**Management Training** Session #2 11am to 1pm 4 April 2014

Jack Yoest Yoest@CUA.edu

*Success is finding out what the boss wants then over-deliver*, Jack Welsh

**Topic**: How does being a good Follower make a good Leader?

**Goal**: Calm a nervous boss. Get him promoted.

Boss

Followership

YOU

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ sets priorities.

Authority is the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to direct others.

Power is the ability to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ others.

Your manager has authority but may not have power.

Discipline is the prompt \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to orders or the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_of appropriate action in the absence of orders

Execution = X

Over-deliver = X+1

Your manager has two great fears about YOU:

­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-Compliance

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-Compliance

Bum Phillips coach of the Houston Oilers noted two kinds of football players who aren’t worth a [darn]:

1) Those who \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_ exactly what they’re told

2) Those who \_\_\_\_\_\_ exactly what they’re told

Commander’s intent. “\_\_\_\_\_\_\_?” is more important than “\_\_\_\_\_\_\_\_\_?” or “\_\_\_\_\_\_\_\_\_\_?”

McGregor (MIT 1960)

Theory X \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ motivated

Theory Y \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ motivated

Types of Followers (HBR 1988)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Need a shepherd, do what they are told with constant supervision

\_\_\_\_\_ - \_\_\_\_\_\_\_\_ Blind, unquestioning followers

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Wait in background for a majority consensus

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Negative, critical disrupters, on another planet, Question Authority

\_\_\_\_\_\_\_\_\_\_\_\_ Positive, active, independent THINK-ers

The Star knows: When does the \_\_\_\_\_\_\_\_\_\_\_\_ ends and the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_begins?

The dividing line is when the boss makes a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

###