



CRITICALEYE

The peer to peer Board Community

THE CHAIR & NON-EXECUTIVE DIRECTOR

RESEARCH 2023

STRATEGY THROUGH A NEW LENS

This research, taken at our Chair & Non-executive Director Retreat 2023, uncovers some interesting findings on the priorities and challenges for Boards.

The people agenda looms large with retaining key talent and developing skills remaining as the number one priority for Boards, followed by the need to strengthen leadership capability. However, the third area of focus over the coming 12 months is financial performance. It's the first time this has appeared in the top five and is indicative of the tougher economic environment many Boards now face.

Given the pace of change within organisations, it's interesting to see that NEDs say that keeping up to speed with new technologies is the primary area where they need to improve their

understanding. The importance of this is reinforced by 44 percent stating that digitisation is the main driver of business model transformation.

The data unveiled some concerning findings around sustainability with only 32 percent saying the leadership team is aligned on strategy – down from 47 percent in 2022. It's worth noting that ESG came in second as the area where NEDs said they would like to have greater knowledge.

Once again, strategy was cited as the top area where Boards and Senior Executives need to improve their debate around the top table.

Now more than ever, NEDs need to align with the executives on both the direction of travel, the final destination, and how they are going to get there.



Jamie Wilson

Managing Director, Group Services
Criticaleye

Key findings from Criticaleye's Chair and NED Research 2023



23% expect to replace the CEO this year



NEDs need to improve knowledge on **Technology** and **ESG**



Financial performance has moved up the priority list



87% say the leadership team is too inward-looking



Leadership capability is the biggest barrier to the talent strategy



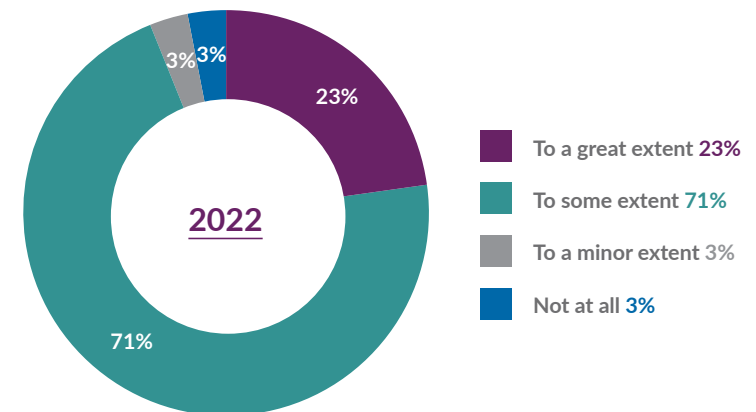
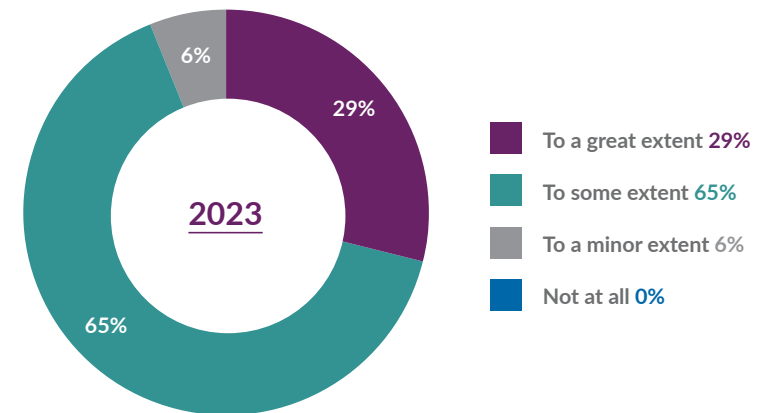
Less than half (42%) benchmark their strategy outside the organisation

STRATEGY

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

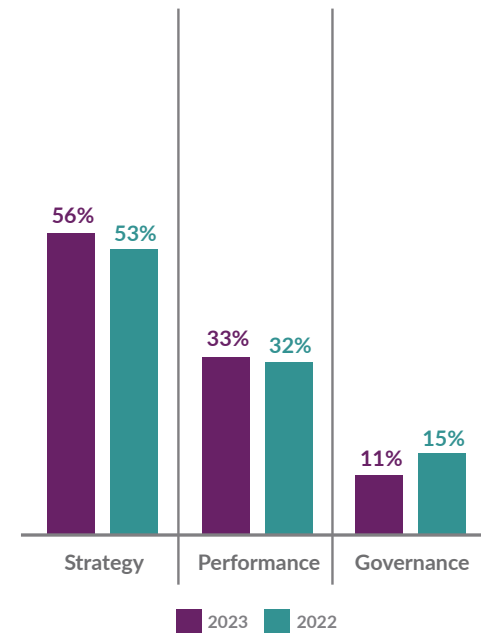
Confidence in the leadership team to navigate disruption has increased

