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Outmoded Concept; FOLLOWERSHIP; FOLLOWER; CONCLUSION; APPENDIX: DEFINITIONS OF THE VERB; Part Two: Effective Followership; Chapter Six: Creating New Ways of Following; THE NEED TO CREATE A NEW AWARENESS; THE MODEL; STYLES OF FOLLOWERSHIP USING HYPOTHETICALS TO ENRICH APPRECIATION FOR STYLES OF FOLLOWERSHIP THE LIMITS OF HYPOTHETICAL SITUATIONS; RISK AND COURAGE; FEAR; HIGH-PROFILE LEADERSHIP FAILURES AS CAUTIONARY TALES; SKILL; APPLICATIONS; THE COURAGE TO TAKE MORAL ACTION; CONCLUDING ON A RIGHT NOTE; Chapter Seven: Rethinking Leadership and Followership; Chapter Eight: The Hero's Journey to Effective Followership and Leadership; SETTING THE CONTEXT; LEADERSHIP AND FOLLOWERSHIP ARE TWO SIDES OF THE SAME COIN; LEADERSHIP AND FOLLOWERSHIP DEVELOPMENT AT NASA GODDARD SPACE FLIGHT CENTER; THE LEADERSHIP ALCHEMY PROMISE PROGRAM ATTENDEES AND THEIR FOLLOWERSHIP CHALLENGE THE FUTURE WE DESIRE IS WHAT'S AT STAKE; "PAYING IT FORWARD": LEADERSHIP ALCHEMY SUCCESS STORIES; CONCLUSION; Chapter Nine: Courageous Followers, Servant-Leaders, and Organizational Transformations; THE COURAGEOUS FOLLOWER AT GEORGETOWN UNIVERSITY; WHAT PMC OFFERS IN COMMON WITH "JESUIT EDUCATION": HOW WE PROMOTE "MEN AND WOMEN IN SERVICE TO EACH OTHER"; COMMITMENT: THE FOUNDATION OF RESPONSIBILITY AND SERVICE; THE BARRIERS TO COMMITMENT; COURAGEOUS FOLLOWERSHIP AND COMMITMENT; THE CONNECTION OF ACCOUNTABILITY TO EXCELLENCE AND QUALITY THE ROLE OF THE LEADER'S PRACTICE THE PROBLEM WITH ERNIE; CONCLUSION; Chapter Ten: Followership in a Professional Services Firm; INTRODUCING COURAGEOUS FOLLOWERSHIP IN MY FIRM; BENEFITS OF FOSTERING A CULTURE OF COURAGEOUS FOLLOWERSHIP; BARRIERS TO BUILDING A CULTURE OF COURAGEOUS FOLLOWERSHIP; CAUSES FOR OPTIMISM AND PERSISTENCE; QUESTIONS TO CONSIDER IN DEVISING AN INITIATIVE; STRATEGY AND IMPLEMENTATION; CONCLUSION; Chapter Eleven: Developing Great Leaders, One Follower at a Time; ENIGMATIC MAJORITY; ORGANIZATIONAL PUZZLE; 4-D FOLLOWERSHIP MODEL; PRACTICAL APPLICATION SUMMARY AND CONCLUSION

## Sommario/riassunto

The Art of Followership puts dynamic leader-follower interaction at the forefront of discussion. It examines the multiple roles followers play and their often complex relationship to leaders. With contributions from leading scholars and practitioners from the burgeoning field of leadership/followership studies, this groundbreaking book outlines how followers contribute to effective leadership and to organizations overall. Drawing from various disciplines—from philosophy, to psychology and management, to education—the book defines followership and its myriad meanings. The Art of Fol