



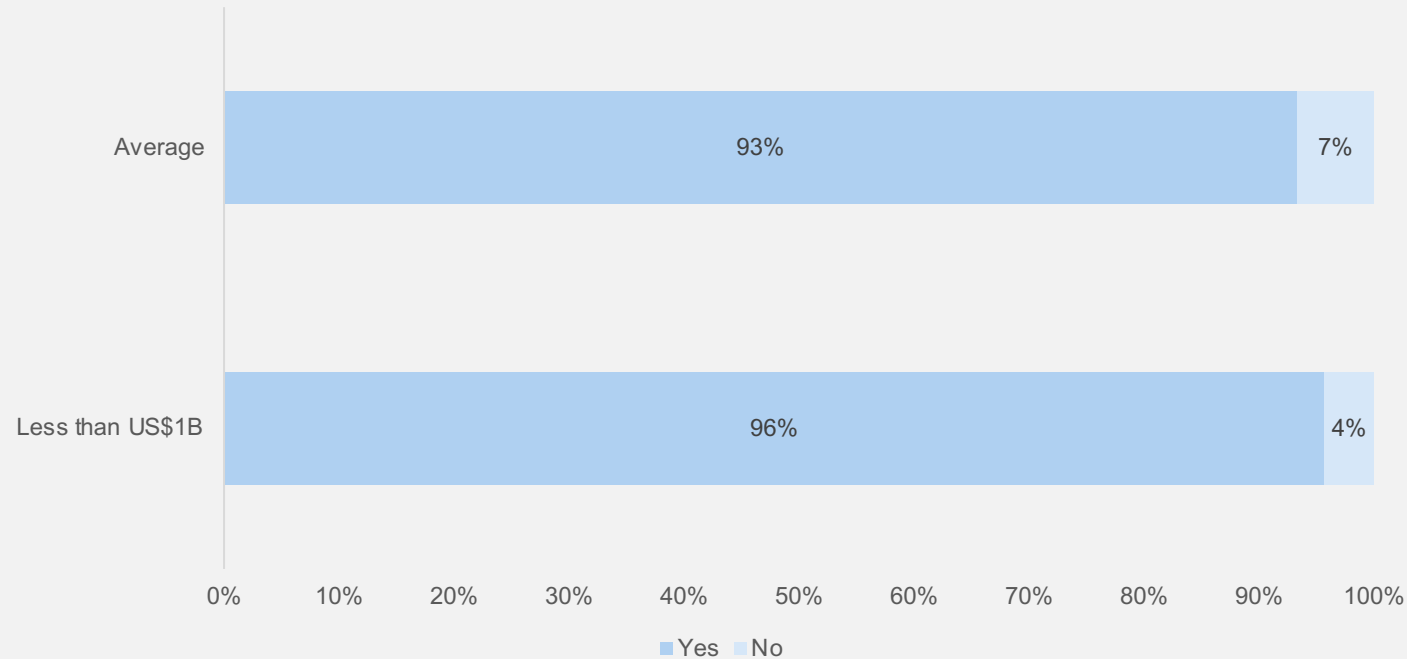
# Untethered World

Leading in a Time of Chaos

Viewpoints From Member  
Companies With Less  
Than US\$1 Billion  
Revenues

# 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?

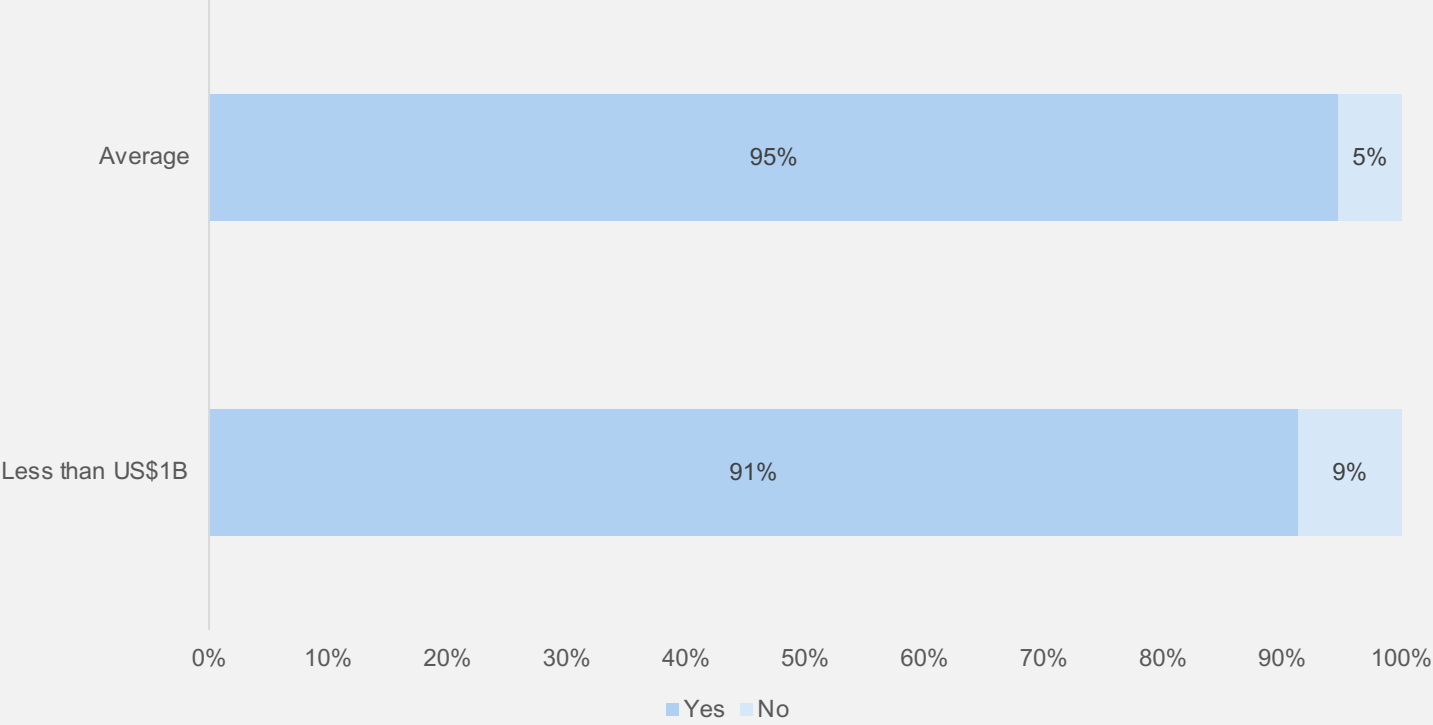


96% of respondents from small organizations, or those with revenues of less than US\$1 billion, indicated that non-traditional issues are a more significant part of business decisions now than they were three years ago. This compares to 93% of respondents on average.

n=209

# Increased Pressure to Take a Stance

Are leaders under increased pressure to lead on social and political issues than they were three years ago?

