



**PTTOW!**  
RESOURCES

**MANAGING  
THROUGH  
VOLATILITY**

## **A Letter From Your Friends At PTTOW!**

What do Uber, Microsoft, HP, MTV, and Disney have in common? Other than all being PTTOW! members, they were launched during a bear market. As we navigate these uncertain economic headwinds and chart our course for the first half of 2023 and beyond, we want you to know that, above all else, PTTOW! will always serve as your lighthouse in the vast open sea.

**PTTOW! Resources** are curated guides from world-class sources, created to help you tackle your most crucial challenges and endeavors now and forthcoming.

For our first edition we're focused on **Managing Through Volatility** - a challenge, and a gift. We've flagged 5 critical areas for you to focus your energy in what can feel like an overwhelming time for so many.

In navigating this season we remind you that **your** wellness is just as critical a business strategy as the innovations you put in place for your organization during this time. We hope that this inaugural edition of PTTOW! Resources inspires your mind and maybe even feeds your soul!

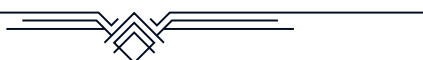
**With Love,  
Your Friends At PTTOW!**

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A special thank you to our friends at The Boston Consulting Group & Edelman for custom-curating resources exclusively for the PTTOW! community.

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# UNDERSTANDING CEO FOCUS & PRIORITIES

## A1. What matters most? Six priorities for CEOs in turbulent times

**Abstract:** McKinsey breaks down the 6 key priorities every CEO should account for when it comes to leading through turbulence. They're the moves leaders are taking to shore up defenses and gain ground on rivals—which is very different from the purely defensive agenda that many companies are following.

**Key Takeaway:** As your CEO continues to manage the board of directors as well as other stakeholders it is critical for their executive team to remain flexible for agility. The pandemic has asked companies to “move much faster” and that new behavior is not soon to be retired.

[Read the full article here!](#)

## A2. The CEO's Dilemma: Business Resilience in a Time of Uncertainty

**Abstract:** Building out a resilience strategy can feel daunting but leaving even one level of your business unprepared will leave you vulnerable. No matter where you fall on the scale of preparedness, use BCG's 3 step strategy to build out and fortify your business' resilience.

**Key Takeaway:** Remember, resilience looks different for each leader and organization. The most important step is finding your starting point and taking action. While the road to resilience may not be easy and prove to be a constant effort, lacking strategies and infrastructure for uncertainty is a thing of the past.

[Read the full article here!](#)

## A3. Building Strategic Assumptions? Don't Ignore These 7 Drivers of Change

**Abstract:** Gartner gives us a “TPESTRE” framework to identify environmental and macro trends and categorize them into 7 areas of impact. By using this trend framework when strategizing, you can build a strong foundation to face disruption on a global scale. Businesses that stay ahead recognize that everything affects everyone.

**Key Takeaway:** As the lines between industries and business blur, it is imperative that organizations look beyond what they believe directly affects them. They now have the power to shape the world as much as they are influenced by it.

[Read the full article here!](#)



# UNDERSTANDING CEO FOCUS & PRIORITIES (CONT.)

## A4. Business building: The path to resilience in uncertain times

**Abstract:** With all the volatility in the market that is causing long term change, building resilience in business must mean more than cost cutting. Organizations that are prioritizing business building are the ones who saw profit increase during the pandemic and will survive the waves of uncertainty of today's world.

**Key Takeaway:** Looking for opportunities to build out your business into adjacent channels and in-demand services amid the long lasting turbulence is key. Revisit your business model, infrastructure, and internal processes as the effects of this era of volatility are long lasting and likely here to stay.

[Read the full article here!](#)

## A5. How to win market share in a downturn\*

**Abstract:** There's no getting around it, the uncertain conditions of the world are here to stay. As we work through a downturn, organizations must adapt and redefine their strategies in order to do more than stay afloat.

**Key Takeaway:** Businesses must play offense and defense – creating opportunities from a thorough understanding of their target audiences and staying agile and building resilience. Just as important, they must be in constant awareness of peripheral market conditions.

[Read the full article here!](#)

\*Custom-created by The Boston Consulting Group for PTTOW!



# NAVIGATING EMERGING TRENDS & TOPICS

## B1. The 2023 Resilience Playbook: Playing Offense \*and\* Defense

**Abstract:** As the world evolves around us, it's imperative we evolve our practices around it. It's time to throw out the old playbook, rewrite the rules, and reimagine business. By taking a dual approach to your strategy, you can prepare your business to withstand harsh conditions while rebuilding to meet today's demands.

**Key Takeaway:** Leaders can use a 3 prong strategy to identify what works in their organization and to effectively change what doesn't – avoid seeking to create drastic improvement in one month. Real, sustainable change takes time to plan and implement. Thinking about what will help your business succeed in the future is as important as succeeding in the present.

