

ORESA

Strategy • People • Growth



Leadership Survey

December Results

A professional portrait of Orlando Martins, Founder & CEO. He is a middle-aged man with short dark hair, wearing a dark blue blazer over a light blue button-down shirt. He is sitting on a dark, possibly leather, chair with his hands clasped in front of him. The background is dark and out of focus, with a warm light source on the left creating a soft glow on his face and the chair's backrest. The overall mood is serious and professional.

Orlando Martins
Founder & CEO

CEO's Foreword

This is the third of ORESA's Leadership Surveys, designed to provide insight into how leaders are feeling, adapting and planning for the future. The survey respondents came from a broad range of sectors, with over 80% being Board or C-suite level.

The ORESA community are always vocal, challenging and supportive and I thank you all for your counsel, contributions and work in 2020.

The last nine months have seen the majority of leaders having to change gears, make difficult decisions and perhaps even pivot their businesses entirely. Despite this, most are feeling optimistic and resilient, and are resolved to overcome their challenges. It is testament to the spirit of 'war time' leadership. Churchill would be proud, albeit we now recognise that all leaders have weaknesses.

This year has been a wake-up call with Covid-19 forcing us to reassess things that we have taken for granted, as well as impact on the world around us. Sustainability, for example, once a trend, is now for many businesses a strategic pillar and for others the basis of their new business.

The death of George Floyd elevated the Black Lives Matter movement and propelled diversity in the workplace to the top of the

people agenda. As a consulting and headhunting business we are firm advocates of open, diverse thinking and I thought this event would be the catalyst for change, but according to our results, not quite yet. Maybe the seed has been sown and will take time to grow.

This was the case for hybrid working and remote recruitment, both of which have seismically shifted in acceptance and application as a result of Covid. In fact, hybrid working is now the norm and leaders that try to turn back the clock will be seen as modern day Luddites.

There is a danger in looking back, and I encourage you to not dwell on the historical data but on the abundant opportunities for growth. Whilst this year may have had its challenges, the future as always is bright and I look forward to meeting you there.



Orlando

Leaders in Lockdown

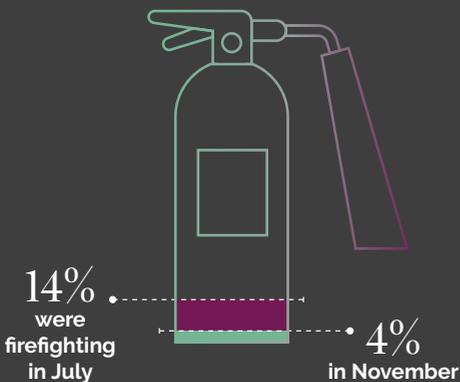
As we leap into 2021, we're glad to see that the majority of respondents were feeling optimistic, resilient and confident, with only 20% feeling stressed or troubled.

Confidence is a pre-requisite of leadership and in our experience, leaders without confidence can rarely lead in normal times let alone in volatile and uncertain ones.

That confidence is likely to have been influenced by a reduction in the number of companies firefighting, itself a potential result of further Government stimuli and improved trading.

As a result, more companies are now innovating and implementing their new plans.

The belief that they can survive has resulted in an increased confidence in job security in comparison to previous surveys. However, leaders are still well aware that the job market is extremely competitive and would be prepared to take a lower salary if needed.

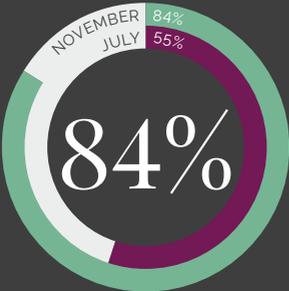


Our results showed that few celebrated Christmas with their employees. We worry that companies have left their employees feeling un-loved and in need of nurture. We encourage all leaders to consider the boost in morale that social gatherings bring, even if it is over Zoom.



49%

Would be willing to accept a job at a lower level/salary



Feel confident in their job's security

Strategy

Arguably things are looking up with 96% believing that their business will survive and 52% stating that trading conditions have improved over the last 3 months. This is a positive sign considering the macro environment (Covid and Brexit).

From our findings, those who are concerned about the impact of Brexit believe that import/export tariffs and legal restrictions will have the greatest negative impact on their business. However in conversation, leaders are more perplexed by the lack of clarity itself.

Overall a consistent view has developed that the key strategic pillars for the next phase are set and they are digital, company purpose and sustainability.

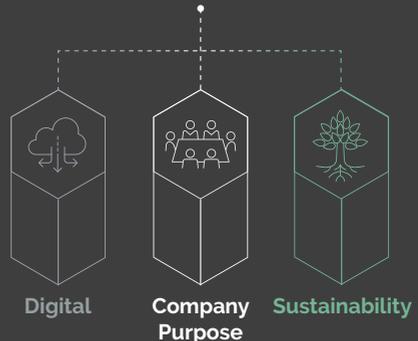


96%

Confident their business will survive

Leaders are most concerned their businesses will be impacted by: likely economic conditions in 2021, changing lockdown restrictions and Brexit.

