


What if  
employees  
recruited the  
CEO, and not  
the other way  
round?



Great Place To Work is the global authority on workplace culture. Our Certification, Best Workplaces™ Lists, and Global Benchmarks are the industry gold standard. Our lists and benchmarks are built on data from more than 100 million employees in 150 countries around the world.

This short report provides rich insight into what employees of all levels from across sectors in Nigeria rate as the most critical attributes for CEOs - the 'things employees value in a CEO'.

**Great Place To Work®**

# What attributes do Nigerian employees value the most in a CEO?

Below are ten attributes associated with high-performing CEOs. Which matters most will depend on various factors, such as, who you ask and which organization the CEO is responsible for. We asked a Panel of Nigerian employees to help us to rank the ten attributes from most to least important to them.

## Top 10 Countdown

### #1 Provides Vision & Clarity

Employees want a CEO who can articulate a clear and inspiring vision for the company's future. A well-defined vision provides employees with a sense of purpose and direction.

### #2 Showcases Integrity & Ethics

A CEO's personal and professional ethics matter to employees. They want a leader who acts with integrity, honesty, and fairness, both internally and externally.

### #3 Is a Transparent & Strong Communicator

Open and transparent communication is highly valued. Employees want a CEO who keeps them informed about company developments, challenges, and strategic plans. Regular updates and opportunities for dialogue are essential.

### #4 Supports Innovation & Creative Thinking

Employees often admire CEOs who encourage innovation and are willing to take calculated risks to drive the company forward. A culture of innovation can inspire creativity and growth.

### #5 Advocates Employee Development & Wellbeing

CEOs who invest in employee development and well-being are appreciated. This can include offering opportunities for training and advancement and fostering a healthy work-life balance.

### #6 Delivers Results & Business Performance

Ultimately, employees want to see results. CEOs who can lead the company to success, growth, and profitability are typically well-regarded, as long as this success is achieved ethically and sustainably.

### #7 Is Empathetic & Approachable

CEOs who are accessible to employees and make an effort to engage with them personally, whether through town hall meetings, informal conversations, or other means, are often appreciated. Employees want to feel that their concerns and feedback are heard and taken seriously.

### #8 Champions Inclusivity & Diversity

Employees value CEOs who promote diversity and inclusion within the organization. A commitment to creating a diverse and equitable workplace is seen as a positive trait.

### #9 Is Adaptable & Resilient

CEOs who can adapt to changing circumstances and lead the organization through challenges are highly regarded. Resilience in the face of setbacks can inspire confidence.

### #10 Prioritises Community & Social Responsibility

CEOs who engage in corporate social responsibility efforts and contribute positively to the community are often admired. Employees want to work for a company that aligns with their values.

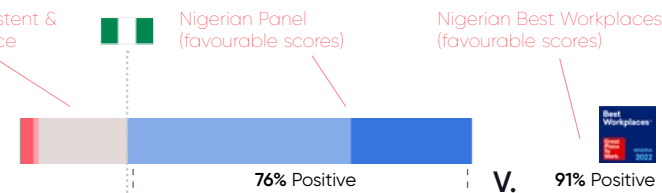
# How does this compare to the 'average' employee experience of leadership and management in Nigeria?

Whilst we've established what employees value in a *great* CEO/Leader – we used a selection of our research-backed **Trust Index™ Statements** to understand the reality of the 'average' Nigerian employee experience and have compared that to those at Best Workplaces in Nigeria™. *This page showcases the experiences of our anonymous Panel at their 'current/most recent workplace'.*

'Top 10 Attributes' Ranking

## #1 Provides Vision & Clarity

*'Management has a clear view of where the organisation is going and how to get there.'*



