

# THE PLANK CENTER LEADERSHIP SUMMIT

**Welcome.**

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November 1, 2012

#PlankPRSummit

# 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

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- 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

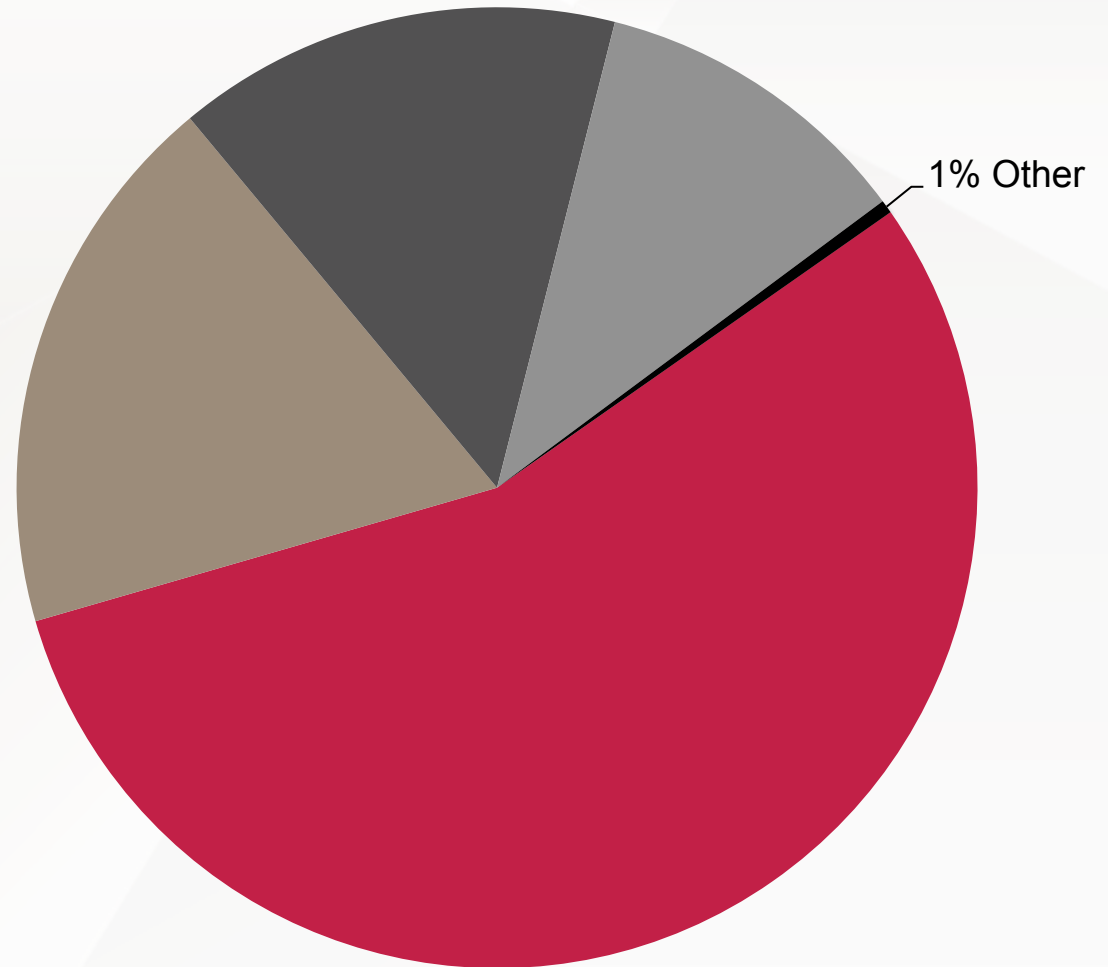
Researchers

4,484

Participants

## Participants by Global Regions

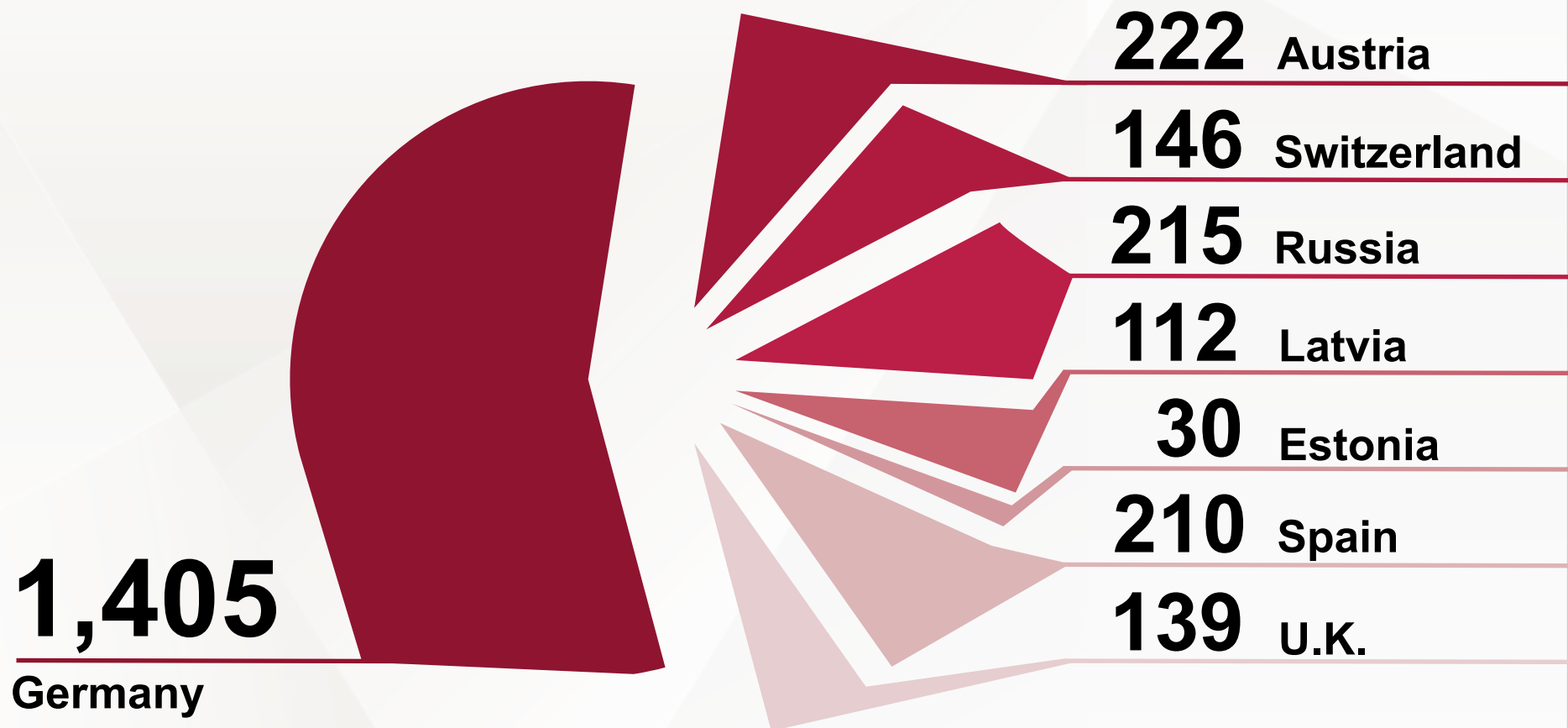
**488** Asia  
**672** Latin America  
**827** U.S.  
**2,477** Europe





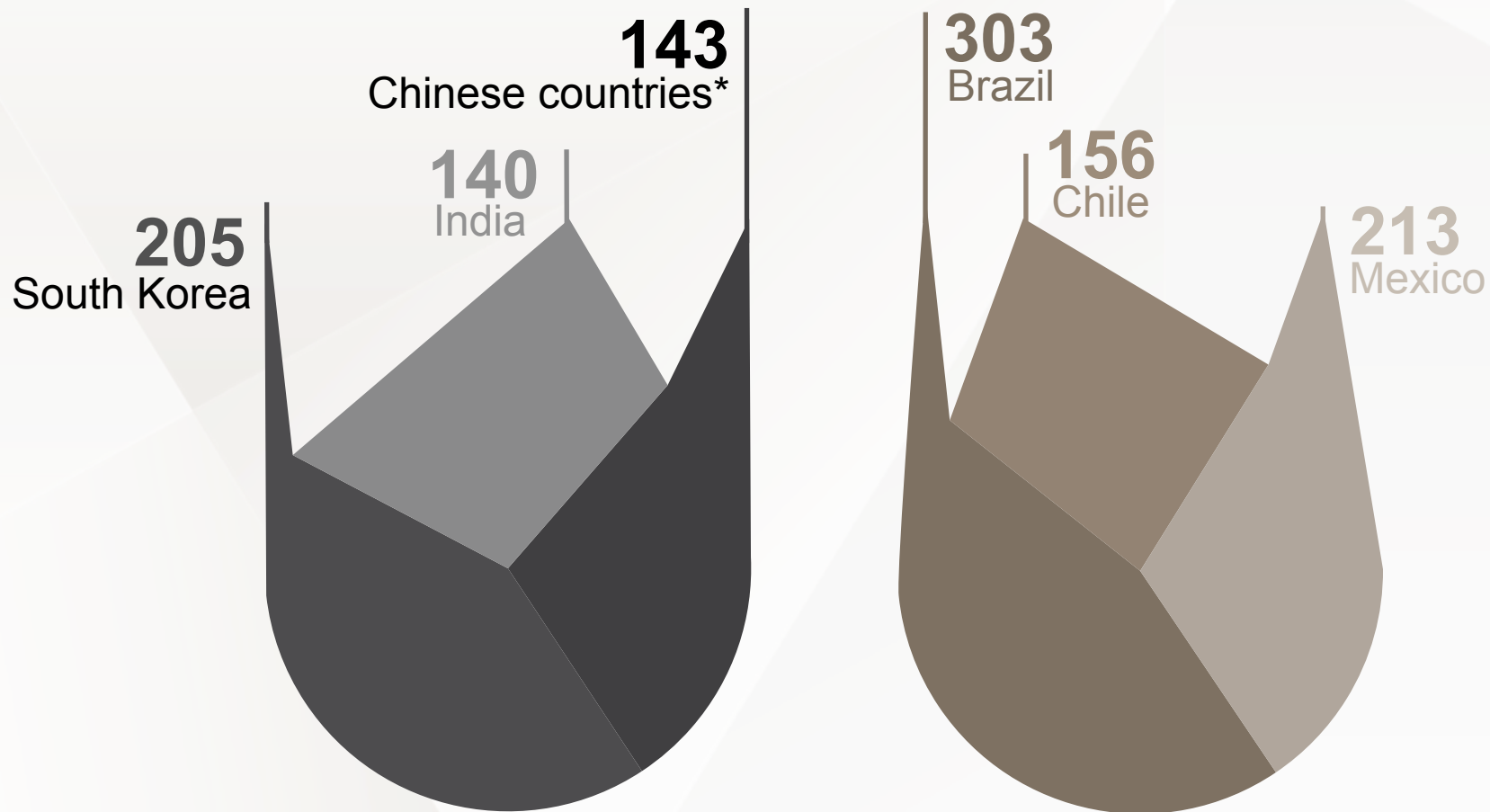
# Participants by Country

## European countries



# Participants by Countries, Cont.

## Asian and Latin American countries



\* Chinese Countries include: China, Hong Kong, Singapore and Taiwan.

