

ASTD 2008 International Conference & Exposition

**Session [SU314] – Powership
: A New Approach to Followership through TOP Model**

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Session Learning Objectives:

1. Create a unique team color which Followership can activate.
2. Develop leaders who understand Followership and followers who understand leadership.
3. Maximize Followership through continuous learning.

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Why Followership ?

Followership is the work strategy that guides your interactions with leaders.

It focuses on all the relationships you have with people who have organizational power and authority over you (Robert E. Kelley, *How to be a star at work*)

- **Follower status is still underestimated** : Over 80% of performance in organization is based on the followers' practices. However, their status are still underestimated. They are frequently regarded as no more than the subordinate of the leaders.
- **Leadership is not the only answer** : We still think that leadership is the right answer to all problems involved in organization. Does your company have problems about the employee relationship, or disagreement? Does your company have to make changes? There is something more important besides leadership.
- **Followers are the potential leaders ?** : It's absolutely true. However, it is not necessary that followers develop the leadership at early stage of their career. According to many reports, most of followers want to know how to communicate with leaders, how to cooperate with co-workers, not about how to be a leader.

Who we are ?

- **Who we are** : SAMSUNG EVERLAND, a leader in the leisure and resort business, covers a broad range of businesses, including catering and food services, building assets, energy, golf course operation and management, environmental development and landscape architecture management. In short, SAMSUNG EVERLAND works on projects that directly touch the lives of people everyday.
- **About 3,000 Followers are responsible for Customer Satisfaction** :

All of us serve the customers with passion and sincerity, customers share the experience with our employees. Customer Satisfaction depends on the service quality especially which our customers meet our employees in everyday lives.

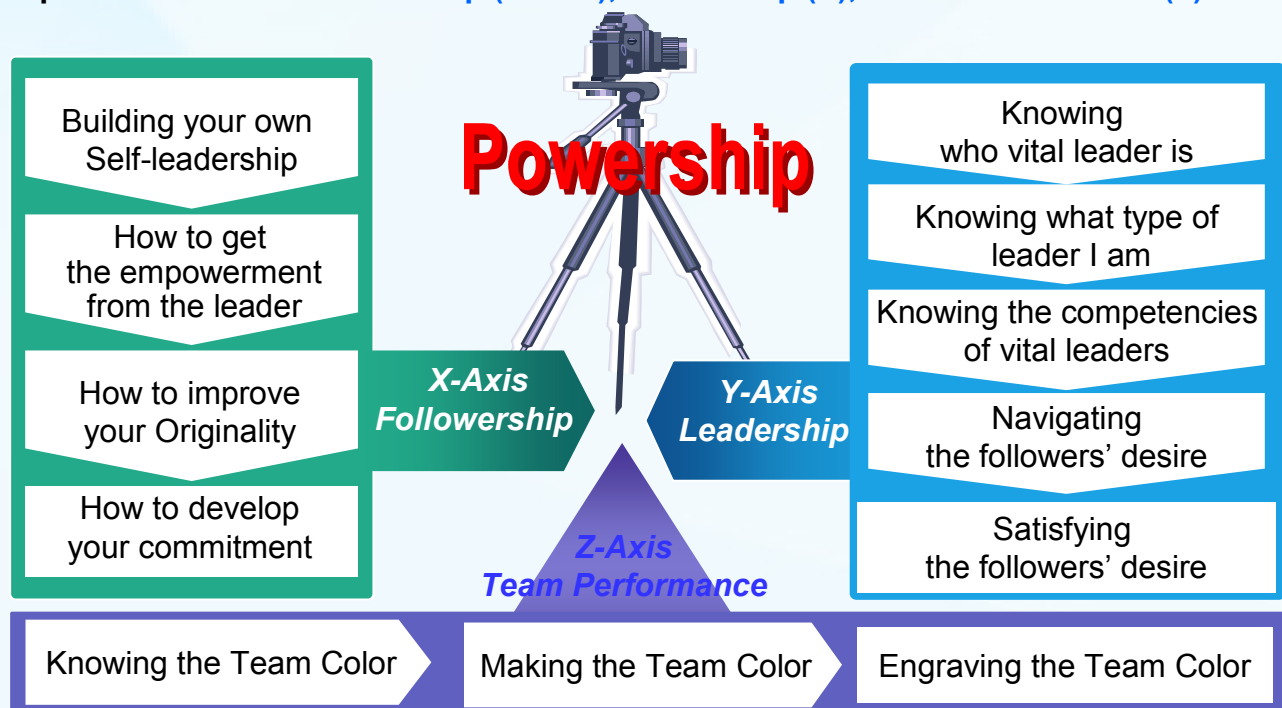


Why Powership ?

