

Leadership is Half the Story: A Fresh Look at Followership, Leadership, and Collaboration (Rotman-UTP Publishing)

by

Marc Hurwitz

MARC HURWITZ AND SAMANTHA HURWITZ



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Synopsis

Can you imagine a choreographer only training one dancer to lead while his or her partner sits in the lobby staring at the wall? Yet we do this all the time in organizations. Half the partnership is missing. Leadership is Half the Story introduces the first model to seamlessly integrate leadership, followership, and partnerships. This research-backed, field-tested book contributes many new ideas and practical advice for everyone in an organization – from CEO to HR director to front-line manager to consultant. All of us lead, not just those with the formal title. All of us follow, not just front-line staff. In great collaborations, one moment we are leading and then we flip to following; in other words, the relationship between leadership and followership is dynamic, context-specific, and ever-evolving. This empowering perspective opens up leadership to everyone, normalizes followership, and enables more productive and innovative collaborations. Candid discussions about both roles allow for better coaching, mentoring, skill development, and interpersonal agility, and result in stronger teams. Marc and Samantha Hurwitz give us a category-busting book that “practically glows with energy and vision,” according to Marshall Goldsmith, executive coach and best-selling author of *What Got You Here Won't Get You There*.

Sort review

“In this remarkable book, Samantha and Marc Hurwitz radically challenge the conventional wisdom on leadership. Leaders aren't more important than followers, they say. To innovate fast, leaders and followers must be equal partners – together creating co-flow. Leadership Is Half the Story is essential reading for anyone who wants to know how companies, organizations, and governments can adapt, innovate, and thrive in a rapidly changing and increasingly complex world.” (Thomas Homer-Dixon, Chair of Global Systems, Balsillie School of International Affairs; author, 'The Ingenuity Gap' and 'The Upside of Down') “This book practically glows with energy and vision! In highly accessible, entertaining portions Sam and Marc Hurwitz have presented us with a forward-thinking, prescient guide to success in business in today's unpredictable market. Build agile, innovative, efficient teams in your organization today for greater success tomorrow!” (Marshall Goldsmith, top-ranked executive coach; Thinkers 50 Top Ten Global Business Thinker; author or editor of 34 books including the global bestsellers 'MOJO' and 'What Got You Here Won't Get You There') “Samantha and Marc Hurwitz have made leadership whole. Teams need great leaders as well as great followers.” (Razor Suleman, Founder and Chief Achiever, Achievers, Inc.) --This text refers to an out of print or unavailable edition of this title. Review “What a gift! This book fills a void that needed filling in the discussion about leadership. And it is done with solid research and practical application.” (Barry Johnson, author, 'Polarity Management') “This book is wise and entertaining. It blends research, theory, and fascinating stories from practice that can help us all to become better leaders – and followers. It is a book to read, and then read again.” (Dennis Tourish, Professor of Leadership and

Organisation Studies, Royal Holloway, University of London; author, 'The Dark Side of Transformational Leadership')“Marc and Samantha Hurwitz are making the next important development in leadership and followership studies – weaving the behaviors of the leader and follower roles into a collaborative relationship that drives effective teams and organizations. This integrative approach will be of great interest to performance at both ends of the leader-follower dynamic.”(Ira Chaleff, author, 'The Courageous Follower')“'Leadership Is Half the Story' is a breath of fresh air. In this very readable book, Samantha and Marc Hurwitz introduce dozens of innovative and useful insights about the dynamics of effective leadership and followership. But it delivers much more than just theory. It offers practical tips, exercises, and methods for implementing more productive, more creative, and more rewarding collaboration skills. I've read hundreds of business books. Most are rehashes. This is a game-changer.”(Tim Hurson, author of the global bestseller 'Think Better 'and co-author 'Never Be Closing') --This text refers to an out of print or unavailable edition of this title.About the AuthorMarc Hurwitz is co-founder and Chief Insight Officer of FliPskills and a lecturer at the Conrad Centre for Business, Entrepreneurship and Technology at the University of Waterloo. He holds a PhD in cognitive neuroscience, an MBA, and has many years of corporate, executive, and entrepreneurial experience.Samantha Hurwitz is co-founder and Chief Encouragement Officer of FliPskills. She is a coach, consultant and facilitator with twenty-five years of corporate and entrepreneurial experience, including nine at the executive level. --This text refers to an out of print or unavailable edition of this title.Read more

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What people say about this book