# Basic Demographics for Survey Participants (4,484)

## Gender

48.3%



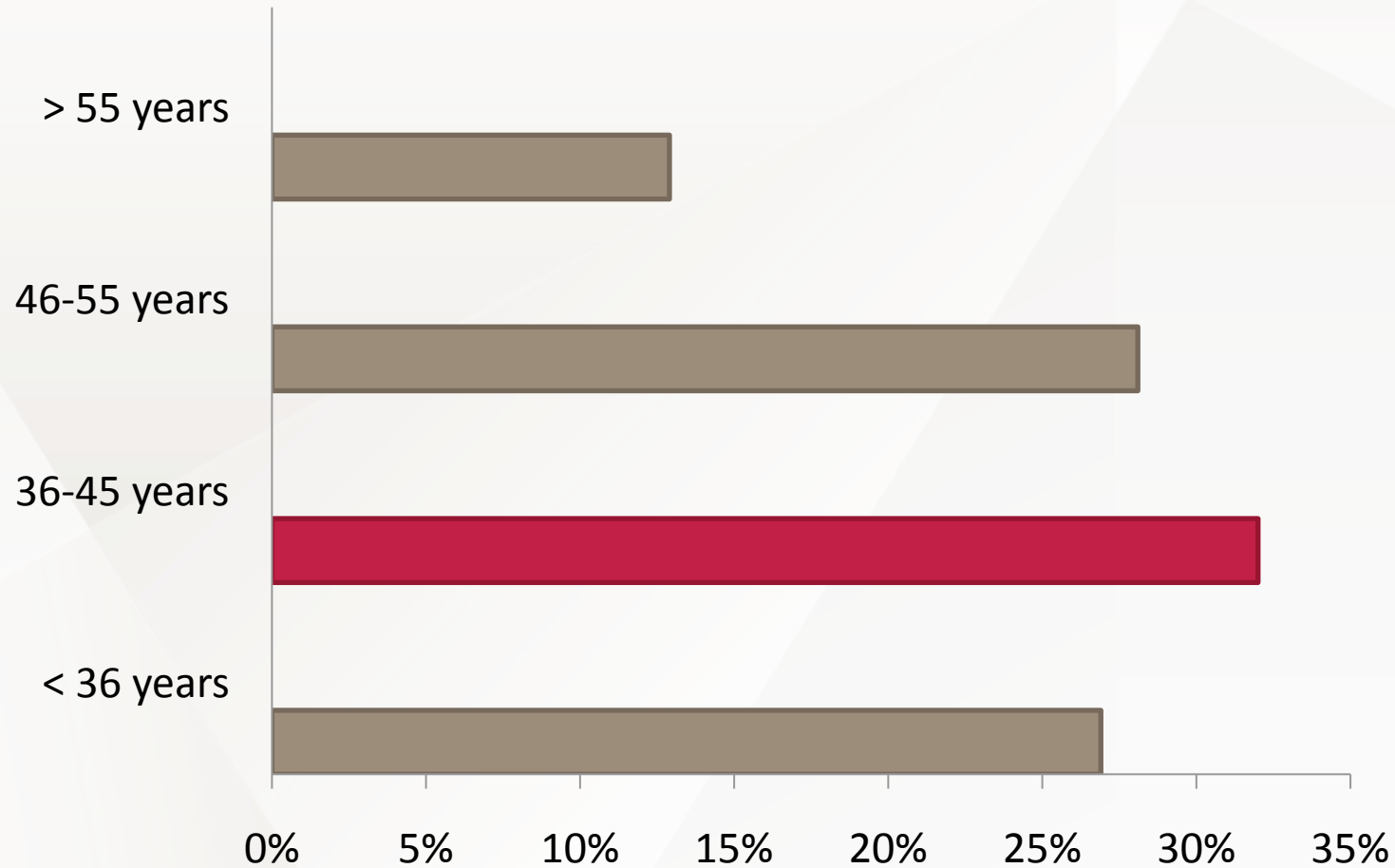
51.7%

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

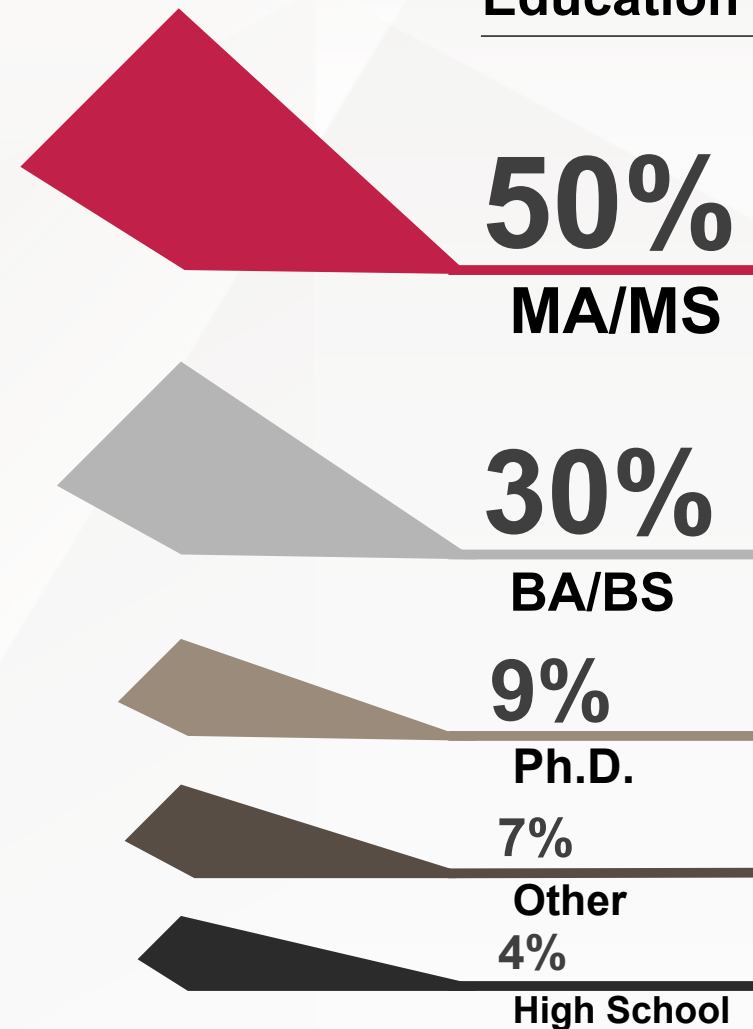


# Basic Demographics for Survey Participants (4,484)

## Major Study Area

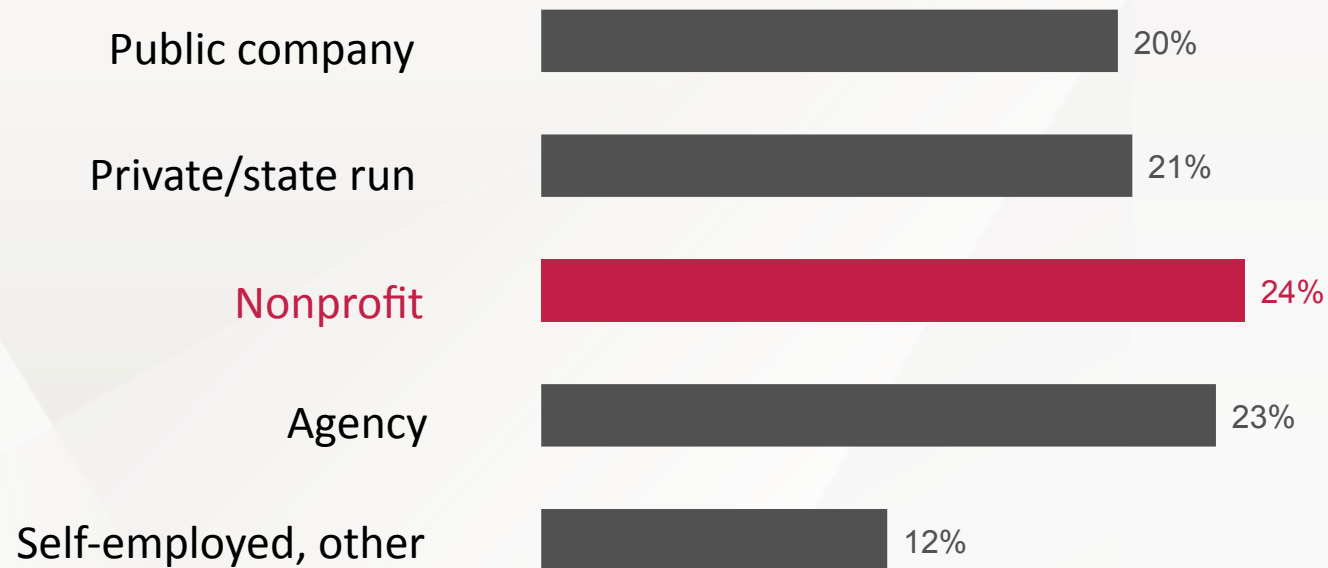
Humanities	16.5%
Advertising, Marketing	5.6%
Social Sciences	9.1%
Comm/Media Studies	11.0%
Business	12.0%
Journalism	12.1%
PR, Corp/Strategic Comm	16.4%
Others	17.3%

