

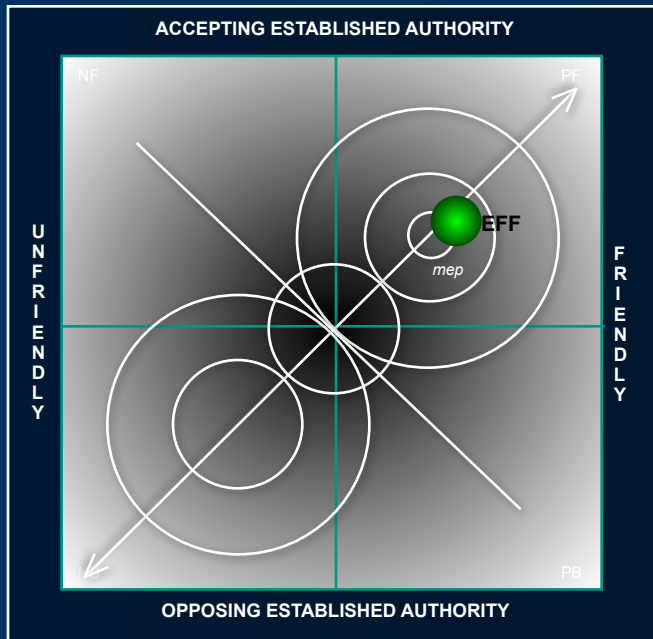


Selected Images from American Business

Robert J. Koenigs, Ph.D.

Most Effective for Leaders, Teams, Organizations

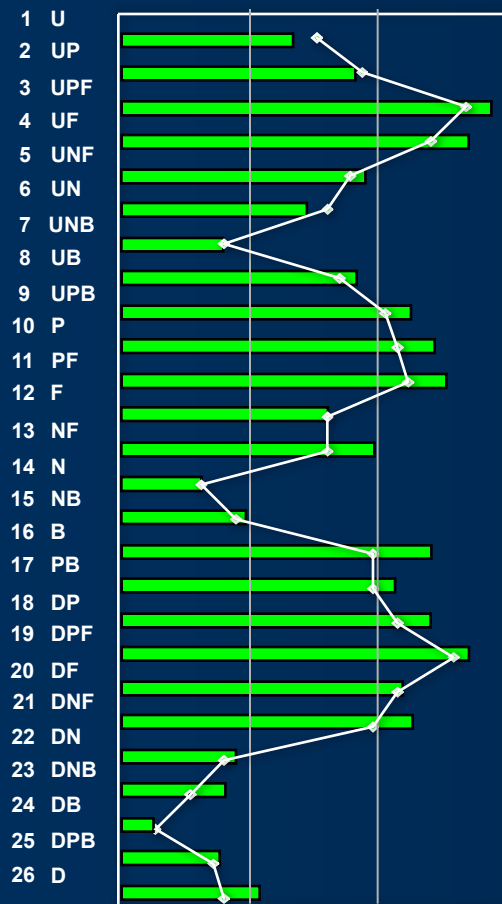
N = Random Sample of 3500 from 104, 282 Total Profiles



Final Location:
2.5U 6.8P 7.1F

GREEN BAR = the
average rating on
each item

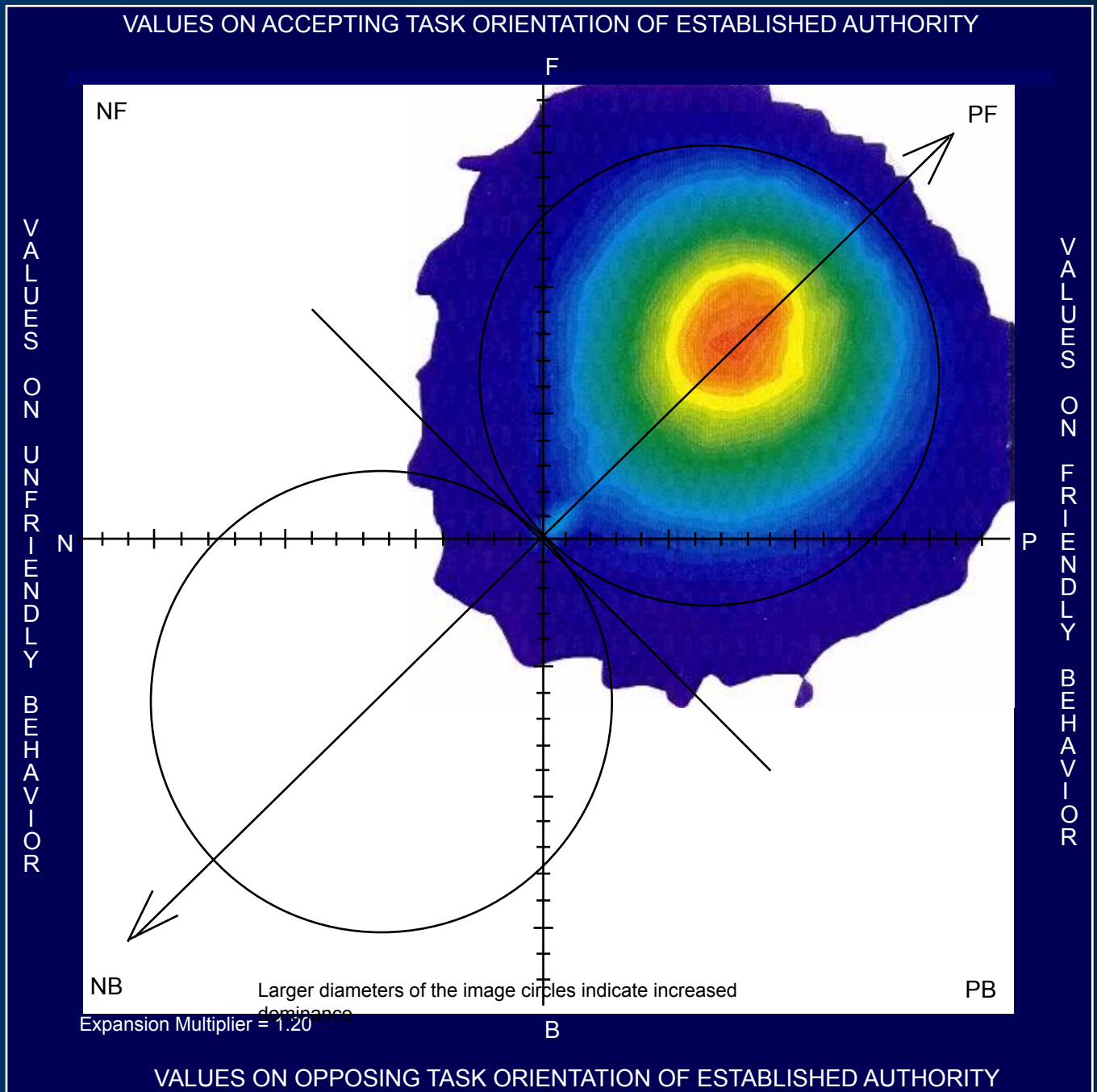
—◆— = the “optimum”
location for most
effective teamwork



