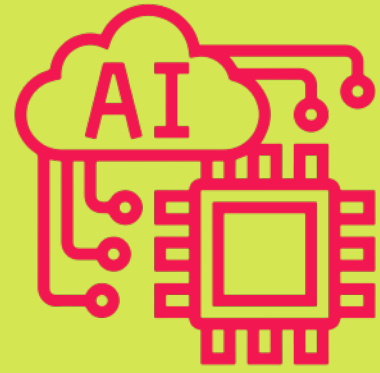


THE **NEW** EXEC **MINDSET**

Methodology



STAGE 1

AI powered concept mapping

Machine learning allowed us to take in tens of thousands of online global sources at speed and map some initial themes.



STAGE 2

Global in-depth C-Suite interviews

A range of Execs from Fortune 500 through to startups from Automotive, Tech, B2B, Finance, Recruitment, Oil & Gas, Telecoms and E-commerce.



STAGE 2

Global online survey with BDMs

760 Execs:
Senior Manager & above, with a large subset of C-suites

256 Non-Execs:
Manager & below

10 markets:
France, Germany, Switzerland, USA, Canada, Australia, Japan, Singapore, Nigeria, South Africa

C-suites of Humanity

Emotional intelligence

Empathy

Mental health

Developing staff

Fostering communities

Sustainability

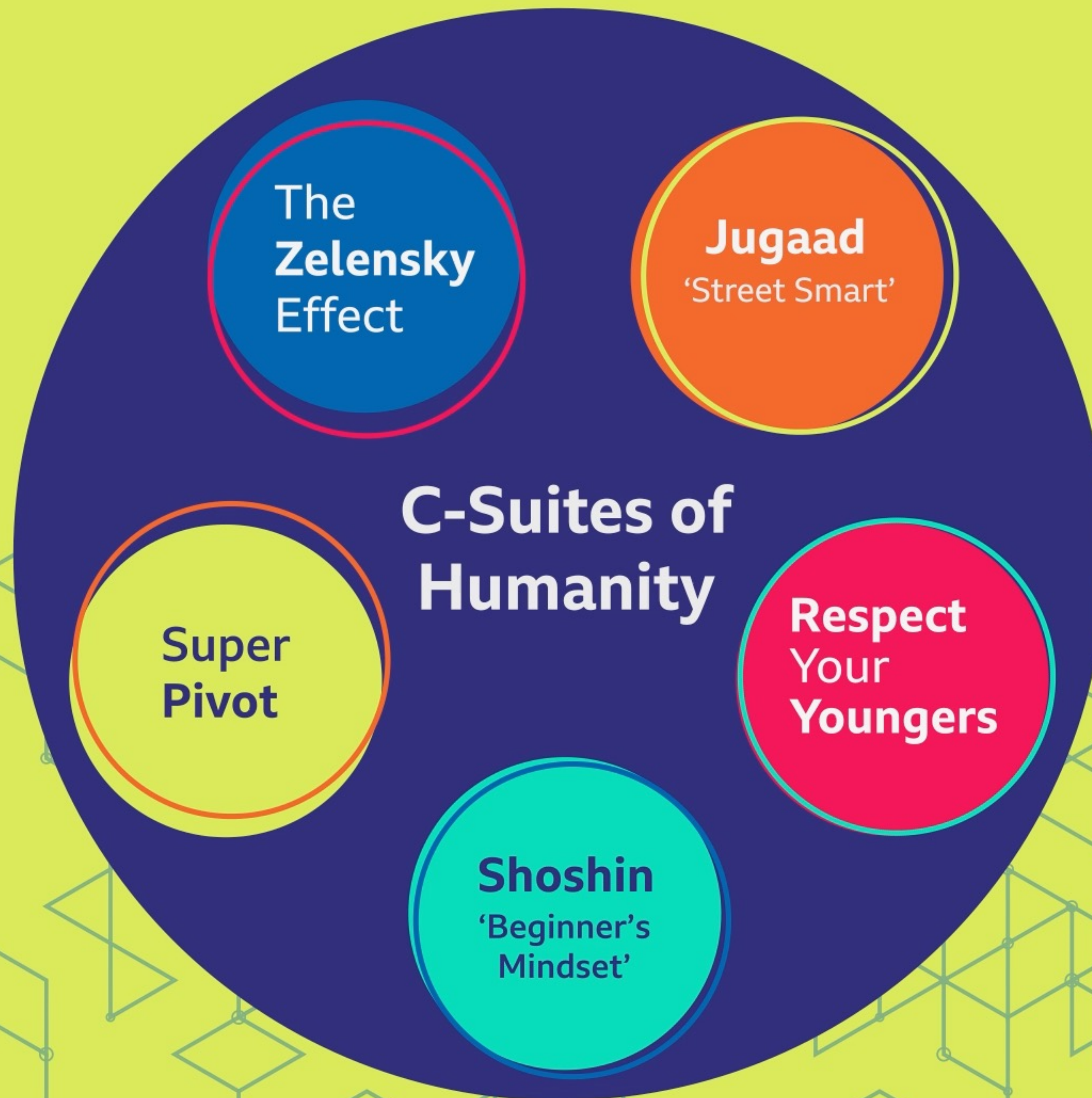
Top 3 **essential** attributes of a successful future leader

