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# **Key Themes and Findings**

## ***The Cross-Cultural Study of Leadership in Public Relations And Communication Management***

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The Plank Center for Leadership in Public Relations  
Heyman Associates  
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Prepared by Dr. Bruce Berger  
University of Alabama  
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## **Survey Description**

### *The Cross-Cultural Study of Leadership In Public Relations and Communication Management*

This survey is the largest, most comprehensive study of leadership in public relations and communication management ever conducted. Nearly 4,500 (4,484) PR professionals participated in the online survey, the first phase of the study. A second phase involves depth interviews with 150 worldwide leaders, which will be completed and analyzed in 2013.

The survey sought answers to five questions: 1) What do PR leaders believe are the key issues in the field? 2) What strategies and tactics do leaders use to manage those issues? 3) How do the issues affect key dimensions of leadership? 4) How can the development of future leaders be improved? 5) What similarities and differences are present in the study's diverse demographics?

- The 58-question online survey was developed, pretested, and administered in 9 languages\* in 23 countries\*\* by a 27-member international research team.
- A sophisticated online survey software package (Unipark in Germany) was used to collect, process, and distribute the data globally.
- 8 of the 10 largest economies are included in the study: US, China, India, Brazil, Germany, Russia, UK, and Mexico (Japan and France were not included).
- Smaller countries are included to increase cultural diversity and potential variance in findings, e.g., Estonia (1.3 mil), Latvia (2.2 mil), Singapore (5.2 mil).
- 11,509 professionals visited the survey site; 4,484 completed the survey, and 2,853 started but didn't finish the survey. Average completion time: 9.7 minutes.
- The survey site was launched in Nov. 2011 and closed on July 31, 2012. Survey schedules varied by country during this time frame.
- Overall, study participants were highly educated (60% graduate degrees); experienced (65% with > 11 years); and leaders (74% held the #1 or #2 position). More women (2,318 or 51.7%) than men (2,165 or 48.3%) participated, though this varied greatly by country. Complete demographics are available at the end of this report.

The number of completed surveys varied by country/region. The German-speaking countries and the US received enough surveys to generalize findings to large professional populations. Given the lack of professional (email) data bases in the Chinese-speaking countries, India, and Russia, among others, some researchers relied on snowball sampling. This often yields fewer responses, which are descriptive and useful but can't be generalized. A similar lack of databases, as well as ongoing political turmoil, hampered recruitment in the Middle East; ME results are included in the overall data set but are not used in statistical comparisons. 12 countries/regions were used for data reporting and some comparisons, but differences in sample sizes limited the extent to which country/region findings can be compared.

\*Languages: Arabic, Chinese (simplified and traditional), English, Estonian, German, Korean, Portuguese, Russian, and Spanish.

**\*\*Survey countries/regions:** Brazil, Canada, Chile, Chinese-speaking countries (China, Hong Kong, Singapore, Taiwan), Eastern Europe (Estonia, Latvia), Egypt, German-speaking countries (Austria, Germany, Switzerland), India, Lebanon, Mexico, Russia, Saudi Arabia, S. Korea, Spain, United Arab Emirates, UK, US.

## Key Themes

Digitization, globalization, and new stakeholder activation are so often cited as drivers of change in public relations they are almost clichés. But what do these changes mean for communication leaders in diverse organizations worldwide? Do they affect leaders' roles and practices? Learning new technical skills is important, but leaders also must make strategic decisions, model behaviors, be visionary, and cultivate relationships with sometimes reluctant followers. So how are leaders adapting to or managing these changes? And what should be done to better prepare communication leaders for a dynamic and uncertain future?

The *Cross-Cultural Study of Leadership in Public Relations and Communication Management* chases answers to these questions. Through an online survey we capture the perceptions and insights of nearly 4,500 global practitioners in 23 countries, more than 70% of whom hold the #1 or #2 position in communication management in their organization, or in a communication unit in that organization. The findings are rich, complex, and challenging. They underscore a profound transition now underway for the profession *and* for its leaders. Excellent leadership has always been difficult; it will be more so in the future.

Based on our global survey, we identified 10 themes and storylines about leadership in the field. Each grows out of key research findings, and all are accompanied by important questions. We believe the profession must successfully engage the themes, which are presented below in countdown fashion, though the relative weight of each is arbitrary. The themes are followed by a comprehensive review of study findings.

**10. *The digital revolution transforms practice and leaders worldwide.*** The first part is old news, but the emerging story is how this transformation affects leaders and their roles as information decision makers and interpreters. Nearly two-thirds of global survey participants rated four issues as most important in the field: 1) managing the speed and flow of information (23.0%), 2) managing the digital revolution and rise of social media (15.3%), 3) improving the measurement of communication (12.2%), and 4) dealing with fast-moving crises (11.9%). Organizations are racing to revise or create strategies to manage this revolution, and struggling at the same time to develop reliable and meaningful measures. Some countries are moving faster than others, but leaders everywhere reflect on how this revolution transforms their vision, role, and how they lead. Are virtual leaders, real leaders? Must leaders reshape their role to become more astute decision makers about what is and isn't important in the vast information flow, and in corresponding opportunity flows, and then translate relevant information and opportunities into specific meaning and meaningful action in their organizations?

**9. *The future of PR is all about me, me, me! Anonymous Millennial.*** Ron Alsop's book, *The Trophy Kids Grow Up*, is one of several that describe the first wave of the millennial generation and the values, expectations, and changes they bring to the workplace. Our survey provides some evidence of generational differences. Younger professionals (< 36 years) rank professional image and measurement as significantly more important issues than do older age groups. They give

high ratings to the need to develop talent. They give significantly lower ratings to the actual presence of two-way communication in their organizations, and they want more. They are more positive about the future of the profession, and they rate eight of the 12 approaches to developing future leaders significantly higher than other age groups. These include: accreditation, associations working together, measurement, and emotional intelligence. This challenging “me” generation already affects the workplace and is the talent pool for tomorrow. A recent blog by one Millennial reminded us that Millennials make up 24% of voters in the upcoming presidential election in the U.S. What do these perhaps more reluctant leaders mean for the future of the profession?

**8. *Contingencies count: Diverse issues tap different leadership capabilities.*** This seems intuitive, but to date there has been little empirical evidence in the communication literature to support this claim. This study provides such evidence: leaders do draw from, or rely more on different leadership dimensions to tackle diverse issues, and leadership is tested most sharply during crises. Are the best leaders the ones who possess rich multidimensional capabilities? Are they the ones who identify and include other professionals with such dimensions in their thinking and planning? Can particular dimensions be honed into managers and future leaders? Most intriguing to us was the fact that the strongest dimension of leadership for measurement was vision, having powerful vision for what measurement could mean to an organization. Who thinks about a vision for measurement? Many think about measures as crucial tools or standards, but where does the vision come in?

**7. *Excellent PR leadership is multidimensional, complex, and... global?*** Everyone has an opinion about what constitutes excellent leadership. We have what Peter Senge referred to as a “mental model” for great leaders. This study tested a previously developed, seven-dimension public relations leadership model that integrates individual skills, traits, behaviors, and cultural and structural factors. These dimensions include self-insights, ethical orientation, strategic decision-making capability, team collaboration, relationship building, communication knowledge management, and the influences of organizational culture and structure. Factor analysis of the dimensions in the survey suggests the model is a reliable PR leadership scale in the countries studied. More work needs to be done to refine and test the model, but it provides an intriguing framework for examining leadership development, planning, training, and evaluation in the field and classroom. But who will lead the way in practice? Is this an area where competitive professional associations can work together?

