TALENT FORUM

south asia's HR marketplace

# ROAD TO CEO

... redefining the DNA of the CEO

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Theme: Evaluating the CEO
Photo: hbr.org

# CONTENTS:

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# FOREWORD

**Road To CEO**— a global leadership survey is a pioneering initiative of Talent Forum designed to unleash a deeper line of sight of the CEO position in corporate settings on a global scale.

Your responses have been instrumental in helping us to identify the pathway of an ideal CEO position. Your insights helped us uncover the critical factors that define successful CEO position trajectories in today's corporate world.

Talent Forum is one of the leading organizations in South Asia when it comes to talent-based research. The Research & IdeaCast Center of the Talent Forum designed the new application and pathway of the CEO's position under the broader "real-life" recommendation of strategy execution by **Robert Simons**, an American economist currently the Charles R. Williams professor at **Harvard Business School.**

Harvard-backed "real-life" recommendation applied to South Asian/global corporate realities

The new application and pathway of the CEO's position focused on four areas, i.e., **financials**, **process**, **engagement**, and **people**.

The design also emphasized levers of control in the form of resource allocation, focusing on decision-making authority, budget & expense authority, headcount deployment authority, and broader logistics support. The design also includes a performance & potentiality matrix of the incumbent. The Research & IdeaCast Center trusts that this application and pathway cover 360° of a CEO position to combat the fierce competitive market.

**327** senior professionals from top **251** MNCs & large local organizations contributed to this survey impact

We present the findings of our groundbreaking, all- encompassing research, "Road To CEO," which was conducted to unleash practical insights into the challenges that CEOs actually face in their strategy.

We have taken into consideration the top **100** senior professionals from **70** top MNCs and large local organizations of **20** broader industries

The research was conducted across major countries of the world, encompassing professionals employed at the senior level in top-mid multinational corporations (MNCs) and large local organizations. 327 senior professionals from top 251 organizations contributed to the survey impact. We have taken into consideration the top 100 senior professionals from 70 top MNCs and large local companies of 20 broader industries. And this groundbreaking, all-encompassing research didn't cover any theory.

Findings from this research define the DNA of the CEO's role, for you and for your organization. It also defines the recruitment strategy and succession management pathway of a CEO position. Board members should follow the findings of this groundbreaking, all- encompassing research to take the CEO's position forward. These research findings are equally paramount for CXOs who are the successors to become CEO and who have steep careers within corporate settings.

This groundbreaking, all encompassing research didn't cover any theory

The Research & IdeaCast Center of the Talent Forum will take the initiative to serve as a bridge between finding and action.

The center will focus on corporate settings to ensure that findings translate into meaningful change for a CEO position. We have partnered this survey with one of the leading survey companies in the USA. We sincerely appreciate your time and key contribution to this initiative. Together, we will drive innovation & meaningful change in the world of corporate leadership.

# MESSAGE FROM CONSULTANTS' TEAM

Road To CEO

**Md. Salim Uddin, FCA, FCMA, PhD**

- Global Knowledge Partner- Talent Forum
- Professor & Chainman, Department of Accounting, University of Chittagong
- Immediate Past President Institute of Cost and Management Accountants (ICMAB)
- Ex-chairman, Executive Committee, Islami Bank Bangladesh PLC

**Mohammad Ullah Jahanggir**

- Chief Consultant- Talent Forum
- Strategy Execution, HR Research & Change Management Expert

**Reema Akhtar**

- Global Knowledge Partner- Talent Forum
- Member- Forbes Human Resources Council
- Member- Harvard Business Review Advisory Council

We are humbled to present the findings of our research titled "**Road To CEO**— a global leadership survey" a collaborative effort driven by a shared commitment to understanding and addressing the challenges CEOs face in corporate settings.

This groundbreaking research aligns with Talent Forum Research & IdeaCast Center 's core vision, which has consistently driven our efforts since inception. It reflects our continued commitment to understanding, addressing, and defining the DNA of the CEO's role, for you and for your organization.

Findings from this research define the DNA of the CEO's role, for you and for your organization

Under the sponsored initiative of Talent Forum, this project was brought to life by a highly capable analytics team. The report is the outcome of several years of careful planning & detailed analysis. Our dedicated project team—including experienced researchers and analysts—worked diligently to ensure the voices of CEOs, CXOs, department heads, and senior professionals who have steep careers. We are sincerely grateful to every stakeholder who supported and contributed to this ground-breaking research initiative. From the early planning phase to the final report, the project was shaped by close collaboration between our project team and an advisory group of experts in corporate settings on a global scale.

We also extend our heartfelt thanks to the 327 senior professionals of 251 top MNCs & large local organizations from more than 20 industries who generously shared their time, experiences, and perspectives from 21 September 2025 to 12 December 2025.

These research findings are not just a record of challenges—it is a call to take immediate action

Findings from this research define the DNA of the CEO's role, for you and for your organization. It also defines the recruitment strategy and succession management pathway of a CEO position. Recruitment /promotion board members of a CEO should follow the findings of this groundbreaking, all-encompassing research to take their organization forward. These research findings are not just a record of challenges—it is a call to take immediate action.

Our initiative has a positive impact on the company's top-bottom line. We will never lose in an engaged world; we will either learn from **YOU** or win.

# PARTICIPANTS' DASHBOARD

Businesses with less than 1000 employees are referred to as medium-sized organizations, and businesses with more than  or equal to 1000 employees are referred to as large organizations.

## Basic Information

Focus Areas: 4

Survey Questions: 35

Survey Response: 327

## Top Country- professional Participated

Fortune 500, MNCs & Large locals (Bangladesh)

- United States of America
- United Kingdom
- Canada
- Singapore
- Bangladesh

This sentiment echoes from the results of the Road To CEO survey, based on 74% responses from CEOs/CXOs /heads representing major regions of the world economy

Global standard, South Asian context

## Top Industries Covered

Covered all major industries focusing on South Asia

| | | | | |
|---|---|---|---|---|
| FMCG & Tobacco | Bank & Insurance | Telco | Pharma | Shipping |
| Energy | Building Materials | Apparel | Engineering & Technology | UN & Development |
| Bangladesh Government | Conglomerate | Business Federation | FinTech | Retail |
| Consultancy | Healthcare | Service | Media | Education |

