

SCG



Global Leadership— A View From Six Continents

**The ASEAN region, Australia, Europe,
South Africa, North America,
and South America**

**Robert J. Koenigs, Ph.D., President
Margaret A. Cowen, Ph.D., Vice President
SYMLOG Consulting Group**

Rating Questions

**ASEAN
(FUT) =**

In general, what kinds of values need to be shown in the **culture** of your organization in the **future** in order to be **most effective**?

**EUROPE
(EML) =**

In general, what kinds of values would be **ideal** for a person to show in behavior in order to be **most effective** as a leader of a task-oriented team composed of individuals from various European Community countries?

**SOUTH
AFRICA
(AFE) =**

In general, what kinds of values would be **ideal** for this person to show in order to be **most effective**?

**SOUTH
AMERICA
(SAE) =**

In general, what kinds of values would be **ideal** for this person to show in order to be **most effective**?

**NORTH
AMERICA
(EFF) =**

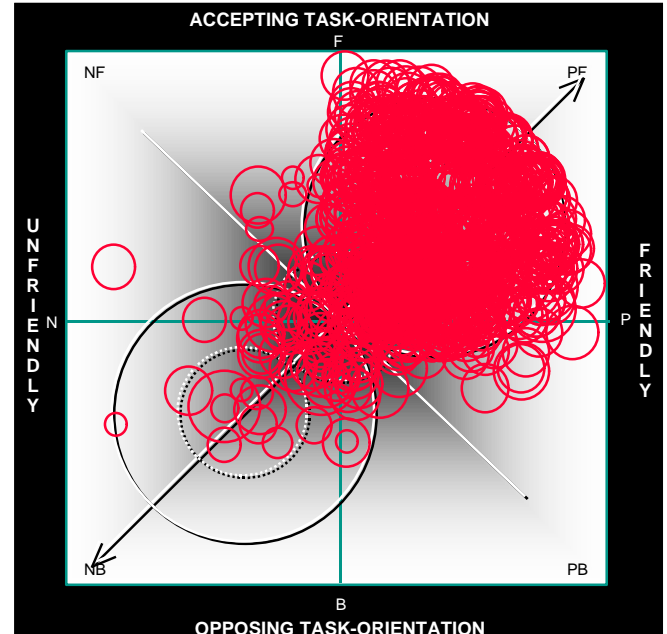
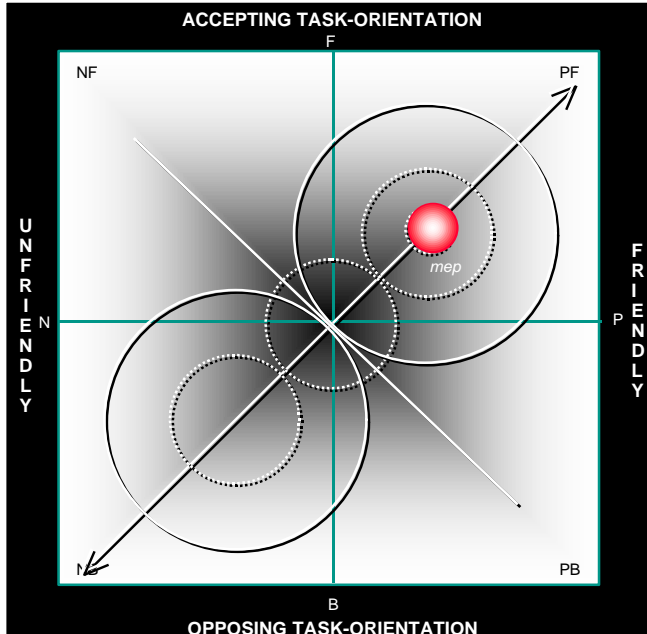
In general, what kinds of values would be **ideal** for this person to show in order to be **most effective**?

**AUSTRALIA
(AUE) =**

In general, what kinds of values would be **ideal** for this person to show in order to be **most effective**?

ASEAN Region

(FUT) = In general, what kinds of values need to be shown in the culture of your organization in the future in order to be most effective?

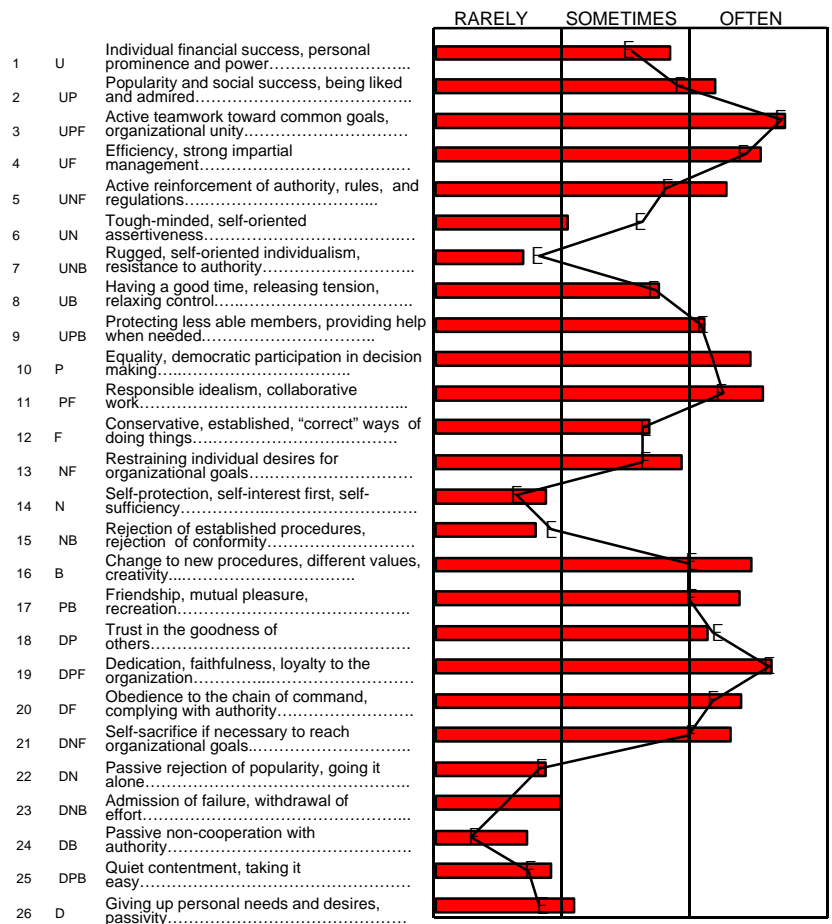


Final Location:

2.4U 6.7P 6.7F

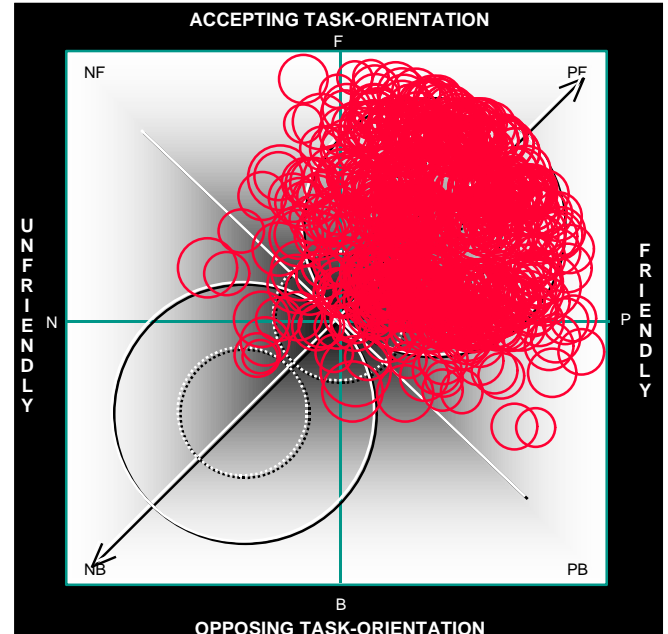
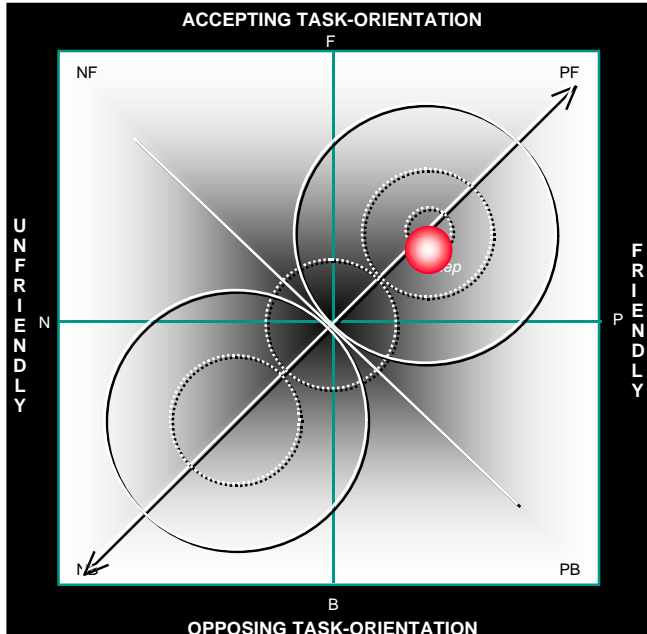
RED BAR = the average rating on each item

E = the “optimum” location for most effective teamwork



Europe

(EML) = In general, what kinds of values would be ***ideal*** for a person to show in behavior in order to be ***most effective*** as a leader of a task-oriented team composed of individuals from various European Community countries?

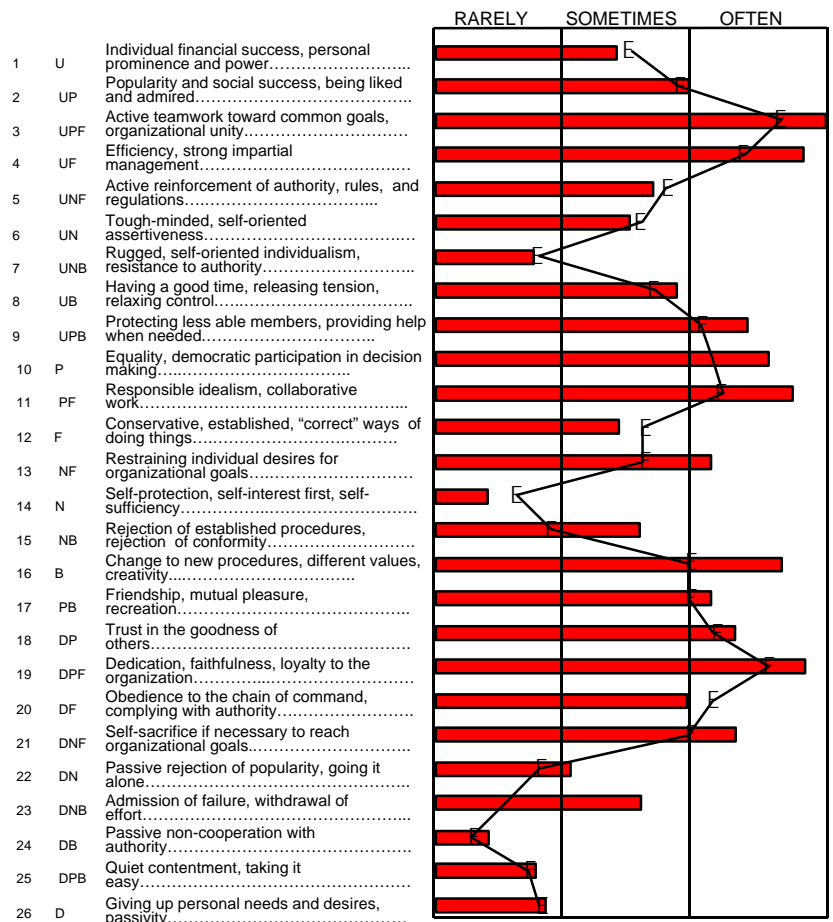


Final Location:

2.2U 6.2P 5.5F

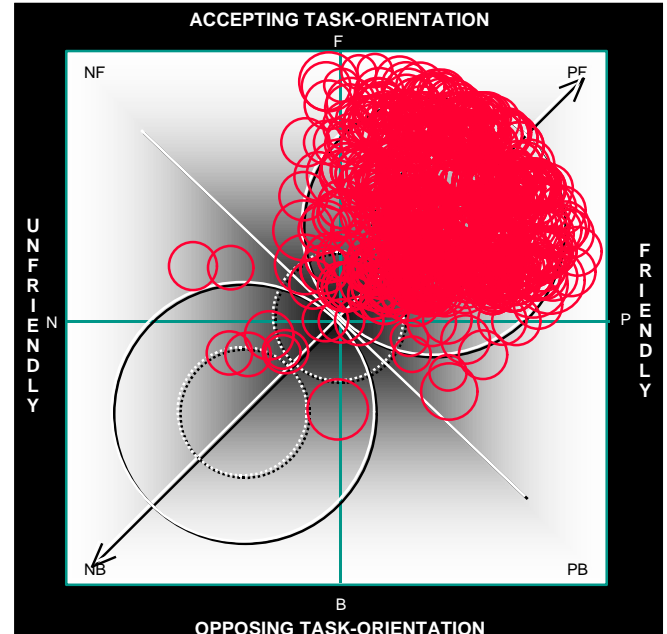
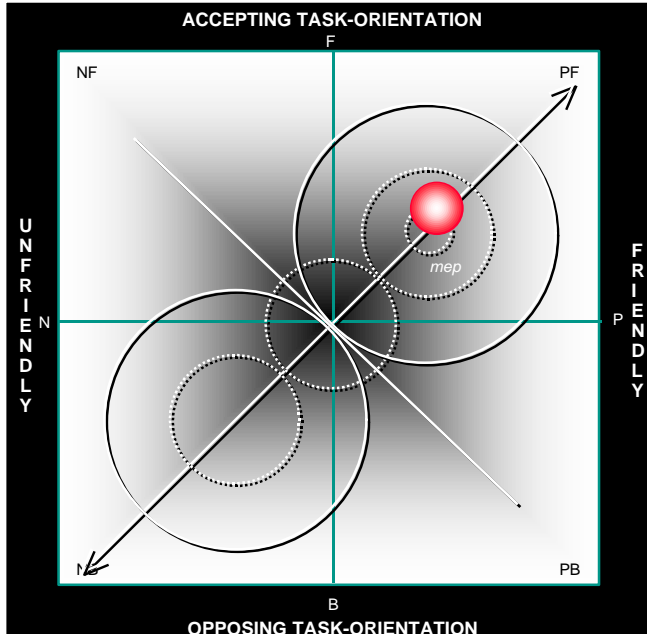
RED BAR = the average rating on each item

E = the “optimum” location for most effective teamwork



South Africa

(AFE) = In general, what kinds of values would be ***ideal*** for this person to show in order to be ***most effective***?

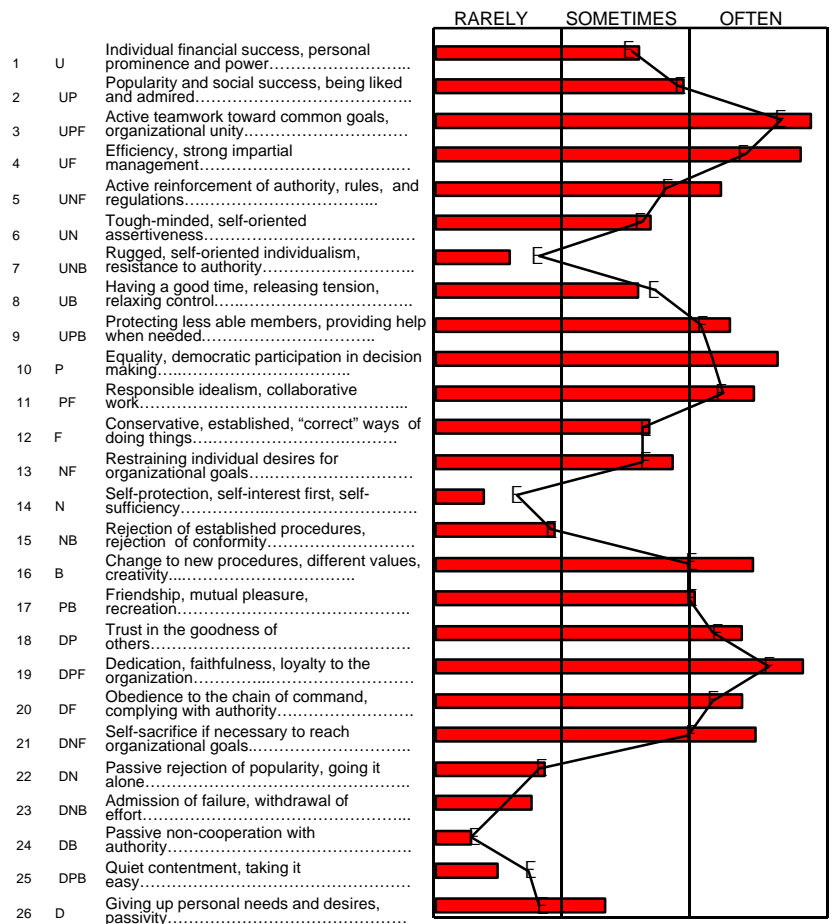


Final Location:

2.5U 6.7P 8.2F

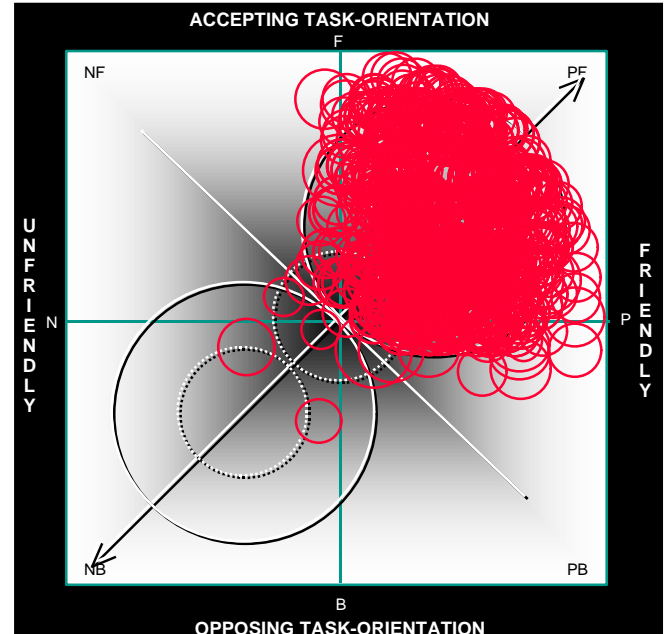
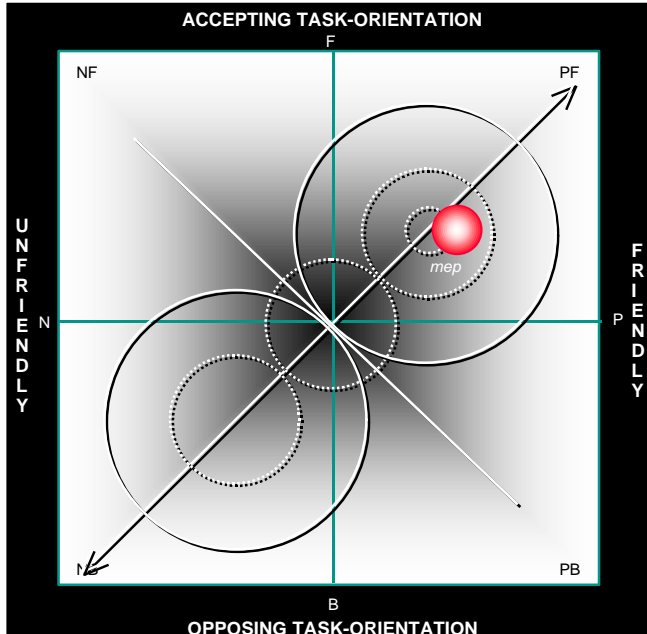
RED BAR = the average rating on each item

E = the "optimum" location for most effective teamwork



South America

(SAE) = In general, what kinds of values would be ***ideal*** for this person to show in order to be ***most effective***?

