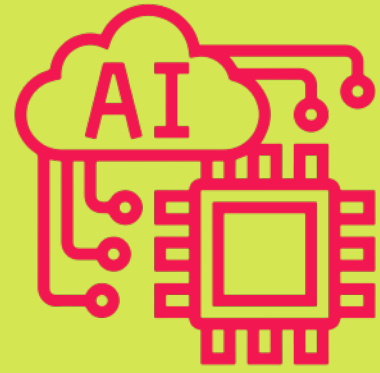


# THE **NEW** EXEC **MINDSET**



# 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

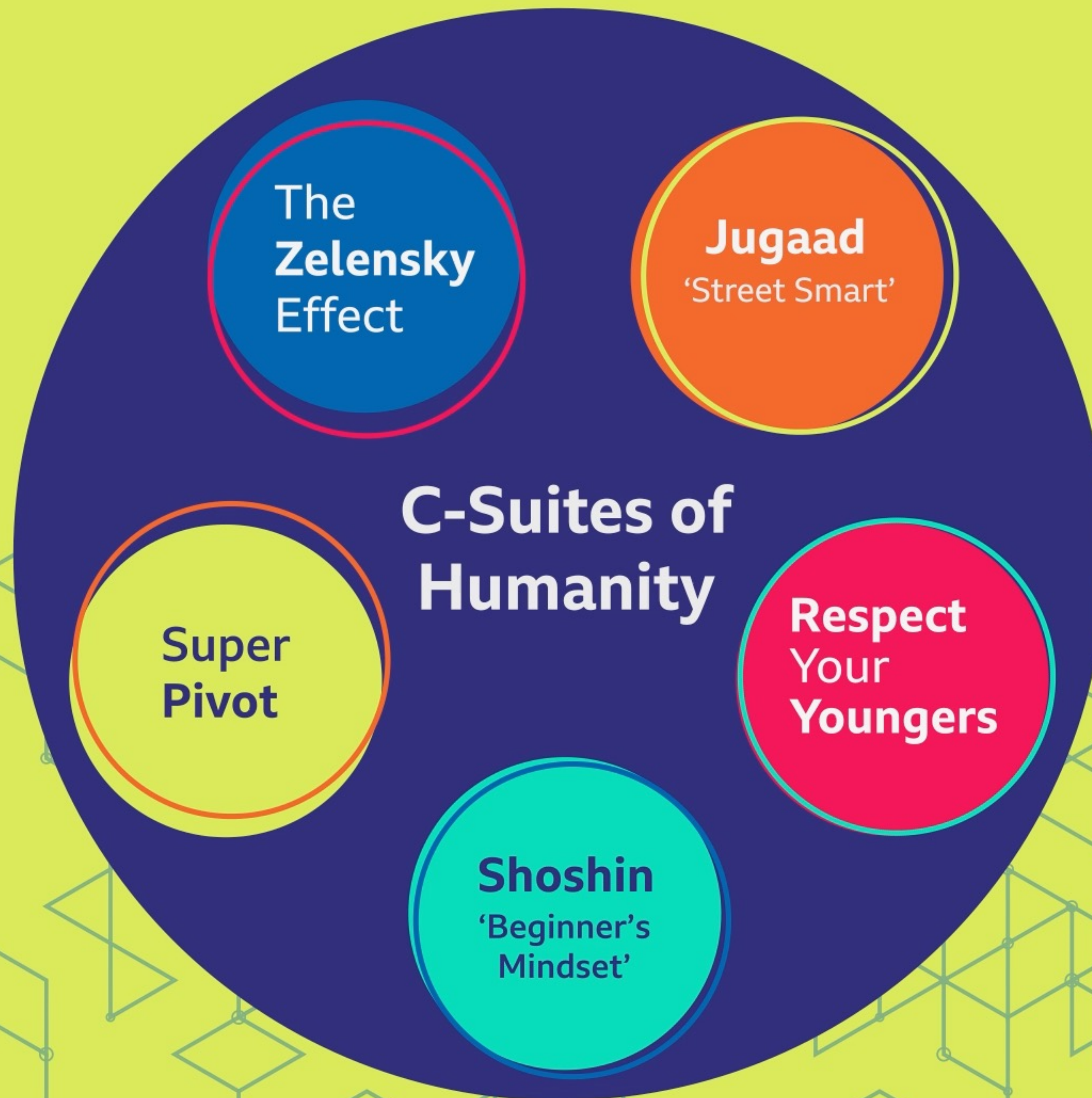
Trust & mutual respect **72%**

