



**Harvard
Business
Review**
Press



FALL  2012

Dear Friends,

This season we're introducing one of the most important strategy books we've ever published, A.G. Lafley and Roger Martin's *Playing to Win*. A.G. and Roger draw on their years of experience working together and separately at P&G and the Rotman School of Management to offer a deceptively simple set of exercises and questions that can guide the decisions of anyone in an organization. The book helps anyone in an organization figure out the relationship of their day-to-day work to larger strategic goals — something woefully lacking from many strategy books but also, to tell you the truth, from the real world.

Next comes John Mackey and Raj Sisodia's *Conscious Capitalism*, a manifesto with a plan. Based in part on Mackey's success at Whole Foods but drawing on the success of companies like The Container Store and REI, the book shows how doing business by a set of principles benefits all the stakeholders.

Michael Mauboussin returns to our list with *The Success Equation*, where he does readers the great service of taking them on an entertaining and instructive tour of sports, business, and life to figure out just how much

luck and skill contribute to success — a perspective no winner (or, well, loser) can do without.

In November, we're launching a new series — the HBR Guides, books that will help you sharpen key management skills, like delivering persuasive presentations and getting the right work done. They're packed with concise, practical tips and examples from leading experts and provide smart answers to pressing work challenges. We're launching three titles this season, and you'll be sure to see more next spring.

Finally, we'd be remiss in not calling your attention to a book that's full of pirates (from the Golden Age of piracy to modern robbers of intellectual property) — and provocative arguments about how to take advantage of their business model, *The Pirate Organization*.

Happy reading,

Tim Sullivan, Editorial Director
Sarah McConville, Publisher

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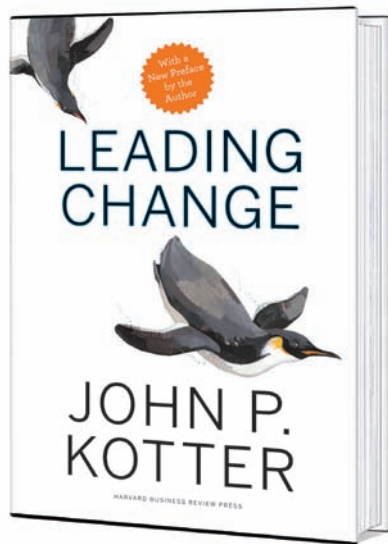
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Big Names, Big Ideas

PLAYING TO WIN

A.G. Lafley | Roger L. Martin

The only strategy book you'll ever need. Learn how it really works — from the former head of P&G and one of today's leading business thinkers.

FEBRUARY

US\$ 27.00 • 288 pages

CONSCIOUS CAPITALISM

John Mackey | Rajendra Sisodia

What Whole Foods, Starbucks, REI, Google, and others know about transforming capitalism and society at the same time.

JANUARY

US\$ 27.00 • 288 pages

Fresh Take on Reader Favorites

LEADING CHANGE

John P. Kotter

Still as relevant as ever, with a new look and new Preface by change guru and bestselling author John P. Kotter.

NOVEMBER

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HEART OF CHANGE

John P. Kotter | Dan S. Cohen

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NOVEMBER

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Karen Berman | Joe Knight | with John Case

Learn what tens of thousands of managers already know — how to understand the numbers and make them work for you.

FEBRUARY

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Provocative Thinking from Today's Leading Voices

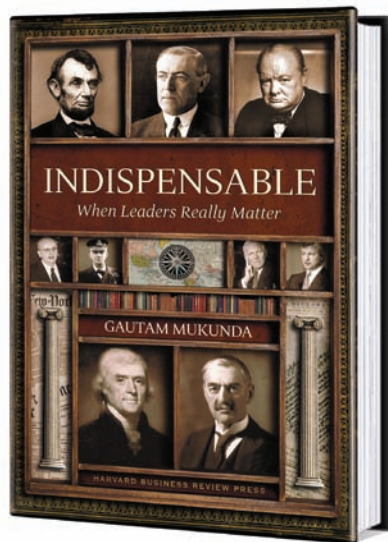
INDISPENSABLE

Gautam Mukunda

Why do leaders matter? A fresh look at high-impact leaders — and what you need to know in order to pick your next one.

SEPTEMBER

US\$ 28.00 • 256 pages



PRODUCING PROSPERITY

Gary P. Pisano | Willy C. Shih

An award-winning argument on how to rebuild America's competitive bravado — and what that would mean for the rest of the world.

