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ABOUT EXECUNET

Since 1988, ExecuNet has helped hundreds of thousands of business executives shape positive change to achieve *what’s next* in their professional lives.

We are a private, membership-based community of over 275,000 executives who share a belief in the transformative potential of trusted insight, real connections and personal introductions to help them find meaningful new work, get their careers to where they want them to go, and lead their organizations with confidence to better results.

ExecuNet’s *Market Intelligence Reports* (including this 21st annual *Executive Job Market Intelligence Report*) have become workplace essentials delivering timely career, business and leadership insight and ahead-of-the-curve analysis that enable business executives, recruiters and industry followers to be continually in the loop.

Look Who's Talking

SURVEY CONDUCTED JANUARY 2013, WITH THE FOLLOWING PARTICIPANTS:

- 3,785 executives, Director-level and above, from North America
- 293 executive search firm consultants
- 282 corporate human resource and talent acquisition leaders
- 17.5 is the average number of years in the search industry of search firm respondents

OF THE NORTH AMERICAN EXECUTIVE RESPONDENTS SURVEYED:

- 74% are male
- 26% are female
- 47 is the average age
- 17% are President/CEO/COO/Partner/Chairman in their organization
- 14% identified themselves as other C-level (CxO), Senior or Executive Vice President
- 22% are Vice Presidents
- 34% are Director-level
- 13% hold another title above Manager
- 32% are MBAs
- 13% have obtained some other Master's degree
- 4% hold Doctorates
- 5% have a professional degree, such as a MD or JD
- 28% work in organizations where revenues are greater than \$1 billion annually
- 71% of executive respondents are currently employed, with 28 percent of them actively searching for new opportunity
- 29% are unemployed

FORBES PARTNERED WITH EXECUNET ON THIS SURVEY

2013 Executive Job Market Intelligence Report

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Socially Connected in Current Role, Social Networking to Next

Today's executive has endured a plethora of new challenges. They have weathered job insecurity, economic instability, heightened pressure to meet goals, rising unemployment, impatient stakeholders, dependent teams and reduced resources amidst shortened business cycles. At the same time, they met continued demand to keep their skills sharp, their networks fresh, and profiles/résumés updated, while also maintaining proficiency with the latest technology and social networking tools.

These executives also have rich lives outside of the office. But they are not struggling for work/life balance; they've accepted work-life integration. They've formed close relationships at the office, and technology enables them to bring work into their homes.

At an average age of 47, they are of a generation that approaches work differently than the Baby Boomers who used to exclusively rule the C-Suite. Unlike Boomers who may have had long tenures at companies or saw others retire with a gold watch, younger executives had parents who changed jobs or experienced lay-offs.

Determined not to experience the same sense of job insecurity they saw their parents endure, the under-50-year-old executive is in a constant state of career-readiness, creating secondary career path options that can be moved to the forefront, while building an online platform to attract opportunities. The social connections may keep them attached to their current jobs, but it will be social networking that leads them to their next one.

At any age, executives can benefit from proactive strategies that prepare them for the next uncontrolled event, whether it's another economic crisis, an M&A, or a new boss with a handful of pink slips. Approach career management as you would any other professional skill set. Just as you build continued competency in your functional specialty, so should you sharpen the tools that will bring you closer to your next opportunity.



"To get to the next level in my career, I have to create a few high profile 'wins,' which I can publicly share, and develop and actively manage a more savvy online presence."

— DIRECTOR, ADVERTISING/
ENTERTAINMENT/PUBLISHING INDUSTRY



The Executive “Condition”

Challenged by the economic conditions of the last few years and the increasing uncertainties in business and careers, executives shoulder demands like they never have before. Those who persevered in their organizations, surviving layoffs and keeping the business aloft with increasingly stressed business models are now starting to find themselves at a crossroads as growth starts to improve.

With the recession over but growth remaining slow, 45 percent of executives say they are thinking about alternatives. Even those who feel good where they are have recognized there is no job security. Everyone needs to be prepared and constantly monitoring and developing career options.

IN THE NEXT 12 MONTHS, 45 PERCENT ARE CONSIDERING NEW OPTIONS:

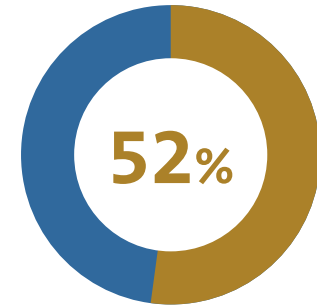
34%
are thinking about
leaving their
organizations

7%
are preparing to
leave their
organizations

4%
expect to leave
their organizations



BY THE NUMBERS



of executives considered leaving their jobs in 2012.

Turnover Intentions Rise as Executive Eyes Wander

If the uncertainty of the last few years has taught executives anything, it is to be prepared for the unexpected and not to become complacent about their careers. Despite high levels of organizational pride, respect for the boss, engaging and fulfilling work, and close relationships with colleagues, nearly half of the surveyed executives are in a job search state-of-mind, and just over half gave a new role some consideration last year.

Dave Opton, Founder and CEO of ExecuNet, points out: “It is not surprising that actively thinking about or creating career options is the right strategy for today’s executive. You never know...”

Receiving viable calls from recruiters would be the most likely trigger for executives to look for a new role in 2013, although recruiters reported having a harder time connecting with top talent by phone than in previous years.

TRIGGERS FOR EXECUTIVE JOB SEARCH



1. Receiving viable calls from recruiters



2. Conflicts with boss/management



3. Organization’s poor performance



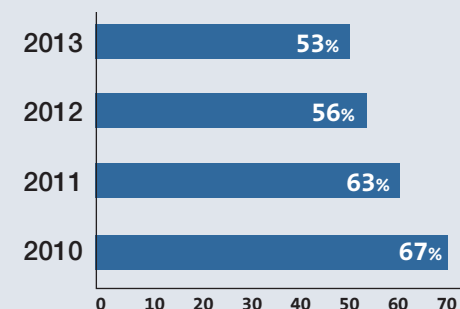
4. Seeing more job postings



5. Hearing about others finding success/landing new roles

People leave their current companies frequently because of the people who manage them, and that rings true in our survey. “Today’s leaders have to realize that executive recruiters are going to find your A-players who will often take their calls. Leaders have to be cognizant and vigilant at creating the right environment with the right opportunities to keep A-players from considering jumping the fence to greener pastures,” says Opton.

