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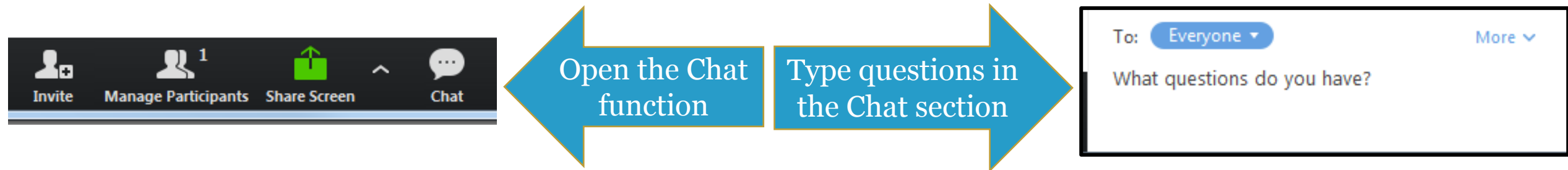




Thank you for joining us today!



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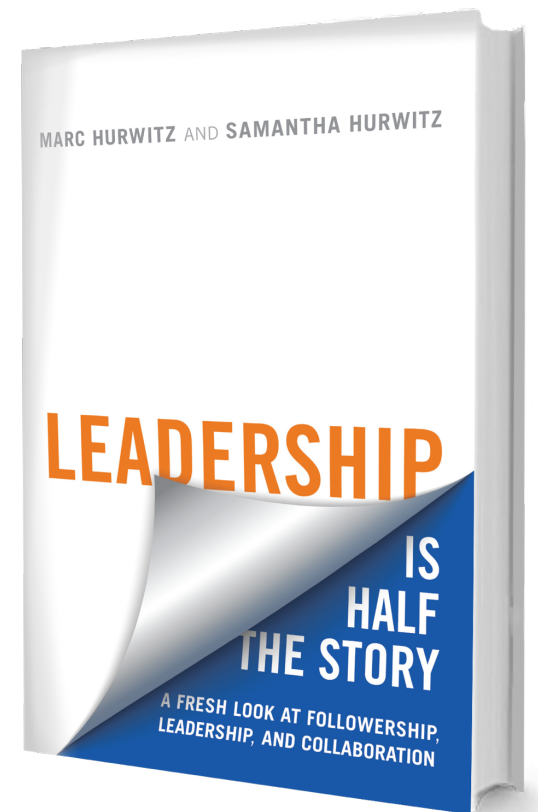
Followership: The skills you need now more than ever

Dr. Marc Hurwitz, PhD MBA MSc MSc CMC
Associate Director, Conrad School of Entrepreneurship & Business
University of Waterloo

Samantha Hurwitz, CPA CMA CHRL
Chief Encouragement Officer, Flip University



www.flip.university



LOGISTICS + INTRO

About this webinar + about us



Today's webinar

- About us
- Research
- Followership in practice
- Followership now
- Q&A



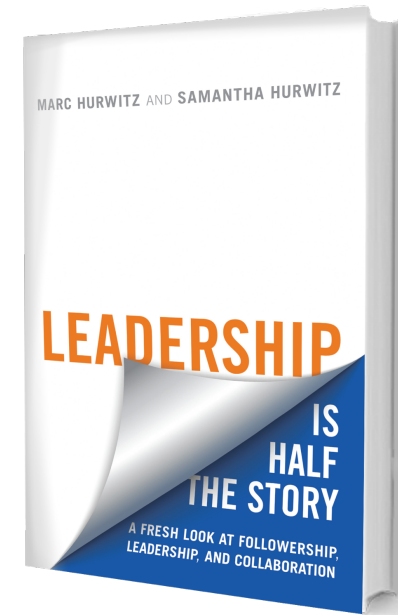
Marc Hurwitz, PhD MBA MSc MSc CMC

- ✓ Chief Insight Officer, FliP University
- ✓ Teaches leadership, followership, OB & entrepreneurship at University of Waterloo



