



CRITICAL EYE

Celebrating our 20 year anniversary

CEO

RESEARCH
2023

REIMAGINING
HIGH-PERFORMANCE
LEADERSHIP

Taken at our CEO Retreat, this latest research reveals shifting priorities for leaders and senior teams. We surveyed CEOs from a variety of organisations, geographies and sectors to determine their top challenges and whether executives have the right capabilities to drive success.

When asked about their key concerns for the year ahead, cost reduction jumped up to the top five list for CEOs. This is not, however, preventing leaders from making the right spending decisions where needed, with investment in new technology cited as the biggest change occurring across organisations by CEOs.

Innovation and growth also returned to the top priority list in this latest survey. When it comes to leading new investment and large-scale change, the majority of leaders said they had the right team in place to navigate disruption.

That said, 70 percent also acknowledged the need to create more time for long-term planning, and 74 percent said they needed to improve the quality of strategic debate with their Board.

Additionally, only 30 percent were fully confident that they could respond to customer needs and behaviours. With mounting pressure on CEOs and the wider senior leadership team, the need for support has never been greater. Worryingly, 57 percent reported feeling isolated in their role.

Mentoring was named as the top development tool for CEOs looking for support, with 96 percent advocating for the positive impact external mentoring can have on senior executive performance.

Encouragingly, seeking inspiration and fresh thinking from other sectors was the number one area of improvement for CEOs. With innovation and growth firmly on the agenda this year, it will be imperative for leaders to gain access to the right reference points outside of their organisations.



Jamie Wilson

Managing Director, Group Services
Criticaleye

KEY FINDINGS FROM CRITICALEYE'S CEO RESEARCH 2023



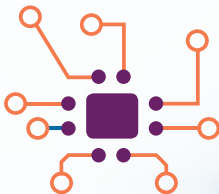
22% have full confidence their team can lead transformation



Most CEOs (96%) say executive mentoring improves performance



The senior leadership team has become the most challenging stakeholder group



Investment in new technology is the biggest change in organisations



Over half of CEOs (57%) feel isolated in their role



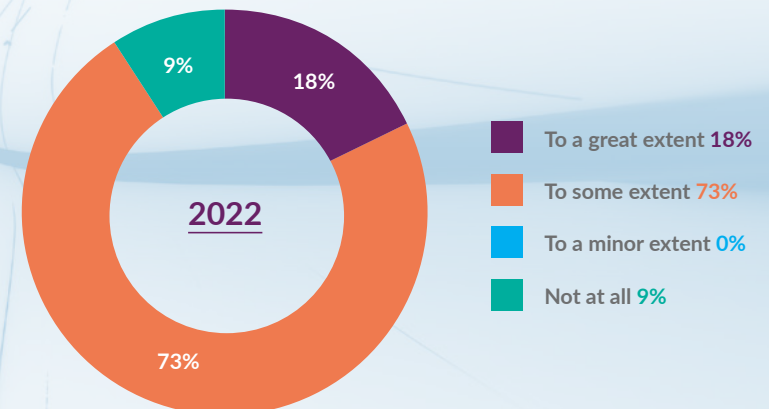
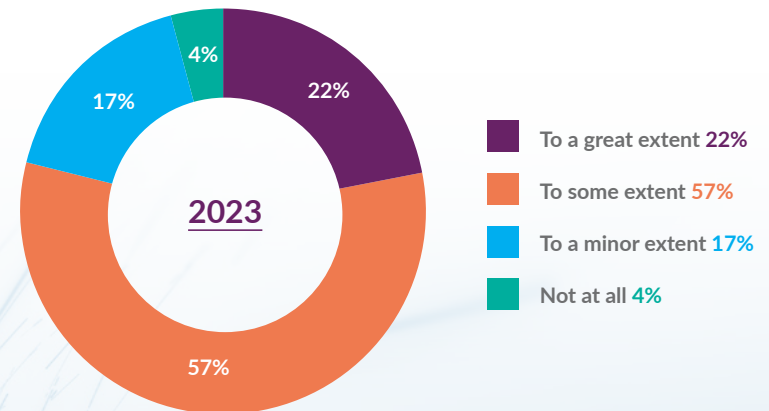
Cost reduction has become a top priority for CEOs

STRATEGY

*Criticaleye offers senior executives a unique opportunity
to discuss and reflect upon strategy with peers and experts*

22 percent have full confidence their top team can lead transformation

Do you have the right leadership team to navigate business model transformation?



