



**AD AGENCY LEADERSHIP IN THE US, UK, AND AUSTRALIA:
A MIXED METHOD ANALYSIS OF EFFECTIVE ATTRIBUTES
AND STYLES**

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**Ad Agency Leadership in the US, UK, and Australia:
Mixed Method Analysis of Effective Attributes and Styles**

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ABSTRACT

Unlike the extensive scholarship on leadership in related disciplines, research on leadership in advertising is almost non-existent. This study investigates practitioner views on attributes and styles of effective agency leaders in the US, UK, and Australia using GLOBE's (Global Leadership and Organizational Behavior Effectiveness) Culturally Endorsed Leadership Theory. All three regions are part of GLOBE's Anglo cultural cluster. The research examines whether the theory's central proposition - that leadership in global contexts has universally endorsed elements but is also culturally contingent – is valid in an advertising setting. Using a mixed method approach, data were collected from agency staff and leaders via 255 survey responses and 40 depth interviews. Findings indicate the best leaders are seen as people-focused, collaboration-driven and future-oriented. Integrity, vision and inspiration are top leadership attributes with collaborative and performance-oriented leadership styles considered the most effective. Views were fairly consistent across regions with some nuanced differences. One interesting difference from main GLOBE findings is emphasis on soft skills as a core component of effective leadership. Future research should examine this further, as well as relationship between leadership and agency culture, millennial and gender differences, leadership training challenges, and also study advertising leadership across other cultural clusters.

1 As advertising agencies search for new identity in the information age, the nature and
2
3 role of leadership merit a closer look. This study examines agency leadership in global contexts
4
5 given that agency networks span multiple regions. All over the world agencies are confronted by
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7 similar institutional and environmental pressures. They need to extend core competencies
8
9 beyond advertising (Lenderman 2018) driven by the shift toward innovation, technology, and
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11 information (Levy and Murnane 2013). They must manage fluid internal environments with in-
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13 house project teams routinely made up of planners, creatives, account executives, digital
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15 strategists, motion designers, PR professionals, media strategists and others (Wegert 2016). With
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17 multiple industries competing for converging skill sets (Lum 2017), competition is no longer
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19 restricted to other agencies but is extended to the Big 4 Consulting Firms (Deloitte,
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21 PriceWaterhouseCoopers, Accenture and IBM) all ranked in the top twenty-five largest
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23 advertising agencies globally (“Ad Agencies Family Trees...” 2020). Effective leadership is
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25 central to negotiating these changes. It must successfully stimulate creativity in new and
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27 different ways to help agencies adapt (Dess and Picken 2012) and also attract, manage, and
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29 retain a diverse, cross-functional workforce.
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36 Unlike the extensive body of leadership research in related disciplines like organizational
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38 studies, management, and public relations (see Bass and Stogdill 1990, Yukl 1989, Berger and
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40 Meng 2014 for detailed reviews), research on advertising leadership is almost non-existent. A
41
42 handful of US-based studies have explored creative leadership roles (e.g. Mallia 2019, Mallia,
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44 Windels and Broyles 2013, Ashley and Oliver 2010, Oliver and Ashley 2012). Others have
45
46 studied more general leadership issues in US based agencies (Patwardhan, Habib and
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48 Patwardhan 2019, Habib and Patwardhan 2019). For advertising scholars, this is a timely
49
50 opportunity to understand leadership needs and practices for agencies today. How do leaders
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52 embrace new ways of thinking and doing in 21st century agency management? Is there a
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54 broadly accepted understanding of "outstanding" advertising leadership in different parts of the
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1 world and do agencies develop and nurture it? These important questions frame this research
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3 investigation.
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6 Agencies in the US, UK and Australia were selected for the following reasons. The three
7
8 countries fall within a single cultural cluster as defined by the GLOBE (Global Leadership and
9
10 Organizational Behavior Effectiveness) research project, which provides the theoretical
11
12 framework for this study. Founded by Robert House in 1991, the GLOBE program is a multi-
13
14 phase, multi-method, multi-sample global research project in which investigators examined
15
16 interrelationships between societal culture, societal effectiveness, and organizational leadership
17
18 (GLOBE 2020). The selected regions fall within GLOBE's Anglo cluster; more details are
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20 provided in a subsequent section.
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25 The three countries also share similarities of language, a colonial past, and a presence as
26
27 developed "Western" economies within the liberal market economy cluster of capitalism
28
29 (Ashkanasy, Trevor-Roberts and Earnshaw 2002, Hall and Soskice 2001). Further, they also
30
31 have well established agency networks and are among the top ten global advertising regions in
32
33 terms of ad spending where the US leads, UK is fourth, and Australia is ninth ("Ad spend in the
34
35 world's largest ad markets 2018," n.d.). According to Campaign Brief (2019), they are also
36
37 world-leaders in creativity with the US, UK and Australia being ranked 1, 2 and 3 on the
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39 BestAds country creativity rankings. At the same time, the countries also have distinct cultural
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41 identities (Gelfand et al. 2011, Mittal 2015) and value systems (Hofstede 1980, 2001) that
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43 impact advertising (Frith and Mueller 2010, de Mooij 2018) and may also affect leader behavior
44
45 and performance (Chen and Bouvain 2009).
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51 This research makes important contributions to advertising literature and practice. First,
52
53 it draws attention to an underexplored topic in advertising - leadership - with implications for
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55 agency competitiveness in the information age. Second, its cross-cultural theory driven approach
56
57 presents nuanced understanding of leadership attributes, behaviors and styles across global
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1 regions. Third, from a managerial perspective, the leadership skills and styles uncovered could
2 help agencies identify leadership development needs. Finally, better understanding of key
3 leadership attributes, common skill sets, and cultural variations could assist agencies with more
4 effective talent training and migration across their global networks.
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10 11 12 13 **CONCEPTUAL FRAMEWORK: CULTURALLY ENDORSED LEADERSHIP**

14 15 **THEORY**

16
17 The study is theoretically grounded in the connection between societal culture and
18 leadership. Given the global nature of this investigation, an empirically derived and cross
19 culturally validated framework connecting leadership with societal culture developed through
20 the GLOBE project (House et al 2004) was adopted. Several influential typologies explore
21 cultural classification of global societies (e.g. Hofstede 1980, 2001; Schwartz 1999; Schwartz
22 2012; Triandis 1989; Inglehart 1997) but none have focused on leadership. Similarly, a variety
23 of theoretical approaches to study leadership in business are available but are not specifically
24 grounded in societal culture. Some major leadership theory groupings include the *trait approach*
25 (e.g. Stogdill 1948, Lord, DeVader and Alliger 1986, Bratton, Grint and Nelson 2005, Zaccaro
26 2007), *behavioral theories* (e.g. Kahn and Katz 1960, Bratton, Grint and Nelson 2005),
27 *contingency and situational theories* (e.g. House 1977, Northouse 2007) *transformational*
28 *theories* (House 1977, 1999) and *distributed and collaborative approaches* (e.g. Uhl-Bien,
29 Marion and McKelvey 2007, Bolden 2011).
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47 *Implicit Leadership theories* evaluate leader effectiveness based on higher congruence
48 between societal values and selected leader behaviors and attributes (e.g. Bass and Stogdill
49 1990, Hanges, Braverman and Rentsch 1991, Den Hartog et al 1999). The GLOBE project falls
50 within this paradigm (House et al 2004). GLOBE conceptualizes societal culture as varying
51 along nine dimensions: power distance, uncertainty avoidance, humane orientation, institutional
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1 collectivism, in-group collectivism, assertiveness, gender egalitarianism, future orientation, and
2 performance orientation. Using data collected from 63 countries, it empirically groups them into
3 ten clusters: Anglo, Nordic Europe, Germanic Europe, Eastern Europe, Latin Europe, Latin
4 America, Middle East, Sub-Sahara Africa, Southern Asia, and Confucian Asia. The US, UK, and
5 Australia fall within GLOBE's Anglo cluster characterized by high scores (on a scale of 1-7) on
6 values of Performance Orientation (6.03), Humane Orientation (5.33), Family Collectivism
7 (5.84) and Future Orientation (5.33), low scores on Power Distance (2.86), and mid-range scores
8 on other dimensions (Gupta and Hanges 2004, Ashkanasy, Trevor-Roberts and Earnshaw 2002).

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20 GLOBE defines organizational leadership as "...the ability of an individual to influence,
21 motivate, and enable others to contribute toward the effectiveness and success of the
22 organizations of which they are members" (House et al 2004, p. 15). Its Culturally Endorsed
23 Leadership Theory (CLT) recognizes that some leadership styles are universally endorsed but
24 that status and influence of leaders can vary due to cultural forces and norms in societies. Thus
25 leader effectiveness is contextually embedded in implicit ideas of leadership within a culture, i.e.
26 it is culturally contingent. Terlutter et al (2006) saw potential for applying GLOBE generated
27 theories to advertising and examined congruence between level of assertiveness in cultural
28 regions and perceptions of assertive appeals in advertising (Terlutter et al 2010). However, no
29 studies have specifically applied GLOBE leadership theory to advertising organizations. As part
30 of the creative industries, are preferences for leadership styles similar to or different from
31 leadership in other industries?
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47 GLOBE's cultural clustering and methodology to derive its leadership scales are not
48 without critics (e.g. Hofstede 2006, Graen 2006, Jepson 2009). For example, Hofstede criticized
49 GLOBE cultural clusters as derivative and lacking operational clarity. Graen (2006) found lack
50 of cross-cultural ecological and construct validity and also questioned generalizability of
51 research findings. Jepson (2009) argued that GLOBE's cross-sectional data collection and
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1 emphasis on quantitative analysis limited understanding of the changing and dynamic processes
2
3 shaping the complex relationship between societal culture and leadership. GLOBE scholars have
4
5 offered painstaking rebuttal to address conceptual and methodological issues (e.g. House et al
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7 2006). Given that concepts and theory generated through the multi-phase project have been
8
9 widely used by scholars around the world, we deemed the CLT appropriate for our multi-
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11 country investigation into advertising agency leadership.
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15 **Leader Attributes and Behaviors**