**6. *Measurement remains the 800 pound gorilla in communication units worldwide.*** The salience and valence of media coverage still rules measurement approaches in most surveyed countries. Yet, the measurement issue is rated as the #3 issue among 10 big issues in the field. What’s going on here? Given the sharply increased focus on measurement standards by several groups and organizations today, it seems likely that more reliable and meaningful measurement approaches and standards--and the moment of truth--are close at hand. Who will embrace these approaches and use measurement to build competitive advantage—for the organization? Yes, measurement can certainly be a competitive advantage for the profession and the organization. Who gets left behind? Who will have the vision? And who will seize the opportunity to deliver measurement knowledge and skill to those countries in Latin and America and Asia who hunger for it, according to our survey?

**5. *Soft skills and self-insights are the Holy Grail of future leaders.*** Yes, digital media skills are crucial, and so are enhanced measurement skills. But practitioners say mastery of the so-called soft people skills—better listening, cultural sensitivity, emotional intelligence, conflict resolution capabilities, and change management skills—is crucial to improving PR leaders for an uncertain future. More widely publicized systemic changes such as accreditation, a global education curriculum, measurement standards, and enforcement of ethical codes are also important, but survey results suggest systemic changes run second to soft skills. Aren't soft skills, for example, crucial to successful implementation of the model for corporate communication proposed by the Arthur W. Page Society? The model calls for activating organizational character and engaging individual customers, investors, employees, community members and others as advocates for shared beliefs and actions. Aren't listening skills, cultural sensitivity and change management skills vital in doing so? To develop these and other capabilities, leaders need to spend more of that scarce resource—time—in self-reflection, in thinking about how they think and in knowing their strengths and limitations. Self-reflection is not a passive activity, but it is the pathway to greater self awareness, which is the basis for improving leadership skills and connecting more fully with followers.

**4. *Cultural patterns intrigue, but meaning is elusive.*** Comparative studies can enrich our understanding of cultural similarities and differences, and some were highlighted in our global survey. The three Latin American countries (Brazil, Chile, and Mexico), for example, rated the top issues and corresponding strategies to deal with them more or less the same. The three countries also gave the highest mean ratings to all seven of the leadership dimensions and the highest mean scores to seven of the 12 approaches to leader development. On the other hand, professionals in the German-speaking countries and the UK generally gave the lowest ratings to many issues, leadership dimensions, and development approaches. What do these differences mean? Without more research, we don't know. Perhaps they're due to other demographics of survey participants. Latin American participants were more often females, younger, and working in lower levels than German and English professionals. The profession's history and state of practice also varies in each region. Or perhaps the differences are due to differing educational experiences and professional "cultures" for assessing and responding to survey questions; for some it may be easier to give extremely high or low evaluations. Are culturally sensitive leaders better at managing change and conflict, inspiring followers, and building trust among professionals in their global organizations?

**3. *Men and women: Same destination, different journey.*** When Betsy Plank entered the profession in the 1940s, the field was more than 95% male. Today, it's as much as 70% female, and women are ascending in greater numbers to leadership positions. Our survey provides evidence that women and men view leadership, and the possibilities and processes of becoming a leader, somewhat differently. In the study, women rated significantly higher than men: eight of the 10 top issues, all seven leadership dimensions, and all 12 approaches to future leader development. They also were more optimistic about the future of the profession in many countries. On the other hand, men perceived themselves significantly more often than did women to actually be leaders in the profession and to want to be a leader. Men also rated significantly higher the performance of the top communication leader, the presence of two-way communication in their organizations, and the extent to which the CEO understood the value of

public relations. What does this mean? Are these alternate perceptions driven by differing socialization experiences, or the frequency and quality of self-reflection? Does the historically more difficult journey to the top for women make the role and responsibilities somehow different? Answering some of these questions probably requires in-depth qualitative research.

**2. *Leaders drink too much of their own Kool-Aid.*** Leaders and followers hold different views about the 10 most important issues, how future leaders should be developed, and the extent to which their organizations support two-way communication and shared power. Their views diverge even more regarding the quality of leadership performance. Leaders often rate their own performance higher than do their followers, but the divide between the two in this study is Grand-Canyon sized—a very steep, very deep divide. Many participants also rated the organizational CEO’s understanding of communication higher than they rated the performance of the communication leader. Does this suggest that more leaders must spend more time listening to followers, self-reflecting, and modeling desired behaviors? We are all guilty of confirmation bias—the idea that we look for evidence to support our beliefs and points of view—rather than evidence that challenges our beliefs, or suggests alternative solutions or approaches. This is pervasive, but as a *Wall Street Journal* article noted this summer, one of the alarming things about confirmation bias is that it seems to get worse with greater expertise and with higher rank. Thus, specialists and leaders become more confident in their own decisions and require less and less positive evidence to support their views.

**1. *Digital drives, but transformation enfolds a set of deep changes.*** The transformation driven by the powerful engine of digital media has attracted great attention. Our survey confirms the significance of this change globally. But other profound changes also are occurring, and they, too, affect who leads in the future, how they are prepared to lead, and where the profession goes. Our survey captured the growing need for professionals to have stronger “soft skills.” Meeting this challenge may entail significant changes in education and professional development programs that previously focused more on boosting core technical and analytical skills. The continued feminization of the profession, the somewhat different views of leadership held by men and women, the generational differences, and the sharp divide between leaders and followers underscore a transformation that goes beyond the digital: it is an interrelated set of deep changes that infuses practice today and shapes it for tomorrow, everywhere. Excellent leaders in the future will understand these changes and act on them. To encourage that development, more leadership research needs to be done, and the taken-for-granted considerations of leadership in the field need to be dropped in favor of some rich and ongoing dialogue on the topic.



## Summary of Findings

### 1. Ten Big Issues in the Field

We first asked survey participants to indicate the relative importance of 10 issues in the field, which were identified through previous studies and professional reports. They rated three digital-linked issues the highest, using a 1-7 point scale, where “1” means unimportant and “7” means very important. For comparative purposes, ratings of 5.0 or higher mean the issue is important. Ratings approaching 6.0, or higher, mean the issue is very important. The three highest rated issues in the survey were: the speed and volume of information flow, dealing with crises, and managing the digital revolution.

	<u>Mean</u>
1. Dealing with the speed and volume of information flow	5.88
2. Being prepared to effectively deal with crises that may arise	5.76
3. Managing the digital revolution and rise of social media	5.75

It's not news that technologies are transforming practice, but this is strong evidence of a global phenomenon. The digital revolution drives the speed and flow of news and information to everyone from everywhere. This exacerbates crisis management by eliminating time and distance barriers and reducing the window of opportunity for response to a hyper minute.

Four other issues were ranked as important, but somewhat less so. They are employee engagement, measuring communication effectiveness, dealing with demands for transparency, and locating and keeping top talent.

