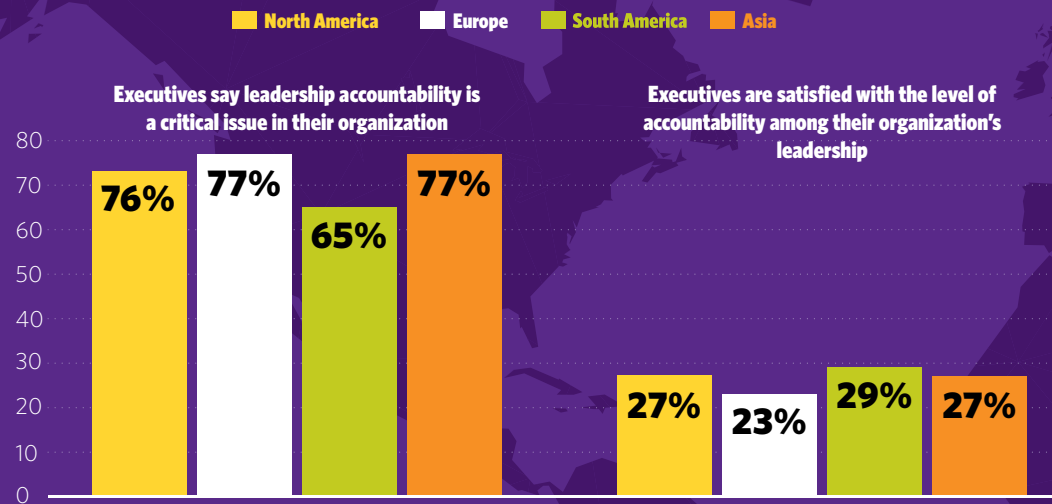


HELD TO ACCOUNT

There is room for improvement in the C-suite when it comes to accountability and credibility.

MIND THE GAP

Executives around the world are grappling with the low level of accountability in their organizations. According to the World Economic Forum and Lee Hecht Harrison, 72% said it was critical—but few are satisfied with the status quo. This gap remains consistent when broken down by region:



Only 52% of senior business and human resource leaders say they are satisfied with the accountability demonstrated by top executives. Organizational habits and culture might be to blame:



The good news? CEOs know they need to do better:



68%

of CEOs say they are working on their skill sets and personal qualities to improve their leadership

TRUST ISSUES

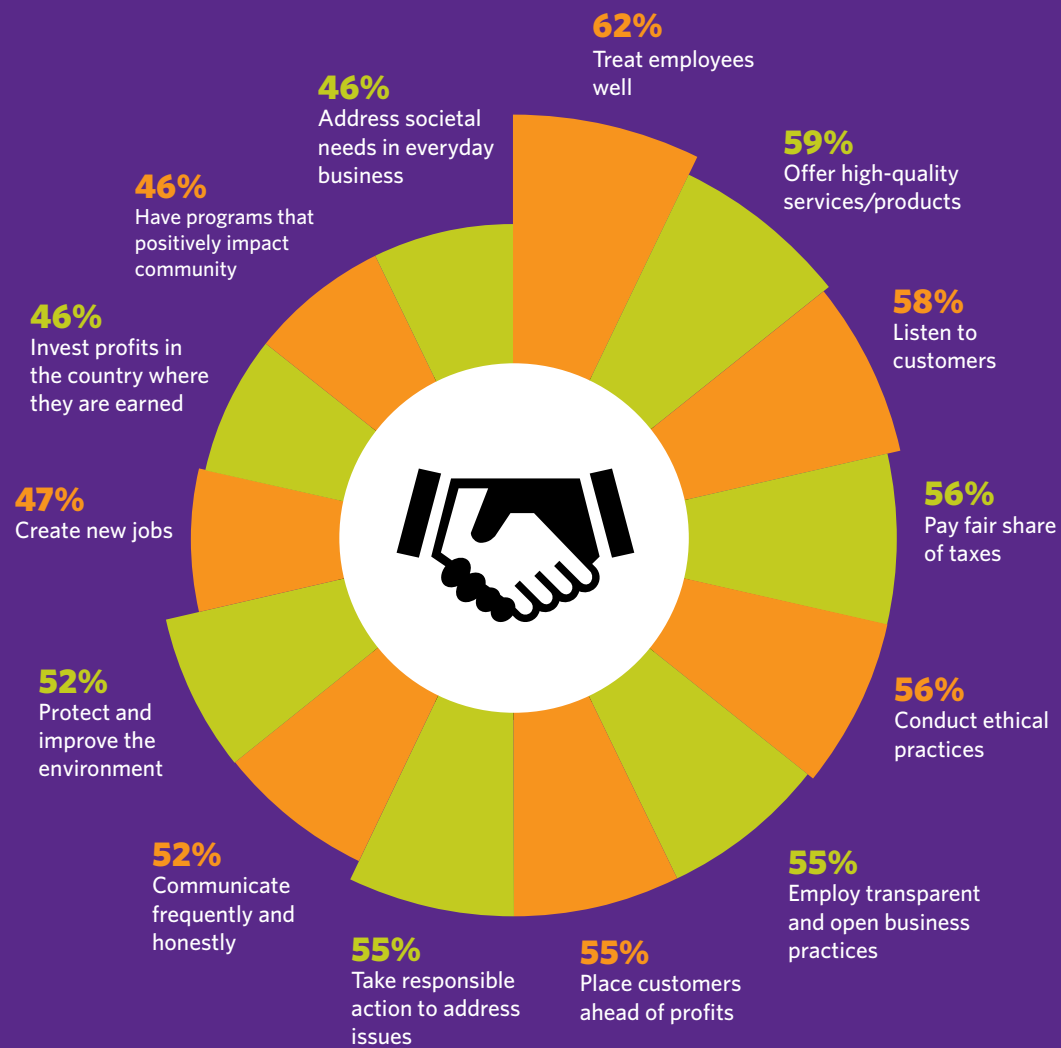
CEOs must grapple with a decline in their credibility. Here is a sampling of the percentage of citizens around the world that trust business leaders in their country:



(RE)BUILDING CREDIBILITY

To build credibility, executives need to change perceptions about themselves and their organizations. The majority of CEOs say that means stressing the importance of values, culture and trust.