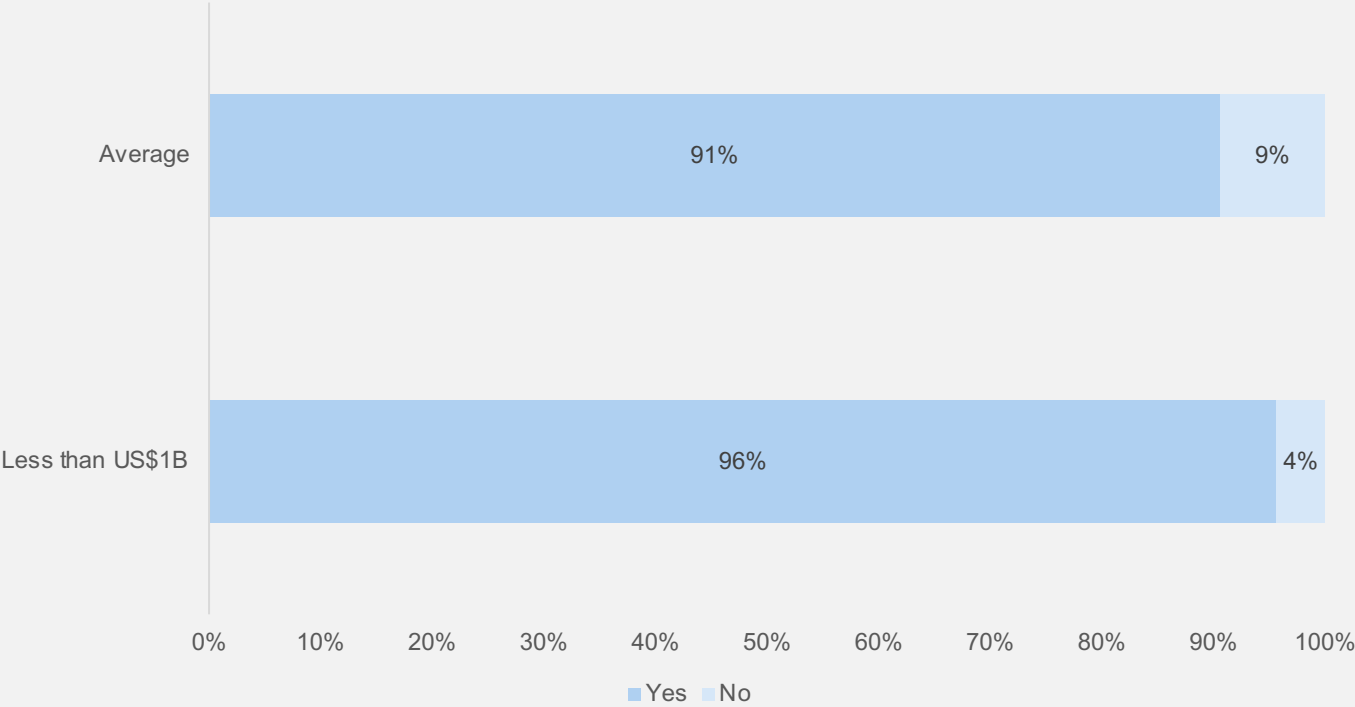


91% of respondents from companies with revenues of less than US\$1 billion indicated leaders felt increased pressure to lead on social and political issues, compared to the average of 95%.

n=209

# More Stakeholders to Manage

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



96% of respondents from organizations with revenues of less than US\$1 billion said leaders must manage a wider range of stakeholders than three years ago. This compares to an average figure of 91%.

n=203

# Employee Reactions Are a Top Concern

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

Organizations With Less Than US\$1 Billion

Considerations	Rank
Employee reaction	1
Brand image	2
Board expectations	3
Consumer reaction	4
Investor sentiments	5
Shareholder reaction	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

Respondents from organizations with revenues of less than US\$1 billion and from the wider sample ranked employee reactions as the top influence on leaders when making complex decisions. Smaller organizations placed more emphasis on board expectations.

# Board Expectations Were Top Priority Three Years Ago

Please rank the following considerations influencing leaders when making complex decisions today compared with three years ago.

Today

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

n=180

Three years ago

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

Respondents from organizations with revenues of less than US\$1 billion ranked board expectations as the top influence on their decision-making three years ago, which has since moved to third place today. Employee reaction moved from number two, to number one spot today.

\*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.

# Employee Turnover the Biggest Risk

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

Organizations With Less Than US\$1 Billion

Risks	Rank
Employee turnover	1
Stakeholder discontent	2
Consumer backlash	3
Regulatory action	4
Investor abandonment	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

Although respondents ranked stakeholder discontent fourth among the risks of failing to respond appropriately to a major external crisis, those from organizations with revenues of less than US\$1 billion ranked stakeholder discontent second.

