

## Developing Leaders: Just Don't Forget About the Followers!

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*Prior research has presented the positive effects of leadership training programs, but the knowledge of how these types of programs affect organizational followers is limited. Here, we expand on conclusions from a study that explored how organizational followers perceive leadership change and present a practical guide for organizations that use leader rotations as a leadership development strategy. This practical guide is built on four distinct themes offered by the organizational follower: leader expectations and engagement, organizational culture, communication, and consistency. Our findings reveal how the organizational follower perceives leadership change while offering insight into how to combat this practice's perceived negative influence on the followers within an organization. By acknowledging the advice given here, the global organization may reduce the adverse effects the organizational followers feel when subjected to frequent leader changes while still developing their future leaders' skills.*

*Keywords: leadership, followership, leadership development, rotational programs, change*

### INTRODUCTION

“Leaders aren't born, they are made. They are made by hard effort, which is the price which all of us must pay to achieve any goal which is worthwhile.”

— Vince Lombardi (June 22, 1970)

A recent study confirmed leaders are trained, not born (Brown et al., 2023). At the same time, Harvard Business Review concluded that 84% of firms rely on rotational leadership development programs to train their respective leaders and include this practice in their leadership training portfolio (Classum, 2023). Dailey (2016) observed that over 500 global companies offer rotational programs, and as a result, the global leadership development industry is estimated to be worth nearly \$140 billion (Mercer, 2019; Vongswasdi et al., 2024). Any internet search will result in companies acknowledging the benefits and positive outcomes of using leadership rotational programs as their selected leadership development strategy. The data appears clear: an organization can benefit from leadership development, and rotating leaders is a viable tool to quickly advance leader skills and operational knowledge.

Many organizations have adopted a leadership development strategy that involves rotating leaders to new positions (Galli & Muller-Stewens, 2011). This rotation technique is thought to improve leadership skills through exposure to various organizational groups. This technique enhances leaders' acumen through

the newly acquired knowledge of the business, thus “expanding [their] collective capacity” (Day, 2001, p. 582) and contributing to the skills of a leader. It also assists in mitigating complex challenges such as (a) heightened levels of competition, (b) geographic diversity challenges, (c) cultural limitations, (d) virtual teams and limited interaction, (e) operating within a global environment resulting in uncertainty (Davis & Eisenhardt, 2011; Erez et al., 2002; Erez & Shokef, 2008; Morrison, 2000). The rotating leadership strategy has grown in popularity, and organizations are reaping the benefits of this practice.

While we acknowledge and agree that “leadership training programs are essential for the institution’s success [and] leaders must be trained to reach their full potential” (Brown et al., 2023, p. 38), this perspective tends to omit one key element that leadership relies on three considerations: the leader, the environment, and the follower (Lunsford & Padilla, 2022). Leadership training and rotational programs inherently account for the leader and the environment in which that leader is being developed to lead. But what about the follower? This paper focuses on the organization’s third and understudied element, the follower, and the effect of leadership training strategies on the individual.

## **THEORETICAL BACKGROUND**

Research has not entirely depicted the connection between leadership training in the form of rotating leadership and followers’ perceptions and feelings during and after the fact (Davis & Eisenhardt, 2011; Kim et al., 2013; Scott, 2010). The perceived effects on employees or organizations have been omitted from empirical research (Sheard et al., 2009; Uhl-Bien et al., 2014). Leadership research has not addressed the reactions and responses of the employees exposed to a rotation in leadership. Further, research has ignored how leadership rotations affect the leader-follower relationship; employee perceptions of the leadership rotation phenomenon are limited (Taylor & Hill, 2007). Additional research is needed to provide followers’ perceptions.

Rotating leaders within an organization are commonly used to develop leaders’ skills and promote the organization’s strategic abilities (Davis & Eisenhardt, 2011). While common, the effect of leadership rotations on the organization’s followers is unknown (Kim et al., 2013). Below, we present a theoretical understanding of the current research on a leader’s role, the strategy of rotating leaders, and the prior study exploring the organizational followers’ perception of the phenomenon.