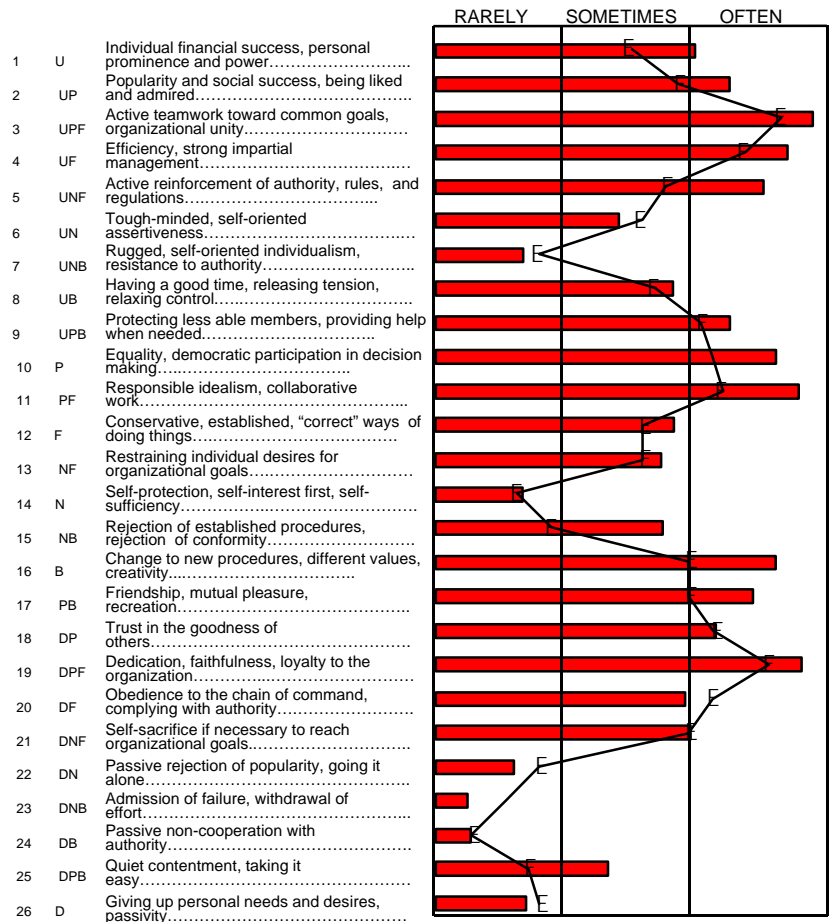


Final Location:

4.6U 8.2P 6.3F

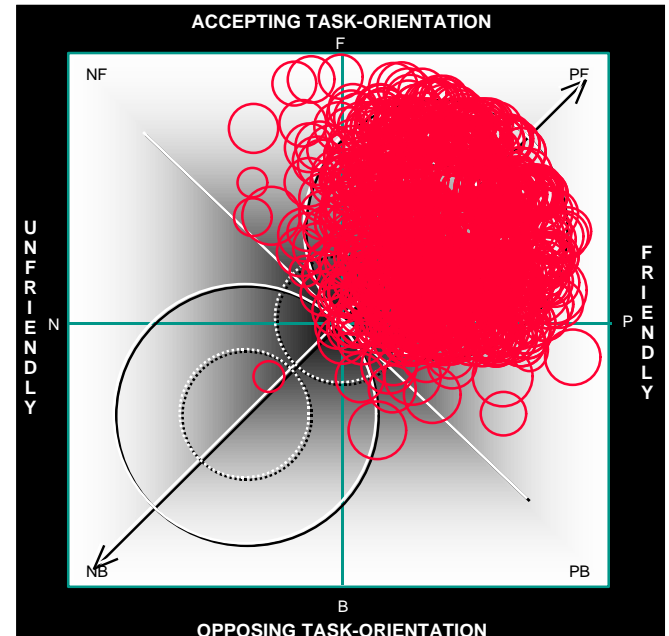
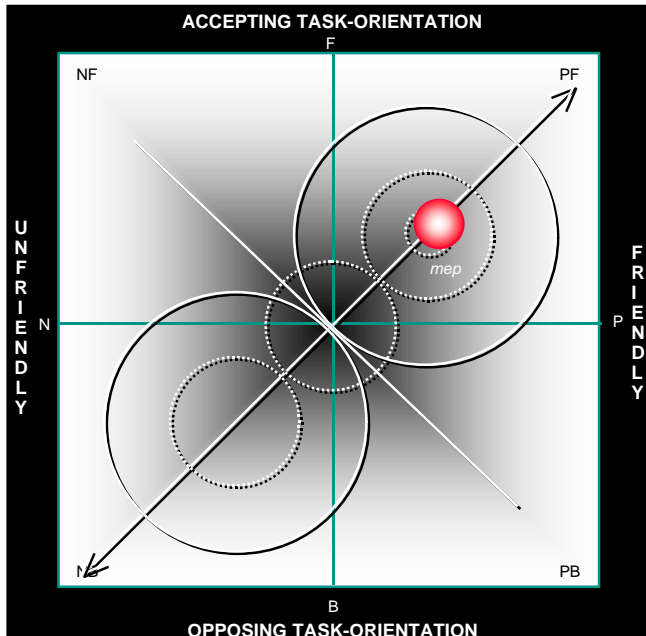
RED BAR = the average rating on each item

E = the “optimum” location for most effective teamwork



North America

(EFF) = In general, what kinds of values would be ***ideal*** for this person to show in order to be ***most effective***?

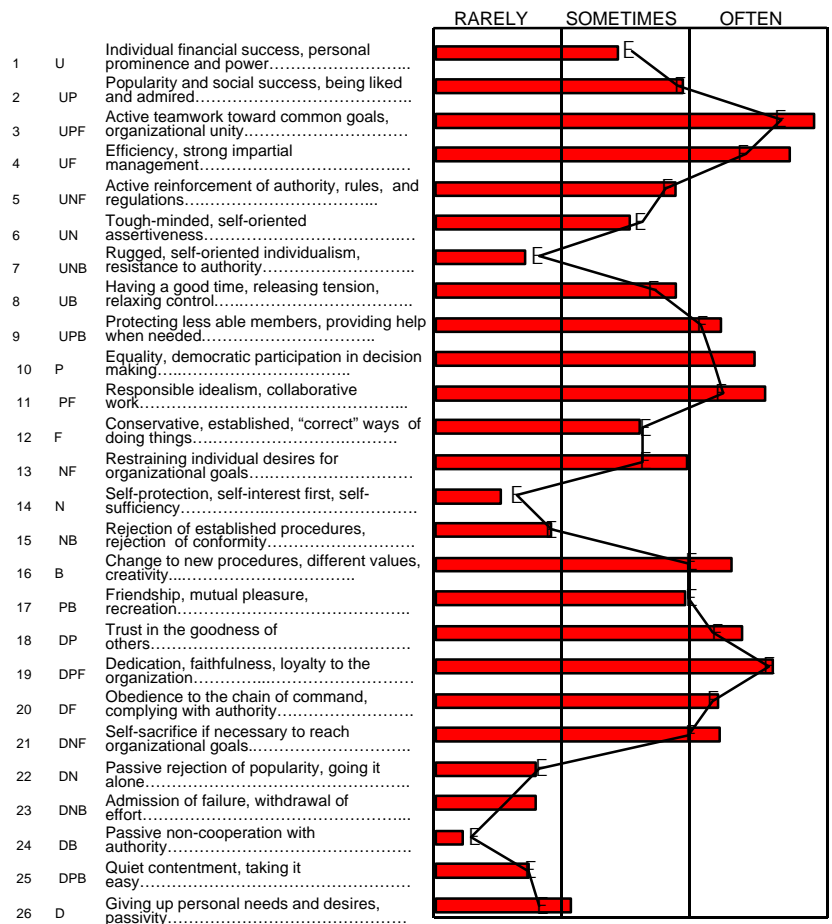


Final Location:

2.5U 6.8P 7.0F

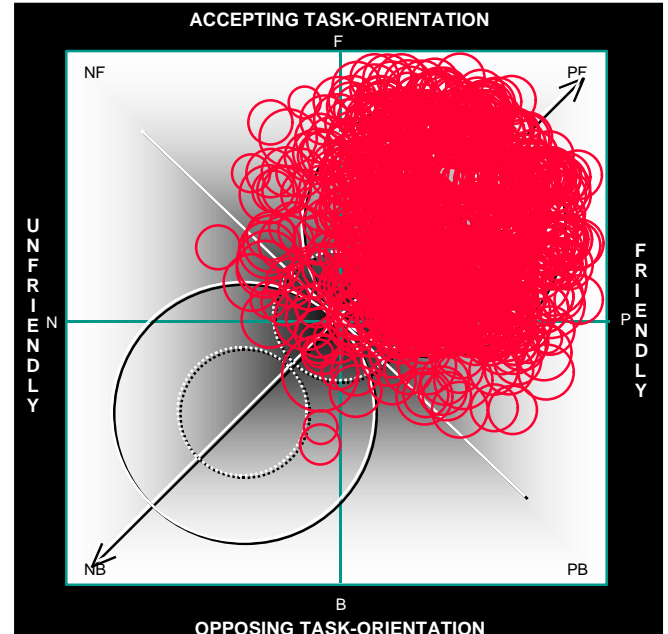
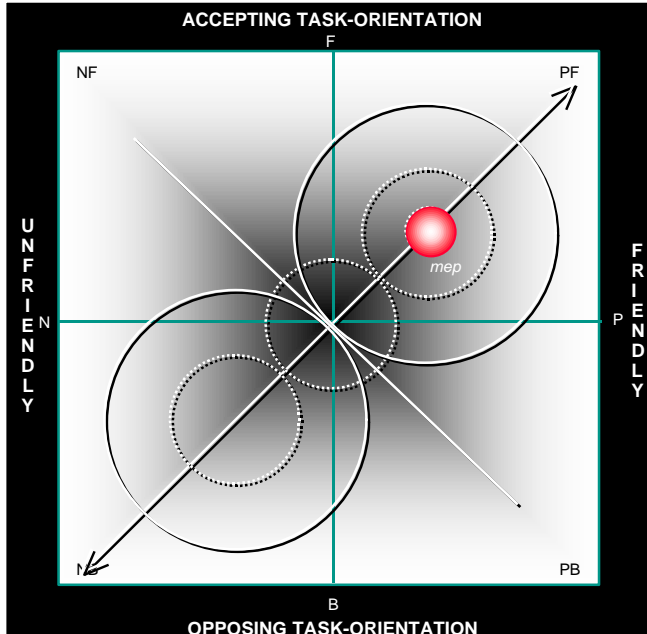
RED BAR = the average rating on each item

E = the “optimum” location for most effective teamwork



Australia

(AUE) = In general, what kinds of values would be ***ideal*** for this person to show in order to be ***most effective***?

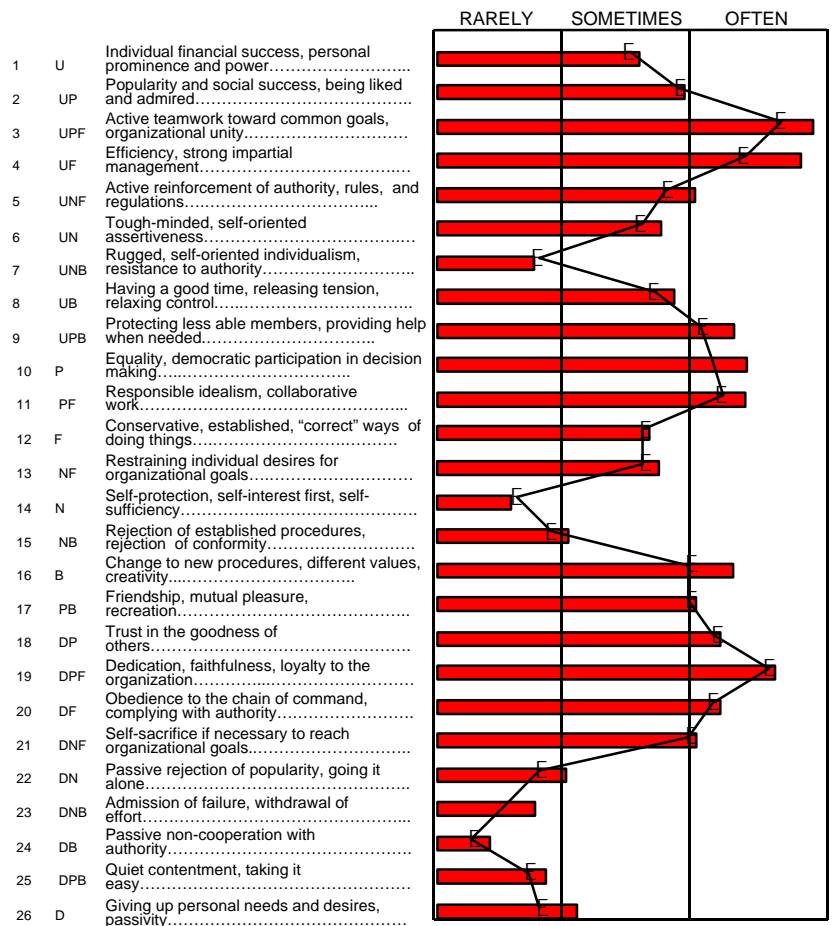


Final Location:

3.1U 6.5P 6.7F

RED BAR = the average rating on each item

E = the "optimum" location for most effective teamwork



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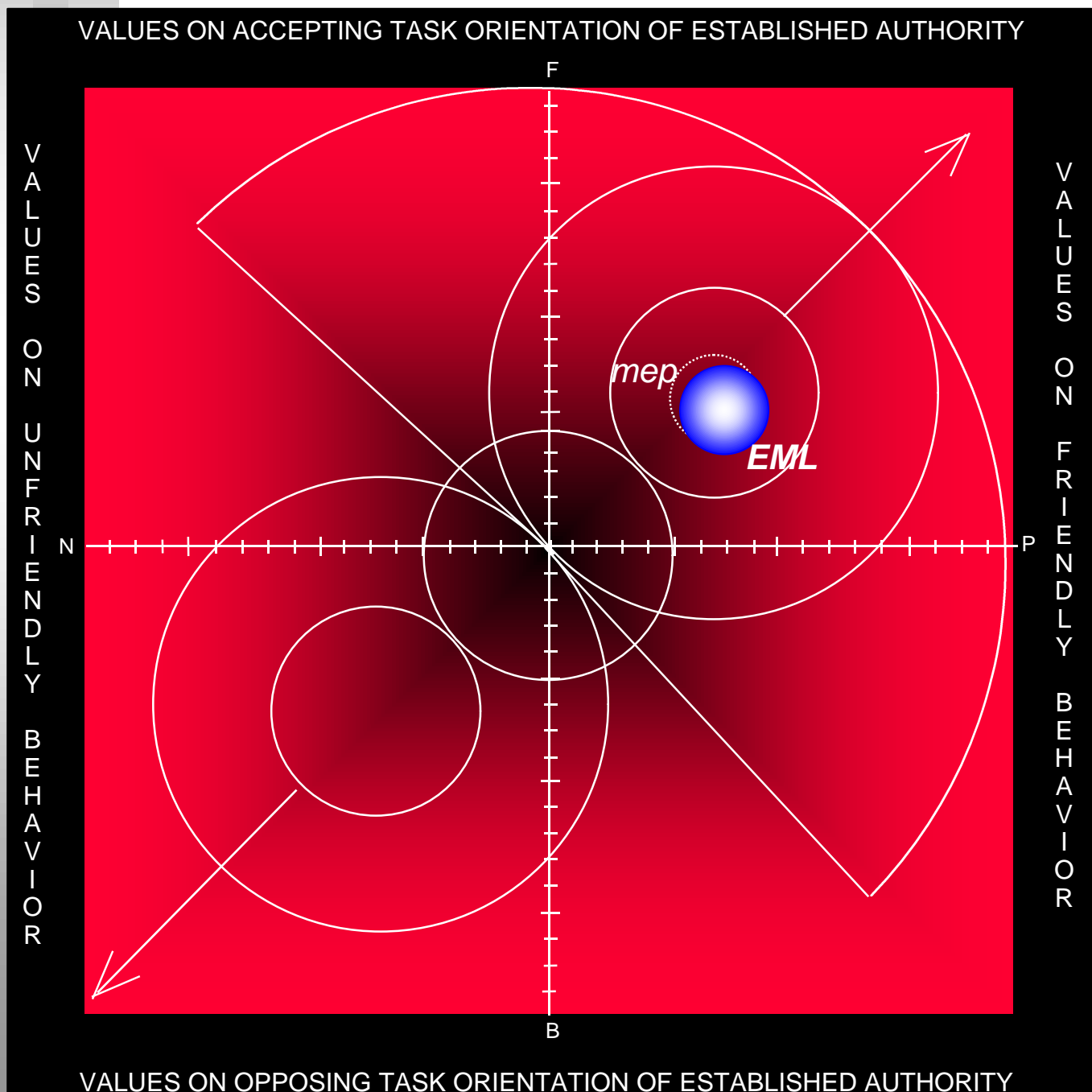


Most Effective Leader (EML) for Nine European Countries

Robert J. Koenigs, Ph.D.

