

THE LEADER OF TOMORROW



CEO RETREAT 2018 RESEARCH RESULTS

“This research, conducted at our CEO Retreat 2018, provides a fascinating insight into the challenges chief executives are facing. The business environment is in constant flux, with technology affecting all aspects including customers, competition and the workforce.

Faced with this disruption, CEOs recognise the value of the strategic discussions they have with their executive team. However, 38 percent say they go six months or more without meeting as a team to consider the business strategy. Perhaps as a result, the top reason for failure in the management team was identified as not spending enough time discussing strategy.

Retaining key talent and developing skills is the number one priority for CEOs over the next 12 months, with 86% saying that strengthening leadership capability is critical. Somewhat paradoxically, 65 percent say their businesses are still spending more on headhunters than on developing talent internally.

Constant change is clearly an ongoing challenge, and CEOs say they find it difficult to source all the solutions internally. When asked where they feel they need to improve, CEOs agree that a failure to seek inspiration and fresh thinking from other sectors is their greatest weakness.

As well as the data collected at the Retreat, the following research includes comments from leading CEOs on how they are navigating these challenges.”



Jamie Wilson
Managing Director
Criticaleye

Findings from Criticaleye's CEO Retreat 2018 Research



38%

of CEOs go six months or more without discussing business strategy with their team



Seeking inspiration and fresh thinking was the number one area where CEOs wanted to improve



86%

of CEOs says leadership development is a priority but **65%** say more is spent on headhunters and external recruiters

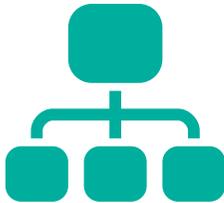


(91%)

The majority of CEOs do not see the CFO as their natural successor



Mentoring and learning from peers are cited as top leadership development tools by CEOs



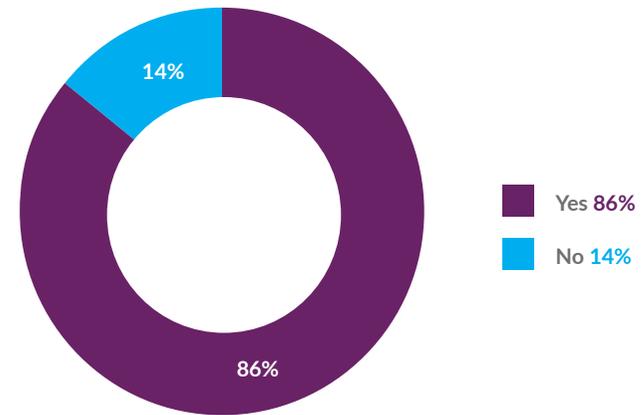
(23%)

Just over one-fifth are fully confident the executive team can deliver on strategy

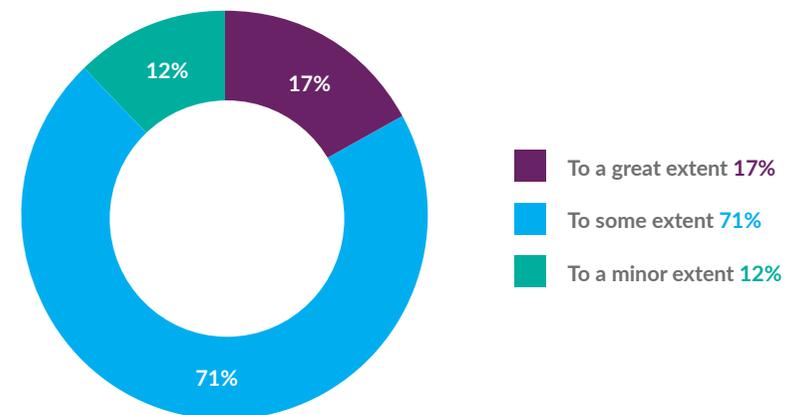
While the majority of businesses are facing disruption, less than a fifth (17%) are fully confident in the ability of the senior leadership team to respond

Listen to Matthew Blagg, CEO, Criticaleye and Neil Griffiths, NED on the Boards of City Pub Company and StarStock, talk about disruption in our latest podcast by clicking [here](#)

Is your senior leadership team facing business model disruption?

