Cross-Cultural Study of Leadership in Public Relations and Communication Management

Study Background and Snapshot of Participants

Dr. Bruce Berger, University of Alabama, and Research Director, The Plank Center
“If you do not look at things on a large scale, it will be difficult to master strategy.”

Miyamoto Musashi
What is the big picture of leadership in public relations?
The Big Picture

- What are the key issues in the field?
- How are they managed?
- How do they affect key dimensions of leadership?
- How can we improve leaders for the future?
- What can we learn from culturally diverse professionals?
Scope of the Cross-Cultural Study

November 2011 – July 2012

8
Large Economies

9
Languages

23
Countries

28
Researchers

4,484
Participants
Participants by Global Regions

488 Asia
672 Latin America
827 U.S.
2,477 Europe

1% Other
Participants by Country

European countries

- 222 Austria
- 146 Switzerland
- 215 Russia
- 112 Latvia
- 30 Estonia
- 210 Spain
- 139 U.K.

1,405 Germany
Participants by Countries, Cont.

Asian and Latin American countries

- Chinese countries*: 143
- Brazil: 303
- Chile: 156
- Mexico: 213
- South Korea: 205
- India: 140
- * Chinese Countries include: China, Hong Kong, Singapore and Taiwan.
Basic Demographics for Survey Participants (4,484)

Gender

48.3%  51.7%

Note: The gender mix varied greatly among countries, ranging from +70% female in Brazil, Russia and Latvia/Estonia, to 43-45% female in Germany, UK and US.
Basic Demographics for Survey Participants (4,484)

**Age**

- > 55 years
- 46-55 years
- 36-45 years
- < 36 years

The chart shows the percentage distribution of participants across different age groups.
Basic Demographics for Survey Participants (4,484)

<table>
<thead>
<tr>
<th>Major Study Area</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities</td>
<td>50%</td>
</tr>
<tr>
<td>Advertising, Marketing</td>
<td></td>
</tr>
<tr>
<td>Social Sciences</td>
<td>30%</td>
</tr>
<tr>
<td>Comm/Media Studies</td>
<td></td>
</tr>
<tr>
<td>Business</td>
<td>9%</td>
</tr>
<tr>
<td>Journalism</td>
<td></td>
</tr>
<tr>
<td>PR, Corp/Strategic Comm</td>
<td>7%</td>
</tr>
<tr>
<td>Others</td>
<td>4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>MA/MS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16.5%</td>
</tr>
<tr>
<td></td>
<td>5.6%</td>
</tr>
<tr>
<td></td>
<td>9.1%</td>
</tr>
<tr>
<td></td>
<td>11.0%</td>
</tr>
<tr>
<td></td>
<td>12.0%</td>
</tr>
<tr>
<td></td>
<td>12.1%</td>
</tr>
<tr>
<td></td>
<td>16.4%</td>
</tr>
<tr>
<td></td>
<td>17.3%</td>
</tr>
</tbody>
</table>

|                      | BA/BS     |
|                      |           |
|                      |           |
|                      |           |
|                      |           |

|                      | Ph.D.     |
|                      |           |
|                      |           |

|                      | Other     |
|                      |           |
|                      |           |

|                      | High School|
|                      | 12.0%      |
Basic Demographics for Survey Participants (4,484)

Type Organization

- Public company: 20%
- Private/state run: 21%
- Nonprofit: 24%
- Agency: 23%
- Self-employed, other: 12%
Basic Demographics for Survey Participants (4,484)

**Years Experience**

- **< 11 years**: 35.3%
- **11-20 years**: 39.5%
- **> 20 years**: 25.1%

**Work Unit Size (number of professionals)**

- **< 5**: 37.8%
- **5-15**: 35.8%
- **16-25**: 8.6%
- **> 25**: 17.7%
Basic Demographics for Survey Participants (4,484)

Reporting Level

Top Leaders

- Level 1: 39.7%
- Levels 2-5: 34.4%
- 25.9%

THE PLANK CENTER LEADERSHIP SUMMIT
Cross-Cultural Study of Leadership in Public Relations and Communication Management

10 Key Issues in the Field

Dr. Ansgar Zerfass, University of Leipzig, Germany
“We all have to expand our capabilities to encompass the changing world, its growing diversity, and, indeed, its complexity.”