OCTOBER

US\$ 27.00 • 256 pages

THE SUCCESS EQUATION

Michael J. Mauboussin

What role do skill and luck play in our successes and failures? Learn from one of the world's experts in behavioral finance.

NOVEMBER

US\$ 27.00 • 288 pages

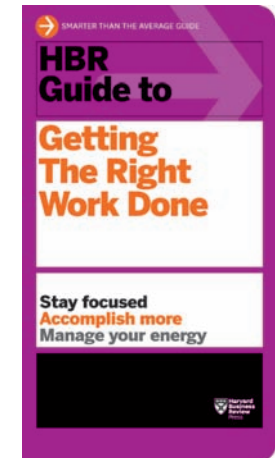
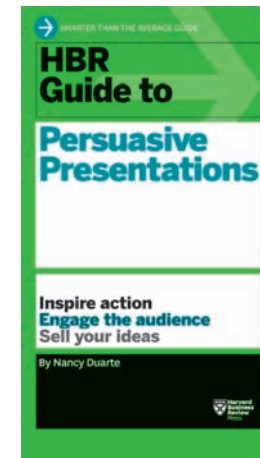
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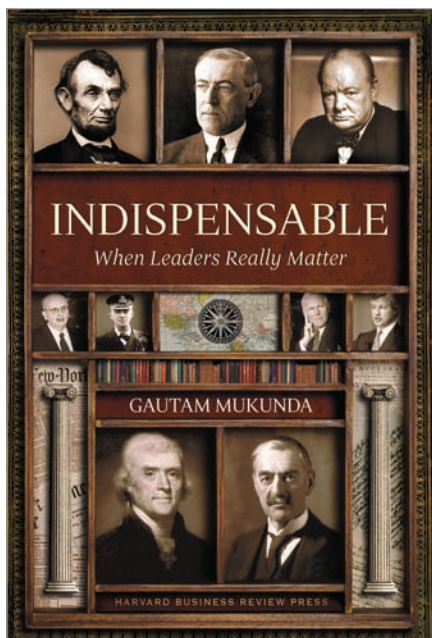
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Whether you're on your way up or have been in business for a while, our new guides will finesse the skills you need to stay ahead of the rest.

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Indispensable

When Leaders Really Matter

Gautam Mukunda

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Indispensable

GAUTAM MUKUNDA

Does history make the man, or do men make history?

Since the time of the ancient Greeks, we've debated the role of leaders: either they make history or they're constrained by it. But which is it? Can one man or woman really determine a country's or organization's success or guarantee its failure? Or are we all swept along by the tides of history?

In *Indispensable*, Harvard Business School professor Gautam Mukunda offers an enticingly fresh look at the forces that come into play when leaders *really do* make a difference. Mukunda devotes his efforts to "figuring out which leaders matter, and when, and why, and what lessons we might take from those who do."

The leaders profiled in the book — Abraham Lincoln, Neville Chamberlain, Woodrow Wilson, Thomas Jefferson, Winston Churchill, Jamie Dimon, Al Dunlap, Sir Jacky Fisher, and Judah Folkman — illustrate a consistent pattern of successful, high-impact leadership. By identifying and analyzing this pattern, Mukunda provides new insight to help us identify potential leaders who could make an impact. Though the circumstances may be rare, when individuals are mapped to the right place at the right time, it sparks something unique — and lasting.

Indispensable offers a fresh look at high-impact leaders — and what you need to know in order to pick your next one.

ABOUT THE AUTHOR

Gautam Mukunda is an assistant professor in the organizational behavior unit of Harvard Business School. Prior to this he was the National Science Foundation Synthetic Biology ERC Postdoctoral Fellow resident at MIT's Center for International Studies. Mukunda's research focuses on leadership, international relations, and the social and political implications of technological change.

[CAMBRIDGE, MA]

The Architecture of Innovation

JOSH LERNER

Most companies struggle with how to generate and commercialize innovative ideas. In many cases, bad approaches to innovation cause plans to backfire or prevent you from creating a new product or service that anticipates changing market preferences. And some practices that work in one context won't work in another — something that many companies discover far too late.

In *The Architecture of Innovation*, Harvard Business School professor Josh Lerner — one of the world's foremost experts on how innovation works — explains how to avoid such blunders. Lerner introduces the principles of organizational economics and shows how to use them to build an innovation infrastructure, including establishing the right incentives and time horizons for investments.

