

What Do Followers Want? A Review of Two Decades of Research

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ABSTRACT

We review twenty years of studies on what followers expect from leaders. Across 94 papers, honesty, competence and consistent treatment appear far more often than charisma. Expectations differ by culture and by career stage, but the core pattern is stable. We highlight gaps in research on frontline workers and propose a research agenda focused on everyday leader behaviour.

KEYWORDS leadership; organisations; change

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1. Introduction

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References