LEADERSHIP:
Theory, Application, Skill Development

2d Edition
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Chapter 7

Dyadic Relationships, Followership, and Delegation

Chapter 7
Learning Outcomes

- 4 Stages of development / dyadic approach.
- Vertical linkage model relationships.
- Team building view / dyadic approach.
- Systems and networks view / dyadic approach.
- LMX-7.
- Cycle leading to Pygmalion effect.
- 3 Follower influencing characteristics.
- 5 Things a leader should delegate.

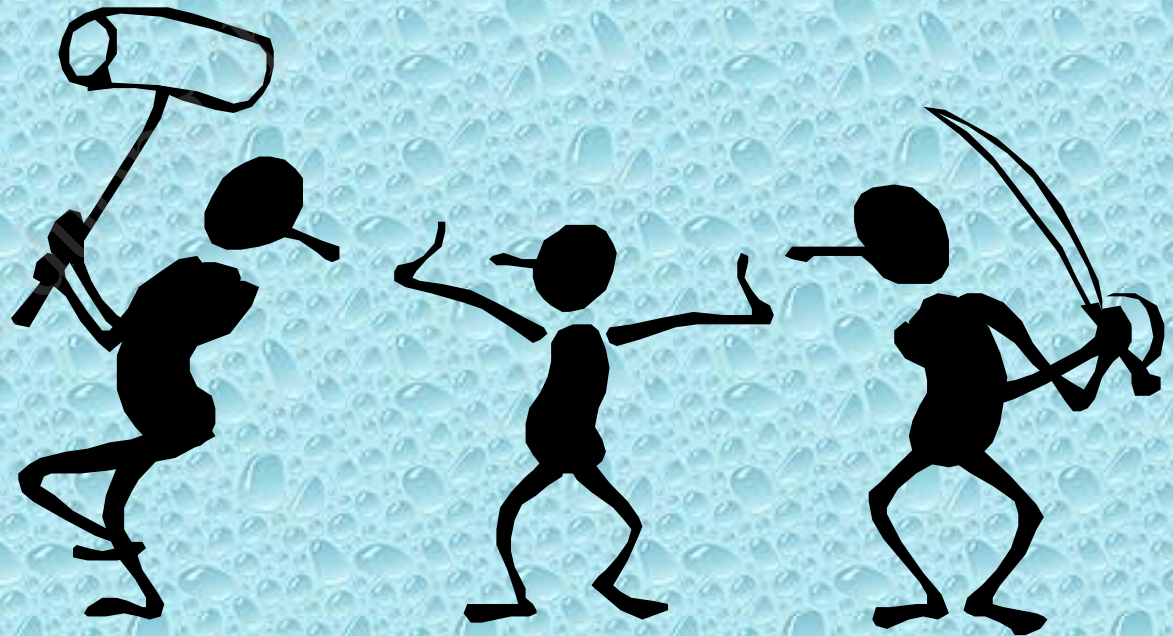# What is a dyadic leader relationship?

Dyadic

The relationship between a leader and each follower in a work unit.

What is the purpose of Dyadic Theory?

