



Building Success. Together.

A Common Goal Approach to Leadership

Using the Exchange Based Leadership Matrix (EBLM)

Money as Medium of Exchange



Money as Medium of Exchange



Money as Medium of Exchange



Social and Economic Exchanges

Social interaction is *an exchange of both material and non-material goods*. (Homans, 1961)

- **Economic exchanges**, which rest on formal contracts for exact quantities
- **Social exchanges**, which entail unspecified obligations such as trust and respect . (Blau, 1964)

Behaviors as Medium of Exchange



Description of Workshop

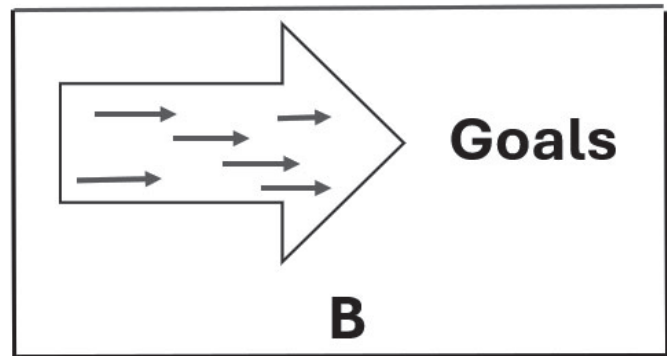
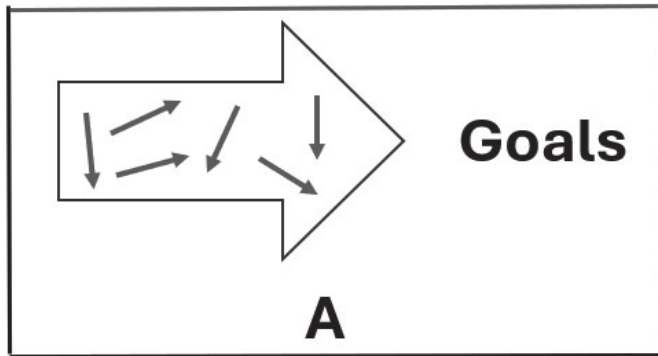
This is a Practitioner Oriented Workshop

It takes an “and” approach. These leadership exchange behaviors do not replace your existing leadership style of delivery, but rather they add to it.

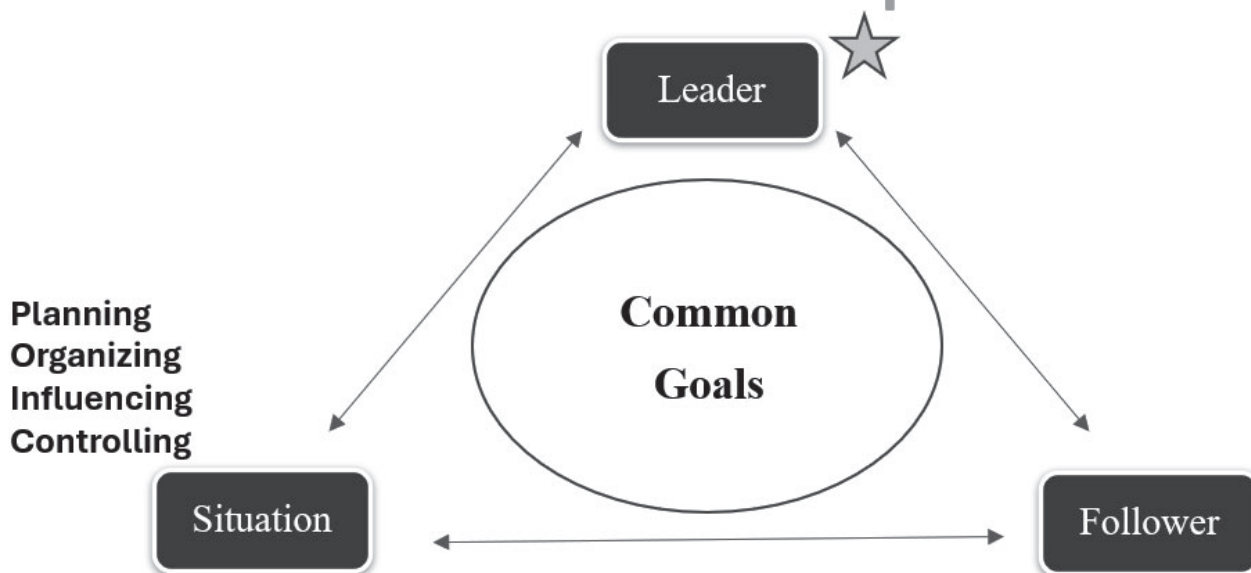
- It is meant to provide you skills that you can put into practice immediately.
- It is based upon
Material Exchanges
Social Exchanges.
- It is oriented within the functions of management framework.

Leadership Defined

‘The *process* of influencing others to achieve a common goal’



Situational Leadership Framework



Leadership Defined

**‘The *process* of influencing others
to achieve a common goal’**

The Functions of Management

Planning

Organizing

Influencing

Controlling

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Why Integrating the Leading and Managing Roles Is Essential for Organizational Effectiveness

GARY YUKL

RICHARD LEPSINGER

**THE LEADING VERSUS
MANAGING CONTROVERSY**

can be carried out by the same person. Kotter
proposed that managing seeks to produce

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Leader Behavior Orientation Studies

Task	Relationship	Researchers
Initiating Structure	Consideration	Ohio State Studies
Production Orientation	People Orientation	Michigan St Studies
Concern for Production	Concern for People	Blake and Mouton
Task	Relationship	Hersey & Blanchard
Directive	Participative	House & Mitchell
Outgroup	Ingroup	L M X
	Serving Others	Greenleaf
Transactional	Transforming	Burns
Transactional	Transformational	Bass & Avolio

The Gaps...

Current behavioral approaches are not oriented toward achievement of common goals.

(MLQ – Authentic Leadership - LMX - Servant Leadership).

- ☐ I keep track of all mistakes.
- ☐ I manage my time very efficiently.
- ☐ I talk about my most important values and beliefs.
- ☐ I honor other people's boundaries.
- ☐ My manager makes my career development a priority.

EBLM Situational Leadership Framework

What might a 'common goal' approach to leadership might look like?

EBLM Situational Leadership Framework

Transparency: No hidden agendas; all expectations are 'on the table'.

Balance (Win-Win): Results are matched with rewards.

Agreement between Parties: More of a contract than a mandate.

Predictability (Reduced Anxiety): Follower knows the outcome.

Mutual Investment – Both parties are invested in the process.

Reciprocal Respect: Partnering through a fair trade of value.

Leadership Effectiveness (Function of Exchange Processes)

“The leader’s ability to influence subordinates depends on control over outcomes that are desirable to them, and on the leader’s willingness to provide these outcomes in return for subordinate effort and compliance.” (Yukl)

Leadership Effectiveness (Function of Exchange Processes)

How can leaders use exchange behaviors in their leadership practice for more effective achievement of goals?

