

## Followership Measure

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Response Scale

		True of me		Sometimes True		Never True	
	1	2	3	4	5		
#	Item						Type
1	When I have disagreed with something my leader has settled upon, I intentionally undermine his/her credibility with co-workers.						(A)
2	When I have a difference of opinion with my leader, I do what is asked of me and say nothing more.						(B)
3	When my leader has made a non-ethical decision that I oppose, I have courageously supported them nonetheless.						(C)
4	When I am receiving direction from my leader, my tendency is to tune out.						(A)
5	When my leader is giving me instructions, I listen in such a way that I might be precisely clear what is expected of me.						(B)
6	When given an assignment by my leader, I listen carefully and ask thoughtful questions so that I understand.						(C)
7	When my leader makes an ethical blunder, I will do what I can to take him/her down.						(A)
8	If I am reporting to a leader who I know has done something ethically unacceptable, I will keep quiet and continue to do my work.						(B)
9	If I become aware of a leader doing something ethically questionable, I have (or would) follow organizational protocol in dealing with the issue.						(C)
10	I am prone to do my own thing.						(A)
11	I am eager to please those I work for.						(B)
12	I expect to make a unique contribution in the mission of the organization.						(C)
13	I see it as my job to advocate opposing alternatives to bad decisions my leader makes.						(A)
14	If it came to my awareness that a leader was in the wrong, I'd prefer to mind my own business						(B)
15	To help avoid erroneous actions on the part of my leader, I will raise questions that may suggest a more preferable choice.						
16	When my leader gives me an assignment I don't comprehend, I typically complain about the lack of clarity to my co-workers.						(A)
17	If I don't fully understand what is expected of me, I still will buckle down and do the best I can.						(B)
18	When uncertain how to proceed with a project I've been given, I will be resourceful, seeking out my leader if necessary.						(C)
19	As I do my work, I hope to be free of insincere encouragement from my leader.						(A)
20	I need those who lead me to offer verbal reassurance that I am doing my work properly.						(B)
21	Encouragement from those who lead is not necessary for me to feel confident in my work.						(C)
22	When I have a work-generated difficulty, I expect my leader to notice and prioritize my concern.						(A)
23	Talking to my leader about my job is something I do only according to protocol and in formal settings.						(B)
24	I understand that when I face difficulty in my work, having a helpful discussion with my leader may depend on his/her current workload and demeanor.						(C)
25	Leaders are most effective when they focus on doing their work while leaving me alone to do mine.						(A)
26	I would not expect my leader to consult with me on a regular basis.						(B)
27	I appreciate dialogue with my leader about our collective efforts.						(C)
28	Before I go along with what my leader asks of me, I expect a full explanation.						(A)
29	The reasons "why" something has been decided is none of my business.						(B)
30	Because they have more information than others in the organization, leaders need to be careful about what they share with people at lower levels.						(C)

The kind of follower described in category A is a resistant follower. This person generally doesn't like being a follower. Living in submission to any kind of leader – even a good one – is not their inclination. Whether they believe they could do better than those who lead them or not isn't the issue. These followers simply don't want to be directed by someone up-the-hierarchy.

The kind of follower described in category B is the compliant follower. Most leaders would be glad to have someone function this way. Their attitude as followers is neither enthusiastic or dour. They have simply resigned themselves to do what needs doing in the role they have been placed.

The kind of follower described in category C is the mature follower. They fulfill their role with a high level of emotional and social intelligence which are key factors for the maintenance of good leader-follower relationships. While holding high ethical standards and retaining a commitment to the organization, they allow for human error on the part of the leader and respond to it with courage and grace. In some cases, they probably are “better” than their leader in that they have a healthy sense of self, order, and human processes.