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



Improving the quality of strategic debate remains the top focus between Boards and the ExCo

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

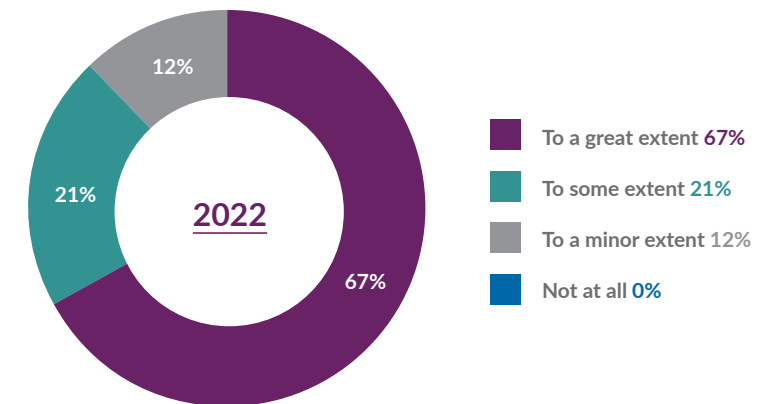
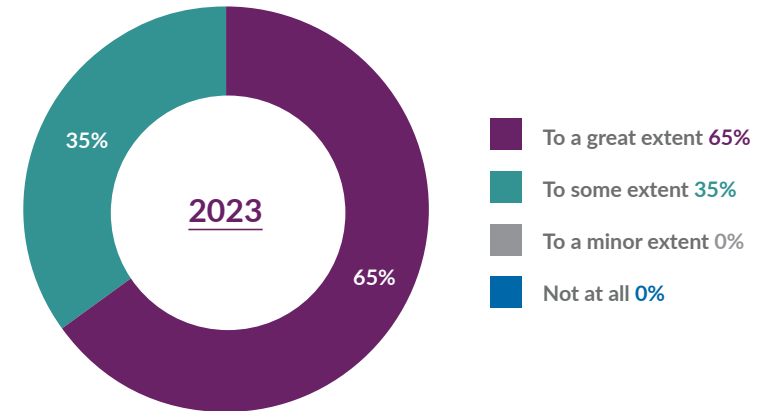


65% believe there is full alignment across the top team

“The world is changing fast, ensuring realignment is a constant task.”

Chair and NED Research Participant

Are the Chair, CEO and CFO aligned on strategy?



Many Non-executives are not taking the opportunity to benchmark strategic ideas outside the Boardroom

Click [here](#) to see leaders across our global Community discuss why it is important to look outside the business in order to grow.

Featuring:

Mui Hoon Poh

Board Member, Singapore Pools and Board Mentor, Criticaleye

Heather Hayes

Global HRD, Lightsource bp

Dariusz Kucz

Non-executive Director, PZ Cussons and Board Mentor, Criticaleye

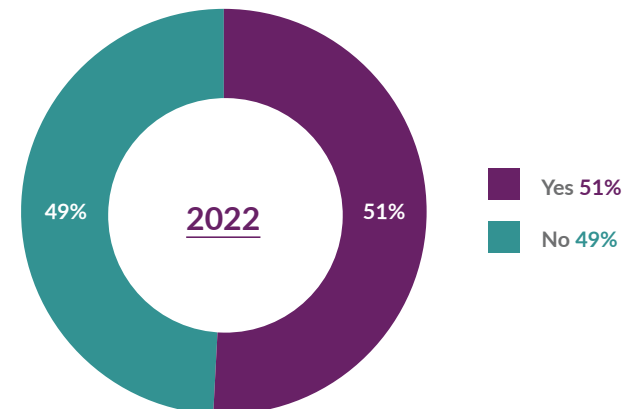
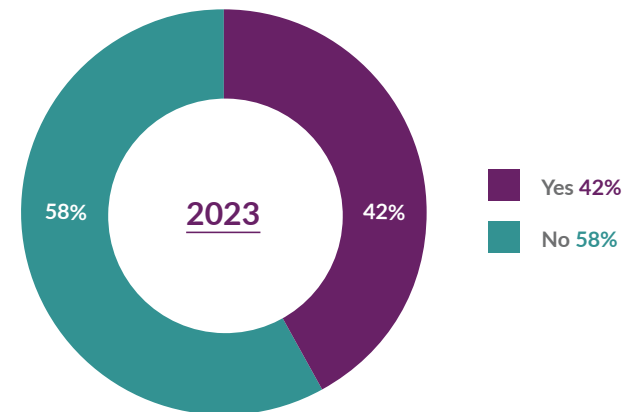
Jane Griffiths

