B.A. from the University of North Texas and an M.S. from Kansas State University. He is working toward a Ph.D. in adult and continuing education at Kansas State University. Lt. Col. Berg recently served as the executive officer of Task Force Attack (1-227 Aviation) in Sharana, Afghanistan. His previous assignments include four combat deployments to Iraq and Afghanistan with the 1st Cavalry Division and 101st Airborne Division.

9-12: Article on teaching followership in *Military Review*

Volgenau Honor, Courage and Commitment Seminar Series

Ira Chaleff, guest speaker

"The Honor of Courageous Followership"

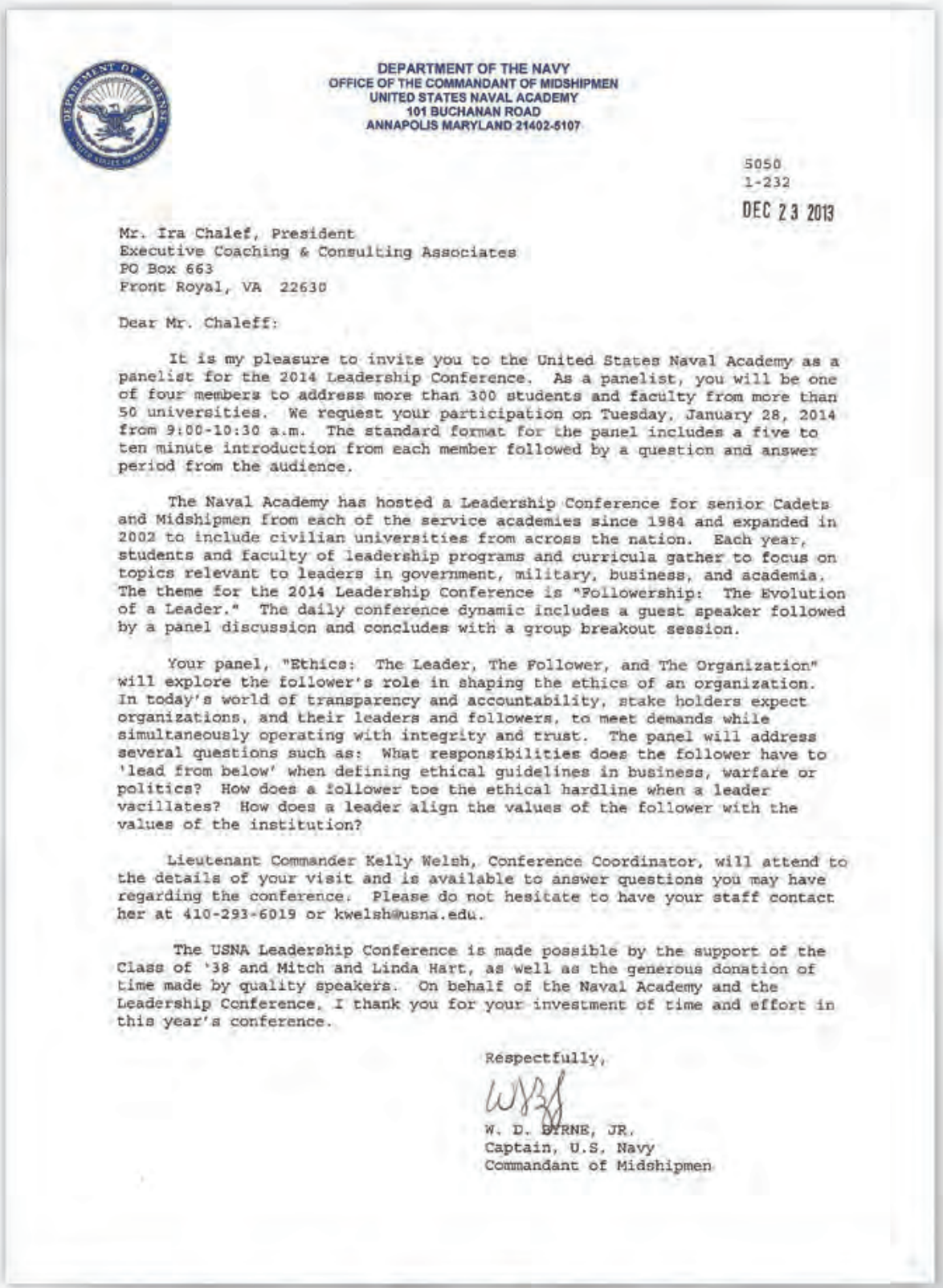
VICE ADMIRAL JAMES B. STOCKDALE CENTER FOR ETHICAL LEADERSHIP

UNITED STATES NAVAL ACADEMY

Alumni Hall
Bo Coppedge Room

Tuesday, April 16, 2013
1200

9-13: Program, Stockdale Center for Ethical Leadership



DEPARTMENT OF THE NAVY
OFFICE OF THE COMMANDANT OF MIDSHIPMEN
UNITED STATES NAVAL ACADEMY
101 BUCHANAN ROAD
ANNAPOLIS MARYLAND 21402-5107

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DEC 23 2013

Mr. Ira Chalef, President
Executive Coaching & Consulting Associates
PO Box 663
Front Royal, VA 22630

Dear Mr. Chaleff:

It is my pleasure to invite you to the United States Naval Academy as a panelist for the 2014 Leadership Conference. As a panelist, you will be one of four members to address more than 300 students and faculty from more than 50 universities. We request your participation on Tuesday, January 28, 2014 from 9:00-10:30 a.m. The standard format for the panel includes a five to ten minute introduction from each member followed by a question and answer period from the audience.

The Naval Academy has hosted a Leadership Conference for senior Cadets and Midshipmen from each of the service academies since 1984 and expanded in 2002 to include civilian universities from across the nation. Each year, students and faculty of leadership programs and curricula gather to focus on topics relevant to leaders in government, military, business, and academia. The theme for the 2014 Leadership Conference is "Followership: The Evolution of a Leader." The daily conference dynamic includes a guest speaker followed by a panel discussion and concludes with a group breakout session.

Your panel, "Ethics: The Leader, The Follower, and The Organization" will explore the follower's role in shaping the ethics of an organization. In today's world of transparency and accountability, stake holders expect organizations, and their leaders and followers, to meet demands while simultaneously operating with integrity and trust. The panel will address several questions such as: What responsibilities does the follower have to 'lead from below' when defining ethical guidelines in business, warfare or politics? How does a follower toe the ethical hardline when a leader vacillates? How does a leader align the values of the follower with the values of the institution?

Lieutenant Commander Kelly Welsh, Conference Coordinator, will attend to the details of your visit and is available to answer questions you may have regarding the conference. Please do not hesitate to have your staff contact her at 410-293-6019 or kwelsh@usna.edu.

The USNA Leadership Conference is made possible by the support of the Class of '38 and Mitch and Linda Hart, as well as the generous donation of time made by quality speakers. On behalf of the Naval Academy and the Leadership Conference, I thank you for your investment of time and effort in this year's conference.

Respectfully,

W. D. BYRNE, JR.
Captain, U.S. Navy
Commandant of Midshipmen

9-14: Invitation to speak at the US Naval Academy Leadership Conference

U. S. Naval Academy
2014 Leadership Conference
Post Conference Report

Followership:
The Evolution of a Leader

Annapolis, Maryland

January 26-29, 2014

9-15: Conference Report - *Followership, The Evolution of a Leader*

9-16: Photo bomb with keynote speaker Dick Cheney

DEPARTMENT OF THE NAVY
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FEB 19 2014

Mr. Ira Chaleff, President
Executive Coaching & consulting Associates
PO Box 663
Front Royal, VA 22630

Dear Mr. Chaleff:

Thank you for your participation in the United States Naval Academy Leadership Conference 2014. The conference theme of "Followership: The Evolution of a Leader" explored the development of a leader through the follower's perspective and progression. Your role and insight as a panel member was invaluable to the Midshipmen and participating students from other academies and universities. In particular, your ability to draw on your own personal experiences brought an amazing breadth of career and leadership experience to the audience.

The conference was a great success due in large part to your participation and investment of time in the lives of future leaders. We are grateful for your significant contribution to this important leadership forum and for your continued commitment to the mission and people of the United States Naval Academy.

Respectfully,

IE, JR.
J.S. Navy
: of Midshipmen

UNITED STATES NAVAL ACADEMY

Thank You

9-17: Letter of thanks for conference participation

9-18: Federal Executive Institute, Charlottesville, VA

To: The Federal Executive Institute
From: Ira Chaleff
Subject: Technical Proposal for Training Course
Date: Sep 12, 2013

BACKGROUND
I have conducted half day and full day training at each of OPM's training facilities for over a decade. A request has been made that I submit a proposal to conduct longer format breakout courses as part of the Leadership for a Democratic Society program. Below is a summary of the course I propose offering for participants in this program.

COURSE TITLE:
Courageous Leaders, Courageous Followers
Creating Powerful Mission-Centric Partnerships

COURSE DESCRIPTION
Question: Is the Secretary of Defense a leader or a follower?
Answer: He'd better be both or we have a constitutional crisis.
Question: What are you? A leader or a follower?

Despite discomfort with the term follower, all senior career executives and all political appointees are *both* leaders and followers. We pay a lot of attention to their *leadership competencies* and development. Their personal success, and that of their of their agency, depends equally on their *followership competencies*: how well they dynamically support and advise their leaders and diplomatically mentor or coach them when needed.

Equally important, in their role as leaders, SESes and GS 15s need to create relationships with subordinates in which they can and will provide candid upward feedback. This is what protects leaders from their own blind spots that can lead to missteps in policy, politics and operations.

No manager walks into work intent on frustrating the people that work for him or her. Yet many do. How does this occur and how can we improve on this? How can those around leaders communicate effectively so leaders give full consideration to the best data and analysis available? How can leaders support this and transform hierarchical relationships into functioning partnerships despite the inherent power differentials?

For twenty years I have explored the leader-follower dynamic particularly from the follower end of the telescope. When you are not *the* leader, how can you help the leader use power effectively and not squander or abuse it? Courage is needed, but also skill and tact. This module will examine what is involved in successful leading and following at senior levels and how to apply this in your agency.

COURSE OUTLINE
Session 1: A new concept of followers and leaders

Is follower a personality type or a role?
What is the traditional follower role?
What are different/stronger ways of playing the role, stylistically, generationally?
What is your followership style and your growth path?
What is the impact on personal satisfaction, influence and organizational performance?

9-19: Proposal for Courageous Follower course at the Federal Executive Institute

Session 2: Why is courage needed in leader-follower relationships?

How do conformity tendencies and social needs distort perception and responsibility?
What can we learn from lions about surviving in hierarchies?
What is needed to reduce blind spots and hubris?
What are your sources of courage? What are your sources of power?
How do we overcome fear of taking action?
How do you apply this to improving leader-follower dynamics?

Session 3. Building relationships with leaders

Dancing with leaders – how to make them want you as their partner
What are the stressors on leaders? How can we help leaders manage these?
Enhancing political savvy to increase trust at senior levels
Initiative and responsibility – the followership behavior leaders value most (next to loyalty)
Intelligent disobedience – saving leaders from serious mis-steps

Session 4. The skills for effectively speaking truth to power

When should you intervene? When shouldn't you?
The crucial role of voice in getting a leader's attention to serious problems
How do you effectively give feedback on bad behavior? On ill advised policies or plans?
How can you use the art of powerful questions to influence a leader's thinking?
When a moral stance is needed – how to choose the right level of action?

Session 5. You as the leader - creating cultures of constructive candor

Blind spots and their consequences
In what ways do leaders undermine their need for a culture of candor?
How do you break through ingrained patterns of fear of authority?
Transforming meetings – getting all perspectives out from under the table
After Action Reviews done right – the engines of learning
So you think you have an "open door" – better check it again.

METHODOLOGY

The course consists of a rich blend of assessment, research based models, video, small group discussion, hypothetical exercises, case examples, role plays and self reflection.

OUTCOMES

Students who complete the course will be better able to:

- Partner effectively with political appointees in their agency
- Create an organizational culture that supports candor and accelerated learning
- Understand the sources of their power and courage and use these as needed
- Produce dynamic partnerships at all levels in service to the organizational mission

9-20: Proposal for course continued

Sample of student evaluation

Federal Executive Institute

Quick Question : LDS Courageous Leaders, Courageous Followers Course: LDS Courageous Leaders, Courageous Followers

Run By: Ira Chaleff (ichaleff)

Date Run: Sep 6, 2014

MTM Tool: Quick Questio
From Saved Query: Quick Question : LDS Courageous Leaden Courageous Followers Course: LDS Courageous Leaden Courageous Followe

Date: Aug 22, 2014 **Instructor(s):** Chaleff **Course:** LDS Courageous Leaders, Courageous Followers

Learning Provider: Center for Leadership Capacity Services **Location:** Charlottesville VA **Client:** 1 - Open Enrollment Program

Summary

	N*	1+	2+	3+	4+	5	Average
Courseware	12				12.50%	87.50%	**4.88**
Instructor - Chaleff, Ira	12					100.00%	**5.00**
Summary	**12**				**5.08%**	**94.92%**	**4.95**

Courseware

	N	1+	2+	3+	4+	5	Average
The activities and exercises enhanced my learning.	12				25.00%	75.00%	**4.75**
The course materials enhanced my learning.	12					100.00%	**5.00**
Summary	**12**				**12.50%**	**87.50%**	**4.88**

What, if anything, could have been done to make this session more valuable for you?

- Ira Chaleff is an extremely personable, engaging instructor. He should be invited back to future LDS iterations. Getting his book as part of the course was an added bonus.

Instructor - Chaleff, Ira

	N	1+	2+	3+	4+	5	Average
The presenter clearly conveyed the program information.	12					100.00%	**5.00**
Overall my learning was enhanced by the presenter.	11					100.00%	**5.00**
The presenter's knowledge and background enhanced my learning.	12					100.00%	**5.00**
Summary	**12**					**100.00%**	**5.00**

Additional comments about the presenter:

- Excellent teacher who made the lessons relevant and understandable.
- Ira was phenomenal. This is an area that is well under researched. His research and knowledge was astounding and really brought to light many ideas that I had never considered before. Well worth my time.
- Mr. Chaleff is excellent!!! Mr. Chaleff is the best session I've participated in. His knowledge, thoughtfullness, and great humor made me look forward to his class everyday. Mr. Chaleff is the jewel of FEI. This topic is truly something that is needed within the FEI program.
- So much of the FEI program is about leading those below us, but Mr. Chaleff balances that by also discussing how to managing those individuals above us and bettering our political saavy.
- didn't take
- extraordinary- very knowledable and great teacher
- Ira enhanced the material in this session by providing real-world examples and exercises to illustrate key concepts.
- I enjoyed Ira's presentation style and his knowledge gained from experience. I thought he was an effective lecturer.
- Excellent presenter
- This was an outstanding course and Mr. Chaleff did a terrific job of presenting the content and keeping participants engaged and active.
- This would be a worthwhile offering to an entire LDS class as opposed to an elective.

* N = Number of Evaluations

Response Rate

Form Type	Evaluations Sent	Evaluations Received	Response Rate

9-21: Evaluation of FEI class

Leadership Tenets
for the Bureau of Consular Affairs

A tenet is a shared principle held to be true by members of an organization. The tenets we hold as consular leaders must be reflected in every aspect of our work and in the way we interact with our colleagues. All consular supervisors should hold themselves accountable for modeling these leadership tenets. In addition, consular employees at all levels should cultivate the qualities embodied in these tenets and integrate them into their approach to work.

Consular Leaders:

Inspire

We develop and communicate a vision for how our work unit can most effectively contribute to the Department's mission. In pursuing that vision we relentlessly challenge employees to strive for excellence and engage them in the effort to achieve goals and improve all aspects of the operation.

Model Integrity

We hold ourselves to the highest standards of integrity and professional conduct and do what is best for the organization and mission. We generously share credit for the accomplishments of the organization and demonstrate courage in dealing with difficult decisions and poor performers.

Develop the Next Generation

We take seriously our responsibilities as teachers, coaches and mentors and work to develop the skills necessary to play those roles effectively. We make time to get to know our less experienced colleagues and provide them timely praise, honest feedback, and opportunities to cultivate their talents.

Delegate Authority—But Not Responsibility

We give employees ownership over their work, issue clear and concise instructions, and provide coaching and further clarification if needed. We stand behind our people and take responsibility when mistakes are made or calculated risks don't work out.

Communicate

We help others understand the mission—and their role in accomplishing it. We also listen actively to each other's concerns and encourage innovation in consular work by listening intently for suggestions.

Build Great Teams

We recruit high-caliber candidates for consular job vacancies, train them right from the start, build trust, and foster a sense of pride and mutual support in the team. We serve the team by eliminating obstacles, resolving conflicts, obtaining appropriate resources, and celebrating success.

Lead by Example

We set the example for work ethic and demonstrate the willingness and knowledge of consular work to do any job to help the team. We run interference to prevent abuse and undue pressure.

Follow Courageously

We take ownership of our work and hold ourselves accountable for improving performance and making our organization stronger. We dissent respectfully and help the boss become more effective in the interest of the team and the mission.

Learn Constantly

We deepen our personal self-awareness in order to cultivate our talents and mitigate mission-critical weaknesses. We display humility by acknowledging our shortcomings and continually work to improve both our skills and our substantive knowledge.

Practice 360-Degree Diplomacy

We consider consular work central to core objectives of the mission and the Department and establish constructive working relationships with all mission elements to further those objectives. We engage in public diplomacy to advance organizational goals.

9-22: Leadership Tenets Bureau of Consular Affairs

Consular Affairs

Leadership Tenet: VIII. Follow Courageously

We take ownership of our work and hold ourselves accountable for improving performance and making our organization stronger. We dissent respectfully and help the boss become more effective in the interest of the team and the mission.

Tips on Following Courageously

There are a number of actions you can take to follow courageously in your section.

Consular Leadership Stories

Doing the Right Thing: By Anonymous
When I think back about what I have done that fits into leadership I always come back to this. There was an FSN that was an excellent employee, but for years had been working different hours than her subordinates, different hours in fact from everyone else in the section. She was battling depression and the medication that she was taking would disrupt her sleep so some days she'd arrive at 8, some days at 11. We never knew when she'd be there exactly. Management wasn't thrilled about this as she was a supervisor of a busy section and it is hard to supervise when one isn't there for a large part of each day. When she did arrive, some days she'd look like hell- walking around groggy and barely speaking. Management finally had enough and, with HR's approval, gave her an ultimatum: by the beginning of the next month she would have to keep the same hours as everyone else or look for a new job. She accepted the ultimatum without a battle. She just said something to the effect of ' very soon there wouldn't be any problem so not to worry'. I spoke to the senior FSN as she was also very worried about her friend and colleague of many years. We asked to speak to management regarding the ultimatum and brought up a few options, maybe the employee could talk to HR about retirement (as she had the years), maybe she could work a thirty hour work-week and her deputy could become the morning supervisor (the positions would have to be re-cajed), maybe she could talk to the med unit...the point is there wasn't one solution and sometimes we need to show that we can bend (especially when consequences are this grave). Management let me know in no uncertain terms that they didn't agree and afterall this is an office! I persisted and asked for a meeting again. With my persistence, I eventually convinced them to explore the other options and guess what - the employee met with med and with HR to discuss retirement. After doing the calculations she decided on her own that she wanted to retire and spend more time with her family. Now, even years later, she writes me on my birthday to thank me for having patience while she was going through a serious crisis and she is happier than she has ever been.

Complete story archive

Submit your own story of consular leadership to the CA Grows Leaders mailbox (CAgrowsLeaders@state.gov).

Leadership Quote

"I don't want you fellows sitting around asking me what to do. I want you to tell me what to do."
— George C. Marshall

"In the face of leadership flaws, too many people assume cynical perspectives, rather than do the hard

9-23: Leadership Tenet: Follow Courageously

work of building relationships in which they can have a more positive influence."

— Ira Chaleff

Follow Courageously Award

Download an award certificate template to recognize a colleague, subordinate, or supervisor who has followed courageously. (Note: To edit this Powerpoint slide you will need to save it to your PC or shared drive and then open it.)

Suggested Reading

- In Praise of Followers
  In classic this Harvard Business Review article, Robert E. Kelley describes the different kinds of followers (sheep, yes people, alienated followers, and effective followers), with a particular focus on the traits of effective followers. (Note: Follow the link above and then click "PDF Full text" at the top of the landing page.)
- Courageous Followers, Courageous Leaders
  Ira Chaleff argues that employees who cultivate a relationship with their supervisor based on trust and then provide them honest feedback can have a significant impact on the quality of leadership in their organization.
- The Ten Rules of Good Followership
  Provides clear and compelling advice on how to take responsibility for your relationship with your boss, serve the organization most effectively, and "manage up" with courage and integrity.

Training: FSI

- Managing Up: Linking Support and Supervision
- Managing Up: Working Effectively with Your Manager

« Lead by Example « Leadership Tenets Learn Constantly »

Owned By:
Nadia Shepherd (CA)
Updated: 29-Mar-08

9-24: Leadership Tenet: Follow Courageously continued

WOMEN'SVISION FOUNDATION

Advancing Leadership for a Better Workplace and a Better World

...where the human spirit thrives

November 28, 2012

Ira Chaleff
9621 Hillridge Drive
Kensington, MD 20895

Dear Ira,

IRA CHALEFF Room 503/504

Transforming Hierarchical Relationships into Powerful Partnerships

Most organizations are hierarchical in nature. Even in small organizations there is usually an owner or director. Perceived power differences can distort the relationships between the formal "leaders" and "followers". Candor is the first victim. Learning is the second: without candor, learning is limited. This presentation will teach you how to counteract this tendency. The outcome is powerful partnerships – not in the legal sense, but in playing to your strengths and minimizing your blind spots. Your work environment will be happier and there will be less chance of making costly missteps.

Ira Chaleff is the founder and president of Executive Coaching & Consulting Associates. He has recently been named one of the top 100 consultants by Executive Excellence Magazine. He practices the high-stakes art of helping talented people prepare for and succeed in senior level roles that demand further professional growth. Whether working with Members of Congress and CEOs, or leadership teams and mid-level managers, he brings clarity to core success issues, and provides savvy and supportive guidance in effectively tackling them. Ira is also a founding partner of the Institute for Business Technology and is the author of *The Courageous Follower: Standing Up To and For Our Leaders*.

On behalf of the Women'sVision Foundation, we would like to thank you for contributing to our 2012 Women's Success Forum. This event reached a momentous milestone, celebrating our 15th year and reaching a national and international audience of over 2000 attendees for our morning program. It is because of speakers such as yourself that the Success Forum continues to be one of Denver's most anticipated and influential professional women's events.

"Transforming Hierarchical Relationships into Powerful Partnerships" was one of our most attended sessions and many of our attendees are still talking about it! Your topic and delivery was a wonderful complement to the *Waves of Change* conference theme that we had hoped to inspire within the corporate leadership channels.

Many of the reviews we received from the survey had a resounding theme about your presentation. We were delighted to read that attendees felt your presentation met or exceeded expectations and that the timing of your topic truly resonated with each of them.

Again, thank you for sharing your expertise, energy and enthusiasm with our audience.

Warmest and most sincere regards,

Joanna M. Murray
President & CEO
Women'sVision Foundation

Janice Turner
Co Chair
Women's Success Forum

Tonya Kaye
Co Chair
Women's Success Forum

360 South Monroe Street Suite 175 Denver, CO 80209 *www.womensvision.org*

9-25: Letter from Women's Vision Foundation

THE EFFECTIVENESS BETWEEN COURAGEOUS FOLLOWERSHIP AND THE WORK PERFORMANCE IN THE ORGANIZATION STUDY IN COMPARISION CASE BETWEEN NATIONAL POLYTECHNIC INSTITUTE OF CAMBODIA (CAMBODIA) AND RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI (THIALAND)

MINEA SOK

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION PROGRAM IN GENERAL MANAGEMENT RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI ACADEMIC YEAR 2014

9-26: Thesis, *Courageous Followership in Cambodia and Thailand*

VOLUME X

INTELLIGENT DISOBEDIENCE:
The Ethics of Followership: Milgram, Zimbardo,
Corporate America, Asian Educators and Chinese Censors

2015 – 2016

可怕的盲从

习惯如何左右我们的工作和生活

[美] 艾拉 · 夏勒夫 著
钱志慧 徐晨怡 金晓寒 译

Anti obedience

MY PRIMARY PUBLISHER, BERRETT-KOEHLER, IS ONE OF A KIND. Its motto is "Creating a world that works for all" and it walks its talk. One expression of this is the author's community it created shortly after its founding. Each year about 50 BK authors gather at a retreat site for friendship, renewal and cross fertilization of ideas, a great balance to the generally solitary task of writing books.

At one of these retreats, I told a story of discussing in a Courageous Follower workshop, the willingness to dissent if a leader gives orders that would produce harmful outcomes. A participant in the workshop told me that what I was describing is called intelligent disobedience in the world of guide dog training. While the dog obeys the blind person most of the time, it must not obey if doing so would cause harm. It is carefully trained to resist a dangerous order. The idea of developing this skill set in human beings excited me and I said to my fellow retreat goers that I was contemplating writing a book about it.

I started acting on this idea, but a number of developments in my personal life distracted me. It was almost two years later that I circled back to the project and began writing what became the early chapters of the book. Just as I got into flow on this, Steven Piersanti, the founder and publisher of Berrett-Koehler, reached out to ask what had become of my idea to write a book on intelligent disobedience? Imagine how reinforcing it was to have this publisher remember a book idea I had raised two years earlier and enquire if I was still interested in publishing it!

Intelligent disobedience is a particular skill set that fits within the larger subject of courageous followership. The books are dramatically different, but they share the same DNA. This volume will focus almost entirely on my book *Intelligent Disobedience: Doing Right When What You're Told To Do Is Wrong* (*10-1*). I want to assure readers that we have not strayed from the path of ethical followership, but are seeing the world's response to a specific application of it.

To avoid possible confusion, I want to clarify here that when I use the book title *Intelligent Disobedience* I am referring to my book. I say this because a colleague of mine, Bob McGannon, a year or two later published his book also titled *Intelligent Disobedience.* Bob's book has a different subtitle *(The Difference Between Good and Great Leaders)* and is a very different book than mine, coming from a project management background. The world can certainly use two (and more) authors writing and speaking on the topic, so Bob and I view ourselves as collaborators rather than competitors.

When I began writing *Intelligent Disobedience,* I did not realize that the path of enquiry would take me into the realm of childhood education. In retrospect, this was inevitable as habits of obedience are endlessly

reinforced in classrooms from pre-school on. The topic was also very much alive in the US where there was political pressure to improve dismal levels of grade school proficiency. This resulted in coercive programs that lead teachers and school administrators to cross ethical lines to avoid defunding and school closures. I have included a letter to the editor published in the *Washington Post* on this topic (*10-2*). I will return to the subject of intelligent disobedience and childhood development later in this chapter.

While my book *Intelligent Disobedience* was going through its preparations for publication, an online search found a conference on Stanley Milgram's obedience experiments that was to be held in January of 2015 at a Russian university in Kolomna, about a hundred miles outside of Moscow. I reached out to Alexander Voronov, the organizer of the event, telling him that two chapters in my forthcoming book examined Milgram's variations on his famous basic experiment, and expressed my interest in contributing to the conference. I immediately received an invitation to come to present my work. My impulse was to leap at this opportunity to see Russia for the first time. Then the reality of winter travel in January lead me to rethink the prospect. Instead, I used an online platform to present my talk with simultaneous translation (*10-3*). The transcripts of the conference were published in a dual language, English and Russian conference proceedings titled *Stanley Milgram's Obedience Paradigm* for 2014 (*10-4*). This was a wonderful opportunity to become part of a small, dedicated, global group of researchers with whom I continue to periodically interact. My sense is they are encouraged by seeing practical applications of Milgram's seminal experiments on obedience.

It is noteworthy that *Intelligent Disobedience* proved to be more readily of interest to the private sector and its media outlets than was true of *The Courageous Follower.* Sadly, there were no shortage of case examples where intelligent disobedience could have saved companies from ethical scandal and billion dollar losses. VW was a high profile example as witnessed by the MSNBC story "VW's culture of blind obedience: What went wrong and how to fix it" (*10-5*). *Chief Executive* magazine carried my essay on "5 Ways To Make Intelligent Disobedience the CEO's Best Friend" (*10-6*). *Fortune.com* ran an article "Pressured to do something shady at work? How to push back" (*10-7*, *10-8*). *Strategy+business, FOX Business, FastCompany* and *Forbes* all followed suit (*10-9*, *10-10*, *10-11*, *10-12*). Those who are interested in the application of ethical followership in business may wish to pick up on the *Intelligent Disobedience* approach which seems to find some traction in the world where egregious misconduct wipes out bottom line results and brand value. Going just beyond the business world, even *Psychology Today* got into the act with a good article by another Berrett-Koehler author, John Schuster (*10-13*).

I sent an announcement about the publication of *Intelligent Disobedience* to the administrator of the Berkeley Free Speech Movement alumni list. The board of the Free Speech Movement Archives organization normally doesn't promote books by alumni but wrote that they made an exception in this case as the topic was so close to the spirit of the 1964 Free Speech Movement (I participated in support of the Civil Rights movement) (*10-14*). I suspect it helped that Dr. Phil Zimbardo, of the famed "Stanford Prison Experiment," wrote the foreword to the book.

As I mention Phil Zimbardo let me also share the story of how his foreword came to be. I have included in this volume an email exchange with Rob Koonce, who succeeded me as one of the chairs of the Followership Learning Community. Rob was in the process of co-editing a collection of followership essays. He also was the driving force behind staging a one day Followership Symposium prior to the 2014 ILA conference. I had met with Berrett-Koehler staff that week about the forthcoming publication of *Intelligent Disobedience.* The managing director, Jeevan Sivasubramanian, asked me if there was someone who might write the foreword as they would need to know that by the following week. I couldn't think of who that might be. He suggested Phil Zimbardo. I said that was a great idea but I didn't know Zimbardo and it was unlikely I could set it up so soon. The next day I went to the conference that Rob Koonce had organized and mentioned this to him. He immediately brought me over to meet another speaker, Dr. Edith Eva Eger, a holocaust survivor and psychologist who was very close with Phil Zimbardo. In about two sentences I described my work's link to the holocaust and my interest in a foreword from Dr. Zimbardo. She grabbed my wrist with an octogenarian iron grip and said "He will do it!" The rest is history, but it never ceases to amaze me how the universe at times aligns itself in support of a purpose.

Some months after *Intelligent Disobedience* had been published, Carl Barney, an old friend who had done very well financially, floored me with a check for $50,000 to help promote the book. With this additional resource, I retained a PR firm and gave instructions to target two audiences: the business community and the world of childhood development, including parents and educators. The latter was my concept of a long-term strategy in influencing culture.

With this boost, in addition to business-oriented coverage, articles began to appear in a range of educator forums. A significant article in *The New York Times EducationLife Supplement* is a good example of how courageous followership and intelligent disobedience weave together and reinforce each other (*10-15*). I have also included a discussion topic notice from a group called *Teachers for Social Justice Book Club – Chicago* (*10-16*) and an extremely interesting reflection on "The Importance of Intelligent Disobedience" from *The Real Mr. Fitz* (David Lee Finkle) an educator who usually publishes through a comic strip, but found this rumination didn't fit well into that genre. In admiration of his creative thinking I have opted to publish the article in its entirety (*10-17*, *10-18, 10-19*).

Speaking of which, the mysteries of the creative process never cease to amaze me. With my attention on the application of intelligent disobedience to childhood development a thought emerged: just as we use mnemonics and rhymes to help children remember things, it would be helpful to have one for how to act when startled by an inappropriate request, order or action by an authority figure. I chose *"Blink, Think, Choice, Voice"* and had several friends test it on their young children with favorable results (one of the children suggested it be changed to Blink, Think, Make a Stink, which I'm sure would have been equally memorable, but probably less acceptable to parents and educators.)

With the help of a teacher who collaborated with me, and my daughter, Lily Chaleff, we then tested the model on a diverse group of children at my Unitarian Universalist congregation. Once again, we found it easy to engage the children and easy for them to internalize the process.

Based on this, with the help of the PR firm, I was able to place an article summarizing the steps of this process in an online newsletter, *HowToLearn.com.*

Within a short time, to my surprise and delight, I was invited to Hong Kong to give a keynote speech on Intelligent Disobedience for Children to 400 educators from English speaking schools from East Asian, South Asian and Pacific Island countries (*10-20, 10-21, 10-22, 10-23*). My daughter expressed interest in the trip and I secured agreement to use my travel allowance to cover both of us. Lily also gave a very accomplished presentation of her own work on childhood well-being through school nutrition and school garden programs. By this time, I had also produced a video of the Blink-Think-Choice-Voice model and showcased it at the conference (*10-24).*

My talk was well received but an even better surprise awaited me. Stephanie Howdle-Lang, a Vice Principal at the primary school level in the well regarded Renaissance College Hong Kong, had tested Blink-Think-Choice-Voice on 180 of her 10 and 11 year-olds and gave a breakout session on the results, complete with engaging video demonstration of the process and results. She provided social proof of the concept independent of my involvement! Stephanie has gone on to share what she has learned in child safety and educational conferences in several parts of the world. Other educators have also kept in touch and report using the process in various classes around the region. I also gave a breakout session on courageous followership that resulted in Jane Larsson, Executive Director of the Council of International Schools (CIS) and a member of the International Task Force on Child Protection, inviting me to the Netherlands to present Courageous Followership and Intelligent Disobedience to her staff when they gathered there for an annual retreat (*10-25*).

The next major event of this period, unrelated to my trip to Hong Kong, was the purchase of the translation rights to *Intelligent Disobedience* by a publisher in Beijing. Naturally, I was thrilled by the prospect of a Chinese edition, but was leery that it would run afoul of the Chinese government's approval process. I exchanged a number of e-mails with the Chinese team offering my ideas on how to position the book to avoid its censorship, primarily by emphasizing that the role of the guide dog, which is the book's metaphor, is to keep leaders safe. For reasons unclear to me, the publishing team, and maybe even the company, changed hands a couple of times. I have no evidence that the multi-channel marketing campaign enthusiastically described by my first contact ever materialized.

When I finally received copies of the translated book, to my astonishment, the only English in the Chinese edition was the title on the cover that read, in huge letters, *Anti-Obedience* (*10-26*). I have a friend whose son is fairly proficient in Mandarin, who I asked to read the introduction of the Chinese edition and let me know if it seemed fairly faithful to the spirit of the book in its native English. He reported it was. I have been able to establish a few sightings of the book in China since its publication but have not been able to get any real gauge of its distribution or impact. I know there are Chinese scholars working in the field of followership and hope that this line of inquiry will be pursued.

Whenever I traveled, I tried to set up a speaking opportunity. My life partner, Ellen Adams, had been married to a South African man. Her son had returned there to work for several years with his extended family. We planned a trip to visit him in Cape Town. Through another friend and Berrett-Koehler author, Pat

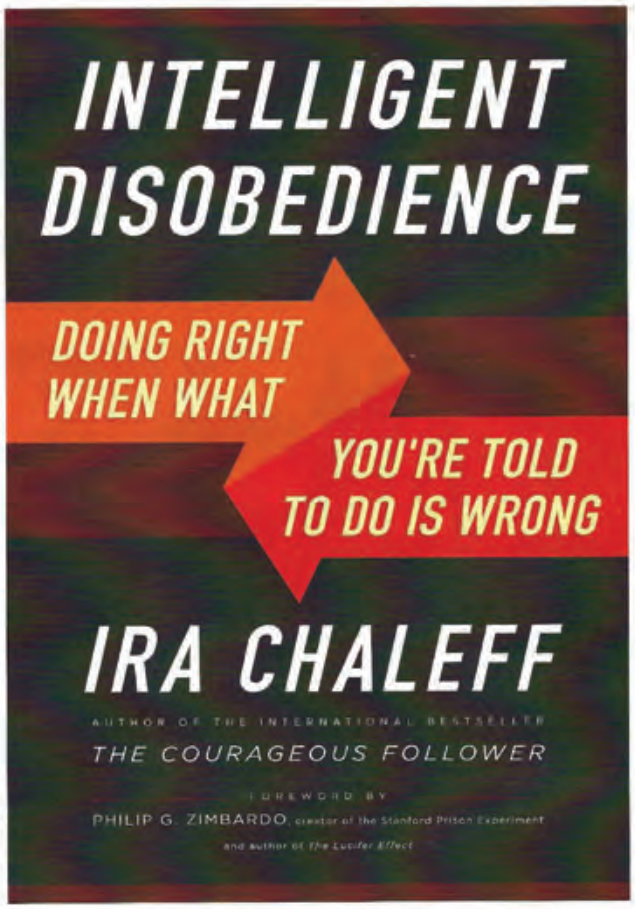
McLagan, I networked into her colleague, Truida Prekel, and arranged to speak on intelligent disobedience at the University of Cape Town Graduate School of Business (*10-27, 10-28*). They laid out a buffet dinner, which impressed me as there were two different lines, the second being for Muslims who required Hallal food. Ellen and I took a tour of Robben Island, where Nelson Mandela had been for 18 of his astounding 27 years in prison. It was humbling to be giving a lecture on disobedience in the shadow of the struggle of Mandela, the hero of my book *The Limits of Violence,* and his awesome life journey.

As we saw in an earlier chapter, the first person I ever showed a draft of *The Courageous Follower* was Steven Bosacker, who at the time was a Capitol Hill chief of staff. In 2016, Steven was with a non-profit called Living Cities that organized a symposium on Municipal Innovation at the Ash Center for Democratic Governance at the Harvard Kennedy School. He invited me to speak with senior municipal staff on courageous followership. I enjoyed the opportunity to talk about followership in a political context at the municipal level of government. There are endless opportunities for followership scholars and practitioners to focus on this level of public service where some of the national and global leaders of future generations will get their political start (*10-29*)

I'm including another somewhat random seeming document from the Department of Defense, Western Hemisphere Institute for Security Cooperation seeking permission to translate an article of *Followership* into Spanish for classroom use (*10-30*). Depending on your political orientation, the military relationship of the United States and South American countries can be cause for concern, given the US history of too often supporting repressive regimes in South and Central America. While I understand the limited potential of a brief exposure to courageous followership making a material difference to high level power relationships, I also hold the potential that somewhere, at some crucial time, there may be an individual bolstered by knowledge of models of ethical followership who does make a difference in leadership choices and outcomes. Without this potential, the work would seem significantly less meaningful.

I will close this volume with a non-random, but nevertheless surprising event. Berrett-Koehler has a practice of submitting new publications to various contests where it thinks its books can receive recognition. Unbeknownst to me, *Intelligent Disobedience* was submitted for consideration to the University of San Diego School of Leadership and Education Sciences. Months later, I received notification that my book was one of four finalists for the Outstanding Leadership Book Award, out of a field of about 120 entries. The other three finalists were heavy hitters: my prolific colleague Barbara Kellerman, my fellow ILA board member Mansour Javidan who coauthored the heavily researched *Strategic Leadership Across Cultures,* and Nathan Harter whom I came to deeply appreciate for a later book he published *(Foucault on Leadership)* that contains classical insights into truth telling by followers to political leaders (*10-31*). My surprise at winning the award grew when I learned of the rigor of the judging process, and from the fact that I didn't even conceive of *Intelligent Disobedience* to be a book about leadership. It was only when I received the award that explained the selection criteria and said "Special consideration is given to work that contains disruptive, emerging scholarship" that I felt I understood the basis for this honor. (*10-32*).

The value of all honors is in boosting the credibility of the work that is seeking to find its way in the world. I am very appreciative. After 50 years of formal leadership research and writing, it is evident that the human race is no closer to finding reliable ways of identifying, selecting and developing beneficial leadership, especially where it matters most, at the highest levels of political leadership. I believe, to some degree, the "special consideration for disruptive works" expresses a longing for new approaches. These are out there, at least at the margins of leadership research and practice. Certainly, a bottom up approach of cultivating local leadership is a fresh focus equivalent to abandoning the "Great Man Theory" of leadership. Non-European-centric models also offer new potential. But as a race, we remain saddled with formal wielders of the great power of a State, and some would argue of a corporation. This presents a vast domain to be researched and explored of how followership, at all degrees of separation from these power centers, can bend the curve toward a greater use of that power for worthy and life affirming ends.



What Guide Dogs Know About Leading and Following

A guide dog for the blind is taught to obey the human leader's commands—except when doing so would be harmful!

Ira Chaleff uses this metaphor to examine a critical subject for leaders and followers: **INTELLIGENT DISOBEDIENCE**. What is it? How is it taught? What is needed to make it a cultural norm?

There is great material here for scholars, educators and practitioners. Come to the conference bookstore. Talk with Ira about introducing this critical topic in your leadership programs.

$18.95, paperback, 224 pages, ISBN 978-1-62656-427-5
www.irachaleff.com

BK
Berrett-Koehler Publishers
www.bkconnection.com

10-1: Book, *Intelligent Disobedience: Doing Right When What You're Told To Do Is Wrong*

The Washington Post

AN INDEPENDENT NEWSPAPER

SUNDAY, FEBRUARY 8, 2015

LETTERS TO THE EDITOR

letters@washpost.com

The downside of a data culture

Regarding the Feb. 2 news article "Hybrid plan keeps annual tests, but not all 'count' ":

The plan supported by the American Federation of Teachers and the Center for American Progress to continue standardized testing but discontinue the annual use of test results in judging school performance is consistent with the principles enumerated by W. Edwards Deming, "the father of the quality revolution." Deming's system required continuous monitoring of data but warned vehemently against tying statistical movements up or down to rewards or penalties. Such linkage produces a culture of fear and leads to people finding ways to "game" the system, such as has occurred in schools where teachers "teach to the test" or worse.

Deming would create a culture in schools in which teachers, parents, administrators and students engaged in thoughtful analysis of the data to continuously identify options for enhancing the core education processes.

This approach is what produces genuine and meaningful improvement. These real improvements will be reflected in subsequent test results and in successful, happier, less harangued students and teachers.

IRA CHALEFF, *Front Royal, Va.*

10-2: Letter to the Editor, *Washington Post*

2014 OBEDIENCE TO AUTHORITY CONFERENCE
Kolomna, Russia

30 years of Social Psychology without Stanley Milgram
40 years of his controversial monograph
Experimental obedience paradigm: yesterday, today, tomorrow

days hrs min sec

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Meet the speakers

1 2 3 4 >

Goals of the conference

Discussion of research in the field of Milgram's experimental obedience paradigm.

Target Audience

International and Russian psychologists – both experienced and beginners, as well as experts with diverse academic background interested in all of aspects of Stanley Milgram's and his followers' obedience research.