n=195

# Employees Come First for Leaders of Smaller Organizations

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

Organizations With Less Than US\$1 Billion

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

Average

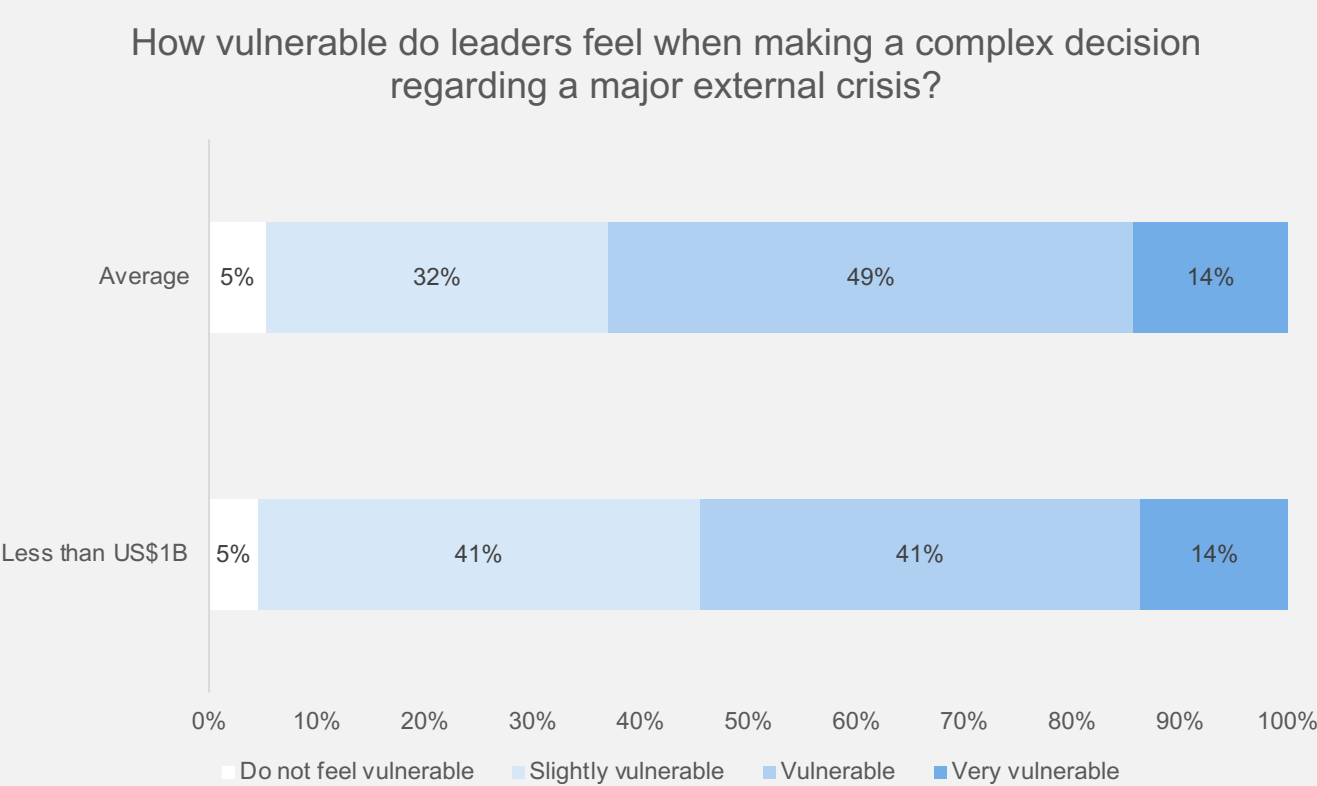
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Online influencers	10
Other	11

n=204

Although overall respondents ranked consumers as the No. 1 influence on their decision-making, those from organizations with revenues of less than US\$1 billion placed employees and internal executive leadership teams above consumers.



