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# Leadership trends report: operating excellence

## A 2022-2025 roadmap to building ultimate trust in how your organization runs

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## Introduction

# The pressure is on

If there's one thing businesses dislike, it's uncertainty. And in the last two years, we've all experienced enough of it for a lifetime.

Some of the changes to business-as-usual have been beneficial. Organizations went from reluctantly managing complexity to embracing agility. Employees and investors alike began to push for organizations to have a proactive climate agenda and fulfill their environmental, social, and governance (ESG) promises. But at the same time, industries have been rocked by workforce shortages and supply chain shortages, and there's no sign of either letting up soon. Risk is everywhere. The cost of failure is high.

So what's coming down the pipeline in 2022? While no one has a time machine to leap into the future to find out, there are tangible trends that can help us make informed choices and ensure your enterprise operations and business strategy together are designed to deal with the near future.

**This report will share the three biggest trends of 2022 and how they're challenging your business. And best of all, it'll show you how to turn these challenges into real opportunities.**

# In this trends report you'll find:


## What's new in '22

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# What's new in '22

## Trend 1: One more time, with conviction

One of COVID-19's few silver linings: Organizations are better than ever at managing complexity. And in 2022, that's the difference between sinking and swimming.

Nearly a third of CEOs don't see pandemic-related business disruptions ending in the foreseeable future[1]. 57% of them plan to pursue new mergers and acquisitions in the next twelve months[2]. More than a third of CEOs are adopting new ESG disclosure standards or enhancing reviews of their disclosures[3]. And on top of that, 75% of multinational CIOs will disengage from technically sound providers for political reasons and lead more "localized" efforts[4].

In other words, there are more factors to report on than ever, and a dizzying number of mandatory and voluntary frameworks to include.

You need to trust that you have a strong foundation in place, one that enables people to operate with confidence and work in a proactive, agile, and efficient way. You need to feel certain that your organization is making informed decisions so that employees can act safely and responsibly. And you need to be certain that stakeholders have the confidence to move forward with you.

In short, it's time to make sure you can report with conviction.

## Trend 2: Treasure your talent

First, the bad news. Employees are burned out, stressed, and disengaged—and they're done with it. 61% report that they feel exhausted. 31% have extremely high stress levels at work[5]. They're leaving vacation days unused, too afraid of falling behind or being seen as less productive to take desperately needed breaks.

And providing a raise won't fix the situation. Only 12% of employees leave for just a higher paycheck[5]. People want to do impactful, high-value work. They want to make a difference. They want to be recognized and rewarded for their hard work. And to do that, organizations need visibility into operations at both a functional and an individual level.

The good news? Organizations that value their employees and encourage them to do meaningful and interesting work will have a substantial advantage over their competition. Companies live and die by the strength of their people. Make sure you've got the best.

### By the numbers

**73%** of CEOs are concerned about a labor shortage upending their 2022 strategies[1]

## Trend 3: Go holistic to get the whole story

Proactive climate agendas. Digital maturity levels. What do these things have in common? The answer: They all impact an organization's ability to innovate at scale. And for that reason, they can't be done in isolation.

It's time for a holistic approach. Seemingly disparate functions and stakeholders need to come together to drive innovation across the company. Global Business Services (GBS) initiatives need to take service delivery improvements into account. When teams are enabled to focus and deliver on strategic corporate initiatives, the organization can get to desired outcomes more quickly.

It may be a shift to move from traditional values and success metrics to a "value mindset," but don't think you won't see tangible benefits. Organizations that have achieved higher digital maturity, for example, reported 45% revenue growth, compared to 15% for lower maturity companies[7].

