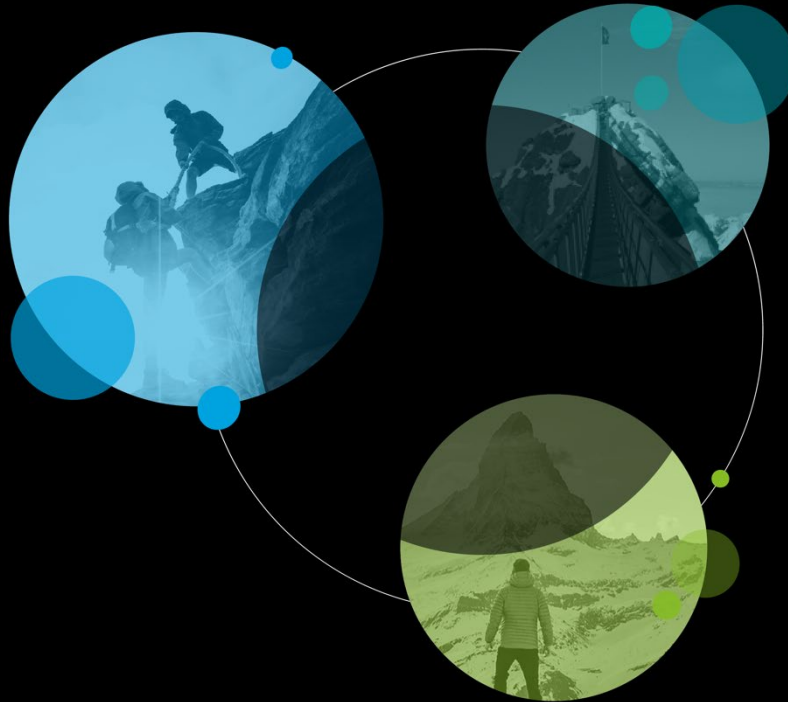


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Look ahead | Priorities for today's CEO
Chief Executive Program

Look ahead

Priorities for today's CEO

As we venture further into 2024, it is a good time to think about the key challenges and opportunities shaping the current priorities of today's CEOs. To get a clearer view, we turned to our research on CEOs' perspectives as well as our own conversations with chief executives.

Read on to learn what we're hearing is at the top of many CEOs' agendas as they look ahead, into the new year.

Look within

Elevate your talent experience

Tell your story as a leader

Look forward

Manage growth in uncertainty

Create a resilient supply chain

Prepare for regulatory shifts and the 2024 elections

Look beyond

Articulate a vision for AI

Shape sustainability strategy

Current priorities

After working with hundreds of CEOs, we've identified two sets of priorities that typically guide a CEO's day-to-day: **Core** priorities—the foundations you should get right; and **current** priorities that emerge, and change, with time.

Look within

Reimagine the
status quo



Elevate your talent experience

CEOs say that

Create a talent model that motivates and inspires employees, addressing topics such as remote/hybrid work, well-being, and diversity, equity, and inclusion.

Talent issues remain on CEOs' agendaand while changing workplace expectations and the resulting attracting and/or retaining talent remain top of mind, CEOs may be going about this in new ways. In the Fall 2023 Fortune/Deloitte [survey](#), CEOs reported that people and talent are major drivers for many of their organizations' purpose, sustainability, and DEI-related initiatives.

77%

attracting and retaining talent are drivers behind their organization's **purpose and social impact commitments**

78%

attracting and retaining talent are drivers behind their organization's **DEI initiatives**

58%

their organization's commitment to purpose and social impact contributes to **meaningful workplace and leadership experiences**

83%

Allowing more flexibility in work times and locations are expected to have the greatest impact on attracting and retaining talent

58%

Reskilling/upskilling employees are actions taken to empower employees

Source: Fortune/Deloitte CEO Survey Fall 2023; CEO perspectives on talent challenges

Click for a deeper dive

- [A new era of CEO leadership in the talent space: CEO as orchestrator](#)
- [CEO Spotlight: Hybrid work](#)
- [Six leader/worker disconnects affecting workplace well-being](#)
- [CEO Perspectives on talent challenges](#)
- [As workforce well-being dips, leaders ask: What will it take to move the needle?](#)

Tell your story as a leader

Articulate the story of the organization and you as its leader; build public eminence.

CEOs are expected to share details about themselves as leaders---to connect with their audiences authentically, and sometimes distinctly from the organizations they lead. While everyone can, and should, tell stories, it is a strategic imperative for CEOs, particularly amidst constant disruption. They alone can provide a holistic view of the organization.

As a recent [Deloitte report](#) shows, leaders who share their own stories demonstrate that they value authenticity, which in turn sets an example for the broader organization.

Most frequent sub-issues selected by CEOs, ranking within the top 5

76.7%

Communicating & storytelling internally

Source: N = 23; Based on Chief Executive Transition Labs from 2022-2024

Click for a deeper dive

- [Key considerations on your path to CEO: Lessons Learned from Deloitte's Next Generation CEO Program](#)
- [Uncovering culture: A call to action for leaders](#)

Look forward

Focus on the
future



Manage growth in uncertainty

Identify markets and determine strategies for growth in varying economic, geopolitical, and technological environments.

While a CEO expects to be held accountable for their company's growth, with the volatility and uncertainty that continue to define the current environments, many CEOs are facing a new challenge: How to manage that growth in such turbulent times.

In the Fall of 2023, [surveyed](#) CEOs reported continued confidence in their organization's growth, but also indicated 'managing growth' as a top challenge, highlighting this tension. As one survey respondent put it, their biggest challenge is "navigating growth challenges in business in 2024 and preserving long term investments under [an] uncertain business environment."

