What happens to followers when leaders form...

- **In-Groups**
  1. Willing to do more
  2. Innovative approaches
  3. Get more responsibility
  4. Receive more opportunity
  5. Get time/support from leader

- **Out-groups**
  1. Operate strict to prescribed roles
  2. Do only what is required
  3. Get fair treatment but no special attention
  4. Get standard benefits

**LMX: Professor & Student**
1 (descriptive) to 5 (not descriptive)

1. I have quick, easy access to talk with my professor anytime I want to
2. I get along well with my professor
3. I can influence my professor to get things done my way, to get what I want
4. When I interact with my professor, our conversation is often relationship oriented rather than task oriented
5. We have a loyal, trusting relationship. We look out for each other's interests
**LMX: Professor & Student**  
1 (descriptive) to 5 (not descriptive)

6. My professor understands my classes & problems and appreciates what I do  
7. My professor recognizes my potential and gives my opportunities to grow  
8. My professor listens carefully to what I have to say & seeks my advise  
9. My professor gives me good performance evaluations  
10. My professor gives me rewards in excess of the minimum

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**LMX: Professor & Student**  
1 (descriptive) to 5 (not descriptive)

- ✓ 10 - 20 = high-quality LMX  
  Relationship with professor

- ✓ 40-50 = low-quality LMX  
  Relationship with professor

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**What is a LMX leader to do**

- Not focus on differences of in- and out-groups  
- Create special relationships with all followers (like in-groups)  
- Offer all opportunities for new roles and responsibilities  
- Nurture high-quality exchanges with all followers  
- Build trust with everyone
Problems...

- Although LMX recognizes the human element of leadership
  - People to people
  - Communications
  - Linked to (+) org outcomes
- Gives permission for out-groups
- Doesn’t tell leaders HOW to develop high quality relationships