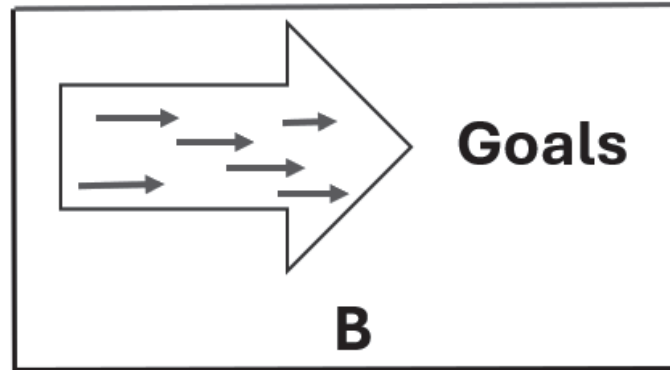
Exchange Based Leadership Approach

‘The *process* of influencing others to achieve a common goal’

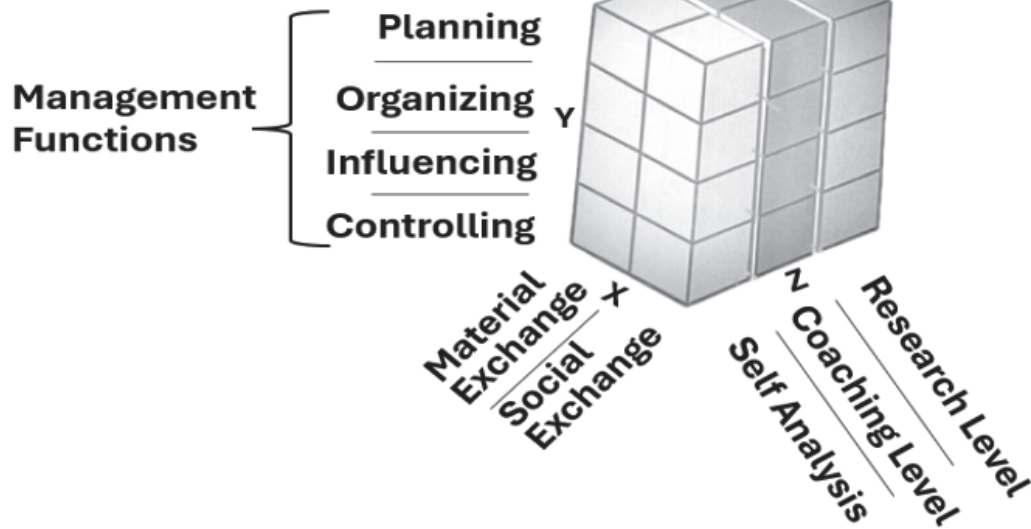
Outcome of Effort
What will it lead to?



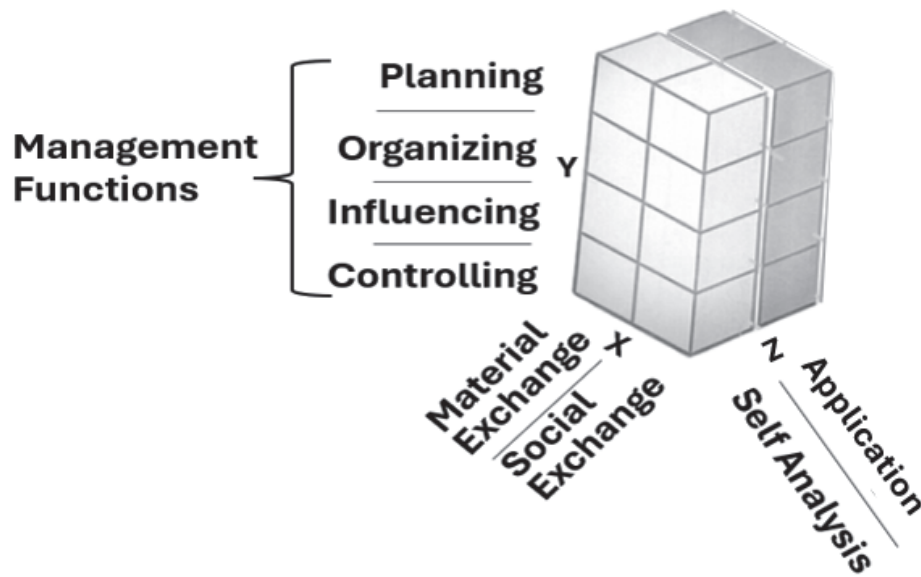
Exchange of Effort
for Outcomes



Exchange Based Leadership Matrix System (EBLM)



Exchange Based Leadership Matrix System (EBLM)



The Functions of Management

1. Planning

Definition: The process of determining the organization's goals and deciding on the best strategies to achieve them. It involves "looking ahead" to map out the necessary actions, resource requirements, and potential obstacles.

•**Key Question:** *Where do we want to go, and how do we get there?*

2. Organizing

Definition: The process of assigning tasks, grouping activities into departments, and allocating resources across the organization. This function creates the structure needed to turn a "plan" into an "operation."

•**Key Question:** *Who does what, and who reports to whom?*

The Functions of Management

3. Influencing

Definition: The process of guiding, motivating, and directing employees toward the achievement of organizational objectives.

Key Question: *How do we inspire our people to give their best effort?*

4. Controlling

Definition: The process of 1) setting a standard, 2) monitoring and comparing results against established goals, and 3) taking corrective action when necessary..

•Key Question: *Are we meeting our targets, and if not, how do we fix it?*

EBLM Framework

Score yourself as (1-5) on your frequency of use of the following behaviors:

1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

Use of Planning Behaviors

Material Exchange Behaviors

- ☐ 1. I set clear performance targets linked to rewards.
- ☐ 2. I exchange opportunities of rewards for commitment to plans.
- ☐ 3. I define explicit task agreements and expected payoffs.

Social Exchange Behaviors

- ☐ 4. I consult with team members when setting goals.
- ☐ 5. I incorporate employees' development needs into plans.
- ☐ 6. I set challenging goals while expressing confidence in teams.

EBLM Framework

Use of Organizing Behaviors

Material Exchange Behaviors

- ☐ 7. I delegate duties strictly within job descriptions to increase member effectiveness.
- ☐ 8. I use formal agreements to assign responsibilities.
- ☐ 9. I enforce rules and procedures to increase compliance.

Social Exchange Behaviors

- ☐ 10. I consider existing job roles when offering special projects.
- ☐ 11. I involve team members in role and process decisions.
- ☐ 12. I increase commitment to tasks by providing support up front.

EBLM Framework

Use of Influencing Behaviors

Material Exchange Behaviors

- ☐ 13. I offer rewards or incentives to influence performance.
- ☐ 14. I discuss organizational benefits when persuading others to action.
- ☐ 15. I promise promotions or benefits for meeting objectives.

