

CEO Index Archetypes

Perception vs Impact

2024

What is the CEO Index?

Good CEO communicators are well-perceived in the media, and also have a positive impact on their brand's reputation.

PublicRelay's CEO Index rates CEO media performance from -10 to 10 on two factors:

1

Perception

We assess how each CEO is perceived in the media by measuring the sentiment, sharing and reach of their personal media mentions

2

Impact

We assess how each CEO impacts their company's media reputation by measuring the sentiment, sharing and reach of their company's media mentions where the CEO is also mentioned.

Key takeaways from our analysis

CEOs have become less effective for their companies' reputations over the past two years.

Perception Scores have increased, while Impact Scores plateaued.

Understanding your CEO's unique combination of Perception and Impact can help guide their communication strategy to maximize their impact as a brand asset.

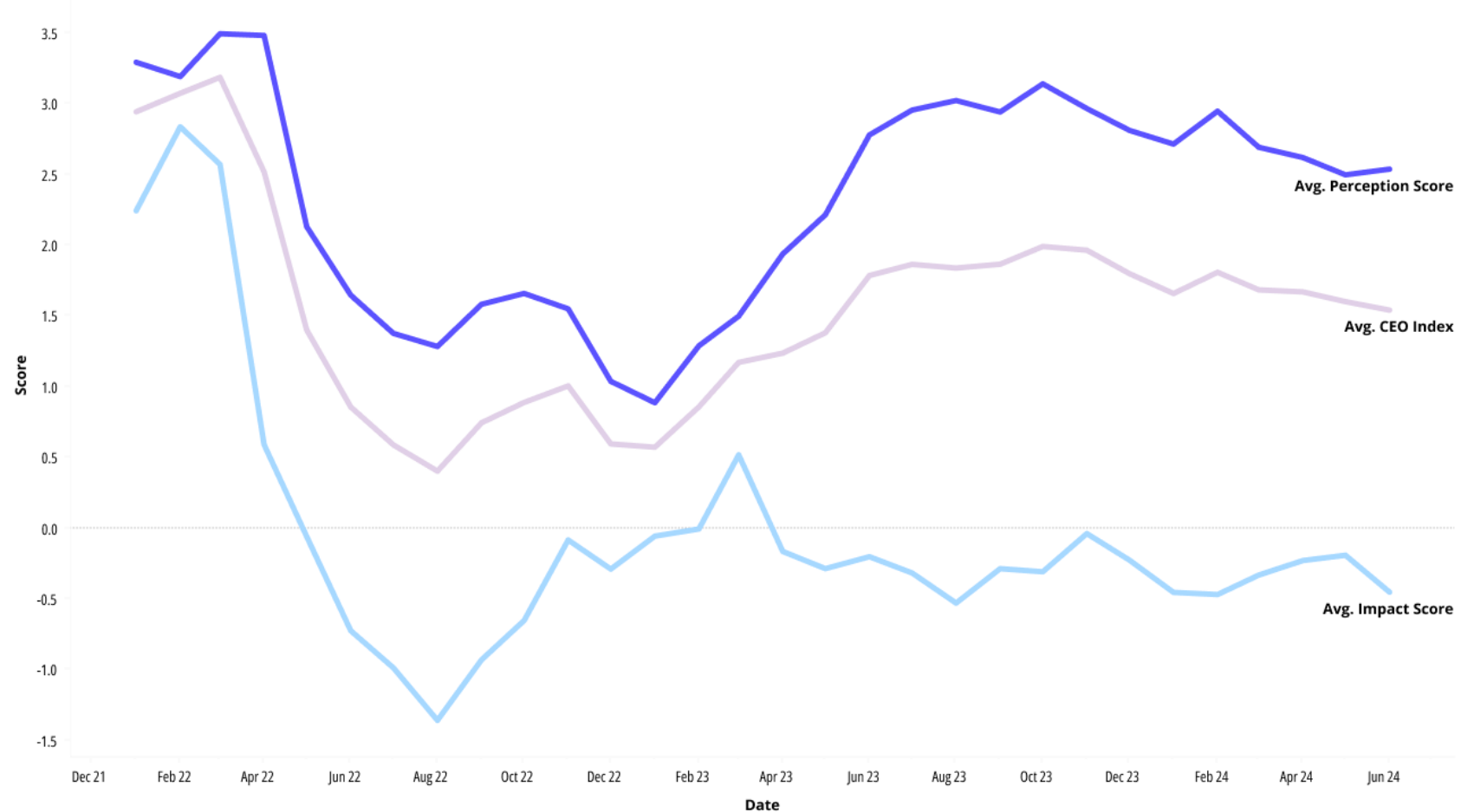
- 1** **The top-ranking CEOs in PublicRelay's CEO Index have high Perception Scores and low Impact Scores.** These CEOs are popular and respected, but they are not necessarily role models for CEOs aiming to add value to their company brand.
- 2** **There are 9 CEO Archetypes defined by a combination of Perception and Impact Scores.** CEOs can move through these different Archetypes over time as they adjust their communications strategy, for example a Scapegoat could become an Influencer, and vice versa.
- 3** **Case studies on how other CEOs moved through Archetypes can provide insights about best practices for CEO communication, as well as some potential risks.** For example:
 - Mary Barra's journey highlights the risk of becoming a "Scapegoat" if a CEO's main presence in the media is to fight fires.
 - Andy Jassy can be an example for other CEOs looking to associate themselves with their company's wins and become an "Influencer" CEO.
 - Jamie Dimon's trajectory illuminates what the pattern of a CEO readying to exit their role may look like.

