The Impact of Leaders and Managers Across and Within Different Countries

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ACKNOWLEDGMENTS

INTRODUCTION

Janet L. Szumal, Ph.D.

Prior to the 1980s and the publication of business best sellers such as *In Search of Excellence, Corporate Cultures,* and *Theory Z,* organizational culture at the level of behavioral norms and expectations was already recognized by organizational psychologists and sociologists as important for understanding and increasing the effectiveness of groups and organizations. As the topic became more mainstream, interest in how to manage and change organizational culture became just as great as that in defining the culture of one's organization. Though a number of different factors have been shown to shape the cultures of organizations, the skills and qualities of the organization's leaders and managers and the impact they personally have on the people around them continues to be the most widely recognized and discussed.

Leadership/Impact® (L/I) and *Management/Impact*® (M/I) are inventories designed to provide leaders and managers with feedback on the impact they have on the members and the culture of their organizations and what they can do to be more effective in their roles. L/I was the first inventory of this type to be developed and was introduced at a time when most businesses were more domestically than globally focused. The inventory focuses on the impact of leaders responsible for defining the overall agenda for their organizations (such as visions and strategies) and inspiring members to achieve it. M/I was developed approximately a decade later for managers responsible for implementing and achieving their organizations' visions and strategies through organizing, guiding, and motivating the efforts of others.

The ideas upon which L/I and M/I are based are consistent with the theories and best practices taught in top international business schools and executive development programs. Nevertheless, the question remains whether these tools are appropriate for leaders and managers in organizations in different countries around the world, including countries with societal values, economies, and political environments that are quite different from those in which L/I and M/I were initially tested and used.

The purpose of this paper is to demonstrate the relevance, usefulness, and importance of L/I and M/I both across as well as within different countries. The question of relevance is addressed by examining whether the two inventories measure the types of impact believed to be important by managers and leaders in different countries. It is also addressed by analyzing the relationship between impact and the effectiveness of leaders and managers across as well as within different countries. The usefulness of L/I and M/I is examined by investigating whether the leadership strategies and management approaches measured by the inventories are systematically related to the impact of leaders and managers. Finally, the importance of L/I and M/I is addressed in terms of identifying the values, beliefs, and challenges concerning impact that leaders and managers around the world share, as well as the differences between leaders and managers across countries that help us to better define, understand, and respect the ways in which we are different.

## PART 1: THEORETICAL FRAMEWORK, HYPOTHESES, SAMPLES, AND METHOD
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Theoretical Framework

The general framework upon which L/I and M/I are based is shown in Figure 1 below. It proposes that the effectiveness of leaders and managers is determined, in part, by their impact on the behavior of the people around them. It further proposes that the impact of leaders and managers is shaped by the frequency with which they use certain leadership strategies or management approaches to carry out their responsibilities. As illustrated by the arrows, the strategies and approaches that leaders and managers use influence their effectiveness both directly as well as indirectly through their impact on others. More in-depth descriptions of the general theoretical framework can be found in the L/I and M/I *Feedback Reports* (Cooke, 1997; Szumal & Cooke, 2008b).

The general framework underlying L/I and M/I is consistent with theories and research focusing on organizational culture (e.g., Cooke & Szumal, 1993; 2000); transformational leadership (e.g., Masi & Cooke, 2000; Bass, 1990); leader-member exchange (e.g., Liden & Graen, 1980); leadership development (e.g., Day, 2001); Theory X versus Theory Y management (McGregor, 1960); and self-fulfilling prophecies and the Pygmalion Effect (e.g., Eden, 1984).

Figure 1. General Theoretical Framework Underlying L/I and M/I
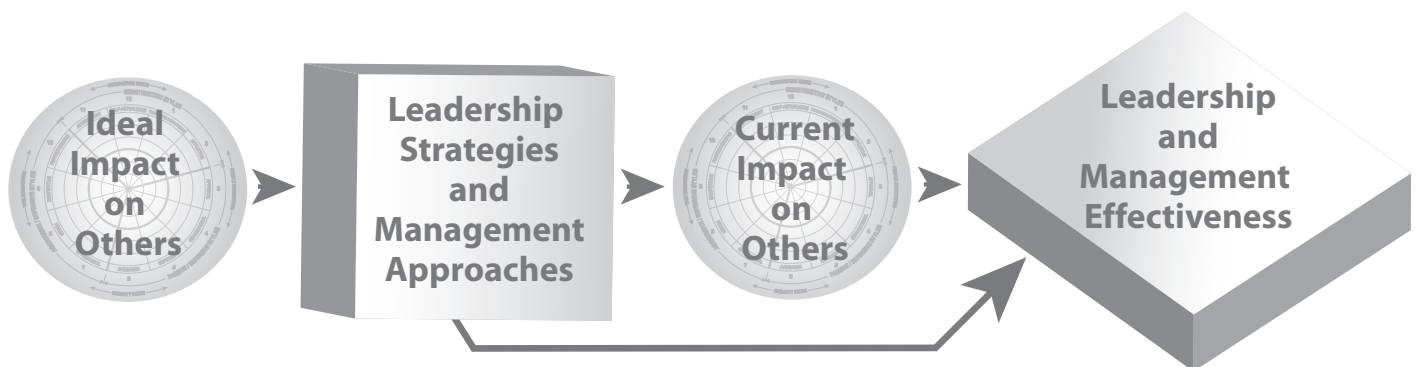
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Impact on Others and Effectiveness

The theoretical and conceptual frameworks underlying both L/I and M/I describe three different directions in which leaders and managers might drive the behavior of the people around them: Constructive, Passive/Defensive, and Aggressive/Defensive.

Leaders and managers who have a Constructive impact encourage and motivate people to relate to others and approach their work in ways that will help them to personally meet their higher-order needs for growth and satisfaction. Specific styles that leaders and managers may promote include Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative.

Leaders and managers who have a Passive/Defensive impact encourage or drive people to interact with those around them in self-protective ways that will not threaten their own security. Specific Passive/Defensive styles that leaders and managers may encourage include Approval, Conventional, Dependent, and Avoidance.

Leaders and managers who have an Aggressive/Defensive impact drive or motivate people to approach their task-related activities in forceful ways to protect their status and security. Specific Aggressive/Defensive styles that leaders and managers may promote on the part of others include Oppositional, Power, Competitive, and Perfectionistic (Cooke, 1997; Szumal & Cooke, 2008b).

In general, Constructive behaviors lead to higher levels of performance and personal satisfaction as well as lower levels of stress than Passive/Defensive and Aggressive/Defensive behaviors. As a result, most leaders and managers describe the impact that they ideally should have on the behavior of the people around them as Constructive (Cooke, 1997; Szumal & Cooke, 2008b). A variety of studies provides further support for the proposed relationships between impact, as measured by L/I and M/I, and effectiveness (e.g., Masi & Cooke, 2000; Szumal, 2002, 2012; Cooke & Sharkey, 2006; Jones, et al., 2006; Fuda, 2013; Leslie, 2013).

The Effects of Leadership Strategies and Management Approaches on Impact

The theoretical framework underlying L/I and M/I explains how leaders and managers create a Constructive versus Defensive impact. Specifically, the L/I theoretical framework differentiates between two general strategies used by leaders to carry out their leadership functions and responsibilities: Prescriptive and Restrictive. Prescriptive leadership strategies are those that facilitate activities and guide the behaviors of others toward goals, opportunities, and methods. As such, they tend to promote Constructive behaviors on the part of others and, in turn, high levels of effectiveness. In contrast, Restrictive leadership strategies are those that constrain activities and prohibit behaviors with respect to goals, opportunities, and methods. Restrictive strategies can lead to Defensive behaviors on the part of others that, consequently, are likely to reduce effectiveness (Cooke, 1997).

Similarly, the theoretical framework underlying M/I differentiates between two general approaches used by managers to carry out their management responsibilities: Facilitating and Inhibiting. Facilitating management approaches are those that focus on maximizing the autonomy of other people and the integration of their efforts by removing obstacles and creating opportunities. As such, they promote Constructive behaviors on the part of others and, in turn, lead to high levels of effectiveness. Inhibiting management approaches are those that focus on maximizing the manager's control over other people and their work by preventing them from taking initiative, trying new things, and integrating their efforts with other people and groups within the organization. Inhibiting approaches lead to Defensive behaviors on the part of others and can detract from effectiveness (Szumal & Cooke, 2008b).

The effects of Prescriptive and Restrictive leadership strategies and Facilitating and Inhibiting management approaches have been demonstrated by both cross-sectional and case study research (e.g., Masi & Cooke, 2000; Szumal, 2002, 2012; Cooke & Sharkey, 2006; Jones, et al., 2006; Fuda, 2013; Leslie, 2013). Because the research has primarily focused on leaders and managers in Anglo countries, the current study explores the relevance, usefulness, and importance of using L/I and M/I with leaders and managers in non-Anglo as well as Anglo countries.

Hypotheses

The following hypotheses are tested (and mapped to the theoretical model in Figure 2, on next page):

1. a. Leaders and managers describe the impact that they ideally believe they should have on others as predominantly Constructive, regardless of societal values. (H1a in Figure 2)

   b. The extent to which leaders and managers believe they should have a Passive/Defensive and Aggressive/Defensive impact is related to societal values. (H1b)

2. The current impact of leaders and managers tends to be less Constructive and more Defensive than their ideal. (H2)

3. The greater the frequency with which Prescriptive leadership strategies and Facilitating management approaches are used, the stronger the Constructive impact on others. (H3)

4. The greater the frequency with which Restrictive leadership strategies and Inhibiting management approaches are used, the stronger the Passive/Defensive and Aggressive/Defensive impact on others. (H4)

5. A Constructive impact on others promotes or increases leadership and management effectiveness. (H5)

6. A Defensive impact on others (Passive as well as Aggressive) reduces or detracts from leadership and management effectiveness. (H6)

Figure 2. Theoretical Model and Corresponding Hypotheses

H1 → Ideal Impact on Others → Leadership Strategies and Management Approaches **H3 and H4** → Current Impact on Others **H2** **H5 and H6** → Leadership and Management Effectiveness
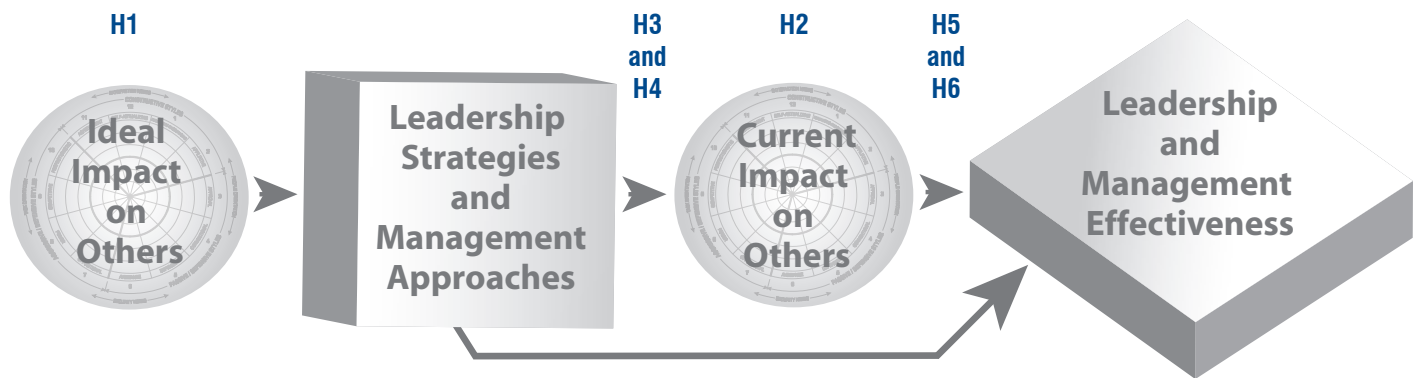
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Samples

These hypotheses are tested using L/I data on 4,822 leaders in 50 countries and M/I data from 1,564 managers in 15 countries.

The L/I data are based on 4,822 leaders and the M/I data are based on 1,564 managers who participated in development programs incorporating the inventories during the period of September 2010 to January 2014. Females make up 31% of the leaders in the L/I sample and 35% of the managers in the M/I sample.

The L/I sample is made up mostly of leaders in higher-level positions (58.2% senior management, vice president, senior vice president, president, CEO, and owner) and middle management (26%). On average, the leaders in the L/I sample have eight to 10 years of management experience and have completed at least some graduate-level work. Over 60% of the leaders in the sample are between the ages of 36 and 50.

In contrast, the M/I sample is made up mostly of line managers who supervise non-managers (54.4%) and middle managers who manage other managers (27%). On average, the managers in the M/I sample have six to eight years of management experience and have completed their bachelor's degree. The majority of the managers in the sample (59.8%) are between the ages of 30 and 45.

The total L/I and M/I samples (*n*=4,822 and *n*=1,564, respectively) were used to test the hypotheses across countries. In addition, the hypotheses were tested *within* the countries in which Human Synergistics has offices and in which L/I or M/I data were available. These countries are organized by societal clusters based on the work of Ronen and Shenkar (1985) and House and his colleagues (2004). As shown in Table 1 (next page), 4,067 of the 4,822 leaders in the L/I sample are from 10 of the countries in which Human Synergistics has offices. For M/I, 1,068 of the 1,564 managers are from six of the countries in which Human Synergistics has offices.

Table 1. Number of Focal Leaders and Managers from Each of the 11 Countries

Societal Cluster/Country	L/I	M/I
Anglo Cluster:		
United States	1,728	208
Australia	1,389	441
Canada	176	158
New Zealand	107	
Eastern European Cluster:		
Romania	279	163
Serbia	132	67
Hungary	158	
Countries in Other Clusters:		
Belgium	32	31
Germany	47	
Finland	19	

Note. Blank spaces indicate no M/I data are available at this time.

Method

Each leader (or manager) completed an L/I (or M/I) *Self-Report Inventory* and at least three people with whom he or she worked completed an L/I (or M/I) *Description by Others Inventory* about them.

Impact Measures

Ideal impact and impact on others were measured by 96 items in the L/I and 60 items in the M/I inventories. For ideal impact, the leader or manager was asked to describe the extent to which he/she *ideally* would like to motivate or drive people to behave in the way described by the particular item. For impact on others, the people describing the leader or manager were asked to answer the same items but, instead of describing the ideal, they described the extent to which the leader or manager *actually* motivates and drives people to behave in each of the ways described. Response options were on a 5-point scale ranging from 0 ("Not at all") to 4 ("To a very great extent").

To compute the leader's or manager's scores for each of the 12 impact styles, the responses to the items measuring a particular style were summed. The mean (average) score of the four styles that make up a particular type of impact was then used to derive the scores for a Constructive, Passive/Defensive, and Aggressive/Defensive impact.

Leadership Strategies and Management Approaches Measures

Prescriptive and Restrictive leadership strategies were each measured by 30 items in the L/I *Description by Others Inventory*. Those describing the leader were asked about the frequency with which the leader provided leadership in the manner described by each of the items. Responses were on a 5-point scale ranging from 0 ("Never") to 4 ("Always"). Responses to the items were then averaged to derive leaders' scores for Prescriptive and Restrictive leadership.

Facilitating and Inhibiting management approaches were each measured by 45 items in the M/I *Description by Others Inventory*. Specifically, respondents used a 5-point scale ranging from 0 ("Never") to 4 ("Always") to describe the frequency with which the manager carried out his/her role in the manner depicted by each of the items. Responses to the items were then averaged to obtain managers' scores for Facilitating and Inhibiting management.

Effectiveness Measures

Leadership effectiveness was measured by 10 items in the L/I *Description by Others Inventory* focusing on organizational and personal indicators. Organizational indicators examined by L/I include being visionary and future-oriented, promoting empowerment and productivity, bringing out the best in people, and emphasizing long-term performance. Examples of personal indicators include relaxed and at ease, ready for promotion, accepting of feedback, and interested in self-development (Cooke, 1997).

Management effectiveness was measured by 14 items in the M/I *Description by Others Inventory* that focused on task, people, and personal indicators. Task effectiveness indicators include contributes to the organization's vision and goals and resolves problems, as well as facilitates motivation, productivity, and effectiveness in their units. Indicators of people effectiveness include promotes self-confidence and helps those around them feel good about themselves, their jobs, and the organization. Personal effectiveness indicators, as measured by M/I, include being trustworthy, influential, interested in their work and self-development, and ready for promotion (Szumal & Cooke, 2008b).

For both L/I and M/I, a seven-point sematic differential scale was used along which respondents indicated the relative extent to which two opposing statements (e.g., "Enhances others' productivity" versus "Reduces others' productivity") described the leader or manager. Responses to the items were averaged to derive the leader's organizational and personal effectiveness scores for L/I and the manager's task, people, and personal effectiveness scores for M/I.

Measures of Societal Values

We used four of Geert Hofstede's dimensions of national culture and the scores for different countries made available in his book (Hofstede, Hofstede, & Minkov, 2010): Power Distance (high versus low), Individualism (versus Collectivism), Masculinity (versus Femininity), and Uncertainty Avoidance (high versus low). The scores for each country can range from 0 to 100 along each of the dimensions and represent the country's relative score along a given dimension. Hofstede provides in-depth explanations and interpretations of each of the four dimensions in his books (Hofstede, 2001; Hofstede, et al., 2010). Briefly:

Power Distance can range from high to low and represents the extent to which the less-powerful members of a society accept and expect unequal distributions in power.

Individualism versus Collectivism represents the degree to which members of a society are loosely integrated and expected to look after themselves and their immediate family versus tightly integrated and expected to look after their extended families and any larger groups to which they belong.

Masculinity versus Femininity represents the extent to which the preferences of men differ from those of women (i.e., oriented toward assertiveness, competition, and material rewards for success) versus are similar to those of women (i.e., oriented toward cooperation, modesty, caring, and quality of life).
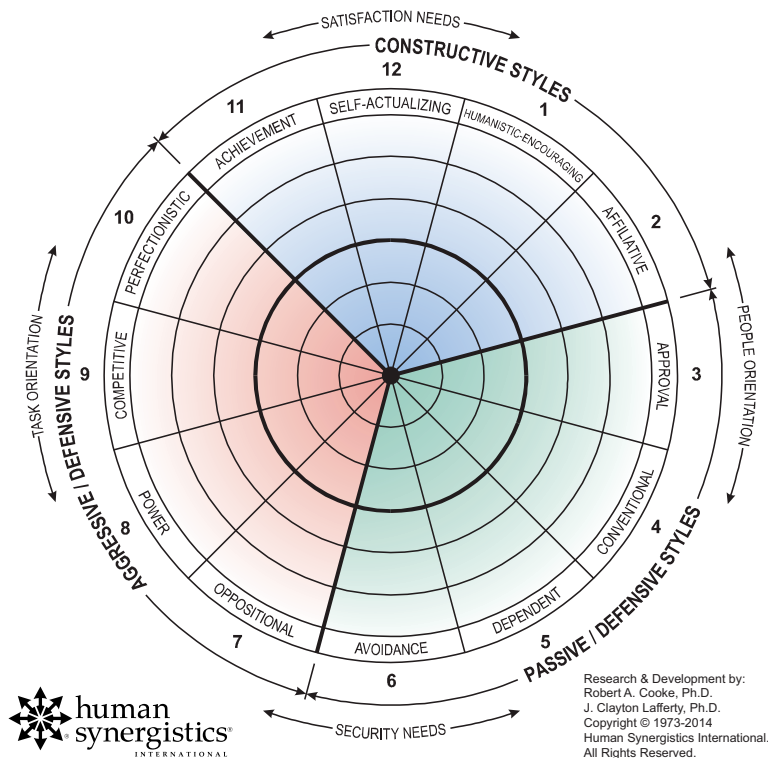
Uncertainty Avoidance can range from high to low and represents the degree to which members of a society are intolerant of and uncomfortable with uncertainty, differences, and ambiguity.