4. Improving employee engagement and commitment	5.49
5. Improving the measurement of communication effectiveness	5.49
6. Dealing with growing demands for transparency	5.34
7. Finding, developing, and retaining top talent	5.25

Many things in our report vary by country and region, and so does the evaluation of key issues. Here, for example, finding and keeping top talent and improving measurement were rated as the overall highest issues in Latin America, India and China.

Least important of the top 10 issues are corporate social responsibility, meeting communication needs in diverse countries and improving the image of the public relations profession.

8. Meeting demands for corporate social responsibility	5.10
9. Meeting communication needs in diverse cultures	4.83
10. Improving the image of the profession	4.47

We then used factor analysis with the 10 issues to determine whether relationships existed among the issues. One factor\* was extracted, which we labeled the *public relations issue grid*. The grid includes six of the top 10 issues: finding top talent, improving professional image, increasing employee engagement, meeting communication needs in diverse cultures, managing

crises, and dealing with demands for transparency. These issues are interrelated and represent a complex field of challenges for leaders.

The other four tissues—information speed and flow, managing the digital revolution, corporate social responsibility, and improving measurement—didn't load into a separate factor due to lack of internal reliability in the test. There were too many cross loadings, suggesting the four issues cut across the issue grid. (\*The factor for the issue grid had an Eigenvalue of 3.39; the Cronbach's alpha was .81; and the amount of variance was 42.34%.)

The study is marked by many intriguing demographics, and here are just a few for the 10 issues:

- Older (> 55) and more experienced (> 20 years) practitioners ranked 7 issues significantly higher than younger, less experienced professionals. However, those with less than 11 years of experience, or under the age of 36, ranked improving professional image and measurement significantly higher than older, more experienced practitioners.
- Top-level leaders ranked the speed and flow of information as a significantly more important issue than did lower-level professionals. However, lower-level professionals ranked 7 issues as significantly more important than did top leaders: social responsibility, crisis management, measurement, transparency, diverse cultures, professional image, and the search for top talent.
- Women ranked all 10 issues higher than men, and ranked 8 significantly higher.
- Overall, Brazilian professionals ranked 7 of 10 issues higher (mean scores) than other countries or regions. German-speaking countries (5 issues) and the UK (4 issues) gave the lowest mean rankings to 9 of 10 issues.
- 10 of 12 countries/regions used for comparisons ranked dealing with crises above 6.0, indicating its high importance. Germany (5.15) and Spain (5.84) ranked it below 6.0.
- Employee engagement was rated highest in mean scores (> 5.86) in Mexico and the BRIC countries (Brazil, Russia, India and China), and lowest in the German-speaking countries, S. Korea, UK, and US (4.99-5.45).
- Improving the image of the profession was rated significantly lower in German-speaking countries, UK, and US (3.7-4.29) than in all other regions or countries.
- The Latin American countries (Brazil, Chile, and Mexico) gave the highest mean scores to CSR; the UK and US gave the issue the lowest ratings.
- Eastern European countries (Estonia, Latvia, and Russia) gave the lowest mean ratings (5.3-5.43) to managing the digital media revolution, while Brazil, China, India, and Mexico gave it the highest mean ratings (6.03-6.2).

## 2. The Most Important Issue

We then asked survey participants to indicate which one of the 10 issues was most important in their organization. Nearly one in four (23%) practitioners worldwide said dealing with the speed and volume of information flow as the single most important issue.

	<u>Number</u>	<u>%</u>
1. Dealing with the speed and volume of information flow	1029	23.0

A recent *New York Times* article noted that some companies are experimenting with disconnecting their employees from digital devices for periods of time, which apparently increases productivity and creativity and reduces stress. Leaders, however, must stay connected.

They must increasingly be able to identify what is and what isn't important in the torrent of global information flow. They must then translate, communicate and activate that information inside their organizations, which suggests that leaders in the future will play an increasingly important role as information decision makers and interpreters. A related problem, of course, is the opportunity flow, that overload of opportunities to say, show, participate, demonstrate, like, follow, photograph and post...and so forth. There is too much information, and there is too much opportunity to connect and interact.

Issues #2-#4 were also highly rated: the digital revolution, crisis management, and measurement. The latter is an ongoing issue that grows more important as professionals are pushed to better and more reliably measure the outcomes and effects of social media. The issue seems most important in three Latin American countries in the study: it was the #1 issue in Brazil and Mexico, and the #2 issue in Chile. Measurement also was the #2 issue in India, S. Korea, and the UK. Collectively, the top four issues accounted for nearly two-thirds of total responses (62.4%).

2. Managing the digital revolution and rise of social media	684	15.3
3. Improving the measurement of communication effectiveness	547	12.2
4. Being prepared to effectively deal with crises that may arise	532	11.9

Some intriguing demographic differences lie behind the numbers in the third cluster of issues below. For example, the BRIC countries gave the highest mean ratings to the issue of finding, developing, and retaining top PR talent. This issue also was rated the #1 issue in the Chinese-speaking countries and in India; it was the #2 issue in Russia. The importance of this issue may only increase as these highly populated and powerful economies continue their development.

5. Dealing with growing demands for transparency	375	8.4
6. Improving employee engagement and commitment	354	7.9
7. Finding, developing, and retaining top talent	337	7.5

None of the last three issues below was rated as the #1 issue in any country, though 625 professionals said one of the three was the most important issue. Meeting the increasing demands for CSR (#8) and dealing with demands for greater transparency (#5) were more important issues in the German-speaking countries, which accounted for just over 50% of the responses for these issues. CSR mean scores were lowest for the UK (4.26) and US (4.81), which also rated the transparency issue a good deal lower than most other countries or regions.

8. Meeting demands for corporate social responsibility	274	6.1
9. Meeting communication needs in diverse cultures	239	5.3
10. Improving the image of the profession	112	2.5

### **3. Strategies and Tactics to Manage the Issues**

After participants identified the top issue, they were asked to indicate to what extent on a scale of 1-7 they used each of five listed strategies or tactics to try to manage the top issue in their company. We are interested in how PR leaders try to resolve or deal with the top issues. The set of strategies and tactics varied for each issue, and participants could write in other tactics or approaches they used. Here are mean scores for five strategies and tactics for the top 10 issues.

<b>1. Dealing with the speed and volume of information flow (n=1,029)</b>	<b><u>Mean</u></b>
Developing new skills and/or improving work processes in your unit	5.31
Using new technologies to collect, analyze, and distribute information faster	5.30
Assigning additional work and responsibilities to existing employees	4.96
Increasing the use of external consultants or agencies	3.67
Hiring additional permanent or part-time employees	3.28

Given the relatively moderate mean scores on our 1-7 scale, it may be that organizations have not yet learned how to best manage global information flow, or that current approaches are not having the desired effects. However, organizations globally are using two strategies to deal with this issue—developing new skills and improved work processes (5.31) and using new technologies (5.30) to capture, analyze, and distribute information faster. Organizations are not hiring new employees (3.28) or increasing the use of external experts (3.67), but they are increasing existing workloads (highest in the US—5.29). New skills (5.81) and use of new technologies (6.17) had the highest mean scores in S. Korea. Question: Do the two most-used strategies exacerbate the problem of too much information moving too fast, even as they help professionals deal with it?

