

# Navigating Change: C-Suite Perspectives

May 2024



# Key Takeaways

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## Executives Are Optimistic

- 83% of respondents think that their company will experience growth in 2024
- Executives expect their company to outperform their sector and GDP by 2% and 5% respectively

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## Digital Transformation and Innovation Are Top Priorities

- 49% of respondents identified digital transformation or product & service innovation as their company's highest growth priorities in 2024
- 21% of executives also cited digital transformation hurdles as one of their top challenges for 2024

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## Attracting/Retaining Talent is Greatest Hindrance To Growth

- 25% of executives selected talent acquisition/retention as their biggest challenge for growth in 2024
- 53% chose either identifying/attracting new candidates, or first 90-day retention as the greatest challenge in the employee journey over the last 12 months

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## Effective Change is Deliberate and Thoughtful

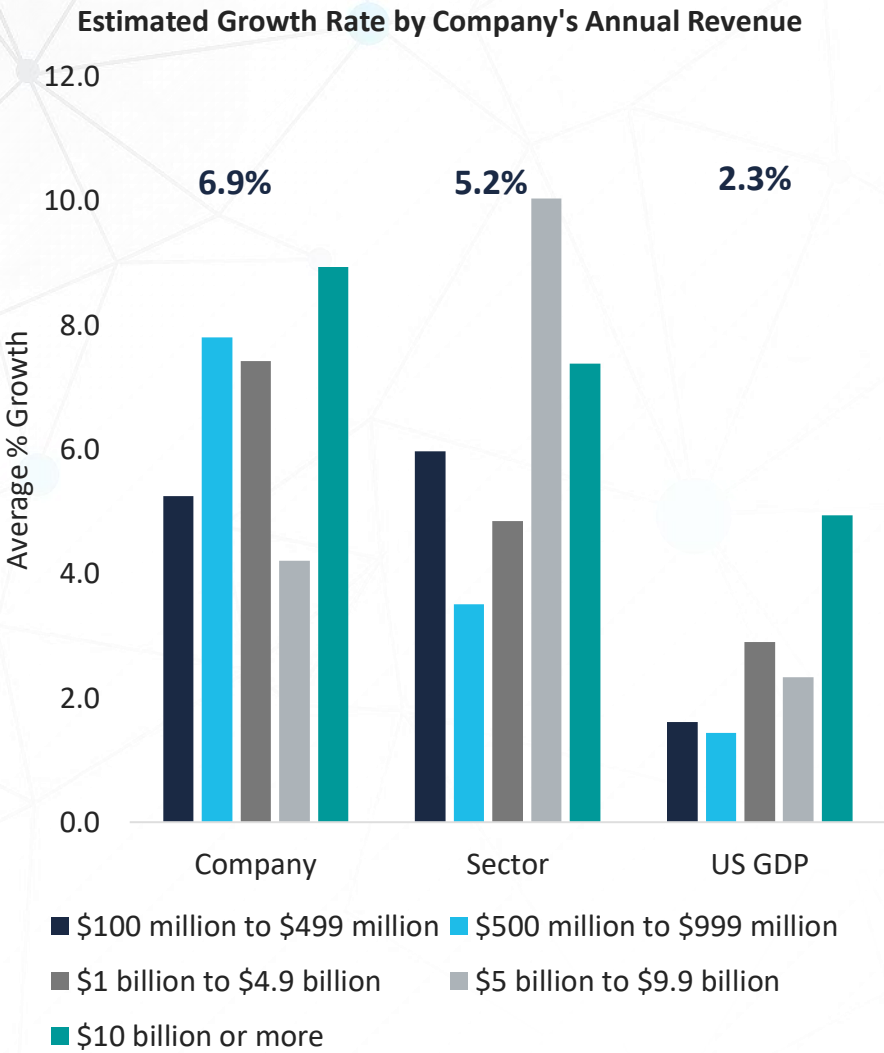
- 47% of executives cited lack of detailed planning/understanding as the primary reason change initiatives fail
- When change initiatives fail in execution, it is primarily due to failure in deploying the right project management tools and tracking the progress of the initiatives