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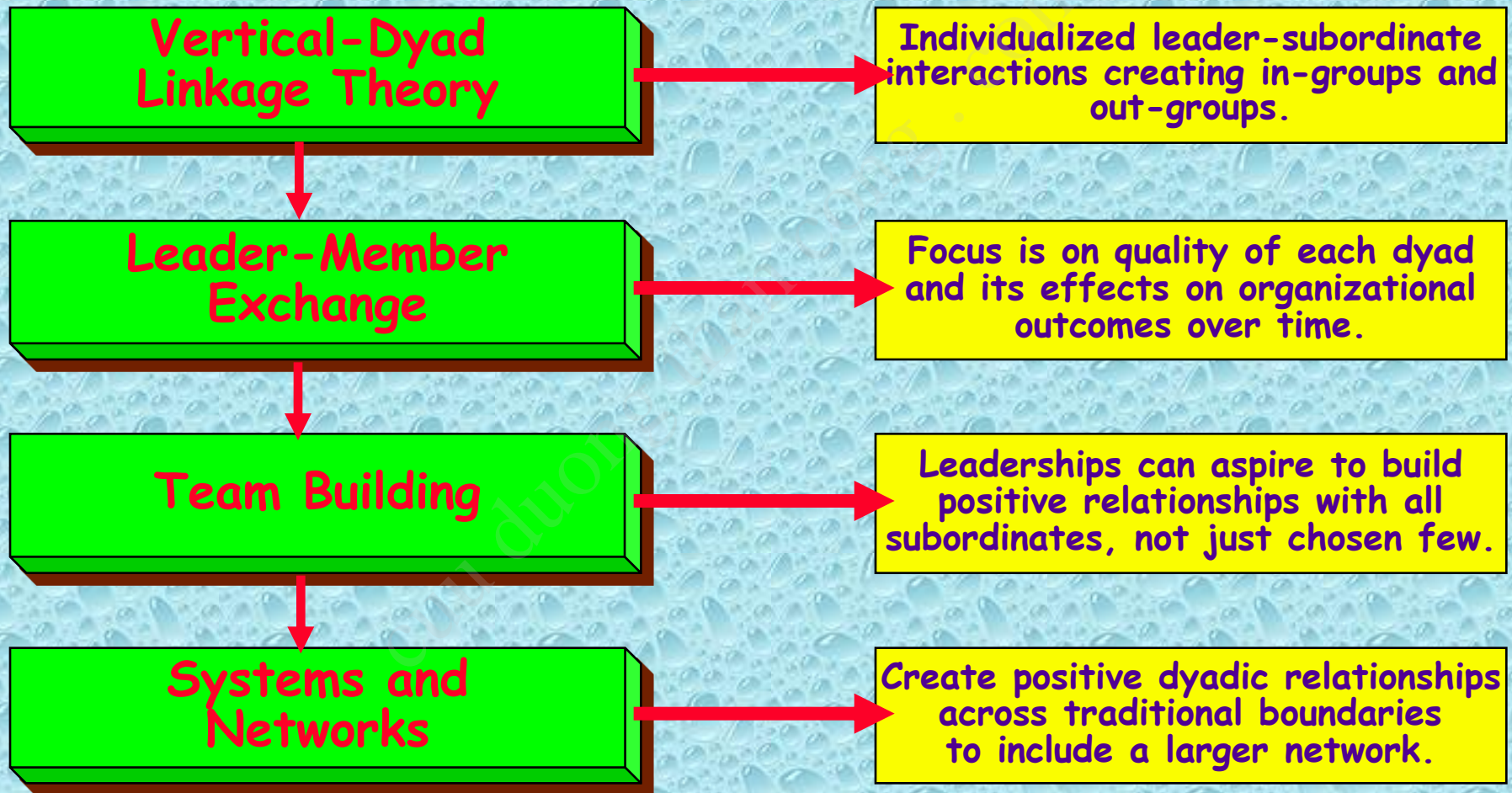
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Dyadic Theory

Explains why leaders vary their behavior with different followers.

Dyadic Approach:
Stages of Development

Vertical-Dyad Linkage Theory	**Individualized leader-subordinate interactions creating in-groups and out-groups.**
Leader-Member Exchange	**Focus is on quality of each dyad and its effects on organizational outcomes over time.**
Team Building	**Leaderships can aspire to build positive relationships with all subordinates, not just chosen few.**
Systems and Networks	**Create positive dyadic relationships across traditional boundaries to include a larger network.**

Dyadic Theory Trends

- Size expands from 1-on-1 to a network between leader and followers, over time

- Quality of each dyad affects performance

- Quality of expanded relationships enhances organizational performance

Vertical Dyad Linkage (VDL) Theory

Attempts to understand how leaders create in-groups and out-groups

- **_In-group_** ... those subordinates with strong social ties to their leader in a people-oriented style.

- **_Out-group_**...those subordinates with little or no social ties to their leader, strictly task-oriented relationship.

What are the Characteristics of In Groups?

In Groups

- People-oriented relationship
- High mutual trust
- High exchange
- Two-way loyalty
- Mutual influence
- Special favors from leader

What are the Characteristics of Out Groups?

Out Groups

- Task-oriented relationship
- Low exchange
- Lack of trust
- Not much loyalty
- Little or no mutual influence

Why should a leader bother to try to establish effective dyadic relationship with Out Groups?

