

Increasing Leadership Effectiveness and Influence through Relationship Building



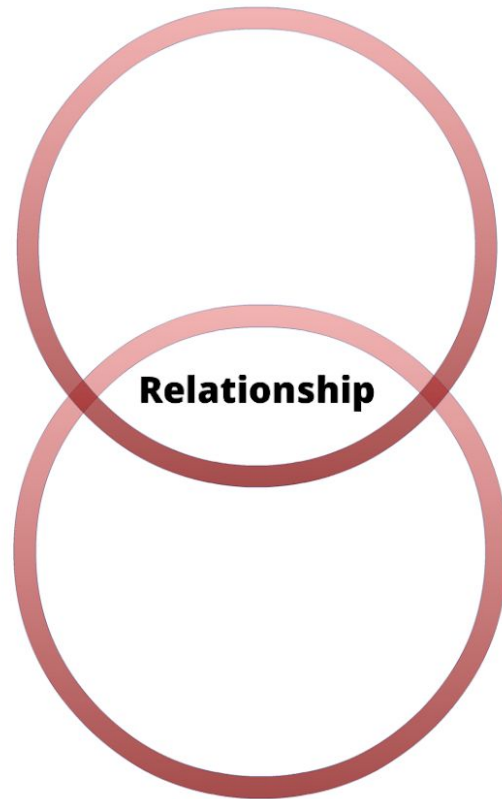
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My Story: The Year 2010



Domains of Leadership (Graen & Uhl-Bien, 1995)

Leader



Relationship

Follower

LMX Research

Job Satisfaction

(Ozer, 2008; Stringer, 2006; Wikaningrum, 2007)

Employee Commitment

(Basu & Green, 1997)

Reducing Employee Turnover

(Gerstner & Day, 1997; Harris, Kacmar, & Witt, 2005)

Overall Employee Satisfaction

(Gerstner & Day, 1997)

Organizational citizenship behaviors

(Hui, Law, & Chen, 1999; Kent & Chelladurai, 2001; Wayne, Shore, & Liden, 1997)