RECRUITERS WHO REPORT IT IS EASIER TO GET EXECUTIVES TO TAKE THEIR CALLS



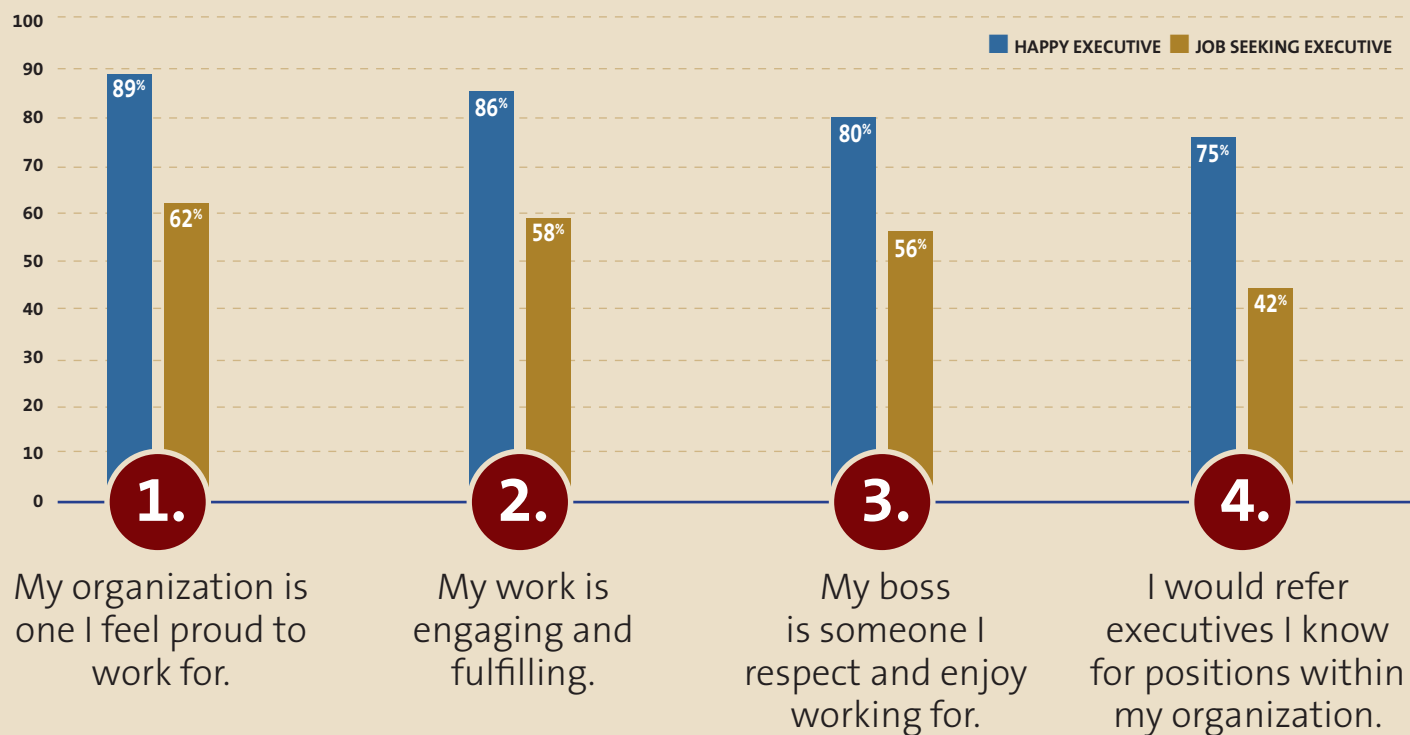
For companies, it’s good news recruiters reported executives aren’t taking their calls as frequently. However, the bad news is that most executives will listen when a recruiter calls with a great opportunity.



The 4 Points that Define At-Risk Executives Who Work For You

On the surface, the executives ExecuNet surveyed who are employed and not in active job search are, essentially, happy. They are engaged and fulfilled, albeit at lower levels than in previous years. The employed job seeker is definitely more checked out and mentally ready to leave.

There are four points we found that separate those who are staying from those who are leaving. For the manager of teams, these four key determinants can help you identify those executives who work for you and are at risk of leaving and those who may not be. For the executive, if you don't fall in the "happy" camp for these statements, maybe you should be thinking about your next opportunity.



"If I were to consider a change, it would be because it offered expanded opportunities to meet audience needs and do the work I love. I work for a great company, have a great smart boss, and hope to continue to grow and stay with the company for the next 10 years."

— VICE PRESIDENT, ADVERTISING/
ENTERTAINMENT/PUBLISHING INDUSTRY

What Keeps A-Players? Why They Stay

Since 2010, the reasons executives stay at companies have changed. Jobs that fit their skills and interests and professional development topped the list of why executives stayed with their organizations in the last few years, when their “heads were down,” and they were focused on survival. But, now as the tensions surrounding the economy have lessened and they are coming out of survival mode and focused on growth, they are now more cognizant of their other needs, like the relationships with others in the workplace.

The shift from the professional to the more personal and environmental is emblematic of a certain “hierarchy of employees’ needs.” “The basic or fundamental needs start with a job that ‘fits my skills and interests’ and getting things done as shown in 2010,” says Mark Anderson, ExecuNet President and Chief Economist. “As needs are met, employees look for more meaning in their jobs. The more impact they have on their jobs and life, the happier they are. Working relationships also become more important as team commitment focuses on shared values and common vision.”

Our surveys also showed that those at the very top of the organization – the CEOs, Presidents, CxOs – are motivated to stay for the opportunity they have to help drive the company’s direction and decisions.

TOP 5 REASONS EXECUTIVES STAY WITH THEIR CURRENT EMPLOYER

2013

1. My relationships with other executives and subordinates
2. Work/life balance
3. Opportunity for input into the organization’s direction and decisions
4. My work location, city or state
5. My job fits my skills and interests

2011

1. My job fits my skills and interests
2. Opportunity for input into the organization’s direction and decisions/Work I’m passionate about (TIE)
3. My relationships with other executives and subordinates
4. My organization’s performance
5. The challenges in my job

2012

1. The challenges in my job
2. My job fits my skills and interests
3. My work location, city or state
4. My relationships with other executives and subordinates/Total cash compensation (TIE)
5. Work/life balance

2010

1. My work location, city or state
2. My job fits my skills and interests
3. My relationships with other executives and subordinates
4. Work/life balance
5. Opportunity for input into the organization’s direction and decisions



The primary reason executives stay with their current employer is for the relationships they've formed with peers and subordinates.

