

BYOV (Bring Your Own Virtue): A Theoretical Model of Virtue Exchange in Leader-Follower Relationships

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Overview

- Origins of the Concept
- The Virtue Exchange Model
- Implications and Future Directions

Virtue-based Leadership

- Character matters
- Ethical Leadership
 - “Demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the *promotion of such conduct to followers through two-way communication*, reinforcement, and decision-making” (Brown, Trevino, & Harrison, 2005; p. 120; emphasis added).

LMX and Virtue

- LMX quality predicts follower outcomes (Gerstner & Day, 1997)
- LMX is based upon an ongoing and reciprocal social exchange process
- Display of virtue is not proprietary to leaders

Virtue Exchange (VX)

VX...

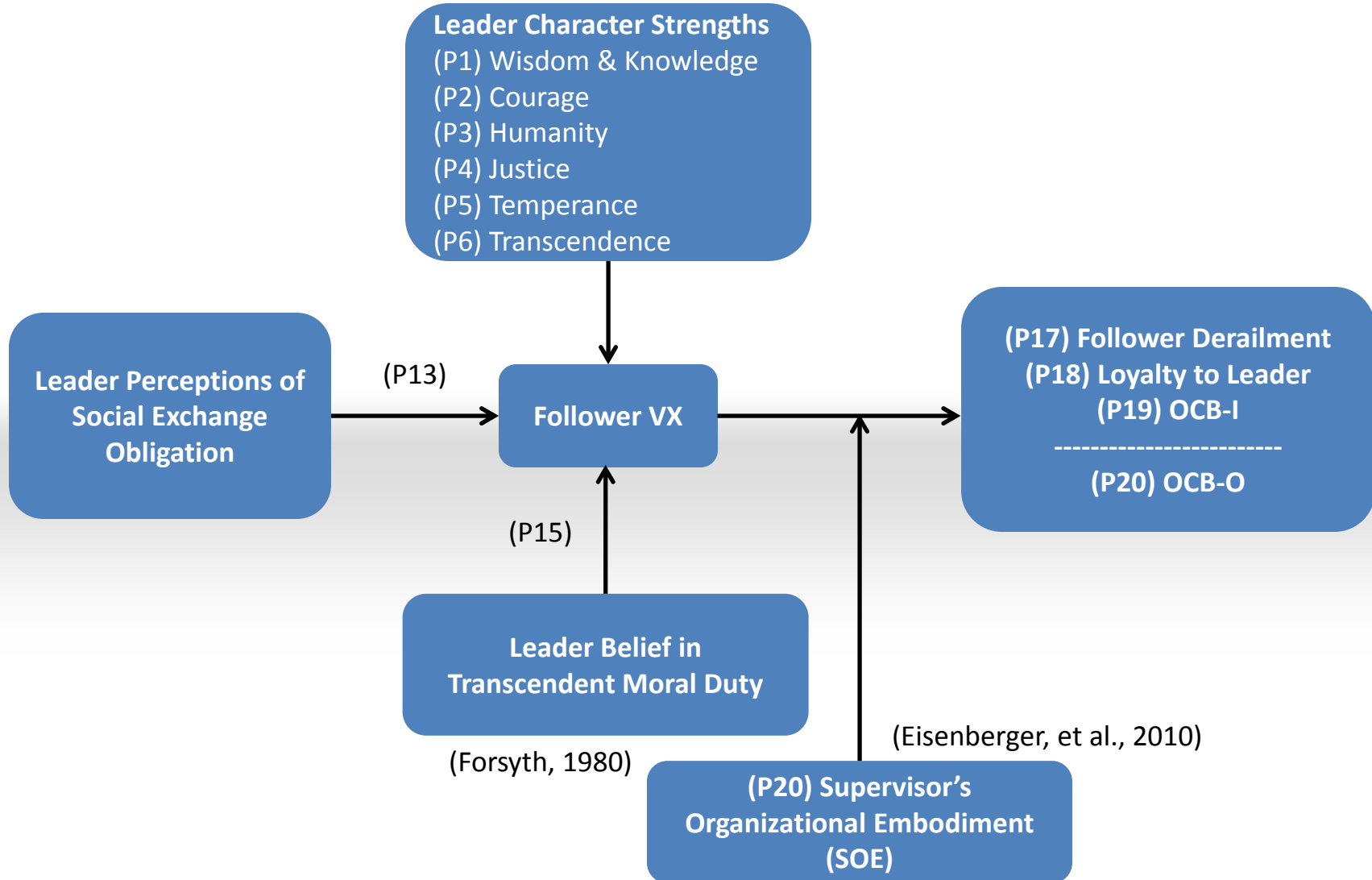
...represents the extent to which leader-follower relationships are characterized by morally good and authentic intentions, virtue-based dialogue, and virtuous behavior.

