

FINDINGS AND METHODOLOGY

Full Annotated Questionnaire

1. S1. Which of the following best describes your employment status?

	Total (n=664)	C-Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Employed full time	79%	77%	81%	86%	75%	91%	69%
Employed part time	12%	-	19%	4%	16%	9%	14%
Self-employed/freelance	-	-	-	-	-	-	-
Owner or partner/entrepreneur	9%	23%	0%	9%	8%	-	17%
Unemployed and seeking work	-	-	-	-	-	-	-
Retired	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

2. S2. What is your age?

	Total (n=664)	C-Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(18) Under 18	-	-	-	-	-	-	-
(21.5) 18-25	7%	2%	10%	6%	7%	4%	9%
(33.0) 26-40	57%	56%	58%	57%	60%	58%	57%
(47.5) 41-54	28%	28%	28%	29%	25%	34%	22%
(59.5) 55-64	5%	9%	2%	4%	5%	3%	7%
(65) 65 or older	3%	6%	2%	4%	2%	1%	5%
Refuse	-	-	-	-	-	-	-
Mean	10.21	10.87	9.48	10.22	9.92	8.76	11.37

3. S3. What is your gender?

	Total (n=664)	C-Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Male	55%	68%	47%	65%	48%	62%	48%
Female	45%	32%	53%	35%	52%	38%	52%
Other	0%	-	0%	-	0%	-	0%
Prefer not to answer	-	-	-	-	-	-	-

4. S4. In which country do you currently primarily work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
United States	100%	100%	100%	100%	100%	100%	100%

5. S6. Which of the following best describes your company's (main) industry?

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	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterpris e (n=314)	SMB (n=350)
Aviation/Aerospace	1%	0%	1%	2%	0%	1%	1%
Business/IT Consultancy	6%	7%	6%	9%	6%	10%	3%
Civil Service	0%	-	0%	0%	0%	-	0%
Construction	6%	10%	3%	6%	7%	5%	6%
Consumer Packaged Goods (CPG)	1%	0%	1%	1%	1%	1%	1%
Energy (Electrical Power, Oil & Gas, Renewable)	1%	1%	1%	1%	0%	1%	1%
Food & Beverage	5%	2%	7%	3%	6%	4%	5%
Financial Services/Banking	7%	10%	5%	8%	7%	10%	4%
Government	2%	1%	3%	2%	3%	2%	3%
Healthcare (Medical facilities (providers), hospitals, diagnostic/imaging centers, private clinics, etc.)	7%	5%	8%	3%	10%	7%	7%
Hospitality	5%	4%	5%	2%	5%	3%	6%
Industry Association	0%	-	0%	0%	-	-	1%
Insurance (Assets, Health)	0%	0%	0%	0%	0%	1%	-
Manufacturing/Manufacturing Operations	10%	10%	10%	14%	7%	11%	10%
Mining (coal, gas, oil, metal and mineral extraction, etc.)	-	-	-	-	-	-	-
Personal care / Beauty	1%	2%	1%	0%	2%	0%	2%
Pharmaceuticals/Biotechnology/Life Sciences	1%	1%	1%	1%	1%	1%	1%
Professional services (management consulting, sales, etc.)	5%	10%	2%	6%	5%	2%	8%
Real Estate	2%	2%	2%	3%	1%	1%	3%
Retail	14%	11%	17%	13%	14%	19%	11%
Sports / Entertainment	1%	2%	0%	0%	1%	1%	1%
Tech (Device Manufacturers, Enterprise Software Companies, Cloud Companies, AI/ML Companies)	6%	6%	6%	9%	4%	9%	3%
Telecommunication Operators (Fixed + Mobile)	1%	1%	0%	1%	1%	1%	1%
Transport & Logistics (Fleet Management, Logistics, On-Demand Service Provider, Transport)	5%	7%	4%	7%	4%	4%	6%
Travel	0%	0%	0%	0%	0%	0%	0%
Other	11%	7%	14%	8%	13%	6%	16%

6. S7. Which of the following best describes your current job level?

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GAME CHANGERS

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	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Entry Level	62%	-	100%	60%	65%	62%	61%
Individual Contributor	-	-	-	-	-	-	-
Manager	-	-	-	-	-	-	-
Director	-	-	-	-	-	-	-
Vice President	-	-	-	-	-	-	-
C-Suite / Executive Leadership	38%	100%	-	40%	35%	38%	39%
Entry Level	62%	-	100%	60%	65%	62%	61%

7. S8. Which of the following best describes your current job title?

	Total (n=253)	C Suite (n=253)	Entry Level (n=**)	B2B (n=166)	B2C (n=154)	Large Enterprise (n=118)	SMB (n=135)
Chief Executive Officer / President	36%	36%	-	38%	39%	30%	42%
Chief Financial Officer	8%	8%	-	5%	8%	8%	7%
Chief Medical Officer	-	-	-	-	-	-	-
Chief Operating Officer	7%	7%	-	7%	8%	5%	8%
Chief Legal Officer / General Counsel	-	-	-	-	-	-	-
Chief Information Officer	7%	7%	-	7%	6%	10%	4%
Chief Information Security Officer	3%	3%	-	3%	3%	5%	1%
Chief Human Resources Officer / Chief People Officer	0%	0%	-	1%	1%	-	1%
Chief Diversity Officer	0%	0%	-	-	1%	-	1%
Chief Technology Officer	13%	13%	-	13%	12%	24%	3%
Chief Marketing Officer	4%	4%	-	4%	2%	8%	1%
Chief Revenue Officer	1%	1%	-	1%	1%	-	1%
Chief Compliance Officer	0%	0%	-	-	1%	1%	-
Chief Commercial Officer	1%	1%	-	1%	1%	2%	-
Chief Security Officer	0%	0%	-	-	1%	1%	-
Chief Risk Officer	0%	0%	-	-	1%	1%	-
Chief Strategy Officer	1%	1%	-	1%	1%	1%	1%
Chief Innovation Officer	1%	1%	-	2%	1%	3%	-
Chief Research Officer	0%	0%	-	1%	-	-	1%
Chief Engineer	1%	1%	-	1%	1%	1%	1%
Other C-Suite/Executive Title	16%	16%	-	16%	14%	3%	27%

8. S9. How many employees are currently employed at your company?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
SMB (Net)	53%	53%	52%	50%	54%	-	100%
(5.5) 1-10	13%	21%	8%	11%	13%	-	24%
(30.5) 11-50	14%	16%	14%	14%	14%	-	27%

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(125.5) 51-200	18%	11%	22%	17%	18%	-	33%
(350.0) 201-499	8%	6%	9%	9%	9%	-	15%
Large Enterprise (Net)	47%	47%	48%	50%	46%	100%	-
(749.5) 500-999	17%	17%	17%	17%	17%	35%	-
(3000.0) 1000-5000	20%	25%	17%	23%	16%	42%	-
(5001.0) 5001+	11%	5%	14%	9%	13%	23%	-
Mean	1314.07	1159.65	1409.13	1339.32	1303.57	2663.27	103.65

9. S10. Please select which option best describes your company.

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Primarily Business-to-Business (B2B): Providing products & services to other business	34%	39%	31%	55%	-	36%	33%
Primarily Business-to-Consumer (B2C): Providing products & services directly to consumers	38%	34%	41%	-	58%	35%	41%
Both B2B and B2C	28%	26%	28%	45%	42%	29%	26%

10. Q1_All. What three words describe a highly effective business leader? - Three Words

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
LEADERSHIP ATTRIBUTE (NET)	98%	97%	99%	98%	98%	97%	99%
Trustworthy/Reliable/Honest/Fair/Loyal	27%	26%	27%	24%	30%	25%	28%
Responsible/Caring	8%	7%	9%	8%	8%	6%	10%
Transparent/Clear	3%	3%	4%	3%	3%	3%	4%
Professional/Competent/Experienced/Qualified/Skillful	6%	7%	6%	7%	6%	9%	4%
Polite/Soft-spoken/Humble/Kind/Respectful	11%	6%	14%	9%	13%	8%	13%
Confident/Assured	8%	9%	8%	9%	8%	7%	9%
Intelligent/Smart	15%	17%	13%	13%	16%	13%	16%
Knowledgeable	6%	4%	8%	6%	7%	7%	6%
Integrity	4%	4%	3%	4%	4%	4%	3%
Understanding	3%	2%	5%	3%	3%	3%	4%
Competitive	1%	1%	0%	1%	1%	0%	1%
Inspirational/Motivating	11%	13%	9%	12%	10%	13%	9%
Adaptable	7%	8%	7%	9%	6%	9%	6%
Effective	3%	4%	2%	4%	4%	4%	3%
Strong/Powerful	6%	6%	7%	6%	6%	6%	7%