Drawing from years of experience studying and advising venture capital firms, companies, and governments around the world, Lerner weighs the strengths and weaknesses of the traditional open and venture-capital-backed innovation systems. He reveals how to exploit the best elements of these systems through a hybrid “third way.” And he provides a wealth of detailed examples of how it all works in practice — from successful companies in an array of industries around the world.

Practical and compelling, *The Architecture of Innovation* provides the missing blueprint for any company seeking to strengthen its innovation prowess.

ABOUT THE AUTHOR

Josh Lerner is the Schiff Professor of Investment Banking at Harvard Business School and co-director of the Productivity, Innovation, and Entrepreneurship Program at the National Bureau of Economic Research. He is recognized worldwide as an expert on how innovation works. His books include *The Venture Capital Cycle*, *The Money of Invention* (with Paul Gompers), *Innovation and Its Discontents* (with Adam Jaffe), and *Boulevard of Broken Dreams*.

[SOUTH HAMILTON, MA]



The Architecture of Innovation

The Economics of Creative Organizations

Josh Lerner

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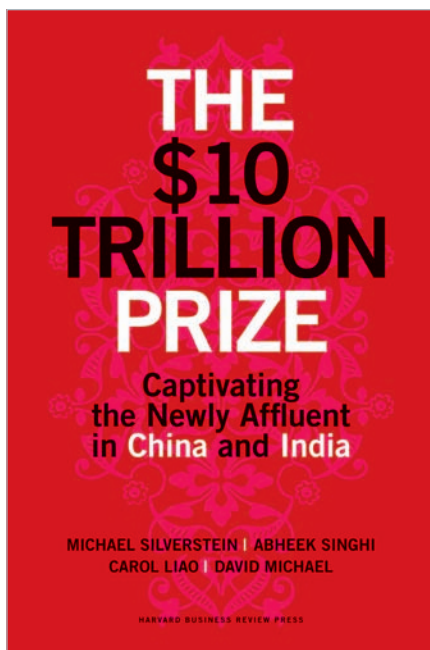
The Money of Invention

978-1-57851-326-0

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The \$10 Trillion Prize

Captivating the Newly Affluent in China and India

Michael Silverstein | Abheek Singhi |
Carol Liao | David Michael

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The \$10 Trillion Prize

**MICHAEL SILVERSTEIN, ABHEEK SINGHI, CAROL LIAO,
AND DAVID MICHAEL**

By 2020, consumers in China and India will generate more than \$10 trillion of total annual revenue for companies selling to them. Already the world's biggest buyers of cars, mobile phones, appliances, and more, these consumers are waiting for more products and services. Are you ready for the demand?

In *The \$10 Trillion Prize*, bestselling author Michael Silverstein and his Boston Consulting Group colleagues in China and India provide the first comprehensive profile of the emerging middle-class households, 300 million strong, that are changing the global marketplace.

According to the authors, to capture your firm's share of this opportunity, you must know who these emerging market consumers are: what they buy and why, how they think and shop, and how their needs and tastes are changing. This pioneering book takes you into the lives of consumers — urban and rural, and across income classes — to help you understand more about their hopes and aspirations.

Insightful and backed by rigorous research, this book takes you inside the hearts and minds of today's emerging Chinese and Indian customers — positioning your company to win as we reach the next wave of global affluence.

ABOUT THE AUTHORS

Michael Silverstein is the author of *Trading Up* and one of the founders of Boston Consulting Group's global consumer practice.
[CHICAGO, IL]

Abheek Singhi is the leader of BCG's India consumer practice. [MUMBAI, INDIA]

Carol Liao heads BCG's China consumer practice.
[HONG KONG, CHINA]

David Michael leads BCG's globalization practice.
[BEIJING, CHINA]

Producing Prosperity

GARY P. PISANO AND WILLY C. SHIH

Bolstering company competitiveness, in the United States and throughout the world, may be the most critical issue in our economy today. Continuing volatility and joblessness have heightened the feeling that the United States has lost its leading edge in producing innovative goods and services. How did this happen? How can we get back on track?