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## Upstream Work On Change Is Critical To Success

- 76% cite upstream shortfalls (lack of alignment/rowing together, planning) causing failure, regardless of the type of change (IT, M&A, etc.)
- 64% of respondents noted insufficient resources or difficulty cascading change as the top implementation barrier

# Executives are optimistic, expecting their companies to grow 7% on average and outperform their sector and GDP by 2% and 5%, respectively



Estimate of Company's Growth Rate vs. Sector

	\$100m - \$499m	\$500m - \$999m	\$1b - \$4.9b	\$5b - \$9.9b	\$10b+
Over	8%	13%	14%	4%	1%
Same	4%	9%	14%	1%	4%
Under	11%	6%	8%	2%	0%

Estimate of Company's Growth Rate vs. US Economy

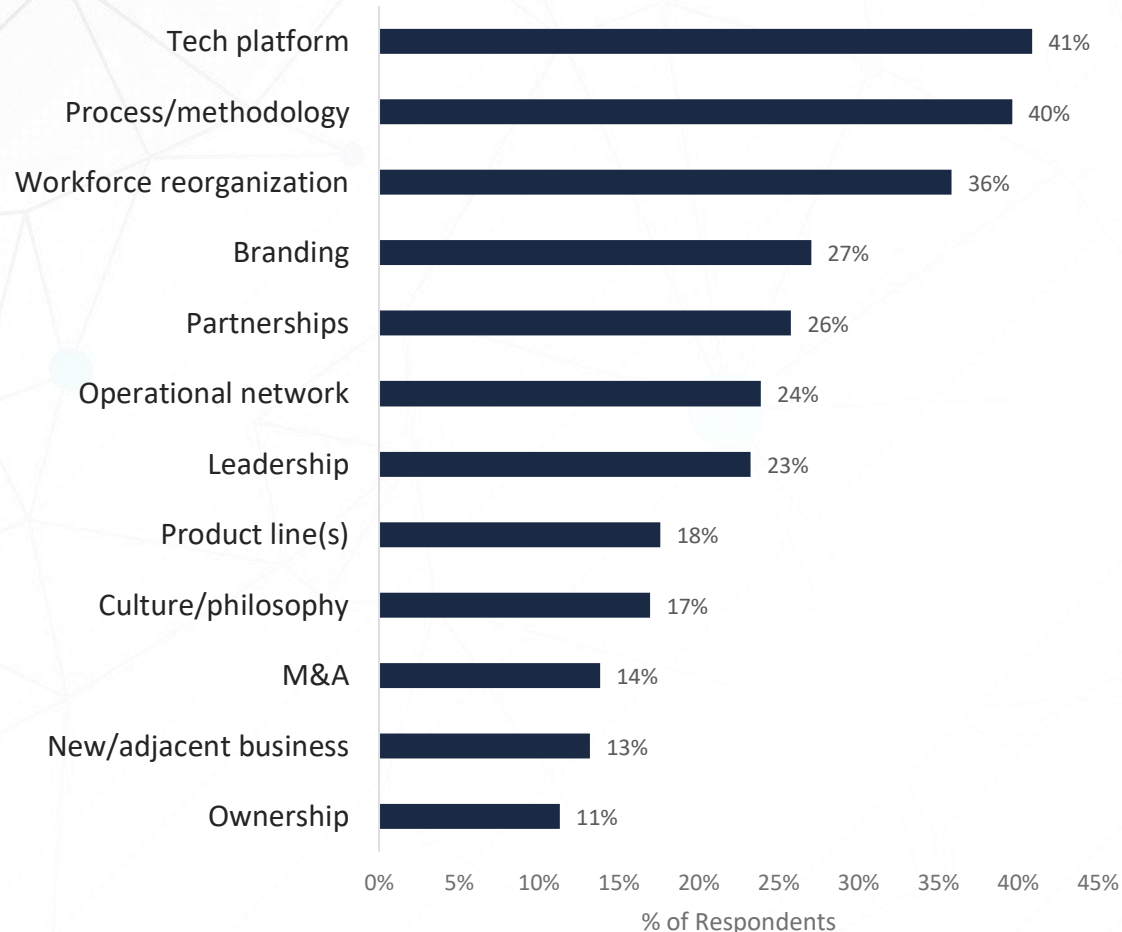
	\$100m - \$499m	\$500m - \$999m	\$1b - \$4.9b	\$5b - \$9.9b	\$10b+
Over	18%	19%	27%	6%	3%
Same	1%	3%	4%	1%	1%
Under	4%	6%	5%	1%	1%