### **Leadership Training, Leader Wisdom, and the Leader’s Role**

Current research published in the *Journal of Management Policy and Practice* has explored leadership training and how wisdom is managed within the organization (Brown et al., 2023; Kerns, 2020). Brown et al. (2023) discussed the role of leadership training. They found that “traditional leadership program providers focus on improving participants’ cognitive skills in a collegial format and less time enhancing an effective ecosystem around teamwork and diversified communication skills” (p. 37). Ultimately, Brown et al. (2023) concluded, “Leadership training programs are necessary to educate, coach, and equip leaders for their responsibility and should align with the organizations’ vision, mission, goals, and values” (p. 38). Thus, leadership training is necessary for the individual leader’s success and the organization.

Kerns (2020) posits that “wise leaders know how and when to draw upon their knowledge to make valuable contributions to others” and that “the quality of leadership in an organization influences how employees experience work, which in turn impacts their performance and well-being” (p. 9). They acknowledge leaders can develop their teams and empower them to learn and contribute to organizational success. Wise leaders engage, encourage, embrace, appreciate, grow, recognize, and develop [to] become an organizational resource (Kerns, 2020). But how do you attain these skills? Kerns et al. acknowledge that “the effectiveness of leadership development efforts on organizational performance is alarmingly deficient [and] highlights the need for practical ways to ensure that the dollars invested in these [developmental] programs are wisely spent” (p. 21). Leadership development programs are designed to “increase the number of wise leaders in their ranks while reducing the number of ineffective, incompetent, and/or abusive leaders” (p. 22).

In addition, scholars state that being a leader is “not what you do; it’s how you do your job and why” (Craig & Snook, 2014, p. 107). Leaders create a shared sense of purpose through values and the general rules accepted by the organization (Hill et al., 2014). Great leaders see their role in the organization as “creators of a context in which others make innovation happen” (Hill et al., 2014, p. 102). Research has suggested that “it helps to remember that effective executing in large, complex organizations emerges from countless decisions and actions at all levels” (Still et al., 2015, p. 65), and both the leader and follower have pivotal roles in the organization's success. These roles and their relationship to the complex organization were the driving force behind a continued investigation of the leader-follower relationship.

However, what happens when leaders are rotated to new organizational positions? What effect does having new leaders assigned have on followers and the team? Without followers and research on followers, a complete understanding of the leader-follower relationship is unachievable. This paper bridges the gap between past research on the leader-follower relationship and leadership development practices while exploring what is known and unknown regarding how followers perceive leadership development programs.

### **Leadership Rotation as Leadership Development**

The Society for Human Resource Management has published research outlining the relationship between rotational programs and leader development. Smith (2019) studied the role of rotational programs globally and concluded that the benefits of rotational leadership programs go beyond employee development and knowledge transfer but include building rapport throughout the organization. Hirsch (2023) found that “rotation programs can be used as part of a career development strategy for an existing workforce by providing an opportunity for them to develop and advance in their careers” while attracting new talent and allowing new leaders to explore potential career interests. Finally, Gallo (2020) stated, “Rotation programs can help retain talent by offering employees numerous learning opportunities, whether improving their soft skills during a communications rotation or tackling a new coding language during a data science rotation.” It becomes clear that rotating leaders can benefit an organization. However, what remains unclear is the effect this strategy has on the follower.

### **Follower Perceptions of Leadership Change**

Young et al. (2024) explored followers’ experiences when exposed to rotating leadership. Using a sequential explanatory research mixed-methods design, they sought to identify the types of followers in a global organization and their perceptions of this leadership phenomenon. The first phase of the study collected data from 302 members of the organization and identified participants by follower type. The second phase included semi-structured interviews with 29 participants identified in Phase 1 and explored the followers’ lived experiences when subjected to frequent changes in leadership.

