



The Courageous Follower

Ira Chaleff

1. Chaleff presents the concept of “beneficial use of power” as a thread through this interview. How would you define that? Give examples from your life experiences.
2. Many people have a visceral discomfort with the word “follower”. Do you? Why or why not? What are the typical connotations of the word?
3. Our culture is enamored with the concept of leadership. Chaleff says we misconstrue the concepts of leader and follower as personality types when they are actually roles and that we usually play both roles in an organization. Share some examples where you played both roles in an organization. How did you feel in each?
4. Chaleff puts the follower in the role of guarantor of the beneficial use of power by a leader. Does this idea make sense to you? Why or why not? Give an example?
5. The author talks about mutual trust as a key in speaking truth to power for the good of the organization. What actions can leaders take to build this trust?
6. According to Chaleff, “if the purpose of the organization is not clear and motivating, leaders & followers can only pursue their perceived self interest”. In your view, how does purpose affect the relationship between leader and follower?
7. Do you agree with the author that leaders need to vigorously disrupt “Yes Man” behavior? If so, what verbal and non-verbal cues would be needed?
8. How can being a courageous follower impact your role as a leader?
9. What was the most significant idea you gained from this book or the interview with the author? How will you apply it in your organization?