

**Table B-5: Leader Relationships Map (LRM)**

**Introduction:** Leaders differ in the manner in which they interact with others, and a component of that difference is the degree of “reciprocal influence” between the leader and subordinate – a relationship reflecting mutual respect, teamwork, commitment, and trust that is often manifested in the freedom to influence decisions, actions, or attitudes of one on the other.

Some leaders have a relatively smaller number of these close working relationships, relying more on impersonal role relationships. Others have many. A name in the inner circles would suggest a close relationship. A name placed in the outer rings would indicate a more detached relationship. The placement of subordinates across these circles reveals a perceived pattern of reciprocal influence that says something about the leader’s style and the kind of “team” that he has created. Perceptions among subordinates about where they see themselves on these circles also provide insights about the commander’s style and relationships.

**Instructions**

Please consider all of the senior-level subordinates who worked for and with the executive leader, including yourself. Then place those names (or positions, if you prefer) on the circles, thereby indicating the degree of reciprocal influence that you believe existed between these individuals and the executive leader.