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Efficient/Organized	11%	11%	12%	10%	11%	11%	11%
Empathetic /Compassionate	6%	6%	6%	5%	6%	5%	7%
Focused	11%	9%	12%	10%	11%	10%	11%
Visionary/Progressive	15%	18%	13%	18%	12%	17%	13%
Supportive/Helpful/Friendly	6%	3%	8%	5%	8%	3%	8%
Patient/Tolerant	1%	-	1%	0%	1%	1%	1%
Good/Better leader	14%	14%	14%	14%	14%	13%	15%
Self driven	2%	1%	2%	1%	2%	1%	2%
Work ethics	1%	2%	1%	1%	2%	2%	1%
Rich/ Wealthy	1%	1%	0%	1%	0%	1%	1%
Delegative	1%	1%	1%	2%	0%	2%	1%
Charismatic	2%	2%	2%	2%	2%	2%	2%
Diverse	1%	1%	1%	1%	1%	1%	1%
Disciplined/Consistent	2%	2%	1%	1%	2%	1%	2%
Dependable	2%	2%	2%	2%	2%	3%	2%
Other leadership attribute mentions	15%	21%	12%	14%	14%	15%	15%
LEADERSHIP SKILLS (NET)	43%	40%	45%	43%	42%	46%	41%
Team management	3%	2%	3%	3%	2%	3%	2%
Good listener	6%	6%	6%	4%	6%	4%	7%
Hardworking/Persistent	6%	2%	8%	6%	6%	6%	6%
Creative/Innovative	11%	11%	11%	11%	11%	15%	8%
Problem solving	1%	1%	1%	1%	1%	2%	0%
Time management	3%	3%	2%	2%	3%	2%	3%
Decision making	9%	12%	7%	10%	7%	11%	8%
Communication	9%	7%	10%	8%	9%	8%	9%
Collaborative	3%	2%	3%	3%	2%	3%	2%
Self development/Personal development	2%	2%	1%	2%	1%	3%	-
Other leadership skills mentions	2%	2%	2%	1%	1%	1%	2%
MISCELLANEOUS (NET)	13%	15%	12%	15%	12%	15%	11%
Quality (unsp)	2%	1%	2%	3%	2%	4%	1%
Safety/Security	1%	2%	1%	2%	1%	2%	1%
Other miscellaneous mentions	11%	13%	9%	11%	10%	11%	10%
Refused/NA	11%	11%	10%	10%	10%	11%	10%

11. Q2. What companies come to mind when you think of highly effective leadership?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B Final (n=410)	B2C Final (n=437)	Large Enterprise (n=314)	SMB (n=350)
BRAND (NET)	88%	91%	86%	90%	88%	91%	85%
SOCIAL MEDIA (SUBNET)	5%	5%	5%	4%	5%	6%	4%
Facebook/Meta	4%	4%	4%	3%	4%	5%	3%
Twitter	1%	0%	1%	1%	0%	0%	1%
LinkedIn	0%	1%	-	0%	0%	1%	-
FINANCE (SUBNET)	3%	3%	3%	2%	4%	3%	3%
Capital One	0%	1%	0%	0%	1%	1%	-
State Farm	0%	0%	0%	0%	0%	-	1%
Other finance mentions	1%	1%	1%	1%	1%	1%	1%

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FOOD AND BEVERAGE (SUBNET)	4%	2%	6%	3%	5%	4%	5%
Chick-fil-A	2%	0%	2%	1%	2%	1%	2%
McDonald's	1%	1%	1%	0%	1%	0%	1%
Starbucks	1%	0%	1%	1%	0%	1%	0%
Coca-Cola	0%	-	0%	-	0%	-	1%
Other food and beverage mentions	1%	0%	2%	1%	1%	2%	1%
TECHNOLOGY/SOFTWARE (SUBNET)	49%	65%	39%	52%	49%	53%	46%
Apple	16%	21%	13%	16%	16%	15%	17%
AT&T	1%	2%	-	-	1%	1%	1%
Dell	1%	2%	0%	2%	1%	1%	1%
Google/Alphabet	22%	30%	16%	23%	23%	23%	20%
IBM	4%	4%	3%	5%	3%	6%	1%
Intel	1%	1%	0%	1%	0%	1%	0%
Sony	1%	1%	0%	1%	1%	-	1%
AMD	0%	0%	0%	0%	0%	1%	-
Microsoft	17%	25%	13%	19%	17%	18%	17%
Salesforce	1%	1%	0%	1%	1%	1%	1%
Other technology/software mentions	2%	-	3%	2%	2%	2%	1%
HEALTHCARE (SUBNET)	2%	1%	2%	2%	1%	2%	1%
Other healthcare mentions	1%	0%	1%	1%	1%	1%	1%
RETAIL (SUBNET)	30%	28%	31%	29%	30%	28%	31%
Amazon	23%	25%	23%	25%	23%	22%	25%
Target	1%	0%	1%	1%	2%	1%	1%
Walmart	4%	2%	6%	4%	5%	4%	5%
Kroger	0%	1%	0%	0%	0%	0%	1%
The Home Depot	0%	-	0%	0%	0%	-	1%
Other retail mentions	1%	1%	2%	1%	1%	2%	1%
AUTOMOBILE (SUBNET)	9%	11%	7%	9%	10%	8%	9%
Ford	0%	0%	0%	0%	0%	0%	1%
Tesla	7%	10%	5%	7%	8%	7%	7%
Toyota	1%	0%	1%	0%	1%	-	1%
MANAGEMENT CONSULTING (SUBNET)	1%	1%	0%	1%	1%	2%	-
Accenture	1%	1%	0%	1%	0%	1%	-
MISCELLANEOUS (NET)	8%	4%	10%	8%	7%	6%	9%
FedEx	1%	-	1%	0%	1%	0%	1%
Nike	1%	-	1%	1%	0%	1%	1%
The Walt Disney Company	0%	-	1%	0%	0%	-	1%
SCI	0%	-	0%	0%	-	-	1%
Airbnb	0%	1%	-	-	0%	0%	0%
Other miscellaneous mentions	4%	2%	5%	4%	3%	4%	4%
Don't know/Not sure	1%	1%	1%	1%	1%	1%	1%
None/Nothing	2%	1%	2%	1%	2%	0%	3%
Refused/No Answer	9%	8%	10%	8%	9%	7%	10%

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12. Q3. Given today's constantly changing environment, which of the following characteristics should companies prioritize to succeed in the future?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Transparency	16%	15%	17%	16%	16%	16%	17%
Humility	8%	8%	8%	7%	8%	7%	9%
Focus	13%	14%	12%	13%	14%	11%	14%
Integrity	25%	26%	25%	26%	24%	24%	27%
Accountability	19%	18%	20%	17%	20%	16%	23%
Innovation	26%	30%	23%	28%	25%	29%	23%
Diversity	19%	17%	20%	19%	20%	19%	19%
Sustainability	20%	20%	20%	20%	20%	22%	18%
Adaptability	21%	25%	18%	22%	19%	18%	23%
Reliability	32%	31%	33%	31%	34%	31%	34%
Collaboration	9%	11%	9%	12%	8%	11%	8%
Quality	38%	40%	37%	37%	41%	41%	36%
Responsibility	21%	21%	21%	23%	18%	22%	20%
Delivery for Customers	10%	9%	11%	10%	11%	12%	9%
Safety	22%	16%	25%	20%	23%	21%	22%

