



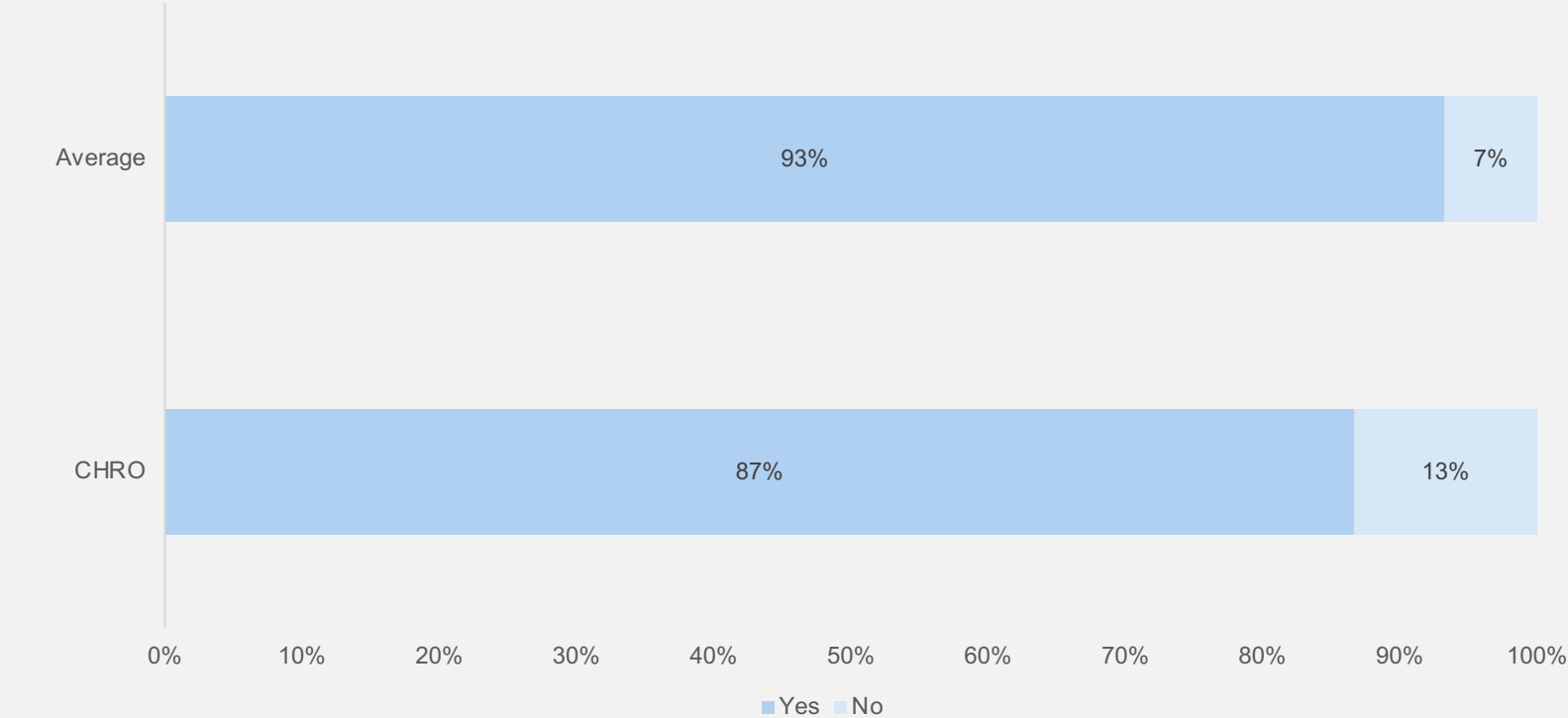
Untethered World

Leading in a Time of Chaos

Expanding Scope of Non-Traditional Business

Are non-traditional business issues (i.e., social and political issues) a more significant part of business decisions now than they were three years ago?