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17 CLT's focus on leader effectiveness is important in the light of renewed interest in
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19 leadership qualities. Contemporary trait research suggests that personality attributes are
20
21 important in leading successfully along with motives, values, cognitive abilities, social and
22
23 problem-solving skills, behaviors and expertise (Zaccaro 2007). Transformational leadership
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25 theories bring together traits, values and ethics, relationships, and situations (House 1977, 1999)
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27 and view effective leaders as change agents sharing dynamic relationships with followers by
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29 combining cognitive abilities, personality, motivation, social appraisal, and expertise in their
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31 approach (Mittal, 2015).
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36 In prior research on advertising agency roles, Hackley and Kover (2007) noted that
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38 leading creative teams was particularly challenging; creative leaders sought to forge their
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40 professional identities through constant tussle between need for creative freedom and the
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42 agency's need for pragmatic management. Mallia, Windels and Broyles (2013) identified
43
44 specific desirable traits and behaviors of creative directors: motivators, critics, gurus, working
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46 colleagues, and champions of creative teams, among others. From a historical perspective,
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48 Ashley and Oliver (2010) and Oliver and Ashley (2012) discovered that creative leaders through
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50 the ages were conflicted on management styles embodying independence versus control. They
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52 also viewed flexibility, shared responsibility for ideas, risk taking and respectful conflict as
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54 conducive to creativity. However, these studies were limited to creative department leaders and
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1 other agency areas and hierarchy levels were not considered. This research extends that
2 investigation to all areas of agency activity.
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5 According to CLT, 21 primary leadership characteristics or “first order factors”
6 contribute in some measure to leader effectiveness or lack of effectiveness (See Fig 1), some of
7 which are universally endorsed across all societies. In GLOBE’S multi country analysis, people
8 wanted leaders to be *trustworthy, inspirational, forward-looking, goal oriented, decisive*, and so
9 forth. *Self-centered, autocratic, malevolent* and similar attributes were universally viewed as
10 impeding effective leadership (House et al 2004). GLOBE solicited views of mid-level
11 managers in business organizations and applicability to advertising agencies has not been
12 examined. Therefore, we investigate practitioner views at all agency levels by asking the
13 following question:
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26 **RQ1: What leadership attributes and behaviors are viewed as most desirable and**
27 **effective by agency professionals in the regions under study?**
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31 ---Figure 1 About Here---
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34 Leadership Styles

35 CLT also identified six universal leadership styles derived from these attributes (House
36 et al 2004). Three contributed to outstanding leadership (*charismatic/value-based, team-*
37 *oriented* and *participative* styles); one varied based on culture (*humane-oriented* style); and two
38 impeded outstanding leadership (*autonomous/independent* and *self-protective* styles). Table 1
39 offers a detailed look at the attributes comprising each leadership style.
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48 ---Table 1 About Here---
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50 For the Anglo cluster (within which our three regions fall), the highest endorsement in
51 GLOBE studies was for charismatic/value-based leadership style. Behaviors characterizing
52 charismatic leadership included being visionary, inspirational, and appealing to the underlying
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1 values of followers. Team oriented leadership and some elements of participative leadership
2 were also endorsed as contributing to outstanding leadership. Self-protective leadership was
3 viewed negatively. Yet, in practice, subtle variations were evident within the Anglo cluster. For
4 example, the US showed preference for a more 'heroic' style of charismatic leadership
5 combined with need to promote team spirit, while a more consultative and informed approach
6 was preferred in the UK (Chhokar, Brodbeck and House 2013). In Australia, a more egalitarian
7 approach to charismatic leadership was seen as more effective (Ashkanasy, Trevor-Roberts and
8 Kennedy 2000, Trevor-Roberts, Ashkanasy and Kennedy 2003). Given these findings, we
9 examine effective styles for advertising by asking the following:

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22 **RQ2: What leadership styles are viewed as most effective by agency professionals**
23 **in the regions under study?**
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26 27 **METHOD**

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29 Given the limited research on agency leadership, mixed method research designed for
30 both breadth and depth (Tashakkori and Teddlie 1998, Creswell et al 2003, Tashakkori and
31 Creswell 2007) was considered most appropriate. Two methods were used concurrently for
32 comprehensive data collection. From summer 2018 to summer 2019, data from agency staff at
33 all levels were collected through surveys (study 1) and triangulated with data from interviews
34 with agency leaders (study 2). Surveys measured leadership attributes and behaviors using CLT
35 scales. Contemporaneous depth interviews with senior practitioners sought information on local
36 agency norms/ practices regarding leadership and related challenges. A total of 255 survey
37 responses and 40 interviews comprised the complete data set. SPSS was used for survey
38 statistical analysis and NVivo qualitative software for interview analysis. The separate results
39 were then merged to examine convergence, divergence, and relationships to build a more robust
40 interpretation of agency leadership.
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STUDY 1: SURVEY

Sampling

The research team identified the study population based on specific criteria i) staff at all agency levels and across departments ii) staff at different types of agencies. In a pre-test, 100 personnel emails were randomly generated using Redbooks online (billings criterion was used to select and randomly sample three top ten agencies in each country). Only 24 responses were received with 46% undeliverable email bounce-backs. Due to unreliability of sampling frames using this tactic, a different way to solicit respondents was adopted for the main study. First, industry associations (at least two in each region) were approached with a request to circulate the call. Only three agreed to send out the link but shared no information on list size or participants. Second, emails were sent to agency contacts in each country with a request to circulate the solicitation in their organizations. And finally, an invitation was posted to four professional advertising groups on LinkedIn. Due to convenience sampling, non-response bias and response rate are not reported.

Measures and Survey Administration

An online survey in English was hosted on Qualtrics with the pretest providing feedback on questionnaire design. Language of some questions was simplified to eliminate ambiguity. To measure leadership qualities, 21 cross culturally validated GLOBE leadership attribute scales (for full list of scales see House et al 2004) were included, modified from 7-point to 5-point measures for ease of response on mobile platforms. Questions on agency size (number of employees) and agency type (global/domestic-national/domestic-local) were included. Questions on basic respondent demographics, agency experience (years in advertising, level at agency), and some open-ended questions completed survey items. A total of 255 usable responses were recorded of which 68.6% completed the entire survey.

1 Table 2 presents agency and respondent profiles. Multinational network agencies
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4 comprised 71.8% of the sample forming the largest group in all three countries; small, medium,
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6 and large agencies (number of employees) were well distributed across the sample.
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8 ---Table 2 About Here---

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10 A majority of respondents (81.3 %) were between 22 and 50 years old. Gender
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12 distribution was 57% female and 42% male though there were more males in the UK sample.
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14 Most (74%) had a college degree. All agency experience levels were well represented (ranging
15
16 from less than 5 years to 20+ years). Distribution by agency role was about 30% account
17
18 management, 14% business development/general management, 13.5% creatives, 13.4% media
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20 and promotions. Digital/analytics and account planning roles had lower representation. The
21
22 sample consisted of top leaders at level one and two (28.6%), mid-level executives (44.7%) and
23
24 juniors (26.6%).
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28 **Survey Findings**

29 *Agency Leadership Attributes and Behaviors*

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31 Research Question 1 examined key leadership qualities valued by respondents. *Integrity*
32
33 was the top leadership attribute across all three countries. *Vision*, being *Inspirational*, being
34
35 *Team Oriented* and *Decisive* were also seen as highly desirable; being *Malevolent*, *Non-*
36
37 *participative*, and *Conflict Inducing* least desirable (see Table 3). One-way ANOVA tests found
38
39 no statistically significant country differences on key leadership attributes. Some interesting
40
41 descriptive comparisons were as follows. Being Visionary ranked higher in the US and
42
43 Australia. Being Collaborative ranked higher in the UK. Being Inspirational ranked higher in the
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45 UK and Australia. Being Decisive ranked in the top three in the US but not in the other regions.
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52 ---Table 3 About Here---

Agency Leadership Styles

Exploratory Factor Analysis (EFA) identified the underlying factor structure of leadership items. A priori GLOBE leadership dimensions were not specified for several reasons. First, our population and industry (professionals at all levels of ad agencies) were different from GLOBE (mid-level managers in business organizations). Second, there was a difference in level of analysis between GLOBE and our research. GLOBE methodologists Hanges and Dickson (2004) cautioned that because that project's leadership scales assessed variation at organizational level, it should not be surprising if "different psychometric properties are found if researchers use these scales at different levels" (p. 124). GLOBE measured and analyzed organizational and societal level leadership perceptions. Our study focused on individual level leadership perceptions so running an EFA was logical and desirable. Third, other scholars working specifically with GLOBE Anglo data recommended generating factors to capture intra-cluster differences. Trevor Roberts et al (2003) first specified a leadership model based solely on GLOBE leadership styles using Australian and New Zealand data but found a poor fit - with factors and item loadings in particular country culture settings varying from the general GLOBE model. They recommended an EFA to generate country or cluster specific leadership styles and then comparing with GLOBE's universal leadership styles.

