

CEO SNAPSHOT SURVEY™

RHR International is pleased to present our first issue of the CEO Snapshot Survey™. This timely report was designed to provide insights on what is happening today in The World of the CEO™. On a regular basis, RHR International's research team will survey a select group of CEOs who lead companies with annual revenues topping out at \$2 billion. The result will be groundbreaking data and analysis that provide a thought-provoking and rare look inside the mind of chief executives. We will also examine the psychological nuances that underpin C-suite dynamics in the boardroom.

Though these middle-market CEOs represent companies that make up a wide swath of the global economy, their perspectives have seldom been examined. The CEO Snapshot Survey™, based on responses from CEOs at public and private companies, delves into their perceptions on board relationships, succession issues, their own leadership effectiveness, and the resources they need to improve their performance. We expect some unexpected insights to be uncovered, and a few myths to be disproven as well.

SEE NEXT PAGE FOR RESULTS

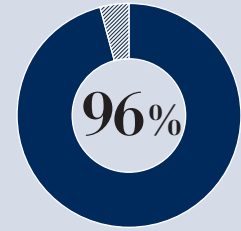


METHODOLOGY

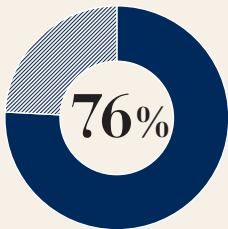
The CEO Snapshot Survey™ data collection for the January 2012 report was conducted online in October and November 2011 by Harris Interactive Service Bureau. It examines the opinions of 83 U.S. chief executive officers. The next issue of CEO Snapshot Survey™ will be available in the summer of 2012.

BOARDS PROVIDE POSITIVE SUPPORT

Boards are a fruitful source of feedback and support for CEOs, with **96%** saying they can speak honestly with certain directors about their performance and the impact of their decisions, and **59%** citing the board as their most helpful source of feedback. Fifty percent of CEOs say the lead director serves as this key board confidant, indicating the growing importance of finding the right person for this board position.



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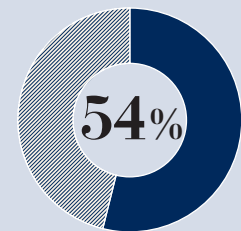
of CEOs believe they should be more involved in planning their own succession

SUCCESSION PLANNING CAUSES BREAKDOWNS

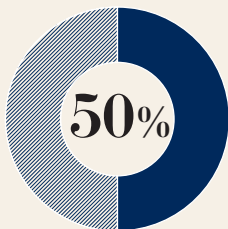
From the CEO's perspective, board relationships and communications begin to break down during the succession planning process. **Seventy-six percent** of CEOs believe they should be more involved in planning their own succession, and many CEOs report that miscommunication with the board about selection decisions and responsibilities is the most difficult part of this process. "Succession planning is full of complex psychological nuances, such as the incumbent CEO's readiness to step down, that can make it a very difficult process," said Dr. Thomas J. Saporito, Chairman and CEO of RHR International. "Earlier RHR research also shows CEOs need more clarity from and alignment with boards during transitions into and out of the C-suite."

COMPLEXITY OF THE JOB SURPRISES CEOS

There is a disconnect between CEOs' self-proclaimed preparedness for the job and what they experience when they assume the role. **Eighty-seven percent** of all CEOs felt prepared for the job, yet of that group, **54%** say it was different from what they originally expected. When looking at first-time CEOs only, both percentages rise: **91%** felt ready for the job and **72%** report it was different from their original expectations. "This is not uncommon," said Dr. Saporito. "Stress, pressure, and loneliness all combine to create a job unlike any other they have previously had."



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of CEOs report experiencing loneliness in the role

ISOLATION HINDERS PERFORMANCE

The intensity of the CEO's job, coupled with the scarcity of peers to confide in, creates potentially dangerous feelings of isolation among chief executives. **Fifty percent** of all CEOs report experiencing loneliness in the role, and of this group, **61%** believe that the isolation hinders their performance. First-time CEOs are particularly susceptible to this isolation, with nearly **70%** of those who experience loneliness saying it negatively affects their ability to do their jobs. Nearly half of all CEOs estimate that most other leaders experience similar feelings of loneliness.

