



# WHAT FOLLOWERS WANT

## Ancient lessons for modern leaders

WINSBOROUGH LIMITED improving performance

select develop lead engage



## Socioanalytic Theory

- Evolutionary Psychology points to four generalizations about people.
  - People always live in groups,
  - every group has a status hierarchy,
  - every group has a religion, and warfare is a constant.
- At a deep, unconscious level, people need acceptance, status, meaning, and security.
- People dread rejection, the loss of status, unpredictability, and invading tribes.



## Modern view of leadership is 'mismatched'

### Leadership in Pleistocene society

- informal, limited formal leadership structures
- power relations egalitarian
- imposed dominance was resented and resisted

### Modern leadership

- mandated from above
- imposed on followers
- limited opportunities for followers to defect



## Leadership is an evolved resource for group survival and success

- Leadership evolved to deal with two classes of problem inherent in group living
  1. competition for scarce resource within the group
  2. competition for scarce resources between groups.
- Leaders had to behave in ways that fit with group preference for consensus and an aversion to dominance.



Genuine leadership is evident in producing commitment and engagement in followers

Dominance produces compliance but at the cost of alienation and resentment

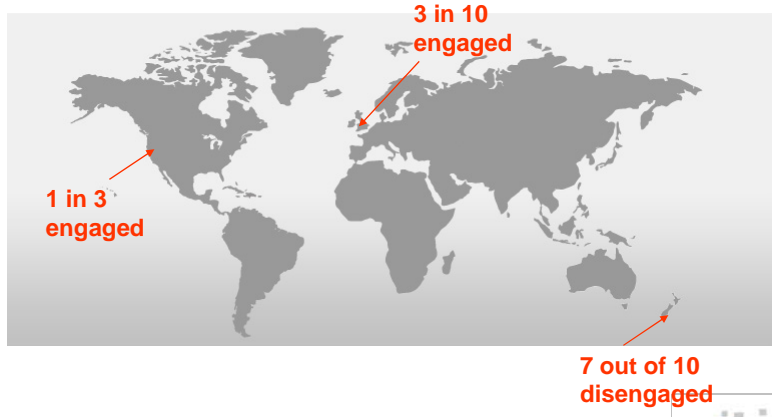


Followers prefer to be left alone to get on with 'stuff'

- But they will look to leaders for:
  - Direction, when they aren't sure of the path forward.
  - Peacemaking, when there is discord and free-riding within the group.
  - Protection, when threatened by external forces—the competition, the environment, bad luck.
- Followers also want leaders to provide:
  - A sense of purpose and meaning in their work lives.
  - A sense of being belonging within a larger group or community.
  - Opportunities to get ahead and improve their lot.



## Troubled echoes in the modern world



## GLOBE good versus bad leadership

Table 1: GLOBE dimensions of positive and negative leader attributes

Positive Attributes	Negative Attributes
Trustworthy	Loner
Just	Asocial
Honest	Noncooperative
Foresight	Irritable
Plans Ahead	Nonexplicit
Encouraging	Egocentric
Positive	Ruthless
Dynamic	Dictatorial



Bosses and followers do not agree about what constitutes good leadership.




Boss & follower hit rate for good and poor leaders

	Staff 80 <sup>th</sup> percentile	Staff 20 <sup>th</sup> percentile
Managers 80 <sup>th</sup> percentile	12.2%	0
Managers 20 <sup>th</sup> percentile	4.8%	19.5%



Comparison of ranked differentiators, staff and manager's bosses		
	Staff	Bosses
1	Develops others	Manages Self
2	Manages Self	Resilience
3	Build effective teams	Create and drive vision
4	Change and innovation	Builds and sustains relationships
5	Create and drive vision	Change and innovation
6	Business acumen	Business acumen
7	Managerial courage	Integrity and honesty
8	Resilience	Build effective teams
9	Builds and sustains relationships	Managerial courage
10	Achieves results	Achieves results
11	Open communication	Open communication
12	Integrity and honesty	Develops others



organisational bosses seem to disagree with followers about what matters most in leadership – and identify different leaders as talented. . .