...is an ongoing, dynamic, and reciprocal social exchange process comprised of *virtue inputs* by dyad partners.

...provides a potential language, framework, or currency in which to understand exchange relationships; an explication of critical inputs in the LMX process.

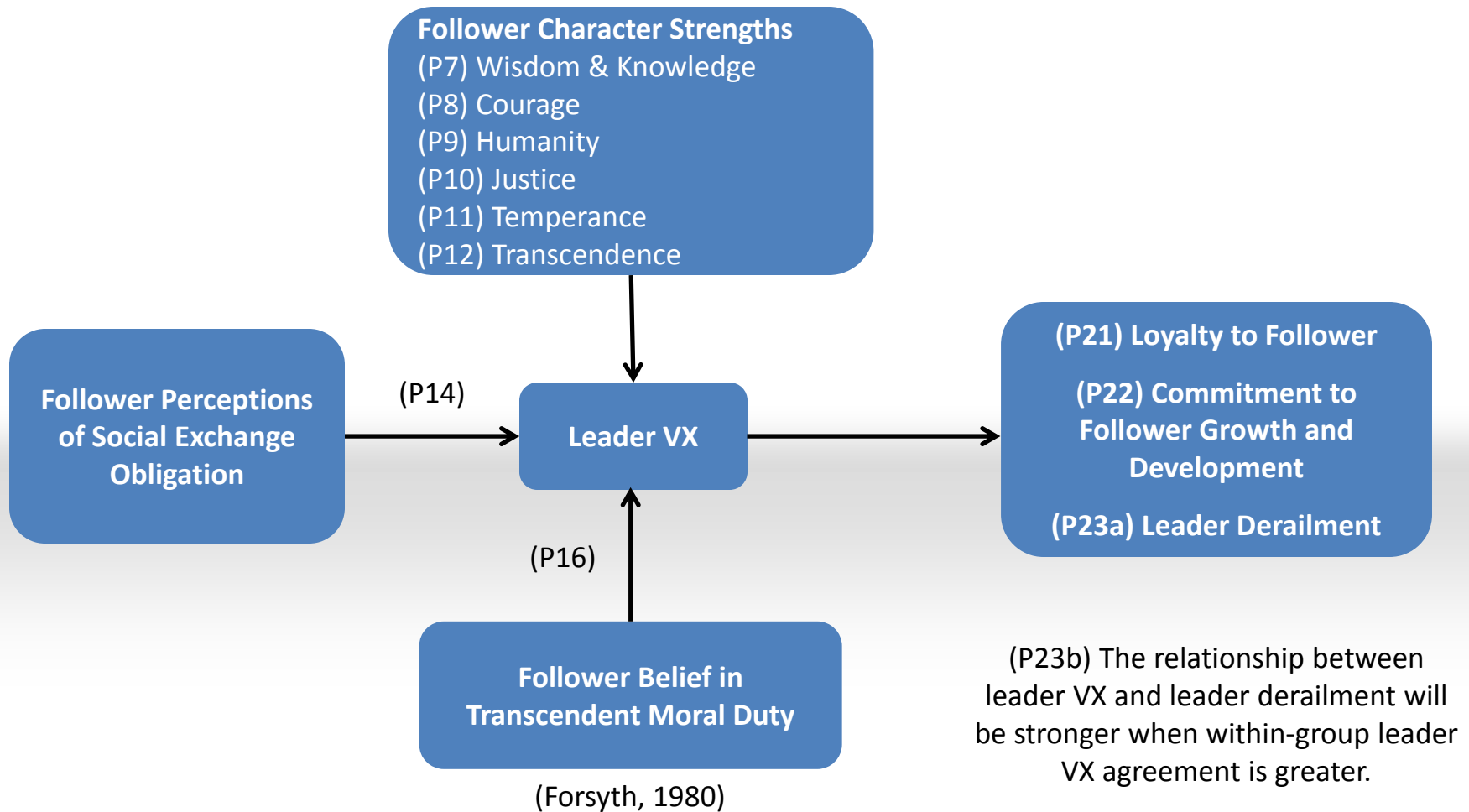
Model of Follower VX

(Peterson & Seligman, 2004)



Model of Leader VX

(Peterson & Seligman, 2004)



A VX Research Program

- Measurement of VX
- Measurement of Antecedents and Consequences
- Construct Validation and the Nomological Network
- Testing the Model

Implications for Practice

- Selection
 - Providing explanatory support and expanding criterion-related validity of character-based trait measures?
- Leadership development
 - Reframing competencies and behavior

Thank you!

Comments and Questions