# Positioned for growth, executives expect to employ strategies focusing on digital transformation and innovation to gain market share

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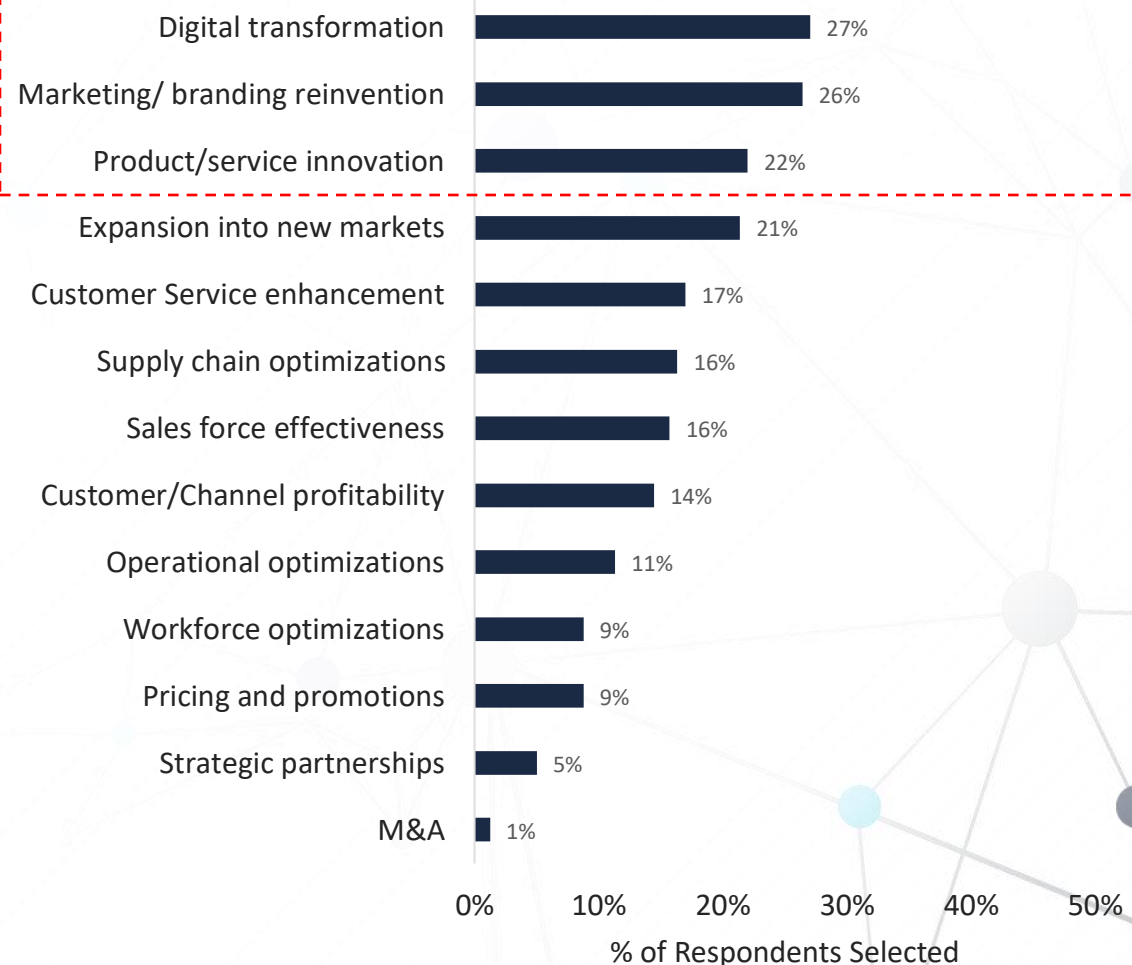
Which of the following significant changes has your organization implemented in the last 3 years?