This study advanced previous research that explored employee behavior and organizational change and presented new findings about follower perceptions of frequent leadership changes. A phenomenological approach was used to explore and capture the perceptions of followers subjected to leadership change. Participants represented the four follower types: exemplary, alienated, conformist, and passive followers (Kelley, 1992). They represented four employee groups within the organization: 1) hourly, unionized employees, 2) salaried, non-unionized employees, 3) administrative support personnel, and 4) first-line managers.

A diverse sample of organizational followers was selected for the research, including 29 participants from varying demographics concerning tenure, the number of leaders assigned, and employee type. Specifically, 14 participants had two leaders assigned in a single year, and 10 had four or more leaders assigned. All selected participants had at least two leaders assigned during a single year. This verification was essential to the study and ensured that those selected were qualified to discuss the effect of rotating leadership.

A semi-structured interview uncovered the followers’ perceptions of rotating leadership and collected phenomenological data to understand the participants’ points of view (Berg, 2007). Participants were asked about their perceptions and feelings about leadership rotations (Swanson & Holton, 2005). The questions

asked include: “How did it make you feel when you were assigned to a new manager?” and “Concerning your daily work assignments, did having a new manager affect your team’s ability to complete your assigned tasks?”

Results of the original study revealed the perceptions and lived experiences of the specific types of organizational followers in a global organization when subjected to rotating leadership. Five key themes emerged during the execution of the original study: (1) frustration, (2) leadership disengagement and uncertain direction, (3) reduced team performance, (4) positive and beneficial reactions, and (5) appreciation for this study (Young et al., 2024). These five themes provided empirical evidence of the types of followers within an organization and supported the research question by discovering how different kinds of followers experienced leadership change.

Quantitative and qualitative results from the original study led to four conclusions about leadership rotations in the organization and the followers’ perceptions of the leadership rotation phenomenon. These conclusions emerged based on the previous theorizing and research on followership and the results obtained within the study. The study concluded (a) the number of leaders assigned to the follower influences follower type; (b) the perceptions of rotating leadership differ by follower type; (c) the feelings of rotating leadership vary by job function; (d) an overall negative effect from the leadership rotation phenomenon.

Having multiple leaders assigned to their teams negatively affected almost every organizational follower interviewed. However, all followers within the organization suggested that rotating leadership negatively affects their overall sense of job satisfaction. Followers felt that a lack of support from their leader led to unhappiness, stress, and doubt, culminating in a lack of commitment from their respective leaders.

This research offered awareness of the conditions facing many organizations and leaders assigned to lead within these organizations. The data present the perceptions of the organizational followers and offer the needed insight to leaders as to how the differing followers react and perceive a common phenomenon. Practical implications and suggestions provided by followers who had personally experienced frequent changes in leadership from the follower are presented below.

## **ADVANCING A PRACTICAL AGENDA FOR ORGANIZATIONAL FOLLOWERS**

Based on research by Young et al. (2024), followers and follower types shared negative experiences and effects of the leadership rotation phenomenon. As we seek to build on that knowledge, the current manuscript advances practical strategies and guidance to address the follower's concerns. That said, Young et al. (2024) explored the effects of frequent leadership change and offered an initial insight into the phenomenon. This research identified the types of followers within a global organization and explored the followers’ lived experiences when subjected to frequent changes in leadership. This study concluded that followers exposed to fewer leaders were likelier to identify themselves as exemplary followers. It concluded that all followers and follower types shared negative experiences and effects of the leadership rotation phenomenon.