Being Online is Now a Career and Business Imperative for Executives

Our surveys show that 60 percent of all executives believe being visible online contributes to their business and career success, while another 32 percent say they are unsure. Remarkably, only 8 percent don't think it helps at all.

The top reasons visibility helps with success: It leads to business contacts and job opportunities. Robyn Greenspan, Chief Content Officer at ExecuNet, stresses, "Top executives have to be adept at both building their personal leadership brands and creating relationships. Being online and connecting with the right people in social networks accomplishes both those goals. The moral: Be online for business and careers in the right circles and you will create opportunities."

Anderson adds, "Not all 'circles' are created equal. Our surveys reveal that senior-level executives prefer private networks of their peers so they can manage confidentiality and target and develop the peer connections they find most valuable."

"Further," Greenspan continues, "not only must the opportunity-ready executive be online and visible in all the spaces where recruiters and hiring managers search for candidates, they also need all the right keywords associated with their names and must be free of 'digital dirt' – negative online information that can damage a reputation."

THE ONLINE EXECUTIVE WHERE DO THEY HAVE PROFILES?



WHO DO THEY WANT TO MEET?

1. Executive recruiters
2. People who can refer them to those they need to know
3. Successful peers
4. Industry experts
5. Thought leaders

WHAT HAVE BEEN THE RESULTS EXECUTIVES HAD ONLINE?

1. Made business contacts
2. Contacted for a job
3. Asked for a referral
4. Contacted/recognized for their expertise
5. Been found for a job/Found new clients (TIE)

BY THE NUMBERS

58%

of executives feel they need to sharpen their social media skills to advance their career. They also have concerns in using social networks.

WHAT ARE THEIR CONCERNS?

98%



ARE CAUTIOUS ABOUT WHAT THEY POST ON OPEN, PUBLIC NETWORKS.

81%



SAY PRIVATE, PASSWORD-PROTECTED NETWORKS OFFER THEM MORE CONFIDENTIALITY.

68%



RECEIVE TOO MANY IRRELEVANT INVITATIONS ON PUBLIC NETWORKS.

45%



FIND SMALLER, NICHE NETWORKS ARE WHERE THEY MAKE THE MOST VALUED CONNECTIONS.

Get Online and Get Noticed

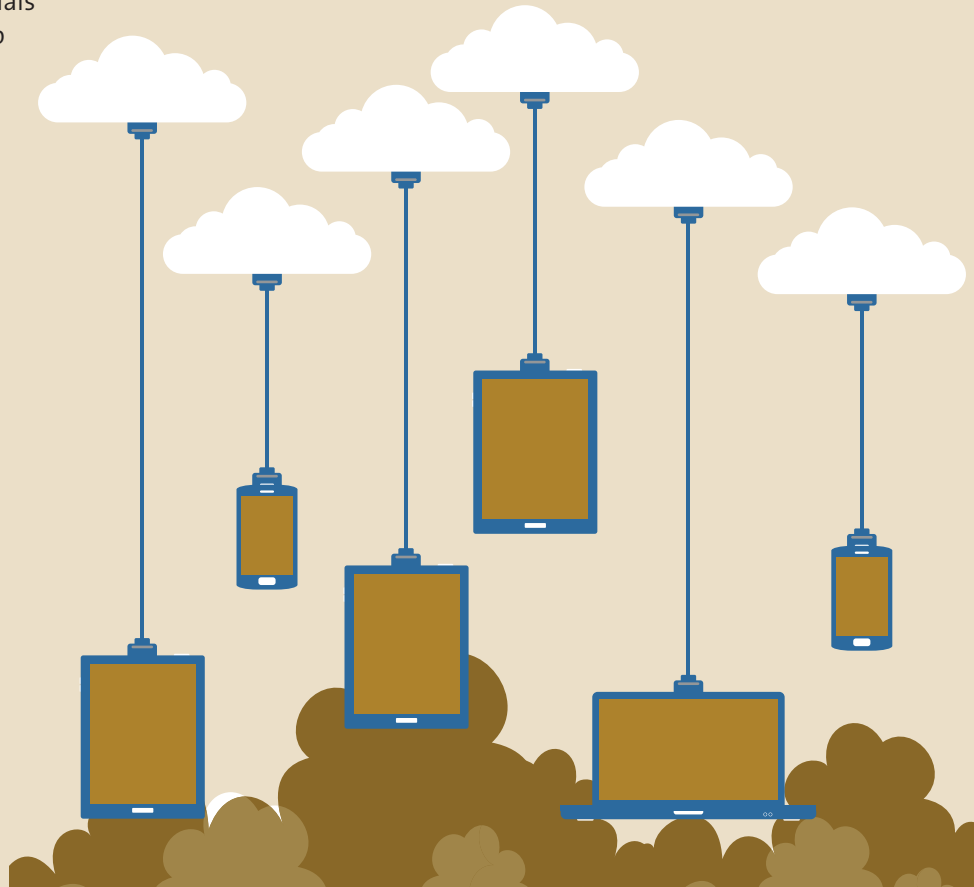
Your goal in 2003 might have been to wind up in the recruiter's résumé database, but in 2013 it's about a keyword-rich online profile and being in the right circles of people where recruiters hang out.

Roughly one-quarter of executives placed into companies by search firms in 2012 were originally identified or contacted through a social network. It is fast becoming that those with a well-crafted and high-impact online presence will increase their chances of being found for their dream job.

Recruiters are searching for demonstrations of thought leadership, network connections, online recommendations, press releases, civic and volunteer activities – anything that presents a holistic view of the executive as a leader and can elevate your candidacy. Online profiles should be filled with the right keywords to attract opportunity and matching desired job descriptions.

TOP ACTIVITIES THAT IMPROVE A CANDIDATE'S JOB PROSPECTS IF FOUND ONLINE BY A RECRUITER

1. Subject-matter expertise such as presentations, published articles, etc.
2. Connections with other top executives on a business or professional network
3. Online recommendations/testimonials
4. Contributions to thought-leadership blogs or online discussions
5. Mentions in press releases



BY THE NUMBERS

26%

of executives placed into companies by search firms in 2012 were originally identified or contacted through a social network.

