Piquero Insights, Inc.
Small is only a state of mind !

Human Side 18APR2006

- Attendees
  - Terry Begnoche
  - Craig Boewe
  - Robert Rowen
  - Gene Dixon
- Next Week
  - Get notes out and discuss followership
  - Maybe take the survey
  - Built like a scan form
- Discussion
  - Terry got the DISC information
    - He will mail it out
  - We have sent out webinar information
  - Certification
    - coaching and mentoring
    - we might need a sub-group
  - Further Discussion
    - Military has excellent models
    - GE has hired a lot of retired military
    - Short term - go pick a brick
    - There is a time element
      - Toyota "valued" developing their people early on
      - The long term effect of military person development
      - The benefit is long term
  - When I had a leadership position
    - people didn't understand "flexing"
    - Maybe over time I changed my leadership style
    - and the transitions were easier
  - In a Kaizen event
    - people step up
    - it might be 5 minutes or two weeks
    - I didn't have to create a succession chart
  - But what is the value of that capacity in an organization?
  - the Big 3 spends plenty on training
    - were the wheels ever on
    - were people really understanding what they saw?
    - they were looking at face value
    - "Let's make work groups"
- Gene Dixon
  - Last two days have been interesting
  - Back about 2000/2001, I needed a topic for a dissertation
  - Interest was in Leadership
    - researched a database
    - had a couple a thousand reference points
    - it seemed like every square had leader in it
  - Talked with someone
    - Everyone is expected to be a leader
      - Leadership only 20% of the time
      - following the rest of the time
    - Didn't sound right
      - There should be followers
    - Ira Cheliff
      - "Courageous Followers"
      - He has 5 behaviors
      - Followers have got beyond the stage of "sheep"
      - Courage to "challenge"
      - Courage to take moral action
        - Toxic Leadership discussion
        - If it takes leaving
      - TPS courage to pull the andon cord and stop the line
        - Supervisor comes running
        - the person is definitely the leader at that point
  - But we depend on followers to get things done
  - Only found 5 dissertations on Followership
  - "Visionary Leaders"
    - Marshall Sashkin
    - Even went and talked to him
    - Suggested I work on just one of them (i.e. Leader or Follower)
  - Went after High Tech organizations
    - instrument with 50 items
  - Found
    - Executives demonstrated more of the follower traits
    - Greater than the other layers
    - The military is like that, you have to demonstrate followership
  - Went to a Leadership conference
    - There are other interested people
  - Bumpersticker
    - Leaders set direction
    - Followers influence directions
  - Followers has a historical bias to pejorative terms
    - like "sheep"
  - Followers are leaders in training
  - Layers of commitment
    - Sengie (??)
  - You need to look at this as a continuum not as a either/or
  - Servant/Leadership Model
    - last week (Craig) was in a plant
    - pretty clear that positions were there but not the hierarchy
  - It is a cultural shift
    - It can ripple through an org
    - it would have a huge impact on hierarchy
  - The survey instrument
    - Mostly descriptive
    - not really a diagnostic
    - but does seem to be the only tool
    - But if it points out areas for training?
      - has to be worthwhile
    - Given it over time as part of the validation process
      - stability over time