13. Q4_All. Which companies exemplify this mindset: All

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B Final (n=410)	B2C Final (n=437)	Large Enterprise (n=314)	SMB (n=350)
BRAND (NET)	96%	96%	95%	98%	95%	97%	95%
SOCIAL MEDIA (SUBNET)	9%	11%	8%	10%	8%	12%	6%
Facebook/Meta	6%	8%	6%	7%	7%	9%	5%
Twitter	2%	2%	2%	3%	3%	4%	1%
LinkedIn	1%	2%	0%	1%	0%	2%	0%
FINANCE (SUBNET)	7%	6%	7%	6%	8%	7%	6%
U.S. Bank	0%	0%	0%	0%	0%	1%	-
Chase Bank	1%	1%	1%	1%	1%	1%	1%
JPMorgan	0%	1%	0%	0%	1%	1%	0%
Capital One	0%	0%	0%	0%	0%	1%	-
Bank of America	1%	1%	0%	1%	1%	1%	1%
State Farm	1%	1%	1%	1%	1%	1%	2%
PayPal	0%	0%	0%	0%	0%	1%	-
Other finance mentions	3%	2%	4%	3%	4%	2%	4%
FOOD AND BEVERAGE (SUBNET)	9%	4%	12%	7%	11%	8%	10%
Chick-fil-A	2%	2%	3%	2%	3%	2%	3%
McDonald's	1%	0%	1%	-	1%	-	1%
Starbucks	1%	-	2%	1%	1%	1%	2%
Coca-Cola	2%	1%	2%	1%	2%	2%	1%
Other food and beverage mentions	4%	2%	6%	3%	5%	4%	4%

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TECHNOLOGY/SOFTWARE (SUBNET)	60%	75%	51%	66%	57%	67%	54%
Apple	24%	32%	19%	25%	23%	22%	26%
AT&T	1%	2%	1%	1%	1%	1%	1%
Dell	2%	3%	1%	1%	2%	2%	1%
Google/Alphabet	28%	40%	20%	32%	26%	32%	24%
IBM	8%	9%	7%	11%	6%	14%	2%
Intel	1%	2%	1%	1%	1%	2%	1%
Samsung	3%	4%	1%	3%	3%	2%	3%
Sony	1%	1%	1%	1%	1%	1%	1%
Cisco	1%	1%	0%	1%	0%	1%	0%
Verizon	1%	0%	1%	1%	1%	0%	1%
AMD	1%	1%	1%	1%	0%	1%	1%
Nintendo	0%	0%	0%	0%	1%	0%	1%
Microsoft	21%	30%	16%	25%	17%	23%	19%
Oracle	1%	1%	0%	1%	0%	1%	0%
Salesforce	1%	-	1%	1%	0%	2%	-
Adobe	1%	1%	0%	0%	1%	1%	1%
HubSpot	1%	1%	0%	0%	0%	1%	-
Nvidia	1%	1%	0%	1%	0%	1%	1%
Other technology/software mentions	6%	3%	8%	7%	7%	7%	5%
HEALTHCARE (SUBNET)	6%	5%	7%	7%	6%	7%	5%
Pfizer	1%	1%	1%	1%	1%	1%	1%
GE HealthCare	1%	0%	1%	1%	1%	1%	0%
Burt's Bees	1%	0%	1%	1%	1%	1%	1%
Johnson & Johnson	1%	-	1%	1%	1%	1%	0%
Other healthcare mentions	3%	3%	4%	3%	3%	4%	3%
RETAIL (SUBNET)	48%	42%	52%	47%	49%	48%	49%
Amazon	33%	33%	33%	35%	32%	34%	32%
Lowe's	1%	0%	1%	1%	1%	0%	1%
Target	4%	2%	5%	2%	5%	4%	4%
Walmart	11%	6%	14%	8%	12%	7%	13%
Kroger	1%	-	1%	0%	1%	0%	1%
Best Buy	1%	1%	0%	1%	1%	1%	1%
The Home Depot	1%	0%	2%	1%	1%	0%	2%
Other retail mentions	9%	7%	11%	7%	10%	9%	9%
AUTOMOBILE (SUBNET)	13%	17%	11%	16%	12%	12%	15%
Ford	2%	3%	2%	2%	2%	2%	3%
Tesla	8%	13%	5%	10%	8%	8%	9%
BMW	1%	0%	1%	1%	0%	0%	1%
General Motors	1%	0%	1%	1%	1%	1%	1%
Toyota	1%	2%	1%	2%	1%	1%	2%
Chevrolet	0%	-	1%	1%	0%	1%	0%
Volvo	0%	-	1%	1%	-	0%	1%
Other automobile mentions	2%	2%	2%	2%	1%	1%	3%

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MANAGEMENT CONSULTING (SUBNET)	2%	4%	1%	2%	2%	4%	-
Accenture	2%	3%	1%	2%	1%	4%	-
Deloitte	1%	1%	0%	0%	1%	1%	-
MISCELLANEOUS (NET)	19%	15%	21%	18%	18%	17%	20%
FedEx	1%	-	2%	1%	1%	-	2%
Netflix	1%	1%	1%	1%	1%	1%	1%
Space X	1%	2%	0%	1%	1%	1%	1%
Nike	2%	2%	1%	1%	2%	2%	1%
Patagonia	1%	0%	1%	1%	1%	1%	1%
The Walt Disney Company	1%	-	1%	1%	1%	0%	1%
SCI	0%	-	1%	1%	-	-	1%
Boeing	0%	0%	0%	1%	0%	0%	1%
Hilton	0%	-	0%	-	0%	-	1%
USPS	0%	-	1%	0%	1%	0%	1%
Airbnb	0%	1%	-	-	0%	0%	0%
Procter & Gamble	0%	1%	0%	1%	0%	1%	-
AWM	0%	-	1%	1%	-	1%	0%
Other miscellaneous mentions	11%	10%	12%	10%	11%	11%	12%
Don't know/Not sure	2%	0%	3%	1%	3%	2%	1%
None/Nothing	2%	2%	1%	1%	1%	2%	1%
Refused/No Answer	14%	10%	16%	11%	14%	10%	17%

14. Q5. Thinking again of these characteristics, which are most important in guiding your own career?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Transparency	11%	10%	12%	12%	13%	12%	11%
Humility	11%	11%	11%	10%	10%	10%	12%
Focus	21%	20%	22%	19%	22%	19%	23%
Integrity	30%	31%	30%	30%	31%	25%	35%
Accountability	22%	18%	24%	19%	23%	23%	21%
Innovation	19%	22%	17%	20%	18%	21%	17%
Diversity	13%	14%	13%	15%	12%	14%	13%
Sustainability	15%	17%	14%	17%	14%	19%	11%
Adaptability	19%	24%	16%	19%	18%	19%	19%
Reliability	36%	38%	36%	37%	37%	36%	37%
Collaboration	13%	13%	13%	14%	12%	15%	12%
Quality	29%	30%	28%	29%	29%	26%	31%
Responsibility	31%	30%	32%	30%	32%	29%	33%
Delivery for Customers	10%	10%	10%	10%	12%	12%	9%
Safety	19%	12%	22%	19%	18%	20%	17%

15. Q6. Which of these characteristics does your company prioritize with its employees and in communicating what it does?