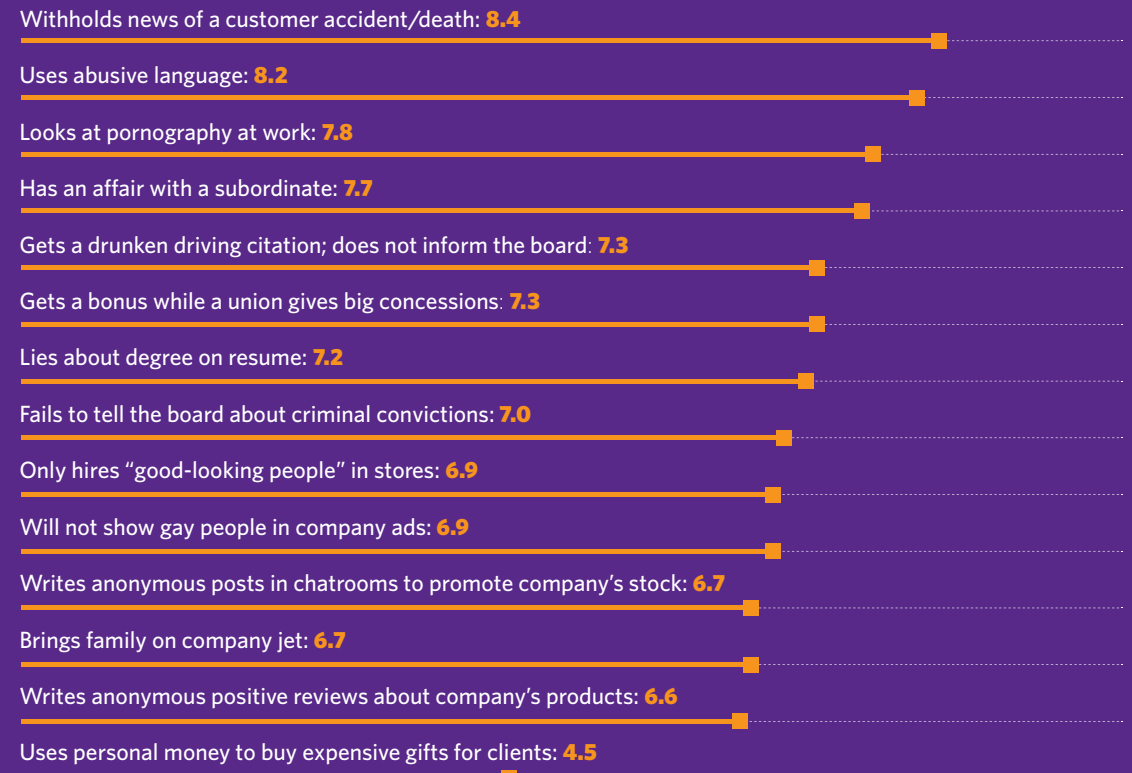
What can businesses do to gain more trust? Here is what members of the public from around the world say would be most effective:



Perhaps not surprisingly, **only 35% of CEOs believe that public trust in business will change in the next three years.**

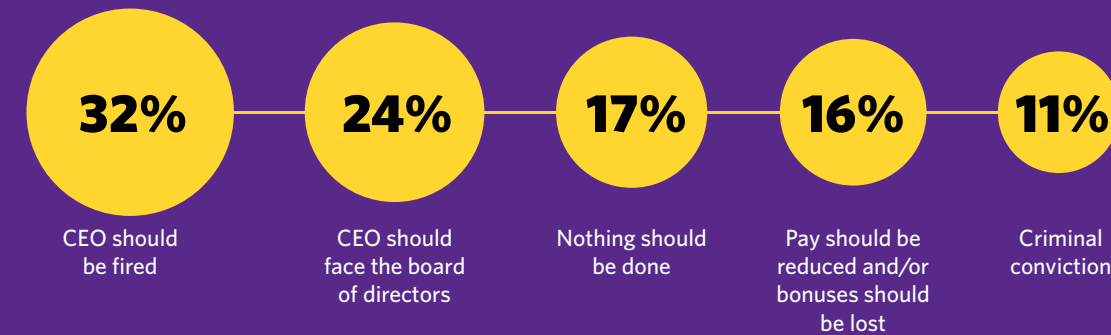
BAD DEEDS, JUST PUNISHMENTS

It is not always clear what constitutes a fireable offense. Here is how members of the U.S. public ranked CEO misdeeds on a scale of 1 to 10*, according to a Stanford University study:



*10 denotes "extremely bad" behavior, and 1 denotes "not at all bad" behavior.

But respondents are not in agreement about the consequences executives should face for these activities:



Sources: 2017 Trust Barometer, Edelman; KPMG; Punishing CEOs for Bad Behavior: 2017 Public Perception Survey, Stanford University; The Leadership Accountability Gap, 2017, Lee Hecht Harrison