Analyses

Hypothesis 1 was examined by plotting the composite scores for the entire sample as well as for each country onto a normed circumplicial profile (see Figure 3 on next page). The details regarding the construction of the circumplicial profile used are described in the L/I and M/I *Feedback Reports* (Cooke, 1997; Szumal & Cooke, 2008b) as well as in the reliability and validity reports on L/I and M/I (Szumal, 2002; 2013). Briefly, responses to each of the 12 styles are totaled and plotted on the normed circumplex, which converts the raw scores into percentile scores that show the leader's or manager's results as compared to the impact of other leaders and managers who have completed the survey. Styles at the top of the circumplex (in the 11 o'clock to 2 o'clock positions) are Constructive, in the lower right (3 o'clock to 6 o'clock) are Passive/Defensive, and in the lower left (7 o'clock to 10 o'clock) are Aggressive/Defensive.

Figure 3. The L/I and M/I Circumplex

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Because the circumplex is normed for individuals rather than groups, the median (rather than the mean) scores for leaders and managers across as well as within countries were plotted on the profile. Plotting median composite scores is important because it reduces the likelihood of underestimating the leader's/manager's Constructive impact and overestimating his/her Defensive impact, which can occur when mean composite scores (which, by nature, are more restricted in range than individual scores) are plotted on a distribution of scores based on individuals.

The normed circumplex profiles are important for two reasons. First, they control for the effects of the social desirability of each scale. Doing so allows leaders and managers to make meaningful comparisons between the relative strength of each of the 12 styles in their impact profiles. Second, the normed profile also provides a standardized mechanism by which the results for different leaders and managers can be compared. Both of these features are important to the testing of Hypothesis 1a.

Hypothesis 1b was examined by correlating each country's scores along the four societal values with the leaders' and managers' ideal impact scores. Because Hofstede's data are at the country level, the ideal impact scores for leaders and managers were aggregated to the country level for this particular set of analyses. For the correlations, the mean (rather than the median) scores for each country were used since the correlations did not involve the individually normed circumpliclial profiles.

Correlations were also used to test Hypotheses 2 through 6. For the across-country analyses, the total L/I and M/I samples were used. For each within-country analysis, only the data for leaders and managers from a particular country were used. Because the results of different leaders or managers were not being combined and plotted on a normed distribution for the correlation analyses, the mean (rather than the median) responses of those describing a particular leader or manager were used.

Part 2 of this paper presents the results of the analyses across countries, as well as within each of 10 countries in which Human Synergistics has offices and for which L/I or M/I data are available. In Part 3, more in-depth interpretations of the within-country results are provided. Specifically, for each country, a local Human Synergistics affiliate or representative describes the results for his/her country and his/her conclusions regarding the relevance, usefulness, and importance of the results to leaders and managers in that country.

PART 2: RESULTS ACROSS AND WITHIN COUNTRIES

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Hypothesis 1: Ideal Impact of Leaders and Managers

The composite ideal impact profiles for all of the leaders and managers in the L/I and M/I samples are shown in Figure 4 below. Both profiles show very strong extensions in all four of the Constructive styles, with scores at or approaching the 99th percentile. In contrast, the extensions in the Passive/Defensive and Aggressive/Defensive styles are low (averaging around the 25th percentile for L/I) to moderate (averaging around the 50th percentile for M/I). This pattern supports Hypothesis 1.

Figure 4. Ideal Impact of Leaders and Managers Across Countries

L/I Ideal Impact
n = 4,822

M/I Ideal Impact
n = 1,564
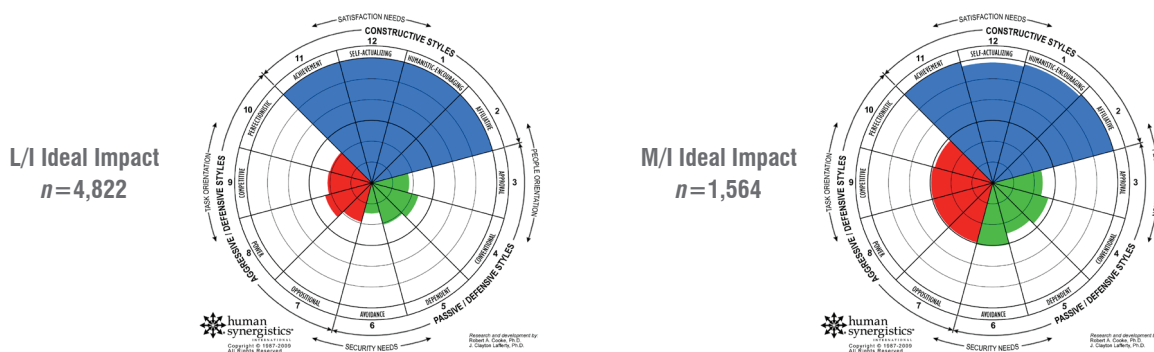
The patterns observed in the L/I and M/I ideal impact profiles are consistent with those we've observed in ideal culture profiles as measured by Human Synergistics' *Organizational Culture Inventory®-Ideal* (OCI®, Cooke, 1987). Specifically, in addition to the tendency for ideal cultures to be described as predominantly Constructive, there is also a strong tendency for the Defensive extensions in both the ideal and current OCI profiles to get progressively greater as one moves down the organizational hierarchy and opportunities for autonomy, influence, and empowerment become increasingly limited. Given that the L/I sample is primarily made up of leaders at the top of the hierarchy whereas the M/I sample is primarily made up of line managers and middle managers, this difference between the L/I and M/I composite profiles is expected and confirmatory.

Within each of the 10 countries on which this paper focuses, the L/I and M/I ideal impact profiles are predominantly Constructive (consistent with Hypothesis 1), though the strength of these styles does vary slightly (see Figures 5, 6, and 7 below and on next page). Specifically, the countries with the smallest sample sizes (Serbia, Germany, Belgium, and Finland) are also the countries with the weakest Constructive extensions. This tendency is more visible in the M/I sample than the L/I sample, which again is not surprising given the hierarchical effects previously described.

Figure 5. Ideal Impact of Leaders and Managers in Anglo Countries
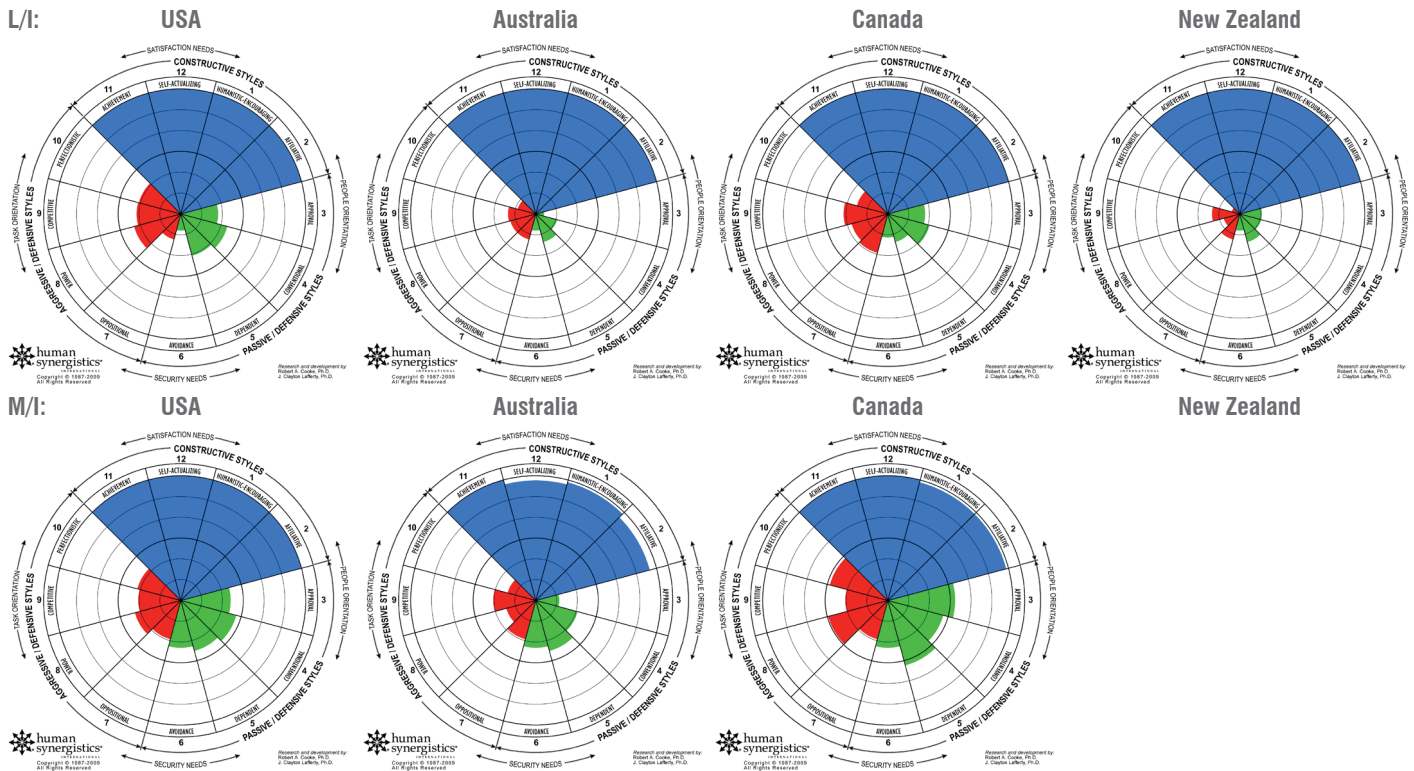
Note. Blank spaces indicate no M/I data are available at this time.

Figure 6. Ideal Impact of Leaders and Managers in Eastern European Countries

L/I:

Romania

Serbia

Hungary

M/I:

Romania

Serbia

Hungary
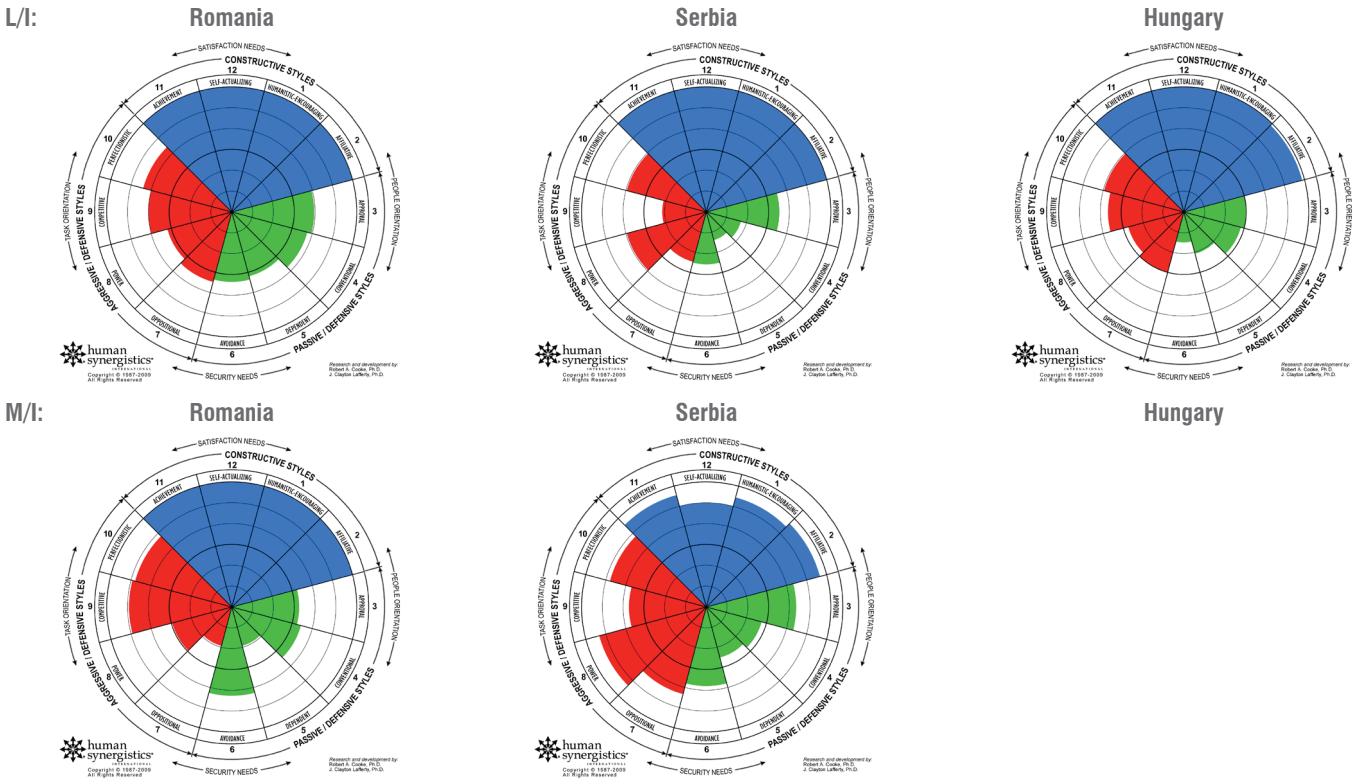
Figure 7. Ideal Impact of Leaders and Managers in Countries from Other Societal Clusters
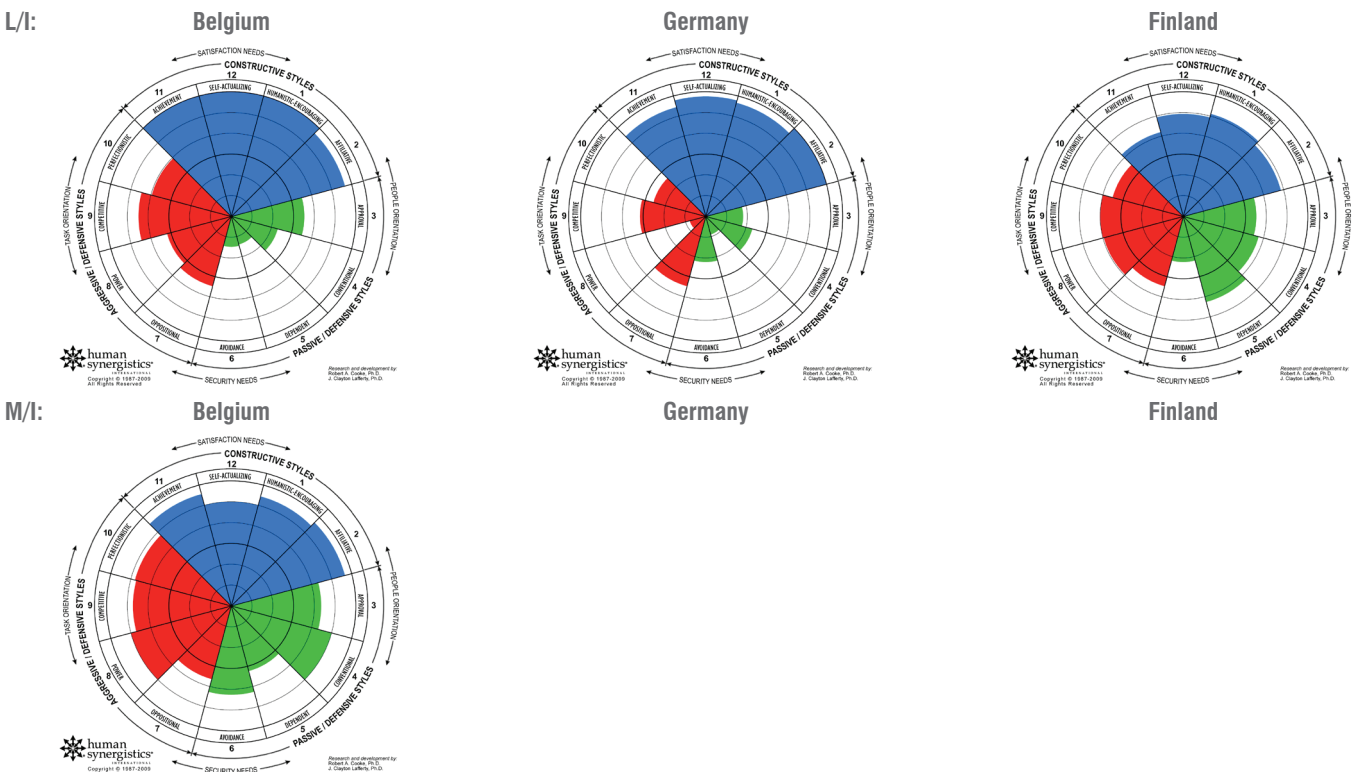
L/I:

Belgium

Germany

Finland

M/I:

Belgium

Germany

Finland

Note. Blank spaces indicate no M/I data are available at this time.

As expected, and consistent with Hypothesis 1b, the more noticeable differences between the ideal profiles of different countries are with respect to beliefs regarding the importance of motivating and driving Defensive styles.

Table 2 below shows the correlation coefficients for Hofstede's measures of societal values with impact as measured by L/I and M/I. The greater number of significant correlations between societal values and M/I versus L/I, though not hypothesized, is nevertheless expected. As shown in the profiles, the ideal impact varies more in M/I due to the hierarchical effects of organizational culture. Thus, there is more variation to explain in the ideal impact of managers than that of leaders, and this increases the likelihood that significant correlations will emerge. In addition, the higher education of leaders (on average, as compared to managers) may also decrease the influence of societal values on their ideal profiles.

Power Distance, Collectivism, and Uncertainty Avoidance are all related to greater extensions along the Approval, Avoidance, Power, Competitive, and Perfectionistic styles in the ideal profiles for managers. For leaders, Collectivism is positively related to Conventional and Avoidance whereas Uncertainty Avoidance is positively related to the Approval and Perfectionistic styles (similar to M/I). Though not hypothesized to be related to any of the OCI ideal styles, Femininity is significantly related to a stronger Self-Actualizing ideal impact among managers. This is not surprising since both Hofstede's Femininity measure and the M/I Self-Actualizing impact style have to do with quality of life and enjoyment of work.

Table 2. Correlations between Societal Values and the Impact of Leaders and Managers

	Societal Values							
	Power Distance and		Individualism and		Masculinity and		Uncertainty Avoidance and	
Ideal Impact	L/I	M/I	L/I	M/I	L/I	M/I	L/I	M/I
Humanistic-Encouraging	.00	.21	-.21	-.02	.16	.00	-.03	.07
Affiliative	-.16	.32	-.07	-.16	.10	-.01	-.04	.13
Approval	.13	.79**	-.20	-.74**	-.04	-.19	.34*	.87***
Conventional	.13	.46	-.29*	-.26	.01	.19	.17	.49
Dependent	-.05	.27	.03	-.14	-.18	-.30	.15	.19
Avoidance	.19	.74**	-.29*	-.65**	.07	-.17	.26	.68**
Oppositional	.02	.18	.03	-.42	-.23	-.51	.12	.21
Power	.01	.69**	-.07	-.67**	-.25	-.45	.10	.55*
Competitive	.00	.79**	.03	-.59*	-.16	-.15	.12	.59*
Perfectionistic	.18	.83***	-.17	-.68**	-.02	-.33	.32*	.68**
Achievement	.19	-.26	-.25	.28	.15	-.47	.02	-.45
Self-Actualizing	.14	-.07	-.23	.01	.02	-.64*	-.01	-.37

Note. *p<.05. **p<.01. ***p<.001.
n=49 countries for L/I and 15 countries for M/I.