Social Exchange Behaviors

- ☐ 16. I build trust by leading with integrity.
- ☐ 17. I provide supportive guidance to improve performance.
- ☐ 18. I mentor and develop employees as a long-term investment.

EBLM Framework

Use of Controlling Behaviors

Material Exchange Behaviors

- ___ 19. I enforce standards with rewards and penalties.
- ___ 20. I link job securing and rewards to performance metrics.
- ___ 21. I focus on errors and non-compliance to ensure accountability.

Social Exchange Behaviors

- ___ 22. I use praise and recognition to reinforce standards.
- ___ 23. I build shared responsibility for quality among the team.
- ___ 24. I trust team members to self-regulate.

Calculate Scores and plot on EBLM Matrix

Step 1: Calculate Averages of Scores for Plotting on Matrix

Material Exchange Behaviors (Vertical Axis)

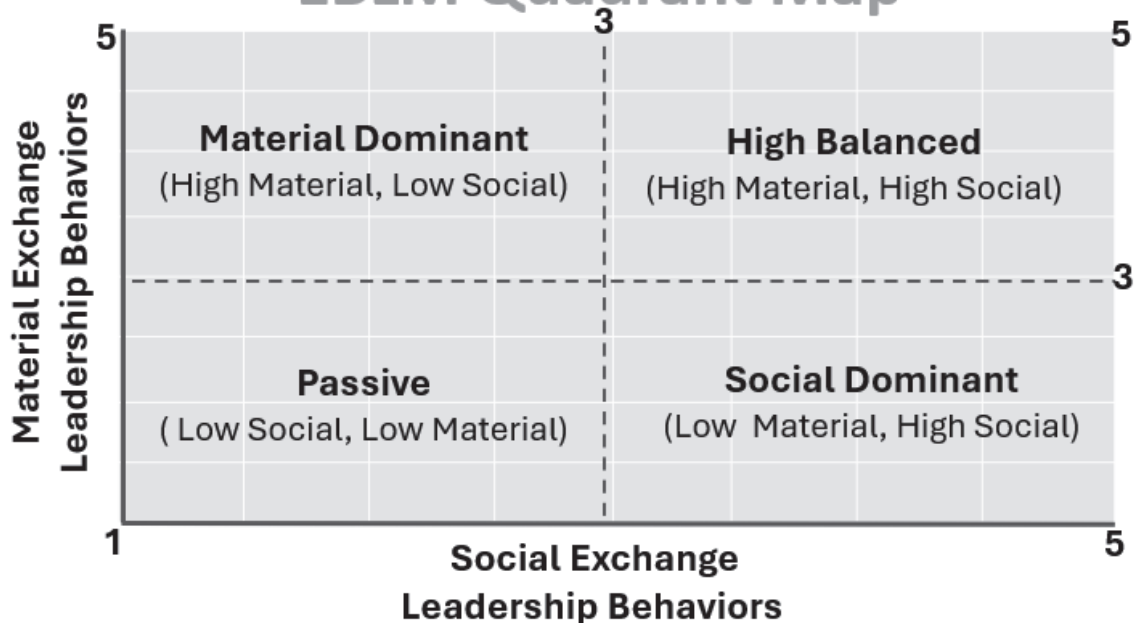
$$Q (1 + 2 + 3 + 7 + 8 + 9 + 13 + 14 + 15 + 19 + 20 + 21) / 12$$

Social Exchange Behaviors (Horizontal Axis)

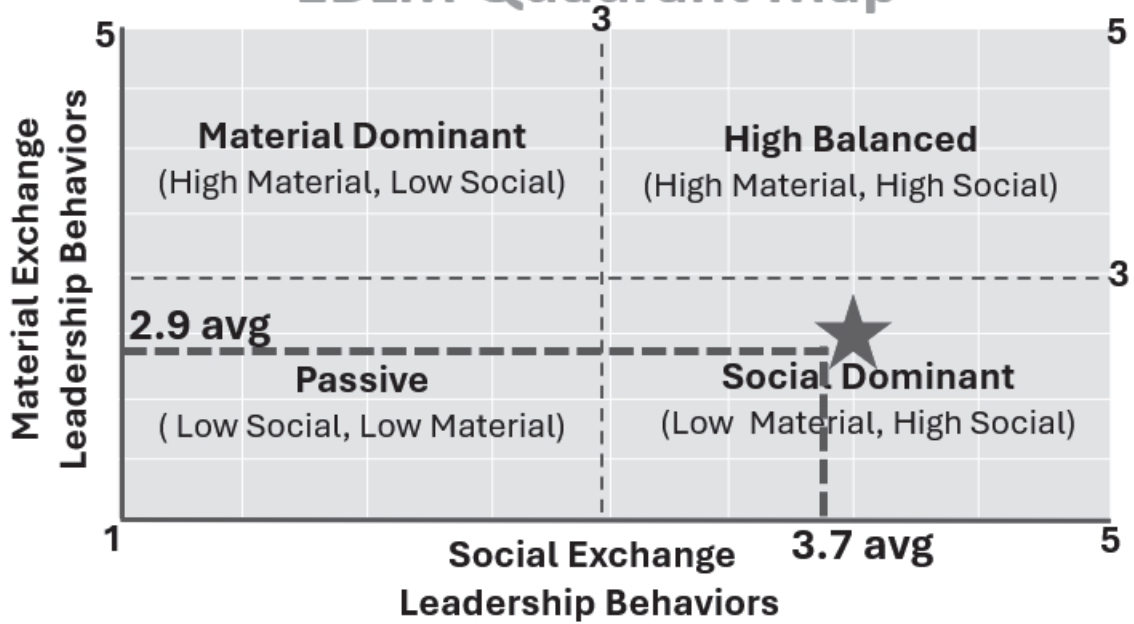
$$Q (4 + 5 + 6 + 10 + 11 + 12 + 16 + 17 + 18 + 22 + 23 + 24) / 12$$

Step 2: Plot Averages on Matrix Vertical and Horizontal Axis

EBLM Quadrant Map



EBLM Quadrant Map



EBLM Framework

Calculating Scores for Plotting on Matrix

Material Exchange Behaviors (Vertical Axis)

$$Q \frac{(1 + 2 + 3 + 7 + 8 + 9 + 13 + 14 + 15 + 19 + 20 + 21)}{12}$$

Plan

Org

Inf

Con

Social Exchange Behaviors (Horizontal Axis)