Samantha Hurwitz, CPA CMA CHRL

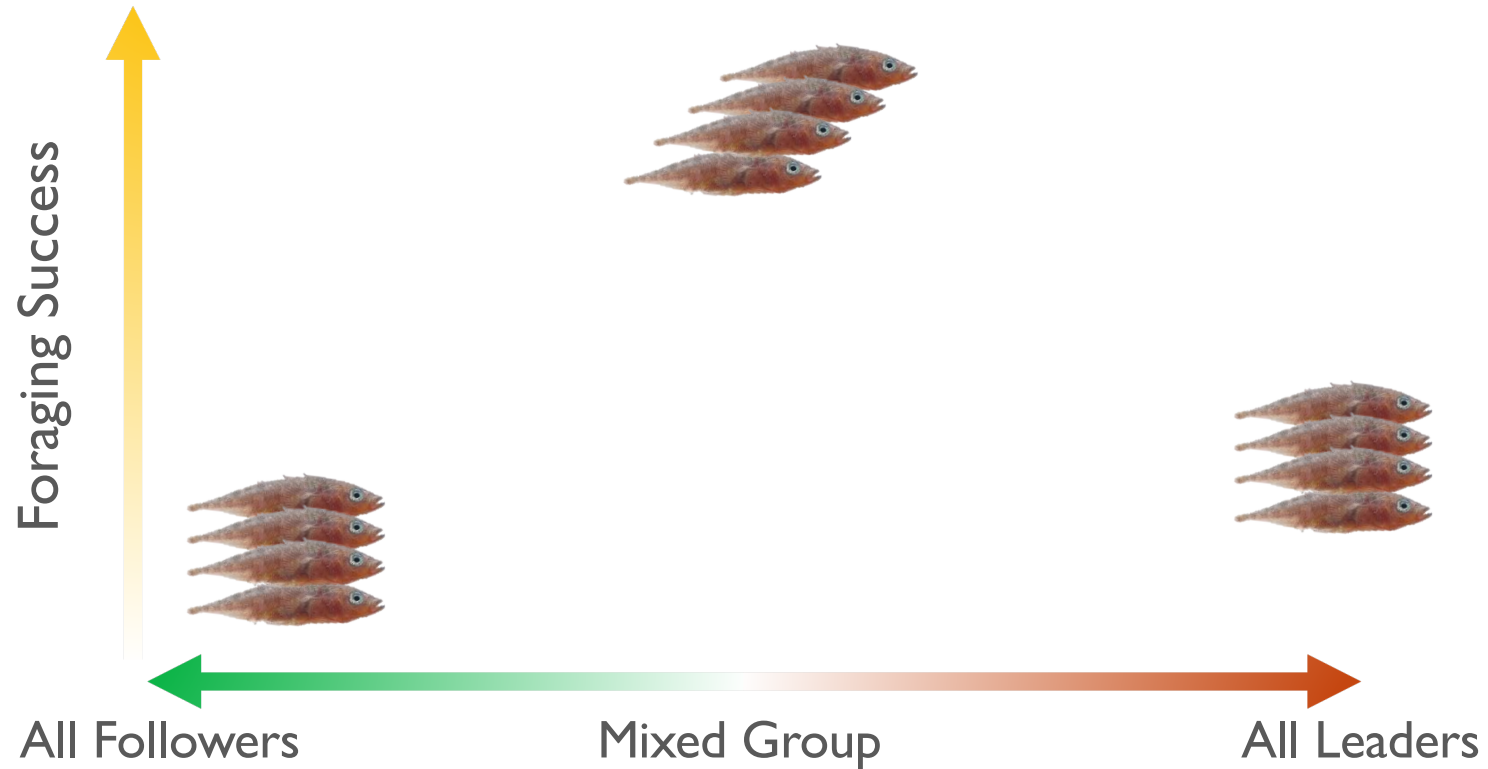
- ✓ Chief Encouragement Officer, FliP University (FliP U for short😊)
- ✓ Leadership & followership coach, consultant, facilitator, writer