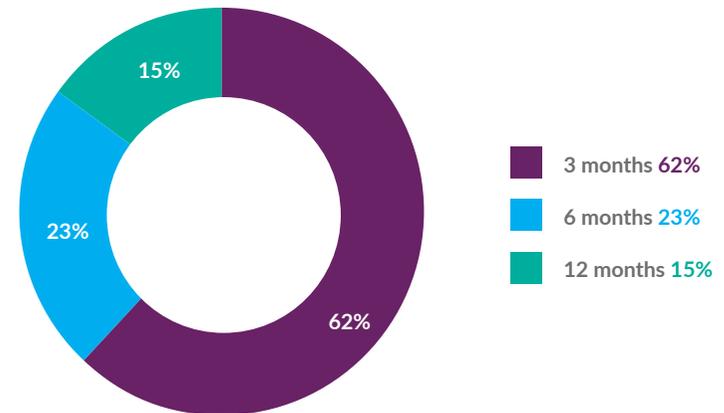


Does your senior leadership team have the ability to respond to business model disruption?

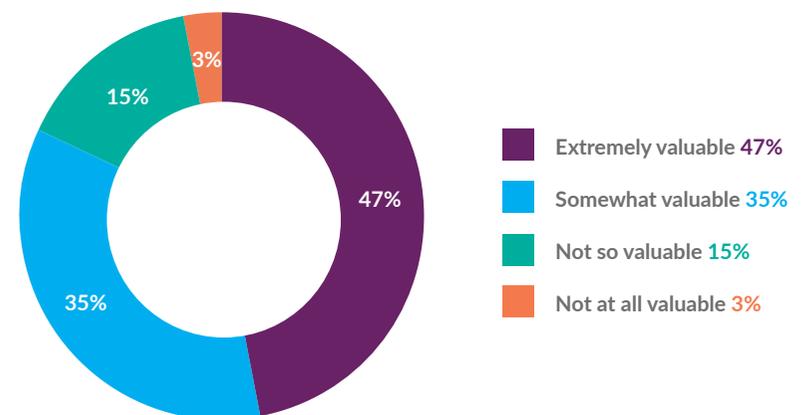


Over one-third
(38%) of CEOs
go six months
or more without
discussing strategy

How often does your executive team meet to discuss strategy?

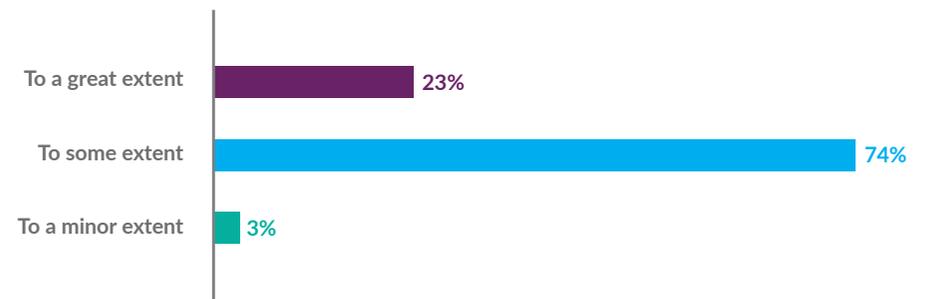


How valuable are your discussions about strategy with the executive team?



**Only 23% are
fully confident the
executive team can
deliver on strategy**

Does your executive team have the ability to execute on the medium to long-term strategy?



We asked CEOs where they need to improve – seeking inspiration and fresh thinking from other sectors came top



HRDs, NEDs and CFOs revealed key areas where CEOs need to improve

HRDs say

1. BUILDING ALIGNMENT IN THE SENIOR LEADERSHIP TEAM
2. SUPPORTING INNOVATION
3. PEOPLE SKILLS & COMMUNICATION

Source: HRD Research 2018

NEDs say

1. BUILDING ALIGNMENT IN THE SENIOR LEADERSHIP TEAM
2. SUPPORTING INNOVATION
3. PEOPLE SKILLS & COMMUNICATION

Source: NED Research 2017

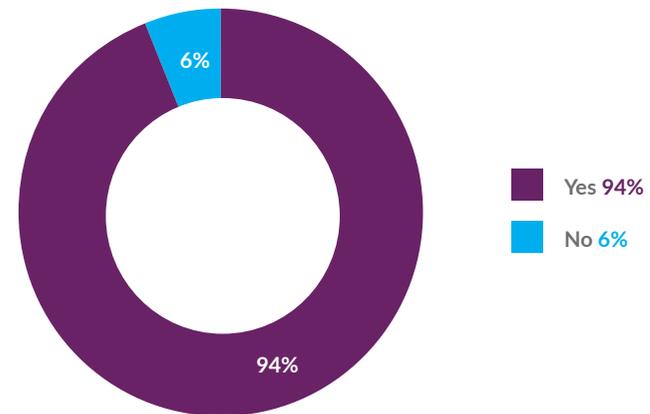
CFOs say

1. BUILDING ALIGNMENT IN THE SENIOR LEADERSHIP TEAM
2. SEEKING INSPIRATION/ FRESH THINKING FROM OTHER SECTORS
3. PEOPLE SKILLS AND COMMUNICATION

