



The shifting role of the C-suite

Leadership priorities and expectations
for the future of work.



Expectations of leaders
are growing. Volatility
is increasing.

**So ... how are executives
preparing to meet the
moment?**



Our research shows...

1

Leaders indicate a long list of priorities or “focus areas” for the business but aren’t confident in the company’s ability to deliver against any of these priorities.

2

In general, these priorities map to the focus areas that leaders believe will provide the most protection against recession; increased importance is placed on navigating societal issues.

3

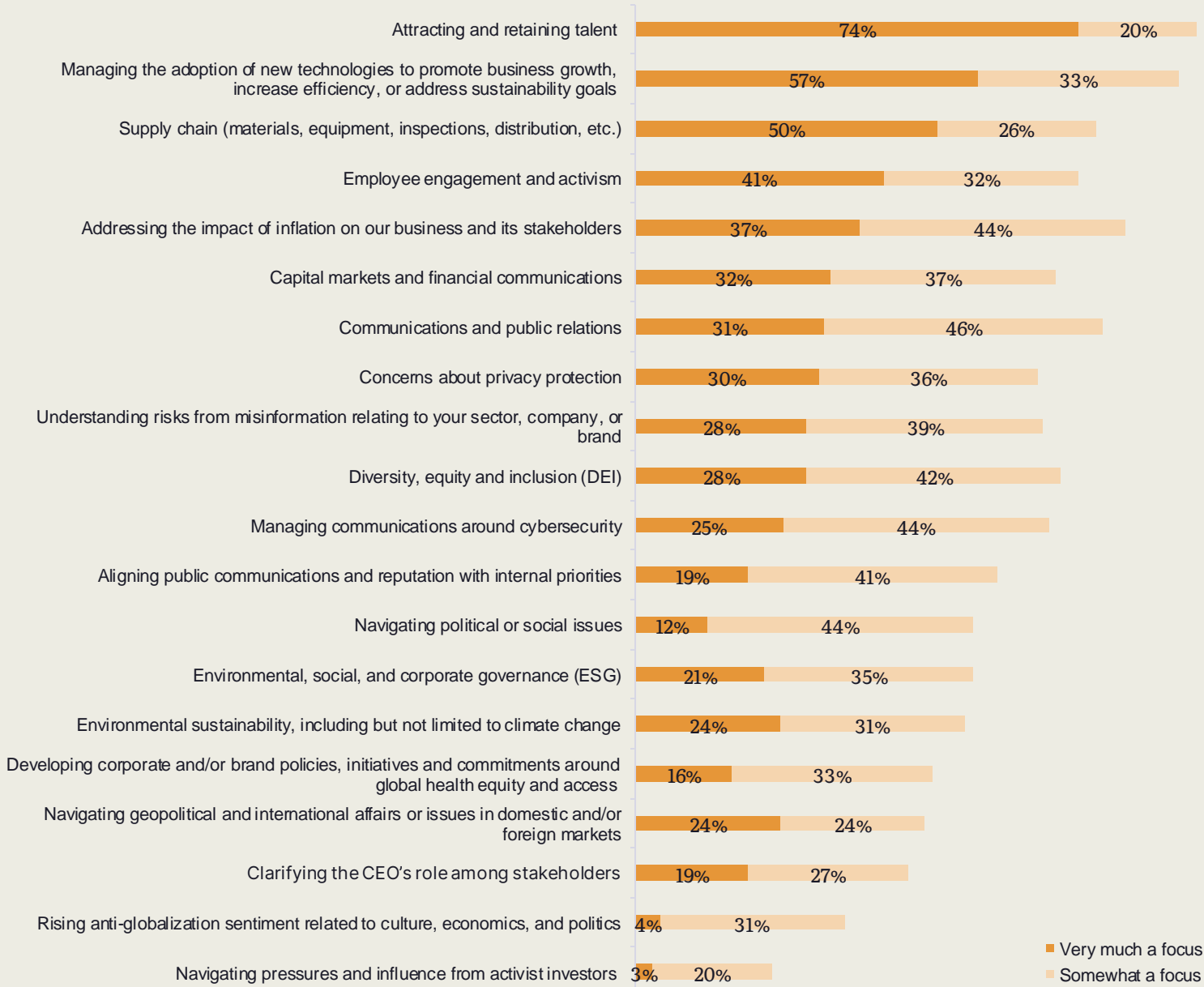
Leaders feel more equipped to lead on issues related to the business vs. society, and they are more confident in themselves vs. their companies.