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	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Transparency	19%	23%	16%	18%	18%	16%	21%
Humility	7%	5%	8%	8%	7%	8%	5%
Focus	16%	13%	18%	17%	15%	16%	15%
Integrity	19%	25%	16%	22%	18%	19%	19%
Accountability	20%	22%	19%	18%	20%	19%	21%
Innovation	16%	20%	13%	17%	14%	18%	13%
Diversity	20%	16%	22%	18%	22%	23%	17%
Sustainability	13%	12%	13%	16%	11%	15%	11%
Adaptability	17%	19%	15%	16%	17%	17%	16%
Reliability	29%	34%	27%	29%	31%	27%	31%
Collaboration	19%	21%	18%	20%	16%	18%	19%
Quality	28%	28%	29%	27%	30%	29%	28%
Responsibility	25%	28%	23%	23%	26%	25%	25%
Delivery for Customers	19%	14%	23%	18%	21%	19%	20%
Safety	25%	19%	28%	25%	26%	26%	24%
None	2%	1%	3%	2%	2%	1%	3%

16. Q7. Which of these characteristics is most lacking in your company?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Transparency	21%	18%	23%	20%	21%	24%	19%
Humility	21%	21%	21%	20%	22%	23%	20%
Focus	19%	19%	18%	16%	20%	19%	19%
Integrity	13%	11%	14%	14%	12%	17%	9%
Accountability	15%	14%	16%	14%	18%	16%	14%
Innovation	23%	21%	25%	23%	23%	18%	28%
Diversity	20%	23%	18%	19%	21%	17%	23%
Sustainability	20%	22%	18%	20%	19%	16%	23%
Adaptability	19%	21%	17%	20%	17%	18%	19%
Reliability	14%	11%	16%	16%	12%	18%	11%
Collaboration	27%	26%	27%	26%	28%	26%	27%
Quality	12%	14%	11%	15%	11%	14%	10%
Responsibility	12%	9%	14%	13%	12%	14%	11%
Delivery for Customers	12%	10%	13%	14%	12%	16%	9%
Safety	15%	12%	16%	15%	13%	18%	12%

17. Q8. What would you say is the greatest challenge in transforming company culture?

	Total (n=253)	C Suite (n=253)	Entry Level (n=**)	B2B (n=166)	B2C (n=154)	Large Enterprise (n=118)	SMB (n=135)
GENERAL CHALLENGES (NET)	28%	28%	-	28%	29%	22%	34%
Communication	2%	2%	-	3%	1%	2%	2%
Diversity	9%	9%	-	7%	11%	7%	10%

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Integrity	4%	4%	-	5%	3%	3%	5%
Lack of reinforcement	0%	0%	-	-	1%	1%	-
Transparency	1%	1%	-	2%	-	2%	1%
Work-life balance	10%	10%	-	10%	11%	7%	13%
Other general challenge mentions	4%	4%	-	4%	3%	3%	4%
FINANCIAL CHALLENGES (NET)	4%	4%	-	1%	6%	3%	4%
Salary/Wages	1%	1%	-	-	2%	1%	1%
Lack of budget/finance	2%	2%	-	1%	4%	3%	2%
MANAGEMENT CHALLENGES (NET)	51%	51%	-	53%	45%	59%	43%
Cultural transformation	24%	24%	-	25%	21%	34%	16%
Lack of cooperation/teamwork	9%	9%	-	8%	13%	11%	8%
Lack of leadership	8%	8%	-	9%	6%	8%	7%
Change management	9%	9%	-	11%	6%	7%	12%
SERVICE(NET)	2%	2%	-	2%	3%	3%	2%
Customer service	2%	2%	-	2%	3%	3%	2%
STAFFING (NET)	11%	11%	-	11%	11%	9%	13%
Employee adaptation/acceptance	8%	8%	-	8%	9%	7%	10%
Employee retention	2%	2%	-	2%	1%	2%	1%
Lack of talent	1%	1%	-	1%	1%	1%	1%
TECHNOLOGY CHALLENGES (NET)	7%	7%	-	7%	8%	8%	6%
Lack of innovation	2%	2%	-	2%	3%	2%	2%
Technology adaptation	2%	2%	-	2%	1%	2%	3%
Technology/Advanced technology	2%	2%	-	2%	3%	4%	1%
MISCELLANEOUS(NET)	1%	1%	-	1%	1%	1%	1%
Other miscellaneous mentions	1%	1%	-	1%	1%	1%	1%
Don't know/Not sure	1%	1%	-	1%	1%	-	1%
None/Nothing	1%	1%	-	1%	1%	1%	1%

18. Q9. Now, thinking about entry level talent hired at your company recently, would you say...

	Total (n=253)	C Suite (n=253)	Entry Level (n=-**)	B2B (n=166)	B2C (n=154)	Large Enterprise (n=118)	SMB (n=135)
Employees are already coming in with a strong set of leadership skills	40%	40%	-	42%	40%	42%	38%
Employees rely on our company to help develop a strong set of leadership skills	49%	49%	-	46%	51%	53%	45%
Employees rely on outside resources to help develop a strong set of leadership skills	8%	8%	-	7%	8%	6%	10%
Unsure	4%	4%	-	5%	1%	-	7%

19. Q10. Now, thinking about your current role, would you say...

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GAME CHANGERS

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	Total (n=411)	C Suite (n=**)	Entry Level (n=411)	B2B (n=244)	B2C (n=283)	Large Enterprise (n=196)	SMB (n=215)
I already developed a strong set of leadership skills prior to joining	48%	-	48%	44%	51%	51%	45%
I am relying on my company to help me develop a strong set of leadership skills	32%	-	32%	37%	29%	32%	32%
I am relying on outside resources to help develop a strong set of leadership skills	10%	-	10%	10%	10%	9%	12%
Unsure	10%	-	10%	9%	11%	9%	11%

20. q12a_1. How would you characterize your own mindset / approach to work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Agree much more - Continuously grow and improve	40%	49%	35%	40%	41%	40%	41%
(4) 4	20%	17%	22%	19%	21%	20%	20%
(3) Neutral - agree with both equally	17%	14%	19%	18%	17%	15%	19%
(2) 2	10%	10%	10%	10%	10%	10%	10%
(1) Agree much more - Work within my current strengths	13%	10%	15%	13%	11%	15%	11%

21. q12a_2. How would you characterize your own mindset / approach to work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Agree much more - Adopt a mindset that helps maximize efficiency	30%	37%	26%	30%	31%	33%	27%
(4) 4	19%	21%	19%	20%	18%	18%	20%
(3) Neutral - agree with both equally	18%	14%	20%	17%	18%	17%	19%
(2) 2	14%	12%	16%	15%	15%	13%	15%
(1) Agree much more - Do whatever it takes to get the work done	18%	16%	20%	18%	18%	18%	18%

22. q12a_3. How would you characterize your own mindset / approach to work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Agree much more - I am responsible for meeting my priorities regardless of challenges	28%	35%	24%	28%	27%	27%	29%

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(4) 4	16%	15%	16%	17%	16%	15%	16%
(3) Neutral - agree with both equally	21%	15%	25%	21%	22%	18%	23%
(2) 2	16%	16%	17%	17%	16%	18%	15%
(1) Agree much more - Challenges should be highlighted and approached in a collaborative way	19%	19%	19%	18%	19%	22%	16%

23. q12b_1. How would you characterize your company's mindset / approach to work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Agree much more - Continuously grow and improve	35%	38%	32%	34%	37%	37%	32%
(4) 4	21%	25%	19%	21%	20%	21%	22%
(3) Neutral - agree with both equally	21%	14%	26%	21%	22%	19%	24%
(2) 2	11%	12%	11%	12%	11%	11%	11%
(1) Agree much more - Work within our current strengths	11%	11%	11%	12%	10%	12%	11%

24. q12b_2. How would you characterize your company's mindset / approach to work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Agree much more - Adopt a mindset that helps maximize efficiency	28%	35%	25%	28%	27%	28%	29%
(4) 4	19%	20%	18%	20%	17%	18%	19%
(3) Neutral - agree with both equally	21%	17%	23%	21%	22%	19%	22%
(2) 2	14%	13%	14%	14%	14%	14%	14%
(1) Agree much more - Do whatever it takes to get the work done	18%	15%	20%	17%	20%	20%	17%

25. q12b_3. How would you characterize your company's mindset / approach to work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Agree much more - Individuals are responsible for meeting their priorities regardless of challenges	23%	24%	23%	24%	23%	23%	23%
(4) 4	16%	16%	15%	15%	16%	17%	14%
(3) Neutral - agree with both equally	24%	20%	26%	23%	24%	22%	25%
(2) 2	18%	21%	16%	16%	19%	16%	20%

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(1) Agree much more - Challenges should be highlighted and approached in a collaborative way	19%	19%	19%	22%	17%	21%	18%
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26. Q13a. Thinking again about the leadership characteristics that companies prioritize, what do you hope companies focus on more in the next 3 to 5 years?

