Learning Objectives

Upon completion of this unit, students should be able to:

1. Discuss how to intertwine a rational approach to leadership still having a regard for people and ethics.
2. Analyze stages of moral development and discuss ways to accelerate moral maturation.
3. Describe mechanisms that strengthen an ethical organizational culture.
4. Explain the principles of stewardship and servant leadership.
5. Explain ways to identify courage in others.
6. Identify followership style and describe ways to become a more effective follower.
7. Explain the leader’s role in developing effective followers.
8. Discuss the process of applying the principles of effective followership.
9. Discuss how to contribute to building a community among followers.
10. Describe how to use feedback and leadership coaching to help followers grow and achieve their potential.

Written Lecture

The first chapter of this unit explores a number of ideas concerning moral leadership and leadership courage. People want honest and trustworthy leaders. However, the ethical climate in many organizations is at a low point. Leaders face pressures that challenge their ability to do the right thing—pressures to cut costs, increase profits, meet the demands of various stakeholders, and look successful. Creating an ethical organization requires that leaders act based on moral principles.

Leaders cause things to go wrong in the organization when they excessively promote self-interest, practice deception, breach agreements, and lack the courage to confront unjust acts. Ethical leaders are humble, honest, and straightforward. They maintain a concern for the greater good, strive for fairness, and demonstrate the courage to stand up for what is right. Acting as a moral leader includes demonstrating the importance of serving people and society as well as increasing profits or personal gain.

One personal consideration for leaders is the level of moral development. Leaders use an understanding of the stages of moral development to enhance their own, as well as followers’ moral growth. Leaders who operate at higher stages of moral development focus on the needs of followers and universal moral principles.

Ideas about control versus service between leaders and followers are changing and expanding. This is reflected in a continuum of leader–follower relationships. The continuum varies from authoritarian managers to participative managers to stewardship to servant leadership. Leaders who operate from the principles of stewardship and servant leadership can help build ethical organizations.
You will also explore leadership courage and how leaders can find their own courage. Courage means the ability to step forward through fear, to accept responsibility, to take risks and make changes, to speak your mind, and to fight for what you believe. Two expressions of courage in organizations are moral leadership and ethical whistle blowing. Sources of courage include belief in a higher purpose, connection with others, harnessing anger, and developing courage as a skill.

The important role of followership in organizations is increasingly recognized. People are followers more often than leaders, and effective leaders and followers share similar characteristics. An effective follower is both independent and active in the organization. Being an effective follower depends on not becoming alienated, conforming, passive, or a pragmatic survivor.

Effective followership is not always easy. Effective followers display the courage to assume responsibility, to challenge their leaders, to participate in transformation, to serve others, and to leave the organization when necessary. Strategies for being an effective follower include being a resource, helping the leader be a good leader, building a relationship with the leader, and viewing the leader realistically.

Leaders want followers who are positive and self-motivated, who take action to get things done, who accept responsibility, and who excel at required tasks. Followers want both their leaders and their colleagues to be honest and competent. However, they want their leaders also to be forward-thinking and inspirational. The two latter traits distinguish the role of leader from follower. Followers want to be led, not controlled. They also want leaders to create an environment that enables people to contribute their best. Three specific ways leaders enhance the abilities and contributions of followers are by: (1) offering clarity of direction, (2) giving honest, constructive feedback, and (3) providing coaching.

Followers want feedback that is timely and specific and want feedback that focuses on performance rather than the person and on the future rather than dragging up mistakes of the past. Leaders can use directive or supportive coaching to help followers improve specific skills or achieve a specific development goal.

**Learning Activities (Non-Graded)**

**Reflection Paper**

After you finish with the material for Unit IV, reflect on your experience and write about it. What did you learn? What did not quite make sense? Can you apply the concepts you learned toward your career? How? The purpose of this assignment is to provide you with the opportunity to reflect on the material you learned and to expand upon those thoughts.

This is not a summary. A reflection paper is an opportunity for you to express your thoughts about the material by writing about them. Reflection writing is a great way to study because it increases your ability to remember the course material.
Use these guidelines as you reflect on the course material:
1. Write at least one page
2. Include your thoughts about the main topics
3. How does it apply to your career?
4. How does it apply to your personal life?

Format your reflection paper using APA Style. Use your own words and include citations for other articles as needed to avoid plagiarism. This is a non-graded activity, so you do not have to submit it.

Article Review

For this assignment, choose a peer-reviewed article to review. Search for an article related to one of the topics discussed in Unit IV. Use the databases within the CSU Online Library or use another source that contains peer-reviewed articles. The purpose of this assignment is for you to practice reviewing articles related to the field. The authors of these articles are researchers and professionals in the field. Use these skills to contribute to research papers and other scholarly writing. As you read the articles, consider the following questions:

How could the topic of this article apply to your personal or professional life?
How could it apply to an organization you have observed?

The article you choose must meet the following requirements:
1. Peer reviewed
2. Related to the concepts within this course
3. At least five pages

The writing must meet the following requirements:
1. At least two pages
2. Identify the main topic/question
3. Who is the author's intended audience?
4. Summarize the article for page one
5. Think critically about the article and how it applies to this course for page two

Format your article review using APA Style. Use your own words and include citations for other articles as needed to avoid plagiarism. This is a non-graded activity, so you do not have to submit it.