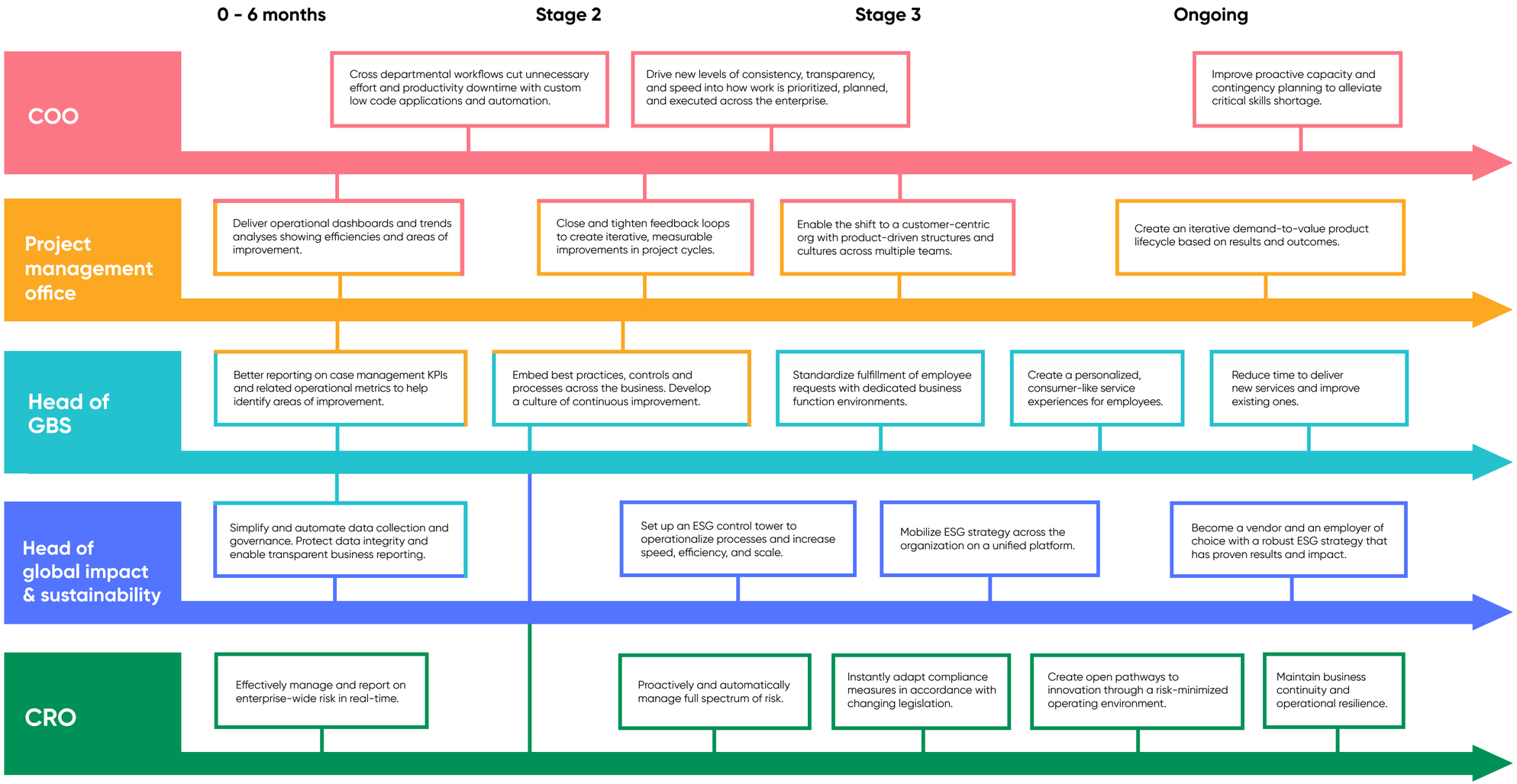
On average, it costs anywhere from to

**50–200%**

of an employee's salary to replace them[6]

# Road to optimization

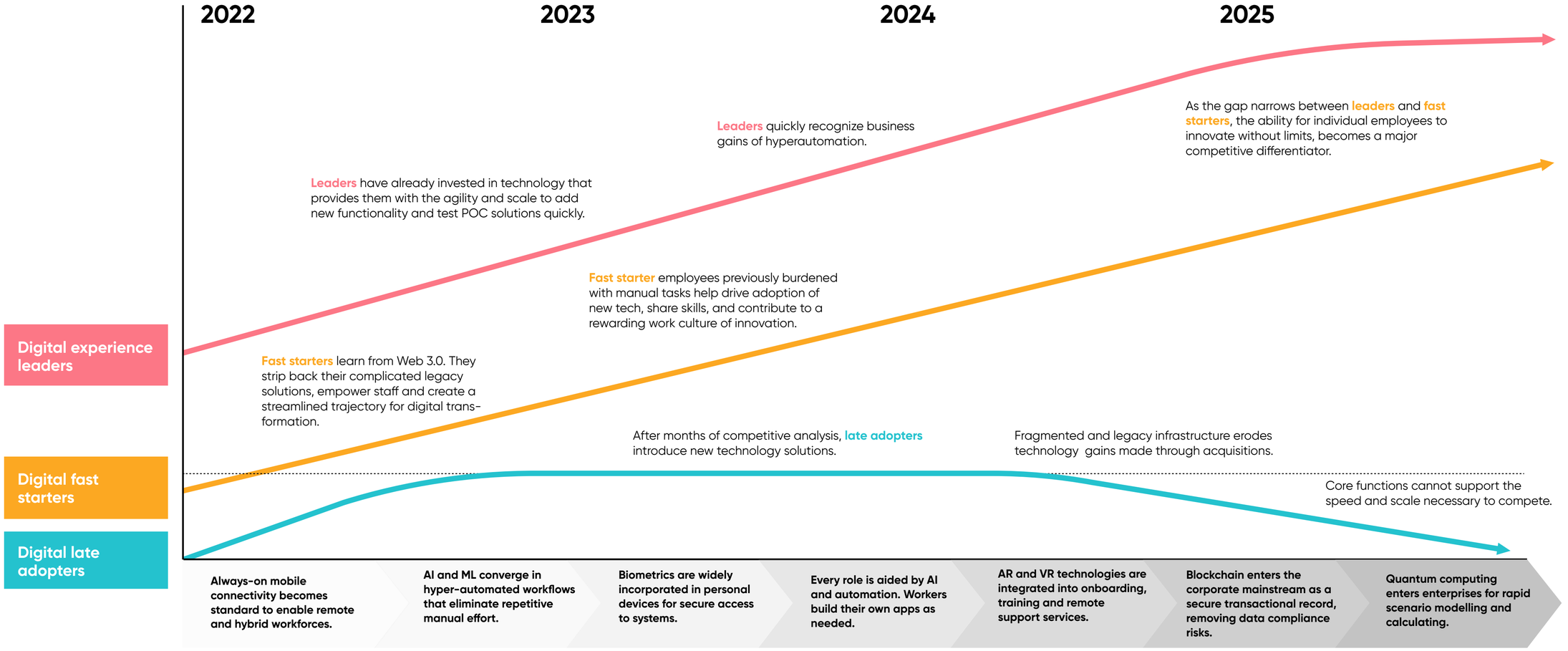
**One small step for you, one giant leap for your business. It's as easy as one, two, three.** This roadmap shows the path forward for your organization, and your role in it. See what business imperatives will matter most and how you can collaborate with peers to achieve your goals. It's a team effort, and here's the playbook.