In *Producing Prosperity*, Gary Pisano and Willy Shih show the disastrous consequences of years of bad outsourcing decisions and underinvestment in manufacturing capability. They reveal how today's undervalued manufacturing operations hold the seeds of tomorrow's innovative new products, arguing that companies must reinvest in new product and process development in the U.S. industrial sector. Only by reviving this "industrial commons" can we build the expertise and manufacturing muscle to regain competitive advantage.

This will require major changes. Pisano and Shih detail how government must change its support of basic and applied scientific research and promote collaboration between business and academia. Also, they provide business leaders with a framework for understanding the links between manufacturing and innovation in order to make better outsourcing decisions — the key to the sustained success of companies, industries, and economies.

Producing Prosperity is compelling and constructive, and it offers a path to sustained business and economic success.

ALSO BY **GARY P. PISANO**



Science Business

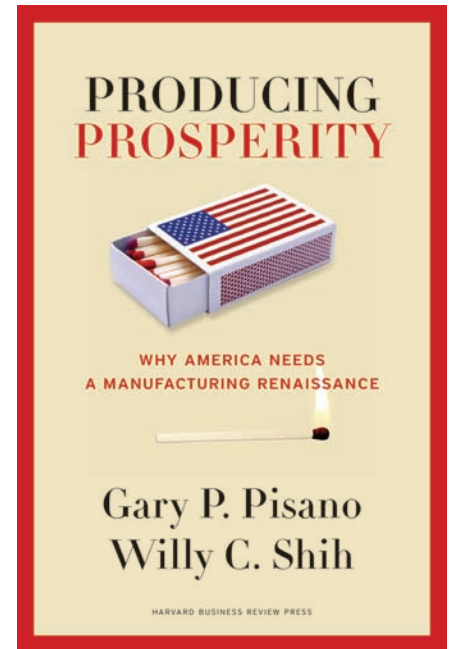
978-1-59139-840-0

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ABOUT THE **AUTHORS**

Gary P. Pisano is the Harry E. Figgie Jr. Professor of Business Administration at Harvard Business School, where he has been on the faculty since 1988. His research has focused on the management of innovation, technology and competitive strategy, and outsourcing.
[CAMBRIDGE, MA]

Willy C. Shih is a professor of management practice at Harvard Business School in the Technology and Operations Management unit. Prior to coming to HBS, he spent eighteen years in information technology and ten years in the consumer electronics industry.
[CONCORD, MA]



Producing Prosperity

Why America Needs a Manufacturing Renaissance

Gary P. Pisano | Willy C. Shih

GENERAL MANAGEMENT

978-1-4221-6268-2

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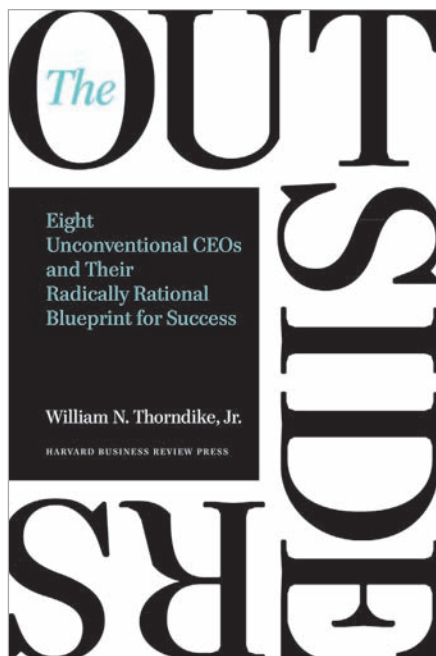
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The Outsiders

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William N. Thorndike, Jr.

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The Outsiders

WILLIAM N. THORNDIKE, JR.

Ask most people what describes an effective CEO and you'll get a fairly consistent answer — "a seasoned manager with deep industry expertise." Magnify that through today's celebrity-saturated lens and someone like former GE head Jack Welch becomes the poster child for high-profile CEO success. But is this the best blueprint?

Not necessarily. Meet eight iconoclastic CEOs who led firms where returns on average outperformed the S&P 500 by more than twenty *times*. You may not know some of their names, but you will recognize many of their companies (General Cinema, Ralston Purina, The Washington Post Company, Berkshire Hathaway). In this book, you'll learn the consistent and rational traits that helped these select leaders achieve that exceptional performance.

Humble, unassuming, and often frugal, these "outsiders" shunned Wall Street and the press and shied away from hot management trends. Instead, they honed specific characteristics including a laser-sharp focus on per-share value rather than sales or earnings; an exceptional talent for allocating capital and human resources; and the belief that cash flow, not reported earnings, determines a company's long-term value.