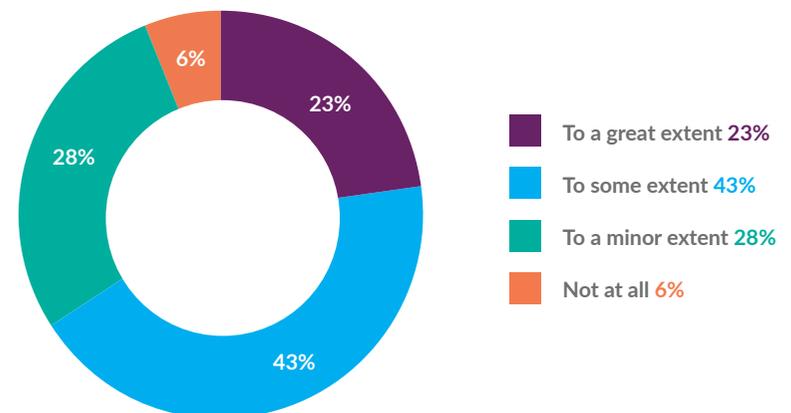
Source: CFO Research 2017

“ It is a key part of a leader’s role to break down silos and incentivise team members to play the bigger game ”

Do silos within your organisation have a negative impact on business performance?



To what extent do the behaviours of the executive team reinforce silos within your business?



97% think more should be spent on leadership development and support for senior executives – so why isn't this happening?

Leadership Development: How is Your Budget Allocated?

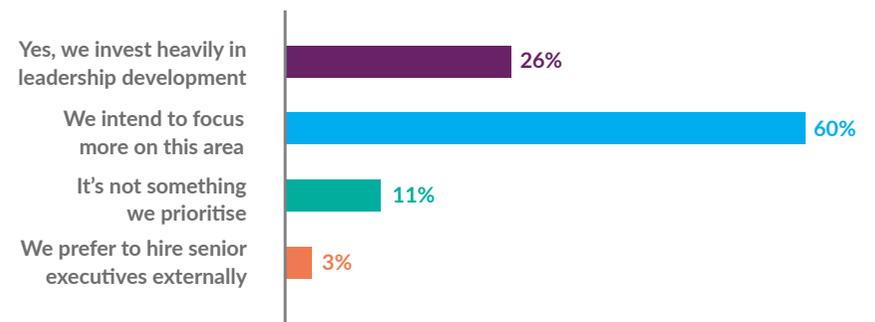


Matthew Blagg, CEO, Criticaleye, Claudio Righetti, CEO, Analyx and Executive Chairman, Square2Circle and John Duncan, Managing Director, Heathview Consulting and former HRD, Royal Mail, share their views on the following: where organisational budget is allocated; getting the right balance between internal leadership development and bringing in new talent; and why ongoing, internal leadership development programmes are a vital ingredient of organisational success.

CLICK [HERE](#) TO WATCH THE VIDEO

Although 86% of CEOs say leadership development for senior executives is a priority, the majority continue to spend more on headhunters and external recruiters

Is leadership development for senior executives a priority within your organisation?

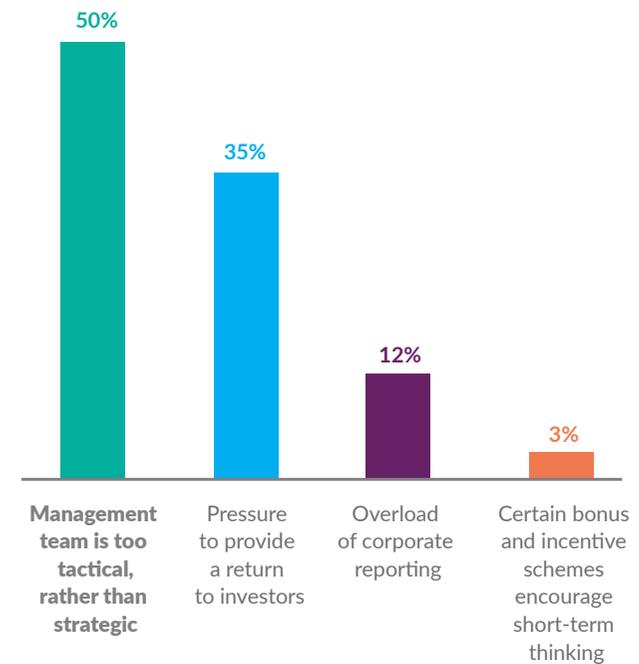


In your experience, on which of the following do organisations spend more?