Your Online Reputation Precedes You

Executives have to be ever-cognizant of how to present themselves for their business and their careers, and attention to their online image has to be heightened. Becoming visible online and creating a positive digital reputation requires a strategic campaign, and successful executives have engaged in activities that show they are in the right places, with the right people, demonstrating their expertise for when they are Googled by recruiters or hiring managers.

Successful executives find that regularly updating public and private online profiles and posting status updates with interesting and relevant information are two important activities, among others:

ONLINE ACTIVITIES OF SUCCESSFULLY VISIBLE EXECUTIVES

- ☒ Commenting on online business discussions and blogs
- ☒ Starting discussions in online business networking groups
- ☒ Sharing content in which my name appears with other social networks
- ☒ Contributing articles for blogs
- ☒ Writing articles for online industry publications

Executives have also taken the following steps to ensure their online reputation remains positive:

1. Only post information online that I am comfortable publicly displaying
2. Ensure privacy settings on social networks are enabled
3. Frequently search the Internet for my own name



BY THE NUMBERS

55%

of executive recruiters have eliminated a viable candidate from consideration because of negative information found online (“digital dirt”).

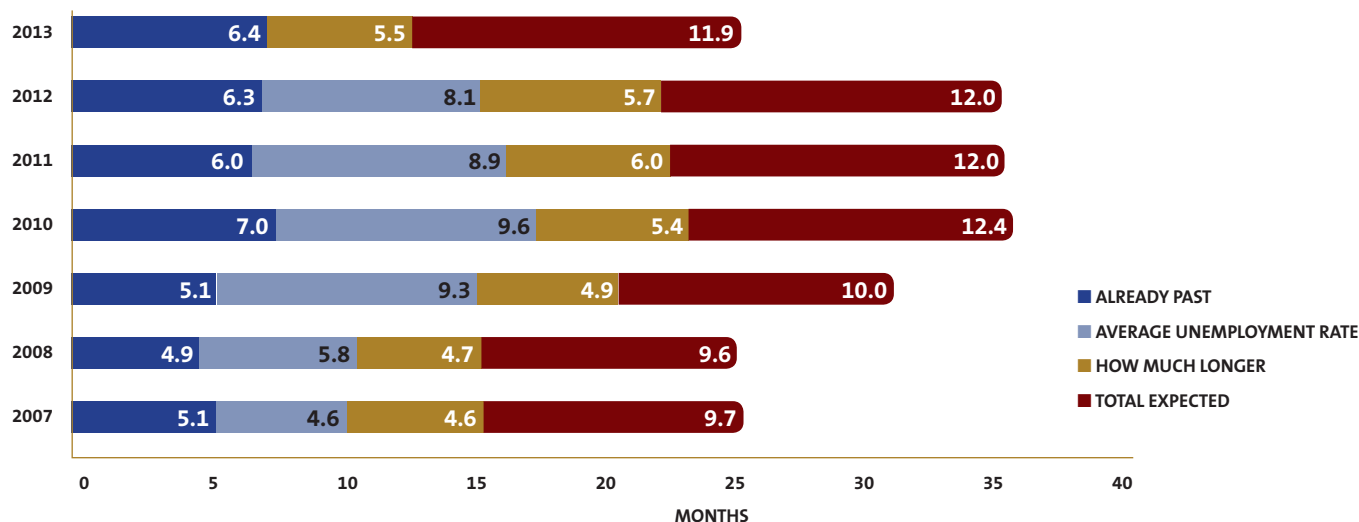
Are We There Yet? Finding a New Job Takes Longer Than You Think

Can you go a year without a salary or stay in a job where you're not happy? A year is about the length of time to find a new executive-level job, according to the surveyed executives. Actually, 11.9 months is the combined total of how long executives reported they have already been searching and how much longer they expect it will be before landing a new role.

Before the depth of the recession in 2007 and 2008, expected time in job search was under 10 months. It began to elongate through 2012, and the recent drop below the one-year mark may now be interpreted as a sign of hope. While actual time in job search will vary, there are activities that act as "career insurance" to help shorten the duration between opportunities: maintain connection to a strong, diverse network; have a professionally written résumé or marketing materials; and visibly promote your executive brand online.

"Executives who look at job search as a sales process and can convey the unique value they will bring to their next company through their résumés and collateral materials have the best success accelerating their time to an offer," notes Don Weintraub, ExecuNet Managing Director, who leads ExecuNet's team of personal branding and career strategists.

JOB SEARCH TIME EXPECTATIONS



On average, it takes 4.4 months for companies to fill an executive-level position, while recruiters are closing the deal in 3.4 months. "If you find the right opportunity, network to targeted decision-makers quickly and prove your value, as the position will likely be filled in three to four months," Greenspan points out.

BY THE NUMBERS

5.7

YEARS

is the average length of time since respondents were last in job search.

There's Growth if You Look in the Right Places, Say Recruiters

Search firm recruiters are projecting 21 percent growth in their assignment levels in 2013 and have predicted the key industries where they expect the most executive hiring.

If these growth areas are not in your wheelhouse, recognize two things:

1. More than 50 percent of companies are looking to upgrade talent and may not be conducting open, public searches. However, you'll be considered for opportunity if you present yourself as the great solution to one of their major problems.
2. Your skills may be transferrable to growth markets if you understand your marketability and the problems these growing industries have that you may have solved in unique ways.

If you're in one of the thriving functions, you can leverage that demand when you negotiate.

WHERE THE EXECUTIVE JOBS ARE IN 2013

ACCORDING TO SEARCH FIRM RECRUITERS

INDUSTRIES WHERE THE MOST EXECUTIVE JOB GROWTH IS EXPECTED



Healthcare/Hospitals/Clinics, Managed Care



High Technology



Manufacturing/Industrial



Pharmaceuticals/Medical Supplies and Devices/
Biotech

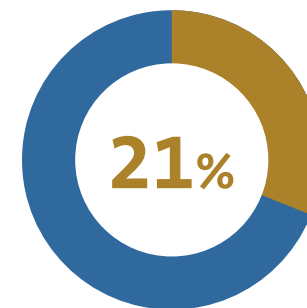


Energy/Utilities

FUNCTIONS WHERE THE MOST EXECUTIVE JOB GROWTH IS EXPECTED

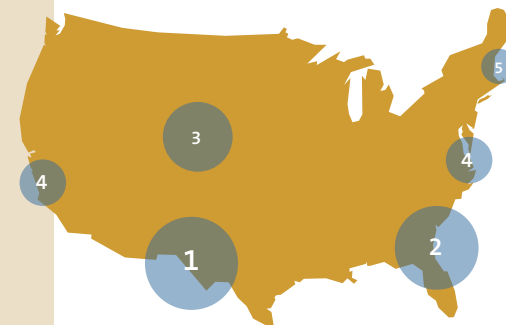
1. Business Development
2. Sales
3. Engineering
4. Operations Management (including Quality, Supply Chain)
5. Marketing

BY THE NUMBERS



growth in assignment levels expected by search firm recruiters.