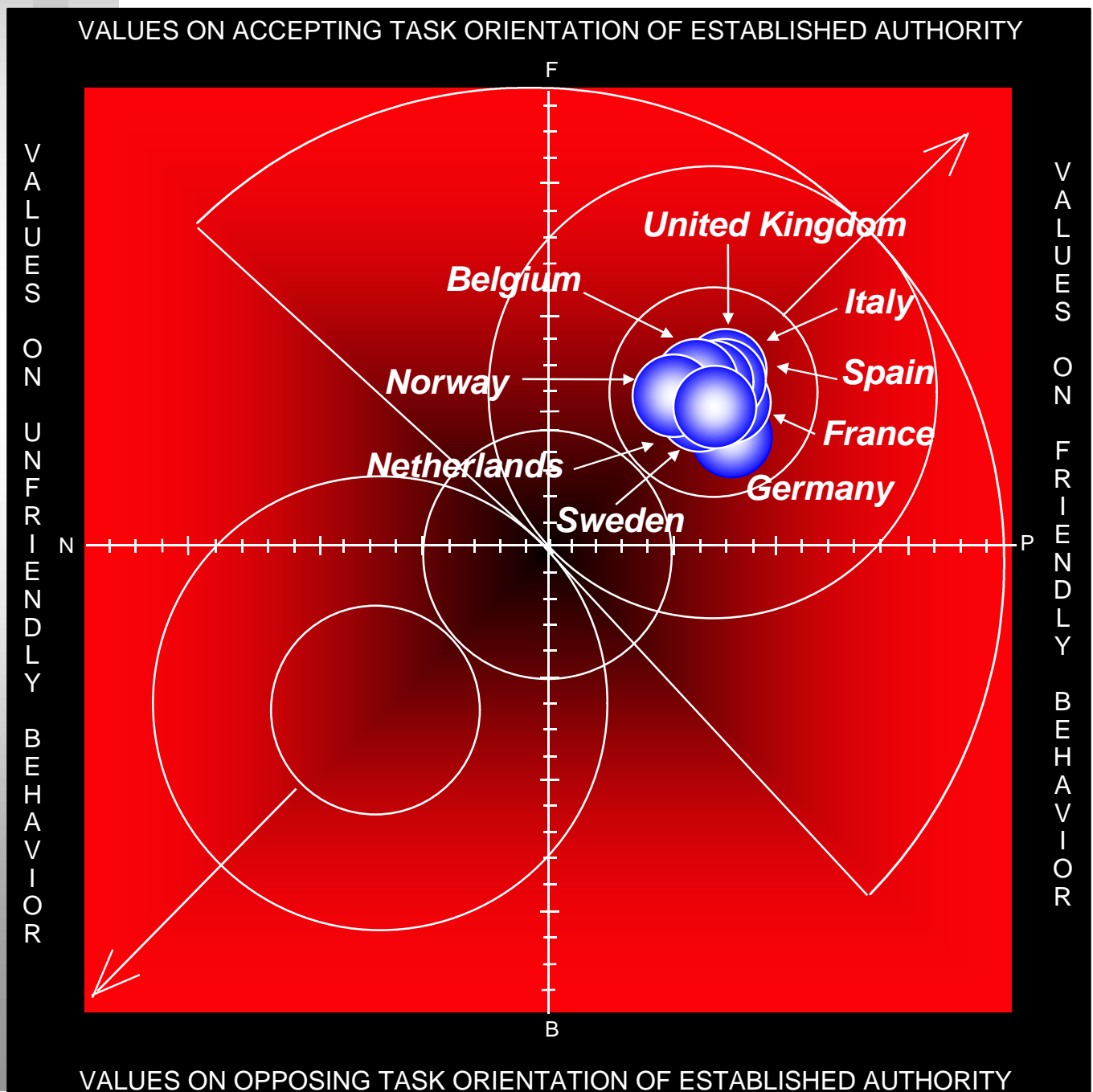
Group Average Field Diagram N = 1258

EML: What kinds of values would be ideal for a person to show in order to be most effective as a leader of a task-oriented team composed of individuals from various European Community countries?

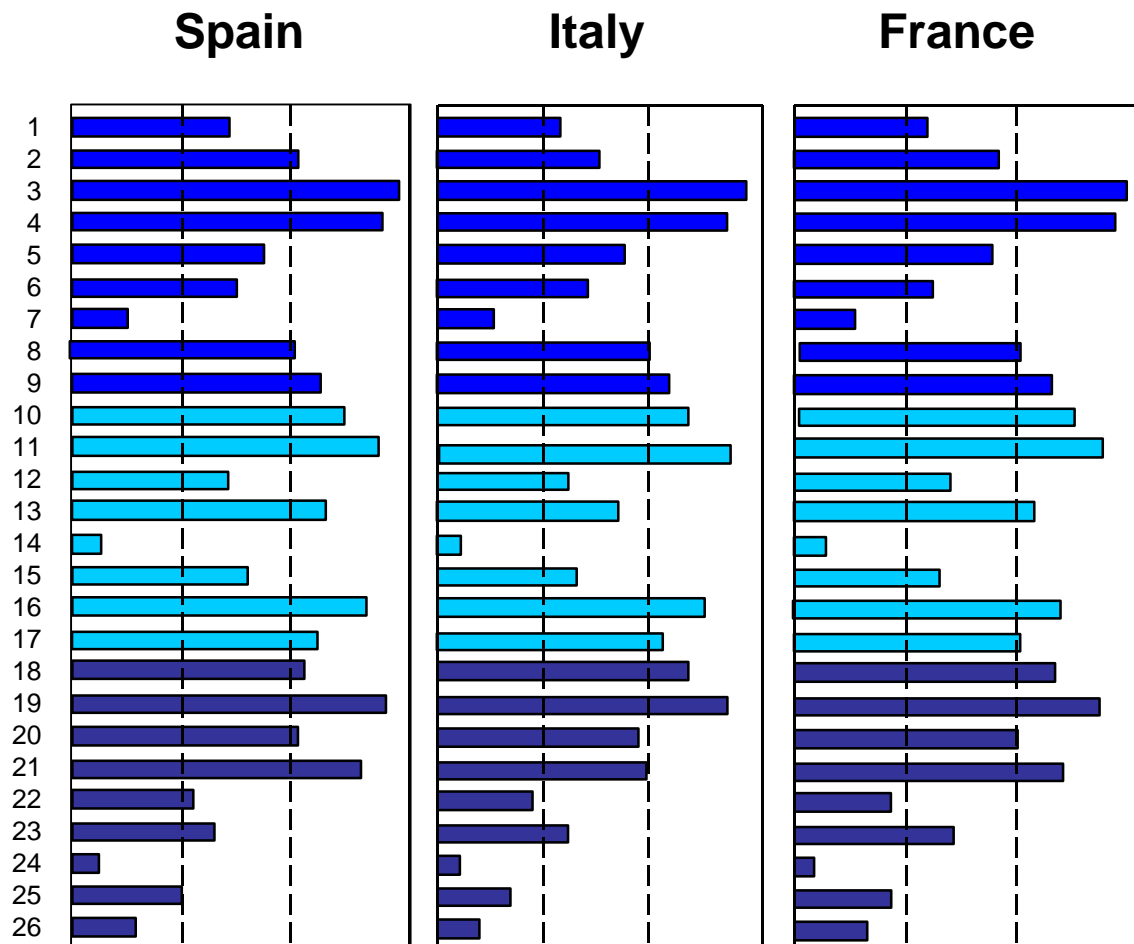


Group Average Field Diagram

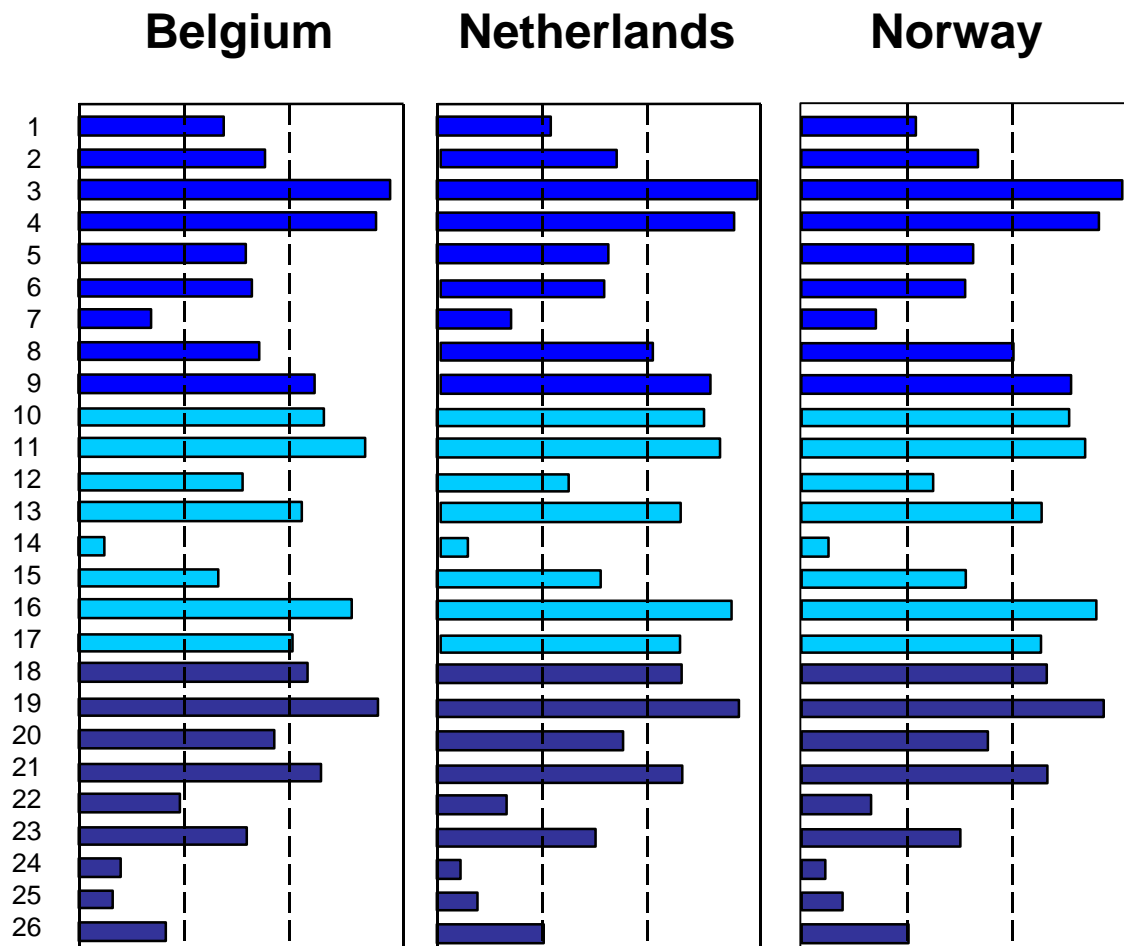
EML: By country of respondent



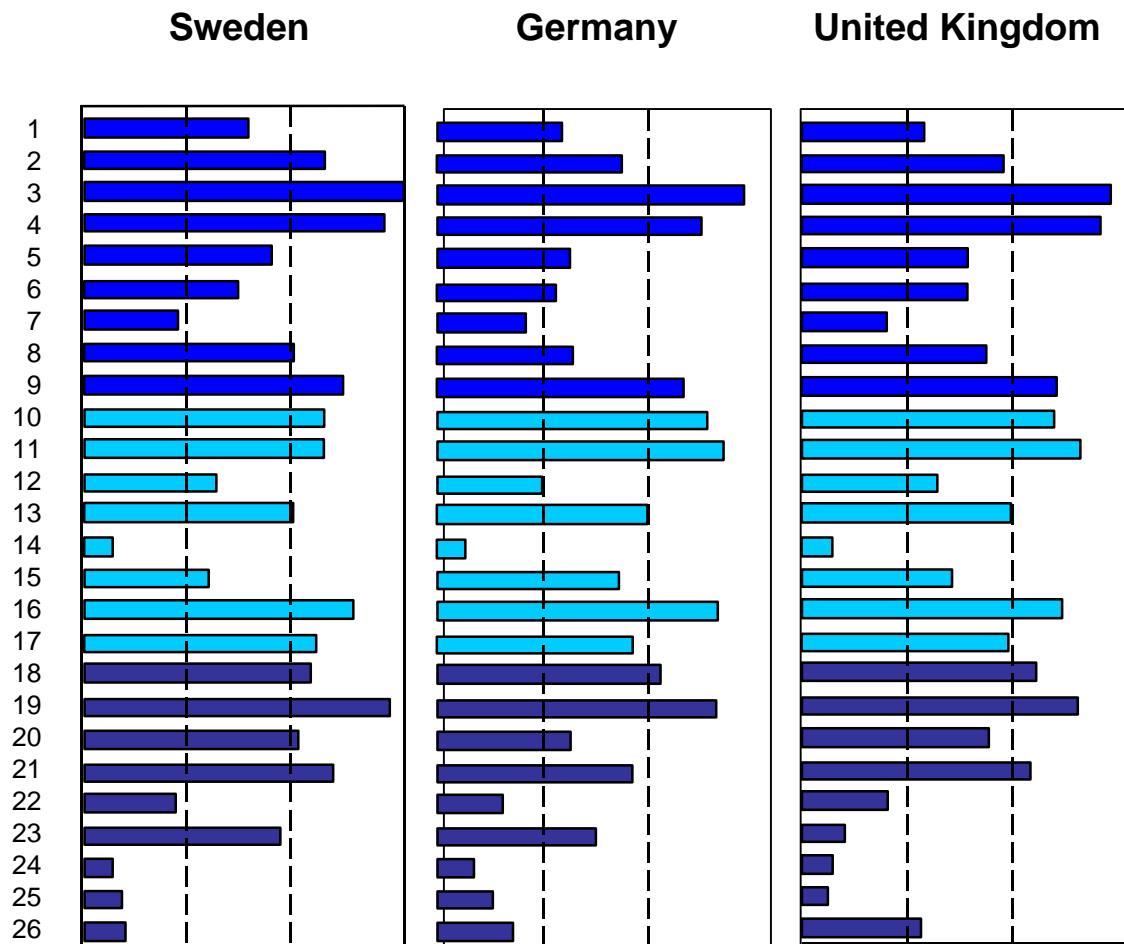
EML Bargraphs for nine European Countries



EML Bargraphs for nine European Countries



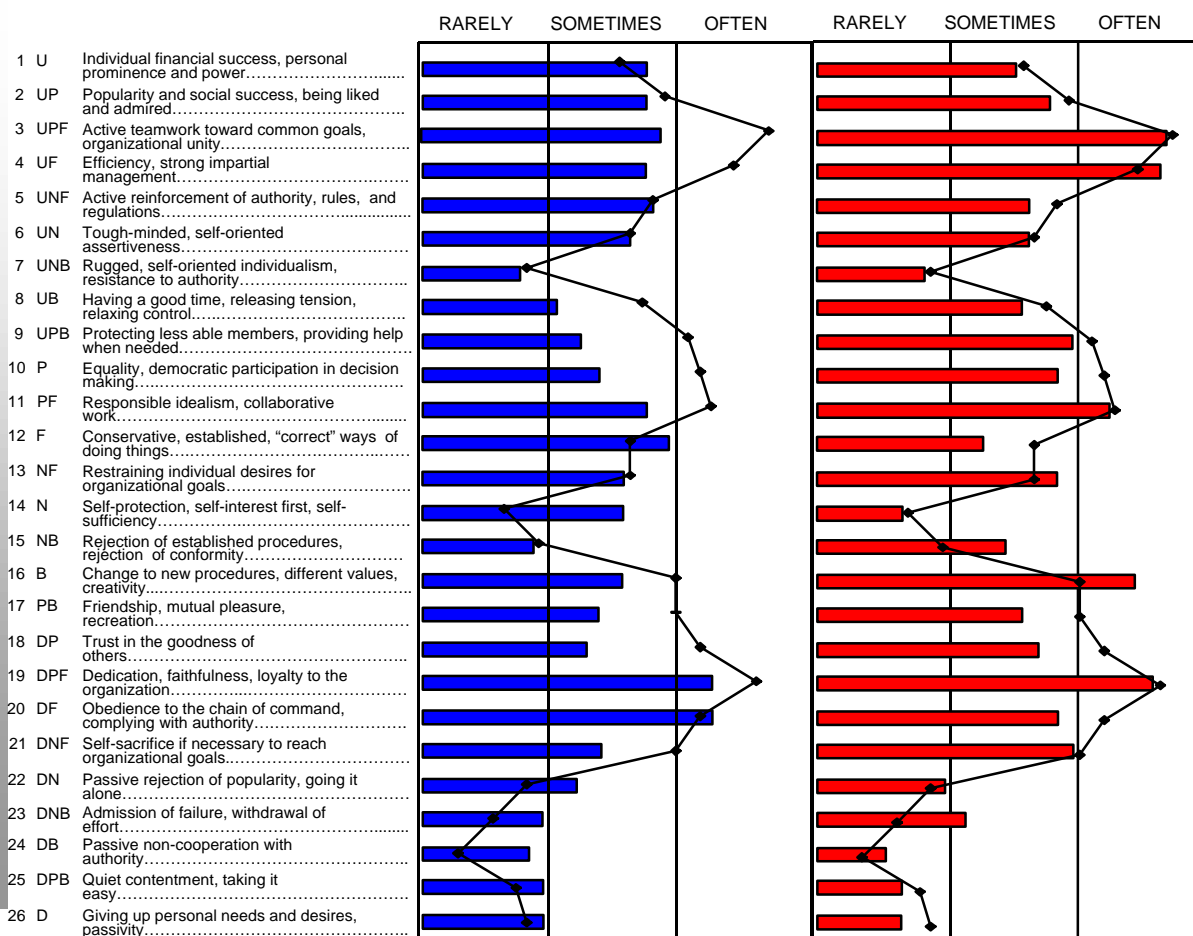
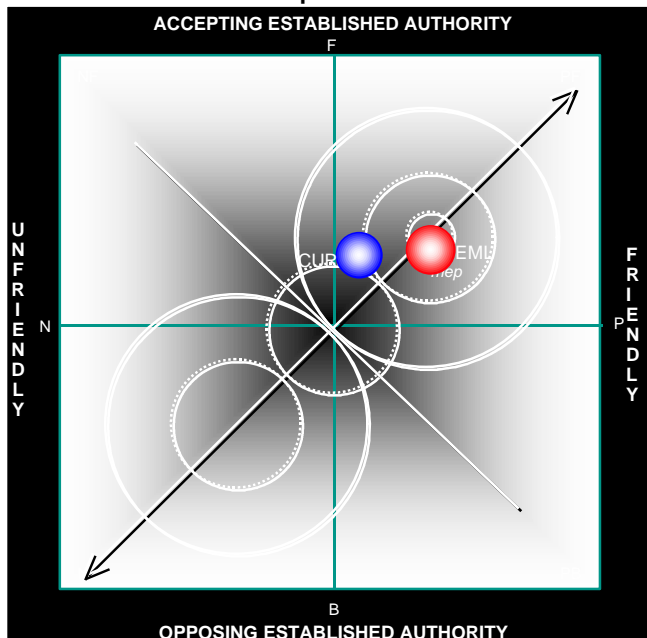
EML Bargraphs for nine European Countries



Organizational Culture and Future Leadership in Nine European Countries

(CUR) = Current Organizational Culture

(EML) = Values needed to be shown by a leader of a cross-cultural team in Europe to be most effective.

