

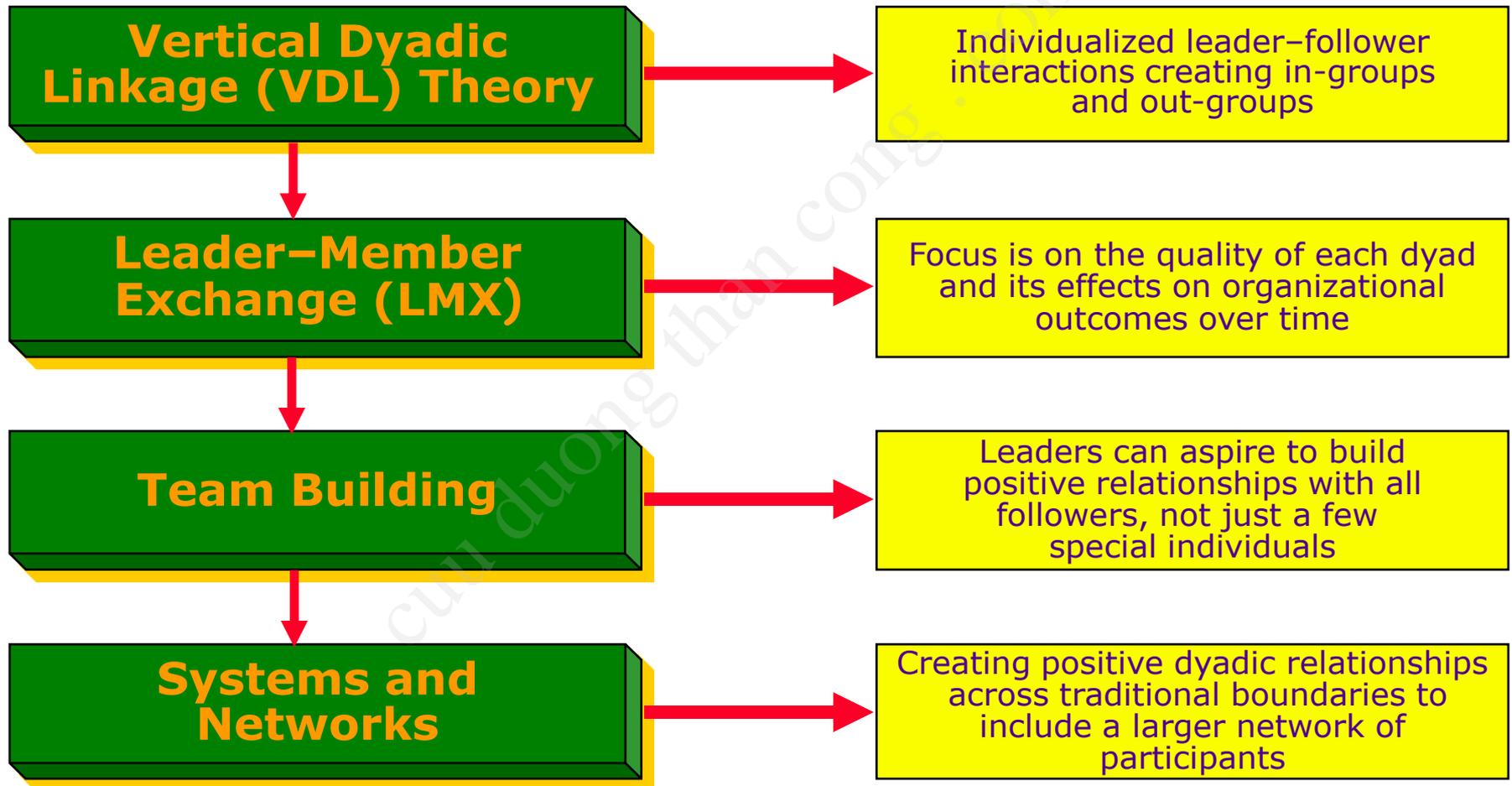
Chapter 7

Leader-Follower Relations

Evolution of the Dyadic Theory

- Dyadic theory
 - Is an approach to leadership that attempts to explain why leaders vary their behavior with different followers
- Dyadic theorists focus on the development and effects of separate dyadic relationships between leaders and followers
- Leaders provide support for self-worth
 - A leader's support for a follower's actions and ideas
 - A leader building follower's confidence in his or her ability, integrity, and motivation
 - A leader paying attention to the follower's feelings and needs