# Leaders of Smaller Companies Express Less Vulnerability



While 48% of overall respondents said they felt “vulnerable” when making complex decisions regarding external crises, the figure among respondents from organizations with revenues of less than US\$1 billion fell to 41%.

n=189

# Vision Is Key for Leaders at Smaller Organizations

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

Organizations With Less Than US\$1 Billion

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

n=181

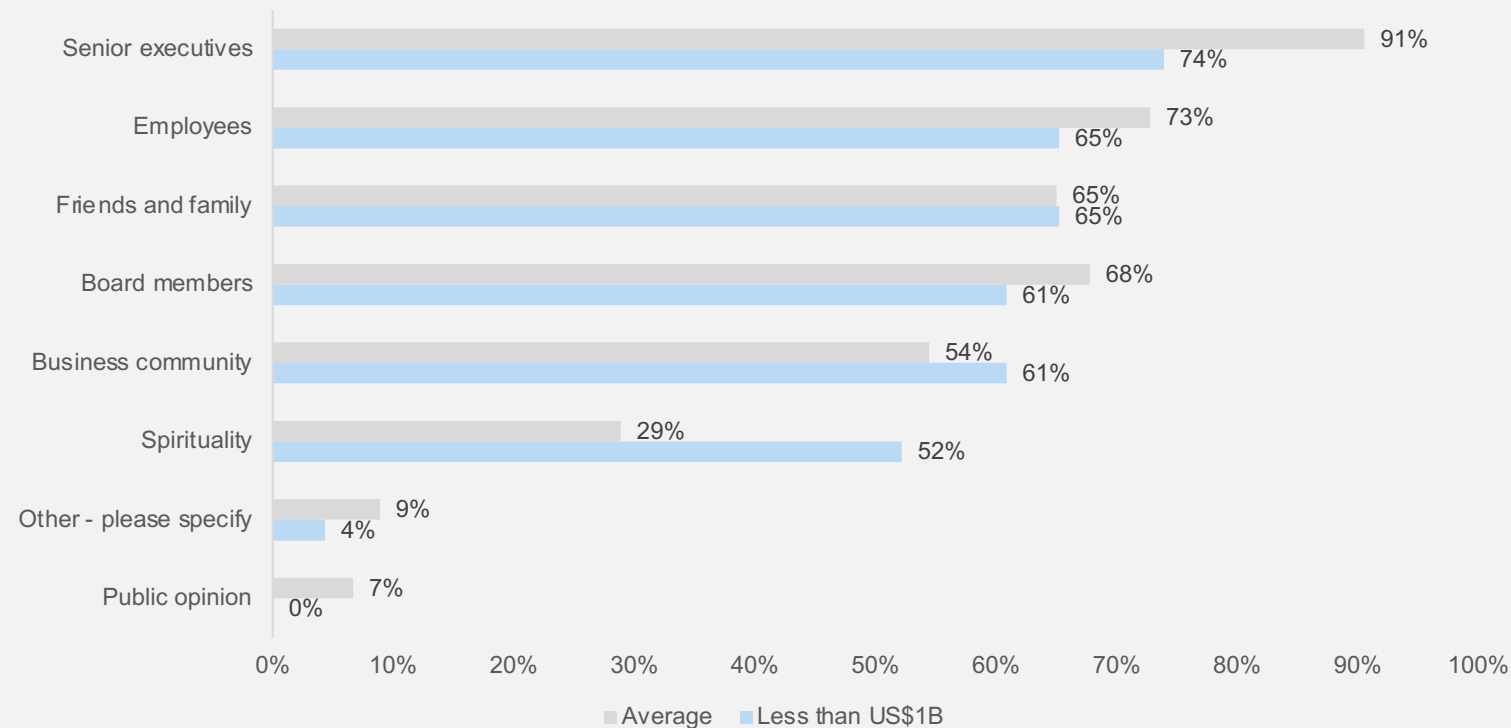
Average

Skill/capabilities	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

Respondents from organizations with revenues of less than US\$1 billion ranked vision first among the skills leaders need to navigate the current environment. Across the wider sample, however, respondents ranked adaptability first, on average.

# Leaders of Smaller Companies Rely More Heavily on Spirituality

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



More than half (52%) of respondents from organizations with revenues of less than US\$1 billion indicated they turned to spirituality for strength and support, compared to an average figure of 29%. For both sets of respondents, however, senior executives represented the most popular source of support.

n=180