

EMPOWERING

T H E P E O P L E

The Expanding Role of Followers

By Carri P. Jenkins, Associate Editor

Leadership." Dr. David Alcorn stared at the chapter heading a long time.

Yes, he knew what it meant—after all he was a business management professor—but what was he doing teaching college students about leadership? After all, most of these people would, at least initially, be asked to play a much different role in the labor force.

"No wonder young people are expressing more job dissatisfaction than older workers," he thought. "They often leave college expecting to be given the corner office, yet when told to share a cubicle with someone else, they don't know how to act, become frustrated and anxious to move on.

"Suddenly, it struck me what a false mind-set we are building for our students," says Alcorn, a visiting professor at BYU and senior partner of Alcorn & Associates, a management consultant group in Salt Lake City.

"Academicians, among others, have helped to perpetuate an illusion, if not an arrogance, regarding leadership. We teach students how to become great directors, how to lead other people, and how to manage a company, yet most of us will find ourselves in the role of a follower far more often than in that of a leader. But we never teach our students what it means to be an effective follower and how vital this role really is to the success of an organization."

Prompted by this realization, Alcorn

decided not to deliver the lecture he was preparing on leadership. Instead, on that fall day in 1984, he presented his students at Angelo State University in Texas with a different lesson. The subject: Followership.

Since then, he has spent much of his professional life learning about and instructing others on the role of dynamic followership. What he has discovered is that there are always two sides to a coin. And in the world of business, not all corporate success is due to strong leadership. On the flip side, there are the followers—who deserve far more recognition than they are given. "Just look at how many people you know who have very little formal organizational power yet are capable of exercising tremendous influence," says Alcorn.

It was the voice of these people that Alcorn and Dr. Bruce Chadwick, a BYU professor of sociology who is well known for his research in studying life patterns in "Middletown, U.S.A." (Muncie, Ind.), wanted to hear. The professors wanted to talk to American workers, all engaged in a myriad of activities, about how they see themselves as followers, how leaders can enhance their follower skills, and what concerns they have with their co-workers.

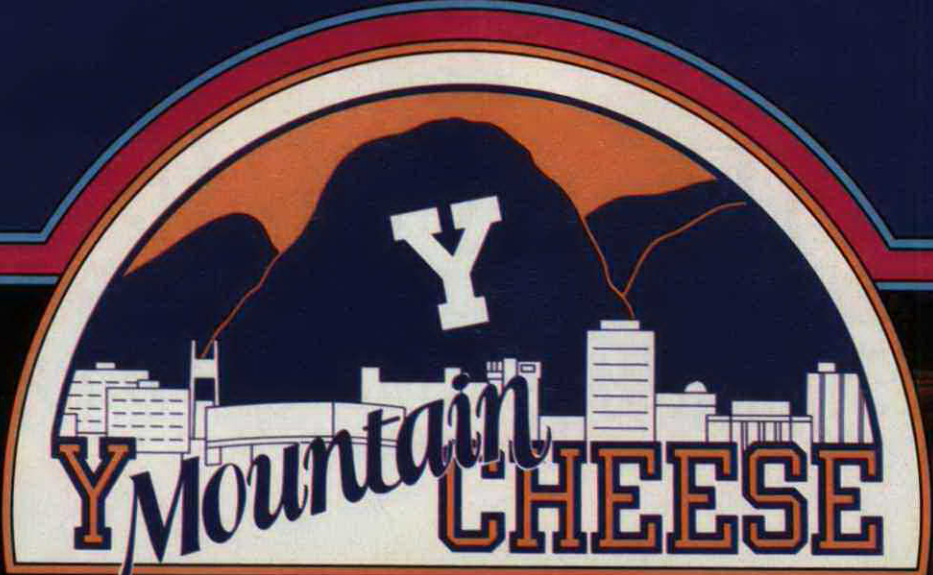
With these ideas in mind, the two BYU researchers developed a survey of more than 100 questions that basically asked people to tell about the work they do and how they go about doing it.

Now, three years later, more than 10,000 employees nationwide from companies and government agencies such as General Dynamics, Frito-Lay, GTE, Alexander Hamilton Life Insurance, Saturn, Westinghouse, United Airlines, the U.S. Air Force, the Bureau of Land Management, and numerous state and city government agencies have completed the questionnaire.