Lachlan Murdoch
10 Big Issues in the Field

The Top 3

- **Speed and volume of information flow**
  - 5.88

- **Dealing with crises**
  - 5.76

- **Digital revolution, rise of SM**
  - 5.75
10 Big Issues in the Field

1. Speed and volume of information flow (5.88)
2. Dealing with crises (5.76)
3. Digital revolution, rise of SM (5.75)

4. Employee engagement (5.49)
5. Measurement of communication effectiveness (5.49)
6. Demands for transparency (5.34)
7. Finding, retaining top talent (5.25)
10 Big Issues in the Field

1. Speed and volume of information flow (5.88)
2. Dealing with crises (5.76)
3. Digital revolution, rise of SM (5.75)
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6. Demands for transparency (5.34)
7. Finding, retaining top talent (5.25)

Corporate social responsibility (5.10)
Meeting communication needs in diverse cultures (4.83)
Improving the image of the profession (4.47)
Public Relations Issue Grid*

* Factor analysis: Eigenvalue of 3.39; Cronbach's alpha of .81; amount of variance is 42.34%.
The Most Important Issue

- **23.1%**
  - Speed and volume of information flow
  - n= 1,029

- **15.3%**
  - Digital revolution
  - n= 684

- **12.2%**
  - Measurement of communication
  - n= 547

- **11.9%**
  - Dealing with crises
  - n= 532
The Most Important Issue

Transparency
8.4%
n= 375

Employee engagement
7.9%
n= 354

Finding, retaining top talent
7.5%
n= 337
The Most Important Issue

- Corporate social responsibility: 6.1% (n=274)
- Diverse cultures: 5.3% (n=239)
- Professional image: 2.5% (n=112)
10/12 countries ranked crisis highest
Some Demographics of Issues - Countries

Germany and UK
ranked 9/10 issues lowest

Brazil
ranked 7/10 issues highest
Some Demographics of Issues- Countries

UK and US
rated CSR lowest

Latin American Countries
rated CSR highest
Some Demographics of Issues- Countries

East European countries
ranked digital media lowest

Brazil, China, India and Mexico
Ranked digital media highest
Some Demographics of Issues - Countries

South Korea, UK and US
ranked engagement lowest

BRIC countries and Mexico
ranked engagement highest
Some Demographics of Issues - Rank, Gender and Age

Women ranked all 10 issues higher than men; 8 significantly higher.

Younger professionals rated image, measurement highest.

Top leaders ranked information flow higher than young, lower-level practitioners.
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Strategies and Tactics to Manage the Issues

Dr. Bryan Reber, University of Georgia
“You’ve got to think about big things while you’re doing small things, so that all the small things go in the right direction.”

Alvin Toffler
Dealing with the Speed and Volume of Information Flow (n= 1,029)

1. Developing new skills and/or improving work processes: 5.31
2. Using new technologies to collect, distribute info faster: 5.30
3. Assigning more work/responsibilities to existing employees: 4.96
4. Increasing use of external consultants: 3.67
5. Hiring additional employees: 3.28
### Managing the Digital Revolution and Rise of Social Media (n=684)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Score</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5.92</td>
<td>Revising strategies for greater use of SM</td>
</tr>
<tr>
<td>2</td>
<td>5.48</td>
<td>Training team members, others in SM use</td>
</tr>
<tr>
<td>3</td>
<td>5.19</td>
<td>Monitoring stakeholder communications on the social web</td>
</tr>
<tr>
<td>4</td>
<td>5.01</td>
<td>Hiring employees with specialized SM skills</td>
</tr>
<tr>
<td>5</td>
<td>4.65</td>
<td>Creating performance measures for SM</td>
</tr>
</tbody>
</table>
Improving Measurement of Communication to Demonstrate Value (n= 547)

- Monitoring, analyzing media coverage of organization and competitors: 5.48
- Using business outcomes to measure effectiveness: 4.82
- Focusing more on nonfinancial performance indicators: 4.64
- Attending measurement workshops to learn, adopt best practices: 4.10
- Hiring external experts to provide skills and develop metrics: 4.00
Being Prepared to Deal Effectively with Crises That May Arise (n= 532)

1. Developing effective crisis communication plans
   - 5.66
2. Implementing effective management programs to reduce risk of crises
   - 5.11
3. Using issue scanning, monitoring technologies to identify, track problems
   - 5.05
4. Educating stakeholders about emergency communication systems
   - 4.92
5. Training employees for crisis management procedures
   - 4.83
Meeting Demands for More Transparency of Communications, Operations (n=375)