<b>2. Managing the digital revolution and rise of social media (n=684)</b>	
Revising communication strategies to incorporate greater use of SM	5.92
Training team members and/or other employees in SM use	5.48
Monitoring stakeholder communications on the social web	5.19
Hiring employees with specialized digital media skills	5.01
Creating key performance indicators for measuring SM activities	4.65

Revising communication strategies (5.92) to incorporate greater use of SM is the highest rated approach for this issue and for all 10 issues. This provides more evidence that digital media are exerting profound implications on practice. However, all five approaches are rated reasonably high, with measurement rated lowest (4.65) overall. Organizations also are training team members and other employees how to use social media; India (6.20) has the highest mean score for this approach and for all five approaches.

<b>3. Improving measurement of communication to demonstrate value (n=547)</b>	
Monitoring and analyzing media coverage of the organization and its competitors	5.48
Using business outcome metrics to measure effectiveness at the performance level	4.82
Focusing more on nonfinancial performance indicators than financial ones	4.64
Attending workshops on measurement to learn and adopt best practices	4.10
Hiring external experts to provide measurement skills and develop metrics	4.00

Mean averages for measurement approaches are among the lowest for all 10 issues. This may mean that improved measurement remains a puzzle for many organizations. It also might mean that other measurement approaches are being used. However, few alternative approaches were listed as “others” in the survey, none of which was mentioned frequently. Monitoring and analyzing media coverage (5.48), a long-time approach, is the measure used most in most countries. Using business outcome metrics rated second and nonfinancial indicators third. The

use of training or education, or hiring experts to help advance measurement knowledge and skills appear limited, possibly due to financial constraints or other priorities.

#### **4. Being prepared to deal effectively with crises that may arise (n=532)**

Developing effective crisis communication plans for action	5.66
Implementing effective issues management programs to reduce the risk of crises	5.11
Using issue scanning and monitoring technologies to identify and track problems	5.05
Educating stakeholders about emergency communication and response systems	4.92
Providing employees with training for crisis management procedures	4.83

Organizations use all five approaches to deal with crises or to prepare for them. Planning was the highest rated approach (5.66) in each country except for S. Korea, which had the highest mean average (6.10) of all countries for using technologies to identify and track potential problems. The professional literature suggests that many practitioners believe the line between crisis and non-crisis situations has blurred and their organizations must organize and plan to deal with permanent crisis. Brazil (5.50) and Mexico (5.59) had the highest mean averages for training employees for crisis activities. German-speaking countries had a mean average (4.15) that was significantly lower than any other country or region for implementing issues management programs.

#### **5. Meeting demands for more transparency of communications, operations (n=375)**

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

Professionals are pursuing each of the five approaches to increase transparency, though strategy implementation (5.56) has the highest mean. Increasing two-way communication (5.36) and sharing more information externally (5.42) are concrete steps in that direction. The flip side of this issue is how easily an individual or organization can become visible and transparent “to the world.” David Richeson, chief digital officer for Kaplow Communications, reminds us of this. “Digital isn’t a channel,” he said recently in *PRWeek*. “It’s the age we live in. Any experience, comment or action can become part of a digital conversation that lives on forever in the ‘Search’ mode.” Mean scores for the countries and regions are quite consistent for the transparency issue, but S. Korea has the highest mean averages for posting more information for publics (6.48) and monitoring stakeholders to identify transparency concerns (6.45).

#### **6. Increasing employee engagement and commitment in the workplace (n=394)**

Creating a positive communication climate to increase employee commitment	5.78
Increasing accessibility to, and visibility of senior organizational leaders	5.48
Facilitating the transfer of knowledge and best practices in the organization	5.28
Training front-line supervisors to improve their listening & communication skills	4.95
Using reward and recognition programs to honor employees	4.38

Practitioners are focused on creating a positive communication climate (how communication is carried out), helping executives become more visible, and transferring knowledge and sharing best practices across organizations to improve employee engagement. The value of such approaches to dealing with employee commitment and engagement has been documented extensively in research. A “culture for communication” includes visible and communicative leaders, two-way communication, effective supervisory communications, and rich content. Reward and recognition programs are used far less in many countries. However, organizations in the Chinese-speaking countries (5.60), Estonia/Latvia (5.63), and Russia (5.22) use rewards and recognition programs more often, and significantly often more than organizations in the German-speaking countries (3.82).

### **7. Finding, developing and retaining highly talented professionals (n=337)**

Providing greater autonomy on the job to highly talented individuals	5.70
Designing individualized development plans for high potential professionals	5.20
Providing superior financial incentives and benefits to top talent	4.48
Supporting the education of future professionals at universities	4.26
Using search firms to help locate and evaluate talent	3.67

In his book, *Drive*, Daniel Pink highlights the importance of autonomy on the job—some control over time and work to think, dream, and create. Many employees value autonomy, and providing greater autonomy to talented performers is the leading approach to landing and keeping top communication talent, especially in Germany (6.03), UK (6.25), and Mexico (6.25). Of course, autonomy can also benefit companies. The Boston Consulting Group reported in August that Target, 3M and Google were among the most successful adaptive firms. This rapid ability to adjust and adapt is due to the companies’ use of autonomy time with employees, flexible work teams, employee idea forums, listening capabilities, and minimization of bureaucracy. A related approach—designing individual development plans—is the second most frequently used approach for this dealing with the top talent issue.

Here are quick summaries for the other three issues:

**8. Meeting increasing demands for corporate social responsibility (n=274).** Participants said they were focused primarily on convincing organizational leaders that CSR programs were important (5.56), and secondarily on creating public awareness of their CSR programs (5.24).

**9. Meeting communication needs in diverse cultures (n=239).** The approaches used most often by practitioners are developing global communication strategies (5.74), monitoring media coverage in global media (5.35), and retaining national experts to guide local planning and activities (5.12). Responses are quite consistent across countries, though S. Korea has a much higher mean score (6.69) for hiring employees with international experience.

