

# CXO DIARIES: LIFE AFTER COVID-19



*A glimpse into CXOs changing priorities, mechanisms to cope with stress, skill gaps, future plans and more*

# A COMPREHENSIVE ASSESSMENT OF THE ISSUES CXOs ARE PRIORITISING IN THE WAKE OF COVID-19

The report covers the following parameters:

## CXO Priorities



Analysed four broad priority areas – leadership, business, people and technology – to understand where CXOs are spending more time, delegating more, directing more resources, or hiring new skills.

## Coping with Stress



Studied the most effective mechanisms used by CXOs to cope with stress.

## Skill Gaps



Evaluated areas where skills gaps lie and the solutions that CXOs are adopting to address these.

## Career and retirement plans



Examined career-related challenges CXOs face on account of the present crisis; plans to change jobs or making a career move including taking the entrepreneurial route; impact on post-retirement status and plans.

# DETAILED PEER COMPARISONS & CROSS TABULATION



**400 India-based  
CXOs**



**3 functions analysed  
CEO, CFO, CHRO**



**Detailed peer  
comparisons**



**11 sectors  
analysed**

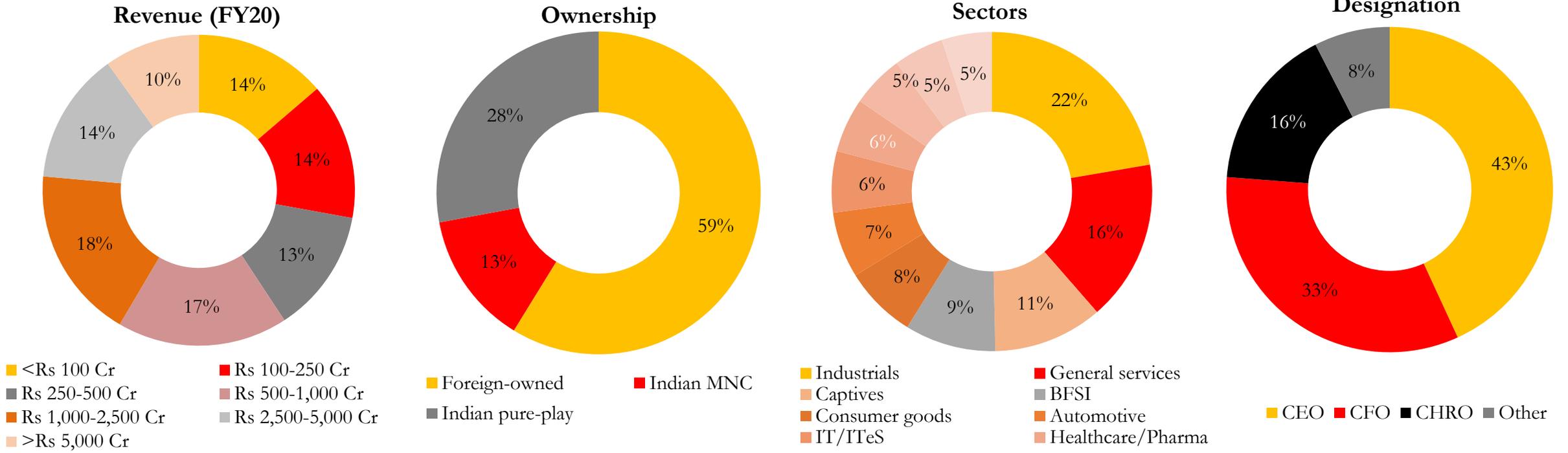


**8-way cross-  
tabulation of data**

In addition to sector and ownership splits, detailed **cross-tabulations** are made on the basis of the following six parameters:

- **Designation:** CEO, CFO, CHRO
- **Age group:** <40, 40-50, 50-60, >60 years
- **Gender:** Male vs female
- **Tenure:** less than one year to greater than 15 years
- **Educational qualification:** Bachelor's, Master's, PhD
- **Core field of study:** Engineering/science, Finance/accounts, Liberal arts, Management, Multiple, Other

# IN-DEPTH COVERAGE ACROSS SECTORS, OWNERSHIP LEVELS AND MORE



*Other parameters include: age, gender, tenure, educational qualification, core field of study*