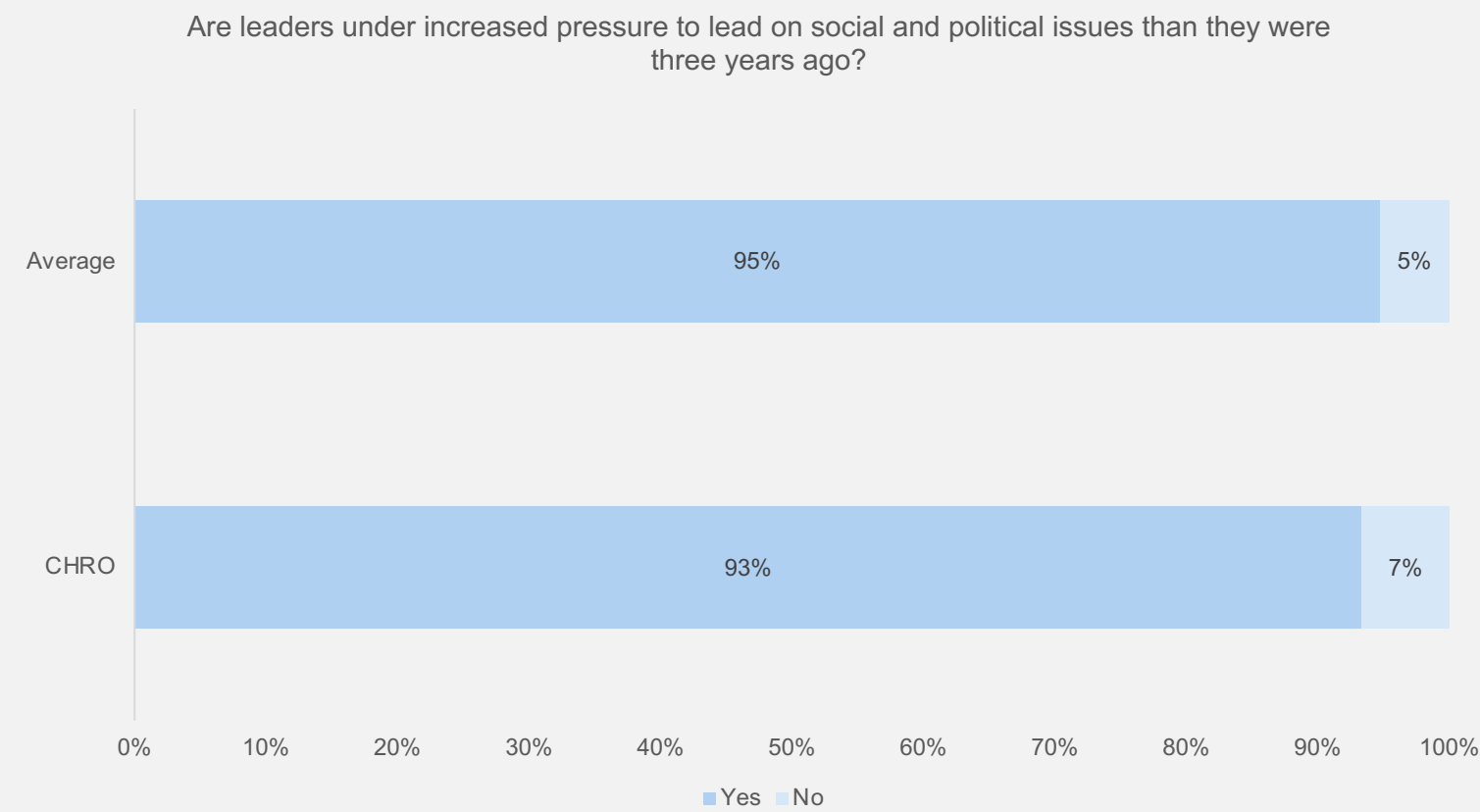
87% of CHROs are focusing on non-traditional business issues more than they were three years ago—below the 93% average.



n=209

More Pressure to Take a Stance

93% of CHROs are facing more pressure to lead on social and political issues today in comparison to three years ago.