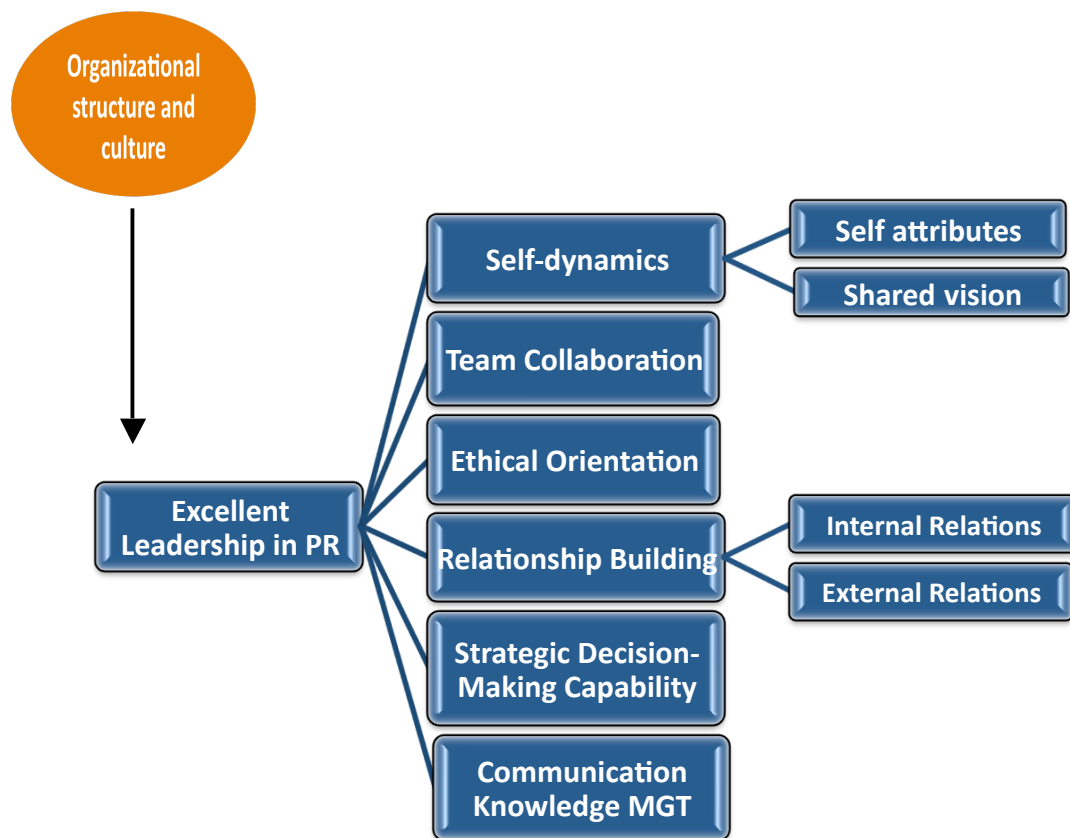
**10. Improving the image of the profession (n=112).** Practitioners said that modeling appropriate behaviors themselves (5.30) is the approach they use most often to deal with this issue. Other approaches such as ethics training (4.40), and supporting education (4.79) and research (4.66) into the issue, are used less often. We wonder if practitioners and their bosses worry more about

their own PR image inside the organization they work for, than they do about the overall public image of the profession.

#### 4. The Issues and the Seven Dimensions of Leadership

Comprehensive research by Juan Meng and colleagues suggests that excellent leadership in PR is a complex mix of at least six interrelated dimensions: self-dynamics, team collaboration, ethical orientation, relationship-building skills, strategic decision-making capability, and communication knowledge and expertise. A total of 45 item measures for the six dimensions were tested in surveys with practitioners in the US in 2009. A seventh dimension, organizational culture and structure, was seen to influence the extent to which PR leaders could be excellent.

The research found the six dimensions are largely complementary and related in a meaningful way: none of the dimensions alone was of significantly greater weight than others (see the conceptual measurement model of PR leadership below). This research suggests that public relations leadership should not be seen as an isolated perspective, but rather should be seen and developed in a comprehensive and balanced manner.



In this global survey we wanted to learn whether the conceptual model was valid in other countries, so once participants had selected their top issue and evaluated strategies and tactics, they were asked to indicate to what extent they agreed that each of the seven dimensions or leadership personal abilities or qualities (below) was important in helping their communication leader deal successfully with their top issue. We used the same 7-point scale for responses:

1. Possessing communication knowledge to develop appropriate strategies, plans and messages
2. Participating in your organization's strategic decision-making regarding the issue
3. Possessing a strong ethical orientation and set of values to guide actions
4. Having the ability to build and manage professional work teams to address the issue
5. Providing a compelling vision for how communication can help the organization
6. Having the ability to develop coalitions in and outside the organization to deal with the issue
7. Working in an organization that supports 2-way communication and shared power

The ratings on leadership skills and capabilities for the global survey (n=4,483) were:

	<u>Mean</u>
1. Possessing communication knowledge	6.14
2. Participating in strategic decision-making	6.30
3. Possessing a strong ethical orientation	5.63
4. Building and managing work teams	5.91
5. Providing a compelling vision (self-dynamics)	6.04
6. Having the ability to develop coalitions (relationship building)	5.71
7. Working in an organization with 2-way communication (org. culture)	5.63

These results and their relative order of weight are similar to previous test results in the US. We then used factor analysis to determine whether relationships or correlations existed among the seven dimensions. They did. We extracted one factor for all seven dimensions, and we labeled it *public relations leadership*. The Eigenvalue for this factor is 3.48; the Cronbach's alpha (standardized items) is .812; and it accounts for 47.16% of variance in the sample.

Importantly, this suggests that leadership is a structure beyond geography. The seven dimensions and the conceptual model may provide a valid framework for examining leadership in many countries, and this bears potential implications for the education, development, evaluation, and preparation of future public relations leaders.

We then tested to what extent the ratings for these leadership capabilities might vary based on issue type. Intuitively, it seems likely that different leadership dimensions might come into play for different issues, but we've seen no empirical evidence to support it in the PR literature. So we compared means for each of the seven dimensions for each of the top four issues, as follows:

Leadership Dimensions	Top 4 Issues Selected in the Survey (Means)				Total	F-value (df = 3, 2,787)
	No. 1 Issue Info Flow <i>n</i> = 1,029	No. 2 Issue Digital media <i>n</i> = 684	No. 3 Issue Measurement <i>n</i> = 547	No. 4 Issue Crisis Mgmt <i>n</i> = 532		
PR knowledge	6.10	6.13	<b>6.32</b>	<b>6.30</b>	6.19	<b>9.24**</b>
Decision making	6.30	6.19	<b>6.42</b>	<b>6.44</b>	6.33	<b>9.00**</b>
Ethical orientation	5.42	5.28	5.54	<b>5.84</b>	5.49	<b>17.81**</b>
Lead work teams	<b>5.91</b>	5.70	5.82	<b>5.99</b>	5.86	<b>8.08**</b>
Compelling vision	5.87	<b>6.06</b>	<b>6.28</b>	5.87	6.00	<b>18.57**</b>
Create coalitions	5.64	5.43	5.76	<b>5.83</b>	5.65	<b>12.19**</b>
2-way comm.	5.58	5.58	5.62	5.45	5.57	1.46



\*\*  $p < .01$

Post-hoc comparisons showed the following differences:

1. For *public relations knowledge management*, the measurement (6.32) and crisis management (6.30) issues had significantly higher means than the other two issues.
2. For *strategic decision making*, the crisis management (6.44) issue presented the highest rating (significantly higher than the No. 1 and No. 2 issues). Measurement (6.42) also rated this leadership capability significantly higher than the digital media issue.
3. For *ethical orientation*, crisis management (5.84) had a significantly higher mean than the other three issues. Measurement is also higher, but only significantly higher than the digital media issue, which had the lowest rating on this leadership capability.
4. For *creating and leading work teams*, the digital media rating (5.70) was significantly lower than information flow and crisis management. No major difference was identified between measurement and the other 3 issues.
5. For *compelling vision (self-dynamics)*, the mean for the measurement (6.28) issue was significantly higher than for the other three issues. The digital media (6.06) issue also was rated significantly higher than information flow and crisis management.
6. For *creating coalitions (relationship building)*, the digital media (5.43) issue was rated significantly lower than the other three issues. Crisis management (5.83) was rated significantly higher than information flow and digital media.
7. For *two-way communication (organizational culture)*, no significant differences existed among the four issues and seven dimensions. Perhaps it's a relatively constant factor.
8. The highest rated leadership dimension for each of the four issues is involvement in strategic decision making; the second highest is communication or PR knowledge management.