The EFA examined the underlying factor structure of the 21 leadership items. KMO measure of sampling adequacy (0.716) and Bartlett's test of sphericity were significant ($p < 0.001$) indicating data were suitable for factor analysis. With exception of one variable – status conscious (0.432) – communalities were greater than 0.60 and were acceptable. Principal Components Analysis with Varimax rotation extracted nine factors with eigenvalues greater than 1 collectively explaining 61.87% of total variance. A loading threshold of 0.40 was considered significant for our sample as recommended by Hair et al (2010). Three factors with single item

1 loadings were eliminated and two factors with high cross loadings - *conflict inducer* and *face*
2 *saver* -were removed from the final six factor solution (See Table 4).
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6 ---Table 4 About Here---

7
8 RQ 2 examined effective leadership styles for agencies. Mean scores for each of the six
9 styles were computed and compared (Table 5). While these newly labelled factors were not
10 identical to those based on GLOBE data, they were close enough. One new factor was the
11 emergence of the lowest rated style in our study which we labeled the Dictatorial style. Across
12 all countries, *Collaborative* and *Performance-oriented* styles were rated more effective, followed
13 by *Humane*, *Independent*, *Charismatic*, *Autonomous* and *Dictatorial*. Like the CLT, our analysis
14 found styles promoting effective leadership (the highest ranked styles) as well as those that
15 impeded it (the lowest ranked styles). The Dictatorial style was considered least effective in
16 promoting outstanding leadership.
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29 ---Table 5 About Here---

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31 To identify differences, one-way ANOVAs were run with country as independent variable and
32 style as dependent variable. For the lowest rated leadership style (Dictatorial), the F test was
33 significant ($F = 4.59$, $p = 0.011$) with the US differing ($m = 1.96$) from Australia ($m = 2.28$)
34 suggesting somewhat more tolerance for this style in Australia. There were no statistically
35 significant country differences for other leadership styles.
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42 *Post Hoc Analyses – Agency and Individual Differences*

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44 Differences in perception of leadership styles by agency or individual factors were further
45 examined through additional analyses (one-way ANOVAs and Tukey tests). F tests found no
46 significant differences by agency (size and type of agency) for any style.
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51 Among individual factors, some age, agency experience, and agency level differences
52 were noted. Performance-oriented leadership differed by age ($F = 6.21$, $p < 0.001$) and
53 advertising experience ($F = 6.11$, $p < 0.001$). Practitioners above 50+ years ($m = 4.55$, $p < 0.001$)
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1 and between 41-50 years ($m=4.48$, $p = 0.01$) saw Performance-oriented leadership as more
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3 effective than those between 22-30 years ($m=4.12$). Practitioners with 20+ years agency
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5 experience (mean= 4.56) also rated Performance-oriented leadership more effective than those
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7 with 5-10 years' experience (mean= 4.24 , $p < 0.001$) and under 5 years (mean= 4.11 , $p < 0.001$).
8
9 Finally, some variations were also found by agency level; those at four or more levels below the
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11 leader ($m=3.66$) found Charismatic style to be more effective than level one (top) leaders
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13 ($m=3.07$) ($F=4.21$, $p < 0.001$); they were also less critical of the Dictatorial style ($m=2.40$) than
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15 those in level one agency roles ($m=1.81$) and level two agency roles ($m=1.82$) ($F=5.54$, $p <$
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17 0.001).
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24 **STUDY 2: INTERVIEWS**

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26 Advertising leaders in each region were purposively selected and solicited through
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28 agency contacts. The target was those in substantial leadership roles regardless of agency size,
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30 affiliation (e.g. network or independent) or type of service (e.g. creative, media, full service,
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32 digital etc.). This included agency CEOs, managing directors and senior directors/vice
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34 presidents. Participant details are provided in Table 6. A semi structured interview guide was
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36 created using open-ended probes which included questions like: *describing ideal and effective*
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38 *leaders for today's agencies, changes in the last decade; universal elements of leadership*
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40 *regardless of agency department, culture, time in history; important skills and qualities for*
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42 *leaders; what earns a leader the most respect from those he/she supervises*. Following
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44 qualitative protocol, participants were also encouraged to explore other emerging leadership
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46 issues/themes during interviews. A total of 40 interviews (US 16, UK 13, Australia 11) were
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48 conducted ranging approximately 45-70 minutes, recorded with permission, and transcribed
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50 verbatim.
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Data Analysis

Analysis was conducted using the constant comparison method (Glaser and Strauss 1967, Strauss and Corbin 1994, Grayson and Rust 2001, Goulding 2017); it has also been used by other qualitative advertising scholars (e.g. Chen and Haley 2014, Habib 2015, Parker, Ang and Koslow 2018). Use of qualitative software helps exploit data to the fullest, facilitates coding and memoing and provides a robust mechanism to audit the coding process (Goulding 2017) by allowing researchers to work in a more methodical and organized manner. All transcripts and memos were analyzed using NVivo. As recommended by Strauss and Corbin (1994), during *open coding* initial coding structures were created to organize data. In the *axial coding* phase, relevant emerging patterns were coded into categories by examining connections and relationships. In the third phase - *selective coding* – categories were further analyzed to find central core themes and refine interpretation (Strauss 1987, Strauss and Corbin, 1994). Themes emerging from each country's dataset were coded separately, then analyzed for common patterns and differences. Interviews were coded by two sets of coders and then evaluated by the lead researchers. There were no significant discrepancies between the independent sets of coders or the research team; minor interpretive differences were resolved through discussion.

Sampling

Participants included 29 male and 11 female leaders with 10-30+ years of industry experience. Nineteen current or former agency CEOs/Managing Partners were part of the group (Table 6). They worked at full service, digital, media, creative and PR-led integrated agencies; held leadership positions in top and middle management; and came from overall agency management, client servicing, creative, strategic planning, digital, and media. Agencies represented were small (7), medium (13) and large (20) in size as defined by number of employees (see Table 6).

---Table 6 About Here---

Interview Findings

In all three regions leaders saw their roles and desired skills as highly related. Three interrelated contexts of leadership responsibility were identified - people, solutions, and change - each requiring specific attributes. Emerging themes were as follows: the key to leading people was *being human*, to solving agency problems was *being collaborative*, and to handling change was *being visionary* (see Figure 2). Each theme is illustrated below.

---Figure 2 About Here---

Leading People: Being Human

Being human was important for effective leadership across all three countries, because an agency's most valued asset is its people - not tools or technology - and putting people first ensured that staff felt supported. Given concerns about flight of talent from advertising to 'greener' pastures, leaders with a more people-centric leadership approach were viewed as more effective in creating a better environment for talent to thrive and flourish.

The core things within leadership are still the human element, how you interact, how you inspire, how you admit vulnerability. (Australian MD)

Making someone better than they are is what a great leader does, so that's all about EQ and understanding what a person's value is and bringing that to the fore. (UK MD)

What I think is an effective leader is somebody who is really not about themselves or their ego and is open to communication and is transparent with information and is truly genuine. That idea of really knowing that there's a leader at the top that has everyone's best interest at heart... (US VP)

Being human also meant embracing a range of soft skills including listening first, respecting others, being authentic and credible. Empathy and EQ were just as important as IQ.

Well the soft skills are the listening, the emotional attentiveness, the openness, the not shutting down any ideas but discussing them. It comes down to that thing of letting everybody have a say (UK MD)

The ability to listen, rather than control. I think there's a lot of people feel that they are, they want to impart their point of view without actually truly

1 listening to what someone's saying, and not even letting them finish. Just let
2 people talk and understand what they have to say (UK CEO).
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4
5 Added to this was the need for leaders to demonstrate personal integrity and
6
7 accountability. As a US based leader observed:
8

9 I personally think that it's also important for leadership to work with integrity
10 to be able to foster that kind of trust and accountability within the agency as
11 well, so that people know that they'll stand by the work they do, but they also
12 know that there is a degree of consistency, and accountability for the actions
13 that we take (US MD)
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15

16 For a UK based MD, integrity applied to both morals of leaders and decisions they
17 executed; with honesty and integrity closely connected. In Australia, integrity was a key
18 contributor to a leader's authenticity. In the US, a leader's personal integrity, trust, and
19 accountability were allied concepts that commanded respect. In fact, low turnover at a large
20 independent agency was ascribed to its founder/owner's personal ethos (US Director).
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27 The demonstration of these soft skills often translated into effective leaders seen as more
28 approachable and accessible. In Australia, with a more egalitarian culture, some reported
29 abandoning their office to sit alongside and help their colleagues and be more approachable to
30 junior staff.
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37 being on the floor has meant that I'm a lot more accessible to junior staff.
38 That they don't feel like I'm sitting in this ivory tower that they have to come
39 and knock on my door and ask permission to come and speak to me and all of
40 that sort of stuff. It just feels like I'm another member of the team.
41 (Australian MD)
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44 Interestingly, this physical proximity was not highlighted in interviews from other regions.
45

46 Particularly in the UK a senior agency leader lamented:
47

48 I would like to see my CEO on my floor, talking to people. You never see
49 these people; they live in ivory towers sometimes. Certainly the last CEO just
50 sat in one place the whole time. Who knows what they do in front of the
51 computer, played games for all I know. Because it certainly didn't affect the
52 company's share-price. (UK MD)
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1 Above all, leaders emphasized the need to come across as authentic to command respect.
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4 In Australia, many leaders talked about “walking the walk”. This was expressed as not asking
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6 staff to do what the leaders themselves would not be willing to do. Often this authenticity was
7
8 the result of “a thousand little things, rather than anything exciting. And then over time, that
9
10 generates a predictability, which then generates trust that's more authentic than marquee
11
12 moments” (Australia MD).
13
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15 The intentional and regular interaction promoted trust and mutual respect. A US leader
16
17 observed: “...authority and power are not what makes people respect you.....For them to respect
18
19 you, they have to believe you, understand you, not always agree with what you do but
20
21 understand why you're doing it”. This was important because, “the most significant asset you
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23 have leaves in the lift every evening” (Australian MD).
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26 *Leading Solutions: Being Collaborative*

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29 As agencies move to flexible cross-functional teams, successful leaders also
30
31 focus on finding creative solutions to manage internal processes more effectively.
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33 Top down approaches were regarded as out of touch, while collaborative and
34
35 distributive approaches were viewed as central to a leader’s role as facilitator and
36
37 problem-solver. In one leader’s own words:
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40 “... the whole collaboration aspect is really a big change in the business
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42 and to be able to effectively collaborate you have to have leaders that will
43
44 embrace collaboration and make that happen....It does require leadership to
45
46 bring that kind of a group together ... A lot of times it's not in peoples'
47
48 comfort zone to sit in a big group and hear ideas. I think that's probably the
49
50 biggest skill these days that a leader needs” (US VP, large agency).
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53 Another US based CEO described his role as that of a “servant leader” helping
54
55 others maximize their potential for the success of the team. As a team player, the
56
57 leader must “facilitate the success of the people she or he is leading”, “guide
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59 [others] to really find the true voice of the company”, and be “smart enough and
60

1 disciplined enough to get out of their way and let them do what they do". A UK
2
3 based participant agreed:

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6 A good leader needs to be somebody that's inspirational, non-judgmental,
7 somebody who's able to rally the troops behind a broad cause. And at times
8 sacrifice their own thoughts and position for the greater good I suppose, you
9 know, to look at somebody who can bring people together, to create
10 consensus and to get people to move in one direction (UK MD).
11

12
13 However, being human and collaborative is not the same as being equal, and ultimately someone
14 had to take responsibility and solve the problem and make the hard decisions.
15