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

Blue = Lower Density

Red = Highest Density

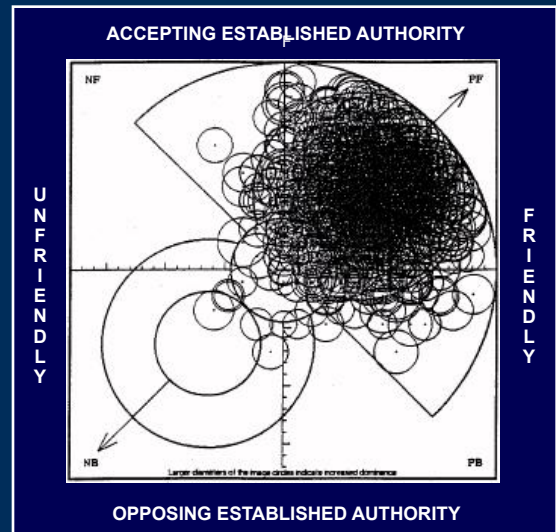


(CUR) = In general, what kinds of values are currently shown in the culture of your organization? (Yellow)

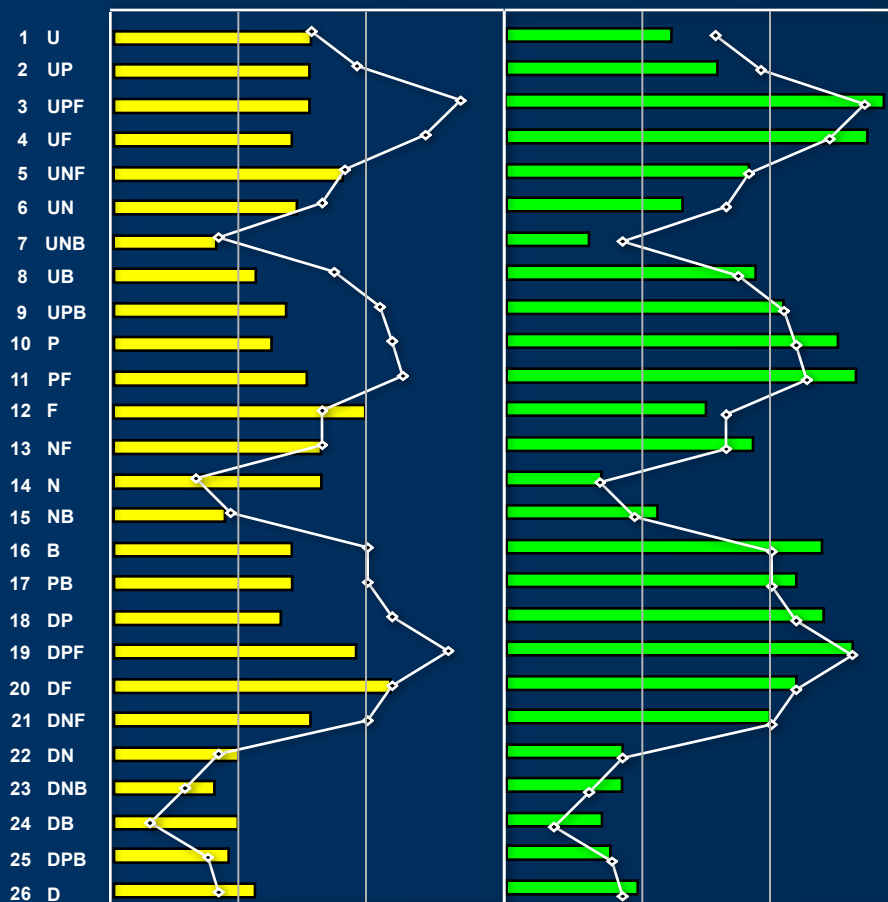
(FUT) = In general, what kinds of values need to be shown in the culture of your organization in the future in order to be most effective? (Green)



