



Introduction

Mindset underpins our personality, the relationships we form with others, and our general attitude towards challenge and success. Beliefs act as the source code of behaviors and results; it is thus crucial to investigate and analyze the beliefs of top leaders in the companies and organizations that shape our society. The state of mind in the C-Suite has an impact on all of us.

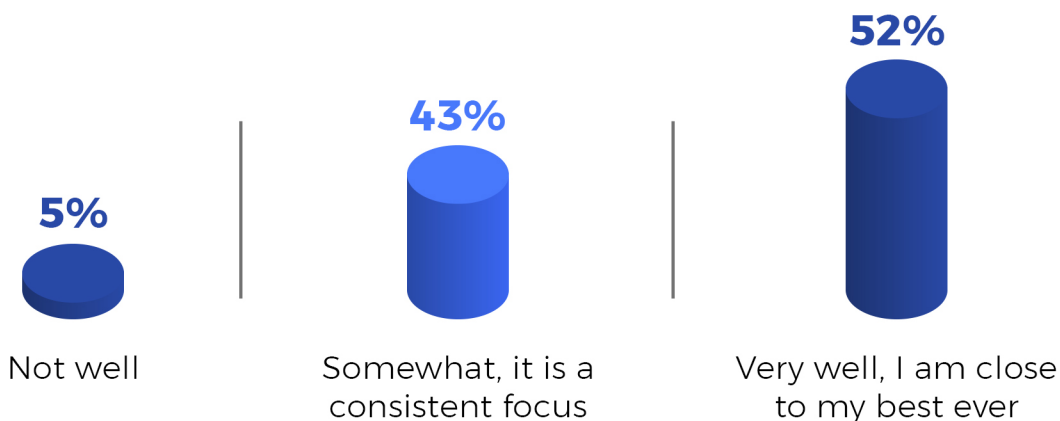
In the spring of 2024, CMP conducted the third annual “C-Suite State of Mind” Pulse Check of senior executive leaders. The Pulse Check includes C-Suite participants nationally and across industry with the goal of examining their mindset, and how it has shaped their attitudes, performance, and overall well-being.

Well-Being in the C-Suite

Well-being is largely defined as the ability to function effectively and experience positive emotions in accord with situations around us. Well-being has been linked to success at the professional and personal level, leading to higher productivity in the workplace and overall satisfaction with life. People who focus on their well-being appear to elevate to C-Suite roles at a higher rate than those who don't.

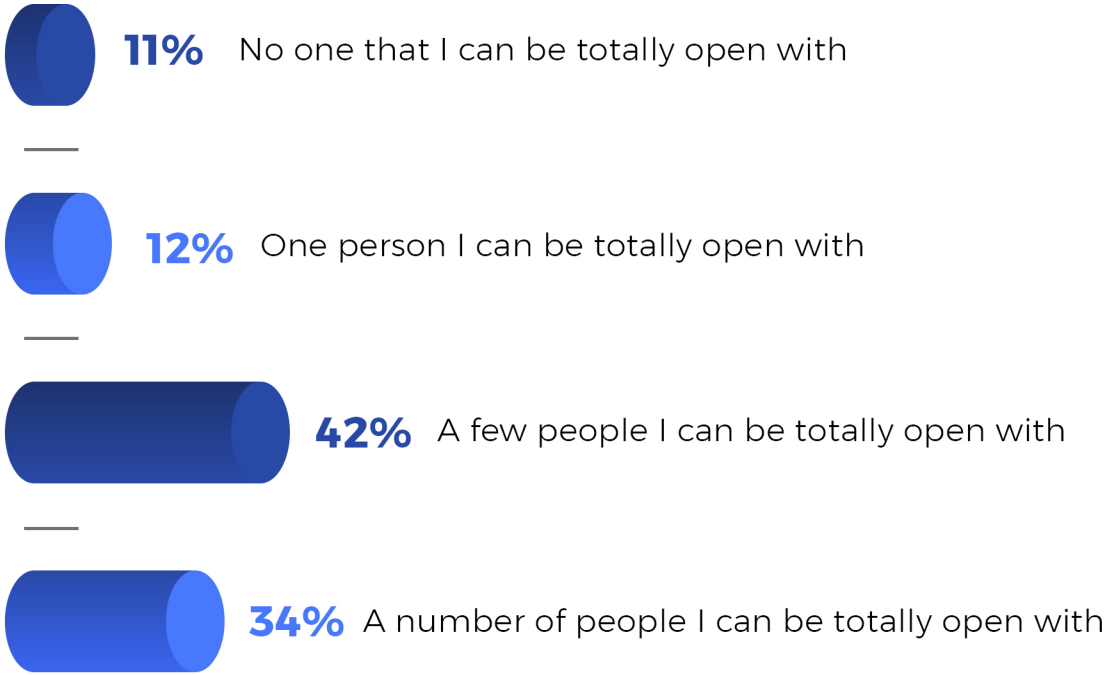
52% of respondents said they have managed their physical health and well-being “very well” in 2024, and **43%** said they have managed it at least “somewhat well.” Just under **5%** felt they were not doing a good job of managing their physical and mental health at all.

