

## *Leadership Self-Evaluation*

In any journey, determining a helpful route requires having a sense of where we're starting from. The following questions are based on many of the principles of a leader's role in facilitating excellent followership as presented in [Embracing Followership: How to Thrive in a Leader-Centric Culture](#) (Kirkdale Press, 2016). Since all leaders are also followers, you will find additional valuable opportunities for individual reflection by using the [Followership Self-Evaluation](#) as well.

**Misconceptions:** Chapter 3 presents four misconceptions that leaders may wrestle with in their perspective on followers. (These are in addition to the other 8 items presented in Chapters 2 & 4 from a follower's perspective.) Which of the following are part of your current views on your subordinates? How do these misconceptions impact your ability to relate to, lead, and appreciate the followers you work with?

1. Followers are lemmings.
2. Followers are unqualified to be leaders.
3. Being a follower is the polar opposite of being a leader.
4. Followers only follow to get ahead.

Each study in the supplemental [Discussion Guide for Teams & Small Groups](#) focuses on a misconception. Be sure to investigate the realities that correct each of these misconceptions (also found in Chapter 3).

**Contributions:** Chapter 6 presents four opportunities for follower contribution. How are you responding to engagement from your followers in each of these areas? Which elements might your organization or endeavor be especially in need of, and how can you encourage those to become more prominent facets of your subordinates' followership?

1. Giving credence to an endeavor
2. Providing a network of support
3. Guiding from behind
4. Developing your leader

**Ownership:** Chapter 7 explores the concept of ownership, positing that the leader is not the sole carrier of the group's vision, and that a sense of ownership is critical for followers to make their best contributions.

1. List yourself and each member of your team/working group. On a scale of 1 to 5 (5 is best), how would you rate each person's ownership of the group's mission and aims?

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2. As a leader, what has been your role in establishing that rating for each individual? How have you made it higher than it otherwise would be, and also how are you limiting it?
3. For anyone (including yourself) that's not at a 5, what might be holding them back from feeling a deeper connection with the shared purpose and goals?

**Challenges:** In addition to any misconceptions that may be present, Chapters 8-10 present three categories of challenges that are encountered in trying to fulfill opportunities for followership. As a leader, to what extent, and how, are you facilitating the remedies to each of these challenges?

*Internal Challenges:* Desire for Originality, Need for Acknowledgement, Avoidance of Risk

*Remedy:* Personal Development (self-awareness, clarifying vision, taking ownership, habit of rest)

*Relational Challenges:* Communication, Personality Differences, Expectations

*Remedy:* Team Development (trust, communication, setting expectations, cultural intelligence)

*Cultural Challenges:* Organizational Structure, Labels & Terminology, Cross-Cultural Differences

*Remedy:* Organizational Development (role clarity, leaders facilitating investment in followers)

**Enhancing Excellent Followership:** Part 6 (Ch. 24-27) outlines 4 areas where leaders can actively facilitate excellent followership. In what ways are you engaging well with each of the following, and where might you be able to invest more in order to further enhance your followers' engagement?

1. Displaying Dependence (you are *not* the full package of necessary skills & abilities)
2. Establishing the Environment (interpersonal dynamics, organizational structure, etc.)
3. Inviting In (involving your followers in meetings, decision-making, etc.)
4. Empowering & Promoting (advocating, networking, and advancement for your followers)

After completing this self-evaluation, keep this perspective with you as you journey through your own leadership and followership, and also as you make your way through the twelve studies of the *Discussion Guide*, which is supplemented by various worksheets, activities, and resources available for [free download](#).