LEAD WHAT MATTERS

WHAT 1,000 WORKERS REVEAL ABOUT CLARITY, CULTURE, AND EXECUTION

National study uncovers vital insight on cutting complexity and turning strategy into measurable results.

2025

BILL CANADY

WELCOME TO THE 80/20 INSTITUTE!

Welcome to **Lead What Matters: What 1,000 Workers Reveal About Clarity, Culture, and Execution.** In partnership with The Center for Generational Kinetics, we surveyed 1,000 US employees on clarity, culture, communication, data and execution. The conclusion is clear: You can't separate the human side of business from the operational side.

When people see the mission, have the data, and are led well, performance rises. When they don't, you lose talent, time, and margin. Case in point: 83% said they're at least "somewhat satisfied" at work, yet 46% would quit today if they could. This disconnect demands serious solutions.

To build a high-performing, scalable business, leaders must align teams around a shared mission, push critical data to the edge, and empower people with clear goals and accountability. The study highlights five challenges blocking execution:

Misalignment between leaders and employees

Only 32% of employees agree completely that they fully understand their organization's core mission, and there are significant gaps between the perception of an organization's core mission being aligned from the view of executives compared to that of employees.

Managerial dissatisfaction

The study reveals surprising insights into managerial dissatisfaction. Only 36% of American workers reported being "completely satisfied" with their current manager or the person they report to.

Disengagement and silent attrition

Satisfaction masks exit intent with 46% of working Americans would quit their job today if they could, including 87% of dissatisfied workers.

The data access gap is real

A whopping 57% of working Americans say they lack permission to access data specific to their role, department, or area, and 70% of working Americans cannot access data related to organizational goals and objectives.

Strategy-to-execution breakdown

Only 56% of employees say their organization has a clear, measurable focus, and even fewer employees (49%) say their organization has scalable processes.

This report offers discoveries and "80/20 Solutions" leaders can use as a roadmap: mission clarity, measurable priorities, frontline data access, and visible accountability. Do this, and you'll cut complexity, raise trust, and turn strategy into results you can measure.

To keep going and see how the 80/20 methodology can help your organization execute with focus and speed, visit The8020Institute.com

Bill Canady
The 80/20 Institute



TABLE OF CONTENTS

Welcome To The 80/20 Institute 2

Insight 1: Hidden Disengagement: Satisfaction Masks Risk 4

Insight 2: Your Mission Isn't Clear to Your Team 6

Insight 3: Toxic Culture Begins with Poor Management 7

Insight 4: Data Access Is Blocking Execution 9

Insight 5: Slow Execution Causes Change to Fail 11

Insight 6: Strategy Isn't Translating at the Front Line 12

Insight 7: Stress from Complexity Is Making People Sick 14

Insight 8: The Problem Isn't Pay—It's Leadership 15

Insight 9: Your Execution System Is Broken, and You Don't See It 17

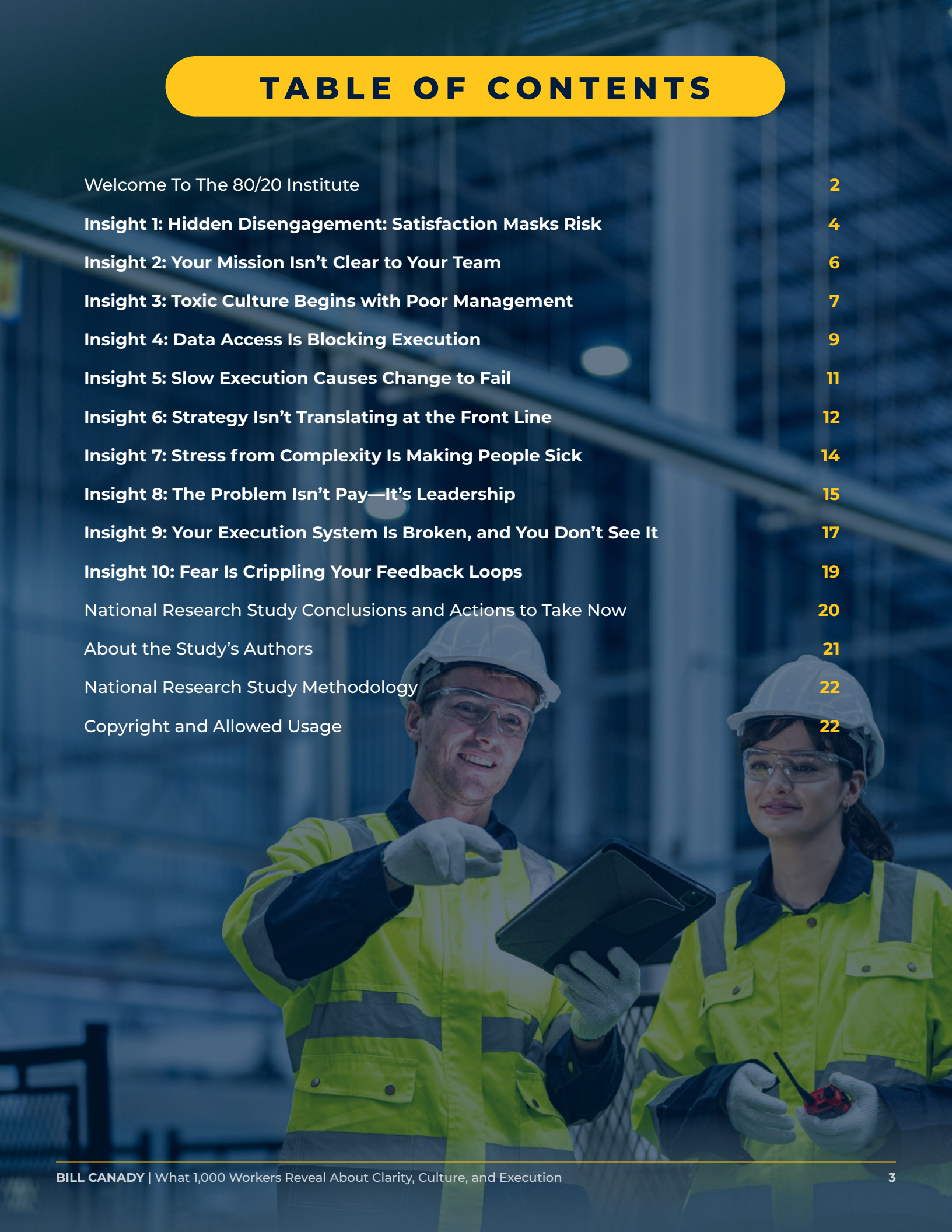
Insight 10: Fear Is Crippling Your Feedback Loops 19