[Select all that apply]



What are your highest priority growth initiatives for 2024?

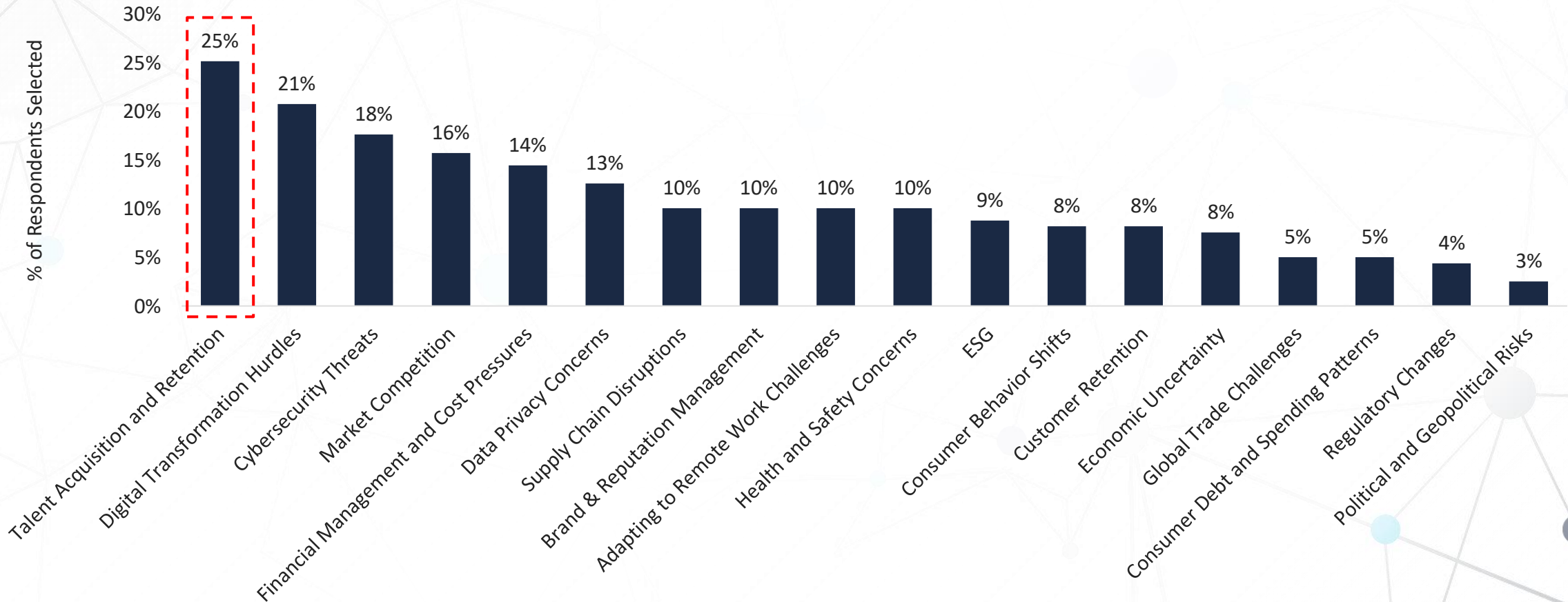
[Select up to 2]



# Human capital is the top priority for executives in 2024, with major pain points in upskilling current talent and attracting new talent