[Read the full article here!](#)

## B2. Innovation: Your solution for weathering uncertainty

**Abstract:** An era of uncertainty is the perfect time to shake things up, after all – to not innovate is to risk falling behind your competitors. Mckinsey breaks down how to assess risk and use current conditions to map out short and long term innovation that will take your business to the top.

**Key Takeaway:** Disruption has created opportunities for organizations with the right infrastructure to expand, from new product lines to revamping manufacturing processes and leaning more towards sustainable practices. Knowing how to seize the moment is imperative for your business to withstand time.

[Read the full article here!](#)

## B3. Resilience for Sustainable, Inclusive Growth

**Abstract:** In the face of seemingly constant crisis, survival means viewing crisis through a holistic lens. We have faced, survived, and grown stronger through facing upheaval. The key is learning from the past, taking action in the present, and setting the foundation for a better sustainable future.

**Key Takeaway:** Instead of jumping to tackle each disruption individually, identify how each event weaves into each other and create a standard handling practice across the business. Be sure to do more than just address current events – take action, and begin building out your resilience beyond your business, into the industry around you to create a more sustainable environment to thrive in.

[Read the full article here!](#)



# NAVIGATING EMERGING TRENDS & TOPICS (CONT.)

## B4. 4 Watchouts for Business In 2023\*\*

**Abstract:** Right now, Gen Z is doing more than entering a new year, but entering a new era. The trends and stereotypes that define this generation are evolving as Gen Z gains awareness and continues their increasing impact on culture.

**Key Takeaway:** Gen Z trends are shifting towards later 2010s nostalgia, they are looking for more meaningful brand moments and presence, and are tackling workforce issues. With a continued emphasis on authenticity and accountability within their own lives as well as the companies they interact with, Gen Z continues to prove how impactful their generation is.

*Coming soon in Fast Company!*

## B5. Z-commerce: 5 myths about how Gen Z Shops\*\*

**Abstract:** Gen Z is the future, understanding their behaviors is key and to do so you must differentiate their true behaviors from the myths and stereotypes created about them. From preferring digital experiences, to being labeled high spenders, brands that are quick to believe these myths are missing the opportunity to build valuable, long term relationships with this generation.

**Key Takeaway:** Gen Z is not as complicated as brands might think. While they are prioritizing their support of brands that are more sustainability driven and share their values, they still shop on Amazon. Instead of referring to an entire generation's stereotypes, really understand who your consumer is within that generation.

**[Read the full article here!](#)**

\*\*Custom-created by Edelman for PTTOW!



# THE NEW PARADIGM OF LEADERSHIP

## C1. Future Proof: Solving the ‘adaptability paradox’ for the long term

**Abstract:** It can be easy to revert into old habits, but today’s state of the world has shown us that the old ways don’t work anymore. Setting in place the proper adaptive measures to meet new challenges head on should be a widespread practice in organizations, when it comes time to make a choice, lean into the chaos instead of falling back into familiar defensive strategies.

**Key Takeaway:** By instilling adaptability into your business before chaos strikes, you can avoid the hard decision moment with measures already in place. However, adaptability is a learned skill, staying consistent in preparation and applying this flexibility to every level of your organization from talent to purpose and innovation is the only way to thrive.

[Read the full article here!](#)

## C2. 3 Leadership Behaviors That Accelerate Agility

**Abstract:** It’s easy to get caught up in extra steps and complicated processes. Gartner provides 3 behaviors that can help you transform your digital business while instilling the agility needed to thrive in today’s unstable conditions.

**Key Takeaway:** Speeding up decision making, simplifying work and eliminating unnecessary tasks will upgrade your business to focus on what is critical to your business. These behaviors create a framework that encourages innovation while cutting out white noise.

[Read the full article here!](#)

## C3. Raising the resilience of your organization

**Abstract:** Organizations that are prioritizing resilient strategy and decision thrived during the pandemic. While it is never too late to focus on making your business more resilient, it will take time to implement but will make all of the difference in your performance.

**Key Takeaway:** Restructuring your team to empower them and build out your work culture will provide a strong foundation for resilience. Leaders can then focus on fortifying other areas with a proper support structure.

[Read the full article here!](#)





# THE NEW PARADIGM OF LEADERSHIP (CONT.)

## C4. Touch of Truth: Living a Legacy with Kate Robinson\*\*

**Abstract:** Kate Robinson speaks on growing up entwined in the legacy of her father, Sir Ken Robinson, the impact of dropping out of high school, and how generations can cultivate change through the support of another.

[Listen to the full podcast here!](#)

## C5. Why the World Needs Generative Leaders\*

**Abstract:** Today, being a leader means a lot more than it did decades ago, or even pre-covid. BCG reports that in the face of uncertainty, generative leadership has become more widespread as leaders are pushing their organizations to make a real impact on the world as a whole.

**Key Takeaway:** To be a generative leader, leaders must think about how they can reinvigorate their businesses, create positive and impactful experiences for their teams, and work with their teams in heightened agility. However, it takes constant effort and awareness to be a generative leader.