Non-executive Director, Johnson Matthey
and Board Mentor, Criticaleye

Tammy Lillie

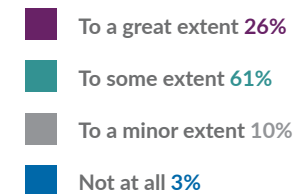
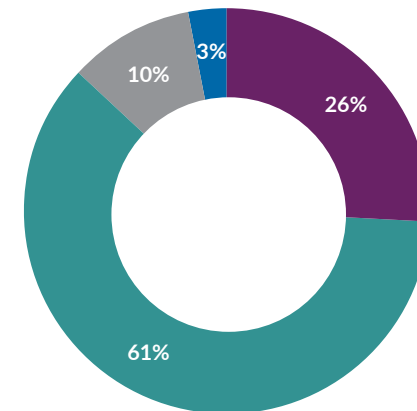
Chief People Officer, Met Office, Non-exective Director, CSA Catapult

Do you benchmark your strategy externally before it's approved by the Board?



Chairs and NEDs say leadership teams are too introspective

Is the leadership team in your organisation too inward-looking and focused on the day-to-day?



Sustainability leadership capabilities will be needed in the journey to Net Zero

Click [here](#) to see leaders talk about whether CEOs and businesses should pause ESG efforts in the face of a tough economic environment.

Featuring:

Stephen Pain

Former VP, Strategy Stewardship, Unilever
and Board Mentor, Criticaleye

Sally Uren

CEO, Forum for the Future

Nick Boyle

Group CEO, Lightsource bp

Steven Wilson

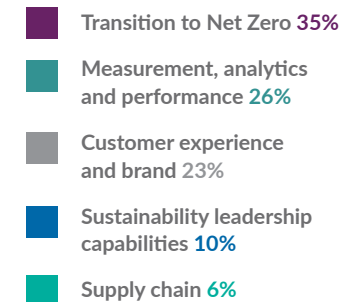
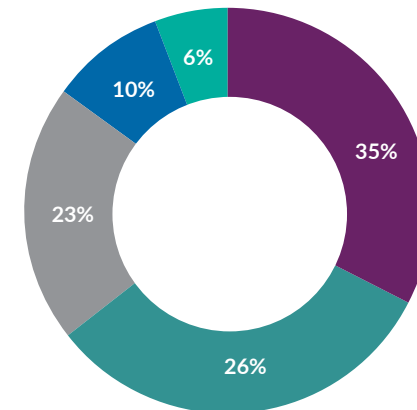
Global Director of Capital Projects, SSE

Toby Siddall

Managing Director & Sustainability Lead
UK & Ireland, Accenture

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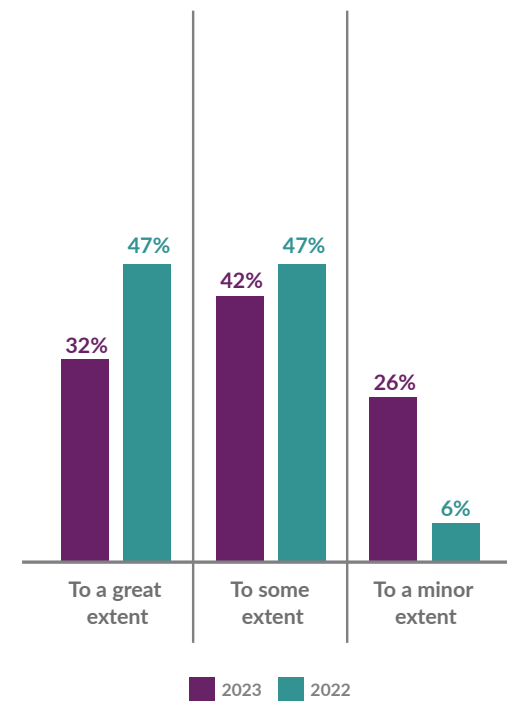
Which sustainability challenge is your Board most focused on?