RESEARCH

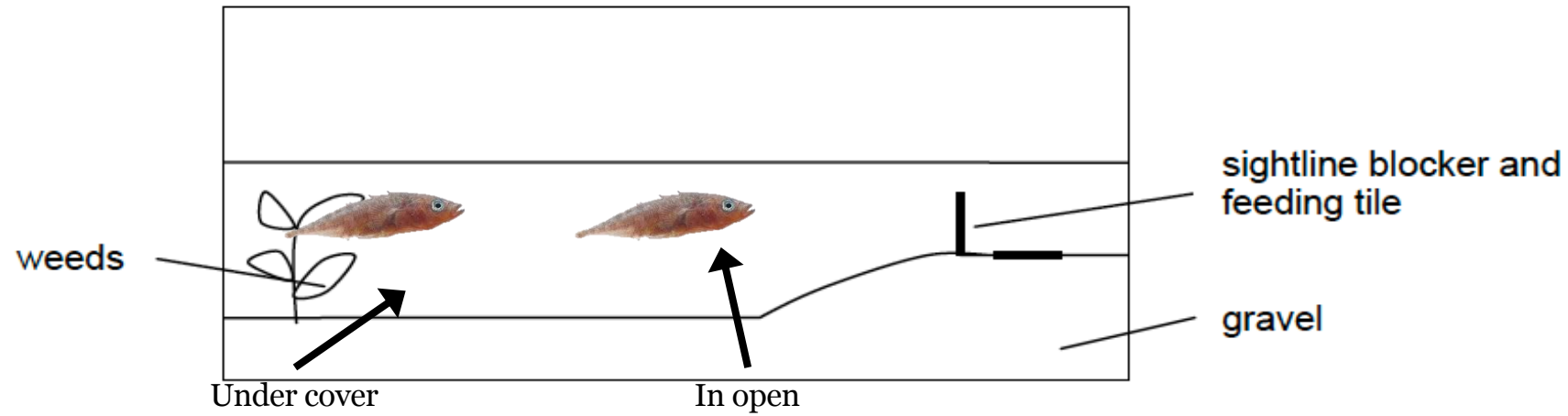
Organizational success + personal career success

Optimal Results

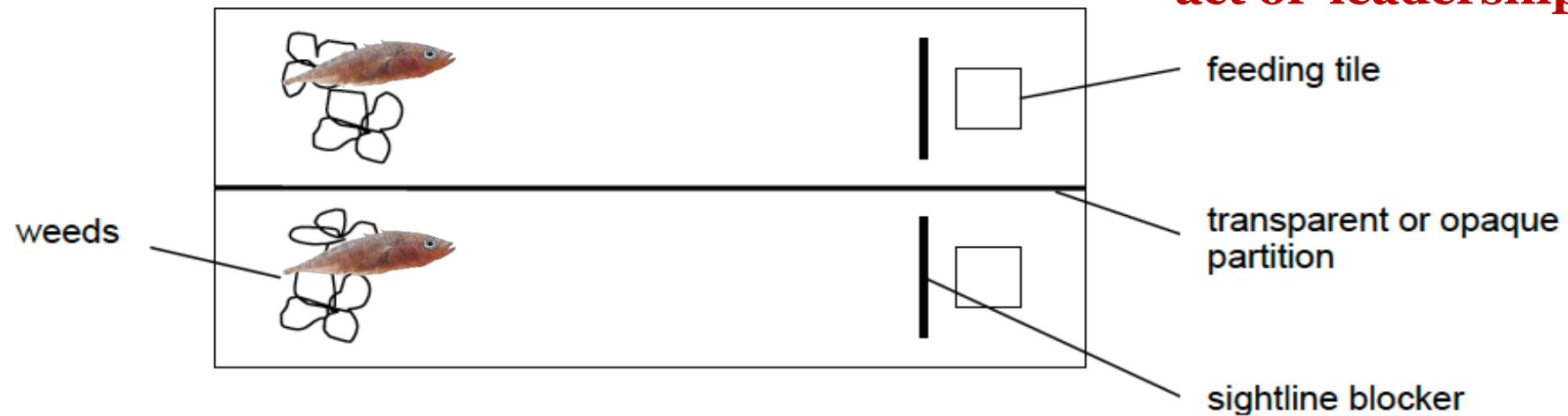


Dyer, J., Croft, D., Morrell, L., & Krause, J. (2009). Shoal composition determines foraging success in the guppy. *Behavioral Ecology*, 20, 165-171.