Besides carrying out the survey, the researchers also conducted interviews with executives and other senior management. Alcorn and Chadwick are now in the process of writing the first of three volumes about followership in the work place.

Considered to be the first study to actually focus on followers' work attitudes and behaviors, the project will at last provide corporate America with a more accurate picture of the nature of the followers' role—as told from the followers' perspective.

"Other researchers have theorized about what makes an effective follower," explains Chadwick. "Some have even interviewed leaders to find out what traits they would like to see in their followers. But we wanted to identify a core set of traits outlined by the followers themselves. Regardless of the work that people are asked to do, with whom they work, or where that work is performed, we believed that a core set of behaviors designed to complement leadership styles could be identified. In



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essence, the followers would identify what traits make them more effective in today's work place."

Eighty years ago, when Frederick Taylor wrote his classic book on scientific management and accused the average steel worker of having the mentality of a dull ox, such a study would have seemed completely unnecessary. Who cared what the workers thought? Today, when companies are aggressively downsizing and are genuinely interested in empowering

their present understanding of the roles they are asked to play," he says. "Such role expansion underscores the importance of professionalism and personal accountability, key elements of dynamic followership."

Admittedly, such an idea is idealistic, but in a time when organizational charts in American companies are becoming as flat as pancakes, this concept of empowerment is receiving greater emphasis. Plainly, out of economic necessity, employees are beginning to play an increasingly more visible and productive role.

ership. "Companies spent and still spend fortunes training their managers to be good leaders," says Alcorn. "They then expect these leaders to sprinkle magic-like Tinkerbell dust throughout the organization in such a way that followers who have had limited, if any, training on working effectively with leaders suddenly catch the vision of an organization's goals and work enthusiastically."

Yet after years of practicing this approach to increased productivity, it is ever more apparent that strong leadership is but one strand in the complex web that fosters positive organizational

outcomes. Without taking anything away from effective leaders, Alcorn says he would like to see companies spend more time developing the leader-follower relationship. "Call it 'role interdependence,'" he says. "The point to remember is that good followers complement leaders, and good leaders want dynamic followers."

"The difference between an organization that is excellent and one that is exceptional lies in the ability of its members to do a number of things very well. The followership role is as critical

to the success of a company as that of the leader. Ask any leader and he or she will tell you the same."

David Glass, CEO at Wal-Mart Stores and the designated successor of company founder Sam Walton, is one who puts more stock in participative management than top-heavy leadership. Each one of Wal-Mart's employees are referred to not as clerks, baggers, or checkers but as associates.

The company, in order to stay in touch with its employees, relies on a communications network said to rival the Pentagon's. "Our grass-roots philosophy is that the best ideas come from people on the firing line," Glass recently told *Fortune Magazine*.

With this kind of philosophy, Alcorn



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their labor forces, such an attitude is not only outdated but foolish.

"The thinking today is that if you want a successful organization, start empowering your people. And one of the most practical ways managers can do this is to provide followers with a greater sense of responsibility and authority. This suggests that people in leadership roles must be willing to relinquish their control," says Alcorn, who identifies "No Bystanders Allowed" as the catch phrase for the '90s. The meaning? In somewhat simple terms, everyone is important to the organization and everyone should have a vested interest in wanting to see the organization accomplish its mission. "Consequently, people may have to expand

Take, for example, the U.S. Department of Defense, where budgets are being slashed. In a most unmilitary-like fashion, commanders are now encouraging their subordinates to challenge the business-as-usual philosophy. Instead of encouraging "yes" men and women, military leaders are now realizing they need people who can think creatively and act on their own. In fact, Alcorn was told that after Secretary of Defense Dick Cheney's budget cuts were announced, Air Force commanders began encouraging the empowerment of their workers to facilitate quality initiatives.

In the old hierarchical corporation, with a pyramid-shaped management structure, the emphasis was put on lead-

In the world of business, not all corporate success is due to strong leadership. On the flip side, there are the followers—who deserve far more recognition than they are given. Just look at how many people you know who have very little formal organizational power yet are capable of exercising tremendous influence.

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and Chadwick don't find it surprising that Wal-Mart's profits as a percent of sales are already higher than those of its largest competitors, Sears and K mart.

"There is something eloquent about an organization in which the followers and leaders are in sync with one another," James Parker, director of the Utah State Office of the Bureau of Land Management, told Alcorn in an interview following the survey. "Together,

they provide a synergy which captures the essence of organizational excellence at every level."