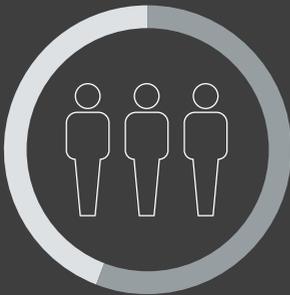
May & Nov



People/Structure

Our results suggest that we may have reached the zenith in terms of planned restructures and redundancies and that companies who were planning to make such changes have done so. In fact our belief is that job losses in Q1 and Q2 were driven by companies removing 'dead wood', whereas in Q3 it was about 'right sizing'.

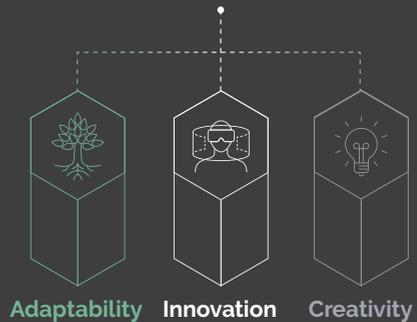
The re-building phase was expected to be slow and in July only 27% of respondents said that they would recruit in the following three months. In reality over 56% recruited, a 23% uplift.



56%

**Have recruited within
the last 3 months**

July & Nov

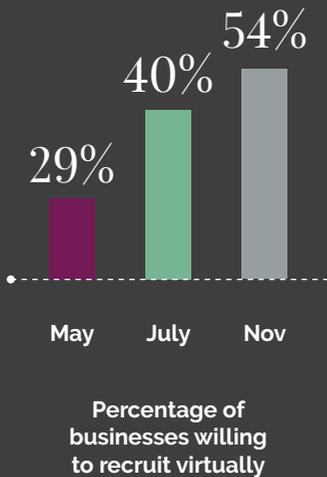


In the next phase the focus will be on becoming fit for purpose and therefore our expectation is that ambitious companies will recruit.

So what do companies want to recruit? Adaptable, innovative and creative people are top of the list, with companies planning to invest in digital, marketing, brand and technology. A view consistent with our July results.

People/Structure continued...

One thing that has significantly shifted this year is how we hire. The proportion of businesses now willing to recruit virtually has risen by 25% during the course of this year and we believe this will continue to rise.



47%

Will prioritise diverse appointments

One of the surprises from this survey is that despite the BLM movement, only 47% of leaders will prioritise diverse appointments.

The New Office

In the next phase we see employees balancing personal lifestyle, family and work. Workforces will become more geographically disparate as evidenced by data from the property industry showing the increasing numbers of people re-locating.



72%

More focused meeting agendas

In the future it seems we'll be seeing more remote workers living outside cities and the traditional 30-60 minute commute.

Employees initially loved working from home and the increase in their productivity but there is a definite challenge to remote working 100% of the time.



88%

Are hosting majority of external meetings virtually

This is made possible by the fact that the majority of meetings are now held by video conference, and are much more focused.



Increased personal productivity

The New Office continued...

Remote means that business leaders are missing out on a wide range of things including:

social interaction, team and business cohesion, creativity, brainstorming, company culture and serendipitous exchanges.

We suspect that this is in part a reason for reports of increasing levels of mental ill health and the need for companies to intervene.



65%

Outlined guidelines to encourage a healthy work-life balance

73%

Have already or are going to support the mental wellbeing of their employees



Our advice is to encourage leaders to work towards hybrid working environments where they and their employees are working optimally.

About Us

ORESAs are growth architects and headhunters. Through our integrated approach to strategy, leadership consulting and executive search our clients have grown by 77%.

Our mission is simple, to use our proprietary approach to drive exceptional growth for ambitious businesses, whether growing scale-ups or ambitious blue-chips.

We specialise in the digital, retail, fashion and consumer sectors. To hear more about how we can help your business grow, get in touch by emailing orlando.martins@oresa.co.uk

Metrics



Average increase in clients' £ turnover



Candidates still in post after 12 months



Average Tenure

Projects

CEO

Strategy Review

Chief Data Officer

Board Audit

Chief Revenue Officer

Programme Director

Design Director

Digital Director

Chief Product Officer

“All men dream, but not equally. Those who dream by night in the dusty recesses of their minds, wake in the day to find that it was vanity: but the dreamers of the day are dangerous men, for they may act on their dreams with open eyes, to make them possible”

T. E. Lawrence of Arabia

Beyond the Obvious

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