The list of tele-speakers (by Skype or ooVoo)

Paul Hollander

Keynote speaker
Professor Emeritus of Sociology at the University of Massachusetts, Amherst and Associate of the Davis Center for Russian and Eurasian Studies at Harvard University
USA

Ira Chaleff

Adjunct faculty,
Georgetown University,
Washington, DC, USA

Didier Courbet

PhD, Professor of Communication Science,
Aix-Marseille University
France

10-3: Conference, Obedience to Authority, Kolomna, Russia

10-4: Book, Stanley Milgram's *Obedience Paradigm for 2014*

MSNBC

Volkswagen's main victim was the planet, 9/24/15, 3:48 PM ET

VW's culture of blind obedience: What went wrong and how to fix it

09/26/15 02:45 PM

By Ira Chaleff

The CEO of the Volkswagen holding company – now the former CEO having been appropriately forced to resign – did not install the "defeat devices" that hid the fact of emissions five- to 40-times higher than allowed by U.S. law. The "company," a legal construct, did not install those devices. Employees, software engineers and teams of engineers followed orders to install the

10-5: Article, "VW's Culture of Blind Obedience"

5 Ways to Make 'Intelligent Disobedience' the CEO's Best Friend - Chief... Page 1 of 3

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5 Ways to Make 'Intelligent Disobedience' the CEO's Best Friend

A CEO told me what keeps him up at night is the thought his people will tell him what they think he wants to hear. This is not an unreal fear.

Most of the world holds an image of the CEO as expecting and commanding obedience. Competent CEOs know they need good data, insightful analysis and candid feedback before they need compliance. There are only a few they can count on for this crucial support.

Enter the subject of Intelligent Disobedience. This may be the first time you have heard the expression. It is well known to those who train the best of man's best friends: guide dogs for the blind.

For the first year and a half of the dog's life it learns how to obey. Then it must learn when and how to disobey. Disobey? Yes, that is the crucial skill without which it cannot be a guide dog. If executing a command would harm the team of human and dog it must not obey, even if the command is repeated more insistently.

Think of this scenario: The person who is blind tells the dog to go forward at an intersection. A quiet vehicle is coming around the corner. If the dog obeys it endangers the safety and life of the team. If it disobeys, it can find a safe moment and way to achieve the task of crossing the street. That ability to differentiate between appropriate obedience and disobedience is the pivotal element that makes the guide dog's service so valuable.

> "The CEO has blinds spots caused by poor data, wrong mental maps, time pressure, faulty analysis, distorted incentives, etc. The CEO needs a best friend."

Transfer this to the C-suite. The easiest thing in the world is to obey the CEO's orders. It may also be the most dangerous. Not because the CEO is evil, bad or even arrogant; but because the CEO also has blinds spots. This blindness is caused by poor data, wrong mental maps, time pressure, faulty analysis, distorted incentives, etc. The CEO needs a best friend.

Some CEOs make it exceedingly difficult for those around them to give candid guidance. Others work hard to create an atmosphere of professional candor; yet, they may still fall short of achieving this. They are up against the unspoken rules of culture and upbringing that their people are acting on.

An example may be what Tony Hsieh is experiencing in his attempt to recreate the culture at Zappos from hierarchical to a self-managing, bottoms-up organizational structure and processes. While welcome in theory, there are reports of discomfort and disaffection. To some degree, I believe this is a symptom of the deeply embedded programming of obedience to authority in which most cultures socialize their young, organize their schools, youth programs, law enforcement, military and business regimes. While I applaud Hsieh for his efforts, I view his situation as a visible case example of what CEOs are up against in creating cultures of candor and self-accountability.

How can a CEO change this? Here are 5 things a CEO, or other executive, can do.

1. **Don't sell your ideas before they are tested.** If you explain what you're planning to do with enthusiasm, conviction or force and then ask for feedback, you won't get it. Put your ideas forth as works in progress and ask what others see. Am I missing anything? Is there something I'm not seeing? Is there anything in my blind spot? Is there a better way to achieve this? Should we be doing this at all?
2. **Ask the lowest ranking person first.** If you start at the bottom, those answering first do not have to tailor their thoughts to conform to remarks made by those who outrank them. This wrings out some of the distorting effects of hierarchy.
3. **Treat dissent as a golden opportunity.** When a junior person offers a perspective that is known to diverge from the leader's, there is a golden opportunity to prove you value dissent. Thank the staff publicly for his or her candor, acknowledge that the viewpoint differs from the one you are holding, ask for help in understanding the dissenter's perspective. Only then decide if you will act on the dissenting perspective; if not, explain why and restate your thanks.

DAILY BEST OF THE WEB

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10-6: Article, *Chief Executive* magazine

INTELLIGENT DISOBEDIENCE

MENU Fortune.com

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SEPTEMBER 18, 2015
First Lady Michelle Obama to discuss women's education at Fortune

LEADERSHIP FUTURE OF WORK

Pressured to do something shady at work? How to push back

by Anne Fisher @anbfisher SEPTEMBER 18, 2015, 3:29 PM EDT

10-7: Article, *Fortune.com*

What does this have to do with you? Well, consider Betty Vinson. She was a midlevel employee in WorldCom's accounting department whose boss asked her to conceal some "important financial information," as you put it, from Wall Street analysts, by falsifying the books not just once but over and over again. Vinson told her superiors that she was uncomfortable with this. She later turned witness for federal prosecutors, but got a prison sentence anyway.

Here's what she said at her trial: "I felt like if I didn't make the entries, I wouldn't be working here." Sound familiar?

"Legally, you're still guilty if you break the law, even if you objected at the time," says Ira Chaleff, author of a fascinating book called *Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong*. Next to prison time, having to find a different job looks like a piece of cake, Chaleff adds. "There are a lot worse things than being fired, or quitting."

True. But since you're hoping to stay put, he has three suggestions for you:

Ask for clarification. In any situation where you're asked to do something that smells fishy, "always start by asking for confirmation. Say something like, 'Did I understand you correctly? Is this what you want me to do?'" There are two reasons for this. One is the chance, however slim, that you misunderstood the request.

But the more likely, and more politic, outcome is that "you give the boss an opportunity to pause and reconsider," Chaleff says. *Intelligent Disobedience* describes some real-life situations where people giving unwise orders have changed their minds when they've heard those instructions repeated back to them by someone else. "Your expression and your tone of voice can indicate that you find the request to be unsavory, maybe even a little shocking," notes Chaleff. "The boss can then say, 'No, never mind, don't do that.'" Avoiding any outright accusations "gives him or her a chance to save face"—and gets you off the hook.

Focus the discussion on your boss's best interests. Let's say you give your boss a chance to back down, but he doesn't take it. Your task is then to get him thinking about how what he's asking for could come back to bite him. "One approach that often works is to say, 'I don't think you really want me to do this, because if this were to get out, it could make us'—meaning, of course 'you'—'look bad,'" says Chaleff. "And, in the age of social media, everything always gets out. At least, it's safest to assume it will."

Realistically, you probably can't go back and correct all the inaccuracies you say he's been putting in past reports (or asking subordinates to put there). But your main goal here is to keep your own hands clean. If you can make a strong enough case for why your boss's career is at risk, your refusal to do what he's asking will look like loyalty—and what manager doesn't like that?

Suggest a better alternative. This isn't always possible, but it's worth a try. Think hard about what you and your boss could do that would achieve the same end—say, making your department look good to higher-ups—without violating any ethics (or laws). Maybe there's a different (legal and generally accepted) accounting method that would show your real results in a more favorable light, or some other way to make your actual results look better on paper without misrepresenting them. If so, and if you propose it persuasively, you could end up a hero.

10-8: Article, *Fortune.com*, continued

printed from
strategy+business

S+B BLOGS Published: September 2, 2015

BUSINESS LITERATURE

Just Say No

Theodore Kinni

Theodore Kinni is a contributing editor for *strategy+business*. He also blogs at Reading, Writing re: Management.

EMAIL

I was one of those toddlers whose first word — if you choose to believe my mother — was an emphatic "No," so I've always found it hard to believe that people need disobedience instruction. Then I read the stories in Ira Chaleff's new book, *Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong* (Berrett-Koehler, 2015).

The story I found most shocking took place in a McDonald's in a small town in Kentucky in 2004. The restaurant's 51-year-old manager received a phone call from a man claiming to be a police officer; he told her that an 18-year-old female employee had been accused of stealing a customer's purse. Rather than subject the young woman to arrest and a search at police headquarters, the officer suggested that it might be less distressful if the manager herself searched the woman for evidence of the crime.

The manager agreed and, following the officer's directions over the phone, stripped the crying woman and searched her clothing in a locked storeroom. When the manager told the officer that she had to go back to work, the officer asked if she could call her husband to watch the woman until the police arrived. Instead, the unmarried manager called her boyfriend, who proceeded to follow the officer's increasingly sexually abusive instructions (with the manager checking in on occasion). *Four hours* after the call began, the officer told the manager to bring another man into the room, and she found a handyman who was in the restaurant. The handyman refused to participate, at which point the manager began to act on her own misgivings and eventually allowed the woman to dress and leave the restaurant.

It was, of course, a sadistic hoax. The caller, an off-duty prison guard in Florida, had been making similar calls to fast-food restaurants throughout the U.S. Incredibly, he had been able to convince

10-9: Article, *Strategy+Business*

Intelligent Disobedience

by Michael Woody

Published September 16, 2015 | FOXBusiness

In a country founded on the principles of freedom and choice it sounds strange to be talking about the dangers of too much obedience in our society. However, contrary to our Wild West heritage, more than 50 years of research has demonstrated we are in fact a very obedient society. Sometimes we can be a little too obedient.

Consider that in the early 1960s Yale professor Stanly Milgram famously found that nearly two-thirds of adults in his experiments complied with orders to inflict harm on other subjects to the point of extreme pain and possible death. As shocking as this may sound decades of research have confirmed these results. In other words most people will comply with authority rather than question it, even if the orders fly in the face of their beliefs about right and wrong. History is replete with examples of the compliance of everyday citizens and soldiers in mass genocides. Even Ponzi schemers and corporate embezzlers have relied on well-intentioned people succumbing to the power of authority.

To understand more about the dangers of inappropriate obedience I spoke with Ira Chaleff, author of the newly released book *Intelligent Disobedience: Doing Right When What You're Told to do is Wrong*. The book is a fascinating exploration of the psychology of obedience in our society and the implications for our everyday choices, particularly when it comes to work. The book is centered on one of the fundamental principles of guide dog training referred to as intelligent disobedience.

What is Intelligent Disobedience?

To understand intelligent disobedience we must first understand the nature of obedience in our society. According to Chaleff, our system is designed to install a sense of obedience rather than a sense of accountability. From the moment we first set foot in school we are taught that teachers must be obeyed and resisting authority has negative consequences. He describes it as a sort of "unintentional metaprogramming" stemming from our long history of educational institutions placing so much emphasis on compliance with rules that we have come to subconsciously accept perceived authority by the time we finish high school. As noted earlier, this sort of reflexive obedience that is unquestioned can have grave consequences, particularly at work.

Consider the junior auditor directed to sign-off on false numbers or the co-pilot whose concerns are overridden by the senior pilot just before takeoff. Remember Enron and Air Florida Flight 90?

Chaleff explains that intelligent disobedience is not about defiance for the sake of it. The intelligent part of the phase means we evaluate the potential for harm to ourselves and others before making the judgement to not comply with the directive of an authority figure. The idea is to take the action that will produce the most good and least harm even if it is at odds with what our boss has directed us to do.

How Can We better Teach it?

The focus really needs to be on changing the social structures that support blind and often inappropriate obedience. From a manager's perspective Chaleff explains that "we have to appreciate and reinforce instances of intelligent dissent." As mangers we need to overcome our reflex to negatively react to dissent and learn to pause long enough to ask ourselves what is the danger that our employee is seeing that somehow we are not seeing?

It's important to let your employees know upfront that if they feel uneasy or confused about a directive, it is their responsibility to bring it to your attention and if that requires ignoring an order, so be it. The idea is to be aligned on the outcome not the action.

In my conversation with Chaleff he described a simple process for checking yourself when you feel uneasy about the direction you have been given by a superior:

Pause: Fight the urge to reflexively obey when faced with a situation that causes you discomfort. Take a moment to step back before jumping right in and taking action. It's always good to take a quick breath and let the order sink in.

Evaluate: Ask yourself why you feel uneasy. What is the potential harm to myself, my team, my boss, and possibly others if I comply and move forward as directed. In his book Chaleff points out that "based on the information we have and the context in which the order is given, if obeying is likely to produce more harm than good, disobeying is the right move, at least until we have further clarified the situation and the order."

Question: Before disobeying a directive from your boss it's good to ask for clarification. However, Chaleff advises that we must be

10-10: Article, *Fox Business*

LESSONS LEARNED

WHY COMPANIES SHOULD EMBRACE INTELLIGENT DISOBEDIENCE

WE CAN LEARN A LOT ABOUT SPEAKING UP WHEN SOMETHING IS WRONG FROM GUIDE DOG TRAINING, AND AN AIRPLANE'S BLACK BOX.

BY STEPHANIE VOZZA

From Volkswagen to the NFL, company scandals frequently make news, but could these problems have been averted if employees had been empowered to speak up?

Yes, says Ira Chaleff, author of *Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong.*

"We are all socialized from a very early age to obey authority," he says. "We can rebel against it, but there is deep programming inside of us that you don't speak out of turn. For a few of us, this comes naturally, but for most of us it doesn't. We follow the order even when we're uncomfortable and think it's wrong. We have to overcome this."

People can actually learn a lot from guide dogs, says Chaleff. When they're trained, they spend their first 18 months being socialized, learning to obey commands. But then guide dogs take their knowledge to a higher level: The next step is that they're taught intelligent disobedience.

"WHAT KEEPS ME UP AT NIGHT IS THAT MY PEOPLE AREN'T TELLING ME WHAT I NEED TO HEAR."

"A dog must know when it gets a command that, if executed, would produce harm for its team—itself and its owner," says Chaleff. "It must not obey even if a command is repeated. This provides a wonderful metaphor for humans."

10-11: Article, *Fast Company*

Forbes http://onforb.es/1Sewhjv

Rodger Dean Duncan Contributor
I cover leadership issues that make or break your workplace experience

LEADERSHIP 1/11/2016 @ 5:30PM

How To Say 'No!' Without Getting Fired

In the early 1970s I worked for a prominent company on Wall Street. I was asked to engage in a practice that, although not illegal, I regarded as clearly unethical.

I pushed back by pointing out that I was successful in my work without using the questionable practice. While acknowledging that was true, my boss told me that in order to advance in the company I would need to teach the practice to others. I couldn't get him to see the disconnect: Why would I be willing to teach others a practice that I regarded as wrong?

We were at a stalemate. So I quit. It was a scary time. I had a wife, a 2-year-old, a newborn baby and no job. The good news is that this decision was a springboard to professional opportunities I'd never dreamed possible.

Not every situation like this has such a happy ending.

Executive coach Ira Chaleff offers some excellent counsel in his book *Intelligent Disobedience: Doing Right When You're Told to Do Wrong*.

Chaleff uses the metaphor of the guide dog. If a blind man inadvertently walks too close to the edge of a train platform, his guide dog will pull him decisively away from it. This is known as a "counter-pull." It might be a good term to use when a leader is about to step off the edge into unknown danger.

There are ways to say "no" without being insubordinate. In fact, smart leaders and smart followers adopt practices that enable honest conversations to navigate their relationships.

To explore some of these practices, I interviewed Ira Chaleff.

Rodger Dean Duncan: What's the best way to say no to a directive you regard as wrong (dangerous, duplicitous, unlawful, immoral, etc.) without coming across as insubordinate?

10-12: Article, *Forbes*

Exploring the Good Kind of Disobedience

Torture, Milgram and the Hoffman Report

torture-scandal)) it is clear that we better come to grips with this chapter of the profession of psychology.

There is another thinker, Ira Chaleff (http://www.irachaleff.com/wp/), who sits in the middle of this obedience algorithm, and he has much to share on this topic. He has been looking for a long time at the question of following well and the right types of obedience and disobedience. His latest book is called *Intelligent Disobedience* (http://www.amazon.com/Intelligent-Disobedience-Doing-Right-Youre/dp/1626564272/) and I recommend it to all of us interested in the implications of Hoffman and to everyone not in psychology interested in human courage in the face of collective evil.

The title comes from the training of trusted guide dogs who are taught when disobedience is appropriate and life-saving. It is such the perfect metaphor.

Chaleff's thinking goes back in time into the psychology of obedience to authority with rather famous twentieth century examples. The book mentions Nuremburg of course, the super symbol of dark obedience. And it goes in depth into the famous Milgram experiments and their implications. Phil Zimbardo, former president of the APA and a chief architect of the famous Stanford prison experiment, writes the foreword to the book. That perhaps the most famous of APA's former presidents, Zimbardo himself, writes the foreword to the book, is not to be lost as a signal of how on target Chaleff is. Zimbardo writes: "In our private and public institutions, we see perennial catastrophic results of this failure among adults who should know better, but conform, comply, and obey anyone who conveys a sense of authority."

Chaleff is practical in his approach as well as historically illustrative and analytical. He provides steps and rules, like the following small sample, to give the potential disobeyer a sense of how to walk through an intelligent (/basics/intelligence)disobedience check list, like a pilot ready to fly a plane.

> *6. Ask tough, relevant questions about the orders you are receiving. Maybe you misinterpreted what you were being asked to do. Maybe you didn't. You have a right and an obligation to clarify the order.*
>
> *7. Do not be assuaged by responses that are not answers, by attempts to rationalize the order, to shame (/basics/embarrassment) you as being the only one questioning the order,*

Ira Chaleff

From: Barbara Stack [btstack@aol.com]
Sent: Friday, July 17, 2015 10:09 PM
To: BTStack@aol.com
Subject: FSM Archives News—hold the date

This is being sent to 1061 people on the FSM-A.org list by the Board of the Free Speech Movement Archives, a California non-profit (since 1998) that collects and preserves FSM history and educates coming generations in the spirit of the Free Speech Movement.

Hello friends,

As we begin to look beyond the 50th which has so preoccupied us, the first thing that comes to mind is—Party! Eleanor Walden has booked the Community Room at Redwood Gardens in Berkeley for:

Sunday, October 18, 2015, in the evening.
Details will follow closer to that date

Our website has many parts, and it is almost continuously undergoing updates and additions. There is now a 50th Anniversary Hub Page:

http://www.fsm-a.org/FSM%202014%2050th%20Anniversary%20Hub.html

Under Audio and Video, there is now a link to a video of the October 1 Rally.

Under Recent Activities:

http://www.fsm-a.org/FSM-A%20Recent%20Activities.html

there are photos and links to:
On February 27, 2015, the UC Berkeley History-Social Science Project, as part of its unit, Teaching the Free Speech Movement, hosted a group of FSM participants and arrestees for interviews by seniors in the Ethnic Studies class at CAL Prep High School in Berkeley. The Interviews now on YouTube.

FSM arrestee Marylee Stephenson, who came down to the 50th from Vancouver, recently posted a terrific video, "Radicalization: From Berkeley To Now"
https://www.youtube.com/watch?v=Cx7pXN5i-0U

FSM arrestee Ira Chaleff recently wrote us about his new book, which we share because it concerns an "FSM topic":

Intelligent Disobedience: Doing Right When What You're Told To Do Is Wrong. with a forward by Phil Zimbardo
http://www.irachaleff.com/wp/

And finally, there's a document in the archives, we like to know more about. Dana Shapiro MacDermott claims not to remember much about it.

1965 02-23 FSM Speakers' Bureau

1

10-14: Email from 1964 Free Speech Movement Archives

The New York Times
EducationLife
SUNDAY, NOVEMBER 1, 2015

TALKING HEAD IRA CHALEFF

Creating the Followers of Tomorrow

Q *Can you explain what you mean by "intelligent disobedience"?*

The idea comes from the world of guide dogs. One of the things guide dogs are taught to do is called a counterpull. If the leader is about to step off a train platform, for example, they pull in the opposite direction. Now think of human organizations, whether companies, schools or police forces. The best followers — and they can be very senior — know when to pull the leader back from an edge.

But a counterpull isn't enough. Say there's construction on the way to the train. The leader says go forward and the dog resists. But it can't only resist. It also needs to find a safer way to the train. If followers get a command that wouldn't be safe or smart to execute, they need to create a rational case for a better way to achieve the desired outcome.

Our national obsession with creating leaders has reverberated so widely that the words "leader" and "leadership" have made their way into mission statements of virtually every business school in the world. Corporate spending on leadership programs now exceeds $50 billion annually. If all the books on leadership were gathered in one place, the collection would probably look a little like Borges's Library of Babel.

It stands to reason, though, that if leadership is important, so too is followership. You can't have one without the other. While you'd be hard-pressed to find a graduate school that promises to churn out "tomorrow's followers," the movement is real and growing, spawning serious academic inquiry as well as accessible books on the subject, the latest of which is Ira Chaleff's "Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong."

An executive coach and management consultant, Mr. Chaleff is also author of "The Courageous Follower: Standing Up to and for Our Leaders," now in its third edition. He sat down recently to discuss why a good follower is hard to find. *DUFF MCDONALD*

DREW ANGERER FOR THE NEW YORK TIMES

Q *Every M.B.A. student in this country wants to be one of its "future leaders." How can you sell the idea of followership to them?*

I'd start by framing the idea not as followership per se but as the creation of powerful partnerships. You see the partner style of followership when subordinates robustly support the leader's agenda but are equally willing to speak up candidly.

Consider the issue of ethics. There's a lot of criticism that M.B.A. programs don't teach ethics seriously enough. But I'm not sure ethics itself is the problem. People tend to know what is and is not ethical. I think the shortcoming is that M.B.A.s are not being prepared to operate under the pressures of hierarchy and the metrics most frequently used to reward or penalize them.

Q *You do make an interesting point about how performance targets are the source of so much bad behavior. How can we be intelligently disobedient when "missing the target" is considered a disaster?*

That's a tough one, and it's important not just in the corporate world but in government and education as well. Consider the recent case in Atlanta where so much importance was put on performance metrics that administrators and teachers falsified test results and wound up in jail. And it wasn't simply whether test scores had improved, but whether the percentage of improvement was greater than the previous year. That's very analogous to forecasting corporate results and then falling short of that forecast.

What can be done about it? I think we need to start by helping people understand the pressures that they will be under surrounding metrics. I'm not so presumptuous to think that I can create a revolution in how we deal with metrics, but I would like to think that both leaders and followers can make a difference in their own sphere.

Interview has been edited and condensed.

10-15: Article, *New York Times, Educational Life Supplement*

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Teachers for Social Justice Book Club - Chicago

Home Members Photos Discussions More Join us!

Discuss "Intelligent Disobedience" by Ira Chaleff

November 14 - 2:30 PM
Uptown Library

"Nearly every week we read about a tragedy or scandal that could have been prevented if individuals had said no to ill-advised or illegitimate orders. In this timely book, Ira Chaleff explores when and how to disobey inappropriate orders, reduce unacceptable risk, and find better ways to achieve legitimate goals.

The inspiration for the book, and its title, comes from the concept of intelligent disobedience used in guide dog training. Guide dogs must recognize and resist a command that would put their human and themselves at risk and identify safer options for achieving the goal. This is precisely what Chaleff helps humans do. Using both deeply disturbing and uplifting examples, as well as critical but largely forgotten research, he shows how to create a culture where, rather than "just following orders," people hold themselves accountable to do the right thing, always."

link to buy: http://www.amazon.com/Intelligent-Disobedience-Doing-Right-Youre/dp/1626564272

Join or login to comment.

Betsy S.
Dec. 19th sounds okay with me.
November 16

Sammy K.
I won't be able to make December 12th. Is anyone opposed to setting the next book discussion for December 19th? Also the book is a little longer, so that might be better?
November 15

Genevieve C.
Friends, I am so sorry I was a no-show! I left my phone at IKEA & didn't realize it until I was half way home. Just got it back. Ugh, so sorry to miss it today. Next book is "The Smartest Kids in the World", right?
November 14

Sammy K.
yes, i'll post some events later today, including the next book discussion, potluck, and hs curriculum fair
November 15

9 went

Sammy K.
ORGANIZER
EVENT HOST

Genevieve C.
EVENT HOST

Betsy S.

margy

Alexandra T.
CO-ORGANIZER

Tricia

Jeanne Marie F.

Rosie

carly r.

10-16: Book Club, Teachers for Social Justice

The Real Mr. Fitz

Some ideas that I want to express about the education scene don't quite fit in my comic strip, Mr. Fitz (http://www.mrfitz.com/), so they come here to get heard. Education is a hot topic, but a lot of what's being said is not very helpful. Here's a teacher's take on things.

Sunday, May 15, 2016

The Importance of Intelligent Disobedience

The room is full of students. And they are all silent. Absolutely silent. Waiting for the instructions they are about to receive. They don't do anything until they are told to. They follow every instruction as it is given.

Of course, the instructions are given by a teacher... me. I am reading a script. I read it verbatim, as instructed. Because my job and teaching certificate depend on it. The entire room is being controlled by a outside authorities, the state of Florida Department of Education and a testing company, authorities that are not physically in the room, but which controls everything that is going on there as surely as if they were the puppet masters and we the marionettes.

How indoctrinated are we all into the cult of silent testing? I have had a student throw up – loudly – during a writing test, and everyone just kept working. During this year's testing a student's dog got hit by a car outside the media center where I was testing; much drama and blue police car lights. The kids kept right on testing.

For all the talk that floats around that kids are disobedient, in certain circumstances, they are incredibly obedient. They have been conditioned from early in their schooling to be obedient during standardized testing. Ironically, they are less obedient in class, where (at least in my view) what is going on has actual value.

Of course, I feel that what I'm doing in class has actual value mainly because, in many ways, I am being disobedient to what the System of school tells me I should be doing. I have been disobedient to edicts to follow scripted curriculum, to follow curriculum maps with "fidelity," to not question "the test" in front of students, to use rubrics and data to track students' progress, to make my teaching all about the test.

I have always been a good, compliant kid, even as an adult. I was rewarded for my style of teaching as district Teacher of the Year, and this helped reinforce my "good kid" psyche. Do good things, get rewarded. Within three years after winning, though, I discovered that the very things I was awarded for were no longer valued by the teaching profession. So I had a choice to make that caused me levels of stress that nearly drove me out of the profession: obey, and give up everything that makes teaching worth doing, thus shortchanging yourself and your students, or disobey and teach according to your conscience.

About Me

Mr. Fitz

I am a middle school teacher in Florida. I draw the comic strip "Mr. Fitz" for the Daytona Beach News-Journal. The strip can be found online at www.mrfitz.com and at the Facebook page Mr. Fitz Comic Strips. I have also written books for teachers for Scholastic Professional: "Writing Extraordinary Essays" and "Teaching Students to Make Writing Visual and Vivid." I'm the author of three Young Adult novels, "Making My Escape" as well as "Portents" and "Portals" (co-authored with my son, Christopher). I believe in real education as opposed to skill and drill and test curriculum dispensing. I believe teaching and learning should not be standardized, but should engage the whole mind. I can be followed at the Mr. Fitz Facebook page, and on Twitter (@DLFinkle).

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Terrific article, see page 2+.

10-17: Article, The Real Mr. Fitz on "Importance of Intelligent Disobedience"

The Real Mr. Fitz: The Importance of Intelligent Disobedience

I chose the latter, but it wasn't easy, even with the support of a great principal. Over the course of the past 12 years, I have grown a lot. I am much more comfortable being disobedient.

I might have saved myself a lot of stress and depression, however, if I could have traveled to the future and gotten myself a copy of the book I recently read from the library, the 2015 book *Intelligent Disobedience* by Ira Chaleff.

Although many lament the lack of obedience in our society, and feel that if everyone just "followed the rules" it would solve everything, Chaleff warns of the dangers of that approach. He is not against obedience, by any means. He asserts that in the majority of organizations, most of the time, obedience and following instructions is the only way an organization can function. So obedience, Chaleff says, is the best choice when the system is "fair and functioning," the authority figure has legitimate authority and is competent, and when the order itself is "reasonably constructive."

But he makes a very strong case that, appearances to the contrary, we are conditioning our citizens to be obedient to a fault. He gives examples of companies where those in power ordered criminal acts and the employees followed. He recounts the harrowing story of a phone call to a McDonald's by a man posing as a police officer that resulted in a restaurant employee being confined and abused for hours by her supervisor and others—because they were just doing what they were told. The victim said she had always been to told that when someone in authority says to do something, you do it, without question.

He also reviews the famous (though perhaps not famous enough) 1960's Milgram experiments in obedience to authority, wherein subjects were told by the "scientist" figure to give a person behind a window in another room electrical shocks, up to a fatal shock. The person in the other room was only an actor pretending to be shocked, of course, but the subject giving the shocks didn't know this. Two thirds of subjects kept administering shocks up to a potentially lethal level because the "authority figure" kept telling them to do so. They were just "following orders."

Add to this the history of "I was just following orders" excuses given by the perpetrators of atrocities, and the incidents of adult child molesters using their authority as a adults to keep their victims in fearful, silent compliance, and the need for "intelligent disobedience" becomes even more pronounced. Note the title of the book is not *Disobedience for Its Own Sake*; it is ***Intelligent*** *Disobedience*. The phrase comes from the training of guide dogs, who must be trained to be intelligently disobedient lest they follow orders from their master that get them both killed.

Chaleff gives examples of intelligent disobedience saving the day and transforming systems, including the Florida teacher who refused to give the FAIR test to her young elementary school students and ended up having the test removed as a requirement in those grade levels. He also critiques the realm of "classroom management" as being focused completely on absolute obedience and compliance to the teacher's authority, of never, ever questioning what you are told to do. This can indeed go too far. I have often tried to point out to adults, and, more

10-18: Article, The Real Mr. Fitz continued

The Real Mr. Fitz: The Importance of Intelligent Disobedience

successfully, to students, that we are holding students to the very lowest level of Kohlberg's Levels of Moral Development: *I don't want to get in trouble.*

Chaleff makes the case that intelligent disobedience must be taught in schools. Not being part of the school system himself, though, I don't think he realizes two things. One, that questioning things should be at the very heart of the educational mission, and two, that teachers can't give away what they don't have, and they are being told being told to not question orders, to do what they are told, to not speak up. You can't get students to question and learn intelligent disobedience if you, yourself, are not allowed to question.

For around ten years, our district Language Arts "used" the College Board's SpringBoard program, a workbook that we were encouraged to use unquestioningly, day by day, page by page. I was intelligently disobedient about it, and have many reasons to believe that I was more successful than many of the teachers who followed it "with fidelity."

Late into the "SpringBoard years," as Common Core was being introduced, I sat at a Department Contacts meeting full of the lead Language Arts teachers at various schools, and when some of the teachers saw what the standards were demanding of students, some of these teacher leaders actually said, "How can we teach these standards if they are not in SpringBoard?" My goal here is not to debate the standards, but to note that obedience to the system was producing teacher leaders incapable of thinking about and making decisions about curriculum on their own.

Lots of people talk about the need to teach "critical thinking skills" (whatever they are), but we have set up a system where absolute obedience for teachers reinforces absolute obedience for students. Critical thinking involves questioning, and questioning can involve intelligent disobedience.

Chaleff laments the fact that intelligent disobedience is not being taught in schools and needs to be. As I finished the book and was talking to my wife – also an English teacher – about it, I had an epiphany. We English teachers *are* teaching intelligent disobedience – by teaching fiction. It makes me wonder if one of the main functions of fiction is, in fact, to teach intelligent disobedience. Think about how many novels are about characters standing up to authority. I am currently teaching *The Giver* to one class and *Fahrenheit 451* to another (though Guy Montag isn't always intelligent about the *how* of his disobedience, his *why* is right on the money). I just went to see *Captain America: Civil War* yesterday. Intelligent disobedience again. Story after story, from *Antigone* to *Star Wars* to *Harry Potter*, is about the tension between authority and freedom, about characters being intelligently disobedient.

When I pointed this out to my wife, she said, "And what does Common Core want us to de-emphasize? Fiction."

As I write this, I have just taken her thought a step further. When fiction is taught we are taught to "close-read" with students for literal meanings and "non-trivial" inferences. The standards do not encourage teachers or their students to connect fiction to their lives. That might

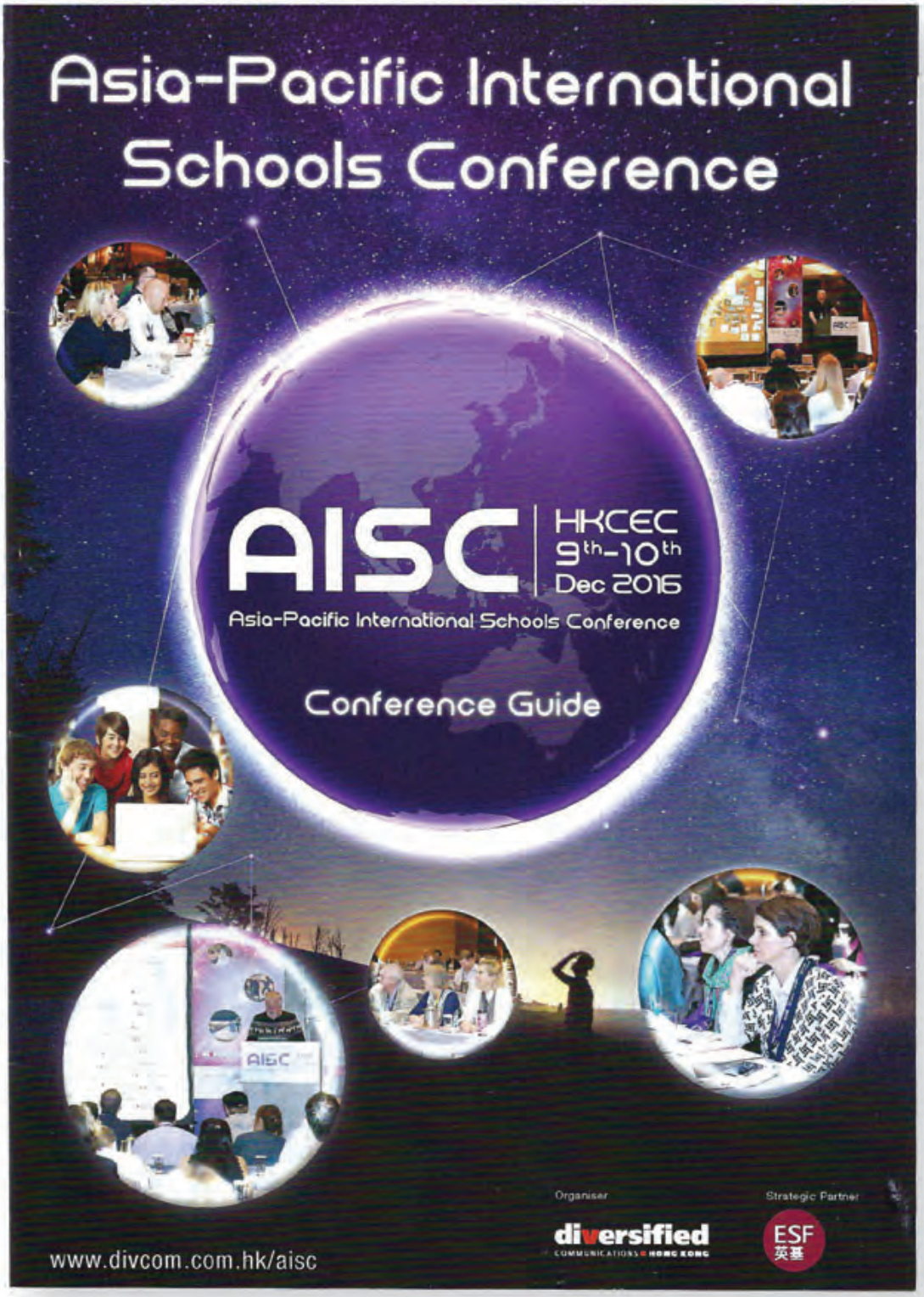
The Real Mr. Fitz: The Importance of Intelligent Disobedience

encourage us all to emulate the intelligently disobedient characters we find there.

Every so often you read a book that seems to know you, to explain you *to yourself, that helps you make sense of things in a new way.* Intelligent Disobedience is one of those books for me. I highly recommend it.

After I return it to the library I'm going to need to buy my own copy.

10-19: Article, The Real Mr. Fitz continued



10-20: Conference, Asia Pacific International Schools

Conference Agenda

9 December 2016 (Friday)

Stream A
The Importance and Responsibilities of Child Safeguarding

8:30	**Welcoming Remarks**
8:40	**Intelligent Disobedience** (K) ***Mr. Ira Chaleff*** Author, Speaker and Thought Leader of the "Intelligent Disobedience" and "Courageous Follower" Movements & President of Executive Coaching & Consulting Associates
9:40	Morning Coffee Break and Expo Viewing (H)
10:00	**International Task Force on Child Protection: What We Learned** (P) ***Ms. Jane Larsson*** Executive Director, Council of International Schools
11:10	**COBIS School Practices** (P) ***Mr. Colin Bell*** CEO, Council of British International Schools
11:55	**The Dangers of Agency Staff** (P) ***Mr. David Russell*** Teacher & SMT Member, Carmel School Association Elsa High School
12:40	Networking Lunch Break and Expo Viewing (H)
13:45	**International School Recruitment** (P) ***Mr. Charles Caldwell*** HR Director, English Schools Foundation
14:30	**Teaching Intelligent Disobedience - Blink, Think, Choice, Voice** (C) ***Ms. Stephanie Howdle-Lang*** Vice Principal Primary (Wellbeing), Renaissance College Hong Kong
15:15	Afternoon Coffee Break and Expo Viewing (H)
15:35	**Transforming Hierarchical Relationships into Productive Partnerships** (W) ***Mr. Ira Chaleff*** Author, Speaker and Thought Leader of the "Intelligent Disobedience" and "Courageous Follower" Movements & President of Executive Coaching & Consulting Associates
16:20	End of Day 1 and Expo Viewing
17:30	International Networking Cocktail (H)

10 December 2016 (Saturday)

Stream A
The Importance and Responsibilities of Child Safeguarding

8:30	**International Recruitment & Selection: Essential Practices** (P) ***Ms. Jane Larsson*** Executive Director, Council of International Schools ***Mr. Colin Bell*** CEO, Council of British International Schools
9:40	Morning Coffee Break and Expo Viewing (H)
10:00	**Healthy Relationships: Beyond Policies, How a Curriculum can Safeguard Students from Sexual Abuse** (P) ***Dr. Edel Walshe & Ms. Cecilia Unite*** ES Program Leader for Curriculum & ES Guidance Counsellor, International School Manila
10:45	**How Effective is Your School's Child Protection Programme?** (W) ***Ms. Jane Larsson*** Executive Director, Council of International Schools ***Mr. Colin Bell*** CEO, Council of British International Schools
12:15	**Do You Really Know Who You are Placing in Positions of Trust?** (P) ***Mr. Steve Farrer*** MBA (Henley), CAMS, CFE, Liberty Asia
13:00	Networking Lunch Break and Expo Viewing (H)
14:00	**Child Protection, Child Rights and Legislations in Hong Kong** (P) ***Dr. Patrick Cheung*** Chairperson, Against Child Abuse
14:45	**Teamwork Workshop** (W) ***Mr. Mark Williams*** Head of Secondary, French International School of Hong Kong (International Stream)
15:30	Afternoon Coffee Break and Expo Viewing (H)
15:50	**Discussion Forum** **Moderators:** ***- Ms. Jane Larsson & Mr. Colin Bell*** **Panelists:** ***- Ms. Cecilia Unite*** ***- Mr. David Russell*** ***- Dr. Edel Walshe*** ***- Mr. Steve Farrer***
16:30	End of Conference

(P) Presentations (W) Workshops (C) Case Studies (K) Keynote (H) AISC Hangout

11

10-21: Program, Asia Pacific International Schools

Interview with keynote speaker

Intelligent disobedience – Helping students think for themselves

Teachers and parents work diligently to instill obedience in their children. Disobedience is discouraged and punished. What if this continuous insistence on obedience restricts a student's thinking, creativity and even their moral development? Is there a way to instill an appropriate sense of obedience that preserves and strengthens these other virtues?

Ira Chaleff is a world renowned author and speaker named one of the "100 best minds on leadership" by Leadership Excellence magazine. Ira's ground breaking ideas about Intelligent Disobedience span boundaries and prepare administrators, teachers, parents and children to recognize and do the right thing despite pressures to do otherwise.

Ira Chaleff
Author, Speaker and Leader of the "Intelligent Disobedience" and "Courageous Follower" movements
President of Executive Coaching & Consulting Associates

To what extend is it important for us to allow children to express opposition? Why?

All parenting and education could be said to have two goals of great importance. The first is for children to understand their culture and how to participate in it successfully. The second is to develop each child's individual capacity to think and act in it independently, creatively and ethically.

History shows us how hard it can be to do the latter when it appears to be in conflict with the former. This has produced grave consequences for humanity in almost every age and culture. Virtually every institution shapes the child for socialization, conformity and obedience; I am advocating giving conscious attention to balancing this with the skills needed for rising above the social training when that is the right thing to do. On a more immediate level, these skills are needed for children to protect themselves against the rare but traumatizing abuse of authority by adults into whose care we trust them.

It is normal for parents and teachers to hope their children are obedient. If at the same time they hope the children will express opposition, would that create contradiction? How should parents and teachers avoid causing confusion to children?

It would be meaningless to teach intelligent disobedience without first establishing a foundation of obedience. By the time a child is three or four years old, and even younger, they have learned how to obey walking in line, waiting to cross the street and many other skills. Exceptions can now be introduced. For example, a role play can be created where they are told it is safe to cross the street but they notice a car coming around the corner so they know not to obey. Intelligent Disobedience is simple: do not obey if obeying would produce harm to themselves or to others. Parents already do this. They say listen to adults but don't listen to a stranger who tells you to get into a car. Clear age-appropriate conversations and practice sessions avoid confusion.

10-22: Interview, Asia Pacific International Schools

In what way could mastering "Intelligent Disobedience" help children in their studies and future prospects?

When we support children thinking for themselves we help them develop their critical faculties. Currently, they are getting a meta message "authority knows best", which inherently places low value on personal curiosity, exploration and discovery. We are returning accountability to the child for thinking about whether something is right or whether it may be wrong and, if it seems wrong, to question it and search for better answers. This is the very essence of developing the inquisitive mind and the responsible adult.

> *"In teaching Intelligent Disobedience we are saying "authority often is right, but not always."*

What will you tell us about "Intelligent Disobedience" at AISC 2016?

Obedience to authority is so deeply ingrained in our classroom management, our parenting and in our social norms that we need to start with understanding how deep this goes. Until that is achieved we will not fully recognize our responsibility as parents and teachers to create intentional balance in our socializing forces.