16
17 Making calls that might not be popular [is important]. It's very easy to be a
18 popular leader if you're just giving everybody pay rises, and saying, "Bunk
19 off at 4:00. Beers all round" or whatever it might be. (Australian MD)
20
21

22 Not every decision a leader makes pleases all the staff. Nor is every decision made
23 with complete understanding or information. Increasingly leaders had to make
24 decisions faster and with limited information and sometimes made mistakes. This
25 makes leaders vulnerable and human.
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31 There are so many data points that if you wait for a 100% complete
32 understanding, you'll have either missed the boat or your competitors will
33 have acted quicker. I think one of the things leaders are now expected to do
34 is to assess situations quicker with limited data and make a call on it.
35 (Australian MD)
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38 In collaborative settings, transparency was seen as a key component of positive leadership. A US
39 based leader observed:
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43 ...it is humbling to recognize you don't know the answers...the hardest
44 thing to do as a leader and probably the most powerful thing you can do is
45 admit it. (US CEO)
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48 Willingness to acknowledge mistakes also contributed to being transparent:
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50 I think being able to own the stuff you've done wrong is really important. I
51 think people need to see that leaders still muck up and that you're still
52 human. I think that's very encouraging for people because it makes you
53 approachable but also leaves room for excellence, which has faults in it
54 rather than perfection, which doesn't. (UK MD)
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1 *Leading Change: Being Visionary*

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4 According to several leaders, every day brought a new challenge, calling for a clear sense
5
6 of market needs to guide agencies through successful transition. Having a vision for the agency
7
8 built on industry knowledge and resilience to change was important in leadership roles -
9
10 particularly at the top of the agency. This was echoed by participants across all regions.

11
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13 I think leadership requires a number of different skill sets, not least of
14 which is being visionary. So [is] having a view of what's coming and being
15 able to pull everyone along in the agency towards that goal. (UK MD)

16
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18 A US participant described his constant struggle to stay on top of "what's going on in the
19
20 world, in client industries in order to make the right decisions about the direction in which to
21
22 take the agency" (US partner/CEO). Another observed that knowledge must include "a solid
23
24 understanding of channel and message integration because communication experiences are not
25
26 siloed" (US digital director). A leader's vision also involved tapping into understanding of
27
28 paradigm shifts in marketing and business environments:
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32 I think being able to demonstrate that change is just in a way business as
33 usual, that's a new paradigm, is an important part of leadership. (Australian
34 MD)

35
36 In the midst of churn and change, their problem-solving skills were often subject to
37
38 severe stress tests. While the vision they offered must motivate and inspire others, being
39
40 pragmatic, knowing how to "balance business and creativity in one environment, in one
41
42 construct" (US VP) and "creating [practical] operational strategies that bring that vision to
43
44 fruition" (US CEO), were equally important. Leaders also needed ability to respond quickly -
45
46 being nimble and adaptable was critical. As a UK MD observed: "You are going to become
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48 yesterday's hero very quickly if you don't adapt".
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52 And perhaps overlaying all of this was the creative part of leadership, so inherent in the
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54 advertising business, where inspiring others to innovate represents the transformative role of
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1 effective leadership. As one leader noted, advertising is still about the new, fresh, and exciting.

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4 Leaders must challenge both themselves and their teams to:

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6 Blow everything out of the water, spark of newness. If you don't do that and
7 everyone is focused on business as usual, you are going to fail. You need a
8 SWAT team, you need 5% of the budget going to ideas that are crazy. (UK
9 MD)
10

11 12 13 **DISCUSSION**

14
15 Collectively, findings from surveys and interviews offer interesting insights on what it
16 takes to lead agencies today. The best leaders are people-focused, collaboration-driven and
17 future-oriented; certain attributes are highly valued irrespective of the region in which the agency
18 operates. In this sense, our research supports the central tenet of GLOBE'S Culturally Endorsed
19 Leadership Theory that a) leadership has both universal and culturally contingent aspects, and b)
20 universal leadership factors within cultural clusters are likely to be similar but local variations
21 exist both within and across clusters. Our integrated findings offer strong support for this
22 dualism. These are next discussed in terms of leadership attributes and styles and what
23 differences, if any, exist among practitioner views in the three regions.
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35 36 **What Leadership Attributes Define Advertising Leaders?**

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38 Our first research question examined desirable attributes and behaviors for effective
39 agency leadership. In the survey, the top six attributes were integrity, visionary, inspirational,
40 collaborative/team-oriented, decisive and performance oriented. Five of these were similar to
41 GLOBE (inspirational, performance oriented, integrity, visionary and decisive) and to GLOBE
42 findings specific to the UK, US, and Australia (when averaged to mean scores) (see Table 7).
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Leaders' integrity was valued highest across all regions sending a clear signal that agency staff
saw personal accountability as key to building trust in their leaders.

The value placed on integrity, above all, as the most important quality in the survey
clearly points to the fact that successful leaders must have an ethical backbone. Our study

1 suggests that agency personnel at all levels of the agency valued ethical leadership through
2 demonstration of core principles. Though facets of integrity were not directly operationalized in
3 survey responses, insights from interviews reveal that leaders saw integrity as applicable to both
4 thought and action. It directly contributed to authenticity, transparency, and credibility. As
5 Drumwright and Murphy (2009) observed in their study of advertising ethics, leaders' views on
6 ethics shape future actions in the industry. Our findings also support Schauster's (2015)
7 observation that when agency leaders value ethics (including trust, honesty, respect, fairness)
8 they set normative codes for the rest of the agency.
9

10 One interesting difference from the main GLOBE findings emerged in interviews: soft
11 skills are a core component of effective agency leadership. Strongly endorsed in leader
12 interviews, this adds another layer of meaning to the 'human' aspect of leading. None of the 21
13 GLOBE leadership attributes specifically encapsulate soft skills, though individual traits such as
14 being modest or being different, or even negative traits such as being hostile or self-centered
15 were included in their scales. Among soft skills, agency leaders across all three regions stressed
16 need for integrity and personal ethics, being credible and authentic, along with the ability to
17 listen. This emphasis is not surprising given their view of successful leadership as intertwined
18 responsibilities of managing people, solutions, and change. It must also be noted that GLOBE
19 data was collected in the 1990s and the focus on soft skills likely reflects a growing trend not
20 just in advertising but in many related industries. For example, recent public relations leadership
21 studies have found that while knowledge and expertise are primary and desirable components of
22 effective leadership, it is the soft skills that distinguish great leaders from others (e.g. Berger and
23 Meng 2014, Patwardhan and Bardhan 2014).
24

25 Agency leadership is also about finding solutions and solving problems for clients. The
26 higher value placed on collaboration as a leadership quality by agency professionals is probably
27 an outcome of the flatter, team-based structure of the contemporary advertising agency. An
28

1 interesting observation is that *being collaborative/team-oriented* was among the top four
2 attributes in our survey, but 9th on GLOBE's overall list and 8th for its Anglo cluster (Table 7).
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6 Need for a collaborative approach is also strongly supported in the interviews. Advertising
7
8 leaders saw themselves as facilitators and not as people with all the answers. They saw their role
9
10 as one that encouraged shared responsibility across agencies' cross functional teams. They
11
12 believed it important to convey to staff a sense of purpose, a sense of knowing where the
13
14 company was going, and the role that each of them played in helping the agency keep up with
15
16 challenges of the information age.
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20 ---Table 7 About Here---

21
22 Many of these abilities embody managerial excellence. However, the visionary aspect of
23
24 leadership cannot be ignored, particularly in a creative field like advertising. Agencies today are
25
26 struggling to redefine their value (Patwardhan et al 2019) in a changing marketing world. The
27
28 clarity of a leader's future orientation inspires others to innovate and create, so it is not surprising
29
30 that being visionary emerged as an important leadership attribute in our research. Prior research
31
32 also supports these findings. One of the few advertising studies on creative leadership (Mallia,
33
34 Windels and Broyles 2013) identified inspirational attributes describing creative directors as
35
36 motivators, gurus and champions of creative teams. Patwardhan et al's (2019) study of US
37
38 agency leaders also found need for transformative vision and managerial pragmatism in the
39
40 leadership process of negotiation, adaptation, and collaboration.
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45 **Are Effective Leadership Styles Different in Advertising?**

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47 Our second research question examined effective agency leadership styles. To determine
48
49 whether they are viewed differently in advertising, our results were compared with the six
50
51 universal global leadership styles identified by House et al (2004). In GLOBE research, the
52
53 three styles that contributed to outstanding leadership were charismatic/value-based, team-
54
55 oriented and participative style. One leadership style, humane-oriented, varied based on culture.
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1 Two were thought to impede outstanding leadership: autonomous/independent and self-
2 protective styles.
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6 Even though our styles did not exactly replicate GLOBE, the central premise of the CLT
7 is supported: that concepts of universally effective leadership styles are shared, particularly for
8 countries within a common cultural cluster. Charismatic style was top of GLOBE's overall list
9 for outstanding leadership, while its Anglo cluster also most valued Charismatic and People-
10 oriented leadership styles (see Figure 3). Our research however found the most effective
11 leadership styles for agencies in all three regions were Collaborative and Performance-oriented,
12 followed by Humane-oriented. Though Charismatic and Autonomous styles were also observed,
13 they were not highly rated. It seems that being charismatic was not enough for advertising
14 leaders. Like CLT, our research also uncovered a leadership style that impeded leader
15 effectiveness in all three regions that we labelled the Dictatorial style. A comparison of this
16 study's findings with GLOBE's overall universal leadership styles and specific styles for the
17 Anglo cluster (based on GLOBE data) is offered in Figure 3.
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36 ---Figure 3 About Here---
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38 It also appears that advertising practitioners interpret 'charismatic' somewhat differently
39 from GLOBE mid-level managers. The style we labelled Charismatic included the attributes
40 charismatic, status-conscious, and unique/one of a kind. Integrity and inspirational (attributes of
41 GLOBE's charismatic style) loaded differently in our research; they were seen as contributing
42 more to working in a team and as less connected with elements like charisma or being unique.
43 Perhaps charismatic leadership is seen as more individualistic and less valuable in an agency
44 setting; higher value is placed on collaborative leadership which is more collectivistic and group
45 focused.
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1 Our research suggests that whether in the US, UK, or Australia, today's agencies are best
2 served by leadership styles that help others thrive professionally in a work environment that
3 empowers individuals and also promotes collaboration. This was certainly what the leaders
4 themselves thought, stating in interviews that leadership was not about inspirational speeches but
5 more concrete undertakings, the thousand little things leaders did to support their staff. Again,
6 this could be a result of the more team-based advertising environment where employees are
7 inspired more by results-based metrics and each other, rather than love for a leader. Our finding
8 is supported by other advertising research. For example, historical research in the context of
9 creative advertising leadership by Ashley and Oliver (2010) and Oliver and Ashley (2012) found
10 little evidence of charismatic management styles in agencies as being the most effective across
11 time. Highlighting the importance of collaborative leadership styles, leaders sought to resolve the
12 independence versus control dilemma through flexibility, shared responsibility for ideas and
13 respectful conflict. Similarly, Patwardhan et al's (2019) leadership study found a management
14 style focused on people and relationships as more conducive to handling internal change in US
15 based agencies.