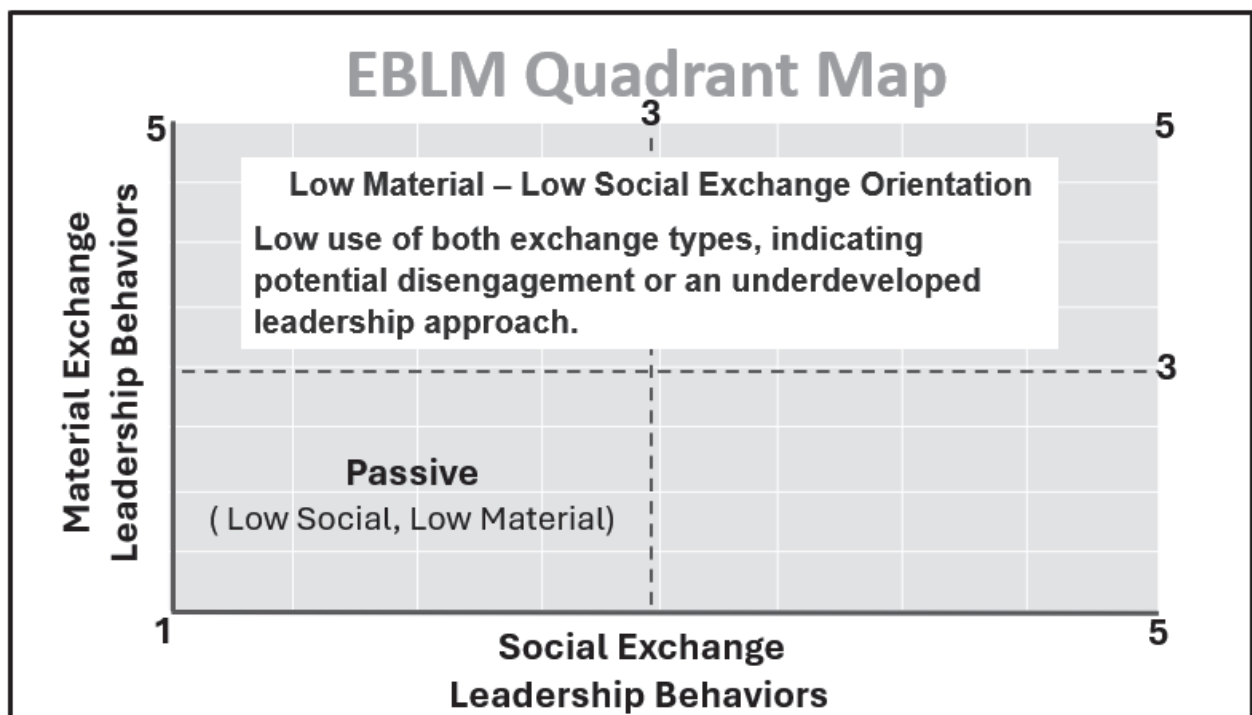
$$Q \frac{(4 + 5 + 6 + 10 + 11 + 12 + 16 + 17 + 18 + 22 + 23 + 24)}{12}$$