Dyadic Theory Team Building

- **Effective leaders should aspire to establish relationships with all members, not just a few special individuals.**

- **Out Groups are significantly less productive.**

How do Dyadic Leader-Follower Relationships Develop over Time?

LMX Life Cycle Model

- Stage 1: Leader & follower conduct themselves as strangers
  - Testing acceptable behavior
  - Negotiating the relationships
  - Involves:
    - Impression Management
    - Ingratiation

What is Impression Management?

Impressions Management

- A follower's effort to project a favorable image in order to gain an immediate benefit or improve long-term relationships with the leader

- A leader's attempt to project a sense to the followers that he/she is confident and competent

And, What is Ingratiation?

Ingratiation

- **The follower's effort to appear supportive, appreciative, and respectful**

- **The leader's effort to appear as one of the "good guys" to work for**

- *Let's look at the next stage in the LMX Life Cycle Model*

LMX Life Cycle Model

- Stage 2: Leader & follower become acquainted
  - Further refine their roles
  - Mutual trust, loyalty, & respect develop
 - Relationships that do not move beyond Stage 1 tend to deteriorate

LMX Life Cycle Model

- Stage 3: Roles reach maturity
  - Mutual commitment to organization
  - In-group / Out-group level

Dyadic Approach Systems & Network View

Leader relationships are not limited to employees, but include peers, customers, suppliers, and other relevant stakeholders in the broader community.