	Total (n=338)	C Suite (n=127)	Entry Level (n=211)	B2B (n=208)	B2C (n=225)	Large Enterprise (n=159)	SMB (n=179)
GENERAL (NET)	47%	48%	47%	42%	52%	43%	51%
Future vision and goals	3%	2%	3%	4%	3%	3%	3%
Responsibility	2%	3%	1%	2%	3%	1%	3%
Customer service	1%	-	2%	1%	2%	2%	1%
Better Recruitment	1%	-	1%	0%	1%	1%	1%
Communication	2%	2%	2%	2%	1%	1%	3%
Accountability/Responsibility	7%	6%	9%	5%	9%	6%	8%
Adaptability	8%	9%	7%	6%	8%	6%	10%
Diversity	9%	9%	9%	8%	10%	9%	10%
Efficiency	2%	2%	2%	2%	1%	1%	3%
Good/Better quality	7%	4%	8%	4%	8%	6%	7%
Integrity	5%	5%	5%	5%	6%	4%	6%
Reliability	5%	3%	7%	4%	6%	4%	7%
Transparency	10%	12%	9%	9%	10%	11%	9%
Other general mentions	2%	6%	0%	1%	3%	2%	3%
TECHNOLOGY (NET)	13%	17%	10%	13%	13%	14%	12%
Innovation	7%	8%	6%	6%	8%	8%	6%
Technology/Advance technology	5%	10%	2%	6%	4%	5%	5%
Other technology mentions	1%	1%	2%	2%	1%	1%	2%
MANAGEMENT (NET)	34%	41%	30%	36%	32%	41%	28%
Globalization	1%	1%	1%	2%	0%	3%	-
Cost saving	1%	1%	0%	-	1%	-	1%
Good leaders/leadership	10%	13%	8%	12%	7%	14%	6%
Growth	7%	9%	6%	6%	8%	6%	8%
Sustainability	8%	12%	6%	8%	8%	9%	8%
Teamwork/Collaboration	4%	6%	2%	4%	4%	6%	2%
Training/better training programs	4%	2%	5%	4%	2%	4%	3%
Other management mentions	2%	2%	2%	2%	3%	3%	2%
EMPLOYEE SATISFACTION (NET)	22%	9%	29%	21%	22%	17%	26%
Employee treatment	7%	2%	9%	7%	6%	5%	8%
Employee satisfaction	7%	3%	10%	6%	8%	6%	9%
High salaries/pay rise	3%	1%	5%	3%	4%	2%	4%
Mental health	2%	-	3%	1%	2%	2%	2%
Respect	1%	-	1%	0%	1%	1%	1%
Safety/Security	4%	2%	6%	4%	4%	3%	6%
Work-life balance	1%	-	2%	1%	2%	1%	1%

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Other employee satisfaction mentions	2%	2%	2%	2%	3%	1%	3%
MISCELLANEOUS(NET)	5%	6%	4%	7%	4%	5%	5%
Other miscellaneous mentions	5%	6%	4%	7%	4%	5%	5%
None/Nothing	0%	1%	-	-	0%	1%	-
Refused/No Answer	1%	2%	1%	2%	2%	2%	1%

27. Q13b. Thinking again about the leadership characteristics that companies prioritize, what do you hope companies focus on less in the next 3 to 5 years?

	Total (n=326)	C Suite (n=126)	Entry Level (n=200)	B2B (n=202)	B2C (n=212)	Large Enterprise (n=155)	SMB (n=171)
GENERAL (NET)	59%	60%	59%	57%	60%	54%	64%
Short term focus	2%	2%	2%	2%	1%	3%	1%
Nature/Behavior	3%	2%	4%	3%	3%	3%	3%
Culture/Formalism	1%	2%	1%	2%	-	2%	1%
Social issues	1%	2%	1%	2%	1%	1%	1%
Money/Budget	9%	5%	11%	6%	10%	5%	12%
Future vision	4%	8%	2%	5%	3%	6%	2%
Accountability/Responsibility	4%	2%	5%	2%	4%	3%	5%
Adaptability	2%	2%	2%	2%	1%	3%	-
Advertising	2%	2%	3%	2%	3%	1%	4%
Diversity	10%	12%	10%	10%	11%	8%	13%
Good/Better quality	5%	3%	6%	5%	4%	6%	4%
Inclusion	1%	1%	2%	1%	1%	1%	2%
Increasing profitability	7%	7%	8%	8%	6%	6%	9%
Integrity	2%	3%	1%	2%	2%	1%	2%
Maintenance	1%	1%	2%	1%	2%	1%	2%
Politics	2%	5%	1%	2%	3%	1%	3%
Ratings	1%	1%	1%	1%	1%	1%	1%
Reliability	2%	1%	3%	1%	2%	2%	2%
Transparency	5%	6%	5%	6%	5%	4%	6%
Pricing/Cost	2%	-	3%	2%	2%	1%	2%
Other general mentions	2%	2%	2%	1%	2%	3%	2%
AWARDS AND RECOGNITION (NET)	6%	4%	7%	5%	6%	6%	5%
Innovation	2%	1%	2%	1%	2%	2%	1%
Financial rewards/Profits	4%	3%	5%	3%	4%	5%	4%
TECHNOLOGY (NET)	4%	2%	5%	4%	4%	6%	2%
Lack of innovation	1%	1%	2%	1%	1%	1%	1%
Technology/Advance technology	1%	-	2%	1%	1%	2%	-
Other technology mentions	2%	2%	2%	2%	2%	3%	1%
MANAGEMENT (NET)	28%	25%	30%	30%	25%	31%	25%
Recruitment process	2%	3%	2%	1%	3%	3%	2%
Good leaders/leadership	7%	7%	7%	9%	6%	11%	4%
Growth	3%	4%	3%	2%	3%	3%	4%
Sustainability	3%	2%	4%	3%	2%	3%	4%

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Teamwork/Collaboration	4%	5%	4%	3%	4%	5%	4%
Training/better training programs	2%	2%	2%	2%	2%	3%	1%
Supportive environment	5%	4%	6%	5%	3%	5%	5%
Efficiency	1%	-	2%	1%	2%	-	2%
Other management mentions	3%	2%	4%	3%	2%	4%	2%
EMPLOYEE SATISFACTION (NET)	11%	8%	14%	12%	12%	10%	13%
Employee treatment/ Equality	6%	2%	8%	6%	7%	6%	6%
Employee satisfaction	2%	1%	3%	3%	3%	1%	4%
Mental health	0%	1%	-	1%	0%	-	1%
Respect	2%	2%	2%	2%	1%	2%	2%
Safety/Security	2%	-	3%	2%	2%	3%	1%
Work-life balance	1%	2%	1%	1%	1%	1%	2%
Competition	1%	1%	1%	1%	1%	1%	1%
Other employee satisfaction mentions	0%	1%	-	1%	-	-	1%
MISCELLANEOUS(NET)	2%	4%	2%	1%	3%	2%	3%
Other miscellaneous mentions	2%	4%	2%	1%	3%	2%	3%
Don't know/Not sure	1%	3%	-	1%	1%	1%	2%
None/Nothing	1%	2%	-	1%	1%	1%	-
Refused/No Answer	2%	2%	3%	3%	1%	1%	4%

28. Q14. Does your company have a clearly defined leadership mindset that guides how you work?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Yes	72%	78%	69%	74%	74%	68%	76%
No	20%	20%	21%	21%	18%	24%	17%
Unsure	7%	2%	10%	5%	8%	8%	7%

29. Q15. How has this leadership mindset helped you navigate the extreme uncertainty in the last 5 years?

	Total (n=197)	C Suite (n=197)	Entr y Lev el (n=**)	B2B (n=126)	B2C (n=131)	Large Enterpri se (n=87)	SMB (n=110)
CHALLENGES (NET)	30%	30%	-	31%	31%	31%	29%
Unsuccessful/Defeat/Failure	1%	1%	-	1%	-	-	1%
Experience/Learning	5%	5%	-	2%	5%	5%	5%
Resilience/Ability to overcome challenges/Adaptability	22%	22%	-	25%	24%	23%	22%
Other challenges mentions	3%	3%	-	3%	1%	3%	2%