So what are the traits that identify effective followers—or those people who can produce such synergy? Parker believes they include the ability to see the broader perspective of an organization and to look

past the present into the future, to be flexible and ready to deal with change and criticism, and to be able to be a good team player and cooperate with other co-workers.

Although Parker does not consider himself an expert on the subject, his views closely resemble those expressed in the business literature. Dr. Robert E. Kelley, writing in the *Harvard Business Review*, suggests that effective followers are risk takers, self starters, and independent problem solvers, who consistently get high ratings from peers and many superiors. In essence, he states, "Effective followers are well-balanced and responsible adults who can succeed without strong leadership."

Chadwick and Alcorn agree, which is why the results from their survey came as a surprise. When asked to list the most important traits of a follower, respondents tended to place those attributes identified by Parker and Kelly at the bottom of their lists.

Given a set list of some 20 traits and asked to rank these from most important to least, men and women unanimously placed enthusiasm, creativity, flexibility, and influence at the bottom. Even initiative was ranked in the 9th slot.

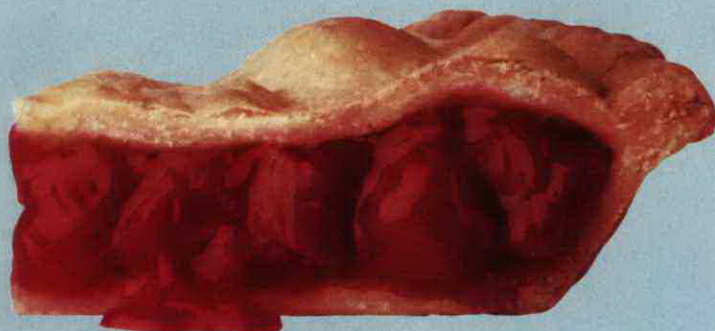
The number one trait was job skills, followed by dependable, cooperation, pride in work, social skills, honesty, commitment to work, and good judgment.

"It's not that we didn't expect people to list job skills as very important," says Chadwick, "but we wanted to go beyond the obvious. Given the expectations of leaders, we anticipated that followers would list such traits as initiative and creativity in the top 10; instead, creativity was ranked seventeenth. This is all very ironic because these are some of the very skills that company executives and managers say they want to see in their empowered followers.

"We suspect that a number of things are happening to account for this discrepancy. Managers may just be giving lip service to the idea of followership; consequently, empowerment processes

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TAKE *Pride* IN
UTAH

Empowering the People

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are not being evenly or uniformly practiced throughout the company. People in leadership roles may not understand nor appreciate the benefits of self-managed followers. They may not know how to empower others or are anxious regarding the outcomes of the process itself. Consequently, many leaders may

Whether they are prepared for it or not, increasingly more companies, out of competitive necessity, are going to implement empowerment practices. The problem is that developing effective followers is not an overnight process. It begins with a philosophy of leadership and then moves to a plan of action that trains, encourages, and rewards effective followers.

inadvertently communicate old ideas to followers who in turn continue to believe that the best way to be a follower is to get to work on time (be dependable) and do the job well (job skills).

"Or, it could be that leaders really want to empower their employees, yet followers are still acting on their own stereotypes. Whatever the reason, it is evident from our data that workers are locked into traditional ways of thinking about their roles while leaders are seeking more progressive definitions."

Alcorn adds that this gap in under-

standing leader-follower expectations, if left uncorrected, can be a major source of frustration for everyone and can even be counterproductive.

In order to cover the full work force, Chadwick and Alcorn conscientiously sought a diverse group of companies to participate. In all, more than 75 companies participated, representing 28 states. The occupations of respondents (5132 men and 4411 women) consisted of professionals/supervisors, managers, administrative staff, sales personnel, craftsmen, operatives, service people, and laborers.

Interestingly, even when the followership traits were categorized by respondents' occupation, educational attainment, and age, they basically remained in the same order. "Some differences did emerge, however," says Chadwick. "For instance, service and sales people rated honesty as the second-most important trait, while managers and professionals ranked it ninth. Also, the importance of social skills was rated highest by those with the least education and lowest by those with the most.