CURRENT

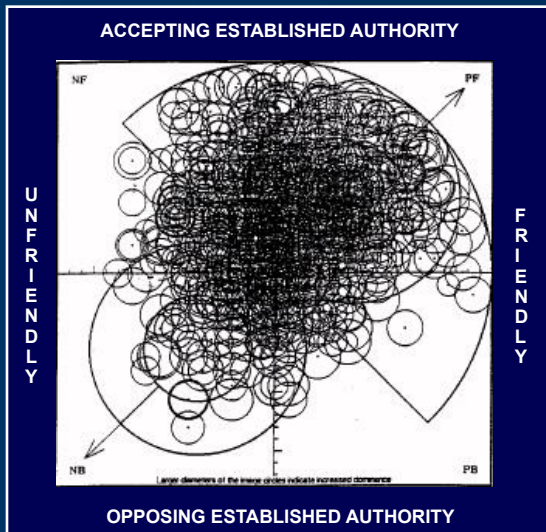


FUTURE



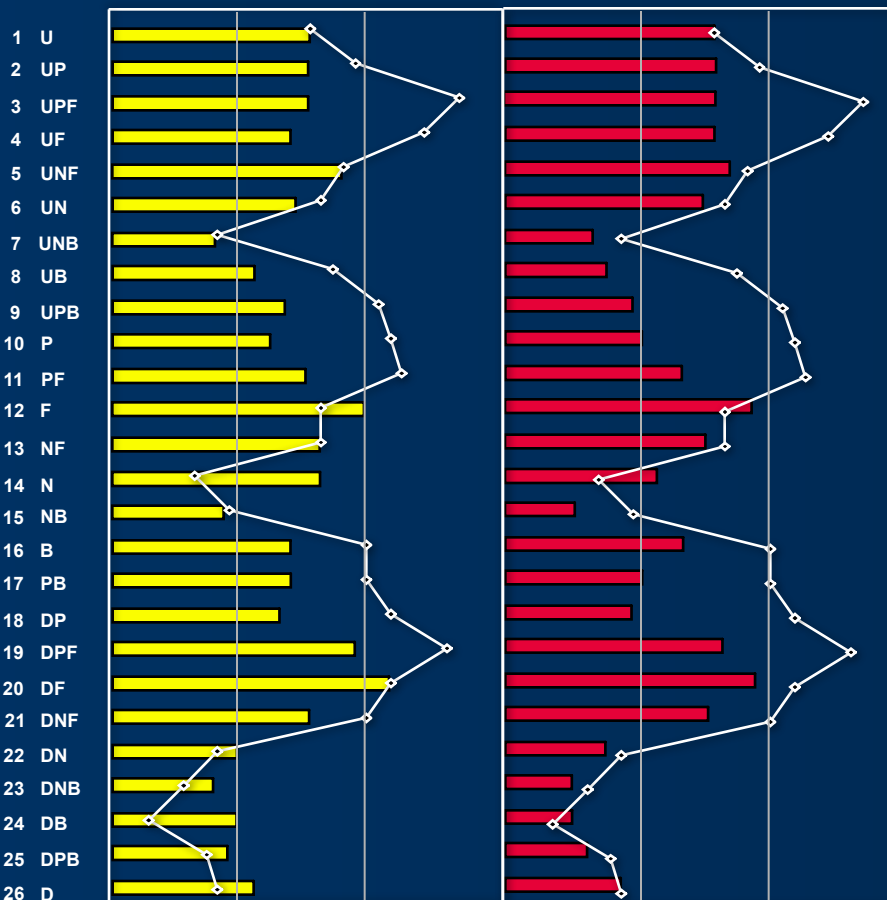
(CUR) = In general, what kinds of values are currently shown in the culture of your organization? (Yellow)