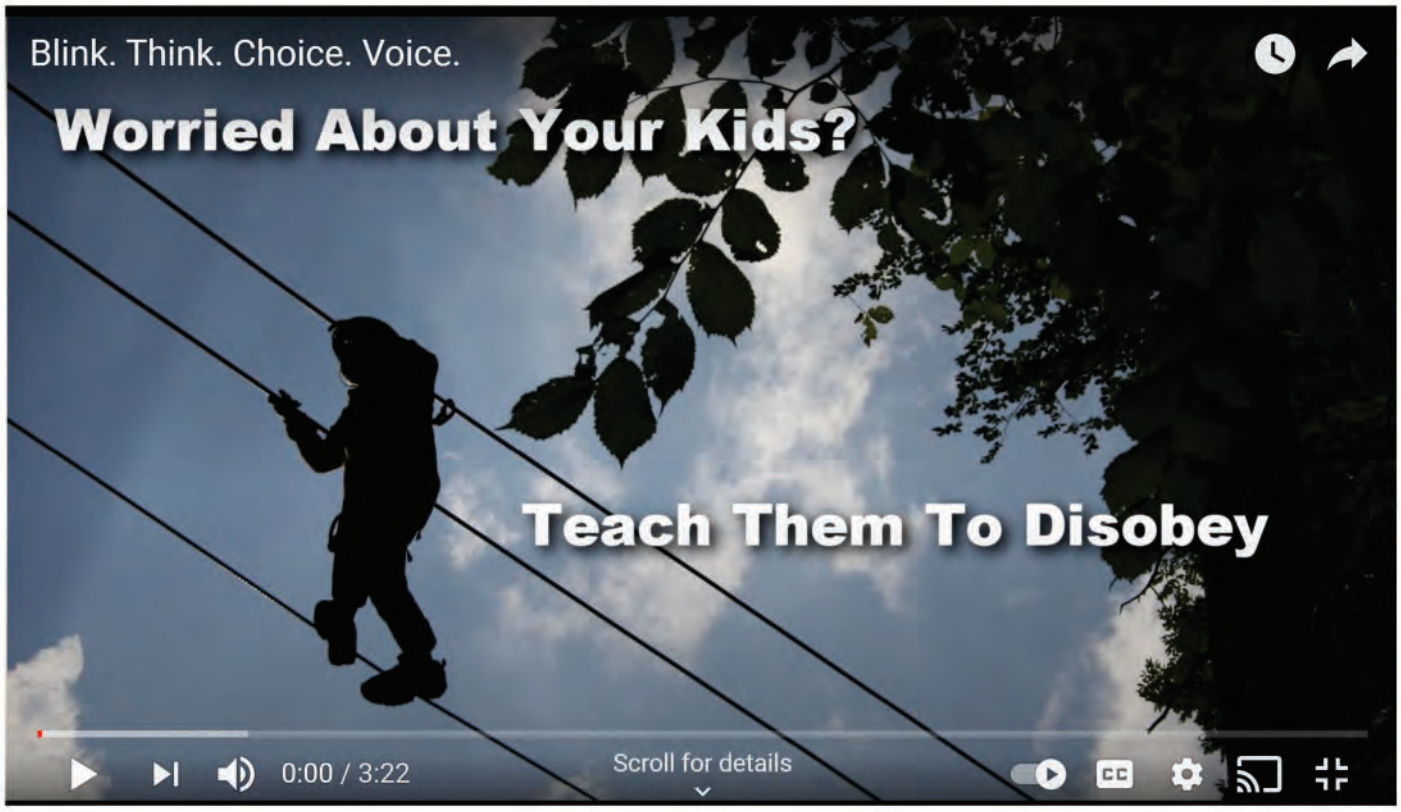
If I as the "authority on Intelligent Disobedience" simply prescribed solutions I would be perpetuating the obedience to authority dilemma we are seeking to resolve. Instead, I will give language to what is felt but not articulated and bring to view that which is present but not fully seen. I will point us to what we know are the crucial skills for making the right choice in the face of authority and to suggestions for how to explore what works best in your culture. There are things that can be done that take only a little time and investment to equip children to do the right thing. There are deeper issues that need to be addressed to create environments that consistently support a culture of personal accountability for both teachers and students.

Ira Chaleff was raised in New York City and graduated High School as Valedictorian. Ira attended the University of California at Berkeley on a scholarship and completed his Bachelor of Arts and Behavioral Science at the National College of Education. In the interim years Ira was involved in the human potential movement in the US and abroad.

Ira relocated to Washington, DC in the 1980s and became director of an organization that provides research and training for the US Congress. This led to his work with a number of Asian and African legislatures.

His book The Courageous Follower: Standing Up To And For Our Leaders helped create the new field of followership, which is now taught in universities from Harvard to Singapore. Numerous doctoral dissertations have validated his model of leader-follower dynamics. It forms the basis of chapters on followership in many books including Collaborative Teacher Leadership and Powerful Partnerships: A Handbook for Mentoring Assistant Principals by Martin L. Krovetz. It has been translated into most major Asian languages. His newest book, Intelligent Disobedience, is an extension of his work on effective and ethical followership. It takes clear aim at the formative experiences of children at home and school.

10-23: Interview, Asia Pacific International Schools continued



10-24: Video, Intelligent Disobedience for Children, shown at conference.

Name: Ann Straub
Email: annstraub@cois.org

Message:

Hello, Ira,

My Council of International Schools colleague Jane Larsson heard you speak in Hong Kong recently and recommends you highly as someone who could deliver a powerful and helpful message to our organization of international educators who accredit schools world-wide and offer education regarding child protection and guide schools in developing global citizens/intercultural competence among a myriad of other services.

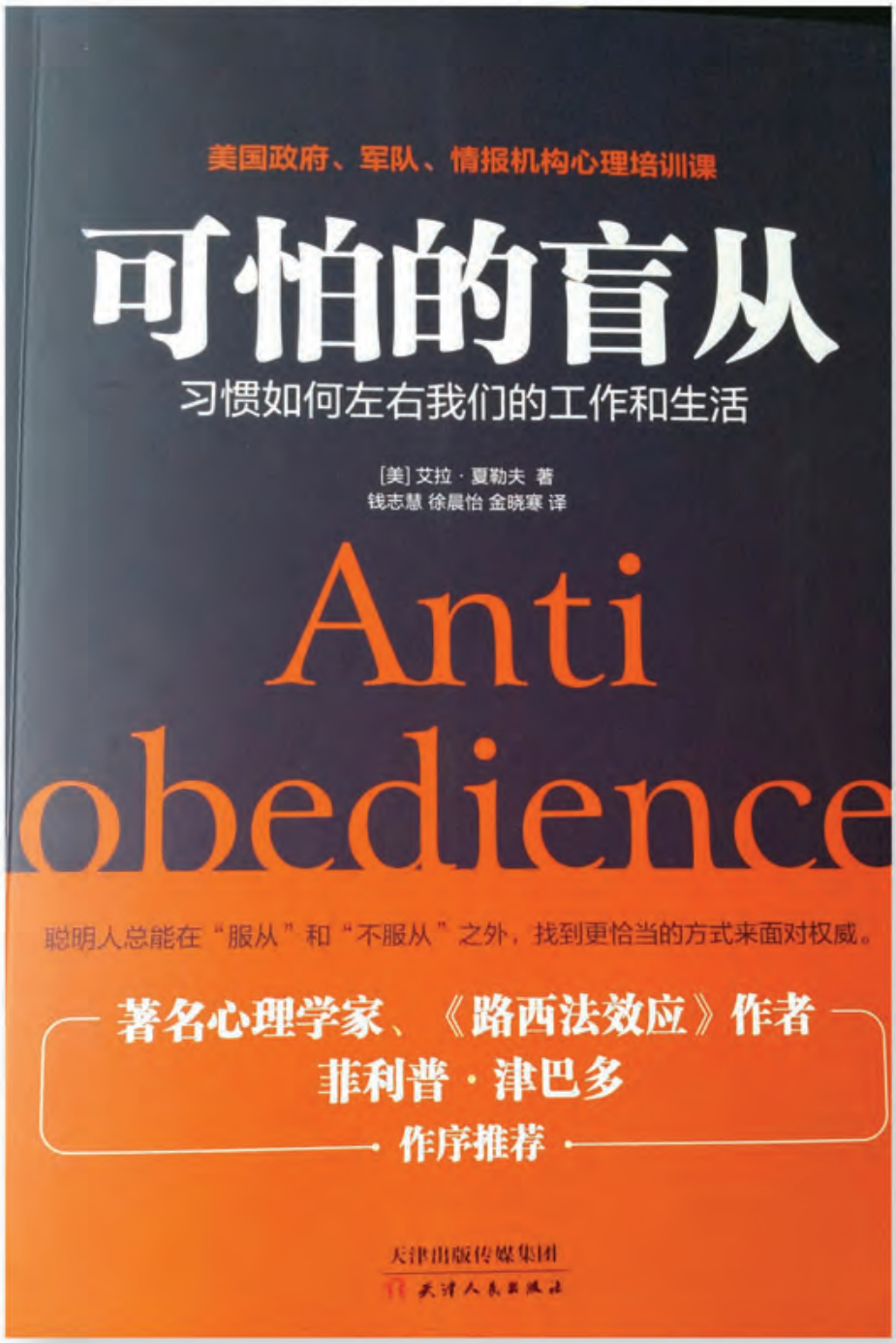
This is short notice Ira and perhaps an impossible long shot, but we have a meeting at our CIS headquarters in lovely Leiden outside of Amsterdam (20 min. train ride) in June 2017. On either Monday, June 12 or Tuesday, June 13, we would like to explore the possibility of having you work with our CIS staff of 50 people.

First of all, perhaps a miracle will occur and you would be free, and second of all we would like to know your consultancy fee for a session with our staff. Of course, your airfare, lodging and all costs would be covered by CIS.

Here's hoping Ira! I know you have most likely heard this time and time again lately, but your message is critical now more than ever.

Warm regards,
Ann Straub
International Advisor and IDI Qualified Administrator
Council of International School

10-25: Program, Council of International Schools, The Netherlands



10-26: Book Cover of Chinese edition of *Intelligent Disobedience*

University of Cape Town, South Africa

The Distinguished Speakers Programme

Date: Thursday, 12 May 2016
Time: 17:30 for 18:00 - 19:00
Venue: Boardroom 1, UCT Graduate School of Business
RSVP: Online via the UCT GSB website

GSB Connect Presents
The Distinguished Speakers Programme
Ira Chaleff
President Executive Coaching & Consulting Associates,
Washington DC

Join in the conversation with Ira Chaleff as he discusses:

"Intelligent Disobedience:
Doing Right When What You're Told To Do Is Wrong".

SPEAKER

Ira Chaleff is the founder and president of Executive Coaching & Consulting Associates. He has been named one of the top 100 leadership thinkers by Executive Excellence Magazine. Based in Washington, DC, Ira has done extensive work with federal agencies and the US Congress in addition to the for-profit and non-profit sectors. Ira is visiting faculty at both The Federal Executive Institute in Charlottesville, Virginia and Georgetown University.

Ira's classic book, The Courageous Follower: Standing Up To and For Our Leaders, now in its third edition, has been translated into half a dozen languages. His model has been the subject of multiple doctoral dissertations. He is co-editor of the book, The Art of Followership: How Great Followers Make Great Leaders and Organizations, part of the Warren Bennis Leadership Series.

10-27: Program, University of Cape Town, South Africa

South Africa

Tatler NEWS Thursday May 19 2016 5

Be moral, even when it's not popular

JOHN HARVEY

When Ira Chaleff was 10 years old, it struck him as curious that his maternal grandmother did not seem to have any family or friends of her own.

The Chaleff household in New York City was the proverbial Grand Central Station, with relatives coming and going to enjoy the kind of homely warmth only an extended family can bring. Yet his grandmother seemed isolated; not distant, but estranged by experience.

It soon became clear to the young man that she was a survivor of the Holocaust, and that she, like millions of others, felt alone in the world, despite escaping the horrors of Hitler's Final Solution. In a matter of years, she had lost almost everyone close to her, largely because millions of Germans simply followed orders.

With this realisation, Ira Chaleff embarked on a life's journey to comprehend how people, *good* people, could fall victim to despots and authority figures with a contempt for the principled, whether it be in the political or business realm. Learning how to stand up to those who have taken leave of their morals in the pursuit of personal gain, he believes, plays as significant a role in an individual's development as their ambitions for success.

Today, Mr Chaleff is the author of the internationally-acclaimed books *The Courageous Follower: Standing Up To and For Our Leaders* and *Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong* and is one of the world's leading thought leaders in the field of Followship, a willingness to accept direction and guidance from leaders in an organisation.

While on holiday in Cape Town to visit family last week, he was invited to address an audience at the UCT Graduate School of Business at the V&A Waterfront, where he discussed "intelligent disobedience" and the importance of doing right when the instruction is wrong.

■ Ira Chaleff was a guest of the UCT Graduate School of Business.

"I went to the Kruger Park, which I loved. We also spent time on a farm in the south west of the country, before we arrived in Cape Town," Mr Chaleff told the Tatler over coffee on the sidelines of the seminar last week.

"Before I came here, a lot of people told me that Cape Town is one of the world's exciting cities. You get that excitement in places like Barcelona in Spain, and I definitely feel it here. It's very cosmopolitan, and the topography is amazing."

Mr Chaleff said he had been particularly taken by the South African Jewish Museum, given his work was so deeply rooted in the Holocaust. "I think the first thing I had to recognise is that I would never really succeed in what it is I do. There are always going to be problems, but my goal is to encourage people to think about how they might change cultures so they do not destroy themselves," he said.

"In my work, I deal a lot with the US federal government, and what I always try to get across is that you have to take responsibility for your actions. That includes the people who follow leaders in politics and business. They have to recognise that there comes a point when they have to speak up, and that point is when leaders are impeding progress to do the beneficial thing for the society or business."

Never one for the orthodox, Mr Chaleff has taken a unique approach to the implementation of his message.

"The best example of intelligent disobedience are guide dogs for the blind. These dogs are trained not only to ensure the safety of their owners, but also to resist an order when they sense danger. If there is a car coming and the owner urges them to move on, they will know to pull up so that neither owner or dog is hit," he told the audience.

"The first thing a person should do is question who has the right to authority. But then you also need to consider what is known as 'internalised rules of behaviour'. We've all heard them: 'listen', 'don't talk', 'don't cause trouble', 'don't speak back' – these are the things we hear as children, which we then carry into adulthood. That is where the fear of authority comes from, and why so many people fail to speak up even when they disagree with an order."

He said there were several reasons why a leader would give a bad order.

"They might be missing data or have the wrong data, they might have a faulty interpretation, there might be systemic pressure or there might be 'normalisation of deviance' factors; that is, people have simply accepted immoral decisions."

While evidence of people failing to question leaders was rife in the political space, a recent survey of Colombia Business School graduates showed an astonishing 40 percent said they were rewarded for doing something they considered morally unacceptable.

"To me, you can never say, 'I was just following orders'. It's not what you say, but what you do that counts. Once again, humans should learn from the guide dog, and ask what it would do. The process is as follows: Firstly, you should observe the risk. Secondly, pause the action. Thirdly, resist obeying. And lastly, counter pull to save the leader from falling into the road.

"There are cases when the leader won't listen of course, so here it is important to resist diplomatically. Seek to clarify the order, or query the order verbally or in writing. You may have to appeal to a higher authority, but, of course, there are times when you may have to raise the potential of resigning. Ultimately, if at any stage you believe executing an order will produce harm, that is when your intelligent disobedience needs to take over."

10-28: Press coverage, *The Tatler,* South Africa

HARVARD Kennedy School
ASH CENTER
for Democratic Governance and Innovation

LIVING CITIES
INNOVATE • INVEST • LEAD

Project on Municipal Innovation Agenda

Leadership, Courageous Followership, and Imperative Partnerships

Project on Municipal Innovation | March 17-19, 2016 | Harvard Kennedy School

Saturday, March 19, 2016 (closed session)

8:00am **Breakfast – Buffet,** *Taubman Building, 5th Floor, Harvard Kennedy School*

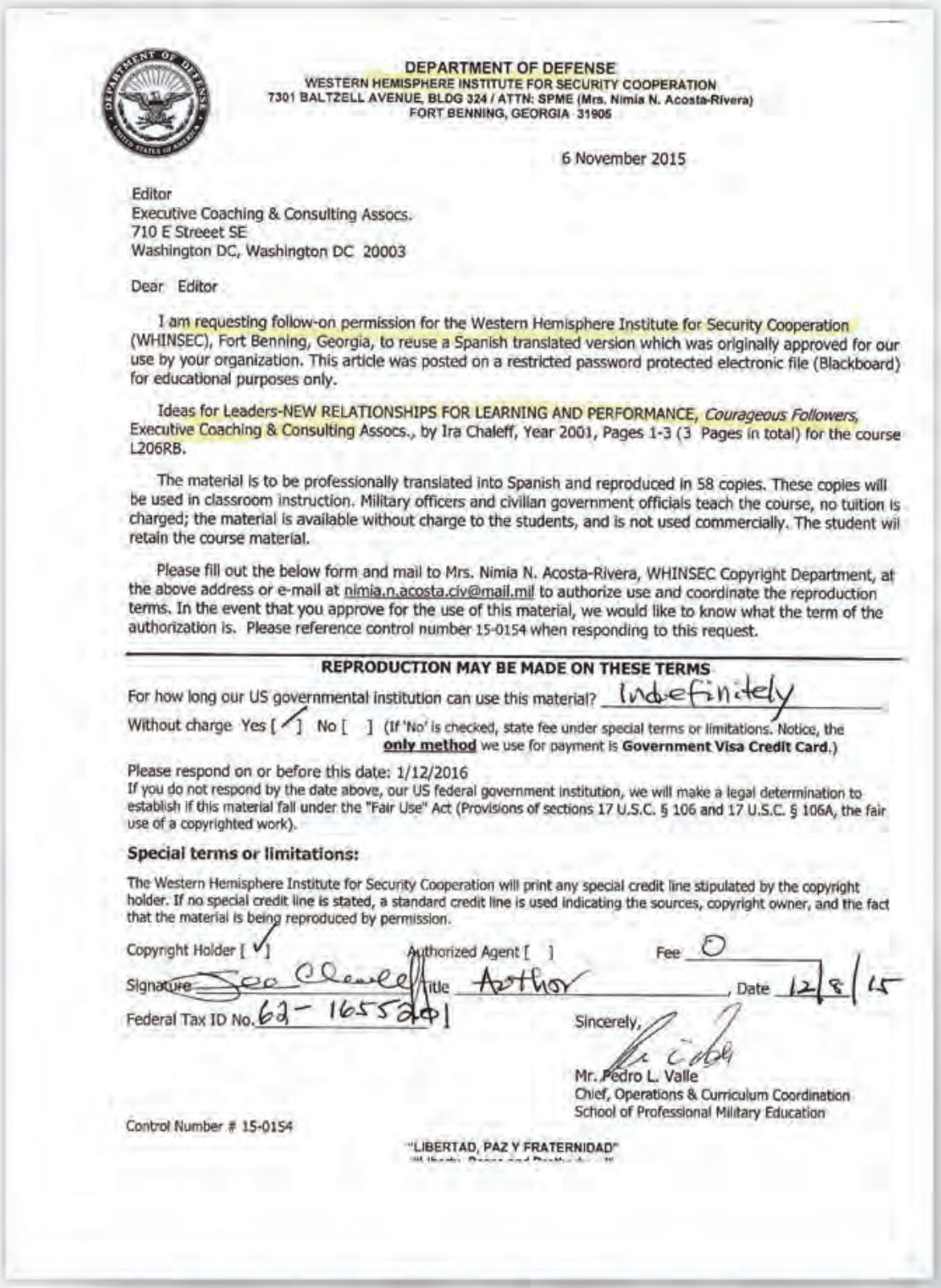
8:30am **Courageous Followership**

Ira Chaleff, author of the award-winning book *The Courageous Follower*, will provide insights and tools for forming effective partnerships with a city's top leader.

10:00am **Discussion – Observations, next steps, and participatory discussion on cross-cutting issues**

Breakfast roundtable discussion on observations from this convening, including how cities might replicate or adapt models introduced in the sessions, what challenges or barriers might exist, and how the PMI network can support next steps in this work. Moderated by Stephen Goldsmith.

10-29: Program, Ash Center, Harvard Kennedy School



DEPARTMENT OF DEFENSE
WESTERN HEMISPHERE INSTITUTE FOR SECURITY COOPERATION
7301 BALTZELL AVENUE, BLDG 324 / ATTN: SPME (Mrs. Nimia N. Acosta-Rivera)
FORT BENNING, GEORGIA 31905

6 November 2015

Editor
Executive Coaching & Consulting Assocs.
710 E Streeet SE
Washington DC, Washington DC 20003

Dear Editor

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Ideas for Leaders-NEW RELATIONSHIPS FOR LEARNING AND PERFORMANCE, *Courageous Followers*, Executive Coaching & Consulting Assocs., by Ira Chaleff, Year 2001, Pages 1-3 (3 Pages in total) for the course L206RB.

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Mr. Pedro L. Valle
Chief, Operations & Curriculum Coordination
School of Professional Military Education

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"LIBERTAD, PAZ Y FRATERNIDAD"

10-30: Letter from Western Hemisphere Institute for Security Cooperation

University of San Diego

SCHOOL OF LEADERSHIP AND EDUCATION SCIENCES

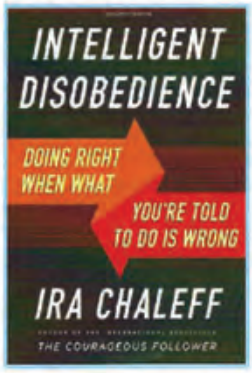
Leadership Studies

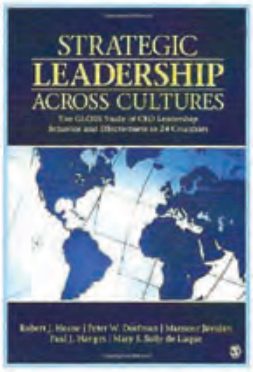
Department of Leadership Studies

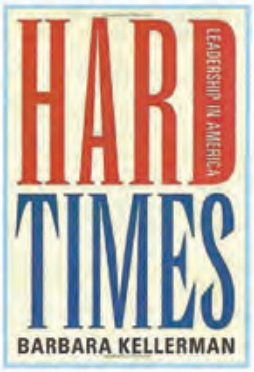
OUTSTANDING LEADERSHIP BOOK AWARD

Celebrating the Power to Influence Thought

Announcing the 2015 Finalists:







Award Presentation and Reception

Please join us in our ongoing recognition of leadership as a valued practice at our award presentation and reception.

October 15th at 6:30 PM

CCIB Room 114

10-31: Award finalists USD School of Leadership and Education Sciences

SCHOOL OF LEADERSHIP AND EDUCATION SCIENCES

News

Outstanding Leadership Book Award Presented to Ira Chaleff

Celebrating the Power to Influence Thought

In recognition of leadership as a valued practice and the fact that people can be effective agents of change in whatever position they hold, the Department of Leadership Studies has established this annual award to honor thought leaders. The criteria for the selection of each year's winner includes scholarly rigor and critical thought, innovation with new perspectives, and contribution to the field, taking into account complexity. Special consideration is given to work that contains disruptive, emerging scholarship.

The 2015 winner is *Intelligent Disobedience: Doing Right When What You're Told To Do Is Wrong* by Ira Chaleff.

Honorable mention for contribution to the field of leadership studies goes to *Hard Times: Leadership in America* by Barbara Kellerman. Honorable mention for scholarly rigor and critical thought goes to *Strategic Leadership Across Cultures: GLOBE Study of CEO Leadership Behavior and Effectiveness in 24 Countries* by Robert J. House, Peter W. Dorfman, Mansour Javidan, Paul J. Hanges, and Mary F. Sully de Luque. Honorable mention for innovation and cutting-edge perspectives goes to *Leadership and Coherence: A Cognitive Approach* by Nathan H. Harter.

10-32: Award for Outstanding Leadership Book of 2015

VOLUME XI

TEACH THE YOUNG AND OLD:
Intelligent Disobedience for Children and the Military;
Training Courageous Follower Educators

2017 – 2020

A Handbook for Parents and Other Caregivers

INTELLIGENT DISOBEDIENCE FOR CHILDREN

THESE LAST THREE YEARS HAVE BEEN VERY GOOD for the field of followership and for my related work on intelligent disobedience. They are also the years I have begun to take concrete steps to pass on the mantle of whatever contribution I have made to the field.

I open this volume with another example of the way in which ideas flow through and across networks, with individual actors playing a key role in propelling the ideas across the synapses between groups and cultures.

Ted Thomas is a colleague whom I always looked forward to seeing at the annual conferences of the International Leadership Association. He is a graduate of the United States Military Academy and was a director at the US Army Command and General Staff College at Fort Leavenworth. Ted had piloted modules on courageous followership at the college and incorporated them into curriculum at the Major staff officer level of development. He approached me about co-authoring an article on Moral Courage and Intelligent Disobedience. At first I demurred, thinking he was equipped to write this on his own, but soon saw the value I could bring to the piece.

The article was published in the *InterAgency Journal* in 2017 (*11-1*). There it came to the attention of Professor Lloyd Clark, a military historian at the Centre for Army Leadership (CAL) in the United Kingdom. Professor Clark then published his own essay on "The Intelligently Disobedient Soldier" (*11-2*) with significant reference to my work. I was scheduled to be in Spain that autumn for the ILA Global Conference in Barcelona. Also, with great support from Georgia Sorenson, I had been appointed a Visiting Scholar at the Moller Institute, Churchill College, Cambridge University. The Institute was hosting an inaugural event for the James MacGregor Burns Academy of Leadership that Georgia had established there. I wrote to Professor Clark, appreciating his article and citations, informing him that I would be in the UK. In response, he invited me to present intelligent disobedience at a Leadership Speaker Series (*11-3*).

Being asked to speak at the Royal Military Academy Sandhurst, which is the nonpareil of military training in the UK, is a terrific honor. It was also a unique opportunity for introducing and further disseminating novel ideas about the appropriate relationship between followers, leaders and ethical action. My dear friend Ron Hopkins, himself an excellent practitioner of leadership development, accompanied me as the best wingman I could have in that rarefied situation. We were given a militarily brisk morning tour of the campus which, as Ron said, "got the blood flowing in our brains" and had our official photo taken (*11-4*).

We then had coffee with the General who was the Commandant at the time. When I asked him why he wanted us talking to his troops about intelligent disobedience, he was quick and sure in his answer: the

culture needed to support speaking up when there were avoidable safety hazards or better ways of using the ever-evolving tools of their craft.

The talk was well received (*11-5*). But the story doesn't end there. Representatives of other services and NATO were present. I have since seen on social media groups from these circles, discussions on intelligent disobedience and its appropriate uses in their culture. Such is the power of an idea that finds its often-unsung champions like Ted Thomas and Lloyd Clark.

I had spent years crisscrossing the country and, to some degree, the world, conducting courageous follower workshops. Now in my seventies, it was clear the time left for me to do this was relatively limited. I determined to begin a program of conducting train-the-trainer classes. As the biggest talent pool of educators and practitioners interested in followership were affiliated with the International Leadership Association, it seemed best to organize the two-day training programs before or after the ILA global conferences. Another dear friend and colleague, and extremely effective and energetic woman, is Claudia Caldeirinha, whom I had first met when we were supporting the Club of Madrid conference in Prague. Claudia's consulting firm made all the arrangements and the first class of courageous follower trainers was held in Brussels (*11-6*,*11-7, 11-8*). While in Brussels, Claudia also arranged for me to conduct two half day workshops for mid-level and senior managers of the European Commission, another high profile opportunity. Claudia has since gone on to conduct additional courageous follower training for this institution (*11-9*).

As you will see in Volume XII, the Brussels Train the Trainer workshop was followed up the next two years with additional programs. The graduates of these programs are wonderfully diverse. They are free to use the materials I have shared, enhance them as they see fit, or incorporate pieces into other courses or workshops they teach. The intention is for the concepts and practice of courageous followership to find their way in the world on multiple channels, adapted to diverse cultures.

Each of my successors as chair of ILA's Followership Learning Community have contributed to advances in the dissemination and acceptance of followership scholarship and practice. Two of these, Rob Koonce and Marc Hurwitz, arranged for the *Journal of Leadership Studies* to contain a "Symposium" in a 2017 issue of the publication. My own contribution is the article "In Praise of Followership Style Assessments" *11-10*). I acknowledge this title as an intentional take off on Robert Kelley's seminal article "In Praise of Followers" in a 1988 issue of The Harvard Business Review. The article explains my rationale for the design and use of this developmental tool, which I have found to be the simplest and most immediate way to convey the essence of courageous follower behaviors.

In the previous volume I related the genesis of my work on *Intelligent Disobedience for Children*. The following year, with the help of Mike Powell who also produced the *BlinkThink* video, we took that material and put it into a handbook for parents and caregivers (*11-11*). The booklet carefully reviews each step of how to introduce the topic to children and how to gradually build their skills over two or three short practice sessions. We have been making this available as a free download from the *BlinkThinkChoiceVoice.com* website. The workbook is designed for 4 to 11 year olds. An educator from Shanghai who was present at the Hong

Kong conference reports using the process with students 14 -16 years old with good results (*11-12*). I hope that we will see a version for teens, ideally produced by teens themselves. That's an open invitation.

Stephanie Howdle-Lang, who showcased the effectiveness of BlinkThinkChoiceVoice at the conference in Hong Kong, has continued to speak internationally on her success with the program (*11-13*). I've had a couple of enquiries from parents seeking permission to translate the workbook into other languages, which I am more than happy to see happen. The challenge they encounter is finding a saying that expresses the four steps in their language that has a memorable rhyming quality like it does in English. Liberties can be taken with this as long as the spirit of the approach is maintained.

It makes me sad that in no small part, parental and educator interest in *Intelligent Disobedience for Children* is in response to the devastating examples of sexual abuse by supposedly trusted authority figures. I've included an article published in response to the serial sexual predation of an Olympics team physician, Larry Nassar, who was tried and convicted for abusing scores of young female athletes (*11-14*). In spite of all the protocols in place to keep children safe, at the moment of danger the child is alone with the predator and shocked or frightened or acculturated into passivity. Practicing Blink-Think-Choice-Voice would prepare them to effectively resist. While protecting against sexual predation was not the original or fundamental reason for developing the tool, it is clearly an important application and continues to find traction across a range of cultures.

Somewhat related, I have written on the power of the bystander to intervene in the adult world when sexual harassment is observed. I have included a column on this published in the *Huffington Post* on curbing sexual harassment in the US Congress (*11-15*).

To avoid *Intelligent Disobedience for Children* becoming too linked to its application to sexual predation prevention, I am including an unsolicited letter received from a parent proud of her son for standing up for intellectual integrity in the face of a school teacher insisting he use incorrect information she had taught her students (*11-16*). This mom recognized the courage her son displayed. Soon after, she discovered the book *Intelligent Disobedience,* and asked me to sign a bookplate to put in the copy she had bought for him. Go mom!

Lest I give the impression that all my attention turned to *Intelligent Disobedience,* I am including several documents from this period focused on followership. A scholarly article from Thailand explores "The Relationship Between Organization Culture and Courageous Followership Behaviors" (*11-17*, *11-18*). An email from a Director of the Virginia Military Institute reports that followership has become a "major player" in their Center for Leadership and Ethics (*11-19*). A paper from Pakistani scholars explores how courageous followership contributes to exemplary leadership practices (*11-20*). An email from a PhD candidate in China on Courageous Followership Behaviors (*11-21*). Followership is clearly on the global map. Even though it may only have a beach head in different cultures, I am confident it will expand from there.

Meanwhile, the beach head for Intelligent Disobedience also expands. Look at the article from the Honorary Consulate of the Republic of Mauritius (*11-22*). What chain of events brought Intelligent Disobedience to their attention? But most astounding to me, was the purchase of the translation rights to

Intelligent Disobedience by a Russian publisher (*11-23*) and the striking cover of the Russian edition, whose English translation is apparently "Conscious Disobedience," indelibly showing the individual standing up to blind conformity (*11-24*). My European Milgram colleagues sent me several magazine articles with excerpts from the book — it appears to be finding its way in a culture prone to authoritarianism (*11-25*, *11-26*).

Despite many advances, the challenge still exists to redefine "follower" in many cultures where the concept holds a significantly subordinate status to "leader." I have included a LinkedIn exchange with Vincenzo Pelligrini, author of a manual for Italian administrators titled *Servant Follower* (*11-27*). He is asking for help in overcoming the association of "follower" with "loser" in the Italian Air Force academy where he teaches. I have included my response, which I hope is of some help. Clearly, this redefinition will be a multi-generational, and multi-cultural task (*11-28*). Perhaps the work of many individuals like Rachel Eddowes, a graduate of my Train the Trainer program, who was working to include followership in a program for the Boy Scouts of America, will contribute to the evolution of connotations of "follower" and "followership." Introducing followership concepts may be too late to help that organization, currently threatened with bankruptcy for failing to address abuses to those in its care. But the impulse to introduce new ways of understanding following in early stages of development is entirely correct. With change of language comes change of one's sense of identity and empowerment. I remain convinced that unless strong leadership is balanced by ethical and self-responsible followership, we will continue to see and suffer from the distortions that too often accompany a leader's rise to power. This is no small-bore goal. It is as large as seeking to improve the human condition and I am encouraged that you, reading this, are part of that movement.

Moral Courage and Intelligent Disobedience

by Ted Thomas and Ira Chaleff

The military needs men and women who have courage–the physical courage to go into battle, to overcome fear in the face of bodily injury or death, mental pain, and lifelong disabilities. Militaries run on physical courage. Without it, they run from a fight and surrender. Many sources quote Aristotle as saying, "Courage is the first of human qualities because it is the quality which guarantees the others."[1] Courage is a primary virtue, as all other virtues require it.

There is another type of courage the military needs, but it is hard to measure or even define–moral courage. The following words of Robert F. Kennedy are as salient today as they were in June of 1966 when he spoke them in Cape Town, South Africa. "Few men are willing to brave the disapproval of their fellows, the censure of their colleagues, the wrath of their society. Moral courage is a rarer commodity than bravery in battle or great intelligence. Yet it is the one essential, vital quality of those who seek to change a world which yields most painfully to change."[2] Bravery in battle is needed, but so is the courage to stand up for what is right and against what is immoral, unethical, or illegal.

A critical application of moral courage is knowing when and how to disobey–which can be thought of as intelligent disobedience. This involves an ability to work within the system to maintain standards and uphold moral values. Organizational culture and operational pressures can sometimes cause the values of people to become blurred when the mission becomes more important than virtues. These can take us down the slippery slope of ends justifying means. Good people and good Soldiers can do bad things in these situations. An organizational emphasis on personal accountability for our

Ted Thomas is Director of the Department of Command and Leadership in the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. Thomas graduated from the United States Military Academy and served in various command and staff positions before retiring. He received a master's from the University of Illinois, and a Ph.D. from Missouri University of Science and Technology.

Ira Chaleff is president of Executive Coaching & Consulting Associates in Washington, DC. He is the author of The Courageous Follower, now in its third edition, and co-editor of The *Art of Followership*, part of the Warren Bennis Leadership Series. His latest book, *Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong*, was named the best leadership book of 2015 by the University of San Diego.

11-1: Article in *Interagency Journal*

THE CENTRE FOR ARMY LEADERSHIP

LEADERSHIP INSIGHT

No.1 March 2017

The Centre for Army Leadership (CAL) is the British Army's custodian of leadership debate, thinking and doctrine. It seeks to stimulate discussion about leadership and so further the institution's knowledge of best practice and experience. ***Leadership Insights*** *are published periodically by the CAL to feed and shape the leadership debate in the Army through a range of themes and ideas designed to inform and challenge its readership.*

The views expressed in ***Leadership Insights*** *are solely those of the author and do not necessarily reflect official thinking of the British Army or the Ministry of Defence.*

The Intelligently Disobedient Soldier

by Professor Lloyd Clark, Centre for Army Leadership

On the theme of 'Moral Courage and Human Behaviours In Leadership'

1800hrs 13 May 1940, France, south of Sedan by the River Meuse:

Having survived a hail of French machine gun fire during his river crossing at the head of 10th Panzer Division, Sergeant Walther Rubarth's 11-man team fought their way through several defensive lines to reach its objective. The NCO was then faced with two options, either obey his orders to go firm and await reinforcement, or disobey them and exploit his success. Squatting on the edge of an enemy trench to survey the Stuka devastated landscape, Rubarth was joined by an infantry officer who barked an order to establish a defensive position. Rubarth dissented saying that the neighbouring 1st Panzer Division had stalled on the river bank and that his team were in an excellent position to get behind the defenders trapping their sister division. After a brief discussion (during which the officer lost the argument that 1st Panzer Division was not

11-2: Article by Lloyd Clark, Centre for *Army Leadership*

THE CENTRE FOR ARMY LEADERSHIP

The Centre for Army Leadership's Leadership Speaker Series

The CAL's Leadership Speaker Series brings international, national and British Army leaders and leadership thinkers to an Army audience. Speakers are researchers or practitioners in their fields and come to share their knowledge, ideas, research and experiences of leadership. It gives leaders the opportunity to ask subject matter experts their personal views on the practical application of leadership. Attendance by junior NCOs and officers is particularly welcomed.

Intelligent Disobedience: The Critical Skill for Mission Success and Upholding Military Reputation

Mr Ira Chaleff

Author of 'The Courageous Follower: Standing Up To and For Our Leader' and 'Intelligent Disobedience' and one of Leadership Excellence magazine's "100 best minds on leadership"

4 October 2017 at Churchill Hall, Sandhurst

Arrival from 1000 for a 1030 start - 1200 finish

Tea and coffee available from 1200 after the event.

There is an opportunity to join 50 other leadership enthusiasts at a private buffet lunch with Ira Chaleff after the event.

Open to all members of the MOD, military and civilian, and all ranks. Registration for the event is on the CAL's MOSS site:

http://cui1-uk.diif.r.mil.uk/r/560/cal/cal2017/default.aspx

Tickets are available for non-military guests via the Sandhurst Trust:
https://www.sandhursttrust.org/events

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on the AKX link: http://akxportal.landforces.r.mil.uk/sites/akx/capability/command/leadership

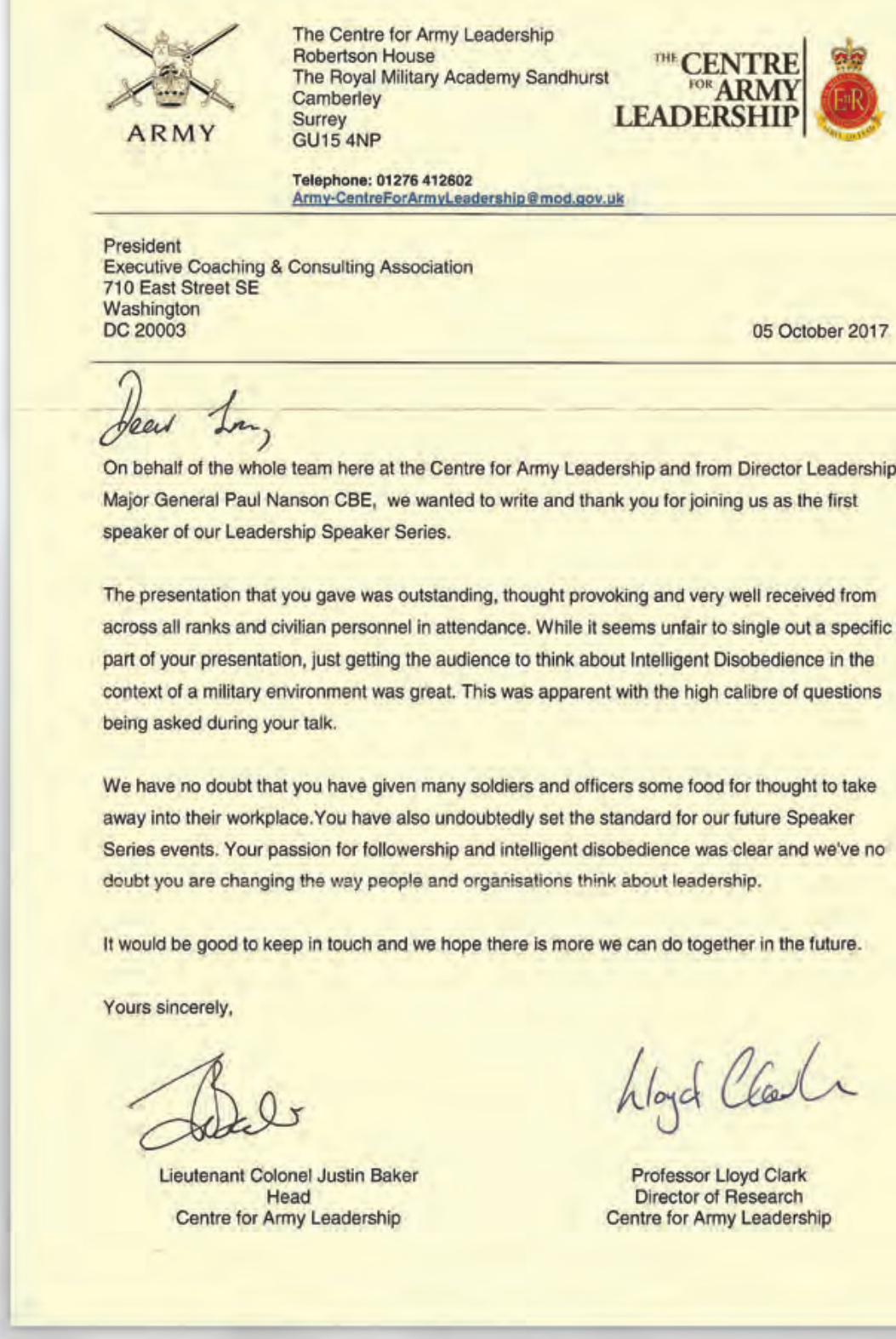
ARMY AKX OFFICIAL SENSITIVE

11-3: Program, Royal Military Academy Sandhurst

PRESENTED TO MR IRA CHALEFF
ON THE OCCASION OF HIS VISIT TO THE ROYAL MILITARY ACADEMY SANDHURST
4TH OCTOBER 2017

TEM

11-4: Official Photograph at Sandhurst (TEM Photo)



ARMY

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Army-CentreForArmyLeadership@mod.gov.uk

President
Executive Coaching & Consulting Association
710 East Street SE
Washington
DC 20003

05 October 2017

Dear Ian,

On behalf of the whole team here at the Centre for Army Leadership and from Director Leadership, Major General Paul Nanson CBE, we wanted to write and thank you for joining us as the first speaker of our Leadership Speaker Series.

The presentation that you gave was outstanding, thought provoking and very well received from across all ranks and civilian personnel in attendance. While it seems unfair to single out a specific part of your presentation, just getting the audience to think about Intelligent Disobedience in the context of a military environment was great. This was apparent with the high calibre of questions being asked during your talk.

We have no doubt that you have given many soldiers and officers some food for thought to take away into their workplace.You have also undoubtedly set the standard for our future Speaker Series events. Your passion for followership and intelligent disobedience was clear and we've no doubt you are changing the way people and organisations think about leadership.

It would be good to keep in touch and we hope there is more we can do together in the future.

Yours sincerely,

Lieutenant Colonel Justin Baker
Head
Centre for Army Leadership

Professor Lloyd Clark
Director of Research
Centre for Army Leadership

11-5: Letter of thanks from LTC Baker and Professor Clark

Train the trainer certification by best-selling author of Leadership and Followership and **"Intelligent Disobedience"**, Ira Chaleff*.