National Research Study Conclusions and Actions to Take Now 20

About the Study's Authors 21

National Research Study Methodology 22

Copyright and Allowed Usage 22



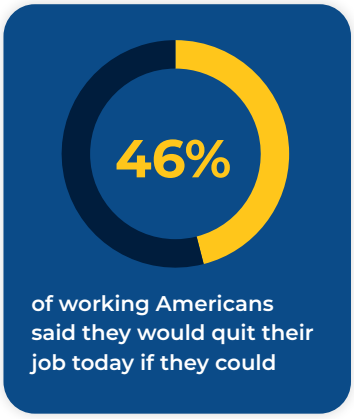
INSIGHT 1

Hidden Disengagement: Satisfaction Masks Risk

The Million-Dollar Question

Many leaders view satisfaction as a vital sign of their organization, so we opened the study with a simple, yet high-stakes question: “How satisfied are you in your current job?” Among the 1,000 employed U.S. adults ages 18–65 that we asked, the headline looked encouraging: 83% reported being at least “completely or somewhat satisfied”.

Then came the twist: 46% of working Americans said they would quit their job today if they could—including 87% of dissatisfied workers. Here, satisfaction and intent to leave coexist, which means the metric many rely on to gauge stability can also conceal risk. Stated differently, leaders often interpret high satisfaction scores as evidence of a healthy work culture and workforce stability. However, the data exposes a dangerous illusion: employees may be “satisfied” on the surface while simultaneously detached, discouraged, or passively job-seeking.



The Illusion of Safety

That risk isn’t limited to turnover. It shows up in execution.

> Employees can appear satisfied while lacking a clear sense of direction, contribution, or connection to the strategy.

When people cannot see how their work advances the mission, effort fragments, initiative slows, and teams optimize for activity rather than outcomes. This creates a false sense of security at the top—leaders see the “satisfaction” score and assume alignment, while execution quietly frays underneath.

What This Looks Like Day to Day

Hidden disengagement doesn’t always announce itself with open resistance. Instead, it often looks like:

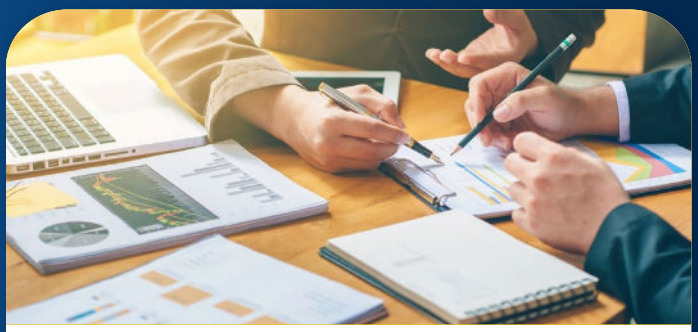
- Meetings feel full of updates but light on measurable outcomes.
- Employees “go through the motions” but struggle to connect tasks to strategy.
- Teams deliver projects on time but miss the bigger outcomes those projects were meant to drive.
- Leaders are surprised when high performers suddenly leave—even though the early warning signs were in the data all along.

