

FACILITATOR NOTES

There is no 'right answer' to these questions. The points provided below are only prompts to help the facilitator foster conversation

1. **What is your own definition of likership?**
 - Allow everyone to describe their own thoughts on the term.
2. **When have you seen a leader 'chase likership' and what was the result?**
 - Allow everyone to share an example if they have one.
3. **Do you agree or disagree with this new definition on likership and the premise of the article?**
 - Encourage discussion and debate about whether the term 'likership' should have positive or negative connotations.
4. **What did you value most in a leader when you were a junior soldier? Compare it with what you value in a leader now?**
 - Allow everyone to share their thoughts.
5. **Have you seen leaders who are liked lead poorly? Have you seen hated leaders lead well?**
 - Allow everyone to share their thoughts.
 - Ask if there was a specific link between how much a leader is liked versus how well they are followed in each example.
 - Are there exceptions to the rule that liked leaders are followed more easily?
 - Is there such thing as a leader being liked too much?
6. **How has the need for likership changed over the course of your career? Do you think leaders need to lead differently to how they did when you first joined the Army?**
 - Encourage discussion around the differences between recruits in the current age in comparison to the 80s, 90s and 2000s.
 - Discuss the similarities focussing on some of the key leadership characteristics that soldiers expect from their leaders.
 - What do soldiers 'need' most from a leader?
 - Do soldiers just want 'strong ethical leadership underpinned by respectful human interaction'?
7. **Think about the best and worst leaders you've worked for and with. Consider how much you liked/disliked them and discuss how that correlated to how willing you were to follow them.**
 - Is there a correlation between how much they liked a leader and whether or not they willingly followed them.
 - Raise questions around hated leaders and feared leaders and whether they were easier or harder to work for.

8. **Do you agree with the premise that if you are unable to be *loved* as a leader, you should use *fear* to lead, and do your best to avoid being *hated*? Do you agree with the idea that someone can be feared but not hated?**
 - Stimulate debate and discussion.

9. **What are your thoughts on using fear to generate followership?**
 - Stimulate debate and discussion.
 - Ask if the group thinks that feared leaders generate better or worse results.

10. **Do you think there is risk involved with leading too softly? What impacts may this have? Conversely, what are the impacts of leading too harshly?**
 - Stimulate debate and discussion.

11. **Do you agree that likership is a component of leadership?**
 - Stimulate debate and discussion.
 - Talk about each leader leading in their own way with their own leadership style.
 - Reiterate there is no single perfect leadership style.