## Senior Corporate- professional Participated

Fortune 500, MNCs & Large locals (Bangladesh)

| | | | | |
|---|---|---|---|---|
| BAT | A.P. Møller – Maersk | UN | GP | HSBC |
| Unilever | Chevron | UN Women | Robi Axiata | Standard Chartered |
| Nestlé | Government of Bangladesh | Hoplun | Banglalink | Asian Development Bank |
| Samsung C&T | BRAC Bank | Epyllion Group | Rancon Group | Asian Paints |
| bKash | Grameen Bank | FCI Group | RANGS Group | BSRM |
| Nagad | MetLife | Intertek | AkijBashir Group | GPH Ispat |
| Arla Foods | Guardian Life Insurance | SQ Group | VFS | Crown Cement |
| New Zealand Dairy | Square Toiletries | Standard MH Group | Western Marine Shipyard | Heidelberg Materials |
| ACI Logistics | STS Holdings Limited - Evercare Hospital Dhaka | Brandix | VML | Sajida Foundation |
| Bangladesh Economic Zone Authority (BEZA) | icddr,b | DBL Group | NSU | Helvetas Swiss Intercooperation |
| RMG Sustainability Council- RSC (Accord) | Krisenergy | Beacon Pharma | Monower Associates | Bangladesh Red Crescent Society (BDRCS) |
| BKMEA | Rahimafrooz Globatt | Opsonin Pharma | SHRM | Islamic Relief Worldwide |
| ICMAB | Clarke Energy | Radiant Pharma | Rahimafrooz Group | ILO |
| ICAB | IDCOL | Nevian Lifescience (Novartis) | ACI PLC | BRAC |

## Top Corporate Participated

Fortune 500, MNCs & Large locals (Bangladesh)

251 — Total Organization Count

100 — Top A Category Organization

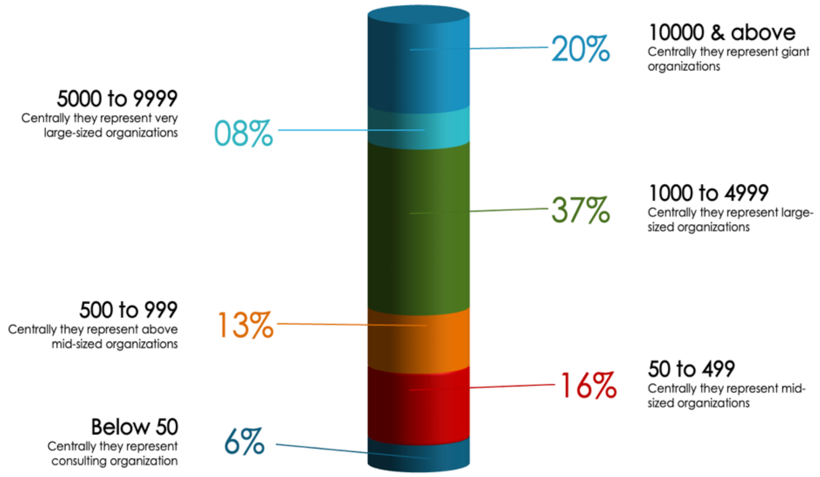
70 — Top A Category Organization (Unique Value)

**Organization**

327 experts from 251 organizations took part in the survey. The results of the survey show the opinions of the top 100 professionals from top 70 organizations.

## Organization Size

Fortune 500, MNCs & Large locals (Bangladesh)




The success of a CEO depends on each organization's unique situation, condition, and subjective context

## Organization Hierarchy

Fortune 500, MNCs & Large locals (Bangladesh)

CEO & Above:
08%

CXO/ Equivalent:
22%

Director/ Head/ Equivalent:
44%

Manager/ Equivalent:
(Participants who have minimum10 years of progressive experiences)
26%

## Participants' Category

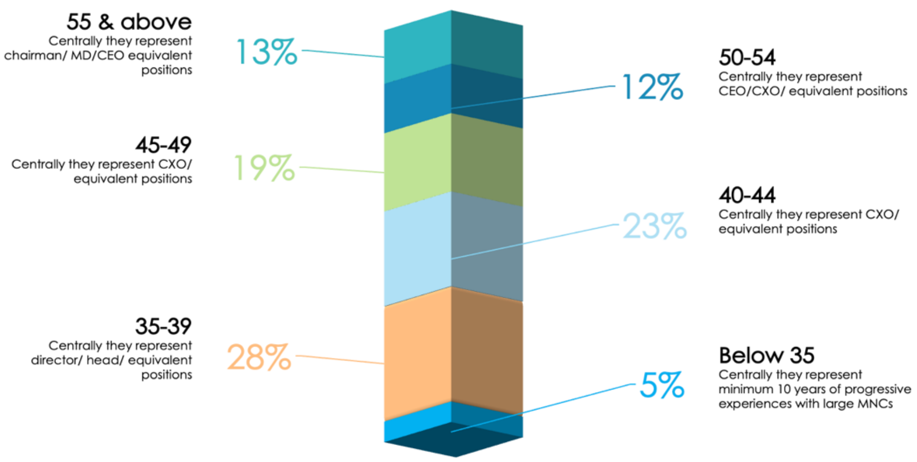
Participants who have minimum 10 years of progressive experiences

| | Total | Top A Organization | A Organization | Anonymous |
|---|---|---|---|---|
| Total | 327 | 132 | 169 | 26 |
| 10 years/+ | 223 | 100 | 111 | 12 |
| -10 years | 104 | 032 | 058 | 14 |