How well have you managed your physical health & well-being in 2024?



Having a support network with which to openly and safely vent frustration, discuss personal matters, and have unmasked conversations is critical for one's well-being. Our results indicate that over **76%** of C-suite leaders have at least a few people who act as a “safe outlet” for them, while **11%** claimed knowing zero people they could be totally open with.

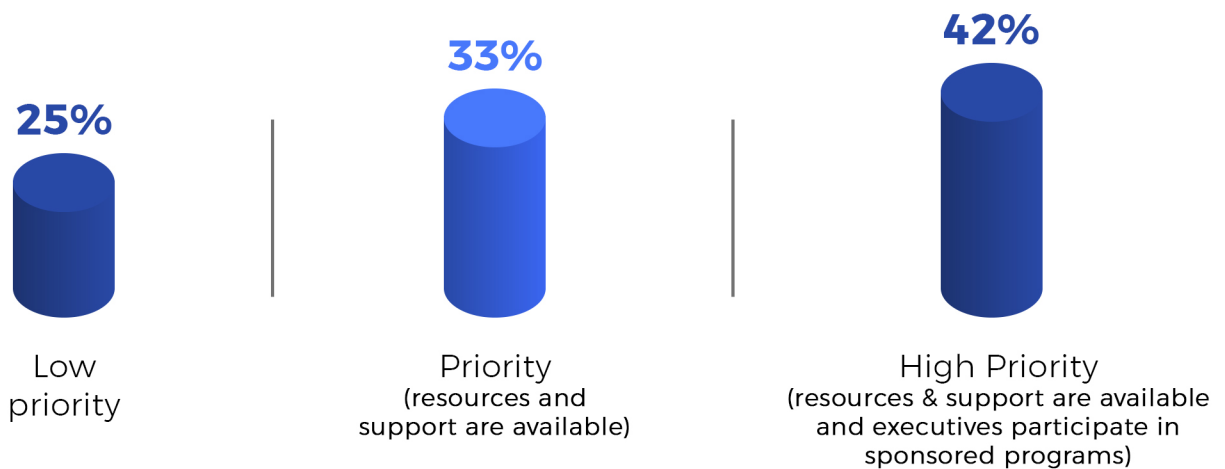
Do you have people who act as a safe outlet?



Investment in Well-Being of Executives

Active investment in employee well-being is crucial, yet often disregarded, by organizations. A lack of care in this respect can lead to disengagement, which in turn poses serious issues for turnover and productivity. When asked to evaluate their organization's investment in executive well-being, **75%** of leaders perceived it as being a priority, with **42%** therein listing it as a high priority. On the other hand, **25%** see this investment as being a low priority for the organization, indicating that more can be done to support the well-being of C-suite leaders.

How would you evaluate your organization's investment in well-being at an executive level?

