

# **Manual for the Graen LMX-7 Method of Teaching Collaboration in Organizations**

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Forth coming Monograph: Collaboration  
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## **Chapter One**

The world is changing fast, and the millennials- the generation of people who became adults around 2000, or in the decade or so after- have been right in the middle of it. From Independence Square in Kyiv to the streets of Caracas, from Taksim Square in Istanbul to Zuccotti Park in New York, and from Silicon Valley to Wall Street, it's the 40-and-under crowd courageously leading the quest for different ways. Less invested in past approaches, tech-savvy to a fault, and painfully aware of the challenges left to them by earlier generations, they're not willing to "settle"- to make the same compromises (and mistakes) they think their parents made. And although they sometimes get rapped for being self-centered, all the evidence I see- and I've taught thousands of them on two continents, and even have one in my

family-suggests that the millennials represent real hope for the future, (Austin, 2014).

The 40-year-olds and under revolution has begun! Under the panic of 9/11, the No Child Left Behind act 200 (NCLB) sharing Recession, and the Covid 19 pandemic and its aftermath. We agree wholeheartedly with the insights of Dr. Austin as portrayed in the Millennial Spring May 2/5 (Grace & Graen, 2014).

### **Fact supporting new ways to Motivate Dyadic-Team Collaboration.**

The theory of LMX-7 collaboration reminds us that we are socialized from or to believe in the inherent progress of our standard of living as guided by actual constant pressure for new attractive thoughts, feelings, and behavior. This model describes “Maximum Collaborative Behavior Cycles” by humans who are the product of genetic inheritance over eons of history and

different present situations.

Collaborative behavior is defined by Webster's New World Dictionary as "work together "or" help the enemy" (Webster, 2002). The consequences of adapting to the challenges of surviving in our world as a species are now being examined anew by employing construct validation and experimentation.

Our new so-called LMX-7 collaboration theory assumes that we have survived partly by diversity in the face of changes in nature's. We need to survive as a species by fulfilling our biological, social, and creative demands in some order of priority. Our environments have been dynamic. We have discovered that our world permits the survival of our species by selecting the most fit. We have the ability to transfer knowledge from one generation to the next and to dream impossible dreams. Our dreaming seems

endless, but our technological advancements are dependent on our endless curiosity and the scientific method.

One of the most helpful abilities developed by humans has been the creation of “collaborative leadership”. The agreement between trained leaders and their technology and talented team members has become the method of choice for so called “Unicorns start-up’s (Grace & Graen, 2014). The first millennial and the following Zoomer generation have demonstrated a new way to innovate and build extremely fast-growing technical search engines and support sources (Graen & Canedo, 2022).

**Back to the future**

The future of new the leader-Member Exchange Model re-energizes the awesome collaboration leadership like that between “Jobs and Wozniak a dynamic duel” of the good old days (Graen, Stone and Kruger, 2024).

An alternative scenario was sketched up by Aki Ito in her article in Business Insider (2024) which told the story of the destruction of knowledge worker’s belief in reciprocal loyalty. The truth in a cultural of the finest education from K to college graduation. This continued loss of loyalty is unnecessary given the promise of giving the opportunity for the high growth need strength knowledge workers and their executive leaders to collaborate feasibly together and patent a successful innovation. This permits corporations to survive the swings of business as usual without mases of mediations in force. Those us

who believe in the human gift of LMX-7 ability argue for a rebirth of dyadic, two-level ingenuity.

## **The Discovery of LMX-7 Collaborations**

The unfortunate future gazing by Transformational Psychology (2021) has failed to acknowledge the discovery of a new theory of Max collaboration which was experimentally confirmed and later replicated and continually refined by later discoveries and replications (Graen et al., 2024, YouTube). The many recent field studies showing the power of the LMX-7 theory to expose the in human assumptions Classical Manufacturing Engineering Model (Brown, et al., 2019; Salem, et al., 2021).

Today's learning programs under new construction testify to the construct validity of the LMX-7 theory of dyadic, two adjacent-levels of executive collaboration on meaningful

innovations. (Graen & Canedo, 2022; Graen et al., 2023). The field has failed to appreciate the breakthrough of Graen, Novak & Sommerkamp, 1986; Scandura & Graen 1984; Graen, et al., 2006; Graen et al., 2006). The in-progress monograph by Graen and his new team LMX-7 research will tell the story of the miracle of creative collaboration at Max LMX-7 as modeled by Jobs and Wozniak. Jobs and Wozniak collaborators were gifted with the ability of report knowledge executives with one empowered with high technology training at the mother-board creation level and the other at the strategic implementation of innovation level who unconditionally bonded to collaborate on meaningful marketable products and services.

A similar bond develops between doctoral dissertation advisors and their special candidate as reported by Graen and Munshi (2024). The



research literature on the two experiences of such episodes should be familiar to many professors accepting such projects. Our Professional experiences of such exceptional collaboration are often the most wonderful stories.

The millennials workers are people who became adults around 2000. The normative thinking of the time became convinced that the rapid growth of the new middle- class standard of living experienced by returning heroes of WWII and their families turned to a social guilt for the physical and psychology damage suffered by children who were left unprotected and damaged by slings and arrows of the single focus on winning the WWII and the peace. The horror stories tell of helpless children facing the inhuman conditions of surviving without proper tender loving of family. Stories like those of Ann

Frank and other hunted children influenced the minds and hearts of many people.