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Hypothesis 2: The Current Impact of Leaders and Managers

The composite current impact profiles of leaders and managers based on the entire L/I and M/I samples (i.e., across countries) are shown in Figure 8 below, next to their corresponding composite ideal impact profiles. As predicted, the current impact of both leaders and managers is less Constructive and more Defensive than their ideal profiles.

Figure 8. Ideal versus Current Impact of Leaders and Managers Across Countries

L/I Ideal Impact
n = 4,822

L/I Current Impact
n = 4,822

M/I Ideal Impact
n = 1,564

M/I Current Impact
n = 1,564
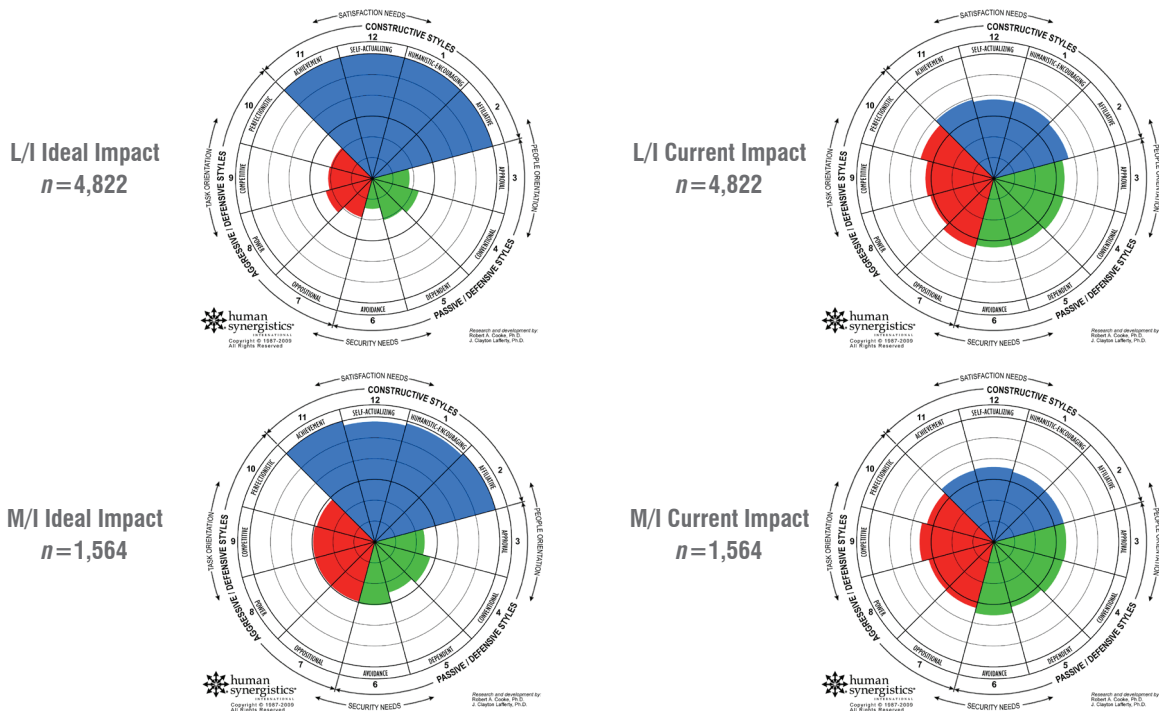
As shown in Figures 9, 10, and 11 (see the next three pages), the same pattern is true within countries. Regardless of the greater value placed on Defensive behaviors by leaders and managers in certain countries, the composite profiles show that leaders and managers in all countries drive more Defensiveness than they believe is ideal and do not promote Constructive behaviors to the extent that they believe they should to be effective. Thus, not only do leaders and managers around the world share the belief that Constructive behaviors are important; they also share a similar challenge in that they tend to drive more Defensiveness and less Constructiveness in others than they view as ideal. This is consistent with what is proposed by Hypothesis 2.

Figure 9. Ideal versus Current Impact of Leaders and Managers in Anglo Countries

Note. Blank spaces indicate no M/I data are available at this time.

Figure 10. Ideal versus Current Impact of Leaders and Managers in Eastern European Countries
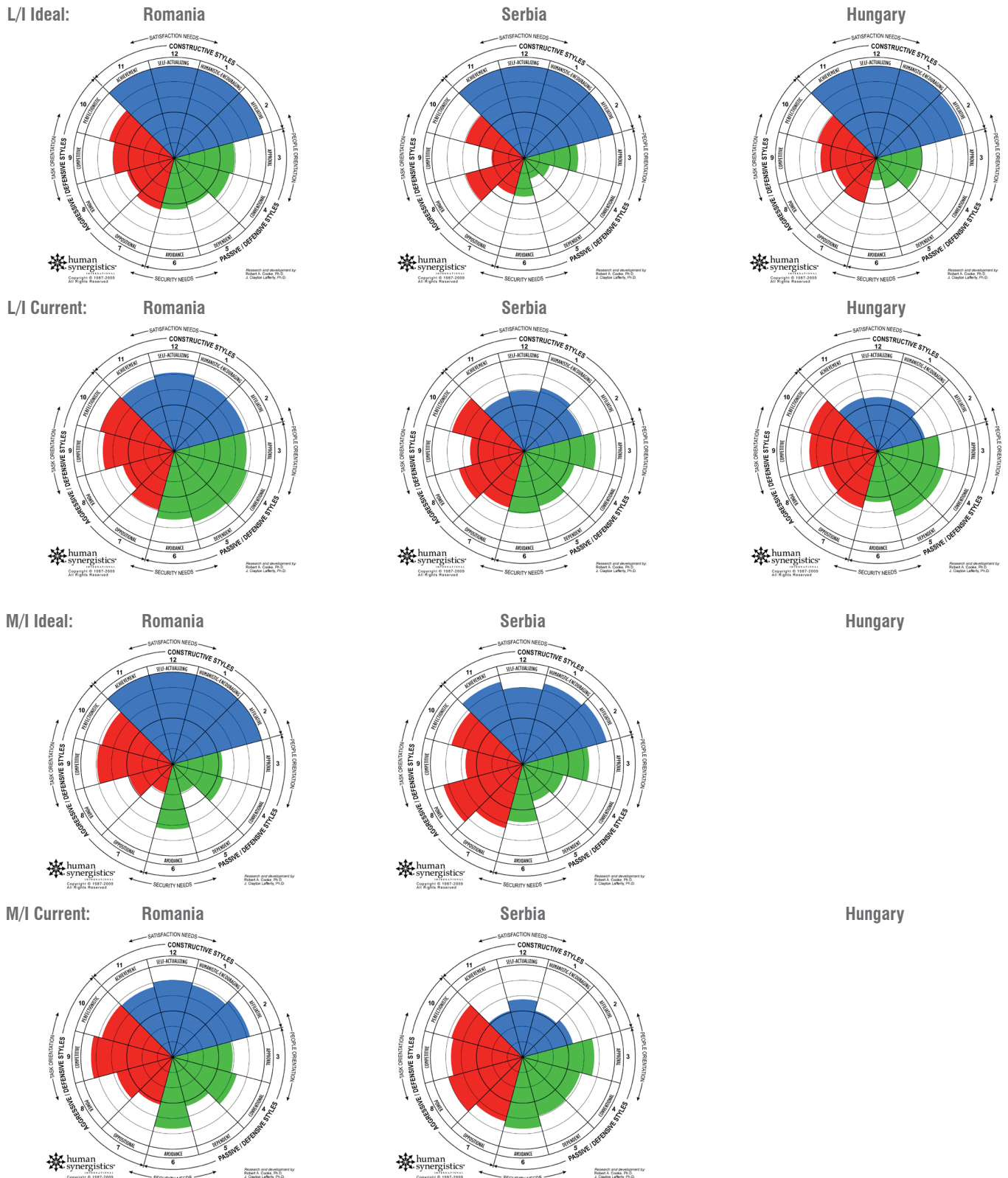
L/I Ideal: Romania — Serbia — Hungary

L/I Current: Romania — Serbia — Hungary

M/I Ideal: Romania — Serbia — Hungary

M/I Current: Romania — Serbia — Hungary

Note. Blank spaces indicate no M/I data are available at this time.

Figure 11. Ideal versus Current Impact of Leaders and Managers in Countries from Other Societal Clusters

L/I Ideal: Belgium   Germany   Finland

L/I Current: Belgium   Germany   Finland

M/I Ideal: Belgium   Germany   Finland

M/I Current: Belgium   Germany   Finland
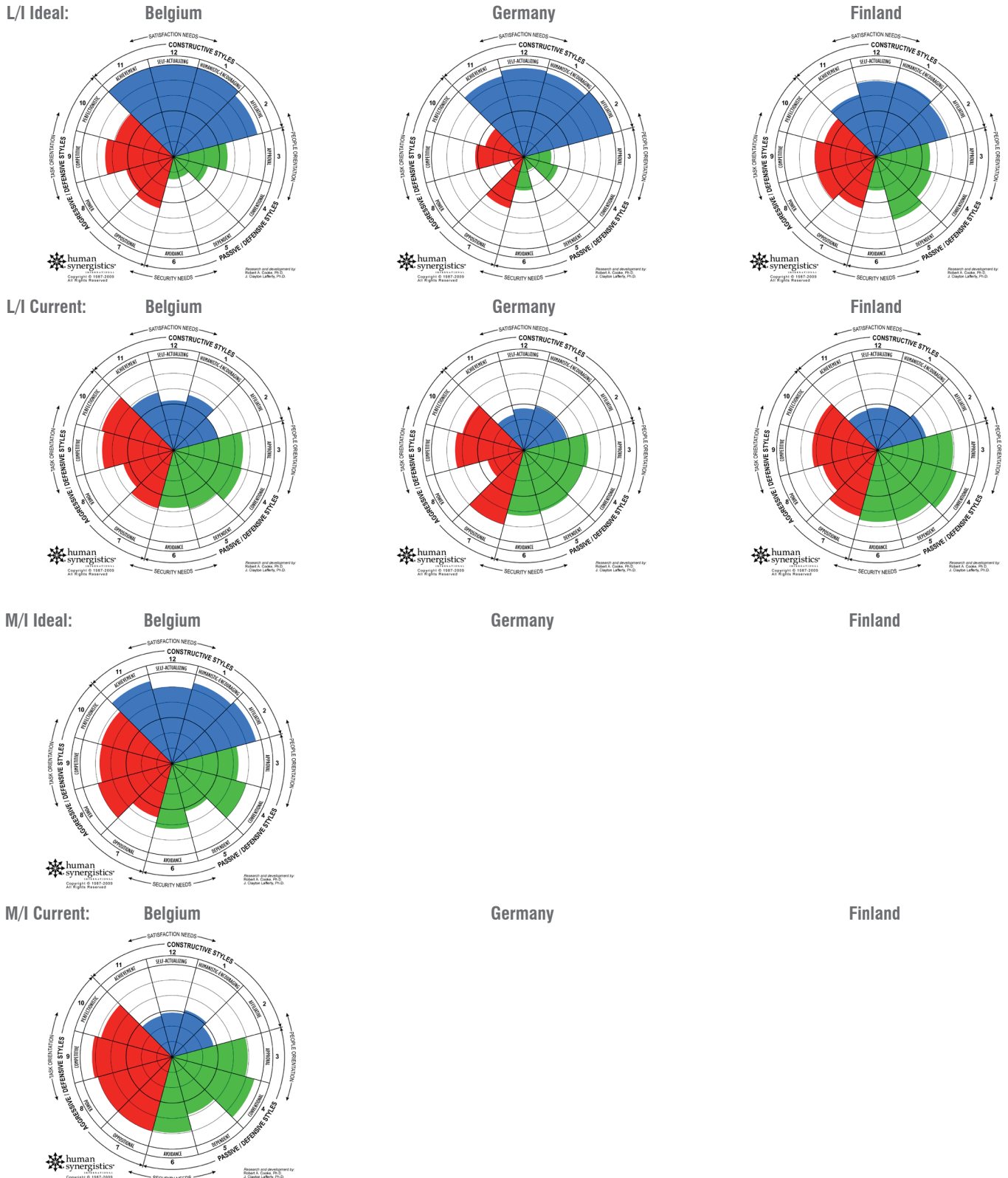
Note. Blank spaces indicate no M/I data are available at this time.

Hypothesis 3: Prescriptive Leadership, Facilitating Management, and Constructive Impact on Others

Prescriptive leadership strategies and Facilitating management approaches are hypothesized to be positively associated with a Constructive impact such that the more frequently these strategies and approaches are used, the more Constructive the impact of leaders and managers on the people around them.

As shown by the correlations in Table 3 below, the L/I measure of Prescriptive Leadership is very strongly and positively correlated with Constructive impact both across countries as well as within countries. Similarly, the M/I measure of Facilitating management is strongly, positively correlated with a Constructive impact across as well as within countries. Regardless of sample size, all of the correlations are significant at a high level (at $p<.001$). Thus, Hypothesis 3 is strongly supported by the L/I and M/I data.

Table 3. Correlation Results for Prescriptive Leadership, Facilitating Management, and Constructive Impact on Others

| | Constructive Impact on Others | | | | | | | | | |
	ALL	USA	AUS	CAN	NZL	ROM	SRB	HUN	BEL	DEU	FIN
Prescriptive Leadership	**.93**	.93	.92	.91	.91	.93	.94	.93	.95	.94	.85
Facilitating Management	**.90**	.91	.89	.86		.94	.94		.93		

Note. All of the correlations are significant at $p<.001$.
Blank spaces indicate no M/I data are available at this time.

Hypothesis 4: Restrictive Leadership, Inhibiting Management, and Defensive Impact on Others

Hypothesis 4 proposes that a Defensive impact on others increases with more frequent use of Restrictive leadership strategies and Inhibiting management approaches. The correlations in Table 4 below show that Restrictive strategies are positively correlated with a Passive/Defensive impact for leaders across as well as within countries except Finland, where the sample size was too small for the correlation to reach statistical significance. In addition, the correlations show the Passive/Defensive impact of managers increases when the Inhibiting approaches are more frequently used. This is true both across countries as well as within each of the countries.

Table 4. Correlation Results for Restrictive Leadership, Inhibiting Management, and Passive/Defensive Impact on Others

| | Passive/Defensive Impact on Others | | | | | | | | | |
	ALL	USA	AUS	CAN	NZL	ROM	SRB	HUN	BEL	DEU	FIN
Restrictive Leadership	**.54***	.54***	.44***	.44***	.34***	.49***	.52***	.40***	.41*	.43**	.30
Inhibiting Management	**.67***	.72***	.67***	.64***		.75***	.63***		.84***		

Note. *$p<.05$. **$p<.01$. ***$p<.001$
Blank spaces indicate no M/I data are available at this time.

Interestingly, the correlations with the Inhibiting management approaches are noticeably greater in magnitude than the correlations with the Restrictive leadership strategies. This likely reflects the somewhat more consistently "toxic" nature of the Inhibiting approaches as compared to Restrictive leadership strategies. As noted by Cooke (1997), when Restrictive strategies are used to carry out leadership activities that are more "intra-personal" (not requiring other people or organizational resources), such as envisioning and role modeling, the strategies do not have as Defensive an impact as they do when they are used to carry out activities that are more interpersonal or organizational, which require other people or organizational resources. In contrast, more frequent use of Inhibiting management approaches is assumed to promote Defensive behaviors in others, regardless of the type of activity being carried out by the manager (Szumal & Cooke, 2008b).

The correlations in Table 5 below show that, consistent with Hypothesis 4, an Aggressive/Defensive impact increases with more frequent use of Restrictive leadership strategies as well as Inhibiting management approaches. Interestingly and unexpectedly, the correlations are stronger for the Restrictive strategies than the Inhibiting approaches. This might be because the people around the leaders (as opposed to those around the managers) are in a higher and better position to react aggressively (rather than passively) to Restrictive and Inhibiting behaviors on the part of their superiors or peers.

Table 5. Correlation Results for Restrictive Leadership, Inhibiting Management, and Aggressive/Defensive Impact on Others

	Aggressive/Defensive Impact on Others									
	ALL	USA	AUS	CAN	NZL	ROM	SRB	HUN	BEL	DEU	FIN
Restrictive Leadership	**.82**	.82	.79	.83	.78	.76	.74	.75	.81	.81	.68
Inhibiting Management	**.60**	.72	.72	.69		.53	.49		.60		

Note. All of the correlations are significant at $p<.001$ except that for Finland, which is significant at $p<.01$.
Blank spaces indicate no M/I data are available at this time.

Hypotheses 5 and 6: Impact on Others and Effectiveness

A Constructive impact is hypothesized to promote both leadership and management effectiveness. The correlations in Table 6 below show that this hypothesis is strongly supported by the data both across as well as within countries. Specifically, Constructive impact is very strongly, positively associated with the organizational and personal effectiveness of leaders as well as the task, people, and personal effectiveness of managers. It is particularly interesting that all of the countries, including those with small samples, show results that are generally consistent with the magnitude of the correlations based on the overall sample. These findings are important because they indicate that having a Constructive impact on others is strongly associated with leadership and management effectiveness regardless of which country the leader or manager is working in. It also empirically confirms the shared belief of leaders and managers in all countries that a predominantly Constructive impact is ideal in terms of maximizing effectiveness.

Table 6. Correlations Between a Constructive Impact on Others and Effectiveness

	Constructive Impact on Others									
	ALL	USA	AUS	CAN	NZL	ROM	SRB	HUN	BEL	DEU	FIN
L/I:											
Organizational Effectiveness	**.84**	.87	.84	.80	.87	.82	.82	.84	.88	.87	.85
Personal Effectiveness	**.75**	.78	.74	.73	.79	.75	.75	.77	.87	.74	.74
M/I:											
Task Effectiveness	**.74**	.78	.79	.59		.84	.88		.85		
People Effectiveness	**.72**	.75	.74	.64		.79	.79		.83		
Personal Effectiveness	**.74**	.76	.74	.64		.82	.84		.85		

Note. All of the correlations are significant at $p<.001$.
Blank spaces indicate no M/I data are available at this time.

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Hypothesis 6: Defensive Impact on Others and Effectiveness

The final hypothesis proposes that both Passive/Defensive and Aggressive/Defensive styles are negatively related to leadership and management effectiveness. The results relevant to this hypothesis are shown in Tables 7 and 8 (below and on next page).

Consistent with Hypothesis 6, a Passive/Defensive impact is negatively related to the organizational and personal effectiveness of leaders as well as to the task, people, and personal effectiveness of managers. All of the correlations across as well as within countries are statistically significant. The only exception is the correlation with personal effectiveness for Finland, which is based on too small of a sample for the correlation to be statistically significant. It is interesting to note that for L/I, a Passive/Defensive impact appears to have a slightly less detrimental effect on personal effectiveness than it does on organizational effectiveness. Both across as well as within countries, the correlations between a Passive/Defensive impact and personal effectiveness are slightly lower than those for organizational effectiveness. The same tendency occurs with the M/I data, though it varies more from country to country.