4

Leaders believe that employees have the highest expectations for them to lead on all issues, followed by consumers.

Leaders are navigating an increasing list of business priorities.

All 20 focus areas are at least somewhat of a priority according to at least one in four executives. Talent is the most cited area of focus, followed by adoption of new technologies and supply chain.



Question: How much of a focus area are each of the following for your company?

It's no surprise, then, that few give the company high marks for the ability to deliver.

Less than one in three leaders is very confident about their company's ability to deliver on any one of these business focus areas.



Question: Would you say that your company is currently delivering on its goals in each of the following areas?

Top business priorities closely match what leaders believe to be important in protecting against a recession.

Understanding and navigating risks related to misinformation and political and social issues are considered more important in protecting against recession, along with investing in ESG and health equity.

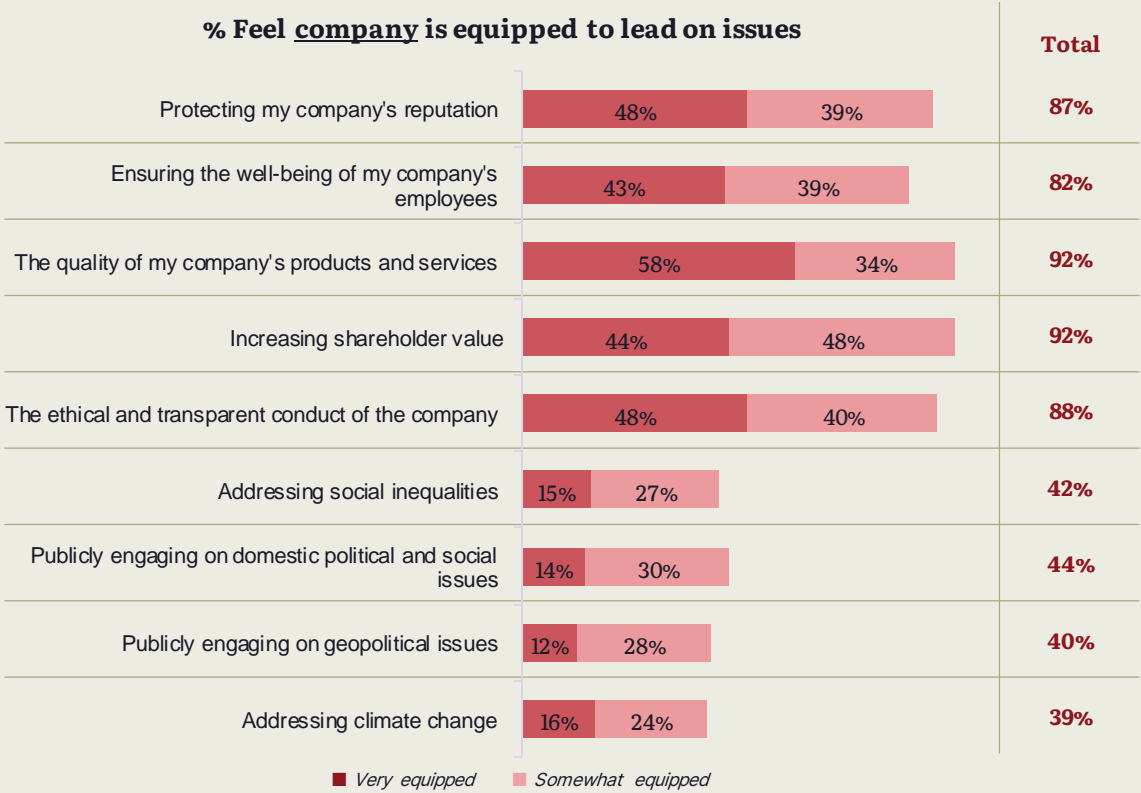
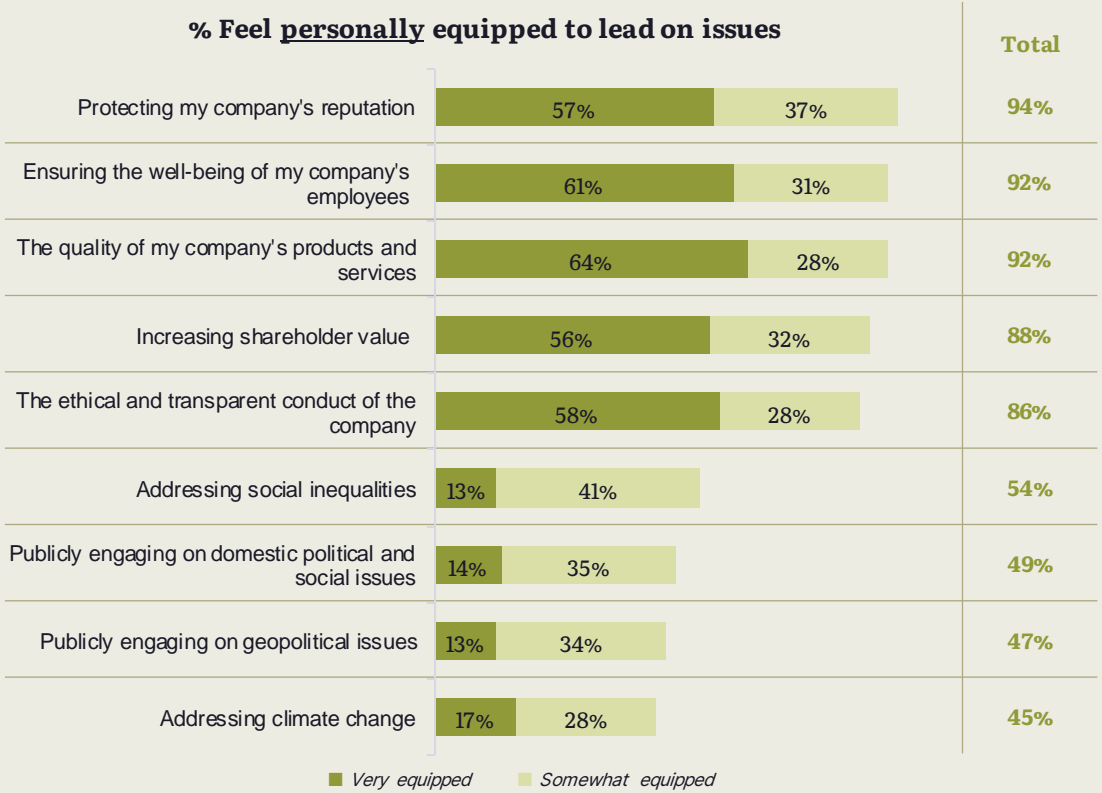
- Significant increase in priority (> +4 positions)
- Significant decrease in priority (> -4 positions)