Highlights

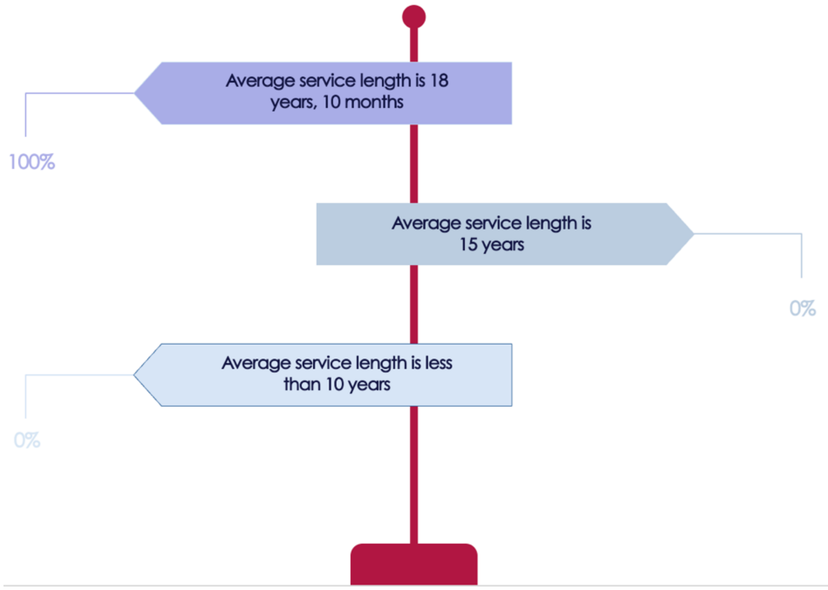
## Participants' Age

Participants who have minimum 10 years of progressive experiences




## Participants' Average Service Length

Top "A" Organization




## Participants' Gender

Top "A" Organization

## THE CEO's LENS

Theme: The CEO's Lens
Photo: talentforum.org

Weight Distribution

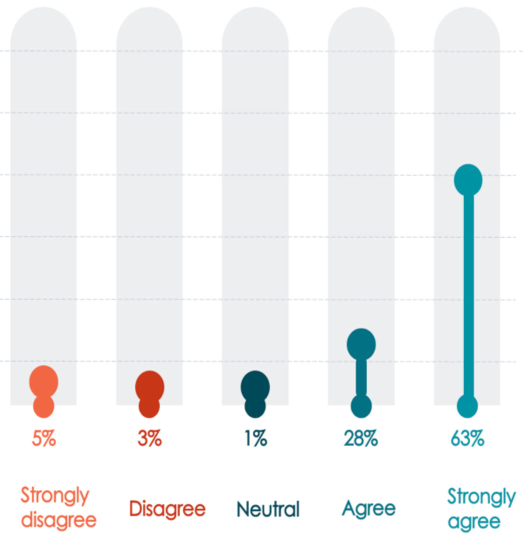
| Financials | Process | Engagement | People |
| --- | --- | --- | --- |
| ± 50% | ± 20% | ± 15% | ± 15% |

The future
of the CEO
is here

## RESEARCH FINDINGS & ANALYSIS

### FINANCIALS

CEOs should continuously evaluate and adjust strategies to align with shifting market demands.

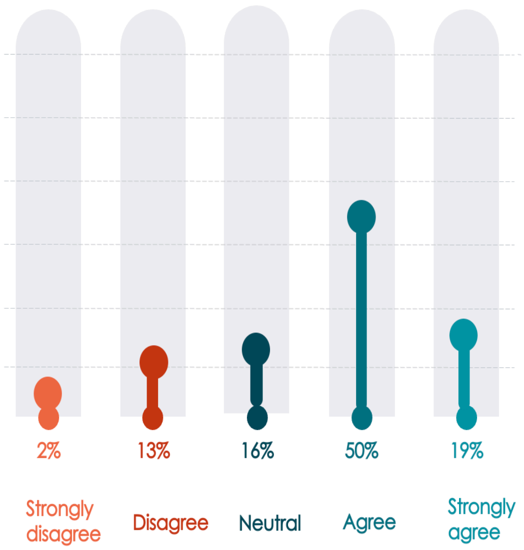



**Talent Forum's Pick Reviews**

- The modern CEO's role is not to be the unwavering captain of a ship on a predetermined course but rather the navigator of a speedboat, constantly adjusting the throttle and rudder based on the real-time conditions of the water, the weather, and the other boats racing alongside them.
- Continuous evaluation is not clear. I guess here "continuous" means a certain interval depending on the business nature. A strong strategy does not need too much adjustment, but obviously the CEO should evaluate and adjust strategies to align with shifting market demands after a logical interval.

The challenge is to adapt this scope and speed

Present-day CEOs emphasize less on the KPI of P&L, rather they emphasize on the KPIs of growth, topline, market share & OD.

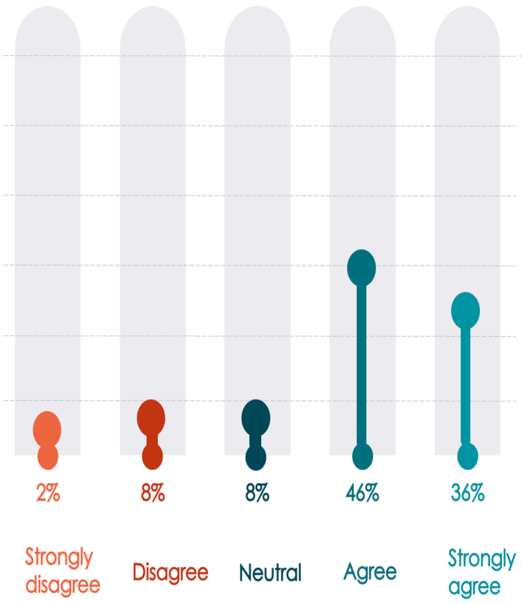



**Talent Forum's Pick Reviews**

- Priority shift: CEOs should lead with vision, scalability, and adaptability—using P&L as a health check, not a compass.
- Today's CEOs prioritize growth, topline, market share, and organizational development over short-term P&L, as these drive long-term value, competitive advantage, investor confidence, and sustainable business success.

Optimism over the expansion of the world economy has been steadily rising at a slower pace

## The success of annual strategy execution for a CEO mostly depends on the degree of span of control allocation by the board in the form of budget, decision-making authority, headcount, and logistics allocation.

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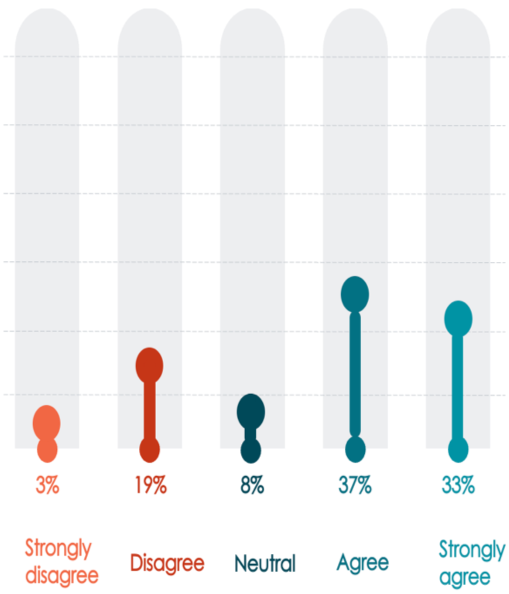
- During annual strategy setting, the most important conversation between a board and a CEO is not just "What will you achieve?" but "What specific budget, authority, headcount, and resources do you need to achieve it?
- The CEO's ability to execute the annual strategy hinges on the board's allocation of span of control. Without sufficient budget, decision-making authority, headcount, and resources, even the most well-crafted strategy stalls. Empowerment from the board translates strategy into action, enabling agility, accountability, and measurable impact. Strategic intent without operational latitude is merely aspiration.

The most common strategy execution actions taken by organizations are levers of control mechanisms

## The annual business plan (ABP) for next business year should be completed within the last month of the current business year. It's the CEO's failure not to produce an ABP within a maximum of 7 days of the next business year.