Table 7. Correlations Between a Passive/Defensive Impact on Others and Effectiveness

	Passive/Defensive Impact on Others										
	ALL	USA	AUS	CAN	NZL	ROM	SRB	HUN	BEL	DEU	FIN
L/I:											
Organizational Effectiveness	**-.57****	-.67**	-.63**	-.67**	-.70**	-.54**	-.63**	-.68**	-.77**	-.82**	-.51*
Personal Effectiveness	**-.42****	-.54**	-.47**	-.47**	-.58**	-.43**	-.53**	-.58**	-.64**	-.64**	-.40
M/I:											
Task Effectiveness	**-.49****	-.53**	-.53**	-.51**		-.57**	-.49**		-.63**		
People Effectiveness	**-.50****	-.56**	-.53**	-.43**		-.63**	-.54**		-.70**		
Personal Effectiveness	**-.47****	-.50**	-.51**	-.36**		-.58**	-.51**		-.63**		

Note. *p<.05. **p<.001.
Blank spaces indicate no M/I data are available at this time.

On the other hand, the correlations between an Aggressive/Defensive impact and leadership effectiveness show that this type of impact is more consistently detrimental to personal effectiveness than it is to organizational effectiveness. All of the correlations between an Aggressive/Defensive impact and personal effectiveness are significant, whereas the correlations with organizational effectiveness are slightly lower and did not reach statistical significance for the two countries with the smallest sample sizes (i.e., Finland and Belgium).

Regarding management effectiveness, an Aggressive/Defensive impact is consistently negatively related to the managers' effectiveness with respect to people. The correlations with personal effectiveness are also negative, though not statistically significant for two of the countries in the Eastern European cluster—Romania and Serbia. Similarly, all of the correlations between an Aggressive/Defensive impact and task effectiveness are negative and statistically significant, except for that for Serbia, which is almost zero. Though it is important to keep in mind that the Serbian sample is relatively small, the dramatic difference in the magnitude of the correlations suggests that, in some countries, an Aggressive/Defensive impact might not be as harmful to certain aspects of effectiveness, though it is not helpful.

Table 8. Correlations Between an Aggressive/Defensive Impact on Others and Effectiveness

	Aggressive/Defensive Impact on Others										
	ALL	USA	AUS	CAN	NZL	ROM	SRB	HUN	BEL	DEU	FIN
L/I:											
Organizational Effectiveness	**-.47***	-.58***	-.51***	-.49***	-.41***	-.43***	-.53***	-.37***	-.29	-.43**	-.33
Personal Effectiveness	**-.47***	-.60***	-.55***	-.52***	-.49***	-.45***	-.52***	-.42***	-.36*	-.42**	-.56*
M/I:											
Task Effectiveness	**-.33***	-.41***	-.45***	-.40***		-.31***	-.04		-.44*		
People Effectiveness	**-.42***	-.54***	-.57***	-.45***		-.43***	-.34**		-.60***		
Personal Effectiveness	**-.31***	-.37***	-.40***	-.29***		-.26**	-.08		-.47**		

Note. *p*<.05. **p*<.01. ***p*<.001.
Blank spaces indicate no M/I data are available at this time.

Overall, all of the hypotheses are strongly supported by the data across countries. They are also consistently and strongly supported by the data within countries, particularly those with larger sample sizes. Where the results seemed to vary was with respect to the relationship between a Defensive impact and effectiveness in certain countries in terms of particular aspects of effectiveness. For the most part, this variance seems to be due to sample size, though for at least one country there may be other factors to take into consideration in trying to understand this relationship between the impact of leaders and managers and their effectiveness.

The next part of this paper takes a closer look at the within-country results that were briefly presented and discussed in this section. Specifically, local experts in the use of L/I and M/I will comment on their impressions of the results, their generalizability, and the lessons for leaders and managers in their countries, based on these data.

PART 3: LOCAL INTERPRETATIONS OF WITHIN-COUNTRY RESULTS

The Impact of Leaders and Managers in the United States
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Introduction to the United States

The United States (US) is a federal republic consisting of 50 states and the District of Columbia. The land mass is 3.71 million square miles (9.6 million km²) with roughly 318 million people, making the US the world's fourth-largest country by total area and third-largest by population. It is an ethnically diverse and multicultural nation, the product of large-scale immigration from many countries (CIA *World Factbook*). The US is a developed country and has the world's largest national economy, with an estimated GDP in 2013 of $16.8 trillion—23% of global nominal GDP and 19% at purchasing-power parity (Bergman, n.d.)

In the years following the September 11, 2001 terrorist attacks, events such as wars in Iraq and Afghanistan, the sub-prime mortgage crisis, falling home prices, investment bank failures, tight credit, and the global economic downturn have affected confidence in both national and corporate leadership. According to the *National Leadership Index 2012: A National Study of Confidence in Leadership* (Rosenthal, 2012), the confidence level is generally quite low as compared to previous years, with 69% of Americans believing there is a leadership crisis. Financial missteps, legal irregularities, human resources debacles, stagnant wages, reduced workforce participation, and increased occupational stress, as well as a number of social and environmental mishaps, have further eroded the confidence in US leadership.

These leadership issues recently have received greater attention and recognition. The Center for Creative Leadership states that the challenge is not merely determining what good leadership looks like (basic competencies); the challenge is also developing more complex and adaptive thinking abilities: "Managers have become experts on the 'what' of leadership, but novices in the 'how' of their own development" (Petrie, 2014, p. 5). Academic and management training programs have concurred (Barling, Christie, & Hoption, 2011), fueling an interest in conscious leadership (Chandler, 2014), responsible leadership (Waldman & Balven, 2014), and moralized leadership (Fehr, Yam, & Dang, 2014). Additionally, with the increased study of the mind, the neuroscience of leadership is gaining a following (Boyatzis, 2011). This leader-centric focus dominates approaches to leadership development; however, there is also a growing interest in followership and the active involvement of followers (Barling et al., 2011; McCallum, 2013). These trends, taken together, indicate that in order to build confidence in their leadership, leaders and managers must pay attention to what they do, how they do it, and the impact that it has on the members and cultures of their organizations.

Similarities and Differences as Compared to the Overall Data Set

Similar to the overall data sets, the ideal impact described by both leaders and managers in the United States is highly Constructive, with all four Constructive styles at the 99th percentile and all eight of the Defensive styles below the 50th percentile (see Figure 12 on next page). Similar to the overall data sets, there are slight differences between the ideal profiles for leaders versus managers in the US. For example, in the Passive/Defensive styles, the ideal impact for US managers is slightly more extended than that for leaders, especially for Avoidance. For the Aggressive/Defensive styles, the managers indicated that they believe they should drive Oppositional behavior to a slightly greater extent than what the leaders believe is ideal.

Figure 12. Ideal versus Current Impact of Leaders and Managers in the United States

L/I Ideal Impact

L/I Current Impact

M/I Ideal Impact
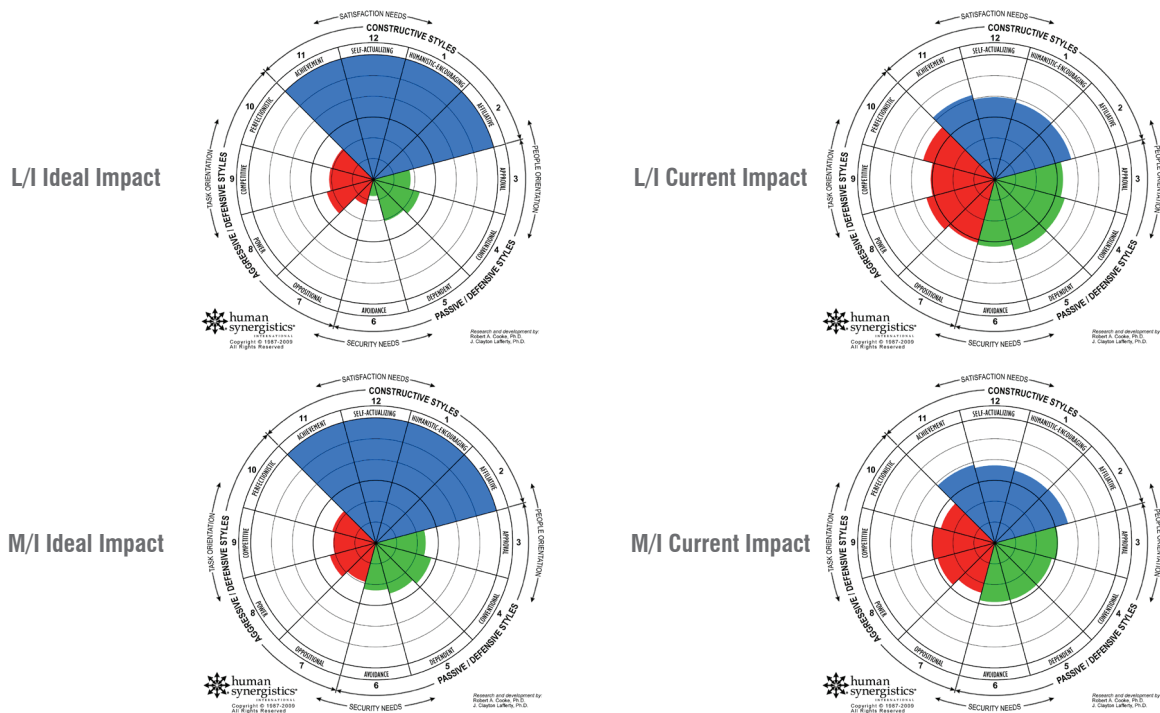
M/I Current Impact

As expected and also similar to the overall data sets, the current impact for both US managers and leaders differs from their ideal impact. The style extensions on the current impact profiles for the US tend to congregate around the 50th percentile, and any one cluster is really not more pronounced than the others. However, there are differences between the current impact of leaders and managers. Indeed, the Constructive impact appears to be similar, but for all of the Defensive styles, the current impact of leaders is greater than that of managers (relative to the respective norming samples). While these differences may seem slight, the impact of leaders is over the 50th percentile while the impact of managers is below or at the 50th percentile. Though this seems contrary to what we would expect given the differences in their ideal impact, it could be indicative of why there is a leadership confidence issue in the US. By better aligning their actual impact with their intentions, leaders (as well as managers) can build confidence in their abilities to reach organizational, personal, and task effectiveness.

The correlations provide insights as to what leaders and managers in the US need to do to better align their actual impact with their ideal impact (see Table 9 on next page). Similar to the results for the overall data sets, both leadership and management effectiveness are positively associated with a Constructive impact and negatively associated with a Defensive impact. Thus, to be more effective, both managers and leaders should engage in forward-thinking behaviors that take into account the long- as well as the short-term impact of their actions on people and on the culture of their organizations. To increase their Constructive impact, the correlations indicate that leaders should use Prescriptive leadership strategies more frequently to get things done and rely less on Restrictive strategies. Similarly, managers should more frequently use Facilitating approaches to carry out their role and learn to rely less on Inhibiting approaches.

Table 9. Correlation Results for the United States

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.93		
Restrictive Leadership		.54	.82
Organizational Effectiveness	.87	-.67	-.58
Personal Effectiveness	.78	-.54	-.60
M/I:			
Facilitating Management	.91		
Inhibiting Management		.72	.72
Task Effectiveness	.78	-.53	-.41
People Effectiveness	.75	-.56	-.54
Personal Effectiveness	.76	-.50	-.37

Note. All correlations are significant at $p < .001$.

Generalizability of the Results

The US profiles indicate that both managers and leaders ideally wish to impact others to behave Constructively, with a small amount of Defensiveness. The demographic makeup of the sample of US leaders reflects an educated (some graduate work), experienced (8-10 years), executive (mid to senior level), middle-aged (46-50), and male (68%) participant. The sample reflects the current characteristics of leaders in the US and follows the leadership trends for the future (US Bureau of Labor Statistics). Thus, the results may be representative.

The demographic characteristics of the M/I sample lean toward an educated (bachelor's degree), experienced (6-8 years), middle management, early middle-aged (40-45), and either male or female (59% vs. 41%) participant. These demographics are representative of the current population of US managers based on the US Bureau of Labor Statistics.

Lessons for Leaders and Managers in the United States

The main lesson for leaders and managers is that to be effective, attention must be paid to the effects of how they carry out their roles. These data show that for both leaders and managers, intentions and competencies are not enough to be effective. The challenge is to acknowledge and develop interactions that bring about desired outcomes. By recognizing that others are active in the relationship, and have a stake in the outcomes, their leadership strategies and management approaches will contribute to the effectiveness of all involved—follower, organization, as well as the leader/manager.

General Conclusions

L/I and M/I are relevant to leaders and managers in the United States. The theories on which the instruments were based are pertinent and appropriate for the culture and the issues that leaders and managers in the US currently face. The focus on the interaction between leaders/managers and others opens up a unique approach that leaders and managers in the US can take to improve their effectiveness and restore confidence in their leadership.

* * *

The Impact of Leaders and Managers in Australia
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Human Synergistics Australia & New Zealand

Introduction to Australia

Australia, commonly referred to as being "down under," is located between the Pacific and Indian Oceans, with Southeast Asia to the north (Indonesia, Papua New Guinea, Singapore, and the Philippines), New Zealand to the east, and 7,000 kilometres (4,300 miles) of ocean to the south down to Antarctica. It is the sixth-largest country by total area, with a population of approximately 24 million.

Originally inhabited by the indigenous people commonly known as Aborigines about 50,000 years ago, European settlement began in the late 18th and early 19th centuries, with immigrants primarily from England, Scotland, Wales, and Ireland. During the 20th century, particularly post-WW2, immigration was extended to Continental Europeans and in more recent years to Asians. The result is a particularly diverse workforce.

Australia has the 12th-largest economy in the world, with most commerce based in five major cities across five different states—Sydney, Melbourne, Brisbane, Adelaide, and Perth. Politically it is a democracy, with two layers of Government—State and Federal.

Similarities and Differences as Compared to the Overall Data Sets

When looking at the Australian L/I and M/I profiles in Figure 13 below (both ideal and current impact), it should be noted that the organisations using these particular instruments would be amongst our more sophisticated clients. Many of the leaders and managers had already received feedback about their individual thinking and behavioural styles through the *Life Styles Inventory*™ (LSI) and are well into a developmental cycle.

Figure 13. Ideal versus Current Impact of Leaders and Managers in Australia
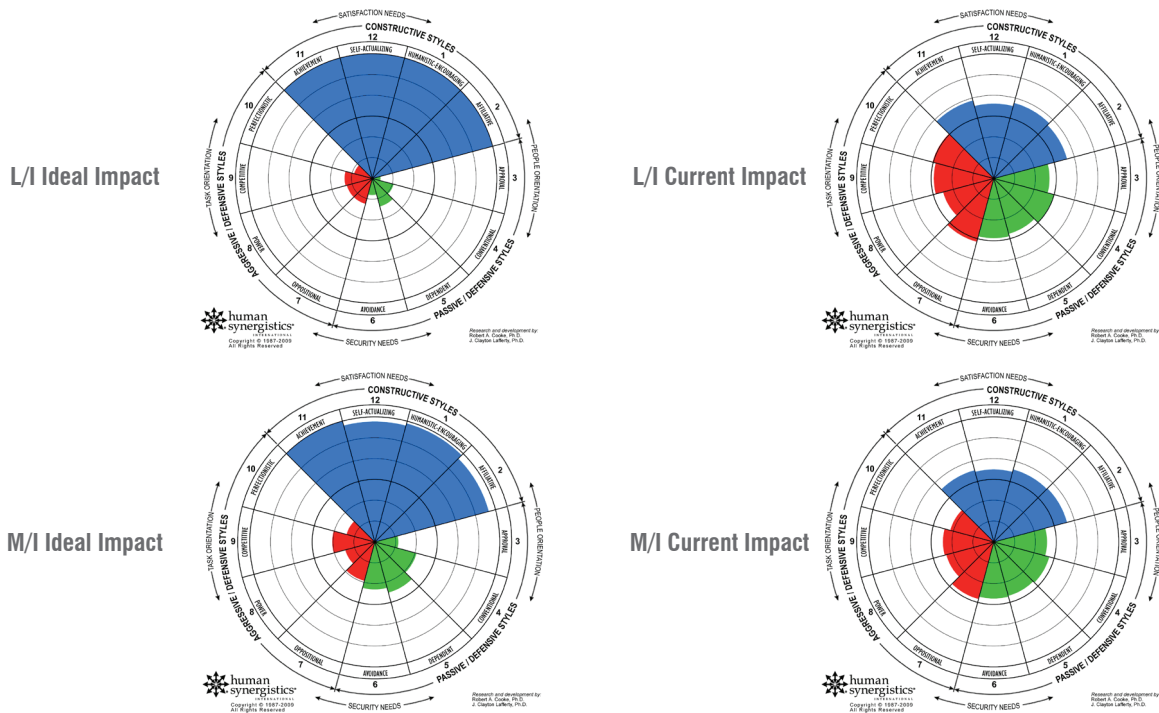
Consistent with the other countries in the Anglo cluster identified by Hofstede et al. (2010) and Ronen and Shenkar (1985), the Australian L/I and M/I ideal impact profiles show strong preferences towards motivating people to behave in Constructive ways—Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative—and weak extensions in the Defensive styles. Reflective of societal norms of low power distance and high individualism, these behavioural styles reflect an expectation that people can and should strive to do well, learn and grow, support others, and work well together.

With regard to ideal impact, it is interesting to note the slightly higher Passive/Defensive impact styles in the M/I profiles. This occurs in both the overall profile and the Australian profile. This is reflective of earlier insights by Human Synergistics that, in lower levels of management (including middle management), managers' view of ideal impact on others is somewhat influenced by the prevailing organisational cultures. Whereas senior leaders (in L/I) are taking a "generalized ideal" view, managers lower down the organisation hierarchy are taking a more "specific" and contextual view of what would not only be ideal, but also required by and appropriate to the culture of their organisations.

Noticeably, the current impact profiles for both L/I and M/I are somewhat more Constructive and less Defensive than the overall profiles. This reflects the earlier comment concerning the inventory being used in more "sophisticated" organisations already well into a cycle of organisational and leadership/managerial development. In Australia, the primary impact appears to be Constructive, with leaders and managers performing their leadership and managerial jobs in ways that primarily encourage Constructive behaviours and norms.

In terms of statistical significance and the direction of the correlations between impact and effectiveness, the Australian L/I and M/I data are consistent with those for the overall data, with a stronger Constructive and weaker Defensive impact being related to higher levels of effectiveness (see Table 10 below).

Table 10. Correlation Results for Australia

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.92		
Restrictive Leadership		.44	.79
Organizational Effectiveness	.84	-.63	-.51
Personal Effectiveness	.74	-.47	-.55
M/I:			
Facilitating Management	.89		
Inhibiting Management		.67	.72
Task Effectiveness	.79	-.53	-.45
People Effectiveness	.74	-.53	-.57
Personal Effectiveness	.74	-.51	-.40

Note. All correlations are significant at $p < .001$.

Generalizability of the Results

Caution should be used in assuming that the profiles for Australia are "typical" and/or representative of the nation's leaders and managers. Given the above comments regarding the organisations involved, this cannot be assumed to be the case. Rather, these results are more representative of Australian leaders and managers who are already involved in a development process that focuses on strengthening and promoting Constructive thinking and behaviour (and reducing Defensive styles).