Leadership teams are broadly aligned on sustainability

Click [here](#) to see senior executives and non-executives talk about the opportunity for organisations to lead on sustainability.

Featuring:

Sebastian Munden

Chair

The Waste and Resources
Action Programme (WRAP)

Naomi Simcock

Executive Director

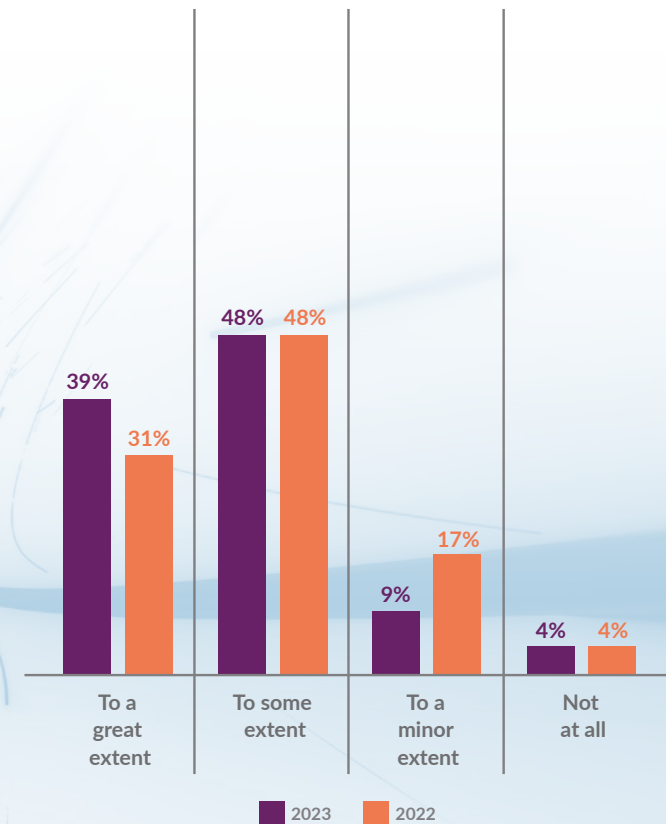
John Lewis

Justin Ash

CEO

Spire Healthcare

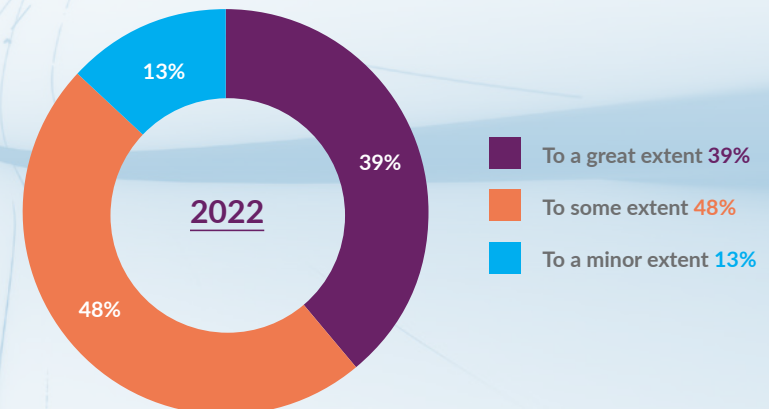
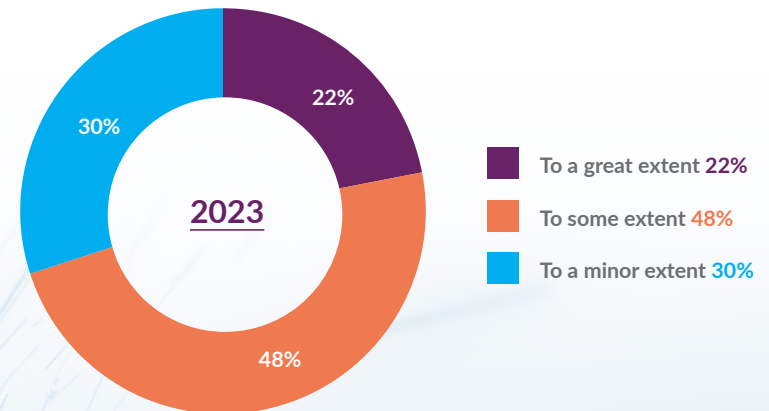
Is your leadership team aligned on your organisation's sustainability strategy?