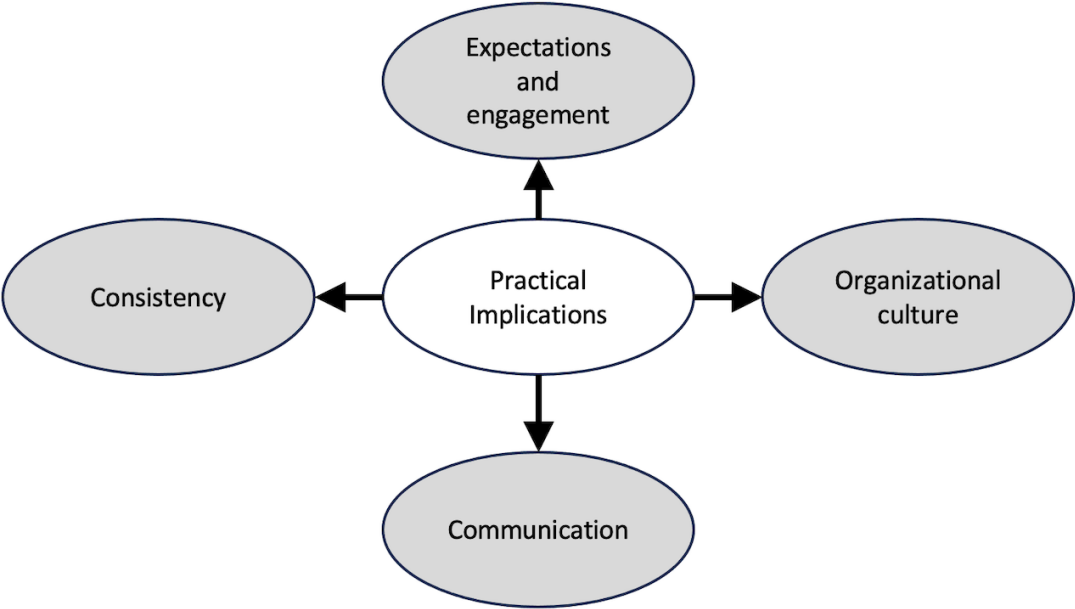
This paper focuses on the follower, an understudied element of a leadership rotational strategy. There is a clear need to take the knowledge gleaned from this prior research and propose practical strategies/guidance to address the concerns voiced by the organizational follower. Young et al.’s (2024) research aimed to identify followers' feelings and bears implications for leadership and organizational practices; this paper offers those practical implications and builds upon the original study by further exploring the qualitative perceptions of the organizational follower. Recommendations addressing these implications are presented, and suggestions are provided to executive management to acknowledge how followers perceive rotations in leadership in the organization.

### **Follower Implications**

Given that most of the followers' leadership rotation experiences in the prior study were negative, executive leaders must balance the need for leader development and the adverse effects of rotating leaders within the organization and the organizational followers. As depicted in Figure 1, four themes emerged

from the follower's perspective when subjected to frequent leadership change in leadership development: 1) expectations and engagement, 2) organizational culture, 3) communication, and 4) consistency.

**FIGURE 1**  
**THEMES OF THE STUDY**



**Expectations and Engagement**

First and from a human resources perspective, participants reported a common perception of a need for standardized expectations from leadership, a perceived lack of leader knowledge about the new team, how the differing leaders react to challenges, and the overall engagement of their leadership, as shown in Table 1.

**TABLE 1**  
**FOLLOWER OBSERVATIONS AND SUGGESTIONS:**  
**LEADER EXPECTATIONS AND ENGAGEMENT**

Leader Expectations and Engagement
“Each leader has different expectations. It’s hard to know which policies will be emphasized with the new manager.”
“Every leader has different views on what is right and what is wrong. How are we expected to know the difference?”
“I can go days without talking with my boss.”

Suggestions from the Follower
Implement leadership training programs: Focus on policy and procedure and ensure all employees understand expectations and are held to same standards
Standardized administrative tasks: All employees held to consistent expectations concerning attendance, requests for time away from work, corrective action, and communication expectations.
Follower engagement: Require leaders to engage with team members regardless of rotational schedule.

Participants felt that administrative policies (e.g., attendance guidelines, corrective action policies, and communication expectations) were not standard among the leaders. Leadership training for managers could address these concerns. Programs to standardize how leaders execute day-to-day activities would alleviate concerns about having a new leader rotate into the group since expectations would be the same.