Read on for the data behind these statements.

CEO performance averages show that the gap between Perception and Impact scores has widened since 2022.

This means that seemingly high performing CEOs have become less effective for their brands.











Average CEO Index Scores
January 2022 to June 2024



The 6 highest-ranked CEOs have high Perception Scores but weak Impact Scores.

These CEOs are perceived well, but they are not role models for CEOs who aim to add value to their company's reputation.

Top Ranked CEOs
All Sectors, Q2 2024

Rank	CEO <i>Name, Organization</i>	CEO Index	Perception <i>How Well-Regarded the CEO is in the Media</i>	Impact <i>The CEO's Impact on their Brand's Reputation</i>
1	 Jamie Dimon <i>JPMorgan</i>	7.8	10.0	3.5
2	 Satya Nadella <i>Microsoft</i>	7.8	10.0	3.3
3	 Andy Jassy <i>Amazon</i>	6.3	9.4	0.0
4	 Tim Cook <i>Apple</i>	5.8	10.0	-2.5
5	 Jim Farley <i>Ford</i>	5.3	7.5	1.0
6	 Larry Fink <i>BlackRock</i>	4.8	7.5	-0.5
7	 Brian Roberts <i>Comcast</i>	4.6	2.5	8.8
8	 Michael Wirth <i>Chevron</i>	4.1	4.0	4.3
9	 Ryan Lance <i>ConocoPhillips</i>	3.4	1.5	7.3
10	 Charles Lowrey <i>Prudential</i>	3.3	2.0	6.0

Understanding your CEO's own combination of Perception and Impact Scores can help you make strategic improvements to their performance.

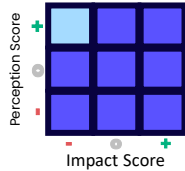
There are **9 CEO Archetypes** based on CEO Index Perception and Impact Score combinations.

Perception Score	Positive	The Self-Promoter <i>overshadows the company</i>	The Influencer <i>dilutes company brand</i>	The Brand Ambassador <i>optimum PR asset</i>
	Neutral	The Scapegoat <i>shields the company</i>	The Steady Operator <i>stable and consistent</i>	The Reluctant Hero <i>builds credibility</i>
	Negative	The Villain <i>threatens company legitimacy</i>	The Latent Liability <i>reputational risk</i>	The Provocateur <i>attracts curiosity</i>
		Negative	Neutral	Positive
		Impact Score		

Archetypes with Positive Perception Scores

The Self-Promoter

Positive Perception Score
Negative Impact Score



Features

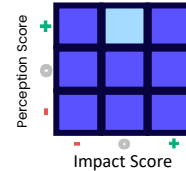
- Has a strong personal brand that often **overshadows the company** itself
- Bridges the gap between business, entertainment, and lifestyle media, expanding their reach and influence

Effects

- Employees may feel overshadowed or undervalued, as the CEO's self-promotion doesn't translate into tangible benefits or recognition for the team
- The CEO's media presence might generate short-term buzz, but it fails to build long-term trust and respect for the company

The Influencer

Positive Perception Score
Neutral Impact Score



Features

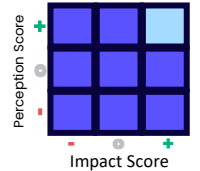
- Engaging and charismatic, easily garners media attention
- Widely recognized for their expertise, frequently sought after for topical commentary and industry insights
- The media frames their opinions or achievements as their own, rather than their company's