“More horizon scanning is needed and time to think through the effects, especially with AI and other technologies having significant impacts.”

CEO Research Participant

As a CEO, do you need to create more time for strategy and long-term planning?



Improving strategic discussion remains the top area of improvement

Click [here](#) to see leading executives and non-executives discuss the challenges facing Boards this year.

Featuring:

Till Vestring

Non-executive Director
Keppel Corporation
(plus a Criticaleye Board Mentor)

Jane Griffiths

Non-executive Director
Johnson Matthey plc
(plus a Criticaleye Board Mentor)

Simon Eaves

UK & Ireland Leader
Accenture

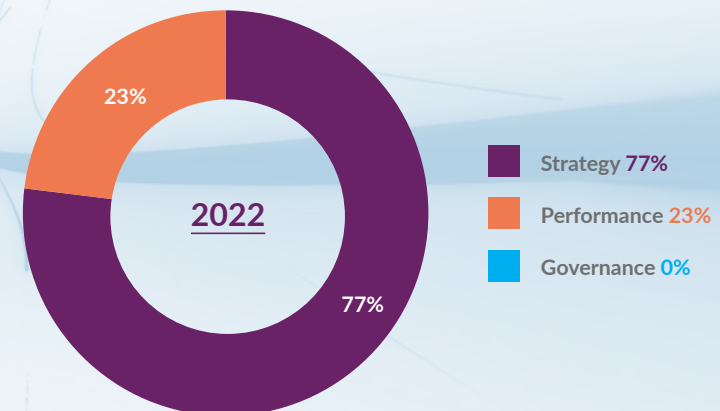
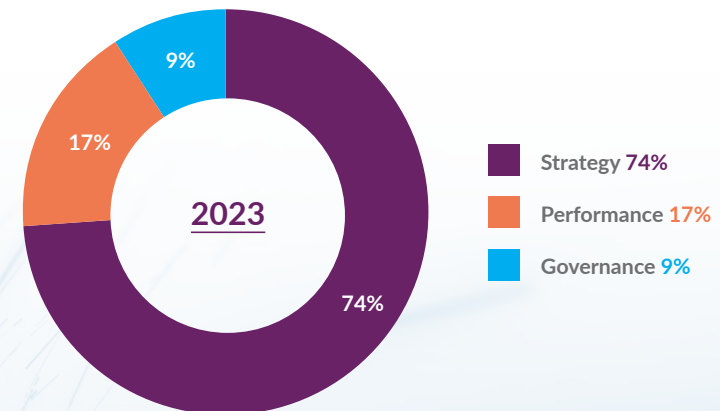
Dariusz Kucz

Non-executive Director
PZ Cussons
(plus a Criticaleye Board Mentor)