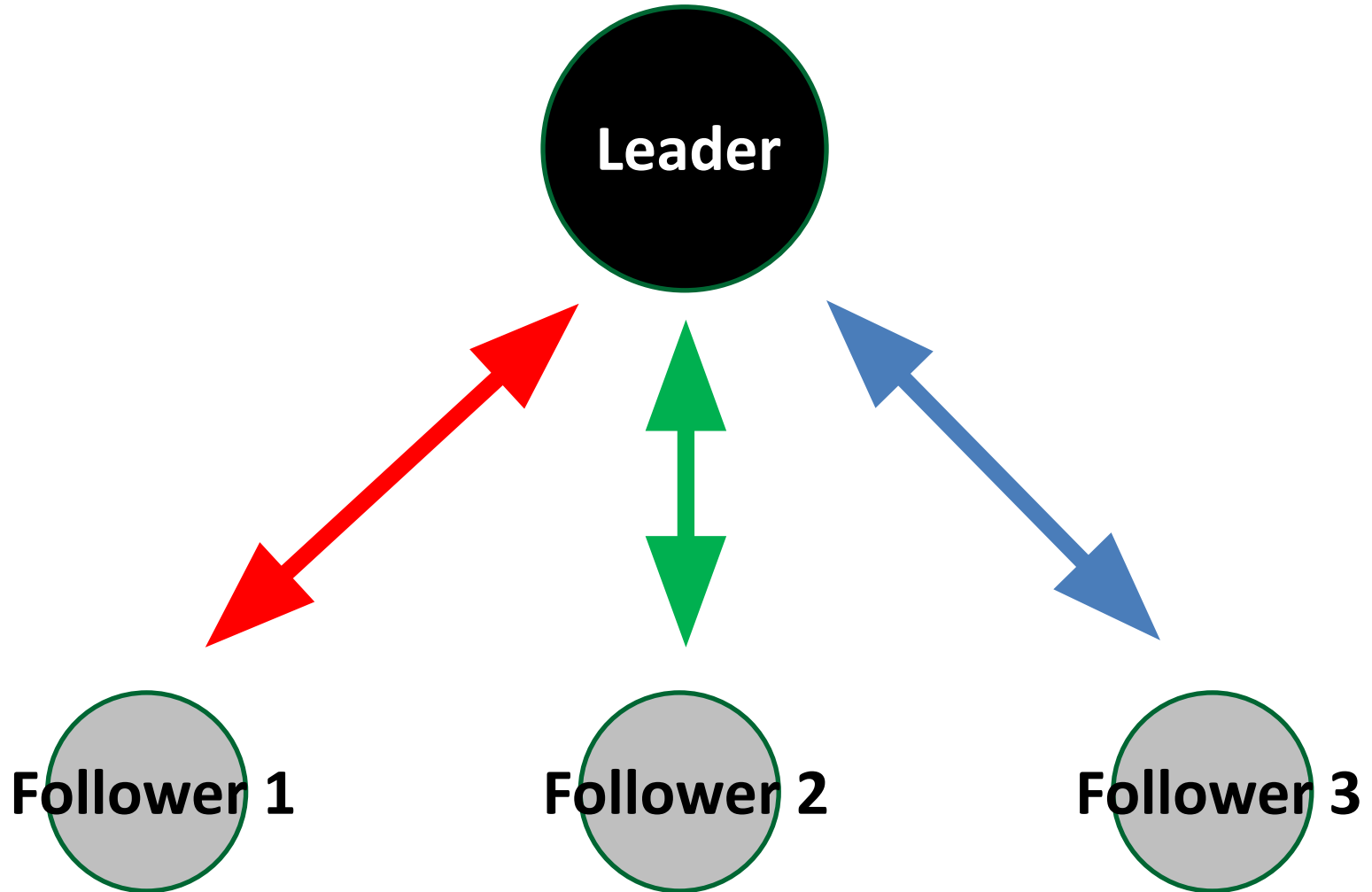
Organizational Commitment

(Gerstner & Day, 1997; Kacmar, Carlson, & Brymer, 1999; Kent & Chelladurai, 2001)

Job Performance

(Howell & Hall-Merenda, 1999; Schriesheim, Neider, & Scandura, 1998; Ouyang, 2009)

Each Leader-Follower Relationship is Different.



LMX Dimensions (*Liden & Maslyn, 1998*)

AFFECT

“the mutual affection members of the dyad have for each other based primarily on interpersonal attraction, rather than work or professional values”

LOYALTY

“the expression of public support for the goals and the personal character of the other member of the LMX dyad”

CONTRIBUTION

“perception of the current level of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad”

PROFESSIONAL RESPECT

“perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work”

LMX Relationship Quality Analysis Tool

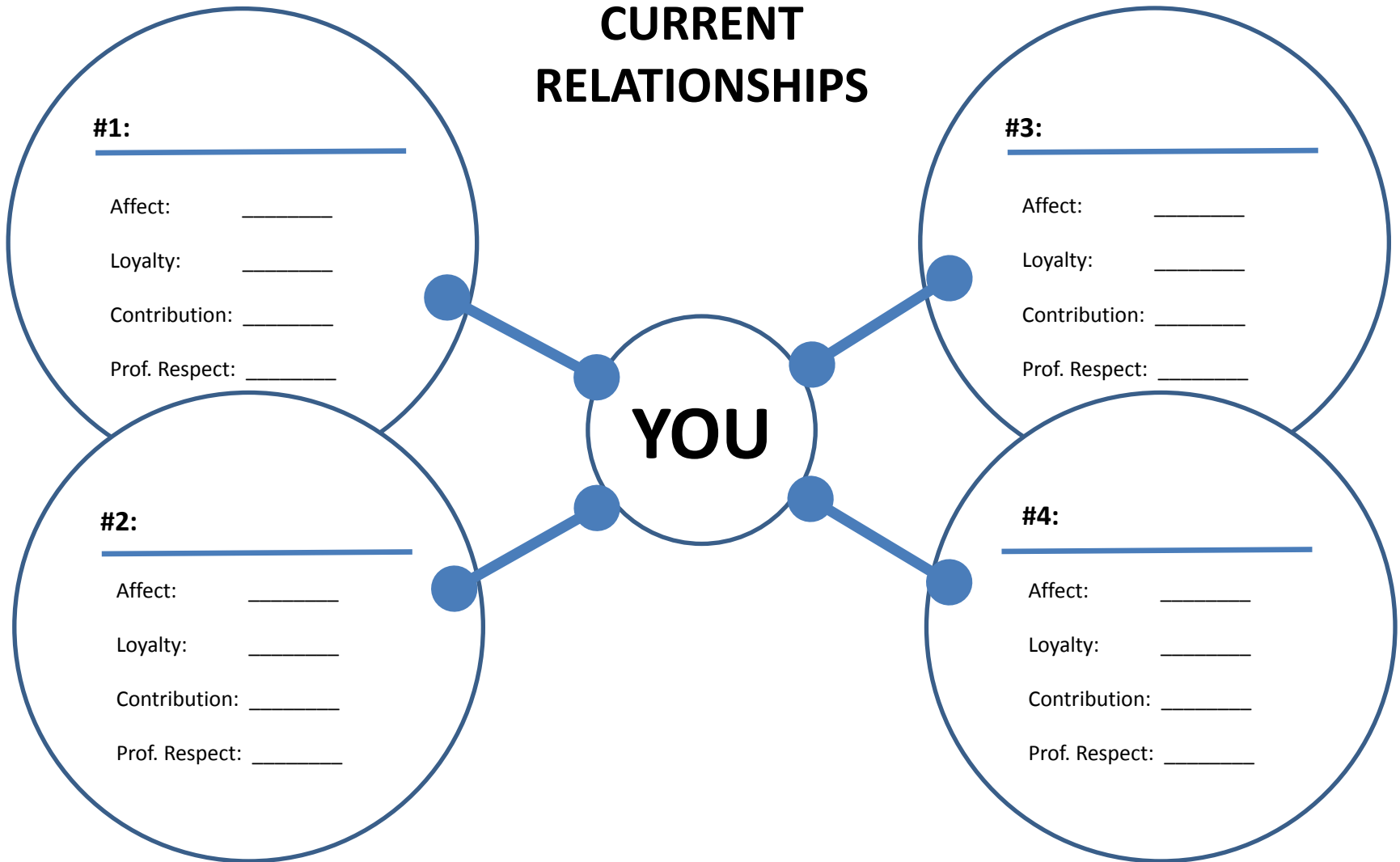
Affect:

Loyalty:

Contribution:

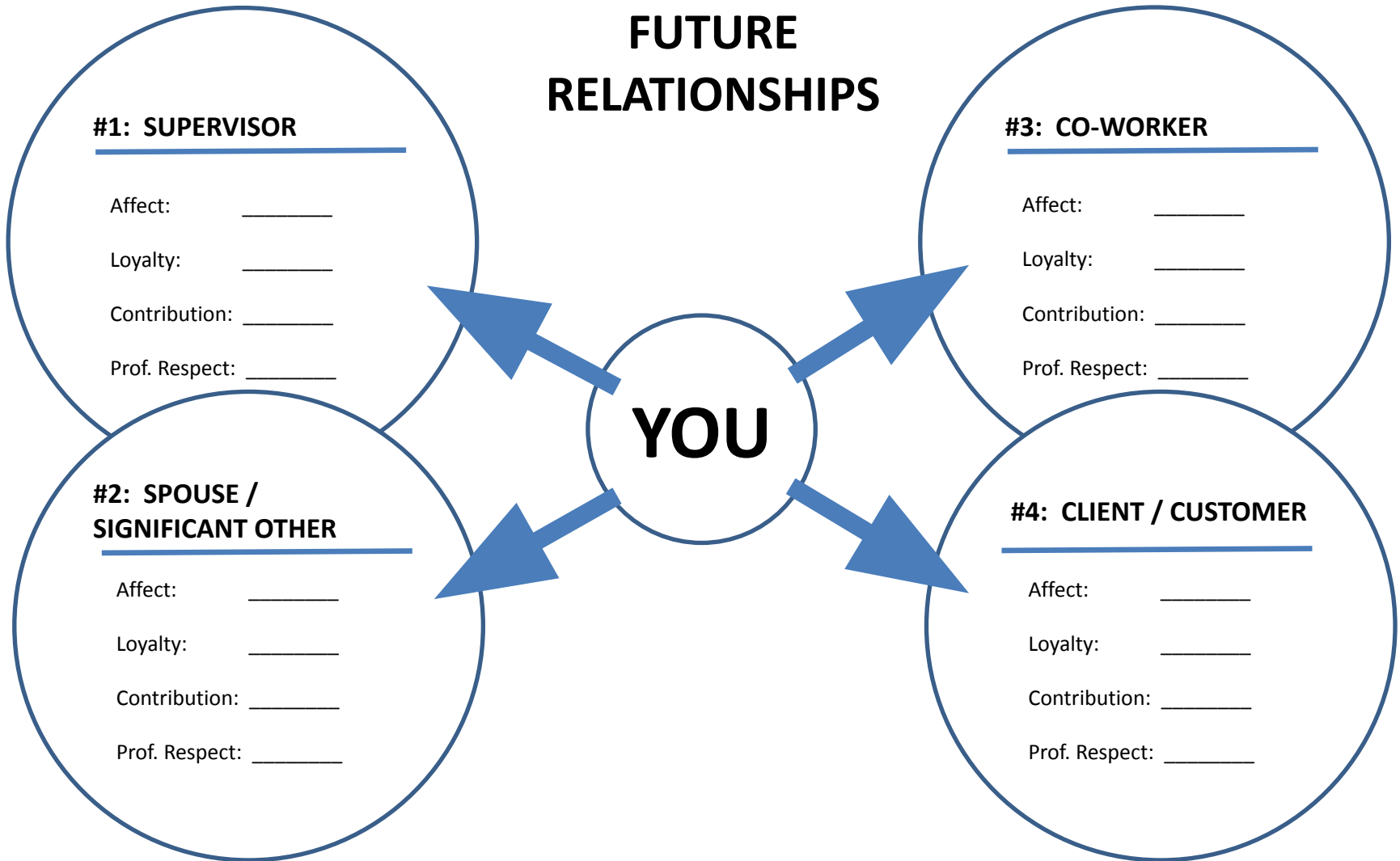
Prof. Respect:

CURRENT RELATIONSHIPS



Which LMX dimension(s) are applicable in describing the nature of your current relationships?

FUTURE RELATIONSHIPS



*Which LMX dimension(s) do you think will be important in developing an **initial** relationship with these individuals in the future?*

Now What?: Ideas and Strategies for Application

To improve my leadership effectiveness in my **existing** work and/or personal relationships,

I can _____ .

To expand my leadership influence by **initiating new** work and/or personal relationships,

I can _____ .

Conversation Time

Q&A