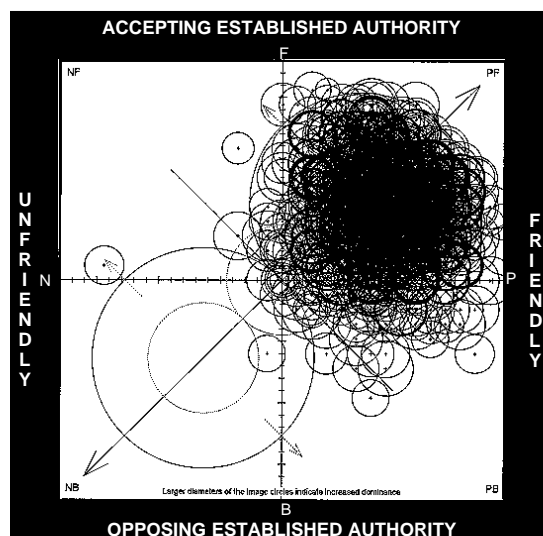


SCG



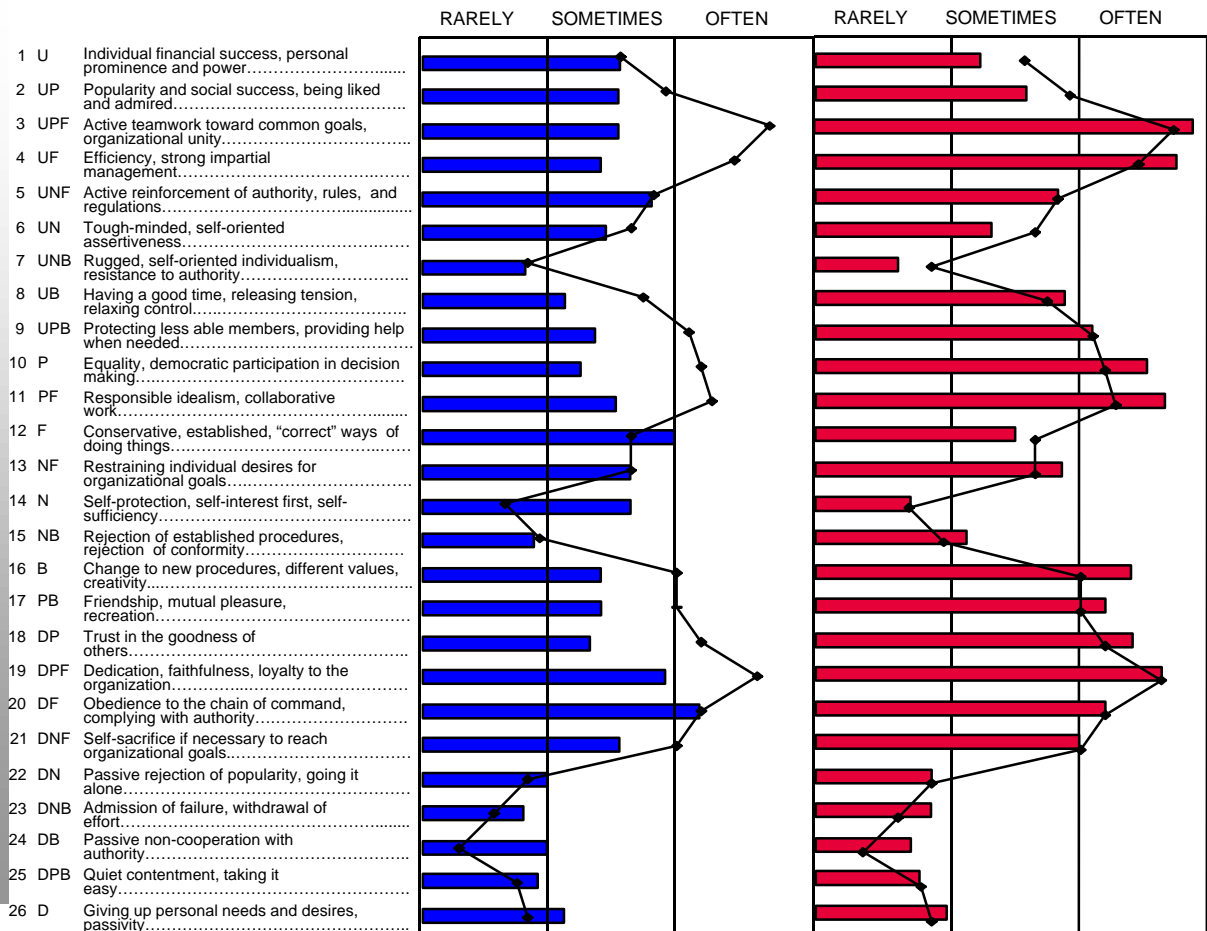
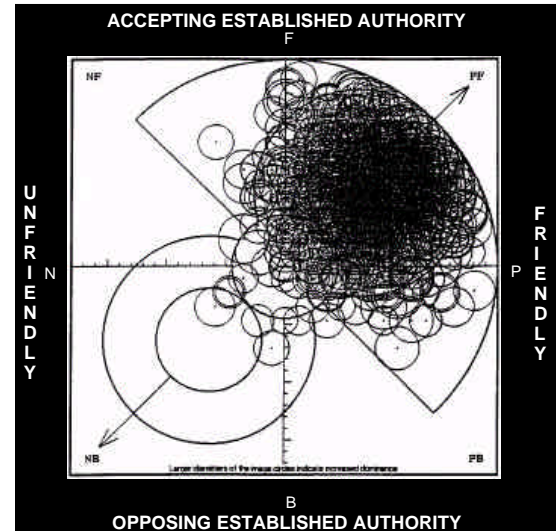
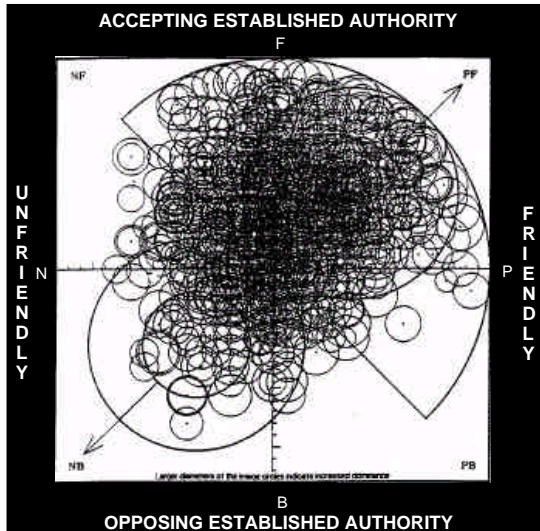
Selected Images from American Business

Robert J. Koenigs, Ph.D.



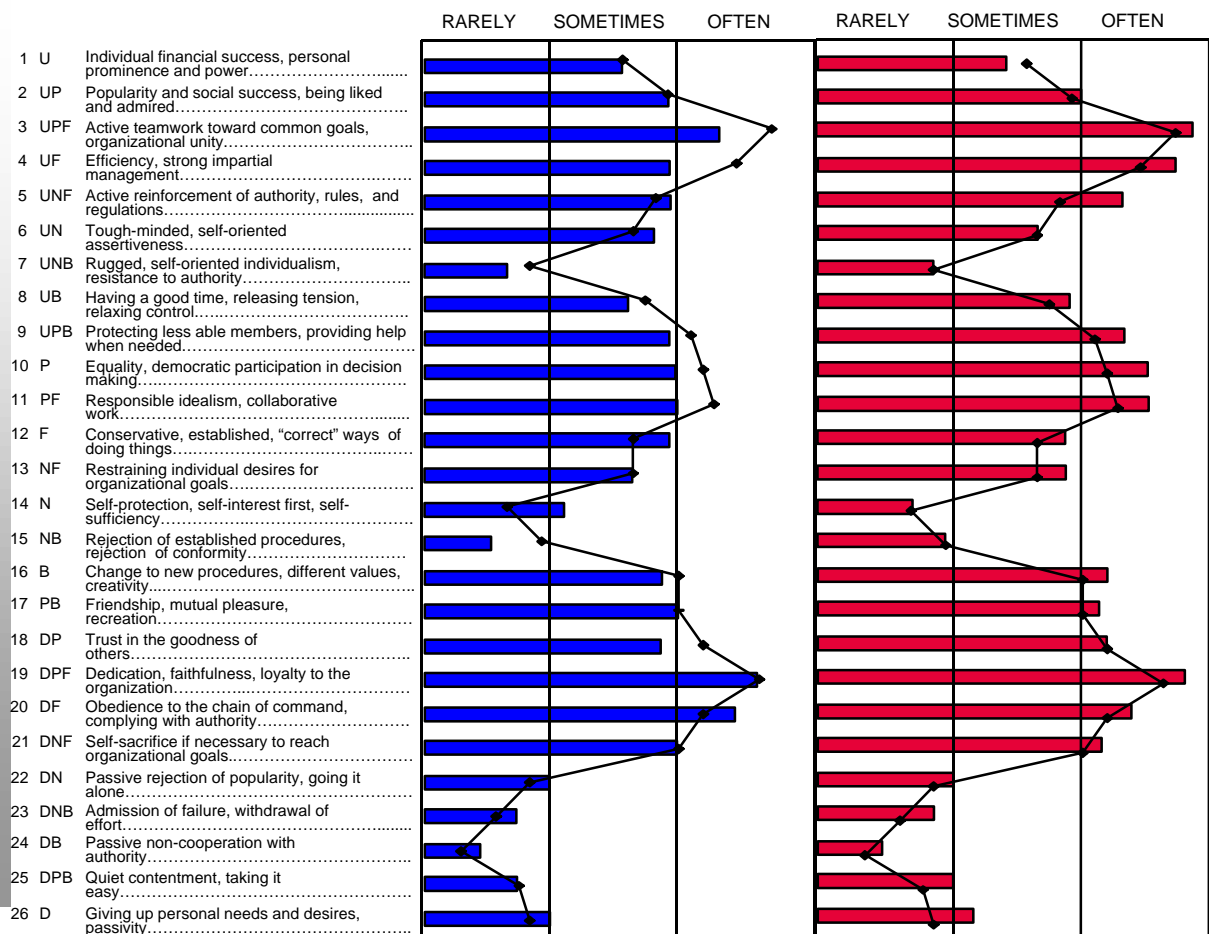
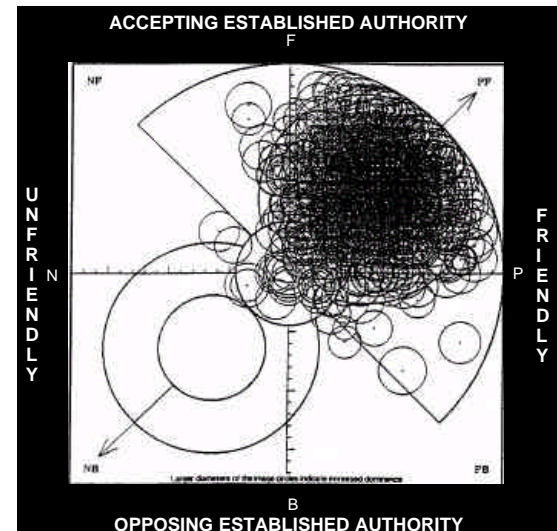
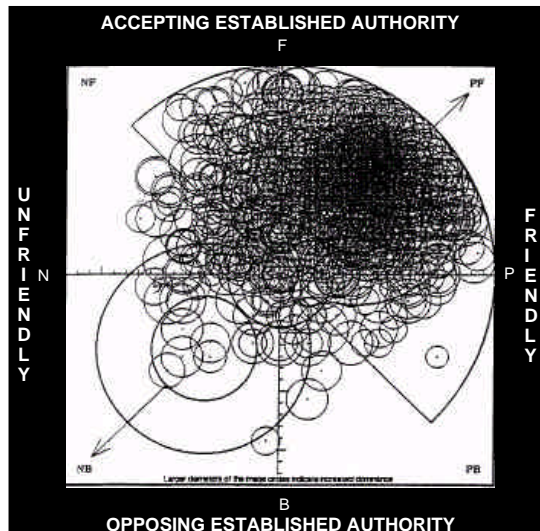
(CUR) = In general, what kinds of values are currently shown in the culture of your organization?

(FUT) = In general, what kinds of values need to be shown in the culture of your organization in the future in order to be most effective?



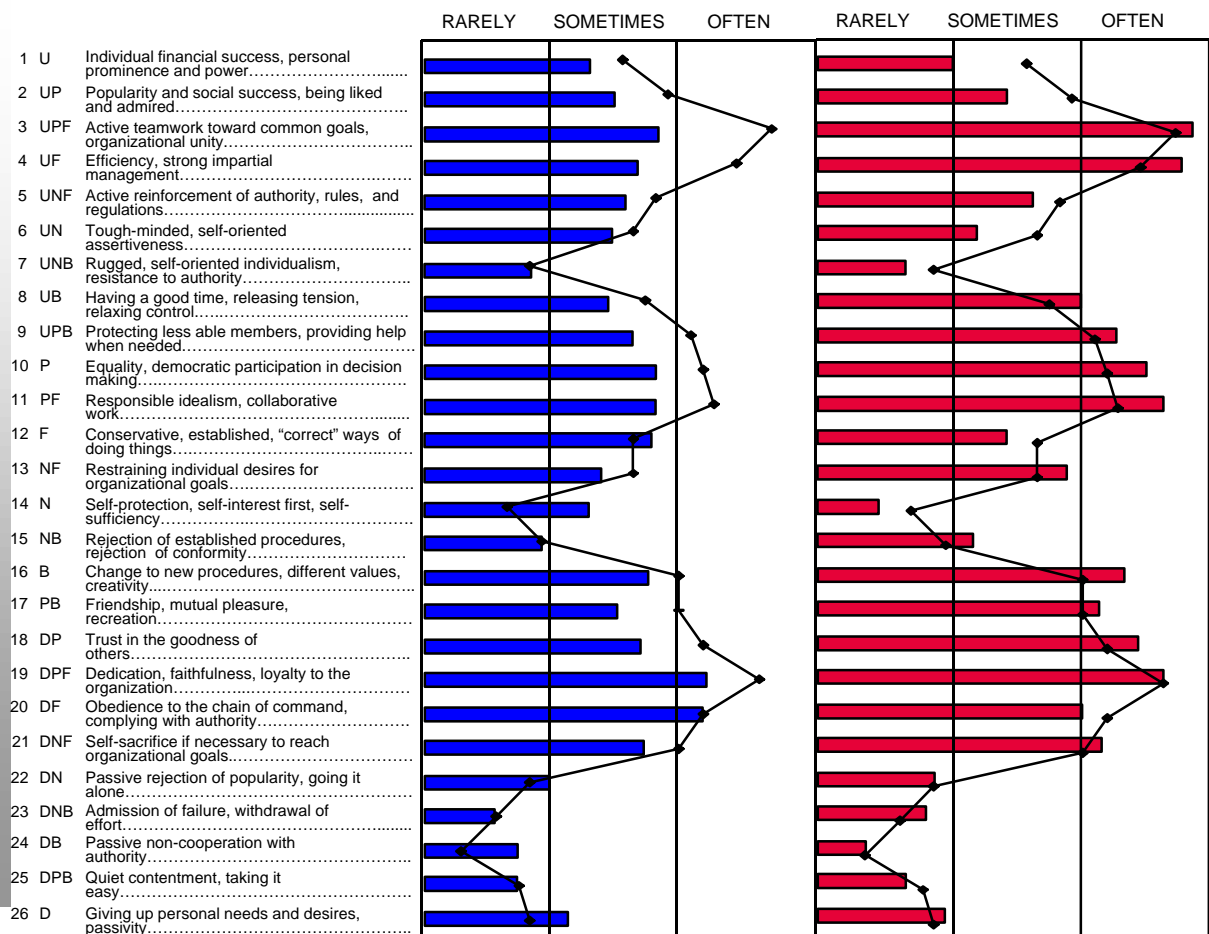
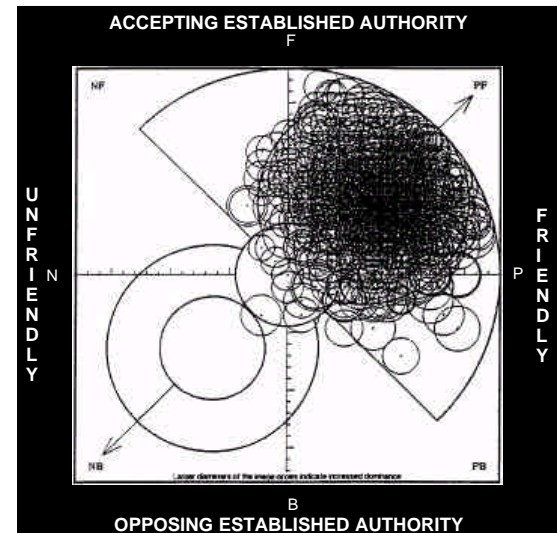
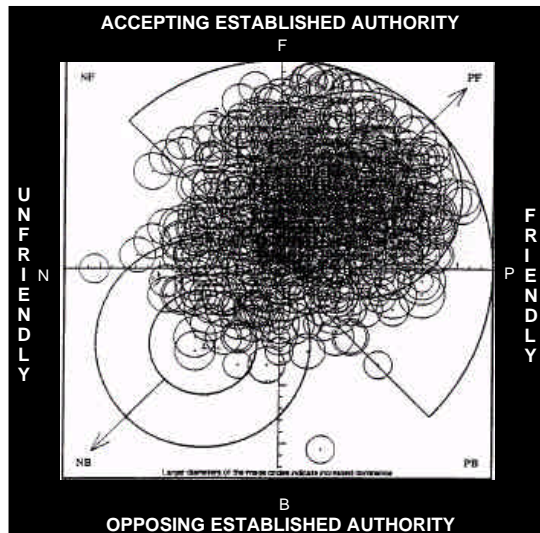
(ACT) = In general, what kinds of values does this person actually show in behavior?

(IDL) = In general, what kinds of values would be ideal for this person to show in order to be most effective?