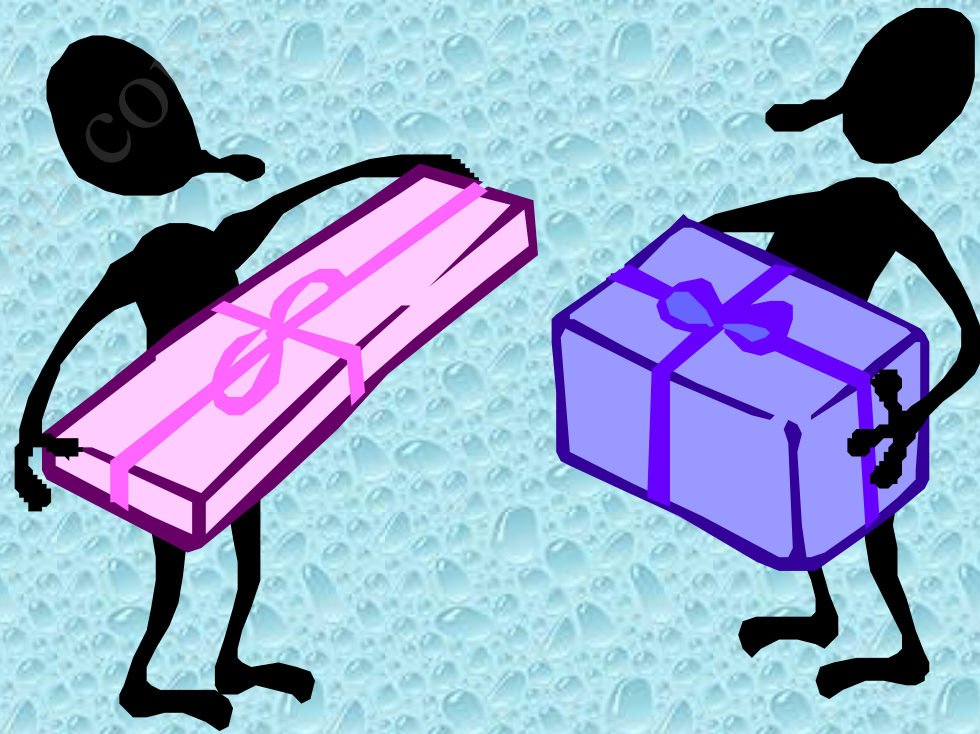CuuDuongThanCong.com

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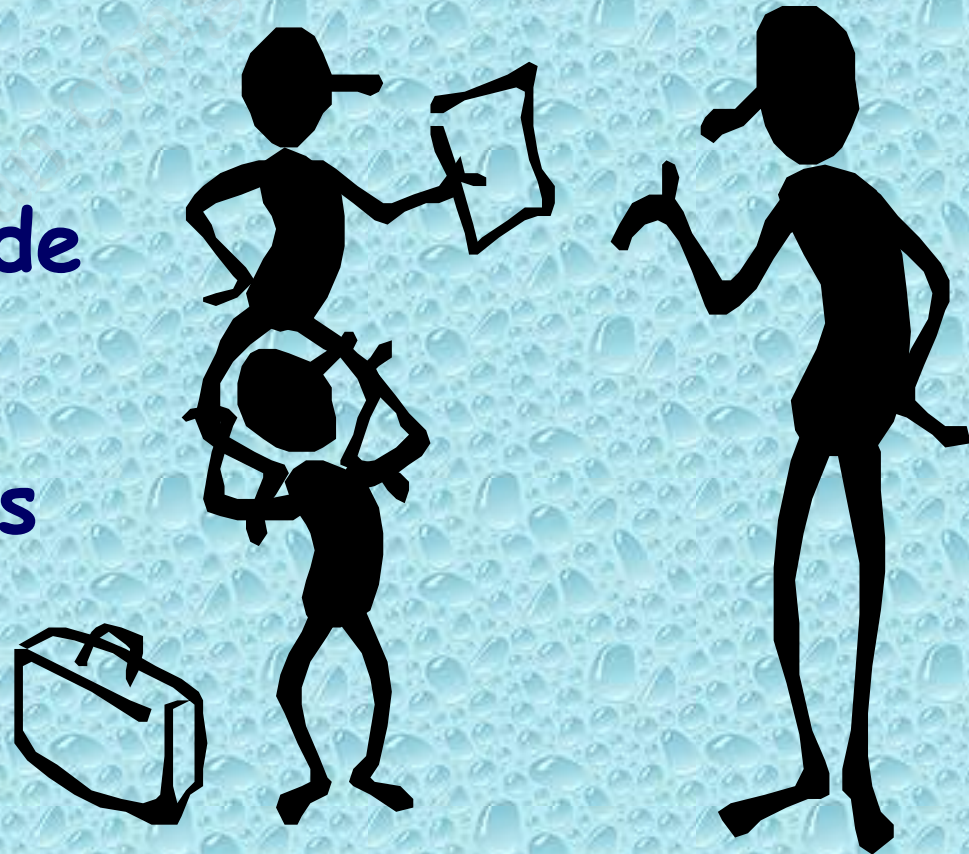
What are the characteristics of High Quality LMX Relationships?

High Quality LMX Relationships

Characterized by greater levels of loyalty, commitment, respect, affection, mutual trust, and possibly mutual liking between leaders and members

LMX Scale

- **Attempts to understand the quality of each dyadic relationship & its effects on organizational outcomes over time**

- **Is the most commonly used instrument for defining and measuring the quality of relationships**

High Quality   **Low Quality**

10..........20..........30..........40..........50

What must exist for high quality LMX to develop?

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High-Quality LMX Relationships

- What must exist for high quality LMX to develop?
  - Followers' attitudes
  - Situational factors
  - Leader perceptions and behaviors

When is a favorable LMX relationship likely to exist?

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Studies show that a favorable LMX relationship is more likely to exist if:

- The subordinate is perceived to be competent & dependable
- If the follower's attitudes are similar to the leader's
- A little self promotion never hurts
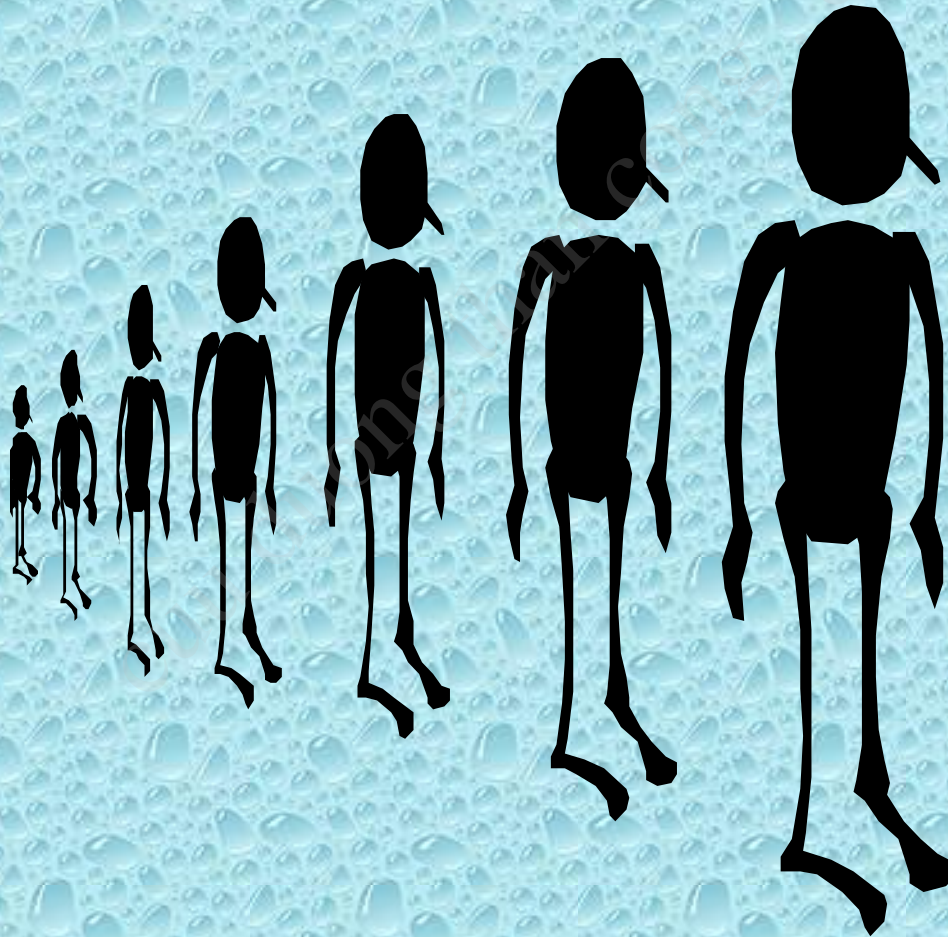 - Effort to appear competent and dependable

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How can the Pygmalion Effect be used to effect leaders?