Lessons Learned

Clearly it is imperative that leaders and managers learn to lead and manage in ways that promote effective behaviours in others. Focusing on motivating and encouraging Constructive behaviours rather than requiring and driving others to behave in Defensive ways will contribute towards this. The L/I and M/I data show that improved effectiveness in leadership and management can be achieved through building more Constructive behaviours amongst those led and managed.

General Conclusion

Improvement requires having both a defined desired state (i.e., ideal impact) and a baseline measure of the current state (i.e., current impact on others). Providing leaders and managers with this information has led to targeted improvements in impact as well as leadership and management effectiveness in Australian organisations.

* * *

The Impact of Leaders and Managers in Canada

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President
Human Synergistics Canada

Introduction to Canada

Canada is the large nation directly north of the United States. It has the second-largest land mass in the world and is rich in natural resources. With a population of 35 million people, Canada has the 10th-largest economy in the world and the 9th-highest GNP per capita. Thirty-two percent of its GNP is based on exports.

Canada is a member of the G8 group of countries. It also maintains very close ties with its only neighbour—the United States. Canada and the United States share the longest unprotected border in the world. We are each other's largest trading partners, have been allies for most of our histories, and regularly vacation in each other's countries.

Canada is officially a bilingual country (English and French), although only 14% of the country's residents list French as their ethnic or cultural origin (compared to 46% who listed the British Isles). Twenty-nine percent of the country list "Canadian" as their ethnic origin.

Canada is a country of diversity and the home of people from around the globe—most seeking a better life. Canadians are proud of their mosaic approach to its various ethnic groups, allowing people from a variety of backgrounds to live and work in freedom and peace.

Politically, Canada has a history of stable government, with the current Prime Minister, Stephen Harper, holding office since 2006. The percentage of Canadians who possess post-secondary education degrees and diplomas is the highest in the G8.

Similarities and Differences as Compared to the Overall Data Set

Similar to the overall data set, the Canadian L/I data are primarily for senior managers, whereas the M/I data are based more on line managers and middle managers. Also similar to the overall data set, Canadian leaders describe their ideal impact on others as very strong in the Constructive styles and relatively weak in the Defensive ones (see Figure 14 on next page). Canadian leaders have slightly lower scores in the Defensive styles than the overall data set, indicating the knowledge of and desire for a more effective ideal. This desire appears to be consistent with the social norms of Canadians which, according to Hofstede et al. (2010), place more emphasis on interdependence and egalitarianism and less on power and status (as reflected in its relatively low score on power distance).

Canada's results on the L/I and M/I current impact profiles are very similar to the overall data set. Actual impact as measured by L/I is slightly more Constructive and less Defensive than the rest of the world, while impact as measured by M/I is slightly less Constructive and less Defensive than the overall sample. These results appear "normal" as the assumption is that the skills and experience of more senior managers *should* result in a more Constructive impact. The differences between L/I leaders and M/I managers in Canada is greater than that between the overall samples.

Figure 14. **Ideal versus Current Impact of Leaders and Managers in Canada**
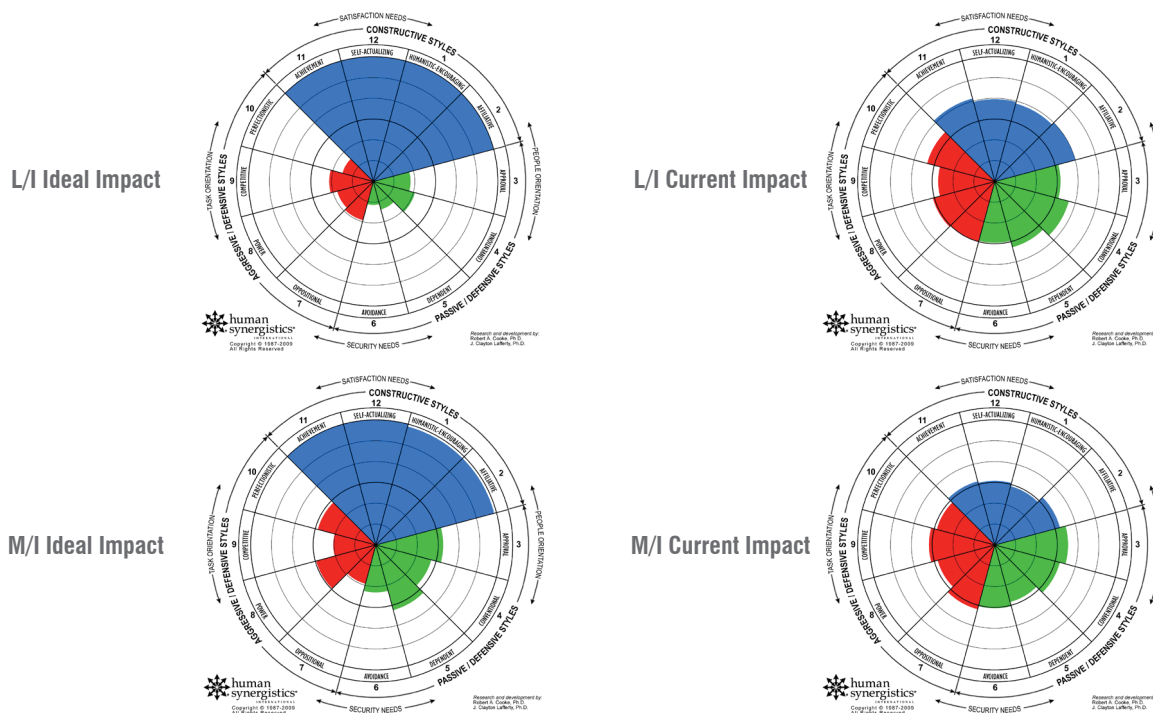
The correlations between the L/I leadership strategies and impact as well as those between the M/I management approaches and impact are also similar to the overall results (see Table 11 below). In addition, the correlations between impact and effectiveness are similar to the global results. In Canada, as in other parts of the world, Prescriptive strategies and Facilitating approaches promote a Constructive impact, whereas Restrictive strategies and Inhibiting approaches drive a Defensive impact. A Constructive impact contributes to the effectiveness of Canadian leaders and managers while a Defensive impact detracts from their effectiveness.

Table 11. **Correlation Results for Canada**

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.91		
Restrictive Leadership		.44	.83
Organizational Effectiveness	.80	-.67	-.49
Personal Effectiveness	.73	-.47	-.52
M/I:			
Facilitating Management	.86		
Inhibiting Management		.64	.69
Task Effectiveness	.59	-.51	-.40
People Effectiveness	.64	-.43	-.45
Personal Effectiveness	.64	-.36	-.29

Note. All correlations are significant at $p < .001$.

Generalizability of the Results

Theoretically, one would suspect that the Canadian results would be more similar than they are to those from other Anglo countries. Canada shares the same heritage as these countries and has close economic, political, and military relations with them all.

In analyzing the actual impact of leaders, Canadian leaders scored somewhat higher in the Constructive styles and lower in the Defensive styles than the world on L/I in every style but Conventional. On the other hand, the Canadian results for M/I are almost identical to those in the overall database. This is somewhat surprising given that the Canadian L/I results are slightly better.

Canadian leadership scores *should* be significantly higher than those for the rest of the world. Given the strong Canadian economy and relatively high levels of education, international trade and commerce, and experience in successfully dealing with diversity, Canadian leaders should be among the best in the world. Although the L/I data show slightly more effective results, one would expect the differences to be much greater. The one style where Canadian senior managers *are* deficient provides some great insight. Canadian senior leaders have a slightly more Conventional impact than the rest of the globe. This is significant, given that they have a more effective impact in all of the other styles.

In recent years, Canadian governments at all levels have been imposing a high number of regulations. These include health and safety regulations, employee rights legislation, benefits and wages standards, and a host of industry-specific policies, procedures, and rules. While most of these regulations are beneficial, they not only increase government intervention and bureaucracy, but have the potential to become the standard way of doing business. When managers are operating with a large number of *needed* rules and regulations, there is a tendency for them to view the imposition of a rule as an easy and "safe" way to lead. They then develop similar rules for other aspects of their job, including areas in which rules are not needed. Encouraging people to think and act in Conventional ways stifles creativity, reduces achievement orientation, and hinders interpersonal relations.

And this trend towards increased government interference is not restricted to the business world. There is a disturbing increase of policies and rules at all age levels in the country, beginning in the school yards. A generation ago, the school playground was home to ball games, tag, creative play, and social interaction. Today, most school boards have adopted policies of zero tolerance on physical contact and the use of balls and toys—some school boards have even banned playground equipment. This is combined with an "army" of mothers acting as playground supervisors to enforce the rules.

Most disturbing is that the increase in government intervention in business and schools seems to go against the Canadian culture. According to Hofstede et al. (2010), Canada scores moderately low in Uncertainty Avoidance, meaning that Canadians tend to be accepting of new ideas, willing to try innovations, and tolerant of ambiguity.

If these *are* country-wide trends, encouraging Conventional thinking styles in others should result in the use of more Inhibiting approaches by middle and lower management. As seen by the M/I results, Canadian middle managers are impacting others the same way as the rest of the world, instead of having an "expected" more Constructive impact. This leads one to conclude that the results are probably representative of Canadian leaders and managers in general.

Lessons for Leaders and Managers in Canada

The Canadian Government has for many years been promoting international trade. This, along with the skill set of senior Canadian leaders, has helped the Canadian economy continue to grow. Ironically, the government intervention that was needed to obtain trade agreements and global competitiveness has been over-emphasized at a local level and is consequently affecting Canadian leaders and managers in carrying out their roles.

Assuming that these results are generalizable, the implication for Canadians is to resist the temptation to develop an abundance of rules, policies, and procedures. Instead of demanding their management teams to be Conventional and blindly follow rules, they should be encouraging their teams to use creativity, stretch goals, and good interpersonal relations skills to develop strategies and solve problems.

The Canadian Government must realize that in order for Canadian leaders to compete on a global level, they cannot constrain them with unnecessary bureaucracy. Not only does this restrict their ability to lead, but also encourages them to teach their managers to think and act in conservative, conventional ways.

The Government must also realize that school playgrounds are an integral part of human development. Policies that stifle team activities and social interaction will adversely affect future leaders.

Canadian leaders understand what Constructive leadership looks like (as evidenced by their ideal profile) and are able to translate those ideals into good leadership skills (as evidenced by their current impact). But they could be more effective if they let go of the concept of encouraging Conventional thinking and behaviour.

General Conclusions

Both L/I and M/I are excellent tools to help Canadian leaders and managers further develop the skills necessary to compete on a global level. Canadian leaders know through education and practical experience how to impact their followers. Because L/I and M/I measure the impact that individual leaders and managers believe is ideal, they are able to define for themselves their own impact goals.

Canada's next-door neighbour is 10 times its size, with 10 times the manufacturing capabilities, GNP, and manpower. In order for us to compete on a global level, we must continue to grow and develop as leaders. Both L/I and M/I provide excellent sources of information on how to implement that growth.

* * *

The Impact of Leaders in New Zealand
Michael Gourley
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Human Synergistics New Zealand and Australia

Introduction to New Zealand

New Zealand is a multi-cultural society with a population of 4.5 million people. Geographically, it is slightly larger in size than the United Kingdom and is almost as large as California. European explorers reached New Zealand in the 1700s and British citizenship was given to native people in 1840 under the Treaty of Waitangi.

New Zealand has a democratic tradition and has been socialist-minded with welfare state support. Since reforms in the 1980s, it has had an open-market economy. Prior to that time it was the most regulated market outside of the Eastern Bloc.

The economy is oriented to primary industries in agriculture, horticulture, and forestry and is well-known for technological innovations in these fields. Small- to medium-size organizations consist of about 200 to 300 people whereas larger organizations consist of approximately 5,000 employees.

New Zealand has an egalitarian culture where social and status differences are minimal. This low power distance (Hofstede et al., 2010) gives New Zealanders an attitude that they can be as good as anyone.

Similarities and Differences as Compared to the Overall Data Set

The ideal impact described by the sample of leaders from New Zealand is primarily Constructive, similar to the ideal for the overall sample (see Figure 15 on next page). The Defensive extensions in New Zealand's ideal are lower than those in the ideal for the overall sample. This may be due to the fact that most of the leaders in the sample have already been exposed to Human Synergistics' *Life Styles Inventory*™ (LSI) and therefore understand the negative effects of the Passive/Defensive and Aggressive/Defensive styles.

The extensions for the Constructive styles in the current impact profile for New Zealand are also about the same as the overall sample, with Self-Actualizing and Affiliative slightly less extended than they are in the profile for the overall sample. All of the Defensive styles are below the 50th percentile in New Zealand's current impact profile, which is lower than the profile for the overall sample. Overall, these comparisons seem favourable in that weightings have to be given not only to the strength of the Constructive impact but also to the negative effect of the Defensive impact.

Figure 15. **Ideal versus Current Impact of Leaders in New Zealand**

L/I Ideal Impact   L/I Current Impact
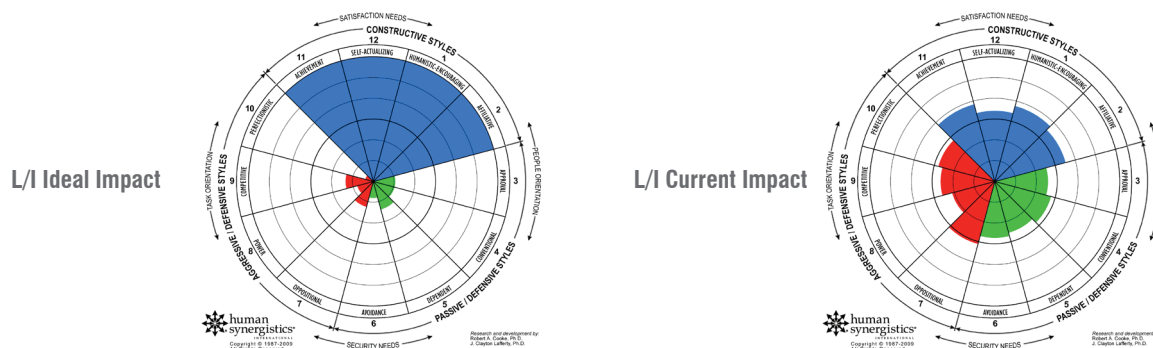
For example, while the Affiliative impact in the New Zealand data is a little lower than the global Affiliative impact, the score in the counter style, which is Power, is in percentile terms half that of the global score. A combination of Power and Affiliation sends out mixed signals. There is a far more favourable impact on Affiliation in the New Zealand profile as it is not offset by a Power impact. Similarly, the Achievement impact in the New Zealand data is enhanced by the lower Dependent impact and the Self-Actualising impact by the lower Avoidance impact. As noted above, the actual Self-Actualising score is lower than the global score. This may be because New Zealand leaders are more reserved in the way they express themselves and their concerns for an exciting and innovative approach to work and, in turn, expect the same from others. The society has a more masculine than feminine culture (Hofstede et al., 2010), which also may account for the Achievement impact being prominent over Self-Actualising.

The correlation results for the Constructive and Aggressive/Defensive impact styles are about the same for New Zealand as they are for the rest of the world (see Table 12 below). Specifically, Prescriptive leadership strategies are strongly and positively associated with a Constructive impact whereas Restrictive leadership strategies are strongly and positively associated with an Aggressive/Defensive impact on the behaviour of others. In turn, a Constructive impact is strongly and positively associated with leadership effectiveness whereas an Aggressive/Defensive impact detracts from leadership effectiveness.

Table 12. **Correlation Results for New Zealand**

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.91		
Restrictive Leadership		.34	.78
Organizational Effectiveness	.87	-.70	-.41
Personal Effectiveness	.79	-.58	-.49

Note. All correlations are significant at $p < .001$.

There are differences between correlations for New Zealand and those for the overall data set with respect to a Passive/Defensive impact. Specifically, the magnitude of the correlation between Passive/Defensive and organizational effectiveness is noticeably higher for the New Zealand data than it is for the overall data, whereas the correlation between Passive/Defensive and Restrictive strategies is noticeably lower. These differences may simply be due to the relatively small sample size for New Zealand. Alternatively, if the correlations are reflective of New Zealand leaders in general, they suggest that use of Restrictive strategies is more likely to have an Aggressive/Defensive impact on people rather than a Passive/Defensive impact and, when they do have a Passive/Defensive impact, the consequences can be even more detrimental than in other parts of the world—possibly because the Passive/Defensive styles are inconsistent with an egalitarian society.

Generalizability of the Results

As previously noted, the New Zealand results may be influenced by the fact that many of the leaders in the data set have already been exposed to Human Synergistics' LSI. Having this feedback helps them in developing a more Constructive impact and reducing their Defensive impact. In addition, a number of these leaders have also been involved with implementing findings from the *Organizational Culture Inventory*® (OCI®) and *Organizational Effectiveness Inventory*® (OEI). This has also likely helped to improve their leadership impact.

For these reasons, it is unlikely that the current impact profile for the New Zealand sample is reflective of the impact of leaders throughout the country. Leaders in New Zealand would not score as well on the Constructive impacts as portrayed by the data set. Rather, they would likely score around the mean on the Constructive and Passive/Defensive impact styles and possibly slightly above the mean on the Aggressive/Defensive styles.

Nevertheless, it could be argued that the emphasis of the Constructive styles in both the ideal and current impact profiles for New Zealand is reflective of a general appreciation of what leadership is thought to be about. The lower Defensive impact in the New Zealand ideal and current—and in particular the low Power impact—reflects that New Zealanders do not respond well to hierarchical and status-conscious leadership. This may also be because of the smaller-sized organisations where social distance between leaders and staff is not so marked.

Lessons for Leaders and Managers in New Zealand

One lesson is that once the Constructive styles are around the 75th percentile, the key to more effective leadership is to reduce the use of Restrictive practices so that the Defensive impact of leaders moves below the 25th percentile. The New Zealand profile shows that the leaders are well on their way to achieving a high standard.

More generally, however, New Zealand leaders need to learn to take a wider perspective in viewing the strategic development of their organisations. Whereas they tend to readily appreciate the impact of leadership, teamwork, and communications on culture, they tend to overlook the effects of mission, structures, systems, and technology on culture. Part of the reason for this is in smaller organisations attention is not given to organisational development. The L/I in combination with the OCI/OEI provides the diagnostic tools for New Zealand leaders to gain such understanding. Gaining this understanding allows leaders to make rapid progress in transforming the culture of their smaller organisations whereas the time frame for larger organisations is much longer.

General Conclusions

The L/I is a "finishing school" for leaders. It treats leadership as a causal factor of culture and enables leaders to think in terms of organisational development. This highlights the importance of the L/I as part of Human Synergistics' integrated system that allows for building effectiveness at the individual, group, and organisational levels.

* * *

The Impact of Leaders and Managers in Romania
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Human Synergistics Romania

Introduction to Romania

Romania has the largest land mass in Central-Eastern Europe with a population of over 19 million people. It has been a member of the European Union since 2007. The Romanian language is a unique combination of Latin and Slavic influences, with its basic structure more similar to the Latin languages of French, Portuguese, Italian, and Spanish, while the vocabulary is influenced by heavy adoption of Slavic words.

The Romanian culture has been strongly influenced by the myth of the "savior," which is the belief that all major accomplishments in Romania and its history are the result of the work of one providential figure rather than the efforts of a group of highly competent people who work together to achieve a difficult feat. Consequently, there is a tendency in Romania for people to wait for "salvation" to come from such a figure and dismiss committees and other forms of shared leadership. Gradually, even group accomplishments are remembered as primarily due to the efforts of a single providential figure.