## Education



# Basic Demographics for Survey Participants (4,484)

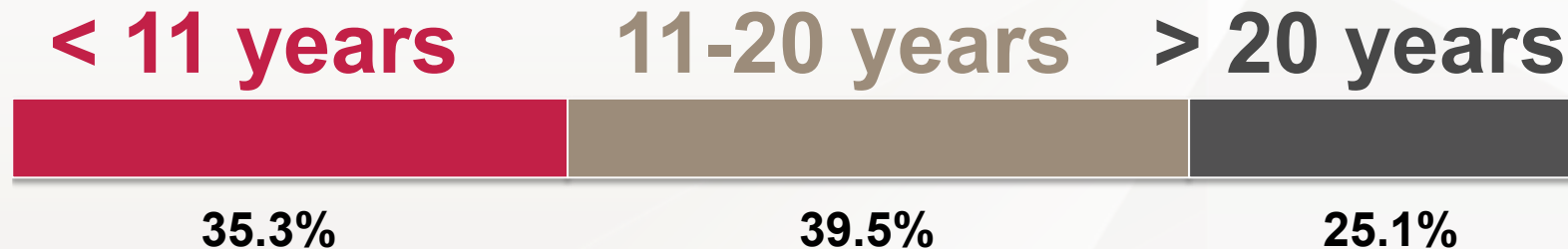
## Type Organization



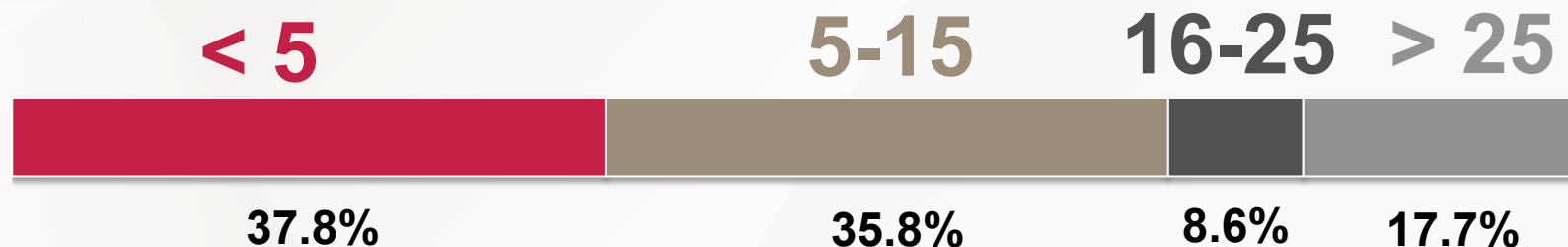


# Basic Demographics for Survey Participants (4,484)

## Years Experience



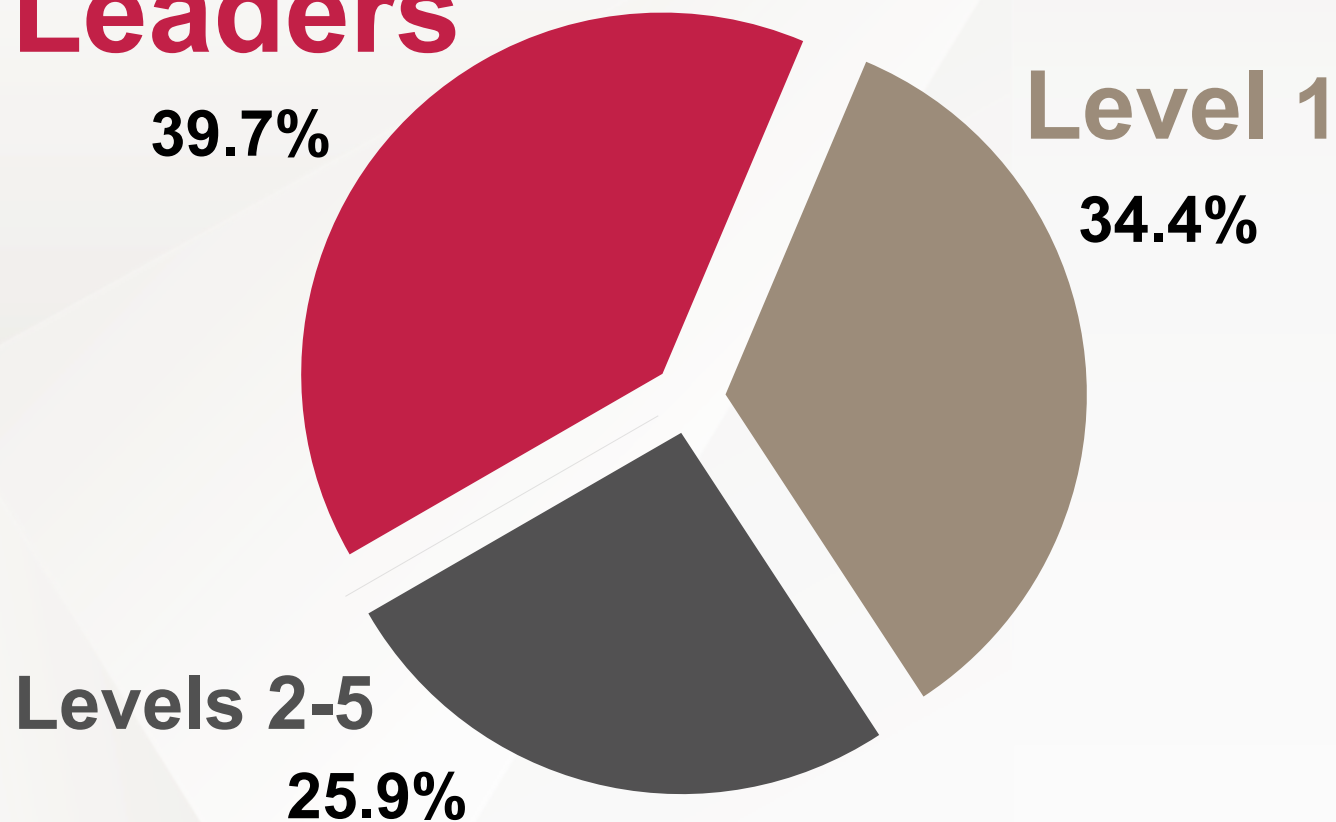
## Work Unit Size (number of professionals)



# Basic Demographics for Survey Participants (4,484)

## Reporting Level

### Top Leaders



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## 10 Key Issues in the Field

*Dr. Ansgar Zerfass, University of Leipzig, Germany*

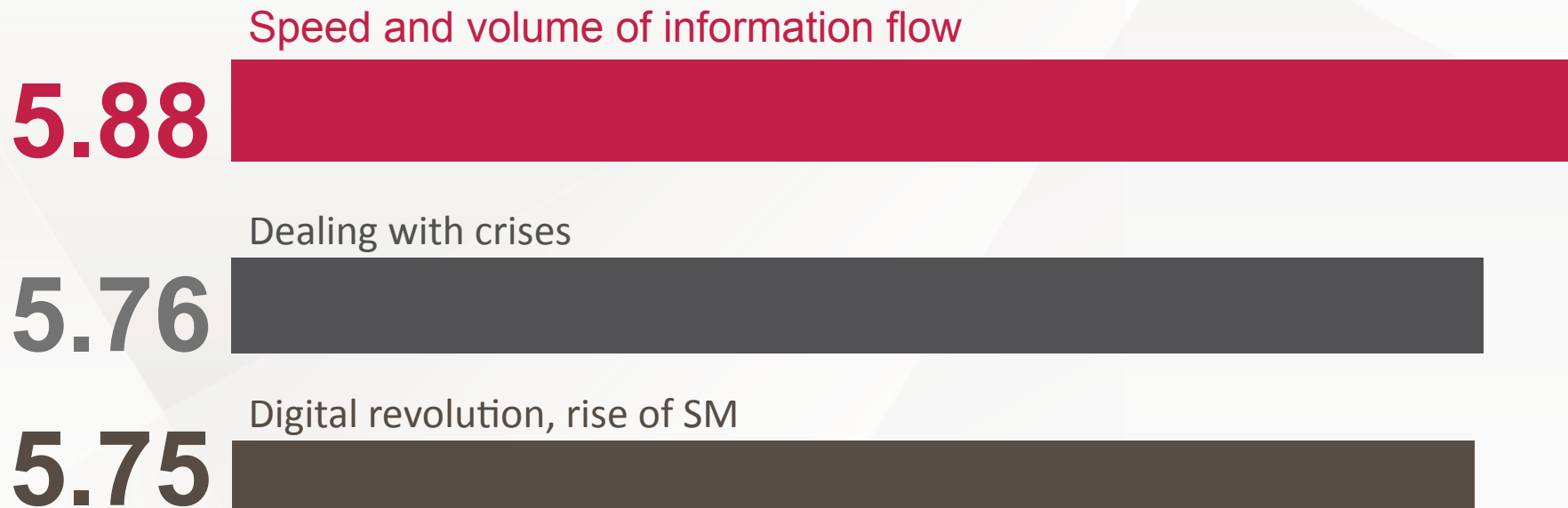
“We all have to expand our capabilities to encompass the changing world, its growing diversity, and, indeed, its complexity.”

**Lachlan Murdoch**

# 10 Big Issues in the Field

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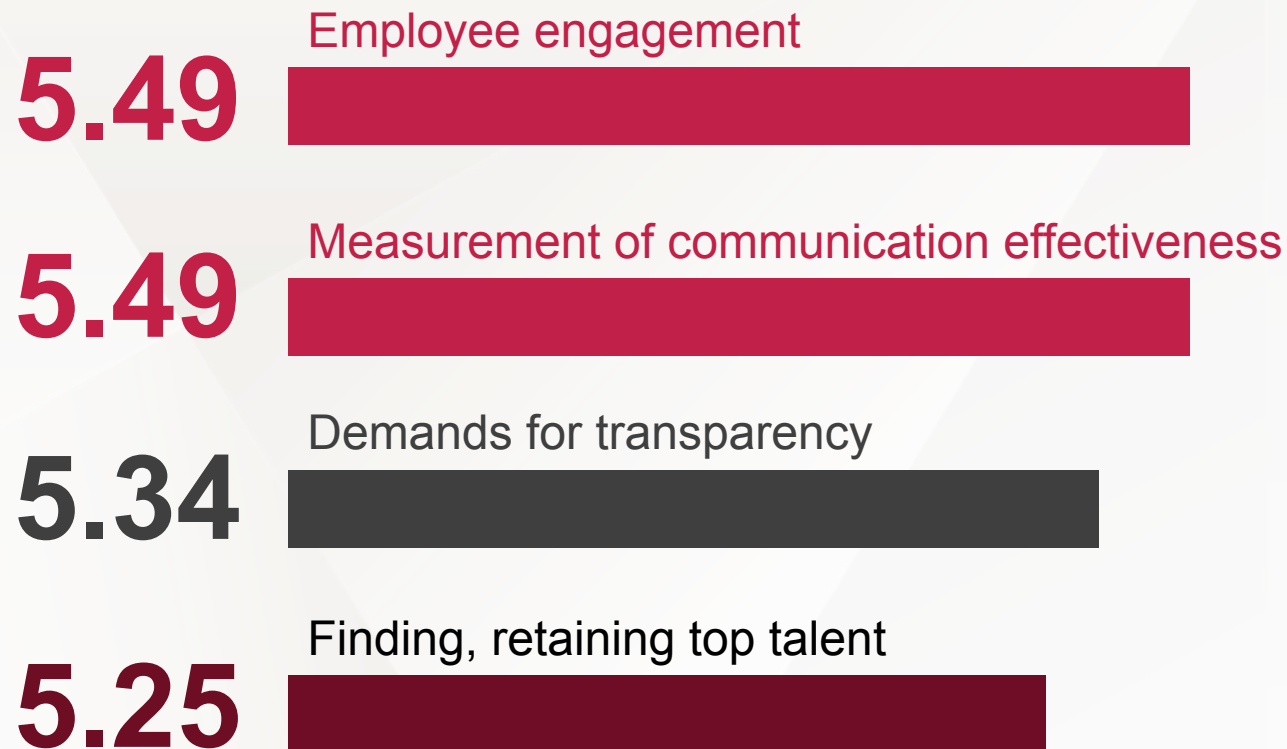
## The Top 3



# 10 Big Issues in the Field

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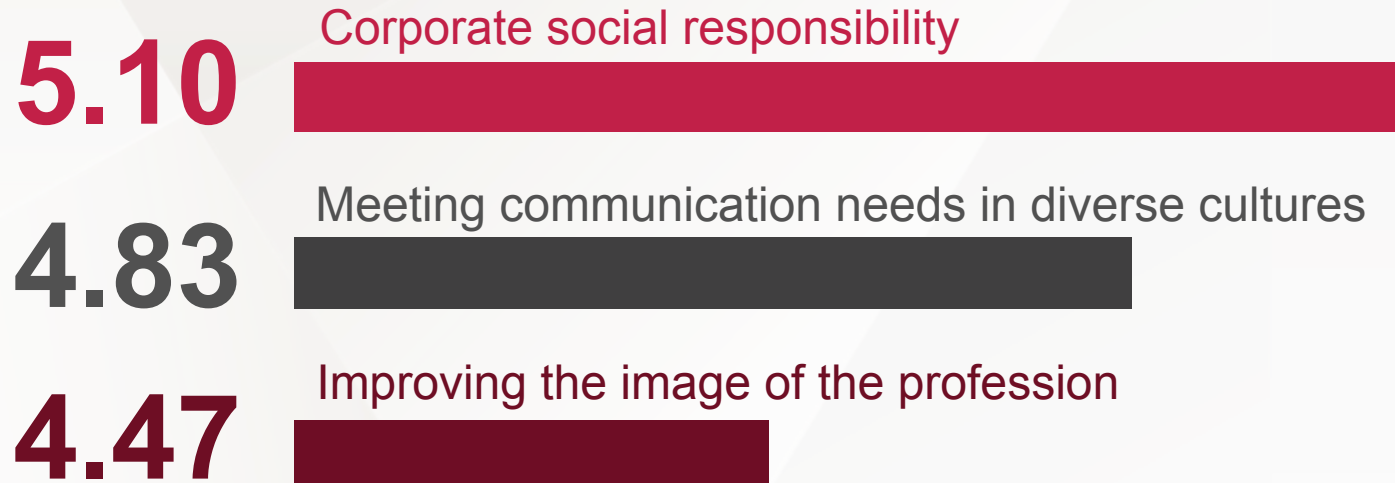
1. Speed and volume of information flow (5.88)
2. Dealing with crises (5.76)
3. Digital revolution, rise of SM (5.75)