Transparency **66%**

Actions not pledges **65%**

**WARM  
EMOTIONS**









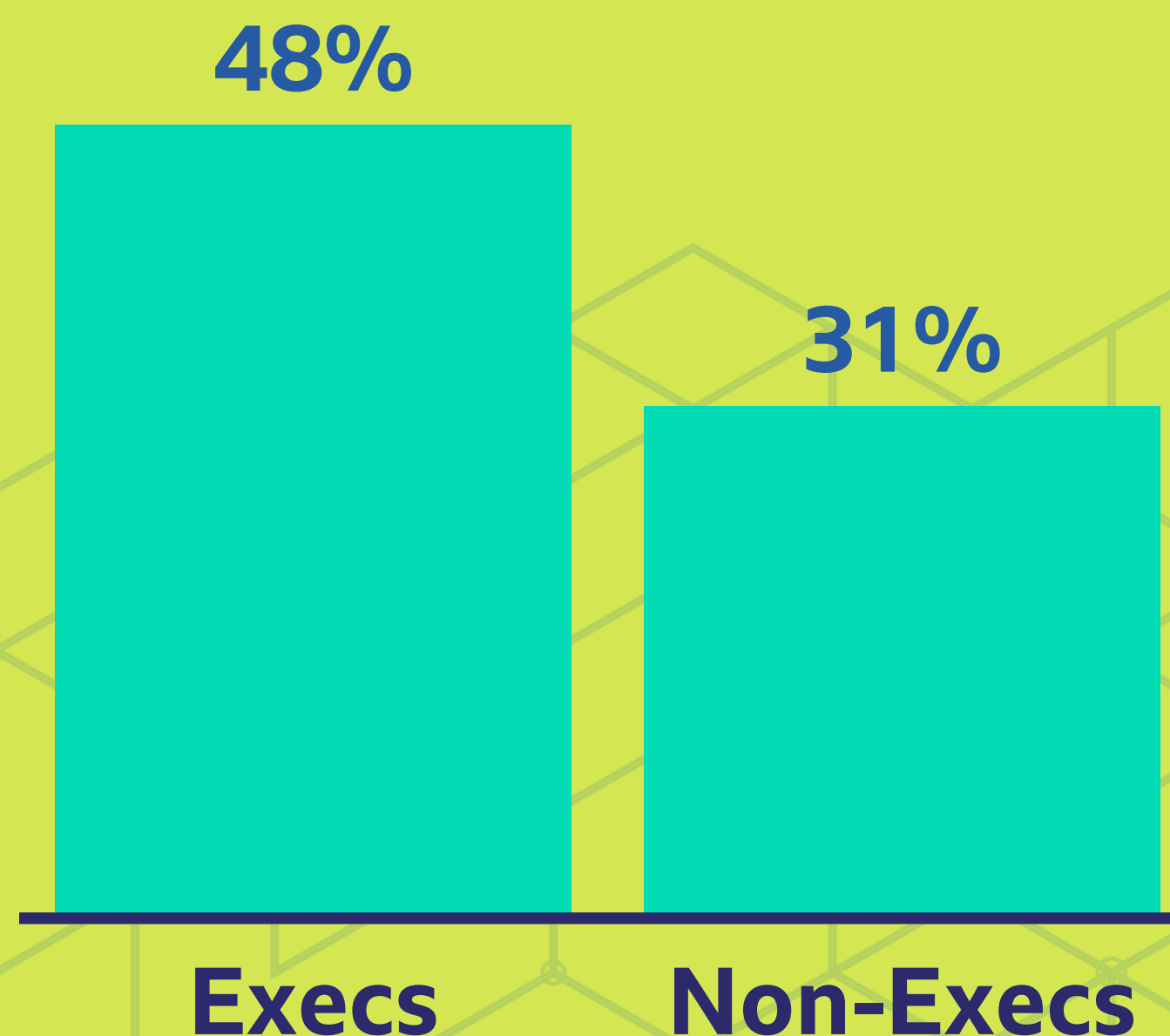
1

# 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





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%**