36 **From Universal Attributes and Styles to Cultural Variations**

38 Besides universally endorsed attributes and styles, CLT also visualizes culturally
39 contingent variations. While no major significant statistical country differences in leadership
40 attributes and styles emerged in the quantitative analysis, one interesting difference was that US
41 practitioners gave more importance to being decisive as a top leadership quality than
42 counterparts in the UK and Australia. However, leaders themselves did raise some interesting
43 culture specific ideas in interviews. For example, one characteristic stressed by Australian
44 leaders was about "walking the walk". It was about not expecting your staff to do what you, as a
45 leader, were not willing to do yourself. Australians demonstrated this in many physical and
46 visible ways, such as abandoning their office and moving on to the floor alongside their staff or
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1 even rolling up their sleeves and helping staff with an urgent agency task. Perhaps this “walking
2 the walk” more strongly aligns with the Australian love for egalitarianism, where everyone is
3 equal. This was not evident in the UK and US experience in our research and could be a
4 culturally contingent variation. Interestingly, younger Australians in the survey seemed to
5 display somewhat more tolerance for the Dictatorial style, contrary to this egalitarian view of
6 leadership expressed by top leaders in interviews. While this contrast merits further
7 investigation, it must be noted that a) this was the least effective style overall even in Australia
8 and b) respondents across all countries who were at four or more levels below top leaders were
9 less critical of the dictatorial style than those at level one and two. Future depth interviews with
10 younger employees may reveal whether this finding is an artefact of the study or whether it
11 springs from inexperience and lack of confidence at an early career stage with less resistance to
12 top down authoritarian leadership styles.

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29 Looking for other differences in employee expectations, we found that place of work –
30 the size or type of agency - did not affect employees’ views on leadership styles. However,
31 survey responses did find some individual differences based on age and years of experience in
32 advertising. For example, older employees, those over 40 or with more than 20 years agency
33 experience, considered performance-oriented leadership style to be the most effective. Younger
34 employees, under 30, were still looking for inspiration. According to an industry report (Lum
35 2017), generational expectations often challenge middle and senior-level advertising executives
36 in managing, motivating, and retaining younger talent at agencies. While most effective
37 leadership styles received strong cross-generational endorsement in our study, an interesting
38 difference was greater preference for charisma among younger practitioners and for performance
39 orientation among older, more experienced colleagues. This may, perhaps, be attributed to
40 relative inexperience of new entrants more susceptible to personality factors like charisma. Over
41 time and experience, our study suggests a likely shift to greater appreciation of result-oriented
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1 leadership. Given today's multigenerational workforce in advertising, leadership preferences
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3 among Gen Y and Gen Z practitioners call for more investigation.
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8 **LIMITATIONS**

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10 Understandably, our research has limitations. One is limited generalizability as a
11 consequence of convenience sampling and a smaller overall sample size for the surveys. We
12 note, however, that lack of reliable practitioner sampling frames and lower response rates are
13 issues that other industry-focused advertising scholars deal with as well. More specific to this
14 study, a limitation is its focus on a single Anglo-cluster. While the three countries are industry
15 leaders and major contributors to advertising expenditure worldwide, this is just a starting point.
16 Future research should examine other regions to see if there is global alignment or more
17 pronounced differences in desirable advertising leadership attributes and styles not just within
18 but across cultural clusters. Another related limitation is that today's agency networks
19 (particularly at senior levels) are likely to have personnel working in cross border settings; our
20 study did not include a check for respondents' country of origin/nationality only asking for the
21 country where they worked.
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40 **CONCLUSION & FUTURE RESEARCH**

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42 Understanding effective leadership in today's agencies has an important place in the
43 advertising literature. It not only fills a knowledge void but also opens the door to new
44 scholarship and to creating leadership development opportunities for future leaders. Our study
45 presents ideal leaders as leading people by being human; leading solutions through collaboration
46 and team-orientation; and leading change with vision and values. Core to this is integrity,
47 described as the most important leadership attribute. Collaboration and performance-orientation
48 are the most effective leadership styles in all three countries.
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1 Leadership is not always perfect and leaders are only human, after all. The vulnerability
2 that leaders frankly described in the interviews is interesting. In the digital age, leaders are often
3 forced to make instant decisions from incomplete data and sometimes make mistakes. However,
4 they feel compelled to act, to encourage creativity, and to distribute responsibility because if they
5 don't, they are yesterday's hero. Effective leaders deal with the pressure of such decisions by
6 being as transparent and collaborative as possible. Whether employees actually see their leaders
7 as vulnerable and capable of making a mistake while at the same time respecting that fallibility,
8 is a question that needs further exploration. It would be interesting to explore this notion through
9 in-depth interviews with employees. Was a leader someone who had integrity, was inspirational,
10 visionary, collaborative and performance-oriented – and human too?
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24 As leadership styles continue to evolve in the information age it may be necessary to
25 update the list of attributes developed by GLOBE in 2004. For example, soft skills, authenticity,
26 and people focused qualities were important findings in this study; further research could
27 uncover new components of leadership styles. From a methodological perspective, development
28 and psychometric testing of new scales to measure agency leadership would also be useful for
29 advertising research.
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38 Scholars could also explore employee age and experience as determinants of leadership
39 expectations. While our research showed young employees valued inspiration and older
40 counterparts sought performance, it would be interesting to explore this more deeply and widely.
41 Is this just an artefact of the Anglo cluster? Or is the desire for inspiration somehow aligned with
42 the high churn of younger agency staff everywhere as reported in trade publications?
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50 Gender based leadership differences (though not discovered in this study) form another
51 important area of investigation. There are several scholars examining gender and diversity issues
52 in communication industries (e.g. Grow, Roca and Broyles 2012; Thompson-Whiteside, Turnbull
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1 and Walsh 2020); adding leadership research to the mix would be both informative and
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3
4 instructive.

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6 The agency environment, and what you have to be a leader of, has dramatically changed.
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8 Studies examining agency organizational culture change and its impact on leadership would be
9
10 another significant research area. Given the millennial shift in agency composition and the role
11
12 of millennials as future leaders, it would have implications for leadership development. A better
13
14 understanding of what is needed in today's advertising leaders could also create opportunities for
15
16 partnerships between academe and industry to develop tools to train the advertising leaders of the
17
18 future.
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21
22 Finally, thank you to the leaders of some of the best agencies in the US, UK and
23
24 Australia for their candid insight into advertising leadership. As one agency leader said,
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26 "There's nowhere to hide. I think that is a truth of leadership in agencies."
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TABLES

**Table 1: Culturally Endorsed Leadership Theory
Universal Leadership Styles**

Charismatic/Value Based	Visionary, Inspirational, Self-sacrificing, Integrity, Decisive, Performance oriented
Team Oriented	Collaborative, Integrative, Diplomatic, Malevolent (reverse coded) Administratively competent
Participative	Autocratic (reverse coded), Non-participative (reverse coded)
Humane Oriented	Modesty, Humane
Self Protective	Self- centered, Status conscious, Conflict inducer, Face saver, Procedural/ bureaucratic
Autonomous	Autonomous

Table 2: Survey Respondent and Agency Profiles

	US (n = 92) %	UK (n = 58) %	Australia (n = 105) %	Total (n = 255) %
PARTICIPANTS				
Age				
Under 22 years	1.1	1.8	2.0	1.6
22 -30 years	27.3	35.7	36.6	33.1
31-50 years	45.5	42.8	53.5	48.2
Over 50 years	26.1	19.6	7.9	17.1
Gender				
Male	39.8	50.0	39.6	42.0
Female	60.2	48.2	58.4	56.7
Prefer not to say		1.8	2.0	1.2
Education				
Post graduate degree	20.9	21.4	13.9	18.1
Undergraduate degree	76.7	69.6	74.3	74.1
High School/Vocational	2.3	8.9	11.9	7.9
Advertising Experience				
Less than 5 yrs.	25.0	16.1	34.7	26.9
5-10 yrs.	18.3	32.1	27.7	25.3
11 -20 yrs.	27.2	17.9	26.7	24.9
Over 20 yrs.	29.5	33.9	10.9	22.9
Agency Role				
General Mgmt/Bus Development	22.7	17.9	4.0	13.9
Account service	26.1	30.4	35.6	31.0
Creative	10.2	8.9	18.8	13.5
Account planning	5.7	12.5	9.9	9.0
Media & Other Promotions	21.6	19.7	3.0	13.4
Digital/Analytics	6.8	8.9	7.9	7.8
Other	6.8	1.8	20.7	11.3
Agency Level				
Top Leader	9.1	21.4	5.0	10.2
One level below leader	28.4	21.4	8.0	18.4
Two levels below	29.5	10.7	27.0	24.2
Three levels below	19.3	21.4	21.0	20.5
Four levels below & under	13.6	25.0	39.0	26.6
AGENCIES				
Agency Size – No. Employed				
Small <100	28.3	41.4	23.8	29.4
Medium 101 - 500	31.5	21.0	67.7	44.1
Large > 501	40.5	36.8	36.8	26.4
Agency Type				
Multinational network	55.4	62.1	91.4	71.8
Domestic – national	26.1	19.0	6.7	16.5
Domestic – regional/local	18.5	19.0	1.9	11.8