www.criticaleye.com

Boards are losing confidence that their top team is aligned on sustainability

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



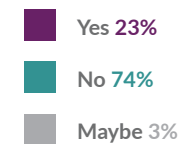
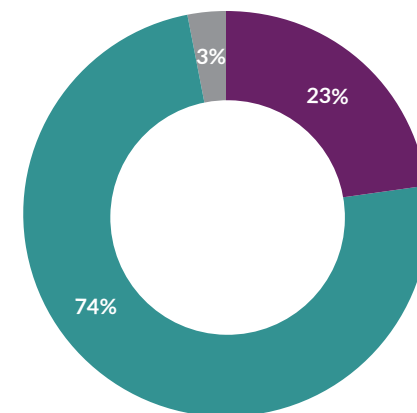


LEADERSHIP

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

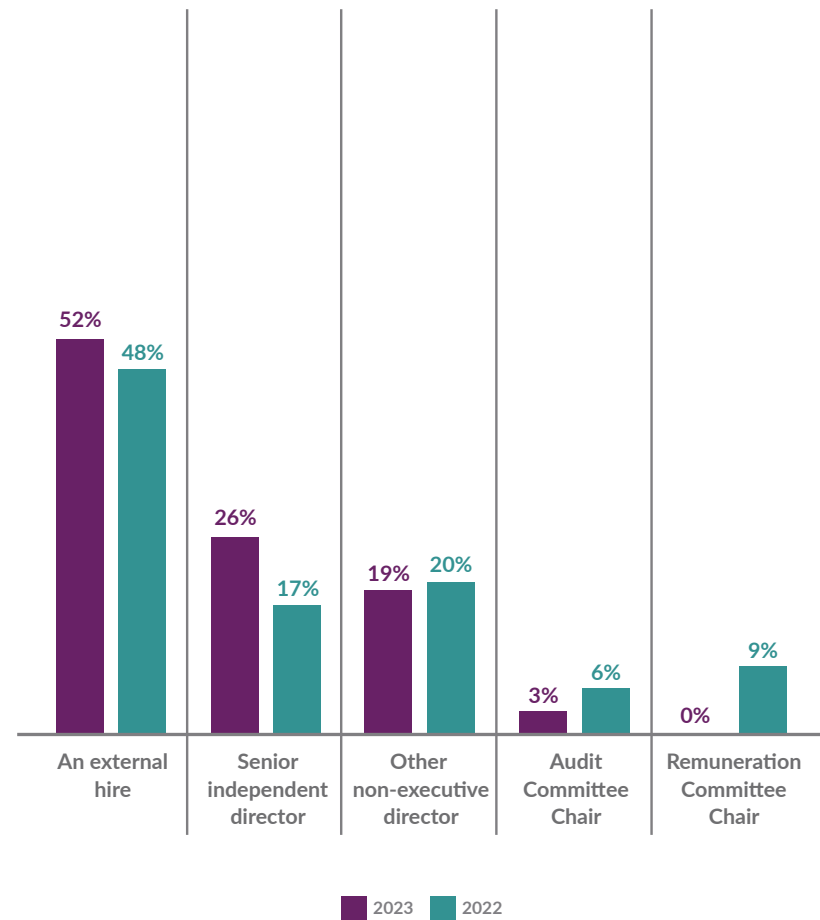
**Almost a quarter
(23%) of CEOs may
be replaced over
the next 12 to
18 months**

Do you expect to replace the CEO
in the next 12 to 18 months?