Sandy Stash

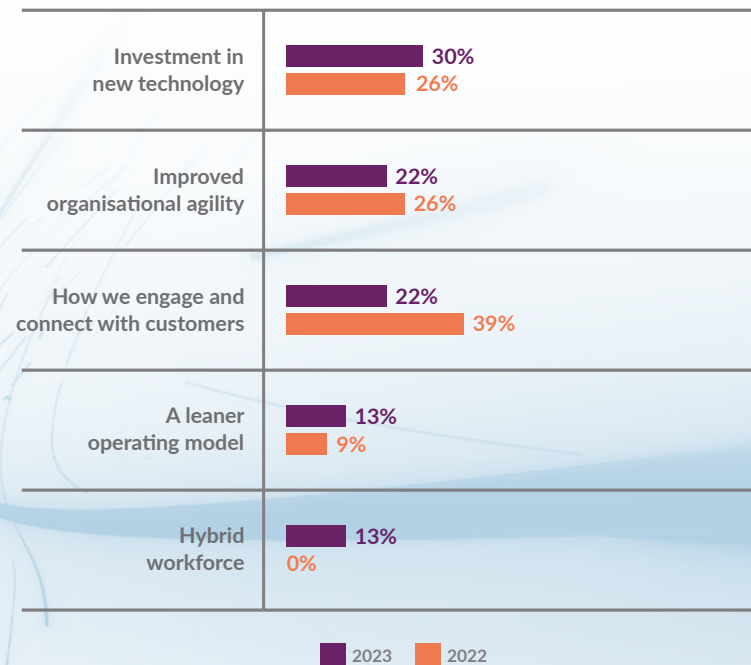
Non-executive Director
Diversified Energy plc
(plus a Criticaleye Board Mentor)

In which of the following areas do you need to improve the quality of debate with the Board?



Investment in new technology has overtaken customer engagement as the biggest change in organisations

Where do you see the biggest changes occurring in your organisation?



Cost reduction has become a top priority for CEOs

CEO Priorities in 2023

- ✓ 1. Sustainability and ESG
- ✓ 2. Retaining key talent and developing skills
- ✓ 3. Cost reduction
- ✓ 4. Organisational design
- ✓ 5. Innovation and Growth

CEO Priorities in 2022

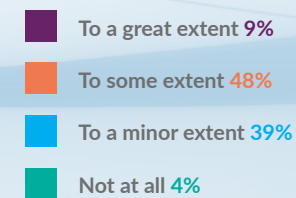
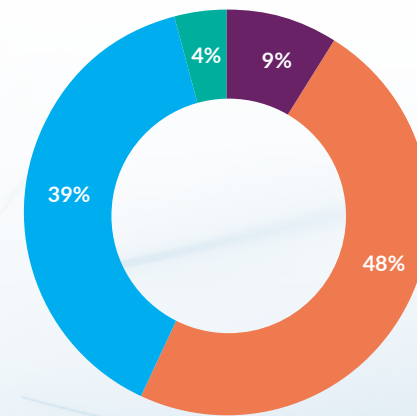
- ✓ 1. Retaining key talent and developing skills
- ✓ 2. Strengthening leadership capability
- ✓ 3. Sustainability and ESG
- ✓ 4. Diversity, inclusion and belonging
- ✓ 5. Organisational design

LEADERSHIP

*Criticaleye enables and develops great leadership with
the perfect mix of discussion and high-impact case studies*

Over half
(57 percent)
of CEOs feel
isolated in
their role

As a CEO, do you feel isolated in your role?