A unique opportunity in Europe to "learn from the source", as Ira will be giving a conference in Brussels by request of the **European Commission**. It is a one-time chance to acquire a new training tool and service straight from its creator: a world-renowned author and speaker.

Leadership development programs everywhere are recognizing the need to include the principles of effective followership in their curriculums and you need to understand why. Because it is now understood that "follower" is a role, not a personality type.

We all shift between the follower and leader role continuously and need to do each with strength. Without strength in both leadership and followership roles, high-profile, very costly failures occur that were almost always avoidable.

The process of creating successful and beneficial hierarchical relations implies understanding the importance of these roles and how each role needs to be involved in a "dance" that benefits the organization, the people involved and the cultural mindsets around us.

*Ira Chaleff is the leader in the field of Followership for 20 years. The models in his award winning book, "The Courageous Follower: Standing Up To and For Our Leaders", have been incorporated into multiple Leadership Development programs around the world and have been validated in many doctoral dissertations. His latest book "Intelligent Disobedience" is being received with a similar success.

About the 2-step certification

This certification is conceived in the following steps:

- **Day 1:** Acquaintance with the theory of Courageous Followership,
- **Day 2 (optional, highly recommended):** Tools, methodology and practice.

Please find a detailed program for both days on page 2.

ROI: why invest in this?

- You will acquire distinctive tools to diversify your methodologies and learn well-proven followership models,
- You will practice these models so that you can then incorporate them into your own trainings,
- At the end of the second day you will receive a Practitioner's Certification on Leadership and Followership that you can add to your credentials.

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For all information related to the event, please contact:
Pavlina Markopoulou - pavlina@redscope-consulting.com - T.: +32 494 595 801
or William Gandemer - w.gandemer@greenhouse-group.com - T.: +32 254 08 133

11-6: Program, Courageous Follower Train the Trainer

Day 1 - 17 October 2017

On day 1, Ira Chaleff will conduct a Courageous Follower training programme as he would for his clients:

- You will receive a copy of his book,
- It will orient you to the basic courageous follower model so you can integrate aspects of it into your own training programmes,
- It will allow you to do the internal work of overcoming the fear many experience when needing to dissent from those in positions of authority and provide you with a variety of exercises that will help you in doing so,
- At the end of the day you will receive a **Certificate of Attendance**.

Price: €200 excl.VAT for those participating ONLY in Day 1.

Day 2 - 18 October 2017

On day 2, which is both optional and highly recommended, Ira Chaleff will deconstruct the key elements of his approach to teaching this material so that:

- You will receive an expanded array of tools for tailoring your leader-follower presentations to multiple lengths, formats, and levels of audience,
- You will have rich opportunity for discussion and exchange with Ira Chaleff and your colleagues in the field,
- You will have opportunities for practice and feedback that will enrich your mastery of the concepts, exercises and tools,
- You will receive the Practitioner's Certification allowing you to add certified in Courageous Followership and Leadership to your CV.

Price: total price for BOTH days: €400 excl.VAT.

Ira Chaleff

Ira Chaleff is unquestionably the most experienced trainer in the world on teaching the practical applications of Followership. His purpose at this time is to equip a new generation of trainers to integrate the power of dynamic followership in their leadership development programmes.

To share his knowledge with as many instructional designers and trainers as possible, he is offering his services to Redscope and GreenHouse Group pro bono on a one-time basis. This enables us to offer you this unique opportunity at a below market rate that will cover operational expenses.

Practical Information

Location: BIP - Rue Royale 2-4 - Brussels
Time: From 09.00-17.00

Cost:
Day 1: 200 euros excl.VAT;
Day 1 and 2: 400 euros excl.VAT.

If you cannot participate in the second day of the programme for financial or scheduling reasons, you will still have gained significant value from this experience.

For all information related to the event, please contact:
Pavlina Markopoulou - pavlina@redscope-consulting.com - T.: +32 494 595 801
or William Gandemer - w.gandemer@greenhouse-group.com - T.: +32 254 08 133

11-7: Program, Train the Trainer continued

11-8: Claudia Caldeirhina (in blue) and her team

11-9: Presentation at the European Institute of Public Administration

SYMPOSIUM

IN PRAISE OF FOLLOWERSHIP STYLE ASSESSMENTS

IRA CHALEFF

Even as leadership books outnumber followership books by a large factor, the social sciences and training fields have created large numbers of assessments related to leadership while leaving a near desert of followership assessments. I argue the case that followership assessments are foundational for followership development—that descriptive language for differentiated styles is needed to understand one's own followership style and the potential paths for performance improvement. The assessment I use consists of four styles: partner, implementer, resource, and individualist. I review the ways this assessment has been integrated into followership developmental initiatives to activate the potential for assessments to stimulate growth. The paper closes with an overview of additional research and developmental instruments that will be needed as the field of followership matures.

Members of the fiercely dedicated tribe of followership scholars and practitioners will recognize the title of the current paper as a takeoff on—and a tribute to—Kelley's (1988) seminal *Harvard Business Review* article, "In praise of followers." Why do I sing here in praise of the subsidiary topic of followership style assessments?

Until we can name something, we cannot meaningfully think about it. We cannot judge its merit, its fitness, or its value. We cannot make a conscious choice to preserve it, reinforce it, or attempt to change it. Naming is the great human gift that supports discovering options for improvement.

Social psychologists in the second half of the last century developed a myriad of tests to help us name a wide range of human characteristics, tendencies, and growth opportunities. Often, these tests were administered in support of leadership development programs. But while I have trained thousands of mid-level government managers, I have never once found someone who had taken a test to understand their followership style. If a goal of followership practice is to improve the quality of followership, and thereby improve the quality of leadership and group performance, then we need to provide tools for understanding the self in the follower role rather than just describing the theoretical, normative, or aggregate "follower." The current paper examines the uses of this under utilized developmental tool based on a followership styles assessment developed and administered in my workshops.

The Courageous Follower Self Assessment

In the first edition of *The Courageous Follower* (Chaleff, 1995), you will not find mention of followership styles. I began developing a workshop only after the book was published. It became clear that the workshop needed

JOURNAL OF LEADERSHIP STUDIES, Volume 10, Number 3, 2017

View this article online at wileyonlinelibrary.com • DOI: 10.1002/jls.21490

11-10: Article, In Praise of Followership Style Assessments

A Handbook for Parents and Other Caregivers

INTELLIGENT DISOBEDIENCE FOR CHILDREN

blink
think
choice
voice

The *new* technique for keeping children *safe*

Recommended for use with 4 to 11 year olds

11-11: Handbook, *Intelligent Disobedience for Children*

From: Karen Michele Skepper
[mailto:karen.skepper@ykpaoschool.cn]
Sent: Tuesday, April 04, 2017 9:45 PM
To: Ira Chaleff
Subject: Re: Blink Think Choice Voice to teach Intelligent Disobedience

Dear Ira

I thought I would drop you a line to let you know how the introduction of 'Blink, Think, Choice, Voice' (Intelligent Disobedience) played out.

We introduced it to some of our Senior cohort of students - aged 14 - 16 years - during a health lesson.

They thoroughly enjoyed learning the process (as did we teaching the lesson).

At the moment we are gathering as a team to set out our Health/Wellness goals for the coming year. It is our wish to be able to introduce this concept to our Primary and Middle School students.

Once again thank you so much for your presentation in Hong Kong (2016), your sharing of resources and for introducing us to the concept of 'Intelligent Disobedience'.

I hope to meet you again one day soon.

Kindest Regards
Karen

施凯伦 Karen Skepper

11-12: Email on BlinkThink for teenagers

Speak up, someone can help.

这些原则在幼儿园阶段甚至之前就需要教给孩子，让他们能更好地保护自己。培训结束后，我回到家做的第一件事就是给快要上幼儿园的儿子讲了这个原则。这些原则的教育不能一蹴而就，需要反复多次灌输，不断强化，希望有一天也能达到条件反射的境界。

至于性教育，老师和家长都要摒弃一个观念，那就是“If you teach them about sex, they are going to have sex.”性教育是为了让孩子对“性”有个全面、健康的认识而非其他。不过作为普通老师，我们也发现在给学生讲性教育时有些吃力，不仅是因为老师们在学生时代未必接受过良好的性教育，更是因为时代在变化，很多传统的理念有时不符合现代学生的实际生活经验。老师推荐了一本书“International Technical Guidance on Sexuality Education”，推荐给大家好好学习。此外，如果能加强对老师在性教育方面的培训，效果会更好。

除了儿童性教育以外，Ms Stephanie Howdle-Lang 讲的“Intelligent Disobedience”也给了我很大的启发。我们一直在教我们的孩子“听话”，尤其是对长辈、老师等熟人。却没想到很多伤害孩子的人正是所谓的“熟人”。因此，教会孩子机智的拒绝就非常必要。这里推荐一本书 Intelligent Disobedience（作者 Ira Chaleff），书中有更详细的讲解。培训中老师介绍了书中的“Blink! Think! Choice! Voice!”原则，个人感觉也十分有用。

Blink－（当你听到一个令你疑惑的指令时，先眨一下眼）

Think－（想一想你是不是应该听从这个指令）

Choice－（做出你的选择——服从还是拒绝）

Voice－（说出你的选择以及原因）

但是这个原则在实施时有两个难点。一个就是如何训练孩子学会判断是非，再一个就是整个社会环境是否支持这种行为。比如老师教了闯红灯是危险的行为，即使别人让你这样做也不行。但是孩子在生活中闯红灯之前，虽然意识到这种行为不安全，但很可能还是被父母或者其他人强行拽着过了马路。这样的话在学校的训练就失去了意义。只有在整个社会环境（最起码在学校和家庭环境中）都支持这种行为时，这种教育才会有效。当然，这种技能的训练也要把握好尺度，否则 Intelligent Disobedience 就会变成 Random Disobedience 了。

以上是我参加儿童保护工作坊的一些所得和感想，希望对大家能有帮助。最后用一句话来结束：Being a teacher, there is always more to do!

Jian Sun

Secondary School Chinese Teacher / Gr Advisor

Beijing City International School

北　京　乐　成　国　际　学　校

11-13: Article on BlinkThink in Beijing

TEACH YOUR CHILD TO SAY "NO" TO LARRY NASSAR OR UNCLE JOE

Posted by thebabyspot.ca | Feb 28, 2018 | Baby, Blog, Featured, Parents | 0

TEACH YOUR CHILD TO SAY "NO" TO LARRY NASSAR OR UNCLE JOE

By Ira Chaleff

As we begin the glory of the winter Olympics, for the moment we put stories of stomach turning sexual abuse aside. But only for a moment. Sports Physician, Larry Nassar, has been stopped from ever again using his position of authority to sexually violate young athletes but the next generation of athletes is still at risk. Why?

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11-14: Article on Intelligent Disobedience and Sexual Predation

HUFFINGTON POST Jan 2, 2018

Ira Chaleff, Contributor
Chairman Emeritus of the Board of the Congressional Management Foundation

How Active Bystanders Can Curb Sexual Harassment in Congress

01/02/2018 04:38 pm ET **Updated** 1 hour ago

Several years ago, a Chief of Staff observed a Member of Congress inappropriately touching male staff. The Chief of Staff, realizing he could not be a silent bystander, confronted the boss. But when this intervention didn't stop the Member's predation, the Chief was faced with a dilemma: To whom did he owe loyalty? The boss whose politics he fully supported? The staff who worked for him? The political party to which the Member belonged, whose reputation would be tarnished if the actions became public?

While the answer is that he owed some degree of loyalty to each, the dilemma wasn't, in truth, that complex: the Member was given a chance to correct his actions and didn't do so. Action was necessary. Standing idly by meant more victims would suffer. The Chief of Staff reported his concerns to party leadership and the Member resigned, taking staff out of harm's way. The actions of the Chief of Staff ultimately benefited staff, the party, and the institution. This was the right thing to do. Period.

But what if the Chief had chosen to stay silent? Would the other leaders in the office—the Communications Director, Legislative Director, or District Director—stepped in, or would they, the bystanders, have stayed silent and passive?

One would hope that they would have done the right thing, but the diffusion of responsibility, combined with the pressure of politics and the close confines of a Congressional office may have manifested what in psychology literature is called the bystander effect. This phenomenon refers to the observation that when a number of people witness a person in need of help, most will not step in, simply because they believe someone else will intervene.

Young employees in hard-to-break-into fields (such as politics, entertainment, and media) face considerable economic and professional challenges, and are particularly vulnerable to the bystander effect, as it's hard for them to adequately stand up for themselves out of fear of retribution. The #MeToo movement has replayed this story countless times, demonstrating that women, especially, disproportionately face harassment in their personal and professional lives and that bystanders who witnessed or knew of it remained silent.

11-15: Article, "Bystanders and Sexual Harrassment," *Huffington Post*

Ira Chaleff

From: WordPress [webform@irachaleff.com]
Sent: Monday, February 26, 2018 11:09 PM
To: irachaleff@cs.com
Cc: dofar7@gmail.com, dofar7@hotmail.com
Subject: A question

From:
- First name: Kristin
- Last name: McLaughlin
- Email: kristy.mclaughlin@gmail.com
- Organization:
- Website:
- IP: 96.19.5.249

Subject: A question

Message:
Mr. Chaleff,
My son recently had, in my opinion, a very important moment of disobedience that has made me very proud of him. While the incident itself seems small, I believe that it represents a big moment.
Riley, my son, has a history teacher with a questionable understanding of his own material. On an exam, Riley ran into the question, "What type of government is the U.S. government?" The "correct" answer, according to the teacher, was "a democracy." My son disagrees and argued that the "right" answer is that the U.S. government is a republic. Riley asked his teacher about the question and the teacher's response was, "Just put the answer that I taught in class."
Riley does not make arguments unless he really understands as many aspects of the issue as possible and he believes that if he backs up his argument, it should at least be considered. He has never been the type to violate his own code of morals and ethics. Prior to this exam, he had refrained from challenging the narrative because the teacher responds poorly. For whatever reason, he made his stand with this question and, of course, the teacher marked it incorrect. Although Riley was upset, he expected it and accepted it.
My personal opinion is that the teacher is disrespectful of the intellectual capabilities of young people; adolescents think deeply and if given the chance, can make sense of complicated issues based on critical thinking. As a future teacher, I cannot imagine continuing the cultural practice of not only distrusting the abilities of students, but then teaching the students to distrust their own abilities. It is young people who change the world, but rather than seeing it, society too often devalues its most dynamic and daring members.
In this political climate, and in an educational environment prone to American Exceptionalism, Riley stood up to his teacher in a nonconfrontational and respectful manner, away from the rest of the class. Although Riley does not find his teacher credible as a source of information, he challenged the teacher's narrative, not his authority. Riley is seventeen and he can already hold onto his confidence in his abilities. More remarkably, he questioned a teacher who has been known to hold grudges.
Today I saw your book, Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong and It seemed like the perfect thing to get him. Would you be willing to sign a bookplate that I can put in it before I give it to him? His name is Riley Carter; I would really appreciate it.
Thank you so much for your time,
Kristin McLaughlin

DONE!

1

11-16: Email, letter regarding a student's intelligent disobedience

International Business Management 10 (18): 4384-4390, 2016
ISSN: 1993-5250

The Relationship Between Organizational Cultures and Courageous Followership Behaviors: What's the Relationship and Why Does it Matter?

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[1]Faculty of Business Administration Rajamangala, University of Technology Thanyaburi, Thailand
[2]Faculty of Business Administration, North-Chiang Mai University, Thailand
[3]Faculty of Human Resource and Development Ramkhamheang University, Thailand
[4]Faculty of Political Science, Ramkhamheang University, Thailand

Abstract: This research aims to examine the relationship between organizational cultures and courageous followership behaviors. Total 399 operations employees from automotive components manufacturer in Nava-Nakorn Industrial Estate were deployed as samples in this research. The content validity questionnaire, with Index of Item-Objective Congruence (IOC) between 0.6-1 and Reliability Index between 0.654-0.937 was utilized. The Descriptive Statistics and Pearson Correlation techniques were used in data analysis to examine the relationship between the variables. The results showed that the opinion of the respondents on organizational cultures, with an average score between 3.669- 4.303, by which; the hierarchy culture produced the highest average score and clan culture was ranked at the lowest. The opinion on the followership with an average score between 3.864-4.234; the highest score derived from the 'Courage to work at high moral' where the 'courage to oppose the superior' was the lowest. The analysis revealed that the relationship among hierarchy, market, clan and adhocracy cultures to the followership behaviors in context of individual accountability, courage to oppose to the superior, courage to involve in the change of the organization and courage to work at high moral, ranged in between 0.267- 0.505 with statistically significant of 0.05 level.

Key words: Organizational cultures, courageous followership behaviors, content validity, average score, courage

INTRODUCTION

Followership is an interesting topic but has been neglected (Lundin and Lancaster, 1990). The continuous success of the organization has been resulting from the followers' performance (Gast, 2003). More than two decades, the organizational structure has changed to be more flat. The middle management level has been gradually removed from the structure in order to increase work efficiency (Rajan and Wulf, 2006). These changes have created more responsibilities, which were previously taken care by the management; to the followers to achieve the organizations' expectations (Hughes *et al*., 2009). The traditional collaboration among the leaders and the followers could not be observed nowadays. As the result, the leaders and the followers could not work efficiently for the organization.

The change of work location impacts to the followers to pay extra attentions in order that they could perform at their full capacity to achieve the expectations of the management and organization. This issue has drawn more attention from the researchers in the recent few years, however, there were very few of those studies on the quality of the followers which could be used as a benchmark for further development (Potter *et al*., 1984). There are few of information regarding the 'Followership' exist (Baker, 2007). Articles and books about 'Followership' are rarely found, whilst the topic related to 'Followership' has been widely presented through articles and books. It obviously shows that only a few researchers studied on empirical data pertaining to this topic and few organizations or academies offer 'Followership' course or topic (Kellerman, 2008). Followership has been omitted or not been in the interest to review the academic literature. Moreover, it has not been an interesting topic of the management or organizations (Bjugstad *et al*., 2006). Therefore, the study of Followership has set-in the right timing, to examine and increase more knowledge that would yield benefits to both academic and operations.

Even though, the numbers of researchers and education institutions who are interested in studying on

Corresponding Author: Khahan Na-Nan, Faculty of Business Administration, Rajamangala University of Technology, Thanyaburi, Thailand.

See page 2

11-17: Research paper, Thailand

the 'Followership' have been increasing gradually, however, there is very few of empirical research on each factor exists. The purpose of this study will also increase the knowledge and develop it to the next level. The change of environment in automotive industry would require the organization to adjust the structure to be more horizontal in order to increase the flexibilities and work efficiency. The mentioned change requires the employees or followers to be involved inevitably. However, the involvement of the employees would allow the organization achieve the expectations and stay competitive in the market. The finding in this study is rationalizing the roles of the employees or followers to work consistently with operation guidelines, values, objectives and management's expectations and/or requirements (Potter *et al*., 1984). Furthermore, the finding indicates the different background of each employee that makes the individual difference in followership context. The relationship between organizational culture and followership was also examined to allow the relevant parties to gain more understanding about the guidelines to develop the followership in related to organizational culture.

Courageous followership: Chaleff explained the relationship between leader and follower as a continuous 'action circle' to the common objective. It was a mutual action that both parties had to perform to achieve the defined target. The power of the followers would, definitely, support the power of the leader. The common interest of both parties yields dynamic, self-responsible and synergist among the parties. Recognizing the new aspect of followership is vital to build the relationship between leader and follower of which could be divided into 5 different aspects as follows:

Courage to take responsibility: Intention and passion on the assigned work without supervising, even if there will be obstacles or challenges ahead. The employees will try to utilize their own capabilities and creativities to perform the job. They will conduct a regular evaluation on their performance. They will perfectly comply with company rules and regulations.

Courage to follow the order: Performing according to the guidelines defined by the supervisor. The employees will regularly summarize the key information prior to performing, including reflecting and embracing the feedback that would benefit to the organization without objection. They tend to protect the supervisor from scourge of another person.

Courage to take challenge: The behavior demonstrated through suggestion and feedback clearly, openly and reliably. The employees will probe the supervisor that would allow the person to think and analyze, including object the controversial or inappropriate action(s) of the supervisor.

Courage to contribute: the behavior demonstrated through accepting and create atmosphere, environment that would improve the operational guidelines of the supervisor, as well as; offering guidance and supports to create innovation for better performance.

Courage to perform at high moral: the behavior to accountable for an assigned work regardless of the difficulties. The employees will take a stand to do the right thing right and offend the wrong doings.

Organizational culture: "The study on the organizational culture has been driven by groups of scholars and researchers said that Culture was essential to build an effort to improve and increase work efficiency of the organization" (Smart and John, 1996). Schein (2004) mentioned "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems"

Cameron and Ettington (1988) suggested that 'culture' could be differentiated by examination. They suggested to conduct emphasis, orientation and activity in horizontal dimension of the organization. Whereby, flexibility, controlling, spontaneity must be examined in vertical dimension. According to the mentioned framework, it could be summarized into 4 different ideal cultural patterns which were consistent with the organizational culture literature by Smart and John (1996) who presented 4 aspects of organizational culture, those were hierarchy, market clan and adhocracy cultures which could be described as per details below:

Clan culture: Could be defined as perception, notion of personnel that focuses on the relationship among the members in particular group or organization. Organization is presumed as a big family, majority of the employees are generous, good relationship at workplace is the most important for the personnel.

Hierarchy culture: Could be defined as idea, notion of personnel to the importance of the well-defined work process, clear rules, regulations and policies which most of the employees will strictly comply with.

11-18: Research paper, continued

Ira Chaleff

From: Dixon, David F [dixondf@vmi.edu]
Sent: Friday, July 27, 2018 4:01 PM
To: Ira Chaleff
Subject: RE: Presenting at the VMI Leadership and Ethics Conference

Ira,

Thanks for the quick response and information, as I will follow up next week with teaching resources. Also, thank you for the Intelligent Disobedience link...I will be sure to share with COL Gray and the team.

Followership is becoming a major player in all of our trainings run by the CLE (Center for Leadership and Ethics). With your work being at the forefront and in our (VMI) type of language, it makes a perfect fit. I hope we get a chance to learn more from you on this subject matter so we can better impact the Cadets.

Wish you a great weekend and I will be in touch soon.

Regards,

David

David F. Dixon '99
Major, Virginia Militia
Assistant Director of Leadership Development
Center for Leadership and Ethics
Virginia Military Institute
540-464-7799
www.vmi.edu/cle

VIRGINIA MILITARY INSTITUTE
CENTER FOR LEADERSHIP AND ETHICS

From: Ira Chaleff [mailto:irachaleff@cs.com]
Sent: Friday, July 27, 2018 3:25 PM
To: Dixon, David F <dixondf@vmi.edu>
Subject: RE: Presenting at the VMI Leadership and Ethics Conference

Dear David,

Thanks for the good news – and by that I mean generally the news that Followership is being incorporated into the curriculum, and specifically that The Courageous Follower model will be part of the discussions.

The Followership Styles Assessment is easily available from my publisher, Berrett-Koehler, or through my website www.irachaleff.com

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11-19: Email, Virginia Military Institute Center for Leadership and Ethics

NUML International Journal of Business & Management ISSN 2410-5392 (Print), ISSN 2521-473X (Online)
Vol. 13, No. 1, June, 2018

Does Courageous Followership contribute to Exemplary Leadership Practices: Evidence from Pakistan?

Wajeeha Ghias[1] Shazia Hassan[2] M. Tahir Masood[3]

Abstract

Researchers, theorists and social scientist's considerate approach towards predicting behavior pattern of a leader/follower still remains an ever challenging topic. Building literature on followership and leadership, adopting reversing the lens approach in leadership research this study hypothesized that the courageous followership helps in development of exemplary leadership practices. This is the first empirical study in Pakistan, to test the theory of courageous followership behavioral dimensions of managers' in Pakistani organizations. The sample of the study were managers (n =649) from public and private sector, chosen through non-probability (purposive) sampling. Multiple regression technique was applied to test the hypotheses. The present study concluded that courageous followership plays a constructive role in leadership development. The findings of the study are inspiring managers, to understand and develop the culture where courageous followership can flourish resulting in exemplary leadership. Thus directly contributing to organizational' success and growth.

Keywords: Courageous followership, assume responsibility, serve, and take part in transformation, challenge, exemplary leadership practices

Introduction

Building better organizations requires a balance of strengthening leadership and followership skills as good followership skills leads to effective leadership development (Hurtwiz & Hurtwiz, 2015).Organization fails partly due to leadership ineptitude and partly due to irresponsible followers (Stehlik, 2014).In conjunction with leadership role, a culture of courageous followership behavior is imperative that will help the organizations to advance in global world (Tolstikov-Mast, 2016). Chaleff (1995) defined courageous followers who assume responsibility themselves and helps the leaders in organizational growth. Such behavior of responsibility develops capabilities of followers to be self-accountable towards their profession. The core of effective leadership process depends upon effective capabilities of leader and follower.

Today's competitive global environment demands the role of followers as co-producer of leadership; followers should take responsibility and ownership of organization. On the contrary, researchers have criticized that overly leadership focus has led to the ignorance towards followership role in the organization (Martin,

[1] National Defence University, Islamabad
[2] National Defence University, Islamabad
[3] University of Wah, Wah

irachaleff@cs.com

From:
Sent: Sunday, January 05, 2020 8:24 AM
To: irachaleff@cs.com
Subject: Sir, Could you share the Follower Profile

Dear Mr Chaleff:
Firstly , I appreciate you so much to bring us the wonderful theory of Courageous Followership Behavior ,which lead us followers to be more excellent.
I am a doctoral student from China. and my doctoral thesis is about Courageous Followership Behavior(CFB). Maybe I am the first person to do the quantitative research in the CFB field in China.
But I encountered one problem when doing the research, which I failed to find the instrument of the Follower Profile developed by Doctor Dixon
Could u give me a hand?
Sorry for bothering and wish get a response....
Thanks again,
Ann chow

At 2019-10-08 02:22:13, "Ira Chaleff" <irachaleff@cs.com> wrote:

Having trouble viewing this email? Click here for web version

October 13, 2019 - In this issue:

1

11-21: Email from Chinese researcher

HONORARY CONSULATE
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Why Companies Should Embrace Intelligent Disobedience

We can learn a lot about speaking up when something is wrong from guide dog training, and an airplane's black box.

BY STEPHANIE VOZZA3 MINUTE READ

From Volkswagen to the NFL, company scandals frequently make news, but could these problems have been averted if employees had been empowered to speak up?

Yes, says Ira Chaleff, author of *Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong*.

"We are all socialized from a very early age to obey authority," he says. "We can rebel against it, but there is deep programming inside of us that you don't speak out of turn. For a few of us, this comes naturally, but for most of us it doesn't. We follow the order even when we're uncomfortable and think it's wrong. We have to overcome this."

What keeps me up at night is that my people aren't telling me what I need to hear.

People can actually learn a lot from guide dogs, says Chaleff. When they're trained, they spend their first 18 months being socialized, learning to obey commands. But then guide dogs take their knowledge to a higher level: The next step is that they're taught intelligent disobedience.

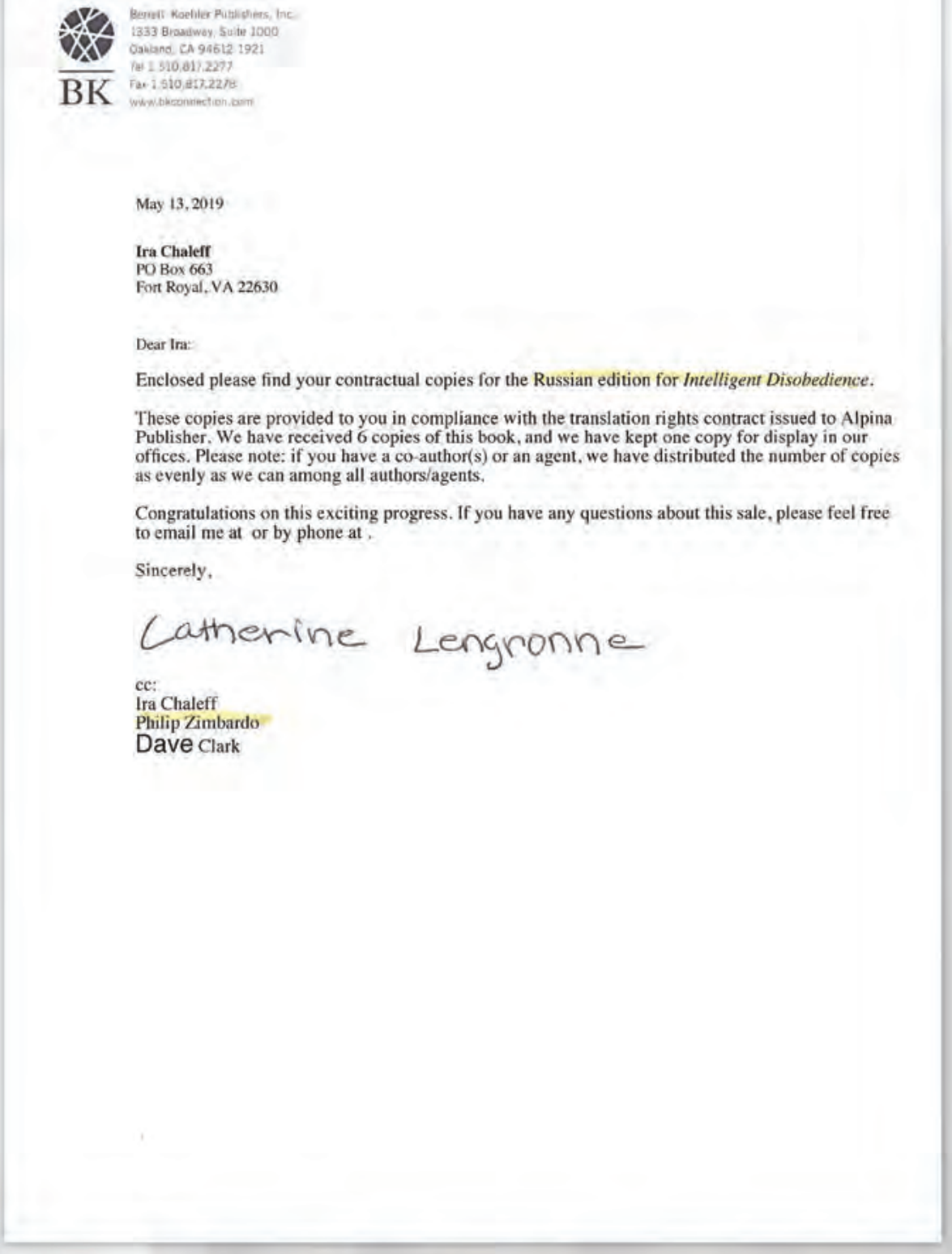
"A dog must know when it gets a command that, if executed, would produce harm for its team–itself and its owner," says Chaleff. "It must not obey even if a command is repeated. This provides a wonderful metaphor for humans."

Intelligent disobedience has been explored effectively in specific industries. Chaleff says groundbreaking work was done in the aviation industry where fatal airline crashes in the 1970s could have been avoided.

"The black box recording often shows that a member of the crew saw something wrong and tried to get captain's attention but was blown off," he says. "When you listen to the recording, a minute and 20 seconds later everybody dies."

The aviation industry empowered its employees by making it everyone's responsibility to assertively and repeatedly bring attention to a problem. If after a third time the command is

11-22: Article, Republic of Mauritius



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Oakland, CA 94612-1921
Tel: 1.510.817.2277
Fax: 1.510.817.2278
www.bkconnection.com

May 13, 2019

Ira Chaleff
PO Box 663
Fort Royal, VA 22630

Dear Ira:

Enclosed please find your contractual copies for the Russian edition for *Intelligent Disobedience*.

These copies are provided to you in compliance with the translation rights contract issued to Alpina Publisher. We have received 6 copies of this book, and we have kept one copy for display in our offices. Please note: if you have a co-author(s) or an agent, we have distributed the number of copies as evenly as we can among all authors/agents.

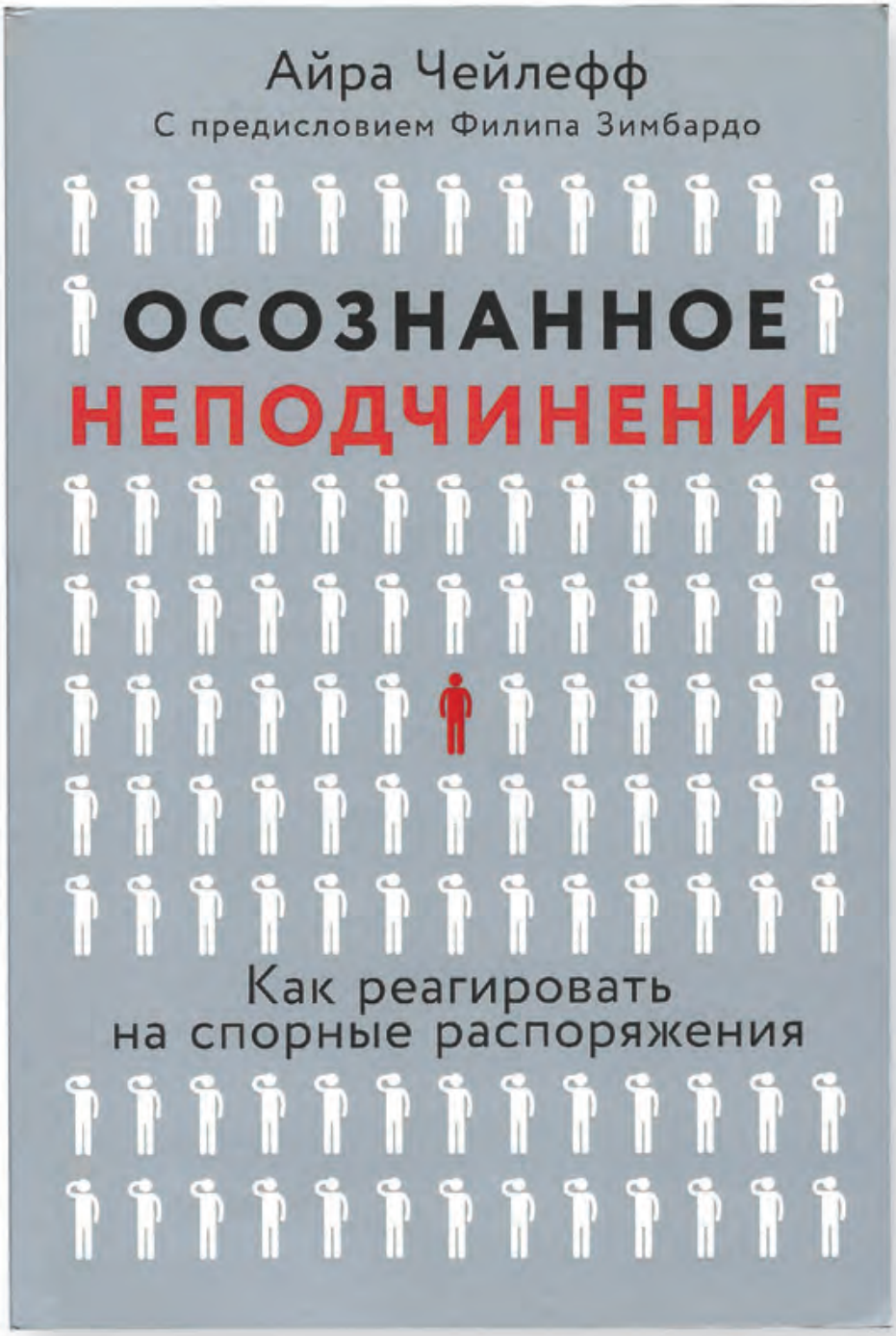
Congratulations on this exciting progress. If you have any questions about this sale, please feel free to email me at or by phone at .

Sincerely,

Catherine Lengronne

cc:
Ira Chaleff
Philip Zimbardo
Dave Clark

11-23: Letter from Berrett-Koehler on Russian translation of *Intelligent Disobedience*



11-24: Russian edition of *Intelligent Disobedience*

irachaleff@cs.com

From:
Sent: Monday, May 06, 2019 8:14 AM
To: irachaleff@cs.com
Cc: Александр Ярославич Воронов
Subject: FW: Intelligent Disobedience by Ira Chaleff

Dear Ira,

Some influential Russian media have published reviews of your book

1. https://www.the-village.ru/village/weekend/books/346011-kniga
English translation via Google
https://translate.google.com/translate?hl=&sl=ru&tl=en&u=https%3A%2F%2Fwww.the-village.ru%2Fvillage%2Fweekend%2Fbooks%2F346011-kniga&sandbox=1

2. https://www.znak.com/2019-04-09/kogda_nachalstvu_nuzhno_skazat_net_i_chto_takoe_osoznannoe_nepodchinenie
English translation via Google
https://translate.google.com/translate?hl=&sl=ru&tl=en&u=https%3A%2F%2Fwww.znak.com%2F2019-04-09%2Fkogda_nachalstvu_nuzhno_skazat_net_i_chto_takoe_osoznannoe_nepodchinenie

3. https://www.pravmir.ru/delaj-potomu-chto-ya-tak-skazala-pochemu-deti-ne-dolzhny-vo-vsyom-slushatsya-vzroslyh/
English translation via Google
https://translate.google.com/translate?hl=&sl=ru&tl=en&u=https%3A%2F%2Fwww.pravmir.ru%2Fdelaj-potomu-chto-ya-tak-skazala-pochemu-deti-ne-dolzhny-vo-vsyom-slushatsya-vzroslyh%2F&sandbox=1

4. https://www.forbes.ru/karera-i-svoy-biznes/374401-ya-zdes-boss-kak-byt-esli-vash-nachalnik-ne-prav
English translation via Google
https://translate.google.com/translate?hl=&sl=ru&tl=en&u=https%3A%2F%2Fwww.forbes.ru%2Fkarera-i-svoy-biznes%2F374401-ya-zdes-boss-kak-byt-esli-vash-nachalnik-ne-prav

Translation of a selected chapter
https://snob.ru/entry/174730https://snob.ru/entry/174730
English translation via Google
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with my text:
"The mind, infused with conscience" - these words of Fazil Iskander characterize the heroes of the book of Ira Chayleff. Contrary to the role and criminal orders imposed on these people, they had the courage to disobey and the mind to accept the exact and saving decision. Principles standing behind their behavior are described in this book.

1

11-25: Email regarding reviews of Russian edition

ZNAK

https://www.znak.com/2019-04-09/kogda_nachalstvu_nuzhno_skazat_net_i_chto_takoe_osoznannoe_nepodchinenie

2019.04.09

When the authorities need to say "no" and what is "deliberate insubordination"

Both our biology and our upbringing teach us to obey authority, obey our elders, and agree with our superiors. But often there are situations when instructions from above are clearly contrary to ethics, law or common sense. What instructions can and should be discarded. It is not only a matter of shame and remorse, but also of the real harm that bad orders can bring to your organization, to people around you, or to society as a whole. After the 20th century, the phrase "I just executed an order" no longer redeems the speaker's guilt. In Russia of the 21st century, the question of how to learn to say no to superiors is especially relevant. But how can this not destroy relationships with people, do not break a career, do not let live derail? And in what cases can and should we say no?

About this tells the book 'Conscious disobedience' , published by the publishing house "Alpina Publisher." Its author, coach Ira Chaleff, uses a guide dog as a key metaphor for the book: her highest skill is considered to be the *failure* of the master's order if execution threatens his health. This is called deliberate insubordination: not an emotional refusal, not a whim, but a conscious and thoughtful decision not to carry out an assignment for good.

Chaleff separates deliberate insubordination from civil disobedience (the latter in itself is a political act, its goal is to attract attention). Here are the basic principles of deliberate disobedience, he leads:

1. In contrast to civil disobedience, deliberate disobedience operates within the system, and does not challenge it.
2. Conscious disobedience allows, recognizing the legitimacy of the current government, to assess how its specific orders are morally justified and realizable in practice.
3. Conscious disobedience is based on the values that a person or society adheres to, and these values are more important than a specific order.
4. Based on the results of comparing the significance of the order and the highest values, a decision is made and appropriate actions are taken.
5. Once in a certain situation, in order to avoid potential damage, we had to display a conscious disobedience, it may be necessary to carefully evaluate the effectiveness of the entire system.
6. Leaders who consider positive results more important than confirming their own authority understand that conscious disobedience avoids serious mistakes.
7. Parents, teachers and guardians face manifestations of deliberate insubordination.
8. Noticing and encouraging such actions, they prevent undesirable consequences, strengthen the self-esteem of young people and recognize the merits of conscious disobedience.

Google translator from Russian

11-26: Translation of Russian article on *Intelligent Disobedience*

11-27: Book, *Servant Follower* by Vincenzo Pellegrini in Italian

LINKEDIN exchange Jan 22 2019

Following my acceptance of a request to join my network

Thank you very much indeed! I read the courageous follower and intelligent disobedience and both changed my life, precisely, my point of view about leadership. Now, I teach Leadership and Followership at the Italian air force NCO academy in Viterbo, Italy. It is very hard, because talking about followers means, for the Italian culture, talking about losers. Do you have any kind of helping idea to facilitate my mission? Sincerely Vincenzo Pellegrini

Dear Vincenzo. Cultural problems around the word "follower" are a problem. (So are problems around the word "leader" in certain languages). Are you aware of the Italian translation of the book "il Follower coraggioso: il collaborator che sa dire di no al leader". It avoids some problems by adopting the English word "follower" just as Italian has done with the English work "leader". In Spanish, a further step was taken by translating the book as "El Colaborador Valiente" though "collaborator" also has certain problems in different historical contexts. One way I overcome the problem in the US in English is to ask if the head of our military, The Secretary of Defense, is a leader or a follower? The answer in our culture must be "both". If he cannot be a follower we have a constitutional crisis as the military reports to the civilian President of the United States who is also Commander in Chief. To summarize, I think answers must be developed for each culture. The primary error is that some cultures define "follower" as a personality type. We are defining it as a role. The same individual plays both a leader role and a follower role and must play both with strength. I hope these thoughts are helpful. Thank you for being an advocate for these concepts. Feel free to write me at my email address: irachaleff@cs.com

11-28: Message exchange with Vincente Pelligrino on translation of *Follower*

VOLUME XIIA

THE INTERNATIONAL LEADERSHIP ASSOCIATION:
Uncovering Its Forgotten Followership DNA

The Balance of Leadership & Followership

Leadership & Followership Focus Group
Kellogg Leadership Studies Project

THIS IS THE HARDEST INTRODUCTION OF A VOLUME TO WRITE as it is both a tribute and a scold. It is a tribute to the International Leadership Association (ILA) that has given followership the best home it has. It is a scold for the ILA's decades long failure to recognize the place of followership in its own DNA, and the centrality of followership to its mission.

I could begin at the beginning with the ILA's own history, but I did not know its history until halfway into my engagement with the ILA that began in 2008. Therefore, I will unfold the story somewhat from an omniscient perspective, and somewhat from the ignorance with which I began the journey, and share the discoveries that I made.