- **5.56** Implementing a strategy to increase transparency
- **5.42** Posting more company information on the Internet and/or Intranet
- **5.36** Providing more 2-way communication between employees & leaders
- **5.21** Communicating with external groups to address issues
- **5.03** Monitoring stakeholder communications to identify concerns
Creating a positive communication climate to increase commitment

Increasing accessibility to, and visibility of senior leaders

Facilitating knowledge transfer and best practices in the organization

Training front-line supervisors to improve listening & communication skills

Using reward and recognition programs to honor employees
## Finding, Developing and Retaining Highly Talented Professionals (n= 337)

<table>
<thead>
<tr>
<th>Score</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.70</td>
<td>Providing more autonomy to highly talented individuals</td>
</tr>
<tr>
<td>5.20</td>
<td>Designing individualized development plans for high potential professionals</td>
</tr>
<tr>
<td>4.48</td>
<td>Providing superior financial incentives and benefits</td>
</tr>
<tr>
<td>4.26</td>
<td>Supporting the education of future professionals at universities</td>
</tr>
<tr>
<td>3.67</td>
<td>Using search firms to help locate and evaluate talent</td>
</tr>
</tbody>
</table>
The Last 3 Issues

Meeting increasing demands for corporate social responsibility (n= 274)

- Convince organizational leaders that CSR programs are important: 5.56
- Creating public awareness of CSR programs: 5.24
- Interacting directly with groups that make CSR demands: 5.17
- Showcasing CSR achievements and employee accomplishments: 4.91
- Involving more employees in community activities: 4.55
The Last 3 Issues

Meeting communication needs in diverse cultures (n= 239)

- Implementing a global communication strategy: 5.74
- Monitoring media coverage in global media: 5.35
- Using national experts to guide country communication programs: 5.12
- Hiring more employees with int’l experience: 4.82
- Providing cultural training for employees: 4.44
The Last 3 Issues

Improving the image of the profession (n= 112)

- Modeling professional standards and ethical behaviors: 5.30
- Participating actively in professional association activities: 4.93
- Supporting the education of future professionals at universities: 4.79
- Supporting research to advance professional knowledge: 4.66
- Providing ethics training for team members, others: 4.40
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Key Issues and Leadership Skills and Capabilities

Dr. Juan Meng, University of Georgia
“We know that leadership is very much related to change. As the pace of change accelerates, there is a greater need for effective leadership.”

John Kotter
An Integrated Model of Leadership

Organizational Structure and Culture

Excellent Leadership in PR

Self-dynamics
Team Collaboration
Ethical Orientation
Relationship Building
Strategic Decision-Making Capability
Communication Knowledge MGT

Self attributes
Shared vision
Internal Relations
External Relations
Q1: Is the conceptual model valid in other countries?

<table>
<thead>
<tr>
<th>Ratings on leadership skills and capabilities for the global survey (n= 4,483)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Possessing communication knowledge</td>
<td>6.14</td>
</tr>
<tr>
<td>Participating in strategic decision-making</td>
<td>6.30</td>
</tr>
<tr>
<td>Possessing a strong ethical orientation</td>
<td>5.63</td>
</tr>
<tr>
<td>Building and managing work teams</td>
<td>5.91</td>
</tr>
<tr>
<td>Providing compelling vision (self-dynamics)</td>
<td>6.04</td>
</tr>
<tr>
<td>Having the ability to develop coalitions (relationship building)</td>
<td>5.71</td>
</tr>
<tr>
<td>Working in an organization with 2-way communication (organizational culture)</td>
<td>5.63</td>
</tr>
</tbody>
</table>

A: Yes. Very similar to U.S. results.

Factor analysis yielded one factor: Public Relations Leadership*

* Eigenvalue is 3.48; Cronbach’s alpha is .812; variance accounted for is 47.16%
The Leadership Model and Global Study

Q2: Do leader dimensions change when issues change?