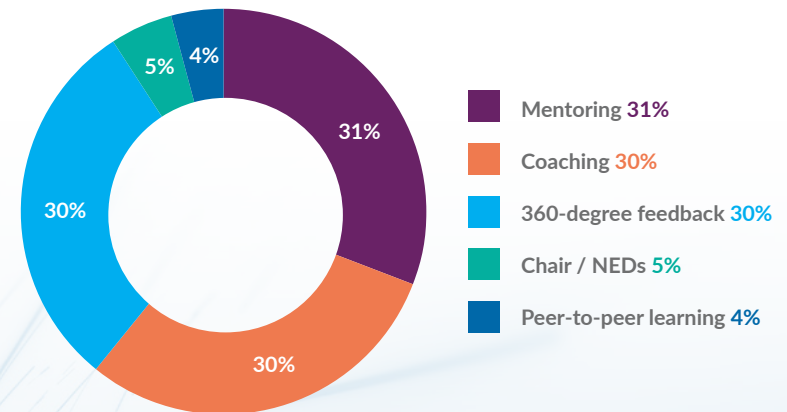
THE TOP SIX AREAS IN WHICH CEOS NEED TO IMPROVE



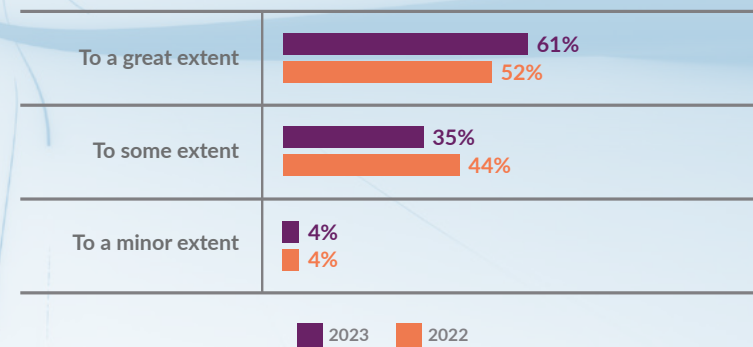
96 percent recognise the positive impact of mentoring

Click [here](#) to see Criticaleye Board Mentor, Francesca Ecsery, discuss what makes an effective Board Mentor.

What have you found to be the most effective leadership development tool for senior executives?



Does external mentoring improve the performance of senior executives?

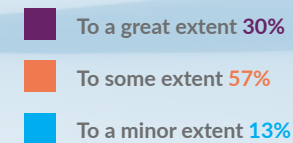
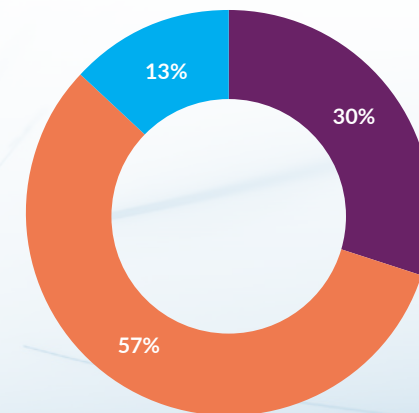


STAKEHOLDERS

*Criticleye provides the right reference points to manage
and navigate increasingly important stakeholder relationships*

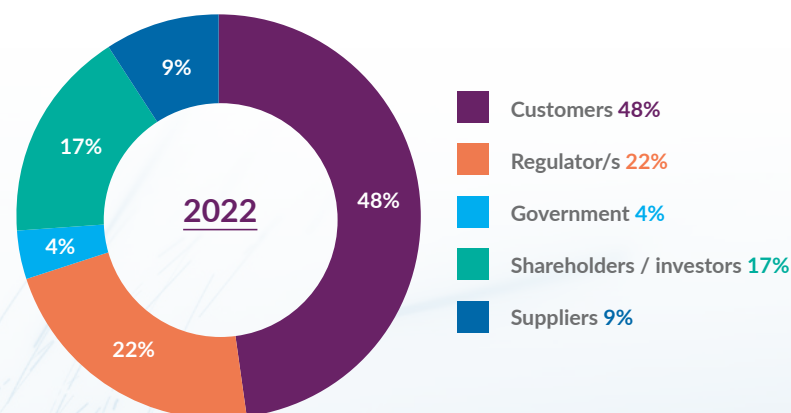
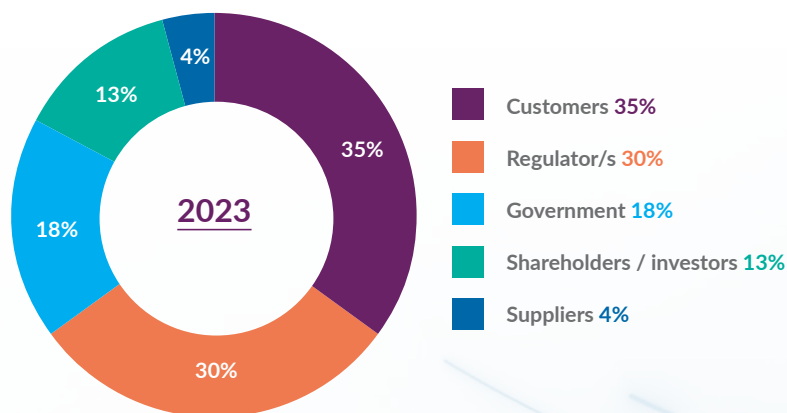
Just 30 percent
of CEOs are
fully confident
they can meet
customer needs