Dyadic Approach: Stages of Development



Vertical Dyadic Linkage (VDL) Theory

- Examines how leaders form one-on-one relationships with followers, and how these often create in-groups and out-groups within the leader's work unit
- In-group
 - Includes followers with strong social ties to their leader in a supportive relationship characterized by high mutual trust, respect, loyalty, and influence
- Out-group
 - Influences followers with few or no social ties to their leader, in a strictly task-centered relationship characterized by low exchange and top-down influence

Characteristics of In-Groups

- ❑ Participate in important decision making
- ❑ Are given added responsibility
- ❑ Have greater access to the leader
- ❑ Experience greater support and positive influence from the leader
- ❑ Reciprocity
- ❑ High exchange
- ❑ Granted special favors from the leader
- ❑ Mutual reinforcement based on common needs and interests
- ❑ More likely to share with own group members than with members of other groups

Characteristics of Out-Groups

- Are managed according to the employment contract requirements
- Receive little inspiration, encouragement, or recognition
- Do not experience positive relationships and influence

Discussion Question #1

In your opinion, can a leader maintain a personal friendship with some members of his or her work group or team without creating the perception of in-groups (those in his or her social circle) and out-groups (those outside his or her social circle)?

Discussion Question #2

What should a leader do to dispel any notion or misperception that there are in-groups and out-groups in his or her work unit?
Example: Pastor Osteen

Leader–Member Exchange (LMX) Theory

- Is the quality of the exchange relationship between an employee and his or her superior
 - Assumes that leaders have limited amounts of social, personal, and organizational resources, and tend to distribute them among followers selectively
 - Leaders do not interact with all followers equally, which ultimately results in the formation of LMXs that vary in quality
- Face-to-face leader–member interaction is critical in organizations

High-Quality LMX Relationships vs. Low-Quality LMX Relationships

- High-quality LMX relationships are characterized by:
 - Better social support
 - More resources
 - More guidance for career development
 - Greater follower input in decision making
 - Greater negotiating latitude
- Low-quality LMX relationships are characterized by:
 - Less support
 - More formal supervision
 - Little or no involvement in decision making

Team Building

- Involves a primary concern to motivate a group of individuals to work together to achieve a common objective, while alleviating any conflicts or obstacles that may arise while striving toward that objective
 - The emphasis is on forming relationships with all group members, not just with a few special individuals
 - It is not possible to treat all followers exactly the same
 - Each person must perceive that he or she is an important and respected member of the team rather than a non-entity

Systems and Networks

- There is a noticeable trend of organizations seeking and getting involved in a variety of collaborative agreements for the purposes of entering new markets and gaining innovations or new products
 - By collaborating, organizations hope to exchange strengths with others, which will allow all partners to develop timely, innovative, synergistic solutions to complex problems they could not address on their own

Systems and Networks (cont.)

- A systems-oriented prospective focuses on how the quality of the LMX relationship affects followers at the interpersonal, group, and organizational levels
- Proponents of the systems and networks view contend that leader relationships are not limited to followers, but include peers, customers, suppliers, and other relevant stakeholders in the collectives of workgroups and organization-wide networks

Leader–Member Exchange Theory

- ❑ Leaders form high-quality social exchanges (based on trust and liking) with some members and low-quality economic exchanges with others that do not extend beyond the employment contract
- ❑ The quality of LMX affects employees' work ethics, productivity, satisfaction, and perceptions
- ❑ There is a sense among followers in the exchange relationship to reciprocate their leader's trust and liking through "citizenship behaviors" and excellent performance

The Influence of LMX on Follower Behavior

- The special relationship with in-group followers creates certain obligations and constraints for the leader
- To maintain the relationship, the leader must:
 - Pay attention to in-group members
 - Remain responsive to their needs and feelings
 - Rely more on time-consuming influence methods such as persuasion and consultation
 - Not resort to coercion or heavy-handed use of authority

The Influence of LMX on Follower Behavior (cont.)

- The basis for establishing a deeper exchange relationship with in-group members is the leader's control over outcomes that are desirable to the followers, which include:
 - Helping with a follower's career
 - Giving special favors
 - Allowing participation in decision making
 - Delegating greater responsibility and authority
 - Sharing more information
 - Assigning interesting and desirable tasks
 - Giving tangible rewards

The Influence of LMX on Follower Behavior (cont.)

- In return for these benefits, in-group members are expected to:
 - Be loyal to the leader
 - Be more committed to task objectives
 - Work harder
 - Share some of the leader's administrative duties
- To the leader this also represents social capital that gives him or her power and influence over followers
- Unless this cycle of behavior is interrupted, the relationship is likely to develop to a point where there is a high degree of mutual dependence, support, and loyalty

The Three-Stage Process for Developing Positive LMX Relations

□ Stage 1

- The leader and follower conduct themselves as strangers
- The leader and follower test each other to identify what kinds of behavior are acceptable
- Each relationship is negotiated informally between each follower and the leader

The Three-Stage Process for Developing Positive LMX Relations (cont.)