- **The limitation of the current Followership** : Most of the current Followership focus on the followers' personal characteristics. However, Followers believe that this idea is far from realities.
 - *Followers want more realistic and adequate approaches for organization.*
- **Leaders are still treated as non-changeable group** : Only followers are forced doing in leader's way, because everyone believes the only object for change is "Followers".
 - *Leaders need follower-focused mindset.*
- **Organization culture is overlooking** : Creating a climate in which followers can flourish in the organization is crucial to the successful Followership. But we only focus on the relationship between followers and the leaders.
 - *A team needs to reach consensus on working way and create team's own culture.*

What is Powership?

- Powership consists of 3 programs, Each one of them has objectives to itself. However, all of them are focused to activate the Followership in the organization. It looks like the tripod support a camera with 3 legs. So we call them 'the Tripod' Programs
- **Tripod consists of Followership (X-axis), Leadership (Y), Team Performance (Z)**



Followership

According to our past study and experience, Followership is made of 4 competencies - Talent, Originality, Accountability, Faith. Both Talent and Originality help followers get the capability of organization. The others help followers get empowerment of organization

Talent

- **The definition**

Followers have the knowledge and skills in relation to their job. This competency is not only basic but also essential. Followers should develop his/her own knowledge and skills every day.

- **The development**

Followers realize how much important his/her knowledge and skills are to show their capability. They study several cases to understand effect of self-improvement.

Accountability

- **The definition**

It is well known that followers should have the Organizational Citizenship Behavior (OCB. It consists of Altruism/ Conscientiousness/ Sportsmanship/ Courtesy / Civic Virtue). However, it is not enough to be a great follower. One should realize why he/she acts, what result he/she expects. It is called 'Accountability'.

- **The development**

The participants have to solve some task which need all members to take a part in.

Originality

- **The definition**

All great followers have his/her own completely different skills than any others. We call it a 'Originality'.

- **The development**

Followers learn how to think in creative ways. And they get the picture of waking up his/her own potential, the effectiveness of team working improve the originality.

Faith

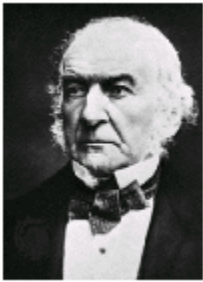
- **The definition**

'Accountability' means that a follower is aware of the reason what they act. The 'Faith' means that a follower has to know the leader and organization's expectation. Since a great follower is very flexible, he/she should not be puzzled at any chance.

- **The development**

When a follower plays a leader's role, he/she usually understands leader's expectation to follower.

Leadership



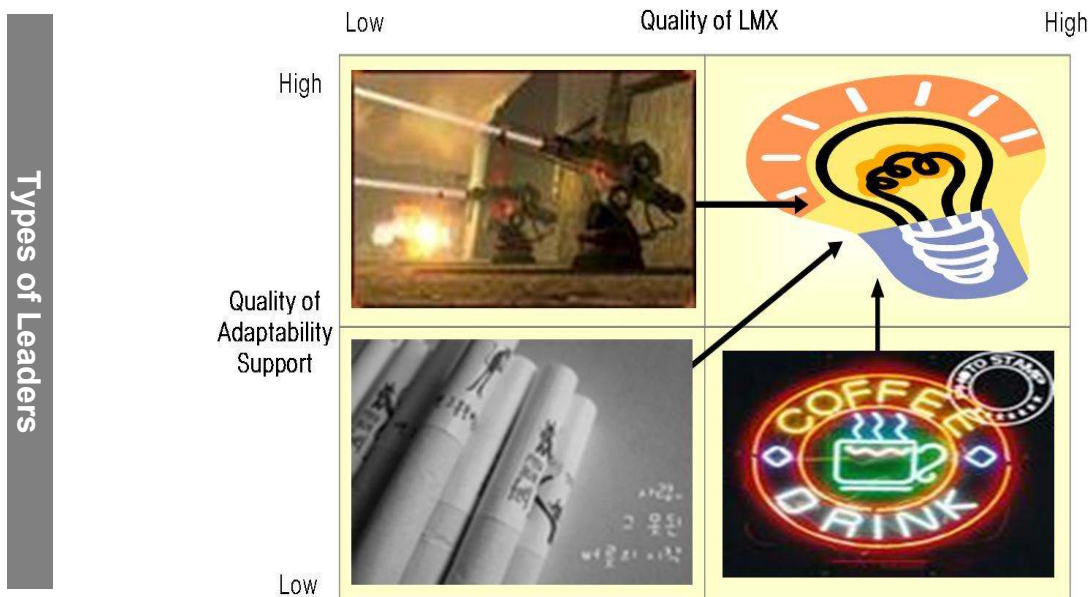
William Gladstone
(1809~1898)