Is your organisation able to respond to
changing customer needs and behaviours?

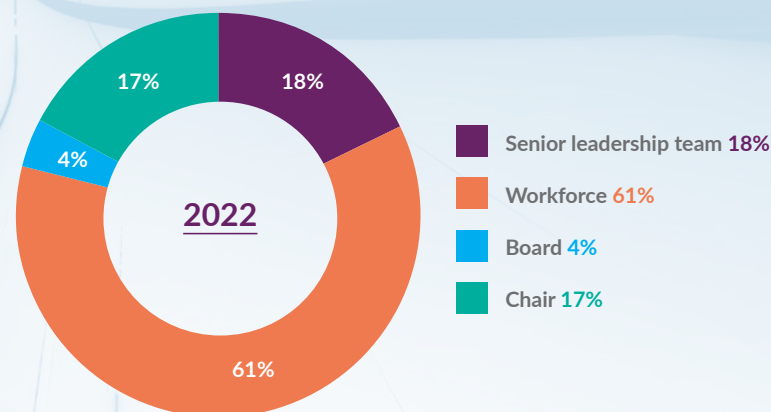
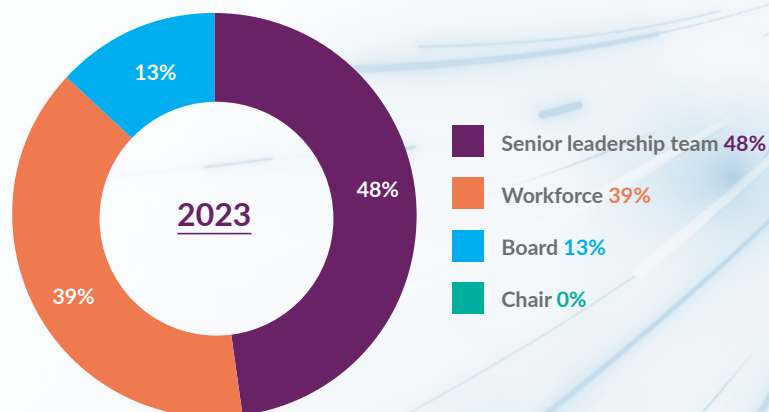


The executive team is the most challenging internal stakeholder

Who is your most challenging external stakeholder?



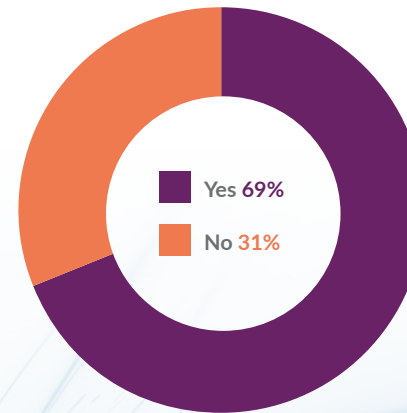
Who is your most challenging internal stakeholder?



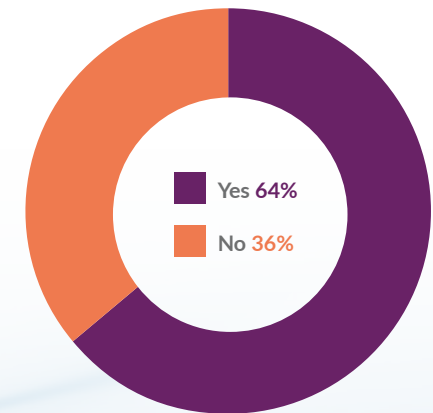
CFOs have become a more likely successor to the CEO role in 2023

Do you have a succession plan in place
across the senior leadership team?