Trust & mutual respect **72%**

Transparency **66%**

Actions not pledges **65%**

**WARM
EMOTIONS**





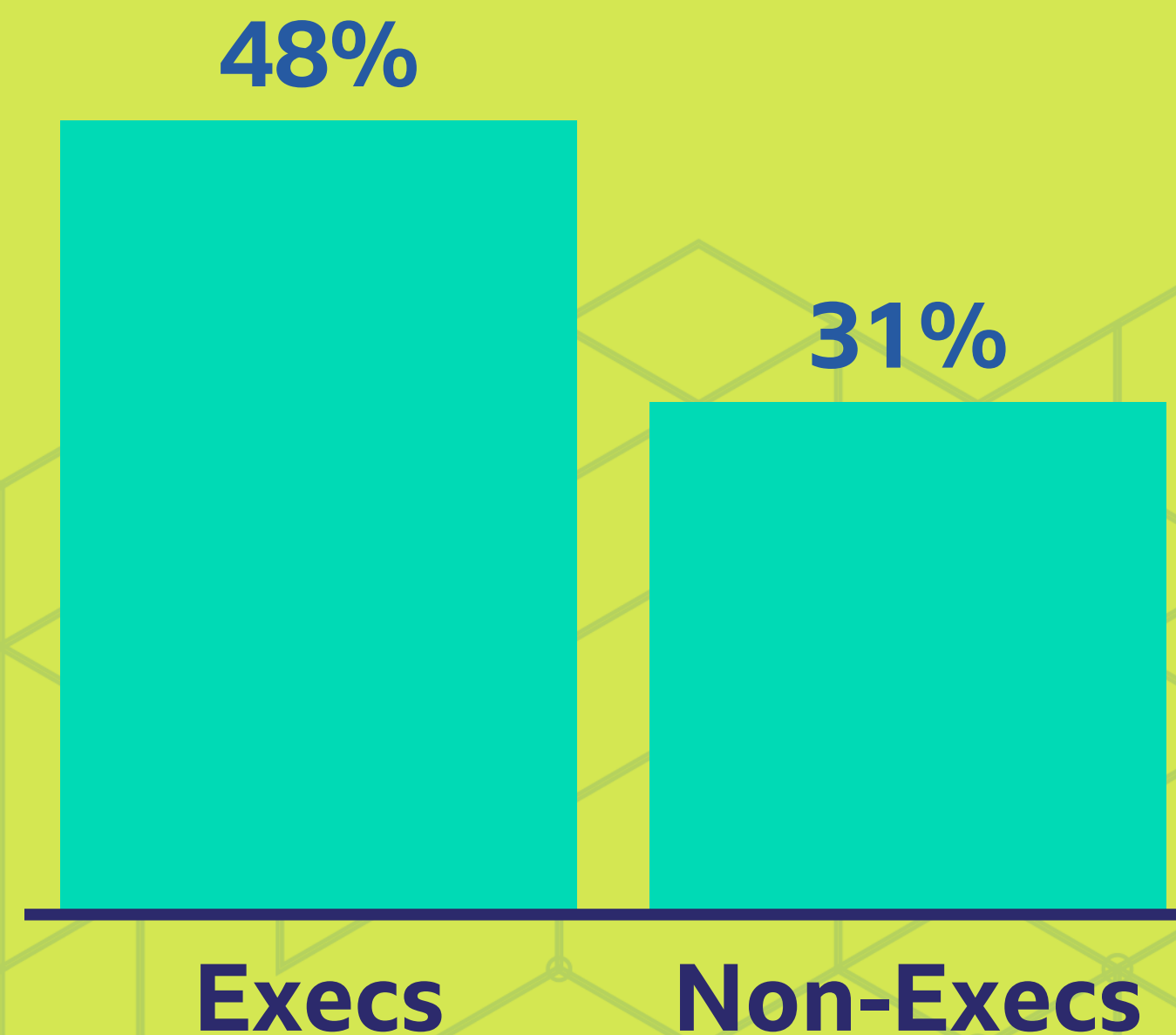
1

The Zelensky Effect

“CEOs have to be a visible face of optimism. My only choice therefore is to be positive.”

SOUTH AFRICA, B2B
CEO

Very optimistic
about the future of
their organisations:



EXECS
86%

NON-
EXECS
76%

Believe that
showing
fortitude in
times of
adversity is
becoming
more
important for
business
leaders.

2

The Super Pivot

9 in 10 agree

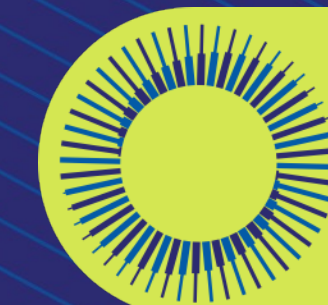
Being open to
changing direction,
embracing a new
course of action
if needed is important.

88% agree

An agile mindset and
ability to respond are
the hallmarks of a
successful business.

*“We need to be way
more agile these days,
in terms of how we react
to situations because it
impacts our customers.”*

GERMANY, FORTUNE 500
TECH/E, COMMS CMO



THE
NEW
EXEC
MINDSET

3

Jugaad

Street Smart

"I learned a lot of stuff on the job, and made mistakes. They've all taught me a lot of street smarts."

USA, B2B RENEWABLE
RESOURCES START-UP, CFO

Top 3 inspirational types of people:

Think creatively

Forward-thinking

Courageous

85%

Agree creativity
is essential to
fostering
innovation and
opportunity

4

Shoshin

'The Beginner's Mindset'

"In the beginner's mind there are many possibilities, but in the expert there are a few."

ZEN MONK
SHUNRYU SUZUKI

EXECS
87%

NON-
EXECS
79%

Believe that a successful business leader should have a beginner's mindset even when an expert, and a life-long passion for learning.

"The next generation of leaders is changing, from 'I know it all' to 'I know nothing'."

AUSTRALIA, AUTOMOTIVE, CDO

5

Respecting Your Youngers

“We were looking for a CTO and someone suggested this guy... and this guy was 26... we took a punt.”

UAE, OIL & GAS, CFO

Think it is **essential** for future business leaders to give more authority to young colleagues.