## #10 Prioritises Community & Social Responsibility

*'I feel good about the ways in which we contribute to the community.'*



## #5 Advocates Employee Development & Wellbeing

*'People are encouraged to balance their work life and their personal life.'*



## #6 Delivers Results & Business Performance

*'Management is competent at running the business.'*



## #8 Champions Inclusivity & Diversity

*'I am treated as a full member here regardless of my position'*



## #9 Is Adaptable & Resilient

*'People here quickly adapt to the changes needed for our organisation's success.'*



## #2 Showcases Integrity & Ethics

*'Management is honest and ethical in its business practices.'*



## #4 Supports Innovation & Creative Thinking

*'We celebrate people who try new and better ways of doing things, regardless of the outcome.'*



## #3 Is a Transparent & Strong Communicator

*'I can ask management any reasonable question and get a straight answer'*



## #7 Is Empathetic & Approachable

*'Management is approachable and easy to talk to.'*



**KEY** ■ Almost Always Untrue ■ Usually Untrue ■ Sometimes True / Sometimes Untrue ■ Usually True ■ Almost Always True

\* NOTE: Population Study captures 'average individual experience' level v Best Workplaces at an 'average company experience' level

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## Thoughts and summary from Organizational Psychologist, and Great Place To Work Nigeria's Change Consultant, Dr Petrina Carmody



### Every Organization is Unique.

Whilst this provides a fascinating insight into the 'average' employee's preferences and experiences of their CEO and leadership, it's important to note that different employees may prioritise these qualities differently, depending on their role, level of seniority, and personal values.

Additionally, their organization's specific context and challenges can influence which qualities are most valued at any given time.

**In practice, the most influential CEOs possess a combination of the qualities in this report (and more) and adapt their leadership style to the needs of the organization and its employees. Building trust and a strong rapport with employees is vital to becoming a successful and respected CEO.**

### 'Vision & Clarity' Win Out

Employees in Best Workplaces consistently rate CEO attributes from the top ten more favourably than employees in our Panel. Strong leadership is typically a critical pre-condition for workplaces offering employees a great high-trust experience and a stronger bottom line.

Encouragingly, however, the CEO attribute rated most important in Nigeria – providing 'Vision & Clarity,' is also rated very highly by those at Best Workplaces™ and our Nigerian Panel.

### Focus Area Suggestions

Had the Panel results been from a single organization, I'd recommend focussing on the attributes voted the 'most

important' for CEOs to showcase. I would also look at those with the most significant gaps between the Panel and Best Workplaces in Nigeria™. Specifically:

- **Keep focus on supporting leaders around 'Provides Vision and Clarity'.** While it is the highest-scoring attribute for the Panel, it is still notably lower than the Best Workplaces™ and the most important attribute for CEOs.
- **Work with leaders to define and role model 'Integrity and Ethics' from the top.** This key leadership attribute scores among the least favourably and is notably lower than the 'best' (the Best Workplaces™ benchmark).
- **Communication is a third key focus area.** 'Transparent and Strong Communication' is the third most important CEO attribute but scores among the least favourably and most notably lower than the 'best.'
- **The lowest scoring topic area is 'Empathetic and Approachable' leadership,** which also rates least favourably versus the experience of those at the 'best' organisations.

### In Conclusion

This insight highlights opportunities for organizations to drive focus on the leadership attributes that matter the most and, where there is higher performance, to sustain and build on that.

At Great Place To Work, our Trust Index survey and associated Change consultancy actively guide leaders at each level, from frontline to C-Suite, to interact mindfully in ways that drive strong engagement and the bottom line.



If you are interested in how this topic can transform your workplace, watch our webinar on 'Leadership Perspectives in Employee-Recruited CEO Organizations' to hear stimulating perspectives and debate.

[www.greatplacetowork.com.ng/en/Ask-Great-Place-To-Work](http://www.greatplacetowork.com.ng/en/Ask-Great-Place-To-Work)

**Because every company is unique, if you would like to discuss partnering with our experts to understand your organization's workplace culture, drive it forward and earn Great Place To Work-Certification, please contact us at**

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