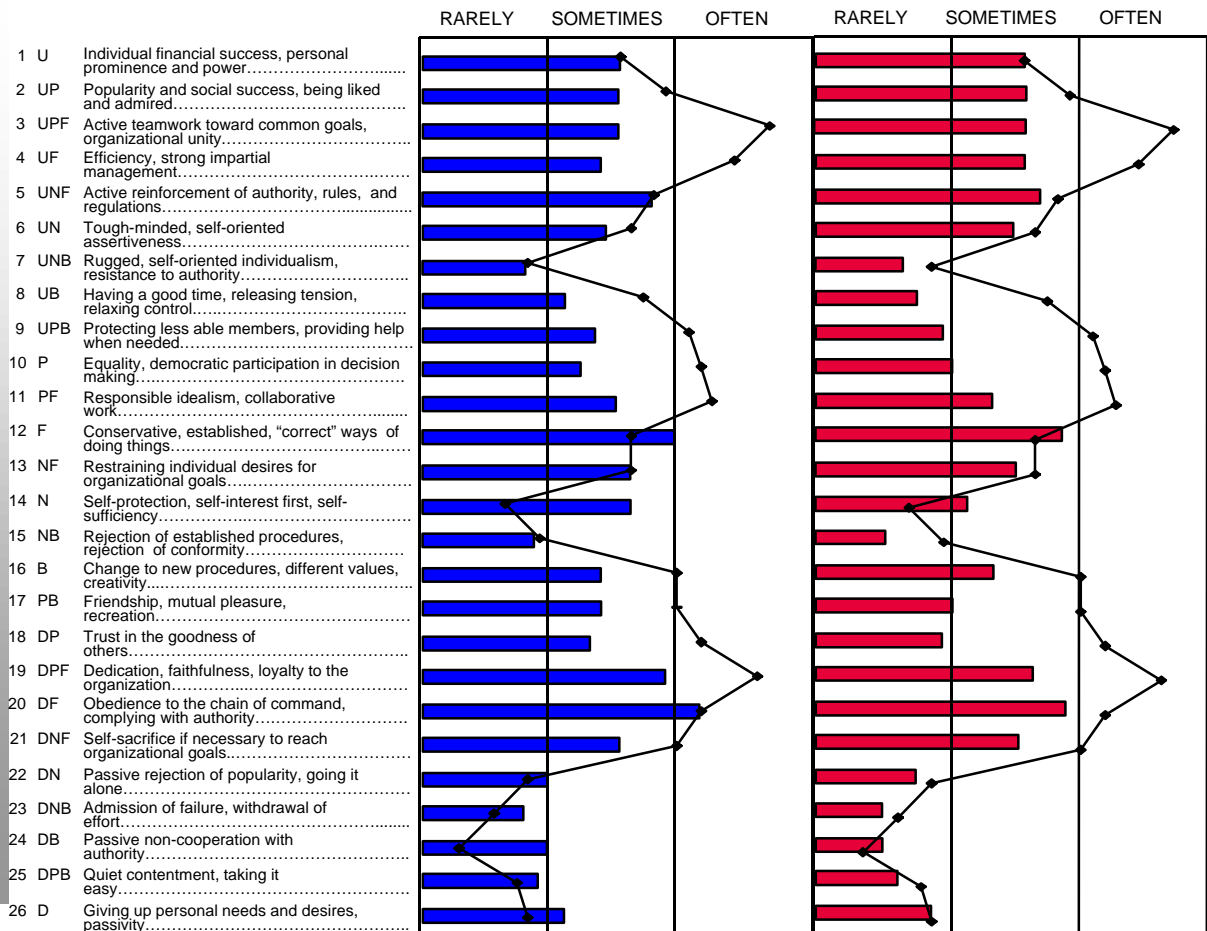
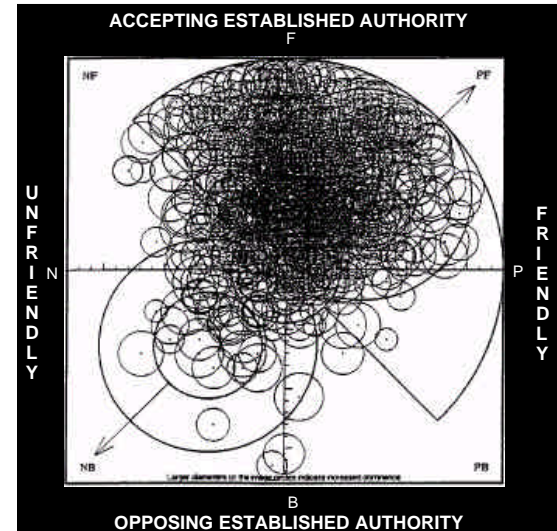
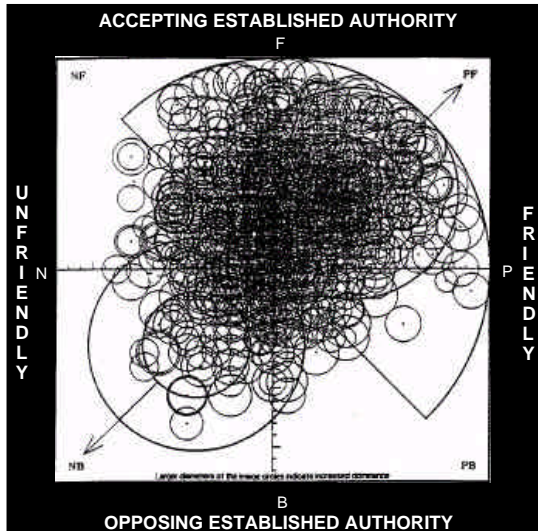
(CTM) = In general, what kinds of values does your team currently show in behavior?

(FTM) = In general, what kinds of values need to be shown by your team in the future in order to be most effective?



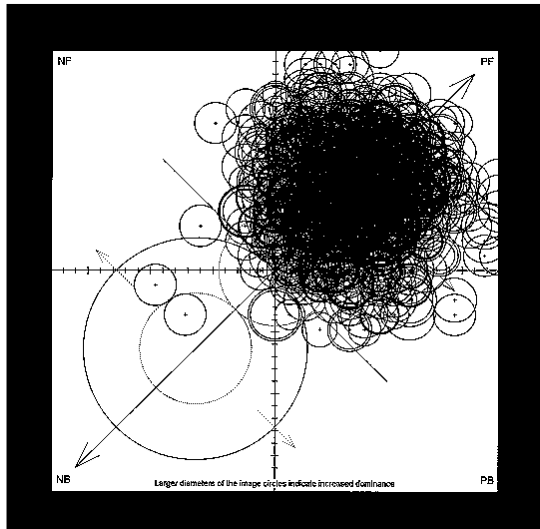
(CUR) = In general, what kinds of values are currently shown in the culture of your organization?

(REW) = In general, what kinds of values are members of your organization actually rewarded for showing in behavior now?

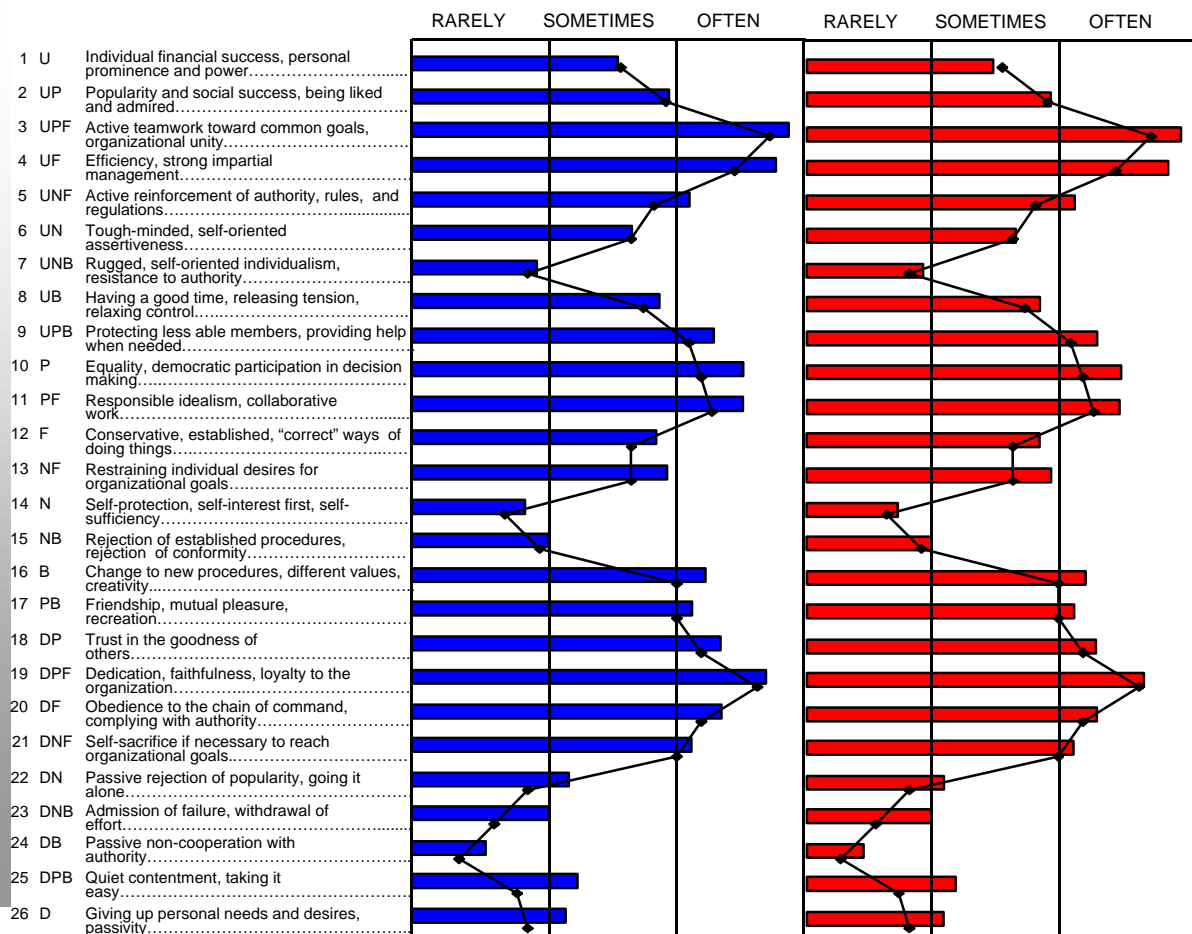
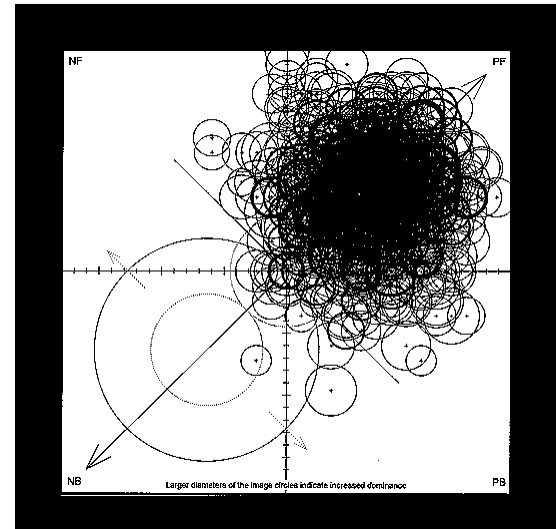


Ideal for Males and Females from co-workers

Ideal for MALES

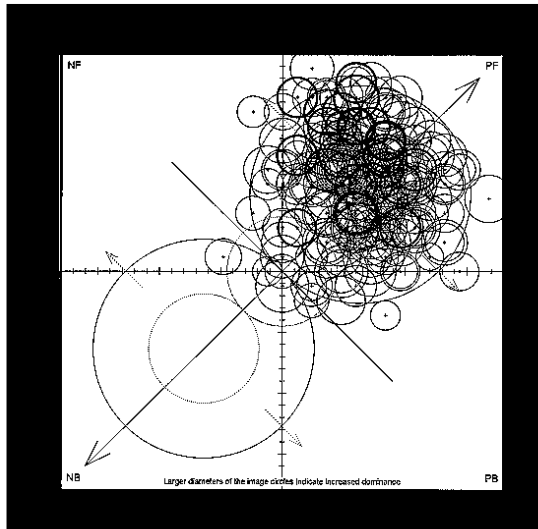


Ideal for FEMALES

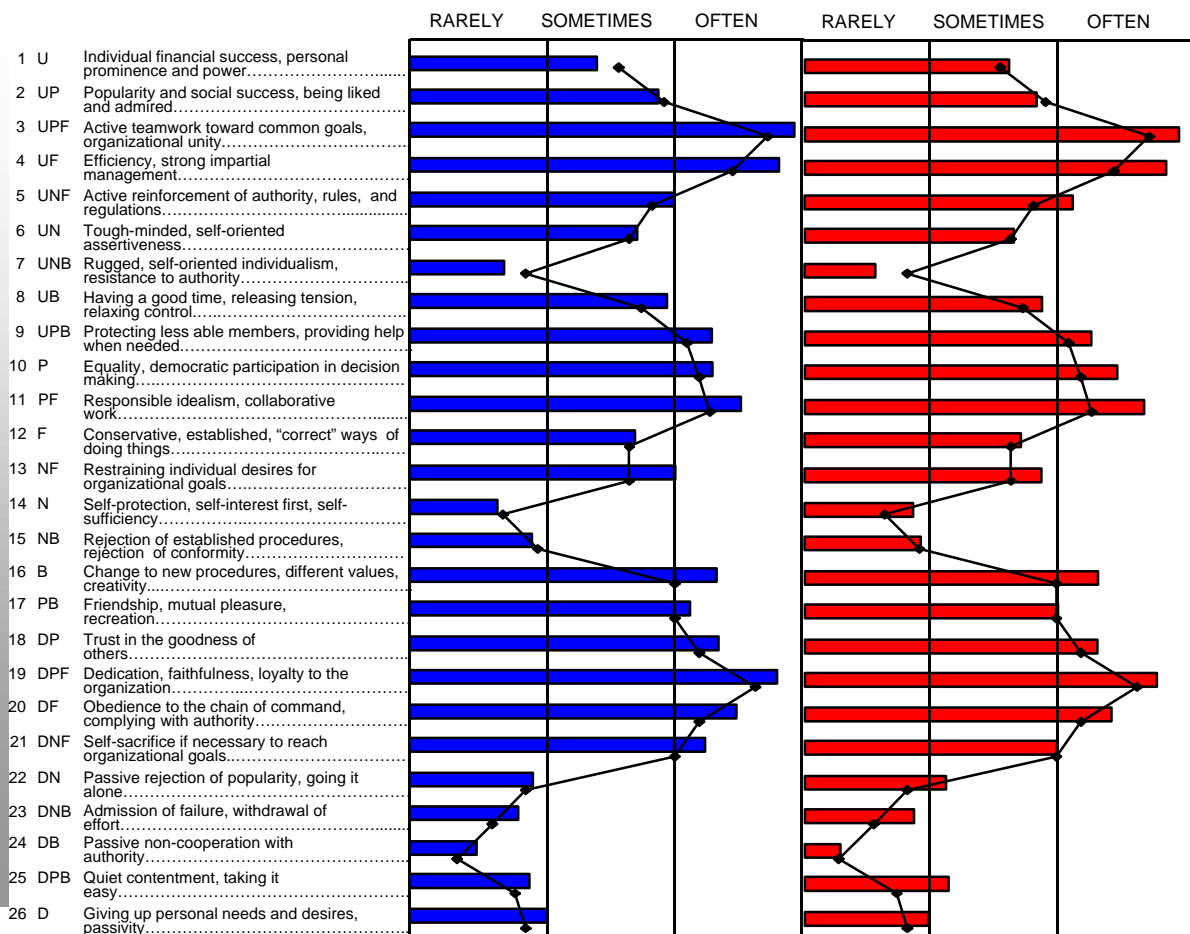
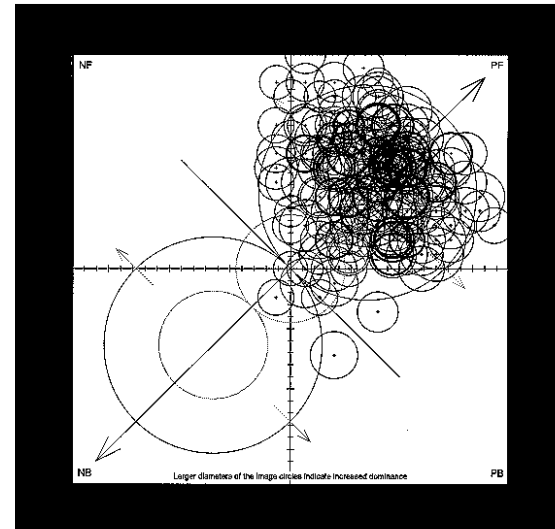


Effective for Males and Females as seen by Self

Effective for MALES



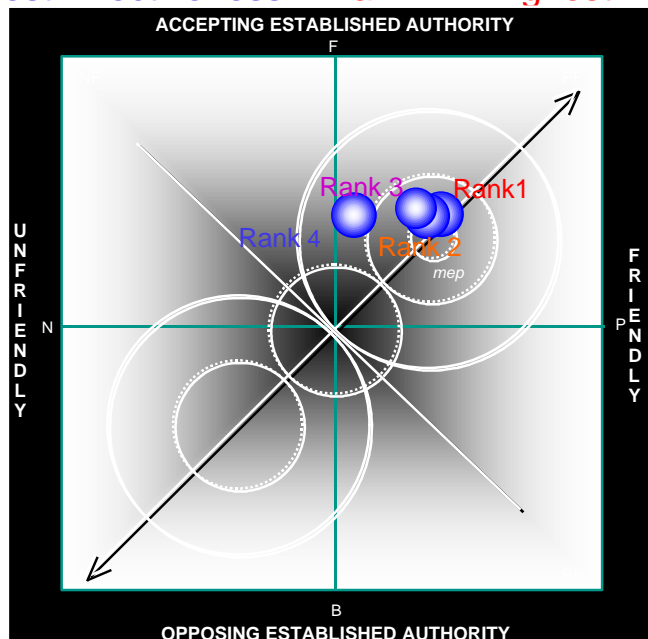
Effective for FEMALES



Executive Rankings International Manufacturing Company

Rank Order of Executives

Rank 4 = Lowest Effectiveness Rank 1 = Highest Effectiveness

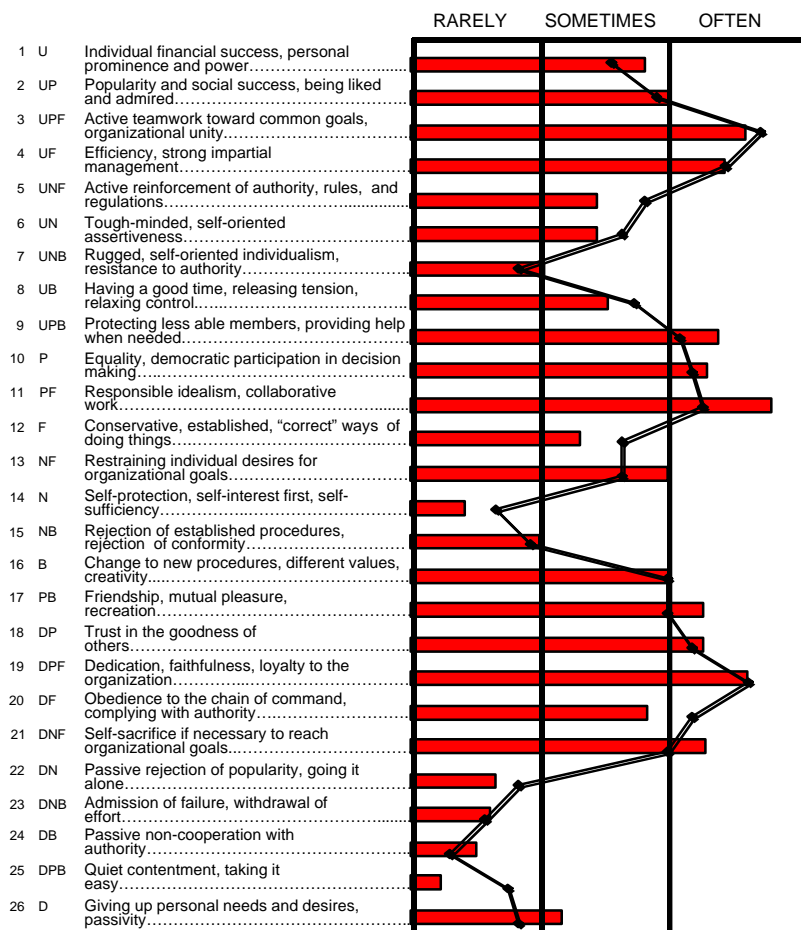


Final Location:

3.0U 6.8P 5.7F

N = 37

RED BAR = the
average rating on
each item for highest
(Rank 1) only

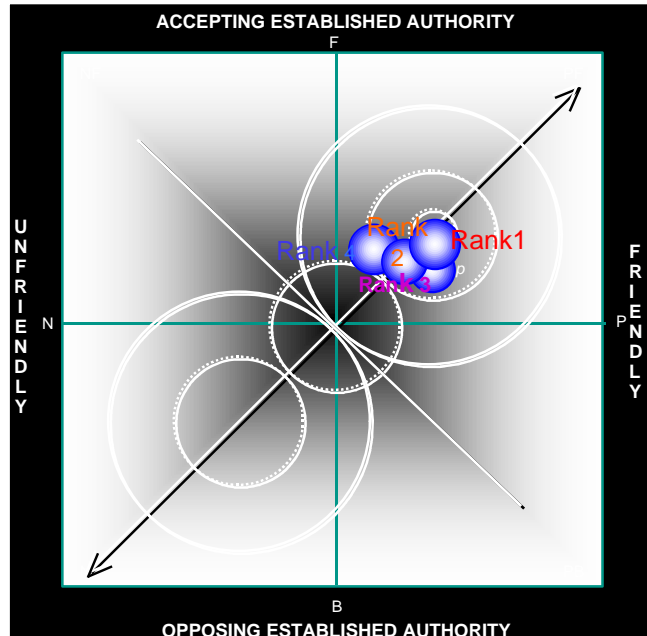


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Executive Rankings International Aerospace Company

Rank Order of Executives

Rank 4 = Lowest Effectiveness Rank 1 = Highest Effectiveness

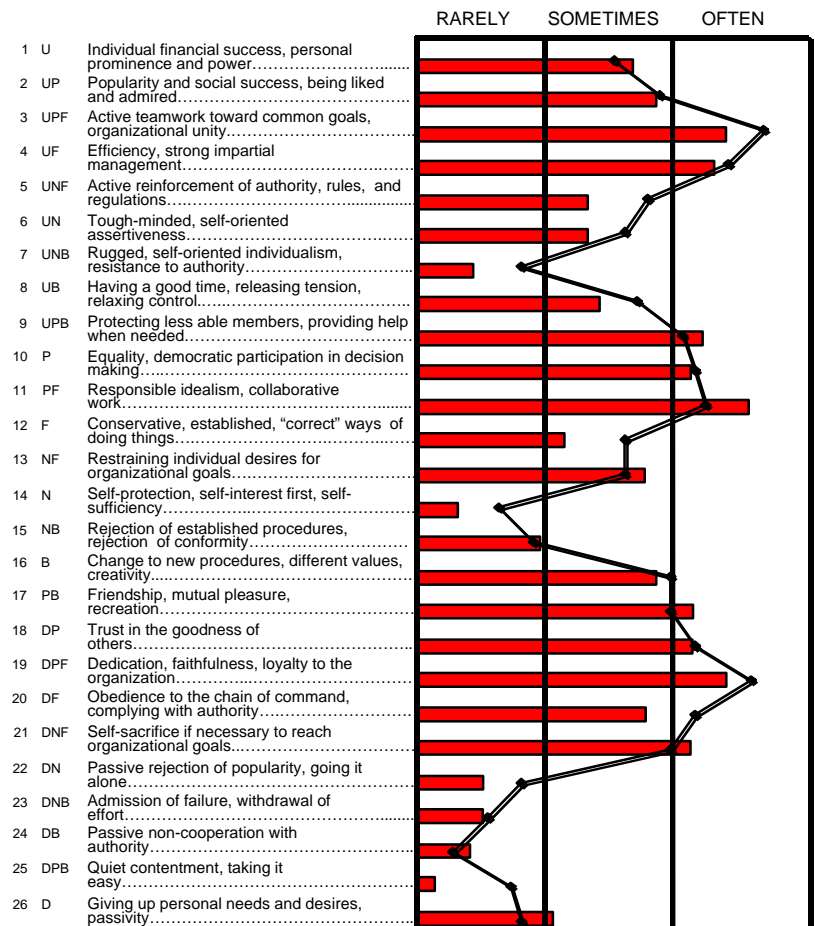


Final Location:

3.0U 6.8P 5.7F

N = 37

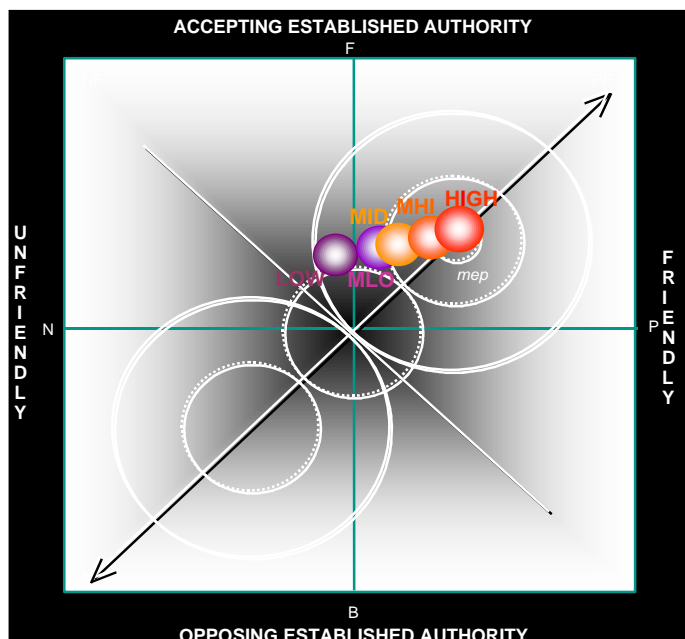
RED BAR = the
average rating on
each item for highest
(Rank 1) only



Executive Rankings International Petroleum Company

Rank Order of Executives

LOW MLO MID MHI HIGH Effectiveness



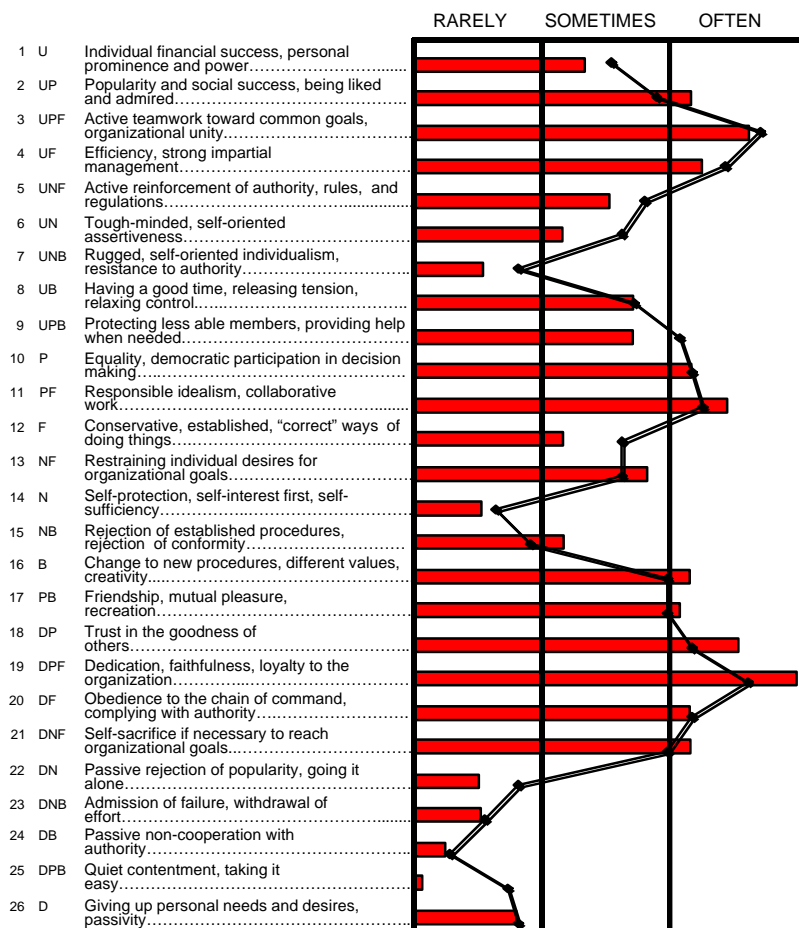
Final Location:

2.1U 6.8P 7.2F

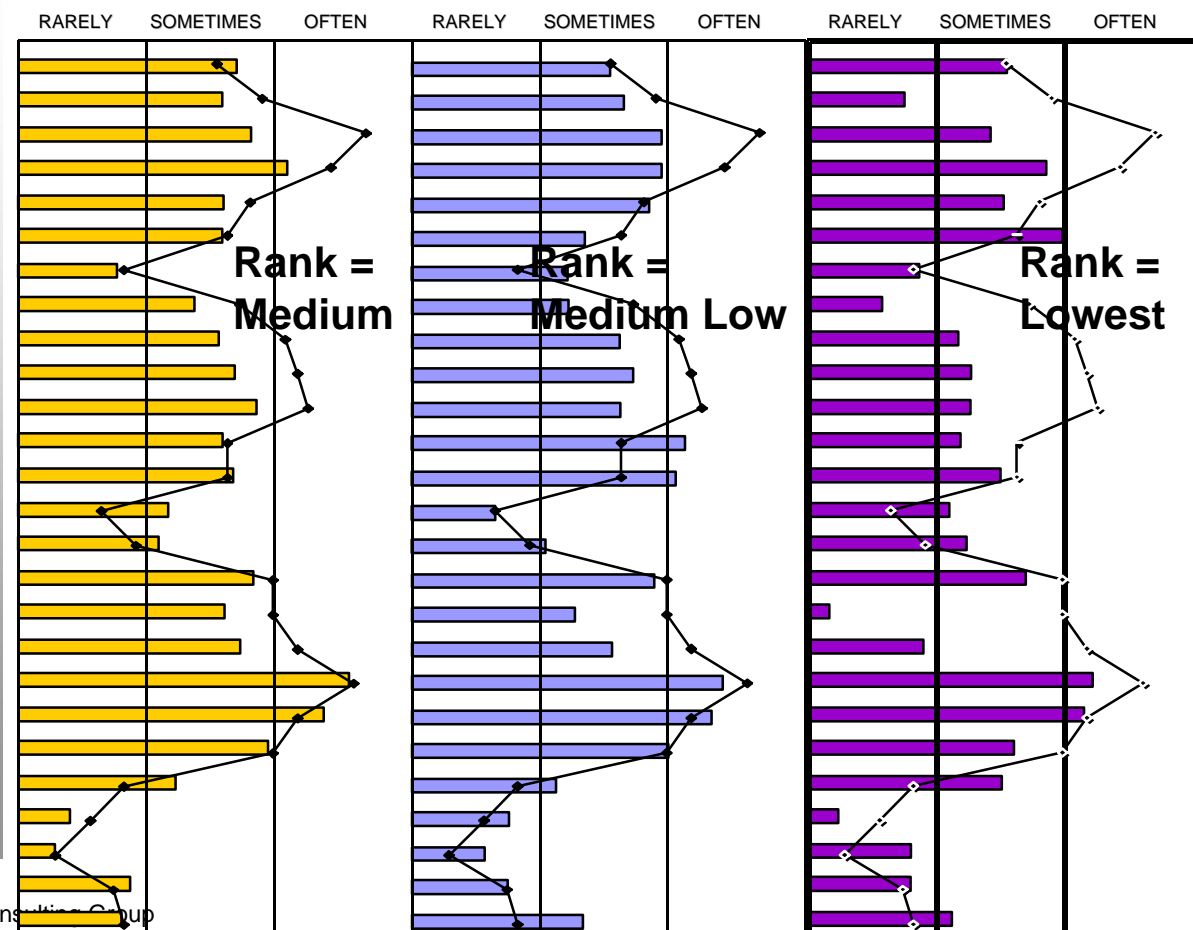
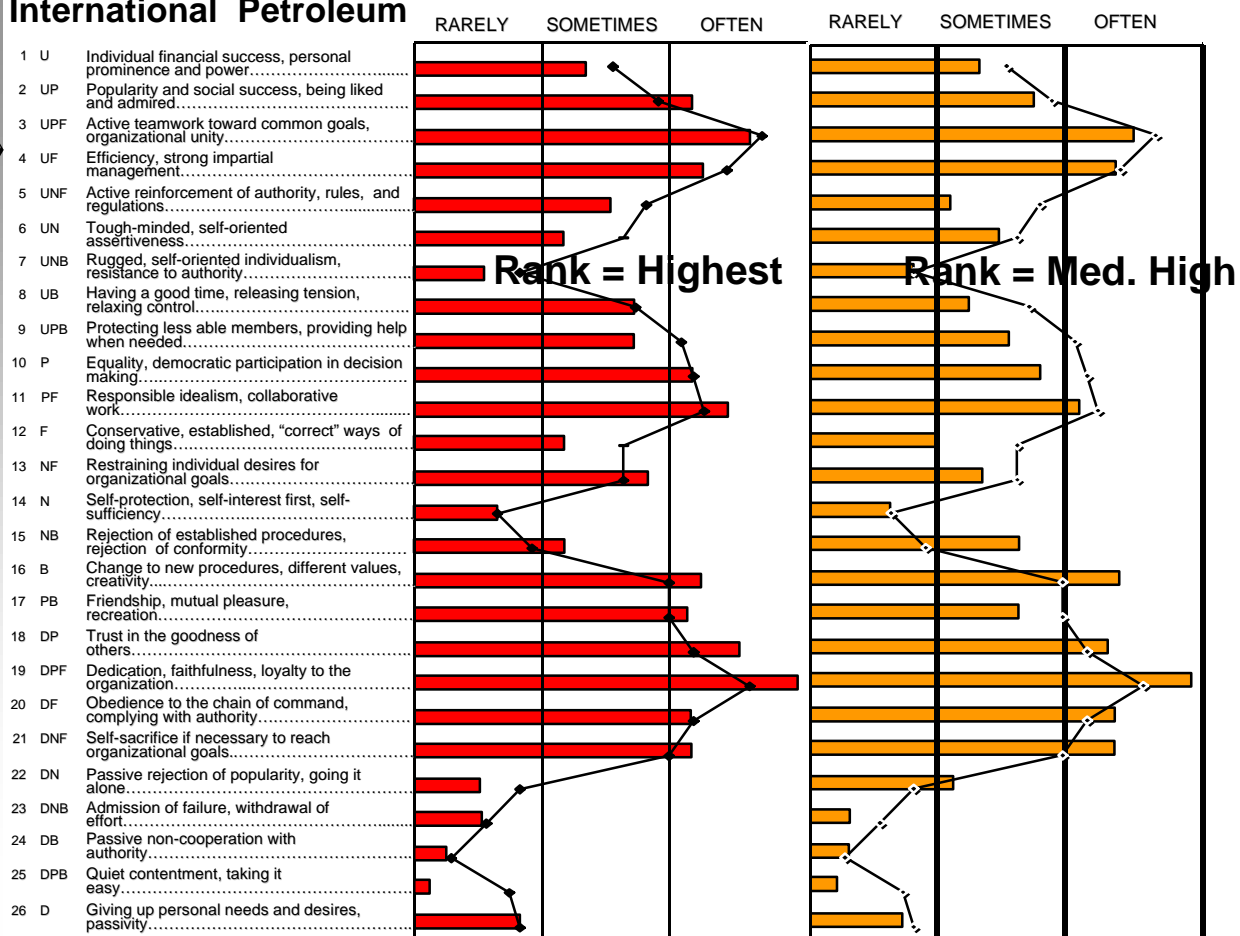
N = 21

RED BAR = the
average rating on
each item for **HIGH**
only

Bargraph is for
Rank **HIGH** only



International Petroleum



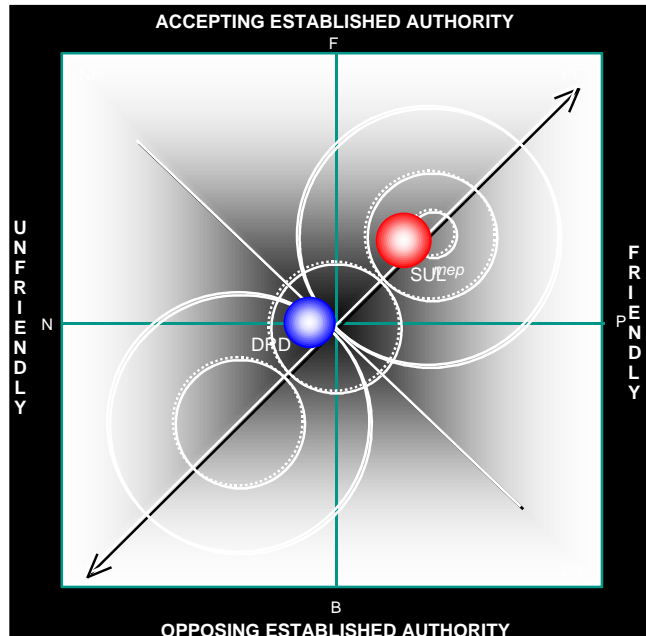
Successful and Derailed European Managers

Study by Center for Creative Leadership

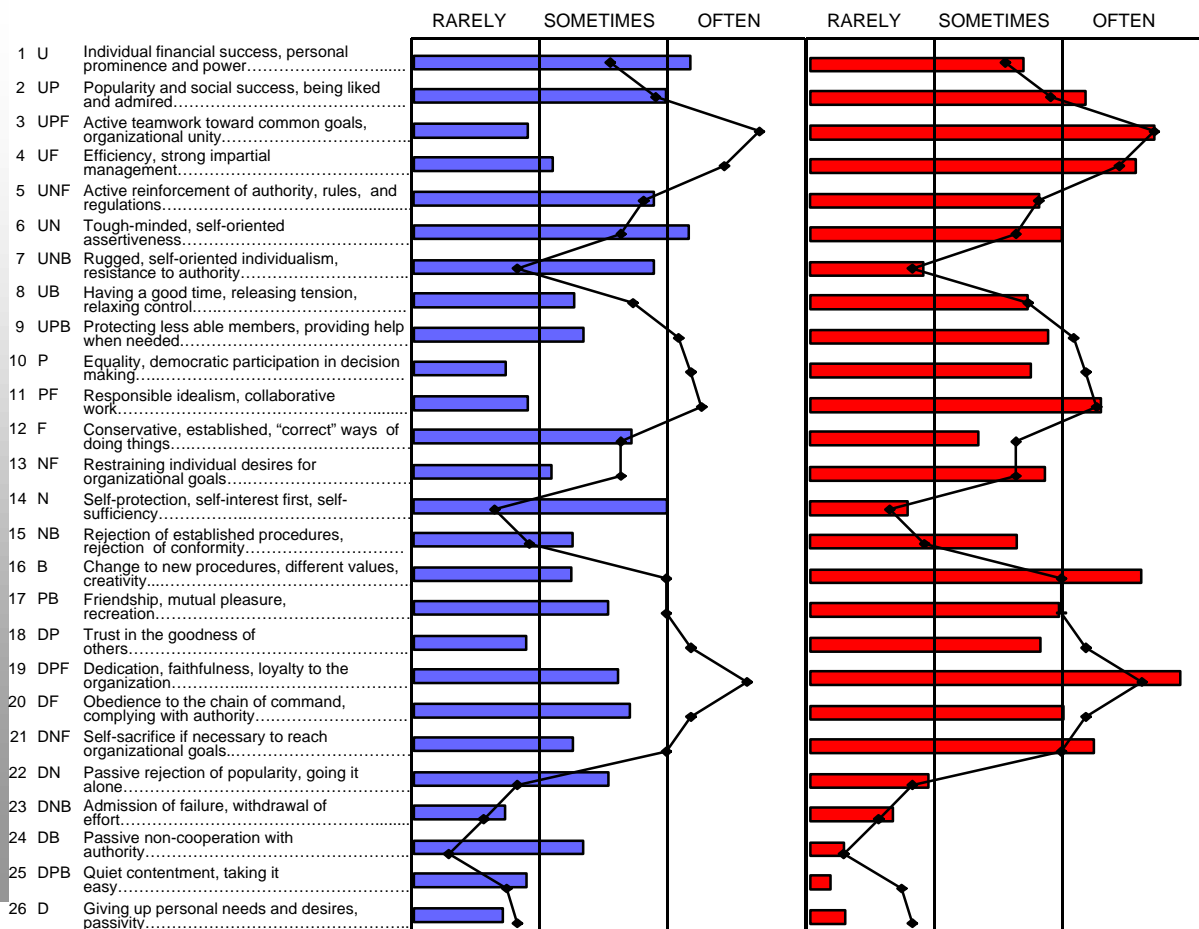
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(DRD) = Derailed Managers (SUL) = Successful Managers

