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 3**

**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
C-Suites of Humanity

- The Zelensky Effect
- Jugaad ‘Street Smart’
- Super Pivot
- Respect Your Youngers
- Shoshin ‘Beginner’s Mindset’
“CEOs have to be a visible face of optimism. My only choice therefore is to be positive.”

SOUTH AFRICA, B2B CEO

The Zelensky Effect

Very optimistic about the future of their organisations:

- Execs: 48%
- Non-Execs: 31%

EXECS 86%
NON-EXECS 76%

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

88% agree
An agile mindset and ability to respond are the hallmarks of a successful business.

9 in 10 agree
Being open to changing direction, embracing a new course of action if needed is important.

“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
“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.
“In the beginner’s mind there are many possibilities, but in the expert there are a few.”

ZEN MONK
SHUNRYU SUZUKI

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

“This next generation of leaders is changing, from ‘I know it all’ to ‘I know nothing’.”

AUSTRALIA, AUTOMOTIVE, CDO
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)

EXEC 41%

NON-EXEC 34%

EXEC 49%

NON-EXEC 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.
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