In this survey fielded September 28–October 6, 2022, 121 CEOs representing more than 15 industries share more modest growth expectations and fine tune strategic levers such as talent, workplace, and technology models to adapt to new conditions.

CEO expectations for strong growth over the next 12 months continue to trend downward, while growth expectations incorporating modest growth are only slightly down from June 2022.

What external issues do CEOs expect to influence or disrupt their business strategy within the next 12 months?

Comparison to past surveys – Optimistic/Very optimistic

Comparison to past surveys – Pessimistic/Very pessimistic

Note: Due to rounding, percentages may not always appear to add up to 100%.

Copyright © 2022 Deloitte Development LLC. All rights reserved.
Please indicate your level of agreement with each of the following statements related to the evolving transformation of the talent landscape over the next 6 months.

- The overall talent shortage will continue: 21% Strongly agree, 50% Somewhat agree, 15% Neutral, 14% Somewhat disagree, 1% Strongly disagree.
- Talent shortages will continue for certain roles: 59% Strongly agree, 35% Somewhat agree, 3% Neutral, 2% Somewhat disagree, 1% Strongly disagree.
- As hybrid and remote work become more embedded in workplace models, employee engagement and loyalty will decrease: 40% Strongly agree, 22% Somewhat agree, 18% Neutral, 7% Somewhat disagree, 2% Strongly disagree.
- We will develop new tools to drive engagement and loyalty for remote/hybrid employees that don’t depend on co-location: 52% Strongly agree, 14% Somewhat agree, 12% Neutral, 5% Somewhat disagree, 1% Strongly disagree.
- I would like my employees to be back in the office, but I don’t feel able to mandate it, due to tight talent competition: 31% Strongly agree, 19% Somewhat agree, 25% Neutral, 12% Somewhat disagree, 1% Strongly disagree.
- For highly in-demand talent, focus on the employee experience will continue: 63% Strongly agree, 33% Somewhat agree, 3% Neutral, 1% Somewhat disagree, 1% Strongly disagree.
- If talent shortages diminish, the overall focus on the employee experience will decrease: 20% Strongly agree, 38% Somewhat agree, 19% Neutral, 23% Somewhat disagree, 1% Strongly disagree.

Note: CEOs were asked to select their top 3.

Please indicate what actions your company is taking to empower employees.

- Allowing more flexibility and predictability in hours and location: 87% Take action, 13% No action.
- Recognizing and/or rewarding workers for taking on more responsibility: 73% Take action, 27% No action.
- Reskilling/upskilling employees: 58% Take action, 42% No action.
- Creating alternative career paths/ internal mobility: 50% Take action, 50% No action.
- Other: 13% Take action, 87% No action.

Note: CEOs were asked to select all that apply.

How important is building trust with your workforce and customers in improving the following?

- Workforce motivation: 85% Very important, 15% Fairly important, 1% Slightly important, 1% Not at all important.
- Workforce retention: 80% Very important, 19% Fairly important, 1% Slightly important, 0% Not at all important.
- Workforce advocacy (e.g., willingness to recommend): 60% Very important, 32% Fairly important, 6% Slightly important, 2% Not at all important.
- Workforce salary satisfaction: 54% Very important, 34% Fairly important, 11% Slightly important, 1% Not at all important.
- Customer loyalty (e.g., lifetime value, customer stickiness): 73% Very important, 25% Fairly important, 2% Slightly important, 1% Not at all important.
- Customer advocacy (e.g., willingness to recommend): 68% Very important, 27% Fairly important, 5% Slightly important, 2% Not at all important.
- Customer purchasing behavior (e.g., increased customer willingness to pay): 53% Very important, 36% Fairly important, 11% Slightly important, 2% Not at all important.

Note: Topics in the word cloud are edited for clarity.

CEO's anticipate investing in AI over the next 6-12 months

- Investing in AI: 91%
- Not investing in AI: 9%

What are the top ways you believe AI can help differentiate your organization and increase your competitiveness in the marketplace?

- Accelerate intelligent insights: 63%
- Improve decision making and provide clarity on outcomes: 53%
- Speed to execution: 50%
- Reduce costs: 48%
- Increase focus on customer/consumer, supplier, and employee experience: 40%
- Fuel innovation: 34%
- Fortify trust with customers/consumers/producers: 18%
- AI will not help differentiate my organization: 6%
- AI will not help increase my competitiveness in the market: 5%
- Other: 2%

Note: CEOs were asked to select all that apply.

The biggest challenge I face as a CEO today is:

- "Keeping other CEOs talking up the economy so that we don’t create a recession by being pessimistic for no reason."
- "Resisting the urge to tap the breaks on hiring, investing, M&A, and growth initiatives due to over coverage of global and U.S. financial gloom and doom."
- "Keeping up with the pace of global change and ensuring our company is strengthened and resilient as the world becomes more volatile."
- "Leading transformation in the face of past success, and polarized views among workers."

Note: Due to rounding, percentages may not always appear to add up to 100%.