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



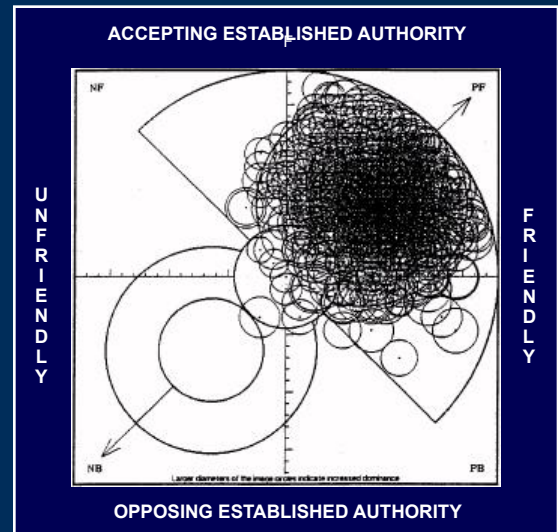
CURRENT

REWARD



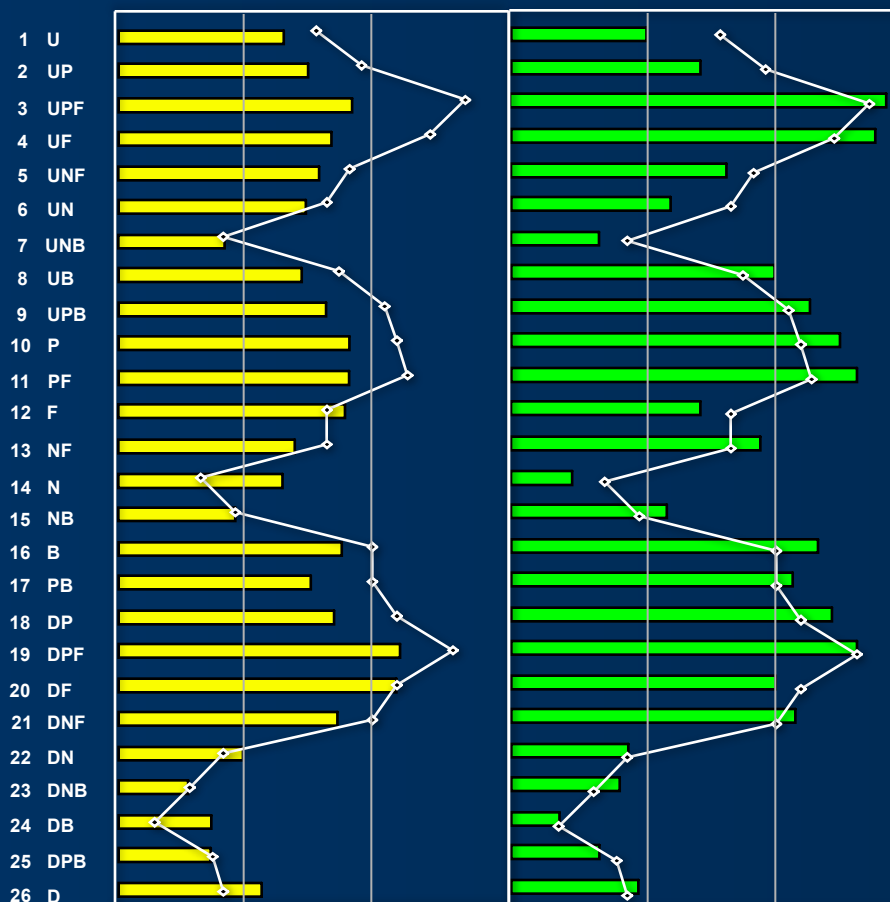
(CTM) = In general, what kinds of values does your team currently show in behavior? (Yellow)

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



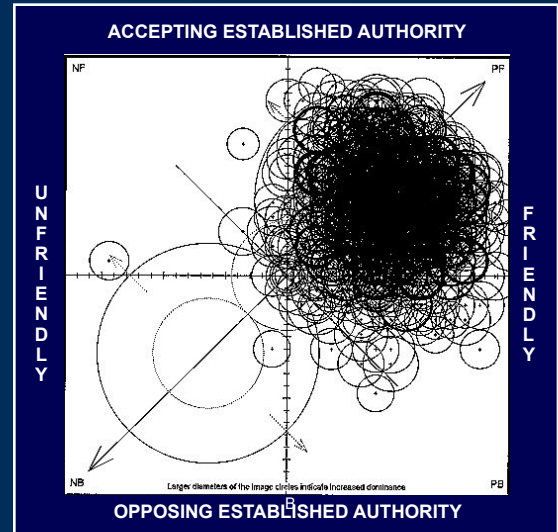
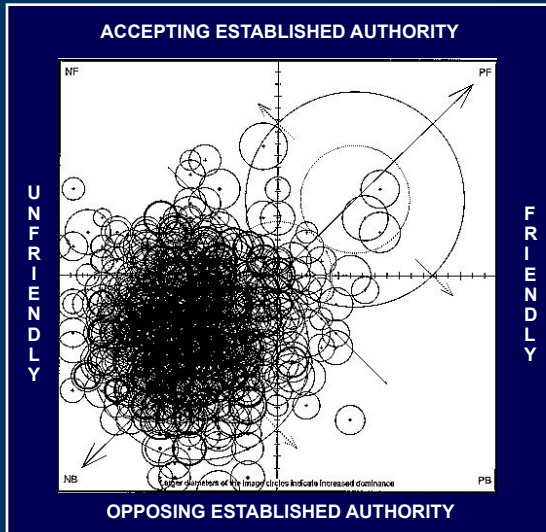
CURRENT TEAM