# ENABLING CXOs WITH THOUGHT PROVOKING INSIGHTS

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The **172-page report** helps to:

- ✓ **Evaluate** your business priorities against your peers
- ✓ **Identify** mechanisms that help in coping with stress
- ✓ **Understand** skill gaps and tools for skill development
- ✓ **Prepare** for the next phase in life
- ✓ **Establish** the impact of the current times on career, income and retirement



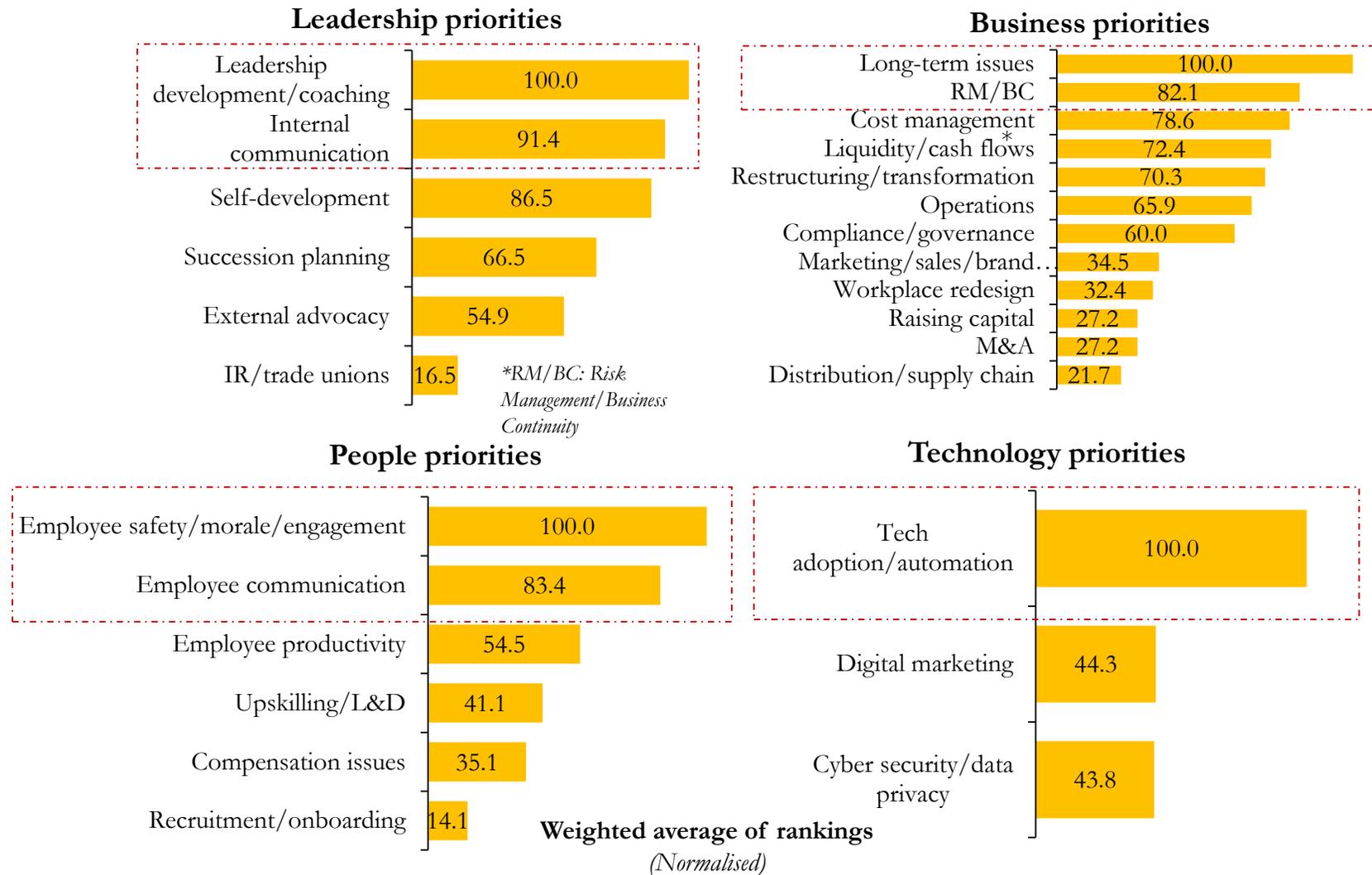
# HIGHLIGHTS: CXO DEMOGRAPHICS: GENDER, AGE, TENURE, EDUCATION

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- Close to half (43%) of our respondent base comprised of CEOs, while a third (33%) are CFOs and 16% CHROs. The balance comprised of other functional heads and senior executives.
- Mirroring the poor female representation in corporate India, just 11% of CXOs in our sample are female. This ranges from 4% among CEOs to a more respectable 32% among CHROs.
- Female representation improves with education and is generally higher among younger (<50) age-groups.
- The majority of CXOs are 50 or younger. As would be expected, CEOs are older (median age: 52) than either CFOs (48) or CHROs (46).