REGIONS WHERE THE MOST EXECUTIVE JOB GROWTH IS EXPECTED



1. Southwest (Including Texas)
2. Southeast
3. Midwest
4. West Coast/Mid Atlantic (TIE)
5. Northeast/New England

The Myth of the Perfect Candidate

Companies and recruiters are a bit disconnected on the priority of the high-value skills they are seeking in candidates, with search firms placing a higher emphasis on industry-specific experience. With 91 percent of executives reporting they are open to switching industries, their ability to successfully transition might be impacted by whether they work with a recruiter or directly with the hiring company. Executives are effective at switching industries when they find a company with a problem where they are the solution and then network to the decision-makers.

“Companies should hire for attributes or inherent qualities such as inquisitiveness, tenacity and ‘need-to-succeed.’ They can train for competencies, which includes industry terminology, product knowledge, etc,” said Weintraub. “We coach executives on how they can position themselves to recruiters and companies so their past executive-level performance can be seen as solid predictors of future success.”

SEARCH FIRM RECRUITERS ARE LOOKING FOR:

1. Industry-specific experience
2. Strategy and execution leadership
3. Ability to build and lead high performance teams
4. Functional/technical experience
5. Record of innovation



CORPORATE TALENT ACQUISITION LEADERS ARE LOOKING FOR:

1. Ability to build and lead high performance teams
2. Strategy and execution leadership
3. Emotional intelligence
4. Industry-specific experience
5. Record of innovation



If you want to be found by a recruiter, you have to be the ‘round peg for the round hole,’ as they are paid to find a very specific type of candidate. But when you network to a company decision-maker you have a greater ability to demonstrate greater capabilities beyond ‘industry-specific experience.’

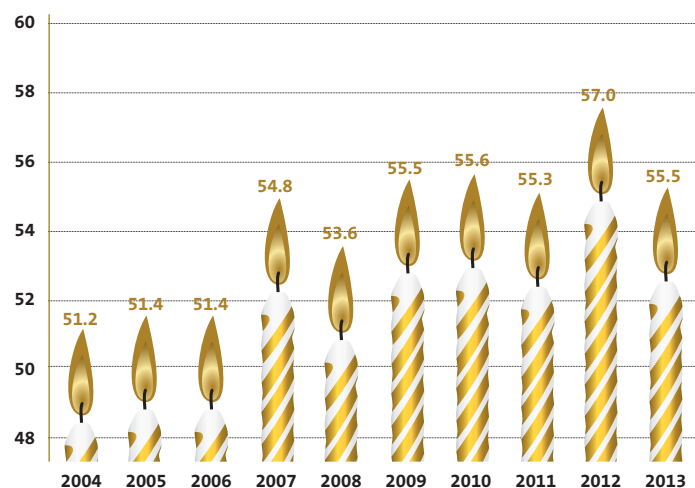
At What Point Does Gray Matter? How Recruiters View Age

As the qualified talent in the marketplace gets older, so does the “age of concern.” Search firms reported that a candidate’s age as a significant factor in hiring decisions has mostly trended upward since 2004. In this most recent survey, recruiters pointed to 55.5 as the age that could be influential in hiring, down a bit from last year’s 57 years old.

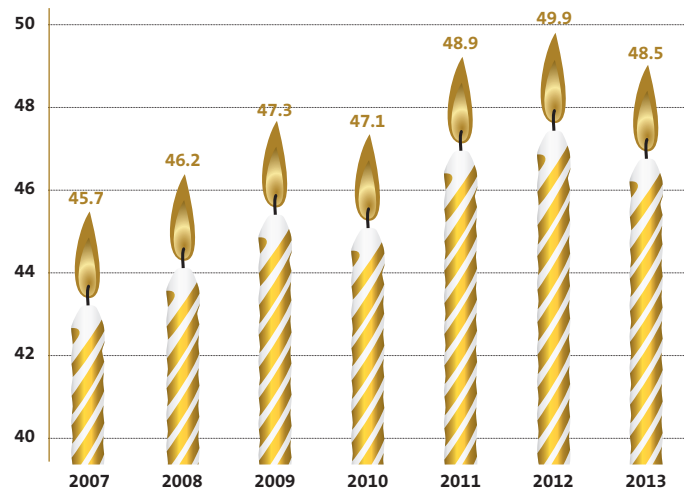
The key to overcoming potential age bias is to always demonstrate value to the organization; the senior executive has the advantage in being able to showcase what they can do for their future companies, not what they did for their past companies, as well as a depth of experience and breadth of skills that only come with longevity.

There’s no point in trying to perpetuate an elaborate ruse to hide your age, Opton asserts, and one ExecuNet member was spot-on when he said, “Bottom line: We don’t land jobs because we successfully avoided revealing who we are. We land jobs when we find the right opportunities.”

THE POINT WHEN AN EXECUTIVE’S AGE BECOMES A SIGNIFICANT FACTOR IN HIRING DECISIONS



AVERAGE AGE OF EXECUTIVES THAT SEARCH FIRMS ARE PLACING IN LEADERSHIP ROLES



BY THE NUMBERS

43%

of the 47 year-old (average) executive survey respondents believe their age will negatively affect their ability to land their next position.

Where Recruiters are Now Looking for Executive Candidates

Are you “socializing” with recruiters, as many of them are searching social networks to find talent? As a result, 26 percent of candidates hired in 2012 were originally identified or contacted through a social network.

Both search firm and corporate recruiters are rapidly improving their social recruiting skills and proficiency in social networking, which means that today’s executives have to be visible online and fluent with the tools or risk losing their dream job to a savvier competitor.

In 2012, 81 percent of search firm recruiters and 64 percent of corporate recruiters reported that they planned to increase their visibility on social networks to support their recruiting efforts.