I will start the story with the narrative "A Brief History of the ILA" from its own website today, in mid-2020 (*12A-1*). You will see the ILA's global aspirational roots; its journey through its antecedent, the Kellogg Leadership Studies Project (KLSP) in the 1990s; and the James MacGregor Burns Academy of Leadership, in the first ten years of its life. After that formative period, the ILA became its own stand-alone, incorporated, not-for-profit organization. Note that you do not see the word "followership" mentioned in its self-description. The import of this omission only becomes clear as we go through the selected documents in this volume.

Moving back in time, you will see a roster of the first impressive Governing Board in 1999, which included Professors Warren Bennis and Barbara Kellerman (*12A-2*). We have met both of these giants in earlier volumes. I also include an essay by Bennis entitled "Followership" that appeared in *USC Business* in the early 1990s (*12A-3, 12A-4*). It is an important essay. The distillation of its message might be expressed in the line "Followers who tell the truth, and leaders who listen to it, are an unbeatable combination."

Let's jump to 2008. Subsequent to the Rethinking Followership Conference at Claremont University, I had joined the ILA. Ignorant of any past history, I had written a proposal to form a Followership Learning Community (now called the Followership Member Community) which was approved. I have included the welcome letter inviting ILA members to join the new learning community (*12A-5*).

The welcome letter encourages members to take advantage of *The Followership Exchange*, a wiki (which allows collaborative editing by its users), that I had created with the research assistance of Elisabeth (Lisa) Higgins Null. Lisa did yeoman's work scouring the internet and putting links to every followership article and research paper she could find. I financed this for a couple of years until the ILA suggested it should properly be their responsibility and began underwriting the web hosting. Once I no longer was paying an associate to keep the WIKI current, it languished under sporadic volunteer support, but has recently been revived under the care of Dr. Wendy Edmonds and Dr. Abdurrahim Hocagil (*12A-6*). Though there are now other ways to

search for academic papers on followership, its range of postings beyond those published in journals can still be a resource for followership researchers and practitioners alike. It is also the best place to find new books on followership that are not otherwise rising to the attention of those interested in human, group and organizational behavior.

From that point forward, I presented some aspect of followership at every ILA global conference and encouraged other members of the community to do so as well (*12A-7*). This created a presence, though the number of followership presentations only averaged about 5% of the total presentations at each yearly conference.

In 2011, the ILA global conference was held in London, England (*12A-8*). In my effort to lift up the followership profile at these conferences you will see the emails between me and Warren Bennis and Barbara Kellerman, and their words of great encouragement despite not themselves attending. From Bennis the emphatic words: "Keep up your intense drive to get followership in everybody's space" (*12A-9*).

Searching for the key to unlock greater followership presence on the agenda, I met with Shelley Wilsey, who had been the full time ILA Director (later changed to Chief Operating Officer). I am including the summary of that meeting that was shared with FLC members (*12A-10, 12A-11, 12A-12*) and the announcement of the Followership Learning Community meeting that reflects one of the learnings from that meeting (*12A-13*). ILA is a membership association. Its "power center" was the Member Interest Groups (MIGs). The MIGs at that time were Business Leadership, Leadership Development, Leadership Education, Public Leadership and Leadership Scholarship. This power was based on several things, but primarily it was the MIGS that reviewed all conference proposals for approval.

There were numerical requirements for becoming a MIG in the ILA bylaws (such as number of community members). While the Followership Learning Community might have been able to make the grade, there were other barriers. One was intrinsic: wasn't followership an integral part of each of the existing MIG themes? Another was structural: the ILA knew there was something static about its structure but struggled for years with how to improve it and were reluctant to add to the number of MIGs. It has since taken steps to reform its member community structure but there is little evidence this has lifted up followership as the indispensable condition of leadership. It also seemed to me there were other norms at work that I couldn't discern. I needed to become more deeply involved with the ILA to understand its culture, history and levers of change.

With the above in mind, I applied for a seat on the ILA Board of Directors. My candidacy was successful. I have included the acceptance letter from the Board Chair (*12A-14*). This was an appropriate time to allow new Followership Learning Community leadership to emerge. I stepped down chairing the FLC. At the same time, as each board member served as a liaison to a member group, I retained that role for the followership community.

While I saw myself as the "followership community" board member, I now had a fiduciary responsibility to the entire ILA. I hadn't fully appreciated that the organization was only a year or two into having become a stand-alone, not-for-profit, and the board needed to give a lot of attention to establishing its norms, processes

and policies. That I had chaired a similar size not-for-profit may have been a key reason that my candidacy had been successful. As is the way with group dynamics, once I was an insider to the board and the organization, I was drawn into its dominant agenda and found my followership voice being subordinated to the other contributions needed and expected of me.

I will return to the main theme of how the ILA has both supported and retarded followership from establishing its appropriate place in the leadership world. But let me take a brief and instructive diversion.

The 2011 conference in London had occurred during the height of the "Occupy Wall Street" movement. As in cities around the U.S. and the world, a large encampment had been established at Saint Paul's Cathedral. The "Occupy Movement" was philosophically committed to egalitarianism. The word "anarchy", so often misunderstood as being a violent state, is derived from Greek, and means "without a leader." An informal delegation, of which Jean Lipman Blumen was a key member, went to Saint Paul's to see for themselves what was occurring. They reported that, contrary to the public impression of "no leadership", they saw acts of leadership everywhere (*12A-15*).

My daughter, Lily Chaleff, had been active in the Occupy Movement in New England where she was studying. My publisher, Berrett-Koehler, rushed a small book to print titled *This Changes Everything* about the Occupy movement. From these connections, I educated myself on the serious philosophical underpinning and processes of the movement, despite its eventual shortcomings.

Move forward to 2012. This was my first of six years on the ILA Board. The Global Conference was being held in Denver, Colorado. That spring, I was conducting a management assessment for a Member of Congress from Denver. I took advantage of being in Denver to reach out to the local Occupy movement and interested some if its members in presenting at the ILA conference. However, making this happen required disrupting the ILA norms for presenters to submit their proposal the prior February and, if accepted, to pay the conference fee. After much negotiating, with the help of the conference director, Bridget Chisholm, we circumvented these rigidities by arranging for the Occupy representatives to hold a teaching demonstration at 10:30 at night, way outside the usual conference schedule (*12A-16*). It was a challenge running an egalitarian "General Assembly" process that went past midnight, but I was determined that this new way of leading and following was given experiential exposure at the conference.

Unrelated, except perhaps as an expression of my looking for new ways of introducing followership to both the ILA community and the larger world, was the pre-conference workshop I co-facilitated: Teamwork Tango: Bridging the Divide Between Leaders and Followers (*12A-17*). My co-presenter was Yael Schy who had visited me a year or two earlier to tell me about her work using dance to build further consciousness and skill in the roles of following and leading. I had recently finished producing the video *Leading and Following Through Tango* with my tango teacher Sharna Fabiano, who has since become an important followership teacher in her own right, so I encouraged Yael to collaborate with me at an ILA conference. Letting Yael lead, we had a lot of fun breaking up the panel-and-paper-heavy-format of the conference with a movement workshop that viscerally conveyed leading and following lessons.

I was succeeded as chair of the Followership Learning Community, first by Gene Dixon, who had written the first dissertation on courageous followership, and then by Rob Koonce. From them, and from the FLC chairs that succeeded them, I began experiencing more discontent within the community about the weak stature of followership within the ILA. As a Board member, I now found myself in the odd role of being the "moderate" seeking to help followership advance within the ILA, but tamping down outright rebellious calls for finding another home for a followership community. In 2014, the compromise expression of this was a day-long symposium conducted as a pre-conference event at the ILA Global Conference in San Diego (*12A-18, 12A-19, 12A-20*). Its organizer, Rob Koonce, brought relentless energy and an impatient forthrightness to overcoming administrative barriers to making this happen.

The frustration emanating from the followership community activists refocused me on elevating followership within the ILA. Georgia Sorenson, a founder of the ILA and of the Burns Academy of Leadership, was a Board Member Emeritus and sat in on meetings when possible. It was probably during an exchange with Georgia at a board meeting that I learned of the work of Ed Hollander and Lynn Offerman on followership that had grown out of the Kellogg Leadership Studies Project (KLSP). More on the significance of that in a moment. I wish to first honor the healing exchange with Ed Hollander that brought closure to him and indirectly to Georgia Sorenson for the slight he experienced by not having been part of the Rethinking Followership Conference at Claremont University (*12A-21, 12A-22, 12A-23*).

I now found myself on the trail of the role followership played in the Kellogg Leadership Studies Project. I wrote to the Kellogg archivist and found they only preserved the first 30 pages of older reports of the outcomes of their grants so there did not seem to be a complete record. Nevertheless, to my astonishment, the 1994 report revealed the scholars in that project had initially divided themselves into three focus groups: Transformational Leadership, Ethical Leadership, and Leadership and Followership (*12A-24, 12A-25*)! Clearly, followership occupied a far more central position in the thinking of that seminal group than the 5% representation it now clung to at ILA global conferences.

This is confirmed in the later KLSP report, which cites the emergence of additional focus groups but continues to validate the equal importance of followers to leaders (*12A-26, 12A-27, 12A-28*). I am also including the full report of the Leadership & Followership Focus Group (*12A-29, 12A-30, 12A-31, 12A-32*). Admittedly, I am selectively curating excerpts as an advocate of followership. I do so in what I see as the spirit of the seminal thinkers who participated in the KLSP. I will venture that even then, the "romance of leadership" kept them from taking their thinking on followership to the next step where its centrality to leadership would be fully recognized in the named description of their work.

However, they came close to this recognition in the publication produced by the leadership and followership focus group. It was around this time that I had an opportunity to meet personally with Lynn Offerman. She shared with me a copy of the book that she and Ed edited, *The Balance of Leadership and Followership*, which was published in 1997 by the James MacGregor Burns Academy of Leadership (*12A-33, 12A-34*). Wait a minute! The Burns Academy was the incubator of the ILA! Suddenly, I realized I had not brought followership to the ILA as much as having re-introduced it!

By 2016, The ILA board was in the process of reviewing its bylaws. Documenting the above, I made a case for the by-laws committee to include followership in the ILA statement of purpose (*12A-35*). While being respectful of my work, the board declined to have the committee insert language about followership. I wrote a second memo to the board at its following meeting to review the changes proposed by the committee titled "Why I cannot support the statement of identity in the ILA bylaw changes" (*12A-36, 12A-37*). Once again, with great affection and respect, the recommendations I made were not adopted to include followership, either directly or even indirectly. From my perspective, an historic opportunity to redress a deviation from the importance given to followership by ILA forefathers and foremothers had been missed.

I showed this chapter to Alain De Sales, whom you will meet in the final section of the book. Alain is an increasingly important contributor to the followership community. In his feedback to me he said, "I think there may be a need for a balance to explain why they excluded followership, knowing these are thoughtful people." This was an excellent question. I did my best to answer it in a reply email. "My impression was the response was classic conservatism – not to change what existed without any real reasoning. We were generally a polite board. The board was extremely process oriented, and the process of updating the bylaws was more valued than taking a critical look at the underlying assumptions and philosophy. At the time, I felt my dissent was principled. In retrospect that was too polite. I had been insufficiently political to line up a couple of board members to support me to have a meaningful debate about including followership. I don't even think I forced a vote for the record, which I could have done. I fault myself for this." While others may have a different assessment of this event, I am content to have this interpretation stand as an illustrative example of how followership (in this case mine) can fail to successfully transcend group culture and the value it places on cohesion. There may, however, be yet another lesson here. In reply to a request for feedback on this narrative, Cynthia Cherrey, the ILA president, said she believed the most recent ILA bylaws contain the minimal change I had requested to the statement of Identity in my February 2016 memo to the board. I have reviewed the current bylaws on the ILA's website and confirm that she is correct. While the revised statement falls short of what I believe is truly needed, it does show that at times a follower's input that seems to have failed, may eventually have an impact.

I completed my two terms on the ILA Board through the end of 2017 and chose not to stand for an officer position that would have allowed me an extended term. I am including the warm letter of appreciation for my service (*12A-38*). The memento it references is a thoughtfully chosen solar powered globe that rotates on my desk.

At the same time, my relationship with the ILA was indirectly reinforced by the invitation of Georgia Sorenson to become one of the ten Visiting Leadership Scholars at the new home for the James MacGregor Burns Academy of Leadership at the Möller Centre (now Institute) Churchill College, at Cambridge University in England (*12A-39*). Much of the ILA board participated in the inaugural event. Needless to say, Georgia recognized and expected me to be a voice for followership in this group, though I was not alone as Ron Riggio also received an appointment.

Sadly, before this book was completed, Georgia passed away and the Möller Institute, under new leadership, has declined to continue supporting the Burns Academy and library. Georgia's daughter, Suzanna Fitzpatrick, will coordinate efforts to identify a new home for the academy.

Here I am going to deviate from the format this book has taken and divide the narrative of Volume XII into two parts. In this way, readers will be able to review the documents supporting the above history before I review the last two years of engagement with the ILA on followership, continuing the exposition of the great service the ILA has given to followership and its reluctance to embrace it more fully.

A Brief History of the ILA

The passionate contributions of many people and institutions coalesced to cultivate the networks, connections, and intellectual curiosity required to establish the International Leadership Association in 1999. Like many ideas, it grew from both a series of informal conversations over many meals as well as more formal discussions in meetings and conferences. While it may be impossible to trace *all* of the conversations that led to the establishment of the ILA, several events that were foundational to its creation are described below.

Larraine Matusak and Roger Sublett of W.K. Kellogg at the ILA 2000 conference in Toronto, Canada

The Association's international roots can be traced back to 1995 and the Salzburg Seminar on Global Leadership, Concepts and Challenges held in Austria, co-chaired by Georgia Sorenson and James MacGregor Burns, and attended by scholars and leaders from fifty countries.

Throughout the mid 1990's, participants of the Kellogg Leadership Studies Project (KLSP) often discussed the need for an umbrella organization to support the field of leadership studies. Supported by the W.K. Kellogg Foundation with Larraine Matusak's leadership and based at the Academy of Leadership, the KLSP convened a premier group of 50 leadership scholars and practitioners to create and publish cross disciplinary leadership research.

At the conclusion of the KLSP project a conference was organized called the Leaders/Scholars Association, a meeting of the minds between those who study leadership and those who practice it. Coordinated by Barbara Kellerman and hosted at USC by Cynthia Cherrey the conference was deemed a success. It was decided to continue to meet as an Association of scholars, educators, leadership development professionals, and practitioners who share an interest in leadership and that the Association was to be diverse in thought, discipline, culture, sector, and geography. After many more conversations, the name "International Leadership Association" was chosen.

Around the same time, a group of leadership educators began to rotate conferences between the Jepson School of Leadership Studies and the Academy of Leadership; when the idea of the ILA became a reality, it was decided to join efforts at the first ILA conference in 1999.

Since then, the ILA has become the largest international and inter-disciplinary membership organization devoted solely to the study and development of leadership. Based for its first ten years at the University of Maryland's James MacGregor Burns Academy of Leadership, the ILA is one of the few organizations to actively embrace academics, practitioners, consultants, private industry, public leaders, not-for-profit organizations, and students.

12A-1: ILA website history page, 2020

ila INTERNATIONAL LEADERSHIP ASSOCIATION

GOVERNING BOARD
1999-2001

Warren Bennis, Founding Chairman
Leadership Institute, University of Southern California

Cynthia Cherrey, Assistant Vice-President
Division of Student Affairs, University of Southern California

Carol Fimmen, Director
Cross Cultural Educational Programs, Western Illinois University

Mark Goyder, Director
Center for Tomorrow's Company, London, England

Ronald A. Heifetz, Director
Leadership Education Project, Harvard University

Michael H. Hoppe, Senior Program & Research Associate
Center for Creative Leadership, Greensboro, NC

Barbara Kellerman, Director
Center for the Advanced Study of Leadership
Burns Academy of Leadership

Larraine R. Matusak, Senior Scholar
Center for the Advanced Study of Leadership
Burns Academy of Leadership

Russ S. Moxley, Director
Non-Profit Initiatives, Center for Creative Leadership, Greensboro, NC

Larry C. Spears, Chief Executive Officer
Robert K. Greenleaf Center for Servant Leadership, Indianapolis, IN

Peter B. Vaill, Professor
Graduate School of Business, University of St. Thomas, Minneapolis, MN

Ronald Walters, Director
African American Leadership Program
Burns Academy of Leadership

J. Thomas Wren, Associate Professor
Jepson School of Leadership Studies
University of Richmond

Scott W. Webster (*ex-officio*), Program Director
Center for the Advanced Study of Leadership
Burns Academy of Leadership

12A-2: ILA founding board of governors

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Followership

By Warren Bennis

It is probably inevitable that a society as star-struck as ours should focus on leaders in analyzing why organizations succeed or fail. As a long-time student and teacher of management, I, too, have tended to look to the men and women at the top for clues on how organizations achieve and maintain institutional health. But the longer I study effective leaders, the more I am convinced of the under-appreciated importance of effective followers.

What makes a good follower? The most important characteristic may be a willingness to tell the truth. In a world of growing complexity, leaders are increasingly dependent on their subordinates for good information, whether the leaders want to hear it or not. Followers who tell the truth, and leaders who listen to it, are an unbeatable combination.

Movie mogul Samuel Goldwyn seems to have had a gut-level awareness of the importance of what I call "effective backtalk" from subordinates. After a string of box-office flops, Mr. Goldwyn called his staff together and told them: "I want you to tell me exactly what's wrong with me and MGM, even if it means losing your job."

Although Mr. Goldwyn wasn't ready to give up the ego-massaging presence of "yes men", in his own gloriously garbled way he acknowledged the company's greater need for a staff that speaks the truth.

Like portfolios, organizations benefit from diversity. Effective leaders resist the urge to people their staffs only with others who look or sound or think just like themselves, what I call doppelganger, or ghostly-double, effect. They look for good people from many molds, and then they encourage them to speak out, even to disagree. Aware of the pitfalls of institutional unanimity, some leaders wisely build dissent into the decision-making process.

Organizations that encourage thoughtful dissent gain much more than a heightened air of collegiality. The make better decisions. Like good leaders, good followers understand the importance of speaking out. More important, the do it. Over thirty years ago, when Nikita Khruschev came to America, he met with reporters at the Washington Press Club. The first written question he received was: "Today you talked about the hideous rule of your predecessor, Stalin. You were one of his closest aides and colleagues during those years. What were you doing all that time?" Khruschev's face grew red. "Who asked

12A-3: Article on Followership by Warren Bennis, USC Business 1994

that?" he roared. No one answered. "Who asked that?" he insisted. Again, silence. "That's what I was doing," Mr. Khruschev said.

Even in democracies, where the only gulag is the threat of a pink slip, it is hard to disagree with the person in charge. Several years ago TV's John Chancellor asked former Presidential aides how they behaved on those occasions when the most powerful person in the world came up with a damned fool idea. Several of the aides admitted doing nothing. Ted Sorenson revealed that John F. Kennedy could usually be brought to his senses by being told, "That sounds like the kind of idea Nixon would have."

Quietism, as a more pious age called the sin of silence, often costs organizations - and their leaders - dearly. Former President Ronald Reagan suffered far more at the hands of so-called friends who refused to tell him unattractive truths than from his ostensible enemies.

Nancy Reagan, in her memoir, *My Turn*, recalls chiding then Vice-President George Bush when he approached her, not the President, with grave reservations about White House chief of staff Donald Regan.

> "I wish you'd tell my husband," the First Lady said. "I can't be the only one who's saying this to him." According to Mrs. Reagan, Mr. Bush responded, "Nancy, that's not my role."

"That's exactly your role," she snapped.

Nancy Reagan was right. It is the good follower's obligation to share his or her best counsel with the person in charge. And silence - not dissent - is the one answer that leaders should refuse to accept.

Effective leaders reward dissent, as well as encourage it. They understand that whatever momentary discomfort they experience as a result of being told from time to time that they are wrong is more than offset by the fact that reflective backtalk increases a leader's ability to make good decisions.

Executive compensation should go far toward salving the pricked ego of the leader whose followers speak their minds. But what's in it for the follower? The good follower may indeed have to put his or her job on the line in the course of speaking up. But consider the price he or she pays for silence. What job is worth the enormous psychic cost of following a leader who values loyalty in the narrowest sense?

Perhaps the ultimate irony is that the follower willing to speak out shows precisely the kind of initiative that leadership is made of.

Warren Bennis is Distinguished Professor of Business Administration at the University of Southern California and the author of more than a dozen books on the character and challenge of contemporary leadership. This essay, which originally appeared in the New York Times, is excerpted from his book, An Invented Life: Reflections on Leadership and Change, (1993), Addison-Wesley Publishing Co., reprinted with permission.

This article is reprinted from the Summer 1994 issue of *USC Business*.

12A-4: Article by Warren Bennis, continued

Ira Chaleff

From: Ira Chaleff [enul@starpower.net]
Sent: Monday, March 24, 2008 10:55 PM
To: ira.chaleff@exe-coach.com
Subject: Invitation to Join the Followership Learning Community

ANNOUNCING THE FOLLOWERSHIP LEARNING COMMUNITY. . .

Dear Colleagues:

Given your interest in followership as demonstrated in your participation in the Rethinking Followership conference two years ago, I want to personally invite you to become a participant in the new Followership Community of Learning. We have established a WIKI (an interactive web site) through the auspices of the International Leadership Association. I look forward to engaging in conversations about followership and how we might support each other's interests in the field.

Please visit the site at Followership Exchange to get a feel for what we are trying to do. In the spirit of Learning Communities and WIKIs you can help develop this site into anything that will serve the goal of enriching the conversations on followership. You will find information on how to post or edit information of interest to this community. All you need to know to do this is the key (password): "follow." You will also find guidelines that we ask participants to use to make the information on the site as accessible as possible.

You will see a link to the Followership Forum on the wiki front page. If you wish to have a more informal conversation through the forum, click the forum link. This will introduce you to the subscription process. Forum members have to be approved so it may take a couple of days to get an acceptance message back from us. My colleague, Elisabeth Higgins Null, will be helping me administrate both the forum and the WIKI, but we are very interested in volunteers to help us do so.

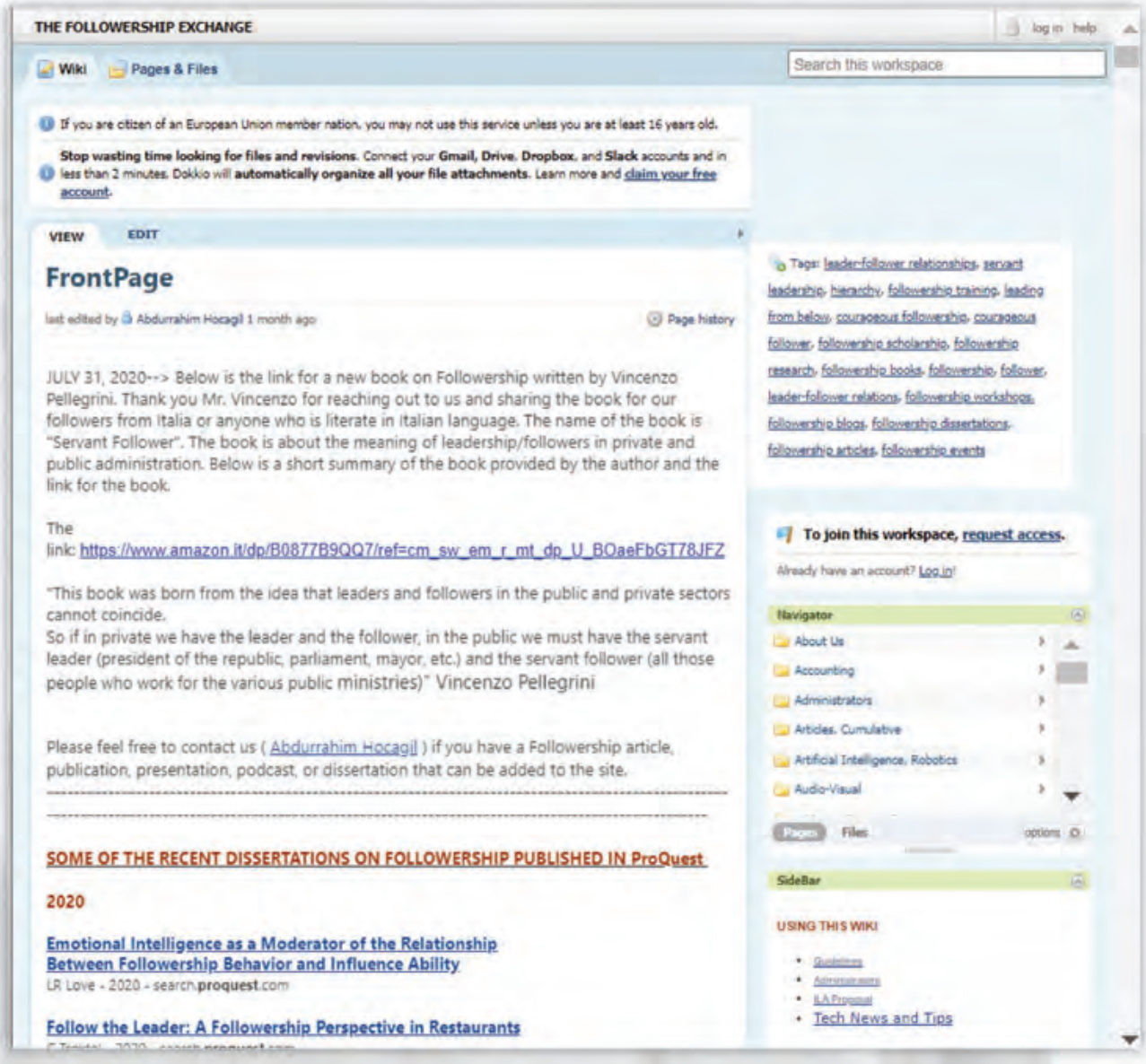
There was a lot of energy around the subject of followership generated at the Rethinking Followership conference. The book that emerged from the conference is now available and you can get all the details about that on the WIKI. Please let me and others know what you have been thinking, writing, reading or doing about followership by participating in the Learning Community.

Best,

Ira

3/25/2008

12A-5: Memo Announcing the ILA Followership Learning Community



12A-6: Web Page – Followership Exchange WIKI

Participate in ILA's

Followership Learning Community

2010 ILA FLC EVENTS/Items of Interest

- Community Meeting Thursday 6:00-6:30 PM, Location TBD

- "Complex Realities: The Birth or Death of Followership in the 21st Century"
  Thursday 10: 45-12:00 Noon Wellesley
  Ira Chaleff, Executive Coaching and Consulting Associates
  John Dentico, LeadSimm LLC
  Susan Keim, University of Kansas
  Jim Wolford-Ulrich, Duquesne University

- "Transforming Hierarchical Relationships Into Productive Partnerships: Leaders and Followers in a Networked World"
  Saturday 1:30 - 2:30 PM Provincetown
  An Ira Chaleff inspired production by Gene Dixon, ECU

- "The Followership Exchange":
  a wiki on leader-followership relations
  http://followership2.pbworks.com/

Followers and Loyalty: on-going research
https://ecu.qualtrics.com/SE/?SID=SV_ekQkv86LGXNScvi

Contact: Ira Chaleff
http://www.courageousfollower.net
ira.chaleff@exe-coach.com

12A-7: Program – ILA 2010 Conference followership presentations

12A-8: Program – ILA Global Conference London 2011

Ira Chaleff

From: Elisabeth Null [enul@starpower.net]
Sent: Tuesday, May 24, 2011 7:34 AM
To: ira Chaleff
Cc: Elisabeth Null
Subject: Bennis: Followership Learning Community Bulletin

Begin forwarded message:

From: Warren Bennis <warren.bennis@gmail.com>
Date: May 24, 2011 12:37:52 AM EDT
To: enul@starpower.net
Subject: Re: Followership Learning Community Bulletin

Dea Ira,
Unfortunately, since I've given up air travel for about 3 and 1/2 years, I will be unable to join you at the London 2011 ILA conference.
Keep up your intense drive to get followership in everybody's space!
All best,
Warren
On May 23, 2011, at 4:25 PM, Ira Chaleff wrote:

Ira Chaleff

From: Kellerman, Barbara [barbara_kellerman@harvard.edu]
Sent: Tuesday, May 24, 2011 5:15 PM
To: 'Ira Chaleff'

Sorry, Ira, I will not be at the ILA meetings in London.

But, I'm delighted to have you holding down the the followership fort!

Hope all's well and send warm regards.

Barbara

Barbara Kellerman
James MacGregor Burns Lecturer in Leadership
Center for Public Leadership
Kennedy School, Harvard University
79 John F. Kennedy Street
Cambridge, MA 02138.
Phone: 617 495 7570
E mail: barbara_kellerman@harvard.edu

12A-9: Email exchanges with Warren Bennis and Barbara Kellerman

[redacted]

From Ira Chaleff
June 28, 2011

Dear Followership Learning Community Members:

This year a number of us were disappointed that proposals we submitted on various aspects of followership for the ILA Fall conference in London were not accepted. I met with Shelly Wilsey, ILA executive director, and came away with a much better understanding of how the proposal review process works. Please read the memo below that I wrote after our meeting and which Shelly has reviewed.

The main "take away" at the moment is that we need to create explicit linkages between the Followership Learning Community and each of the Member Interest Groups (MIGs). The memo below explains this further. These linkages will significantly improve the reception of our proposals even when the initial stage of the review process is blind.

There are five MIGs. I would like us to self-organize so that at least one FLC member is a member of each MIG, participates in its activities and volunteers to be part of next year's conference submission review process. Please let me know if you can assume this role and for which MIG you are interested in performing this liaison function. Once we are matched up we can exchange ideas about creating greater awareness of and commitment to issues of followership within that MIG.

I am interested in whatever other ideas you may have about integrating followership scholarship and practice more fully into ILA's awareness and agenda.

All the best,
Ira Chaleff

Summary of Meeting Between Shelly Wilsey and Ira Chaleff: June 17, 2011

ILA Executive Director, Shelly Wilsey, and Followership Learning Community President, Ira Chaleff, met to discuss the visibility of followership scholarship and practice in ILA conferences and other

12A-10: Memo of meeting with ILA Director Shelly Wilsey

activities.

As background, we reviewed the history of the ILA and its transition from a project of the University of Maryland into an independent 501(c) (3) organization. This will facilitate ILA's international expansion, which is important to its mission.

When asked about her personal vision for ILA, Shelly's response (paraphrased) was: "Effective and ethical leadership woven into the fabric of popular culture with ILA as the vessel for promoting this across sectors and regions."

Ira offered his own vision about how effective and ethical followership supports this vision, paraphrasing from his book, The Courageous Follower: "Leaders can use power beneficially but they cannot be the guarantors of its beneficial use - that is the ethical responsibility of followers."

This led to a productive conversation about how "followership" can play a greater role in the thought, activities and programs of ILA.

Here are some learnings from the conversation:

1. The Learning Communities with direct connection to a Membership Interest Group (MIG) seem to have more success in their initiatives, particularly as they pertain to the conference.

2. The MIGs play a crucial, if not fully developed role in ILA. The submission approval process runs largely through the MIG structure with a conference theme track added this year. Therefore, it is important that Followership Learning Community (FLC) members become active in their chosen MIGs and in future conference submission review processes to ensure the followership perspective is actively represented.

[Editorial note: While writing this memo I realized that this is an example of Gandhi's exhortation "We must become the change we wish to see in the world". The FLC has a responsibility to create awareness of followership within ILA so that ILA can incorporate that awareness into its interactions with the broader world.]

3. The ILA conference presentation submission process continues to be refined and improved. One enhancement has been the addition of keywords to the process that allows matching proposals to reviewers in that area of expertise. We need to be sure that FLC MIG members self-identify

12A-11: Memo of meeting, continued

"followership" as one of their interest areas and that "followership" is one of the keywords used in matching.

4. Since it seems that a strong connection to specific board members has supported development of the MIGs, the development of Learning Communities could be accelerated through deeper connections to the Board.

5. It would also be useful for the FLC to mount additional webinars on followership as part of its internal educational process.

6. There may be future opportunities for smaller ILA conferences in between the larger annual conference.

[Editorial note: It could be interesting to consider a reprise of the 2006 Claremont Conference on Followership with ILA and a university- perhaps Claremont again or Harvard (where Barbara Kellerman is located)- co-hosting the event.]

Quick Links...