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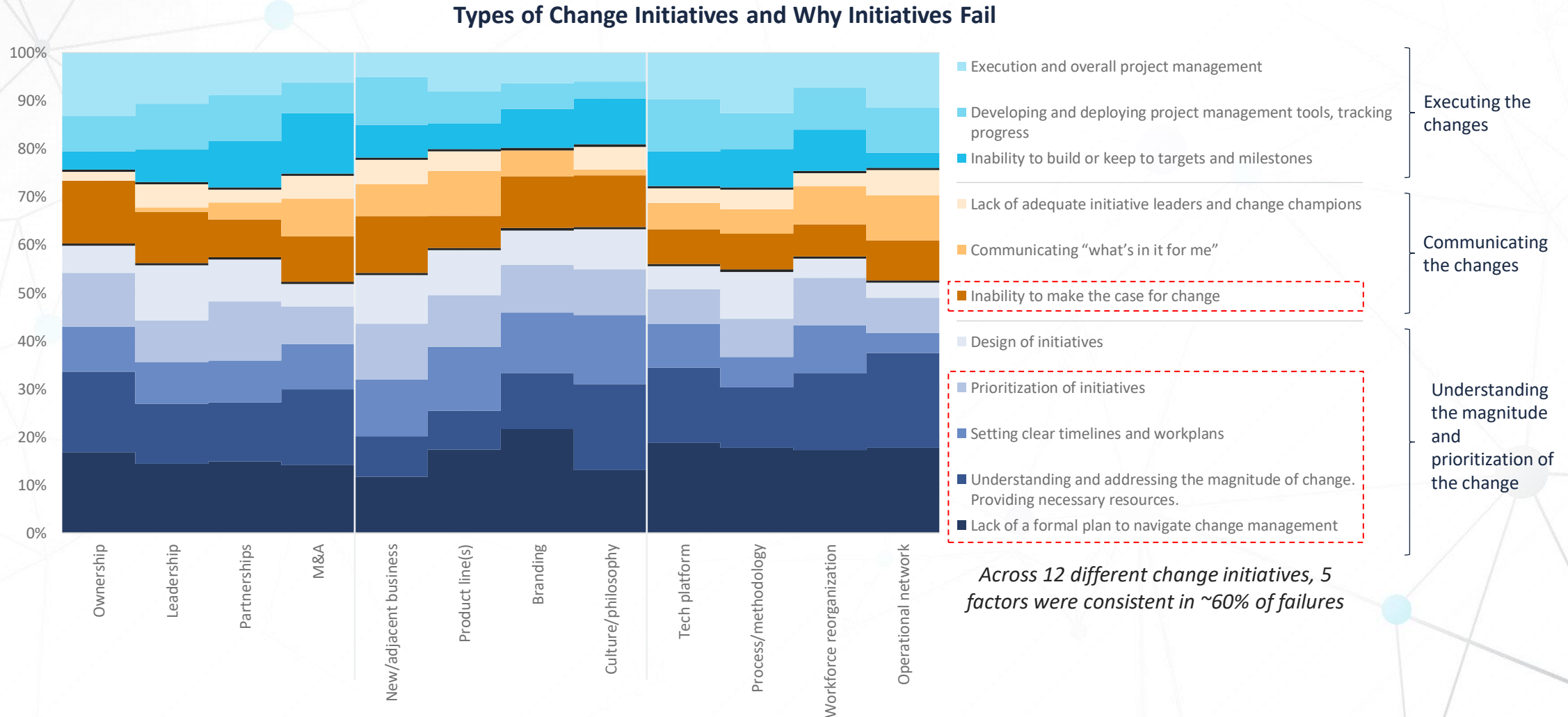
What are your highest priority issues or challenges for 2024?  
[Select up to 2]



Upskilling/learning new tech (61%) and talent attraction/retention (53%) are cited as the greatest challenges in the employee journey

# Understanding the magnitude of change and ‘making the case’ are the most cited reasons initiatives fail, regardless of the type of change