This roadmap to success is based on ServiceNow's experiences working with industry leaders and helping companies from a range of industries achieve their digital transformation initiatives. This is not based on any one organization, and several assumptions have been made about the organization's size, digital maturity, and alignment to industry imperatives.

# Welcome to the future

**Digital leaders are going to be able to keep pace and thrive as new technologies are adopted across the enterprise. But not everyone is a Google or an Amazon.**
Most companies take one of two approaches: they work to catch up as quickly as possible, or they wait to see what everyone else does first. Fast starters have the chance to catch up to the industry leaders over time, as they innovate and carve out market space. Late adopters, on the other hand, won't have the right foundations in place to keep up—and in tomorrow's marketplace, they'll fail.  Here's a quick look at how digital leaders, fast starters, and late adopters will fare in the next few years, along with a few key milestones.

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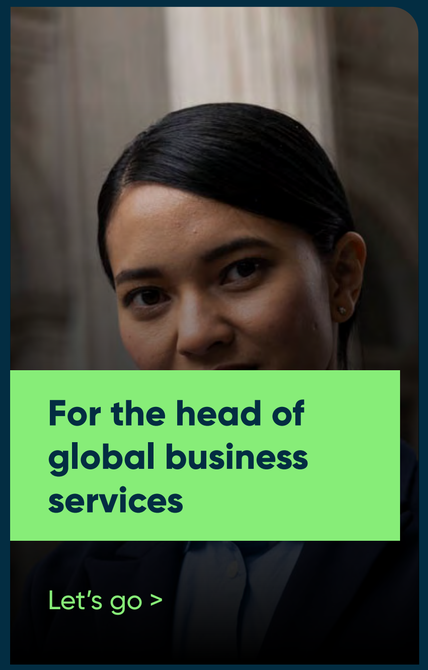
# Take me to the essential insights

Discover the challenges facing your role in 2022—and learn what opportunities lie ahead



**For the head of global business services**

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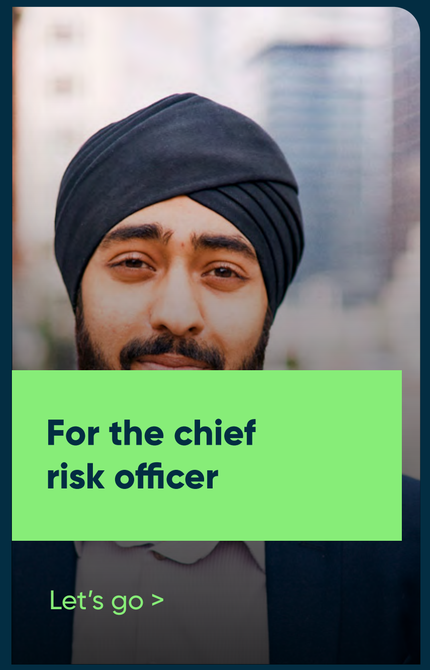

**For the chief risk officer**

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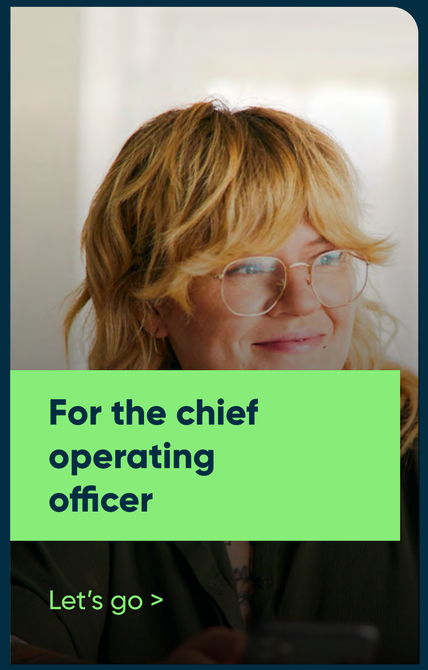

**For the chief operating officer**

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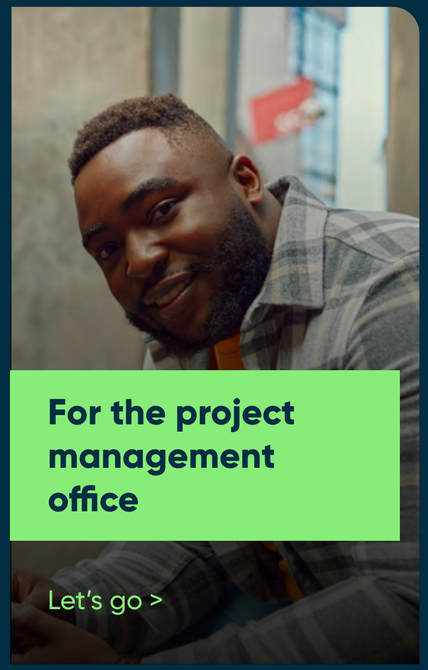


**For the project management office**

Let's go >

**For the head of global impact & sustainability**

Let's go >

**Click on the title closest to yours to learn more.**

# For the head of global business services

## Challenges and opportunities

For the head of GBS

# Trending challenges

## Trust exercises

Organizations like yours are under increasing pressure to measure and report on a rapidly growing list of metrics and categories. Digital transformation is simultaneously making that job easier but also much more complex and expansive. You've got to where you are by moving with, and ahead of, the latest trends and digital innovations – but you're under growing pressure to show value to the business and achieve measurable business outcomes. That translates into a difficulty gaining trust and momentum to invest in new and innovative projects.