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ORGANIZATION DEVELOPMENT (NET)	22%	22%	-	22%	25%	23%	22%
Business expansion/Growth in business	13%	13%	-	12%	13%	13%	13%
Digitalized organization	1%	1%	-	-	1%	1%	-
Production development	6%	6%	-	6%	7%	2%	8%
Other organization and development mentions	4%	4%	-	5%	5%	7%	2%
LEADERSHIP ATTRIBUTE (NET)	36%	36%	-	36%	33%	33%	38%
Trustworthy/Reliable/Honest/Fair/Loyal	4%	4%	-	5%	5%	2%	5%
Transparent/Clear	2%	2%	-	2%	2%	-	3%
Professional/Competent/Experienced/Qualified/Skillful	2%	2%	-	3%	1%	2%	2%
Confident/Assured	4%	4%	-	2%	4%	2%	5%
Visionary/Progressive	6%	6%	-	3%	8%	6%	5%
Helpful/Friendly/Supportive	3%	3%	-	3%	2%	2%	4%
Patient/Tolerant	1%	1%	-	1%	-	1%	-
Good/Better leader	2%	2%	-	2%	1%	1%	2%
Hardworking/Persistent	1%	1%	-	-	2%	2%	-
Collaborative	3%	3%	-	2%	3%	3%	2%
Focused/Determination	4%	4%	-	5%	1%	1%	5%
Positive attitude/Mindset	4%	4%	-	5%	3%	6%	3%
Improvement	3%	3%	-	2%	2%	5%	1%
Other leadership attribute mentions	2%	2%	-	3%	2%	1%	3%
SKILL DEVELOPMENT (NET)	11%	11%	-	12%	12%	9%	12%
Team management	2%	2%	-	3%	2%	-	4%
Problem solving	2%	2%	-	2%	2%	2%	1%
Time management	-	-	-	-	-	-	-
Decision making	3%	3%	-	2%	4%	3%	3%
Self development/Personal development	1%	1%	-	1%	-	1%	-
Creative/Innovative	2%	2%	-	2%	3%	2%	2%
Communication	1%	1%	-	1%	2%	-	2%
Other skill development mentions	1%	1%	-	1%	1%	-	1%
MISCELLANEOUS (NET)	4%	4%	-	3%	4%	3%	4%
Other miscellaneous mentions	4%	4%	-	3%	4%	3%	4%
Refused/NA	3%	3%	-	1%	3%	3%	2%

30. Q16. Through which of the following channels does your company communicate about its leadership mindset?

	Total (n=481)	C Suite (n=197)	Entry Level (n=284)	B2B (n=302)	B2C (n=322)	Large Enterprise (n=215)	SMB (n=266)
Internal newsletters / emails	25%	26%	23%	26%	23%	26%	24%
Internal webinars / staff meetings	33%	36%	31%	34%	34%	32%	34%
Employee handbook	40%	37%	43%	40%	40%	41%	39%
Employee trainings	52%	51%	52%	49%	55%	52%	52%
Interview process for new hires	31%	35%	29%	31%	33%	26%	36%
Onboarding materials	31%	31%	31%	32%	29%	33%	30%

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Company website	33%	37%	30%	33%	34%	36%	30%
Company social media	27%	32%	23%	30%	28%	29%	25%
Company thought leadership (e.g., published articles, media appearances)	20%	25%	17%	22%	19%	28%	14%
Incorporated into company tagline / logo	12%	15%	10%	15%	11%	14%	10%
Incorporated into company purpose or vision statement	20%	25%	17%	23%	21%	22%	19%
Employee e-mail signatures	21%	22%	21%	23%	19%	24%	20%
Somewhere else	3%	5%	2%	3%	2%	1%	5%
None of these	2%	3%	2%	2%	2%	0%	4%

31. Q17. At what point did you first learn about your company's leadership mindset?

	Total (n=284)	C Suite (n=**)	Entry Level (n=284)	B2B (n=176)	B2C (n=191)	Large Enterprise (n=128)	SMB (n=156)
Before joining the company	26%	-	26%	20%	29%	22%	29%
During onboarding / initial trainings	59%	-	59%	66%	56%	61%	58%
At some other time within my first year	12%	-	12%	11%	12%	15%	10%
After my first year with the company	3%	-	3%	2%	3%	2%	4%

32. Q18. Did you actively seek out information about your company's leadership mindset before joining the company?

	Total (n=73)	C Suite (n=**)	Entry Level (n=73)	B2B (n=36)	B2C (n=56)	Large Enterprise (n=28**)	SMB (n=45)
Yes	67%	-	67%	72%	66%	75%	62%
No	33%	-	33%	28%	34%	25%	38%

33. Q19. How much influence did this leadership mindset have on your decision to join the company?

	Total (n=73)	C Suite (n=**)	Entry Level (n=73)	B2B (n=36)	B2C (n=56)	Large Enterprise (n=28**)	SMB (n=45)
(5) Significant influence	30%	-	30%	33%	29%	32%	29%
(4) Some influence	26%	-	26%	25%	21%	21%	29%
(3) Neutral	22%	-	22%	22%	25%	21%	22%
(2) Very little influence	14%	-	14%	11%	16%	18%	11%
(1) No influence	8%	-	8%	8%	9%	7%	9%
Top 2 Box (Net)	56%	-	56%	58%	50%	54%	58%
Bottom 2 Box (Net)	22%	-	22%	19%	25%	25%	20%
Mean	3.56	0	3.56	3.64	3.45	3.54	3.58

34. Q20. Are you evaluated on how well you perform against the characteristics of this leadership mindset in your annual review/evaluation?

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	Total (n=481)	C Suite (n=197)	Entry Level (n=284)	B2B (n=302)	B2C (n=322)	Large Enterprise (n=215)	SMB (n=266)
Yes	73%	70%	75%	73%	74%	77%	69%
No	22%	28%	18%	23%	20%	20%	24%
Unsure	5%	2%	7%	4%	6%	3%	6%

35. Q20b. When hiring, do the characteristics of this leadership mindset play a role in the evaluation of potential candidates?

	Total (n=197)	C Suite (n=197)	Entry Level (n=**)	B2B (n=126)	B2C (n=131)	Large Enterprise (n=87)	SMB (n=110)
Yes (Net)	92%	92%	-	93%	94%	92%	94%
Yes - at all levels	60%	60%	-	63%	61%	60%	61%
Yes - at certain levels	32%	32%	-	30%	33%	32%	33%
No/Unsure (net)	7%	7%	-	7%	6%	8%	6%
No	6%	6%	-	6%	5%	7%	5%
Unsure	2%	2%	-	1%	2%	1%	2%

36. Q21a. How important is it to you that your company clearly communicates its leadership mindset to all staff?

	Total (n=411)	C Suite (n=**)	Entry Level (n=411)	B2B (n=244)	B2C (n=283)	Large Enterprise (n=196)	SMB (n=215)
(5) Very important	47%	-	47%	43%	47%	49%	46%
(4) Somewhat important	34%	-	34%	37%	33%	33%	35%
(3) Neither important nor unimportant	14%	-	14%	16%	15%	14%	13%
(2) Somewhat unimportant	5%	-	5%	4%	5%	4%	5%
(1) Not at all important	0%	-	0%	-	1%	-	1%
Top 2 Box (Net)	81%	-	81%	80%	80%	82%	80%
Bottom 2 Box (Net)	5%	-	5%	4%	6%	4%	6%
Mean	4.23	0	4.23	4.2	4.2	4.27	4.19

37. Q21b. How important is it to clearly communicate your company's leadership mindset to all staff?

	Total (n=253)	C Suite (n=253)	Entry Level (n=**)	B2B (n=166)	B2C (n=154)	Large Enterprise (n=118)	SMB (n=135)
(5) Very important	68%	68%	-	70%	67%	70%	65%
(4) Somewhat important	27%	27%	-	23%	29%	25%	29%
(3) Neither important nor unimportant	3%	3%	-	4%	3%	3%	4%
(2) Somewhat unimportant	1%	1%	-	2%	1%	2%	1%
(1) Not at all important	1%	1%	-	1%	1%	-	1%
Top 2 Box (Net)	95%	95%	-	93%	96%	96%	94%
Bottom 2 Box (Net)	2%	2%	-	2%	1%	2%	2%
Mean	4.6	4.6	0	4.6	4.61	4.64	4.56