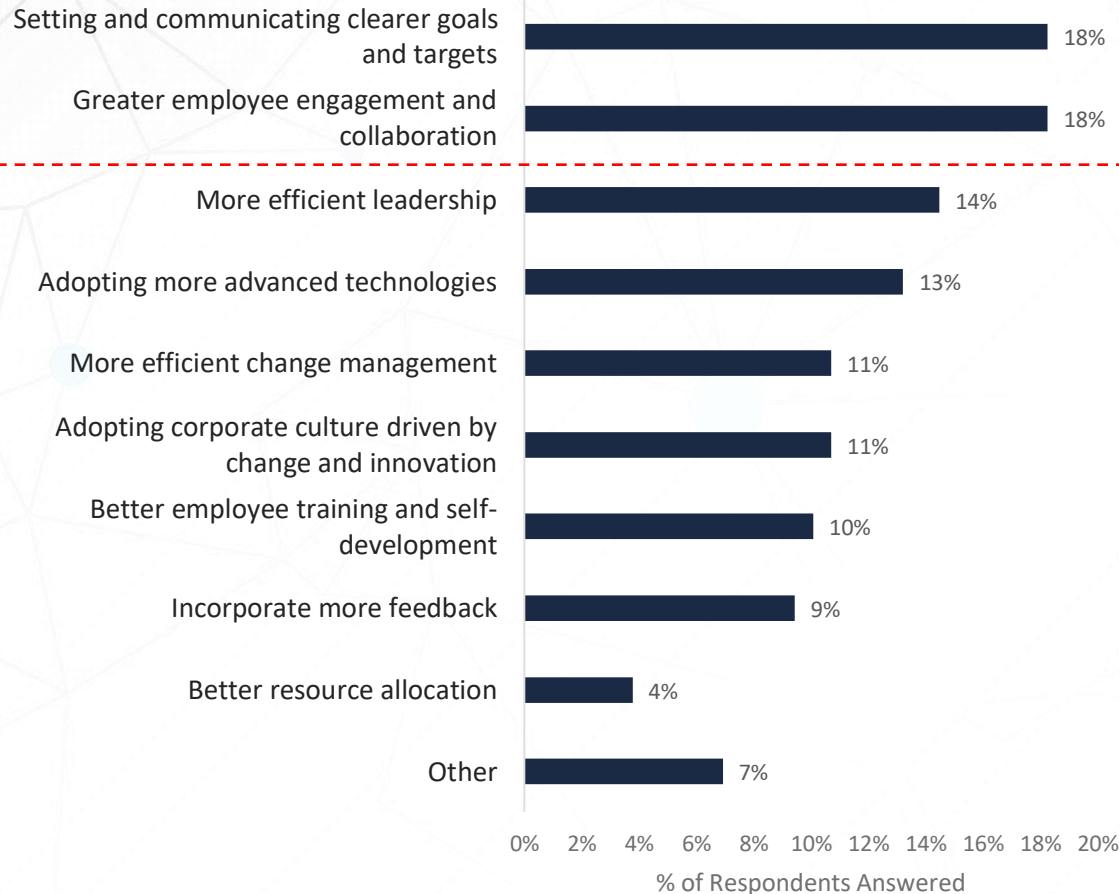
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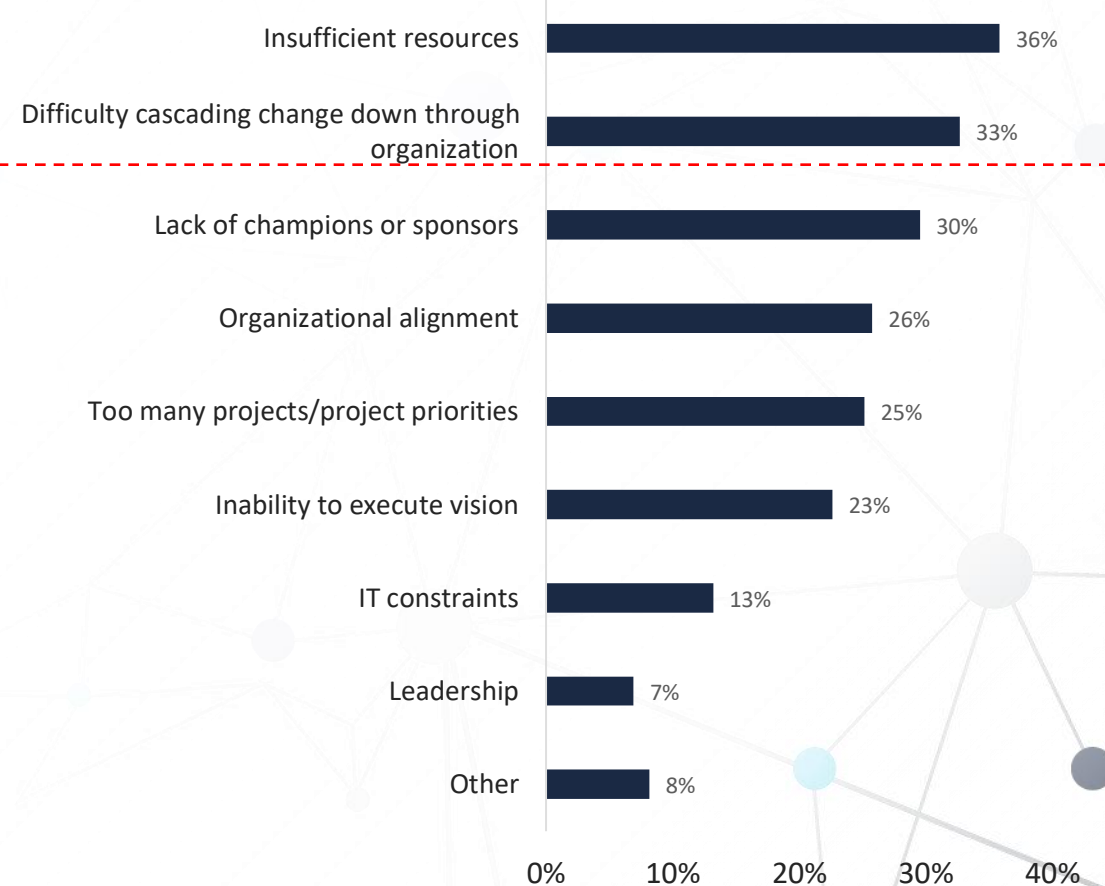
# Beyond resource constraints, it is crucial for the entire organization to align on clearly defined goals to successfully execute change initiatives