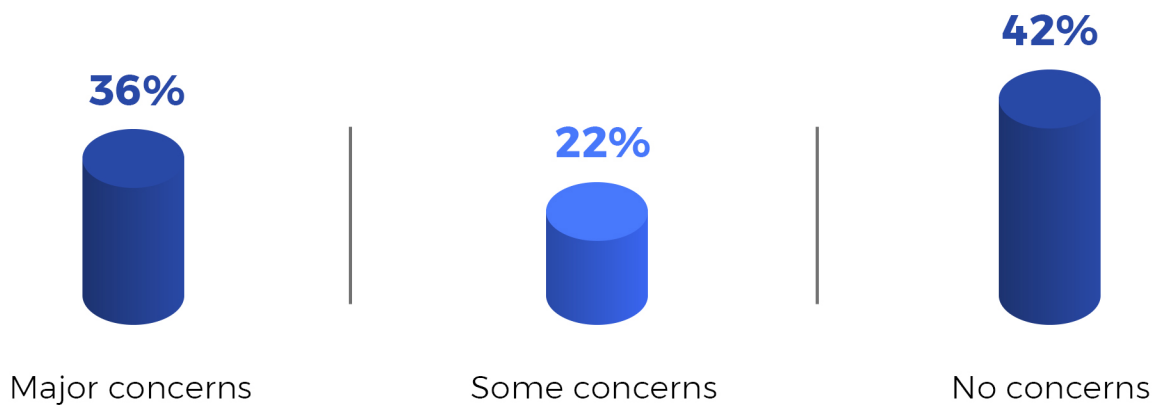


C-Suite Turnover

Employee turnover is costly in many ways: directly in the form of onboarding and training costs, and indirectly in the form of lost productivity and experience. At the same time, the recent trend of greater executive movement between jobs is one sign that people are being more proactive in ensuring their well-being in the workplace.

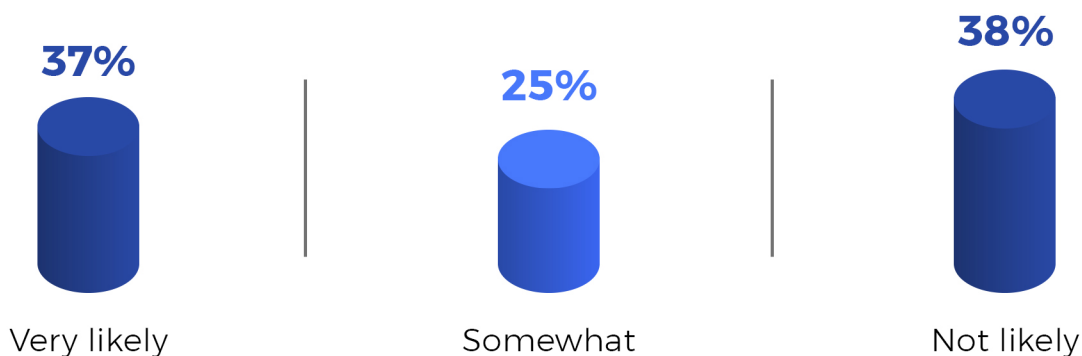
When asked whether they had any concerns about losing their job, **42%** of Pulse Check respondents claimed that they had none, **22%** claimed that they had only some concern, and **36%** claimed that they had major concerns.

Do you have any concerns of losing your job?



At the same time, **38%** of Pulse Check respondents indicated that they would be unlikely to leave their job to improve their overall well-being; **25%** said they would be somewhat likely to, and **37%** indicated they would be very likely to quit to improve their well-being. This underscores the need for organizations to prioritize executive well-being for the sake of preserving continuity among their leadership suite.

How likely are you to quit your job to improve your overall well-being?

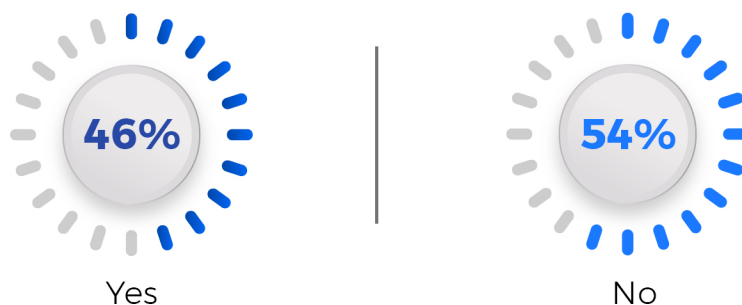


Mental Health

Mental health is a crucial aspect of overall well-being for every worker, regardless of level or status. [According to the Centers for Disease Control and Prevention](#), 1 in 5 US Adults deal with mental illness, and a further **71%** report at least one symptom of stress. Mental unwellness can have serious negative impacts on daily functioning and productivity, with the CDC estimating that depression alone reduces cognitive performance about **35%** of the time. It is crucial for organizations to recognize the importance of supporting their employees' mental health.