<table>
<thead>
<tr>
<th>Leadership Dimensions</th>
<th>No. 1 Issue Info Flow</th>
<th>No. 2 Issue Digital Media</th>
<th>No. 3 Issue Measurement</th>
<th>No.4 Issue Crisis Mgmt</th>
<th>Total</th>
<th>F-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>PR knowledge</td>
<td>6.10</td>
<td>6.13</td>
<td><strong>6.32</strong></td>
<td>6.30</td>
<td>6.19</td>
<td><strong>9.24</strong></td>
</tr>
<tr>
<td>Decision making</td>
<td>6.30</td>
<td>6.19</td>
<td><strong>6.42</strong></td>
<td>6.44</td>
<td>6.33</td>
<td><strong>9.00</strong></td>
</tr>
<tr>
<td>Ethical orientation</td>
<td>5.42</td>
<td>5.28</td>
<td>5.54</td>
<td><strong>5.84</strong></td>
<td>5.49</td>
<td><strong>17.81</strong></td>
</tr>
<tr>
<td>Lead work teams</td>
<td><strong>5.91</strong></td>
<td>5.70</td>
<td>5.82</td>
<td><strong>5.99</strong></td>
<td>5.86</td>
<td><strong>8.08</strong></td>
</tr>
<tr>
<td>Compelling vision</td>
<td>5.87</td>
<td><strong>6.06</strong></td>
<td><strong>6.28</strong></td>
<td>5.87</td>
<td>6.00</td>
<td><strong>18.57</strong></td>
</tr>
<tr>
<td>Create coalitions</td>
<td>5.64</td>
<td>5.43</td>
<td>5.76</td>
<td><strong>5.83</strong></td>
<td>5.65</td>
<td><strong>12.19</strong></td>
</tr>
<tr>
<td>2-way communication</td>
<td>5.58</td>
<td>5.58</td>
<td>5.62</td>
<td>5.45</td>
<td>5.57</td>
<td>1.46</td>
</tr>
</tbody>
</table>

N=1,029 N=684 N=547 N=532 N=2,792 (df=3, 2,787)

A: Yes. Crises place greatest demands on leaders.

* **p<.01
Some Demographics and Leader Dimensions

**Women** rated *all 7 dimensions* significantly higher.

Those with **less than 20 years** experience rated ethical orientation and communication knowledge management *significantly higher*.

**Lower level** practitioners rated *organizational culture* significantly higher.

**Latin American** countries rated *all dimensions* higher; **German-speaking** countries the lowest.
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Developing Future Leaders

Dr. Yan Jin, Virginia Commonwealth University
“The moral authority of leaders is an essential ingredient to human security. Our attitudes determine whether we are able to resolve conflict. It requires real listening and a readiness to consider new ways. And if we are to be a bridge, we have to be willing to be walked on.”

Florence Mpaayei
3 people skills were rated most important:

1. Strengthening change management skills and capabilities 5.67

2. Improve the listening skills of professionals 5.51

3. Enhance conflict management skills 5.51
5 other approaches were important:

4. Develop better measures to document value  5.34
5. Strengthen the business component of education  5.26
6. Increase cultural understanding and sensitivity  5.10
7. Enhance skills to cope with stress  5.06
8. Enhance the emotional intelligence of professionals  5.05
other approaches were less important:

9. Impose tough penalties on ethical violators  4.51
10. Urge associations to work together to develop leaders  4.37
11. Develop a global education curriculum  4.24
12. Require professional accreditation or licensing  3.90
Factor analysis yielded two factors

Factor 1:
Self-Development Approaches*

- Improve listening skills
- Enhance emotional intelligence
- Enhance conflict management skills
- Increase cultural understanding, sensitivity
- Strengthen change management skills
- Enhance skills to cope with stress

*Eigenvalue is 5.0; Cronbach’s alpha is .80; and the factor accounts for 41.70% of variance
Factor analysis yielded two factors

Factor 2:
Systemic Development Approaches*

- Require accreditation, licensing
- Develop a global education curriculum
- Penalize ethical violators
- Develop better measures
- Strengthen the business component of education
- Urge associations to work together to develop leaders

* Eigenvalue is 1.18; Cronbach's alpha is .82; and accounts for 9.81% of variance
PREPARING LEADERS FOR THE FUTURE
Preparing leaders for the future means focusing on

1. Software or soft skills of people
   • Increase reflection and self insights
   • Improve interpersonal skills for conflict, change management
   • Create greater awareness of others, cultures

2. Hardware or professional and educational structures
   • Improve measurement skills and standards
   • Bring ethical codes to life
   • Increase knowledge of business, global environment
• **Experienced** practitioners (> 20 years) rated significantly higher listening skills and cultural understanding