	AREA OF CURRENT FOCUS FOR THE BUSINESS (by %)	FOCUS AREAS TO PROTECT AGAINST RECESSION (by %)
1	Attracting and retaining talent	Workforce development, reducing employee turnover, talent retention
2	Managing adoption of new technologies	Carefully monitoring and managing supply chain issues
3	Supply chain (materials, equipment, inspections, distribution, etc.)	Capital markets and financial communications
4	Employee engagement and activism	Understanding risks from misinformation within sector / company / brand
5	Addressing the impact of inflation on our business and its stakeholders	Investing in employee engagement and activism
6	Capital markets and financial communications	Navigating political or social headwinds
7	Communications and public relations	Carefully monitoring and managing communications and public relations
8	Concerns about privacy protection	Aligning public communications and reputation with internal priorities
9	Understanding risks from misinformation within sector / company / brand	Investing in and acting on ESG-related issues
10	Diversity, equity and inclusion (DEI)	Addressing social disruption, economic displacement due to new tech
11	Managing communications around cybersecurity	Policies, initiatives and commitments around global health equity and access
12	Aligning public communications and reputation with internal priorities	Investing in diversity, equity and inclusion (DEI)
13	Navigating political or social issues	Preparing for and managing communications around cybersecurity
14	Environmental, social, and corporate governance (ESG)	Reducing carbon footprint
15	Environmental sustainability, including but not limited to climate change	Navigating geopolitical, internat'l affairs in domestic and/or foreign markets
16	Policies, initiatives and commitments around global health equity and access	Addressing concerns about privacy protection
17	Navigating geopolitical, internat'l affairs in domestic and/or foreign markets	Addressing rising anti-globalization related to culture, economics, politics
18	Clarifying the CEO's role among stakeholders	Clarifying the CEO's role among stakeholders
19	Rising anti-globalization sentiment related to culture, economics, and politics	Navigating pressures and influence from activist investors
20	Navigating pressures and influence from activist investors	