Organizations must also ensure that their leaders are trained to handle the complexities of the business. By offering this training, the organization and the respective leader would be better able to handle the dynamic nature of the organization versus reacting and promoting a chaotic work environment. According to Smith et al. (2016), leaders must embrace “dynamism and change” and “must be emotionally and cognitively open to the new, developing a management strategy of coping with, rather than controlling and minimizing, ambiguity” (p. 68). This new approach to leading can encourage “critical feedback to enable learning and ongoing adjustments” (p. 68) within the global organization. Training programs that focus on how a leader can exploit change and promote the dynamic nature of the organization should be considered.

Leaders should be able to embrace change often found in the organization and foster the team's learning environment. Good leaders “create team dynamics that encourage focus on the unique needs of [the organization] while fostering respectful, trusting cultures that enable collaboration and learning” (Smith et al., 2016, p. 70). Leadership training in which the leaders are encouraged to create these team dynamics, embrace change, and exploit the complexities of the organization could assist the team to better cope with the ever-changing dynamic of the complex organization. A new understanding from the team itself of why change happens and how their assigned leaders manage the dynamic nature of the complex, global organization could address the concern of the change created by a leadership rotation strategy.

Additionally, many participants felt that they were “on my own.” Some participants described that many days could pass without speaking with their leader. The organization must hold its leaders accountable for engaging with their teams daily. This engagement would let the followers feel that the leader cares about their well-being and is concerned with the team's success. Senior leaders could require that each leader has allotted time to spend with their team, thus promoting the opportunity for the leader to engage in the team's daily tasks. Senior leaders must encourage their leadership to engage with their teams and show concern for the organization's members, eliminating some negative perceptions of a leadership rotation strategy.

### **Organizational Culture**

Reeves et al. (2016) posit, “An explicit cultural shift and active managerial support may be needed to encourage people to risk failure and create new ideas” (p. 50). Leaders could implement cultural improvement initiatives to encourage followers to become more active in the organization and encourage them to share their ideas (see Table 2).

**TABLE 2**  
**FOLLOWER OBSERVATIONS AND SUGGESTIONS: ORGANIZATIONAL CULTURE**

Organizational Culture
“Every time we get a new boss, they seem to care less about us and only look forward to their next promotion.”
“They [leaders] come in here and make all of these decisions. We are the ones who know what is going on. They don’t. Could they just ask us our opinion?”
“We get so many [leaders] so often, they don’t have time to learn what we do. And they don’t have time to develop new skills before they leave and we get a new one.”
Suggestions from the Follower
Focus on the organizational culture: Develop strategies throughout the organization to elevate follower engagement and seek input from the team
Delegation: Allow decision-making to occur at the team level for some day-to-day tasks, resulting in higher levels of engagement
Learn the new team’s statement of work: Require leadership engagement with the team to learn the statement of work as soon as a new rotation occurs / Give time to a new leader to learn the statement of work before the next rotation

Studies have shown that flourishing people are “healthier, more resilient, and better able to focus on their work” (Porath, 2016, p. 109). The organization can assist in promoting their team with cultural change that improves work conditions and their teams' engagement and critical thinking levels. According to Lorsch and McTague (2016), “reworking fundamental practices will inevitably lead to some new values and behaviors. Employees may start seeing their contributions to society in a whole new light” (p. 98). Promoting decision-making at the team level, implementing reward systems for performance, offering training and flexible schedules, and addressing the employee's needs are ways a culture shift could occur in a global organization (Lorsch & McTague, 2016).

In addition, many participants felt that as leaders are rotated, they are not allowed to learn the new team’s statement of work, or the new leader does not have adequate time to develop the needed leadership skills. This research does not imply that the leader must know every facet of each team member’s work assignment. However, the leader must be engaged with the team. Ensuring leaders engage and interact with the team can promote an organizational culture of learning, trust, and teamwork.

### **Communication**

A perceived lack of communication between leadership and followers was apparent throughout the original study (see Table 3). Followers felt that the leadership rotations needed to be communicated, and they were consistently left to react when a new leader was assigned to their team.