Why It Matters

This disconnect is more than an HR issue—it's a business performance issue. Payroll is one of the largest investments on any balance sheet. If nearly half of employees say they would leave today despite reporting satisfaction, organizations are paying for motion, not progress. The bigger danger is that satisfaction delays recognition of risk. Leaders who equate satisfaction with stability risk missing early warning signs of disengagement, and by the time results lag, it is often too late to recover momentum. Execution slows, enterprise value erodes, and leadership wonders why results fell short despite "good" satisfaction scores.

The 80/20 Solution

The 80/20 Institute helps leaders confront this hidden disengagement by restoring line of sight between daily work and strategic goals. Using 80/20 segmentation and mission-alignment tools, we emphasize the critical few outcomes that matter most, simplify execution, and reconnect leadership intent with employee energy. The result: satisfaction that correlates with commitment and work that measurably advances the strategy.



Takeaway

Satisfaction is not security. Leaders must move beyond surface-level metrics and focus on the deeper drivers of clarity, purpose, and connection that transform satisfaction into execution strength.

Action Question

How are you measuring commitment—not just satisfaction—and using those measures to drive executive decisions and resource allocation?

INSIGHT 2

Your Mission Isn't Clear to Your Team

The Clarity Gap

Mission clarity is essential for execution, yet only 32% of employees fully understand the mission, and 27% believe it gives purpose to their work. Two-thirds aren't aligned on the "why," creating drift—people stay busy, but not always on what matters most.



Perception Gaps Become Performance Gaps

The clarity problem is magnified by role. Executives are 25–27 points more likely than employees to say the company's core mission is clear. Leaders assume strategy is obvious, but on the front line confusion breeds hesitation, mixed priorities, and wasted effort.

The problem compounds when employees question leadership's conviction of workers who don't think leaders themselves believe in the mission. Without credibility, even a strong mission statement won't inspire execution.

What This Looks Like Day to Day

- Employees can recite a slogan but can't connect it to their role.
- Leaders assume alignment, but project teams pull in different directions.
- Strategy feels clear in the boardroom but muddled on the front line.

Why It Matters

Mission clarity equals execution clarity. If employees can't articulate or believe in the mission, alignment fails. Leaders may see cohesion at the top, but if two-thirds of employees can't, strategy will stall. This connects back to Insight 1: surface satisfaction often masks a deeper lack of clarity.

The 80/20 Solution

The 80/20 Institute helps organizations translate mission from slogan to system. This clarity cuts noise, channels energy, and accelerates execution.

Takeaway

A mission statement doesn't create alignment—clarity and credibility do. When employees can repeat the mission, believe leaders live it, and see their role in advancing it, execution accelerates.

Action Question

If you asked ten employees how their work connects to the mission, how many answers would match leadership's?

INSIGHT 3

Toxic Culture Begins with Poor Management

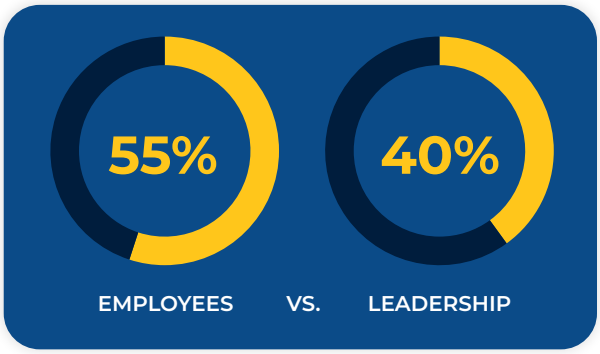
When Leadership Falters, Culture Follows

Simply put, toxic culture is a management outcome—not bad luck or bad hires. Fifty-two percent of U.S. workers say a bad manager creates a toxic work environment. When managers lack clarity or consistency, culture turns sour—productivity slows, collaboration erodes, and execution drops.

Front Line Perception vs. Leadership Perception

The study revealed a significant perception gap with 55% of employees vs. 40% of executives citing toxic work environment as a top outcome of poor management. Leaders often underestimate cultural breakdowns because they're insulated, while employees live them daily.

When middle managers are misaligned, trust erodes and teams default to survival—doing the minimum and avoiding risks, which strangles innovation and slows execution.



What This Looks Like Day to Day

- Team meetings are dominated by fear rather than collaboration.
- High performers carry the load until they burn out or leave.
- Frontline employees avoid managers instead of seeking guidance.
- Concerns whispered but never raised.

Why It Matters

Toxic culture is not a "soft" problem—it's one of the most powerful execution risks. Research shows that toxic culture is one of the top drivers of employee turnover. When culture falters, leaders lose people, alignment, and momentum.