When asked if they had sought mental health support in the past 12 months, **46%** of respondents said they had. This represents an increase of **9%** from the 2023 Pulse Check, where just **37%** of respondents had sought mental health support. This indicates an increasing awareness and recognition of the importance of mental health, as well as implying that C-Suite leaders may suffer from diminished mental health at a greater rate than the broader population—a phenomenon which would naturally follow from their high-stress jobs.

In the past 12 months, have you sought mental health support?



Stress can be a silent killer in both our personal and professional lives. Having methods to relieve this tension is critical, especially for those under the most pressure to succeed. We asked respondents to name one thing they do to help themselves cope with stress. Common answers are listed below.

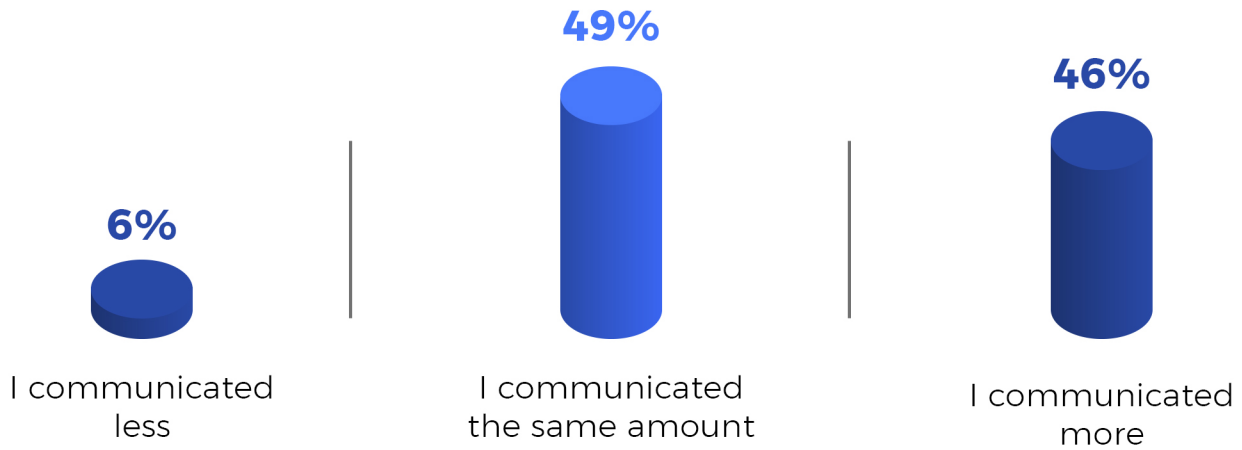
- Exercise on a routine schedule
- Walks
- Meditation and self-reflection
- Travel and vacation
- Professional boundaries
- Maintain close friendships

Effective Communication

Effective communication is the bedrock of efficiency. This is especially true at the top level of a company, where new directives must be formulated among leadership and then communicated to the rest of the organization.

When asked how their communication as a leader has changed over the past 12 months, **46%** of Pulse Check respondents claimed they communicated more, while **49%** said they communicated the same amount. Only **6%** admitted to communicating less.

Over the last 12 months, how has your communication changed as a leader?

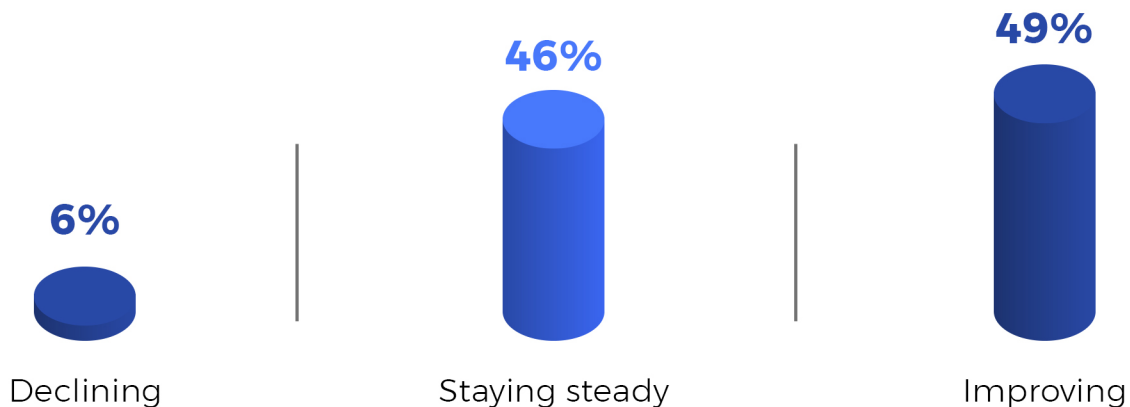


Promoting Employee Engagement

[A Gallup study](#) found that in 2023 just **34%** of U.S. employees were truly engaged in their workplace, with disengagement leading to an estimated \$1.9 trillion in lost productivity nationally. Needless to say, maintaining high employee engagement is pivotal for any organization’s efficiency, productivity, and bottom-line.