□ Stage 1 (cont.)

■ Involves:

- Impressions management
 - Is a follower's effort to project a favorable image in order to gain an immediate benefit or improve a long-term relationship with the leader
- Ingratiation
 - Is the effort to appear supportive, appreciative, and respectful
- Self-promotion
 - Is the effort to appear competent and dependable

Discussion Question #3

What do you say to those who argue that tactics used by followers to get noticed by their leader (such as impressions management, ingratiation, and self-promotion) are shameful and self-serving and should be avoided?

The Three-Stage Process for Developing Positive LMX Relations (cont.)

□ Stage 2

- The leader and follower become acquainted
- They further refine the roles they will play together
- Mutual trust, loyalty, and respect develop between leader and follower
- Relationships that do not move beyond Stage 1 may deteriorate and remain at the level of an out-group

The Three-Stage Process for Developing Positive LMX Relations (cont.)

□ Stage 3

- The roles reach maturity
- Exchange based on self-interest is transformed into mutual commitment to the mission and objectives of the work unit
- The end result of the life cycle model of LMX relationships is the creation of actual and perceived differences between in-group and out-group members

Factors that Determine LMX Quality

□ Followers' attributes

■ Proactive followers:

- Show initiative even in areas outside their immediate responsibility
- Possess a strong sense of commitment to work unit goals
- Show a stronger sense of responsibility for unit success

■ These follower attributes influence leaders to:

- Show support
 - Delegate more
 - Allow greater discretion
 - Engage in open communication
 - Encourage mutual influence between themselves and their followers
- From the follower's perspective, leaders that are perceived to be competent, experienced, fair, and honest are more likely to be supported.

Effective Leader–Follower Feedback

- Many leaders avoid confronting below-average performing followers
- Can degenerate into personal conflict
- May fail to deal with the underlying problem
- Correcting deficiencies can help the follower improve
 - Example – Nurse/student who wanted to perform better but was not given the feedback and support to do so.
- Must be done so that the leader–follower relationship is preserved

Guidelines for Effective Leader Feedback

- Pre-feedback—Leader should:
 - Remind self to stay calm and professional
 - Gather accurate facts on follower performance
 - Remind self to avoid rush to judgment
 - Remember the attribution theory!!!

Guidelines for Effective Leader Feedback (cont.)

- During feedback session—Leader should:
 - Be specific in stating performance deficiency
 - Explain negative impact of ineffective behavior
 - Help follower identify reasons for poor performance
 - Ask follower to suggest remedies
 - Arrive at mutual agreement on specific action steps

Guidelines for Effective Leader Feedback (cont.)

- Post-feedback session—Leader should:
 - Follow up to ensure implementation of action steps
 - Show desire to be of help to follower
 - Build follower's self-confidence

Bias in LMX:

Employee Career Implications

- Pygmalion effect
 - Occurs when selected group members demonstrate loyalty, commitment, dedication, and trust, and as a result, win the liking of leaders who subsequently give them higher performance ratings
- These ratings, which may or may not be tied to actual performance, then influence the member's reputation, often become a matter of record, and may ultimately be used in future selection, development, and promotion decisions

Bias in LMX:

Employee Career Implications (cont.)

- This may have possible adverse implications for the development and career advancement of group members who (regardless of their work performance) are not similar to, familiar to, and well liked by their leader
- Leaders, managers, and human resource management specialists need to be aware of the potential bias associated with high-quality LMX relationships

Followership Types

High

Level of Involvement

Effective Follower

Have the courage to initiate change
Serve the best interest of the organization

Conformist Follower

Are the "yes" people of the organization
Carry out all orders without considering the consequences

Pragmatic follower

Alienated Follower

Feel cheated or unappreciated
Are capable but unwilling to participate in developing solutions to problems

Passive Follower

Look to the leader or others to do all the thinking
Require constant supervision

Low

High

Critical Thinking

Low 30

Guidelines to Becoming an Effective Follower

- ❑ Offer support to leader
- ❑ Take initiative
- ❑ Play counseling and coaching roles to leader when appropriate
- ❑ Raise issues and/or concerns when necessary
- ❑ Seek and encourage honest feedback from the leader
- ❑ Clarify your role and expectations
- ❑ Show appreciation
- ❑ Keep the leader informed
- ❑ Resist inappropriate influence of leader

Factors that Determine Follower Influence

Power Position

Leaders need to realize that they are no longer the sole possessors of power and influence in their work units