Combined with weak clarity and hidden disengagement (Insights 1 and 2), toxic management weakens the whole system. Execution slows not from lack of ability but from an environment that makes focus impossible.

The 80/20 Solution

The 80/20 Institute helps leadership teams scale culture through behavior, structure, and systems. Using the Rule of Three (Visionary, Operator, Prophet), we establish balanced, role-specific leadership that creates consistency, prevents silos, and reduces cultural volatility. By focusing on the 20% of practices that shape 80% of culture, leaders rebuild trust, align teams, and accelerate execution.

Takeaway

Toxic culture doesn't happen by chance. It begins with poor management, and it is solved by equipping managers with the clarity, tools, and systems to set the right daily tone.

Action Question

What specific tools and training do your managers receive to ensure they can consistently model and reinforce culture?



INSIGHT 4

Data Access Is Blocking Execution

When People Can't See the Score

It's impossible for employees to accomplish everything they're expected to without clear access to organizational data. Yet the study shows most workers can't see what matters. Seventy percent cannot access data specific to their organization's strategic goals and objectives, and 57% lack permission to access data specific to their role, department, or the area where they work. Even more striking, only 26% of working Americans describe their organization as "highly data-driven".

The very information needed to align effort is hidden. People default to guesswork, even the most committed employees.



Data Blind Spots Are Widespread

Teams without visibility into metrics can't know if their work matters. Leaders assume dashboards work, but employees report data is hoarded, siloed, or buried. Even when data is available, workers aren't encouraged to use it—wasting effort and opportunity.

What This Looks Like Day to Day

- → Employees debate opinions because they don't have numbers to ground decisions.
- → Reports exist, but permissions block frontline employees from seeing them.
- → Teams complete projects without knowing whether they advanced strategic goals.
- → Leaders ask for "updates" in meetings instead of reviewing scorecards.

Why It Matters

Without data, strategy becomes diluted, accountability becomes arbitrary, and execution slows. The organization ends up relying on hierarchy, instinct, or habit instead of facts. Combined with disengagement (Insight 1), weak mission clarity (Insight 2), and poor management (Insight 3), data blindness leaves employees without confidence. Even engaged workers burn out when they're "flying blind."

The 80/20 Solution

The 80/20 Institute helps organizations push data to the edge of execution. We emphasize the critical few metrics that matter most, then make them visible through KPI transparency, segmentation insights, and role-aligned dashboards. Instead of drowning teams in noise, we strip back to the numbers that tell the real story—making them visible where work happens. With clarity, employees see the score, act with confidence, and track outcomes in real time.

Takeaway

Data isn't just a systems issue—it's an execution issue. When people can't see the score, they can't change the game.

Action Question

Which two or three metrics, if made visible to everyone tomorrow, would most improve decision-making and execution across your organization?



INSIGHT 5

Slow Execution Causes Change to Fail

We asked employees to rate how successfully their organization implemented the most recent change it went through. Only 17% called it “highly successful,” and 44% said “somewhat successful,” meaning just 61% viewed the change as successful in any meaningful way. To put it differently: Nearly 4 out of 10 employees didn’t see the change as a success. This doesn’t necessarily indicate resistance to change. Rather, it highlights a lack of execution.

Where Change Breaks Down

Confidence erodes when change moves too slowly, or when it’s delivered in vague, top-down waves. People don’t resist change because they dislike improvement; they resist because they don’t believe it will be carried out well. Poor communication, shifting priorities, and the absence of visible progress turn even good ideas into credibility risks. The study suggests a core issue: Employees aren’t seeing timely, well-sequenced steps that translate strategy into results they can recognize in their day-to-day work.

What This Looks Like Day to Day

- Leaders make big announcements but fail to follow up with milestones.
- “Pilot” initiatives linger indefinitely, never scaling to the enterprise.
- Teams are asked to do more with less, but no resources are reallocated.
- Employees see priorities change, but not outcomes.

Why It Matters

Change that feels slow or symbolic erodes trust in leadership. When employees see no proof that progress is happening, they disengage or assume the initiative is doomed. That disengagement compounds earlier risks: In Insight 1, we saw that many employees are already “satisfied” but ready to quit; in Insight 2, that mission clarity is weak; in Insight 4, that most can’t even see strategic goals. Add failed change execution to this mix, and belief in leadership collapses. The result is stalled initiatives, wasted investment, and momentum lost to inertia.

The 80/20 Solution

The 80/20 Institute’s Profit Growth Accelerator methodology equips leaders to move from inertia to implementation in 100 days or less. In four phases—Assess, Eliminate, Reallocate, Scale—leaders cut noise, concentrate resources, and stage visible wins in tight cycles. This approach provides both clarity and urgency: Employees see early proof points, understand priorities, and trust that leadership is committed. The outcome is a change that employees can understand, measure, and believe in.