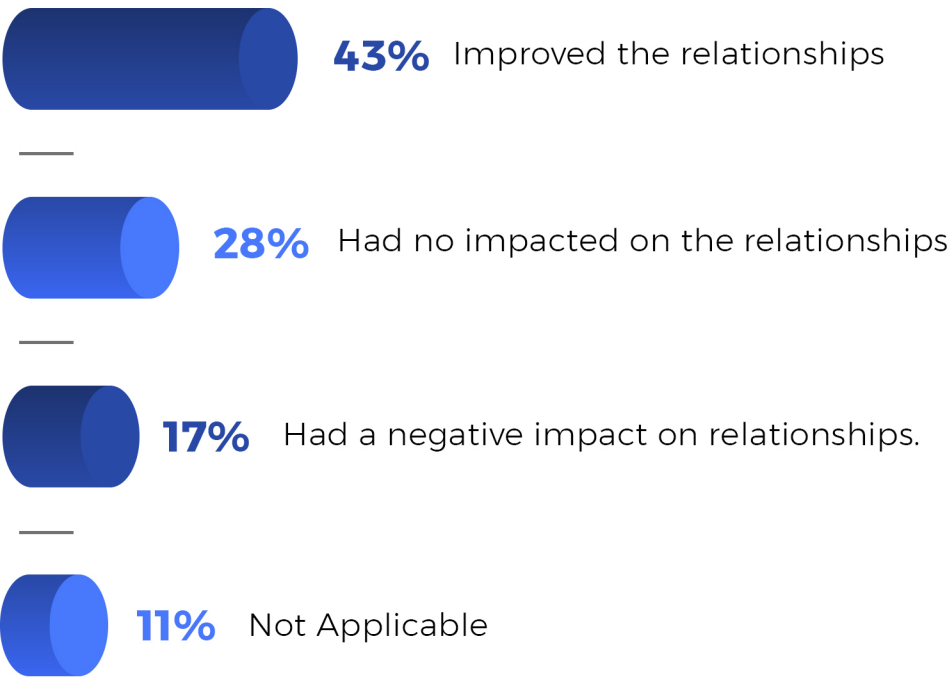
According to our Pulse Check results, **48%** of C-Suite leaders saw improvement in their personal level of engagement over the last 12 months, while **46%** perceived it as remaining steady. Just **6%** of respondents saw a decline in their level of engagement, indicating that engagement at the senior level is in a positive place.

How would you characterize your current level of culture and engagement over the last 12 months?



The increasing proliferation of remote work has led many to question how working outside of the office can affect engagement and relationships between employees. When asked how remote work has impacted their relationships with their leadership team, **43%** claimed that it improved the relationship, while **28%** claimed it had no impact. Just **17%** saw remote work as having a negative impact on relationships, implying an unexpectedly strong positive correlation between remote work and employee relations.