- On a weighted-average basis, the CXOs in our study have spent 6.4 years in their current position. CFOs (5.6 years) appear to have shorter tenures than both CHROs (7.2) and CEOs (6.4).
- 86% of CXOs have a master's degree, while 10% have reached the C-suite with only a bachelor's degree under their belt.

# HIGHLIGHTS: CHANGING CXO PRIORITIES

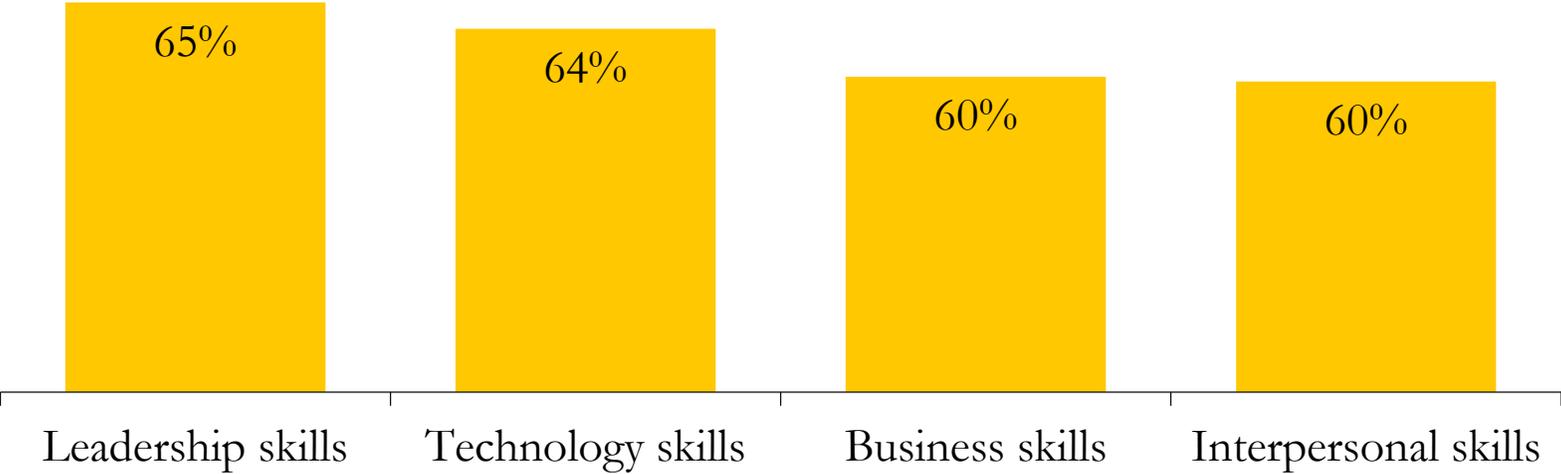
- Across four broad CXO priorities – leadership, business, people and technology – CXOs are spending more of their time on a handful of issues under each group:
  - **Leadership:** Leadership development/coaching and internal communication
  - **Business:** Long-term issues, as well as risk management/business continuity
  - **People:** Employee safety/morale/engagement, and communication
  - **Technology:** Tech automation/adoption



# HIGHLIGHTS: CXO SKILL GAPS

- We asked CXOs to list their *own* skill gaps and divided those into four broad skill-groups: leadership, technology, business and interpersonal; and into two wide sets of ‘ability’: IQ (technical/knowledge-based) and EQ (intuition, empathy etc).
- The differences are small across the 4 broad sets, but leadership and technology-related skills appear to require more work than the other two.