38. q22_t2b. How much do you agree or disagree with the following statements - Top 2 Box Summary

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	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
My company's leadership mindset aligns with the way I approach my work	72%	88%	62%	75%	68%	70%	73%
My company supports the development of effective leaders	76%	90%	68%	79%	75%	80%	73%
My company's leadership mindset is vital to our success	80%	92%	72%	81%	78%	81%	79%
My company's executive team embodies our leadership mindset every day	70%	88%	59%	75%	66%	70%	70%
My company's executive team effectively communicates the impact that our leadership mindset has on the success of our business	71%	85%	62%	76%	66%	72%	70%
My company focuses on continuous improvement	78%	92%	70%	80%	76%	80%	76%
I consider leadership training as a meaningful benefit for companies to offer their employees	84%	90%	80%	86%	83%	87%	81%

39. q22_b2b. How much do you agree or disagree with the following statements - Bottom 2 Box Summary

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
My company's leadership mindset aligns with the way I approach my work	11%	4%	15%	8%	14%	11%	10%
My company supports the development of effective leaders	11%	4%	15%	9%	13%	9%	13%
My company's leadership mindset is vital to our success	6%	1%	10%	4%	8%	6%	6%
My company's executive team embodies our leadership mindset every day	13%	4%	18%	10%	16%	11%	13%
My company's executive team effectively communicates the impact that our leadership mindset has on the success of our business	13%	5%	18%	9%	17%	12%	14%
My company focuses on continuous improvement	8%	2%	12%	6%	10%	6%	11%

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I consider leadership training as a meaningful benefit for companies to offer their employees	5%	1%	7%	3%	6%	4%	6%
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40. q22_1. How much do you agree or disagree with the following statements - My company's leadership mindset aligns with the way I approach my work

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Strongly agree	40%	60%	28%	42%	39%	42%	39%
(4) Somewhat agree	32%	28%	34%	32%	29%	29%	34%
(3) Neither agree nor disagree	17%	8%	23%	17%	18%	18%	16%
(2) Somewhat disagree	6%	2%	9%	5%	8%	7%	5%
(1) Strongly disagree	5%	2%	6%	3%	6%	4%	5%
Top 2 Box (Net)	72%	88%	62%	75%	68%	70%	73%
Bottom 2 Box (Net)	11%	4%	15%	8%	14%	11%	10%
Mean	3.97	4.42	3.7	4.05	3.87	3.97	3.97

41. q22_2. How much do you agree or disagree with the following statements - My company supports the development of effective leaders

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Strongly agree	43%	57%	35%	46%	41%	43%	43%
(4) Somewhat agree	33%	34%	33%	32%	34%	37%	30%
(3) Neither agree nor disagree	13%	6%	17%	13%	12%	11%	14%
(2) Somewhat disagree	8%	2%	11%	6%	10%	6%	9%
(1) Strongly disagree	3%	2%	4%	3%	4%	3%	3%
Top 2 Box (Net)	76%	90%	68%	79%	75%	80%	73%
Bottom 2 Box (Net)	11%	4%	15%	9%	13%	9%	13%
Mean	4.05	4.42	3.83	4.13	3.99	4.11	4.01

42. q22_3. How much do you agree or disagree with the following statements - My company's leadership mindset is vital to our success

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Strongly agree	47%	60%	40%	49%	48%	44%	50%
(4) Somewhat agree	33%	33%	32%	32%	30%	36%	29%
(3) Neither agree nor disagree	14%	7%	18%	15%	15%	13%	15%
(2) Somewhat disagree	3%	0%	5%	2%	4%	4%	3%
(1) Strongly disagree	3%	0%	4%	2%	3%	2%	3%
Top 2 Box (Net)	80%	92%	72%	81%	78%	81%	79%
Bottom 2 Box (Net)	6%	1%	10%	4%	8%	6%	6%
Mean	4.18	4.51	3.98	4.23	4.15	4.16	4.19

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43. q22_4. How much do you agree or disagree with the following statements - My company's executive team embodies our leadership mindset every day

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Strongly agree	34%	46%	26%	36%	31%	35%	33%
(4) Somewhat agree	36%	42%	33%	39%	34%	36%	37%
(3) Neither agree nor disagree	17%	9%	23%	15%	19%	18%	17%
(2) Somewhat disagree	8%	1%	12%	6%	10%	8%	8%
(1) Strongly disagree	5%	2%	6%	4%	6%	4%	5%
Top 2 Box (Net)	70%	88%	59%	75%	66%	70%	70%
Bottom 2 Box (Net)	13%	4%	18%	10%	16%	11%	13%
Mean	3.87	4.28	3.62	3.98	3.76	3.9	3.84

44. q22_5. How much do you agree or disagree with the following statements - My company's executive team effectively communicates the impact that our leadership mindset has on the success of our business

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Strongly agree	38%	49%	31%	42%	35%	42%	34%
(4) Somewhat agree	33%	36%	32%	34%	31%	30%	36%
(3) Neither agree nor disagree	16%	10%	19%	15%	17%	16%	16%
(2) Somewhat disagree	8%	3%	11%	6%	11%	6%	9%
(1) Strongly disagree	5%	2%	8%	4%	6%	5%	5%
Top 2 Box (Net)	71%	85%	62%	76%	66%	72%	70%
Bottom 2 Box (Net)	13%	5%	18%	9%	17%	12%	14%
Mean	3.9	4.27	3.67	4.05	3.78	3.96	3.84

45. q22_6. How much do you agree or disagree with the following statements - My company focuses on continuous improvement

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(5) Strongly agree	45%	60%	36%	47%	43%	46%	45%
(4) Somewhat agree	33%	31%	33%	33%	33%	34%	31%
(3) Neither agree nor disagree	14%	7%	18%	13%	14%	14%	13%
(2) Somewhat disagree	5%	0%	8%	4%	7%	4%	6%
(1) Strongly disagree	3%	1%	4%	2%	3%	2%	4%
Top 2 Box (Net)	78%	92%	70%	80%	76%	80%	76%
Bottom 2 Box (Net)	8%	2%	12%	6%	10%	6%	11%
Mean	4.12	4.49	3.89	4.19	4.06	4.19	4.06

46. q22_7. How much do you agree or disagree with the following statements - I consider leadership training as a meaningful benefit for companies to offer their employees

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
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(5) Strongly agree	42%	48%	39%	41%	44%	41%	44%
(4) Somewhat agree	42%	42%	42%	45%	39%	46%	37%
(3) Neither agree nor disagree	11%	9%	13%	11%	11%	10%	13%
(2) Somewhat disagree	3%	1%	4%	2%	4%	3%	3%
(1) Strongly disagree	2%	0%	2%	1%	2%	1%	2%
Top 2 Box (Net)	84%	90%	80%	86%	83%	87%	81%
Bottom 2 Box (Net)	5%	1%	7%	3%	6%	4%	6%
Mean	4.2	4.36	4.1	4.23	4.19	4.23	4.17

47. Q23. How likely would you be to recommend your company to your friends or colleagues?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
(10) 10	25%	33%	21%	24%	27%	24%	26%
(9) 9	22%	29%	18%	23%	20%	25%	20%
(8) 8	20%	23%	19%	22%	18%	22%	19%
(7) 7	13%	8%	16%	13%	13%	14%	12%
(6) 6	6%	4%	7%	6%	6%	5%	6%
(5) 5	6%	1%	9%	5%	7%	4%	8%
(4) 4	2%	1%	2%	1%	2%	3%	1%
(3) 3	2%	-	3%	1%	2%	1%	3%
(2) 2	1%	-	1%	1%	1%	1%	1%
(1) 1	1%	-	1%	0%	1%	1%	1%
(0) 0	2%	2%	2%	2%	2%	1%	2%
Top 2 Box (Net)	48%	62%	39%	48%	47%	49%	47%
Top 3 Box (Net)	68%	85%	57%	70%	65%	70%	65%
Middle 4 Box (Net)	27%	14%	35%	26%	28%	26%	28%
Bottom 3 Box (Net)	3%	-	6%	2%	5%	3%	4%
Bottom 2 Box (Net)	2%	-	3%	1%	2%	2%	1%
Mean	7.88	8.59	7.44	7.98	7.78	8.02	7.76

48. Q24. Do you believe your company is

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
On the right track	89%	95%	85%	91%	87%	90%	87%
Off on the wrong track	11%	5%	15%	9%	13%	10%	13%

49. Q25. Do you believe your company is...

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Behind other companies	12%	8%	14%	12%	12%	10%	13%
On par with other companies	45%	36%	51%	40%	47%	43%	47%
Ahead of other companies	43%	56%	35%	47%	40%	47%	39%

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50. Q26. Which of the following qualities will be most critical for a CEO embody to successfully lead in the coming 3 to 5 years?