Pygmalion Effect

Occurs when selected subordinates demonstrate loyalty, commitment, dedication, and trust and, as a result, win the liking of superiors who subsequently give them higher performance ratings.
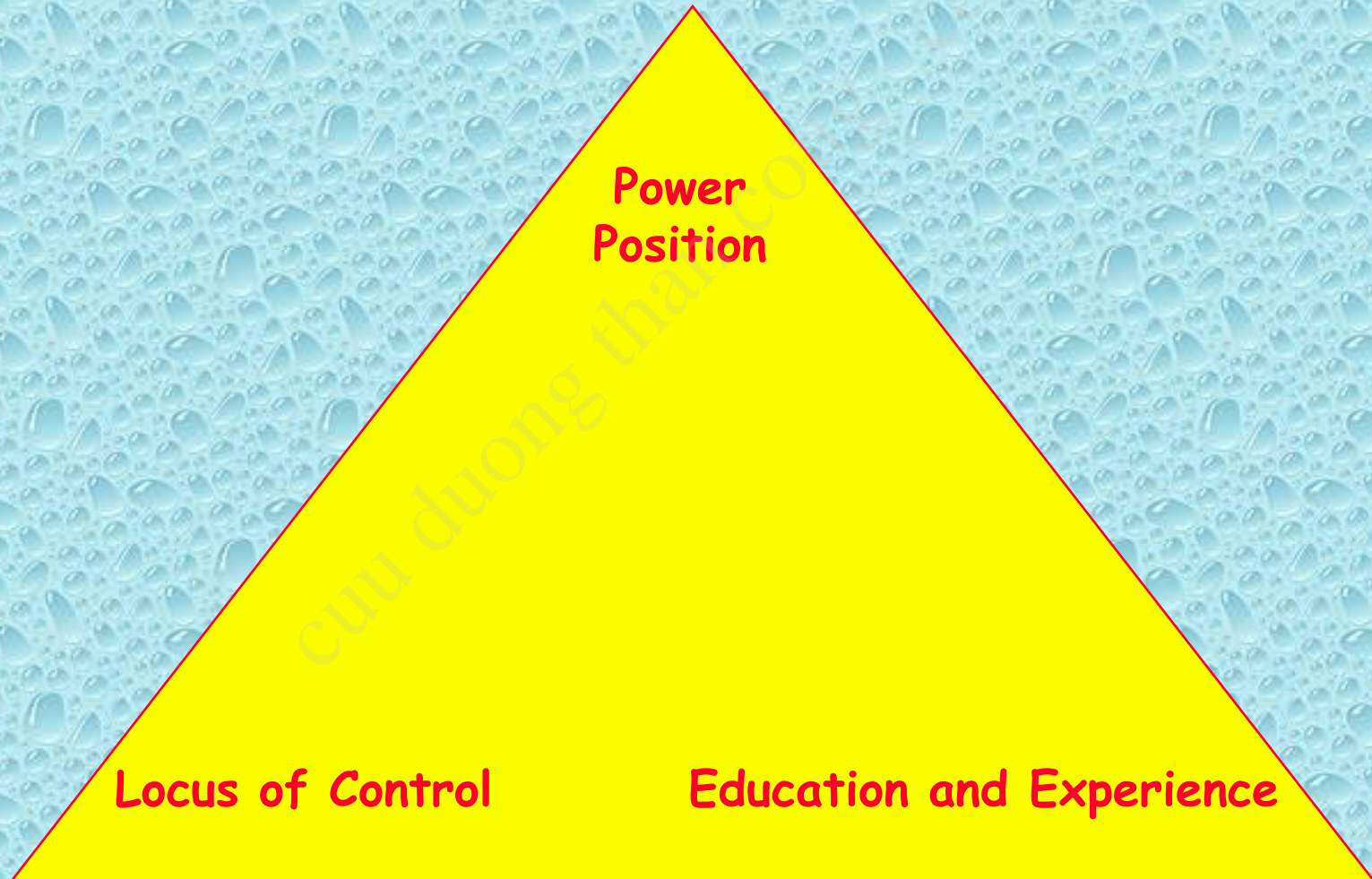
What is Follower?

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What is Follower?

- A person being influenced by a leader
- There are no leaders without followers
- Many characteristics of good leadership are found in highly effective followers

Follower Key Influencing Characteristics

Power
Position

Locus of Control   Education and Experience

What are the Factors that Impact Follower Power Position?

- Personal Factors?

- Position Factors?

Follower Power Position

- **Personal sources:**
  - Knowledge
  - Expertise
  - Effort
  - Persuasion
- **Position sources:**
  - Information
  - Budget
  - Location
  - Access

What is the Purpose of Feedback to Followers?

What is the Purpose of Feedback to Followers?

- Improved performance
- Follower career development
- Dyadic Relationship development

How is Feedback Best Given in the Early Stages of the Relationship?

How is Feedback Best Given?

- Early Stages of Dyad
  - Provide prompt feedback
  - Have accurate facts on performance problem
  - Avoid a rush to judgment
  - Be specific in stating deficiency
  - Explain negative impact of ineffective behavior
  - Deal with behavior, not personalities
  - Stay calm & professional

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How is Feedback Best Given in the Later Stages of the Relationship?

How is Feedback Best Given

- Later Stages of Dyad
  - Help follower identify reasons for poor performance
  - Ask follower to suggest remedies
  - Arrive at agreement on specific action
  - Show desire to be of help
  - Build follower's self confidence
  - Deal with behavior, not personalities

How do You Describe an Effective Follower?