Benjamin Disraeli
(1804~81)

As one woman who had dinner with both Disraeli and fellow political heavyweight William Gladstone once commented: "When I left the dining room after sitting next to Mr. Gladstone, I thought he was the cleverest man in England. But, after sitting next to Mr. Disraeli, *I thought I was the cleverest women in England.*"
(Robert Greene, *The Art of Seduction*)

- **Vital Leadership vs. the others** : There are a lot of leadership style. Each leadership style has own competencies, as you can make a apple pie with your own recipe. We have tried to find something vital in our leadership competencies. This is the reason we call this program a 'vital leadership'
- **What is Vital ?** : When leader's goal is to complete the strategic objectives, they should know that they can never succeed the goal without the followers' help. So it is vital for leaders to understand their role –first of all, they should find followers' needs out all the time, and then try to give satisfaction to followers.



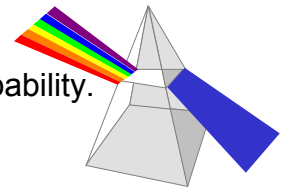
Team Performance

It's also becoming clear that today's complex environment often demands a team approach to problem solving. This requires a leader who, among other things, is comfortable sharing power and generous in doing so, is able to see extraordinary potential in ordinary people, and can make decisions with a balance of idealism and pragmatism. There's a term I use to describe this leadership model : leading from behind.
(Linda Hill, the Wallace Brett Donham Professor of Business Administration at HBS)

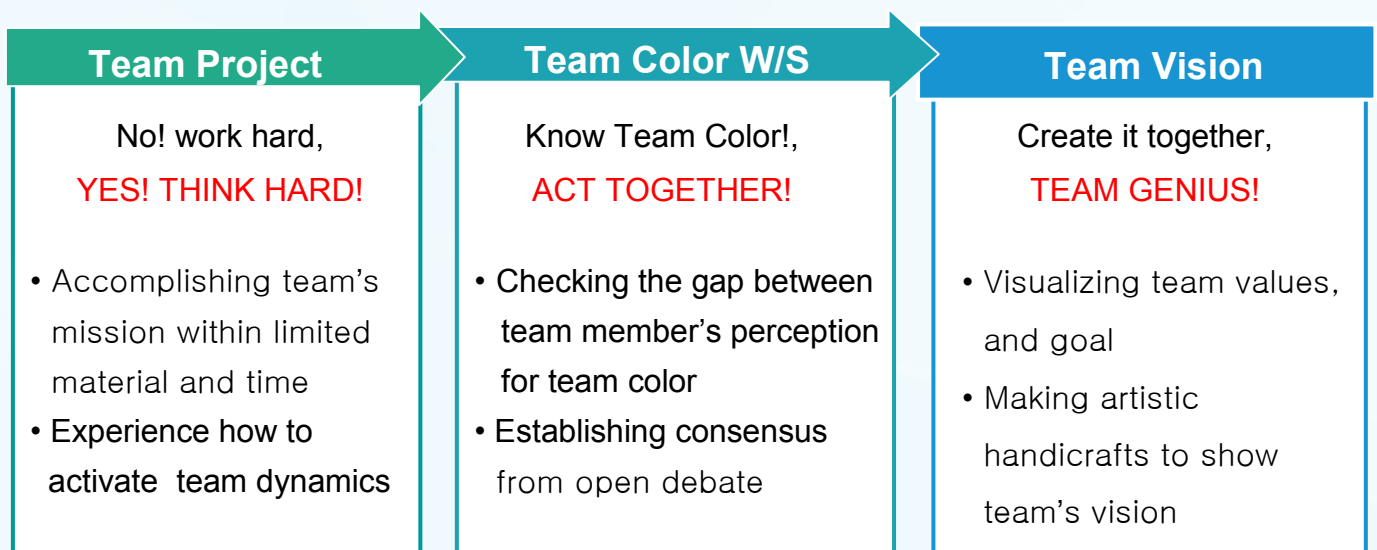
- **Why team performance ?** : If the team leader and members all have different perspectives about working way, at this situations, Followership can not work well. Team performance program, which attend all members of team, can help the organization close the gaps and quickly improve the Followership in organization