Takeaway

Change doesn’t fail because employees resist—it fails because execution is too slow, too vague, or too top-down. Speed, clarity, and visible progress create belief.



Action Question

Within 30 days of your next initiative, what visible proof points will employees see to know change is real?

INSIGHT 6

Strategy Isn't Translating at the Front Line

The Disconnect Between Strategy and Work

A company's strategy may be strong, but if it doesn't reach the front lines with clarity, it fails. Only 58% of employees say their organization is clear about goal-setting, and just 56% say they feel good (very good/good) about being empowered and accountable in their role. Over four in ten lack alignment to strategic intent.

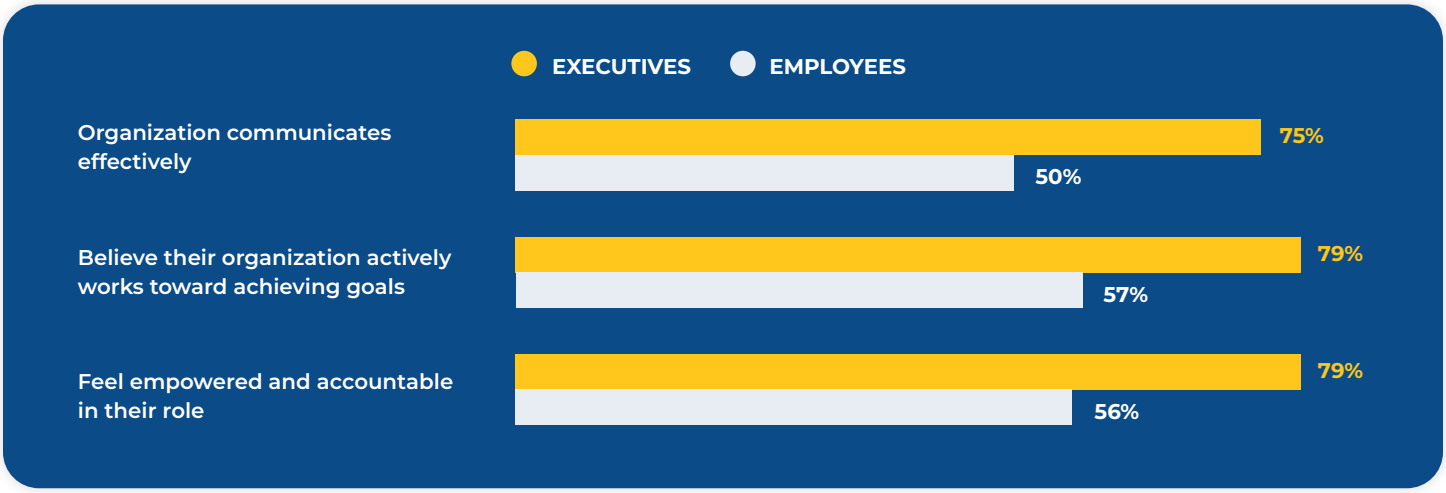
Communication followed the same pattern: Only 53% of employees rated regular communication from their organization as good (very good/good), and just 50% rated communication from their organization as effective (very good/good) with all employees. In short, strategy communication fails for half the workforce.



Over 4 in 10 employees lack alignment to strategic intent

Perception of Execution Changes at the Top

Executives consistently score these areas much higher than employees: 75% of executives compared to 50% of employees, say the organization communicates effectively (very good/good) with all employees; 79% of executives versus 57% of employees believe their organization actively works (very good/good) toward achieving goals; and empowerment also shows a large gap, with 79% of executives say they feel empowered and accountable (very good/good) in their role versus 56% of employees. Leaders think the system is clear; employees experience the opposite. The gap leads to wasted effort, diluted results, and growing mistrust.



What This Looks Like Day to Day

- Employees hit deadlines but later learn they were working on low-priority projects.
- Departments create their own goals because the company objectives feel unclear.
- Teams duplicate efforts because handoffs aren't structured or consistent.
- Executives assume alignment exists, but frontline employees are guessing.

Why It Matters

Strategy that doesn't translate into daily work might as well not exist. Combined with weak mission clarity (Insight 2) and limited data access (Insight 4), it's no surprise only half of employees see how their work connects to goals. Execution breaks not because the strategy is flawed, but because it isn't consistently reaching the front line.

The 80/20 Solution

The 80/20 Institute helps leaders close this gap by embedding strategy into the flow of work. We focus attention on the critical few priorities and make them visible in every role through structured cascades, job-to-goal mapping, and simplified scorecards. This makes accountability daily and tangible: clearer goals, cleaner handoffs, and faster progress. Alignment becomes measurable and felt by employees.



