# Slide 1 Valuing the Quality of Your Work Relationships Dr. Terry A. Nelson Assistant Professor of Leadership Management & Marketing Department College of Business and Public Policy September 25, 2025 Slide 2 **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 W 12.12.1 Slide 3 **Activity** Think about your best employees and determine why they are your best employees

W 17.72

#### Slide 4

### **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
- their suborainates

  Groups?

  High-, middle-, and low-quality
  In-group & out-group

  LMX three stages

  Role taking

  Role making

  "Routinization"



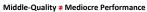


### Slide 5

#### **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)



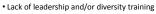




## Slide 6

#### Why does this Differentiation Happen?

- Unawareness
- Implicit biases • Gender
- Race/ethnicity
   Work ethics










# Slide 7 **Activity** In groups, determine how many diversity dimensions exist W. 12.12. Slide 8 **What Leaders May Ignore** Most employees may not prefer a higher quality relationship (Bolino & Turnley, 2009; Vecchio, 1995) (eolino & Turnley, 2009; Vecchio, 1995) DeLong & Vijjavraghavan, 2003 All employees do not want power, status, i Not everybody want to be promoted Everybody is not the same Not everybody wants to be a manager Life events may impact employees aspirations W 12.12.1 Slide 9 **Activity** Now think about employees who have low-quality relationships with you and determine why they are in this type of relationship W. 12.71.

### Slide 10

# 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

- Determine the current quainty or 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



W 12.74.3

# Slide 11