Based on this survey, then, the relative weight or use of the seven leadership dimensions varies according to the type of issue, at least for these four issues. Also, dimensions were rated the highest, and often significantly higher, for crisis management. This suggests that the greatest demands on leadership in public relations occur during crisis situations when organizations are being scrutinized by others and judged in the court of public opinion. In addition, leadership dimensions for measurement were elevated over those for dealing with information flow and digital media. Perhaps this is because PR leaders need more knowledge about measurement, both to apply it in practice and to convince organizational leaders of its value and the sometimes increased resources it requires.

Here are a few more intriguing demographics for the seven leadership dimensions:

- Women in the study rated all seven leadership dimensions significantly higher than men.
- Practitioners with > 20 years experience gave higher mean ratings to all seven dimensions, and significantly higher ratings for communication knowledge management and ethical orientation, than did younger age groups.
- The top level leaders in the survey rated digital media significantly higher than those at other levels in the hierarchy. Those practitioners at two levels or more below the top leader rated organizational culture significantly higher than top leaders, and communication knowledge, ethical orientation, work teams, and coalitions significantly higher than did practitioners one level below the top leader.

- Those with BA or BS degrees rated all seven dimensions higher than practitioners with graduate degrees, and significantly higher for communication knowledge management, ethical orientation, work teams, coalitions, and organizational culture.
- The three Latin American countries in the study—Brazil, Chile, and Mexico—had the highest mean scores for all seven dimensions (all above 6.03). Their mean scores were significantly higher than those in most other countries.
- German-speaking countries gave the lowest ratings to most of the dimensions, and these three countries and Russia gave significantly lower ratings to ethical orientation.

## 5. The Development of Future Leaders

In this section of the survey we asked participants to share their insights about developing communication leaders for the future and strengthening the profession. The demand for excellent leaders may be even greater in a dynamic and uncertain future. So we asked participants to indicate to what extent (1-7 scale) they agreed with the relative importance of each action below that might be taken to improve development of future leaders. The mean scores for their responses are indicated:

<b>Leadership Development Approaches</b>	<b>Mean</b>
1. Strengthen change management skills and capabilities	5.67
2. Improve the listening skills of professionals	5.51
3. Enhance conflict management skills	5.51
4. Develop better measures to document the value & contributions of PR	5.34
5. Strengthen the business component of communication education	5.26
6. Increase cultural understanding and sensitivity	5.10
7. Enhance professional skills in coping with work-related stress	5.06
8. Develop training to enhance the emotional intelligence of professionals	5.05
9. Impose tough penalties on ethical violators	4.51
10. Urge professional associations to work together to develop leaders	4.37
11. Develop a core global education curriculum	4.24
12. Require professional accreditation or licensing	3.90

Strengthening change management capabilities (5.67) was rated highest, a strong reflection of the dynamic changes in practice, organizations, and the global marketplace. We know that organizational change is driven by internal communication, which affects the cycle time required for change to be processed, understood, and adopted. Thus, managing change in the function to help manage change in organizations to improve performance is a priority that may only become more urgent. Two other traditionally softer skills—listening and conflict management—were also highly rated (both 5.51).

Four systemic actions in the profession were rated much lower: accreditation or licensing (3.90), a core global education program (4.24), urging professional associations to jointly tackle the leadership issue (4.37), and firmly punishing ethical violators (4.51).

We used exploratory factor analysis on the 12 approaches to determine whether any relationships existed among them. Two factors were extracted. The first represents what we call *self-development approaches*. It includes these six interrelated approaches: improving listening skills,

enhancing emotional intelligence, enhancing conflict management skills, increasing cultural understanding and sensitivity, and strengthening change management skills and professional skills in dealing with stress. This group of approaches focuses on individual development of what have unfortunately been called “soft skills,” as well as the power of self-insight and awareness, one of the crucial seven dimensions of leadership. The Eigenvalue for this factor is 5.00; the Cronbach’s alpha (standardized items) is .80; and it accounts for 41.70% of variance in the sample.

The second factor represents what we call *systemic development approaches*. Included are: requiring professional accreditation, developing a global PR education core, imposing tough penalties on ethical violators, developing better measures, urging professional associations to tackle the leadership issue together, and strengthening the business/economic component in PR education. This group of approaches focuses on strengthening the overall profession through improved education (more business and cultural knowledge) and the development and spread of core values and standards (codes of ethics, accreditation, measurement). Such changes might be best accomplished through the combined efforts of professional associations and educational institutions. The Eigenvalue for this factor is 1.18; the Cronbach’s alpha (standardized items) is .82; and it accounts for 9.81% of variance in the sample. Together, the two factors account for 51.5% of variance, a good outcome.

In preparing communication leaders for a dynamic and uncertain future, then, survey participants point to efforts that focus on: 1) *the software or soft skills of individuals* to increase self-insights and reflection, improve interpersonal skills to manage change and conflict, and create a greater sense of awareness of other cultures; and 2) *the hardware or professional and educational structures* that produce measurement skills and guidelines, ethical frameworks, and knowledge of the practice and the economic and global environments in which they occur. These two factors emphasize the need to further develop leader capabilities in three dimensions of our model: self-insight and awareness, ethical orientation and corresponding core values and standards, and communication knowledge management.

Some intriguing demographics for the development of future leaders include:

- 11 of the 12 countries/ regions ranked change management skills at the top of the list; the German-speaking countries rated it second, just behind conflict management skills.
- The three Latin American countries gave the highest mean scores to 7 of the approaches.
- Women gave significantly higher ratings than men to all 12 development approaches. The differences were especially large (F-value > 61.0) for associations working together on the leadership issue, conflict management skills, and accreditation.
- Versus two more experienced groups, practitioners with least experience (< 11 years) gave significantly higher ratings to emotional intelligence, associations working together, accreditation, a global PR curriculum, punishing ethical violators, and managing stress. The most experienced practitioners (> 20 years) rated listening skills and cultural understanding significantly higher than the other two less-experienced groups.
- Regarding hierarchy, participants two or more levels below the top leader rated all 12 approaches significantly higher than did top leaders, or those one level removed.

- Practitioners with BA or BS degrees rated 9 of the 12 approaches significantly higher than did those with graduate degrees. The three approaches with similar ratings were conflict management, stress management, and accreditation.

## 6. Individual Perceptions about Leaders and Leadership

In the third major section in the survey we asked participants to indicate to what extent they agreed (1-7 scale) with 12 statements about leaders and leadership. The statements focused on self-insights, gender, organizations, and the profession. Four of the items were reverse coded (\*).

The first three questions were concerned with self perceptions, and many in the survey consider themselves to be leaders, and most in the survey aspire to leadership. In previous Plank Center Studies, the desire and passion to lead is one of nine characteristics of excellent leadership. Men in this study rated each of the two statements significantly higher than did women; they perceive themselves more strongly as leaders in the field.