Effects

- The CEO's strong personal brand can **dilute the company's brand**, making it seem secondary or less significant
- The company misses opportunities to leverage the CEO's media presence for broader organizational gains

The Brand Ambassador

Positive Perception Score
Positive Impact Score



Features

- Naturally charismatic and genuinely passionate about the company's mission and values
- Provides transparent insights into the company's operations, strategy, and vision, building trust and credibility

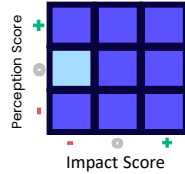
Effects

- The CEO is **maximally effective as a PR asset**
- Their positive profile enhances their company's reputation, attracting customers, investors, and top talent
- Employees feel pride as the CEO's public recognition often includes acknowledgment of the team's efforts and achievements

Archetypes with Neutral Perception Scores

The Scapegoat

Neutral Perception
Negative Impact Score



Features

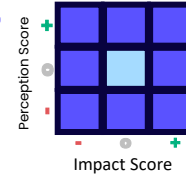
- Often associated with negative issues and controversies within the company, frequently stepping forward to take the blame or responsibility
- Acts as a **shield for the company**, aiming to protect the brand and employees

Effects

- The CEO's willingness to take responsibility can sometimes mitigate reputational damage caused by controversies
- Frequent association with company controversies can lead to skepticism about the CEO's overall competence

The Steady Operator

Neutral Perception Score
Neutral Impact Score



Features

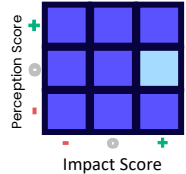
- Consistently delivers competent and steady leadership but lacks the charisma to capture significant media attention
- Participates in routine media engagements, giving factual, straightforward information without much flair or personal insight

Effects

- The company is perceived as stable and consistent but lacks the dynamic edge that could come from a more media-savvy leader
- Opportunities to improve company reputation are missed

The Reluctant Hero

Neutral Perception Score
Positive Impact Score



Features

- Makes rare media appearances, but each one is highly strategic and impactful
- When featured, shifts the focus to the company's innovations, successes, and the contributions of the team

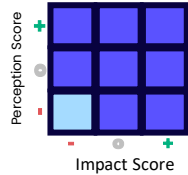
Effects

- The CEO's modest and authentic approach builds credibility and trust
- The public and media perceive the company as genuine and mission-driven, leading to increased respect and support
- Employees feel valued and recognized, as the CEO's rare media appearances often highlight team efforts and successes

Archetypes with **Negative** Perception Scores

The Villain

Negative Perception
Negative Impact Score



Features

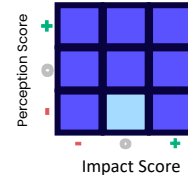
- Villainized by the media and the public for leading the company into controversies and scandals
- Media reports criticize CEO's erratic behavior or poor decision-making

Effects

- It is difficult for the CEO to respond to crises and repair reputational damage
- The public develops a perception of the company as poorly managed and untrustworthy, leading to a loss of legitimacy
- Likely results in financial losses

The Latent Liability

Negative Perception Score
Neutral Impact Score



Features

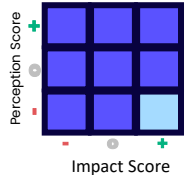
- Frequently receives negative media attention due to personal behavior, controversial statements, or past scandals
- Appears out of touch with the company's core values, mission, or industry trends

Effects

- Fails to represent the company's values and goals, squandering opportunities to build trust and credibility
- Over time, the CEO's negative media can damage the company's reputation, leading to loss of customer trust, investor confidence, and employee morale
- Communications teams cannot use the CEO effectively as a PR asset

The Provocateur

Negative Perception Score
Positive Impact Score



Features

- Generates controversy and receives negative media attention due to bold decisions or outspoken views
- Despite controversy, is seen as a visionary who drives innovation and change within the company

Effects

- The CEO's visibility attracts curiosity and attention to the company's activities and successes
- Over time, the CEO's resilience and strategic handling of controversies can shift public perception from initial skepticism to admiration for their bold leadership

Case Study 1

Jamie Dimon: Scapegoat turned Influencer

Jamie Dimon (JPMorgan)

Annual CEO Index Perception and Impact Score Averages



In 2022, Jamie Dimon was tangled up in JPMorgan’s negative coverage, affecting both his Perception and Impact Scores. Dimon featured heavily in coverage of the Jeffrey Epstein trial, JPMorgan’s controversial return-to-office policy, and a tough business environment that saw JPMorgan’s share price fall almost 30% in the first half of the year. Dimon’s salary was in focus as shareholders rejected a proposal to increase his pay. His thought leadership on the economy was gloomier than his peers, while his use of meteorological metaphors attracted sideways glances from reporters.