**TABLE 3**  
**FOLLOWER OBSERVATIONS AND SUGGESTIONS: COMMUNICATION**

Communication
“There was no communication of our manager leaving us at all. The team lost the support they needed and weren’t even aware that we lost a manager and were receiving a new one.”
“Can they [senior leadership] just let us know a schedule of when we are getting a new boss? It is that simple.”
“One boss wants constant updates. The next doesn’t seem to care about our day-to-day. I wish we had some consistency here.”
Suggestions from the Follower
Share intent: Communicate with the teams receiving a new manager the reason and manner in which the future leaders are being trained
Communicate schedule of leadership change: Offer teams a schedule of when a new leader is arriving and the current leader is being rotated.
Communication expectations: Ensure follower communication channels are available at the team level in the form of a discussion board or community newsletter

Barrett (2002) concluded, “Employee communication must play a strategic role in an organization to work effectively” (p. 220). In addition, Saruhan (2014) posited, “accurate communication about change process enhances management credibility and employee reaction to change” (p. 145). Communicating these strategic initiatives is essential as the organization rotates leadership to develop its future leaders.

Organizations should communicate a rotation schedule or offer the organizational follower and their teams a warning of a leader rotation. Offering a rotation schedule or notification that a new leader is being assigned could reduce the surprise and adverse reaction to the change while improving the overall relationship between the follower, organization, and future leader. In addition, as one participant noted, “I understand you need to develop our leaders. However, we feel that we are left in the dark. How do we know what is going on in the organization if no one is here to tell us?” This participant recommended implementing a community board in each breakroom. This solution would offer a single location to share pertinent organizational announcements and ensure the entire team knows the direction of the team and organization.

### **Consistency**

A key conclusion from the study is that a team works best with cohesion and when members are familiar with each other. Gino and Staats (2015) conclude, “Working repeatedly with the same people can enhance coordination, optimize the use of valuable expertise residing within the group, speed the response to new circumstances, and improve how people combine their knowledge to solve problems effectively” (p. 118). Table 4 reveals the reactions and suggestions of the followers.



**TABLE 4**  
**FOLLOWER OBSERVATIONS AND SUGGESTIONS: CONSISTENCY**

Consistency
“I just want some consistency. I’m not asking for the same manager for my entire career. But could we have some sort of standard leadership?”
“I had a manager in February. Then got a new one in October. But it was [the new manager] that rated me at the end of the year. So I basically got reviewed for October to December. What happened to what I did before October?”
“It is so hard to know what the new manager wants.”
Suggestions from the Follower
Team Lead program: Assign day-to-day activities to a member of the team to ensure consistent direction at the team level and the new leader can focus on organizational goals
Coordinated and incremental performance reviews: Coordinate leadership rotations when performance reviews are not due / Ensure incremental performance reviews are concluded prior to a new leader being assigned
Shared group goals: Assign goals at the team level to ensure each team member can contribute to the overall goals and the follower is not subjected to unachievable short-term goals from the new leader

The organization could implement a structured team-lead program to mitigate the need to develop leaders while maintaining the team structure. In this program, a dedicated non-manager teammate (i.e., the team leader) conducts the team's day-to-day activities. The team lead would be responsible for assigning tasks, addressing the team's concerns, and, more importantly, providing a stabilized structure within the team dynamic. The team lead would seek the leader for guidance for administrative tasks requiring a management decision. As one follower suggested, “There’s a big difference when you have a good team lead, and we stay on task.” Adopting this approach would allow the organization to maintain consistency within the team structure and contribute to the unity desired by the followers.

Many followers revealed that rotated leaders adversely affected their annual performance reviews. As leaders were rotated, followers felt that consistent performance measurement was impossible. According to Aguinis (2009), “[An] evaluation should include performance spanning the entire review period, and not just a few weeks/months before the review” (p. 14). Many followers felt that the newly assigned leader was measuring performance in the short period that the leader was with the follower. Followers felt that as leaders are rotated during the performance review cycle, the new leader may not be privy to the followers’ performance spanning the entire reviewed period.

