

---

# Follower Readiness

Kelly Scott Petrock

August 2009

---

## FOLLOWER READINESS— Task Specific

<b>Unable, Insecure / Unwilling</b>	<b>Unable, Willing &amp; Confident</b>	<b>Able, Insecure / Unwilling</b>	<b>Able, Willing &amp; Confident</b>
---	--	---	--

**R1**

**R2**

**R3**

**R4**

---

# Follower Readiness

---

## **Leadership as a Dynamic Set of Practices.**

During our Leadership Skill & Style Development (LSSD) program we challenge participants to acknowledge their assumptions and beliefs regarding effective leadership. One question we pose to participants is whether or not they believe effective leadership is a more dynamic or static process? Intuitively everyone acknowledges that effective leadership is a dynamic process that requires leaders to be alert and active in adapting their approach.

Everyone also seems to appreciate that “dynamic” does not mean messy, chaotic, unclear or without purpose.

In LSSD, to drive home the effective and dynamic practice of leadership, we leverage Situational Leadership pioneered by Hersey and Blanchard.

*Kelly Petrock is President of the General Systems Consulting Group. He works with clients to improve their Organizational, Team and Leadership effectiveness.*

*He can be reached at [ksprock@aol.com](mailto:ksprock@aol.com).*



There are two elements to Situational Leadership that must be understood and applied together:

1. The ability to make helpful distinctions relative to what is going on with your followers.
2. The ability to match what is going on with ones followers with the most effective leadership process.

The focus of this learning module is on point #1 from above; what is going on with your followers? Through Situational Leadership we learn that not only is leadership a dynamic process but understanding the different levels of Follower Readiness can bring purpose and clarity to the adaptation that leaders must make.

## **Ability x Motivation = Readiness.**

Follower readiness is an assessment of the followers disposition toward each performance expectation they are required to meet. To make this Readiness assessment leaders need to make simple distinctions between the followers ability and motivation to perform their duties.

Highly ABLE followers have the experience, skills, aptitude, background and knowledge to perform at or above expectations. Followers with low ability have little experience, knowledge, skills, background or demonstrated aptitude for the task(s) at hand.

Highly MOTIVATED followers are interested, eager, willing, confident and feel secure about performing at or above expectations. Followers with low motivation are hesitant, unsure, unwilling and or insecure / anxious about applying themselves to the task(s) at hand.

Leaders need to strengthen and fine tune their ability to make accurate observations of their followers ability and motivation combinations.

In LSSD we use assessment tools to understand and differentiate between the gradations of ability and motivation. No assessment tool can be as precise or useful as healthy two-way dialogue. Periodic discussions with followers about their roles, responsibilities and performance objectives should help you “zero-in” on what is going with you follower in these two critical areas.

Your performance management process should provide you with at least one opportunity to have these critical discussions.

<b>Ability</b>		<b>Motivation</b>	
<b>Able</b>	<b>Unable</b>	<b>Motivated</b>	<b>Un-Motivated</b>
Skilled	Unskilled	Confident	Unsure
Experienced	Inexperienced	Secure	Insecure
Knowledgeable	Unknowledgeable	Willing	Unwilling

Discerning Readiness requires a leader to be alert and vigilant. The colored sequence of blocks in the slide below depict how these basic Ability & Motivation distinctions combine to help differentiate between four different Follower Readiness levels; R1, R2, R3, R4.

Each readiness level requires the leader to deliver a different leadership process or approach. This is one tangible reference to the dynamic nature or leadership.

Now, also please remember that each follower may have multiple performance expectations or duties. For each follower there may be several applicable Readiness levels.

Multiply this by several followers and you can see why alertness, vigilance and the ability to make Readiness distinctions is so important to effective, dynamic leadership.