• **Least-experienced** practitioners (< 11 years) rated significantly higher most other approaches

• The **Latin American countries** gave the highest mean scores to 7/12 approaches

• **11/12 countries** and regions rated change management skills highest

• **Lower-level** practitioners rated significantly higher all 12 approaches

• **Women** rated significantly higher all 12 approaches

Some demographics on leader development
The Plank Center Leadership Summit

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Individual Perceptions about Leaders and Practice

Dr. Baiba Petersone, Zayed University, United Arab Emirates
“Would women leaders wield power differently? Would they be more humane? Would they perhaps even usher in some gleaming, renascent era? And would men accept them? Now that we have this veritable club of women leaders across the globe… we can begin to answer those questions. But the answers are no simpler than the questions themselves.”

Georgia Anne Geyer
Self Perceptions

I consider myself to be a PR leader  5.66

I want to be a PR leader  6.15

I learn more about excellent leadership from role models and mentors than from education or management development programs  5.13
Gender Perceptions

Males or females can be equally capable PR leaders 6.50

I prefer to work for a male leader on the job 5.25

Females have better interpersonal communication skills than males 4.27
The highest ranking PR professional in my organization is an excellent leader

My organization encourages and practices 2-way communication

The CEO or top executive in my organization understands the value of PR
Leadership in PR is different from leadership in other fields 3.73

Leadership skills are more important than communication skills in leading a PR unit or department 3.44

I’m optimistic about the future of the PR profession in my country 5.16

Perceptions
Leadership and a Culture for Communication

Our organizational statements reflect factors in a culture for communication:

- The highest ranking PR professional in my organization is an excellent leader
- My organization encourages and practices 2-way communication
- The CEO or top executive in my organization understands the value of PR

We summed the mean scores for these statements for each country/region.
<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Number</th>
<th>Mean</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>129</td>
<td>16.37</td>
<td>3.58</td>
</tr>
<tr>
<td>Mexico</td>
<td>172</td>
<td>15.22</td>
<td>4.75</td>
</tr>
<tr>
<td>Chinese-speaking countries</td>
<td>131</td>
<td>14.86</td>
<td>4.23</td>
</tr>
<tr>
<td>United States</td>
<td>707</td>
<td>14.76</td>
<td>4.50</td>
</tr>
<tr>
<td>Latvia/Estonia</td>
<td>125</td>
<td>14.71</td>
<td>3.91</td>
</tr>
<tr>
<td>German-speaking countries</td>
<td>1569</td>
<td>14.69</td>
<td>4.03</td>
</tr>
<tr>
<td>Spain</td>
<td>186</td>
<td>14.46</td>
<td>4.87</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>124</td>
<td>14.32</td>
<td>4.09</td>
</tr>
<tr>
<td>Chile</td>
<td>135</td>
<td>13.81</td>
<td>4.43</td>
</tr>
<tr>
<td>Russia</td>
<td>194</td>
<td>13.64</td>
<td>4.58</td>
</tr>
<tr>
<td>South Korea</td>
<td>204</td>
<td>13.41</td>
<td>2.06</td>
</tr>
<tr>
<td>Brazil</td>
<td>255</td>
<td>13.02</td>
<td>4.59</td>
</tr>
</tbody>
</table>

Total: 3,944  

Number 14.50  Mean 4.25  S.D.

*The reliability test (Cronbach’s alpha) was .66, just below the criterion of .70. Dropping the third statement raised the alpha to .70. We kept it in. The ANOVA test showed a significant F-value: 8.09
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A Glimpse of the BRIC Countries (Brazil, Russia, India, China)
Dr. Elina Erzikova, Central Michigan University
“Some analysts believe that by working together, the BRIC countries can carve out the future economic order between themselves. They believe that China can dominate in manufactured goods, India in services, and Russia and Brazil in raw material supplies.”