Takeaway

Strategy doesn't fail in the boardroom; it fails when it doesn't reach the front line. When employees can't see how their work connects to goals, execution fragments. Alignment must be built into daily workflows, not left to chance.

Action Question

If you asked ten frontline employees how their role connects to your top three strategic goals, how many answers would match leadership's?

INSIGHT 7

Stress from Complexity Is Making People Sick

When Stress Becomes Physical

Forty-seven percent of working Americans say work-related stress has made them physically sick. The burden is even heavier for people leaders: 51% of those who manage personnel report stress-related illness, compared to 43% of non-people leaders. This is more than wellness—it's a performance liability that drains energy and burns out talent.

Where Complexity Enters the Picture

Stress often spikes when:

- workflows are chaotic, with overlapping systems and duplicative approvals.
- priorities compete, with no clear sequencing or trade-offs.
- roles lack clarity, leaving employees unsure of who owns what.

In these environments, employees burn energy navigating confusion instead of creating outcomes. Over time, stress compounds into illness, absenteeism, and turnover.

What This Looks Like Day to Day

- People leaders absorb stress from above and below, often without resources.
- Teams spin cycles on "work about work" instead of value creation.
- Employees burn out not from the mission, but from the noise around it.
- High performers leave, not because they dislike the work, but because the environment makes it unsustainable.

Why It Matters

This is not just a human cost—it is an execution cost. An unhealthy workforce is less productive, less innovative, and less resilient. Stress from complexity leads to mistakes, delays, and disengagement, all of which ripple through the customer experience and impact enterprise value. With nearly half reporting illness from stress, the issue is a measurable business liability.

The 80/20 Solution

The 80/20 Institute helps leaders remove complexity at the source. Through simplification sprints, Zero-Up process redesigns, and capacity reallocation strategies, we strip away low-value work and concentrate effort on the critical few priorities that drive results. By protecting energy and cleaning workflows, leaders accelerate execution and safeguard health. The result: clearer days, faster throughput, and healthier teams.

Takeaway

Complexity doesn't just slow execution—it makes people sick. Simplifying processes and clarifying priorities protects both performance and health.

Action Question

Which processes in your organization create the most stress, and how many could be eliminated or streamlined without harming outcomes?

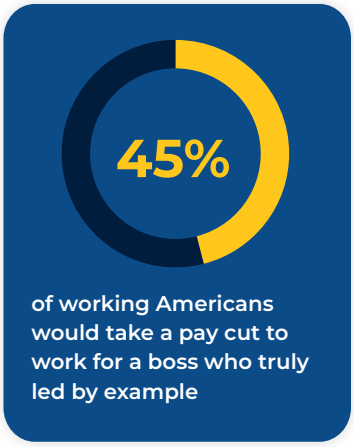
INSIGHT 8

The Problem Isn't Pay—It's Leadership

The Real Retention Lever

It's easy to blame turnover on compensation. But the data points elsewhere: 45% of working Americans would take a pay cut to work for a boss who truly led by example. This is even higher for Gen Z at 49% and Younger Millennials at 53%.

This overturns the assumption that retention is mainly about pay. In reality, employees crave leadership credibility more than incremental compensation. They want leaders who are trustworthy, decisive, and authentic—because without that, even competitive pay feels hollow.



of working Americans would take a pay cut to work for a boss who truly led by example

Workers Crave Leadership by Example

When leaders model the standards—establishing trust, making clear decisions, and communicating with purpose—expectations are understood and friction drops. Employees see a future worth committing to, and they stay. If managers say one thing and do another, no bonus fixes the trust gap. Employees follow leaders whose actions match their words.

What This Looks Like Day to Day

- A manager who admits mistakes and owns decisions builds more loyalty than one who hides behind policy.
- Leaders who make trade-offs transparent earn trust—even when choices are tough.
- Teams with visible, credible leadership rally through challenges, while teams with inconsistent leadership unravel despite pay incentives.

Why It Matters

Retention strategies that focus on pay alone risk missing the root issue. Pay may attract, but leadership credibility keeps. This insight ties directly to earlier ones: in Insight 3, we saw that poor managers breed toxic culture; in Insight 7, we saw that complexity creates stress and burnout. In both cases, strong, trustworthy leadership is the antidote. Employees will put up with hard work, shifting markets, even lean times—if they believe in the person leading them.

The 80/20 Solution

The 80/20 Institute helps organizations build high-trust leadership systems. We focus on the critical few behaviors that signal credibility every day, including consistent decisions, visible ownership, and standards leaders live by first. Aligning messages, meetings, and measures turns "lead by example" into a system. The outcome: employees who don't just stay for the paycheck—they stay, engage, and grow because they trust their leaders.

Takeaway

Employees follow leaders, not paychecks. Leadership credibility, not compensation, drives long-term retention and commitment.

Action Question

How do you measure and reinforce credible leadership in your organization beyond compensation?