Values Shown by
Derailed Managers

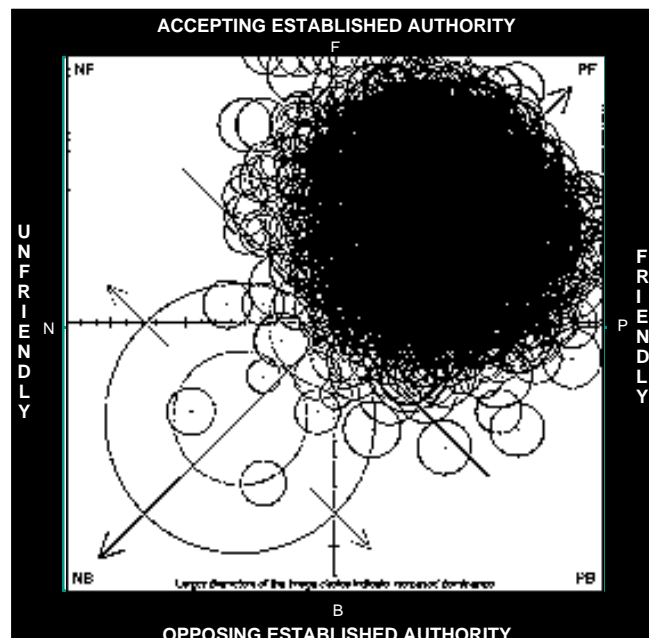
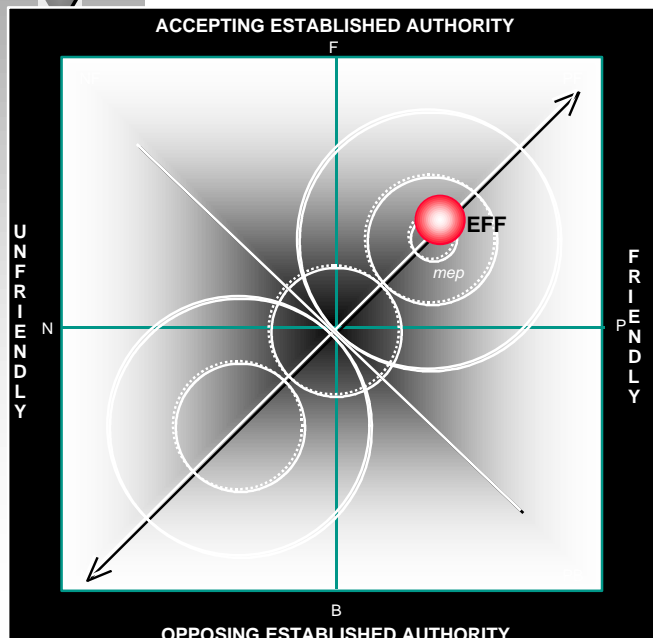


Values Shown by
Successful Managers



Most Effective for Leaders, Teams, Organizations

N = Random Sample of 3500 from 104,282 Total Profiles



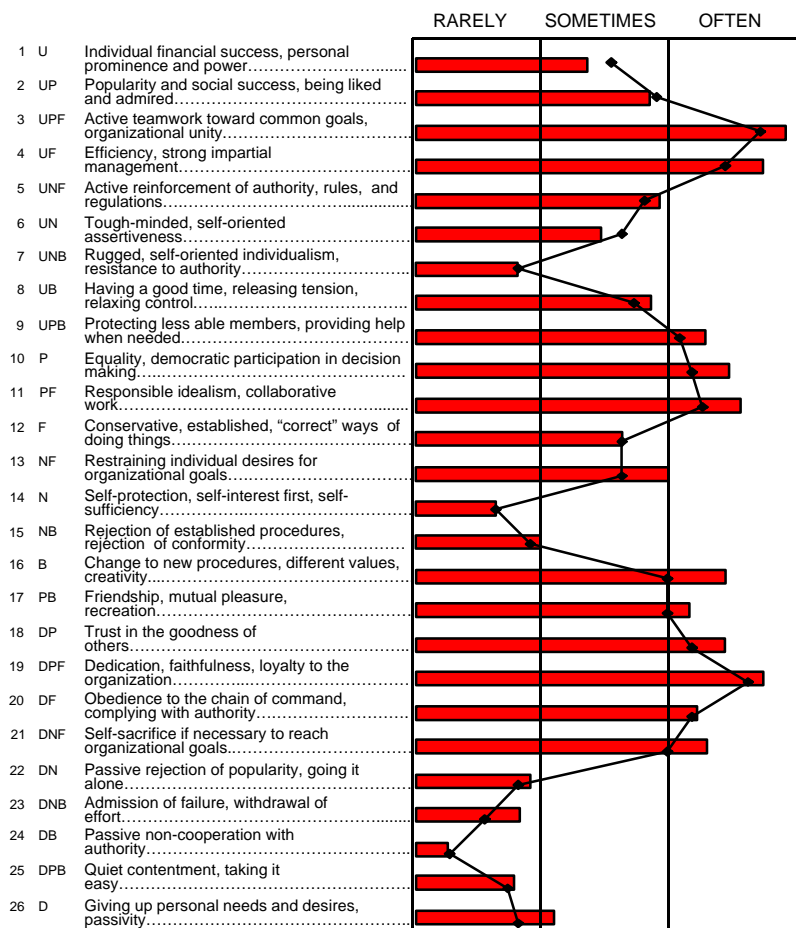
Final Location:

2.5U 6.8P 7.1F

N = 3500/104,282

The bar of X's = the average rating on each item

E = the "optimum" location for most effective teamwork

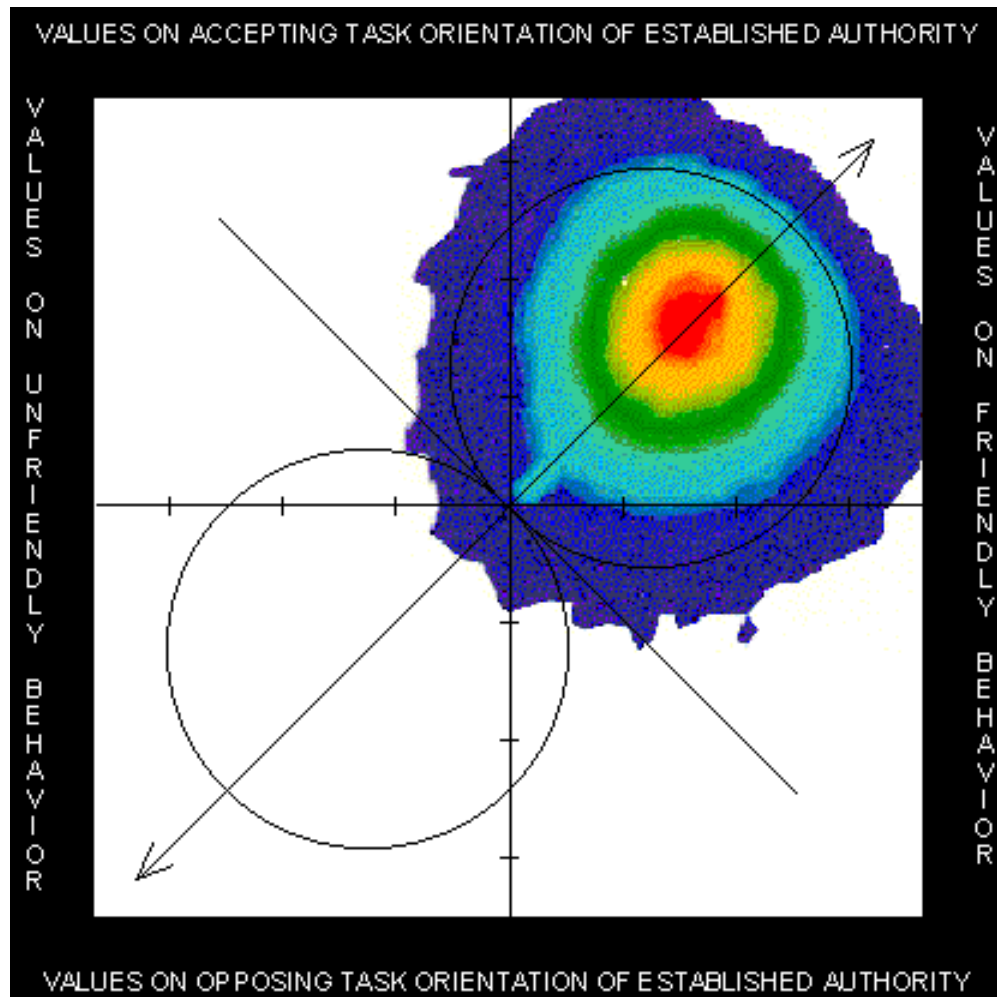


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Density Plot - Final Field Locations 104,282 Profiles on “Most Effective” for Leaders, Teams, and Organizations.

Blue = Lower Density

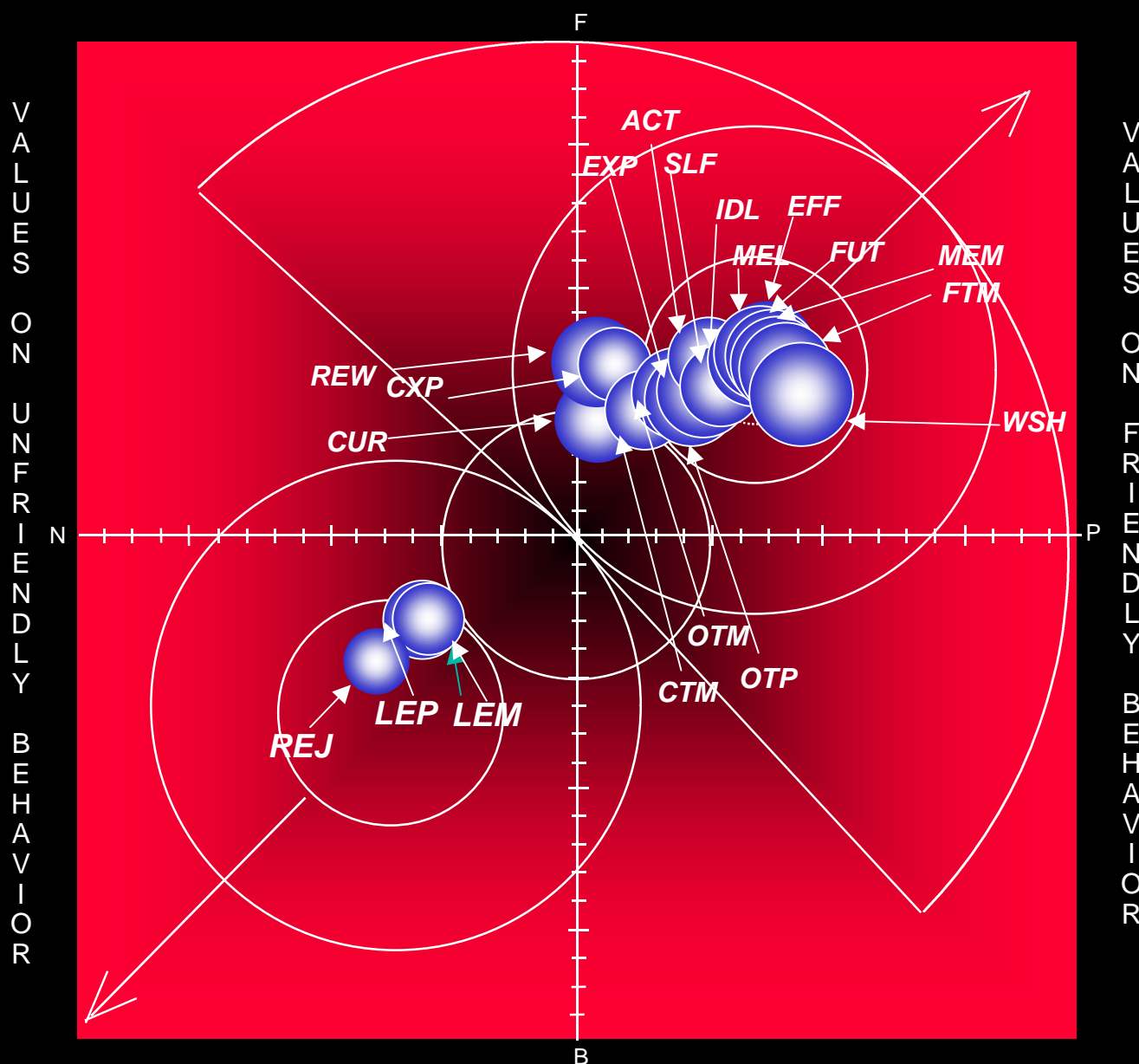
Red = Highest Density



Group Average Field Diagram

**Locations of Nineteen Important Reference
Images that Guide Leadership (N = 3500/Image)
Total of 66,500 Profiles**

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



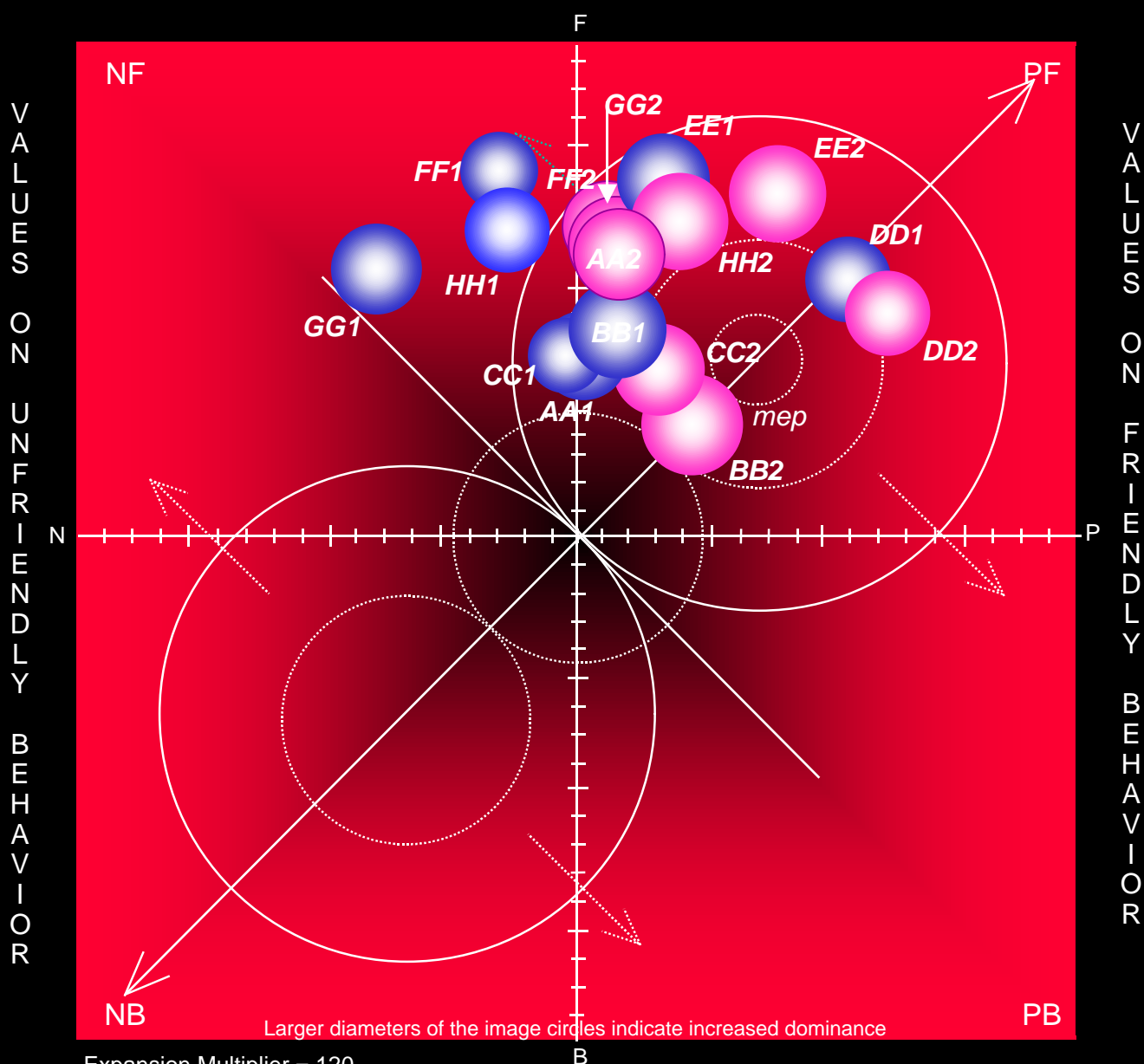
VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