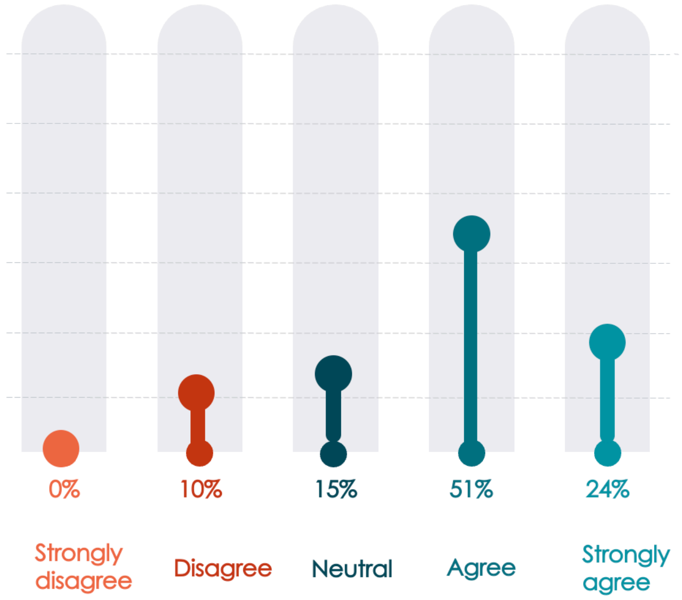



### Talent Forum's Pick Reviews

- Most of the time, the CEO has dependency on the whole value chain. So, it's not the CEO's individual failure not to produce an ABP within a maximum of 7 days of the next business year.
- This statement presents a very strict and specific timeline for one of a CEO's most critical deliverables. Framing it as a "failure" with a 7-day grace period is a highly rigid view of the process.

Timeframe is a "gold standard" for agility rather than a binary pass/fail metric

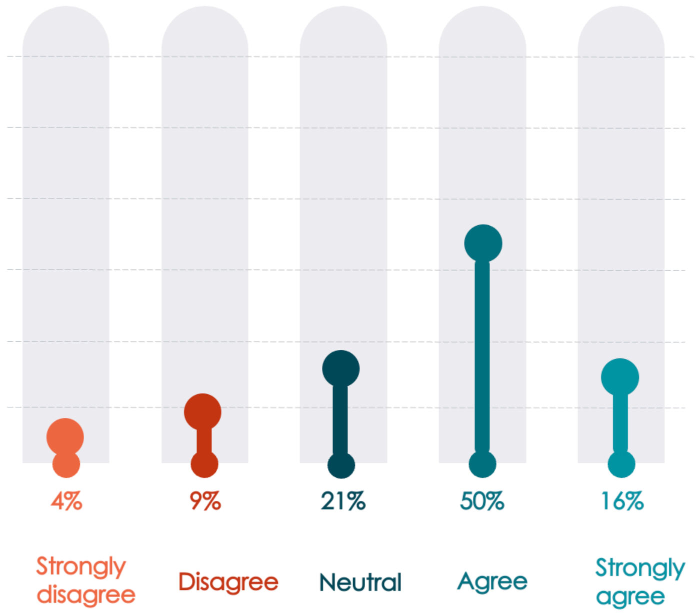
## Balance sheet & performance are past matters, whereas potential, revenue, and market share in the form of expansion & growth are future matters. Many CEOs fail to create a demarcation line in those areas that cause business failure.




### Talent Forum's Pick Reviews

- A clear distinction between retrospective metrics (like balance sheets and past performance) and forward-looking drivers (such as growth potential, revenue, and market share) is essential. CEOs who overly fixate on historical data risk missing emerging opportunities or threats. Strategic foresight, not just financial hindsight, determines long-term success. Failure to balance both perspectives often leads to misaligned priorities and stagnation.
- There has to be a balance of time and resource allocation between conformance (past performance) and performance (future aspirations). Today's investments bring a return tomorrow; hence, focusing on only conformance or performance hurts the business.

## In today's dynamic business environment, perpetual potentiality carries more weight for a CEO than accounts value from a growth perspective.

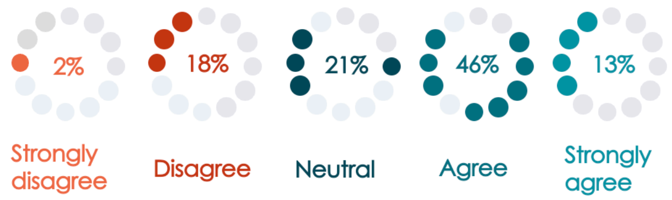



### Talent Forum's Pick Reviews

- In a fast-changing market, a CEO's ability to unlock future potential, drive innovation, and capture growth opportunities matters more than static account values, as it ensures sustained competitiveness and long-term value creation.
- The statement is very clear to me. However, for a business to live into the future, value today has to be balanced with value in the future—matching of assets and liabilities now and in the future.

## PROCESS

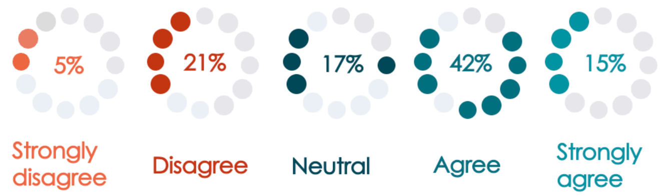
### If the board doesn't appoint any CEO from the core business domain. It means the board has taken an opportunity/short-term call.




#### Talent Forum's Pick Reviews

- Sometimes bringing someone from outside the core domain is a strategic move to bring a fresh perspective, a transformation mindset, or different capabilities. And sometimes it creates risk. So it is not always a short-term call; it depends on the business context, company maturity, market situation, and what problem the board is trying to solve through that appointment.
- How do you know that the board is resorting to nepotism?

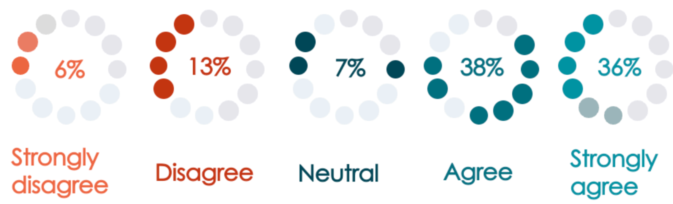
### A CEO's typical daily responsibilities consist of 50% functional administration management, 30% direct reports and people management, and 20% board, financial institution & other external stakeholder management.




#### Talent Forum's Pick Reviews

- An effective CEO should spend about 30% on functional management, 40% on people and strategy, and 30% on external and board engagement, striking the right balance between running the business, leading people, and shaping its future.
- Agreed to the concept but % distribution depend on other important elements align with industry, maturity of the CEO, and culture.