Questions:
 How much of a focus area are each of the following for your company?
 From your perspective, do any of the following help your company protect itself from the full impact of an economic recession?

Leaders believe that both they and their companies are better equipped to lead on business vs. societal issues.

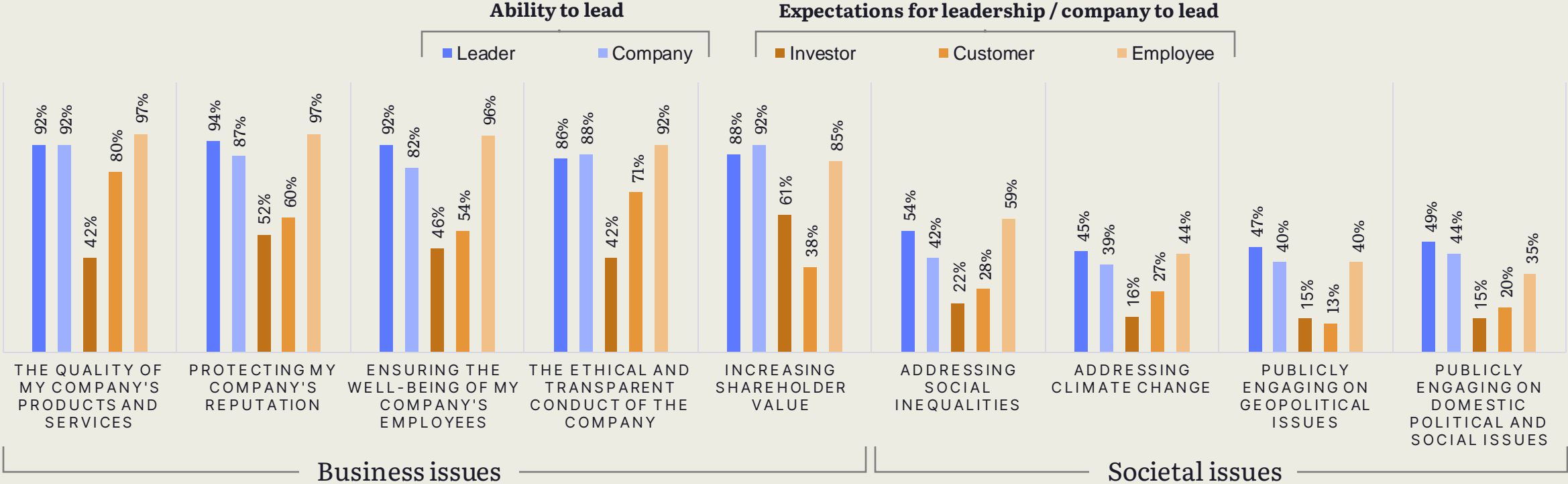
In general, leaders also give themselves higher marks than they do their company, especially when it comes to protecting company reputation and ensuring the well-being of employees.



Questions:
 Overall, how equipped do you personally feel to lead on the following in your current role?
 Overall, how equipped do you feel your company is to lead on the following?

Leaders believe key stakeholders more often expect that they / the company lead on business vs. societal issues.

Leaders believe that employees have the highest expectations of them and the company across all issues, followed, in general, by consumers.



Questions:
 Overall, how equipped do you personally feel to lead on the following in your current role?
 Overall, how equipped do you feel your company is to lead on the following?
 Do you feel your employees / customers or clients / investors / policymakers expect you, or your company, to lead on any of the following issues below?