## Help wanted: Restrained resources and sought-after skill

Finding (and keeping) the right people is tough, especially in the current landscape. Resources are constrained due to unmet demand for specific skills and budget constraints. The need to work across departments and to quickly scale together is more critical than ever. And silos must be broken down.

The quality of employee experience you offer is a big part of this equation. Poor employee experience leads to disengaged people—no surprise there. But it's the financial cost of disengaged employees that's the real eye-opener. Estimates run to a combined $450 to $550 billion annually in the US. What's more, actively disengaged employees cost their employers 34% of their annual salary through low productivity[6].

To help your employees complete their work more effectively and efficiently, change needs to happen.

**Actively disengaged employees cost their employers 34% of their annual salary through low productivity.[6]**

For the head of GBS

# Trending challenges

## Beware of bottlenecks

Within almost every organization's operations units, there's a continual struggle to share relevant processes and information across departments to provide efficient and effective services to the business and to end users.

The ongoing skills shortage and a lack of digital enablement for every employee result in a degraded employee experience. It also means duplicated effort, and unnecessary delays in priority projects and new innovations.

The roadmap to success may look long, complicated, and expensive. It's not. There is a clear path from where you are now to where you need to be.

**The ongoing skills shortage and a lack of digital enablement for every employee result in a degraded employee experience.**

# Opportunities

For the head of GBS

## Departments without borders

It's time to set the foundation for cross-departmental standardization, automation, and operating efficiencies. Workflows that carry across multiple business units cut down on unnecessary effort and make employees more productive.

So how can organizations make this the new norm? Low-code applications and automation are key. By uniting previously siloed business functions and teams, they can create streamlined paths to service deliver innovation and improvement.

Cross-departmental workflows are a win-win for everyone involved. It's time to make them the new standard.

## Easy, efficient excellence

Employees now expect consumer-like services in the workplace. A complex web of disconnected, siloed apps won't cut it. Standardized fulfillment of employee requests and inquiries with dedicated business function environments. Create a personalized service delivery experience at work that's like the consumer technologies that employees are used to at home. Make it easy for employees to access services by unifying your employee portal, mobile, voice, and conversational interfaces. You can support browse and search functions across various knowledge bases and catalogs, universal request, and tasking. You can also save employee effort and reduce case volume through customer self-service channels, freeing employees to focus on more important tasks.

All of this adds to up to a transformation in the way work is done, enabling talent to move from low value to high value work, make more of an impact, and see how their work contributes value to the whole business.

It's about breaking down siloed decision-making and unleashing the potential that AI and automation can deliver for your people.

**Employees now expect consumer-like services in the workplace. A complex web of disconnected, siloed apps won't cut it.**

## Cool, calm, and confident

Be confident in your reporting with better metrics. More accurate case management KPIs and related operational metrics can help your organization identify new areas of improvement, which helps the organization work better and more efficiently. When you have greater confidence in your reporting and service planning, it reduces the time to deliver new enterprise-wide services. And at the same time, it helps you improve existing ones.

# For the chief risk officer

# Challenges and opportunities

For the CRO

# Trending challenges

## Keeping up with current risk conditions

Organizations like yours are under increasing pressure to measure and report on a rapidly growing list of metrics and categories. You need to efficiently prove compliance in the face of increasing regulations for critical systems, privacy protections, and processes.

This is further complicated by hybrid working environments and a widening geographical footprint. How do you satisfy demand for increased visibility and scrutiny? How do you give executives and the board the risk-averse approach they want, without slowing down or hindering operations?

Those are hard questions to answer. And things won't get simpler any time soon.

## Always an afterthought

How often is risk overlooked until it's too late? You're tired of risk being an afterthought across the organization. How can you bake in the risk questions into all processes? And for that matter, how do you solve the problem of transparency? Your team needs to know the status of risks, policies, and compliance activities, but can never get these in time.

Slow, siloed, and inconsistent data and tools complicate matters, making more work for everyone and delaying data analysis. The result is slow data collection, processing, and decision-making, creating a difficult working environment.

All of this means that risk is (unfairly) seen as a hindrance to progress. One of the many unfortunate consequences of this? Opaque workarounds are encouraged—thus compounding the risks the organization faces.

# Trending challenges

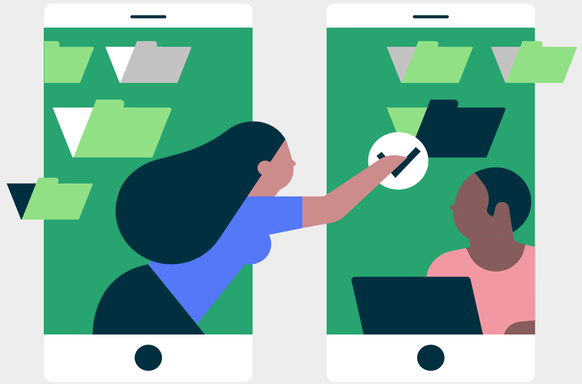
For the CRO

## The best laid plans, and all that

Unplanned disruptions are your bread and butter—that's what risk assessments are for. But what about the "unknown unknowns?" How do you manage something that simply can't be foreseen? COVID-19 was one of those events, a "Black Swan" that couldn't really be planned for.