- **What is team color ?** : Each team has its own unique culture which depends on the characteristics of a leader and members of team. We call it a 'team color'

- **What is Rainbow Performance** : When 7 different colors get joined together, we call it "Rainbow".



It means these colors are followers who have diverse personality and capability. For maximizing team's performance and powership, team members have to harmonize themselves with team's way. This is the reason we call this program a 'Rainbow performance'.



Summary

The dominant modern view of leadership stems from the 1840's when the English philosopher. Thomas Carlyle put forth his theory of the "great men" as the prime mover of history and change. Carlyle saw leaders as special men (and only men) who had the intellectual ability to see things as they were, to create values and who, by virtue of their actions, demonstrated a 'fitness to rule'. While later thinkers like the Russian writer Tolstoy attacked the practice of fixing responsibility for what occurs in life onto "great people" and endowing them with heroic virtues often after the fact. (Tolstoy believed that the actions of the makers of history depend on the actions of countless other people who contributed to the cause, both before and after the leader appears on the stage)

(reference to : www.adrianwalsh.com.au/followership.htm)



JOB AIDs

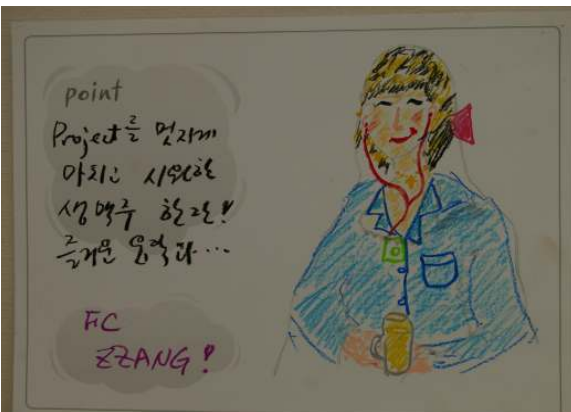
- Games for developing the Followership, Leadership and Team performance.

Title : Build the tower with Marshmallow & Pasta



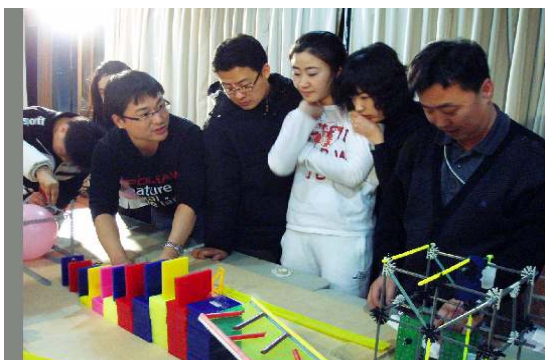
- Objective
: Developing Follower's Originality
- Time : 1.5 ~ 2 hours
- Member : 4~6 people
- Direction
: Make a solid and unique tower

Title : Needs Sketch



- Objective
: Finding Followers' needs out
- Time : 1.0 hours
- Member : individual
- Direction : Draw a picture while listening music

Title : Goldberg Machine



- Objective : All team members create one device with their own efforts
- Time : 5 ~ 6 hours
- Member : 10 ~ 15 people
- Direction : Make the toughest thing what you can imagine