EconomyWatch, June 2012
Top 10 Economies in the World*

*Account for 70% of world GDP and 50% of the population.
**Top 10 Economies in the World**

*Account for 70% of world GDP and 50% of the population.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>GDP (trillions)</th>
<th>Pop. (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>USA</td>
<td>$14.8</td>
<td>312</td>
</tr>
<tr>
<td>2.</td>
<td>China</td>
<td>9.7</td>
<td>1,339</td>
</tr>
<tr>
<td>3.</td>
<td>Japan</td>
<td>4.3</td>
<td>128</td>
</tr>
<tr>
<td>4.</td>
<td>India</td>
<td>3.9</td>
<td>1,210</td>
</tr>
<tr>
<td>5.</td>
<td>Germany</td>
<td>2.9</td>
<td>88</td>
</tr>
<tr>
<td>6.</td>
<td>Russia</td>
<td>2.2</td>
<td>143</td>
</tr>
<tr>
<td>7.</td>
<td>UK</td>
<td>2.2</td>
<td>62</td>
</tr>
<tr>
<td>8.</td>
<td>France</td>
<td>2.2</td>
<td>65</td>
</tr>
<tr>
<td>9.</td>
<td>Brazil</td>
<td>2.1</td>
<td>192</td>
</tr>
<tr>
<td>10.</td>
<td>Italy</td>
<td>1.8</td>
<td>113</td>
</tr>
</tbody>
</table>

*Account for 70% of world GDP and 50% of the population.
### Top 10 Economies in the World: 2010 vs. 2020

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>GDP (trillions)</th>
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<tbody>
<tr>
<td>1.</td>
<td>USA</td>
<td>$14.8</td>
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<td>2.</td>
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<tr>
<td>3.</td>
<td>Japan</td>
<td>4.3</td>
</tr>
<tr>
<td>4.</td>
<td>India</td>
<td>3.9</td>
</tr>
<tr>
<td>5.</td>
<td>Germany</td>
<td>2.9</td>
</tr>
<tr>
<td>6.</td>
<td>Russia</td>
<td>2.2</td>
</tr>
<tr>
<td>7.</td>
<td>UK</td>
<td>2.2</td>
</tr>
<tr>
<td>8.</td>
<td>France</td>
<td>2.2</td>
</tr>
<tr>
<td>9.</td>
<td>Brazil</td>
<td>2.1</td>
</tr>
<tr>
<td>10.</td>
<td>Italy</td>
<td>1.8</td>
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</tbody>
</table>

Data from Euromonitor International

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>GDP (trillions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>China</td>
<td>$28.1</td>
</tr>
<tr>
<td>2.</td>
<td>USA</td>
<td>22.6</td>
</tr>
<tr>
<td>3.</td>
<td>India</td>
<td>10.2</td>
</tr>
<tr>
<td>4.</td>
<td>Japan</td>
<td>6.2</td>
</tr>
<tr>
<td>5.</td>
<td>Russia</td>
<td>4.3</td>
</tr>
<tr>
<td>6.</td>
<td>Germany</td>
<td>4.0</td>
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<tr>
<td>7.</td>
<td>Brazil</td>
<td>3.9</td>
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<tr>
<td>8.</td>
<td>UK</td>
<td>3.4</td>
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<tr>
<td>9.</td>
<td>France</td>
<td>3.2</td>
</tr>
<tr>
<td>10.</td>
<td>Mexico</td>
<td>2.8</td>
</tr>
<tr>
<td>Category</td>
<td>Percentage</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Less experienced</td>
<td>56.7%</td>
<td>&lt; 11 years experience</td>
</tr>
<tr>
<td>Younger</td>
<td>52.75%</td>
<td>&lt; 36 years old</td>
</tr>
<tr>
<td>Lower level</td>
<td>44.8%</td>
<td>levels 2-5</td>
</tr>
<tr>
<td>Fewer grad degrees</td>
<td>46.8%</td>
<td></td>
</tr>
<tr>
<td>More PR majors</td>
<td>36.1%</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>65.5%</td>
<td></td>
</tr>
</tbody>
</table>
### Three Most Important Issues

<table>
<thead>
<tr>
<th>#1</th>
<th>#2</th>
<th>#3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>Measurement</td>
<td>Info Flow</td>
</tr>
<tr>
<td>Russia</td>
<td>Info Flow</td>
<td>Top Talent</td>
</tr>
<tr>
<td>India</td>
<td>Top Talent</td>
<td>Measurement</td>
</tr>
<tr>
<td>China</td>
<td>Top Talent</td>
<td>Digital Media</td>
</tr>
<tr>
<td>All countries</td>
<td>Info Flow</td>
<td>Crisis Mgmt</td>
</tr>
</tbody>
</table>
Similar Approaches to Top Issues