Table 3: Top Ten Leadership Attributes

Most Desirable	Total	US	UK	Australia
Integrity	4.61	4.64	4.51	4.65
Visionary	4.48	4.42	4.41	4.59
Inspirational	4.48	4.33	4.59	4.55
Collaborative - Team Oriented	4.40	4.38	4.43	4.40
Decisive	4.36	4.40	4.35	4.32
Performance oriented	4.14	4.19	4.22	4.05
Team Integrator	4.12	4.19	4.06	4.09
Charismatic	4.10	4.09	4.27	4.00
Diplomatic	4.02	4.00	4.12	3.97
Humane oriented	4.00	4.00	3.90	4.08
Least Desirable				
Malevolent/Hostile	1.42	1.36	1.31	1.55
Non-participative	1.68	1.59	1.59	1.83
Conflict Inducer	1.92	1.79	1.96	2.03
<i>Note: (1 = very unimportant, 5 = very important; only top 10 attributes – above 4/5 – included under desirable)</i>				

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Style	Attributes loadings
<i>Collaborative</i>	inspirational (.732) integrity (.787) team-oriented (.695) diplomatic (.538) team integrator (.449)
<i>Autonomous</i>	independent (.821) autonomous / self-reliant (.692)
<i>Charismatic</i>	charismatic (.700) status-conscious (.433) unique / one-of-a-kind (.603)
<i>Humane</i>	modest (.798) humane-oriented (.685)
<i>Performance-oriented</i>	visionary (.490) decisive (.484) performance-oriented (.687)
<i>Dictatorial</i>	autocratic (.562) self-centered (.717) bureaucratic (.592) malevolent/hostile (.775) non-participative (.706)

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	Collaborative	Autonomous	Charismatic	Humane	Performance - oriented	Dictatorial
<i>Australia</i>	4.34	3.39	3.30	3.73	4.32	2.28
<i>UK</i>	4.34	3.40	3.40	3.59	4.33	2.00
<i>USA</i>	4.31	3.33	3.39	3.59	4.34	1.97
<i>Total</i>	4.33	3.38	3.39	3.65	4.33	2.01

Note: [scale: 1 = least effective, 5 = most effective]

Table 6: Interview Participant Profiles

Country	Role	Experience	Gender	Agency size
US				
1	Executive Vice President	20 +	Male	Large -full service
2	VP/Group Director	20+	Male	Large –digital
3	Director - Strategy	10+	Male	Large – full service
4	VP/Creative Director	10+	female	Large – full service
5	Group Account Director	15+	female	Large –digital
6	Global Br. Strategy Head	15+	Male	Large- digital
7	Brand Planning Director	20+	Male	Large-independent
8	Digital director	10+	female	Mid-sized -full service
9	CMO/Consultant	15+	female	Mid-sized consultancy
10	President and CEO	25+	Male	Mid-sized – full service
11	Partner/CEO	20 +	Male	Mid-sized - full service
12	Ex CEO/current educator	20+	Male	Mid-sized agency
13	Assoc. Creative Director	15+	female	Mid-sized - full service
14	VP– Media Services	20+	Male	Small - full service
15	CEO/Creative Director	20+	Male	Small- full service
16	VP- Client Services	10+	female	Small – digital
UK				
1	CEO	25+	Male	Small – full service
2	New Business Director	25+	Male	Mid-sized creative
3	Managing Partner	20+	Male	Large – full service
4	Head of Strategy	20+	Male	Large – full service
5	Planning Director	20+	Male	Large – full service
6	CEO	25+	Male	Mid-sized – full service
7	Digital Director	10+	Male	Large – full service
8	Creative Director	30+	Female	Small – full service
9	Managing Partner	20+	Female	Large – full service
10	Account Director	10+	Male	Med-sized – PR
11	Managing Director	30+	Female	Small – PR
12	CEO	10+	Male	Small – media
13	Chief Integration Officer	20+	Male	Mid-sized – full service
Australia				
1	CEO	20+	Male	Large, international – full service
2	Head of APAC	20+	Male	Large, international – Media group
3	CEO	20+	Female	Medium – Australian creative agency
4	CEO	20+	Female	Large – International full service
5	CEO	20+	Male	Large – International media agency
6	CEO	20+	Male	Large – International media agency
7	CEO	20+	Male	Large – International media agency
8	Managing Partner/Owner	20+	Male	Medium – Australian full service
9	CEO	20+	Male	Large – International media agency
10	CEO	20+	Male	Large – International full-service agency
11	Managing Partner/Owner	20+	Male	Medium – Australian creative agency

Table 7: Leadership Attributes Comparison

UK, USA, and Australia (this study)		UK, USA, and Australia- GLOBE study		All CLT clusters - GLOBE study	
	<i>Mean</i>		<i>Mean</i>		<i>Mean</i>
Most Desirable					
Integrity	4.61	Inspirational	4.55	Integrity	4.33
Visionary	4.48	Performance oriented	4.55	Inspirational	4.33
Inspirational	4.48	Integrity	4.49	Visionary	4.30
Collab/Team Oriented	4.40	Visionary	4.45	Performance-oriented	4.30
Decisive	4.36	Decisive	4.28	Team-integrator	4.20
Performance-oriented	4.14	Admin competent	3.92	Decisive	4.14
Team Integrator	4.12	Diplomatic	3.89	Admin competent	4.11
Charismatic	4.10	Collab/Team-oriented	3.87	Diplomatic	3.92
Diplomatic	4.02	Modesty	3.62	Collab/ Team oriented	3.90
Humane oriented	4.00	Humane	3.60	Self-sacrificial	3.57
Least Desirable					
Malevolent/Hostile	1.42	Face saver	1.86	Autocratic	1.89
Non-participative	1.68	Autocratic	1.73	Self-centered	1.55
Conflict Inducer	1.92	Self-centered	1.36	Malevolent	1.29
<i>Notes:</i>					
<i>i) GLOBE scores sourced from House et al (2004)</i>					
<i>ii) Original GLOBE CLT scales were scored as 1 (Very Unimportant) – 7 (Very Important). For comparison, GLOBE scores were converted to a 5- point scale: 1 (Very Unimportant) – 5 (very Important)</i>					
<i>iii) Only top 10 attributes – above 4/5 – included under desirable</i>					

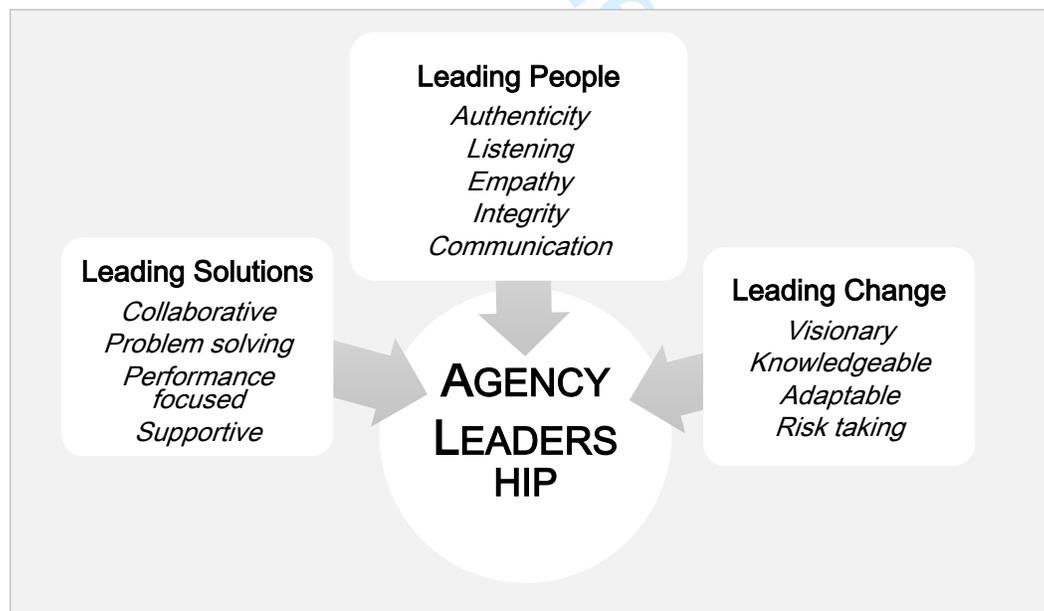
FIGURES

Figure 1: GLOBE Leader Attribute Scores

Integrity (6.07)	Humane (4.78)
Inspirational (6.07)	Status conscious (4.34)
Visionary (6.02)	Conflict inducer (3.97)
Performance-oriented (6.02)	Procedural (3.87)
Team-integrator (5.88)	Autonomous (3.85)
Decisive (5.80)	Face saver (2.92)
Administratively competent (5.76)	Non-participative (2.66)
Diplomatic (5.49)	Autocratic (2.65)
Collaborative team orientation (5.46)	Self-centered (2.17)
Self-sacrificial (5.0)	Malevolent (1.80)
Modesty (4.98)	

