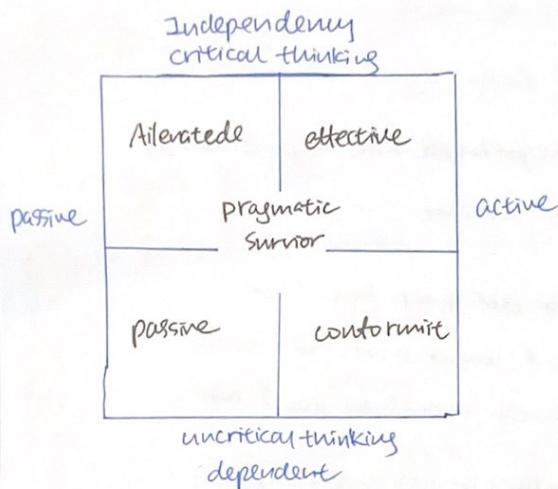# Followers & LMX Model

## Followers

▷ <u>The important of followerships</u>
- everyone is a follower sometine in their life
- The interdateed of leardership and followingship, if there is nor follovers, theire will be nor leaders.
- for any organisation to be success, it need ettective follower,ship who willing to follow and help leader to achievern, but also ettective leader who willing to led effectively

▷ <u>Types of Followers</u>



Independeny
critical thinking

| Ailenatede | ettective |
|---|---|
| Pragmatic Survior | |
| passive | contormit |

passive                                    Active

uncritical thinking
dependent

① alienateed
- they are Independent, critical and passive
- they are ettective, but used to have the bad experience of bad resut)
- don nor use their there streught to help the team, law commitment to the leader,
- The most devestateed one

② ettectives
- procctive, independent followers that are able to critical thinking
- life-long learner, practice self-leadership and self-mangement seeking for feed back to impinve their performence (dynamic follover)

③ passive
- passive and dependent, do nor think critically
- do what they had told and rarely put opposition
- leave the thinking to laeer, need supervice
- negatively collere the team dynamic & performence

④ conformit
- active but nodependent, don't think critically
- agnee without anlestion to avoid contlice
- unwilling & inability to put forward challenge opinion

⑤ survior
- go with the flow, following the path of leate resistant
- play sate and do whatever necessay

# LMX Theory – leader member exchange Theory

## ▷ Introduction

- The early theory (transformation, full range, contengency) are concern the view form leader parts, or the follower and the context effect on effectiveness
- LMX Theory ==see leadership as a process== that is centred on leader and follower ==interaction==
- The previous studies focus on what leader do to influence followers but this model look a collative way

## ▷ Theory

(L) ⇅ ==dyadic Relationship== (S)
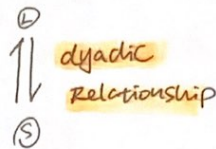
- Vertical linkage
  the early theory focus on the relation form between leader and each of its follower as vertical linkage

- founded of two relationships
  IG ~~extrinsic~~ = formed by ~~per~~ expanded and negotiated role responsibilities
  OG ~~intrinsic~~ : formed by formal employment contract

  └ follower become part of the in-group or out group based on how well they work with the leader & leader work with them
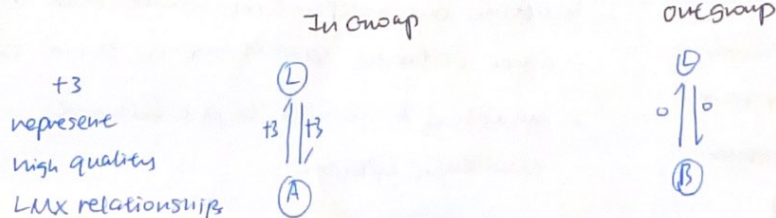     └▷ personality or personal characteristic can related to the ↑ effect

  └ depend on how followers involve themselves in the expanding of negatiation and responsibility

  └ negatiation involve exchange in which go beyond the formal job requirement.

  └ and the leader in terms, do more for the follower as well

- In group have more information, influence, confidence, concerned for leader, mutual trust exsit between
  └ However out group are less comptible to leader.

| In Group | Out group |
|---|---|
| (L) ⇅ t3∥t3 (A) | (L) ∘⇅∘ (B) |

+3 represent high quality LMX relationship

- The consequence of high quality leader-member exchange
  ① less employ turnover, positive performance, high frequency of promotion organisation commitment, work attitude....

  ② feeling of energy

- phase of leadership making

phase 1  Stranger stage
  - remain on the contractual stage
  - comply to achieve economic reward

phase 2  acquaintance
  - either opportunites offer by leader or from followers to improve carrer-oriented social exchange
  - share both at work and some personal level
  - #tested stange
    L follower willing to do more
    L leader willing to give more.
  - Improve in quality of exchange

phase 3
  - passed the testing stage, developed high quality relationships
  - mutual trust, mutual affect each other
  - dependent & tie together
    L for do extra work & support

▷ why important
  - leader should create in-group like relationship inorder to increase efficiency
  - they should offer new opportunities or challenge allow the build of relationsip
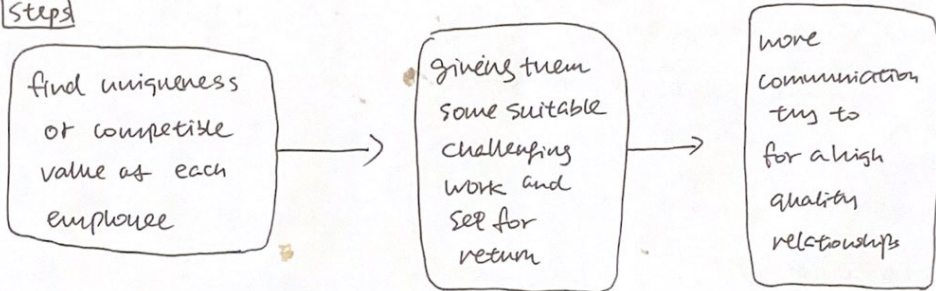  - do not overly focus on the different between two