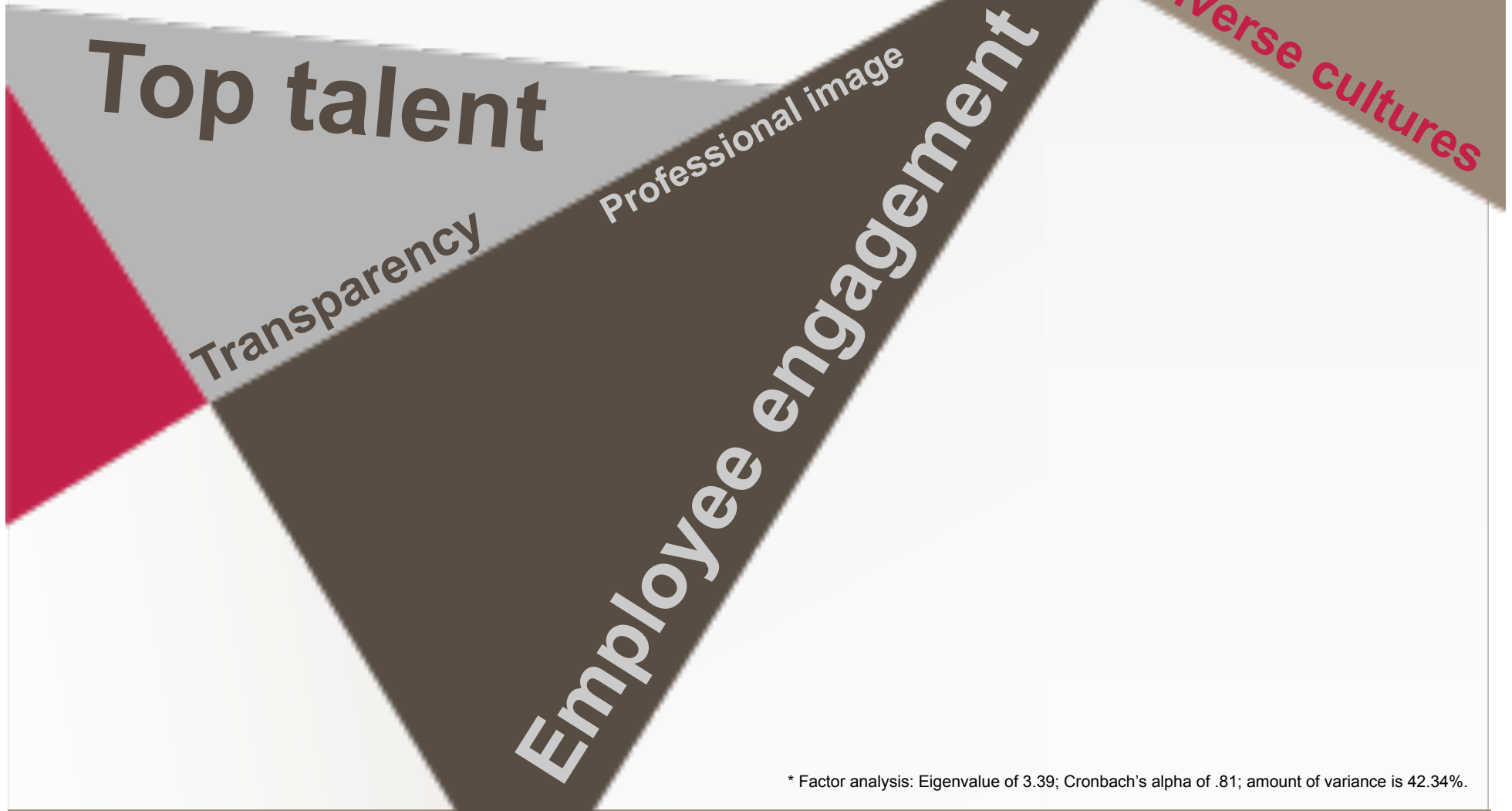
# 10 Big Issues in the Field

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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)



## 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

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**23.1%**

n= 1,029

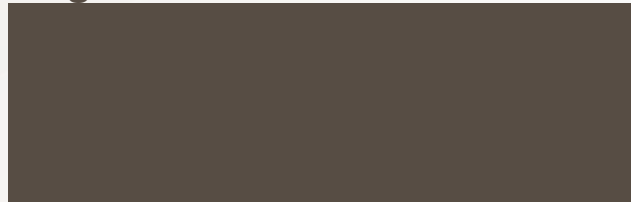
Speed and volume of information flow



**15.3%**

n= 684

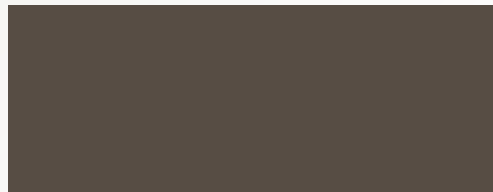
Digital revolution



**12.2%**

n= 547

Measurement of communication



**11.9%**

n= 532

Dealing with crises



# The Most Important Issue

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Transparency

**8.4%**

n= 375



Employee engagement

**7.9%**

n= 354



Finding, retaining top talent

**7.5%**

n= 337





# The Most Important Issue

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Corporate social responsibility

**6.1%**

n= 274



Diverse cultures

**5.3%**

n= 239



Professional image

**2.5%**

n= 112



## Some Demographics of Issues- Countries

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**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

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**UK and US**  
rated CSR lowest

A world map with a dark red background. Two white circular markers with dark red outlines are placed over the United Kingdom and the United States. The text 'UK and US' is in large white font, and 'rated CSR lowest' is in smaller white font below it.



**Latin American Countries**  
rated CSR highest

A world map with a dark red background. Three white circular markers with dark red outlines are placed over Mexico, Brazil, and Argentina. The text 'Latin American Countries' is in large white font, and 'rated CSR highest' is in smaller white font below it.

# Some Demographics of Issues- Countries

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## 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

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**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)

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**5.31**

**Developing new skills and/or improving work processes**

**5.30**

Using new technologies to collect, distribute info faster

**4.96**

Assigning more work/responsibilities to existing employees

**3.67**

Increasing use of external consultants

**3.28**

Hiring additional employees

# Managing the Digital Revolution and Rise of Social Media (n= 684)

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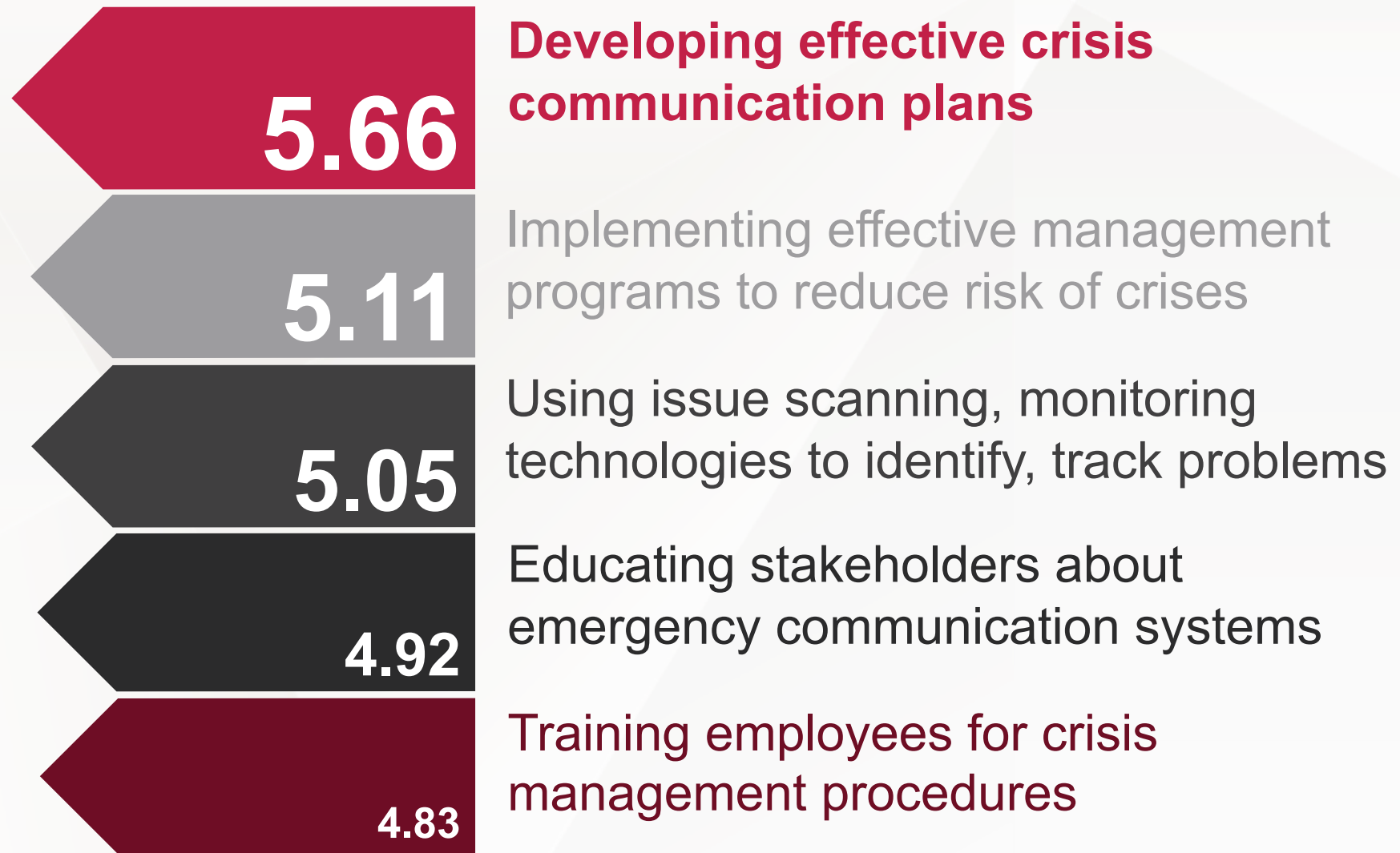


