

PTTOW!
RESOURCES

THE NEXT
EVOLUTION
OF C-SUITE

A Letter From Your Friends At PTTOW!

The PTTOW! community is a private, curated group of C-suite leaders from the world's most influential culture-shaping organizations. Throughout the year we convene to build relationships and share best practices as we create the beautiful world of tomorrow together.

As we continue into 2024, it's clear that staying ahead of the curve means embracing the constant change that will impact every corner of your organization. Start the year off with this resource guide aimed to help you navigate the next era of business, starting at the very top.

Feel free to share this guide with colleagues and friends so we can prepare ourselves for the year to come and mark it off as a success.

Always in awe,
Your Friends At PTTOW!

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THE IMPACT OF AI ON C-SUITE

A1. How Will Generative AI Shape The Future of Marketing?

Abstract: In this quick video, BCG's Jessica Apotheker reminds us that generative AI isn't the first tech advancement to create shockwaves. To get in the game, organizations need to experiment, immediately begin their data transformation, and hone in on their brand's identity. [Watch the full video here!](#)

Curated by Boston Consulting Group

A2. CEOs Are Ready To Embrace GenAI In 2024. Can They Make It Work?

Abstract: Generative AI (GenAI) is gaining momentum and support from C-Suite executives as the conversation on how to properly implement it continues. This Boston Consulting Group report details how leaders can address the challenges that come with GenAI, including talent shortages, investment priorities, and safety concerns, while staying ahead of the competition.

Key Takeaway: Adopting a comprehensive organization-wide approach is imperative and should include active engagement of stakeholders, along with a clear alignment of company goals from the C-suite to frontline employees. The success in GenAI implementation hinges on pragmatism and prioritizing tangible results over “hype”. [Read the full article here!](#)

A3. How Leaders Can Be Stewards of “Good Tech”

Abstract: The concept of stewarding good tech is becoming increasingly important as new technologies such as generative AI become ever-present. Leaders and businesses must take responsibility for the creation, application, and impact of the technologies they use, especially in light of the potential risks to privacy, security, and societal well-being.

Key Takeaway: Companies should prioritize building trust through transparency and accountability, advocating for diversity and inclusion in their workforce and product development processes, as well as investing in skills-based hiring initiatives to ensure broader access to opportunities in the digital economy. By embracing these principles, businesses can help shape a more equitable and sustainable technological landscape for the future. [Read the full article here!](#)



THE IMPACT OF AI ON C-SUITE (CONT.)

A4. Every C-Suite Member Is Now A Chief AI Officer

Abstract: BCG's 2023 Digital Acceleration Index (DAI) survey reveals a divide among senior executives regarding the adoption of generative AI (GenAI), with over 50% discouraging its adoption. However, as advancements continue, businesses must prepare for its increasing integration into everyday operations.

Key Takeaway: While presenting countless opportunities, the adoption of GenAI comes with substantial risks across functions. C-suite executives need to actively engage in understanding, managing, and mitigating these risks while ensuring alignment between GenAI deployment and broader business objectives. It's time for all C-suite members to familiarize themselves with GenAI and its implications. [Read the full article here!](#)

Curated by Boston Consulting Group

A5. A Bot In The C-Suite?

Abstract: The future of AI, its role in business and life is unknown. While we might see AI employed on its own to complete an entire role's task, what it can never replace is the understanding of context and using a human-centered approach based on the one thing humans can do best: have emotions.

Key Takeaway: While experimenting to understand emerging technologies, BCG suggests we should be using AI to do what it can do best; think logically and be automated. However, as we continue to automate tasks, now is the time to address and fix underlying systemic issues as an AI system won't have the context to understand that something is wrong - creating the potential for systemic problems and inequalities to be cemented and grown by the AI we train. [Watch the full video here!](#)

Curated by Boston Consulting Group

A6. Generative AI In Operations: Capturing The Value

Abstract: In this episode of McKinsey Talks Operations, Nicolai Müller and Marie El Hoyek from McKinsey's Operations Practice discuss the transformative potential of generative AI in various industries. They explore its capabilities in automating complex processes, boosting productivity, and enabling innovation, while also addressing associated risks and challenges.

Key Takeaway: Organizations must adopt a strategic approach to leverage GenAI effectively, considering its long-term value and potential for disruption in reshaping business operations and industry dynamics. [Listen to the full podcast episode & read the transcript here!](#)



THE IMPACT OF AI ON C-SUITE (CONT.)