(this sentiment is especially strong in North America)

EXECS
41%

NON-
EXECS
34%

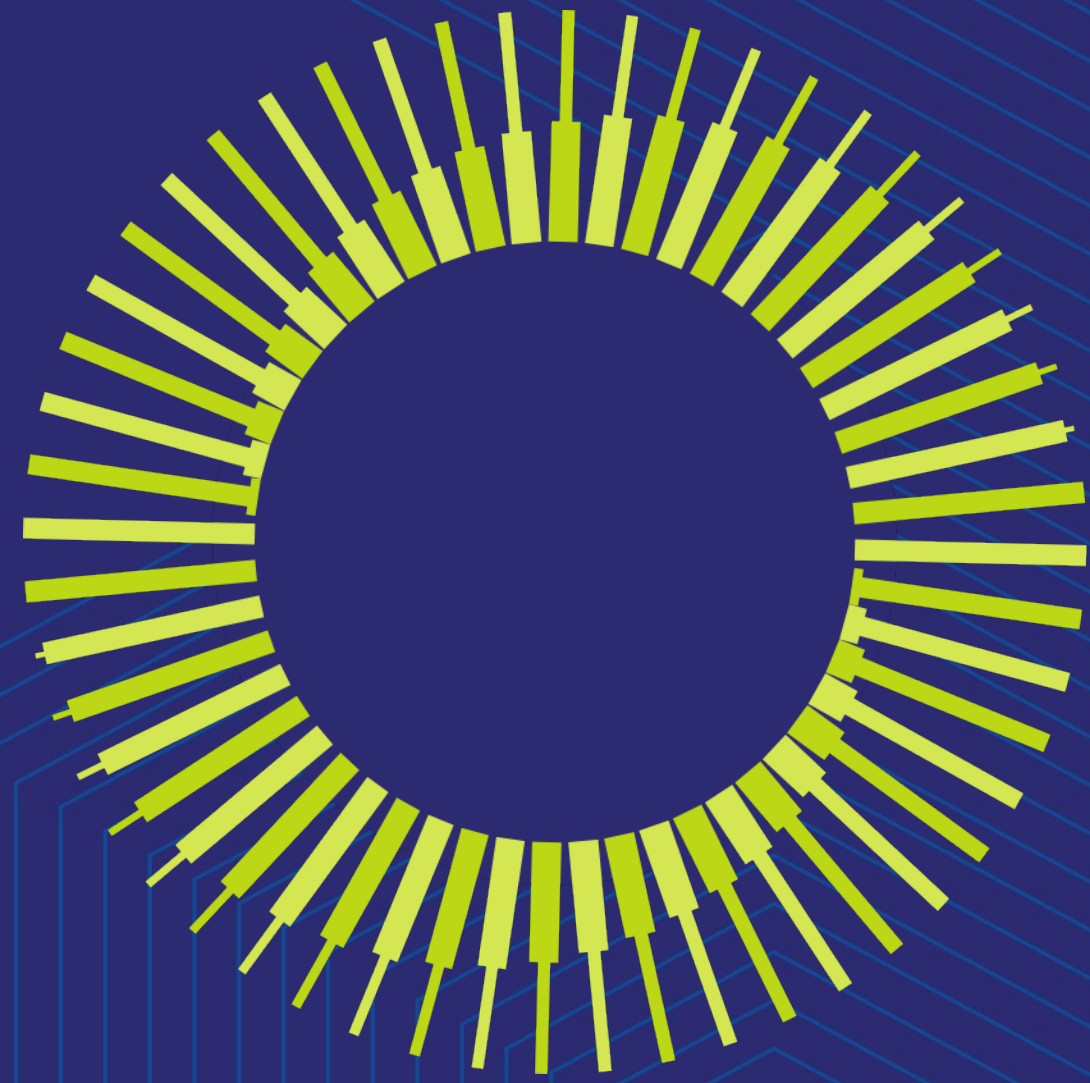
EXECS
49%

NON-
EXECS
42%

Think it is **essential** for future business leaders to let go of control bias.

What this research means for brands

- 1** The New Exec is **positive**: this is a tone of voice to adopt.
- 2** **Warmer emotions**: think beyond traditional exclusivity and power and think instead of relationships, emotions and openness.
- 3** **Overlapping mindsets**: these manifest as a set of dispositions which include skills, taste, mannerisms, purchases.
- 4** **Social purpose matters in times of uncertainty**: display social impact with new heart-centred, open-minded values.
- 5** **Pragmatic sustainability**: sustainability is a key business priority – yet financial value and function are still key.



THE **NEW** EXEC **MINDSET**