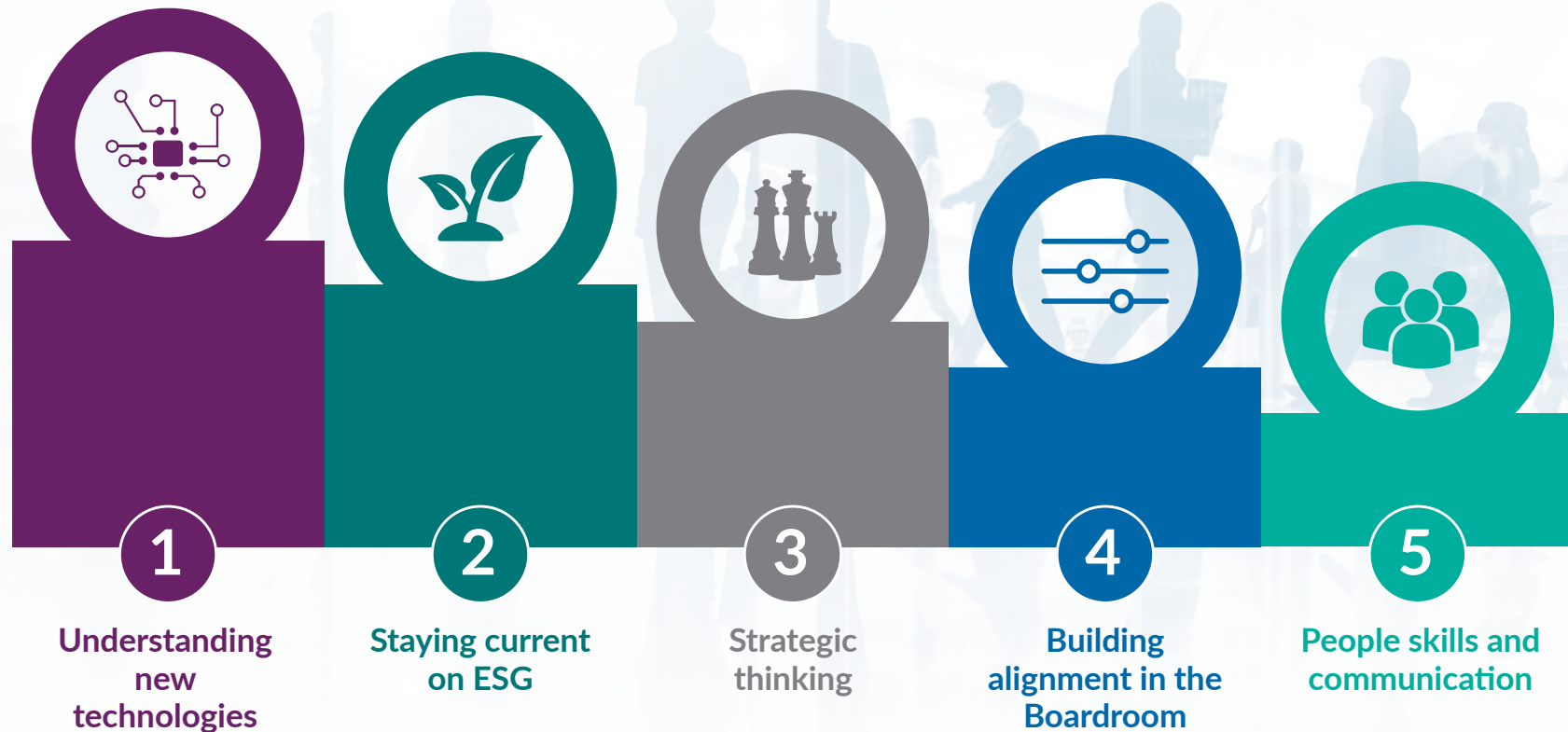
Senior independent directors have moved up the list of candidates to succeed as Chair

Who is the most likely candidate to succeed the current Chair?



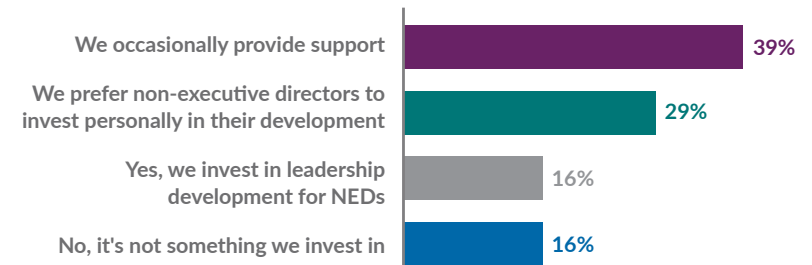
Chairs and NEDs recognise they need to improve their knowledge when it comes to ESG and digital

Where do you need to improve as a leader?