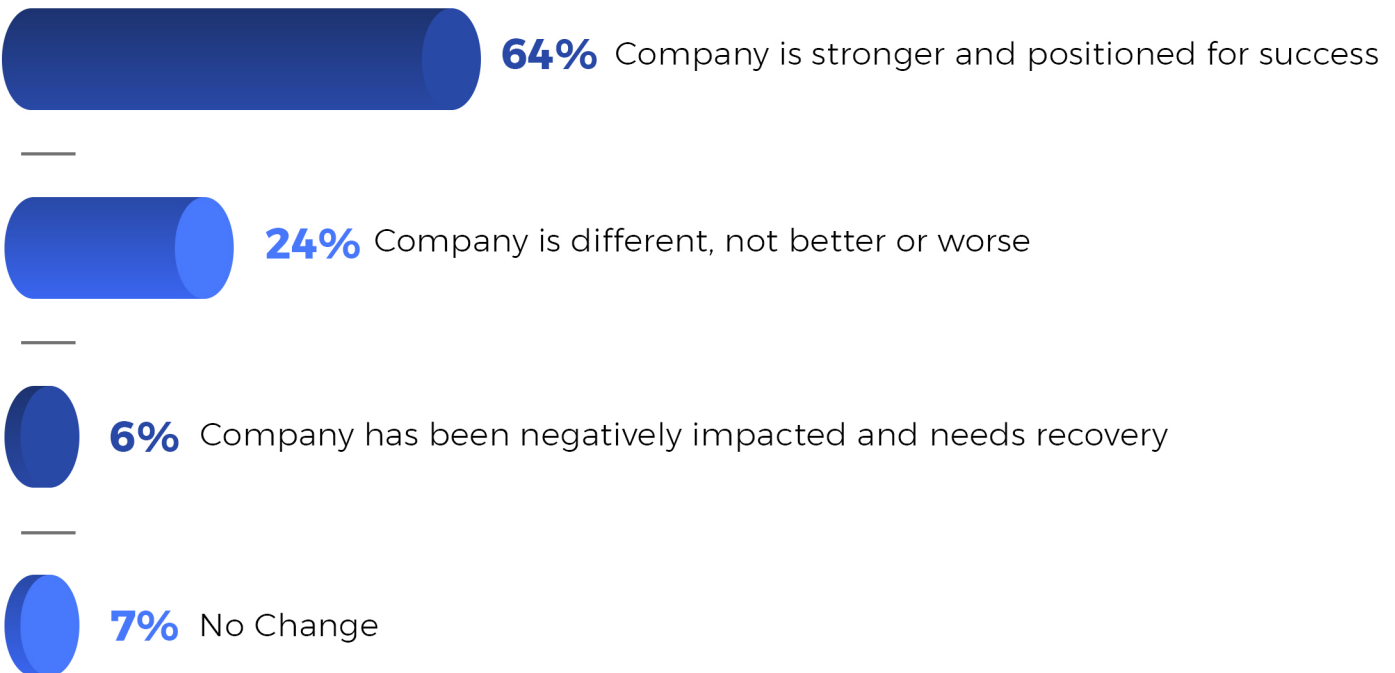
How has remote work impacted your relationships with your leadership team?



Looking Back, and to the Future

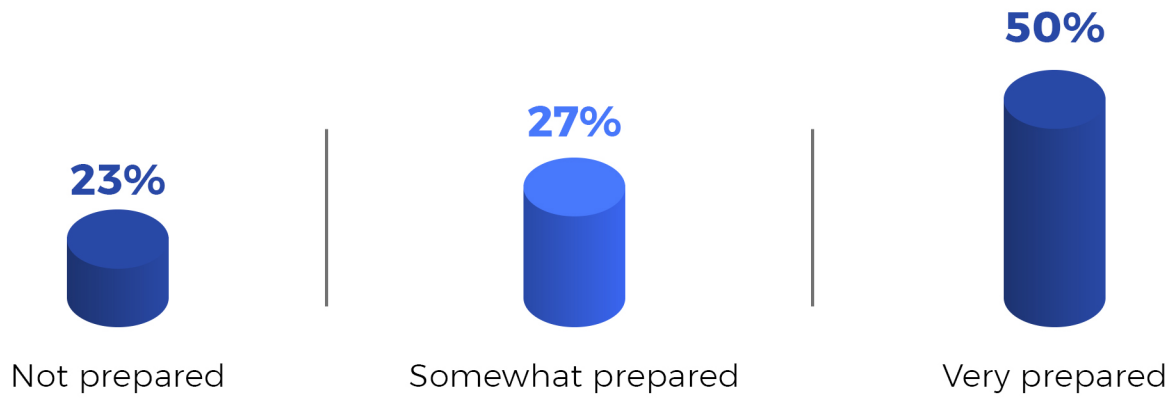
Between the pandemic, multiple international crises, and the intense tightening of the labor market, the past few years have posed many challenges for organizations around the world. To gauge how things are going now, we asked Pulse Check respondents to compare how they view their company currently versus 2023. A whopping **64%** of leaders viewed their company as being stronger and positioned for success compared to last year, indicating a generally strong recovery amidst recent obstacles. At the same time, **24%** saw their business as being challenged by changes in the market, and **6%** said their company had been severely negatively impacted, demonstrating that a significant number of organizations are still grappling with a shifting landscape. Just **7%** saw no change in the last year at all.

