

# Leadership

## 07. Leader-Follower Relations



# DYADIC THEORY

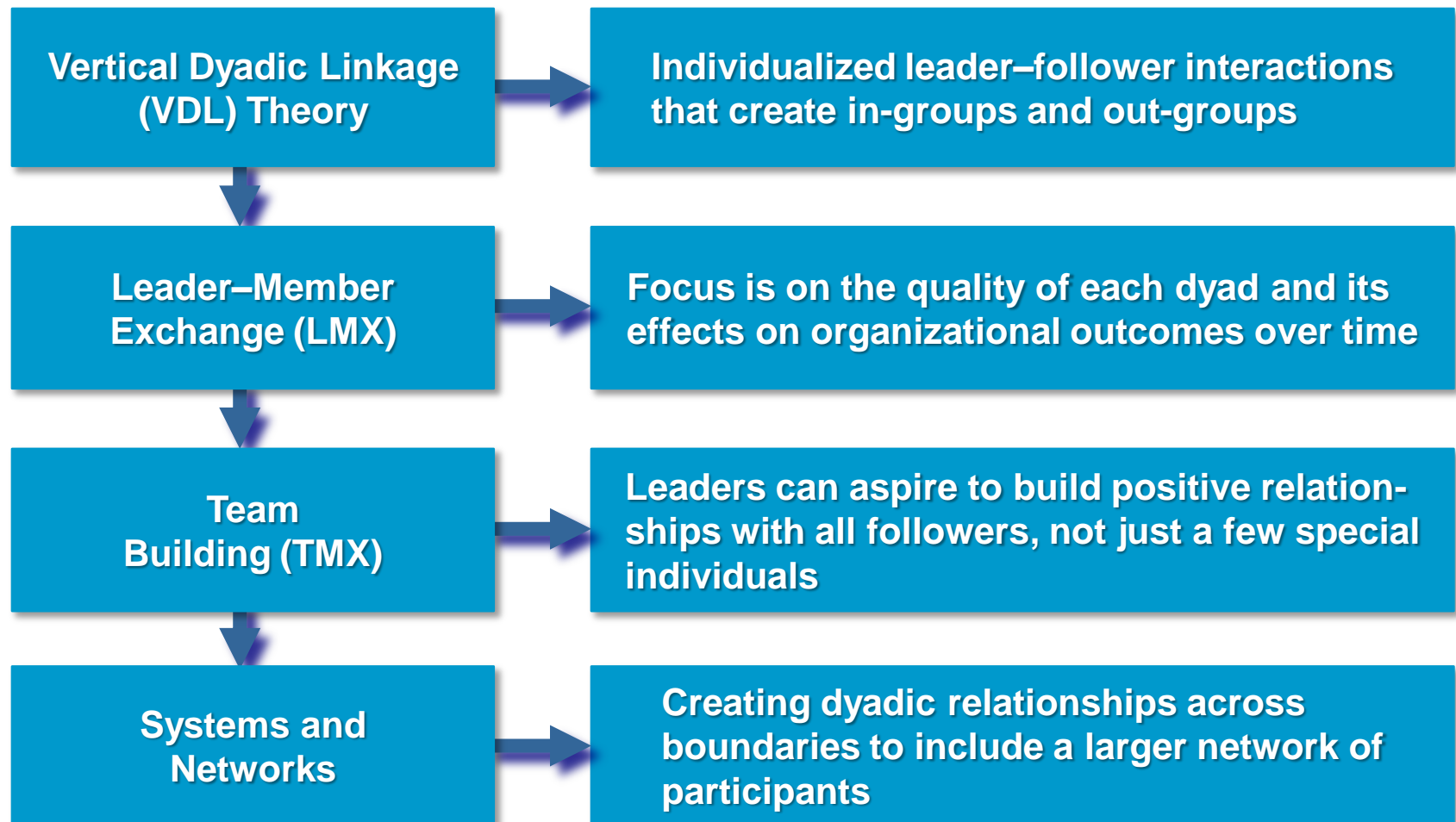


# Dyadic theory

An approach to leadership that attempts to explain why leaders vary their behavior with different followers