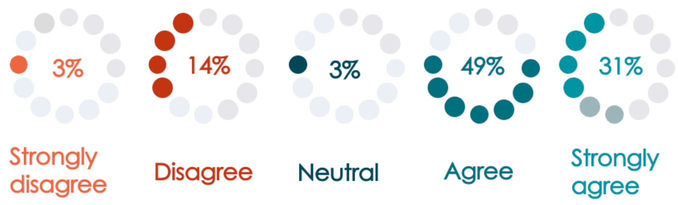
### Corporate governance largely depends on the tie-up between a CEO and the board.




#### Talent Forum's Pick Reviews

- True, but not entirely—it's about the CEO, the Board, Assurance (Internal/External Audit), and critical stakeholders (the 4-legged stool principle).
- Effective corporate governance hinges on a strong, transparent, and trust-based relationship between the CEO and the board. This alignment ensures strategic clarity, accountability, and ethical oversight. Without cohesion, decision-making becomes fragmented, risking misgovernance and eroded stakeholder confidence.

Yearly revenue target is largely dependent on how the annual business plan (ABP) is being executed rather than how ABP is formulated.

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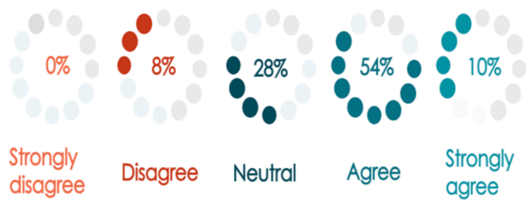
- A beautifully designed ABP means nothing if the execution discipline is weak. Revenue is actually delivered through follow-through monitoring, course correction, capability building, and leadership accountability.
- Both

If a CEO comes down at a level of below 30% functional risk levels, it creates additional challenges for his/her first-tier leadership team.

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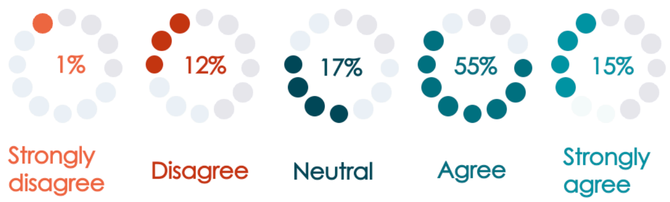
- That's an insightful observation. While the objective metrics of a CEO's job are important, the subjective reality is what often determines success.
- Need to identify the context.

CEOs/CXOs/ heads who strike a balance between micro & macro management report higher net profit margins

The competency framework of a CEO should be 50% on ethics and values, 30% on potential (strategy & vision), and 20% on domain expertise.

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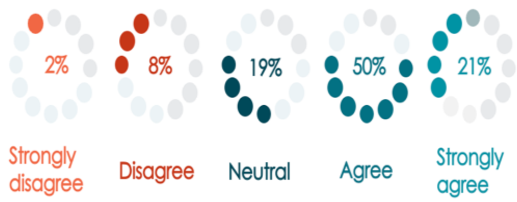
- That's an insightful framework. It's a great way to think about a CEO's ideal competency mix.
- It seems a leading question. I don't agree on the %, but the hierarchy of the elements is okay.

## Organizations should be reviewed in the form of restructuring after a 3-5 year interval, and policy should be reviewed in the form of an update after a 3-year interval.

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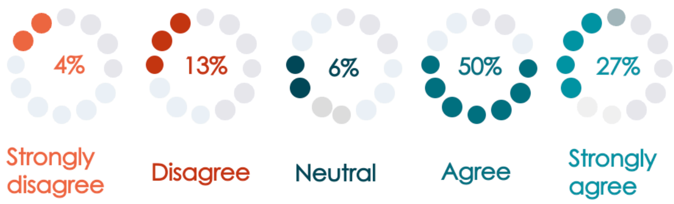
- Scheduled organizational restructuring (3-5 years) and policy updates (every 3 years) are vital for maintaining strategic alignment, compliance, and operational effectiveness.
- Yes, the principle you stated is generally considered good practice, though it's not a strict rule and can vary by organization or industry.

CEOs/CXOs/heads whose role is navigating a "speedboat" rather than a ship, a 3-5 year timeline might feel too slow

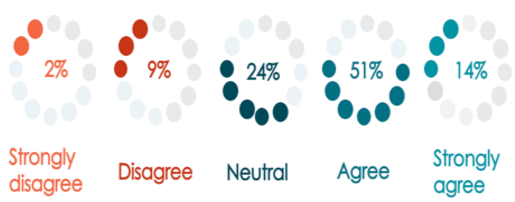
## For a CEO, an organization has two functions: a) doing business and b) enabling business.




### Talent Forum's Pick Reviews

- S/he must ensure both are aligned and moving in the same direction. If enabling functions become disconnected or slow, the business engine becomes weak even if the product or service is strong. Both sides need equal attention for sustainable results.
- For a CEO, an organization has three key functions: doing business, enabling business, and shaping the future through strategy and innovation.

## If the organization's headcount doesn't exceed a thousand, the CEO should keep the job level in three—execute, manage, and control/head/equivalent.

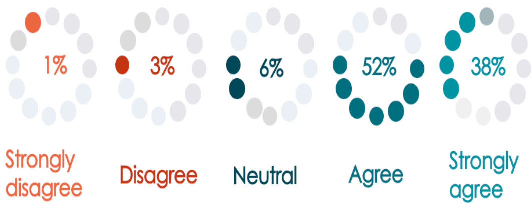



### Talent Forum's Pick Reviews

- For smaller organizations, a three-level hierarchy helps maintain clarity, efficiency, and faster execution, aligning well with the CEO's goal of operational simplicity.
- The number of employees should not be the sole criterion, but business complexity could be a factor in deciding the level.

CXOs claim that increased investment in AI over the last year has turned into decreased headcounts ahead

Sensitivity towards PEST (Political, Economic, Social, Technological) & SWOT (Strengths, Weaknesses, Opportunities, Threats) by a CEO translates into the market share of the company.

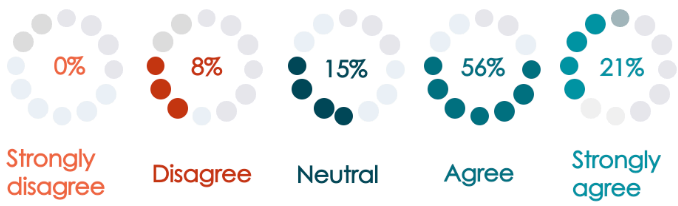



### Talent Forum's Pick Reviews

- A company with a CEO who lacks this sensitivity is like a ship with a captain who doesn't check the weather maps or the ship's instruments.
- When s/he understands the company's strengths and weaknesses clearly, s/he can use opportunities faster and reduce threats early. This sensitivity directly helps protect and grow market share.