The biggest question is this: are you ready for the next unknown event? Are you even ready for known events, such as climate change, supply chain disruptions, cybercrime, and more besides? Continuing uncertainty and unforeseen (beyond the typical models used) impacts of risks associated with COVID, climate change, geopolitical unrest, supply chains, cyber risk.

Disruptions like these can be a costly risk to the business. Many organizations don't have comprehensive business continuity or disaster recovery plans in place for their organization or their supply chains to keep business as usual, never mind create a safe space for innovation. The challenge is to have a system in place to keep business moving.



**But what about the "unknown unknowns?" How do you manage something that simply can't be foreseen?**

For the CRO

# Opportunities

## From risk-averse to risk-aware

It sounds like a recipe for disaster: the business is placing increasing demands on the risk team, even as complexity grows. But it's a golden opportunity to put risk front and center, integrating risk and compliance management and risk-informed decisions into daily workflows across the enterprise.

It might sound hard, but technology makes it possible. Using a single workflow platform across the organization means proactive risk management and transparency can be implemented at every stage.

The rest of the business will get what it wants: risk metrics on demand and increased resilience. And you get the peace of mind you need to manage risk better than ever.

**Using a single workflow platform across the organization means risk and transparency can be implemented at every stage.**

## Weather every storm

Sometimes, it's the perfect storm. Everything comes together in exactly the wrong way, and suddenly, your organization is at risk. That's why it's critical to find a way to maintain business continuity and operational resilience, no matter what the circumstances.

How? It comes down to proactively and automatically managing technology, cyber, operational, and environmental risks to keep the organization safe 24/7. It's key to build levers and contingency plans into all business-critical operations.

All of this adds to up to a transformation in the way risk is managed and assessed. It's about breaking down siloed decision-making and unleashing the potential that AI and automation can deliver for your people. And once you take this approach, not even a hurricane will be able to sink you.

## Innovation, minus risk

For all the turbulence of the last two years, some things have changed for the better. Now, organizations have the ability to effectively manage and report on enterprise-wide risk in real time. You can instantly adapt compliance measures in accordance with changing legislation. And your operating environment can minimize risk while maximizing innovation.

The net result of these changes? An open pathway to innovation, more creativity, and the development of more resilient business practices. Risk-free innovation and experimentation: isn't that every organization's dream?

# For the chief operating officer

# Challenges and opportunities

# Trending challenges

## A centralized view? What centralized view?

It's that crystal ball problem again. If only you could dip into the future and see exactly what work is coming up and when. A lack of visibility or forecasting means you can't continually prioritize work to increase business agility and maximize profits.

Worse, it might render you unable to deliver projects on time and on budget. This leads to a high stress environment for employees, missed deadlines, longer than necessary time to market and value and lower than expected ROI.

And it's taking a toll on your employees, too: 61% of employees feel exhausted due to their work, with 31% reporting extremely high stress levels at work[5]. This affects organization profitability, employee career fulfillment, and, ultimately, the end customer experience.

## Unknown unknowns

With so many moving parts, your business is finding it difficult to plan ahead. This is about more than just complexity or the sheer scale of your business, it's about external factors. We've seen what a pandemic can do to an organization's ability to plan. But what else is coming just around the corner? Another pandemic? Unseen impacts of climate change (or even seen impacts, for that matter)?

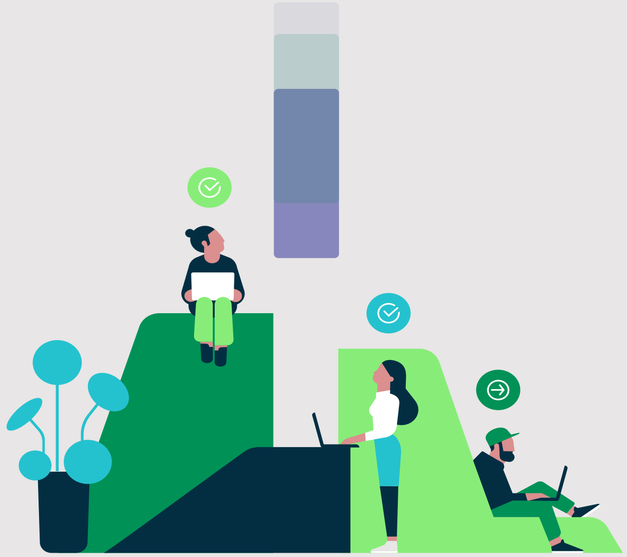
You're left unable to plan strategic responses to external threats to create sufficient agility and resilience in the organization. You can't accurately predict dependencies and conflicting priorities far enough in advance. Project teams need to move from one emergency to the next without delay or obstacle.

The result is a disjointed delivery process for employees that affects their productivity and sense of purpose and pride.

For the COO

But what else is coming just around the corner? Another pandemic? Unseen impacts of climate change (or even seen impacts, for that matter)?

For the COO



## Trending challenges

### Sea changes (and not just climate-related ones)

The pandemic has fundamentally changed the relationship between employee and employer. Will things revert back to how they were? Unlikely. Habits and expectations have been reset and reformed. Hybrid and remote working are now expected.