Effective Followers

- Described as courageous, responsible, and proactive
- Found to be active in the two followership characteristics
  - Independent, critical thinking
  - Behavior to include:
    - Decision Making
    - Problem Solving

Styles of Followership

Alienated followers:

- Passive behavior but independent, critical thinkers

  - Capable but unwilling to take part in problem solving & decision making

Styles of Followership

Conformist followers:

- Not active in critical, independent thinking but are active participants
  - "Yes" people
  - Order followers
  - Avoid conflict

Styles of Followership

Passive followers:

- Not active in either critical, independent thinking or participation
  - Leader is expected to do all the thinking
  - Require constant supervision
  - Never do more than jobs call for

Styles of Followership

Effective followers:

- Are critical, independent thinkers and active in the group
  - Committed, innovative, creative, hard working
  - Take risks and do not avoid conflict
  - Best interest of the organization

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Styles of Followership

Pragmatic followers:

- A mixture of the other four styles
  - Change as the situation changes
  - Know how to work the system
  - Often seen as political

How to be an Effective Follower

- Offer support
- Take initiative
- Coach & counsel the leader
- Raise issues & concerns
- Seek honest feedback

- Clarify your role & expectations
- Show appreciation
- Keep the leader informed
- Resist influencing the leader inappropriately

Delegation

The process of assigning to a subordinate the responsibility and authority for accomplishing objectives

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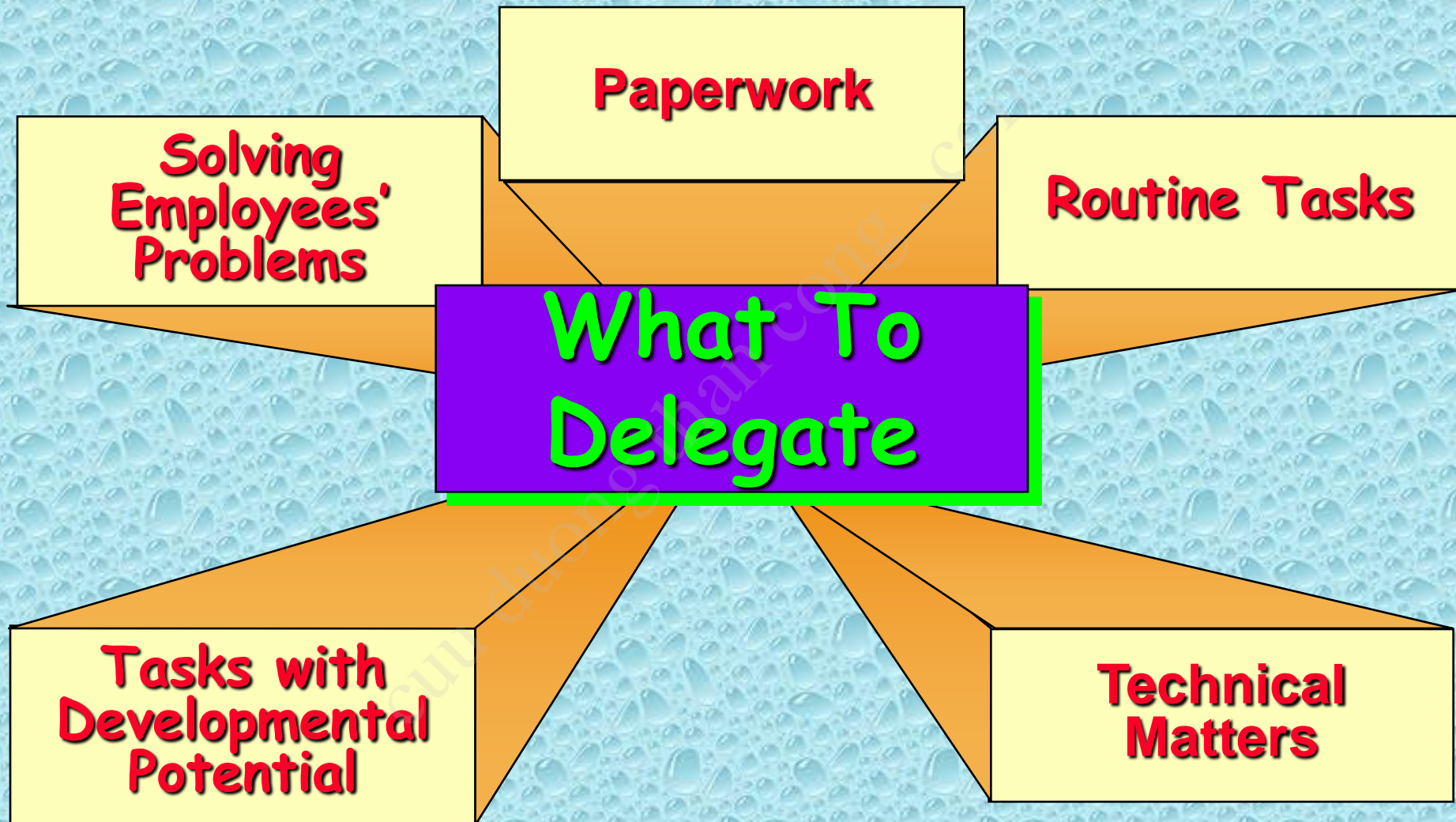
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Why Delegate?