## Improving Measurement of Communication to Demonstrate Value (n= 547)

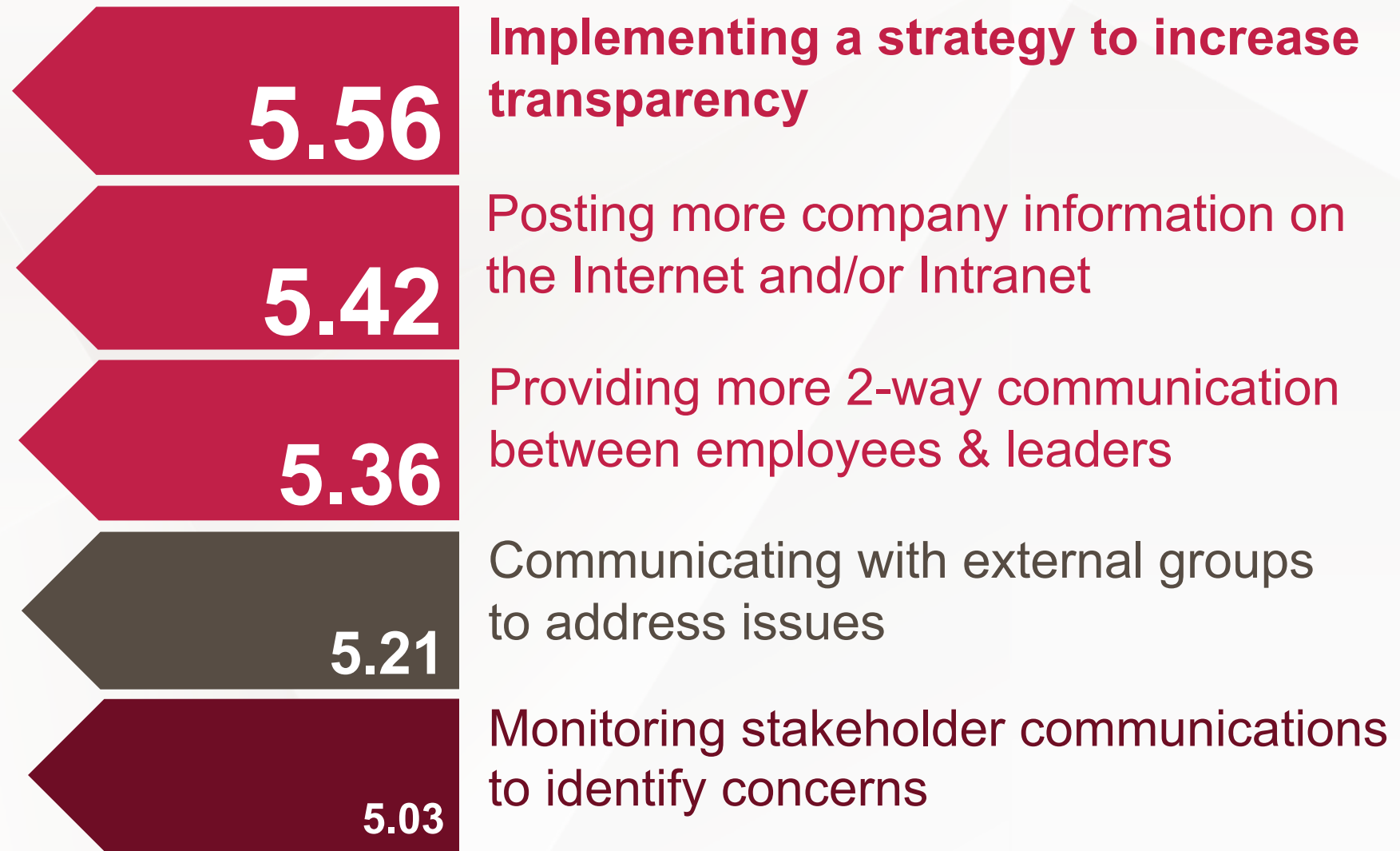


## Being Prepared to Deal Effectively with Crises That May Arise (n= 532)

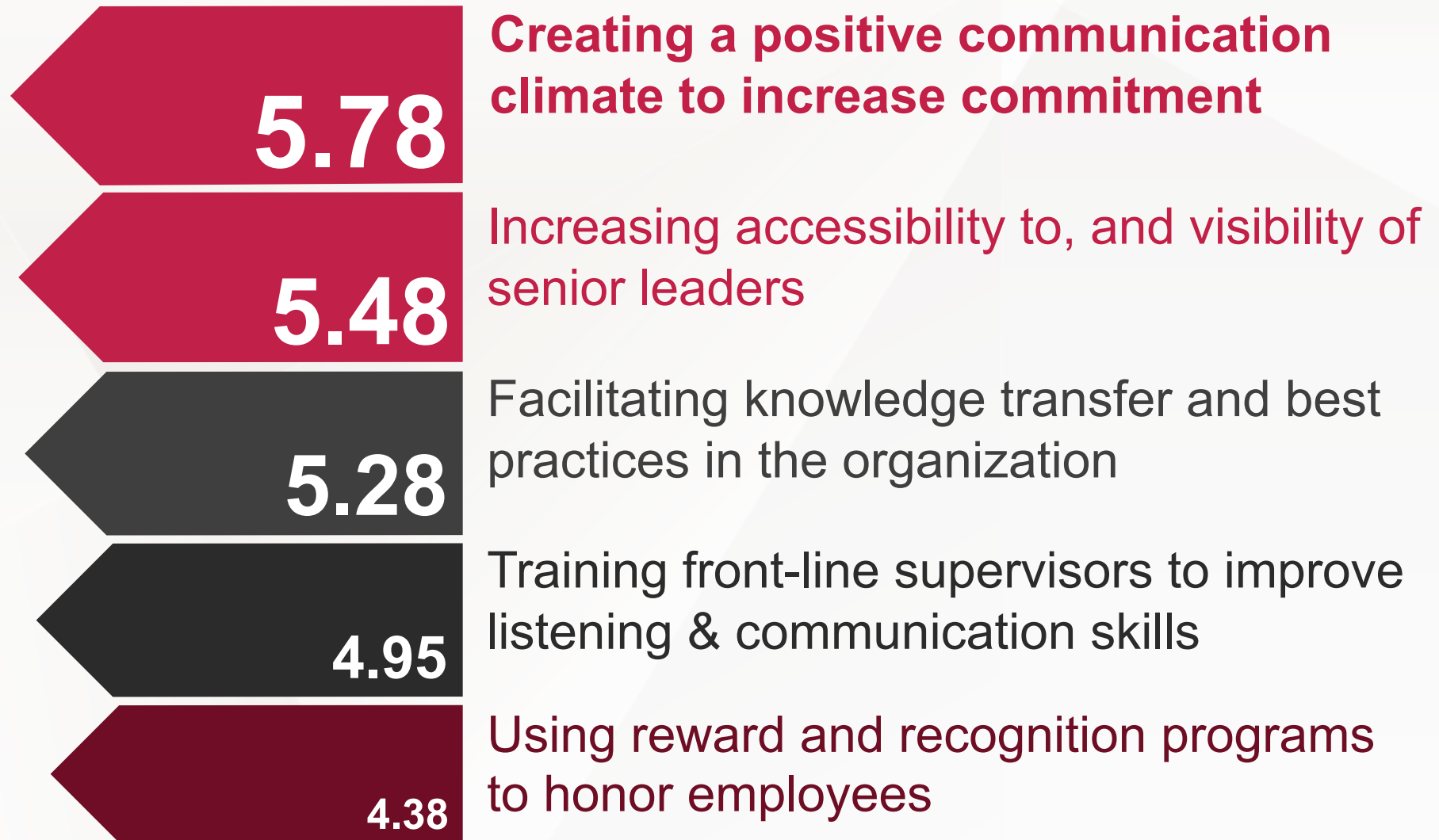
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## Meeting Demands for More Transparency of Communications, Operations (n= 375)



## Increasing Employee Engagement and Commitment in the Workplace (n= 394)





# Finding, Developing and Retaining Highly Talented Professionals (n= 337)

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**5.70**

**Providing more autonomy to highly talented individuals**

**5.20**

Designing individualized development plans for high potential professionals

**4.48**

Providing superior financial incentives and benefits

**4.26**

Supporting the education of future professionals at universities

**3.67**

Using search firms to help locate and evaluate talent

# The Last 3 Issues

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



# The Last 3 Issues

## Meeting communication needs in diverse cultures (n= 239)



# The Last 3 Issues

## Improving the image of the profession (n= 112)



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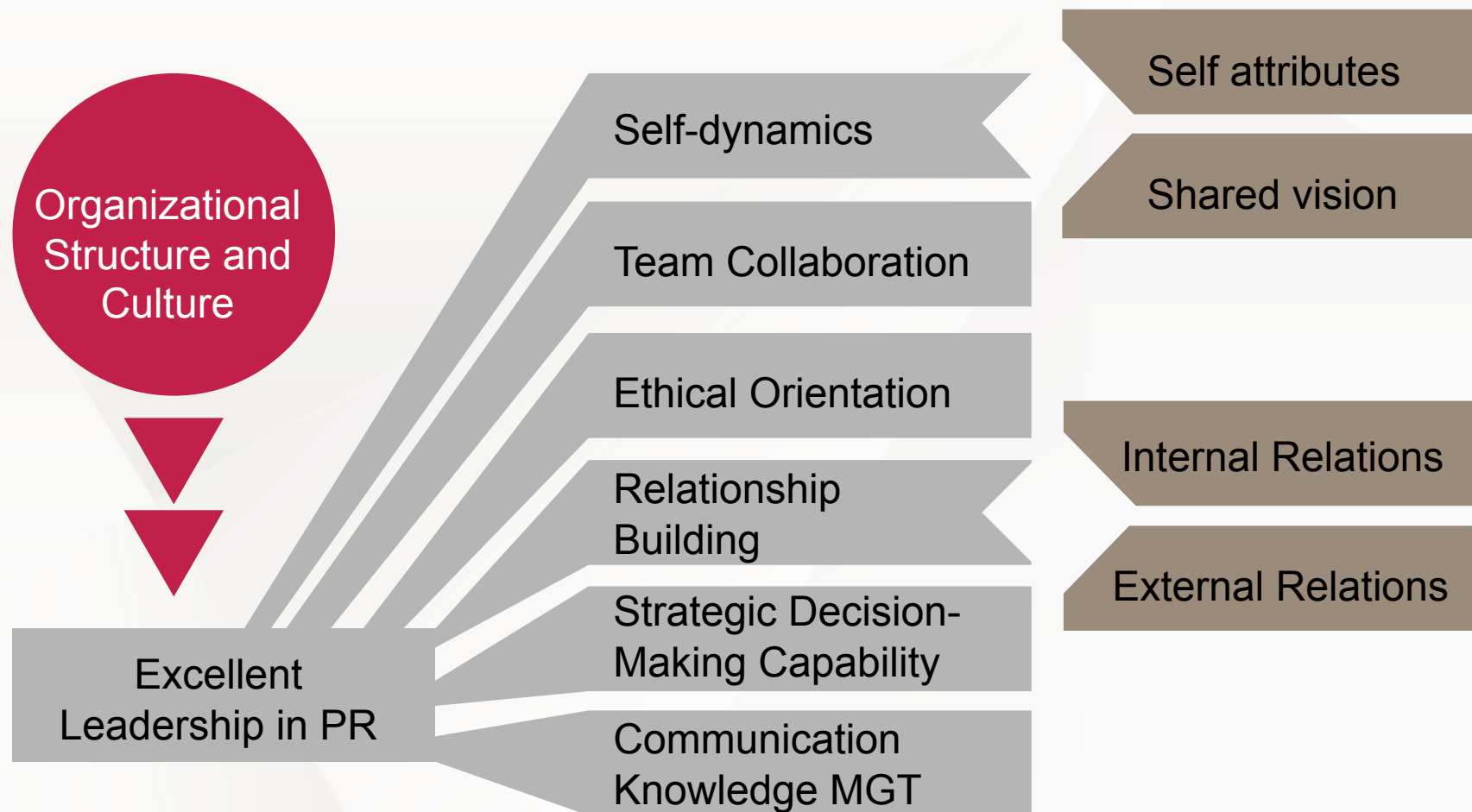
## Key Issues and Leadership Skills and Capabilities