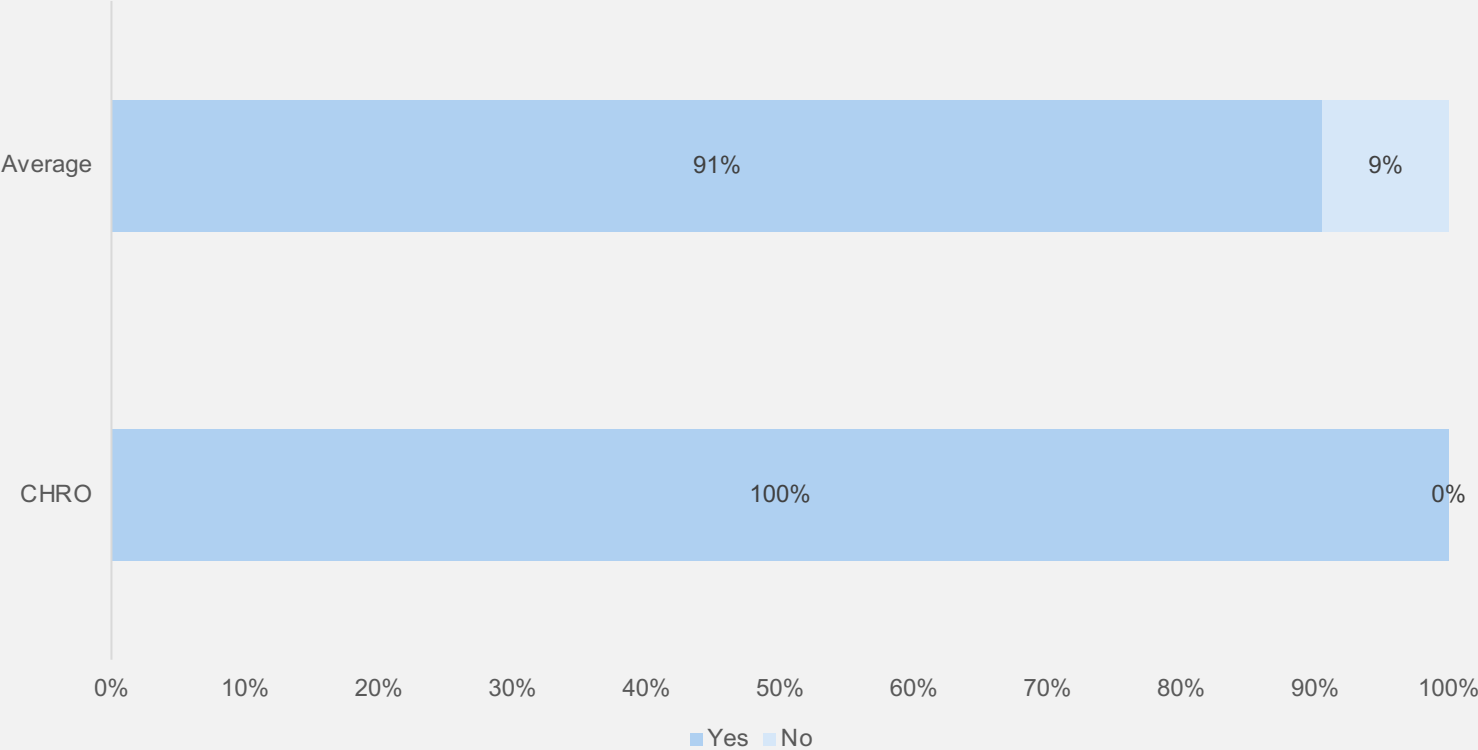


n=209

More Stakeholders to Manage

100% of CHROs, compared to an average of 91% of respondents, indicated they are managing a wider range of stakeholders than they were three years ago.