Executive Team Assessment

Change in Member Perceptions of Each Other

Time One (1) – Time Two (2)
 February 2001 and April 2002

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



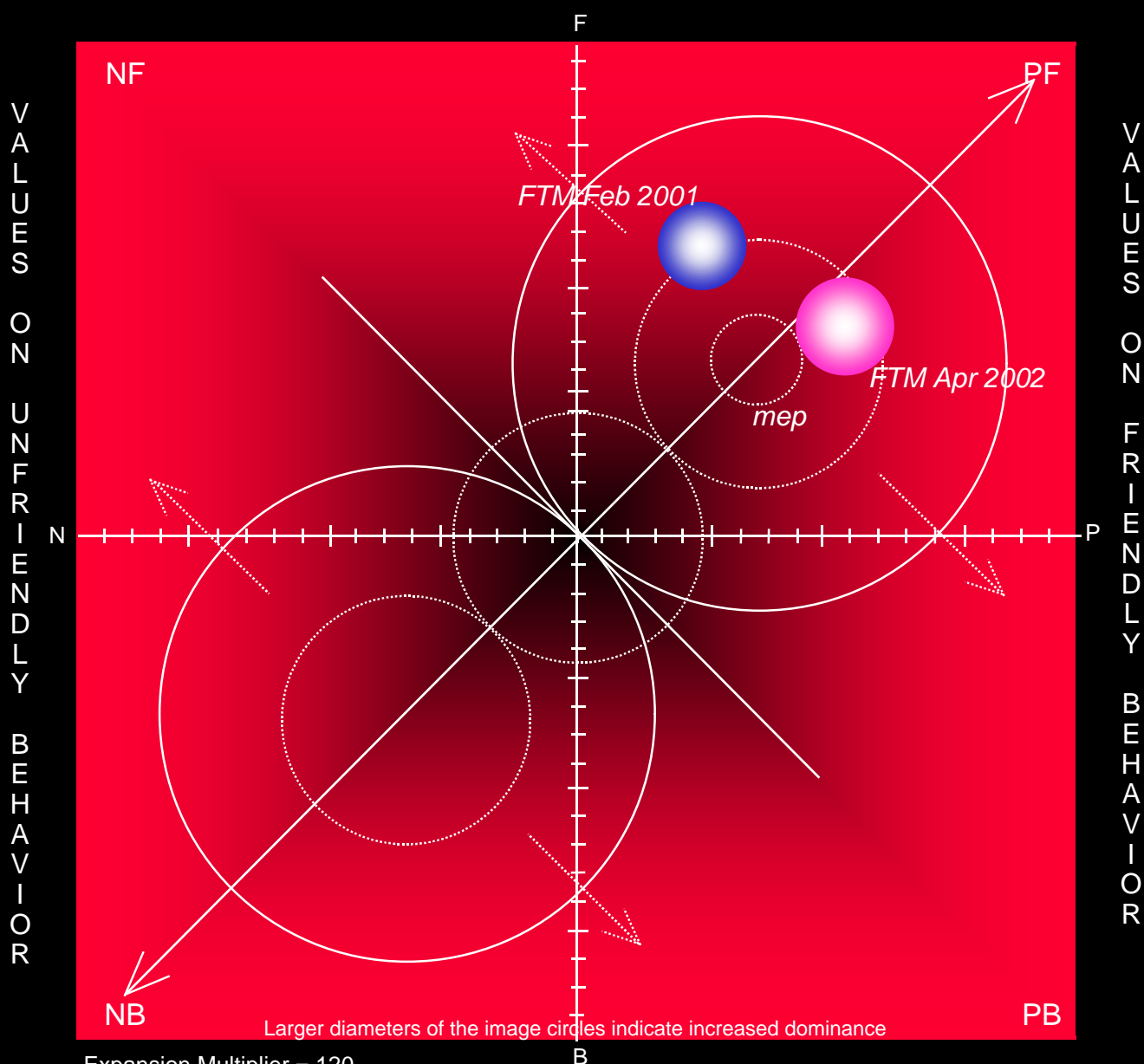
VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

Executive Team Assessment

Future Team to be Most Effective (FTM)

Time One (1) – Time Two (2)
February 2001 and April 2002

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

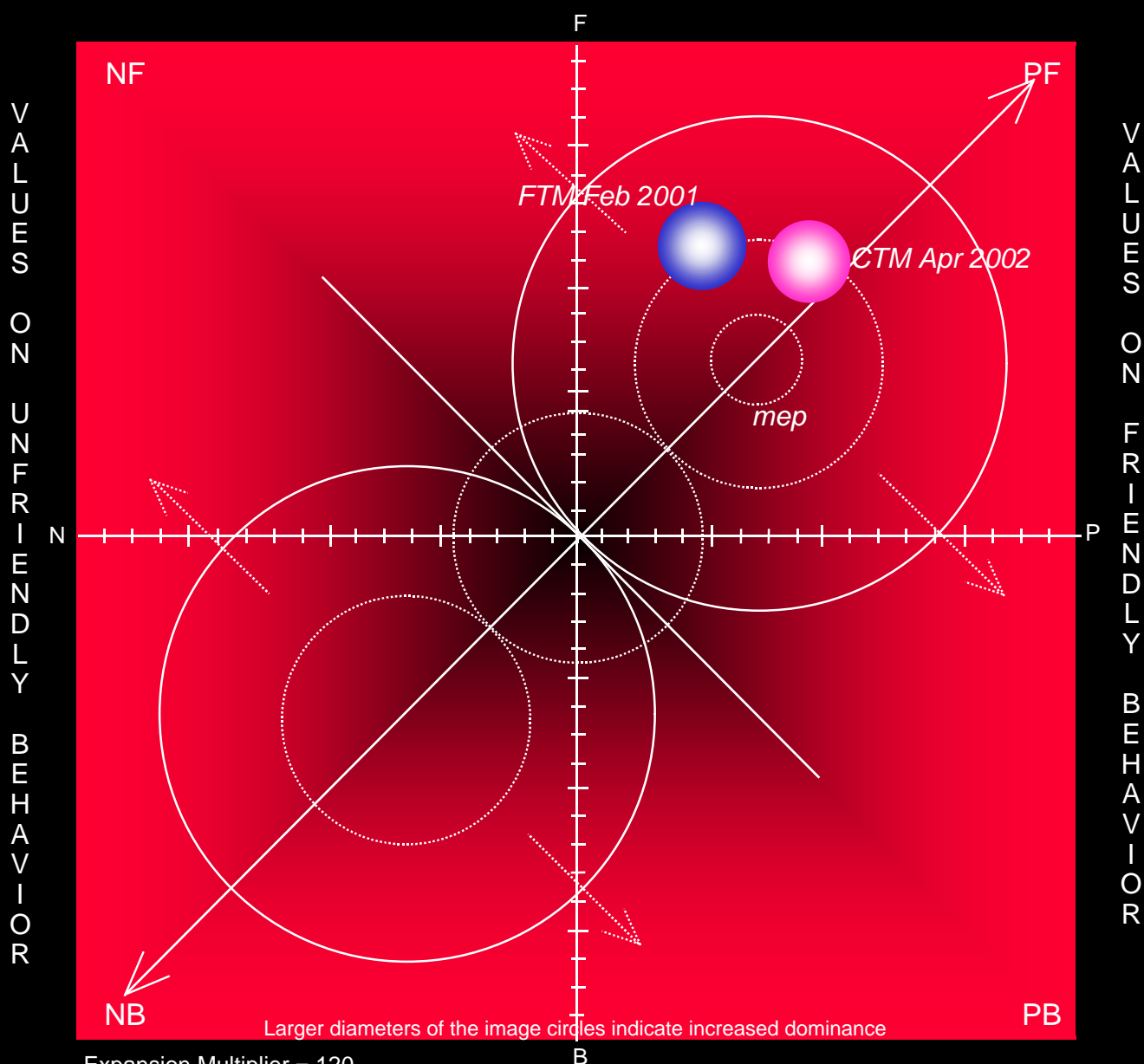
Executive Team Assessment

Comparison of Future Team (FTM) and Current Team (CTM)

Future Team Desired in 2001

Current Team Realized in 2002

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY

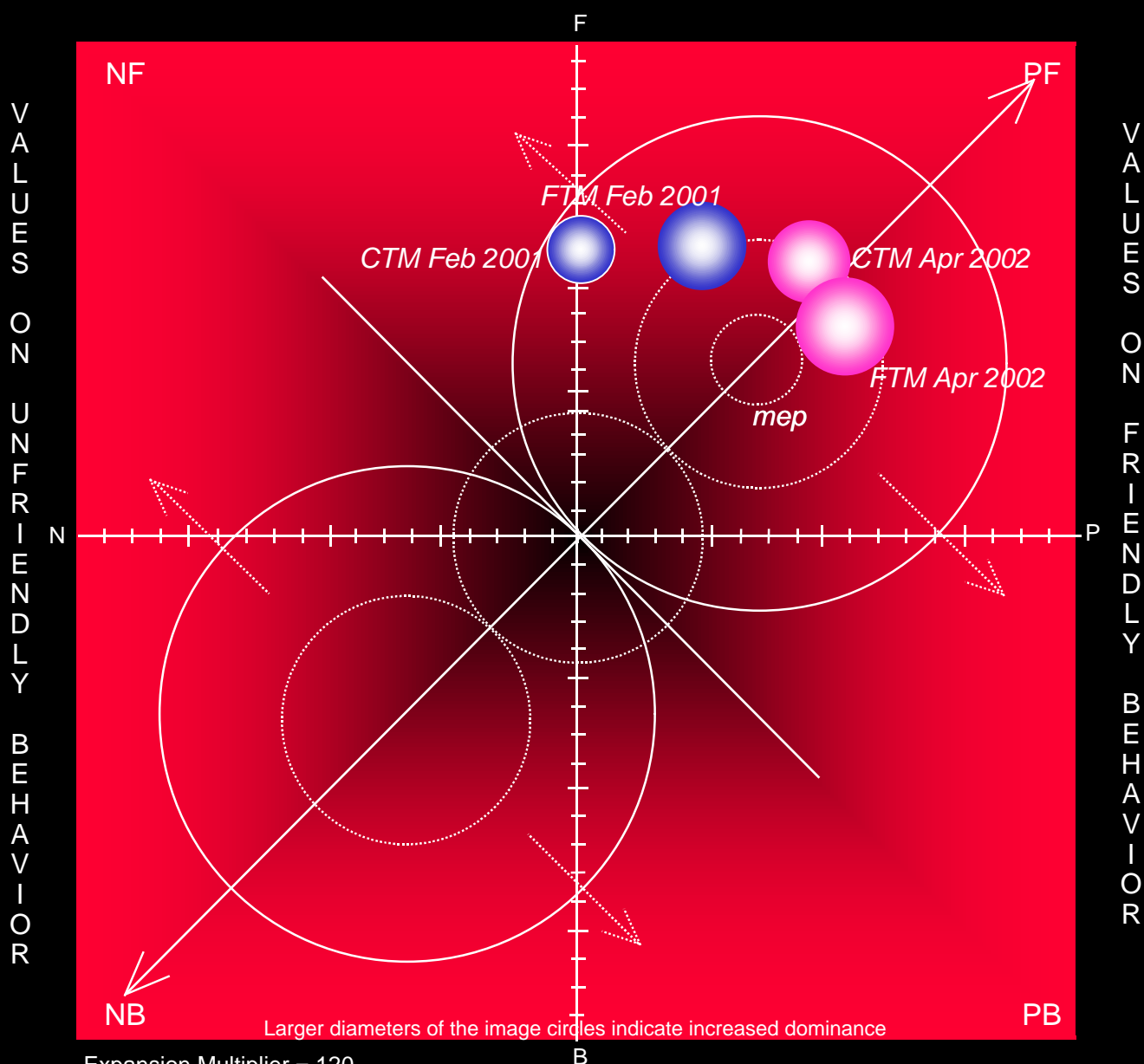
Executive Team Assessment

Comparison of Current Team (CTM) and Future Team (FTM)

Current Team Realized and Future Team Desired in 2001

Current Team Realized and Future Team Desired in 2002

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



VALUES ON OPPOSING TASK ORIENTATION OF ESTABLISHED AUTHORITY



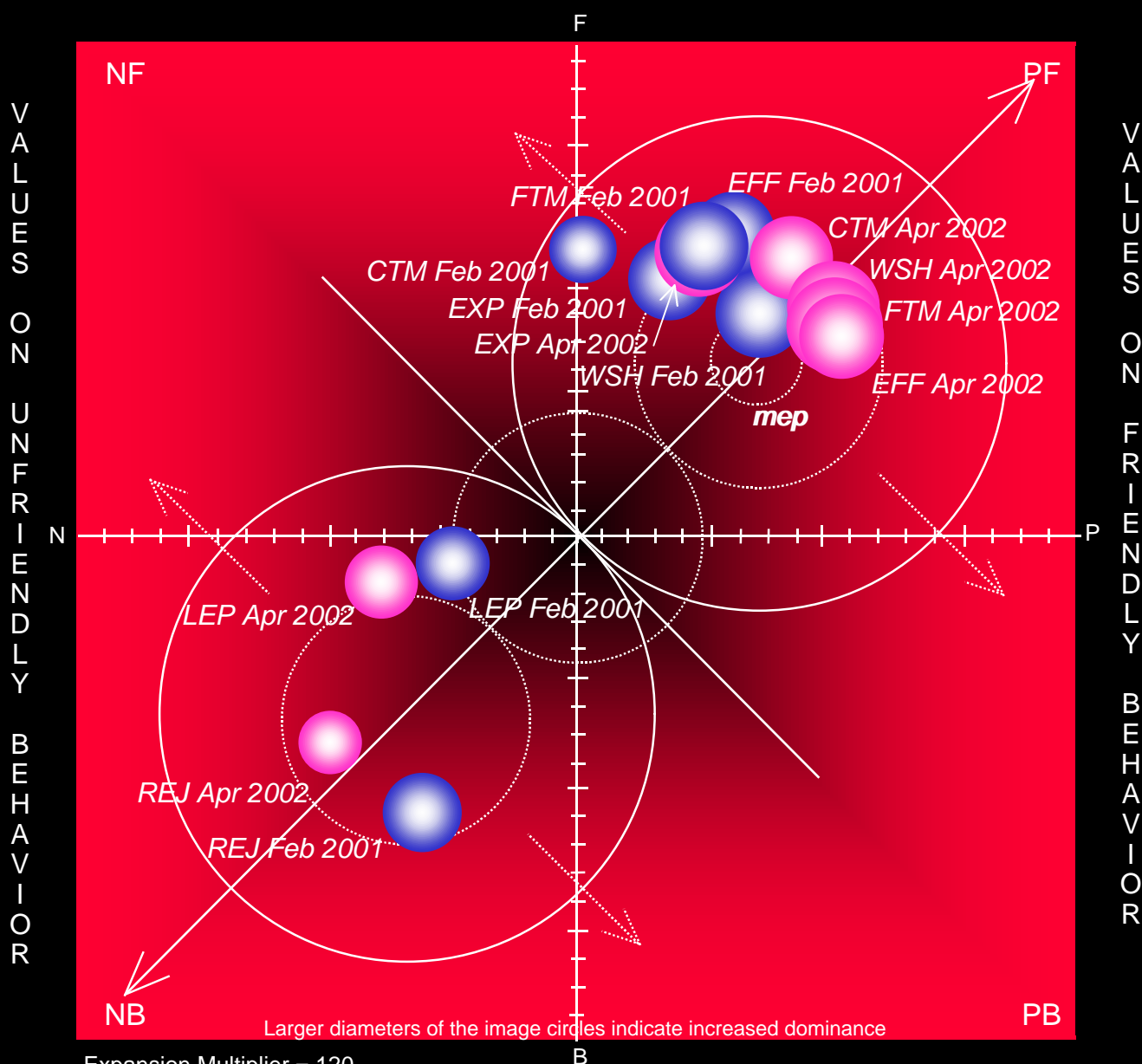
Executive Team Assessment

Comparison of Key Images that Guide Team Development

Perceptions in February 2001

Perceptions in April 2002

VALUES ON ACCEPTING TASK ORIENTATION OF ESTABLISHED AUTHORITY



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Executive Team Assessment
Comparison of Current Team
Current Team 2001
Current Team 2002

KEY

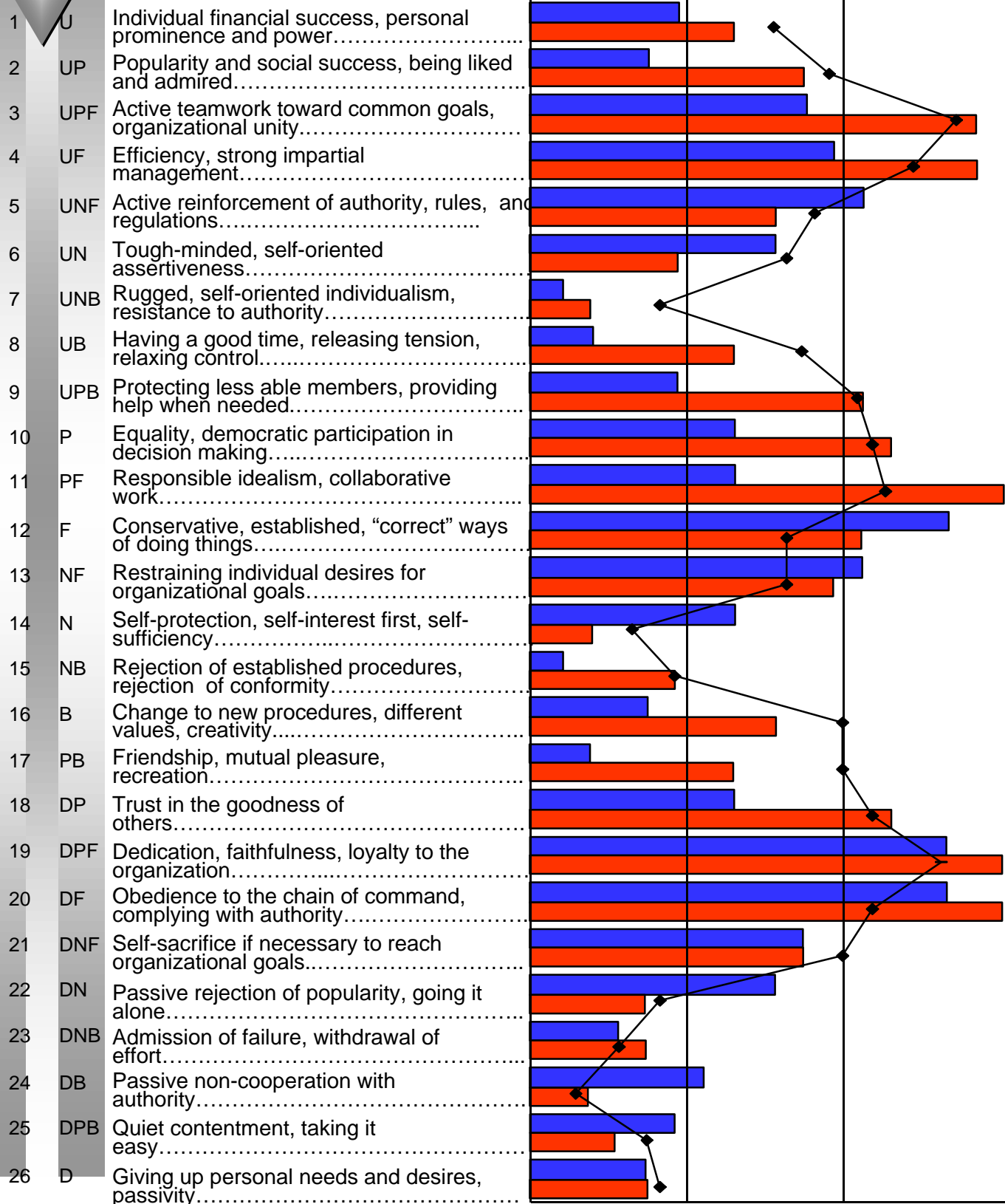
CTM from February 26, 2001

CTM from April 29, 2002

Optimum location for most effective teamwork



RARELY SOMETIMES OFTEN



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A View of Individual and Organizational Values Relative to September 11, 2001

**Presented by SYMLOG Consulting Group
Research Poll
Conducted January 19 - February 4, 2002**

Survey Research Questions

- PTS = In general, what kinds of values were present in the priorities of the organizations with whom you worked just before (PRIOR to) September 11, 2001?
- ATS = In general, what kinds of values are present in the priorities of the organizations with whom you now work AFTER September 11, 2001?
- FUT = In general, what kinds of values need to be present in the FUTURE priorities of the organizations with whom you work in order for the organization to be most effective?
- EFF = In general, what kinds of values do you need to show in order to be most EFFECTIVE when working with others?

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PTS = Prior to 9/11 ATS = After 9/11

FUT = In the Future EFF = Effective