“The pace of business makes us reactive rather than proactive.”

Why do management teams become too focused on short-term goals?



30%
Not enough time spent
discussing strategy

12%
Substandard
internal controls
and reporting

9%
Poor communication
and people skills

**CEOs ranked the primary
reasons for failure
in the management team**

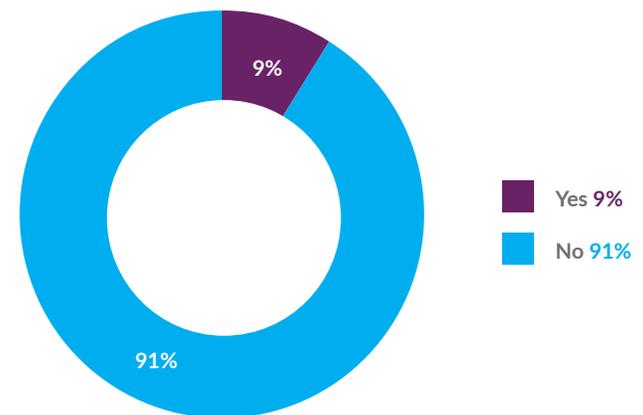
6%
Afraid to challenge
and speak openly

18%
Lack of trust

25%
No alignment on
key commercial
objectives

The majority of
CEOs do not see
the CFO as their
natural successor

Is your most likely successor the CFO?



CEOs revealed the key areas where HRDs and CFOs need to improve

CFOs

1. Strategic thinking
2. Seeking inspiration / fresh thinking from other sectors
3. People skills and communication
4. Building alignment in the senior leadership team
5. Supporting innovation

HRDs

1. Strategic thinking
2. Building alignment in the senior leadership team
3. Seeking inspiration / fresh thinking from other sectors
4. Commercial understanding of the business
5. People skills and communication



Is leadership development enough of a priority for senior teams?

The majority of CEOs (**97%**) say more should be spent on leadership development than headhunters

94% of CEOs say external mentoring improves the performance of senior executives

Mentoring and **peer to peer** learning were cited in the top three most effective leadership development tools for senior executives

94% of CEOs say business performance is improved when executives have access to reference points outside their organisation/sector



Top 5 Priorities for CEOs in 2018

Retaining key talent and developing skills

Innovation

Digital disruption

Improved cross-team collaboration

Cost reduction

What our leaders say

What Makes a Successful CEO-CFO Partnership



Patrick Butcher, CFO, Capita plc; Anthony Fletcher, CEO, graze; Paul Pomroy, CEO, McDonald's UK & Ireland; Paul Cardoen, CEO, First Bank of Nigeria and Paula Dowdy, SVP and General Manager, Illumina share their views on what's needed for a winning partnership.

[CLICK HERE TO WATCH THE VIDEO](#)

Are Leadership Teams too Inward-looking?



We asked Paul Pomroy, CEO, McDonald's UK & Ireland; Diana Breeze, Group HR Director, Landsec and Pamela Harding, HR Director, PRS for Music, for their views and what leadership teams can do to integrate more of an external viewpoint into their top team.

[CLICK HERE TO WATCH THE VIDEO](#)

Why Great Leaders Need External Perspective



Ashok Vaswani, CEO, Barclays UK; Colin Porter, CEO, Joules; Jordi Ferrer, Vice President of Enterprise, Cisco Systems; Abbas Hussain, then President, Global Pharmaceuticals, GSK and Mark Newton-Jones, CEO, Mothercare plc, share why it's vitally important that leaders and senior executives maintain a deep understanding of the world outside their organisation.

[CLICK HERE TO WATCH THE VIDEO](#)

The Leaders Evolving Agenda



In this film leaders from across our Community comment on the evolving nature of leadership.

[CLICK HERE TO WATCH THE VIDEO](#)

Succession Planning: Leaving a Legacy



Matthew Blagg, CEO, Criticaleye, Anne Stevens, Board Trustee, Over The Wall and Criticaleye Board Mentor, and Charlie Wagstaff, Managing Director, Criticaleye, discuss the importance of the following: leaving a legacy; why succession is important; and what approach organisations should be taking.

[CLICK HERE TO WATCH THE VIDEO](#)

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 achieve alignment, remove silos and build trust at the senior level.



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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