A7. AI Research: Only 7% of Marketing Jobs Are Safe

Abstract: In the face of AI, the question on everyone's minds is: are our jobs safe or at risk of being replaced by an algorithm? According to Black Glass, only 7% of marketing jobs are completely safe from AI's touch, including roles that involve human perception, creative decisions, social tasks, development of positioning, high-level product decisions, and entrepreneurship.

Key Takeaway: While this statistic can be disheartening, it's imperative to know that AI cannot completely replace human employees. The other 93% of jobs may face streamlining and the implementation of AI, evolving what the roles look like, but organizations should take care in weighing the costs and benefits of every level of integration of AI to avoid the long-term negative impact that may come with only short-term success.

[Read the full article here!](#)

Curated by Black Glass



CHANGING DYNAMICS FROM CEO TO BEYOND

B1. A Playbook For CEO Activism

Abstract: CEOs face increasing pressure to engage on social issues, but navigating this landscape requires careful consideration. Drawing on insights from CEOs and advisors, six key filters emerge to help CEOs decide when and how to address societal issues amidst heightened expectations and potential backlash.

Key Takeaway: CEOs contemplating engagement on social issues must weigh personal convictions, employee demands, stakeholder expectations, company mission, business state, and industry context. By considering these factors thoughtfully, CEOs can align their actions with both business imperatives and societal responsibilities, fostering authentic and impactful leadership. [Read the full article here!](#)

B2. How Introverted CEOs Are Redefining Leadership

Abstract: The rise of introverted CEOs are challenging traditional notions of effective leadership, highlighting the value of introverted traits in corporate settings. Despite common misconceptions, introverted leaders like Lars Fruergaard Jørgensen of Novo Nordisk demonstrate that patient leadership can drive transformative industry changes.

Key Takeaway: Introverted CEOs can leverage their strengths in active listening, thoughtful decision-making, and long-term vision to lead effectively. Embracing the different thought process of introverted leaders fosters a more inclusive and innovative organizational culture, complementing traditional extroverted leadership styles. [Read the full article here!](#)

B3. The Strategy Leader's Evolving Mandate

Abstract: The role of chief strategy officers (CSOs) continues to evolve in response to rapid changes and increased volatility in the business landscape. In this episode of Inside The Strategy Room, experts Emma Gibbs, Na'ama Alpert, and Whitney Zimmerman explore the responsibilities and challenges facing strategy leaders, shedding light on the future of strategic leadership.

Key Takeaway: As the role of CSOs continues to expand, they are increasingly tasked with multifaceted responsibilities beyond their core strategy functions. While this evolution presents opportunities for innovation and impact, CSOs must proactively define their mandates, align priorities, and cultivate strategic talent to navigate complex business environments effectively. [Listen to the full podcast episode & read the transcript here!](#)



CHANGING DYNAMICS FROM CEO TO BEYOND (CONT.)

B4. How Is The CHRO Role Changing?

Abstract: In the evolving landscape of human resources management, Chief Human Resource Officers (CHROs) are tasked with balancing technological advancements while maintaining a human-centric approach. This necessitates a reevaluation of traditional HR operating models and a focus on data-driven decision-making and user-friendly service frameworks.

Key Takeaway: To effectively navigate technological and operational changes in HR, CHROs must prioritize the human element in HR management while leveraging innovative operating models. Focusing on employee experience and strategically incorporating GenAI can help CHROs cultivate leadership capabilities while driving organizational transformation. [Read the full article here!](#)

B5. CHROs And CMOs: More Alike Than You Think

Abstract: Responsible for nurturing community and keeping a keen eye on behavior, the similarities between CHROs and CMOs are steadily increasing. Black Glass suggests that bringing back the “[Collective Action Framework](#)” released by Undercurrent in 2010 can help guide both roles in creating self-sustaining communities by maintaining a deep focus on the participants, goals, and motivations of the community along with the methods used to reach them.

Key Takeaway: CHROs and CMOs can use many of the same tools to cultivate and intervene in their communities’ progress. In fact, CHROs can greatly benefit from adopting a marketer’s mindset in their daily approach to navigate and thrive in the constant uncertainty they face in building one of the most important communities; the internal organization’s. [Read the full article here!](#)

Curated by Black Glass



CHANGING DYNAMICS FROM CEO TO BEYOND (CONT.)