Moreover, this providential figure tends to be a mixture of toughness, fairness, and humanity, leaning more towards being tough but fair. This is how great leaders from Romania's past are viewed and, in turn, it extends to how people currently expect leaders to behave. Consequently, subordinates form an ambivalent relationship with the "supreme" leaders in their organization that is based on a peculiar mixture of love and hate and a fearful form of respect.

In terms of international business, Romania is experiencing its first generation of leaders and managers operating in an open market. Before 1990, Romania had one of the most oppressive Communist governments and was almost completely isolated with little technology and no international trade—not even with other Communist countries. This was a result of the centrally imposed isolationism, especially during the 1980s. Decision making was highly centralized and only members of the small governing elite had the authority to participate.

In 1992, Microsoft became the first international company to start operating in Romania. By 1997, IBM, Oracle, P&G, and mobile-telecom operators also started operations here. These organizations introduced Romanians to international practices and education on leadership and management.

Only in the last five years have local Romanian companies started becoming significant names in the international market. We can now say that there is no difference between an international company in Romania and certain domestic firms. Because of the economic crisis of 2008-2009, local companies that have persevered and survived have gained even more credibility than they had before the crisis.

Similarities and Differences as Compared to the Overall Data Sets

The ideal impact for Romanian leaders and managers is highly Constructive, similar to the ideal impact described by leaders and managers in the overall data sets (see Figure 16 below). This is not surprising given that these leaders and managers are highly educated in international business practices and, on average, more educated than the average leader or manager in the overall sample. At the same time, the Romanian ideal profiles for L/I and M/I are noticeably more Defensive than those for the overall data set.

Figure 16. Ideal versus Current Impact of Leaders and Managers in Romania
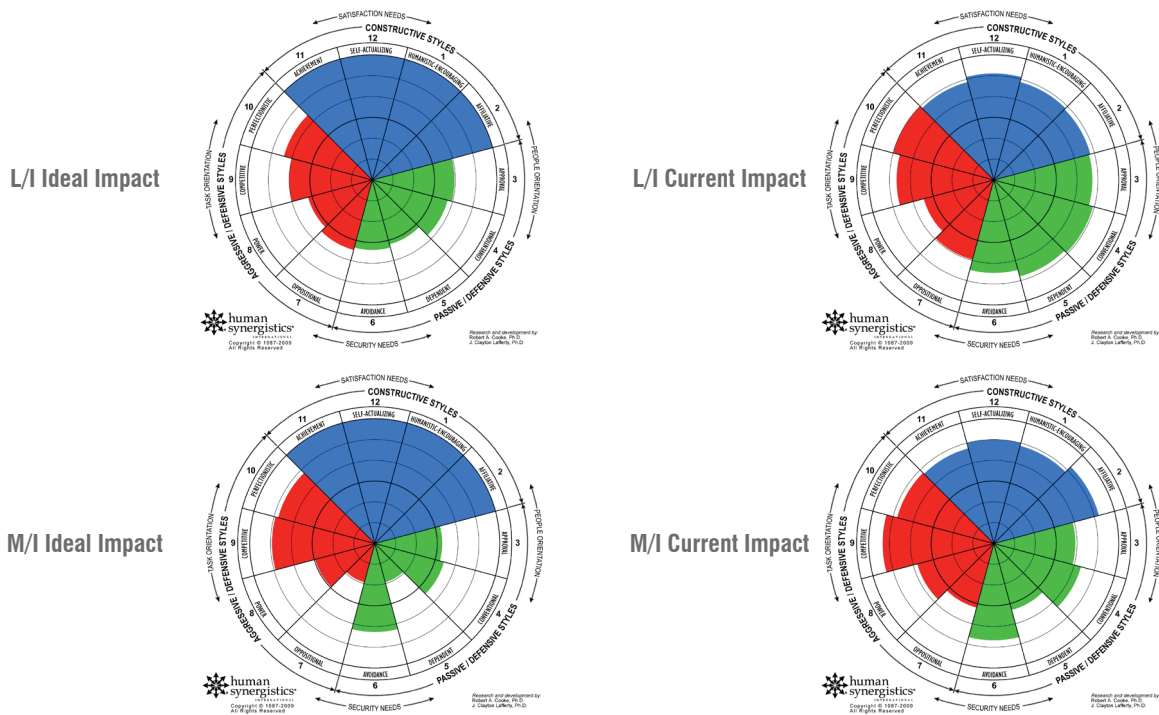
The Defensive extensions on the ideal impact profiles of the Romanian leaders and managers reflect a common belief that subordinates have to prove themselves (Perfectionistic and Competitive) and avoid conflicts (Avoidance and Conventional). These leaders and managers believe that because they worked hard to earn their status and positions, everyone should work hard. These extensions are also consistent with Hofstede's measures of societal values and beliefs. According to Hofstede et al. (2010), Romania scores high on Power Distance (consistent with the myth of the "savior") and Uncertainty Avoidance (here he discusses their inner urge to work hard and be busy) and is more Collectivistic than Individualistic (with strong beliefs around loyalty). These three dimensions are associated with higher levels of Perfectionistic, Competitive, Power, Avoidance, Conventional, and Approval in the ideal impact profiles.

With respect to their current impact, Romanian leaders seem able to a certain extent to put their Constructive philosophy into practice, as indicated by the strong extensions in all four of the Constructive impact styles. Although the Constructive styles are strong in both the L/I and M/I profiles, the behavior of the people around these leaders and managers is driven partly by fear rather than by purely satisfaction needs. Specifically, the profiles show above-average extensions in all of the Defensive styles, with particularly strong extensions in Perfectionistic, Competitive, Avoidance, and Conventional. The current impact of Romanian leaders shows that their subordinates are pressured to protect themselves and demonstrate their value by doing perfectly what they are told. The current impact of Romanian managers shows that they drive subordinates to promote themselves by keeping up appearances and, at the same time, protect themselves by avoiding mistakes and conflicts. The high extension in Avoidance in both the ideal and current M/I profiles for Romanian managers is derived from the fear of being blamed: "As long as we do our tasks perfectly, no one will complain about our department" is a very common belief. This emphasis on tasks over goals reflects how the drive for Perfectionism gets in the way of the motivation for Achievement.

The shape of the current impact profiles of leaders and managers in Romania is very similar to the shape of their ideal profiles. Thus, in many ways, the Romanian leaders and managers are realizing their intentions. At the same time, similar to what we see in the profiles for the overall data set, there are distinct gaps between the Romanian ideal and current profiles. Specifically, as compared to their ideal, Romanian leaders and managers have a less Constructive and more Defensive impact than they believe would be effective. The correlation results for Romania provide some insights as to why this is the case. Similar to the results for the overall data set, the Romanian data show that Prescriptive strategies and Facilitating approaches are strongly related to a Constructive impact, whereas Restrictive strategies and Inhibiting approaches are related to a Passive/Defensive and Aggressive/Defensive impact (see Table 13 below). In Romania, leaders and managers use Restrictive strategies and Inhibiting approaches with some degree of frequency because they see them as a fast and "efficient" way to get things done in the short-term and don't recognize their long-term impact on people's behavior and the culture. Yet, the correlation data for Romania shows that, similar to other countries, doing things in ways that drive a highly Constructive and less Defensive impact is associated with higher levels of effectiveness.

Table 13. Correlation Results for Romania

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.93**		
Restrictive Leadership		.49**	.76**
Organizational Effectiveness	.82**	-.54**	-.43**
Personal Effectiveness	.75**	-.43**	-.45**
M/I:			
Facilitating Management	.94**		
Inhibiting Management		.75**	.53**
Task Effectiveness	.84**	-.57**	-.31**
People Effectiveness	.79**	-.63**	-.43**
Personal Effectiveness	.82**	-.58**	-.26*

*Note. *p<.01. **p<.001.*

Generalizability of the Results

The generalizability of these results, particularly to leaders and managers in their 30s to early 40s, is supported by a comparison of the demographics of the L/I and M/I Romanian samples to the demographic data about managers and leaders in our country. Compared to the overall L/I sample, the Romanian L/I sample is somewhat younger (with the average age around 36 to 40 years old), less experienced (with an average of 6 to 8 years of management experience), and more educated (average leader has completed at least some graduate work). Similarly, the Romanian M/I sample is also somewhat younger (with the average age 36 to 40 years old), less experienced (with an average of 4 to 6 years management experience), and more educated (average manager has completed at least some graduate work) than the overall M/I sample.

In addition, the results presented here are consistent with our observations of Romanian leaders and managers in general. Romanian leaders and managers tend to have a Constructive impact on subordinates, but they have some difficulty having this type of impact on their peers and higher-level managers, possibly in part because of the societal values previously described (e.g., around loyalty and respect for "supreme" leaders as well as proving one's worth through hard work and demonstration of competency) and partly because of their age, education, and experience. Thus, we consider the current and ideal profiles presented here to be reflective of current leadership and management practices in Romania.

Lessons for Leaders and Managers in Romania

L/I and M/I help Romanian leaders and managers to learn about their authenticity and effectiveness. Love-hate and tough-fair strategies and approaches consume time, waste energy, and decrease effectiveness. There is a philosophical confusion between authenticity and efficiency. Understanding the cause-and-effect relationship between one's own management or leadership philosophy (as measured by the ideal impact) and the combination of one's strategies/approaches, current impact, and effectiveness is the first step to eliminating this problem. Fairness doesn't mean only positive feedback; it means courage and constructive feedback, exposure, trust in your Constructive philosophy, and the capacity to remain aligned with it when you act. Similarly, authenticity isn't simply about saying or doing what we want, but also thinking about the effects of our words and behaviors. If our words and the behaviors are aligned with our ideal, that is great. If they run against our ideal, then we must consider what we have to change to be more authentic. L/I and M/I are the best tools for helping leaders and managers to learn how to be more authentic and effective.

The data for Romanian leaders and managers show that using Prescriptive strategies and Facilitating approaches more frequently (and Restrictive strategies and Inhibiting approaches less frequently) will help them to impact people in a way that is better aligned with what they intend or desire. Effective leadership and management are not about being right or being loved; they are about achieving sustainable goals and promoting the feeling of belonging to a high-quality team. By staying focused on their Constructive aspirations and the strategies and approaches needed to achieve them, leaders and managers in Romania will be able to better align the expectations they are sending (as described by their current impact) with their aspirations (as described by their ideal impact).

General Conclusions

L/I and M/I are educational and development tools. From them, leaders and managers can learn about their behaviors, values, and expectations, as well as about how they affect the quality of their relationships and their overall effectiveness. Because leaders and managers rarely discuss their values and philosophy, L/I and M/I are excellent tools for initiating this conversation as well as helping them to better understand what it means to be a truly great leader or manager.

* * *

The Impact of Leaders and Managers in Serbia

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Introduction to Serbia

At the crossroads between Central and Southern Europe, Serbia is located in the Balkan Peninsula. For centuries, this territory has been the main route from the Middle East to Europe, a factor that has brought a dynamic history to all societies domiciled here.

Serbia was one of six republics in Yugoslavia throughout most of the 20th century. From the Second World War until the end of the 20th century, Serbia was a socialistic country. After the Yugoslav wars (Croatia, Bosnia, Kosovo), a deep economic crisis, and hyperinflation (the second in world history), Serbia began the transition from a planned economy to an open-market economy, with private capital and market linking. The transition process has been demanding and has involved a number of economic, institutional, and social changes.

Serbia has slowly yet steadily been making progress toward its goals. In 2012, Serbia became a candidate country for membership in the European Union.

Similarities and Differences as Compared to the Overall Data Set

The L/I and M/I ideal impact profiles for Serbia are predominantly Constructive (see Figure 17 below). This is the most important characteristic of the Serbian data and the one that is most aligned with overall L/I and M/I results. The main differences between the Serbian ideal profiles in comparison to those based on the overall data set are the stronger extensions in the Aggressive/Defensive cluster, particularly for Perfectionism and Power. In addition, the extensions for two of the Passive/Defensive styles (Approval and Avoidance) are stronger for Serbia than they are for the overall L/I and M/I samples.

Figure 17. **Ideal versus Current Impact of Leaders and Managers in Serbia**
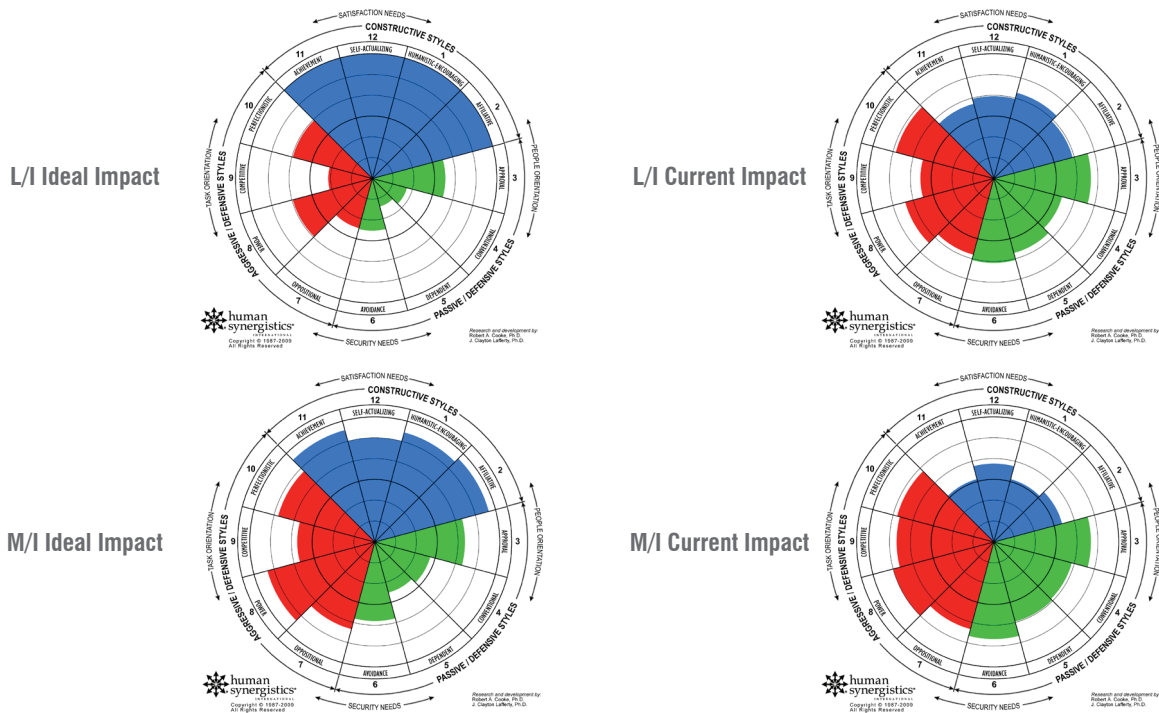
To a certain extent, these results were expected. Findings from the 2011 Serbian National Organizational Culture research project of around 100 organizational units showed similar Defensive spikes in the *Organizational Culture Inventory®* (OCI®) ideal and current culture profiles (see Figure 18 below). In addition, the Defensive spikes in Serbia's L/I, M/I, and OCI ideal profiles are consistent with Serbia's scores on Hofstede's societal culture dimensions, which are quite high for Power Distance, Collectivism, and Uncertainty Avoidance (Hofstede et al., 2010)—all of which are correlated with higher scores on Approval, Avoidance, Perfectionistic, Competitive, and Power in the overall data set.

Figure 18. 2011 Serbian National Organizational Culture Research Project Results

OCI Ideal Culture
n = 60

OCI Current Culture
n = 859
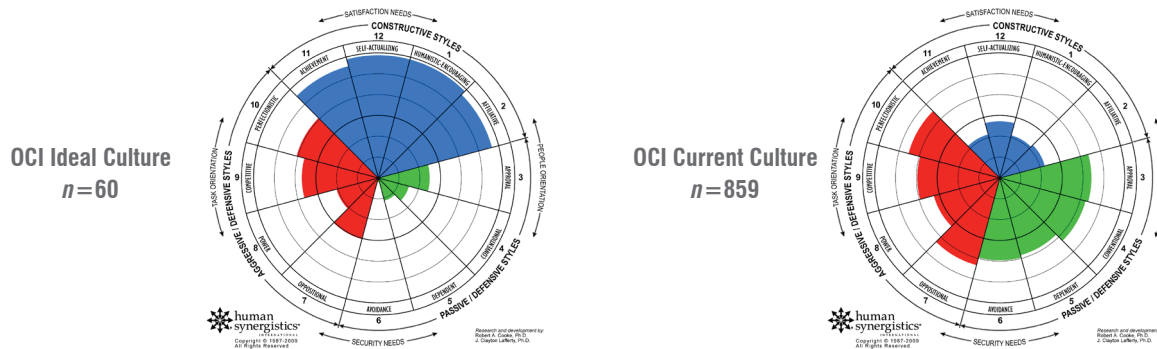
In our view, the current impact of the Serbian leaders (as measured by L/I) as well as the current culture of Serbian organizations (as measured by the OCI) very much influence what middle-level managers believe is the ideal impact that they should be having on the people around them (as measured by M/I). This is consistent with a trend that is seen in other countries, where values, norms, and expectations for Defensive behaviors tend to be greater at lower levels of the organizational hierarchy.

The correlation results for Serbia are consistent with what we have observed in our consultancy practice and what leaders and managers in other countries are experiencing. Specifically, the more frequently that Serbian leaders and managers use Prescriptive strategies and Facilitating approaches, the more likely they are to have a Constructive impact on the people around them (see Table 14 below). In contrast, the more frequently that Serbian leaders and managers use Restrictive strategies and Inhibiting approaches, the more likely they are to have a Passive/Defensive impact and, to a slightly lesser extent, an Aggressive/Defensive impact on the people around them.

Table 14. Correlation Results for Serbia

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.94**		
Restrictive Leadership		.52**	.74**
Organizational Effectiveness	.82**	-.63**	-.53**
Personal Effectiveness	.75**	-.53**	-.52**
M/I:			
Facilitating Management	.94**		
Inhibiting Management		.63**	.49**
Task Effectiveness	.88**	-.49*	-.04
People Effectiveness	.79**	-.54**	-.34*
Personal Effectiveness	.84**	-.51**	-.08

Note. *$p < .01$. **$p < .001$.

In addition, it is clear from the Serbian L/I correlations that there is a very strong, *positive* relationship between a Constructive impact and leadership effectiveness. The direction and magnitude of this relationship is similar to what was found for the overall L/I sample. In addition, there is a very strong, *negative* relationship between the strength of a Defensive impact (Passive or Aggressive) and leadership effectiveness. Interestingly, the magnitude of these correlations is slightly *stronger* for the Serbian data than for the overall international data set.

Similarly, the correlations between the M/I Constructive impact styles and managerial effectiveness in the Serbian data are positive and their magnitude is somewhat *greater* than that for the international data set. For the M/I Passive/Defensive cluster, the Serbian results are about the same as the international data and show a negative relationship to managerial effectiveness. The correlations for Serbia differ from those for the other countries with respect to the relationship between the M/I Aggressive/Defensive impact and management effectiveness. Here, the negative correlations are noticeably lower than those for the other countries and, in terms of task and personal effectiveness, are not statistically significant. This finding is probably best explained by a strong local belief that a highly aggressive task orientation produces the best results at the middle-management level. What is interesting and important is that the correlation results for Serbia do not support the local beliefs around an aggressive orientation. In other words, though they are not all statically significant, none of the correlations between an Aggressive/Defensive impact and management effectiveness are positive. Thus, it is obvious that for Serbian leaders to be more effective, a Constructive (rather than Aggressive/Defensive) impact would be a far better way to go.