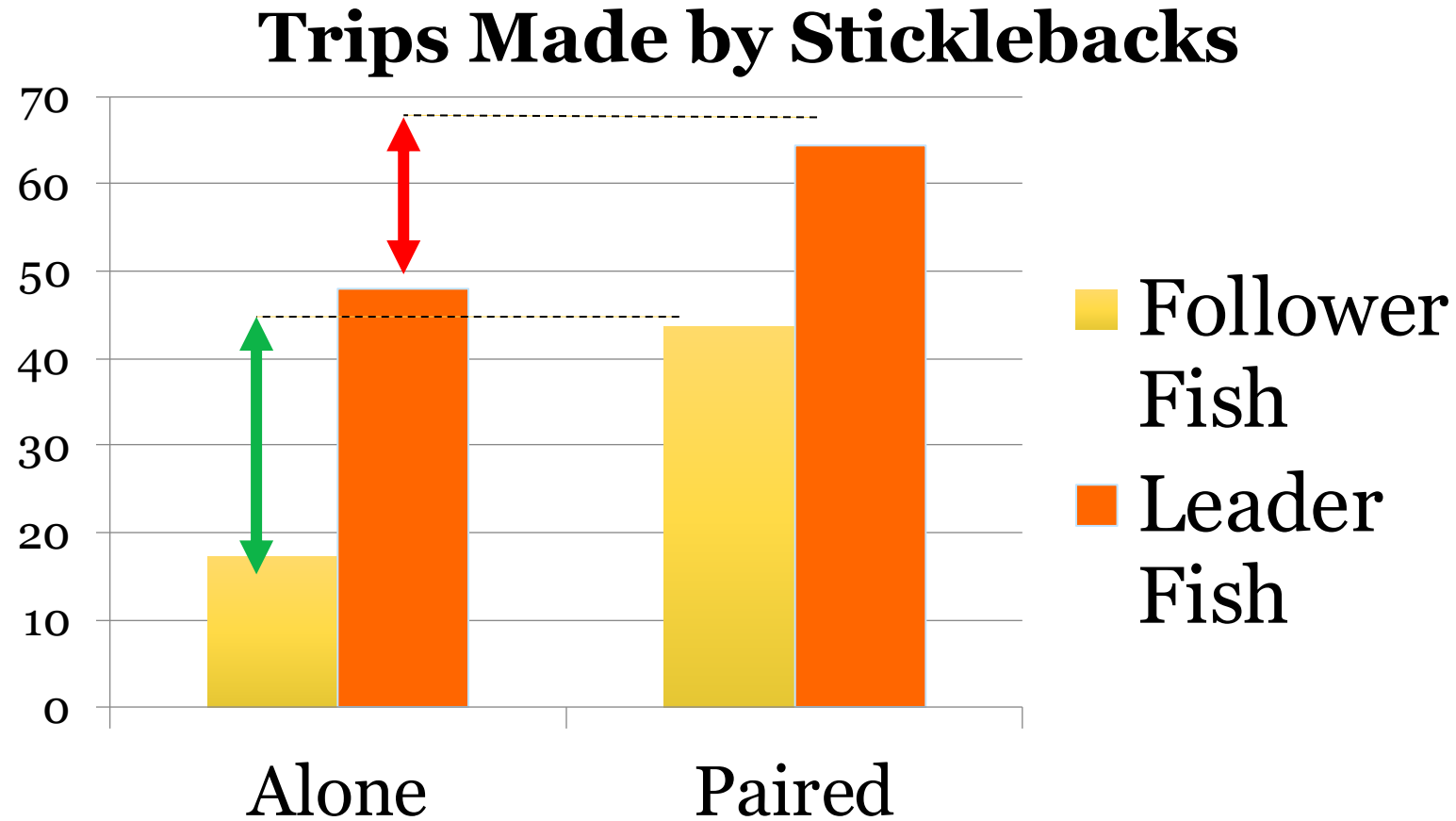
Optimal Results



Going first is an act of 'leadership'



Optimal Results



It is a mutual influence process!

Organizational Impact

Over 300 C-Suite Executives Surveyed...

- 99.7% - Followership affects work output quality
- 98.6% - Followership improves work unit performance
- 96.1% - Followership is more than doing what one is told
- 95.7% - Disagree that everyone knows how to follow

“Developing followership should be viewed as a necessary condition for organizational success.”

Dr. Augustin Agho

Agho, A. O. (2009). Perspective of senior-level executives on effective followership and leadership. *Journal of Leadership & Organizational Studies*, 16, 2:159-166.