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The Followership Exchange Wiki http://followership2.pbworks.com
The Courageous Follower Website http://www.courageousfollower.net

~~~~~~

E-mail: irachaleff@cs.com
Phone: 301 933 3752

Forward email

12A-12: Memo of meeting, continued

Ira Chaleff

From: Ira Chaleff [irachaleff@cs.com]
Sent: Wednesday, September 21, 2011 9:16 PM
To: 'Shelly Wilsey'
Subject: RE: Followership meeting blurb

Shelly: Here's the text:

Passionate or curious about the subject of ***followership***? Why not? ODE magazine (for "intelligent optimists") now refers to it as a MOVEMENT! If you're going to the **ILA Conference**, join us at the Followership Learning Community meeting, 1:30 – 2:30, Sat, Oct 29, in Plaza Suite 5. Meet fellow passionate or curious scholars and practitioners, exchange ideas and leave with new ideas for research or workshops! We'll also discuss how to engage with the ILA Membership Interest Groups (MIGS) to cross fertilize thinking and generate support for followership oriented proposals at the next conference.

Ira Chaleff

From: Shelly Wilsey [mailto:swilsey@ila-net.org]
Sent: Tuesday, September 20, 2011 8:20 PM
To: irachaleff@cs.com
Subject: Followership meeting blurb

Ira,
I'm finishing program book edits. Regarding the Followership Learning Community Meeting, I need a 50-100 word description please. Can you send it in the next day or so?
The room is Plaza suite 5.
Thanks,
Shelly

Shelly Wilsey
swilsey@ila-net.org
+1.301.405.8564

From: Ira Chaleff [mailto:enul@starpower.net]
Sent: Friday, September 16, 2011 12:50 PM
To: Shelly Wilsey
Subject: Improving Proposal Acceptance and Followership Visibility at ILA

Having trouble viewing this email? Click here
Hi, just a reminder that you're receiving this email because you have expressed an interest in Ira Chaleff's activities. Don't forget to add irachaleff@cs.com to your address book so we'll be sure to land in your inbox!

You may unsubscribe if you no longer wish to receive our emails.

FOLLOWERSHIP LEARNING COMMUNITY MEETING AT ILA CONFERENCE 2011

1

12A-13: Email regarding Followership Learning Community meeting

November 11, 2011

Ira Chaleff
Via e-mail to: irachaleff@cs.com

Dear Ira,

It gives us great pleasure to formally welcome you to serve on the Board of the International Leadership Association, Inc. (ILA). The ILA looks towards individuals with professional experiences and an interest in leadership such as yours, to serve on its Board at this very critical time. We are so pleased that you accepted our invitation.

The Board appointment is for a three year term. As a growing organization, we rely on our Board members to assist with membership and conference recruitment. We hope we can count on you to help build ILA by contacting colleagues to introduce them to the ILA, recruit them to join the ILA, and urge their participation in the annual conference. Board members actively assist in fundraising and recruiting sponsorships for the annual conference. You will also work with fellow Board members to continually improve our performance, make recommendations for, and serve on committees to respond to specific tasks of the ILA.

You are expected to participate in Board meetings which consist of a February Board meeting and retreat, the annual conference Board meeting, and 3-4 conference calls. Shelly Wilsey, Director, will set up the conference call schedule very soon.

Attached are the ILA Bylaws and Board Policy Manual. A complete information packet will be given to you at the orientation for new board members at the February meeting. Prior to that time you may want to review the information on the ILA website http://www.ila-net.org/. Please let us know if you have any questions regarding your responsibilities as a Board member.

We are so pleased that you accepted the invitation to serve on the ILA Board.

Sincerely,

Gama Perruci
ILA, Chair of the Board

Cynthia Cherrey
ILA, President

Diane Dixon
ILA, Vice Chair of the Board

Enclosures

CC: Shelly Wilsey, ILA Director

12A-14: Letter of appointment to the ILA Board

12A-15: Occupy movement, St Paul's, London

FRIDAY [continued]

20:00	Celebrating Max De Pree and Leadership Jazz Event Shuttle service begins at 19:30 and continues 30 minutes after the event ends, or get directions at registration and enjoy the 20 minute walk. **Thank you Metropolitan State University of Denver and Max De Pree Center for Leadership for sponsoring this event.** Tickets may still be available for sale; check at the ~~ILA Office (Slate)~~	**King Center's Concert Hall on Metropolitan State University of Denver's Auraria Campus**
22:30–24:00	A Hands-on, Occupy-Style, Consensus Decision Making Demonstration and Dialogue *(see page 19 for information)*	**Centennial B-C**

SATURDAY / OCTOBER 27

* About the time: Times are listed using the 24 hour format. To convert after noon, simply subtract 12. For example, 13:00 is 1:00pm (and it's also the time the closing session begins!)

07:30–09:00	Continental Breakfast **Thank You Love Grown Foods for donating the granola!**	**Centennial Foyer**
* **08:00–08:45**	ILA Membership Meeting	**Centennial Ballroom**
08:00–12:00	**ILA Registration Open**	**Mineral Foyer**
08:45–15:00	ILA Office Open	**Slate**
10:00–15:00	Leadership Bookstore Open *(details on pages 102)*	**Centennial A**
09:00–10:00	**Concurrent Session 7** *(begins on page 104)*	**Various rooms in Hyatt**
10:15–11:15	**Concurrent Session 8** *(begins on page 111)*	**Various rooms in Hyatt**
11:30–12:30	**Concurrent Session 9** *(begins on page 115)*	**Various rooms in Hyatt**
12:30–13:00	Light Lunch	**Centennial Foyer**
13:00–14:30	**Closing General Session** **13:00 Looking Forward, Shelly Wilsey,** *ILA Director* **Leadership Legacy Award Presentation honoring Ron Walters** *(Read more about Ron Walters on page 121)* **13:15 Keynote, Hikmet Ersek** *(Read more about Hikmet Ersek on page 120)* **14:00 Sixth Annual Student Case Competition Award Presentation** **14:05 Conference Weaving, Katherine Tyler Scott** **14:15 Farewell Remarks, Linda Olson,** *Conference Chair*	**Centennial Ballroom D-E**
15:00 – 17:00	Board Meeting	**Blue Spruce Suite 607**

12A-16: Program – Occupy process demonstration, ILA conference Denver

WEDNESDAY PRECONFERENCE WORKSHOPS

Workshops require pre-registration. There may be space available; please check at the ILA Office (Slate) if you are interested in taking a workshop; fees vary.

09:00–16:00

COMMUNITY LEADERSHIP GREATEST HITS Centennial B

LEADERSHIP INSIDE AND OUT: LEADERSHIP ROUNDTABLE AND ROCKY MOUNTAIN FOOTHILLS Meet in hotel lobby for 08:30 departure

09:00–12:00

DYNAMIC GOVERNANCE: COMBINING THE CREATIVE POWER OF HIERARCHICAL AND HORIZONTAL ORGANIZATION Centennial F

EXPERIENCING APPRECIATIVE INQUIRY: LEADERS BUILDING BRIDGES FOR THE GREATER GOOD Centennial G

13:00–16:00

ADVANCING SUSTAINABILITY THROUGH INNOVATIVE COLLABORATION: CLOSING THE DIVIDES Meet in hotel lobby for 13:00 departure

LEADERSHIP AND THE ARTS CENTENNIAL H

TEAMWORK TANGO: BRIDGING THE DIVIDE BETWEEN LEADERS AND FOLLOWERS Centennial F

THE SIX PRACTICES OF BOUNDARY SPANNING LEADERSHIP Centennial G

12A-17: Program – Teamwork Tango workshop, ILA conference Denver

12A-18: ILA conference San Diego

2014 International Followership Symposium

Honorary Co-Chairs
Ronald E. Riggio, Claremont McKenna College
Jean Lipman-Blumen of Claremont Graduate University

Agenda

8:20 a.m. **Introductory Remarks and Welcome**
Shelley Wilsey, Director, International Leadership Association
Rob Koonce, 2014 Chair, ILA Followership Learning Community
Affiliate Faculty, Creighton University

8:30 a.m. **Plenary**
Robert E. Kelley, Adjunct Professor of Organizational Theory and Behavior
Carnegie Mellon University

9:15 a.m. **Plenary**
Ira Chaleff, President, Executive Coaching & Consulting Associates

10:00 a.m. Break

10:15 a.m. **Followership in a Global Context: Comparative Approaches Across Cultures**
Moderator: Ted Thomas, Director, Department of Command and Leadership,
US Army Command and General Staff College

11:00 a.m. **Featured Guest Speaker**
Edith Eiger, Holocaust Survivor, Clinical Psychologist, Lecturer

11:15 a.m. Break

11:30 a.m. **Why Good Followers Go Bad: The Power of Moral Disengagement**
Craig E. Johnson, Professor of Leadership Studies and Director, DBA Program,
George Fox University

12:35 p.m. Lunch (provided as part of the symposium)

BREAKOUTS
(3 simultaneous sessions of 30 minutes each including 5 minutes in between for shifts between sessions)
1:15 p.m. Breakout Tracks: Education, Business, Government

Education (K-12, universities, and religious ministries)
Business (corporate leaders, managers, staff, coaches, and trainers)
Government (military, law enforcement, and other federal agencies)

3:15 p.m. Break

12A-19: Program – 2014 Followership Symposium

3:30 p.m. **Student Presentation** (A winning entry will be selected by an international panel of judges)

3:50 p.m. Adjourn to ILA Opening Keynote

16th Annual ILA Global Conference (October 30 – November 2, 2014)

Friday, October 31, 2014

A.M. Plenary Session (Followership Learning Community)
Barbara Kellerman, Kennedy School of Government, Harvard University

P.M. Panel Discussion (Followership Learning Community)
Moderator: Rob Koonce, 2014 Chair, ILA Followership Learning Community
Affiliate Faculty, Creighton University

Barbara Kellerman, Kennedy School of Government, Harvard University
Robert E. Kelley, Adjunct Professor of Organizational Theory and Behavior,
Carnegie Mellon University
Ira Chaleff, President, Executive Coaching & Consulting Associates
Founder, ILA Followership Learning Community

Saturday, November 1, 2014

A.M. Plenary Session (Followership Learning Community)
Ron Riggio, Kravis Leadership Institute, Claremont McKenna College

12A-20: Program – 2014 Followership Symposium continued

In a message dated 4/20/2015 4:18:36 P.M. Eastern Daylight Time, irachaleff@cs.com writes EPHLDR@aol.com <Edwin Hollander>

On Apr 20, 2015, at 7:05 AM, Ira Chaleff <irachaleff@cs.com> wrote

Dear Ed

My apologies for not responding to this important message sooner. It was a painful message for me to read.

Without intending to shift blame to others, in my lack of a scholar's background I was unaware of your work on Followership prior to the Followership conference we held at Claremont University some ten years ago. What a terrible omission not to have invited you to participate.

While Followership has become a much more widely recognized subject in the 25 years since Robert Kelley's book, and then my book appeared, I still often find myself as the lone voice on the ILA board reminding our collective of the near centrality of its role in leadership. Some piece of data I encountered convinced me that Followership was more prominently on the KLSP agenda than it had become on the ILA's. Therefore, about two years ago I went to the Kellogg archivist and asked for the documents on the project.

Unfortunately, Kellogg only kept the first 30 pages of each document. In it I found several mentions of the Followership study group, which affirmed my sense of Followership's place in the project. However, in its truncated format, the report did not show who was involved in the study group nor its output. It was only when Georgia mentioned your role in it that I asked her help in reaching out to you. Thus my coming to you so belatedly after 20 years of my personal engagement with Followership.

Ed, do you happen to have more complete documents on the Followership working group from the Kellogg project? If so, I would love to see them. If there is any shred of evidence that the original intention in the formation of the ILA included an explicit mention of Followership I would value seeing that. Please let me know.

Again, please excuse my ignorance of your earliest contribution to the Followership field. Clearly it was a loss to the Claremont conference and to

12A-21: Email exchange with Ed Hollander

Historical exchange ~~bet~~ with Ed Hollander, Lynn Offermann and Georgia Sorenson on Followership.

Georgia Sorenson Ph.D.

Sent from my iPhone: please excuse keyboarding errors

On Apr 26, 2015, at 5:26 AM, Ira Chaleff <irachaleff@cs.com> wrote:

Ed

Well said!

A great gift that has come from our brief exchange has been connecting with Lynn Offermann, who also got lost in the brief history of followership studies. She has sent me and Rob Koonce the excellent booklet you co-edited: The Balance of Leadership and Followership. This "lost" piece of followership history is now properly in the consciousness of the ILA Followership Learning Community who will take steps to ensure it stays "found" and that you and Lynn receive appropriate acknowledgment.

Best regards,

Ira

From: EPHLDR@aol.com [mailto:EPHLDR@aol.com]
Sent: Saturday, April 25, 2015 11:54 PM
To: irachaleff@cs.com; marc@flipskills.com; gs232323@aol.com; lro@gwu.edu; ggoethal@richmond.edu; EPHLDR@aol.com
Cc: gsorenson@law.umaryland.edu; r2koonce@gmail.com; drspranger@gmail.com; Rodger.Adair@phoenix.edu
Subject: Fo: 2-Day Burns Leadership Conference - Student Scholarships Available to Att...

Thanks, Ira,

Glad to hear from you. What's past is past, but your kind response to my expression of disappointment offers a gentle riposte, and self-discovery, too:

Your point of saying you're not a scholar, ought not mean a good practitioner like yourself should be freed from the literature. Nor should scholars be freed from presenting applications, as many of us have tried to do, including Lynn Offermann and the fine subset who participated in our KLSP focus group. In that vein, you might find congenial the earlier 1990 AP paper stressing followership. She and I were asked to contribute it to a special issue on organizational psychology. It is among some previous papers republished in my Inclusive Leadership (Hollander, 2009) book, with new chapters, also, one on the American presidency, later evolving into chapters elsewhere on Obama's.

The point of being broad-scale is illustrated by writing two chapters, 8 and 17, for The Oxford Handbook of Leadership (M. Rumsey, Ed., 2013, NY). The first is an overview of leadership-followership with a historical and critical perspective. The second is on leadership in higher education, which is an area of practice. I found in over a decade as a university administrator that active followers were a virtue, especially student participants in governance, usually neglected. You are not surprised therefore that early in the more scholarly overview chapter I begins with "A useful approach to strengthening the follower role...Chaleff (2003)..." and then another 200 approving words I put in on what has been my tune, too. I know and like the theme, just like a lot of Dixie.

Hence, let's face the mortal annoyance at being forgotten so soon, while hoping to stay a contributor with my latest book (2009), earliest talking this talk from 55 years before, and six other recent chapters (including the two already noted), would a true scholar take umbrage.

No! Let petty folks resort to pettiness. A seemingly trivial error may simply have been not using the term "Followership" in a book title, instead of sending it off with "quite a guy named Wilse B.'Bernie' Webb," just in an APA Journal (JASP 1955 article) 60 years ago.

3

12A-22: Email exchange with Ed Hollander continued

the book that resulted from it that we missed the opportunity to include your seminal voice.

Ira Chaleff

From: Georgia [gs232323@aol.com]
Sent: Sunday, April 26, 2015 8:48 AM
To: Ira Chaleff
Cc: <EPHLDR@aol.com>; <marc@flipskills.com>; <lro@gwu.edu>; <ggoethal@richmond.edu>; <gsorenson@law.umaryland.edu>; <r2koonce@gmail.com>; <drspranger@gmail.com>; <Rodger.Adair@phoenix.edu>
Subject: Re: 2-Day Burns Leadership Conference - Student Scholarships Available to Att...

A great gift to me as well, gentlemen. The restoration of all our important work and a jewel of an example of honesty and respect. My hat is off to all.

12A-23: Email from Georgia Sorenson appreciating the exchnage with Ed Holander

To: W. K. Kellogg Foundation
Dr. Larraine Matusak

LEADERSHIP STUDIES PROJECT

Annual Progress Report

1994

Submitted/written by:

Judith Addington
Project Director
University of Maryland Foundation, Inc./CPLP

Connecticut Office:
GAZELLE PRODUCTIONS, LTD.
20 Outlook Drive
Darien, CT 06820
Tel: (203) 655-1247
Fax: (203) 655-1247

January 12, 1995

12A-24: KLSP progress report 1994

September 1994	October 1994	November 1994	December 1994
• CPLP quarterly review of accounting to PD • Focus Group I: TR Leadership Sept. 27 or 29 • Focus Group II: Leadership & Ethics Nov. 3, 1994 JFK School of Government • Focus Group III: Leadership & Followership Sept. 16, 1994 George Washington Univ.		Ex. Plan. Com. Meeting (3rd) (Nov. 6th) • Fall annual Working Group I Meeting Nov. 4-6 at JFK School of Government • Videotape WGI	• PD Annual progress report to Kellogg FD • Expense report to Kellogg from UMD/FD • CPLP quarterly review of accounting to PD

* Benchmarks will be continuously updated.

12A-25: KLSP 1994 three focus groups

Kellogg Leadership Studies Project

Rethinking Leadership, 1994–1997

Table of Contents

12A-26: KLSP report table of contents

Ringing Out the Old, Bringing In the New

Barbara Kellerman

Past As Prologue

The Kellogg Leadership Studies Project (KLSP) was an exercise in learning about individuals and groups. Thirty-two scholars were present at the first annual meeting, which took place in November 1994 at Harvard University. Certain elements were already in place, including:

- The general membership;
- Three focus groups;
- Focus group memberships; and
- Key objectives.

If the project as a whole can be divided in two—one half process, the other half product—then both parts may be said to have derived their all-important genetic imprint from these previously determined structures and systems. It was also apparent from the start that the group process would be characterized primarily by two dynamics: on the one hand a creative tension between autonomy and collaboration; and on the other a deep belief that in important ways KLSP would really matter.

Product came over time to reflect process. The self-organizing that was at first additional and then integral to the group process bore fruit. In effect, three focus groups evolved into six focus groups—the last three growing organically out of the interests and concerns of the membership as a whole.

The Kellogg Leadership Studies Project had a shared vision: to transform the theory and practice of leadership to help build a caring, just, and equitable world. It also had a shared goal: to produce and disseminate knowledge that advances leadership theory, education, and practice to prepare people, in various roles and contexts, to initiate and participate in efforts to face the challenges of the 21st century.

12A-27: KLSP report overview by Barbara Kellerman

- Leaders matter—a lot.
- Followers matter as much.
- Leaders and followers working together can create change.
- Context matters—a lot. (Leadership can, however, be studied ahistorically and acontextually.
- Particularly important to the 21st century context is globalization, the information revolution, diversity, the divide between haves and have- nots, and a range of pressing and in some cases rather new issues such as terrorism and pollution.
- Leadership is worth a lifetime of study—and then some.

The third area of further—if modest—clarification centers on the field of Leadership Studies. Of course, the question of whether Leadership Studies is, legitimately, a field of study, or a discipline, or simply a particular area of inquiry remains an open one. Curiously, members of KLSP never did seem to get around to debating in any sustained and meaningful way the state of Leadership Studies. The work immediately at hand appears to have been of more interest than the intellectual and institutional environments within which such work is generally embedded.

That said, Leadership Studies, in its various guises and under different names, may fairly be said now to constitute at least a small dot on the academic map. Clearly the study of leadership is a significant part of the business school curriculum. Clearly there are modest numbers of psychologists and political scientists worldwide for whom the study of leadership is central. Clearly schools of education generally have a leadership component. Clearly leadership education and development are making inroads at the secondary and post secondary levels. Clearly leadership education and development is a big business in the private sector; and, to a lesser degree, in the public sector as well. And clearly those who exercise power, or have authority, or practice leadership, remain front and center on the various national and international stages.

12A-28: KLSP Kellerman overview excerpt

KLSP collection of working papers was published in October 1996.

Edited Collection

Quorum Books will publish, *Ethics, The Heart of Leadership* in April 1998. This collection of articles includes the working papers from our focus group and some additional papers: one by Edwin P. Hollander on the ethics of followers; Michael Keeley's paper on the ethics of transformational leadership; and my paper on leadership ethics. These papers were all originally published in *Business Ethics Quarterly* (Jan. 1995). Also included in *Ethics, The Heart of Leadership* is a paper that Bernard Bass wrote on the ethics of transformational leadership. Bass's paper emerged from his work with the KLSP Transformational Leadership focus group and was likewise published in this group's working papers collection.

Convener: Joanne B. Ciulla, University of Richmond, 1993–1996

Members: Kathleen E. Allen, College of St. Benedict; Joanne B. Ciulla, University of Richmond; Al Gini, Loyola University; Ronald Heifetz, Harvard University; Nance Lucas, University of Maryland; Bruce Payne, Duke University; Joseph C. Rost, Institute for the Advancement of Leadership; Robert C. Solomon, University of Texas; Linda Glebe Trevino, Pennsylvania State University; J. Thomas Wren, University of Richmond.

*****

Report on KLSP Leadership & Followership Focus Group

Lynn R. Offermann
George Washington University

At James MacGregor Burns's request, Edwin P. Hollander convened the initial meeting of the Leadership and Followership Focus Group at the University of Maryland in November 1993. Henry Sims, Peter Vaill, and I joined Ed in laying the groundwork for the group. One major outcome of that initial meeting was to establish some of the main themes to frame our work. Another outcome was to consider

12A-29: KLSP Report by Lynn Offerman, Leadership and Followership Focus Group

extending our membership, which led subsequently to David DeVries and Ann Howard joining our group. Now, after many additional semi-annual meetings, discussions, and products, in addition to the KLSP Annual Meetings in conjunction with the KLSP's other groups, it is appropriate to reflect on our group and its contributions toward achieving KLSP's overall goals.

The path of our group was strongly influenced by its composition. As a group, our backgrounds came from the organizational sciences, in particular, social and organizational psychology and management. As a result, our discussions largely ran to thinking about leadership and followership in organizational terms and for organizational audiences. We were fortunate to have been joined on occasion by others to spur additional thinking and creativity, including Bobby Austin, Jim Burns, Cynthia Cherrey, and Georgia Sorenson. We appreciated the expertise of these visitors, as exemplified by Bobby Austin's help in considering how broadly relevant our thinking on leadership and followership might be to community as well as organizational concerns. Also helpful was Jim Burns's challenge to us as to whether in looking at both leadership and followership, we might lose sight of or slight leadership. Our view was that this was not problematic, given the reciprocal nature of the leader-follower relationship, a mutual influence process that requires responding to the needs and capabilities of followers in the exercise of effective leadership.

From the outset, our central emphasis was on the bases and features of active followership. Within this framework, attention was paid to teams, diversity of membership, qualities of good followership as well as good leadership, issues in leadership development, changing environmental demands, and the place of meaning, spirituality, and ethics in the leader-follower relationship. We found no satisfactory substitute for the term "follower," instead choosing to preface it with "active" to convey our view that followers need not be passive, sheep-like creatures. Instead, in our view,

the future of leadership is in its distribution beyond those individuals designated as "leaders." Rather than being a dichotomy, we agreed that those designated as "followers" can and do take forceful and influential roles in the process of advancing their organizations and communities, in ways that may exceed the influence of those designated as "leaders." We all have potential to exert leadership if we can, as Larraine R. Matusak says, "find our voice."

We noted that success for our group would be in understanding good followership as well as good leadership. We sought to determine how both could be developed or trained. Given our observations that recent organizational and societal trends underscored the need for expanding participation in leadership, in developing leadership skills in "followers" and empowering them, we consciously oriented our individual contributions around the unifying theme of empowerment. This theme was then reflected in our symposium for the American Psychological Association and, ultimately, in our volume on balancing leadership and followership for the KLSP series.

There were, then, several prominent public products from our group:

- A symposium panel at the American Psychological Association annual convention in Toronto, August 1996, with papers available through KLSP's web page;
- Publication of the volume entitled *The Balance of Leadership and Followership* by KLSP in July 1997;
- A caucus roundtable hosted at the Academy of Management meeting in Boston, August 1997.

Less obvious, but of inestimable value, was the enrichment of the work of each of our members, surfacing in our writing and our practice. These benefits will likely continue to be felt for some time to come.

In achieving some of our aims, other ideas were left unpursued. On-line dialogues on the Internet

were suggested, as well as establishing an Internet-based network of individuals interested in leadership issues. It was hoped that the KLSP web page would accomplish some of these goals more effectively than any one focus group could, and we continue to hope that progress will be made in this direction. Some of our members have expressed interest in pursuing the issue of inordinate executive compensation, which ironically has been skyrocketing along with the increasing lack of distinctiveness between leader and follower roles. We also discussed ways for each of us to "give away" the knowledge base of leadership research, through mechanisms such as George Washington University's current alliance with minority-owned and managed businesses in the D.C. area.

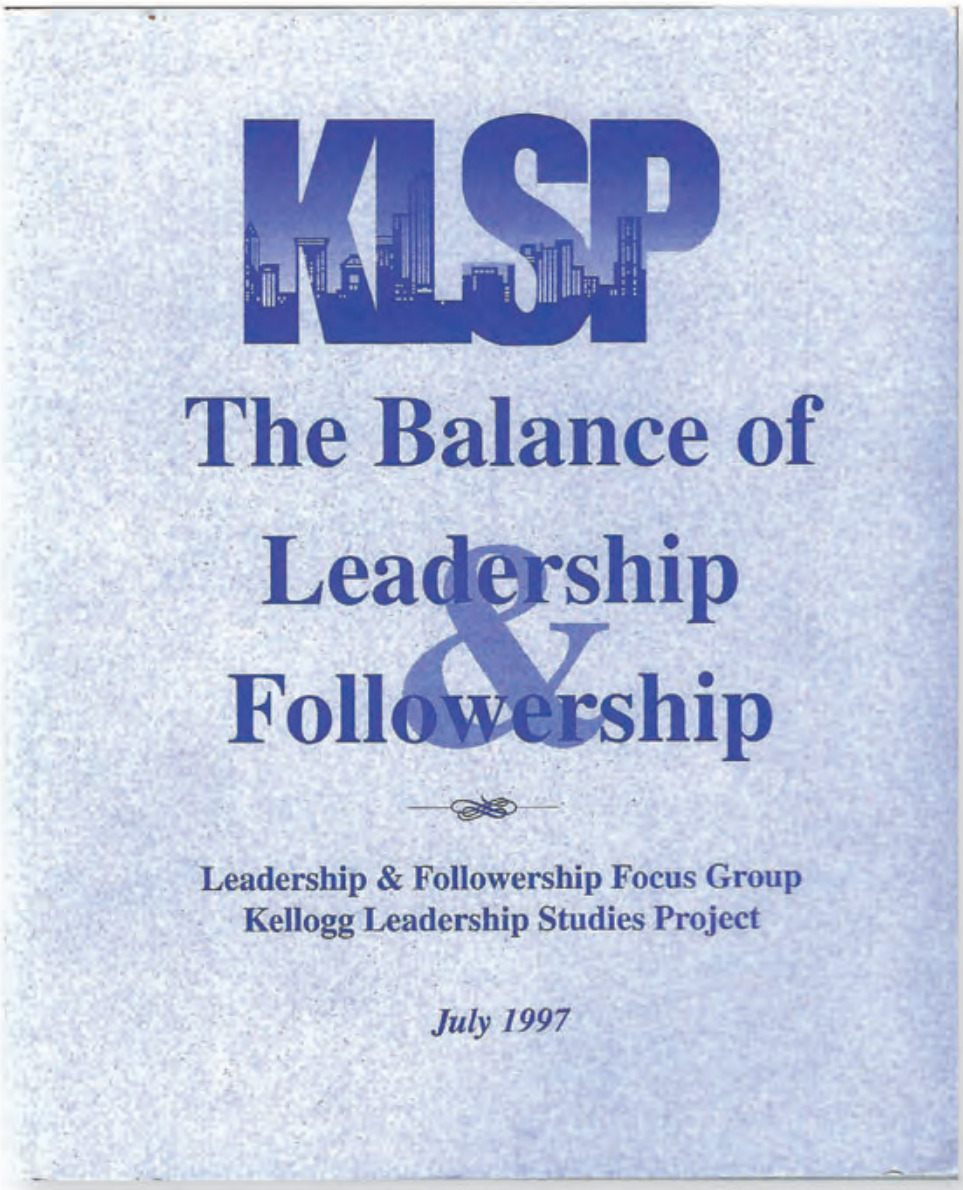
In summary, perhaps the key contribution of our group in the larger KLSP framework has been in keeping the follower firmly in the discussion of leadership, countering the widespread tendency to focus primarily on the more visible person of the leader. Although in an era of rapid change it is often the leader who is expected to drive or "transform" organizations or systems, it has been our firm belief that successful renewal and change can only be accomplished through an active followership who embody leadership themselves.

Conveners: Edwin P. Hollander, Baruch College, City University of New York, 1993–1995; Lynn R. Offermann, George Washington University, 1995–1996.

Members: David DeVries, c/o Kaplan-DeVries; Edwin P. Hollander, Baruch College, City University of New York; Ann Howard, Leadership Research Institute; Barbara Kellerman, University of Maryland; Robert Kelley, Carnegie-Mellon University; Lynn Offermann, George Washington University; Henry P. Sims, Jr., University of Maryland; and Peter B. Vaill, University of St. Thomas.

*****

12A-32: Report by Offerman continued



12A-33: KLSP Balance of Leadership and Followership

Kellogg Leadership Studies Project

Leadership and Followership Focus Group

July 1997

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12A-34: KLSP Leadership and Followership Focus Group, table of contents

To: The ILA Board
From: Ira Chaleff
Subject: By Laws Mission and Objectives
Date: Oct 13, 2015

We are reviewing the proposed ILA bylaws changes. They are a carefully thought out and expanded articulation of the ILA's mission and objectives. I support them in every significant way but one.

We will only review these foundational documents perhaps once in a generation. This is our opportunity to redress the historic distortion in the field that many of its luminaries have called to be corrected over the last 25 years; that is the omission of followership as the inseparable condition of leadership. Without one, the other does not exist.

The founding of the ILA is traced back to the Kellogg Leadership Initiative, which organized itself into three working groups, one of which was on followership. The initiative perpetuated and transformed itself into the ILA under the umbrella of the James McGregor Burns Academy of Leadership at the University of Maryland.

In the inaugural conference Warren Bennis gave one of the keynotes titled "The End of Leadership" and said *"The one thing that all of us know about leadership is that what establishes leadership is willing followers."* He ended that talk with a poetic flourish from an Italian poet:

We are all angels with only one wing.
We can fly only while embracing each other

In 2008 Burns himself said in foreword to *The Art of Followership, "Thirty years ago I wrote that 'one of the most serious failures in the study of leadership has been the bifurcation between the literature on leadership and the literature on followership." Surely, I added, it was 'time that the two literatures' be brought together."*

I propose to my colleagues that the bylaw review is our opportunity to remedy the incomplete framing of the subject to which we are committed. With the modest addition of the word "followership" to each of the objectives we can clarify the goals of our work. For example, objective 4 would read: *To increase worldwide understanding of the importance of leadership and followership to the conduct of human affairs.*

A key element of the existing bylaws mission statement is being dropped in the proposed new language: *"to further legitimize the study of leadership."* The reason for this is self-evident – leadership has become legitimized in most cultures. This is a victory, which opens the next door. If leadership is Yang, we now have the standing to also legitimize its Yin, which is followership.

The next time we address the by-laws will be the appropriate time to offer and vote on proposed changes. Please consider this call and lend your voice to the dialogue. I will be happy to be a receipt point for your thoughts and formulate a proposal with these in mind.

12A-35: Memo to the ILA Board on bylaw changes including followership

To: The ILA Board
From: Ira Chaleff
Subject: Why I cannot support the statement of identity in the ILA bylaw changes
Feb 23, 2016

My proposal for inclusion of the word followership into the bylaws objectives was not accepted by the by-laws committee, with expressions of sincere respect for my work. In the spirit of collaboration I accepted the decision and received appreciation for my graceful response to the committee's decision. At the time I had not read the newly proposed statement of identity to be inserted in the bylaws:

By laws committee Proposed statement of identity:

Identity: The ILA is organized for educational purposes to serve as a global network for all those who practice, study, and teach leadership.

Please contrast this statement with the following quotes:

Quote from James McGregor Burns in the preface to The Art of Followership, 2008:

"Thirty years ago I wrote that one of the most serious failures in the study of leadership has been the bifurcation between the literature on leadership and the literature on followership" Surely, I added it was 'time that the two literatures be brought together."

Quote from Ron Riggio I n response to the bylaws language I suggested:

"I review a lot of papers on followership, there are a lot of papers on followership, there are sessions at the Academy f Management every year ... and this trend seems to be growing. The changes to bylaws you suggest would put ILA "'ahead of the curve'."

Quote from The Courageous Follower, 1995

This book proposes a proactive view of the follower's role, which brings it into parity with the leader's role. Parity is approached when we recognize that leaders rarely use their power wisely or effectively over long periods unless they are supported by followers who have the stature to help them do so.

12A-36: Memo to the ILA board dissenting to bylaws ommitting followership

Given the above, and the great body of work emerging on followership, I cannot embrace an organizational identity that only lifts up leadership. I believe this inadvertently is a reactionary identity that does not serve our organization or humanity well. It is my principled belief that a statement of identity in the 21st century should read:

Identity: The ILA is organized for educational purposes to serve as a global network for all those who practice, study, and teach leadership and followership.

As my own identity has become inseparable from the field of followership I may not be the best vehicle for this message. If there are other board members who share this concern I invite them to put forth views on the topic.

If the organization is not ready to make the step of breaking with the culture's imbalanced emphasis on leadership, I submit that the minimum restatement of identity would read:

Identity: The ILA is organized for educational purposes to serve as a global network for all those who practice, study, and teach all aspects of leadership.

Such a statement at least implicitly acknowledges other dimensions of the subject such as followership, context, collaboration, consensus, etc.

I would then encourage the board to be sensitive to future opportunities to lift up followership in other ways in which it can begin to approach parity with leadership, to integrate the literatures of leadership and followership, and to place the ILA in the forefront of the evolution taking place in leader-follower scholarship and practice.

12A-37: Memo to the ILA board dissenting to bylaws continued

29 November 2017

Ira Chaleff
17 Quail Roost Lane
Huntly, VA 22640
irachaleff@cs.com

Dear Ira,

We write to extend our deep and heartfelt appreciation for your service to the International Leadership Association, Inc. (ILA) as a Board member and member of the Board Development Committee. Your commitment and support will forever be valued by the ILA. We particularly want to thank you for your deep thinking on continuing to help us evaluate Board effectiveness and Board replenishment. We have accomplished so much in these areas the past few years because of you.

Enclosed is a small memento of our appreciation for your leadership and service.

We look forward to seeing you at the global conference in West Palm Beach and other ILA conferences. We hope that you will allow us to call on you in the future on behalf of the ILA.

Sincerely,

Katherine Tyler Scott
Chair of the Board

Cynthia Cherrey
President and CEO

8601 Georgia Ave., Suite 1010 ◆ Silver Spring, MD 20910 ◆ USA
voice: 1.202.470.4818 ◆ fax: 1.202.470.2724 ◆ web: www.ila-net.org ◆ email: ila@ila-net.org

12A-38: Letter of appreciation for Board service from the ILA

UNIVERSITY OF CAMBRIDGE

November 27, 2017

Mr. Ira Chaleff
PO Box 663
Front Royal, Virginia 22630

Dear Ira,

I am pleased to invite you to join our work at the Møller Centre, as part of the James MacGregor Burns Academy of Leadership's commitment to bringing the very best scholars and thought leaders to our work on practical leadership.

As a Visiting Leadership Scholar, you would work directly with me in an area of mutual interest. Some of these areas may already be established, for example Ron Riggio will be lead editor of our new Cambridge University journal, in collaboration with Møller Centre and ILA. Gill Hickman might further her work with us on Invisible Leadership. Cynthia Cherrey and our wonderful partnership with ILA will continue.

In other words, some areas of collaboration might be existent or obvious, others of you may want to think about or discuss with me. Or you might want to add to your existing portfolio with another brand new direction.

For those of you who would like to be in residence, we can arrange that during times I am here. Others may want to work virtually.

The one-year renewable appointment comes with some College/Møller opportunities. There will be further correspondence and an official invitation from Gillian Secrett about that as I work it out.

I'd like to hear back from everyone about your interest and any questions you might have. It's going to be so fun!

Very best

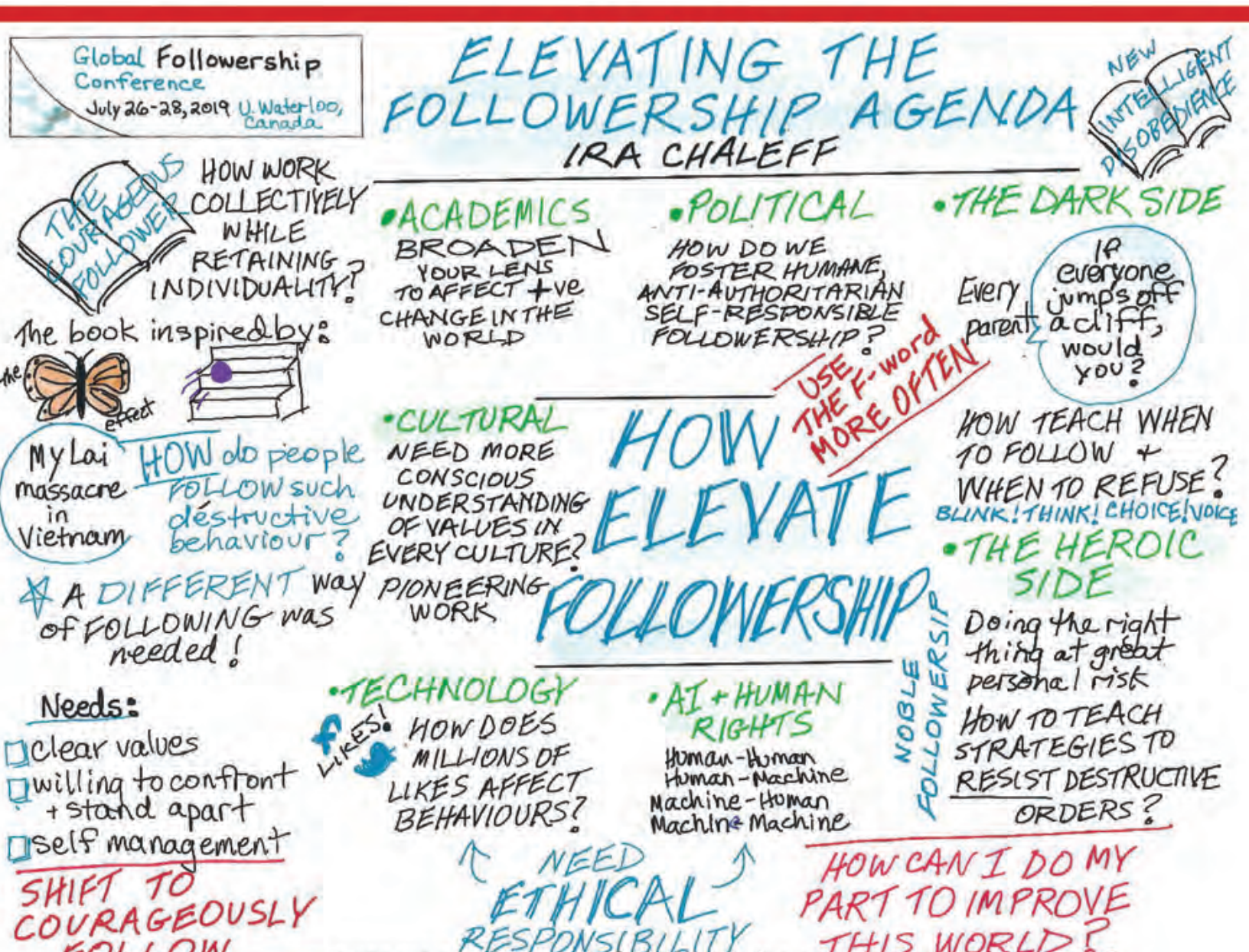
Georgia

Georgia Sorenson, Ph.D.
James MacGregor Burns Leadership Scholar
Møller By Fellow
Churchill College

12A-39: Letter of invitation as visiting leadership scholar

VOLUME XIIB

A FUTURE HOME
The Inseparability and Equal Importance of Leadership and Followership



