



Slide 1

**Valuing the Quality of
Your Work Relationships**

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Agenda



- Leader-member exchange theory
 - Quality: high, middle, and low
 - Three stages
- Middle-Quality
 - What has science revealed?
- Elevating low-quality subordinates to middle-quality
- Conclusion

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Activity



**Think about your best employees
and determine why they are your
best employees**

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Leader-Member Exchange Theory

- Leader-Member Exchange (LMX) is the first theory to focus on the dyadic relationship that develops between leaders and subordinates
 - Leaders have different types of relationships with each of their subordinates
- Groups?
 - High-, middle-, and low-quality
 - In-group & out-group
- LMX - three stages
 - Role taking
 - Role making
 - "Routinization"




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Middle-Quality

Empirical Findings

- Higher level of job satisfaction (Vecchio & Gobdel, 1984)
- Less propensity to leave their job (Kramer, 1995)
- Less stress than their counterparts (Harris, Kacmar, & Witt, 2005)
- Less role ambiguity (Kramer, 1995)






Middle-Quality ≠ Mediocre Performance



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Why does this Differentiation Happen?


- Unawareness
- Implicit biases
 - Gender
 - Race/ethnicity
 - Work ethics
- Lack of leadership and/or diversity training



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Activity



In groups, determine how many diversity dimensions exist



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What Leaders May Ignore


- Most employees may not prefer a higher quality relationship (Bolino & Turnley, 2009; Vecchio, 1995)
- DeLong & Vijayaraghavan, 2003
 - All employees do not want power, status, and money
 - Not everybody want to be promoted
 - Everybody is not the same
 - Not everybody wants to be a manager
- Life events may impact employees aspirations



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Activity



Now think about employees who have low-quality relationships with you and determine why they are in this type of relationship



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Elevating Low-Quality Subordinates to Middle-Quality

- Accept that not all employees aspire to have a high-quality relationship
- Determine the current quality of the relationship
- Go deeper than the surface, get to know your employees
- Rewards/acknowledgements
- Reevaluate periodically the expectations of the employee and your ability to sustain that level of quality
- Know your saturation point



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