*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





# The Leadership Model and Global Study

## Q1: Is the conceptual model valid in other countries?

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

**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?

Leadership Dimensions	No. 1 Issue Info Flow	No. 2 Issue Digital Media	No. 3 Issue Measurement	No.4 Issue Crisis Mgmt	Total	F-value
	N=1,029	N=684	N=547	N=532	N=2,792	(df=3, 2,787)
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 communication	5.58	5.58	5.62	5.45	5.57	1.46

**A: Yes. Crises place greatest demands on leaders.**

\*\*p< .01

## Some Demographics and Leader Dimensions

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**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**



# **4** 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

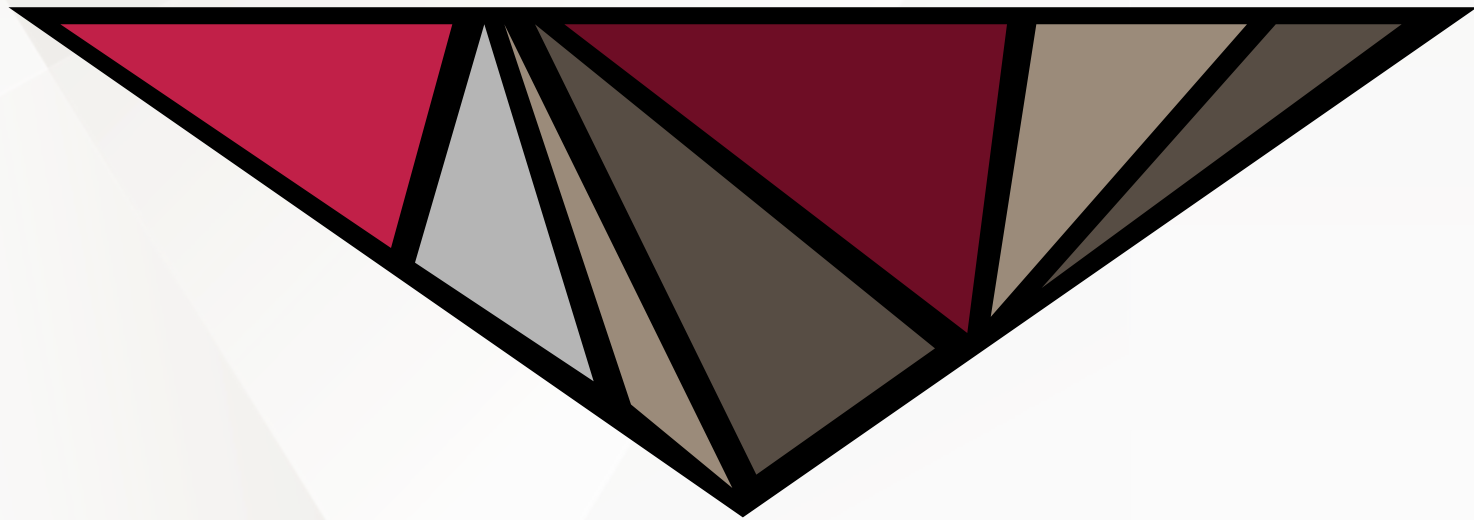
# Factor analysis yielded two factors

## **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

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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, renaissance 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**



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**

# Self 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**

# Gender Perceptions



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

**4.66**


My organization encourages and practices 2-way communication

**4.67**

The CEO or top executive in my organization understands the value of PR

**5.16**

# Organization Perceptions



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**

# Profession 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.

## Summated Leadership Index\*

Country/Region	Number	Mean	S.D.
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

\*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

**Total:**      3,944      14.50      4.25  
                          Number      Mean      S.D.

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



## 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.

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



**Top 10  
Economies  
in the  
World\***

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

# 2010

vs.

# 2020

Rank	Country	GDP (trillions)
1.	USA	\$14.8
2.	China	9.7
3.	Japan	4.3
4.	India	3.9
5.	Germany	2.9
6.	Russia	2.2
7.	UK	2.2
8.	France	2.2
9.	Brazil	2.1
10.	Italy	1.8

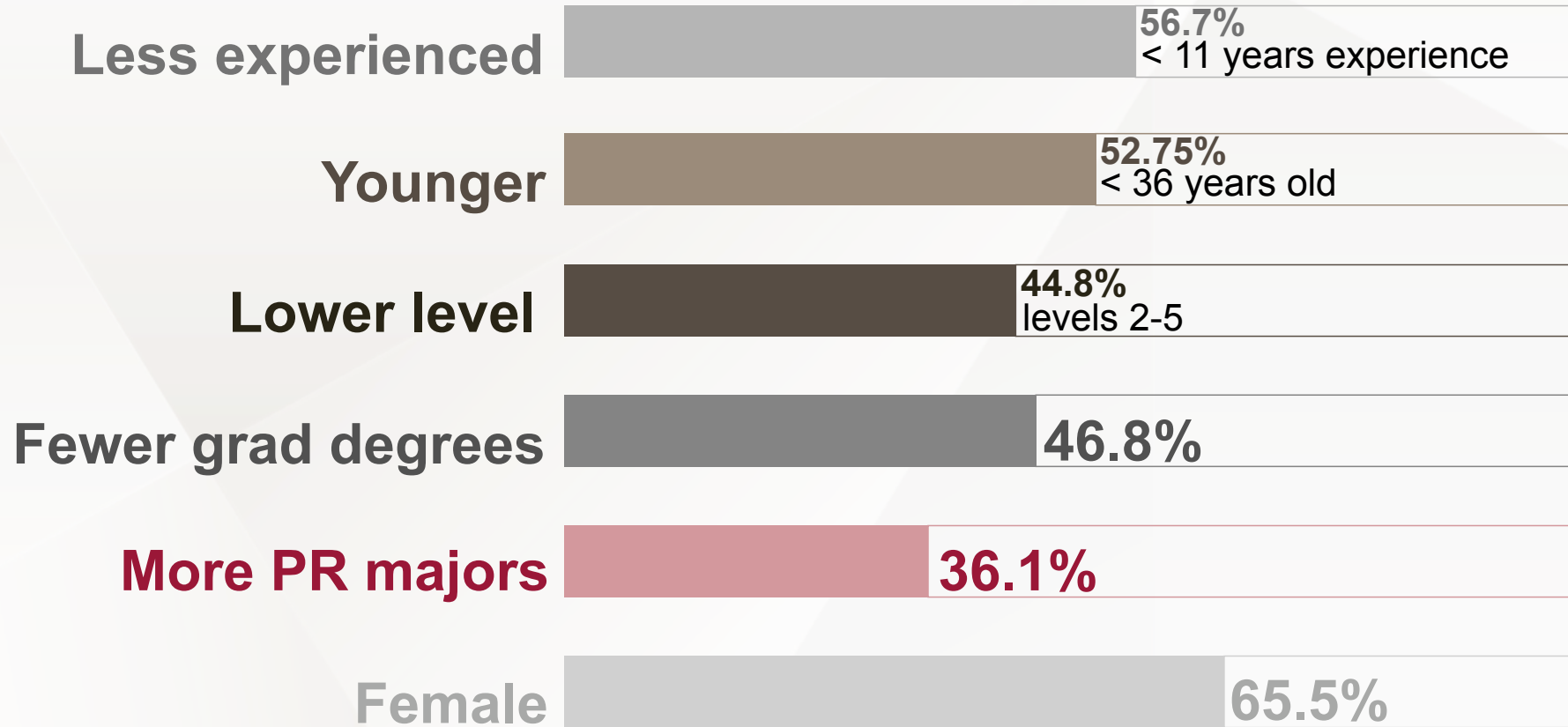


Rank	Country	GDP (trillions)
1.	China	\$28.1
2.	USA	22.6
3.	India	10.2
4.	Japan	6.2
5.	Russia	4.3
6.	Germany	4.0
7.	Brazil	3.9
8.	UK	3.4
9.	France	3.2
10.	Mexico	2.8

Data from Euromonitor International

# BRIC Practitioners: Faces of the Future?

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# Three Most Important Issues

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#1

#2

#3

**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

**All countries**

Info Flow

Crisis Mgmt

Digital Media

# Similar Approaches to Top Issues

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## 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