Now, Dimon has swerved away from involvement in JPMorgan’s scandals. JPMorgan’s role in the banking crisis helped propel Dimon’s Perception Score higher in 2023, but in 2024 his Impact Score dramatically improved. He has stayed out of highly shared negative coverage around this year’s climate and compliance controversies. He has instead focused his efforts on thought leadership, with popular positive comments about the economy. He has also entertained conversations about succession at JPMorgan which often paint him as irreplaceable. If he is to leave the bank soon, his Influencer CEO status will be valuable to Jamie Dimon, but not to JPMorgan.

Case Study 2

Elon Musk & Mark Zuckerberg: Villains to Self-Promoters

Elon Musk (Tesla) & Mark Zuckerberg (Meta)

Annual CEO Index Perception and Impact Score Averages

■ Tesla ■ Meta



In 2022 Elon Musk and Mark Zuckerberg jostled for last place in the CEO Index rankings. Musk’s Twitter distraction and Zuckerberg’s costly metaverse play attracted negativity and affected both their Perception and Impact Scores.

In 2023 their Impact Scores increased. The CEOs’ roles in Tesla’s overall business performance and Meta’s position during the generative AI hype contributed to these improved metrics.

But 2024 sees both CEOs focusing on self-promotion over bolstering their brands’ reputations. Musk secured positive media coverage this year by courting global leaders, while Zuckerberg focused his messaging on futuristic innovation to paint himself as a visionary. Both have also attracted significant positive coverage of their personal wealth.

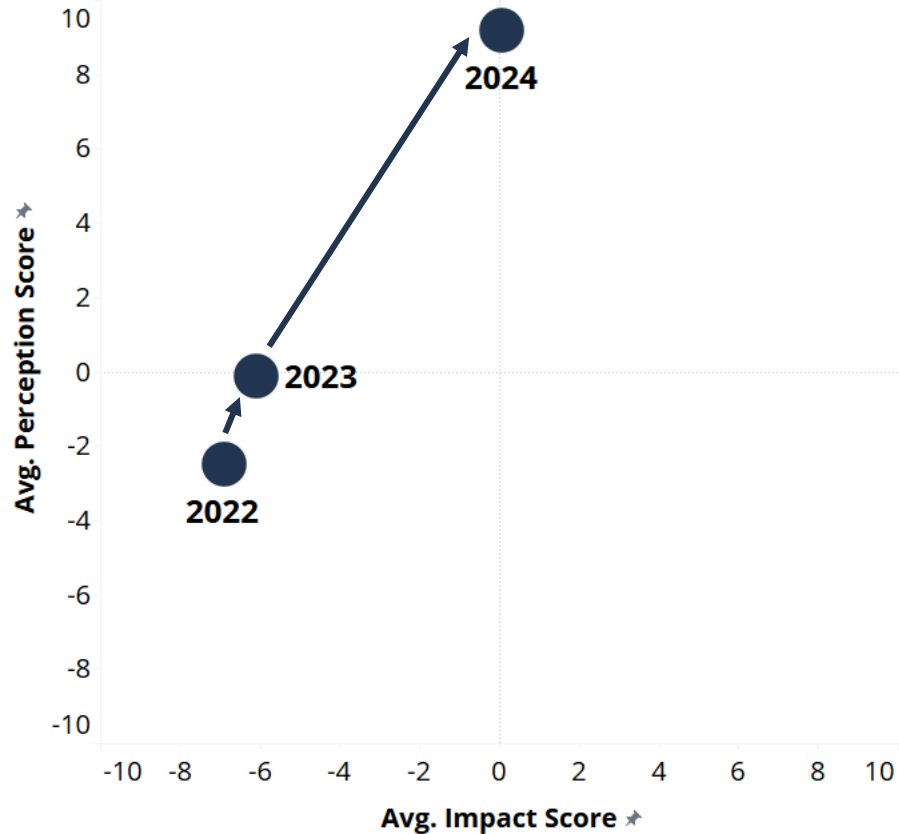
The media indulges these CEOs, but the public seems less convinced. A breakdown of both their Perception Scores shows an identical pattern: Sentiment and Reach with a max score of 10, but Social Sharing with the minimum score of -10. Social media users still love to hate these CEOs.