Organizational Impact



Emotional Intelligence

Organizational Impact

Positive followership: 17-43%

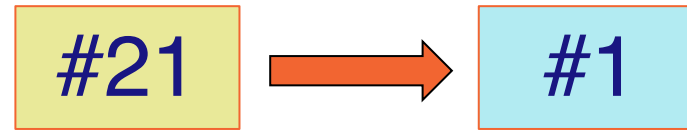
- ✓ work output
- ✓ quality of work
- ✓ employee satisfaction
- ✓ customer satisfaction
- ✓ organizational output

Podsakoff, P.M., & MacKenzie, S.B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10(2), 133–151. The OCBs discussed in this article were the ones most related to followership. See *Leadership is Half the Story* by Hurwitz & Hurwitz for additional details.



Federal Deposit Insurance Corporation (FDIC)

Best places to work in the
US federal government*



* Employee satisfaction results, FDIC Bank. Permission to use granted by FDIC.

Personal Impact

CEO Tenure

- 40% turnover < 2 years due to followership

Executive Derailment

- Followership is a #1 cause in every study

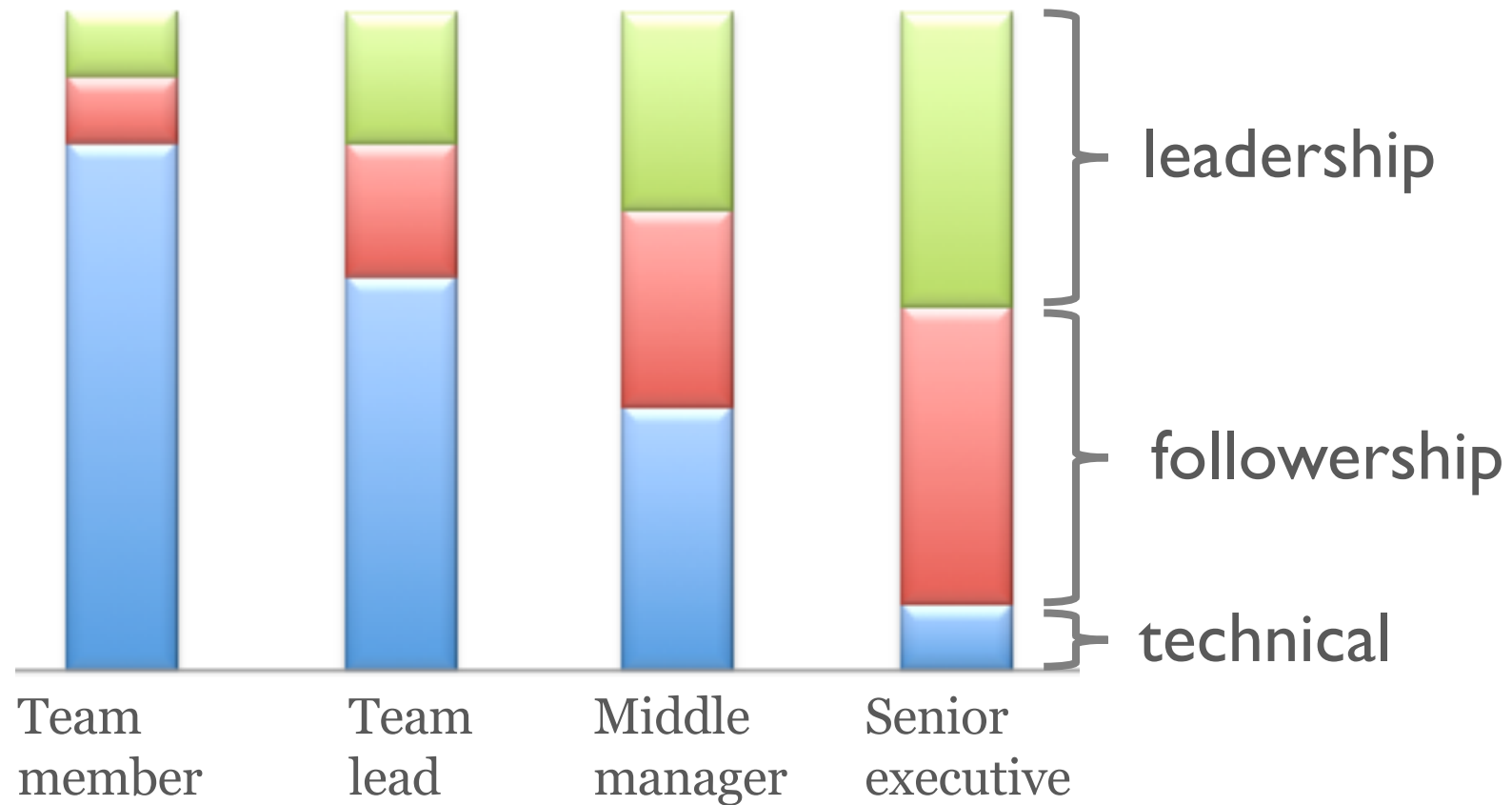
Personal Value

- > 30% performance evaluation

Top Talent

- Followership is a main reason top talent fails

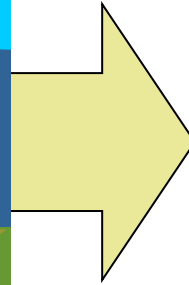
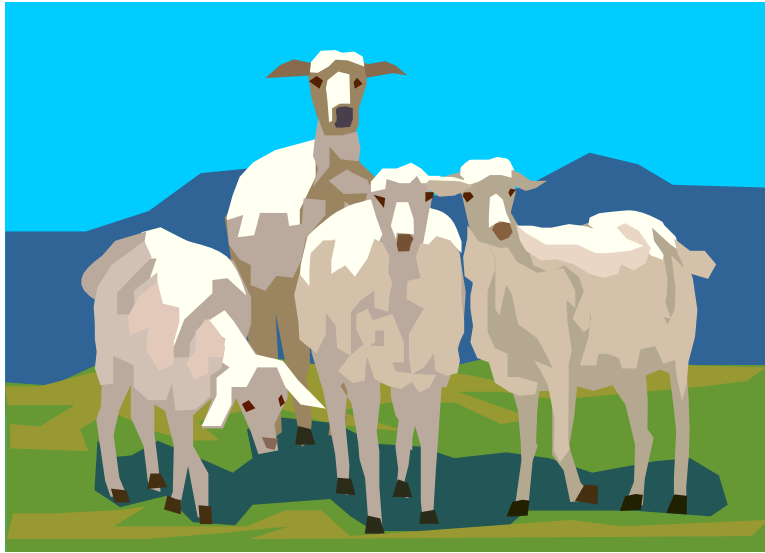
Personal Impact



FOLLOWERSHIP IN PRACTICE

Practical tips to have more influence and impact

What is strong followership?



Followership isn't followership...

Think of it more like a wolfpack

What is strong followership?



Developing Followership

1. Offer an explicit declaration of support
2. Seek followership feedback
3. Use “positive voice”
4. Cookie crumb your reasoning



Developing Followership

1. Offer an explicit declaration of support



Developing Followership

2. Seek followership feedback

- Do you feel fully supported by me?
- Do I take initiative in the right ways?
- Am I on your wavelength and do I represent you well?
- Do you feel I am fully engaged?
- Do you count on me to be a true thinking partner?
- What are all the ways I could be even more effective in this role with you?