In 2013, 82 percent of search firm recruiters and 71 percent of corporate recruiters reported they will further increase their visibility on social networks to support their recruiting efforts, so more candidates are likely to be sourced through this channel.

RECRUITERS RATE THEIR SOCIAL RECRUITING SKILLS



HOW RECRUITERS USE SOCIAL NETWORKS

SEARCH FIRMS

1. Source qualified candidates I did not previously know
2. Easily contact qualified candidates
3. Get introductions/referrals to candidates
4. Build pipeline of potential candidates
5. Get a more complete picture of candidate's network, communication ability, insight into their interests

CORPORATE RECRUITERS

1. Source qualified candidates I did not previously know
2. Easily contact qualified candidates
3. Get a more complete picture of candidate's network, communication ability, insight into their interests
4. Post jobs in status updates
5. Brand my company

Closing the Deal

Just a scant 5 percent of executives would be persuaded to stay in their current organizations for more money, but they would be lured away for a new job with the promise of an average 13.5 percent increase.

“In 2010, executives reported they would change jobs for just 1.3 percent increase in salary,” says Anderson. “Now that it is back up to 2007 double-digit levels, it is an indication that executives are more confident about their ability to change jobs and command higher compensation.”

In addition to base salary, there are other elements of the compensation package that are meaningful with executives. Executives and search firms are not fully aligned on what’s most important, so to get exactly what they want, candidates should either negotiate directly with companies or fully communicate their priorities to recruiters who are negotiating on their behalf.

WHAT SEARCH FIRM RECRUITERS THINK EXECUTIVES WANT IN COMPENSATION PACKAGES

1. Annual performance bonus
2. Stock options/equity
3. Relocation package
4. Long-term performance bonus
5. Profit sharing



WHAT EXECUTIVES REALLY WANT IN COMPENSATION PACKAGES

1. Annual performance bonus
2. Healthcare contribution
3. Stock options/equity
4. Profit sharing
5. Long-term performance bonus

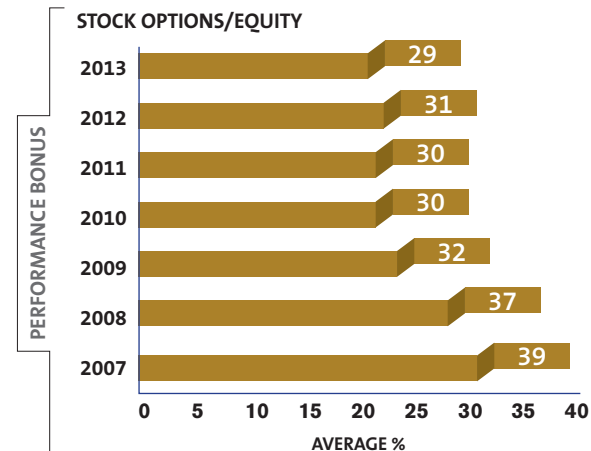
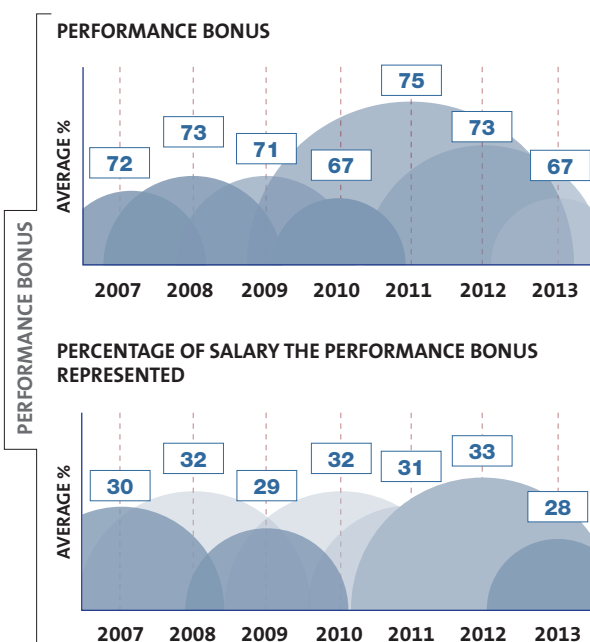
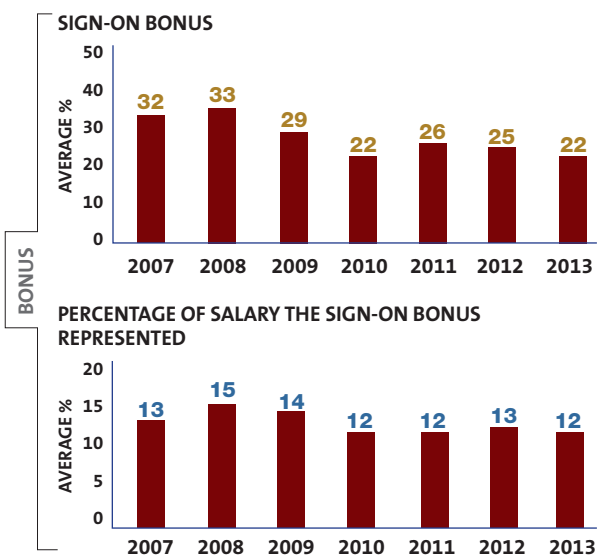
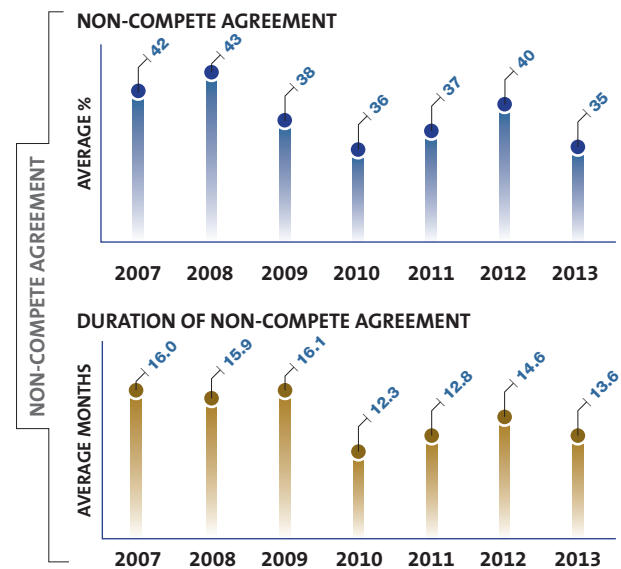
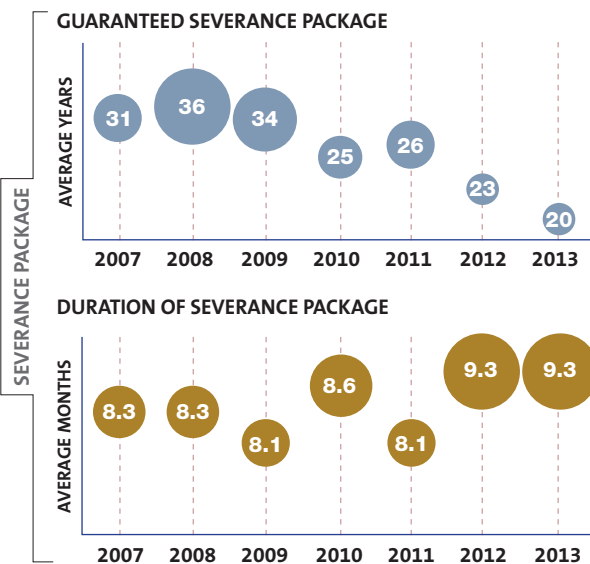
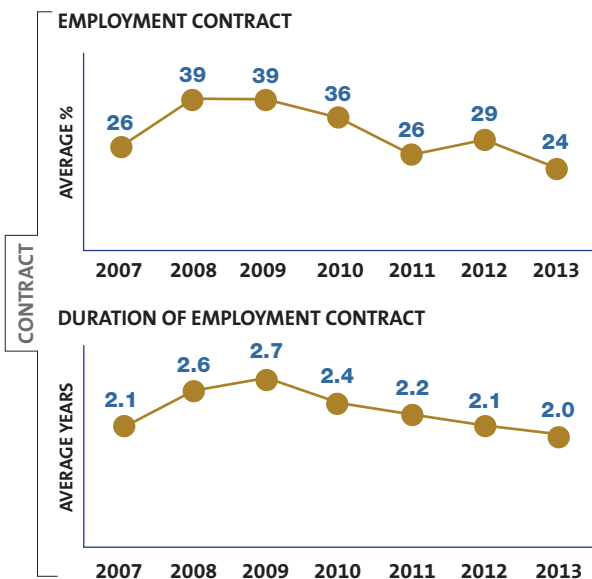