"We also expected to see some significant differences in the followership traits ranked by older and younger workers. Again, they were quite similar. We thought that at least the younger workers (15 to 30 years) would rank creativity and enthusiasm in the top 10. But those over 46 actually gave creativity higher marks than the younger group did. Frankly, I was amazed at the similarity between the different groups. I think this demonstrates that people are still embracing role stereotypes from yesteryear at the very time when changes in work habits and attitudes are so desperately needed."

While the researchers were somewhat surprised by the outcome of their study, they were not disappointed. As Chadwick explains, "The purpose of this study was to move beyond all the theorizing and speculating that has been going on in the business and academic worlds. We wanted to start charting where we really are based on some hard information.

"That's why this research is consid-

ered to be on the cutting edge. Before this study, we didn't know how workers out there actually felt about 'followership.' I must admit we expected to find conduits to successful followership instead of barriers, but that is all part of the research. We now have some new questions to answer."

Their research also helped answer an important question being raised by the business community: If mid-level managers really are an "endangered species"—a concept borrowed from a recent cover story in *Business Week*—what will happen to the people they once managed? Will they be able to take over? Will employees, who never before have been asked for an opinion, be able to set strategy, challenge traditional ways of doing and thinking, put forward new projects, and provide viable information?

Not if they believe that initiative, creativity, influence, and enthusiasm are nonessential to followership, Alcorn and Chadwick point out. They both agree that streamlined bureaucracies are more than just a trend and represent the future of corporate America. Alcorn lists one company after another that has undergone downsizing. Corning Inc.'s facilities unit, for instance, has just seven managers overseeing 170 workers—as compared to Corning's other factories that have four or five layers of management.

"So whether they are prepared for it or not, increasingly more companies, out of competitive necessity, are going to implement empowerment practices," says Alcorn. The problem is that developing effective followers is not an overnight process. It begins with a philosophy of leadership and then moves to a plan of action that trains, encourages, and rewards effective followers.

First, Alcorn says, leaders need to understand that empowering their employees is not just a "nice thing to do" but essential to the organization's survival. In order to be competitive in the global village, companies must become more lean and mean, which is why many mid-level managers are find-

dustries will end up having more of them within their borders than governments that don't care. The Japanese government clearly, and reasonably, believes that having a Japanese super-computer or semi-conductor industry matters to Japan. If our government feels that having these industries does not matter to us, eventually we won't have them.

A third type of solution is to change our trade strategy with the rest of the world—but mainly with Japan. For the last 30 or 40 years, the United States has taken an essentially missionary approach toward Japan. I am all in favor of missionary efforts; indeed, the number of returned missionaries at this university is one of its great strengths. But as you well know, less than 1 percent of the Japanese population has become Christian over the last 500 years. And I think the United States' missionary efforts in the area of trade have had more or less the same success rate, while often irritating the Japanese with our "pushiness" and relentless "demands." I think we should abandon that missionary effort in our trade negotiations and instead take more self-interested steps to protect the things we think are important in the long run to our industry.

This leads to my fourth, shortest, but perhaps most important main proposition: While these steps toward solution are theoretically quite simple, implementing them will require a completely different political situation from the one we now have in the United States. Let me illustrate this by analogy. Outside observers of Japanese politics are well aware of how rigid and log-jammed that system is. The people at the center of the Japanese political system—the prime minister and his advisors, the foreign ministry—know that their trade imbalances cause problems for the country. But it is so hard for them to change because the rice growers are so powerful and the small shopkeepers are so powerful and the bureaucrats who set regulation are so powerful. In short, everyone who benefits from the current system is so

powerful that without some kind of external shock, it's almost impossible for the system to dislodge itself and go in the direction that many people know it should go.

Unfortunately, we have a similar situation in the United States. Somehow, especially in the last 15 years, we've talked ourselves into a kind of Gresham's law of politics. Gresham's law, of course, says that "Bad money drives out good." In its political version, we have created a situation where any politician who talks about short-term or medium-term sacrifice will not survive the next election.

Anyone who says, "Yes, I'm going to impose some difficulties on you," will lose. Anyone who says, "We might have to raise taxes," will lose. Those who promise to avoid all difficulties win. Every politician now in office knows this truth because there has been virtually no exception to this pattern over the last 15 years. Like the Japanese system, our system is paralyzed because no one will take the steps that almost everyone individually recognizes should be taken. I've had a powerful illustration of this in the few months I've been back in Washington. Almost every politician I speak with, when he or she is not speaking for the record, says, "Of course, we need to do some hard things because otherwise we're going to be in big trouble." But they all know that

they cannot afford to say that in public; if they say it, they will lose. We as a nation have created this situation, and we need to find some way to change it.