Plan

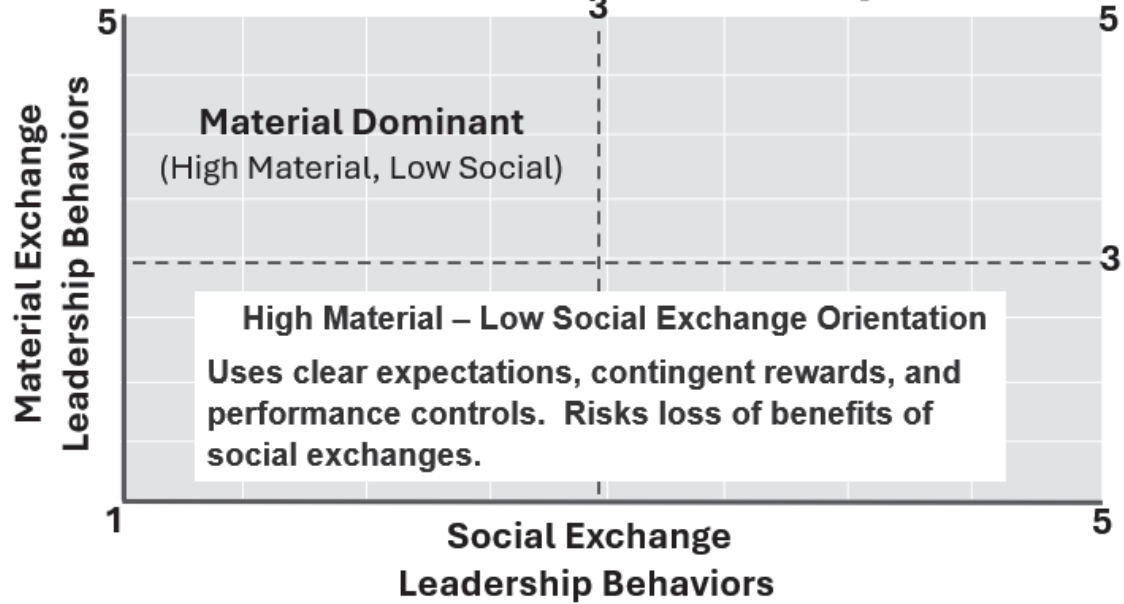
Org

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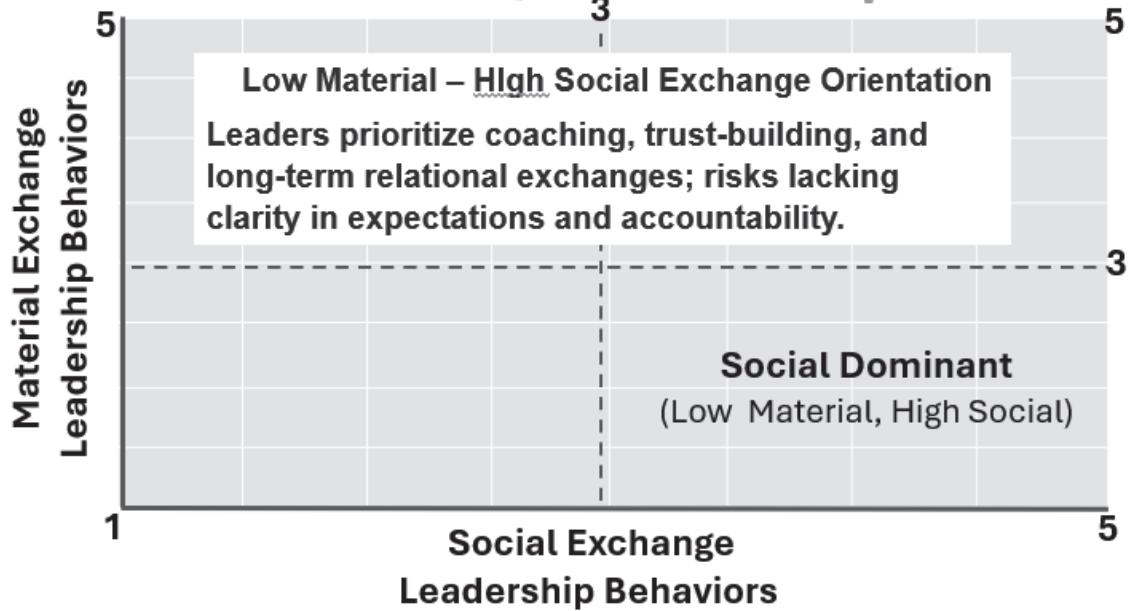
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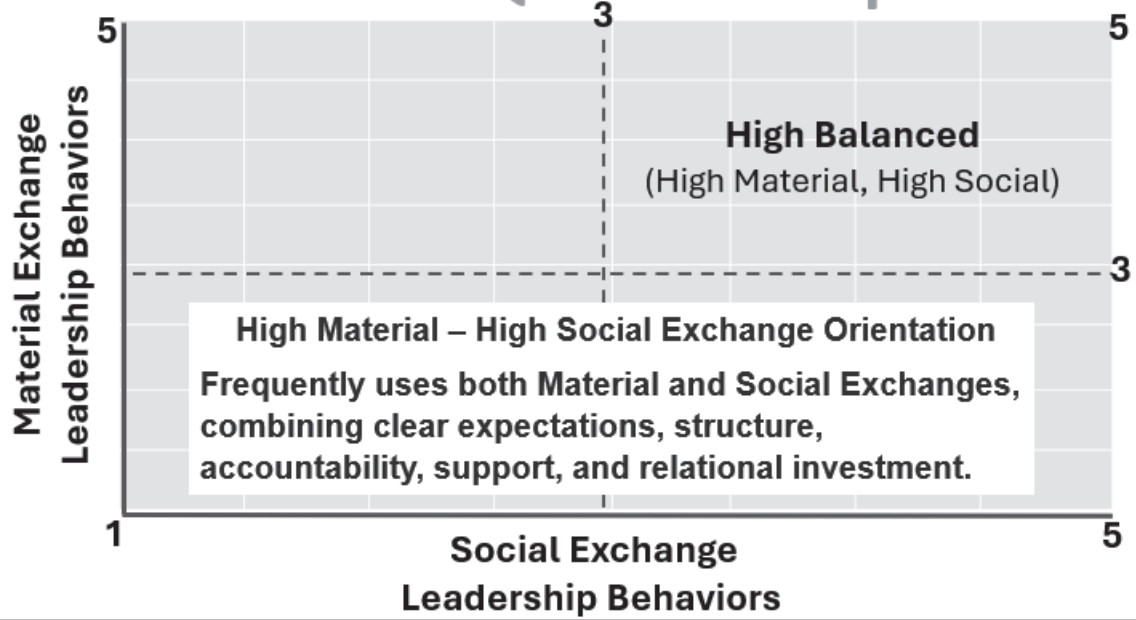
EBLM Quadrant Map