IN MANY RESPECTS IT IS CHURLISH OF ME TO FAULT THE ILA for not embracing followership more fully. ILA conferences are the one place where I feel like at least a minor rock star. When I walk through the corridors with my name tag visible on its lanyard, I am continuously greeted by individuals I often don't recognize who tell me how much they love *The Courageous Follower*, how they use it in their classes, sometimes how they use *Intelligent Disobedience* or even *The Limits of Violence*. This simply would not be the case without the platform the ILA has provided to disseminate the concepts of followership, and courageous followership. In this section I will examine examples of how the ILA has positively contributed and the ways it is challenged to contribute more fully to understanding the inseparability of the dynamics of leadership and followership.

Let me start with the contributions of Marc and Samantha (Sam) Hurwitz from Toronto, Canada, who have become dear friends and prominent contributors in what it is fair to call the Followership Movement. They were early participants in the ILA Followership Learning Community. Marc became its chair, succeeding Rob Koonce. They were fans of *The Courageous Follower* and accompanied me to a two day courageous follower training program at the massive military training center at Fort Leonard Wood, in the US heartland.

Marc and Sam wrote what is probably the most successful book on the subject since Barbara Kellerman's 2008 book, *Followership*. Their book, *Leadership is Half the Story: A Fresh Look at Followership, Leadership and Collaboration* (*12B-1*), published in 2015, takes a wonderfully interactive and practical look at the dynamics of successful leader-follower collaboration. If leadership programs did nothing else but use this book, it would significantly enhance development outcomes. Having said this, I hope those programs would also use *The Courageous Follower* because of its complementary strength in pre-empting and correcting distortions of behavior that too often accompany a leader's accruing power.

Marc organized a panel proposal on followership education for the 2017 ILA conference. He asked the presenters, myself included, to relate our presentations to the work of Meyer and Land on *"Threshold Concepts and Troublesome Knowledge"* (*12B-2*). I found this concept extremely relevant to followership development. In a sense, it spoke to the perennial problem of individual and organization discomfort with the term "follower". Meyer and Land observed there were "conceptual gateways" that lead to new and previously inaccessible ways of thinking about a subject. Once the learner was helped through the gateway, they could never look at the subject again without this new, better understanding. I used this construct to explain to myself and others the gateways, or steps, that I observed in changing attitudes and developing skills in courageous follower educa-

tion and training (*12B-3*). I went on to use this organizing framework for the programs I conducted to train courageous follower trainers. This is exemplary of the value of the followership presence at ILA conferences.

Though I had not been successful at influencing a change in the ILA's by-laws, I had not given up on influencing its culture. The 2018 global conference was to be held in West Palm Beach, Florida (*12B-4*). You will see the exchange between me and Barbara Kellerman on making a hard-hitting case for greater focus on followership within the ILA (*12B-5, 12B-6)*, I suggested she join me on a panel at the conference called: You Can't Develop Leadership Without Followership: Challenging the ILA's Implicit Theory of Change. Those who know Barbara will not be surprised at her response to my draft proposal: "I would suggest using more muscular language." I got a good laugh and ramped up the language (*12B-7, 12B-8, 12B-9*). Barbara always draws large audiences at ILA conferences so there was little doubt this would be accepted, and it was. A Followership Learning Community principal, Angela Spranger, was to join us but family matters kept her from doing so. I would be remiss if I didn't acknowledge that despite the "in your face" challenge to ILA thinking, the ILA COO, Shelly Wilsey, made sure to attend to hear the case we made, which I appreciated.

Nevertheless, the status quo remained. A particularly painful evidence of this for me was the theme selected for the following year's 2019 Global Conference: Leadership: Courage Required (*12B-10*). Despite the literature in which the ILA's Founding Chair, Warren Bennis clearly states that followership requires more courage than leadership, the opportunity was missed, perhaps not even recognized, to at last include followership in a conference theme.

Eventually, the lack of greater attention to followership by the ILA was bound to have its advocates seek another venue. Marc and Sam were still active in the Followership Learning Community but had turned over its leadership to one of their colleagues from the UK, Rachel Thompson. Expressing similar frustration to their FLC predecessors, they decided to not depend on increased ILA support for followership and planned to host their own conference in the summer of 2019 in Ontario, Canada, at Waterloo University, where Marc taught (*12B-11*). I was concerned that, occurring so close to the ILA's global conference that year in Ottawa, it would siphon off ILA attendees whose budget would require them to make a choice between the two events. Nevertheless, out of loyalty to the followership community, I agreed to give a keynote speech, requesting that Marc and Sam continue to encourage participants to also attend the Ottawa conference in October.

The Waterloo conference turned out to be a smash hit. It was elegantly choreographed to flow between academic and experiential activities (*12B-12, 12B-13, 12B-14*). The first *Followership Trailblazer Award* was presented to Muhsin Budiono who had traveled from Indonesia to participate in the conference. Muhsin's adaptation of courageous followership to the Muslim culture was impressive (*12B-15*). Because the size of the conference fell within the limit of close social interaction for a group (around 150) it generated a great esprit de corps and palpable energy for organizing additional followership activities. The generational, ethnic and professional mix was exhilarating (*12B-16)*. I encourage anyone contemplating scholarship or practice in the field of followership to view my keynote address, available on my author website and in the Appendix. I methodically lay out the arenas where followership study will be needed in the coming years. Janet Holmes, the conference graphic artist, captured many of its highlights in the whimsical charts she produced (*12B-17*).

Though some participants had to forego the ILA conference, as far as I could judge, an equal number learned about the ILA and put it on their calendars for the Fall.

Once I reached my 70's, I realized it was time to transfer what I had learned about teaching courageous followership to others, more systematically than I had done up to then. In 2017, with the help of my friend Claudia Caldeirinha, we held the first train the trainer program in Brussels, following the ILA conference (*12B-18, 12B-19, 12B-20).* In 2018, I conducted the second train the trainer program in West Palm Beach, prior to the ILA conference (*12B-21).* At the encouragement of the ILA conference director, Bridget Chisholm, I brought the Courageous Follower Train the Trainer program "in house" for its third iteration at ILA's 2019 Global conference (*12B-22).* By doing this, and advertising it early enough, we well exceeded the "break even" calculations (which were solely the workshop logistical expenses, as I did this pro bono), doubled the class size, made a profit for the ILA and an impression on the ILA Board. Several members of the Board, including the Chair, made a point of remarking on the successful reports they heard.

Marc and Sam Hurwitz felt a responsibility to create a clear follow up to the successful Waterloo conference. The question was whether to again do this independently from the ILA or to find a way to collaborate. They and the new ILA followership community chair, Wendy Edmonds, asked to meet with Shelly Wilsey and the Board member responsible for education development activities, who was thought to be Kevin Lowe. We exchanged ideas on what to present and how to present it (*12B-23, 12B-24*). While we first discussed an "Academy of Followership" there is much stronger argument to be made for an "Academy of Leadership and Followership". The ILA was scheduled to hold a Leadership *Education Academy*, which was to be a new offering. We made a pitch to reframe this as an *Academy of Leadership and Followership* to differentiate it from the hundreds of leadership programs available from various institutions. Being included in the Academy would be the appropriate positioning for followership within the ILA as it transcends the status of a member group. For example, one can have leadership without businesses, or without youth (another member group), but there is factually no leadership without followership.

Given the recent success of the followership train the trainer program, and the competitive threat the Waterloo followership conference represented, we had the attention of the ILA representatives in the meeting and that of the senior Board officers. But once again, we were not successful converting this to a commitment to a higher followership profile in the ILA. In the face of this, Sam and Marc were thinking about whether an independent group could be formed to serve the energy generated for followership at the Waterloo conference. The reality is that this takes significant finances and time, both always in short supply. In the end, the ILA Board was distracted by other legitimate priorities, and the Hurwitz's decided to skip a year before investing the considerable energy it would take to mount an equally successful follow up conference, let alone a free-standing organization.

For the moment, this is the state of followership and the ILA. There will continue to be important but limited synergy within the ILA, while followership afficionados will continue to be frustrated by its subordinate status. It is my hope that before there is an intersection between the followership community's aspirations and its resources, the ILA will recognize the virtue of keeping the leadership and followership communities

under one roof with greater equity. Relatively small changes such as including "followership" in at least some conference themes (e.g. the 21st Global Conference could have been named Leadership and Followership: Courage Required, with great political currency), creating an *Academy of Leadership and Followership Education* within the ILA, and giving followership a stronger seat at the conference proposal table, would go a long way towards this. Virtually all scholars recognize leadership and followership are inseparable parts of the same process. Linking them in better balance would fulfill the vision of the ILA founders like Burns and Bennis, and create the robust synergies requisite to elevating the human condition, which is surely our mutual aim.

Before bringing the story to a close there are a few more developments to report at this time. In 2019, the ILA published a book in its Building Leadership Bridges series titled *Peace, Reconciliation and Social Justice Leadership in the 21st Century*. Then, in small print, *The Role of Leaders and Followers* (*12B-25*). When I first was asked to contribute to the project, it is my recollection that followership was in the main title, but at least "followers" found its way onto the cover. Another request to contribute to an ILA initiative soon followed. I had become active as a co-facilitator of the local branch of *Coming To The Table*, a nation wide group in the US committed to racial healing. I submitted a chapter from this perspective. The chapter, "Leading and Following for Transformation in a Racialized Society," was the lead off essay (*12B-26*).

This year, given the sickening recurrence of unarmed Black men and women being killed by police overreacting to wrong information or minor transgressions, the country and the world have exploded in protest. The United States is undergoing a painfully overdue process of confronting and seeking to change the depth of its pervasive racial programming. In response, the ILA president, Cynthia Cherrey, invited me, among others, to contribute an essay addressing these developments. I have included the article, "Racism and the Bystander," that the ILA published in a series of reflections on the current disorder and potential for transformation (*12B-27, 12B-28*). It is good to see the ILA connecting directly with the issues of our times, bringing the experience of its scholars and practitioners to address them.

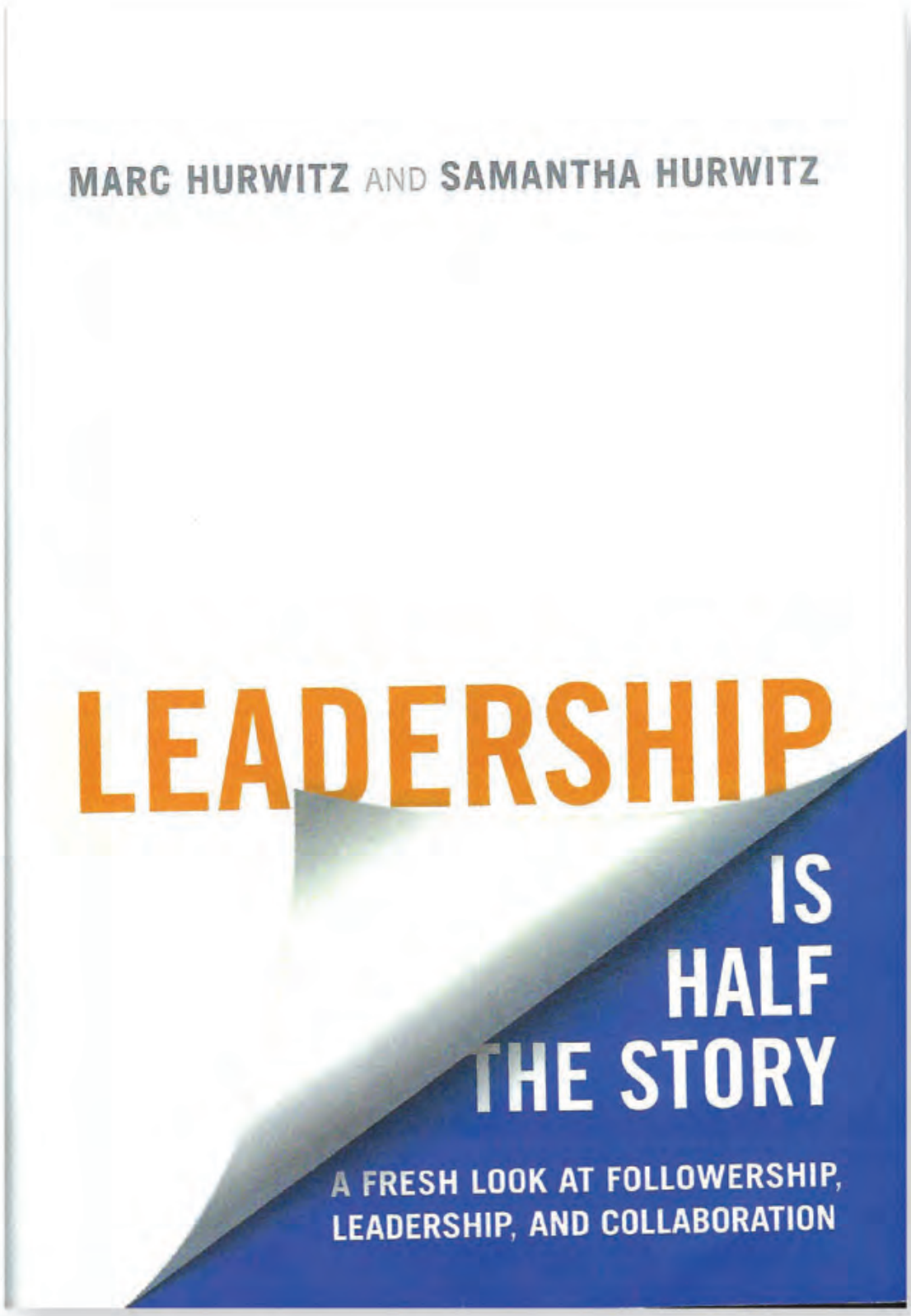
I had now trained three cohorts of Courageous Follower trainers. It had been my intention to form an online space for these educators and trainers to share resources and approaches for customizing materials to the needs of their classes, clients and organizations. It has taken me longer than it should have to materialize this vision. My colleagues, Alain De Sales and Dario Orlando Fernandez, worked together to design and launch the site, TeachingFollowersCourage.com which is now up and running. The initial online meetings of this group have been global and extremely rich. I am greatly encouraged that several of its members have recently completed, or are nearing completion, of their doctoral work on followership. A few have published their own books on followership, or have them in the pipeline for publication including Sharna Fabiano (*12B-29*) the inspirational instructor for the video I produced on *Leading and Following Through Tango*. While initially followership authors needed to lift up followership from the sea of leadership in which it was lost, current authors are also examining the dark side of followership that enables poor or destructive leadership. The future of this work is promising and it is crucially needed (*12B-30, 12B-31*).

And once again, another community member, Marc Hurwitz, with co-editor Rachel Thompson, is making a valuable contribution to the literature with the e-book *Followership Education*, part of the Wiley series *New Directions for Student Leadership*, for which I wrote the foreword (*12B-32*).

The final photo, and appropriate end of this love letter to the followership community is the landing page of *TeachingFollowersCourage.com* created by Dario (*12B-33*).

It is my hope that this group will become the core of a self-sustaining community of practice. It is too early to know how this will develop in relation to other resources such as the ILA followership member group, the Waterloo followership conference community, or other initiatives. It is my hope that there will be synergy between them and with the larger ILA community. Together, they can further develop the beachhead of followership which, through these volumes, we have seen established in many segments of society. It is this synergy that will reinforce the awareness of followership as an inseparable part of leadership development and practice at every level of free societies, and help keep them free. That is our best hope for reducing the failures and tragic misuses of leadership that we see all too often.

Followership is an essential element to determining the quality and character of the leadership that will emerge and prevail. Followership should never be an after-thought.



12B-1: The book *Leadership is Half the Story*

Higher Education (2005) 49: 373–388
DOI 10.1007/s10734-004-6779-5

Threshold concepts and troublesome knowledge (2): Epistemological considerations and a conceptual framework for teaching and learning

JAN H.F. MEYER[1] & RAY LAND[2*]

[1]Centre for Learning, Teaching and Research in Higher Education, University of Durham, United Kingdom; [2]Centre for Higher Education Development, Coventry University, United Kingdom (*E-mail: ray.land@coventry.ac.uk)

Abstract. The present study builds on earlier work by Meyer and Land (2003) which introduced the generative notion of threshold concepts within (and across) disciplines, in the sense of transforming the internal view of subject matter or part thereof. In this earlier work such concepts were further linked to forms of knowledge that are 'troublesome', after the work of Perkins (1999). It was argued that these twinned sets of ideas may define critical moments of irreversible conceptual transformation in the educational experiences of learners, and their teachers. The present study aims (a) to examine the extent to which such phenomena can be located within personal understandings of discipline-specific epistemological discourses, (b) to develop more extensively notions of liminality within learning that were raised in the first paper, and (c) to propose a conceptual framework within which teachers may advance their own reflective practice.

Keywords: Threshold concepts, troublesome knowledge, identity, liminality, mimicry, pre-liminal variation.

Introduction – threshold concepts revisited

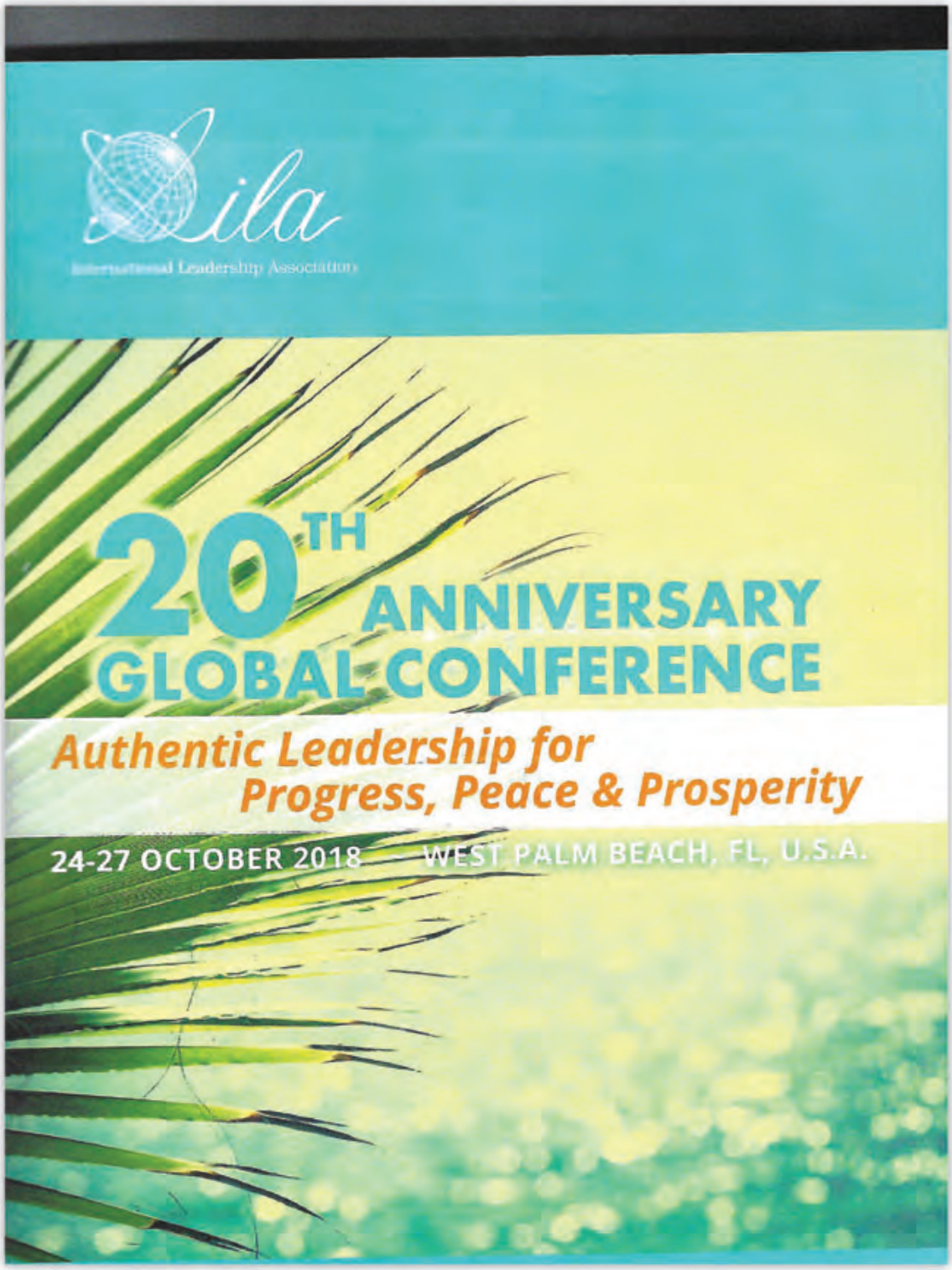
Earlier work (Meyer and Land 2003) introduced the basic idea that in certain disciplines there are 'conceptual gateways' or 'portals' that lead to a previously inaccessible, and initially perhaps 'troublesome', way of thinking about something. A new way of understanding, interpreting, or viewing something may thus emerge – a transformed internal view of subject matter, subject landscape, or even world view. In attempting to characterise such conceptual gateways it was suggested in the earlier work that they may be transformative (occasioning a significant shift in the perception of a subject), irreversible (unlikely to be forgotten, or unlearned only through considerable

12B-2: *Threshold Concepts and Troublesome Knowledge*, Meyer and Land

The Seven Steps
of
Followership Training

1. Explore resistance/get students okay on following
2. Define the follower role and new ways of playing it
3. Explore the courage needed to play the role well
4. Provide a toolkit – ways of supporting and challenging
5. Practice behaviors and conversations
6. Equip for taking ethical stands within the system
7. Examine strategies for developing courageous followers

12B-3: Presentation - Thresholds in courageous follower training



12B-4: Program, ILA conference 2018, West Palm Beach, Florida

On Jan 10, 2018, at 6:33 PM, Ira Chaleff <irachaleff@cs.com> wrote:

Hi Barbara,

Top of the New Year to you!

I understand you will be giving a keynote at the ILA conference. Is this correct?

Before I heard this I was going to check if you would be attending. I continue to be disappointed that ILA's language in its request for proposals makes leaders and leadership the subject and followers the object. In the full call for proposals at the link below the words leadership, leader and leading are used 20 times and the word follower twice as in "maintaining the support of followers."

http://www.ila-net.org/Conferences/2018/theme.html

I was going to check your interest in co-presenting a confrontational panel like "Even the ILA Still Doesn't Get It". That may not be appropriate if you are indeed giving a keynote. That is a bigger megaphone with which to make the Leadership-Followership-Context case. I would encourage using it to challenge the ILA to examine its own collusion in maintaining the Romance of Leadership and to be the change the world needs.

If I am beginning to sound crotchedy it's because I probably am. However, good things are happening with Intelligent Disobedience including a Chinese edition, a forthcoming Russian edition, maybe an Arabic edition, a Barnes and Noble hard cover edition for its stores, Georgia having arranged a Visiting Scholar invitation for me at Cambridge, etc. Onward.

But do shake them up in West Palm.

All best,

Ira

From: Kellerman, Barbara [mailto:Barbara_Kellerman@hks.harvard.edu]
Sent: Thursday, January 11, 2018 12:04 AM
To: Ira Chaleff
Subject: Re: Call for Submissions - ILA 20th Global Conference in West Palm Beach - Deadline 1 Feb.

Hi Ira... From Beijing....

Couple of quick responses:

First, totally get and share your dismay re the ILA's containing fixation on leaders at the expense of others, followers.

Second, yes, I will be giving a keynote in FL.

Third, I see no reason for this to preclude my participation in a "confrontational panel." In fact, my address will almost certainly reference the importance of players other than leaders. So, if you organize such a panel, and if the timing works out, would be glad to participate if you would like.

Sending regards...and best wishes for the new year!

Barbara

12B-5: Email exchange with Barbara Kellerman, 2018

Barbara Kellerman
James MacGregor Burns Lecturer in Leadership

On Jan 22, 2018, at 6:43 PM, Ira Chaleff <irachaleff@cs.com> wrote:

Hi Barbara,
I've drafted proposal language. Please review, comment or edit is as you feel called to do. If you are broadly in agreement I will further fashion it into ILA's proposal format. Time permitting I will invite another panelist as well, since ILA likes 3s, ideally someone working outside of North America.

Interested in your response.

All Best,
Ira

From: Kellerman, Barbara [mailto:Barbara_Kellerman@hks.harvard.edu]
Jan 23, 2018

Good morning, Ira.
First, many thanks for taking the lead on this...with me as your willing follower!
Second, it's fine as is. Though I would suggest using perhaps more muscular language. You certainly can speak for me if you say that since there is no leadership without followership, it baffles us that an organization as supposedly sophisticated and erudite as the ILA persists in perpetuating the myth that leaders are of utmost significance while followers are insignificant. It's a formulation that never made any sense, and in the 21st century, just as you suggest, it 's downright absurd.

Regards,
Barbara

On Jan 23, 2018, at 1:27 PM, Ira Chaleff <irachaleff@cs.com> wrote:

Barbara,

Muscular edits in red. I will proceed unless you see a misrepresentation.

Ira

Swell! After all, we want to try to shake up the assembled!

Thanks....Barbara

Barbara Kellerman
James MacGregor Burns Lecturer in Leadership
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Website: www.barbarakellerman.com
Blog: **www.barbarakellerman.com/blog/**

12B-6: Email exchange with Barbara Kellerman, continued

ila

Session Submission Summary

Share... Add to Personal Schedule

You Can't Develop Leadership Without Followership: Challenging the ILA's Implicit Theory of Change

Fri, October 26, 12:00 to 13:00, Palm Beach County Convention Center, Ballroom A

Session Submission Type: Panel Discussion

Short Description

In the ILA's call for proposals the word "leader" is used 20 times and "follower" twice, both times as the object of a leader's actions. In the six tracks' CFPs, only one uses the word follower at all. Around the globe it is the bottoms up ground swell that is driving social justice and change, resisting dangerous leadership, and using the two-edged sword of social media to create or thwart movements. We will examine alternative theories of change that better reflect these realities.

Detailed Abstract

What is Your Theory of Change?

Most government and corporate training departments, university degree programs and even the ILA continue to focus on leadership, explicitly claiming it is leadership that will give us a world of peace and progress.
In ILA's call for proposals, the words leader and leading are used 20 times and the word follower is used twice, both times as the object of a leader's actions. Five of the six tracks do not use the word follower once.

Language shapes thoughts. Thoughts have consequences. If it is

12B-7: Proposal, panel presentation on ILA's theory of change, with Barbara Kellerman, 2018

believed that only leaders create change then arguably we need the strongest leaders possible and too often wind up with authoritarians and worse. We are puzzled and dismayed that an organization as serious about the subject of leadership contributes to the errors we are cautioned about in the romance of leadership and other seminal writings. Where is there recognition of James McGregor Burns' view that in transformational leadership "leaders and followers raise one another to higher levels of motivation and morality?"

In the 21st century, with its ubiquitous peer-to-peer communication, perpetuating the romance of leadership is out of touch with the reality on the ground and offers a faulty implicit theory of leaders being the primary or even sole agents of change. The evidence doesn't support this. Look, for example, at the women's marches around the globe coinciding with the inauguration of Donald Trump as President of the US, and on the anniversary of the inauguration. Yes, one woman had an idea and expressed it on social media and yes, when it began to catch fire other seasoned activists took coordinating roles that made these events successful. But it was literally the millions of women and men who turned out for these events, who supported the initiatives, who engaged in peer acts of leadership and followership that gave these gatherings the potential to create change.

If we look at the large political events around the world, there are as many examples of political leaders driving their countries towards exclusionary, nationalistic, authoritarian or kleptocratic agendas as there are those that are striving to increase diverse, inclusive, ethical and globally responsible policies. Both have leaders and leadership. So, leadership itself cannot be the guarantee of a more humane future, shared prosperity and the beneficial use of power. It is easy enough to see a similar bifurcation in the commercial sector where some companies establish cultures of innovation and socially responsible citizenship and others exert such pressure for short term gains that behavior which harms their customers becomes acceptable and rewarded.

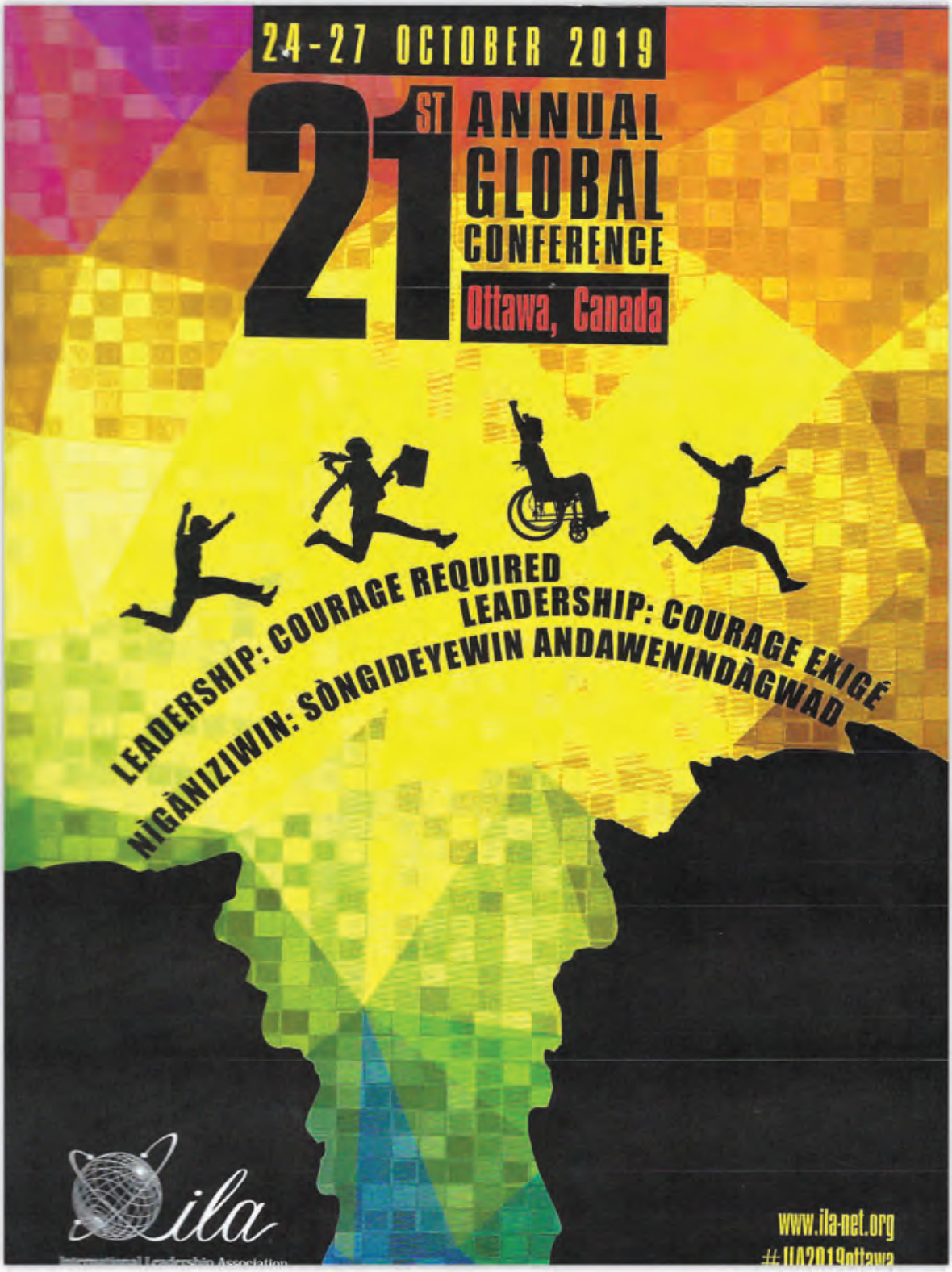
12B-8: Proposal, panel presentation, continued

The implicit theory of leaders creating change needs to be revised. What theories of peer collaboration, of followers and followership, and stakeholder economics and politics can be raised up to take its place? This panel will explore how organizations like the ILA, like the academic programs represented at the conference, like corporate training programs and even childhood development practices can and must change their assumptions, their language and curriculums to create and support more accurate and beneficial theories of change for the world.

Panelists will draw on the early works that warn of the romance of leaders, the spell cast by charismatic toxic leaders and the run of the mill impacts of bad leaders. They will examine the alternative lens of contemporary work on leaderless movements, dynamic followership, broad collaboration and shared leadership that more accurately describe and support changes needed at every level of society. Examples will be drawn from US. Middle East and other arenas of social and political movements and organization practice.

The intent of this panel is to get academics and practitioners and the ILA itself to recognize that we all work with implicit theories of change and these need to be periodically examined, challenged and at times replaced if we are to be relevant to the progress we desire to see in our time. What we have learned as a community of practice about leadership development must be integrated with what we are learning about developing all the roles found in complex, dynamic change processes. More accurate theories of change must be supported and socialized with language that reflects new ways of understanding the distributed power of the leader and follower roles in all their variations and contexts, and their interactions with by-standers and collaborators and others who impact or are impacted by these relationships. Re-examining the implicit theory of change starts here in this conference, in this conversation.

12B-9: Proposal, panel presentation, continued



12B-10: Program Announcement for ILA Annual Global Conference, October 2019, Ottawa, Canada, Leadership: Courage Required

12B-11: Sponsor Package for Global Followership Conference, July 2019, Waterloo University, Ontario, Canada

Keynote Speakers

IRA CHALEFF | Author: *Courageous Followership*

Ira Chaleff is an author, speaker, workshop presenter and innovative thinker on the beneficial use of power between those who are leading and those who are following in any given situation. His ground-breaking book, ***The Courageous Follower: Standing Up To and For Our Leaders***, has been published in multiple languages and is in use around the globe at educational, corporate, government and military organizations.

AUGUSTINE AGHO | Provost, Old Dominion University

Dr. Agho is an celebrated teacher, researcher and leader in health services administration. He is currently Provost and Vice President for Academic Affairs at Old Dominion. Prior to that, Agho, who earned his doctorate in hospital and health administration in 1989 from the U. of Iowa, was appointed a dean at U. of Michigan-Flint in 2001. He took the same office in 2008 at IUPUI, a 30,000-student university ranked in the top 20 for its undergraduate and graduate nursing programs. His scholarly work includes a heavily cited 2009 research article on followership.

TIM HURSON | Author: *Think Better & Never Be Closing*

Tim, author of *Think Better* and *Never Be Closing*, served for 15 years as President of Manifest Communications. It was doing this work that allowed him to explore the unique synergy of combining the principles of creative thinking, marketing, and sales. Tim has guest lectured in business schools in the US, Canada, UK, Mexico, Chile, and Australia on the synergies between creativity, marketing, sales, and innovation. He is a TEDx presenter and speaks around the world to leaders of global corporations, entrepreneurs, and social marketing enterprises.

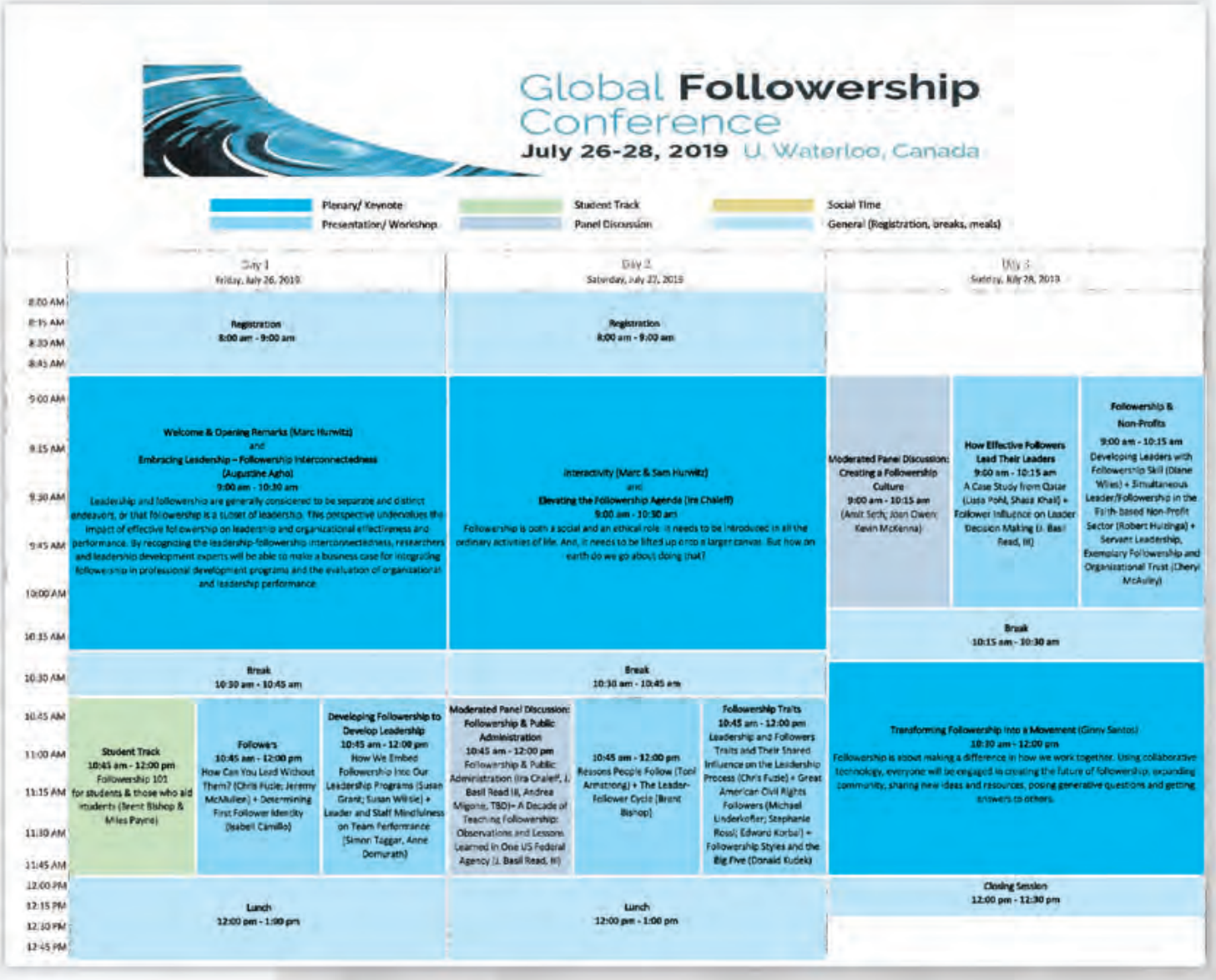
SAMANTHA & MARC HURWITZ | Co-authors & Partners

Sam and Marc wrote *Leadership is Half the Story: A Fresh Look at Followership, Leadership, and Partnerships* (U. Toronto Press). In it, they present an integrated model of leadership with followership, along with how that creates more generative partnerships. It's what they have been teaching, consulting, speaking about, creating online courses, and living for the past 14 years.

Global **Followership** Conference

July 26-28, 2019 U. Waterloo, Canada

12B-12: Conference keynote speakers at Waterloo University



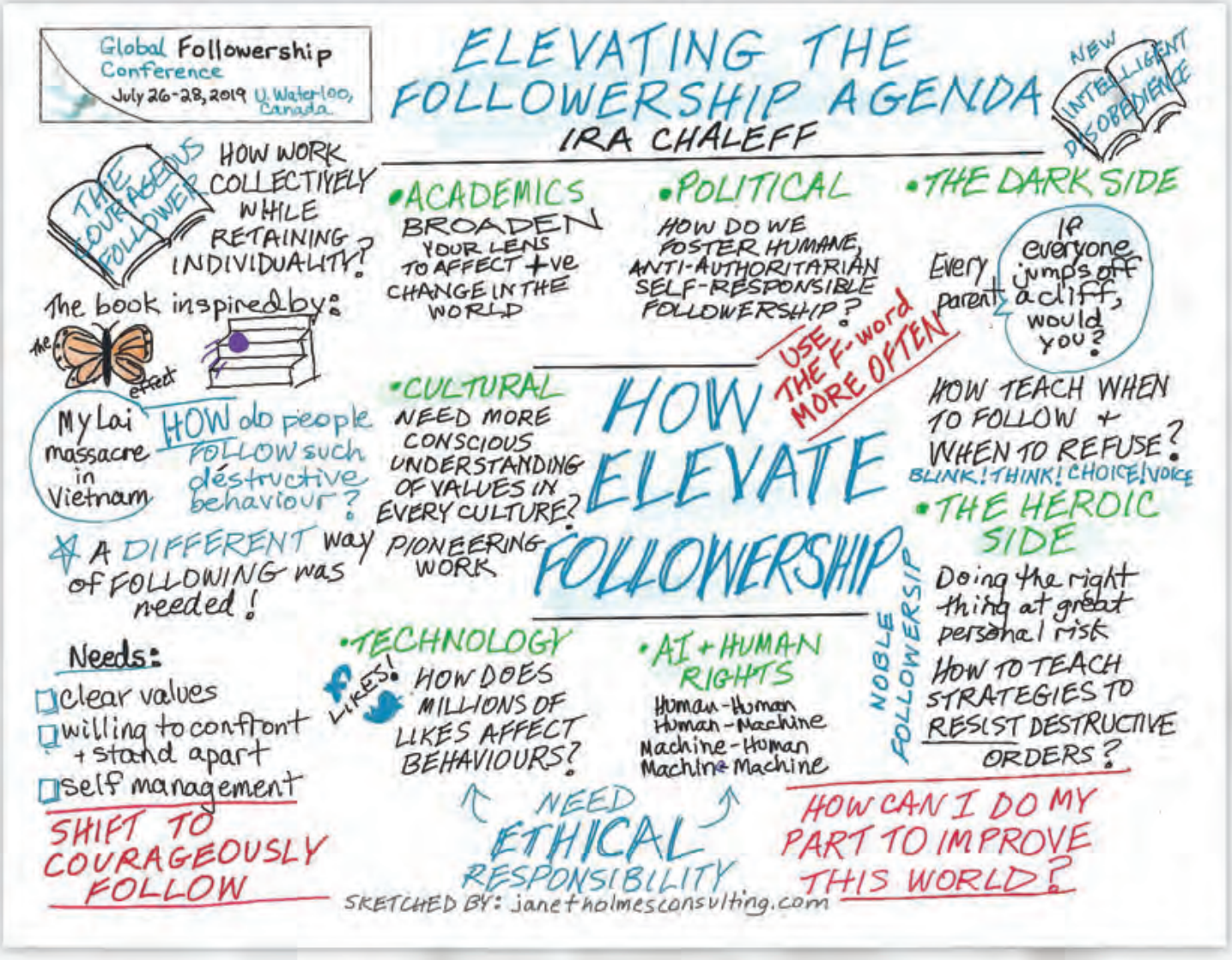
12B-13: Program, Global Followership Conference, Waterloo University

1:00 PM	**Student Track** **1:00 pm - 2:15 pm** Exploring and developing your own Followership philosophy (Brent Bishop & Miles Payne)	**Collegiate Experience** 1:00 pm - 2:15 pm What Can Collegiate Athletics Teach Us About The Leader/Follower Dynamic? (Toni Armstrong) + Exploring the Impact of Followership Education at the Collegiate Level (Courtney Randall)	**Followership Now** 1:00 pm - 2:15 pm Unpacking the Generational Dynamics of Followership Behaviors (Danyale Hawkins)	**Toxic Followership** 1:00 pm - 2:15 pm Lived Experiences of Victims of Domestic Violence (Wendy Edmonds; Davitta Ealy) + Trust in Leaders (Angela Spranger) + Unraveling Toxic Followership (Juliana Mansur Kopp)	**Followership & Youth** 1:00 pm - 2:15 pm Strategic Followership Development for Global Sustainability (Erika Laos) + All Hands on Deck: A Case Study of Leadership and Followership in a Youth Organization (Monique Wong) + The Relationship Between Maternal Transformational Leadership and Definitions of Follower (Colette Hootion; Mary Han)	**Followership Identity (3-hour session) - Part I** 1:00 pm - 2:15 pm Your Personal Followership Portrait (Stephanie Lindsay) + Followership Identities: Who Are the Students Aiming to Become? (Rachael Thompson)
1:45 PM						
2:00 PM	**Break** **2:15 pm - 2:30 pm**			**Break** **2:15 pm - 2:30 pm**		
2:30 PM	**Student Track** **2:30 pm - 3:45 pm** Coaching followership for career success (Joan Owen & Samantha Hurwitz)	**Moderated Panel Discussion (M. Hurwitz): Followership & Different Cultures** **2:30 pm - 3:45 pm** A Brazilian and international Perspective (Juliana Mansur Kopp) + Followership Development and Enactment Among the Acholi of Uganda (David Olumbi) + Developing followership in Indonesia (Muhsin Nurhadi)	**Increasing Followership in Organizations** 2:30 pm - 3:45 pm Increasing Exemplary Followership (Debra Finlayson) + Strategic HRD, Organizational Development & Followership (Greer Staples)	**Healthy Followership** 2:30 pm - 3:45 pm Romance of Followership Theory and Optimal Leadership (Gary Crutchfield) + The Influence of Power on Followership (Lew Steinhoff) + OCB's and Exemplary Followership (Tim Peterson; Claudette Peterson; Brian Rook) + Leader-Follower Trace Approach and the Workplace Wellbeing (Petros Malakyan)	**Communication & Followership** 2:30 pm - 3:45 pm Non-violent Communication for Followers and Leaders (Priscila Assumpcao; Antonio Fais) + The Importance and Impact of Follower Communication (Donald Kudeki) + Bystander Resistance and Followership: A Case Study (Stephanie Colory)	**Followership Identity (3-hour session) - Part II** **2:30 pm - 3:45 pm** Your Personal Followership Portrait (Stephanie Lindsay) + Followership Identities: Who Are the Students Aiming to Become? (Rachael Thompson)
3:45 PM						
4:00 PM	**Break** **3:45 pm - 4:00 pm**			**Break** **3:45 pm - 4:00 pm**		
4:00 PM	**The Leadership-Followership Dance (Sharna Fabiano)** 4:00 pm - 5:30 pm As an internationally-recognized specialist in Argentine Tango and a workplace followership coach, Sharna will teach us to lead and follow, irrespective of gender. After a day of listening, talking and thinking, it'll be great to do some moving!			**Making New Connections (Tim Hurson)** 4:00 pm - 5:30 pm Tim is legendary for the great thinking tools he has created and for facilitating insightful and inspiring sessions. Expect to learn something new about yourself AND to make a myriad of new connections with others.		
5:00 PM						
5:30 PM	**Ace Ping Pong Lounge** **5:30 pm - 8:00 pm** Enjoy the evening of fun connecting with the new GFC community at Ace Ping Pong Lounge! We've got all the tables reserved for us from 6 to 8 pm.			**DIY Fun and Social Time** **5:30 pm onwards** Check out the do-it-yourself concierge in the Hub for dinner and entertainment ideas.		
6:00 PM						
6:30 PM						
6:45 PM						
7:00 PM						
7:15 PM						
7:30 PM						
7:45 PM						
8:00 PM						

12B-14: Program, Global Followership Conference, Waterloo University

12B-15: The first Followership Trailblazer Award was presented to Muhsin Budiono, who had traveled from Indonesia to participate in the conference

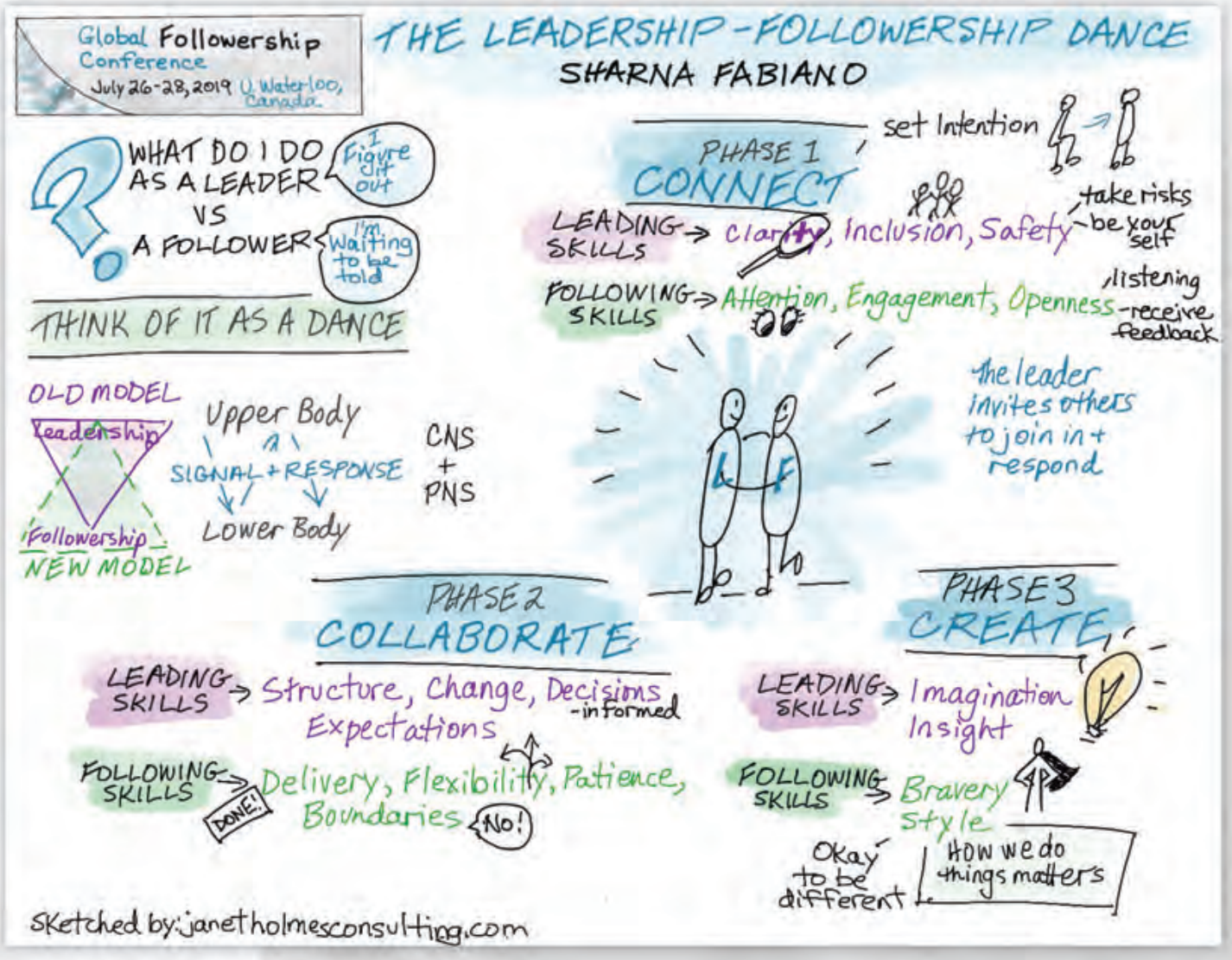
12B-16: Cross section of Conference participants, Waterloo University, 2019

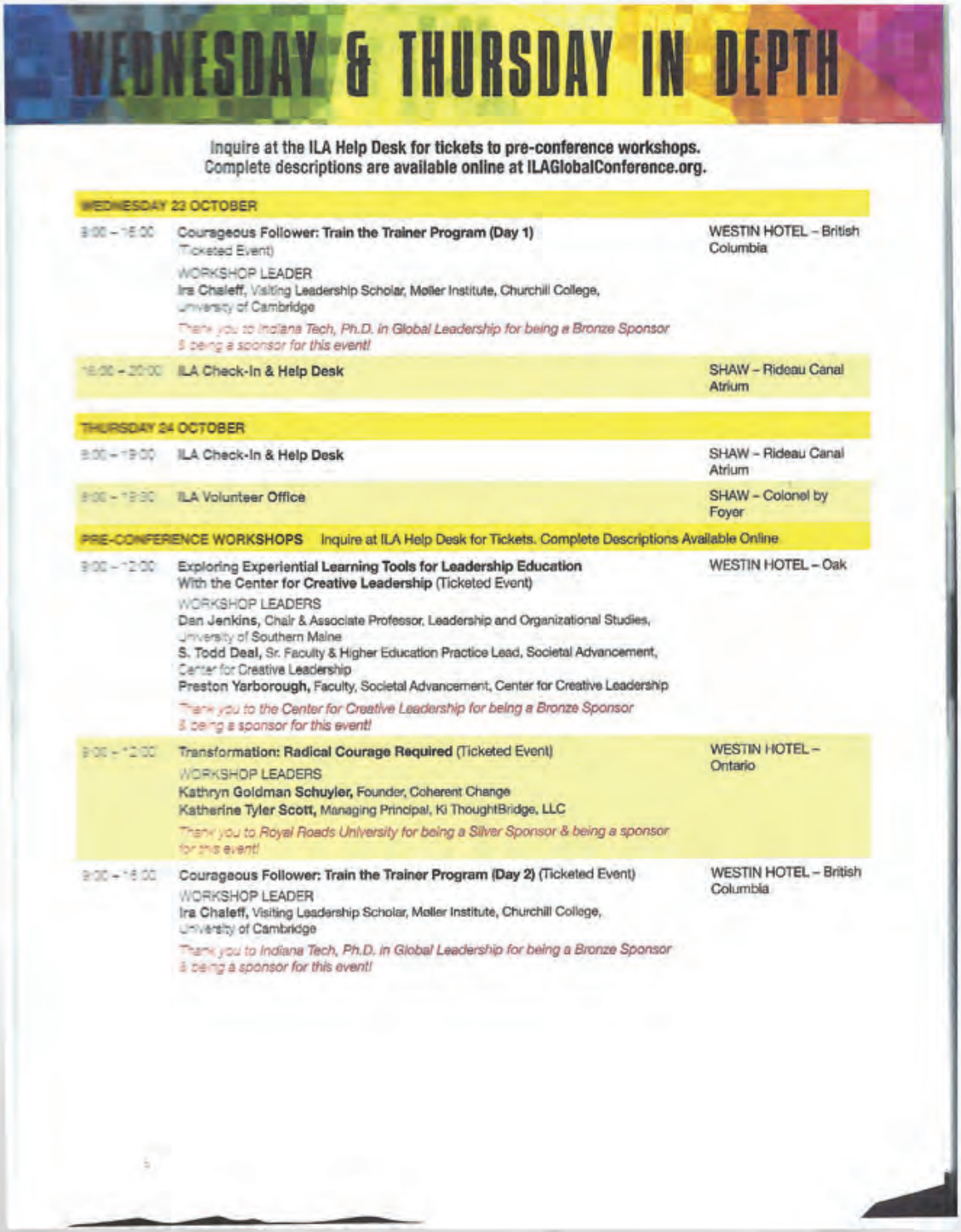


12B-17: Graphic summaries of conference presentations at Waterloo University, Global Followership Conference, 2019

a. Keynote address by Ira Chaleff

b. Movement exercise by Sharna Fabiano


Global Followership Conference
July 26-28, 2019 U. Waterloo, Canada
THE LEADERSHIP-FOLLOWERSHIP DANCE
SHARNA FABIANO
WHAT DO I DO AS A LEADER VS A FOLLOWER
I figure it out
I'm waiting to be told
THINK OF IT AS A DANCE
OLD MODEL
Leadership
Followership
NEW MODEL
Upper Body
SIGNAL + RESPONSE
Lower Body
CNS + PNS
PHASE 1
CONNECT
set Intention
LEADING SKILLS → Clarity, Inclusion, Safety
take risks
be your self
FOLLOWING SKILLS → Attention, Engagement, Openness
listening
receive feedback
the leader invites others to join in + respond
PHASE 2
COLLABORATE
LEADING SKILLS → Structure, Change, Decisions, Expectations
informed
FOLLOWING SKILLS → Delivery, Flexibility, Patience, Boundaries
DONE!
No!
PHASE 3
CREATE
LEADING SKILLS → Imagination Insight
FOLLOWING SKILLS → Bravery Style
Okay to be different
How we do things matters
Sketched by: janetholmesconsulting.com



WEDNESDAY & THURSDAY IN DEPTH

Inquire at the ILA Help Desk for tickets to pre-conference workshops.
Complete descriptions are available online at ILAGlobalConference.org.

WEDNESDAY 23 OCTOBER

9:00 – 16:00	**Courageous Follower: Train the Trainer Program (Day 1)** (Ticketed Event) WORKSHOP LEADER **Ira Chaleff,** Visiting Leadership Scholar, Moller Institute, Churchill College, University of Cambridge *Thank you to Indiana Tech, Ph.D. in Global Leadership for being a Bronze Sponsor & being a sponsor for this event!*	WESTIN HOTEL – British Columbia
16:00 – 20:00	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium

THURSDAY 24 OCTOBER

8:00 – 19:00	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
8:00 – 19:00	**ILA Volunteer Office**	SHAW – Colonel by Foyer

PRE-CONFERENCE WORKSHOPS Inquire at ILA Help Desk for Tickets. Complete Descriptions Available Online

9:00 – 12:00	**Exploring Experiential Learning Tools for Leadership Education With the Center for Creative Leadership** (Ticketed Event) WORKSHOP LEADERS **Dan Jenkins,** Chair & Associate Professor, Leadership and Organizational Studies, University of Southern Maine **S. Todd Deal,** Sr. Faculty & Higher Education Practice Lead, Societal Advancement, Center for Creative Leadership **Preston Yarborough,** Faculty, Societal Advancement, Center for Creative Leadership *Thank you to the Center for Creative Leadership for being a Bronze Sponsor & being a sponsor for this event!*	WESTIN HOTEL – Oak
9:00 – 12:00	**Transformation: Radical Courage Required** (Ticketed Event) WORKSHOP LEADERS **Kathryn Goldman Schuyler,** Founder, Coherent Change **Katherine Tyler Scott,** Managing Principal, Ki ThoughtBridge, LLC *Thank you to Royal Roads University for being a Silver Sponsor & being a sponsor for this event!*	WESTIN HOTEL – Ontario
9:00 – 16:00	**Courageous Follower: Train the Trainer Program (Day 2)** (Ticketed Event) WORKSHOP LEADER **Ira Chaleff,** Visiting Leadership Scholar, Moller Institute, Churchill College, University of Cambridge *Thank you to Indiana Tech, Ph.D. in Global Leadership for being a Bronze Sponsor & being a sponsor for this event!*	WESTIN HOTEL – British Columbia