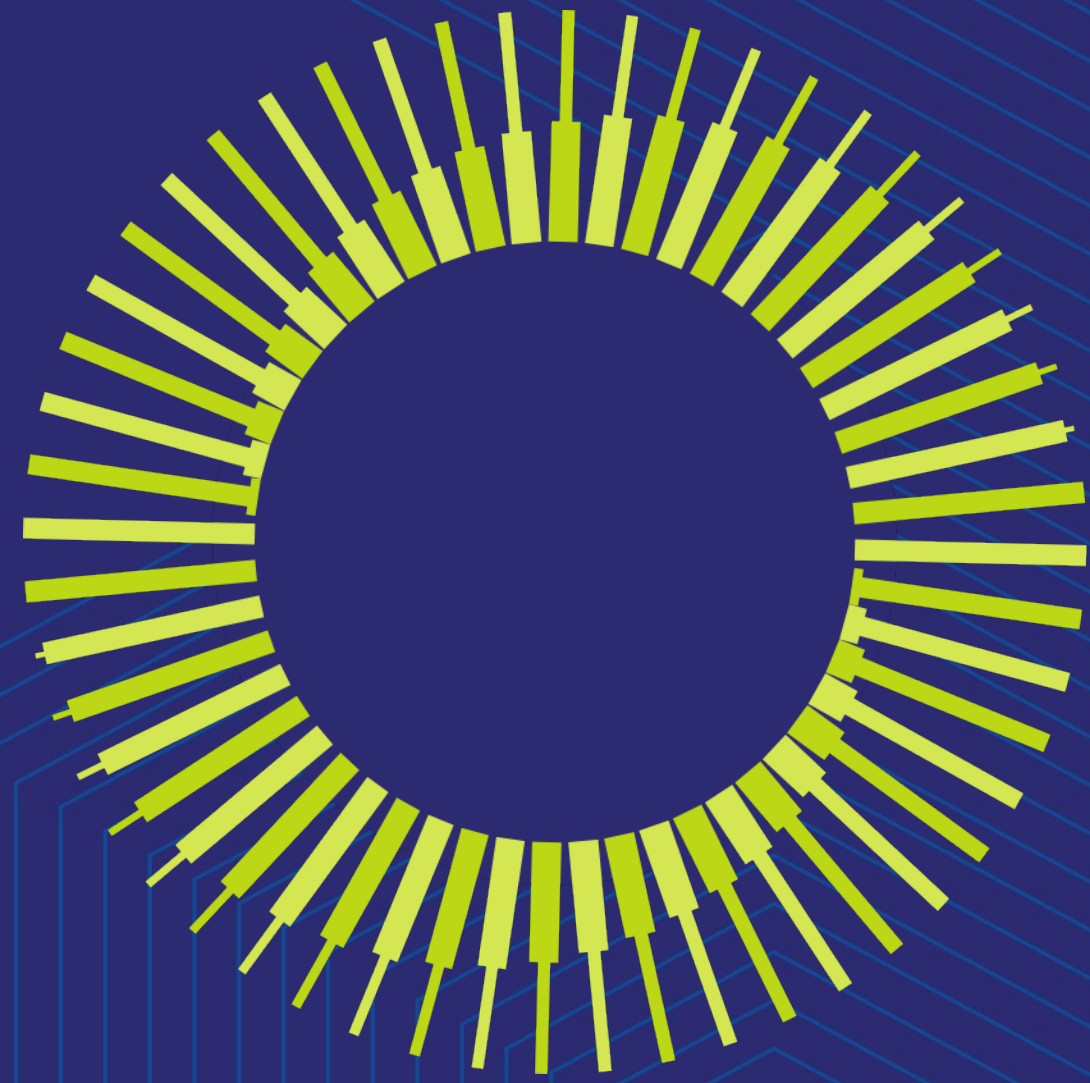
Think it is **essential** for future business leaders to let go of control bias.



# 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**