Developing Followership

3. Use “positive voice”

- ✓ Say “Yes, and ...”
- ✓ Be a decision advocate not a devil’s advocate
- ✓ Power up ideas rather than tearing them down



Developing Followership

4. Cookie crumb your reasoning



FOLLOWERSHIP NOW

And implications for our future world of work

An Astronaut's Tips For Living in Space - Or Anywhere

Press Release - Source: Anne McClain Posted March 22, 2020 8:32 PM 0 Comments



Space Station Crew

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Why we're asking for
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Events Launches Your Event



Here are the five good expeditionary behavior skills.

Skill 1, Communication

Definition: Communication means to talk so you are clearly understood. To listen, and question to understand. Actively listen, pick up on non-verbal cues. Identify, discuss, then work to resolve conflict.

To practice good Communication EB, share information and feelings freely. Talk about your intentions before taking action. Use proper terminology. Discuss when your or others' actions were not as expected. Take time to debrief after success or conflict. Listen, then restate messages to ensure they are understood. Admit when you are wrong.

Skill 2, Leadership/Followership

Definition: How well a team adapts to changed situations. A leader enhances the group's ability to execute its purpose through positive influence. A follower (aka a subordinate leader) actively contributes to the leader's direction. Establish an environment of trust.

To practice good Leadership/Followership EB, accept responsibility. Adjust your style to your environment. Assign tasks and set goals. Lead by example. Give direction, information, feedback, coaching and encouragement. Ensure your teammates have resources. Talk when something isn't right. Ask questions. Offer solutions, not just problems.

