

## ABSTRACT

Ross, Patti Ruth., A Study of Exemplary Followership on Selected South Texas Elementary Campuses. Doctor of Education (Ed.D.), December 2006, 236 pp., 45 tables, 6 figures, references, 108 titles.

In the 21<sup>st</sup> century, public school systems in the United States are under fire to reform, and perform, to meet increasingly higher accountability standards and maximize student performance and achievement. It is suggested that the relationship between a leader and his/her followers in a given organization is significant and a major factor in the success and productivity of 21<sup>st</sup> century organizations (Wheatley, 2006). The purpose of the present research study was to better understand exemplary followership of teachers on selected elementary campuses from the perspective of both followers (teachers) and leaders (principals). This study used a sequential mixed methods approach (Tashakkori & Teddlie, 2003). The quantitative portion of the study consisted of the distribution of the *Followership Style Questionnaire* (Kelley, 1992) to elementary teachers from a random, stratified sample of elementary campuses in south Texas. The purpose of the quantitative portion of the study was to determine whether a correlation exists between the followership style of campus teachers and the campus accountability rating assigned by the Texas Education Agency. Factor analyses on the research instrument showed there to be four predictor variables measured by the instrument and labeled by the researcher as: Active Engagement, Team Work, Independent Thinking, and Personal Fulfillment.

Regression analyses of the data obtained a statistically significant coefficient allowing for rejection of the null hypothesis. However, the effect size was minimal.

Quantitative research results are fully discussed in Chapter 4. The qualitative portion of the study consisted of paired interviews with exemplary followers (teachers) on selected elementary campuses and individual interviews with campus leaders (principals). The purpose of the qualitative portion of the study was to better understand the personal and professional characteristics and behaviors of followers and leaders that contribute to exemplary followership. Themes emerged suggesting that exemplary followership is influenced by two major forces: personal goals and influences and work relationships, particularly with the leader. Results are fully discussed in Chapter 5. Conclusions of the study, implications, and recommendations for further study are presented in Chapter 6.