<b>Individual Perceptions about Leaders and Leadership</b>	<b><u>Mean</u></b>
1. I consider myself to be a leader in communication management.	5.66
2. I want to be a leader in communication management.*	6.15
3. I learn more about excellent leadership from role models and/or mentors on the job than from university education or management development programs.	5.13

The mean score (5.13) for statement three is quite similar to those found in previous studies. The practices, processes, styles, and especially behaviors of leaders and mentors have a great deal to do with how followers think about their jobs and their organizations, and what and how they learn about leadership. More experienced professionals (> 20 years) rated the power of role models significantly higher than did less experienced professionals. Countries with the highest mean scores for this statement included UK (5.81), US (5.75), China (5.67) and India (5.57). South Korea (4.11) and Brazil (4.68) had the lowest means.

The second set of three questions was concerned with gender perceptions.

4. Males or females can be equally capable leaders in public relations.	6.50
5. I prefer to work for a male leader on the job.*	5.25
6. Females have better interpersonal communication skills than males.*	4.27

Participants indicated strongly that women and men can be equally capable leaders. However, more women (5.09) and men (5.41) indicated they preferred to work for a male leader. This preference was expressed most strongly in Spain (5.70), UK (5.68), and Germany (5.63), and far less so in South Korea (3.87), Russia (4.12), and China (4.27). Neither women (3.88) nor men (4.70) agreed strongly that women have better interpersonal communication skills, though the mean difference indicates that men feel significantly more than do women that females possess stronger interpersonal communication skills. Mean scores for this statement were quite consistent across the countries and regions in the study.

The next three statements were concerned with practitioners' perceptions of the organizations for which they work.

- |   |      |
|---|------|
| 7. The highest ranking PR professional in my organization is an excellent leader. | 4.66 |
| 8. My organization encourages and practices two-way communication.                | 4.67 |
| 9. The CEO or top executive in my organization understands the value of PR.*      | 5.16 |

Participants did not rate highly the performance of their top communication leader even though a number of participants were the top leader, or the leader of a unit in the communication function. Further analysis indicated that top leaders in the study rated themselves an average of 5.32, or significantly higher. However, professionals at one level below the top leader rated that leader's performance at 4.28; those two levels or lower in the organization rated the top leader 4.14 for performance—very average. Statistically, these differences between leaders' self perceptions of their performance and followers' assessments are Grand Canyon size (F-value of 204.41) across all countries and regions. Ratings are lowest in South Korea (4.00) and Russia (4.14).

The statement about the presence and practice of two-way communication yielded similar results, and once again there were notable differences among reporting levels. The mean score for top leaders was 5.05, which was significantly higher than for professionals working one level lower (4.48) and two or more levels lower (4.35). Scores across countries and regions were rather consistent.

Top executive support for, and understanding of public relations is crucial to communication leaders and functions. The perceptions of top-level leaders (5.41) about CEO understanding were again significantly higher than practitioners who are one level removed (5.11) and two levels or more removed (4.86). Ratings were highest in India (5.71), Germany (5.39), and the UK (5.34), and lowest in Brazil (4.39). How should we interpret the fact that CEO understanding of the value of public relations (5.16) is rated significantly higher than the performance evaluation of top communication leaders (4.66; statement #7)?

The final three statements were concerned with perceptions about leaders and the profession.

- |  |      |
|--|------|
| 10. Leadership in public relations is different from leadership in other fields.                                     | 3.73 |
| 11. Leadership skills are more important than communication skills in leading a public relations unit or department. | 3.44 |
| 12. I am optimistic about the future of the public relations profession in my country.                               | 5.16 |

The first two statements drew mixed results with slightly below average means; practitioners lean toward believing that leadership in PR is not a lot different than in other fields and that communication skills may be a little more important than leadership skills. Younger, less experienced professionals agreed significantly more with the statements. Mean scores were consistently low in the surveyed countries.

Survey participants expressed optimism about the future of the profession, which continues to grow and expand in many countries in the world. Educational programs are also growing worldwide, though lack of educational opportunities remains an issue in some regions. Younger practitioners (< 36) were significantly more positive about the future. India (5.97), Mexico (5.79), and Brazil; (5.77) gave the highest ratings for this statement, while Spain (4.75), South Korea (4.95), and Germany (4.98) gave it low ratings.

We then used factor analysis on the 12 items to look for correlations or relationships among the items. We extracted four factors that appeared quite promising. However, internal reliability tests showed that none of the extracted factors could be used as a solid solution. We then analyzed the three organizational variables or statements in this section:

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

Excellence theory in public relations suggests these three variables contribute to excellent practice and a *culture for communication*. We had used these variables among six item measures in developing and testing the organizational culture and structure dimension in Meng's integrated leadership model. So we summed the mean scores for these three statements for each of the 12 countries/regions in the study.

Prior to doing so, however, we removed those participants who classified themselves as "self-employed" or "other" in organizational type. We also considered removing "agency" participants because the top leader in an agency and the top communication leader might be the same person. We left in agency participants, but the leadership environment in different types of organizations deserves greater research in the future.

We call the resulting mean scores the *Summated Leadership Index*. The higher the mean, the better or richer is the organizational condition for leadership. The reliability test (Cronbach's alpha) on the three items was .66, just below the universal criterion of .70. Dropping statement #9 raised the alpha to .70. However, we left this variable in for descriptive comparisons below. The ANOVA test showed a significant F-value:  $F = 8.09, d.f. = 13, 3,930, p. < .01$ .

The highest possible mean score for the leadership index would be 21.00, so there is clearly room for leadership improvement in every country and region in the study, since the average mean was 14.50. India had the highest mean score, significantly higher than most other countries. Mexico was second highest, and significantly higher than the lowest three countries. Brazil had the lowest mean score, significantly lower than most other countries. South Korea was significantly lower than Germany, Mexico, US and India.

#### **Summated Leadership Index (Statements #7-9)**

<b>Country/Region</b>	<b>Number</b>	<b>Mean</b>	<b>S.D.</b>
India	129	16.37	3.58
Mexico	172	15.22	4.75
Chinese-speaking countries	131	14.86	4.23
United States	707	14.76	4.50
Latvia/Estonia	125	14.71	3.91
German-speaking countries	1569	14.69	4.03
Spain	186	14.46	4.87
United Kingdom	124	14.32	4.09
Chile	135	13.81	4.43

Russia	194	13.64	4.58
South Korea	204	13.41	2.06
Brazil	255	13.02	4.59
<b>Total</b>	<b>3,944</b>	<b>14.50</b>	<b>4.25</b>

## 7. A Glimpse of the BRIC Countries (Brazil, Russia, India, China)

Many organizations are interested in developments and opportunities in the so-called BRIC countries—Brazil, Russia, India and China. These culturally diverse nations share two significant characteristics: 1) they have vast populations and 2) enormous economic power, as indicated in this list of top 10 world economies. Collectively, the 10 nations account for about 70% of world gross domestic product and nearly 50% of the world's people. Including public relations professionals and leaders in the BRIC countries in our survey was thus important, and 901 professionals participated in our research (Brazil 303; Russia 215; India 140; and China 143).