single leader will form different relationships with different followers

# Stages of Development





# **VDL THEORY**



# 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



# **LMX THEORY**





# LMX Theory

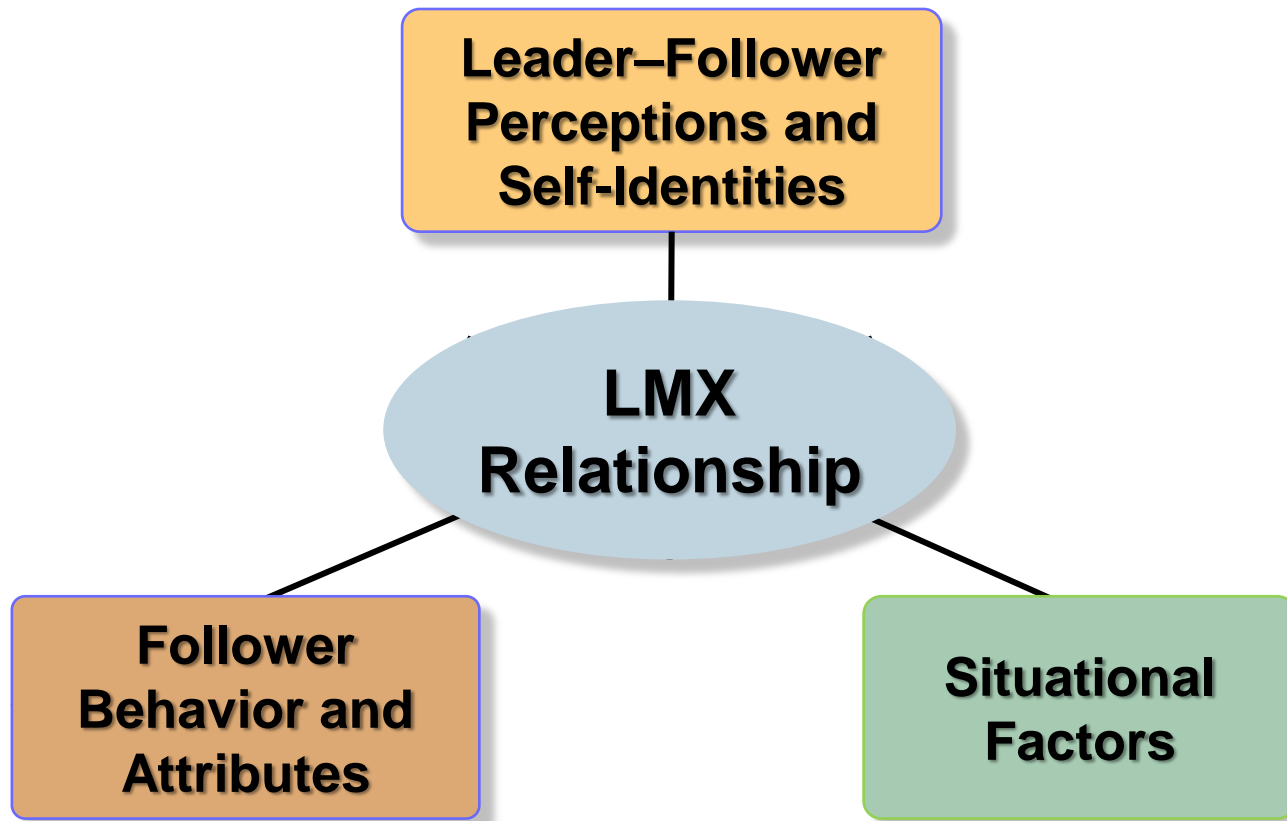
- Is the quality of the exchange relationship between an employee and his or her superior
- Assumes leaders have limited amounts of social, personal, and organizational resources, and tend to distribute them among followers selectively
- Leaders do not interact with all followers equally, which ultimately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



# How the Quality of LMX Influences Follower Behavior

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

# Factors that Determine LMX Quality





# Developing High Quality LMX Relationships

## ■ Proactive Follower Behaviors

### □ Impression 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



# Strengths of LMX Theory

- LMX focuses on the relationship between the leader and each follower.
- LMX emphasizes the importance of leaders forming positive relationships with followers and how this in turn influences their behavior.
- Research has revealed that high-quality LMX and TMX relationships do positively influence followers' organizational commitment, organizational citizenship behavior (OCB), job performance, and creativity.
- LMX emphasizes the importance of communication between leaders and followers.

# Limitations of LMX Theory

- Measurement difficulty in focusing on the perspectives of followers and not those of leaders
  - LMX-7 scale
    - Is the most commonly used instrument for defining and measuring the quality of relationships
    - Measures vertical dyad linkages and not social exchanges



- High quality LMXs can result in an inherent bias in favor of in-group over out-group members in performance evaluations, promotions, and career advancement