B6. The CMO As A Chief Strategy Officer: Blending Marketing And Corporate Strategy

Abstract: CMOs are increasingly becoming strategic business drivers, transcending traditional boundaries and blending marketing expertise with corporate strategy, reflecting a growing trend where CEOs seek their guidance. As the corporate landscape evolves, CMOs are emerging as a vital connection point among market trends, customer insights, and holistic business goals.

Key Takeaway: To navigate their evolving roles, CMOs should embrace technology and even seek mentorship from C-Suite members outside of their function, such as CTOs and CFOs. The key lies in building a support system of marketing leaders to act as mutual advisors. [Read the full article here!](#)

Curated by The Harris Poll

B7. The Next C-Suite Role That Every Company Needs: Chief Trust Officer

Abstract: OpenWeb's Chief Marketing & Trust Officer, Tiffany Xingyu Wang, details how the concept of trust in the digital era is evolving, now encompassing digital safety, data privacy, and inclusive content, while public trust is eroding. The establishment of a Chief Trust Officer role within organizations is now a necessity to navigate the complexities of Web3, including online toxicity.

Key Takeaway: As brands foray into the digital unknown, Chief Trust Officers will be integral to improving and maintaining the relationship between organizations and the public. As such, those who fill this role must be immersed in emerging technologies, have effective communication skills, and the resilience to navigate all the complexities that come with trust and oftentimes fragile public opinion. [Read the full article here!](#)

Curated by OpenWeb



THE GROWING SPOTLIGHT ON CMOs

C1. How CMOs Can Lead Transformations In An Era Of Change

Abstract: As we continue into 2024, to stay ahead of the curve CMOs must be proactively transforming their organizations. Experienced by every organization, BCG lists major budget cuts, talent shortages, and the ever-expanding digital world as the key concerns that CMOs must be on the lookout for.

Key Takeaway: To achieve transformative success, CMOs must be intentional in setting strategic priorities. The integration of agile practices, training and development of talent along with a commitment to continuous evaluation will be essential to achieving a CMO's vision, steering organizations towards sustainable growth. [Read the full article here!](#)

Curated by Boston Consulting Group

C2. Why Is Collaboration Key To CMO Success?

Abstract: CMOs are increasingly expected to forge collaborative relationships across C-Suite, including finance, technology, and HR. With expanding responsibilities beyond traditional marketing, CMOs have a unique opportunity to lead and shape their organizations' long-term success.

Key Takeaway: Although each leadership style has its strengths, “unifier” CMOs are distinguished by their ability to stimulate growth throughout the organization, not just within their department. Becoming a “unifier” entails focusing on spend efficiency, prioritizing team-building, and nurturing multidisciplinary skills within their teams.

[Read the full article here!](#)

C3. How to Take Better Breaks at Work, According to Research

Abstract: In this quick video, BCG's David Ratajczak reminds us that as we are facing uncertainty on every front of the business, it's imperative for CMOs and CFOs to strengthen their bridge of communication in order to successfully invest in the areas of their organization that are bringing the most value to their consumers. [Watch the full video here!](#)

Curated by Boston Consulting Group



THE GROWING SPOTLIGHT ON CMOs

(CONT.)

C4. CMOs Will Take More Control Over Product In 2024

Abstract: As the responsibilities of CMOs begin to cross over into other functions, next in line comes product development. In expanding marketing through traditional and nontraditional channels, 2024 will see an increase in CMOs exercising their voice in product development initiatives as well as partnerships with external entities.

Key Takeaway: Marketing is becoming a more significant collaboration effort between CMOs and other parts of the organization. To keep up with the change, marketing leaders must redefine and reset the “4Ps” of marketing, from the traditional “product, price, place, and promotion” to focus more on “product, people, platform, and partners”. [Read the full article here!](#)

C5. Who Can De-Risk Your Transformation? The CMO

Abstract: Penned by EY’s CMO Janet Balis, this article notes that most leaders will see their organization experience massive shifts at some point during their careers, it’s integral to the growth and health of the business, however not every transformation sees success. The leaders that prioritize the principles of “collaborate, care, inspire, empower, build, and lead” at every step of the transformational journey increase the potential of its success by 2.6 times.