This is a particularly difficult problem for America because of the founding premise of our society. This is a society based on the pursuit of happiness, on the idea that individuals can do what they want, and that that's how the whole system should work. Historically, we have risen above short-term self-interest only in times of crisis—typically, war. One of the most important essays in American letters, William James's

essay, "The Moral Equivalent of War," addresses exactly this point. James, who had seen the Civil War and all the hideous carnage that it brought, said that in the middle of this destruction people somehow rose to the best that was in them. They were brave, they sacrificed, they were noble. The question he asked was how can we evoke that same kind of behavior without the accompanying destruction of war? How can we find a moral equivalent of war? That is our challenge now, to find some kind of moral equivalent of nationalism, a moral equivalent of community interest, a moral equivalent of a broader perspective that will make us feel that we have some shared interest as Americans and can take the hard steps toward recovery. □

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ing themselves at risk. It has been estimated that an American-made car may cost upward to \$2,000 more than a comparable Japanese model simply because U.S. car manufacturers have too many management tiers. As marketing guru Theodore Levitt notes, price is one point of differentiation as the "globalization of markets" continues.

The Gramm-Rudman budget act mandates that management tiers also be knocked out of federal government agencies. At the Utah State Office of the Bureau of Land Management, says Alcorn, even technical specialists such as geologists are not only performing geological functions but are now being encouraged to engage in all aspects of service marketing and public relations as well. "It's the Seventh Cavalry Syndrome. People are being asked to do more than they initially envisioned.

"I'm certain," adds Alcorn, "that on the Sunday afternoon of June 25, 1876, that many of the soldiers of Custer's Seventh Cavalry regiment were saying to themselves something like, 'I didn't sign up for this action!'"

If downsizing is going to be successful, however, companies must not only put more trust in their employees but also recognize their abilities and then reward them for their hard work. When asked what problems they had with their boss, respondents listed "doesn't recognize my abilities" as their second major concern. "Withholding of information" was their primary concern.

"People are constantly telling me how hard it is for them to convince their boss that they can handle a certain job," says Alcorn. "Some are even afraid to volunteer new ideas. 'What if my boss fires me or suspects I want to take over her job,' people ask. The problem is that the practice of management is entrenched too deeply in many organizations so that we refuse to admit that sometimes the best people for a job are the followers. This, too, is changing. Managers, perhaps because there are fewer of them in corporate corridors today, are truly recognizing that they can't do it all—and, indeed, shouldn't do it all."

Robert Kelley, in his article, "In

Praise of Followers," maintains that delegation down to the lowest level cultivates good followers. Nordstrom's, the Seattle-based department store chain, is a case in point. It gives each sales clerk responsibility for servicing and satisfying the customer, including the authority to make refunds without a supervisor's approval. "This kind of delegation," Kelley explains, "makes even people at the lowest levels responsible for their own decisions and for thinking independently about their work."

Besides recognizing an employee's abilities, leaders should also be more creative in rewarding their employee's performance. Training is one such reward. "Time after time during our followership training seminars, people have told me how little training they are given beyond that of an operational or technical nature," says Alcorn. "One woman in Texas told me, 'You know, people are always telling me how important I am here and how they couldn't get along without me, but I have never been asked to attend this type of seminar in the past. I watch others go in and out the revolving door of leadership training, but no one ever offers to send the rest of us to programs that will not only help us but the leaders as well.'"

"Her words ring a little clearer after tabulating the results from our survey. It seems we are telling people to empower themselves—in fact, that's one of the buzz words of the 90s—but we aren't even explaining what that means. Essentially we are saying empower yourself, but good luck in finding out exactly what that means or how to do it."

Ethicon, a division of Johnson & Johnson, realized that this dilemma could be a potential problem for its production and staff employees. "We recently provided a followership program to selected personnel throughout one plant and received very good feedback," says Alcorn. "In fact, supervisors of the attendees told Gary Loudamy, plant personnel manager, that they have seen a difference in employees' per-

formance."

Followership training can also be beneficial to organizations undergoing significant change. Experts contend that a well-managed "change process" involves the participation of everyone on the team. One such company, in which followership programs were imple-

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mented during the change process, is Lower Valley Power & Light in Wyoming.