Generalizability of the Results

At this point, it would be premature to conclude that these results are representative of Serbian leaders and managers in general. The M/I sample is based on a small number of managers (*n*=67), and over half of the managers are from the same organization. On the other hand, the L/I data, though still a relatively small sample (*n*=132 leaders), is about twice the size of the M/I sample, and the participants are from a variety of different organizations.

The fact that these results are consistent with the research on the Serbian culture and the culture of its organizations as well as with the results for other countries (including those in the Eastern European cluster) suggests that it is quite possible that similar results will be found with larger samples.

Lessons for Leaders and Managers in Serbia

The most important lessons for Serbian leaders and managers come from the correlation results:

1. Prescriptive strategies and Facilitating approaches drive a Constructive impact which, in turn, is associated with higher levels of leadership and management effectiveness.

2. Restrictive strategies drive a Passive/Defensive and Aggressive/Defensive impact which, in turn, is associated with relatively low leadership effectiveness.

3. Inhibiting approaches drive a Passive/Defensive impact, which is associated with low management effectiveness.

4. Inhibiting approaches also drive an Aggressive/Defensive impact, which can result in lower levels of management effectiveness, particularly with respect to people.

General Conclusions

Serbia continues to be an environment in which defensive behavior is somewhat dominant. We see this in the culture of Serbian organizations as well as in the impact of its leaders and managers. This defensiveness has to do with Serbia's national culture, as well as its history and current political and economic situation.

Nevertheless, both L/I and M/I are extremely important for the transition process that is already underway and the changes that lie ahead for Serbia. The use of L/I and M/I in Serbia thus far demonstrates that both of these tools are relevant and extremely useful for leadership and managerial development.

Our experience in using L/I and M/I is that leaders and managers who are willing and committed to personal change make significant changes in a reasonable period of time. Thus, there is no doubt that L/I and M/I fully serve our mission in Serbia: *Changing the World—One Organization at a Time®*.

* * *

The Impact of Leaders in Hungary

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Introduction to Hungary

Hungary is located in the Central-Eastern European region, neighboring Austria, Slovakia, Ukraine, Romania, Serbia, Croatia, and Slovenia. Hungary's total population is approximately 10 million people, out of which two million live in Budapest, the capital city.

Hungary has been a republic since the "Regime Reform" that took place in 1989. For almost half a century before that time, Hungary was a socialist country operating in a one-party system that was very much influenced by the Soviet Regime. This cultural heritage still has a strong impact on the country.

Hungary has been a part of the European Union since 2004; however, economic and cultural integration with Western European countries could take many more years or even decades as capitalism and democracy still do not have a solid base in Hungary.

Similarities and Differences as Compared to the Overall Data Set

The pattern of the Hungarian ideal L/I results is similar to that for the overall international sample in that Hungarian leaders aim to strengthen Constructive styles in their environment (see Figure 19 below). However, they also believe they should drive the people around them to behave in Aggressive/Defensive ways to a greater extent than described by leaders in other countries (particularly those in Anglo societies). The Perfectionistic style is the strongest and the Competitive style is the second-strongest Defensive style in the ideal impact profile of Hungarian leaders. Attitudes and behaviors, like "there is no place for mistakes," "work is more important than anything else," "prove yourself," and "be better than others"—said or unsaid—in general are viewed as important by Hungarian leaders and managers. These values are also reflected in their current impact, as they are the strongest styles in their impact-on-others profile. In general, we can say that Hungarian leaders and managers believe that strength comes from driving Aggressive/Defensive behaviors.

Figure 19. Ideal versus Current Impact of Leaders in Hungary
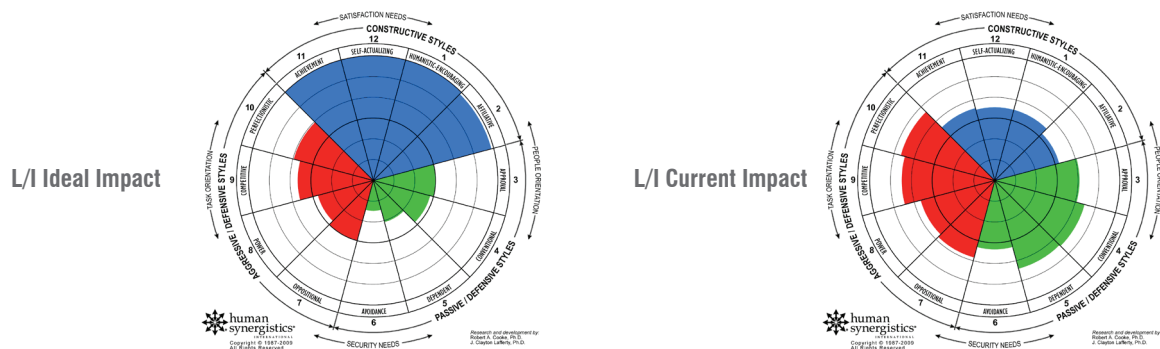
More differences can be found when comparing the current impact of Hungarian leaders and managers to that of the international sample. The impact of this sample of Hungarian leaders is weaker in every Constructive style and stronger in every Defensive style than the average of the leaders in the international sample. In the Constructive cluster, the most noticeable difference is in the Affiliative style. Hungarian leaders do not strongly encourage the open expression of opinions, thoughts, feelings, nor constructive approaches to managing conflicts. The four strongest styles in the current impact profile of Hungarian leaders are the Perfectionistic, Competitive, Conventional, and Dependent styles. The first two were mentioned above. The Conventional impact

of these leaders is reflected in their tendency to insist that the people around them rigidly follow rules, respect the bureaucracy, and avoid trying new approaches or experimenting with innovative ways of doing things. The Dependent style is a consequence of their belief in autocratic leadership, which is reflected in the fact that even the smallest decisions are made by leaders and are rarely delegated to lower levels of management.

The correlations for the Hungarian sample show that, similar to the correlations for other countries, a Constructive impact can be strengthened by more frequent use of Prescriptive leadership strategies, whereas a Defensive impact is strengthened by more frequent use of Restrictive leadership strategies (see Table 15 below). In our experience, the competency of self-reflection is quite poor among Hungarian leaders and managers. They do not realize, for example, the strength of the Aggressive/Defensive (red) styles in their current values, nor do they recognize that they also promote Passive/Defensive (green) behaviors, which their ideal impact profile indicates that they do not want to see in their environment. It is difficult for Hungarian leaders and managers to understand the difference between the Perfectionistic style and Achievement because, in Hungary, work itself (and not necessarily results) is appreciated. Hungarians focus on their work rather than developing others. And the leaders and managers usually do not consider developing others to be their responsibility.

Table 15. **Correlation Results for Hungary**

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.93		
Restrictive Leadership		.40	.75
Organizational Effectiveness	.84	-.68	-.37
Personal Effectiveness	.77	-.58	-.42

Note. All correlations are significant at $p < .001$.

Generalizability of the Results

We consider the results of this sample to be generalizable to leaders in Hungary. The results presented here accurately illustrate our observations of the impact of Hungarian leaders. In addition, the results seem to be in alignment with some of Hungary's societal values. According to Hofstede's research on the values and beliefs of different countries (Hofstede et al., 2010), Hungary scores high in Masculinity (88), Uncertainty Avoidance (82), and Individualism (80). The strong Pefectionistic and Competitive impact is likely related to Hungary's high Uncertainty Avoidance. Hungarians and Hungarian leaders believe that the work has to be done by them alone to minimize mistakes. They legitimize themselves and attempt to protect their own jobs in uncertain times (like during the 2008 economic downturn) by being perfect and perceived as experts in their fields, rather than by being good team leaders.

Lessons for Leaders and Managers in Hungary

The data show that Hungarian leaders aim to have a strong Constructive impact, a moderate Aggressive/Defensive impact, and a weak Passive/Defensive impact; however, their actual impact is strongly Aggressive/Defensive and Passive/Defensive.

Generally speaking, Hungarian leaders are micro-managing people's day-to-day work instead of focusing on leading their organizations (which entails setting the overall vision and strategies for their organizations and inspiring others to achieve them). Instead of focusing on carrying out their leadership role, they are focusing on carrying out the management role, which should be the responsibility of the people who work directly under them. Similar to the overall sample, the Hungarian sample is made up of mostly top leaders—yet their results indicate that they push the managers under them to simply do what they are told and follow the rules perfectly and better than anyone else in the organization, as if all of the answers and the best and only way of doing things are already known and communicated by either the top leaders or by the rules and procedures they create. Sometimes managers who work under them might behave more as policemen (making sure people "follow the law") rather than as managers who are ensuring that people have the resources, training, and support that they need to get their work done effectively and efficiently. Instead of developing their managers, Hungarian leaders are trying to do their work for them at the expense of focusing on their own roles as leaders. That's why the people who work with Hungarian leaders (or at least this sample of leaders) report that they have to compete, be perfect, and do

things exactly as they have been told. At best, these organizations are going to be perfect in doing what they have always done in the ways they have always done it—right or wrong, relevant or irrelevant. They are not going to be able to keep up, continuously innovate, and compete effectively in a free market where their competition and industry keep growing and changing.

The results also indicate that to have an impact that is more consistent with their ideal, Hungarian leaders need to:

- Understand that when they promote Aggressive/Defensive behaviors, there is also a tendency for the people around them to react in Passive/Defensive ways that they don't want.

- Learn to delegate responsibilities and empower the people around them to decide (or at least have influence over) how they do their work and achieve their goals rather than allocate tasks and dictate to people how they should be done. Delegation is not the same as task allocation. The former is Prescriptive and allows people to take initiative and behave in more Constructive ways. The latter is Restrictive and drives people to react in both Passive/Defensive and Aggressive/Defensive ways.

- More frequently provide Prescriptive feedback (such as recognizing when people are doing things well), which encourages Constructive behavior.

- Rely less frequently on Restrictive feedback, such as criticism, which leads people to react in Defensive ways.

General Conclusions

Self-reflection is one of the most important abilities of top leaders. Every leader has strengths and weaknesses—the question is whether they are aware of them and ready to work on self-development. Feedback from a 360-degree evaluation is a necessary part of the self-development process, which is why we suggest that every Hungarian leader experience one on a regular basis. L/I is a unique developmental tool because it provides leaders with information about the gaps between their intentions and their actual impact. Based on our experience, it can generate long-lasting changes in personal leadership styles that can help to improve the culture of the leader's organization.

* * *

The Impact of Leaders and Managers in Belgium
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Introduction to Belgium

Geographically, Belgium covers an area of 30,528 square kilometers (11,787 square miles) and borders France, Germany, Luxembourg, and the Netherlands. It has a population of approximately 10 million people.

Linguistically, Belgium is a diverse country. Its two largest regions are the Dutch-speaking Flanders in the north and the French-speaking Wallonia in the south. The Brussels-Capital Region is officially bilingual, with a mostly French-speaking independent enclave within the Flemish Region. In addition, there is a German-speaking community in eastern Wallonia.

Belgium's linguistic diversity is reflected in its political history and complex system of government. Belgium is divided into two regions with three communities and six different governments. This complexity stimulates the critical attitude of most Belgians towards their politicians. There is no such thing as a patriotic Belgian.

### Similarities and Differences as Compared to the Overall Data Set

> So long as men worship the Caesars and Napoleons, Caesars and Napoleons will duly rise and make them miserable.
>
> – Aldous Huxley (Human Synergistics' Mastery Cards)

Both the leaders and managers from Belgium described the impact that they ideally believe they should have on their internal stakeholders as primarily Constructive, which is consistent with the overall data, and secondarily Aggressive/Defensive (see Figure 20 on next page). Unlike the overall data, the Aggressive/Defensive extensions in the L/I and M/I ideal profiles for Belgium are above the 50th percentile. These latter extensions seem to be related to Belgium's societal values regarding power distance and uncertainty avoidance.

Figure 20. Ideal versus Current Impact of Leaders and Managers in Belgium
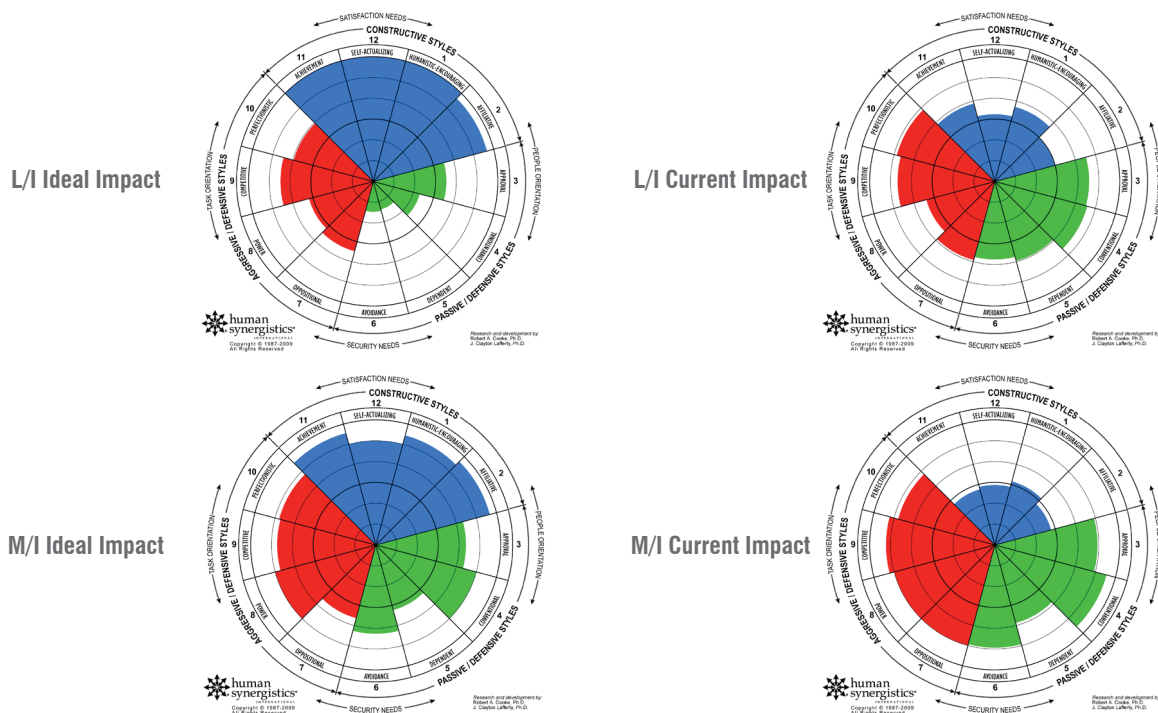
According to Hofstede et al. (2010), Belgium scores relatively high on power distance and therefore is a society where inequalities are both expected and accepted. Belgians often are ingrained from early age in school to "sit and be silent and submissive." These behaviors are reinforced by the corporate culture of the companies in Belgium, which are dominated by strict hierarchical relationships.

In addition, Belgium scores very high on Uncertainty Avoidance, which translates into an acceptance and endorsement of the Aggressive/Defensive styles and, on the Passive/Defensive side, Approval and Avoidance. For example, Belgian leaders and managers prefer giving feedback indirectly and are champions in playing the role of loyal opposition. Common tendencies include that they:

- Give the impression they agree and later do something different

- Are silent during meetings and afterwards give comments or critiques

- Nod to the boss and then criticize the decision with colleagues

The correlation results for Belgium are similar to—and, in some cases, stronger than—those for the overall data set, particularly with respect to the Constructive and Passive/Defensive styles. The Belgium L/I and M/I data show that a Constructive impact is highly correlated with leadership and management effectiveness; Belgium leaders and managers strengthen their effectiveness by strengthening their Constructive impact (see Table 16 on next page). The data also show that Belgium leaders and managers can strengthen their Constructive impact by more often using Prescriptive strategies and Facilitating approaches.

Furthermore, the correlations for Belgium show that more frequent use of Restrictive strategies and Inhibiting approaches promotes a Passive/Defensive and Aggressive/Defensive impact. A Passive/Defensive impact strongly detracts from leadership and management effectiveness in Belgium. An Aggressive/Defensive impact also detracts from effectiveness, particularly for managers in Belgium. Thus, it seems that direct *"personal contact"* rather than restrictive or restraining interactions is the key to leadership and management effectiveness and is essential in having a Constructive impact.

Table 16. **Correlation Results for Belgium**

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.95***		
Restrictive Leadership		.41*	.81***
Organizational Effectiveness	.88***	-.77***	-.29
Personal Effectiveness	.87***	-.64***	-.36*
M/I:			
Facilitating Management	.93***		
Inhibiting Management		.84***	.60***
Task Effectiveness	.85***	-.63***	-.44*
People Effectiveness	.83***	-.70***	-.60***
Personal Effectiveness	.85***	-.63***	-.47**

Note. *$p < .05$. **$p < .01$. ***$p < .001$.

Generalizability of the Results

Their history of being ruled by others still influences societal interactions in Belgium. The Belgian culture houses a "contradiction:" although highly individualistic, Belgians need hierarchy (Hofstede et al., 2010).

Both the L/I and M/I samples for Belgium are small so it would probably be premature to assume that they are generalizable to all leaders and managers in Belgium. But taking into account the Belgian history and its societal values, I dare to say that the results presented here are very recognizable:

> *"In Belgium it is important to take in account status differences when interacting with organization members. These behaviors are most likely viewed as critical because they support the hierarchy that was created to protect and control the working relationship, which in turn influences the outcomes of the organization"* (Dekker, 2008).

Lessons for Leaders and Managers in Belgium

Is fulfilling the role of autocratically giving direction and *"telling"* effective? The data presented here indicate that it is not. Specifically, the Belgium L/I and M/I data show that a Constructive impact is highly correlated with leadership and management effectiveness. This means that Belgium leaders and managers strengthen their effectiveness by strengthening their Constructive impact and not by strengthening their Defensive impact—even though they value the latter. The data also show the Belgium leaders and managers can strengthen Constructive impact by more often using Prescriptive strategies and Facilitating approaches rather than Restrictive strategies and Inhibiting approaches. Here lies the challenge for Belgian leaders and managers: They need to decrease their use of the latter despite the value they personally attach to their Defensive impact.

General Conclusions

The L/I and M/I results are consistent with our complex social values. They also provide a clear direction as to where our leadership and management efforts should focus to increase the sustainability of our organizations. As such, these tools represent an important and necessary step in the development of Belgian leadership and management and the improvement of Belgian organizations.

* * *

The Impact of Leaders in Germany
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HS InterConnext GmbH

Introduction to Germany

Germany is a Federal Republic in Western-Central Europe consisting of 16 constituent states. It is an economic and political power within the European continent as well as globally.

Germany has the largest economy in Europe and the fourth-largest in the world. Its economy is driven by a workforce that is highly innovative and skilled in technical fields. Germany also has one of the most integrated, comprehensive, and well-maintained infrastructure networks in the world. In addition, it has a relatively low level of corruption as compared with other European nations.

As a Western-European Republic, Germany seeks to maintain and promote high standards with regard to education, social services, human rights, environmental protection, and public order.