Locus of Control

Followers with an internal locus of control prefer a participative style of leadership

Education and Experience

Followers with less education and experience need more guidance, coaching, and feedback

Dual Role of Being a Leader and a Follower

- ❑ Good leadership is found in highly effective followers
- ❑ A person can be a leader and also a follower
- ❑ The roles can change back and forth throughout the course of a work day
- ❑ Self-managed teams require members to alternate between playing leadership and followership roles
- ❑ To execute both roles effectively is a challenge, given the high potential for role conflicts and ambiguities

Delegation

- ❑ Is the process of assigning the responsibility and authority for accomplishing objectives
- ❑ Refers to giving employees new tasks
- ❑ Success depends on a manager's ability to know what to delegate and what not to delegate
- ❑ The leader should consider the following factors when delegating:
 - Task
 - Time required
 - Follower characteristics

Delegation: Benefits & Obstacles

□ Benefits

- Gives managers more time to perform high-priority tasks and eases the stress and burden on managers
- Gets tasks accomplished and increases productivity
- Trains employees and improves their self-esteem
- Enriches followers' jobs

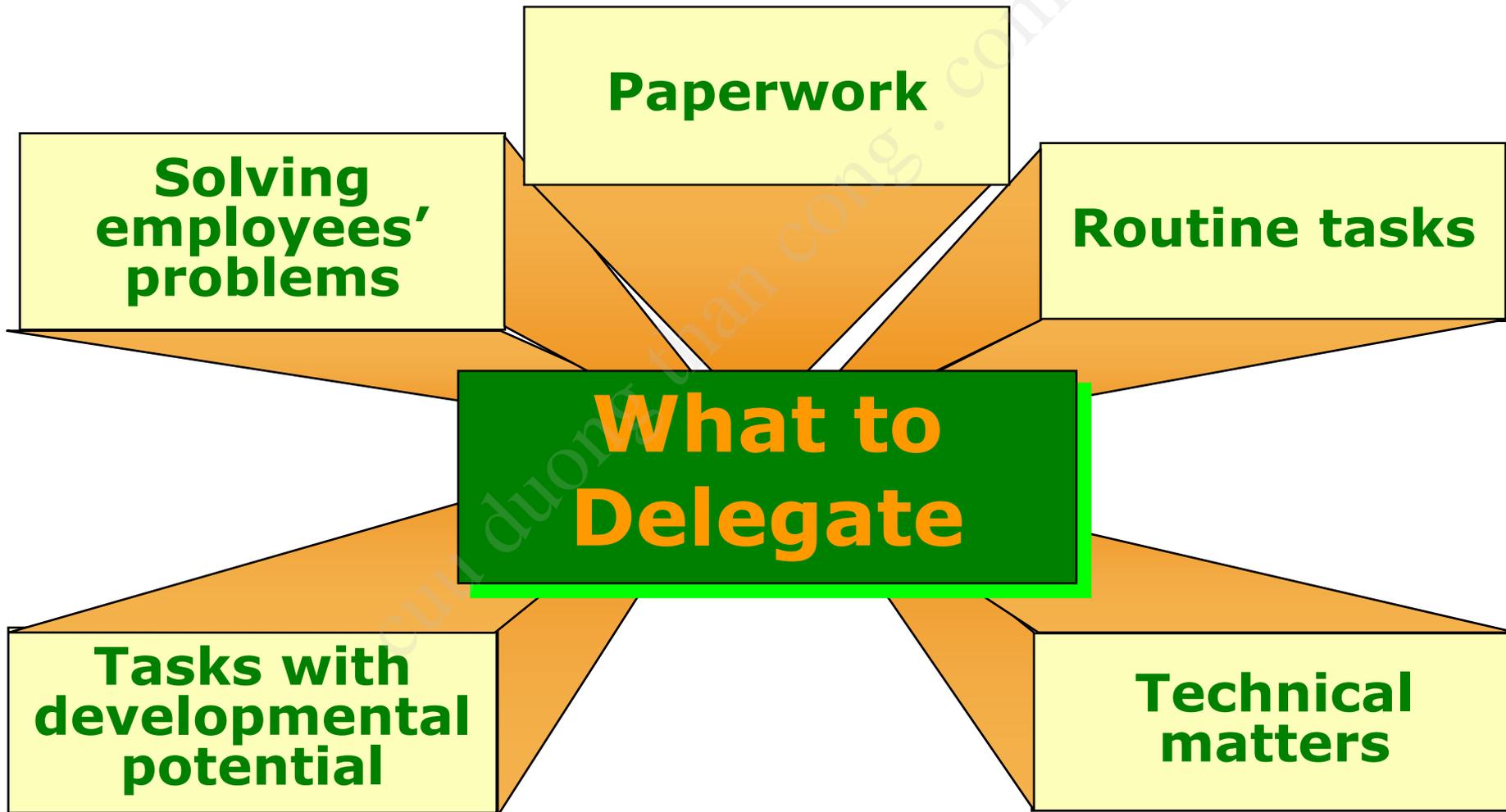
□ Obstacles

- Some managers want to do it all themselves because of:
 - Habit
 - Fear
 - That employees will fail