2023

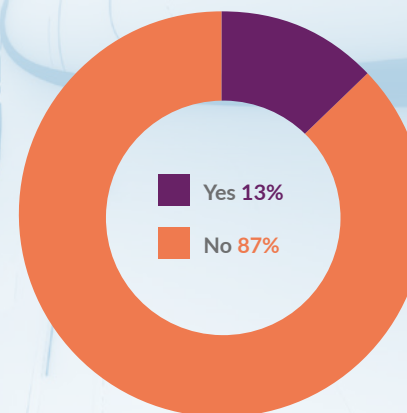


2022

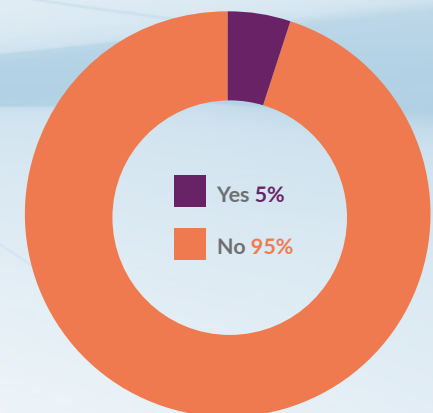


Is the CFO your most likely successor?

2023



2022



CEOs revealed the top three areas where their colleagues need to improve

CFOs

1.

People skills and communication

2.

Strategic thinking

3.

Building alignment in the senior leadership team

HRDs

1.

Strategic thinking

2.

Seeking inspiration and fresh thinking from other sectors

3.

Commercial understanding of the business

NEDs

1.

Commercial understanding of the business

2.

Strategic thinking

3.

Seeking inspiration and fresh thinking from other sectors



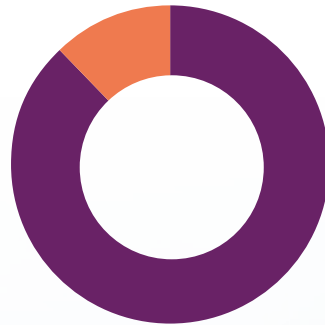
POLLS TAKEN AT THE CEO RETREAT 2023

Does your organisation have the right mix of talent and technology to outperform the previous year over the next 12 months?



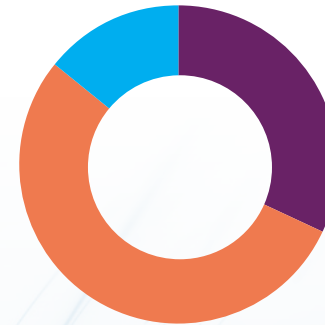
■ Yes 32%
■ No 68%

Is the agility and pace demonstrated over the past couple of years sustainable over 2023 and beyond?



■ Yes 88%
■ No 12%

Is your organisation moving fast enough to achieve its targets for Net Zero?



■ Yes 32%
■ No 54%
■ We do not have any targets 14%

What do you see as the biggest overall operational / strategic challenge for your business?



■ Talent / People 28%
■ Financial / Economic 22%
■ Strategic alignment 19%
■ Leadership capability 15%
■ Geopolitical unrest 9%
■ Shareholders / Investors 7%

SAVE THE DATE: THURSDAY 12TH - FRIDAY 13TH OCTOBER 2023



CEO

SUSTAINABILITY RETREAT 2023

Transformation with Purpose

Held in association with

accenture



WHAT OUR LEADERS SAY



Boards turning uncertainty into economic advantage

In this video we ask leading executives and non-executives about how Boards are turning economic uncertainty into opportunity.