The big question now is how to adapt to changing workforce demands, delivering hybrid experiences and addressing, at an individual level, the needs of each and every employee.

The way work gets done is evolving. Employees expect consumer-like service levels, with seamless workflows and zero-downtime. Dealing with one crisis after the next leaves you, as chief operating officer (COO) unable to rectify or improve entrenched workflows that have been inefficient or are less streamlined than competitors. Unable to contribute to meaningfully evolving the way work is done.

**The big question now is how to adapt to changing workforce demands, delivering hybrid experiences and addressing, at an individual level, the needs of each and every employee.**

# Opportunities

## Forecasting at your fingertips

See what's happened, what's happening, and what's about to happen. Embedding best practices, controls, and processes across the business to see the value of your initiatives, reduce time to market (and time to value).

Integrated workflows automatically make a culture of accurate reporting, ongoing reviews, and continuous improvement much easier to implement. Using the full ecosystem of the organization as a whole, you can create custom reports, identify unlikely correlations, and find new opportunities for streamlining. It's almost like a high-tech, uncannily accurate Magic 8 ball: You can come up with a question and get an answer almost immediately.

Another benefit? Simpler workflows also mean happier, more productive employees, and create room for new ideas and innovation.

## Metrics make life better

Experience is essential for any successful COO, but so is knowing when to follow the data. Being data-driven depends on easy access to the important numbers, and that's where the opportunity lies.

Integrating workflows and processes helps dramatically reduce the time needed to create and deliver enterprise-wide standard and ad hoc metrics.

You can deliver operational dashboards showing efficiencies and areas of improvement. Trend analysis helps identify expert bottlenecks and potential peaks and valleys in productivity.

It helps improve capacity and contingency planning to give your people a better work-life balance. Perhaps most importantly, it allows time for training and skills sharing. 40% of employees with inadequate training are more likely to leave in the first year, and that costs your organization[5]. Experts can't train new experts when they are drowning in work.



**Integrated workflows automatically makes a culture of accurate reporting, ongoing reviews, and continuous improvement much easier to implement.**

For the COO

# Opportunities

## Innovate fearlessly

This isn't revolution, it's evolution. Large-scale changes don't make sense in your organization, but incremental change at speed can make all the difference. One of these incremental changes is to your digital workflows: digitizing new services in half the time allows you to scale and achieve results quickly. It encourages employees to experiment and innovate without fear.

Once 30% of manual, unfulfilling tasks have been automated, employees can focus on thinking outside the box, bringing new ideas and solutions, testing them, and creating POC proposals[8]. They can also train others in much-needed skill sets and QA work, improving their satisfaction and employability, and improving the quality (and lowering the costs of) your products and services.

What's more, you can drive continuous operations improvement as the organization and available technology evolves. It brings you closer to the dream of establishing operational standards that are both robust and agile.

# For the project management office

# Challenges and opportunities

# Trending Challenges

For the project management office

## No visibility

Over the last decade or so, shadow IT has put project teams in the dark and contributed to disconnected systems and processes. A lack of visibility means there's little understanding of what people are working on, how their real-time progress compares to KPIs, and where there are opportunities to streamline.

It all adds up to inaccurate reporting, compliance risks, and costly and ineffective project management. Real-time reporting is the underlying problem. A lack of sound data means opportunities are missed and mistakes are made.

The pandemic and the rise of hybrid and remote working is compounding the problem. Project managers need visibility to properly allocate, manage, and see returns on their resources—and to do that, they need the right technology.

## Arthritic IT hinders your projects

Call it what you like: agility, flexibility, responsiveness, turn-on-a-dime-ness. The need to move fast and change direction at the flick of a switch was underlined by the pandemic and the shift to homeworking.

IT's lack of flexibility can hamper the wider organization and evolving project delivery models. The key is to balance the pressure to invest in and roll out emerging technologies with the need to fortify existing systems against external threats and internal bureaucracy.

Sounds great. But the big question is: How?

## Outputs over outcomes

Project managers are under pressure to shift to a product-focused project management strategy. The challenge is getting there.

Currently, your departments are focusing on the mechanical aspects of project delivery, governance, and oversight. You're still operating on an activity-based model, treating projects as outputs as opposed to outcomes. Employees want to contribute to, and see the results of, successful projects: they don't want to do repetitive, low impact work in a silo.

40% of organizations identify the sales department as being the non-IT department most affected by IT ops issues. Other lines of business heavily affected by IT service disruptions include R&D (38.5%), marketing (37%), finance (31%), production (28%), and customer service (26%).

And shockingly, nearly one-third (32.7%) reported that one hour of IT downtime costs them $1 million or more[9].

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For the project management office

# Opportunities

## Be an enabler (in a good way)

The sky is the limit for employees—or it will be—once project managers enable them to meet their full potential.

With low-code apps and a single framework of record and governance, people can do more with less direction and get further ahead with asynchronous collaboration. Small teams can be empowered to make decisions, providing a stronger foundation for innovation and growth. This  allows teams to contribute, explore and drive growth and or improvements at scale.

Employees are able to play to their strengths, focus on high-impact tasks and contribute to org success. Companies that have higher digital maturity reported 45% revenue growth compared to 15% for lower maturity companies[7]. IT works best when they empower everyone else to do their best work.