FUTURE TEAM



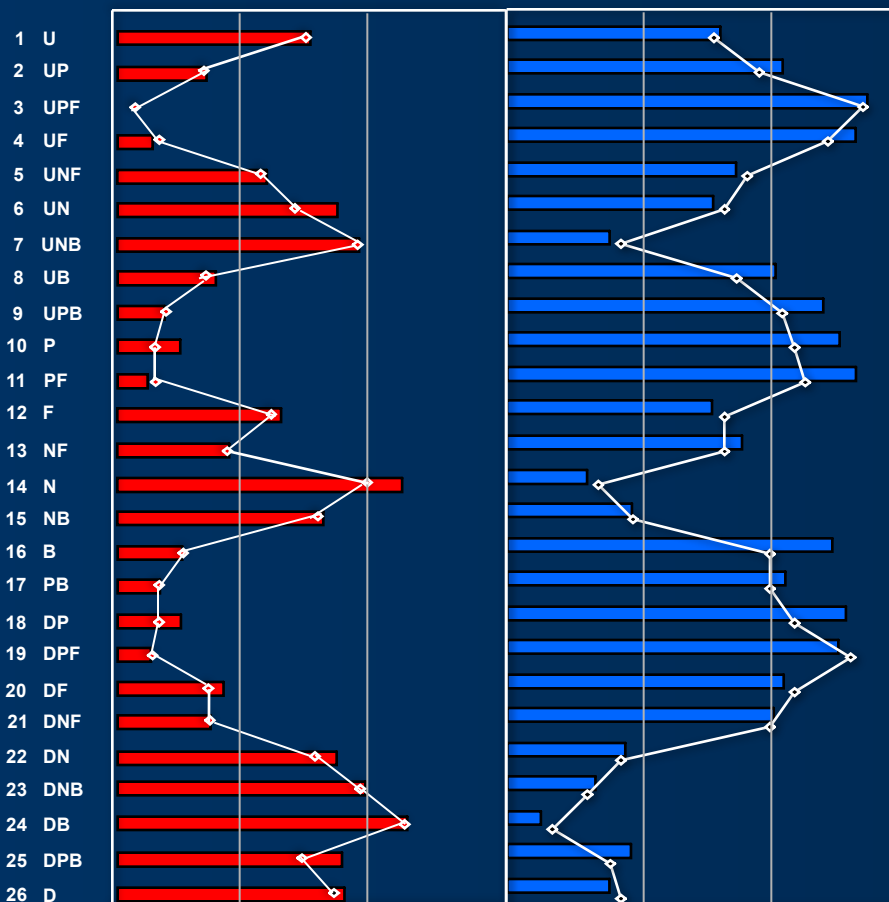
(WSH) = In general, what kinds of values do you wish to show in your own behavior, whether or not you are actually able to do so? (Blue)

(REJ) = In general, what kinds of values do you tend to reject either in yourself or in others? (Red)



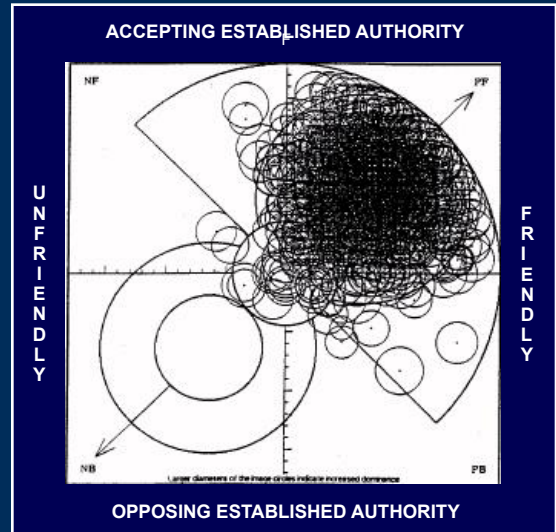
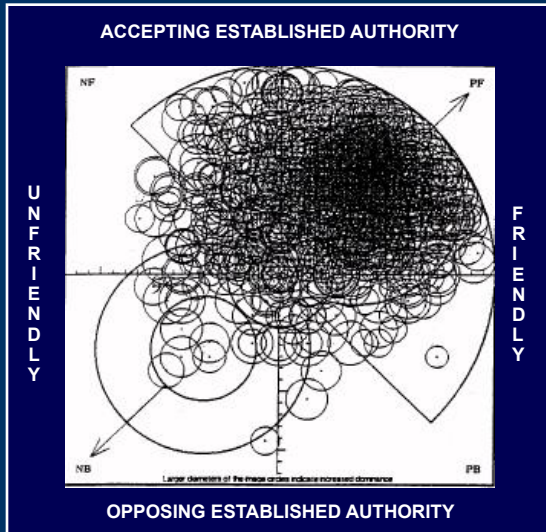
REJECT