The organization can reduce the negative effect of this in two ways. First, organizational policy could reflect that when a new leader is assigned, the prior manager reviews the follower’s performance and documents the results. Then, as the new leader is assigned to the team, the follower is presented with new expectations and goals. Second, the organization could limit strategic leader rotations to times that do not occur during the annual performance review cycles. For example, if performance reviews are due in the last quarter of the fiscal year, the organization could eliminate rotations from occurring during the third and fourth quarters of the year. This would offer the follower at least six months of consistent direction and performance monitoring from the leader.

## DISCUSSION

This paper aims to contribute to management and leadership scholarship by examining the complexities of global organizations and the effect of rotating leadership as perceived by followers. This paper does not argue that the development of the organizational leader is an essential step in the organization's overall success. However, the results show the importance of stability within a team and addressing concerns from the followers' perspectives.

Our participants presented relatively simple means to address organizational followers' concerns when subjected to frequent leadership changes. Communication was the most common theme, followed by assurance that leadership expectations throughout the organization were standardized and constant. Focusing on leadership without considering followers or followership is misleading and a mistake many organizations make (Kellerman, 2008). A thorough understanding of followership development is needed to appreciate the followers and address their concerns.

The results of this paper outline additional concerns and potential steps that need to be central to the organization's strategies to promote the relationships between the leader and follower. The findings suggest that organizations that utilize a leader rotation development strategy should investigate the potential effect this practice has on the team members and avoid merely focusing on the leader's experience and developmental opportunities provided by rotating leadership.

Followers in this research identified the need for leaders during challenging times. Interestingly, followers felt the leadership rotations were the reason behind these difficult times. Followers explained their turmoil due to needing a consistent leader to seek guidance. Followers felt that they needed more stability and clear direction. The followers interviewed shared that they depend upon their leaders for direction and support, and rotations in leadership do not offer this to them. This research project identifies a significant concern facing the organization and the need for consistent leadership. Moreover, this research assists scholars to "further understand the nature of identity management and relational outcomes" (Creary et al., 2015, p. 557). This paper supplies the needed insight to assist leaders in further understanding the relational outcomes related to the followers in the organization.

We are proud to offer a new perspective on a leader's role during change and the influence of rotating leadership on the leader-follower relationship that has never been seen in practice. The findings here contribute to the field of followership study, provide a broader understanding of the leader-follower relationship, and offer valuable information to organizations that currently utilize a leadership rotational program as organizational followers perceive these programs. This study offers a new perspective on leadership. It provides the organization with feedback and practical suggestions that can assist the organization in future success while addressing the potential concerns of the organizational followers.

## CONCLUSION

Brown et al. (2023) succinctly stated, "Employee well-being is the result of leader-member interactions that positively affect workplace outcomes" (p. 37). We couldn't agree more! This research was conducted to gain additional insight into the organization's followers and to provide practical suggestions for adopting a rotational strategy for leadership development. The results of this project promote leadership and the organization in appreciating the effect of rotations on the organization's followers and offer suggestions from the follower's perspective. Gaining this understanding and appreciation for the follower is essential for leaders as they are required to harness the power of a diverse team and mitigate the complexities of the organization.

This paper builds upon the initial investigation of the effect of rotating leadership from the follower's perspective and offers practical implications to address the concerns of these followers. An appreciation for the role of the leader within the organization has become a focus in which leadership has transitioned from a description of an individual to a dyadic relationship between the leader and follower (Avolio, 2007; Avolio et al., 2009; Yukl, 2006). This should also be a focus within the global organization. At the same time, research must continue investigating all facets of the leader-follower relationship and the effects of frequent

leadership change. Studying the effect of rotating leadership from the leaders' perspectives is insufficient. This study offers insight into the relationship between the leader and follower and the circumstances that can affect this relationship.

The findings presented here address the gap in the literature concerning organizational followers and the common strategy of rotating leadership in the organization. Previous research found a relationship between leadership change and the feelings and perceptions of the organizational follower (Young et al., 2024). However, this follow-up paper promotes a continued exploration of how followers perceive the phenomenon of rotating leadership in the organization and offers a practical approach to combat how frequent change affects the followers, thus promoting additional understanding of the many facets of leadership and leading in a complex, global organization.

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