## The right tools for the job

By giving your business the tools to succeed, you can drive new levels of consistency, transparency, and speed into how work is prioritized, planned, and executed across the enterprise. It lets you deliver more successful projects in less time, and at a lower cost—which, in turns, helps address the need for new products, services, and systems.

You can create continuity plans that minimize disruptions and protect critical assets, and ensure there are clear and transparent goals, objectives, progress and standards accessible to all those involved.

Finally, you can close and tighten feedback loops to create iterative, measurable improvements in project cycles.

For the project management office

# Opportunities

## Unlock innovation

Today, the project management office (PMO) is essential to the growth and success of the business.

You need a workflow solution that helps the wider business take an expansive look across the performance of products and dependencies, based on results and outcomes, not just delivery, and relay this back to teams with actionable insights.

So what does this look like in practice? It means that you can measure the success of projects over a longer period of time, and with a wider set of KPIs defined by all stakeholders. Having a more agile, better-documented project management function lets people across the organization provide feedback on how the organization is doing on its digital transformation journey. Since they're the people most impacted by the digital capabilities of the business, getting their feedback is crucial to success.

And all of this helps keep the innovation engine ticking over, ready to burst into action when it's needed.

**Today, the project management office (PMO) is essential to the growth and success of the business.**

# For the head of global impact & sustainability

## Challenges and opportunities

For the head of global impact & sustainability

# Trending Challenges

## Stifled ESG reporting efforts

Data. It's the new oil. Not the ideal metaphor in the era of climate change. But no one can deny that data is essential to proving that your ESG work is moving in the right direction. It's even more important now as many voluntary reporting standards are becoming mandatory and as communities take action to address climate change.

Unfortunately, data is rarely stored where you expect or how you want. Ad hoc and siloed storage means a huge amount of manual effort is needed to make it usable.

You're reliant on multiple systems that don't connect your ESG efforts. This frustrates stakeholder demands for timely and useful reporting. It also means potential new recruits might look elsewhere. Employees want to work for orgs that demonstrate a progressive ESG strategy with tangible results. People want to be proud of the company they work for.

If you don't have good quality data, your ESG achievements—and your future strategy—could remain hidden.

**70%** of CEOs say their investors support a proactive climate agenda, and three-quarters of CEOs say their organization is collaborating with external organizations to advance collective action on climate change.[1]

## Managing material risk

As expectations from employees, recruits, customers, and communities increase, ESG is becoming more relevant than ever. It's not just about managing your reputation. It's about identifying and managing material risks to the organization.

Transparency is the goal, and digital transformation is the way to get there. Your ESG efforts need to adapt and scale across the value chain without driving up business costs. Manual or siloed tracking, reporting, and managing of initiatives is less about public perceptions and more about sustainable business practices.

## Hundreds of initiatives and two left feet

You have a lot to do. Tens or hundreds of projects running simultaneously. It's understandable if you're feeling overwhelmed. Understanding how hundreds of ESG point products fit into your overall ESG strategy and how they integrate with your organization's wider ERP solution can be a major headache.

A lack of coordination leads to fragmented and diluted efforts across the organization without a centralized system of record and action and gets in the way of new ideas, processes, and successful initiative planning.

Integration is key. How to get there is the big unanswered question—until now.

For the head of global impact & sustainability

# Opportunities

## Connect the dots

Mobilize your ESG strategy on a unified platform that helps you build your reputation and trust as you generate value and ESG impact across your organization.

By using a complete, integrated workflow platform, you can:
- Set up an ESG control tower to convert goals into action.
- Connect people, systems, and data and operationalize processes to increase speed, efficiency, and scale.
- Deliver long-term impact and business value.

## Set a strong foundation

Now's the time to grow the role of ESG. Embed sustainability in all operations, innovations, and product development with a tailored, hybrid approach to workflows.

Use one workflow platform to encourage ESG innovation and engagement across multiple activities, teams, and accountabilities. Taking control of workflows helps you support evolving needs with low-code processes and a partner ecosystem united on one platform.

## Your new reputation: ethical, impactful, and effective

The road to true transformation is long, but the results are worth it. You'll be able to simplify and automate data collection, processes, and project monitoring. You'll be able to protect data integrity and enable ethical, transparent business practices.

And as if that's not enough, achieving an impactful, results-driven ESG practice will make your organization even more attractive to everyone from customers to stockholders. You'll be an employer of choice, so top talent will flock to you. Overall, it creates a virtuous cycle that just gets better and better.

**Use one workflow platform to encourage ESG innovation and engagement across multiple activities, teams, and accountabilities.**