Thanks to Till Vestring, Non-executive Director, Keppel Corporation (plus a Criticaleye Board Mentor); Jane Griffiths, Non-executive Director, Johnson Matthey plc (plus a Criticaleye Board Mentor); Simon Eaves, UK & Ireland Leader, Accenture; and Sandy Stash, Non-executive Director, Diversified Energy plc (plus a Criticaleye Board Mentor).

[CLICK HERE](#)
TO WATCH THE VIDEO



Leadership development for senior executives

In this video we ask leading executives and non-executives about what best-practice leadership development should look like.

Thanks to Anne Stevens, Board Trustee, OverTheWall (plus a Criticaleye Board Mentor); Richard Buxton, Chief People & Sustainability Officer, RBC Brewin Dolphin; and David Guise, Senior Advisor, Newton Europe (plus a Criticaleye Board Mentor).

[CLICK HERE](#)
TO WATCH THE VIDEO



What support to CEOs need from their Boards in APAC

In this video we ask leading executives and non-executives about what support CEOs are looking for from their Boards in 2023.

Thanks to John Shelley, Non-executive Director, Standard Chartered Bank (China) (plus a Criticaleye Board Mentor); Huey Tyng Ooi, Independent Director, APAC, AIG; Dali Sanghera, Managing Director, Board Effectiveness & Sustainability Lead, Growth Markets, Accenture; and Ian Stone, Independent NED, Tencent (plus a Criticaleye Board Mentor).

[CLICK HERE](#)
TO WATCH THE VIDEO



Making the transition to Non-executive Director

In this video we ask leaders about making the transition from executive life to becoming a successful Non-executive Director.

Thanks to Ed Jones, Non-executive Director, NOW: Pensions; Lisa Fretwell, Non-executive Director, Santander UK; and Penny Shaw, Non-executive Director, AIG UK.

[CLICK HERE](#)
TO WATCH THE VIDEO



Why is mentoring important for CEOs

In this video, we asked a group of our Board Mentors about what value senior leaders get from mentoring at Criticaleye.

Thanks to Neil Hayward, Chair, Industry People Board, British Horse Racing; Neil Griffiths, Non-executive Director, City Pub Group; Gareth Llewellyn, Non-executive Director, Sage Housing; Guy Elliott, Chair, Prudence Trust; Devyani Vaishampayan, Remco Chair & NED, Saietta Group plc; and Rita Clifton, Deputy Chair, John Lewis Partnership.

[CLICK HERE](#)
TO WATCH THE VIDEO

DO YOU WANT TO JOIN OUR GROWING COMMUNITY OF CEOS, CFOS, NEDS, HRDS AND OTHER LEADERS? CONTACT INFO@CRITICALEYE.COM FOR MORE INFORMATION ABOUT HOW WE SUPPORT AND DEVELOP SENIOR EXECUTIVES AND THEIR TEAMS ACROSS A WIDE RANGE OF SECTORS AND ORGANISATIONS.

“At Criticaleye, we believe that great leadership creates positive outcomes and enables powerful legacies. Whatever the strategic direction of your business, it’s essential to have an effective, cohesive leadership team in which there is complete trust and alignment.”



Charlie Wagstaff
Managing Director, Criticaleye

We Inspire Leaders to Succeed



Our bespoke solution supports leaders with personal, strategic and team development.

Our unique strength lies in our ability to bring together a wide range of leadership and industry experience.

We invite leaders into a trusted environment, where executives and their teams get access to the insight they need to enhance their performance.

We enable senior executives to address key questions around leadership, strategy and stakeholder management.



Achieve
Better
Performance



Inspiring Leaders to Succeed

Our Values

Respect: an appreciation for diverse and varied views and experiences is crucial to high-performance leadership

Collaboration: working together to share knowledge and expertise is a defining characteristic of effective executive teams

Challenge: strategies and ideas need to be constructively challenged to reach the best outcome

Trust: leaders need to trust their colleagues and peers in order to work effectively and drive results

Integrity: we inspire leaders to succeed by providing a closed and confidential environment where Members can share openly

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