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#1

#2

#3

**Brazil**

Change Mgmt

Conflict Mgmt

Listening

**Russia**

Change Mgmt

Conflict Mgmt

Listening

**India**

Change Mgmt

Listening

Measurement

**China**

Change Mgmt

Listening

Culture  
Sensitivity

**All countries**

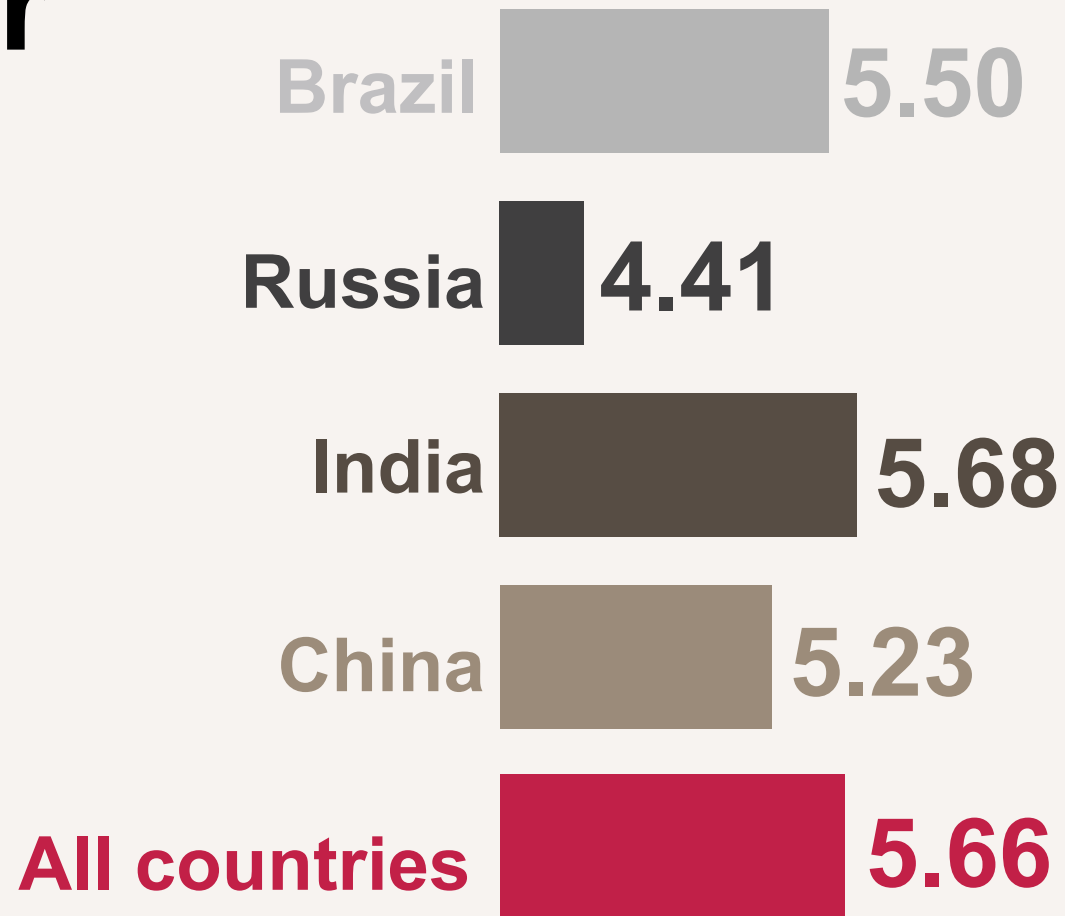
Change Mgmt

Listening

Conflict Mgmt

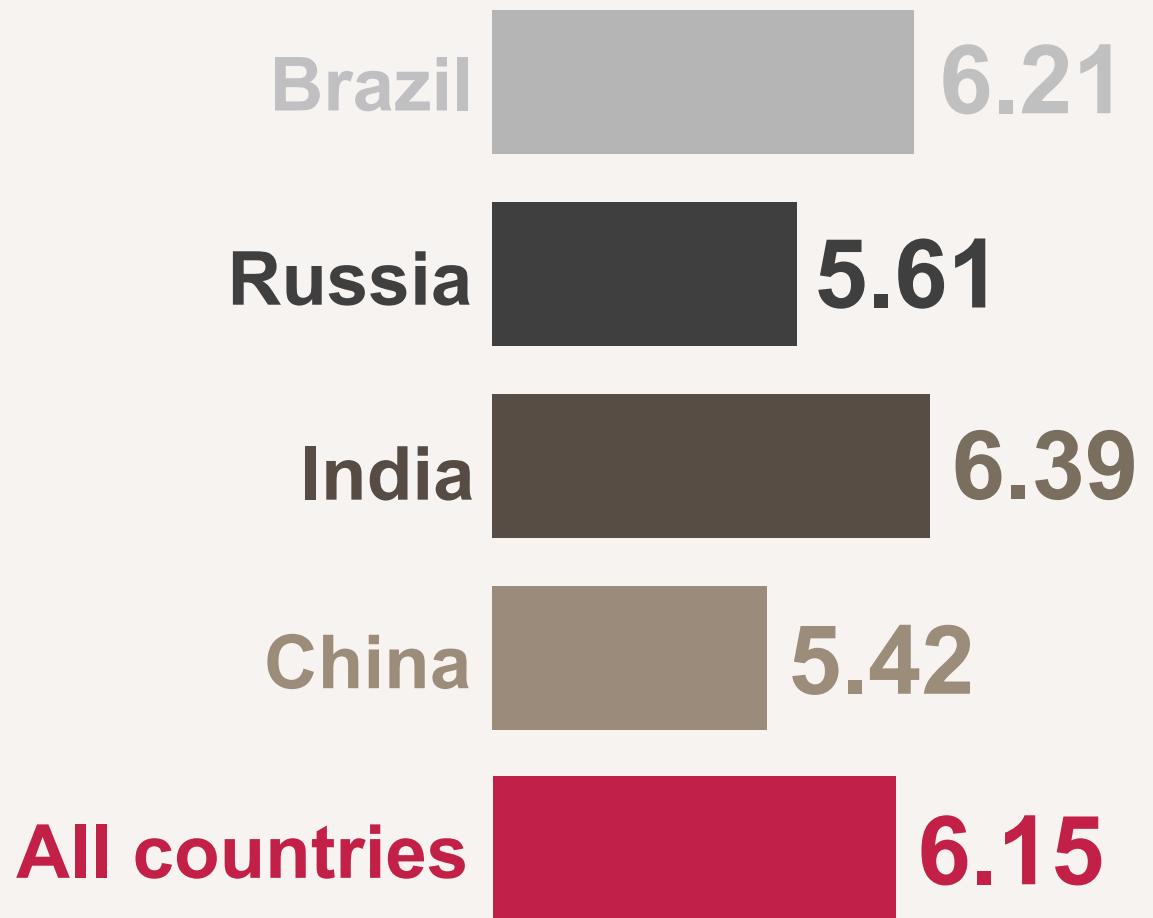
# Some Individual Perceptions

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



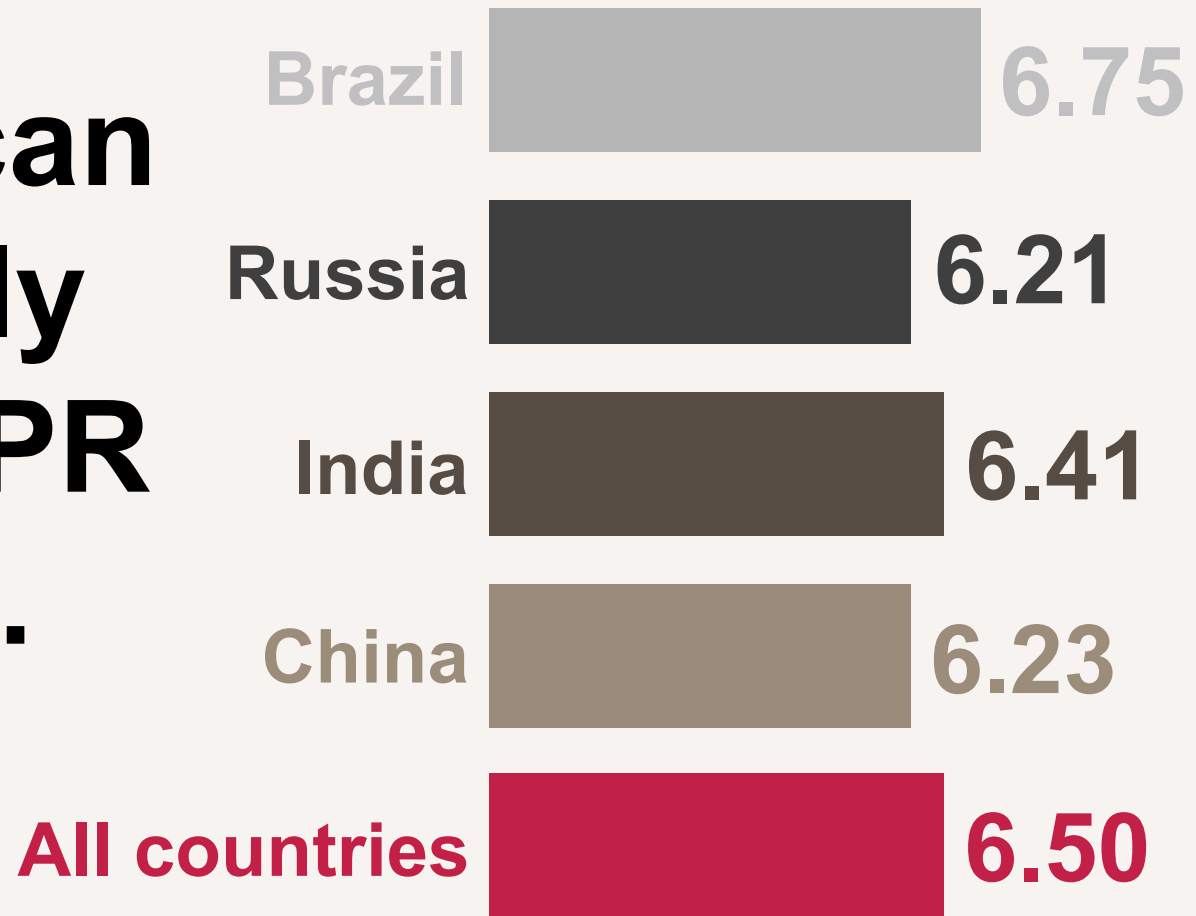
# Some Individual Perceptions

**I want to  
be a  
leader in  
PR...**



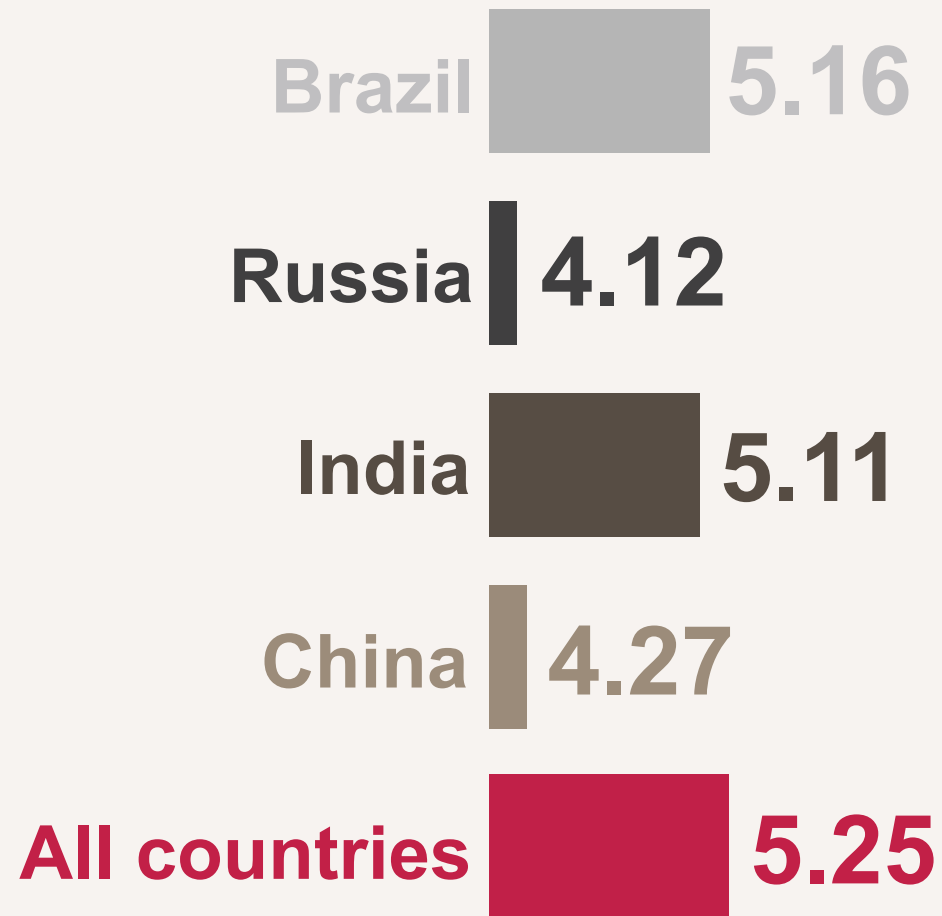
# Some Individual Perceptions

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



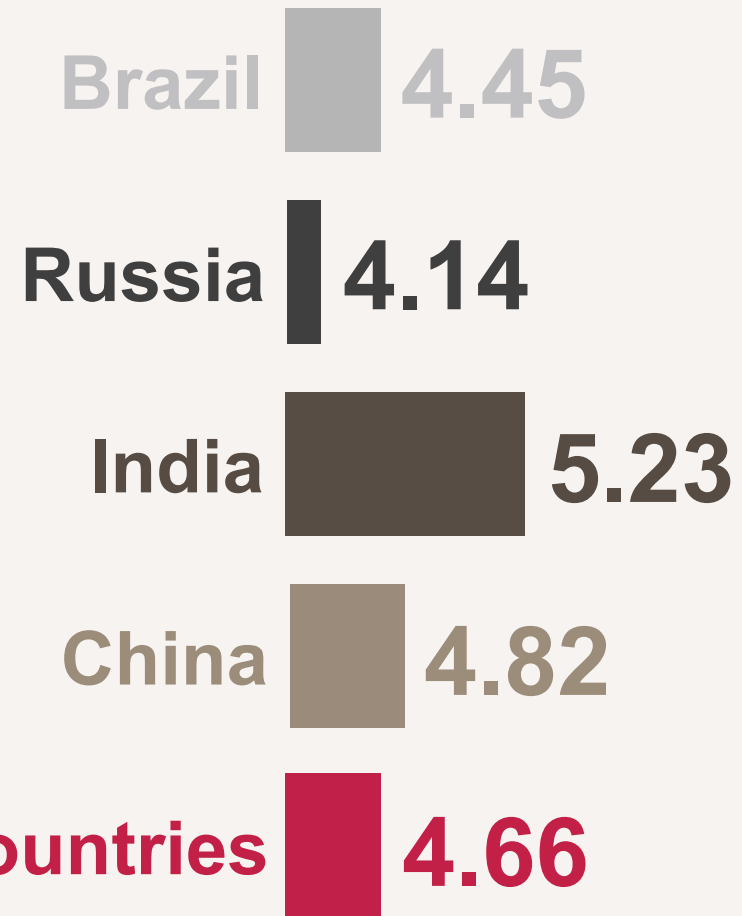
# Some Individual Perceptions

**I prefer to  
work for a  
male  
leader...**



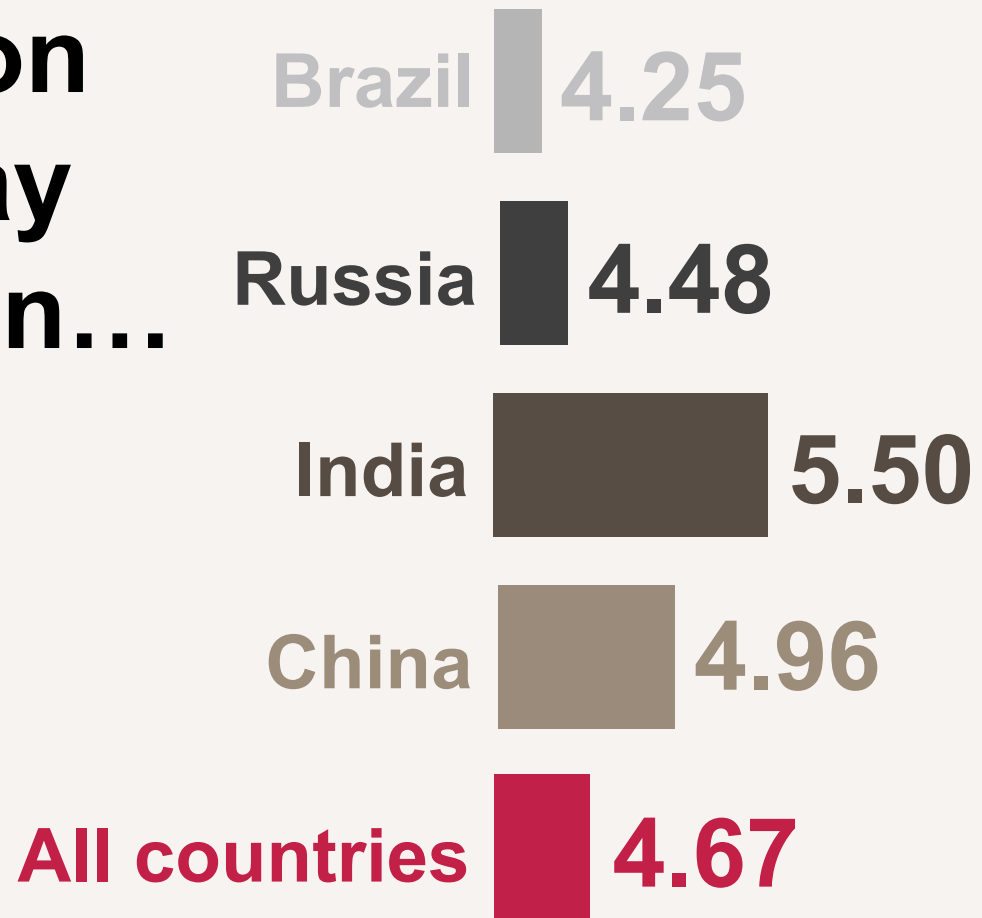
# Some Individual Perceptions

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



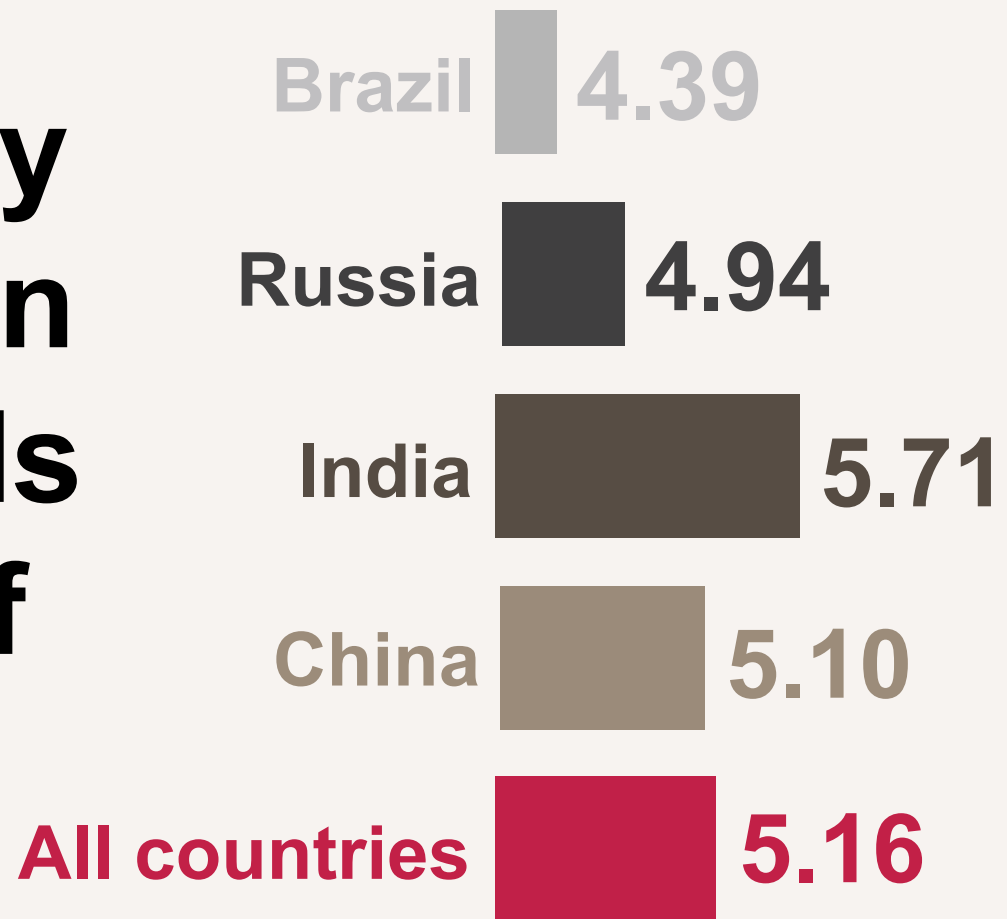
# Some Individual Perceptions

**My organization  
practices 2-way  
communication...**



# Some Individual Perceptions

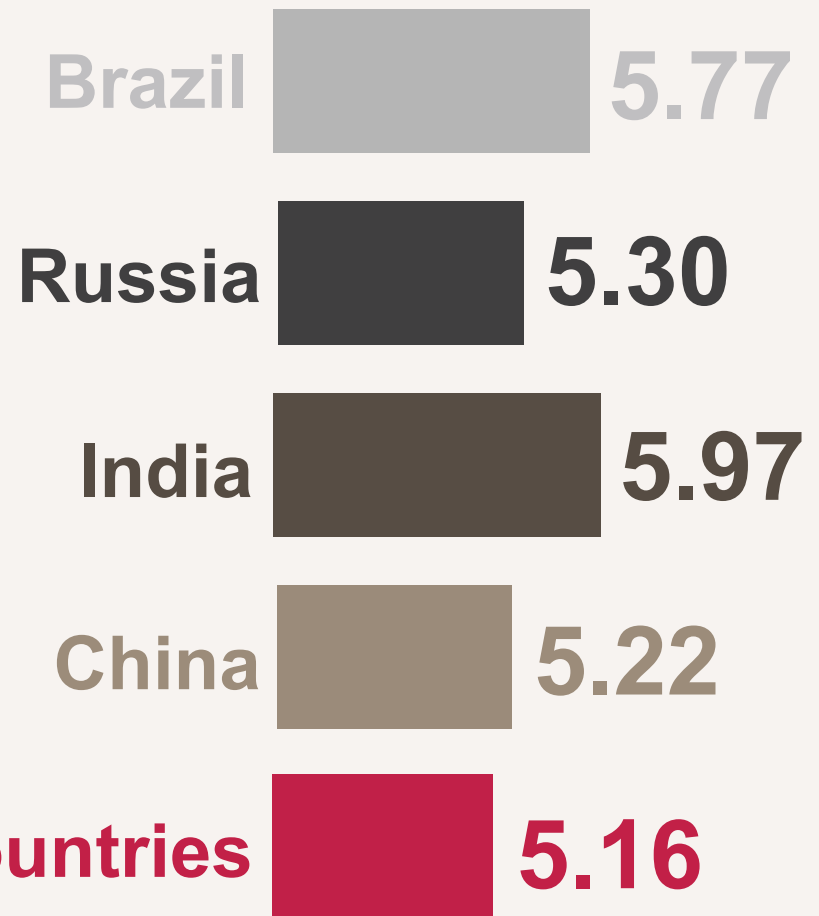
**The CEO or leader of my organization understands the value of PR...**





# Some Individual Perceptions

**I'm optimistic  
about the  
future of the  
PR profession  
in my  
country...**



# Summated Leadership Index

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

## All Countries:

**3,944**

Number

**14.50**

Mean

**4.25**

S.D.

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# 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.**

**10**



**The future of PR is all  
about me, me, me!**

*Anonymous Millennial*

9





**Contingencies count:  
Diverse issues tap  
different leadership  
capabilities.**

**8**





**Excellent PR leadership is  
multidimensional,  
complex and...global?**

**7**



**Measurement remains the  
800 pound gorilla in  
communication units  
worldwide.**

**6**



**Soft skills and self-  
insights are the Holy Grail  
for future leaders.**

**5**



**Cultural patterns intrigue,  
but meaning is elusive.**

**4**



**Men and women:  
Same destination,  
different journey.**

**3**





**Leaders drink too much of  
their own Kool-Aid.**

**2**



**Digital drives, but the  
transformation enfolds a  
set of deep changes.**

**1**

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**Thank you.**

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November 1, 2012