# Building a one-stop-shop portal at Boehringer Ingelheim

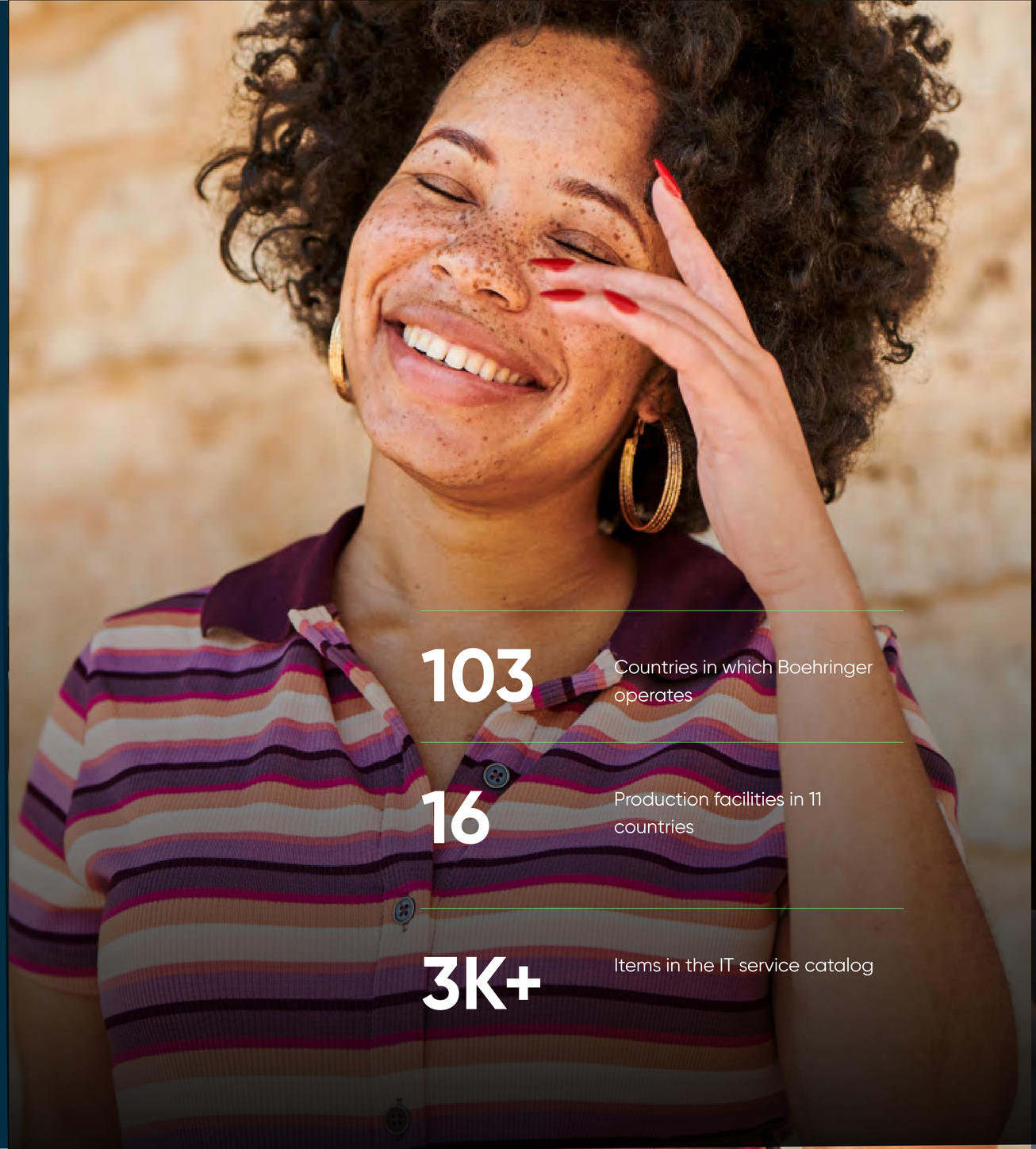
Boehringer Ingelheim

As one of the world's leading pharmaceutical companies, Boehringer Ingelheim operates in 103 countries and has 51,000 employees. With such a large reach, they knew that transforming the way the organization delivered services to customers and employees was a large task, but essential to keeping up with a changing industry.

The existing service management was functional, but disjointed and difficult to scale. The business had 3,000 catalog items and 40 different support units around the world, all working off competent but aging technology.

There was a clear case for reducing the complexity and consolidating down to one, global support portal," says Andreas Henrich, Global Head of IT Enterprise Services. "But the biggest opportunity was scale. We wanted a platform that could easily scale with the business."

In just 11 months, Boehringer Ingelheim created a global IT support platform, built on ServiceNow IT Management and HR Service Delivery. Today, users are presented with a single portal where they can manage a range of tasks, from software updates to HR requests. The response from employees has been overwhelmingly positive, and customers are sure to feel the benefits, too.



**103** Countries in which Boehringer operates

**16** Production facilities in 11 countries

**3K+** Items in the IT service catalog

# Take action

COVID-19 changed everything about our lives, and business operations are no exception. Some changes are promising: for example, a renewed commitment to ESG. Others are less so. We now have less time, less talent, and fewer resources available to us.

Over the next year, companies will have to balance turning the economy up to full speed with the imperative to put out the literal fires of climate change, which affects every step of the supply chain. There are no right answers, at least not yet.

As organizations around the world readjust in the wake of the pandemic, those that act now and make lasting changes to the way they operate will maximize their chance of success. Those that fall behind will struggle.

But if anyone can turn challenges into opportunities, it's you.

**Interested in learning more about the future of operating excellence? Take a look at this resource.**
**Let's go >**

# Sources


1 Winter 2022 Fortune/Deloitte CEO Survey.

2 Deal them in: CEOs say M&A is in the cards going forward.

3 PwC's 25th Annual Global CEO Survey: Reimagining the outcomes that matter.

4 Predictions 2021: Winning CIOs Get Future Fit.

5 9 Employee Engagement Statistics In 2021.

6 The True Cost of Disengaged Employees.

7 Uncovering the connection between digital maturity and financial performance.

8 Four fundamentals of workplace automation.

9 20 IT Ops stats that matter.

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