Are leaders managing a wider range of stakeholders than they were three years ago?



n=203

Board Expectations Are Most Important Consideration for CHROs

Please rank the following considerations influencing leaders when making complex decisions today.

CHRO	
Considerations	Rank
Board expectations	1
Brand image	2
Employee reaction	3
Shareholder reaction	4
Consumer reaction	5
Investor sentiments	6
Public opinion	7
Supplier relationships	8

n=190

Average	
Considerations	Rank
Employee reaction	1
Brand image	2
Consumer reaction	3
Board expectations	4
Shareholder reaction	5
Investor sentiments	6
Public opinion	7
Supplier relationships	8

In stark contrast to the average, CHROs ranked board expectations at the very top.

Investor Sentiment Was Top Consideration Three Years Ago

Please rank the following considerations that influenced leaders when they were making complex decisions today compared with three years ago.*

Today

Considerations	Rank
Board expectations	1
Brand image	2
Employee reaction	3
Shareholder reaction	4
Consumer reaction	5
Investor sentiments	6
Public opinion	7
Supplier relationships	8

Three years ago

Considerations	Rank
Investor sentiments	1
Board expectations	2=
Shareholder reaction	2=
Brand image	4
Consumer reaction	5
Employee reaction	6
Public opinion	7
Supplier relationships	8

CHROs ranked investor sentiment as their top consideration three years ago and today, it has slipped to sixth place.

n=180

*Note that executives were asked to rank their own perspectives as they believed they would have ranked them three years ago. This survey was not conducted three years ago.

Greatest Risk: Consumer Backlash, Then Turnover

Rank the impact of the following risks of failing to appropriately respond to a major external crisis.

CHRO

Risks	Rank
Consumer backlash	1
Employee turnover	2
Stakeholder discontent	3
Investor abandonment	4
Regulatory action	5
Backlash from business community	6
Supplier disaffection	7
Other	8

Average

Risks	Rank
Employee turnover	1
Consumer backlash	2
Regulatory action	3
Stakeholder discontent	4
Investor abandonment	5
Backlash from business community	6
Supplier disaffection	7
Other	8

Closely aligned to the sample average, CHROs rank consumer backlash and employee turnover as the greatest risks they face if they fail to respond to an external crisis.

n=195

Internal Leadership as No. 1 Stakeholder

Please rank the following stakeholders in order of how important they are in shaping your decision-making.

CHRO

Stakeholder	Rank
Internal executive leadership	1
Consumers	2
Institutional investors	3
Employees	4
Regulators	5
Local communities	6
Suppliers	7
Business peer groups	8
Individual investors	9
Online influencers	10
Other	11