“I need a company that truly values my knowledge, skills, experience and does not base my next salary from my last salary.”

– DIRECTOR, CONSULTING COMPANY

Don't Leave Money On The Table

There are factors executives must consider before accepting their next offer. Now, more than ever before, it is important to benchmark executive compensation packages to make sure money isn't left on the table.



Thanks, but No Thanks: Why Offers are Rejected

Cash is still a deal-breaker for executives who decide not to accept an offer from a prospective employer, which means that companies are potentially letting money stand in the way of recruiting top talent, or they are not presenting attractive enough ambient components to supplement the lower dollar amount. Search firms report that both clients and candidates have a high level of willingness to negotiate offers, yet they are unable to find common ground when it comes to money solidifying the deal.

MOST COMMON REASONS OFFER IS REJECTED, ACCORDING TO:

SEARCH FIRM RECRUITERS

1. Total compensation isn't high enough
2. Trailing spouse/partner/family becomes uncomfortable with relocating
3. Accepted an offer from another organization
4. Relocation not financially viable
5. Personality of future boss

CORPORATE HUMAN RESOURCE PROFESSIONALS

1. Total compensation isn't high enough
2. Accepted an offer from another organization
3. Accepted a counteroffer from their current employer/ Relocation not financially viable (TIE)
4. Trailing spouse/partner/family becomes uncomfortable with relocating
5. Job security



"I am looking for a combination of things in my next position including more compensation, a work/life balance, synergy with my leader and a position which allows me to both expand my personal brand and also expand my role."

— SENIOR EXECUTIVE

Reasons for Acceptance: The Money and Benefits that Drive Job Change

Compensation has typically always led as the driver for accepting a new job, with executives being lured away for double-digit increases. But, when it comes to all the elements in the compensation package, there's a slight mismatch between what executives want when they accept a new job and what recruiters think they want.

Corporate recruiters point to 13.6 months as the threshold when the excitement of a new job begins to fade, down from 16.5 months when surveyed in early 2012. Better alignment could lengthen the “honeymoon period” and result in big wins all-around, whereby new hires are more satisfied with their compensation packages; companies meet new employees’ expectations; and recruiters maintain strong placement rates.

WHY EXECUTIVES ACCEPT A NEW JOB

1. Better pay (salary + bonus)
2. Personal growth potential
3. Position presents opportunity to lead and drive
4. Opportunity to broaden skills
5. Better benefits package/Organization's reputation (TIE)

WHY RECRUITERS THINK EXECUTIVES ACCEPT A NEW JOB

1. Better pay (salary + bonus)
2. Personal growth potential
3. Promotion/advancement
4. Better culture
5. Opportunity to broaden my skills

BY THE NUMBERS

How much more money it'll take to get you to change jobs:

14.7%

PRESIDENT/CEO/COO/PARTNER/CHAIRMAN

13.5%

CxO/SENIOR VICE PRESIDENT/EXECUTIVE VICE PRESIDENT

12.5%

VICE PRESIDENT

12.0%

DIRECTOR-LEVEL

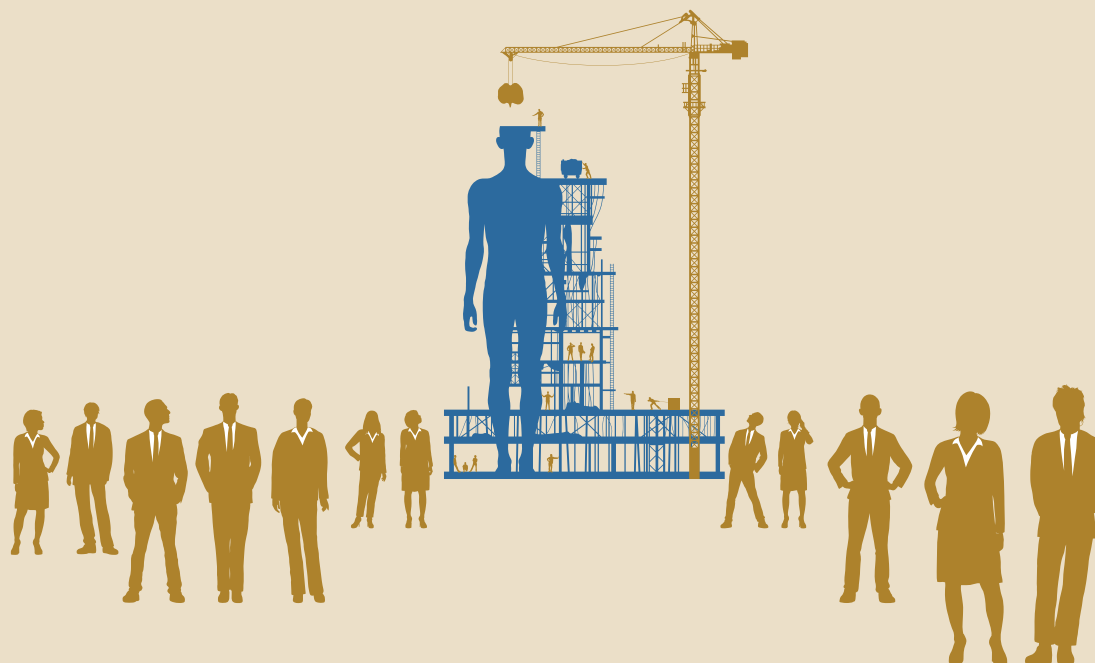
The Mission of the In-Role Executive: Build the Leaders of Tomorrow

Nearly all (96 percent) of the surveyed senior-level executives agreed that their goal is to make team members promotable. However, they are challenged to find some of the qualities that will lead to advancement.

MOST PROMOTABLE QUALITIES	MOST DIFFICULT TO FIND QUALITIES
Takes initiative	Good communication skills
Follows through/Gets results (TIE)	Takes initiative
Good communication skills	Follows through/Gets results and Innovative (TIE)
Has good business ethics	Develops/hires other leaders
Good relationship builder	Manages teams well

85% of corporate leaders believe their direct reports have the skills required for their positions.

Corporate business leaders are emphasizing the importance of cultural fit and think a positive attitude can have a great effect on team morale, particularly as economic factors cause companies to struggle with employee engagement and motivation. Negativity can quickly become contagious and drag down overall performance.



BY THE NUMBERS

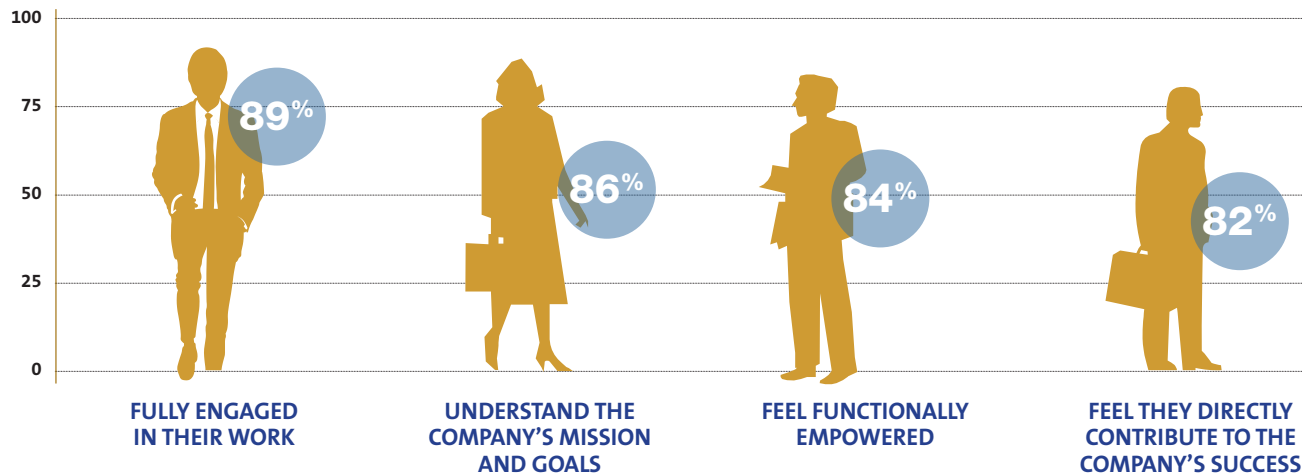
88%

of corporate leaders would rather have a “B-player” with a good attitude than an “A-player” with a bad attitude.

The Executive as Leader

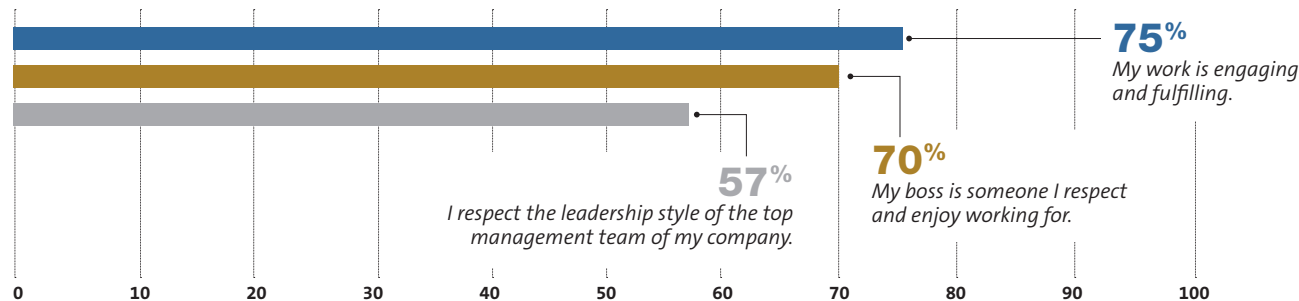
Overall, the senior-level executives had much more favorable feelings for direct reports than they did for their superiors, indicating they feel they manage their own teams better than their boss manages the executive team. They also believe those who reported to them are generally fulfilled and engaged at work, which could be just their own myopic view of their leadership abilities.

MY DIRECT REPORTS ARE:



Opton notes, "They appreciate their team and feel bonded to them, but they don't have the same depth of feelings for their own bosses or they don't feel valued. These executives are telling us they stay for their direct reports and their work, but not necessarily for the leadership."

EXECUTIVE AS A FOLLOWER



BY THE NUMBERS

63%

of corporate leaders think their direct reports are not easily replaceable.



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