Drawing on extensive research, author Will Thorndike tells engaging stories and extracts lessons for those of you hoping to lead your company to exceptional returns today.

ABOUT THE AUTHOR

William N. Thorndike, Jr. is founder and a managing director of Housatonic Partners, a private equity firm. He is a graduate of Harvard College and the Stanford Graduate School of Business and has been a guest lecturer at the Harvard and Stanford business schools. He is a director of eight companies and two not-for-profit organizations and lives in the Boston area with his wife and two children.

[BOSTON, MA]

Managing Global Innovation

YVES L. DOZ AND KEELEY WILSON

In the past, your company relied on a handful of resources close to home to innovate new offerings. But today, knowledge and other resources critical to innovation efforts lie outside your company's home territories — sometimes far outside. And this distance makes it harder than ever to obtain and integrate these resources, eating away at your competitive edge.

How to tackle this challenge? In this practical new book, Yves Doz and Keeley Wilson show how to build and leverage a global innovation network. Drawing on extensive research and real company examples, the authors walk you through a set of practical frameworks for acquiring and integrating innovation-critical knowledge from multiple sources. You'll learn to optimize your innovation footprint, improve communication and receptivity, and enhance collaboration in order to succeed globally.

Based on in-depth research within more than two dozen corporations — including Citibank, Essilor, GE, GlaxoSmithKline, HP Labs, HP Singapore, Nokia, Novartis, Oracle, Schneider Electric, Shiseido, Siemens, SNECMA, Synopsys, Timken, and Xerox — this book bridges theory and practice.

Managing Global Innovation gives you the tools to harness critical expertise from around the globe — and channel it into your innovation programs.

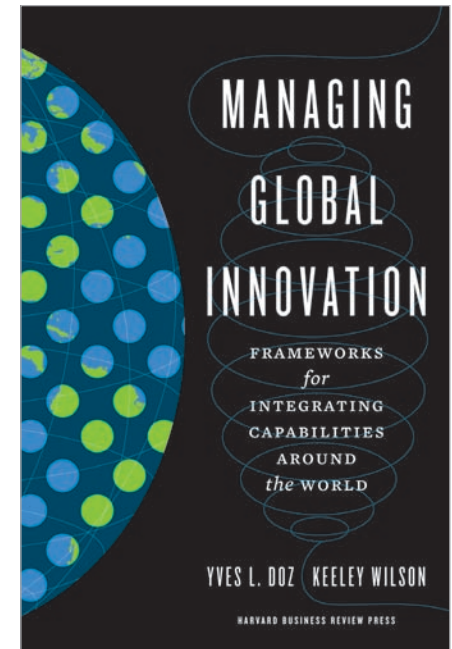
ABOUT THE AUTHORS

Yves L. Doz is the Solvay Chaired Professor of Technological Innovation at INSEAD. He is the co-author, with José Santos and Peter Williamson, of *From Global to Metanational: How Companies Win in the Knowledge Economy*.

[FOUNTAINEBLEAU, FRANCE]

Keeley Wilson is a senior research fellow at INSEAD.

[NORWICH, UK]



Managing Global Innovation

Frameworks for Integrating Capabilities Around the World

Yves L. Doz | Keeley Wilson

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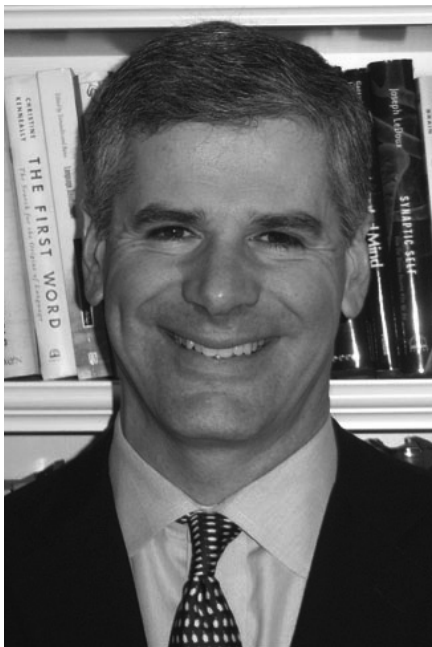
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The Success Equation

Untangling Skill and Luck in Business, Sports, and Investing

Michael J. Mauboussin

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The Success Equation

MICHAEL J. MAUBOUSSIN

What role do skill and luck play in our successes and failures? Some games, like roulette and the lottery, are pure luck. Others, like chess, exist at the other end of the spectrum, relying almost wholly on the skill of the players.