**Top Talent**
Offer autonomy and superior benefits (China, India)

**Measurement**
All rely heavily on media monitoring and analysis

**Info Flow**
All use new technologies

**Digital Media**
All hire employees with DM skills and train employees to use DM
### Development of Future Leaders

<table>
<thead>
<tr>
<th>Country</th>
<th>#1</th>
<th>#2</th>
<th>#3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>Change Mgmt</td>
<td>Conflict Mgmt</td>
<td>Listening</td>
</tr>
<tr>
<td>Russia</td>
<td>Change Mgmt</td>
<td>Conflict Mgmt</td>
<td>Listening</td>
</tr>
<tr>
<td>India</td>
<td>Change Mgmt</td>
<td>Listening</td>
<td>Measurement</td>
</tr>
<tr>
<td>China</td>
<td>Change Mgmt</td>
<td>Listening</td>
<td>Culture Sensitivity</td>
</tr>
<tr>
<td>All countries</td>
<td>Change Mgmt</td>
<td>Listening</td>
<td>Conflict Mgmt</td>
</tr>
</tbody>
</table>
Some Individual Perceptions

I consider myself to be a leader in PR...

- Brazil: 5.50
- Russia: 4.41
- India: 5.68
- China: 5.23
- All countries: 5.66
I want to be a leader in PR...

- Brazil: 6.21
- Russia: 5.61
- India: 6.39
- China: 5.42
- All countries: 6.15
Some Individual Perceptions

Men and women can be equally capable PR leaders...

<table>
<thead>
<tr>
<th>Country</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>6.75</td>
</tr>
<tr>
<td>Russia</td>
<td>6.21</td>
</tr>
<tr>
<td>India</td>
<td>6.41</td>
</tr>
<tr>
<td>China</td>
<td>6.23</td>
</tr>
<tr>
<td>All countries</td>
<td>6.50</td>
</tr>
</tbody>
</table>
Some Individual Perceptions

I prefer to work for a male leader...

- Brazil: 5.16
- Russia: 4.12
- India: 5.11
- China: 4.27
- All countries: 5.25
Some Individual Perceptions

The highest ranking PR professional in my organization is an excellent leader...

- Brazil: 4.45
- Russia: 4.14
- India: 5.23
- China: 4.82
- All countries: 4.66
Some Individual Perceptions

My organization practices 2-way communication...

- Brazil: 4.25
- Russia: 4.48
- India: 5.50
- China: 4.96
- All countries: 4.67
Some Individual Perceptions

The CEO or leader of my organization understands the value of PR...

- Brazil: 4.39
- Russia: 4.94
- India: 5.71
- China: 5.10
- All countries: 5.16
Some Individual Perceptions

I’m optimistic about the future of the PR profession in my country…

Brazil 5.77
Russia 5.30
India 5.97
China 5.22
All countries 5.16
### Summated Leadership Index

<table>
<thead>
<tr>
<th>Country</th>
<th>Number</th>
<th>Mean</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>255</td>
<td>13.02</td>
<td>4.59</td>
</tr>
<tr>
<td>Russia</td>
<td>194</td>
<td>13.64</td>
<td>4.58</td>
</tr>
<tr>
<td>India</td>
<td>129</td>
<td>16.37</td>
<td>3.58</td>
</tr>
<tr>
<td>China</td>
<td>131</td>
<td>14.86</td>
<td>4.23</td>
</tr>
</tbody>
</table>

**All Countries:**

- **Number**: 3,944
- **Mean**: 14.50
- **S.D.**: 4.25
Cross-Cultural Study of Leadership in Public Relations and Communication Management

10 Headlines: What the Findings Mean

Mr. Marco Herrera, Founder and CEO, Grupo Public in Mexico City, and Dr. Bruce Berger
“Whether you think you can or whether you think you can’t, you’re right.”

Henry Ford
The digital revolution transforms practice and leaders worldwide.
The future of PR is all about me, me, me!

Anonymous Millennial
Contingencies count: Diverse issues tap different leadership capabilities.
Excellent PR leadership is multidimensional, complex and...global?
Measurement remains the 800 pound gorilla in communication units worldwide.
Soft skills and self-insights are the Holy Grail for future leaders.
Cultural patterns intrigue, but meaning is elusive.
Men and women: Same destination, different journey.
Leaders drink too much of their own Kool-Aid.
Digital drives, but the transformation enfolds a set of deep changes.
Thank you.

November 1, 2012