12B-18: Program ILA Ottawa 2019, Courageous Follower Train the Trainer

12B-19: Program, Courageous Follower Train the Trainer certificate

12B-20: Program, Courageous Follower Train the Trainer, Brussels 2017

12B-21: Program, Courageous Follower Train the Trainer West Palm Beach, 2018

12B-22: Program, Courageous Follower Train the Trainer graduates, Ottawa 2019

Once I am able to help you make the best connections to the ILA to explore the invitation, I will step into the background. This is very much your show and you have to be satisfied that any arrangement reached will support your vision and continue to be fun! If you could arrange a meeting with the right ILA folks, yourself, Wendy, Marc and I when we are all in Ottawa, that would be amazing. Wendy is in! (Never step into the background though...that feels inconceivable!)

My Best

Ira

From: Samantha Kerr Hurwitz
Sent: Thursday, September 26, 2019 7:13 AM
To: Ira <irachaleff@cs.com>
Cc: Samantha Hurwitz <samantha@flipskills.com>; Marc Hurwitz <marc@flipskills.com>
Subject: Re: Kevin Lowe

Hi Ira,

I love your 'get it done!' approach, like Scottie from the old Star Trek:)

Rather than a pitch, can we think of this as an invitation. We've already pulled off something awesome. We can do it again. So ...we can be strong together or strong apart. Pros and cons of each. I'd very much like to invite/offer/keep ILA in the loop. Out of respect and the possibility of moving the "ship". However, to use Dr. Wendy Edmonds phrase, "We don't want followership to go into the black hole of leadership. It's just too important."

So... can we instead set up an in-person meeting with you, Kevin, Marc and I? I'd love to invite Wendy to join us too. Fairly sure she'll be in Ottawa and want to.

Warmly,

Sam (with Marc having breakfast beside me)

Dear Marc and Sam,

Hi. I have emailed (ILA board member) Kevin Lowe but have not heard back yet.

12B-23: Email exchange with Sam Hurwitz re: working with the ILA

It occurs to me that it would be helpful to be able to describe to him what an Academy of Followership within the ILA might look like, and how it would be a step above a MIG or the very successful Women in Leadership Affinity Group.

It seems that one thing we would be asking for is a standing followership pre-conference, with full promotion to the ILA list. What else? A quarterly followership newsletter? A yearly regional conference on followership? A followership themed book every other year? What are your thoughts?

In addition, what can we offer/propose on funding that would pre-empt ILA concerns about staffing/funding this? A supplemental academy membership fee ($50? $75? Other?)? A precon fee, of course – what was the Waterloo rate for public/for students? Did you have any benefactors/sponsors who might be willing to commit to funding one or more future years? If so, at what level? I may be prepared to contribute perhaps $5000 matching grant for the first couple of years. But who would do this fundraising? And what do we think the expenses attendant to the academy would be? It would be very helpful if we could fund a half time staff person but that's a hefty lift – any ideas about that?

I know this is a lot, but if we are going to make a pitch we will have more success if we know what we are asking for and what we are bringing to the table. Even if the ILA says no thanks, these are questions we would need to address for a stand alone membership organization.

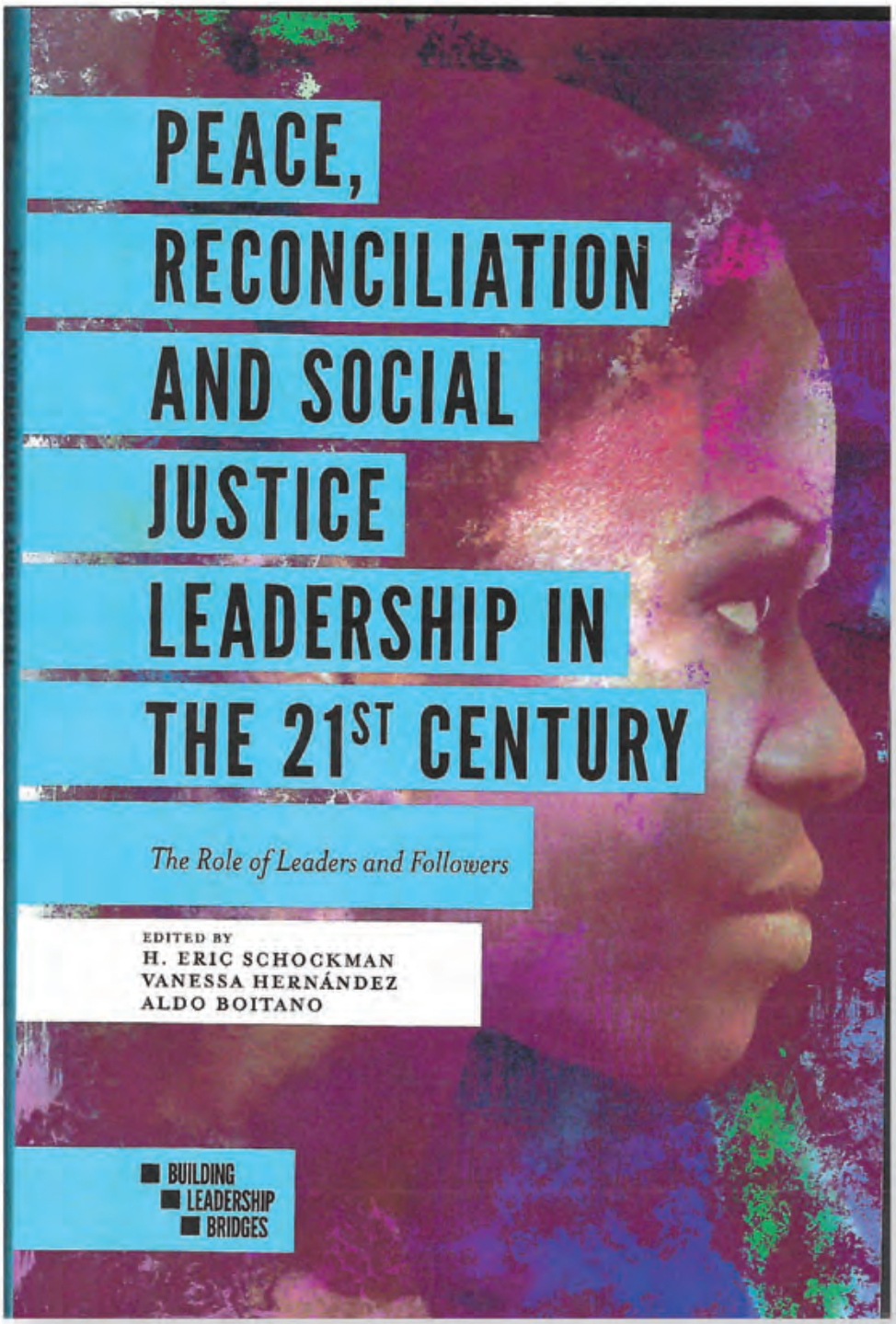
Please take a first stab at these questions so we are prepared if Kevin gets back to me, since the idea is to win his support for raising this at the October board meeting with a request for additional conversation (an exploratory committee?) after the conference.

See what you started!

My Best

Ira

12B-24: Email exchange with Sam Hurwitz, continued



12B-25: ILA book, with the subtitle - *The Role of Leaders and Followers*

1

LEADING AND FOLLOWING FOR TRANSFORMATION IN A RACIALIZED SOCIETY

Ira Chaleff

ABSTRACT

The roots of racial injustice in the United States precede its formation as a nation and continue to send up shoots that bear toxic fruit. Leadership and followership are intrinsic both to the continuation of this condition and to its resolution. The brutality of 250 years of legalized enslavement resulted in generations of children forcefully fathered by white enslavers and their black "property" and disowned by the masters and their white families and communities. The current popularity of genealogy has ripped off the social masks of denial and documented significant numbers of "white" and "black" families who clearly share the same ancestry. This has presented a new challenge and opportunity for truth-telling, reconciliation, healing, and repairing the social injustice engendered by structural racism. This chapter explores the work of a group committed to this process. Through this lens, it examines the work required of all members of societies in which there are structurally advantaged and disadvantaged groups. The requirement is to step beyond the roles of perpetrator, victim, or passive bystander, into the roles of courageous follower and inclusive leader, in mutual service to personal and societal transformation.

Keywords: Racism; slavery; justice; reconciliation; trauma; followership; healing

12B-26: Book chapter, *Leading and Following in a Racialized Society*

Leadership for the Greater Good: Reflections on the 2020 Pandemic

We are living in an unprecedented time. While none of us have experienced the specific details of the challenges before us, we are not without resources to help see us through. ILA has invited well-known and respected thought leaders from around the world to share their leadership knowledge, wisdom, and viewpoint to inform and inspire us as we continue our collective work.

View All Reflections

Racism and The Bystander

Share:

(4 June 2020)

by **Ira Chaleff**, Visiting Leadership Scholar, Møller Institute, Churchill College, Cambridge University, UK

Graduation group from the Courageous Follower Train the Trainer program at the ILA 2019 Global Conference

We may never fully learn what forces shaped the callousness of police officer Derek Chauvin as he pressed his weight unremittingly into the neck of George Floyd, an unarmed black man, until the life was squeezed from him. We may never be able to assay the toxic amalgam of cultural racism and personal moral desertification. Nor do we need to in order to ensure that legal justice is done.

The focus of our inquiry and intervention must be on the three fellow police officers, Thao, Keung and Lane, who stood by passively while George Floyd desperately pleaded to breathe and live. Chauvin is the outlier; the three plus deviations from the norm. Thao, Keung and Lane are the rest of the distribution. They are us.

International Leadership Association member, Lorna Blumen, in the 2008 book, *The Art of Followership*, was an early identifier of the tripartite structure of bullying: victim, perpetrator, and bystander. It is the bystander who should have the greater psychological capacity to interrupt the bullying. But patently this doesn't always occur. Witness Thao, Keung and Lane. What goes wrong?

On a basic level, the bully will turn on the first bystander who attempts an intervention. The bully, by nature, is intimidating. But it has been observed that when a second bystander joins the intervention, the bully is more likely to back down, and when a third joins in, bullying drops precipitously.

There were three bystanders observing Chauvin. This should have been a classic intervention. Instead it was criminal negligence. Why?

The simplest answer is lack of courage. Really? They are law enforcement officers who need courage to face danger every day. That takes physical courage. Their fatal deficit was of social courage.

Can social courage be taught? Absolutely.

The clearest example with forty years of proof comes from the aviation industry. Half a century ago, there were a rash of disastrous airplane crashes. In almost all cases, the black box recordings and survivor interviews documented an unwillingness by crew to speak assertively to correct an error being made by the ranking officer, the Captain. The turning point in outcomes occurred when all on board personnel were put through the Crew Resource Management program that included simulations and protocols for resolutely warning the captain of error, and relieving the captain of command if needed. The safety record ever since has improved dramatically.

This is one of many examples that demonstrate that practicum, hands on role plays, rehearsals to respond to anticipatable classes of situations, override intimidation to speak up in the face of danger, whether caused by a legitimate authority like a captain, or by an illegitimate authority like a bully.

There is currently a program being conducted in Florida called EPIC: Ethical Policing Is Courageous. EPIC draws on

12B-27: ILA Article, *Racism and The Bystander*

the airline industry experience and puts law enforcement officers through realistic simulations. The bystander officer practices intervening and the offending officer practices accepting the intervention. Individual courage is now supported by organizational practice. All law enforcement communities should urgently weave EPIC type training into their officer development curriculum.

There is a related dynamic that should be understood by police sergeants, lieutenants, and senior executives. "Everyone knows" that two out of three participants in Stanley Milgram's 1960's experiments on obedience kept administering what they thought were potentially deadly shocks all the way to 450 volts. But what variation of the basic experiment brought the inappropriate obedience down to practically zero?

The answer is counter cultural. It was when two authority figures began disagreeing about the safety of the experiment in front of the subject. This is considered bad form for managers or parents – arguing in front of the subordinate or child. Instead, it should be understood that, when warranted, open moral conflict between authority figures saves lives. Breaking the dangerous current norm should be part of the role play curriculum. We need to put safety at the center of our values where it can override inappropriately upholding the face of authority.

Of course, in the George Floyd case there is an even deeper social norm operating: the belief that black men are mortally dangerous. This belief runs as deep as the centuries of brutal enslavement, extra judicial killing, legal and illegal apartheid, massively disproportionate incarceration and economic disadvantage. It permeates the marrow of society, and therefore of law enforcement culture, whether officers are white, Latino or black. What to do?

This must be the focus of a national conversation. And it must not start with "I don't care what color your skin is. I treat everyone equally." It must start with authenticity, which is at the heart of true leadership, followership, and partnership.

I co-lead a chapter of the racial healing organization, Coming To The Table, which refers to Martin Luther King's dream that one day we will all sit at the table of brotherhood. A structured "circle process" is used with rules for deep listening that provide the safety for authenticity. While not using these words, in essence we are making it safe to say "I am white and I see ways in which my whiteness gives me privilege in this society and contributes to your pain" or "I am black and I find it difficult to let white folk learn how careful I am when around them, knowing if I relax my guard I could be killed." This authenticity allows us to witness and at least momentarily inhabit the other's world and change our relationship to it.

We need to apply processes like these in the law enforcement community. At one point in recent history, the US military had the best record of integrating black and white military personnel, when civilian society lagged behind. Instead of seeking to "fix" law enforcement culture, let it proudly set the goal for itself to become the nation's model for a new generation of Americans. The nearly universal rejection by the law enforcement community of the killing of George Floyd is an opening. Let's use our knowledge of leadership, followership, and group healing to pursue the potential in that opening.

Ira Chaleff *is a Visiting Leadership Scholar at the Moller Institute, Churchill College, Cambridge University, and a former board member of the International Leadership Association. He is the founder of ILA's Followership Learning Community and co-founder and co-facilitator of the Northern Shenandoah Valley chapter of Coming To The Table.* *www.irachaleff.com*

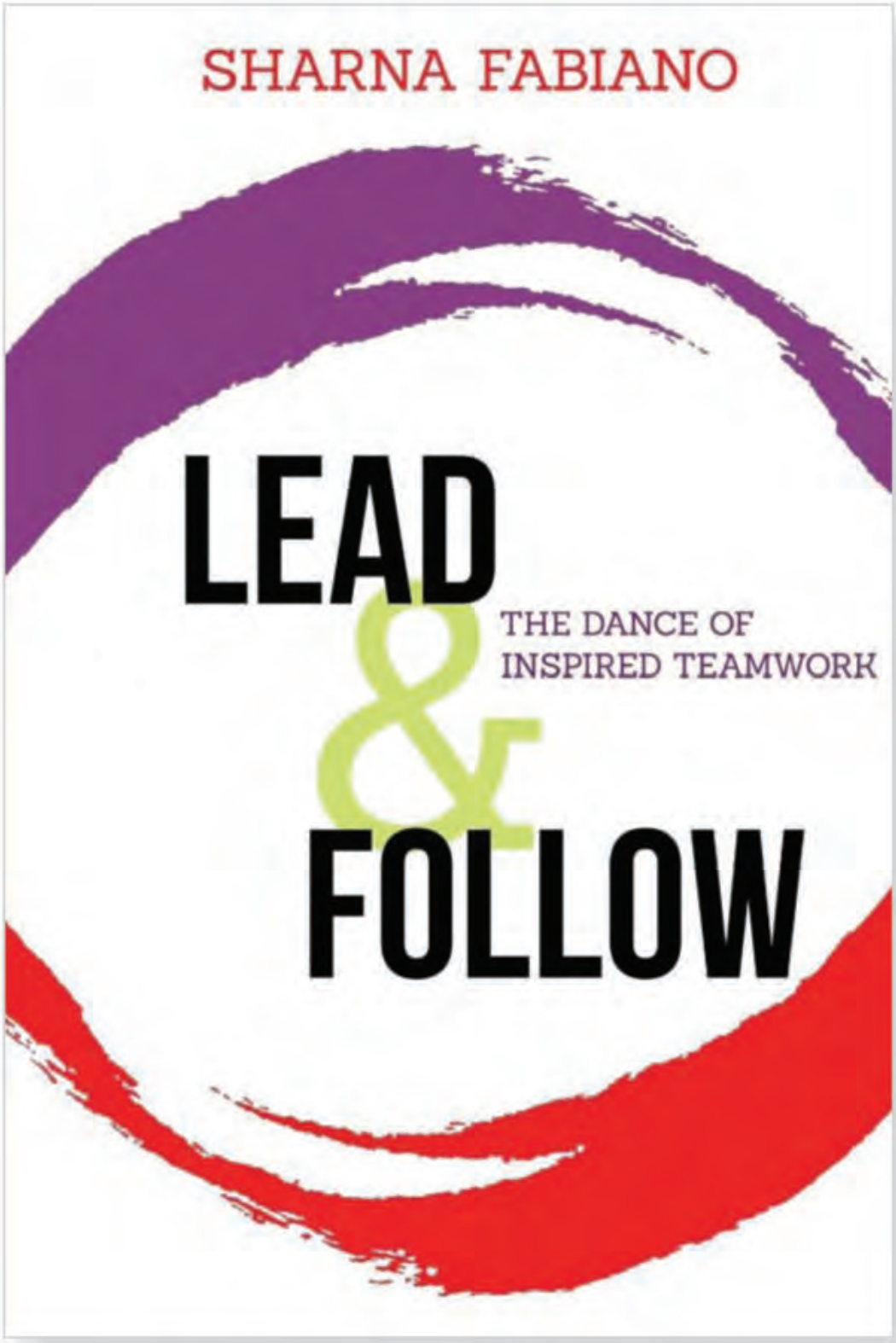
If you find these reflections to be of value in your work and life, please consider becoming part of ILA's leadership community. Join Today!

This site is supported via a grant from the MetLife Foundation.

This page was last updated on June 14, 2020

Discover the Inte...

12B-28: Article, *Racism and The Bystander*, continued



12B-29: Book, *Lead and Follow* by Sharna Fabiano

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Breaking Toxic Triangles: How Courageous Followers stand up to Destructive Leadership

A Thesis

Presented to the Swinburne University of Technology in fulfilment of the requirements for the award of:

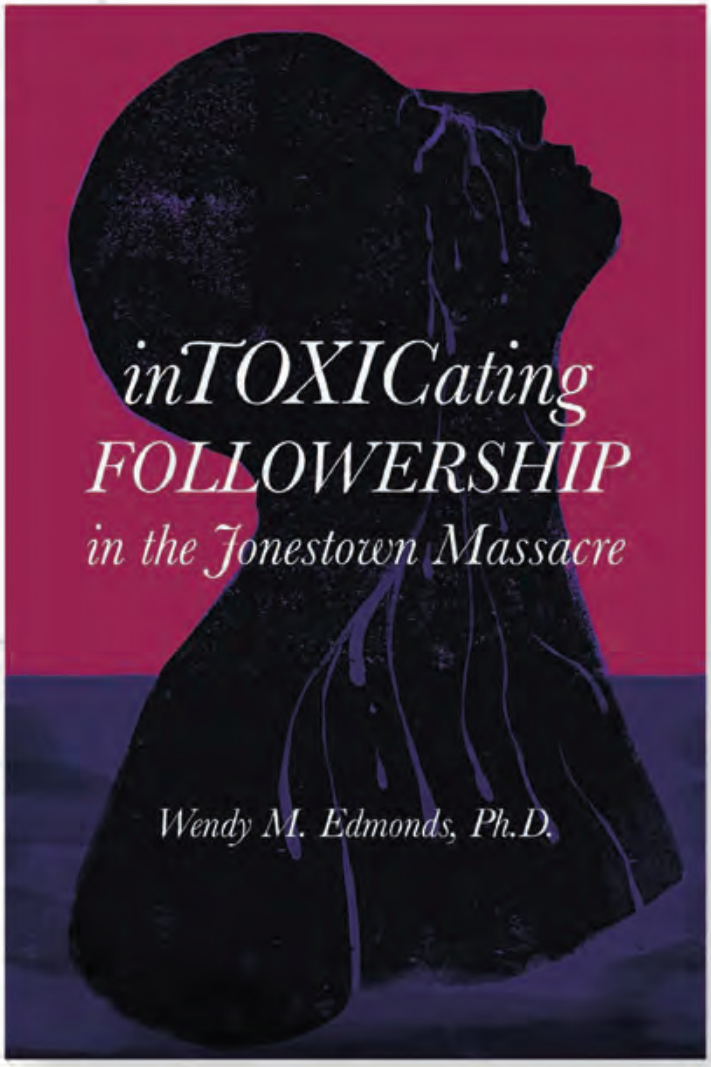
DOCTOR OF PHILOSOPHY

2020

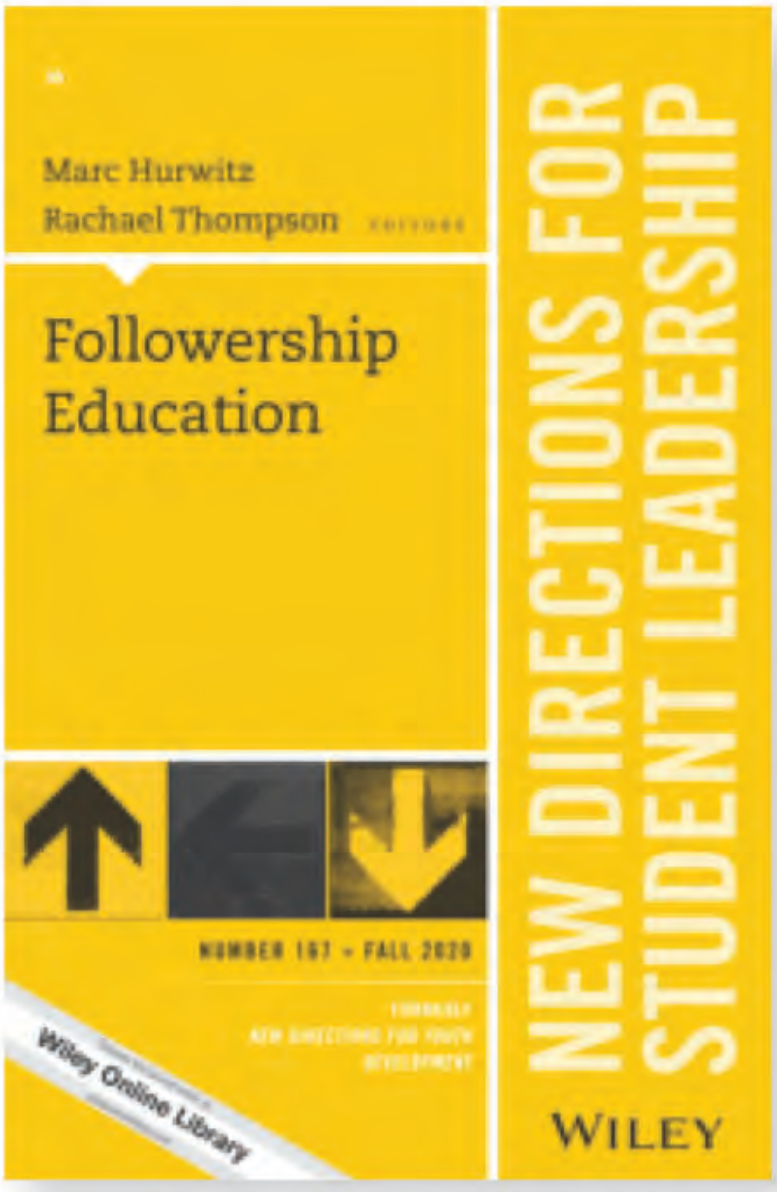
by

Alain Marc Mario de Sales

Principal Co-Ordinating Supervisor	: Dr. Samir Shrivastava
Associate Supervisor	: Prof. Christopher Selvarajah
Associate Supervisor	: Prof. Timothy Moore



12B-30: *"Breaking Toxic Triangles"* thesis cover page - Alain De Sales
12B-31: Book, *InTOXICating Followership in the Jonestown Massacre*



12B-32: Book, *Followership Education*, part of the Wiley series "New Directions for Student Leadership"

12B-33: Webpage TeachingFollowersCourage.com
"Courage always exists in the present. What can I do today?"

Sign Up Support

Welcome to the community of academics and practitioners certified in the application of Courageous Followership concepts in curricula, workshops and organizational culture.

Members can access resources, interact with colleagues, share experiences, participate in forums, ask for help and more.

Already a member? Click here to **LOG IN**

Retrieve Username – Reset Password

All graduates of a Courageous Follower Train the Trainer Program, and other approved experienced followership educators can have membership rights.

Please sign up to gain access to the Courageous Follower Educator community where together we can make our world better.

Not a member? Click here to **SIGN UP**

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Contact Us

APPENDIX

Keynote Address
Global Followership Conference
University of Waterloo, Ontario, Canada

July 27, 2019

ELEVATING THE FOLLOWERSHIP AGENDA

Ira Chaleff

Keynote Address
Global Followership Conference
University of Waterloo, Ontario, Canada
July 27, 2019

ELEVATING THE FOLLOWERSHIP AGENDA

Ira Chaleff

Note: This keynote speech was accompanied by PowerPoint slides. I have removed references to these. The video of the speech and the slides are available at *www.irachaleff.com* and on *YouTube*. They include biographical material that informed my exploration of followership.

WHAT IS THIS SUBJECT WE CALL FOLLOWERSHIP REALLY ABOUT?

For me it's about how we work collectively while retaining individual accountability. Yes, followership is about the relationship between the leader and follower. But it is s also the relationship between the individual and the group.

For those familiar with The Courageous Follower, its inspiration came from an example of this. I was reading M. Scott Peck's account of the infamous My Lai massacre in Vietnam. He asked a question. How could several hundred US soldiers participate in the killing of old men, women and children and in its coverup? He answered that question with an observation: When in the follower role, individuals can displace their own moral accountability onto the leader. This tendency gets compounded by the pressure for group conformity. When I read that, I wrote in the margin that a book on a different way of following was needed.

From this perspective, followership is both a social and an ethical role. I'm offering this as the lens through which I look at followership rather than, heaven forbid, an attempt to define followership.

When it's done well, followership is both a highly social and a uniquely individual activity. The tension in this way of performing the role is sometimes excruciating. It requires clear values, a strong social commitment, a sense of personal agency and the courage to stand apart and speak one's truth.

A few people do this very well naturally. Many of us do it well enough most of the time. But to do it consistently and under conditions of social and ethical stress, we need to consciously develop these skills. I want to explore how this can play out in your own scholarship, teaching and practice.

First, we need to introduce the subject of followership in all the ordinary activities of life. This includes the arenas in which most followership scholars currently research and write about such as work groups and small companies.

Second, I believe that at least some of us must also lift the subject of followership onto a larger canvas. Why? Because leadership also operates on a larger canvas. At times on a much larger canvas. It operates with great consequence on regional, national, multinational and global scales.

What's the significance of this? It's one thing when leadership is bad in a small company, a sports team, a local government office. Those who work there and are supposed to be served by that leadership are adversely

impacted. We can all think of a situation when we were disappointed, or frustrated or even mistreated by leaders with whom we worked. This is common human experience and we hope that books like mine and like the Hurwitz's and others give you some tools to better respond to those frustrations and transform them.

But it's a whole different matter when leadership is bad on a large political or global enterprise scale. We get every tragedy and crime you have ever read about in history books or business books, or that you read about in any given week's headlines.

I'm arguing that part of the role of followership studies and practice is to prevent or correct this. But how on earth do we go about doing that? That's what I would like to ruminate about in this talk.

ACADEMIA AND FOLLOWERSHIP STUDIES

Let me start with the role of academia. Because I am closely identified with followership, I receive inquiries from around the world from masters degree and doctoral candidates to suggest or react to ideas for their theses or dissertations. I'm happy to do this, though I often also refer them to my more academically qualified colleagues, a number of whom are here today. I'm always supportive, because God knows we need more people thinking and writing about followership at every level. But I'm also somewhat dismayed that the focus they are thinking about is quite narrow. As far as I can see, it bears the hallmark of academic advisors who are encouraging the most manageable research question and that's understandable. The PhD process is grueling enough without taking on a scope that may be unmanageable.

The result of this is we get a PhD done on the basis of qualitative research, on say 12 nurses. This is an actual example. Now mind you, this isn't bad. I've read some of these and we learn useful things from them. But here's my concern: Complexity Theory. Sometimes called Chaos Theory, tells us that the initial conditions in complex systems have a huge bearing on how that system develops. We sometimes call this theory the butterfly effect.

One of the founders of the theory died this month. His obituary gave a brief description of complexity theory. "Its allure lies in its recognition that the most infinitesimal changes at the outset can lead almost identical systems into drastically different directions over time." My concern is that if doctoral candidates in the field of followership are pushed into an overly narrow lens, and that lens is carried into their career, who is wrestling with the really big problems of followership found all over the world, which I will talk about shortly?

Since what you choose to do now influences what you are likely to be doing later, I am encouraging you to visualize in what arena, and on what scale, you would like to be making an impact in ten or twenty years. If you are the advisor, I'm encouraging you to engage the candidate in that visioning exercise. Then examine the initial conditions you are proposing or accepting in this early scholarship and make even small adjustments that better propel the research in the direction of that larger vision.

If this is done well, it will help elevate the field of followership to the level needed to effect significant change in the world. And it may set you on a course for being a significant contributor to that change.

So now that I have thrown down this gauntlet, how do I think you might go about that? I'll try to put these ideas into a few categories. These are preliminary and I would be disappointed if you didn't challenge and build on them.

POLITICAL FOLLOWERSHIP

I find it interesting that the greatest scholar on leadership is arguably James MacGregor Burns who was an historian and political scientist, and the most high-profile scholar on followership is Barbara Kellerman who is also a political scientist as well as a scholar on public leadership.

These two seminal figures focus on the big canvas in which leader-follower dynamics impact the lives of millions. They look at historical events and add to our understanding of what occurred and how this can be applied to the present and future. They paint on a large canvas that attracts the attention of national and international audiences and helps them see the relevance of both leadership and followership studies to the world around them.

For example, in his book on George Washington, Burns quotes the Supreme Court on political leadership: "The nation," the Supreme Court has said, has "no right to expect that it will always have wise and humane rulers, sincerely attached to the principles of the Constitution. Wicked men, ambitious of power, with hatred of liberty and contempt of law, may fill the place once occupied by Washington and Lincoln."

I wonder if this has any applicability today?!!

Barbara Kellerman, in her book *Followership* also draws on significant historic or contemporary events. As many of you know, she has a rather different typology than the ones used by me or by Robert Kelley. She identifies types of followers by their degree of commitment or lack of commitment. Leaving aside Isolates, which are hardly even followers, she calls these Bystanders, Participants, Activists and Diehards. And what case studies does she use in her book to elaborate on these styles and their consequences? For Bystanders: Nazi Germany; For Participants: the pharmaceutical giant Merck and the damage caused by its drug Vioxx. For Activists: The effort to expose sexual predation and coverup in the Catholic Church; for Diehards, a bungled military operation in Afghanistan.

Look at the scale of the canvas on which she is examining followership in its various forms, positive and negative, successful and disastrous. These are examples of the large issues related to followership we need to explore, learn from and teach. Let me expand further on this.

We live in a liberal democracy. What does that mean? Liberal values lift up human rights: freedom, liberty, etc. Democratic values focus on people choosing their own leaders.

What happens when these liberal and democratic values conflict?

We must not forget that Adolph Hitler was elected. A democratic process resulted in the destruction of liberal values. Easily swayed followership produced abhorrent leadership. We have numerous current examples in different parts of the world today of authoritarian leaders (and worse) being elected.

Because most of us were born into and were raised in liberal democracies, we take for granted that they are normative, the standard to strive for. Most of us are intellectually programmed to use respectful communication to reach the best consensus possible on what we should be collectively doing. The leader may make the final decision but everyone with information and a stake in the outcome should usually have an opportunity for some input into the process. You believe this, don't you? These liberal and participatory values are the water we swim in, the air we breathe. We teach these in our leadership and in our followership classes.

But what if liberal democracy is an anomaly? What if the long history of autocratic rule is the norm? With very little resistance, President Xi of China recently changed the constitution to enable him to be ruler for life over one fifth of the world's population. What if the resurgence of autocratic populism that we find so disturbing is a return to a norm of autocracy?

If so, what of followership? What must we who are attracted to the study and discipline of followership focus on and learn and teach if we are to interrupt a regression to autocratic and even dictatorial rule, where only compliant followership is tolerated? How do we foster humane, anti-authoritarian, self-responsible followership? These are daunting questions. But emerging world events are also daunting. How will we rise to meet them?

CULTURAL FOLLOWERSHIP

Perhaps we can begin on a more accessible level, that of cultural followership. There are rich fields to plow in this arena. For example, what are the deep followership messages embedded in the language, the myths, children's literature and games, books, movies, advertising, song lyrics, national heroes and holidays and so forth? Any one of these can be a treasure trove to unveil and understand followership in a given culture, and suggest ways of transforming it. In this case we could be using the principles of Complexity Theory in our favor, starting with small positive early changes that can eventually affect the direction of the whole culture.

In addition, there is no question that the preponderance of research and literature to date on leadership and followership has been done predominantly in white, middle class cultures. We are desperately in need of this enquiry in non-Eurocentric cultures. What can we learn from them and what positive memes can we introduce into the broader culture?

Similarly, we need this work to be done at all levels of society. Dictators often draw from the desperate lower classes to enforce their will on the population. Citizens at every level need a more conscious understanding of what values in their culture should be preserved against authoritarian repression and how to do this in the follower role.

These are complex studies and may require a lifetime of work. Yet that is what I am arguing for. That we tap the deep curiosity of followership scholars and practitioners and support them in pioneering new intersectional disciplines and developing language, models, cases and narratives that become teaching tools and instruments of positive social change.

THE DARK SIDE OF FOLLOWERSHIP

The third category I'm suggesting, is what I will call the dark side of followership. Examples of the dark side of followership are all around us. Gangs that terrorize neighborhoods and whole countries. Corporations whose employees enable management to hide safety and health risks or massive financial irregularities. Social pressures that persuade clusters of parents against vaccinating children to protect them from preventable disease. On and on.

Our own parents seem to have been natural students of the dark side of followership. Most of them asked us in a challenging tone: "If everyone else jumped off a cliff, would you?" The question revealed the widespread discomfort that following could be mindless and dangerous. But they didn't seem to know what to do with this fact other than to warn us to be alert to it. To just say "no". It wasn't bad advice but it wasn't sufficient.

As we know, the power of social conformity is enormous. It can be a force for good or bad behavior. Historically, the bad has been horrific. We can observe it and write about it and bemoan it. But can we change it? How can we teach discernment between when to follow and when to refuse?

A reminder of the grim consequences of failing to do this is the mass murder and suicide at Jonestown in the 1970s. We have in our midst today Dr. Wendy Edmonds, who is one of the leading scholars on this. How do we guard against future such tragedies?

How do we prepare soldiers to withstand the brutal factors in war that tear at their ethical foundations? How do we do this for our police forces, our prison guards, our border patrol agents, all of whom are subject to the distorting effects of power?

THE DECENT AND HEROIC SIDE OF FOLLOWERSHIP –

Now, let's turn to the decent side of followership. Ten years ago, at the first followership conference at Claremont University, I heard a talk by one of the world's pre-eminent scholars on Stanley Milgram's obedience experiments simulating administering electric shocks. As we know, in the basic experiment, two thirds of subjects continued to obey authority even when they thought they were endangering the life of another human being. Like most people, I was appalled at this, but I wanted to know what had Milgram learned about the one third who didn't continue obeying? It seemed to me to be what we should be most interest in. The scholar said Milgram couldn't identify correlating variables.

While that was true, when I dove into Milgram's own thoughts on his experiments for my book *Intelligent Disobedience*, I found that he described the difference in the psychological strategies used by those who continued complying to an astounding 450 volts and those who stopped complying well short of that. We don't hear much about that one third, do we? Yet, that is precisely what we need to learn – how to teach the different strategies to prepare people to resist destructive orders.

There are many historical instances of individual acts that stand in contrast to the mayhem inflicted by masses of overly compliant followers. Some are immensely heroic.

For example, young Sophie Scholl and her group of student friends who called themselves the White Rose. They secretly distributed anti-Nazi literature until they were captured. Or the young man at Tiananmen Square who stood unarmed against the tanks of the Chinese military.

How do we study these and distill what factors contribute to people doing the right thing? What curriculums will we develop and test to teach this effectively at different stages of human development? What models of noble followership will we create that can be internalized and drawn upon when needed?

TECHNOLOGY AND FOLLOWERSHIP

A fifth category, concerns technology and followership. We live in an age in which technology is radically altering all aspects of human life. Just as there is a role for leadership studies in this arena, there is an even more important role for followership studies. Outside of religion, social media is the only place where the term follower is directly and positively used in popular culture.

Why do musicians like Justin Bieber, Beyonce and Ariana Grande each have over a hundred million followers? What attracts these followers? What do the celebrities do with them? Perhaps more interesting than these stratospheric numbers is the 3.7 million followers of the transgender icon Caitlyn Jenner. What is that telling us about the relation of followership to changing cultural mores? Or Michelle Obama's 23.6 million followers? How do they choose to follow? Does declaring their interest as followers correlate in some

way to Barbara Kellerman's model of participants, activists or diehards? Or are they just spectators, or worse, commodities that are bought and used?

Even more broadly, is the traditional cultural stigma around being a follower changing for the better by its adoption and use in the online world? If so, how and in what ways might it influence followership behaviors? Is it already doing so in the global student movements regarding gun violence or the dangers of catastrophic global warming?

Or in the two million citizens of Hong Kong currently flooding the streets in protest of the attempt to pass a law permitting extradition to mainland China for prosecution?

Conversely, are the image enhancing practices around deceptively acquiring followers about to create a new negative association with the term "follower" that we need to be alert to? What questions need to be asked? What answers need to be found?

ARTIFICIAL INTELLIGENCE AND HUMAN-ROBOT INTERFACES

Taking this one step further, let me suggest a sixth category of human and non-human interface: Artificial Intelligence and Human-Robot interaction.

This already exists in several aspects of our lives. For example, automobiles that now routinely come off the assembly line with the capacity for the machine to override the human who fails to brake quickly enough or who veers out of lane. Who or what is leading and who or what is following in this situation? What are the rules governing their relationship?

Nearly 80 years ago, with uncanny prescience, the Science Fiction master, Isaac Asimov, gave the world the three laws of robotics.

They were quite elegant and yet I think insufficient for the complex relationships we have with increasingly independent actions taken by machines. Look at this through the lens of the recent Boeing 737-Max crashes in which the plane over-rode the human attempt to correct it.

It seems to me that there will be at least four directions of leading and following, of obedience and disobedience that will need to be carefully thought out: Human to human, human to machine, machine to human, machine to machine.

I recently was contacted by an IBM employee in Australia working in Artificial Intelligence. She had read *The Courageous Follower* and *Intelligent Disobedience* and asked about research being done on these in AI. She was deeply concerned about how to inculcate her work group with an ethos of ethical responsibility if they saw the technology getting ahead of the capacity to responsibly use it. How do you think I responded? I encouraged her to become a researcher into these questions. This is new and crucial territory in which we will need people to build their careers and our collective knowledge base.

PEDAGOGY

The last category I will suggest is that of Pedagogy. I do not see the cross fertilization we need between those of us who work at the Corporate and University level and those who work in primary education. Yet, there is where the foundations of followership behaviors are instilled.

The work I do on followership, or that the Hurwitz's do, or that any of you in this room do with undergraduates, or graduates or those in the workforce can be considered remedial. We are working to get individuals and work cultures to examine their existing, embedded rules of authority relationships. By doing this, the rules can be reconsidered, disrupted where appropriate and updated with better, more productive rules for working in teams and organizations. A beautiful example of this is the work being done by our colleague Muhsin Budiono who has surely traveled the farthest to be with us today and introducing the concept of courageous followership in many professional sectors of Indonesian society.

We simultaneously need parallel initiatives to research, write about and teach the dynamics of responsible followership development at the early stages of human activity and growth. How do the methods of teaching and of classroom management need to change to support this? How does an education system less based on authority relationships affect future followership behaviors?

I hope there are individuals in this gathering who can see that as a path for your followership work. To bring my talk full circle, we are talking about nothing short of establishing the early conditions that create the habits of citizenship on which the future of liberal democracies rest.

SUMMARY

So, what are the takeaways here? Many of you are already committed to a research topic. By all means continue with that focus. The outcome will be valuable. Those who are not yet far along a research or writing path, or are considering redesigning classroom curriculum, or organizational workshops may have more immediate flexibility.

But I invite everyone to ask yourselves a question. Do any of the lines of enquiry I mentioned strike a chord with you? Are there questions in which you are deeply interested but may not have received encouragement to pursue?

This is your life. You are not at this conference by accident. Many of you have elected to be here from a calling to the subject of followership. Others may have been drawn here on a more generally inquisitive note. Either way, you are among a small band of thinkers on human relationships who are plotting a professional course for your life. Pay attention to what is intriguing you about followership, even if the prospect of pursuing it may initially be daunting.

If you are passionate about your chosen focus and pursue it energetically, you will become a deeply knowledgeable and potentially transformative thinker on the subject. You will be a crucial link in a long chain of educators and activists who look at the world and ask "what part will I play in improving it?" By exploring this question, and staying true to the answers you find, you will place yourself on the path to self-actualization. At every stage of your career, you want to be proud that whatever part you chose to play, you did so with boldness, integrity and courage. I wish you great success.

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