Richard G. Peck, general manager of the Wyoming company, reports to Alcorn that the company, after participating in the followership program, is now doing 20 percent more work with six less people.

Salary is another consideration to keep in mind when rewarding employees. Because there are going to be fewer chances for promotions, James Emshoff, president of Citicorp's Diner's

Club unit, told the *Wall Street Journal* that "You've got to convince them [employees] their success won't be measured by how many times they move up the pecking order." Alcorn says he doesn't think this will be too difficult once employees see effective followers

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actually being rewarded. "That's when people will start believing that it's more important to be able to self-manage three or four projects than manage a group of 10 or 12 people."

Self-management is critical for another reason: It produces quality. Becoming increasingly clear to business people is the fact that Americans simply don't work for money alone. "The one thing we have learned is that people work for a number of reasons, only one of which is money," says Alcorn.

"Members of today's labor force want to glean other rewards from their work experience, including pride, dignity, and self-esteem. Quality can best be facilitated when employees have a commitment to their work. Where you find commitment, you find quality."

The emphasis on quality, particularly in the service areas, is paramount to business success. Retail furniture stores like Utah-based R.C. Willey recognize this, says Alcorn. "And I'm not talking only about their furniture—although quality is certainly important here—but about their associates, including the sales force as well as the delivery personnel. In the past, these people focused on selling and delivering furniture, now they're engaged in all aspects of service marketing with emphasis on quality customer satisfaction at every point of contact."

The problem is, he adds, "you never get the added value of exceptional service without employees who are committed to doing their personal best and meeting the company's goals. People who are dissatisfied with their jobs, who don't feel appreciated, who don't feel their talents are being recognized, who don't share their company's goals, and who aren't being properly trained are not going to possess the level of commitment needed in making a difference."

One of the ways companies can produce effective followers is to look at what makes people dissatisfied with their jobs. From the survey, Alcorn and Chadwick learned that people who are dissatisfied with their jobs have three basic complaints. One, they don't see how their work contributes directly to the mission of the company. Two, they feel unimportant and unnoticed. And three, they feel a sense of estrangement from their bosses and in some cases even their co-workers.

Regarding the first problem, many employees had never even been made aware of their company's mission statement. "In this case," says Alcorn, "it's going to take some internal marketing. Companies need to do more than just

publish their goals in a company newsletter. These need to be talked about, discussed, and then practiced. Leaders need to receive feedback from their employees to assess the extent to which mission goals are fully understood and pursued."

The theory behind role-interdependence is that followers can exercise upward influence. "There are many occasions in which I have to persuade my boss on the validity of certain ideas and market approaches," Jack W. Sunderlage, district sales manager with Digital Equipment Corporation, told Alcorn. "Such internal selling activities encourage district sales managers like myself to influence our bosses and to do so in a credible way."

Many companies use a "cascading" method to make sure their mission statements reach every employee. Like a rolling stream, the statement is first presented to the top level of managers and then moved downward through the organizational hierarchy. However, the statement is not passed on until everyone at that level understands and agrees to work toward it. "This way you don't have people working opposite of the goals and needs of the team or the organization," adds Alcorn.

Perhaps the second and third criticisms—feelings of being ignored and alienated—come from the long-held premise that leaders are more important than followers. Behind this notion is the old stereotype that followers are mere sheep, doing no more than what they are told to do and drawing all their creativity and energy from the leader.

Maj. Gen. James W. Hopp, former commander of the Air Logistics Center in Ogden, Utah, is one who would like to see such thinking turned around. "Anyone can be a leader, given the right circumstances and training, but it is much more difficult to be a follower," he told Alcorn. "It requires you to be prepared, to effectively listen, and to use your skills and abilities to get the objectives fulfilled."

In Hopp's mind, leaders and followers should think of each other as partners, where both leaders and followers admit that they need each other to ac-

complete the job at hand. "Think of it as a surgical team consisting of several specialists, such as a neurosurgeon, anesthesiologist, and surgical nurse," he said. "Each person makes a contribution and although the surgeon (leader) makes the calls, the balance of the team (followers) make responsible contributions."