[Read the full article here!](#)

\*Custom-created by The Boston Consulting Group for PTTOW!

\*\*Custom-created by Edelman for PTTOW!



# MANAGING YOUR TEAM & KEEPING THEM INSPIRED

## D1. Lead with Your Heart and Have the Courage of Your Convictions

**Abstract:** When crisis strikes, employees turn to their leaders to direct and inspire them. Leaders must have a clear purpose for their organization and a definitive North Star that they are personally working towards.

**Key Takeaway:** Understand how people drive and support your business, whether employees, consumers, or communities. While keeping your North Star in mind, lead your business from a place of compassionate authenticity.

[Read the full article here!](#)

## D2. The 3 Qualities You Need To Be A Really Effective Leader

**Abstract:** Leaders represent their business and act as a role model for their employees. In times of uncertainty, it's vital that leaders create and nurture an inclusive work environment that encourages employees to show up in more meaningful ways, developing deeper connections to each other and their work.

**Key Takeaway:** To be a human leader and drive impact, demonstrate the level of authenticity you would like to see among your employees. Practice empathy and adaptivity in your interactions as well as your decisions concerning and affecting them.

[Read the full article here!](#)

## D3. 5 Tips for Keeping Your Team Motivated During Periods of Business Uncertainty

**Abstract:** In harsh times when leaders must scramble to make decisions in the face of uncertainty, they often overlook the very people that are driving their business. Using Forbes' 5 tips, inspire your employees and make it clear that they have not been forgotten in the upheaval.

**Key Takeaway:** Connect with and make a constant effort to be cognizant of your employees and their needs. Leaders must be honest, communicative, and open with their teams in regular practice and especially in the face of the unknown.

[Read the full article here!](#)



# MANAGING YOUR TEAM & KEEPING THEM INSPIRED (CONT.)

## D4. When Your People Need You, Make Time for Them

**Abstract:** Effective leadership comes from the practice of empathy with employees and within business. We are human beings before our job titles, take steps to ensure employees feel like they are more than cogs in a machine and foster a dynamic work culture.

**Key Takeaway:** Nurture open conversations and a safe work environment where employees can feel heard. For the ultimate level of understanding, be an employee for a day and experience their version of work and business.

**[Read the full article here!](#)**

## D5. The Employer's Report Card on The Future of Work\*

**Abstract:** As leaders seek to reimagine different areas of their business and build for the future, many organizations still have ways to go in improving their internal team experience.

**Key Takeaway:** Organizations must build internal initiatives that equally improve working conditions, empower employees, increase organizational agility, and plan for the future, as well as extend those initiatives to “deskless” workers.

**[Read the full article here!](#)**

\*Custom-created by The Boston Consulting Group for PTTOW!



# BALANCING STRESS & SELF CARE UNDER PRESSURE

## E1. Beyond burnout: What helps – and what doesn't

**Abstract:** With the pandemic came a scrutinizing eye to mental health, with “burnout” becoming an increasingly used term. Identifying what causes burnout and why burnout has suddenly become a keen issue is the first step to taking action against it.

**Key Takeaway:** Everything from work culture to out of work personal conditions can contribute to burnout and sometimes there's no avoiding it. While working to minimize burnout for employees, understand how and why your employees feel the way they do so when it does happen you can lessen the impact and lend your support.

[Read the full article here!](#)

## E2. Present company included: Prioritizing mental health and well-being for all

**Abstract:** The fact is no one is immune to burnout, stress, or other feelings that can factor into poor mental health. McKinsey reports that every employee will experience poor mental health at some point in their life. Current events have only lent to illuminating the issues that already existed.

**Key Takeaway:** While additional benefit programs may seem like the perfect way to make employees happy, to truly prioritize their mental health, focus on building a safe and positive work culture from the ground up. After all, mental health is now being recognized with as much importance as physical health.

[Read the full article here!](#)

## E3. Stress management for leaders responding to a crisis

**Abstract:** It can feel automatic to ignore the signs of stress within ourselves. To be an effective leader, learning to manage stress positively is crucial to your success, that of your business, and even to the team you serve as a role model for.

**Key Takeaway:** Identify how stress is contributing to different areas of your life and give yourself the time you need to prioritize your own wellbeing. Ensure you have a trusted support system and allow yourself to celebrate your success.

[Read the full article here!](#)



# BALANCING STRESS & SELF CARE UNDER PRESSURE (CONT.)

## E4. Touch of Truth with Jackie Cooper\*\*

**Abstract:** In this podcast, Jackie Cooper brings forth a collective of incredible individuals working under the radar to create impact in their respective industries.

[Listen to the full podcast here!](#)

## E5. Touch of Truth: Protect Your Joy with Taj Reed\*\*

**Abstract:** Taj Reed, the Global Chief Experience Officer at Edelman, shares the importance of agility and meeting the needs of your audience, as well as the power of creativity, empathy, and innovation as drivers of change.

[Listen to the full podcast here!](#)

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