The principal changed institution was the educational approach which was changed the mission to teach future generations how to best protect the tender unrolling of children's genetics endowment from K through college or equivalent educations and proper protection by public policy (Graen & Grace, 2017).

The resulting educational theory was characterized as protecting the genetic potential of each child by protecting and serving the welfare through his/her educational experience.

This at times involved the support of developing a strong concept of oneself as an important person who deserves respect, friendship and caring from others. They proudly testify that they are someone to be respected, loved, and cared for.

Peer competition is changed to rewarding active participation and networking and not person to person competition but learning to collaborate and learn how to build LMX-7 relationships and enjoying playing the game with others. Every student is encouraged to compete with the past record of achievement and to help others to improve their games. Overall, the principle is to help others and permit others to help you and always work to collaborate on meaningful tasks and missions to be the best you can be.

The principle was to overcome barriers to success by collaborating with one another to combine potential. This may include finding a partner to dance, perform, direct, or follow for a mutual good feeling. Helping others who you enjoy working with is a great way to earn “get-out of trouble tickets”. One needs to continually learn how to make friends and influence others.

This forth coming monograph we share our story about our search for the necessary conditions for the development of small teams of tech-savvy creative thinkers with funding and deep desires to make a meaningful difference. They discovered the “missing link” which exposed their inherent ability to collaborate in creating the new and more powerful search engines of which three out of four of these are American companies. The “Unicorns” story is told hoping that owners, middle managers, and inventors may find it interesting and useful, to effectively design similar productive systems.

Our story begins in the business world of the 60s when the dominant design of modern products and services were based on the classic business theories of chief executive officers and engineers such as Rene’ Fayol and his 14 Principles of Management (1916), and Alfred B. Sloan’s (1963)

and his school of management at MIT. These classic designs of corporations recommended the “great man theory” that the “best CEO” as the only strategic thinker in charge of a bureaucratic corporation which allow no personal thinking not approved in writing. During this period of the 60s the Baby Boomers filled the top of most of the leading companies such as General Motors, Standard Oil, US Steel, federal, state, and local governments, IBM, and AT and T (Graen & Canedo, 2022).

During the period beginning with WWII, and after the US and the American’s became the dominant mass producers of goods and services. It took a good deal of time and resources to rebuild other countries’ businesses. This situation produced monopolies and vast products of questionable quality worldwide. The “quality is job one” movement was followed by “the innovation

seeking movement.” Important problems were left by Baby Boomers C.E.G.

Organizational leadership collaboration remains to be solved. One issue is the cultural consequences of our modern educational systems changing and not the bureaucratic design of our production systems. Modern education systems have evolved in the 21<sup>st</sup> century and produced generations of workers and managers into highly educated and technically savvy knowledge professional and collaborators seeking a personal meaningful purpose (Grace & Graen, 2014).

Contemporary production systems remained extremely competitive with more command-and-control bureaucratic supervision as the war veteran experienced “organizational man” in blue suits, holding a decent paying job that could

support a middle-class family in the new suburbia.

The innovation movement remains international, mainly due to the lower return for the genetic relative to the new and innovative products and services (Grace & Graen, 2013). The response by the large leading bureaucratic organization was to rely on small startup organizations to create and sell their well patented products and services. This demand for new products was answered by Silicon Valley's major engineering and business schools and local venture firms. This led to the shock of the unicorn success (Deal & Livenson; Grace & Graen, 2014; Graen & Grace (2015).

Unfortunately, the millennials were shocked and dismayed by their reception by the bureaucratic organization developed by their parents (the baby boomers) (Graen & Grace, 2015). Millennials

were educated to be tech savvy, confident, social, respectful, and purposeful, but were onboarded by baby boomers' initiation of abuse and disrespect. They reacted by resigning before two years, often without a job in hand. Many went home to their parents and avoided commercial organization employment.

Our team studied the making of collaborating teams since the 1960s. We developed ways to avoid the unnecessary burnout of millennial and zoomer generations by our models understanding of the unicorn building process (Graen & Canedo, 2022). We concluded that the onboarding and later management methods of the baby boomers were obsolete and wasteful for younger college graduates. Millennials and Zoomers have been educated from day one that people respond well to tender loving care



combined with the dreams of making a difference.

## **Summary**

We introduce a new way to design and I-deal between professional management team leaders, and their teams of employed knowledge workers.

Team leader's jobs are designated within the employment contract given the legitimate authority to direct the efforts of each team member and maintain the designed formal rules and procedure, based on legal contract stating required compliance. All employment is to the convenience of the owner (s).

Team members are given their duties and responsibilities to apply their knowledge and effort to the plans for the team and organization. Mediating this set of written rules are the unwritten rules of the nature and the culture of dyads, teams, organizations, and societies. (Graen, 1985)

Unfortunately, an i-deal team leadership was not possible in the dog-eat-dog system of command-and-control with top-down management. In sharp contrast, the model of collaboration leadership used by “ Navy Bob” Roncska in his own words presents a firsthand experience of a wonderful model of LMX emotional intelligence, (Roncska,2024) Dr. Navy Bob Roncska, continues to be one of our favorite disciples.

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