Christian Knutson, P.E., PMP, "Finally A Book About Followership That Delivers. Leadership is the skill that aspiring individuals the world over strive to achieve. We read books, attend seminars, and study the great leaders in an attempt to distill characteristics that we can employ in our own careers. This is all good, but it is only half the equation. None of us are free from the equally important action of following. This skill is one that is vitally important to career success and a necessity to reach ones full potential. Work is Done in Teams – Creating Co-Flow. It used to be that flow, that magic place where an individual operates at their optimal level of performance, was where all great ideas and products came from. However, by 2010, nearly 80% of work was team-based. This means that in the present day, co-flow is what is needed to achieve sustained delivery of value in our organizations. To get to co-flow, one needs to master the skills and principles of effective following. Generative Partnership Model. Because each of us will oscillate between leader and follower, we must become adept at partnering with others on our teams. The Generative Partnership Model can be expressed through the equation: $1 + 1 > 2$ + New. This means that in two people partnering together is more productive and more creative. The model is comprised of five guiding principles, five skill pairings, and an array of associated behaviors. The five followership skills include: Decision Advocating Peak Performing Organizational Agility Dashboard Communicating Relationship Building The Value of Followership. Leadership is important in generating value within an organization. However, the follower is the main determinant of both project and long-term success. In studies, followership is linked to improvements of 17% to 43% on many performance metrics. And over 98% of managers reported that followership was essential to improving work unit performance. Follower, not leader, performance is the more important determinant in value creation. Bottom Line: My work as a professional engineer requires strong followership. This may counter the popular emphasis on leadership; however, before one becomes a good leader, they need to be a good follower. One won't be as effective a partner in a firm or public service engineer director until they've earned experience as a good staff engineer. At its core, followership is about developing discipline and ability to deliver the goods. Until one masters this, their effectiveness in leading others will be severely constrained."

Margaret Dalziel, "I learned so much from reading this book!. I learned so much from reading this book! As a consequence, I will be a better leader, follower, and partner. Going forward, I will implement the PIP framework (Positive, Improvement, Plan – Page 88) in giving feedback, the 360 degree feedback tool (Page 212) to re-think my business offering, and the dynamic leadership-followership complementarity in all my interpersonal engagements. One of the many remarkable things about this insightful and engaging book is the way Marc and Sam employed leadership and followership in its creation. The leadership is their elaboration of the powerful followership idea, their followership is the relevancy and depth they bring to their explanations by

citing the work of others. This book manages to be both profound and engaging, well worth reading cover to cover.”

yoel, “This book is not only practical and useful, it is also refreshing. Marc and Sam offer a real refreshing perspective on leadership. This book is not only practical and useful, it is also refreshing. I would recommend it to my peers. Yoel Kluk General Manager Piensa LLC”

Greg, “Leadership alone is not enough!. There is an old saying that “a good leader is a good follower”. There are some of us who may come to believe that the concept may be true at the start when one has no members to lead, only to be forgotten when a position is assigned to him. But is it important to learn how to follow, especially if you yourself have come to lead a bunch of people? Marc Hurwitz and Sam Hurwitz said: Yes! You definitely need to learn how to follow especially if you are in a leadership position, for leadership is only half the story. The title of the book really caught my attention. Before reading the book, I already have a basic idea that the authors maybe pointing out about being a good follower. Then I asked myself, could this be another book on how to manage your boss? What do I need to learn to be a good follower if this is the subject of the book? Is it really relevant? More importantly, as I think about it, why I can’t seem to find any book similar to this one? Because of those questions I was intrigued to learn. **ACCURACY AND RELIABILITY (Score: 5/5)** Marc and Sam Hurwitz have several years of experience in consulting with numerous organizations in different parts of North America. Their professional experience as well as their personal stories is interwoven all throughout the book. The concepts are backed by enough data and other supporting details. This book is years in the making so I can see that the concepts are well tested in the field. The authors applied the lessons here in their actual practice. **SUBSTANCE AND VOICE (Score: 5/5)** Anyone who is working in an organizational setting will benefit in the lessons of this book. This work is for everyone I suppose. The authors would like the reader to realize that there is a balance of treatment between leadership and followership. One cannot just emphasize one without considering the other. In this case, the authors were able to deliver their case very well. **STYLE (Score: 4/5)** There are two authors in this book as you can see. Unlike other books with two or more authors, this one gives you an idea if it’s Marc or Sam who is discussing a concept. Sometimes I find it amusing to see their little pictures every now and then. **ILLUSTRATION AND FORMAT (5/5)** The pictures and formatted text boxes in the book are very helpful in reinforcing the concepts. This made the book more practical as oppose to having mere theories. In the end, I find the book an eye opener. I realize that we should not put all the blame to the leadership in cases of poor performance since the follower in each of us has an equal responsibility as well. I believe that the organizations around the world will really benefit in adopting the lessons in this book. This is what really means when we say “we hold everyone accountable”.”

Stephanie OConnor, “... book helped me see the benefits of being a better employee. I've

already earned a raise. This book helped me see the benefits of being a better employee. I've already earned a raise!"

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