INSIGHT 9

Your Execution System Is Broken, and You Don't See It

The Execution Confidence Gap

When asked to rate their organization on several key qualities, employees gave the lowest marks to three crucial areas: effective communication (50% good/very good among employees vs. 75% among executives), clear goal-setting (58% vs. 77%), and scalable processes (49% vs. 74%). That's a 20–25 point gap between how senior leaders view execution and how employees live it.



For executives, these numbers may suggest a solid system. For employees, they expose a daily reality of broken communication loops, unclear priorities, and processes that don't scale. The perspectives diverge because the system isn't experienced the same way.

Why the Gap Matters

The most dangerous execution risk is the one leaders don't see. Feedback filters, hierarchy, and internal echo chambers convince executives that alignment is strong, while frontline teams experience mixed signals, shifting priorities, and one-off processes. Leaders hear polished updates, while employees wrestle with confusion. By the time the disconnect shows up in performance metrics, valuable time and momentum have already been lost.

What This Looks Like Day to Day

- Leaders believe objectives are aligned, but employees are unclear which goals take priority.
- Executives celebrate communication efforts, while employees complain about "death by email" and missed context.
- Processes are documented but inconsistently followed, creating bottlenecks and duplication.
- Leaders assume consistency across functions, but frontline teams are improvising daily.

Why It Matters

The cost of these blind spots is massive. Employees waste energy navigating broken systems rather than advancing strategy. Alignment erodes. Execution slows. Leaders often double down on new initiatives, thinking the system is sound, but in reality, they're layering complexity onto a shaky foundation.

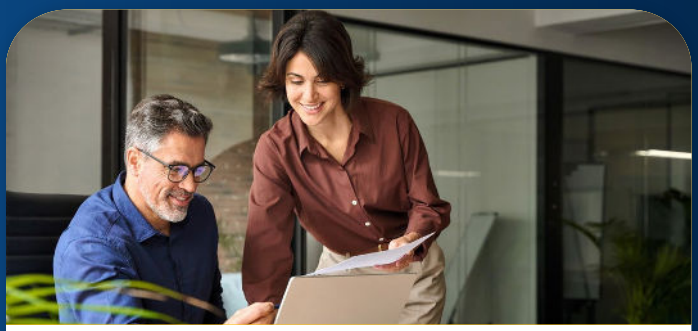
Combined with poor data access (Insight 4) and weak frontline alignment (Insight 6), leaders overestimate communication and process effectiveness—creating a widening chasm between perception and reality.

The 80/20 Solution

The 80/20 Institute implements PGOS—our Profitable Growth Operating System—to expose and close these execution gaps. PGOS creates clear feedback loops, synchronized objectives, and consistent execution practices from top to bottom.

> Instead of assuming alignment, PGOS makes it measurable.

Employees see the critical few priorities and their role in them; leaders stop relying on filtered reports and see reality.



Takeaway

Execution systems don't fail in theory—they fail in practice. Leaders who rely on filtered updates may miss that employees are experiencing broken communication, unclear goals, and inconsistent processes. Closing this gap is the key to sustainable execution.

Action Question

What systems do you have in place to ensure you hear the unfiltered employee perspective on communication, goals, and processes—before performance suffers?

INSIGHT 10

Fear Is Crippling Your Feedback Loops

The Fracture in Trust

Feedback loops are only as strong as the candor inside them—and our data shows many employees don't feel safe telling leaders the truth. The majority (61%) of working Americans say they wish they could have more candor with their boss and organizational leadership, yet 30% admit to calling in sick just to avoid seeing their boss. Wanting candor but fearing it leaves leaders flying blind.

What Fear Looks Like at Work

Fear-based cultures don't always show up as outright conflict. More often, they appear in subtle but costly ways: Leaders then operate on distorted information—forecasts, resources, and priorities built on half-truths. Even strong strategies falter when frontline voices are silent.

What This Looks Like Day to Day

- Employees withhold concerns until problems become crises.
- Risks are sugarcoated, escalated too late, or not escalated at all.
- Good ideas die quietly because employees don't trust leaders to receive them well.
- Morale erodes as employees invest energy in self-protection rather than contribution.

Why It Matters

Fear is one of the most corrosive forces in execution. It slows innovation, delays decisions, and creates rework as small issues compound into big failures. Leaders may think they have robust feedback systems, but if employees are withholding the truth, those systems are flawed by design. This ties to Insight 3 (poor managers breed toxic culture) and Insight 8 (credibility, not pay, retains employees). Fear corrodes both. Distrusted leaders face disengagement or turnover, leaving them managing perception, not reality.