We are in Quarter 2 of 2024, how do you view your company now compared to 2023?



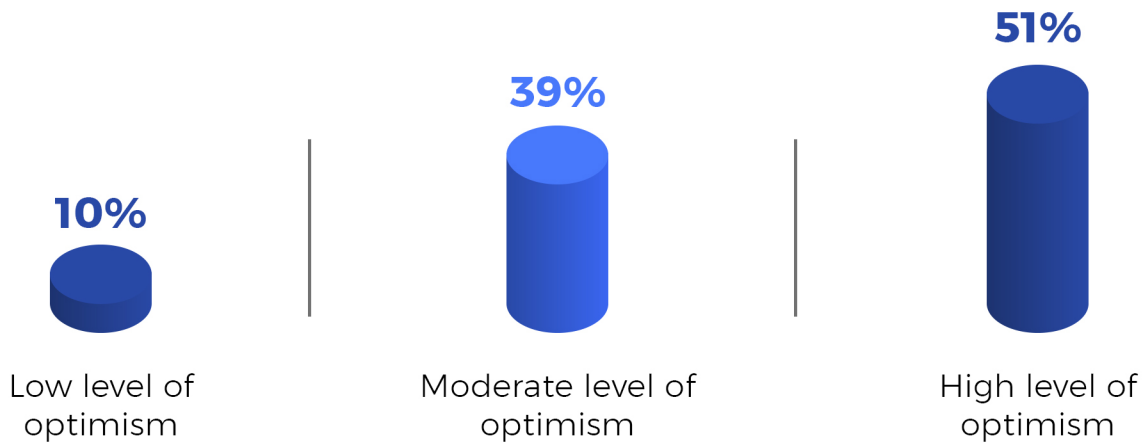
Artificial Intelligence (AI) and machine learning have quickly become hot topics in business, and indeed society as a whole. It has become increasingly apparent that businesses will need to adapt to AI to maintain their competitive advantage. When asked how prepared their organizations are for AI and machine learning, **50%** said they were “Very prepared,” **27%** said they were “Somewhat prepared”, and **23%** said they were not prepared at all. While a bare majority of leaders are primed to harness the power of AI, much is still to be done to prepare for its rapid evolution and impact.

How prepared is your organization for AI and machine learning?



To cap off the C-Suite State of Mind Pulse Check, we asked respondents to look forward to the near-future of their organizations. **90%** of leaders claimed a moderate or high level of optimism for their company in 2024, with over half of respondents claiming the latter. Just **10%** professed a low level of optimism. It is clear that, despite the many modern changes and challenges organizations are now facing, the general outlook is quite positive.

What is your current level of optimism about your company for 2024?



Key Take Aways

This report has sought to investigate, analyze, and extrapolate from the mindset of those shaping the world around us. Through it all, we have uncovered a heartening level of wellbeing, productivity, and optimism at the senior organizational leadership level. At the same time, there is certainly more that can be done to support individual and organizational well-being in the face of an ever-changing landscape.

The sources of stress for leaders are numerous, and it has never been more important for them to take care of themselves and their well-being, lest stress impact their perspective and decision-making. Below are some key practices C-Suite leaders can follow to ensure mental stability:

- **Unplug from work and do what rejuvenates you** – Doing that which brings you real joy is valuable in its own right. Whether it's exercise, meditation, taking walks, or something else entirely, it pays dividends to make time for yourself. You will return to your organization feeling refreshed, more resilient, more open, and more adaptive.
- **Have a safe outlet** – It is common for people to feel like nobody truly understands them, and this is especially true at the executive level. Having people outside of your organization who you can be open and honest with is crucial for your well-being.
- **Facilitate well-being throughout your organization** – As the saying goes, what is good for the goose is good for the gander. Your employees should know that you are invested in their mental health and well-being. Not only is this the right thing to do, but it is also a fantastic way to ensure high engagement and retention at all levels. Employees should be made aware of the resources available to improve their well-being. Mental health support, a positive work environment, and meaningful well-being programs are key areas of focus to achieve this goal.

As we wade into this new world of work, fortune will favor those leaders who prize their own well-being as well as that of those around them. The C-Suite State of Mind truly affects all of us, and that is something leaders must be mindful of as they strive for personal and organizational success.



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