# **TMX THEORY**



# TMX Theory

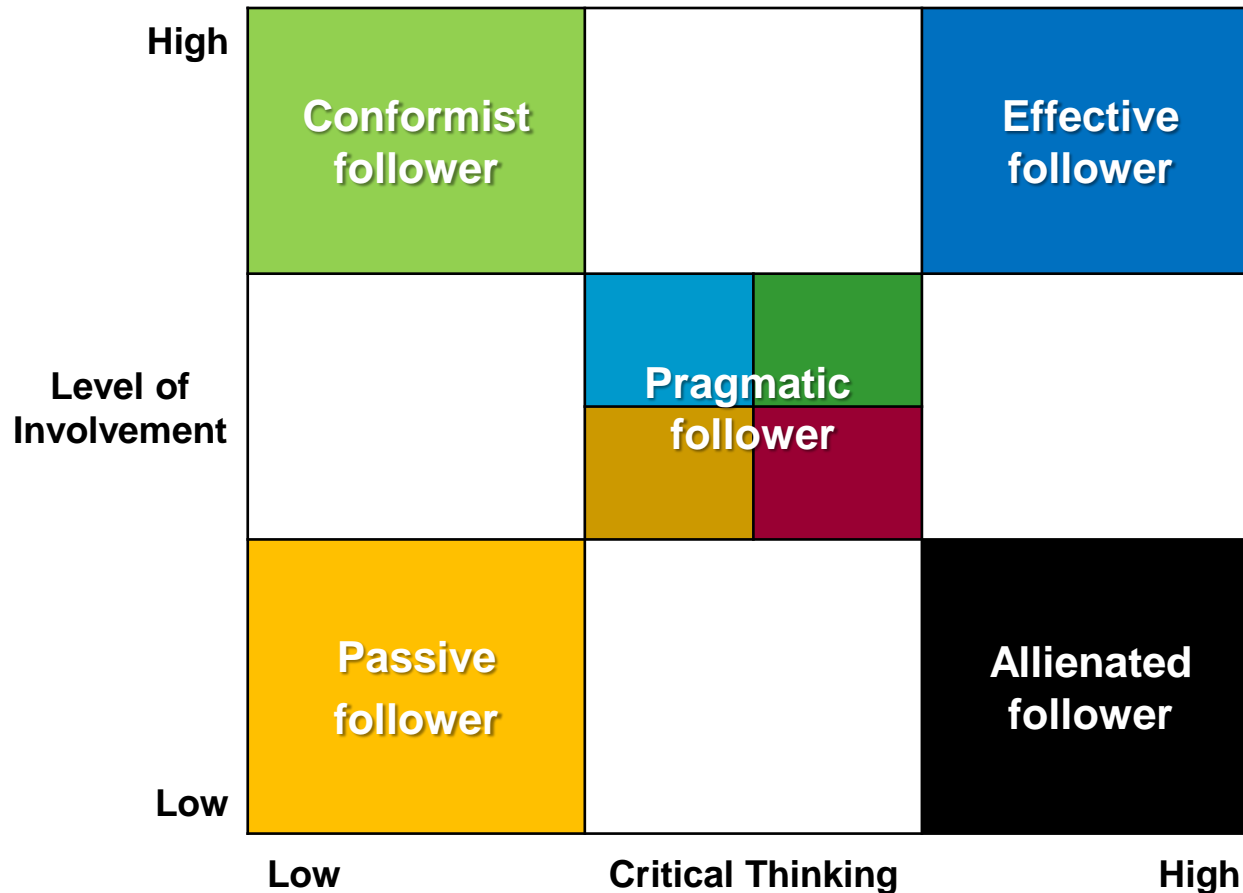
- ***Differentiated leadership*** inevitably leads to questions of fairness in team leadership as some members (most likely in the out-group) may feel that they are not being treated fairly.
- ***Procedural fairness*** is the perception among team members that they are treated fairly
- ***Distributive fairness*** is the perception that they have been rewarded fairly.





# **FOLLOWERSHIP**

# Follower Types





## ■ Alienated followers

- ☐ Are low on involvement yet are high on critical thinking
- ☐ Feel cheated or unappreciated
- ☐ Are capable but unwilling to participate in developing solutions to problems

## ■ Conformist followers

- ☐ Are the “yes” people of the organization
- ☐ Carry out all orders without considering the consequences
- ☐ Avoid conflict



## ■ Passive Followers

- ☐ Are neither high on critical thinking nor involvement
- ☐ Look to the leader or others to do all the thinking
- ☐ Require constant supervision
- ☐ Never go beyond the job description



## ■ Effective Followers

- ☐ Are high on critical thinking and involvement
- ☐ Are not risk-averse nor do they shy from conflict
- ☐ Have the courage to initiate change
- ☐ Serve the best interest of the organization
- ☐ Tend to function very well in self-managed teams
- ☐ Complement the leader's efforts and can be relied upon to relieve the leader of many tasks



## ■ Pragmatic followers

- Exhibit a little of all four styles—depending on which style fits the prevailing situation
- Present an ambiguous image, with positive and negative sides
  - On the positive side, when an organization is going through desperate times, the pragmatic follower knows how to “work the system to get things done”
  - On the negative side, this same behavior can be interpreted as “playing political games,” or adjusting to maximize self-interest



# Becoming 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