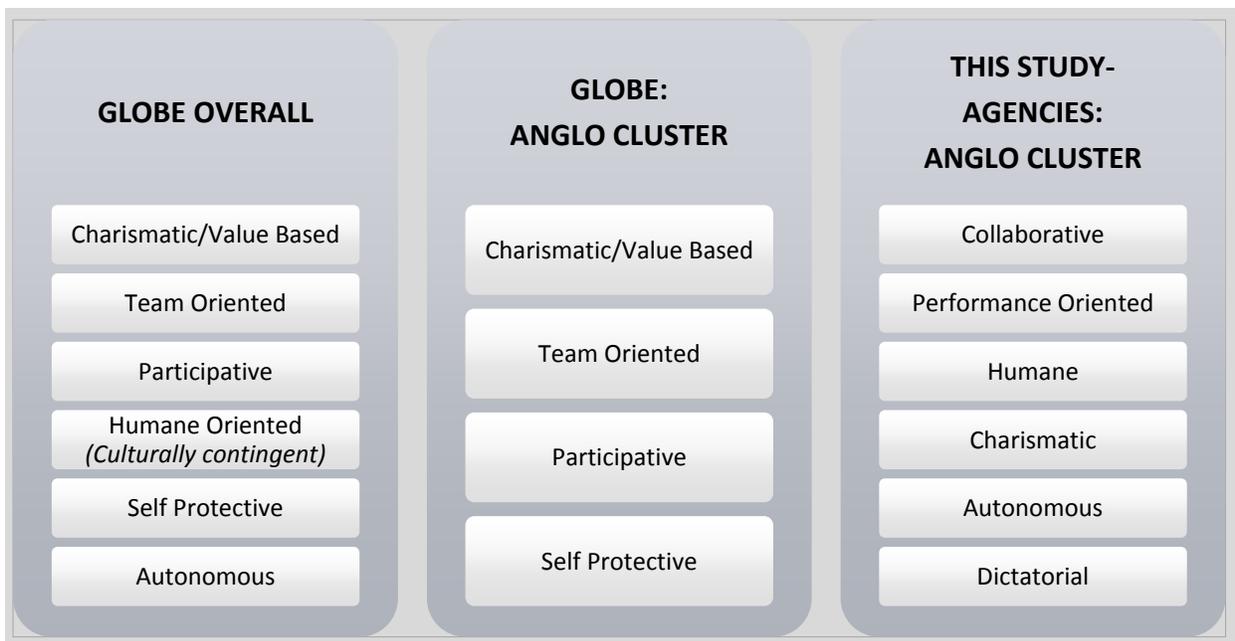
Note: Attributes were ranked from low to high on GLOBE's 7- point scale

Figure 2: Leader Roles and Attributes



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Figure 3: Universal Leadership Styles Comparison – GLOBE & This Study



Note: universal styles are presented in order of desirability; styles on top are most preferred, styles at bottom least preferred.

Review Only

RESPONSES TO REVIEWERS

RESPONSE TO ASSOCIATE EDITOR

Thank you for your helpful guidance on our second revision. We have made a good faith effort to address any specific concerns that remain and further improve the manuscript. Highlighted page numbers below lead to specific changes/edits related to your comments.

<i>Comments</i>	<i>Response</i>
<p><i>One reviewer commented that "it would have been helpful also to interview people who were not in leadership positions, so that their perspectives would be included as they were in the surveys." I would agree, but perhaps that could be the focus of a future study.</i></p>	<p>We agree. This recommendation is currently the focus of a further Australian study. We already mentioned that in future research directions.</p>
<p><i>Please address how Strauss/Corbin and NVivo were used together. That's an interesting approach.</i></p>	<p>There are two aspects to this. Strauss and Corbin's inductive-deductive qualitative analysis offers an approach to analyze data through an iterative process of open, axial and selective coding.</p> <p>The value of using NVivo has been discussed by Goulding (2017) in the <i>Journal of Advertising</i>: software like NVivo facilitates this process.</p> <p>Due to article length we do not elaborate extensively on the coding process in the manuscript. We have added a brief data analysis section on page 14 for clarity.</p> <p>Additional details are included below for your information.</p> <p><u>NVivo Process:</u></p>

	<p>Our coders annotated each interview to generate initial emergent codes into initial nodes. Data from each interview were coded into existing nodes as appropriate; each time a new concept was identified in an interview a new node was created. Linked memos were also written as necessary to facilitate further analytical thinking.</p> <p>After initial <i>open coding</i>, connections between the open codes were refined to create larger codes and categories during <i>axial coding</i>. To group data together to generate these higher order concepts/categories as described by Strauss and Corbin, NVivo allowed us to scrutinize and cluster nodes based on these relationships.</p> <p>Subsequently, these were coded into theme nodes during <i>selective coding</i> by organizing node hierarchies to consolidate the analysis. This approach has been cited in the <i>Journal of Advertising</i> by Parker, Ang and Koslow, (2018); we have added that citation to the manuscript and less current citations been removed.</p>
<p><i>Are you able, as one reviewer suggested, to tease out more about what the leaders thought integrity and its parts entailed. This is a great suggestion based on the findings suggesting the importance of integrity.</i></p>	<p>Perhaps in the transparent environment that we live in now, being authentic and having integrity are the most important leadership values. Since the study was not specifically designed to examine these values, (they were themes emerging from the qualitative data, as also integrity being the top value in the survey), we cannot do a deep dive on them in this study.</p> <p>However, we did reexamine the data to see if we could add more insight to the finding. This is reported in the interview findings on page 16</p>

	and follow up commentary is included in the Discussion section on pages 20-21 .
<i>Please address the reviewer's suggestion to tighten the writing about the findings of openness versus accessibility.</i>	This has been addressed in relevant sections and also explained below.
<i>In the results, I agree that more commentary is needed to help readers understand what they are reading and the meaning found among the long list of quotes.</i>	<p>As mentioned in our last revision, the list of quotes developed from our intention to show similarities and differences across the three countries.</p> <p>To improve clarity and readability, we have rewritten, repositioned quotes, and provided additional commentary to link the quotes (pages 15-19).</p>
<i>Please address the concern about what seems to be a contrast (Australian findings) between dictatorial style and walking the walk.</i>	<p>Universal leadership styles in the CLT include a) those that promote and b) those that impede outstanding leadership (as noted in our literature review).</p> <p>It is important to note that the dictatorial style was <u>the least effective style in our study</u> (a universal leadership style that impedes outstanding leadership).</p> <p>We have added clearer language to report this in the factor analysis on page 12. It is true that Australian respondents showed a little more tolerance for this style than the US group. But, as we noted in post hoc analysis, respondents across all countries who were at four or more levels below top leaders at agencies were less critical of the dictatorial style than those at level one and two.</p> <p>Almost 39% of our Australian survey sample was at four levels or below the top leader, and less critical of this style. On the other hand,</p>

<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p> <p>26</p> <p>27</p> <p>28</p> <p>29</p> <p>30</p> <p>31</p> <p>32</p> <p>33</p> <p>34</p> <p>35</p>	<p>Australian interview participants were exclusively level one and two leaders who emphasized that walking the walk was important to leading effectively.</p> <p>Thus the two findings are not incompatible since they come from agency personnel at different levels.</p> <p>This certainly merits further investigation; as mentioned earlier a follow up Australia study is in the works where interviews at all agency levels are being planned. Future depth interviews with younger employees may reveal whether this finding is an artefact of the study or whether it springs from inexperience and lack of confidence at this early career stage leading to more tolerance of top down authoritarian leadership styles.</p> <p>We have added a paragraph on page 25 addressing this issue.</p>
<p>36</p> <p>37</p> <p>38</p> <p>39</p> <p>40</p> <p>41</p> <p>42</p> <p>43</p> <p>44</p> <p>45</p> <p>46</p> <p>47</p> <p>48</p> <p>49</p> <p>50</p> <p>51</p> <p>52</p> <p>53</p> <p>54</p> <p>55</p> <p>56</p> <p>57</p> <p>58</p> <p>59</p> <p>60</p>	<p><i>If able, please address, in the discussion section, one reviewer's suggestion to try to explain why older professionals and those with more experience versus younger participants would have preferred the leadership styles that they did.</i></p> <p>We have already mentioned this in the manuscript as something to explore in future research.</p> <p>Since our survey was designed to explore opinions, it is difficult to hypothesize reasons for differences in leadership preference without additional data. However, we have added a brief explanation to the discussion section on page 25.</p>

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RESPONSE TO REVIEWER 1

Thank you for your helpful guidance on our second revision. We have made a good faith effort to address any specific concerns that remain and further improve the manuscript. Highlighted page numbers below lead to specific changes/edits related to your comments.

Comments	Response
<i>Thank you to the authors for this significant revision and for the detailed response to reviewers. I am satisfied with the revisions to each of my previous points. I just have a few other loose ends to address.</i>	Thank you for this feedback.
<i>It seems odd to say that being “one of the boys” is an egalitarian approach to leadership, given that leaders must lead both men and women and leaders can be both men and women (p. 8).</i>	Very true! Thank you for the catch. The term “one of the boys” has been removed, but not its egalitarian intent.
<i>It's interesting that Australia had both (1) a greater tolerance of the Dictatorial style (p. 12) and (2) a greater preference for “walking the walk” and not asking others to do what you wouldn't do yourself (p. 23). Wouldn't those two findings stand in contrast to each other? Why are they so different?</i>	<p>Universal leadership styles in the CLT include a) those that promote and b) those that impede outstanding leadership (as noted in our literature review).</p> <p>It is important to note that the dictatorial style was <u>the least effective style in our study</u> (suggesting it is a universal leadership style that impedes outstanding leadership). We have added clearer language to report this in the factor analysis on page 12.</p> <p>It is true that Australian respondents showed a little more tolerance for this style than the US group. But as we noted in post hoc analysis respondents across all countries who were at four or more levels below top leaders at</p>

	<p>agencies were less critical of the dictatorial style than those at level one and two.</p> <p>Almost 39% of our Australian survey sample was at four levels or below the top leader, and less critical of this style. Australian interview participants on the other hand were exclusively level one and two leaders and emphasized that walking the walk was important to leading effectively.</p> <p>Thus the two findings are not incompatible since they come from agency groups at different levels.</p> <p>This certainly merits further investigation; as mentioned earlier a follow up Australia study is in the works where interviews at all agency levels are being planned. Future depth interviews with younger employees may reveal whether this finding is an artefact of the study or whether it springs from inexperience and lack of confidence at this early career stage leading to more tolerance of top down authoritarian leadership styles.</p> <p>We have added a paragraph on page 25 addressing this issue.</p>
<p><i>In the discussion, I would recommend trying to explain why older professionals and those with more experience might have preferred the performance-oriented leadership style, while younger folks liked the charismatic style (p. 24).</i></p>	<p>As mentioned in comments to AE, we have already noted this in the manuscript as something to explore in future research.</p> <p>Since our survey was designed to explore opinions, it is difficult to hypothesize reasons for differences in leadership preference without additional data. However, we have added a brief explanation to the discussion section on</p>

page 25.

RESPONSE TO REVIEWER 2

Thank you for your helpful guidance on our second revision. We have made a good faith effort to address any specific concerns that remain and further improve the manuscript. Highlighted page numbers below lead to specific changes/edits related to your comments.

