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**To:** Kester, Tonykester@aging.sc.gov  
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**Subject:** Volatility – Override Your Instincts for Control

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Volatility – Override Your Instincts for Control | [View online](#)

Dear Tony,

Wondering how to deliver results in the face of volatile markets? You're not alone in facing the challenge. Uncertainty is the new normal in today's macroeconomic environment both domestically and across the globe: according to CEB research, more than 70% of organizations have experienced an average of five significant, often unpredictable, changes in the past three years.

How do you lead effectively in that environment, and more importantly drive performance and results? Our research indicates that only 33% of organizations are adapting to changes quickly enough to achieve their business and strategic goals.

There is a better way to drive performance. Instead of managing from the top down, executives that counter-intuitively shift to a more open and collaborative management approach can double the likelihood of success for their organizations.

**Read CEB's Executive Guidance for Q4 2016** to learn how to drive high-performance while adapting to the new normal of volatility by applying three key lessons from leading companies:

1. **Override Instincts for Control** - Push decision-making rights and accountability closer to where the work gets done
2. **Engineer Purposeful Workforce Dialogs** - Engage the organization in conversation rather than simply increasing the amount of communication delivered
3. **Reward Collaborative Decision-Making** - Leading through uncertainty requires an inclusive approach with even more collaboration among leaders

CEB is committed to helping organizations **achieve growth and performance through best practice research and decision support services**. For more information and assistance, visit [cebglobal.com/executive-guidance](http://cebglobal.com/executive-guidance), contact us at +1-866-913-2632 or send us an email at [CEBGlobal.Support@cebglobal.com](mailto:CEBGlobal.Support@cebglobal.com).

Sincerely,

**Tom Monahan**

Chairman and Chief Executive Officer  
CEB

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