	Total (n=664)	C Suite (n=253)	Entry Level (n=411)	B2B (n=410)	B2C (n=437)	Large Enterprise (n=314)	SMB (n=350)
Transparent	16%	16%	16%	15%	16%	15%	17%
Humble	24%	18%	28%	22%	25%	25%	23%
Focused	19%	22%	17%	17%	19%	19%	19%
Respectable	22%	18%	25%	19%	24%	21%	23%
Accountable	26%	28%	24%	23%	29%	24%	27%
Innovative	21%	26%	18%	21%	20%	21%	21%
Diversity-focused	14%	13%	15%	13%	15%	14%	14%
Sustainability-focused	14%	15%	13%	15%	14%	15%	13%
Adaptable	25%	26%	25%	26%	24%	25%	26%
Reliable	28%	26%	29%	31%	28%	28%	28%
Collaborative	14%	15%	13%	15%	12%	13%	14%
Quality-focused	23%	26%	22%	23%	24%	22%	25%
Responsible	29%	26%	31%	31%	28%	30%	29%
Customer-centric	14%	13%	14%	14%	13%	13%	14%
Safety-minded	11%	12%	11%	14%	10%	15%	8%

51. Q27. Finally, what is most useful for your company's leadership to do to support you as you develop your leadership skills amidst a changing environment?

	Total (n=411)	C Suite (n=**)	Entry Level (n=411)	B2B (n=244)	B2C (n=283)	Large Enterprise (n=196)	SMB (n=215)
ATTRIBUTE (NET)	33%	-	33%	32%	35%	31%	34%
Trustworthy/Reliable/Honest/ Fair/Loyal	3%	-	3%	2%	3%	3%	3%
Responsibility/Accountability	2%	-	2%	2%	2%	2%	2%
Transparent/Clear	2%	-	2%	2%	3%	3%	2%
Professional/Competent/ Experienced/Qualified/Skillful	0%	-	0%	-	0%	1%	-
Polite/Soft- spoken/Humble/Kind/Respectful	1%	-	1%	1%	1%	-	1%
Informative	0%	-	0%	1%	1%	-	1%
Visionary/Progressive	2%	-	2%	3%	2%	1%	4%
Supportive/Helpful	10%	-	10%	9%	10%	11%	10%
Flexibility	0%	-	0%	0%	0%	1%	0%
Better management/Improvement	3%	-	3%	3%	3%	2%	3%
Patience/Tolerance	1%	-	1%	-	1%	1%	1%
Work/Life balance	1%	-	1%	2%	1%	1%	1%
Diversification	1%	-	1%	2%	1%	2%	1%
Focused/Determination	3%	-	3%	2%	4%	4%	2%
Lead by example	1%	-	1%	1%	2%	2%	1%
Other attribute mentions	1%	-	1%	1%	1%	1%	1%

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SALARY/WAGES (NET)	2%	-	2%	1%	2%	2%	2%
Salary increment/hike/Money	2%	-	2%	1%	2%	2%	2%
LEADERSHIP SKILLS (NET)	23%	-	23%	23%	22%	25%	20%
Team management/Team work	1%	-	1%	1%	-	-	1%
Hardworking/Persistent	0%	-	0%	-	1%	1%	0%
Quality	1%	-	1%	1%	1%	2%	-
Creative/Innovative	4%	-	4%	5%	3%	6%	2%
Problem solving	0%	-	0%	0%	-	1%	-
Time management	0%	-	0%	1%	-	1%	0%
Decision making	1%	-	1%	1%	-	1%	0%
Communication	7%	-	7%	5%	8%	7%	7%
Collaborative	2%	-	2%	2%	2%	3%	1%
Self development/Personal development	1%	-	1%	1%	1%	1%	1%
Good listener	3%	-	3%	2%	3%	3%	3%
Proper review and feedback	2%	-	2%	2%	1%	2%	1%
Other leadership skills mentions	2%	-	2%	2%	2%	1%	3%
TRAINING/DEVELOPMENT (NET)	29%	-	29%	31%	26%	28%	30%
Provide resources	3%	-	3%	3%	2%	3%	3%
Provide training	17%	-	17%	17%	16%	16%	17%
Courses/Learning	2%	-	2%	3%	2%	2%	3%
Opportunities	6%	-	6%	8%	5%	6%	6%
Other training/development mentions	2%	-	2%	1%	2%	1%	3%
ORGANIZATION DEVELOPMENT (NET)	4%	-	4%	5%	4%	5%	3%
Business expansion/Growth in business	1%	-	1%	1%	1%	1%	0%
Production development	2%	-	2%	2%	2%	3%	1%
Artificial intelligence development	0%	-	0%	1%	0%	1%	0%
Other organization development mentions	1%	-	1%	1%	1%	1%	1%
CHALLENGES (NET)	8%	-	8%	10%	8%	6%	9%
Resilience/Ability to overcome challenges/Achieve goals/Adaptability	2%	-	2%	2%	2%	2%	3%
Experience/Learning	0%	-	0%	0%	0%	1%	-
Lay off	0%	-	0%	1%	0%	1%	0%
Other challenges mentions	5%	-	5%	6%	5%	4%	6%
MISCELLANEOUS (NET)	2%	-	2%	1%	3%	4%	1%
Other miscellaneous mentions	2%	-	2%	1%	3%	4%	1%
Don't know/Not sure	1%	-	1%	1%	2%	2%	1%
None/Nothing	0%	-	0%	0%	1%	-	1%
Refused/NA	2%	-	2%	1%	3%	3%	2%



FINDINGS AND METHODOLOGY

About the Study

These are the findings of a GE/Ipsos poll conducted between July 17 – August 1, 2023. For this survey, a sample of 253 C-Suite executives and 411 entry level employees ages 18+ from the United States were interviewed in English. To qualify, respondents needed to have a current job title of Entry Level or C-Suite/Executive Leadership with a B2B, B2C or both B2B/B2C company, and describe their number of employees as 1-499 (Small and Midsize Business), or 500+ (Large Enterprise). The sample includes 410 B2B respondents (B2B only + both B2B/B2C), 437 B2C respondents (B2C only + both B2B/B2C), 350 small and midsize business respondents, and 314 large enterprise respondents from the United States.

The online sample was randomly drawn from opt-in partner online panel sources. Overall, the study's sample does not rely on a population frame in the traditional sense. No post-hoc weights were applied to the data and the findings reflect the opinion of these respondents. Where figures do not sum to 100, this is due to the effects of rounding.

For more information on this news release, please contact:

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FINDINGS AND METHODOLOGY

About Ipsos

Ipsos is one of the largest market research and polling companies globally, operating in 90 markets and employing over 18,000 people.

Our passionately curious research professionals, analysts and scientists have built unique multi-specialist capabilities that provide true understanding and powerful insights into the actions, opinions and motivations of citizens, consumers, patients, customers or employees. Our 75 solutions are based on primary data from our surveys, social media monitoring, and qualitative or observational techniques.

Our tagline "Game Changers" sums up our ambition to help our 5,000 customers move confidently through a rapidly changing world.

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