Similarities and Differences as Compared to the Overall Data Set

The ideal impact profile for Germany is consistent with ideal impact profiles for other countries in that the four most strongly endorsed impact styles are all in the Constructive cluster (see Figure 21 below). The extent to which German leaders believe that they should promote these behaviors in others is beyond the 90th percentile. Not only are the Constructive styles the ones most strongly endorsed by the German leaders; the L/I correlation results for Germany as well as other countries show that these are also the styles that are most consistently and positively associated with higher levels of organizational and personal effectiveness (see Table 17 on next page).

Figure 21. Ideal versus Current Impact of Leaders in Germany
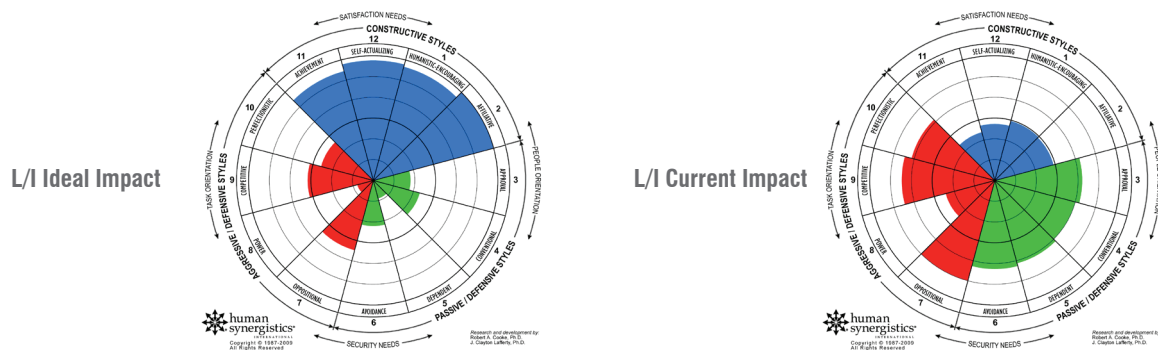
There are also important differences between the ideal impact described by the German leaders and that described by the 4,822 leaders from around the world. Specifically, leaders within Germany tend to strongly endorse the Aggressive/Defensive impact styles of Oppositional and Competitive and, to a moderate extent, Perfectionistic. At the same time, German leaders tend to view Power and Dependence as less important than do leaders in other countries. This latter finding is not surprising given Hofstede et al.'s (2010) finding that Germany is relatively low on power distance (i.e., people with less power do not accept and respect inequality in power).

The current impact profile for the sample of German leaders is interesting in that it differs from both the ideal impact that they described for themselves as well as from the current impact profile for the overall sample of leaders. In comparison to the German ideal impact profile, the current profile is dramatically less Constructive across all four styles. Additionally, the current impact of the German leaders is far more Passive/Defensive, as well as significantly more Aggressive/Defensive (particularly with respect to the Oppositional, Competitive, and Perfectionistic styles), than what they described as ideal. The correlation results for Germany, similar to those for other countries, show that these Defensive impact styles detract from both the organizational and personal effectiveness of leaders.

Table 17. Correlation Results for Germany

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.94**		
Restrictive Leadership		.43*	.81**
Organizational Effectiveness	.87**	-.82**	-.43*
Personal Effectiveness	.74**	-.64**	-.42*

Note. $*p<.01.$ $**p<.001.$

From a development standpoint, there is a strong positive correlation between Prescriptive leadership strategies and the Constructive impact of German leaders (r=.94 in the German data set and .93 in the overall data set). These strong correlations help to illustrate the validity of L/I across international cultures as well its capacity to provide consistent feedback to leaders with regard to their influence and impact.

Leaders whose current impact is more Defensive and/or less Constructive than their ideal (as is often the case) can improve their effectiveness by focusing their development on more frequently implementing the Prescriptive strategies in carrying out their leadership role and responsibilities.

Generalizability of the Results

Because the L/I results for Germany are preliminary and based on a very small sample of 47 leaders, it would be premature at this point to draw strong or broad conclusions about the impact of German leaders in general.

At the same time, it is important to note that the L/I ideal and current impact profiles for this sample of German leaders are consistent with other German data on individual behavior, group and team dynamics, and organizational culture that have been collected over the past decade via the suite of Human Synergistics' diagnostic assessments (*Life Styles Inventory*™, *Group Styles Inventory*™, and *Organizational Culture Inventory*® [OCI®]). Most relevant is the OCI composite profile of the ideal organizational culture as described by members of 33 different German organizations (see Figure 22 below).

Figure 22. L/I Ideal Impact and OCI Ideal Culture Results for Germany
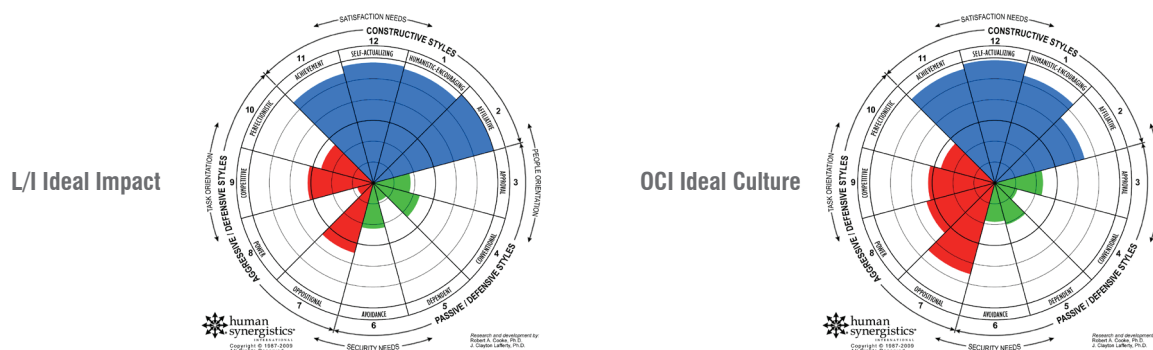
Similar to the L/I ideal impact profile, the members of 33 German organizations who answered the OCI-*Ideal* strongly endorsed the Constructive styles, indicating that these are the behaviors that should be expected to maximize individual productivity and the long-term effectiveness of their organizations. In addition, the members of German organizations also described the ideal culture as relatively strong in Oppositional and moderate in Competitive and Perfectionistic styles, similar to what the German leaders described as their ideal impact with respect to these styles.

These aspects of the German culture and the perceptions of people living and working within Germany are suggested not only by the data collected with the L/I and OCI, but also with the measures of societal culture and the long-term research of Dr. Geert Hofstede.

As previously noted, the low extensions in Power and Dependence correspond to Hofstede's finding that, as a society, Germany is low in Power Distance. In addition, Germany scores relatively high in Individualism, Masculinity, and Uncertainty Avoidance. Individualism, which is defined by Hofstede as "societies in which ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate families" (Hofstede et al., 2010) is negatively related to the Conventional and Avoidance styles, both of which are relatively weak in the German ideal L/I and OCI profiles. On the other hand, Uncertainty Avoidance, defined by Hofstede as expressing "the extent to which the members of a culture feel threatened by ambiguous or unknown situations" (Hofstede et al., 2010), is positively correlated with a Perfectionistic impact. This value may offset the forces of Individualism and lead to an extension along the Perfectionistic style that is slightly stronger than that on the overall ideal L/I profile.

Lessons for Leaders and Managers in Germany

Germany has a strong economy that exists within a complex and dynamic business and political climate. Certain values and beliefs are maintained in an effort to manage this complexity, as well as the uncertainty and dynamism within the current European Union and global business environments.

Although the German society, much like other societies around the world, identifies the Constructive styles as those which are most appropriate and likely to facilitate effectiveness and performance over time, it is also apparent that beliefs regarding the importance of Oppositional, Competitive, and Perfectionistic behaviors may have more to do with the "assumed" benefit to risk management that these styles appear to offer rather than their actual impact on effectiveness. The correlation results presented in this paper show that the Aggressive/Defensive impact styles detract from both organizational and personal performance, consistent with what has been found with leaders in other global regions.

Though the Aggressive/Defensive styles are perceived by this sample of German leaders as being appropriate and desired, when carefully studied, it is clear that these styles actually result in lower performance and effectiveness. For German leaders, understanding how their impact on the behavior of other people affects long-term performance as well as short-term results will enable them to challenge the assumptions that are based on circumstantial experience or anecdotal evidence rather than reliable data.

General Conclusions

L/I provides German leaders with an important opportunity to learn about the behavior and culture styles that they most strongly promote (current impact) and compare them to the styles that they believe are most appropriate for their organization (ideal impact). Understanding their impact as well as its relationship to performance will enable leaders to examine their values and beliefs with regard to how to best and most responsibly lead their businesses.

In addition, L/I helps leaders to understand how their leadership strategies shape their impact and, in turn, their personal and organizational performance. This feedback encourages leaders to focus on strategies that are shown to promote higher levels of performance, while limiting the use of strategies that detract from overall effectiveness.

* * *

The Impact of Leaders in Finland
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Managing Director
Mindigo Oy (representative of HSI in Finland)

Introduction to Finland

Located in the northeastern corner of Europe, Finland is one of the Nordic countries, with a population of 5.5 million people. Independent since 1917, it has evolved from a poor, agrarian country into a modern, industrialized economy with a GDP per capita of 37.000 euros in 2013. Although the import-driven economy has suffered from the European-wide recession and many structural changes in the recent years, Finland remains at the top of the World Economic Forum's Global Competitiveness Index and is ranked highly by other international systems along a number of different dimensions (Government Communications Department, 2014). It is especially well-known for the high quality of its educational systems.

From a leadership perspective, Finland is a functional society, with a quite homogenous, well-educated, and highly unionized workforce. According to the Ministry of Employment and the Economy, 75% of wage-earners belonged to an employee organization in 2012. Traditionally, "strong" leadership—meaning visible, charismatic leadership, quick decision making, and "leading by doing"—has been widely appreciated in Finnish organizations. It's also been common to look at expertise or task skills more than people skills when promoting people to leadership positions.

Similarities and Differences as Compared to the Overall Data Set

Only L/I data are currently available for Finnish analysis given that M/I was only recently released here. The most striking features of the Finnish data in comparison to the rest of the L/I data are the shape of the ideal impact profile and the dominance of the Passive/Defensive cluster in the current impact profile (see Figure 23 below).

Figure 23. **Ideal versus Current Impact of Leaders in Finland**

L/I Ideal Impact   L/I Current Impact
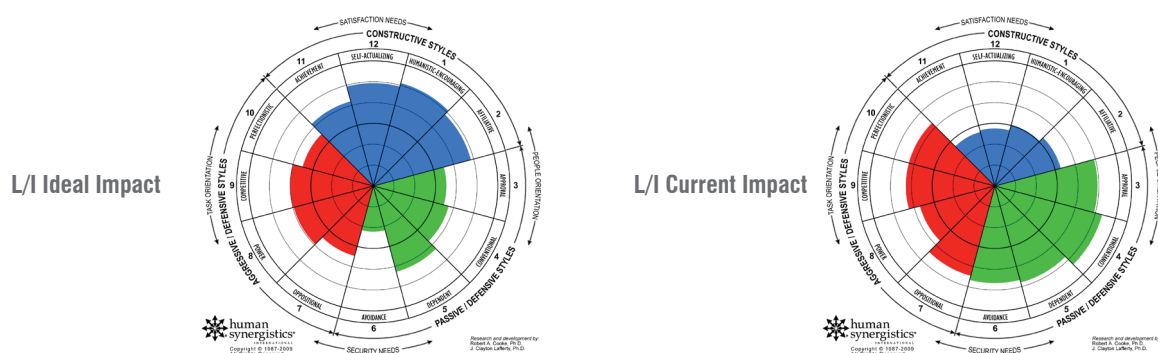
The shape of the L/I ideal impact profile seems contradictory and, interestingly, might reflect the ongoing changes that the Finnish economy and its organizations are currently experiencing. The "old days" of strong leadership have passed, and it appears that we are transitioning to something that's not quite there yet. According to the Finnish ideal impact profile, the respondents' idea of good leadership acknowledges the importance of people and coaching skills, as indicated by the relatively strong extensions along the Self-Actualizing, Humanistic-Encouraging, and Affiliative styles. This seems consistent with Finnish values around equal rights and high-quality education. At the same time, the leaders still appear to be struggling with expectations of "strong" leadership, as reflected by their belief that they should promote dependency and conformity (i.e., Dependent and Conventional styles). This is a very different picture from that conveyed by the ideal profile for the overall L/I data, especially with respect to the relatively low extension in the Achievement style in the Finnish ideal and relatively high extensions in Dependent as well as all of the other Defensive styles. This is interesting because it seems to be at odds with Hofstede et al.'s (2010) research on societal values, which indicates that Finland is a country with low Power Distance (meaning that people who don't have power neither expect nor accept inequality in power). In addition, according to Hofstede, Finland is a relatively individualistic society, which is also inconsistent with strong extensions along the Dependent style in the ideal impact profile. This contradiction raises the question around whether this particular sample of leaders advocates something that is counter to the societal values—or could this be the result of the historical values around "strong" leadership mentioned earlier?

There are also visibly clear differences in the current profiles of the Finnish sample and the overall L/I sample. Specifically, a less Constructive and more Defensive impact is reported in the Finnish data than in the overall data set. This could reflect some of the ineffective consequences of authority-based leadership. Though having a strong leader may be seemingly convenient for members of an organization, it leads to an uneven distribution of responsibility; people at lower levels are encouraged to rely "too" much on the leader and not enough on themselves. In the long run, this does not lead to effective use of resources and higher satisfaction but rather quite the opposite.

Whereas the ideal and current impact profiles for the Finnish sample differ from those for the overall L/I data, the correlations for the Finnish group of respondents seem to be quite similar to those found for the overall sample, particularly with respect to the Constructive and Aggressive/Defensive impact styles (see Table 18 below). Similar to the correlations based on the overall L/I data, the correlations for the Finnish sample show that Prescriptive leadership strategies are strongly and positively related to a Constructive impact whereas Restrictive leadership strategies are strongly and positively related to an Aggressive/Defensive impact. In addition, a Constructive impact is strongly and positively related to both organizational and personal effectiveness, whereas a Passive/Defensive impact reduces the leader's organizational effectiveness, while an Aggressive/Defensive impact detracts from his/her personal effectiveness. Most of the remaining correlations, though not large enough to be statistically significant with such a small sample, are generally similar to those for the overall data set.

Table 18. Correlation Results for Finland

	Impact on Others		
	Constructive	Passive/Defensive	Aggressive/Defensive
L/I:			
Prescriptive Leadership	.85***		
Restrictive Leadership		.30	.68**
Organizational Effectiveness	.85***	-.51*	-.33
Personal Effectiveness	.74***	-.40	-.56*

Note. $*p<.05$. $**p<.01$. $***p<.001$.

Generalizability of the Results

The current sample of Finnish L/I data is quite limited (n=19), and the focal individuals are not representative of "the average" Finnish leader. In terms of industries, there is a slight tilt towards manufacturing and engineering organizations for this group of leaders. Also, female respondents in the Finnish sample are somewhat underrepresented, making up only 16% of the sample as compared to the percentage of those (30%) reported to be in higher leadership positions in Finland (Grant Thorton Women in Business survey, November 2013-February 2014). Therefore, it's not realistic to assume that these results can be broadly generalized to Finnish leaders. However, these results are not without value. They are a conversation starter indeed, when talking about how Finnish leadership and the culture of Finnish organizations look today—and, more importantly, what they should look like in the future.

Lessons for Leaders and Managers in Finland

With respect to this limited sample, it appears that there's still a strong tendency on the part of Finnish leaders to use Restrictive leadership strategies too often and Prescriptive strategies not often enough. According to research (and verified by practice), this is not the way effective leadership works. Being a powerful, authority-based leader encourages people to conform and follow, as seen in the results presented here. To move towards leadership cultures that are enabling, and not controlling, leaders in Finland should pay attention to the ways in which their leadership impacts others in their organizations.

General Conclusions

At the moment, the greatest challenges in Finnish organizations have to do with people—how to motivate them to prolong their careers (instead of encouraging and driving them to choose early retirement); how to enhance innovative thinking and behavior in order to succeed in the global economy; and how to increase employee engagement—just to mention a few. Respectively, the greatest opportunities seem to lie in leaders developing more Constructive organizational cultures that will in turn address the challenges mentioned above. L/I and M/I offer a functional, thoroughly tested, and easy-to-apply method for Finnish leaders and managers to learn how to strengthen Constructive norms and expectations through the strategies they use and the approaches they take in carrying out their leadership and management roles.

* * *

CONCLUSIONS

Janet L. Szumal, Ph.D.

Regardless of an organization's geographic location, the decisions, actions, and performance of its members are strongly influenced by the behavioral norms and expectations that are created and reinforced by its leaders and managers. As organizations have become more global in focus, the need for developmental tools that enable leaders and managers across geographic borders to manage, integrate, and change their organizations' cultures at the level of behavioral norms has increased.

For most countries outside the Anglo cluster, L/I and M/I are relatively new tools. As such, the data currently available for these countries are based on a relatively small number of leaders and managers. Nevertheless, the data for all countries (including those based on small samples), as well as the observations and experiences of local representatives, are very promising and validate the continued use of these tools by leaders and managers across countries.

As illustrated by the strong extensions in all of the ideal impact profiles, L/I and M/I measure types of impact that leaders and managers in different countries believe are important. Across all countries, leaders and managers consistently identify a Constructive impact as critical to optimizing individual performance and enhancing organizational effectiveness. At the same time, the inventories capture important differences in the beliefs of leaders and managers from one country to the next. These differences are empirically related to measures of societal values and are hypothesized by local representatives to be related to additional factors such as the country's political and economic environment (e.g., Romania, Serbia, Hungary, and Belgium); governmental policies (e.g., Canada); and implicit leadership theories (e.g., Finland and Serbia); the culture of their organizations (e.g., Germany and Serbia); and the leader's/manager's prior exposure to developmental opportunities (e.g., Australia and New Zealand). The similarities, as well as the differences, reinforce the importance of having leaders and managers define for themselves the impact that they should have to maximize performance and long-term effectiveness.

In addition to shared beliefs regarding the value of a Constructive impact, leaders and managers in different countries share a common shortcoming of driving less Constructive and more Defensive behavior in the people around them than they believe to be effective or ideal. To close the gaps between their ideal and current impacts, the correlation results across as well as within countries consistently point to the need for leaders and managers to increase the frequency with which they use Prescriptive strategies and Facilitating approaches to carry out their roles (and reduce the frequency with which they rely on Restrictive strategies and Inhibiting approaches). As noted by some of the local representatives, though Restrictive strategies and Inhibiting approaches can produce immediate results, they generally come at the cost of long-term effectiveness and global competitiveness, and erode confidence and trust in leaders and managers.

In all countries, a Constructive (rather than a Defensive) impact is associated with higher levels of leadership and management effectiveness. This is important because it demonstrates the criterion-related validity of L/I and M/I across geographic borders as well as validates the beliefs of leaders and managers around the world regarding the importance of having a Constructive impact. Though their values and impact with respect to the Defensive styles vary, the shared value that leaders and managers place on a Constructive impact provides them with a common goal, strategy, and approach to leadership and management that is relevant to maximizing the effectiveness of their organizations. In turn, L/I and M/I provide leaders and managers in different countries with a common tool for learning about and changing their strategies, approaches, and impact so that they can effectively achieve their goals.

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