Skill 3, Self-Care

Definition: Self-Care means keeping track of how healthy you are on psychological and physical levels. It includes hygiene, managing your time and your stuff, getting sleep, and maintaining your mood. Through self-care, you demonstrate your ability to be proactive to stay healthy.

15 May: [NASA Advisory Council Regulatory and Policy Committee Meeting](#)

15 May: [Aerospace Safety Advisory Panel Meeting](#)

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Rose-Ann Aragon, Reporter

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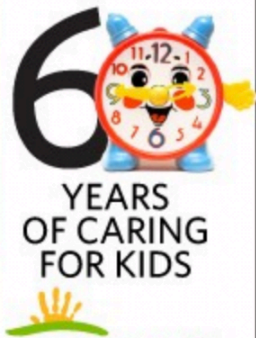
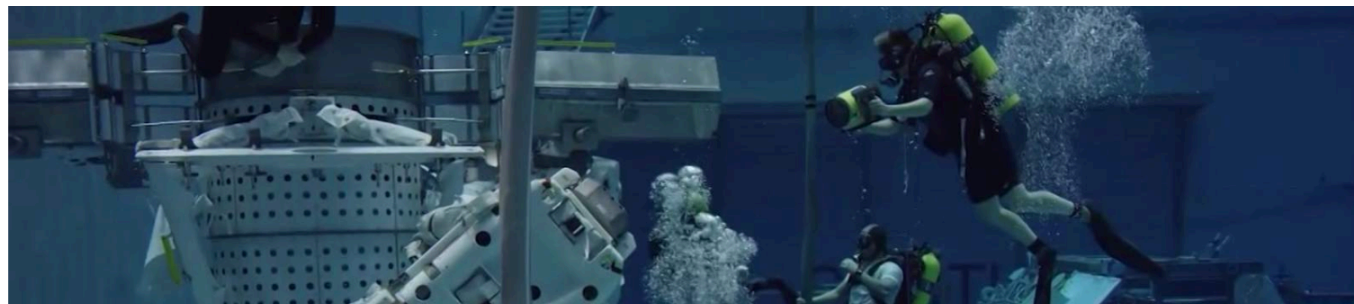
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Do you want to be an astronaut? NASA accepting applications for Artemis generation astronauts

NASA will accept applications from March 2-31st



astronaut?

What are the job requirements?

“We’re looking for well-rounded individuals, obviously, they have to come from a math, science, engineering...one of the science disciplines. Beyond that, we’re looking for good people skills, good teamwork skills, leadership and followership,” said Anne Roemer, manager for NASA’s Astronaut Selection Program.



T NEWS



Followership & Leadership virtually

- ✓ Take 100% responsibility to build a good relationship with your leader
- ✓ Be MORE frequent and clear with communicating
 - ✓ E.g. every Thursday by 5pm I'll give you a thorough update on the status on all my projects
- ✓ Double (and triple check) interpretations
 - ✓ E.g. What I heard you say is ...? Would it be accurate to say...? To confirm, you'd like me to ...
- ✓ Be MORE conscientious about checking in on feelings and challenges
 - ✓ “How are you?” may not get you anywhere. Instead ask deeper, open-ended questions such as “What strategies are you employing to stay productive?” or “What techniques do you have for handling stress?” or “What are you doing to manage work/life balance?”
- ✓ Lead more actively and follow more actively
 - ✓ Manage the process more in your leadership role
 - ✓ Honour the process more in your followership role



Organizational Change



BEGINNING TO WRAP UP

Next Steps + Q&A

Look for our online courses at www.flip.university

- Followership: the F-word that complements leadership
- Be a leader people want to follow
- The FliP sides of collaborative decision making
- Emotional Intelligence: Make deeper connections
- Neuroscience at Work: 12 principles to optimize your brain





For more resources or to get in touch
with us go to www.flip.university





Thank you for joining us today!



An evaluation survey for today's Power60 has been sent via email.
We greatly appreciate your feedback!
This recording will be available in NCCI Connect next week.

Upcoming Events:

- ✓ **May 21:** Virtual Seminar Series: Organizational Excellence in a New Reality: Cultivating Resilient Communities
- ✓ **May 28:** Virtual Seminar Series: Building Institutional Collaboration and Spotighting Campus Best Practices
- ✓ **June 11:** Power60: Creating Information Illustrations
- ✓ **July 8-9:** NCCI Virtual Conference

