HARVARD UNIVERSITY

John F. Kennedy School of Government

MLD-353: FOLLOWERSHIP

Spring 2012

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Schedule of Classes: Tuesdays and Thursdays; 11:40 to 1:00 PM
Classroom: RG-20
Class Dates: Tuesday, January 24 through Thursday, April 26

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Course Description

Young Alexander conquered India
He alone?

Caesar best the Gauls
Was there not even a cook in his army?

Philip of Spain wept as his fleet
Was sunk and destroyed. Were there no other tears?

Excerpt from "A Worker Reads History"

Bertolt Brecht

The widespread assumption is that leaders are of major importance and followers of nearly no importance. This course is intended as a corrective. It presumes that followers have always mattered more to the course of human history than is generally thought – and that for various reasons they matter more in the 21st century than they ever did before. Their increased power and influence is, moreover, a global phenomenon, key to understanding patterns of dominance and deference the world over.

The course is both theoretical and practical in its content and application. That is, it provides an intellectual understanding of the follower phenomenon – its origins and functions, its evolution over time, its distinctions and directions, its impact on historical causation, and of course, its relation to the leader phenomenon. Similarly there is a practical component – what does it mean to be a good leader so far as followers are concerned; what does it mean to be a good follower; what is the importance of the follower in small groups, large organizations, and collectives such as the nation state; what is the impact on the whole of different types of followers, from Isolates to Diehards; and, of course, the overarching question – what does it do to our understanding of the way the world works to view power, authority, and influence through the lens of the follower, as opposed to that of the leader?

Course Format

I like a lively classroom. Therefore, most classes will be a mix – content delivered by me in an informal lecture, and discussion enhanced by group participation. Occasionally we will deviate from this

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general pattern through various pedagogical devices, including small group discussions, one minute papers, presentations by students, and films intended to elucidate pertinent points.

**Course Policies and Procedures**

- Without special dispensation from the instructor, the use of any sort of personal computer during class is prohibited.

- In the event you are absent more than twice during the term, please explain your situation to me.

- Your active participation in class discussion is expected.

- Several films will be shown during the term. If you are unable to view them at the designated time, you are expected to have seen them nevertheless, by the designated class session.

- All announcements and course information will be made available in class, and also on the course web site.

**Course Requirements**

Three papers are required, totaling some 18 to 25 pages (typed, double spaced). The first and second papers should each be 5 to 7 pages long, and should consist of a critical analysis of one or more of the readings, discussions, films. These two papers are due on February 23 and March 20 respectively. The final paper should be 8 to 10 pages long, and should consist of a case study of followership, based on your own experience. More will be said about this last paper in class; and guidelines for writing the other two papers will also be provided. The case study is due on the last day of class, April 26th.

As already indicated, active participation in class is further expected – including at least one presentation to the group entire.

**Course Grading**

Students will be evaluated on the basis of:

1) the vigor and competence of their oral, in class, participation

2) the ambition and competence of their writing, as evidenced by the three papers

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Grades will be determined in rough accord with the following percentages:

- Participation: 40%
- Papers: 60%

**Course Readings**

You are not required to acquire the following books. But they are available for purchase at the book store.


The three course packets can be purchased at the HKS Course Materials Office.

All readings are also on reserve at the Harvard Kennedy School Library.

**SYLLABUS**

**Tuesday, January 24: Why – Or, Better, Why Not – Followership?**


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• Ira Chaleff: The Courageous Follower: Standing Up To and For Our Leaders, (Berrett Koehler, 3rd edition) 1-33.

Thursday, January 26: Followership: A Brief History

• Frans de Waal, Our Inner Ape (Penguin, 2005), 41-55; 73-84.


Tuesday, January 31: Followership in the Last Half Century – Changing Culture and Technology


• Larry Kramer, “1,112 and Counting” in Kellerman, Essential Selections, 192-203.

• Barbara Kellerman, Chapter 3, "Technological Imperatives – losing control" in The End of Leadership (HarperCollins, 2012). The chapter will be made available pre-publication.

• James Surowiecki, The Wisdom of Crowds (Archer, 2055), 192-223.

Thursday February 2: Types of Followers – Isolates, Bystanders, and Participants

• Challef, 35-56

• Kellerman, Followership, 97-149.

Continued . . .
• Lorna Blumen, “Bystanders to Children’s Bullying” in Riggio et al, 219-236.


• The Bystander Effect – Two Cases: Catholic Church and Penn State, passim.

**Tuesday, February 7, Types of Followers – Activists and Diehards**

• Kellerman, Followership, 151-209.


**Thursday, February, 9: Spectrum of Relations Between Leaders and Followers**


**Tuesday, February 14: Followers in Context – In Small Groups, Large Organizations, and at the Level of the Nation State**


• Robert Michels, Political Parties: A Sociological Study of the Oligarchical Tendencies of Modern Democracies (Transaction, 1999), 85-92; 107-114; 342-356.--

• The Occupy Movement, passim.

Continued...
Thursday, February 16: Followers as Targets of Influence


Tuesday, February 21: Followers in Context - The Case of Nazi Germany


Wednesday, February 22: Film - Sophie Scholl: The Final Days

- Time: 6 - 8 pm
- Place: Wiener Auditorium
- Pizza and drinks available

Thursday, February 23: Craving Authority


Note: First Paper Due.
Tuesday, February 28: Obedience to Authority

- Zimbardo, 3-22; 258-266; 277-296.

Thursday, March 1: Resisting Authority

- Browning, 55-70.
- Zimbardo, 444-488.

Tuesday, March 6: Dissent – Revolution and Rebellion

- The Fall of the Wall - passim (select an Eastern European country circa 1989 with which to familiarize yourself).
- The Arab Spring – passim (select a Middle Eastern country circa 2011 with which to familiarize yourself).

Thursday, March 8: Challenging Authority in the World of Work

- Chaleff, 85-112; 147-204.

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Spring Break: Saturday, March 10 – Sunday, March 18

Tuesday, March 20: Dissent – Whistleblowers


Note: Second Paper Due

Thursday, March 22: Leading Up/Managing Up

- Film: *February One: The Story of the Greensboro Four* (61 minutes) – will be shown in class

Tuesday, March 27: Reading History Differently – The Decision to Invade Iraq


Wednesday, March 28: Film – Bill Moyers Journal: Buying the War

- Time: 6: 30 to 8:00 pm
- Place: TBD
- Pizza and Drinks available

Thursday, March 29: Reading History Differently – The Decision to Disband the Iraqi Army

- Andrew Block, Case Study, Unpublished paper.

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Tuesday, April 3: Leading Down/Managing Down


Thursday, April 5: Leadership and Followership in the 21st Century


Tuesday, April 10: Bad Followership

- Film: Jonestown: The Life and Death of Peoples Temple (86 minutes) – will be shown in class
- Lipman-Blumen, 125-160.
- Kellerman, Bad Leadership, 95-117

Thursday, April 12: Good Followership

- Kellerman, Followership, 213-261.
- Chaleff, 35-85; 117-153
- Bruce Avolio and Rebecca Reichard “The Rise of Authentic Followership” in Riggio et al, 325-337.

Tuesday, April 17: Cases in Point

Thursday, April 19: Cases in Point

Continued . . .
Tuesday, April 24: Your Inner Follower – A Self Assessment

- Chaleff, 38-39

Thursday, April 26: Poetry and Prose - and George Orwell, “Shooting an Elephant”

Note: Third paper due.