The biggest challenge I face as a CEO today* is:



Source: Fortune/Deloitte CEO Survey Fall 2023

*Survey was fielded 10/3/2023-10/11/2023

Click for a deeper dive

- [Emerging roles, evolving skills: Designing a growth-oriented resiliency strategy](#)
- [Fall 2023 Fortune/Deloitte CEO Survey](#)

Create a resilient supply chain

Put in place appropriate risk management strategies, processes, and protocols to respond to hidden risks, unanticipated emergencies, and global instability.

Today's era of constant disruption has highlighted the need for a robust supply chain. The [Winter 2023 Fortune/Deloitte CEO Survey](#) found that almost 30% of surveyed CEOs prioritized supply chain as a top area of investment and Deloitte [US's Global Supply Chain Executive Trust Survey](#) showed that only 22% of leaders indicated their supply chain had been resilient against external events of the last 12 months.

Leading suppliers are:

3.9x

more likely to have **fully developed a digital thread** (27% vs. 7% for the rest of the field)

3.8x

more likely to **use predictive algorithms to forecast demand** (38% vs 10% for the rest of the field)

Source: 2023 Deloitte US's Global Supply Chain Executive Trust Survey

Click for a deeper dive

- [Looking to make your supply chain more resilient? Measure it.](#)
- [Is your supply chain trustworthy?](#)

Prepare for regulatory shifts and 2024 elections

Consider adjustments to business strategy based on potential shifts in policy and the regulatory landscape, resulting from the current political climate and elections worldwide over the next 12 months.

The upcoming US presidential elections—regardless of outcome—will likely have implications for the global economy. According to [The Economist](#), outside the US, over 4 billion people will head to the polls worldwide in 2024—more than any previous year. The severity of polarization and the degree of material change from one administration to the next could be catalysts for disruption. It is the CEO's responsibility to sufficiently understand the implications of the political climate, the differences they may navigate with administration changes, and the activities they may need to drive on their side (e.g., scenario planning) to be ready for whatever the outcome is.

External issues expected to interrupt business strategy in the next 12 months

Confidence in their company's ability to navigate issues

Geopolitical instability

51%

61%

Inflation

51%

46%

Financial instability

38%

36%

Talent

35%

61%

Regulation

35%

N/A

Regulation was a new option in the Fall 2023 survey, and therefore not included in this question.

Click for a deeper dive

- [Living in “interesting” times: The 2024 board agenda](#)

Look beyond

Envision the
possibilities



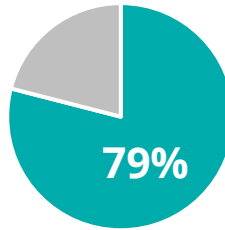
Articulate a vision for AI

Develop a clear strategy for integrating artificial intelligence (particularly Generative AI) and foster a leadership culture that prioritizes artificial intelligence investments for the long-term; determine a technology and data foundation to capitalize on opportunities at scale.

Artificial Intelligence (AI) remains a high priority for CEOs. According to the Fall 2023 [Fortune/Deloitte CEO survey](#), CEOs are exploring opportunities to use Generative AI to create value and accelerate innovation. As AI becomes increasingly adopted across the business, CEOs will have the chance to reshape the future of their company by setting and communicating the vision and making the right investments for that journey.

79%

of leaders expect Generative AI to **drive substantial organizational transformation** in less than three years



are implementing or likely to implement GenAI to **accelerate innovation**

Source: [State of Generative AI in the Enterprise](#) and [Fortune/Deloitte CEO Survey Fall 2023](#)

Click for a deeper dive

- [Leading an AI-fueled organization: A CEO Series](#)
- [The State of Generative AI in the Enterprise](#)
- [The CLO's Guide to Generative AI](#)
- [Genie out of the bottle: Generative AI as growth catalyst](#)

Shape sustainability strategy

Craft an approach to sustainability initiatives that strikes a balance between meeting the organization's sustainability commitments and long-term maximizing of shareholder value.

As environmental concerns only increase in importance, CEOs are focusing on sustainability both in terms of their company's impact on the environment and on how climate change could affect their business' resilience and long-term success. With over a third of [surveyed](#) CEOs reporting that their organizations are working to reduce emissions by suppliers and/or customers, it seems that CEOs are carefully managing the tension between commitments and their demands of their shareholders.

Which of the below best describes your organization's climate and sustainability areas of focus:

60%

Focusing on climate and sustainability measurement and reporting

Investing in sustainability in our physical workspaces

58%

Click for a deeper dive

- [Overcoming the hurdles to integrating sustainability into business strategy](#)
- [CEOs and climate action](#)
- [Deloitte Insights: Energy transition collection](#)

Source: Fortune/Deloitte CEO Survey Fall 2023
Note: CEOs were asked to select all that apply.

2024 CEO Priorities

Current

- Manage growth in uncertainty
- Create a resilient supply chain
- Articulate a vision for AI
- Elevate your talent experience
- Tell your story as a leader
- Shape sustainability strategy
- Prepare for regulatory shifts

Core

- Shape the leadership team
- Articulate vision and strategy
- Drive performance
- Ensure proper governance processes
- Manage the board
- Optimize org structure
- Align communications
- Satisfy shareholders and stakeholders
- Build the culture

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About the Chief Executive Program

Deloitte's [Chief Executive Program](#), part of [Executive Accelerators](#), is dedicated to advising chief executives throughout their careers — from navigating critical points of inflection, to designing a strategic agenda, to leading through personal and organizational change.

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