Inflation and macroeconomic volatility are viewed by CEOs, CXOs, and heads worldwide as the two major threats in the year ahead

Hardcore KPIs in the form of revenue, growth, and market share remove ineffectiveness; softcore KPIs in the form of hygiene practices, COBC, and workplace culture bring competitiveness. This is the CEO's call on how to fit in.

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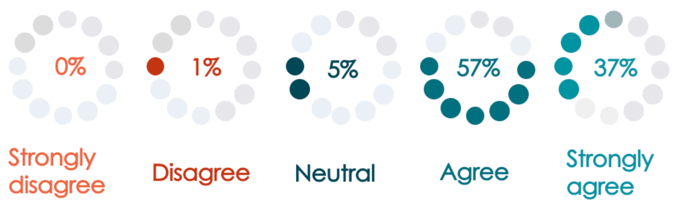
- More than the CEO, there has to be a standard guideline formulated by the board and CEO together so that it is not left to the whims of one person.
- The "hardcore" KPIs define the scoreboard, while the "softcore" KPIs define the quality of the team and the playbook.

The CEO should translate the value chain of an organization, which symbolizes an effective and competitive organization.

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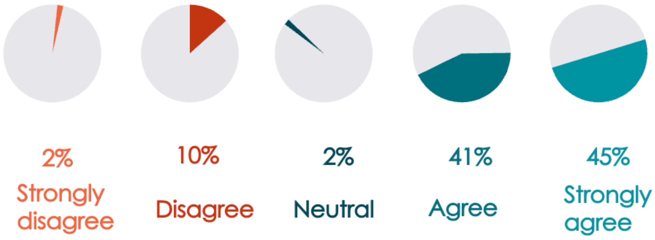
- A CEO's ability to translate the value chain ensures strategic clarity across operations, from procurement to customer delivery. It aligns internal capabilities with market demands, optimizes resource flow, and highlights competitive differentiators. When the value chain is clearly understood and leveraged, the organization becomes more effective, agile, and market-responsive—hallmarks of competitiveness.
- The CEO who can do this doesn't just manage departments; they orchestrate a cohesive, value-creating system.

# ENGAGEMENT

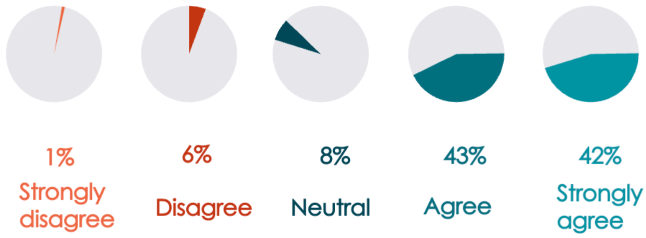
## Developing a strong workplace culture may not immediately align with a CEO's current year KPIs; however, it protects the company's future in its own way.




### Talent Forum's Pick Reviews

- True, but why shouldn't it be the CEO's KPI when 'culture eats strategy for breakfast'?
- Managing for the 'quarter' and 'leading for the decade.'

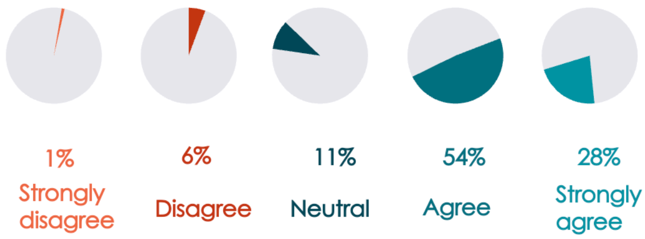
## Product and employer branding are equally paramount for a CEO.




### Talent Forum's Pick Reviews

- A great product can attract customers, but a great employer brand attracts the talent who build the product.
- The statement is a powerful summary of holistic leadership.

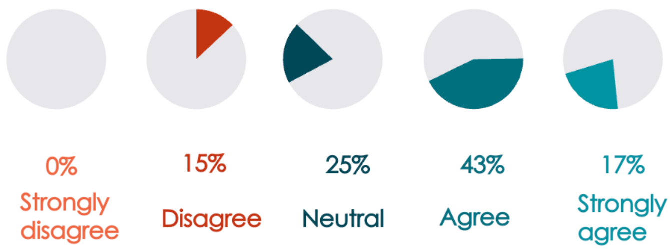
## A CEO should be in charge of conflict of interest (COI) matters for the first-tier leadership team, and the first-tier leadership team should be in charge of their domain.




### Talent Forum's Pick Reviews

- Conflict of Interest (COI) issues at the leadership level carry strategic, ethical, and reputational risks. The CEO, as the ultimate steward of governance and integrity, must oversee COI matters to ensure impartiality, transparency, and alignment with corporate values. Meanwhile, first-tier leaders should focus on operational excellence within their domains. This separation of oversight and execution preserves accountability and organizational trust.
- This is a sophisticated and correct governance principle.

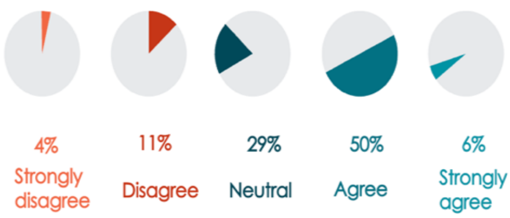
## The control mechanism ratio for a CEO through social competence and administrative competence should be 50:50.




### Talent Forum's Pick Reviews

- A balanced 50:50 control mechanism between administrative competence (systems, processes, governance) and relationship competence (stakeholder trust, team dynamics, influence) equips a CEO to lead holistically. Administrative control ensures operational discipline and compliance, while relationship competence fosters collaboration, loyalty, and strategic alignment. This equilibrium enables both executional strength and cultural resilience—essential for sustainable leadership.
- S/he needs both. If they over-focus on administration, they become a controller. If they over-focus on relationships, they lose accountability. A balanced combination makes a CEO both respected and effective.

## To achieve above-average market share, the responsiveness of the decision-making matrix ratio of a CEO should be 70:20:10, of which 70% refers to immediate tenure, 20% refers to intermediate tenure, and 10% refers to more than 1 business quarter.