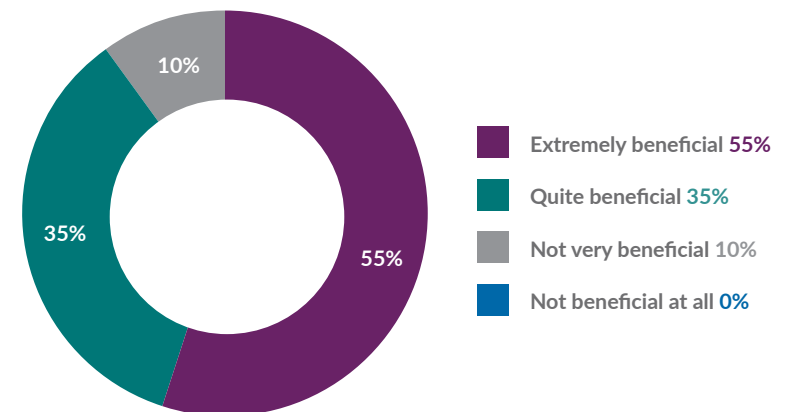


Boards recognise the value of leadership development, but often don't invest in support for NEDs

Is leadership development for non-executives a priority for your Board/s?

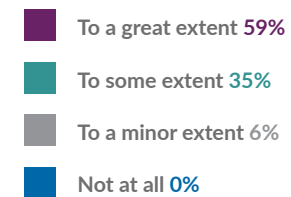
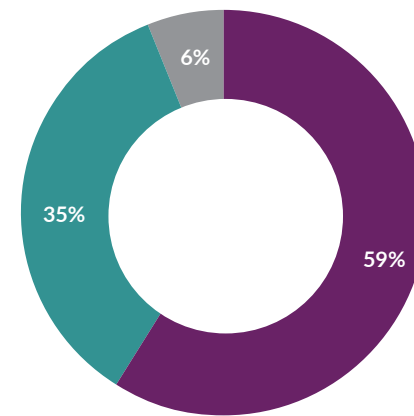


How beneficial are leadership development solutions which have a combined focus on both individual executives and the team as a whole?



The majority agree
on the benefits of
an external and
impartial mentor

Does external mentoring improve the
performance of senior executives?



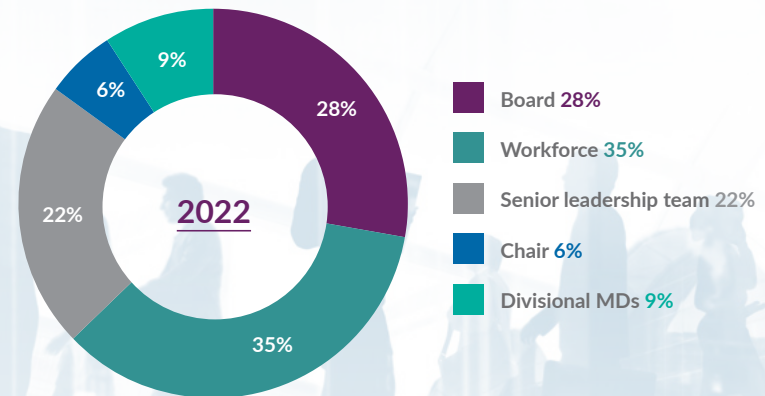
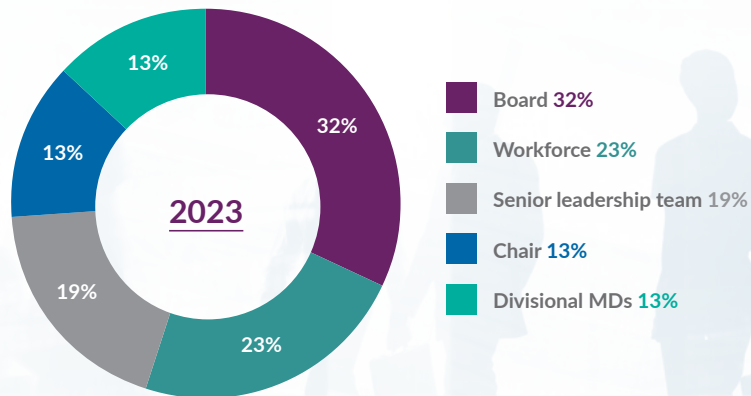


