

# An implicit challenge for leaders: Followers with negative approach.

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The most important single ingredient in the formula of success knows how to get along with people.

Theodore Roosevelt

**Abstract:** Following research article is a review research to explore the different kind of followers bearing negative behaviours, which leaders come across frequently in organizations. We have defined negative behaviours as the people who persistently show the negative behaviour and are initiators of problems which further transform into a challenge for the leader. Research also guides readers toward the different ways to handle these behaviours.

A leader can't be a leader without the followers. And every follower comes with their own baggage. Delinquency towards followers has led organisational leaders en route for challenges in gaining trust and often found followers mortified by the starlit of leadership (Baker, 2007; Barling, Christie, & Hopton, 2010). Approximately all leaders around the world feel that the biggest challenge to them is the behavioural issues among the followers. Well the idiom fits here 'a bad apple spoils the barrel' which explains in itself that a negative individual will have negative effect on the environment. Both person and environment influence individual behaviour Lewin (1915). Terborg J.(1981) defined interactional psychology which is the study of person and environment as

function which put emphasis on considering both person and situation while determining behaviour. According to Wetlaufer (1994) as mentioned in Harvard Business article gave the term "team destroyers" to these kind of individuals, and the egress of the negative repercussions these negative behaviours bring in. In a study Hackman (2002) mentioned that few projects can be more frustrating then fulfilling and instead of being learning they can be exhausting leading to more stressed teammates and less confidant people. The different personalities they inherit from their experience, upbringing or environment somewhere lead to the complications for a leader to deal with. All these kind of study incline towards the perspective of the leader to undergo regress prognosis in order to dilute the melancholy. Now the time demands to leave procrastination and to be looked upon by the glasses of followers. The knowledge is still implicit about how, when or why a negative member might have asymmetrical effect on the complete environment and process. Today's new generation follower demands participative approach (Maccoby, 2007). Infact people have already noticed this and mostly leaders are using participative decision making (Bass & Bass, 2008;

Fenton-O'Creevy, 1998; Ledford & Lawler, 1994). Usually we find too much of research done on leadership style and have seen very often the neglected face of study on followers especially in context to leader follower lackluster. But true fact is in understanding the role of follower's behaviour in the success of leader. Ultimately how a leader handles his team is an important factor in the success measurement. And his control whereas depends on the kind of follower he have. Kelley (1992) classified follower's style into two dimensions, namely independent- dependent thinking dimension and active-passive dimension. Further Kelley(2008) updated his study by changing the labels of followers style to: "sheep", "yes people", 'alienated", and "pragmatics".

One approach might be to assume that leaders can use knowledge of their own follower style as a template for what they subconsciously expect from their followers. Personality traits will be significant predictors of behaviour only in situations that are relevant to its expression and not so constrained as to disallow individual differences. So many studies like this bring us to the conclusion that a leader has to deal with much different kind of moody people. For a leader to know oneself and followers, it might be helpful to contemplate on human behaviour. Here we are discussing little common negative kind of followers who are a challenge to a leader to deal with. Most of the behaviours which we found were lexical but can be identified around.

We will open the inning with the people always having a big 'No' on the tip of their tongue. They rail against anything different. They are the people who resist change. They oppose anything and everything which is changing and are not ready to accept anything new. Many different psychological prejudices can be reason for these kids of intellectual disagreements. And this attitude usually

procrastinates and they don't have any regrets for the same too.

Next in the series are the shakers. They are constantly shifting moods and expect others to adjust to them. They are the possessors of tantrums which they want to be handled with care by everyone around. These people are multifaceted and have moods changing like seasons. They are clad with different expressions always.

And then we have with us the spice of the organisations. They are the gossipers and spread rumours and tell inappropriate personal tits bits. It's the grapevine roaming around like a duck, inculcated in system and affecting culture in every which way. They are the creators of news, ignoring the authenticity. Many a time's flames are very destroying and distort communication to extremes.

The blamers are the people who are constantly blaming others. People playing blame games never take responsibility for mistake. They wreck others and if in case they don't get any person they blame environment or anything possible. In books known as narcissists usually project their insecurities on others and delegate the accusation on others.

We also come across with the attitude which always says 'why me'. They believe people are out to get them and they are allergic to take responsibility for their actions. They consider themselves as victims and the unfortunates ones often found unhappy. They will drag you to be their therapist but you will land into a situation where they will counter every suggestion of yours and crib always.

Then the type which we encounter on daily basis is the stickers. The glue types, they can't let go, even things that happened years ago. The emptiness, grief or the stress they carry affects every part of

their life and environment. Researchers have found that usually this kind of personality trait is formed due to loss of someone dear. But these kinds of characters gradually get detached and loose interest in things around which in result affect their efficiency.

We also very commonly find pessimists. They always expect the worst case scenario. They imagine adverse condition and possibilities to occur. Past president of the American Psychological Association Martin Seligman said in his book learned optimism that pessimist people have a different perspective through which they look at the event and feel adversely affected.

Then we have the heated pots -the boilers. They will blow over the slightest provocation. They just need a topic and a situation to show off these kinds of people is loud and aggressive. They are the whistle blowers and are many times initiators of many conflicts. They disturb the environment and further the culture of the organisation.

The complainers think everything is wrong or soon go wrong. They inveighed against every possible thing happening around. Complaint boxes are always overflowing when they are around. They camouflage and bring unrest in the organisation. They are the people who are fuels to the gossipers.

Then we meet the detached one. They feel most everything is dumb or beneath them. They have the strong inbuilt superiority complex and give inferiority complex to all around. The kind of negativity they produce gives a platform for negative environment which further give birth to more of the stress and anxiety.

The self absorbed are constantly grabbing credit or attention. The opportunists who don't let anyone

else seize their cake. They are basically people with alert mind and a selfish heart.

In every walk of life we come across many leaders and see them handling these kind of antagonism caused by the disguised negative behaviour. These are among the few common negative traits frequently dealt with. At this stage the maximum theories discussed in management usually are not that successful. The basic remedy with which we can start is to understand the crux and accordingly move further can mostly stipulated. All this need pillar like trust, openness, transparent policies, autonomy and above all understanding. A leader should not be the god like figure, he should be the one among us, easily approachable then organizational complexities can be diluted. To reap the best emotionally intelligent leaders can also be of big help. People should feel sense of belongingness with the leader, he should have knack towards manpower handling. As said always leaders are by the followers, for the followers and of the followers. So to be a scion you have to think about people.

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