<i>Comment</i>	<i>Response</i>
<p><i>The paper addresses an important and under researched area and provides some important insights. However, I do not think that the paper yet lives up to its potential in the part based on in-depth interviews. Generally, the interview-based findings are not as clear and compelling as I would like for them to be. I think that the problem is likely largely one of writing, and I am sure that it was exacerbated by the page limit. I suggest that the authors work through the writing of the interview-based findings again. Below I provide a couple of examples of what I am referring to.</i></p>	<p>Thank you for this feedback. We have revised language in the findings to improve clarity and hope this revision meets your expectations.</p>
<p><i>Having multiple quotes that communicate the same idea provides some assurance that the authors have not cherry-picked quotes to communicate something that was a preconceived idea of theirs. However, when using multiple quotes, the authors still need to provide some commentary to guide the reader and unpack the meaning of the quotes for the reader. For example, providing four quotes in sequence with no explanatory text on p. 15 makes it so that the reader has to work hard to piece together the authors' argument, and the reader does not</i></p>	<p>As mentioned in our last set of comments, the intent of multiple quotes was to provide cumulative impact to demonstrate the similarity or contrast across the three countries.</p> <p>However, to address your concern, we have edited the section and moved quotes around to improve the writing, provide more clarity, and offer better guidance to unpack meanings supported by the quotes, particularly on pages 16-17 and 18-19.</p>

<p>1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21</p> <p><i>necessarily take away what the authors intended. Sometimes the reader is confused by the connection that the authors intend. As an example, I did not see how the quote below, the second of three quotes in sequence, illustrated transparency: There are so many data points that if you wait for 100% complete understanding, you'll either have missed the boat or your competitors will have acted quicker with limited data and make a call on it. The authors needed to explain to that to the reader. Also, sometimes quotes can be edited so that extraneous parts that are likely to confuse the reader are left out.</i></p>	<p>We hope you find this satisfactory.</p>
<p>22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56</p> <p><i>In the discussion section on pp. 23-24, I was surprised by the general statement that Australian leaders stressed leading by walking around and not asking their staffs to do anything that they would not do, while in the US and UK leaders reported keeping some distance from their staffs. I had not taken that away from what I had read in the findings, so I went back and reread. On p. 16, the authors reported that Australian leaders abandoned their offices to sit alongside their staffs and provided a quote. The quote was followed by a general statement that said that "while openness was highly desirable, it was not always practiced." That general statement was followed by a quote from a UK leader saying that he would like to see his CEO on his floor talking to people. I do not think that "openness" is necessarily the same thing as accessibility and working alongside someone. Moreover, the authors did not actually say that leaders in the UK and US, in contrast to those in Australia, were more distant from their staffs and less willing to pitch in and help than leaders in Australia.</i></p>	<p>Thank you for this observation.</p> <p>As per your suggestion, this section in the findings has been reworked with openness replaced by being approachable/accessible as represented by physical proximity for Australian leaders. The findings also include mention of not asking staff to do anything they themselves would not do. We ascribe this to a potential cultural difference of Australia, highlighting egalitarianism.</p> <p>There was no mention of giving up their offices in the US or UK. There was a UK quote observing how the CEO kept to his ivory tower which is what we included to illustrate the contrast.</p> <p>We certainly don't mean to imply that leaders in other regions were not accessible and hope adding the words 'physical proximity' clarifies our distinction. When we reexamined our country level data for the US and UK, this physical proximity was not evident even though most leaders emphasized being authentic and available to the staff.</p>

<p><i>Given the importance of integrity in the findings, I would like for the authors to indicate more overtly what the leaders thought integrity and its components entailed. For example, were respecting others, being authentic and credible, and being transparent the main components of integrity according to the leaders? Did “having integrity” and “respecting others” translate into making diversity and inclusion organizational priorities? Did they mean that leaders did not demand that their staffs work exceedingly long hours in white collar sweatshop conditions as advertising agencies have been known to do? If the leaders did not address these topics, then perhaps that omission should be noted.</i></p>	<p>As mentioned in our response to the AE, we examined this further. Perhaps in the transparent environment that we seem to live in now, being authentic and having integrity is the most important leadership value but this is just an assumption – not something that our research specifically explored.</p> <p>We reexamined how we could add more insight to this important finding. Our survey measure of integrity was a single item from the CLT, thus not much more could be added. However, in the qualitative section, additional quotes are offered on page 16 to present facets of integrity provided by the leaders. On pages 20-21 in the Discussion section we offer some analysis and also relate our findings to two studies discussing ethics in advertising agencies.</p>
<p><i>In terms of methods, I would like to know more about how the NVivo approach and Strauss and Corbin were used together. For example, was the Strauss and Corbin approach to coding the interviews done independently of the NVivo so as not to be influenced by the NVivo findings?</i></p>	<p>There are two aspects to this. Strauss and Corbin’s inductive-deductive qualitative analysis offers an approach to analyze data through an iterative process of open, axial and selective coding. The value of using NVivo has been discussed by Goulding (2017) in the <i>Journal of Advertising</i>. software like NVivo facilitates this process.</p> <p>Due to article length we do not elaborate</p>

	<p>extensively on the coding process in the manuscript. We have added a brief data analysis section on page 14 for clarity.</p> <p>Additional details are included below for your information.</p> <p><u>NVivo Process:</u></p> <p>Our coders annotated each interview to generate initial emergent codes into initial nodes. Data from each interview were coded into existing nodes as appropriate; each time a new concept was identified in an interview a new node was created. Linked memos were also written as necessary to facilitate further analytical thinking.</p> <p>After initial <i>open coding</i>, connections between the open codes were examined and used to create larger codes/categories during <i>axial coding</i>. To group data together to generate these higher order concepts/categories as described by Strauss and Corbin, NVivo allowed us to scrutinize and cluster nodes based on these relationships.</p> <p>Subsequently, these were coded into theme nodes during <i>selective coding</i> by organizing node hierarchies to consolidate the analysis.</p> <p>This approach has been cited in the <i>Journal of Advertising</i> by Parker, Ang and Koslow, (2018); we have added that citation to the manuscript and less current cites been removed.</p>
<p><i>I hate it when reviewers tell me about the study that they wished I would have done, but it occurred to me that it would have been helpful also to interview people who were not in</i></p>	<p>Thank you for the comment. We certainly agree. Given that we were conducting surveys and interviews in three countries, we had to plan for both breadth and depth. We used the two</p>

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<p><i>leadership positions, so that their perspectives would be included as they were in the surveys. Often people in powerful, privileged positions are not the most objective observers of themselves. Again, this is an important topic, and I encourage the authors to continue this important work.</i></p>	<p>methods to obtain different perspectives – from agency personnel at all levels and leaders.</p> <p>As mentioned in our future research plans in the manuscript (and also noted in our response to AE), interviews are being planned for a follow up Australia study.</p>
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For Peer Review Only

Research Interview Protocol: Our Fearless Leaders

Note to interviewer: Use these questions to obtain specific and detailed information. Probe for as many facets and sub-themes as possible. Ask for specific examples and experiences. Allow participants to extend discussion to other related areas if needed but make sure key probes are addressed.

Opening Questions

1. Please tell me your current job title and your primary area of job responsibilities.
2. Can you briefly describe your journey in advertising, how long you have worked in the profession and what drew you to it?

Thank you for that background. Our topic is effective leadership in advertising agencies and related challenges. I use the terms “leaders” and “leadership” to refer to an individual(s) who is responsible for organizing and leading a communication group, unit or function to help an agency achieve its objectives.

I have three sets of questions for you today. First, I’d like to focus on your views on effective leadership, followed by a few questions about environmental factors that affect leader performance. I’ll close with your thoughts on the most important leadership issues facing the agency of today.

Let’s start with your views on leadership.

Views on Leadership

(Probe for details or examples as required)

1. How would you describe an ideal and effective leader for the 21st century ad/communication agency? How has that changed in the last 10 years? Are there any

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3 universal elements of leadership – regardless of agency department or culture or
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5 time period?
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8 2. While leading a team, whether at the agency or department level, what skills are
9 important for leaders? Any specific qualities particularly relevant to our field?
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11 3. In your opinion, what earns a leader the most respect from those he/she
12 supervises? Is there a particular style of leadership that is the most effective for an
13 agency?
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15 4. Do you think agencies or the industry provide systematic leadership training? How
16 is it handled at your agency? How can this be improved?
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18 5. Do you think agency leaders of the future, say 10-15 years from now, will be
19 different from the past? How so?
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27 Agency Environmental Questions

28 *(Probe for details or examples as required. Ask if specific work habits or styles have*
29 *changed.*
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34 1. How would you describe your agency culture in terms of shared values, philosophy
35 of business etc.? What has changed?
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37 2. Could you briefly describe any institutionalized systems to handle flow of work
38 within the agency? What works or does not work in effective internal management?
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40 3. How would you describe the relationship between agencies and clients today, with
41 particular reference to your agency?
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43 4. Are there any constraining environmental factors that limit your ability to function as
44 an effective leader?
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51 Top Issue Questions

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3 *Probe for details or examples as required. Ask if agency executives fully understand*
4 *the implications of this issue. Ask if this issue affects their vision for communication*
5 *management in the future.*
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10 Now let's talk about issues leaders face.

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13 1. What are the biggest challenges for agency leaders today both internally and
14 externally? Could you talk a bit about what you consider the top two agency
15 leadership challenges? With reference to your own role (e.g. agency head/ CD)
16 what are your biggest concerns?
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18 2. What makes these issues so important to you and your agency?
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20 3. Please tell me as specifically as you can how you and your agency are doing to
21 successfully manage each issue.
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31 **Debriefing Statement**

32 Thanks for participating in this study. We are doing this research to get a better
33 understanding of leadership in the industry, and your ideas and beliefs about how
34 organizational culture and structure affect leadership. We'd also like to understand how
35 key issues in advertising affect the day-to-day activities, skills and practices of leaders like
36 you.
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43 Your name will not be linked to any of your answers. We are going to be using your
44 answers, along with those of other agency leaders, to look at the way we think about
45 leadership in the field and how key issues affect work and practice.
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50 Thank you very much for sharing your insights and experiences. You have been most
51 helpful. Do you have any questions before we conclude?
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