But in every other domain — from business to investing to sports — skill and luck seem almost hopelessly entangled.

In his provocative new book, Michael Mauboussin untangles the intricate strands of skill and luck and provides useful frameworks for analyzing their relative contributions. He offers concrete suggestions for how to put these insights to work to your advantage in business and other dimensions of life.

Among the insights that Mauboussin reveals:

- When your skill is greatest in different domains (the “arc of skill”)
- Why you want to increase randomness when you’re the underdog
- How to find the *right* statistic
- Why social ties can greatly increase a product’s chances for success

Showcasing Mauboussin’s trademark wit, insightfulness, and analytical mind, *The Success Equation* is a must-read for anyone seeking to make better decisions — in business and in life.

ABOUT THE AUTHOR

Michael J. Mauboussin is chief investment strategist at Legg Mason Capital Management. He is a former president of the Consumer Analyst Group of New York and was repeatedly named to *Institutional Investor’s* All-America Research Team. His books include *Think Twice: Harnessing the Power of Counterintuition* and *Expectations Investing* (Harvard Business Review Press, 2009). He has been an adjunct professor of finance at Columbia Business School since 1993 and is on the faculty of the Heilbrunn Center for Graham & Dodd Investing. [DARIEN, CT]

ALSO BY MICHAEL J. MAUBOUSSIN



Expectations Investing

978-1-59139-127-2
 978-1-4221-5554-7 (eISBN)
 Paperback • US\$ 22.00

Think Twice

MICHAEL J. MAUBOUSSIN

No matter your field, industry, or specialty, as a leader you make a series of crucial decisions every single day. And the harsh truth is that the majority of decisions — no matter how good the intentions behind them — are mismanaged, resulting in a huge toll on organizations, the people they employ, and even the people they serve.

So why is it so hard to make sound decisions? In *Think Twice*, now in paperback, Michael Mauboussin argues that we often fall victim to simplified mental routines that prevent us from coping with the complex realities inherent in important judgment calls. Yet these cognitive errors are preventable.

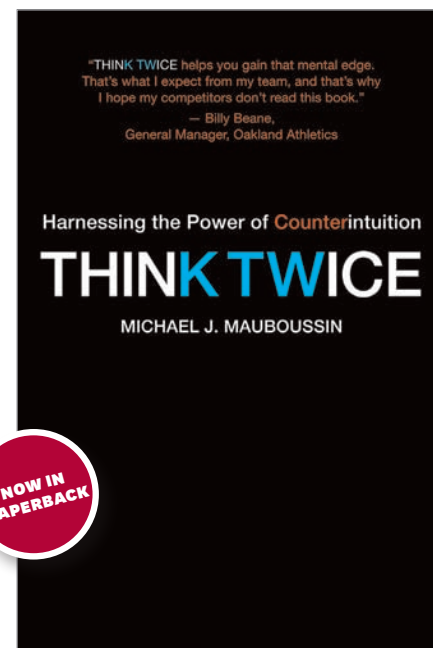
This engaging book shows us how to recognize and avoid common mental missteps. Through vivid stories, the author presents memorable rules for avoiding each error and explains how to recognize when you should “think twice” — questioning your reasoning and adopting decision-making strategies that are far more effective, even if they seem counterintuitive. Armed with this awareness, you’ll soon begin making sounder judgment calls that benefit (rather than hurt) your organization.

“Peppered with research, case studies, and a smidge of self-help talk, the book makes an engaging case for going against your gut.” – FastCompany.com

ABOUT THE AUTHOR

Michael J. Mauboussin is chief investment strategist at Legg Mason Capital Management. He is also an adjunct professor of finance at Columbia Business School. Learn more at michaelmauboussin.com.