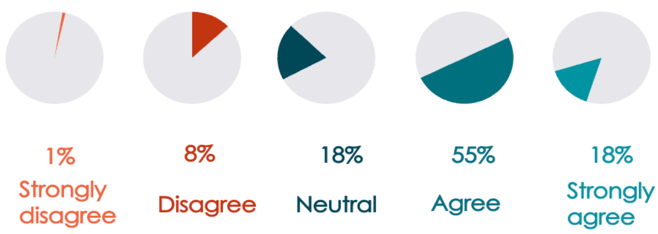



### Talent Forum's Pick Reviews

- This is a fascinating and highly specific hypothesis about CEO time allocation and strategic responsiveness. While the exact 70:20:10 ratio is likely too rigid to be a universal rule, the underlying principle is strategically sound and worth dissecting.
- It could be L&D guidelines or a resource allocation ratio, but how it aligns with the decision-making matrix is not clear.

The degree of decision-making authority is one of the most fundamental resources for CEOs/CXOs/ heads

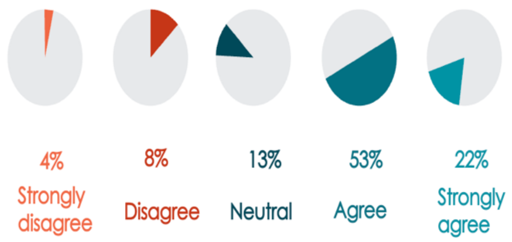
## Most of the CEOs fail to achieve diversity & inclusion KPI.




### Talent Forum's Pick Reviews

- Despite public commitments, most CEOs fall short of delivering measurable progress on Diversity and Inclusion (D&I) KPIs. A 2025 report from the Global Diversity Institute revealed that only 20% of Fortune 500 companies have meaningful diversity in leadership ranks. This gap between stated intentions and actual outcomes highlights a systemic failure to embed D&I into executive accountability frameworks. Without CEO-led ownership, D&I efforts risk being symbolic rather than transformative.
- Many CEOs verbally support D&I but fail to convert it into real, measurable actions.

## A large number of expat CEOs fail to understand local culture & pan-country application, which leads them to fall; however, they are very successful in managing regulatory affairs matters

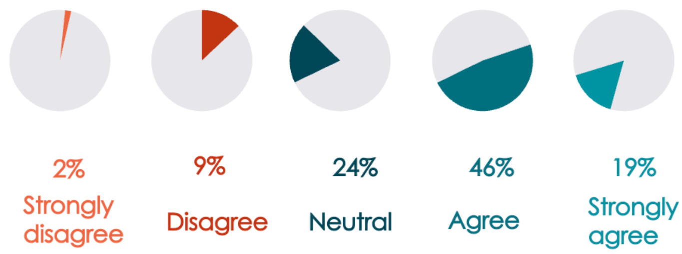



### Talent Forum's Pick Reviews

- Many expat CEOs excel in regulatory compliance, but often misread local cultural dynamics, and that causes strategic disconnect.
- I have seen this first hand.

Cultural Intelligence (CQ) is as vital as regulatory knowledge in the CEO DNA

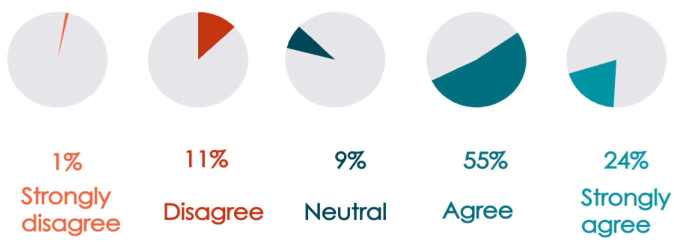
## If direct reports of a CEO can map the CEO's judgmental call and hello & horns call, politics grows.




### Talent Forum's Pick Reviews

- Predictable CEO decisions can encourage office politics, as direct reports may game the system instead of focusing on organizational priorities.
- When direct reports can predict a CEO's judgmental patterns or "halo and horns" biases (favoring or disfavoring individuals based on selective traits), it creates room for political behavior. People begin to manage perceptions rather than performance, aligning actions to please rather than to deliver. This erodes meritocracy, stifles dissent, and fosters a culture of manipulation—all of which undermine organizational integrity and effectiveness.

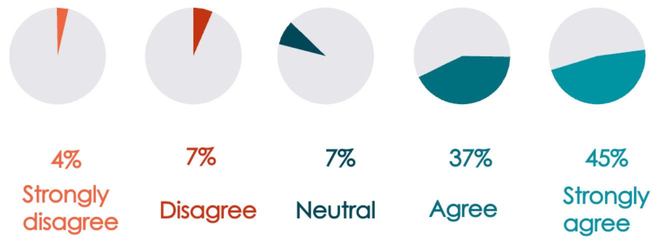
## The 1st-tier leadership team meeting should not be more than once a week.




### Talent Forum's Pick Reviews

- This is a strong, principle-based stance on leadership effectiveness, and it touches on a critical question of executive rhythm and focus.
- Ideally yes, but it depends on the maturity of and seasons that the organization is at/going through.

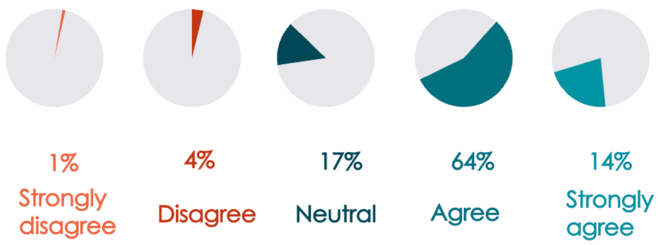
## Offline/online employee town halls should be quarterly instead of yearly.




### Talent Forum's Pick Reviews

- Much needed.
- Moving from annual to quarterly town halls aligns perfectly with the need for greater agility, transparency, and connection in the modern workplace.

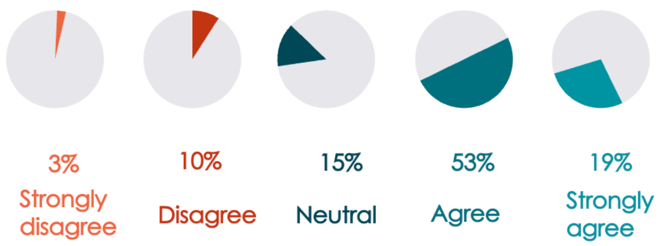
## It's a tough choice for a CEO to make a balance between synergy and complexity while promoting a matrix reporting relationship with the organization.




### Talent Forum's Pick Reviews

- Matrix reporting structures offer synergy through cross-functional collaboration, resource sharing, and strategic alignment.
- Navigating this tension requires nuanced leadership and clear governance.

## Employee engagement surveys should be the basis for all employee-related decisions made by the CEO; otherwise, the call will be pro-HR departmental rather than organizational.