STAKEHOLDERS

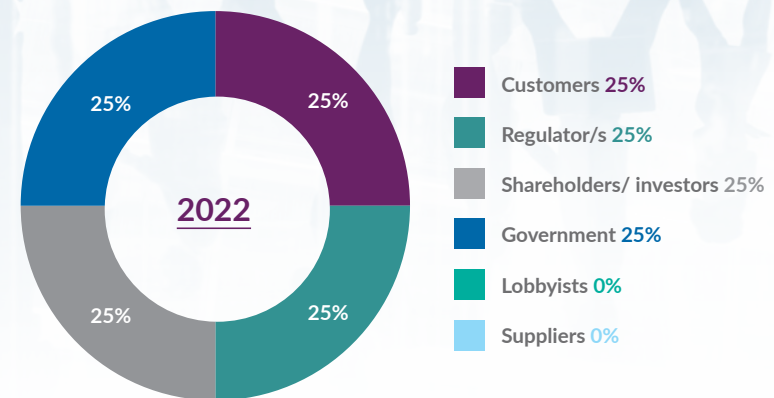
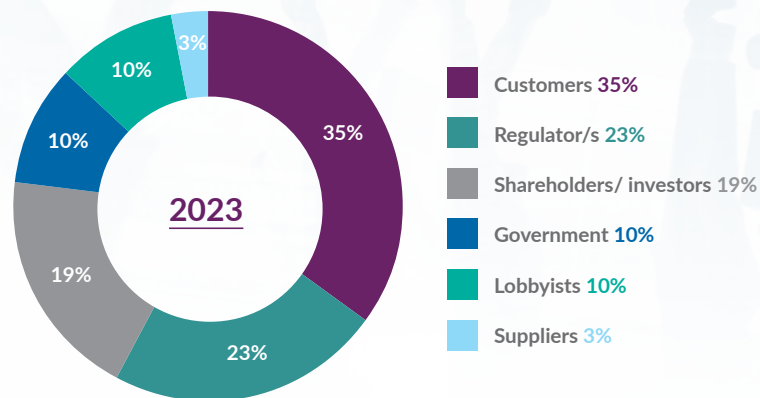
Criticleye provides the right reference points to manage and navigate increasingly important stakeholder relationships

Customers have become the Board's most challenging external stakeholder

Who is your most challenging internal stakeholder?



Who is your most challenging external stakeholder?



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

CEOs

1.

Recognising the need for
external reference points

2.

Supporting innovation

3.

Strategic thinking

CFOs

1.

Strategic thinking

2.

People skills and
communication

3.

Building alignment in the
senior leadership team

HRDs

1.

Strategic thinking

2.

Building alignment in the
senior leadership team

3.

Recognising the need for
external reference points



Retaining key talent remains the top priority for non-executives in 2023

Priorities in 2023

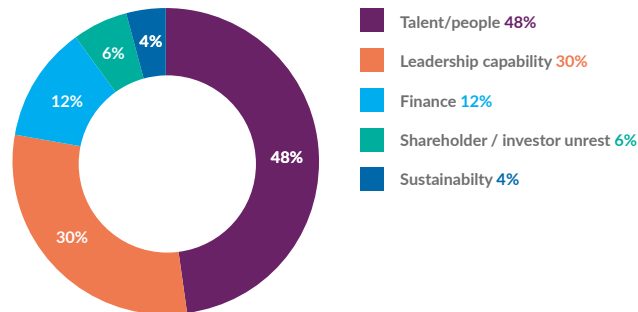
1. Retaining key talent and developing skills
2. Leadership capability
3. Financial performance
4. Strategic alignment
5. Organisational design

Priorities in 2022

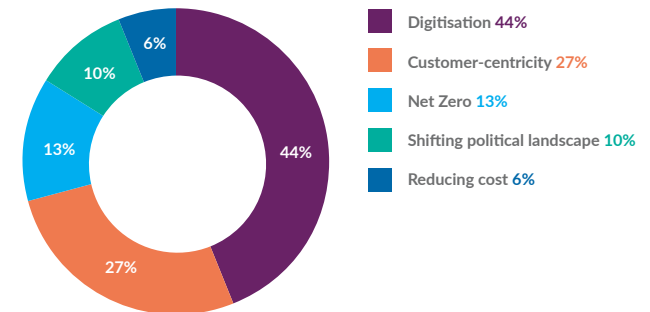
1. Retaining key talent and developing skills
2. Leadership capability
3. Innovation
4. Strategic alignment
5. ESG