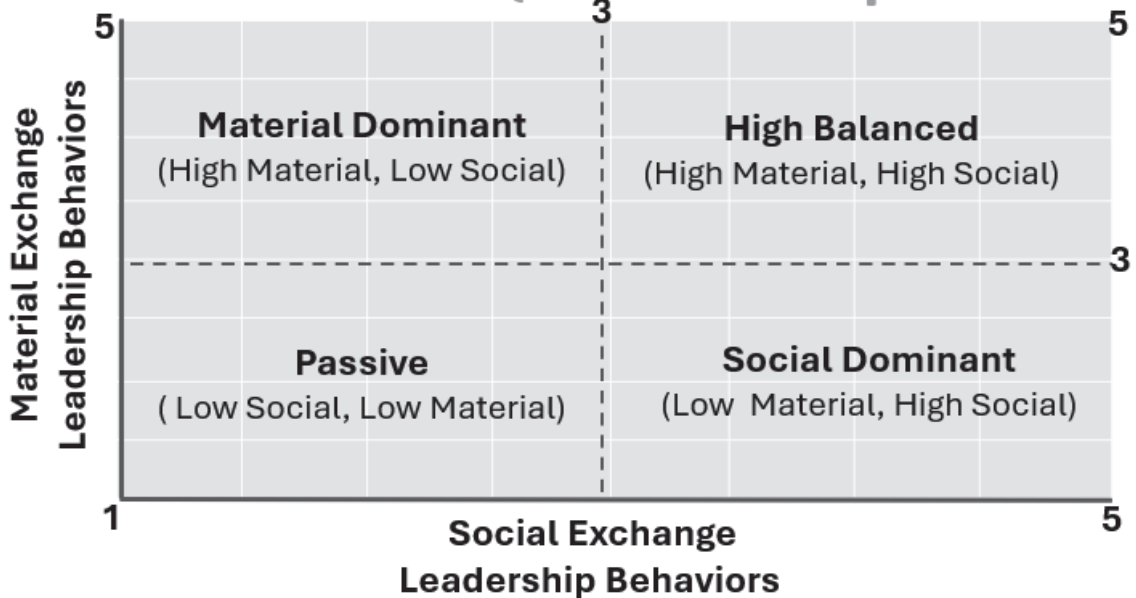
EBLM Quadrant Map



EBLM Quadrant Map

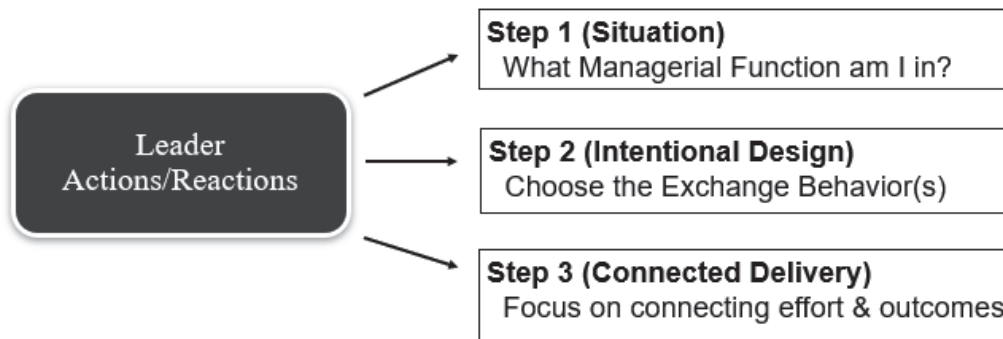


EBLM Quadrant Map



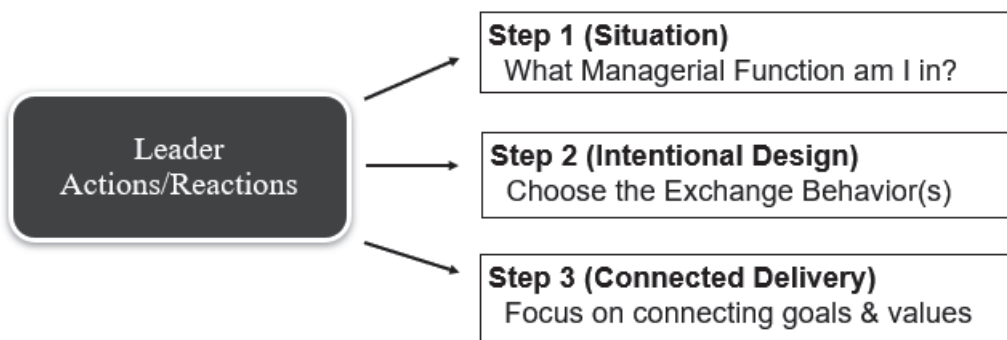
EBLM Leadership Process

Steps Leading to Common Goals



EBLM – Relationship Behaviors

Steps Leading to Authentic ExchangeLeadership Behaviors

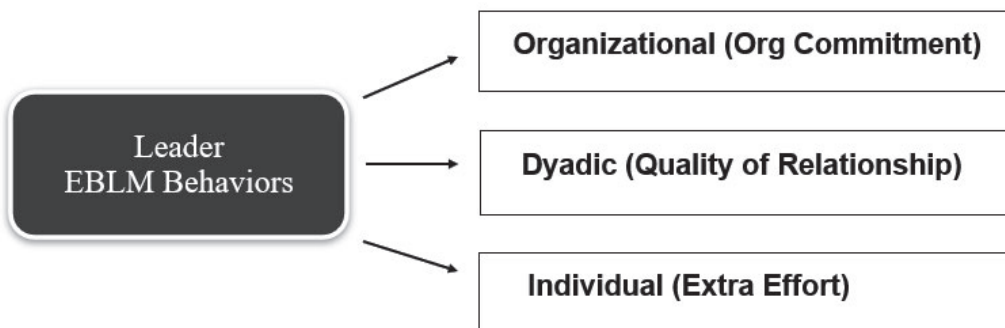


Leading Individuals and Teams

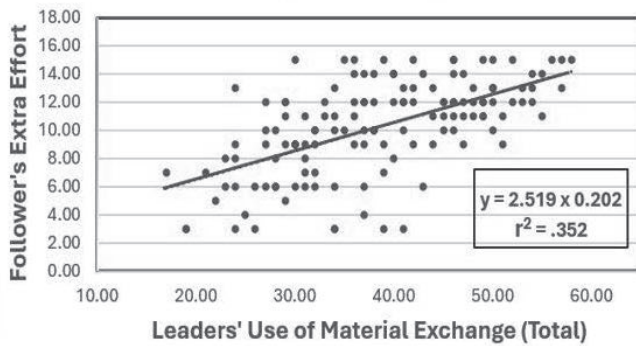
Case Study using the 3 step process

EBLM – Impact Across Levels of Organization

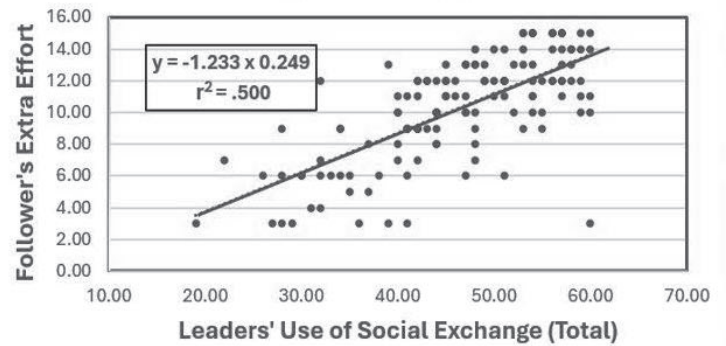
Impact of Leader Behaviors Across Organizational Levels



Linear Regression Testing Material Exchange Predicting Extra Effort

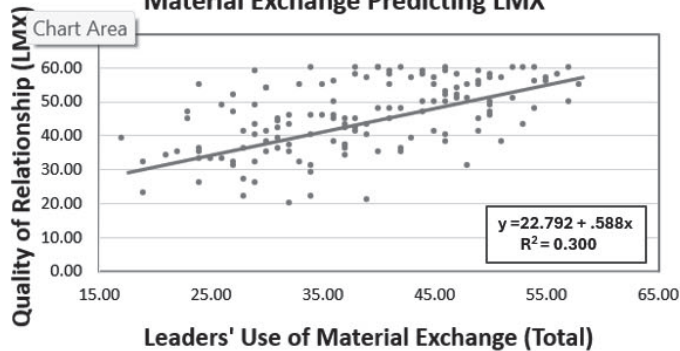


Linear Regression Testing Social Exchange Predicting Extra Effort

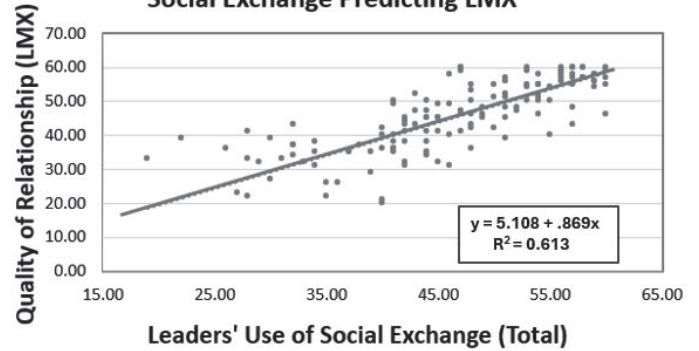


Leader Behavior	Slope (Speed)	R2 (Power)	Significance
Material Exchange	0.202	.352 (35%)	< .001
Social Exchange	0.249	.500 (50%)	< .001

Linear Regression Testing Material Exchange Predicting LMX

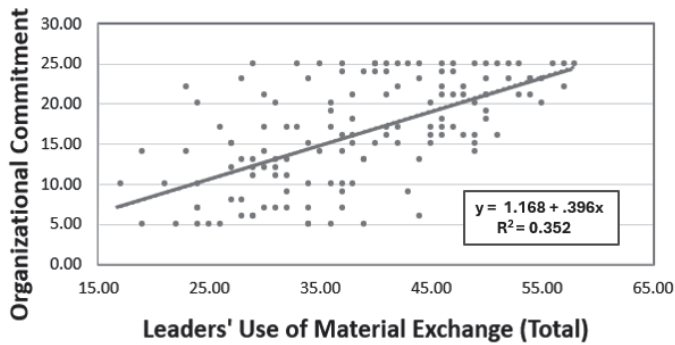


Linear Regression Testing Social Exchange Predicting LMX

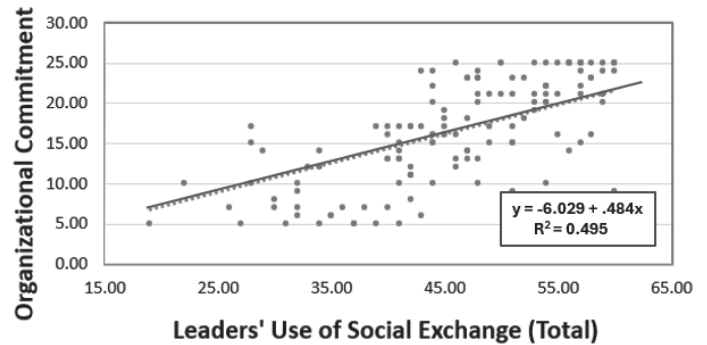


Leader Behavior	Slope (Speed)	R2 (Power)	Significance
Material Exchange	0.588	.300 (30%)	< .001
Social Exchange	0.869	.613 (61%)	< .001