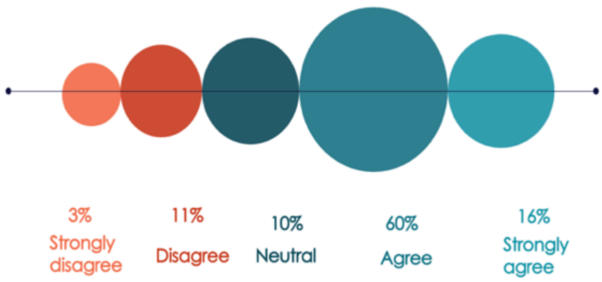



### Talent Forum's Pick Reviews

- Employee engagement surveys offer direct, data-driven insights into workforce sentiment, motivation, and pain points. When CEOs use this feedback as the foundation for employee-related decisions, they ensure choices reflect organizational reality, not just HR's perspective. Ignoring this input risks decisions that are departmentally biased, potentially misaligned with broader employee needs, and less effective in driving retention, productivity, and culture.
- Engagement surveys are inputs, but decisions must be taken based on the full business context, not only survey scores.

# PEOPLE

## Compa-ratio (means individual remuneration divided by market-median remuneration) of a CEO and his/her 1st-tier management/leadership team heavily impacts the growth opportunity of an organization.

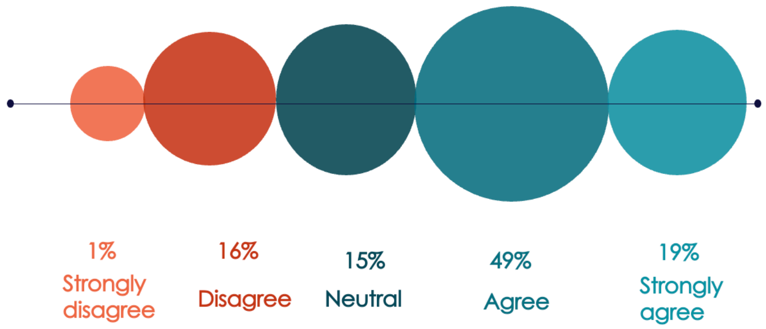



### Talent Forum's Pick Reviews

- That's the team that drives business and takes care of/sweats the resources within the business.
- Boards can use compa-ratios to ensure executive pay is balanced, motivating leaders while avoiding overpayment that may negatively affect shareholder value.

A sizeable number of CEOs have a longer vision but less service length in their current role

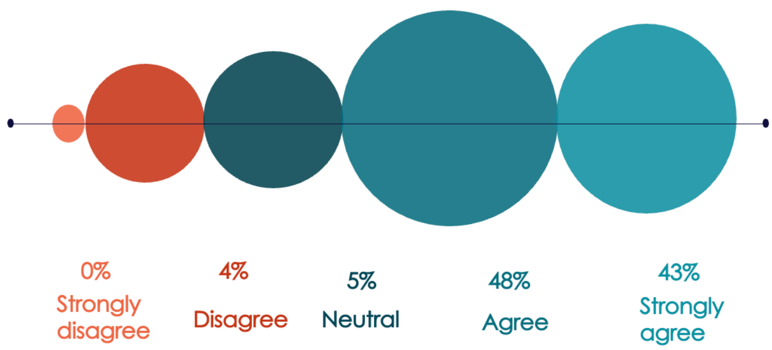
## If the span of control in the form of people of a CEO is more than 6-8, then it impacts the performance of the CEO.




### Talent Forum's Pick Reviews

- A CEO's span of control exceeding 6-8 direct reports can dilute strategic focus and decision quality. Research in organizational design shows that optimal spans allow for deep engagement, timely feedback, and effective oversight. Beyond this threshold, CEOs risk becoming reactive, overextended, and less effective in driving transformation. A leaner span fosters clarity, prioritization, and stronger leadership leverage.
- When a CEO manages more than 6-8 direct reports, it strains leadership bandwidth and reduces overall organizational performance efficiency.

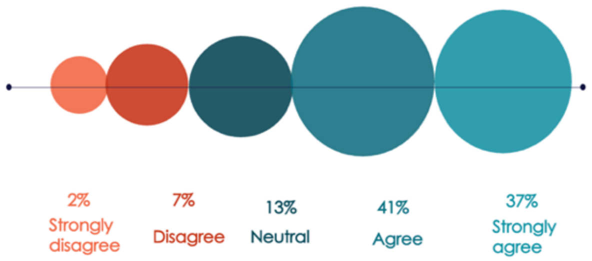
## If the CEO's direct reports' recruitment / placement is wrong, it hampers the annual business proportionally/geometrically.




### Talent Forum's Pick Reviews

- This is not just a hypothesis; it is a fundamental law of organizational physics.
- Misplacement or poor recruitment of a CEO's direct reports directly undermines strategic execution, causing proportional damage to annual business outcomes.

## If a CEO doesn't create a talent ecosystem within the company, it means the incumbent is holding the position for the short term.

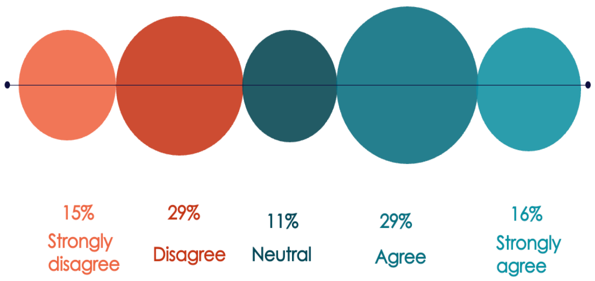



**Talent Forum's Pick Reviews**

- This is a profound and accurate statement that cuts to the heart of long-term versus short-term leadership.
- A CEO who neglects to build a talent ecosystem—including succession planning, leadership development, and internal mobility—signals a short-term mindset.

Better talent ecosystem is essential for higher profit margins

## A CEO should uphold the notion that organizations should focus on managing jobs, not managing people.




**Talent Forum's Pick Reviews**

- The CEO's ultimate duty is to uphold a higher standard: To build an organization with the rigorous clarity of well-managed jobs, run by leaders who have the humanity, empathy, and skill to develop the people within them.
- People create value; jobs are only structures. CEOs must manage both with balance.

CEOs manage the architect design of jobs/structure so that managers can develop the people

## SURVEY RATINGS

Top 70 Organizations, Top 100 Professionals

327 experts from 251 organizations took part in the survey. The ratings of the survey present the evaluation of the top 100 professionals from top 70 organizations.

89.4%




FAQ: consultancy@talentforum.org

This **Road To CEO** survey made use of the Talent Forum's TalentVault network.

Learn more at https://lnkd.in/g6TKFnPx or visit our website at www.talentforum.org