[DARIEN, CT]



Think Twice

Harnessing the Power of Counterintuition

Michael J. Mauboussin

MANAGEMENT

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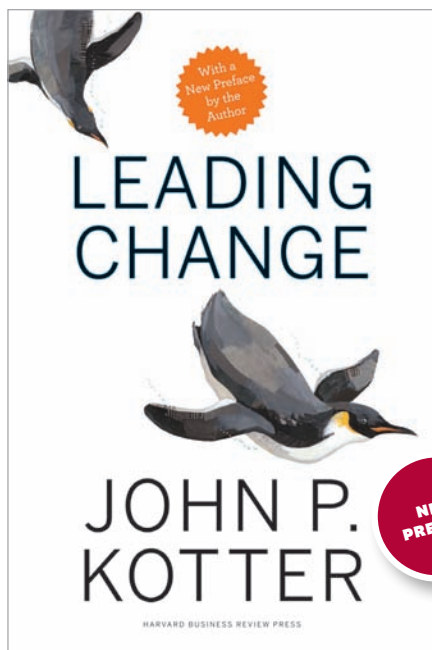


Think Twice

978-1-4221-7675-7

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Leading Change

JOHN P. KOTTER

The international bestseller — now with a new preface by the author.

Millions worldwide have read and embraced John Kotter's ideas on change management and leadership — and *Leading Change*, his seminal work, is widely recognized as the bible on leading transformational change.

Needed more today than at any time in the past, this classic book serves as both visionary guide and practical toolkit on how to approach the difficult yet critical work of leading change in *any type* of organization. It outlines John Kotter's eight-step approach to change management and reveals what the author has seen, heard, experienced, and concluded in many years of working with companies to create lasting transformation.

With refreshed packaging and new commentary by John Kotter, *Leading Change* is a true leadership classic.

ABOUT THE **AUTHOR**

John P. Kotter is regarded as the foremost expert on leadership and transformation. He is the Konosuke Matsushita Professor of Leadership, Emeritus at Harvard Business School and is co-founder of Kotter International. He has authored seventeen books, twelve of them bestsellers.

[CAMBRIDGE, MA]

Leading Change

With a New Preface by the Author

John P. Kotter

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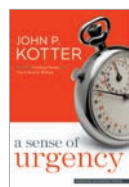
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The Heart of Change

JOHN P. KOTTER AND DAN S. COHEN

If you've read John Kotter's worldwide bestseller *Leading Change*, this should be the next book on your list.

The Heart of Change — now with refreshed packaging — is the engaging and practical follow-up to *Leading Change*, unveiling a framework to help you implement the change Kotter talks about.

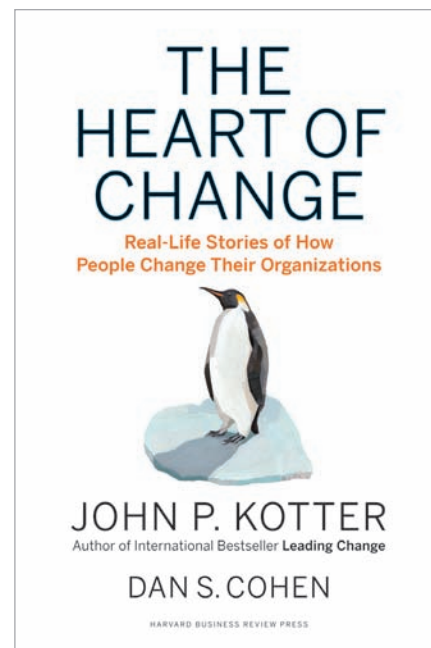
The authors argue that change initiatives fail because teams rely on the wrong information — too much data gathering and analysis instead of a creative approach that actually motivates useful action. In the book, Kotter and co-author Dan Cohen illustrate how transformational change really happens, using stories from more than 100 organizations to show what works. They introduce the see-feel-change dynamic to propel people into the action that's needed for true transformation.

Refreshingly frank and continuously useful, *The Heart of Change* will help your organization change successfully.

ABOUT THE AUTHORS

John P. Kotter is the Konosuke Matsushita Professor of Leadership, Emeritus at Harvard Business School and is co-founder of Kotter International.
[CAMBRIDGE, MA]

Dan S. Cohen is a principal with Deloitte Consulting LLP and focuses his consulting activities in the area of large-scale organizational transformation. He was responsible for the development of Deloitte Consulting LLP's Global Change Leadership methodology. [PLANO, TX]