Key Takeaway: The CMO’s wide range of organizational knowledge and prowess from the experience of following a consumer’s journey through every function positions them as a natural choice to lead an organization’s transformation. Expert communicators, CMOs can use their human-centered approach to ensure the transformation doesn’t overlook the people at the heart of the organization in favor of growth. [Read the full article here!](#)

Curated by EY

C6. PTTOW! Member Raja Rajamannar: CMOs Are Facing An Existential Crisis - But There Is Still Time To Secure The Future of Marketing

Abstract: Amidst a transformative era driven by digital, Mastercard’s CMO and President of Healthcare Raja Rajamannar notes that the CMO’s role is in flux as traditional methods become ineffective. However, the core objectives of the CMO to engage with, and even entertain, consumers while driving ROI remains crucial.

Key Takeaway: To keep a seat at the table and stay ahead of the competition, CMO’s should be embracing emerging technologies, fine tuning the purpose of the brand and its messaging, as well as investing in the development and growth of their own team. [Read the full article here!](#)



LEADING THE CHARGE

D1. Women In The Workplace

Abstract: Conducted annually by McKinsey in collaboration with LeanIn.Org, the “Women in the Workplace” report provides a comprehensive analysis of women’s experiences, including challenges and opportunities, in corporate North America. Data collected from 276 organizations employing over ten million people shows that despite decades of progress, there are still significant barriers preventing women, especially BIPOC women, from advancing to leadership positions.

Key Takeaway: With the "broken rung" at the managerial level serving as a critical obstacle, microaggressions have continued to have a substantial and lasting impact on women's careers and well-being, underscoring the need for organizations to address bias and foster inclusive cultures. Flexibility in work arrangements has emerged as a key driver of women's ambition, productivity, and work-life balance, highlighting its importance in promoting gender equality in the workplace. [Read the full article here!](#)

D2. The State Of AI + Women

Abstract: Reported by The Harris Poll and The Female Quotient, 65% of employed women use AI at least once a month in their roles. While reporting life-altering changes due to implementing AI into their lives, women are statistically more cautious of its capabilities than their male counterparts and believe society isn’t fully prepared for the consequences of AI.

Key Takeaway: Women make up only 22% of AI professionals globally and with 58% of women believing that “diversity in AI developers is necessary to drive AI success”, now is the time to dig in and build out that representation from the ground up. [Read the full report here!](#)

Curated by The Harris Poll

D3. Put Meaning At The Center of Your Business Model

Abstract: The traditional approach to creating business models has focused on efficiency and short-term profits, neglecting the importance of long-term sustainability and meaningful differentiation. It’s time for businesses to infuse their models with deeper meaning and relevance to all stakeholders, beyond just delivering value to customers.

Key Takeaway: Developing a clear "concept essence" that articulates why a company matters and what unique value it brings to its stakeholders is essential for long-term success and sustainability. By prioritizing empathy, clarity, and purpose, businesses can create lasting value and stand out in the marketplace. [Read the full article here!](#)



LEADING THE CHARGE (CONT.)

D4. Businesses Need To Bring Younger Employees Into Their Leadership Ranks

Abstract: As society faces challenges such as climate change, embracing technical innovation and behavioral change is crucial. However, established leadership structures often prioritize short-term results over long-term sustainability. Intergenerational leadership, combining the wisdom of experience with the fresh perspectives of youth, is essential for businesses navigating today's volatile landscape.

Key Takeaway: Embracing age diversity in leadership and fostering collaboration between seasoned executives and younger talent, businesses can inject new energy into the workplace. Younger employees will help drive innovation, resilience, and sustainable growth as well as helping organizations stay agile, competitive, and relevant in rapidly changing markets and industries. [Read the full article here!](#)

D5. Becoming More Collaborative When Your Impulse Is to Be Territorial

Abstract: In the midst of organizational disruption such as restructuring and budget cuts, many leaders prioritize personal or departmental needs, inadvertently hindering overall progress. This territorial behavior, driven by a “fend for yourself” mentality can obstruct organization goals and individual career advancement opportunities.

Key Takeaway: Embracing a collaborative mindset, where success is viewed as a collective effort rather than individual conquests, will increase organizational effectiveness and foster innovation. Leaders can cultivate this by promoting open communication and setting shared objectives which will not only strengthen team connection but also amplify individual contributions within the organization. [Read the full article here!](#)



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YOU!**