WISH



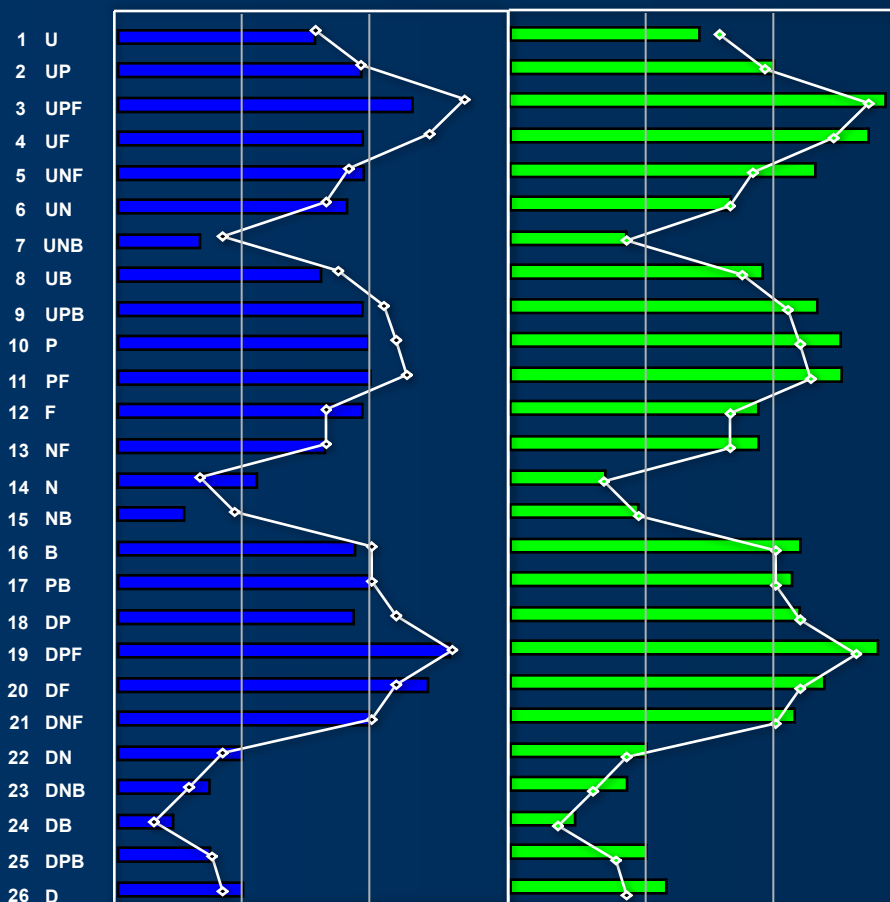
(ACT) = In general, what kinds of values does this person actually show in behavior? (Blue)