- To have more time for higher-priority tasks
- To increase productivity
- To train & develop subordinates
- To reduce manager stress

Obstacle to Delegation

- Managers who want to do it all themselves
  - Habit
  - Fear
    - That subordinate will fail
    - That your leader expects you to do it

What To Delegate

- Paperwork
- Solving Employees' Problems
- Routine Tasks
- Tasks with Developmental Potential
- Technical Matters

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How to Delegate

- Explain the need & why the employee has been selected
- Set objectives to include deadline & level of authority
- Develop a plan
- Establish control checkpoints
- Hold employees accountable
- Commit it all to writing

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Discussion Question 1

What are the differences between in-groups and out-groups?

Discussion Question 2

How do quality leader-member exchange relationships influence follower behavior?

Discussion Question 3

How does a leader's first impression and perception of a follower influence the quality of their relationship?

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Discussion Question 4

What are the three stages of the "life cycle model" of LMX theory?

1. ?

2. ?

3. ?

Discussion Question 5

How can a follower's perception or attribution of a leader influence their relationship?

Discussion Question 6

- What is the presence of bias in the LMX relationship?

- What is its potential impact on out-group and in-group members of the organization?
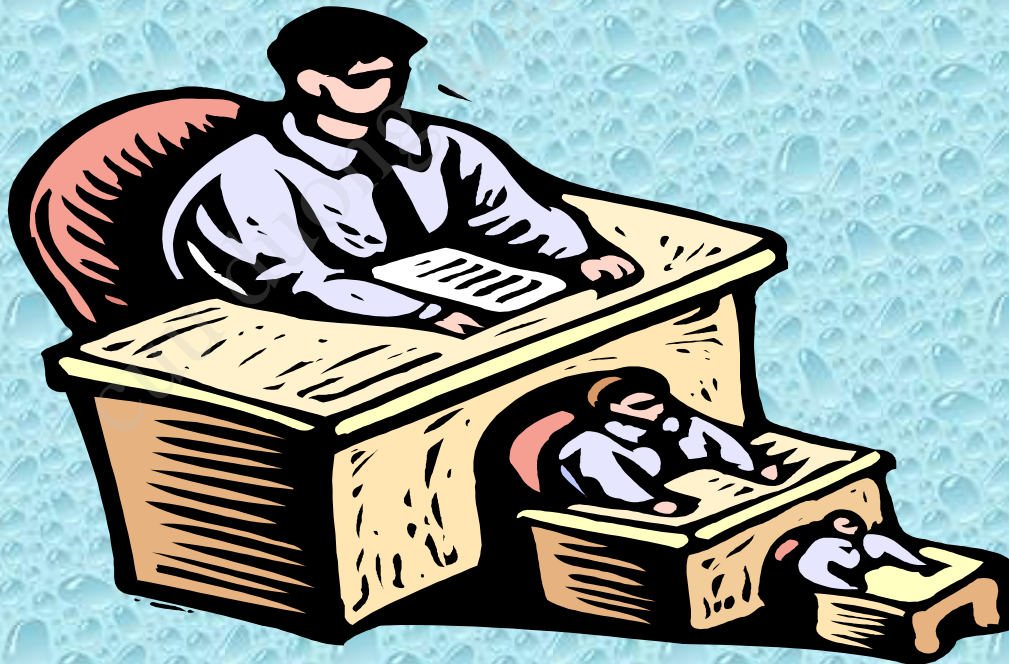
Discussion Question 7

How do education and experience, described as follower influencing characteristics, affect effective followership?

Discussion Question 8

What are some of the benefits of delegating?

Discussion Question 9

What are some things that a leader should not delegate?

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