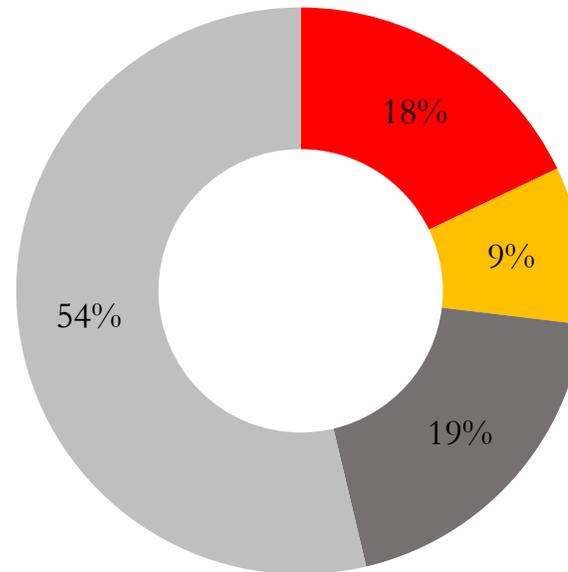
*Percentage of respondents expressing skill gaps*



# HIGHLIGHTS: LIKELIHOOD OF A JOB CHANGE: TIMEFRAMES

- 46% of CXOs may change jobs in the near-to-medium-term. 27% are likely to do so in the next 12 months.

Timeframe/likelihood of changing jobs

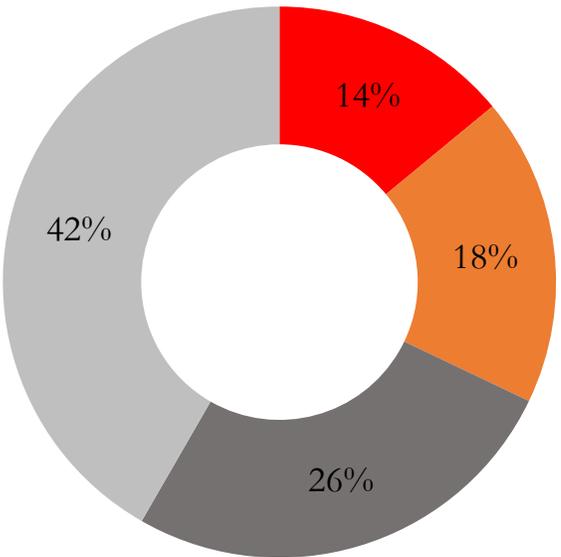


■ 3-6 months ■ 6-12 months ■ >12 months ■ Not sure/no plans

# HIGHLIGHTS: WHERE WILL YOU FIND YOUR NEXT JOB?

- 18% of CXOs will look to change industries while 14% plan to move companies within the same space. Most, however, are unsure or have no plans to shift.

Plan to change jobs



■ Same industry ■ Different industry ■ Don't know ■ No plans

## OTHER HIGHLIGHTS

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- Very few CXOs feel that professional assistance is effective in helping them cope with work stress. Relatively few spend time on reflective activities.
- Assessing the likely impact of Covid-19 on their careers, CXOs see the biggest concerns around the need to acquire new skills, the impact on compensation and (external) career growth prospects.
- On several parameters – and especially the need to acquire new skills – CHROs are more worried than other CXOs about their career prospects. CFOs are feeling the pinch in terms of reduced compensation and to an extent, internal career growth.

*The above highlights are some high-level examples. The full report contains detailed insights, cross-tabulations and role specific segmentations.*

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## Introduction and Overview



- Scope and methodology
- Executive summary

## CXO Demographics: Gender, Age, Tenure and Education



- Respondent company profiles by revenue, ownership, sector, gender and designation
- Gender disparities – male vs female (8-way cross tab\*)
- Education profiles: highest degree obtained, level of education (graduate, post graduate, PhD), core field of study (8-way cross tab\*)
- Age and tenure with company (8-way cross tab\*)

*\*by sector, ownership, function, age, tenure, highest qualification, education at post graduate level*