The 80/20 Solution

The 80/20 Institute institutionalizes candor as a performance system. Using the Prophet role and structured communication rhythms, we create safe, repeatable forums for truth-telling. This ensures critical issues surface fast, get resolved quickly, and convert into progress. Leaders stop relying on surveys or crises and hear unfiltered input in time to act. When candor is modeled and protected, employees stop holding back. Leaders gain clarity, teams move faster, and truth becomes a competitive advantage.

Takeaway

If your employees are afraid to tell you the truth, you are leading with flawed information. Candor isn't optional—it's the foundation of fast, resilient execution.

Action Question

What structured forums exist in your organization where employees can speak openly—without fear—and see their input acted on?

NATIONAL RESEARCH STUDY CONCLUSIONS

Clarity—not complexity—is the root of performance. Most organizations don't lack talent; they lack a clear strategy, sharp priorities, and visible line of sight from plan to daily work. People want to win, but often don't know what winning looks like or how their role contributes.

What the Data Says to Leaders

Clarity drives results.
When mission and roles are explicit, effort concentrates; when they're fuzzy, results dilute. Execution is a design issue. Toxic culture, slow change, and drift trace back to leadership structure. The three roles of Visionary, Operator, and Prophet restore balance and consistency.

Culture follows systems.
Broken planning, goal-setting, and feedback loops destroy trust. Fix the system, and culture follows. Data access is non-negotiable. Teams need role-level metrics and goals; without visibility, they're flying blind.

Data access is nonnegotiable.
Teams need role-level metrics and goals; without visibility, they're flying blind.

Speed creates belief.
Most change fails because it's too slow or vague. The Profitable Growth Accelerator method creates a roadmap to visible wins in 100 days.

Candor fuels execution.
Silence isn't buy-in. Issues must surface early through structured feedback loops.

Actions to Take Now

Book a call with an Account Manager

Simplify your business, align leadership, and identify where complexity kills growth.

Download the full study

Use the charts and data to brief your team, set targets, and pressure-test execution.

Attend the Profitable Growth Accelerator course

In 100 days, drive 30% profit growth through segmentation, simplification, and disciplined execution.

Ready to lead what matters? Visit The8020Institute.com to take the next step.

ABOUT THE STUDY'S AUTHORS

About The 80/20 Institute

The 80/20 Institute helps CEOs, founders, and executive teams unlock profitable growth by eliminating complexity, aligning leadership, and executing with precision. Founded by global CEO and national bestselling author Bill Canady, The 80/20 Institute provides enterprise-grade systems and tools rooted in Pareto Principle thinking and proven through real-world transformation. Its approach combines strategic clarity with operational discipline—empowering leaders to simplify execution, increase EBITDA, and build scalable companies.

The Institute offers a full platform of programs, including the Profitable Growth Accelerator, Scale to Exit, Margin Multiplier, CoreZero, Rainmaker Academy, Execution Made Simple, Reignite, Visionary Leadership Summit, and Prophet Advisor Certification. Whether driving a 100-day turnaround, preparing a company for exit, optimizing pricing and overhead, or transforming sales execution, The 80/20 Institute gives leaders a repeatable path to clarity, control, and sustainable growth.

THE 80/20 INSTITUTE

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About Bill Canady

Bill Canady is a global business leader, national bestselling author, and founder of The 80/20 Institute. He currently serves as CEO of Arrowhead Engineered Products and Chairman of OTC Industrial Technologies, where he leads multi-billion-dollar enterprises with thousands of employees across the world.

Over the course of his career, Bill has created more than $3 billion in shareholder value, completed over 100 acquisitions, and trained more than 100,000 employees on how to simplify execution, drive profitable growth, and prepare companies for premium exits.

As the creator of the Profitable Growth Operating System (PGOS), Bill helps CEOs, founders, and leadership teams cut complexity, align their organizations, and scale profitably. He is the bestselling author of ***The 80/20 CEO and From Panic to Profit*** and is a sought-after keynote speaker on leadership, strategy, and execution. A U.S. Navy veteran, Bill graduated summa cum laude from Elmhurst University and earned his MBA from the University of Chicago Booth School of Business.





National Research Study Methodology

The research study included a total of 1,000 U.S. participants ages 18 to 65 who are currently employed full-time or part-time. The study was weighted to the 2020 U.S. Census for age, gender, region, and ethnicity. The margin of error is +/-3.10 percentage points. The research study was conducted online from May 23, 2025 to June 6, 2025.

About The Center for Generational Kinetics

Research | Insights

The Center for Generational Kinetics, LLC (CGK) is the premier thought leadership research firm focused on must-know trends, hidden drivers of change, and actionable insights for visionary leaders. CGK has led more than 150 custom research studies for clients around the world.

CGK's team has worked with over 700 organizations, from healthcare companies to financial services, retailers, technology, and private equity firms and has shared their expertise as keynote speakers and bestselling authors around the world. Learn more about CGK's pioneering thought leadership research at GenHQ.com.

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