Key takeaways

- As expectations of leaders continue to grow, so too does the need for them to prioritize actions that most drive impact
- More opportunity exists for leaders to differentiate what is their responsibility vs. what is a responsibility of the broader business
- In order to do so, leaders must continue to better understand and connect with their key stakeholders so that they can best meet expectations of themselves and the company, especially in the face of increasing demands for businesses to address societal issues



METHODOLOGY

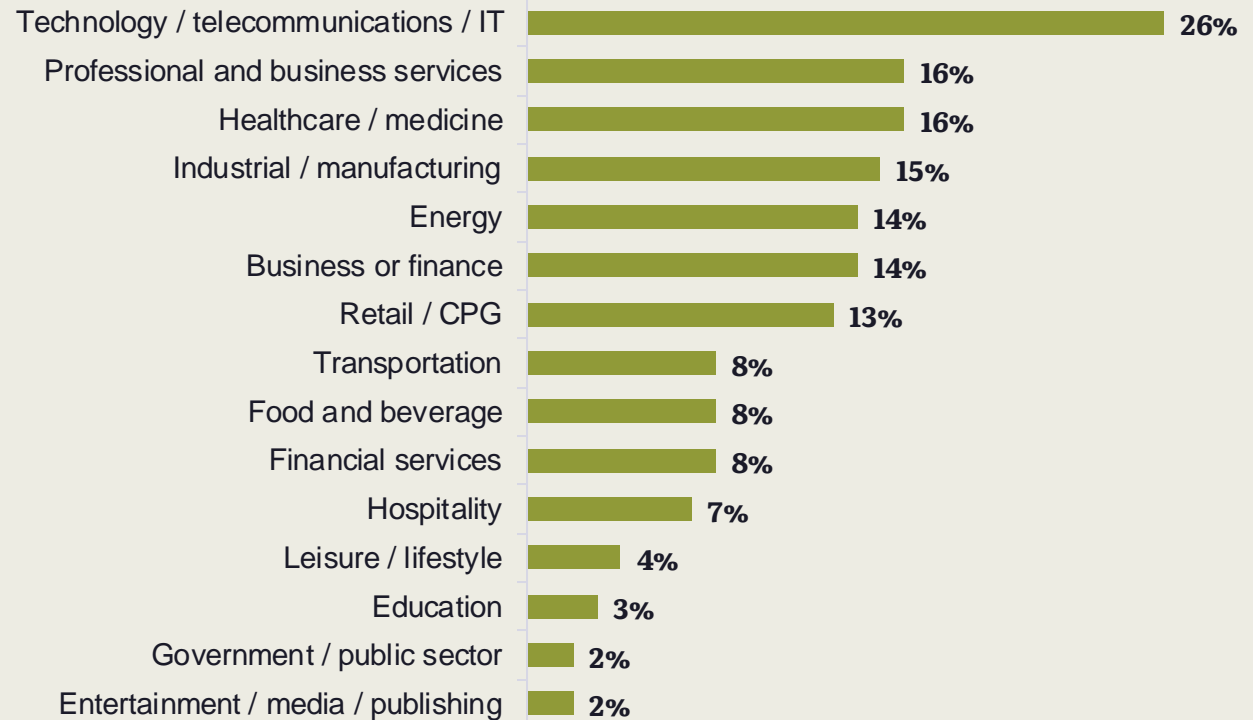
Myriant and United Minds partnered with KRC Research to complete a survey of 102 global leaders, with a heavy focus on those operating in the C-suite. The survey was fielded in August and September of 2022.



Current Position or Title:

- C-Suite (non-CEO) (46%)
- President/CEO (34%)
- Vice President (16%)
- Owner (4%)

Industry





Leaders require new skills and intelligence to navigate a myriad of different stakeholder viewpoints and expectations. Even the smallest business decisions have the potential to alienate or inspire a particular stakeholder group, which can have a direct impact on reputation, resiliency, and valuation.

Myriant by United Minds is a management consultancy that applies a stakeholder lens to business decisions, leveraging industry exclusive, AI-backed analytics and insights to help leaders address issues and opportunities.

United Minds is a global management consultancy dedicated to making business more human. Our team of 70+ management consultants, business strategists, communicators and HR professionals know how to harness the power of your people to solve your most critical business challenges as you transform. This includes culture change, employee experience, DEI, change management and leadership impact.

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