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## Changing CXO Priorities



- What are CXOs spending more time on? By key focus areas: leadership, business, people and technology; by position (CEO, CFO, CHRO)
- What are CXOs delegating more than before? By key focus areas: leadership, business, people and technology; by position (CEO, CFO, CHRO)
- Where are companies directing more resources? By key focus areas: leadership, business, people and technology; by position (CEO, CFO, CHRO)
- What Skills are Getting Hired/Acquired More? By key focus areas: leadership, business, people and technology; by position (CEO, CFO, CHRO)

## CXO Skill Gaps



- Perceived skill gaps in IQ and EQ, and four broad skill-groups: leadership, technology, business and interpersonal (8-way cross tab\*)
- Tools to address skill gaps (8-way cross tab\*)

*\*by sector, ownership, function, age, tenure, highest qualification, education at post graduate level*

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**Coping with Stress**



- Mechanisms that help cope with stress; level-wise comparisons

**Career-related Challenges**



- Degree of worry with regards to career
- Career implications(8-way cross tab\*)

**Changing Jobs, Starting Businesses**



- Likelihood of a job change: Timeframes; by functions, groups (8-way cross tab\*)
- Plan to change jobs, by designations (8-way cross tab\*)
- Exploring the entrepreneurial route; choice of industry, timeframes

*\*by sector, ownership, function, age, tenure, highest qualification, education at post graduate level*

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## The Impact on Retirement Plans



- Expected change in post-retirement status; by designation
- Expected impact on income/retirement status (8-way cross tab\*)

## Annexure



- Demographic splits by age, tenure, education (8-way cross tab\*)
- CXO priorities by designation (8-way cross tab\*)
- Coping with stress by designation (8-way cross tab\*)
- Implications on career by designation (8-way cross tab\*)
- Likelihood of job change by designation (8-way cross tab\*)

*\*by sector, ownership, function, age, tenure, highest qualification, education at post graduate level*

## PRICE

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- The full report, including the 3 role-specific annexures, is priced at **Rs 15,000 + GST**
- Special fees for:
  - **Members** of IMA Forums: **Rs 7,500 + GST**
  - **Companies** that **responded** to the data collection questionnaire\*: **Rs 3,000 + GST**

*\* Respondent companies are entitled to a complimentary copy of the main report i.e. excluding the 3 role-specific Annexures.*

*To purchase a copy, please click [here](#)*



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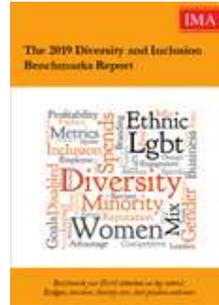
## HR



- ▶ Covid 19 Impact on Compensation and Hiring



- ▶ The 2019 Executive & Board Remuneration Report



- ▶ The 2019 Diversity and Inclusion Benchmarks Report

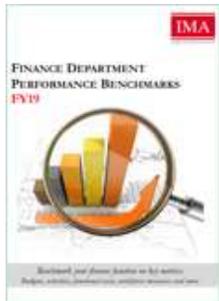
## Marketing



- ▶ The 2020 Digital Marketing Benchmarks Report

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## Finance



- ▶ Finance Department Performance Benchmarks



- ▶ The 2019 Accounts Closing Benchmarks Report

## Industry

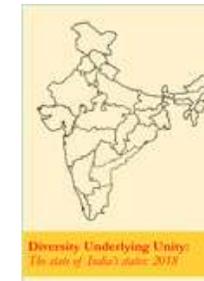


- ▶ Indian Agriculture: An Analytical Assessment

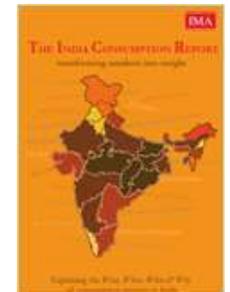
## Economic and Thematic Studies



- ▶ The India Employment Report 2017



- ▶ Diversity Underlying Unity: A Study of India's States 2018



- ▶ The India Consumption Report 2016

## ABOUT IMA INDIA

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- Extensive capabilities in **macroeconomic, industry and management research**
- **Strong in-house research capability** with access to senior industry practitioners, domain specialists and other stakeholders
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**26+**

**Years in Business**

**2,000+**

**CXO Clients**

**1,500+**

**Member Companies**

**76%**

**of NSE 50 Brands**

**6**

**Cities of operations across India**