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## What would you like to see in order to better implement change? *[Open Ended]*



## Significant Barriers to Implementing Changes *[Select 2]*



# Creo has developed a 'Targeted Change' framework to help companies effectively navigate upcoming critical changes



# Leading companies will embrace the right changes, led by a strong team that drives organizational alignment, planning, and strong communication

1. Executives across all surveyed positions have indicated an aspiration that they will outperform their industry and the broader market in 2024. Achieving this aspiration requires bold action to take market share
2. This intention to outperform peers is being balanced/offset by risk aversion in a complicated market environment. Decisions are taking longer, with fewer actions/initiatives being pursued as executives/companies mull over mixed macro and microeconomic signals
3. Capturing share/outperforming requires change. A key element is prioritizing a tight portfolio of the 'right bets' with greatest expected enterprise value (benefit, probability, resources/investment). The portfolio emphasis digital transformation, innovation, and delivers near-term performance as well as addresses longer-term strategic change.
4. Equally important to making the right set of choices is executing to win by maximizing human capital
5. Change is about people. Technology and tools help but change is about people collectively and individually. True organizational alignment, appropriate risk profile with incentives and culture are essential to success, along with other factors ...
6. ... such as providing effective leadership, ensuring sufficient communication (especially addressing WIIFM), addressing the magnitude of change, developing robust but agile plans with accelerated but attainable goals, and providing sufficient resources to deliver success. Celebrating champions and rewarding success will build momentum
7. Activating the collective organization in the right direction and emphasizing upstream activities will provide the greatest probability for successful change and achieving the aspirational goals executives convey



# Creo Advisors



[rvitaro@creoadvisorsllc.com](mailto:rvitaro@creoadvisorsllc.com)



617-461-4004



[www.creoadvisorsllc.com](http://www.creoadvisorsllc.com)