Linear Regression Testing
Material Exchange Predicting Org Commitment

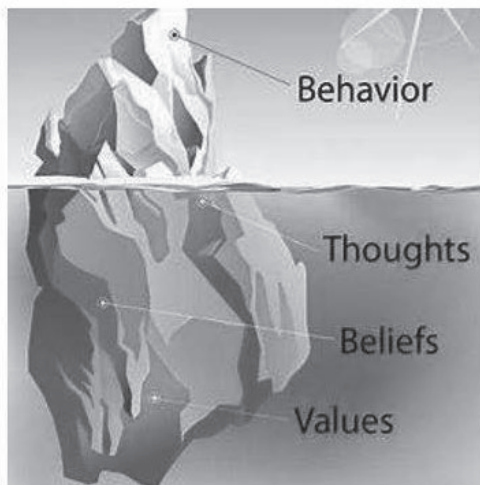


Linear Regression Testing
Social Exchange Predicting Org Commitment



Leader Behavior	Slope (Speed)	R2 (Power)	Significance
Material Exchange	0.396	.352 (35%)	< .001
Social Exchange	0.484	.495 (50%)	< .001

Authentic Leadership



The Iceberg Model

The *Behaviors* we see are the visible consequences of motivators beneath the surface that we do not see.

Terminal and Instrumental Values

DATA GATHERING USING QUESTIONNAIRE

Values-Terminal and Instrumental

DATA GATHERING USING QUESTIONNAIRE

Terminal Values (10 Q.)

- Rank in order of importance to you

Instrumental Values (10 Q.)

- Rank in order of importance to you

Values: Terminal and Instrumental

Values:

Concepts or beliefs that pertain to desirable end states and guide behavior. Values transcend situation and are ordered by relative importance

Terminal Values (what)

A comfortable life
A sense of accomplishment
Family security
Inner harmony
Self-respect

Instrumental Values (how)

Ambitious
Capable
Honest
Forgiving
Responsible

Values: Espoused and Enacted

Values:

Concepts or beliefs that pertain to desirable end states and guide behavior. Values transcend situations and are ordered by relative importance

Espoused Values

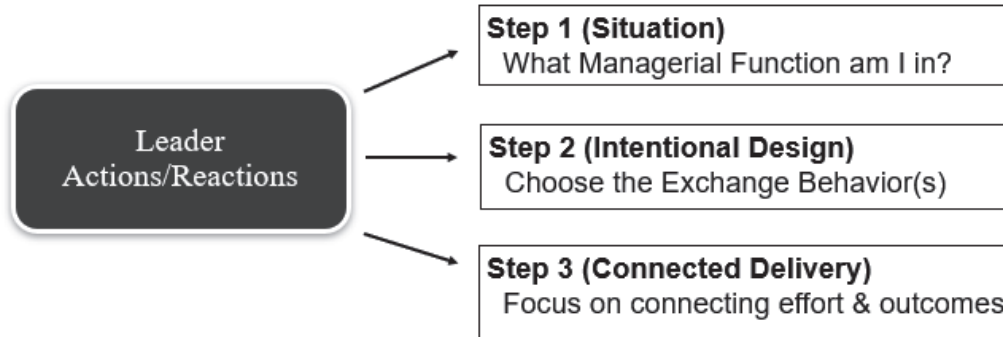
Represent the explicitly stated values and norms.

Enacted Values

Represent the values and norms that actually are exhibited by individual behaviors.

EBLM Leadership Process

Steps Leading to Common Goals



Leading Individuals and Teams

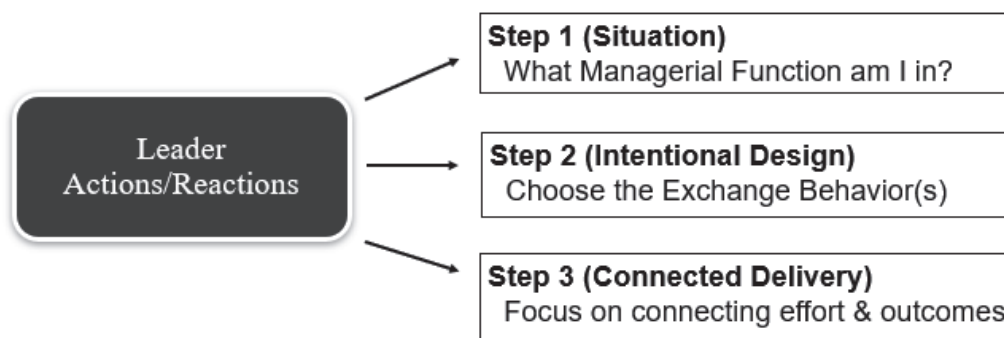
Case Study using the 3 step process

Leading Individuals and Teams

Day Two Focus on Improvement of Practice

EBLM Leadership Process

Steps Leading to Common Goals



Authentic Leadership



Authentic Leadership

"Authentic Leaders understand their *values* and behave toward others based on these values."

(Northouse, 2019)

Authentic Leadership

DATA GATHERING USING QUESTIONNAIRE

Authentic Leadership

Score yourself as (1-5) on your response to the following characteristics:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

- ☐ I can list my three greatest weaknesses.
- ☐ I can list my three greatest strengths.
- ☐ I accept the feeling I have about myself.

Self-Awareness

- ☐ My actions reflect my core values.
- ☐ I do not allow group pressure to control me.
- ☐ My morals guide what I do as a leader.

Internalized Moral Perspective

- ☐ I let others know who I truly am as a person.
- ☐ I rarely present a 'false front' to others.
- ☐ I admit my mistakes to others.

Relational Transparency

Scoring: Sum each group. **High** = 12 – 15 **Low** = 11 and below

Motivation for Effort (Vrooms and Maslow)

Expectancy

Can I do the task?



STEP 1

Outcome

What will it lead to?