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



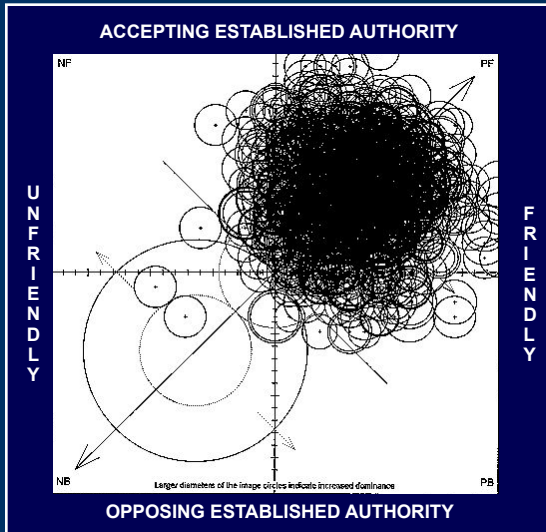
ACTUAL

IDEAL

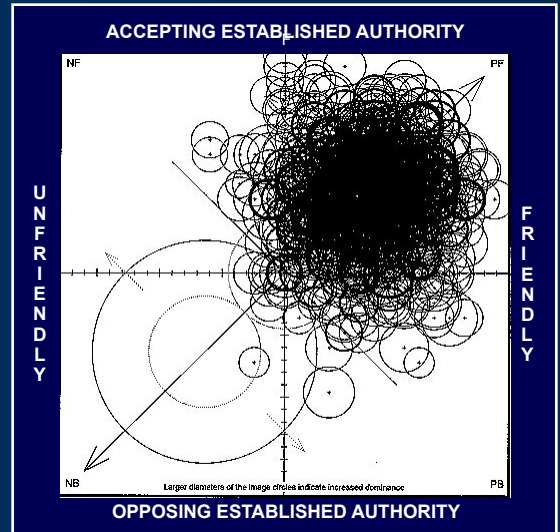


Ideal for Males and Females from co-workers

Ideal **MALES** from co-workers

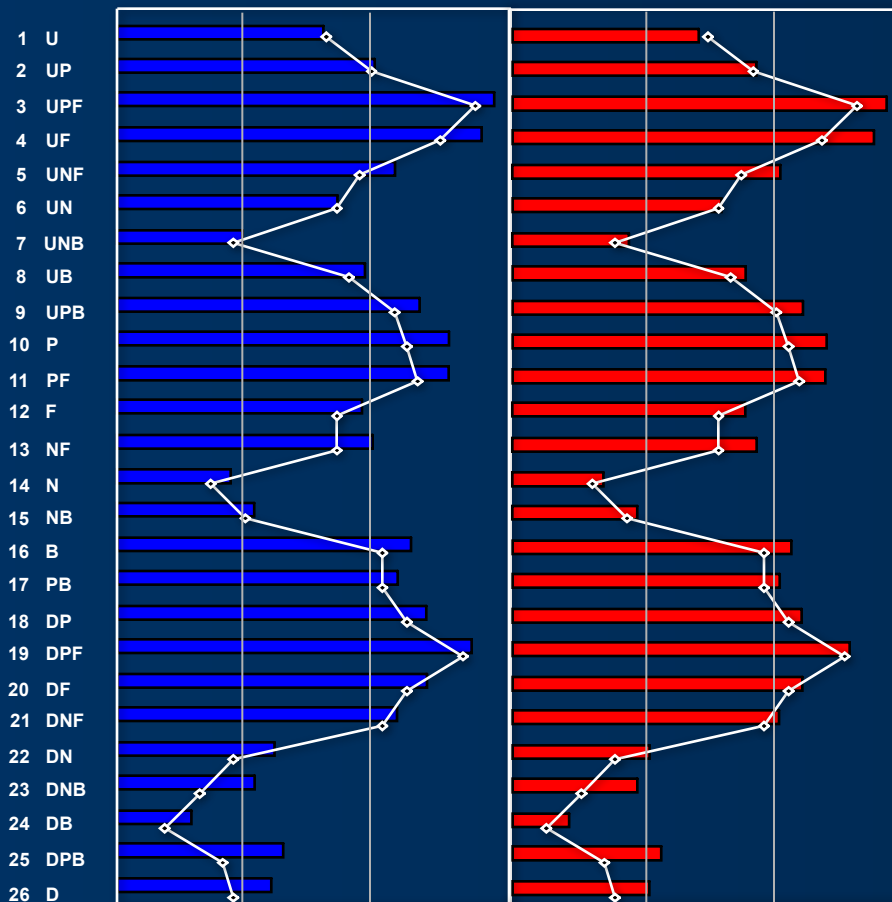


Ideal **FEMALES** from co-workers



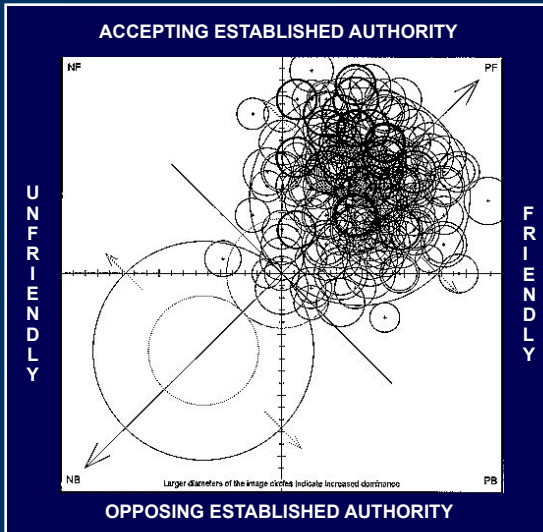
MALES

FEMALES

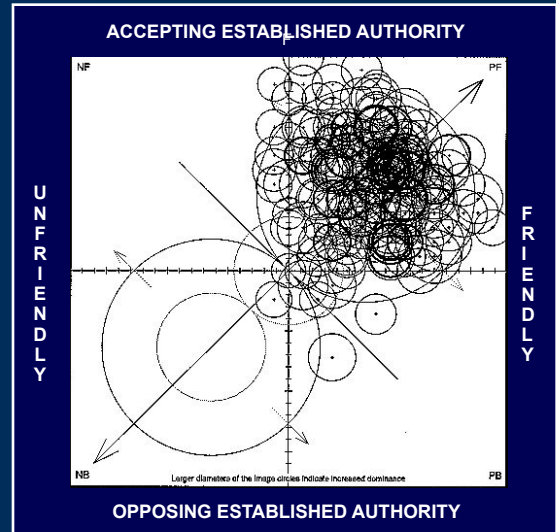


Effective for Males and Females as seen by Self

Effective for **MALES**

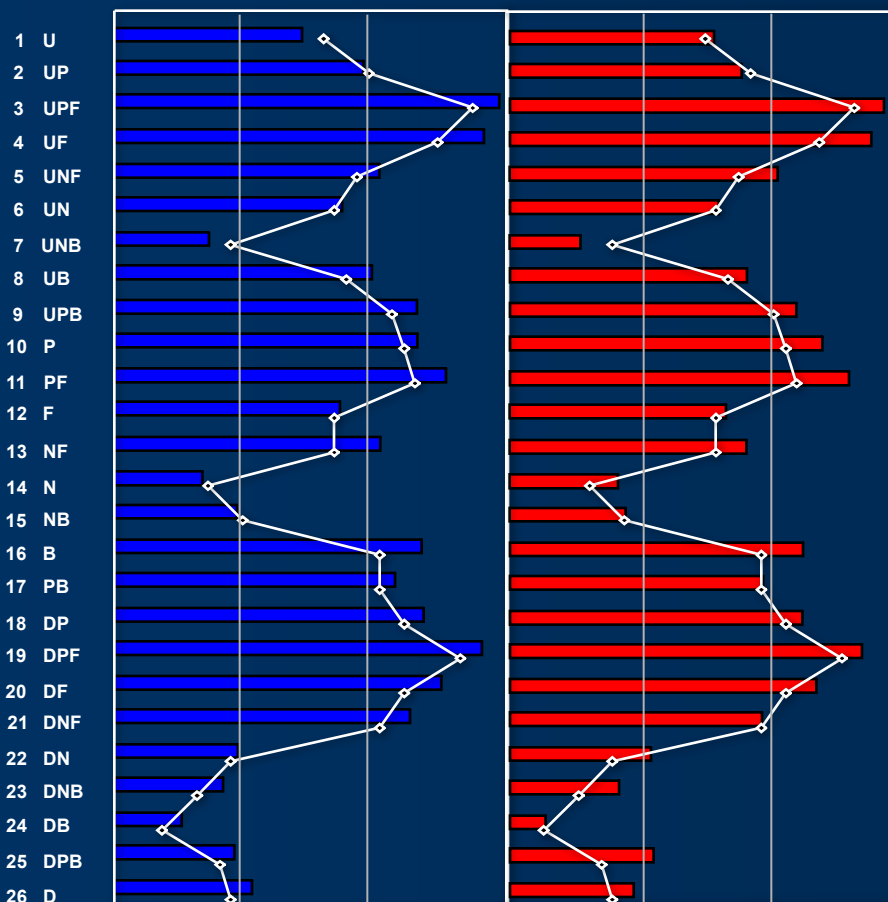


Effective for **FEMALES**



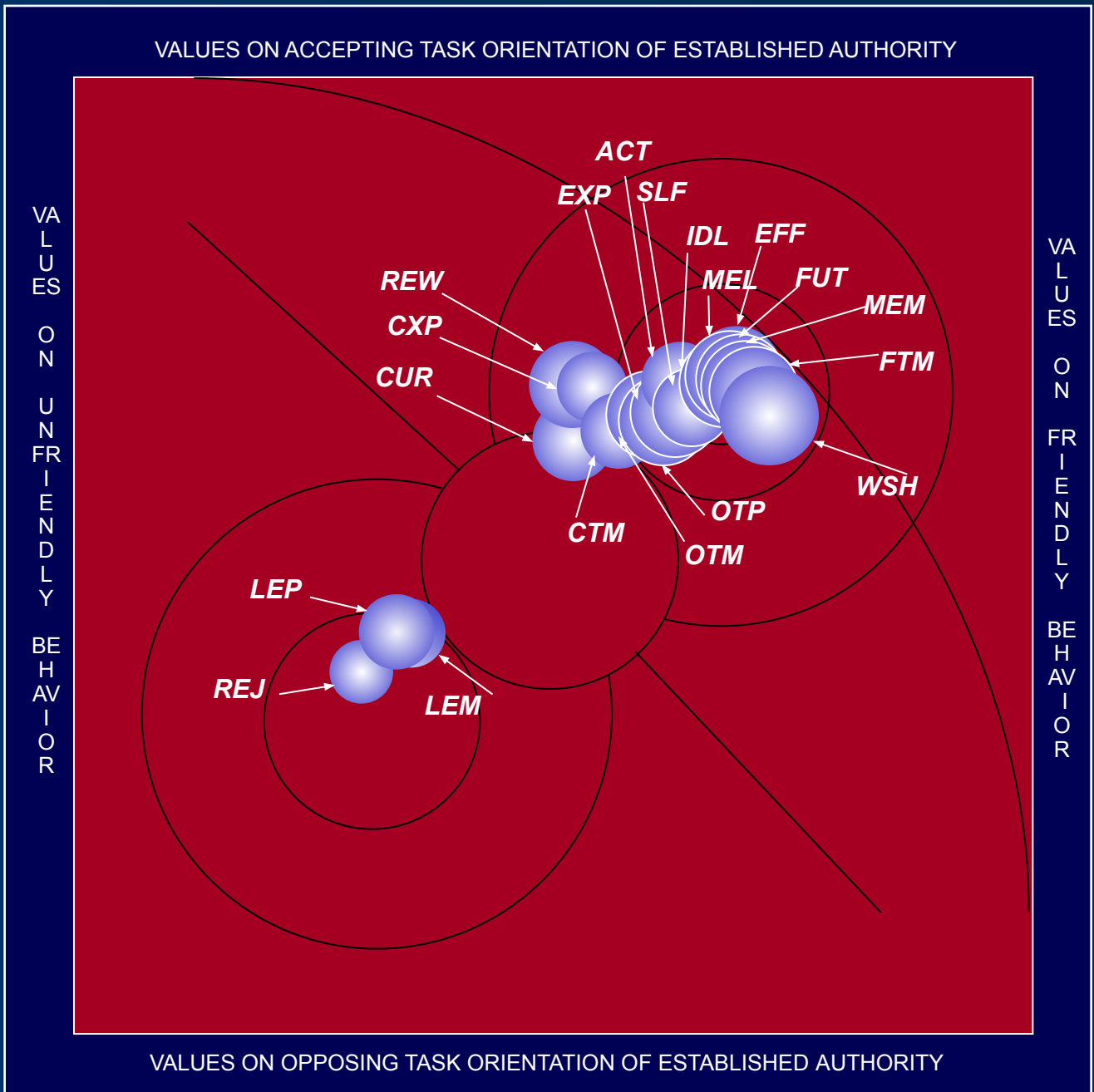
MALE self ratings

FEMALE self ratings



Locations of Nineteen Important Reference Images that Guide Leadership

N = 3500/Image
Total of 66,500 Profiles



Concept Codes

ACT =	Actual
EXP =	Expect
IDL =	Ideal
CTM =	Current Team
CUR =	Current Culture
CXP =	Expect Customer to rate currently
EFF =	Effective
FTM =	Future Team
FUT =	Future Culture
LEM =	Least Effective Member
LEP =	Least Productive as a Group
MEL =	Most Effective Leader
MEM=	Most Effective Member
OTM =	Other Members (as rated by formal leader)
OTP =	Other Members (as rated by other members)
REJ =	Reject
SLF =	Self
WSH =	Wish