Case Study 3

Andy Jassy: Entering his Influencer era

Andy Jassy (Amazon)

Annual CEO Index Perception and Impact Score Averages



Andy Jassy started out as a Scapegoat CEO, but has since turned his company, and his image, around. Since 2022, Amazon’s growth has rebounded with profit recently hitting a new record, partly thanks to the AI boom. Jassy’s hands on approach to communications has allowed him grow his own brand alongside that of his company. His thought leadership mentions tripled from 2022 as he grew into the Influencer CEO of 2024, sharing his views on all things AI as well as his personal “secrets to success”.

Capitalizing on the exposure from Amazon’s earnings calls drove up both his Perception and Impact Scores. In 2023, Jassy started appearing on Amazon's earnings calls to answer live questions from analysts, something Jeff Bezos had stopped doing years before. By the time his turnaround efforts were bearing fruit in 2024, Jassy’s mentions in earnings coverage were 100% favorable.

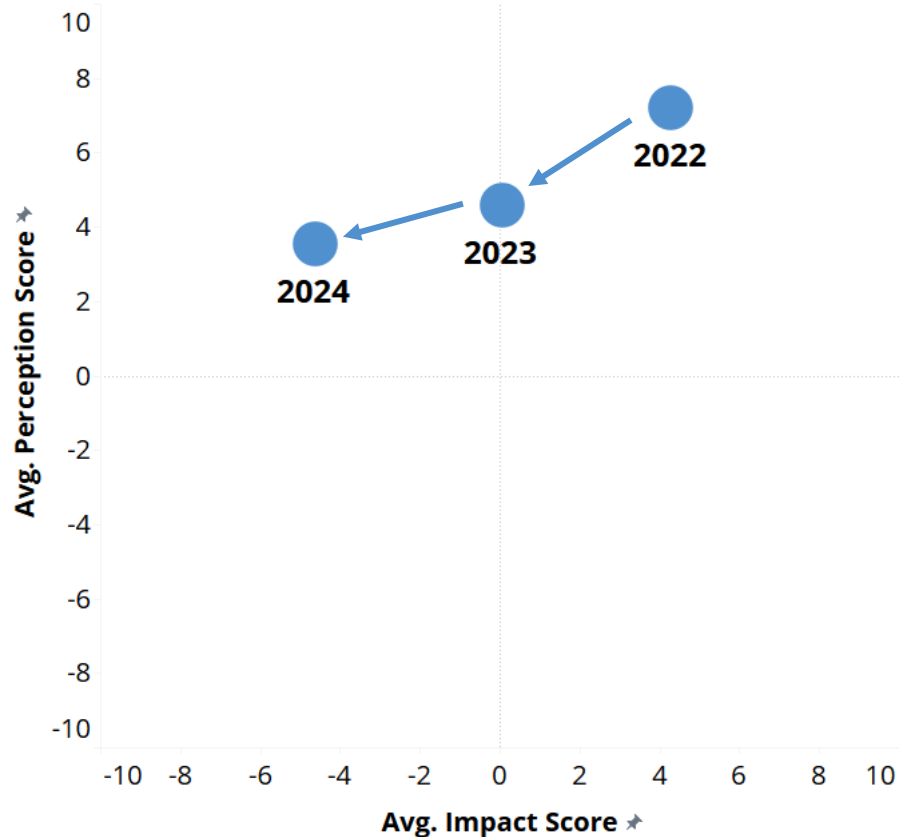
It helped Amazon’s brand too. Even after posting record profits, Amazon’s earnings coverage was 31% positive when Jassy was not mentioned but was 76% positive when he was.

Case Study 4

Mary Barra: Brand Ambassador to Scapegoat CEO

Mary Barra (General Motors)

Annual CEO Index Perception and Impact Score Averages



Mary Barra hit #1 and #2 on the CEO Index in 10 of the 12 months in 2022, but has now fallen to #34. The General Motors CEO had frequently beaten popular CEOs like Tim Cook at Apple and Satya Nadella at Microsoft to the top spots by making more of a positive impact on GM’s brand than the tech CEOs had on theirs.

But, Mary Barra’s Impact Score has declined dramatically since 2022. While her perception is still positive, her media presence has mainly involved firefighting and damage control as strikes in the US auto industry, safety issues at Cruise and a rocky EV market affected GM’s media reputation.