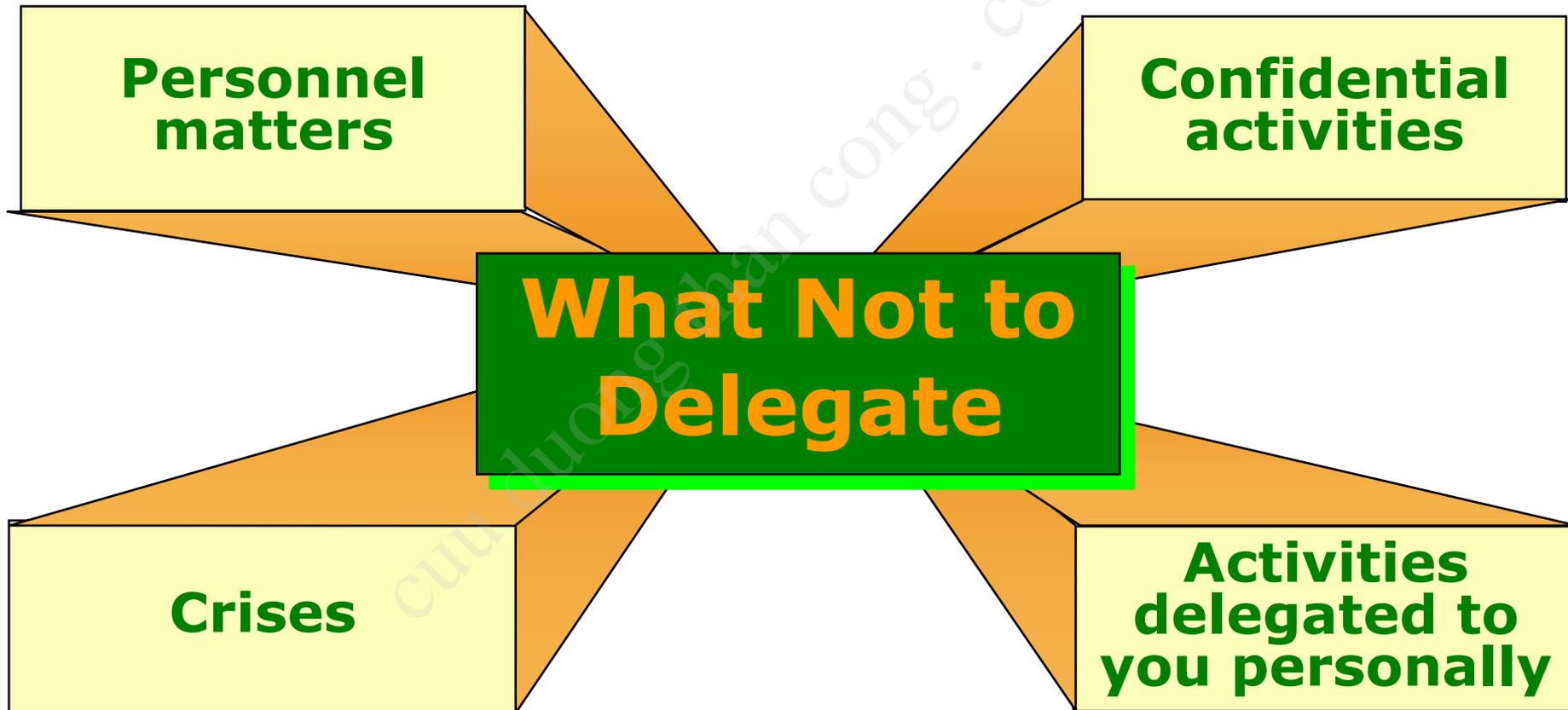
Signs of Delegating Too Little

- ❑ Taking work home
- ❑ Performing employee tasks
- ❑ Being behind in work
- ❑ A continual feeling of pressure
- ❑ Stress
- ❑ Rushing to meet deadlines
- ❑ Requiring that employees seek approval before acting

What to Delegate



What Not to Delegate



The Delegation Model