Average

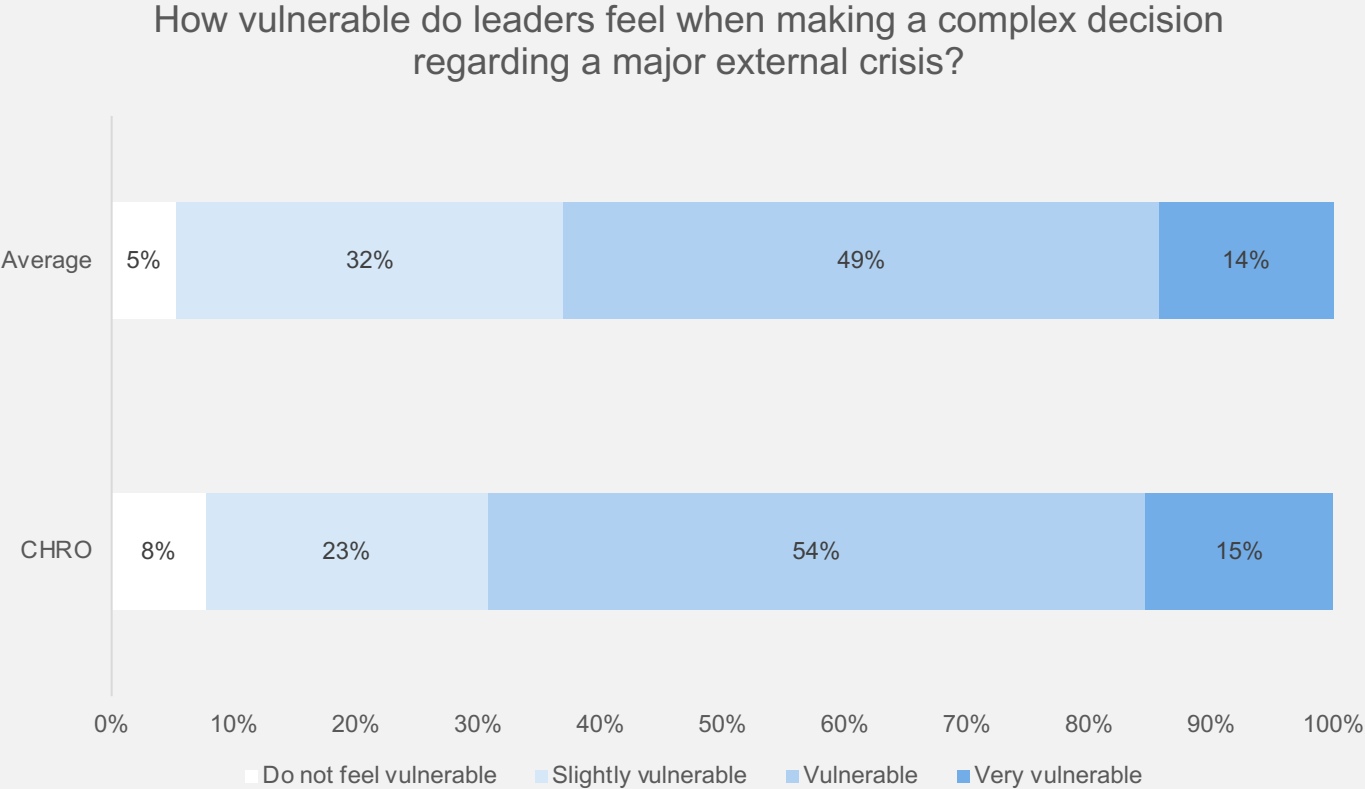
Stakeholders	Rank
Consumers	1
Employees	2
Internal executive leadership	3
Institutional investors	4
Regulators	5
Suppliers	6
Local communities	7
Individual investors	8=
Business peer groups	8=
Online influencers	10
Other	11

For CHROs, internal executive leadership is the most important stakeholder group to acknowledge when making decisions.

Employees were ranked fourth, compared to the survey average, which ranks them second.

n=204

CHROs More Vulnerable Than Others



More than half of CHROs said they feel vulnerable or very vulnerable when making a complex decision regarding an external crisis. Only 8% said they don't feel vulnerable.

n=189

Vision, Then Adaptability

Please rank the following skills or capabilities leaders need in the current environment.

CHRO

Qualities	Rank
Vision	1
Adaptability	2
Resilience	3
Risk assessment	4
Personal courage	5
Empathy	6
Stakeholder management	7
Political awareness	8
Social media awareness	9
Other - please specify	10

Average

Qualities	Rank
Adaptability	1
Vision	2
Resilience	3
Empathy	4
Risk assessment	5
Personal courage	6
Stakeholder management	7
Political awareness	8
Social media awareness	9
Other - please specify	10

CHROs rank vision over adaptability as top qualities needed to lead in the current environment.

n=181

CHROs Get Support From Senior Executives and Directors

When making complex decisions, where do leaders get support or draw strength from?