Increased industry thought leadership could help Barra capitalize on GM’s popular neutral coverage. GM’s coverage was 70% neutral in Q1-Q2 2024, but Barra only featured in a fraction of this coverage which mainly discussed auto industry trends. Increased thought leadership on general industry trends could help Mary Barra increase her visibility in GM’s neutral coverage. This would bolster her positive association with GM’s brand and prevent her becoming a scapegoat for GM’s problems.

Case Study 5

Mike Wirth & Ryan Lance: Reluctant Heroes of the Energy sector

Mike Wirth (Chevron) & Ryan Lance (ConocoPhillips)

Annual CEO Index Perception and Impact Score Averages

■ Chevron

■ ConocoPhillips



Ryan Lance inserts himself into coverage of ConocoPhillips’ business wins. Lance featured in every article of ConocoPhillips’ positive coverage, which mostly relate to the company’s products and business performance, driving up his Impact Score.

But he also hides behind more visible “Big Oil” CEOs. He managed to avoid being drawn in to any coverage on ConocoPhillips’ environmental and climate change issues. Other, more visible, energy sector CEOs from Chevron, BP and ExxonMobil took the brunt instead in coverage that generally grouped “Big Oil” companies together.

Michael Wirth’s media visibility is driving up his scores. While the CEO does attract some negative press around legal, regulatory and ESG topics, he generates a high volume of neutral coverage with industry thought leadership and coverage of Chevron’s business performance. This high neutral visibility is steadily improving both his Perception and Impact Scores.

Methodology

PublicRelay utilizes a human-technology hybrid approach to extract key messages, topic relationships, and sentiment from unstructured text.

Using this approach, PublicRelay analyzed the earned media of **50 major companies across 9 sectors**. Companies in each sector were chosen based on a combination of factors including firm market capitalization and knowledge of each sector's media landscape.

For each company, PublicRelay analyzed **over 50+ reputational topics across 6 dimensions**. Other company characteristics tracked included CEOs, spokespeople, products, and trending topics. Each topic was associated with a company, and each company/topic association received a distinct sentiment (positive, neutral, negative).

To standardize company comparisons, **the media analysis was limited to 50 of the most prominent global publications**. These publications were chosen based on a variety of factors analyzed from over a decade's worth of PublicRelay's client data, factoring in readership size, global presence, balance in perspective, and publication frequency.

To guarantee media relevance, PublicRelay only analyzed earned media where at least one company was mentioned 3+ times in the article text or was mentioned in the article title.

To ensure measurement precision, PublicRelay only analyzed articles from their original publication source. An article's syndication across multiple publications was grouped with the original published article.

Companies Tracked

Automotive

Ford
GM
Tesla
Toyota
Volkswagen

Defense

Boeing
General Dynamics
Lockheed Martin
Northrop Grumman
Raytheon

Energy

BP
Chevron
ConocoPhillips
Exxon
Shell

Finance

Bank of America
BlackRock
Citigroup
Goldman Sachs
JPMorgan Chase
Wells Fargo

Technology

Amazon
Apple
Google
Microsoft
Meta

Telecom

AT&T
Comcast
T-Mobile
Verizon
Charter/Spectrum

Food & Bev.

Coca-Cola
Diageo
Kraft Heinz
Mondelez
PepsiCo

Pharma

Bristol-Meyers Squibb
Eli Lilly
Merck
Novartis
Pfizer
Roche

Insurance

AIG
Allianz
AXA
MetLife
New York Life
Prudential

Publications Analyzed

ABC
Al Jazeera
Associated Press
Australian Financial Review
Barron's
BBC
Bloomberg
Business Day Nigeria
Business Insider
Business Standard
CBC
CBS
CNBC
CNN
Fast Company
Financial Post
Forbes
Fortune
Fox Business

Fox News
Hindu Business Line
Los Angeles Times
MSNBC
National Post
NBC News
New York Times
Nikkei
Nikkei Asian Review
NPR
Politico
Reuters
South China Morning Post
Straits Times
Sydney Morning Herald
TechCrunch
The Atlantic
The Economist
The Guardian

The Hill
The National
The Telegraph
Time
Times of India
Toronto Star
U.S. News & World Report
USA Today
Wall Street Journal
Washington Post
WIRED

About PublicRelay

PublicRelay is the most trusted media monitoring and analytics solution for communications and marketing professionals at the world's most recognizable consumer and business brands, associations, universities, and government agencies.

Our clients confidently use our media analysis to plan and measure influencer engagement, reputation management, competitive landscape, and message pull through. Known for its innovation, superior data quality, and actionable insights, PublicRelay helps communicators not only understand what they have done but what to do next.