### Top 10 Economies in the World\*

<u>Rank</u>	<u>Country (2010)</u>	<u>GDP (trillions)</u>	<u>Pop. (millions)</u>
1.	USA	\$14.8	312
2.	<b>China</b>	<b>9.7</b>	<b>1,339</b>
3.	Japan	4.3	128
4.	<b>India</b>	<b>3.9</b>	<b>1,210</b>
5.	Germany	2.9	88
6.	<b>Russia</b>	<b>2.2</b>	<b>143</b>
7.	UK	2.2	62
8.	France	2.2	65
9.	<b>Brazil</b>	<b>2.1</b>	<b>192</b>
10.	Italy	1.8	113

In the future, these countries will be even more powerful economic engines and crucial players in the global economy, as indicated in the projections by Euromonitor International, below. The BRIC nations will be four of the seven largest economies in the world by 2020:

### Top 10 Economies in the World: 2010 vs. 2020

<u>Rank</u>	<u>Country (2010)</u>	<u>GDP (trillions)</u>	<u>Rank</u>	<u>Country (2020)</u>	<u>GDP (trillions)</u>
1.	USA	\$14.8	1.	<b>China</b>	<b>28.1</b>
2.	China	9.7	2.	USA	22.6
3.	Japan	4.3	3.	<b>India</b>	<b>10.2</b>
4.	India	3.9	4.	Japan	6.2
5.	Germany	2.9	5.	<b>Russia</b>	<b>4.3</b>
6.	Russia	2.2	6.	Germany	4.0
7.	UK	2.2	7.	<b>Brazil</b>	<b>3.9</b>
8.	France	2.2	8.	UK	3.4
9.	Brazil	2.1	9.	France	3.2

10. Italy 1.8 10. Mexico 2.8

What are the characteristics of the professionals we surveyed in the BRIC countries? After all, the history of the profession is quite different in each of these markets, as are important cultural, political and economic structures in which practice occurs. Here are some demographics for BRIC professionals, versus overall demographics for the larger study:

#### BRIC Practitioners: Faces of the Future?

Less experienced: 56.7 % < 11 years experience  
 Younger: 52.75% < 36 years old  
 Lower level: 44.8% at levels 2-5  
 Fewer grad degrees: 46.8%  
 More PR majors: 36.1%  
 Female: 65.5%

Overall, BRIC participants are younger, less experienced and work at lower levels in their organizations. They also hold relatively fewer graduate degrees than do others in the overall study. In addition, they are predominantly female, and more than one-third of them actually majored in public relations in universities, far more than others in the overall study (16%).

Participants in the BRIC countries also rated the three most important issues somewhat differently than did others, as indicated below. The quest to find and retain top public relations talent was the top issue in India and China, and issue #2 in Russia. In addition, measurement was the top issue in Brazil and the #2 issue in India.

#### Three Most Important Issues

<u>Country</u>	<u>#1 Issue</u>	<u>#2 Issue</u>	<u>#3 Issue</u>
Brazil	Measurement	Info Flow	Engagement
Russia	Info Flow	Top Talent	Crisis Mgmt
India	Top Talent	Measurement	Digital Media
China	Top Talent	Digital Media	Info Flow
<i>All countries</i>	<i>Info Flow</i>	<i>Crisis Mgmt</i>	<i>Digital Media</i>

The four countries employ more or less similar strategies and tactics to manage these top issues, as indicated below. All use common approaches to issues of measurement, information flow and digital media. China and India offer greater job autonomy and superior benefits to try to attract top talent to their markets.

#### Similar Approaches to Top Issues

<u>Issue</u>	<u>Approach</u>
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



With respect to the development of future communication leaders, BRIC participants share very similar views with all other participants, as indicated here. Developing change management skills was the top approach in each of the four countries and in the overall study. All four countries also listed listening skills and conflict management skills as top approaches #2 or #3. And conflict management skills were listed #2 by Brazil and Russia.

#### Development of Future Leaders--Approaches

<u>Country</u>	<u>#1</u>	<u>#2</u>	<u>#3</u>
Brazil	Change Mgmt	Conflict Mgmt	Listening
Russia	Change Mgmt	Conflict Mgmt	Listening
India	Change Mgmt	Listening	Measurement
China	Change Mgmt	Listening	Culture Sensitivity
<i>All Countries</i>	<i>Change Mgmt</i>	<i>Listening</i>	<i>Conflict Mgmt</i>

Looking at the Summated Leadership Scale discussed earlier, the conditions for excellent leadership in the field vary widely among the four countries. India has the highest mean score (16.37), while Brazil (13.02) and Russia (13.64) are significantly lower. Brazil's ratings of the presence of 2-way communication (4.25) in their organizations, and CEO understanding of the value of public relations (4.39), were rated the lowest among all 12 countries/regions in the study. Russian participants rated the performance of the highest communication professional (4.14) and the presence of 2-way communication (4.48) very low.

#### Summated Leadership Scale

Country	Number	Mean	S.D.
Brazil	255	13.02	4.59
Russia	194	13.64	4.58
India	129	16.37	3.58
China	131	14.86	4.23
<i>All countries</i>	<i>3,944</i>	<i>14.50</i>	<i>4.25</i>

## 8. Basic Demographics for Survey Participants (4,484)

		<u>Frequency</u>	<u>Percent</u>
<b>Gender</b>	Female	2,318	51.7%
	Male	2,165	48.3%
<b>Years Experience</b>	< 11 years	1,585	35.3%
	11-20 years	1,772	39.5%
	> 20 years	1,126	25.1%
<b>Type organization</b>	Public company	887	19.8%
	Private/state run	1,084	23.4%
	Nonprofit/Educ/Govt.	1,095	24.4%
	Agency	918	20.5%
	Self-employed, other	556	11.9%
<b>Reporting Level</b>	Level 0 (top leader)	1,779	39.7%
	Level 1	1,541	34.4%
	Levels 2-5	1,161	25.9%
<b>Age</b>	< 36 years	1,207	26.9%
	36-45 years	1,435	32.0%
	46-55 years	1,261	28.1%
	> 55 years	580	12.9%
<b>Work Unit Size</b>	< 5 professionals	1,697	37.8%
	5-15 professionals	1,606	35.8%
	16-25 professionals	385	8.6%
	> 25 professionals	794	17.7%
<b>Education</b>	High School	184	4.1%
	BA/BS	1,364	30.4%
	MA/MS	2,263	50.5%
	Ph.D.	381	8.5%
	Other	290	6.5%
<b>Major Study Area</b>	Humanities	739	16.5%
	PR, Corp/Strategic Comm	734	16.4%
	Journalism	542	12.1%
	Business	536	12.0%
	Comm/Media Studies	495	11.0%
	Social Sciences	419	9.1%
	Advertising, Marketing	253	5.6%

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.

Others 785 17.3%

Note: Men majored significantly more often in business, natural sciences, and social sciences. Women majored significantly more often in public relations (1 in 5 females) and humanities.

### Participants by Countries and Regions

<b>Europe</b>		2,477	<b>Latin America</b>		672
<i>German countries</i>	1,773		Brazil	303	
Germany	1,405		Chile	156	
Austria	222		Mexico	213	
Switzerland	146				
<i>Eastern Europe</i>	357		<b>Asian countries</b>		488
Russia	215		4 Chinese countries	143	
Latvia	112		South Korea	205	
Estonia	30		India	140	
<i>Latin Europe (Spain)</i>	210				
<i>United Kingdom</i>	139		<b>ME, Canada, others</b>		20
<b>United States</b>		827	<b>Total Participants</b>		<b>4,484</b>