At the Children's Miracle Network, where a national staff of 30 raised \$89.5 million last year, teamwork and individual initiative are of the utmost importance. Mick Shannon, president of the Network, explained to Alcorn, "We are successful in raising money for hospitals for children because our staff is willing to take the initiative to get things done. Our responsibility as leaders is to provide the vision. The followers in *this organization* are anything but dull or passive. They make big things happen in small ways everyday so that our member hospitals can better serve the needs of children."

Managers dependent on "yes people" to boost their egos will, of course, have trouble working with subordinates who can think for themselves. But organizations that want the benefits of effective followers—less management, greater commitment, and higher quality—are going to have to relinquish old roles and stereotypes.

"Granted, managers aren't the only ones holding onto old premises," says Alcorn. "We learned that from our survey. But we also talked with many, many people who are proud to be supporting players and who take pride in their work. These people don't need to be micro-managed and are ready and willing to be given more responsibility and realize their potential in the follower role. They are intelligent people with bright ideas. In fact, and this supports national figures, the majority of our respondents had some college or vocational school training. They are not the dull oxen Frederick Taylor accused them of being."

The followers of today, says Richard H. Headlee, president and CEO of Alexander Hamilton Life Insurance in Michigan, are like good leaders. "They are more interested in the process of

the venture, than their own personal ambitions or private agenda. Good followers are not doing their work in a mechanistic fashion... they are creative and energetic."

"All of this presents a great opportunity and obligation for leaders," says

*Managers dependent
on "yes people"
to boost their egos
will, of course,
have trouble
working with
subordinates who
can think for themselves.
But organizations that
want the benefits of
effective followers—
less management,
greater commitment,
and higher quality—
are going
to have to
relinquish old roles
and stereotypes.*

Alcorn. "On the whole, corporate America is going to become a more challenging yet better place to work. It's going to be a place where everyone, leaders as well as followers, are treated with greater dignity. And how do I know this? Because those companies who refuse to empower their employees and bring them into greater partnership with the organization, will not succeed. This is the time when leadership rhetoric must be reconciled with economic realities. Welcome to the 90s." □

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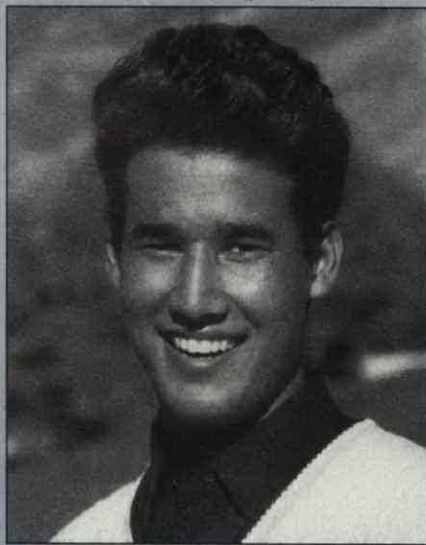
Basketball

Glenna Carter de Lisle has been appointed an assistant women's basketball coach. De Lisle spent three years as head coach at Spanish Fork High School in Utah and two years as assistant coach at Highline JC in Seattle. A professional singer and motivational speaker, de Lisle will serve as recruiting coordinator for the Cougars as well as assist with general coaching and player development.

Guard **Marc Thompson** will not be enrolling at BYU as announced last April because of academic problems. This year's schedule includes the pre-season NIT, a Dec. 4 game at LaSalle, and a December 27-29 appearance in the Holiday Festival at Madison Square Garden.

Football

BYU was a pre-season pick by the WAC



Dean Wilson



Chris Smith

writers to repeat as conference champion and has been a unanimous favorite by all of the pre-season publications. One publication ranked BYU fifth in the nation. **Ty Detmer** and **Chris Smith** have made several All-America pre-season teams.

Golf

Coach **Karl Tucker** was named district coach of the year by his peers for leading the Cougars to a 17th Western Athletic Conference crown. During the summer, the Cougar golfers have continued with several first-place finishes by **Ramon Brobio** in the Utah State Amateur, **Dean Wilson** in the Art City Amateur, **Jeff Kraemer** in the British Columbia Amateur, and **Mike Weir** in the Ontario Amateur. Freshmen recruits **David** and **Joseph Summerhays** placed first in the Salt Lake City Amateur and second in the Utah State Amateur, respectively.

Milemarkers



Elaine Michaelis

Elaine Michaelis's volleyball squad will enter the 1990 season ranked as the 13th-best NCAA Division I program in the nation by *Volleyball Monthly* magazine. □