▷ Strength

① a descriptive theory, easily see in the company

② direct the attention to communication & relationship development

③ warning leaders to avioid create out-group in the organization due to bias

▷ Criticism

① In group & one group creation is harmful to the out people
 ↳
⓶ the discrimination effect one

③ the guidence of the inital stage when leader found some characteriser
   to be seen as competibe

Steps

find uniqueness
or competible
value of each
employee

→

givens them
some suitable
challenging
work and
see for
return

→

more
communication
try to
for a high
quality
relationships

# Team phase

- Traditional leadership focus difference from team leadership focus, it consider team as a unit
- Team work is characterize by recurring cycle of mutually dependent interaction
- The studies of leadership in team consider the leader as a vehicle to satisfy team need with the goal and ehacing team efficiency
  L the previous theory conceran more about team need nor how leaders can satisfy these need though certain way
- Two phase involve in the cycle of team work
  ① Transition phase = the team egage in evaluation or planning activity desined to foster goal achievement

  ② action phase : team perform work activity that directly contribet to goal and accomplishment

- need for team
- in Transition phase, need to establish team chapeter that contain the overall objective, setting goal, develop positive norm, deciding strategy
- In the action phase, need monitoring the ourput towards goal monirtoring system inside and outside the team (people + resource, key stakeholders)
- Also need of motivation, sense of psychological safty, manage the emotion and contice
  the view of leader as completer to team goals & tasks

- Source of leader
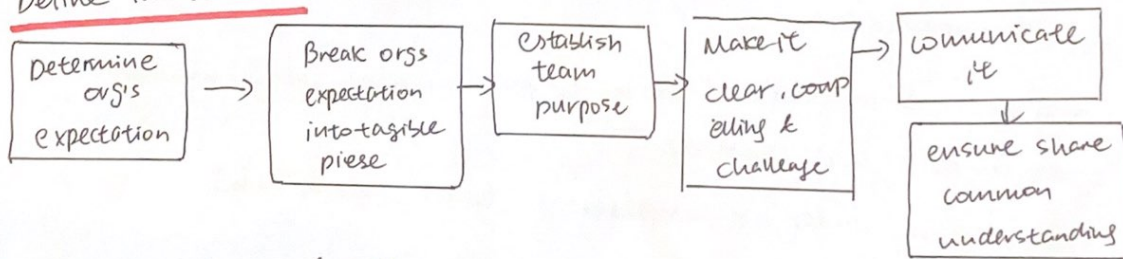  Internal & formal director are been consider as team leader

▷ Transitional phase leadership Function

- The stage related to structuring, planning teamwork and evaluate team performance

→ to establish a structure or process that enable future ~~success~~ effectiveness

① <u>Compose the team</u>

- it is important

   ① important determinant team process and performance

   ② The interpersonal process to the team

   ③ help communication, reduce conflict ...

- function of leader

  > selecting the right individual with the well mix of knowledge, skills abilities and motivation that enable team to work together as well as value, interpersonal skills

    └ right individual with ─ KAS

                   ╲ value interpersonal skills motivation

  > align with the composition of task / environment, makesure it preserve over time when task environment change

  > Team member form trust and coorporative relationship

② <u>Define the mission</u>

| Determine org's expectation | → | Break orgs expectation into tagible piese | → | establish team purpose | → | Make it clear, coop elling & challeage | → | communicate it |
|---|---|---|---|---|---|---|---|---|

ensure share common understanding

③ <u>establish expectation & goals</u>

Formal team leader : work with team & individual members

informal team leader : Team member activily facilitate themselves

goals related to ─┬ performence, learn & develop, accountability

            ├ individual & team based

            └ well-defined, challenges

④ structure & plan

- development of share understanding of the best way to coordinate their action and work together
- define ~~HOW~~, who and when, result in work plan
- for shored leadership they actively share the function of this step
  └ result in good performance

⑤ Train & develop team

- identify inefficient in team's capability
- directly involved in provide training
- peer learning & peer training to boarden ‾‾‾‾‾‾‾‾‾‾‾‾‾‾‾‾‾‾‾‾ the distribution of valuable ‾‾‾‾‾‾‾‾‾‾ skills and knowlegy among them

↑ Aims to

develope require contened of knowledge & skills

develope share mental models, trust, cohension

⑥ sense making

- the immediate and sustain attention to the events that might impact team function
- understand the meaning of this event give to team
- communicate this to team member

⑦ provide feedback

- allow them to acess their previous performence
- adjust it for future sucess
- increase intrateam process
- Increase indentification & commitmene when given feed back from leader

▷ Action phase

① Monitor team

    — examing the team possess, performence, external enviornment, resource avaliable

        and team progress toward task complesion

② Manage team boundary

represent & protecting ⎡ selling team idea> to other in the org
the team's interest <⎨ communicating stakeholder's expectation to the team
                      ⎣ Minimize disruption from outside

coordinating external ⎡ Cooperate with other team / orgs
team activities        ←⎨ obtain feed back
                     ⎣ Negotiating with outsider

③ Challenge the team

      state quo X    Creative thinking   support to these thinking

④  perfor team task

⑤  Solve the problem

      identify ⟶ diagnose ⟶ analyse & solution ⟶ intervene

⑥ provide resaures

      information   Financial   Marcical   Resonal