Polls taken at Criticaleye's most recent Chair & Non-executive Director Retreat

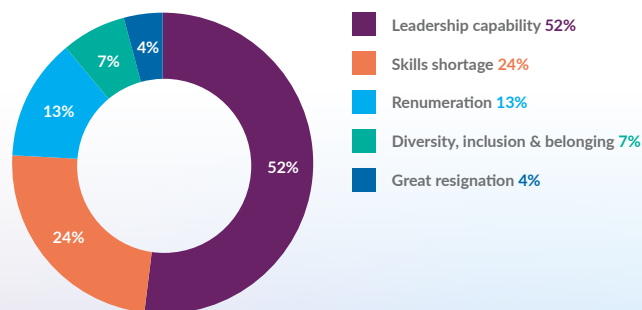
What do you see as the biggest overall operational/strategic challenge for the Boards you sit on?



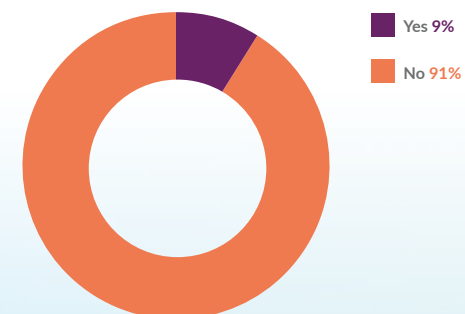
What do you see as the primary drivers of business model transformation?



What is the most difficult aspect of creating an effective talent strategy?



Are you on Boards that have stopped or paused ESG investment for the next 12 months?





CRITICALEYE
Celebrating our 20 year anniversary

THE CHAIR & NON-EXECUTIVE DIRECTOR FORUM

REIMAGINING THE FUTURE

**THURSDAY
6TH JULY 2023**

CLICK HERE FOR
MORE DETAILS

WHAT OUR LEADERS SAY



What support do CEOs need from their Boards?

In this video, we asked senior executives and non-executives from across our leadership Community about the support senior executives are looking for from Chairs and NEDs in 2023.

Thanks to János Filakovszky, CEO, Biomapas; Priya Chowdhary, CFO Europe, Encyclis; Beth Henson, Group HRD, ADS Group and Steve Deverill, Managing Partner, Eton Bridge Partners

[CLICK HERE
TO WATCH THE VIDEO](#)



High Impact Leadership Podcast: Episode 3

In this episode of our High Impact Leadership series Criticaleye's CEO, Matthew Blagg speaks to Mary Jo Jacobi, Non-executive Director of Savannah Resources plc and the NED for Engagement of the Weir Group plc (plus a Criticaleye Board Mentor).

Thanks to our speakers for exploring what it means to be a high performing executive in today's challenging environment.

[CLICK HERE
TO LISTEN TO THE PODCAST](#)



The impact of ESG on the Board agenda

In this video, we asked Board Directors about the impact ESG is having on Boards and how they are approaching it.

Thanks to Ian Durant, former Chair, Greggs and DFS Furniture; Nashwa Saleh, Non-executive Director, Audit Chair, Sandah Microfinance; and Maria Darby-Walker, Senior Independent Director and Remco Chair, Redwood Bank.

[CLICK HERE
TO WATCH THE VIDEO](#)



High Impact Leadership Podcast: Episode 2

In this episode of our High Impact Leadership series, Criticaleye's CEO Matthew Blagg and Director of Content Marc Barber speak to Sally Bridgeland, Chair of Impax Asset Management.

Thanks to our speakers for exploring what it means to be a high performing executive in today's challenging environment.

[CLICK HERE
TO LISTEN TO THE PODCAST](#)



Leaders looking outside the business to the future

In this video we asked leaders about looking outside their organisations, mitigating risks and preparing for the future.

Thanks to Mel Karam, CEO, Bristol Water; Stephen Pain, former VP Strategy, Stewardship, Unilever (plus a Criticaleye Board Mentor); and Sally Uren, CEO, Forum for the Future.

[CLICK HERE
TO WATCH THE VIDEO](#)

DO YOU WANT TO JOIN OUR GROWING COMMUNITY OF NEDS, CFOS, CEOS, 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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