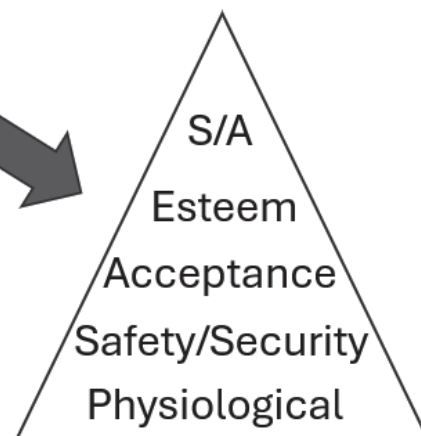
STEP 2

Importance

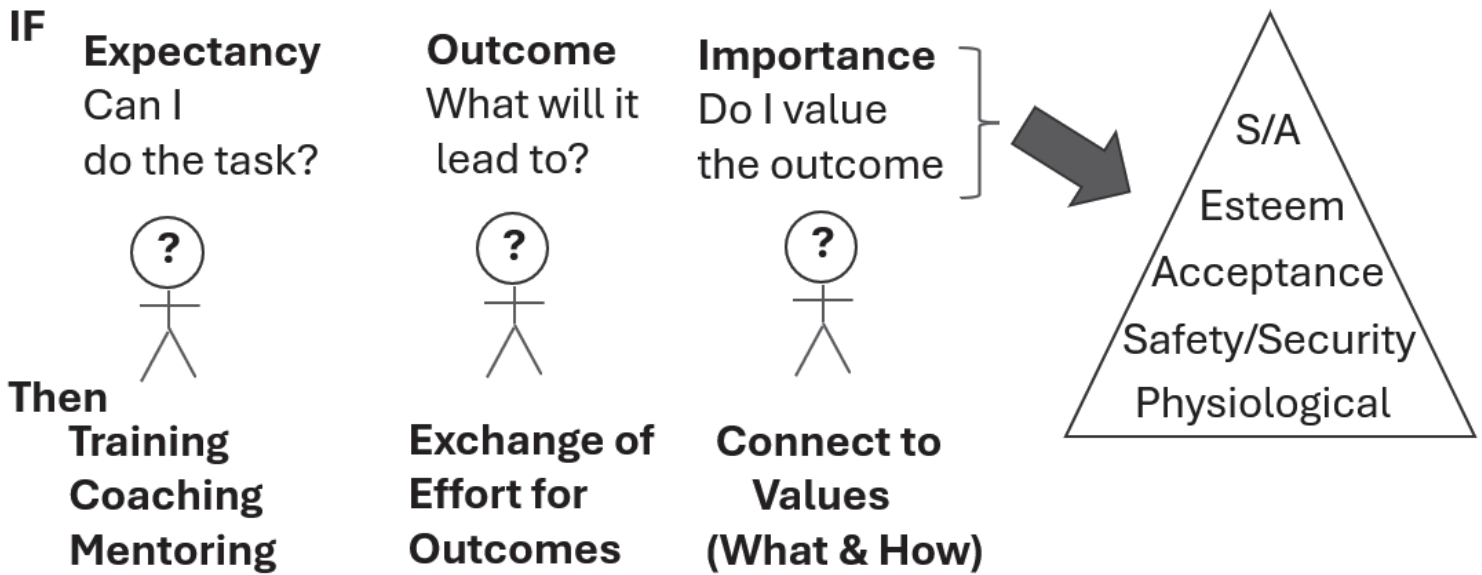
Do I value the outcome?



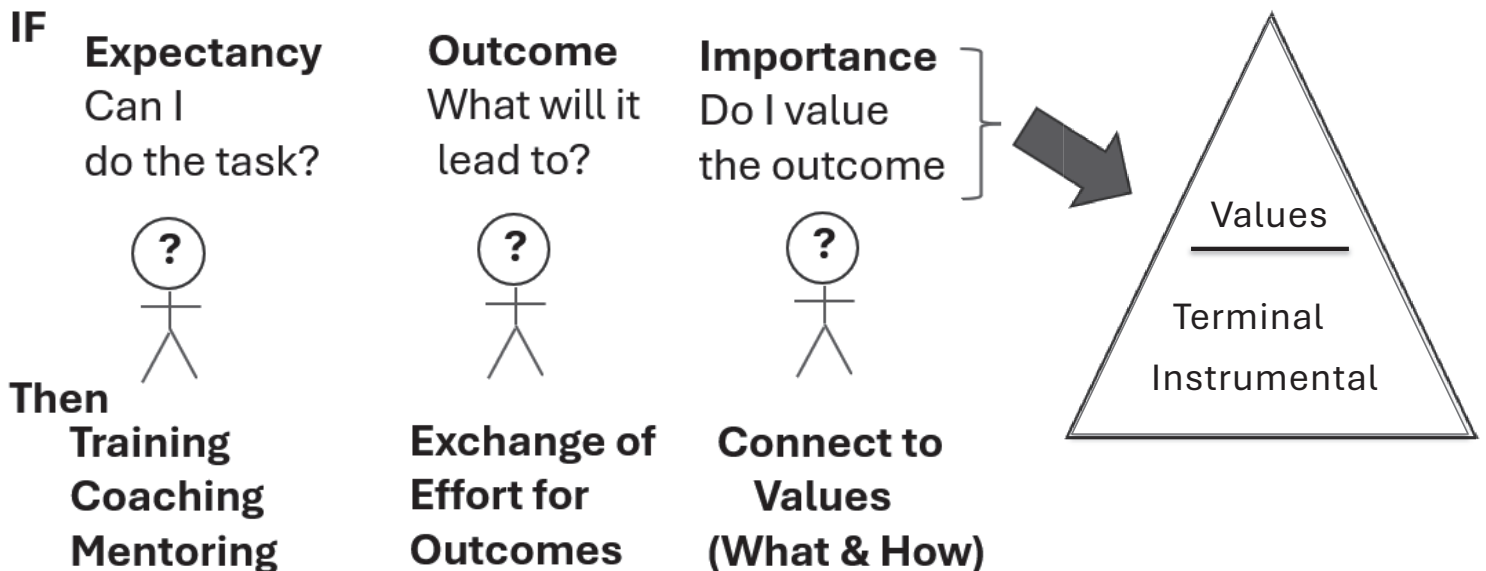
STEP 3



Motivation for Effort (Vrooms and Maslow)



Motivation for Effort (Vrooms and Maslow)



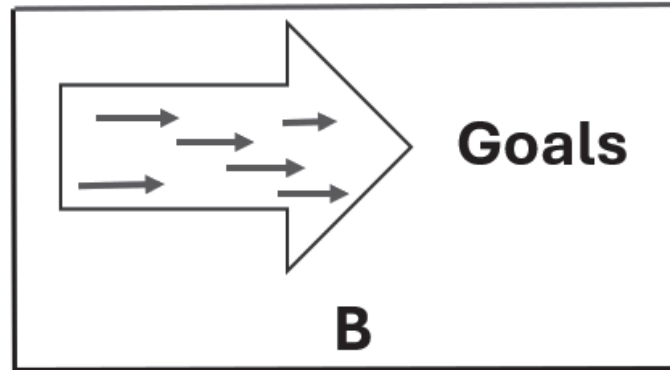
Exchange Based Leadership Approach

‘The *process* of influencing others to achieve a common goal’

Outcome of Effort
What will it lead to?



Exchange of Effort
for Outcomes



EBLM Leadership Process

Steps Leading to Common Goals