The Heart of Change

Real Life Stories of How People Change Their Organization

John P. Kotter | Dan S. Cohen

GENERAL MANAGEMENT

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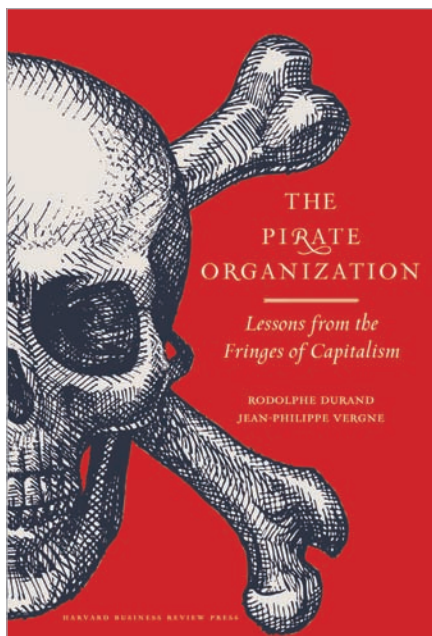


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Pirates have appeared at pivotal periods in history — when capitalism spread along the trade routes toward the Indies, when radio opened an era of mass communication, when the Internet became part of the global economy. Most people view them as solitary anarchists out to destroy capitalism. But as it turns out, the opposite is true.

In *The Pirate Organization*, Rodolphe Durand and Jean-Philippe Vergne argue that piracy both drives capitalism's evolution and foreshadows the direction of the economy. Drawing on a rigorous yet engaging analysis of the history of piracy, the authors reveal that pirates are far from the lone discontents in popular myths. In fact, pirates have always formed complex and sophisticated organizations that both challenge and change the course of capitalism.

Pirates, surprisingly, also behave in predictable ways: challenging widespread norms; controlling resources, communication, and transportation; maintaining trade relationships with other communities; and formulating strategies favoring speed and surprise.

And we can learn from them.

Durand and Vergne recommend that rather than trying to stamp out piracy, savvy companies should keep a sharp eye on the pirate space. Only then can they detect how capitalism's rules of engagement are changing — and then revise their business practices to remain successful in the new game.

ABOUT THE AUTHORS

Rodolphe Durand is the GDF-Suez Professor of Strategy at HEC-Paris. He received the European Academy of Management/Imagination Lab Award for Innovative Scholarship 2010 and is a visiting scholar at Harvard Business School. His works have been published widely in academic journals.

[LYON, FRANCE]

Jean-Philippe Vergne is an assistant professor of strategy at the R. Ivey School of Business at the University of Western Ontario. His ongoing research on the global arms industry received the Grigor McClelland doctoral dissertation award.

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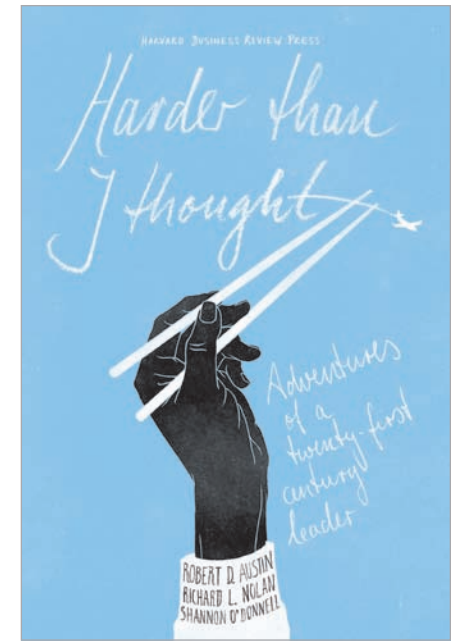
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Robert D. Austin is dean of the faculty of business administration at the University of New Brunswick.
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Shannon O'Donnell is a PhD Fellow in the department of management, politics, and philosophy at Copenhagen Business School.
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ABOUT THE AUTHORS

John Mackey is CEO and co-founder of Whole Foods Market and is one of the most influential advocates in the movement for organic food. He was named the Ernst & Young Entrepreneur of the Year in 2003.

[AUSTIN, TX]

Dr. Rajendra Sisodia is chairman and co-founder of the Conscious Capitalism Institute and Professor of Marketing at Bentley University.

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The Creative Conspiracy

LEIGH THOMPSON

Think of your to-do list at work. Chances are the most important activities require you to work with others — and the success of those endeavors depends on the effectiveness of your collaboration.

The fact is, collaboration that is conscious, planned, and shared with others builds excitement and produces what Leigh Thompson calls a creative conspiracy. Research shows that teams that engage in creative conspiracy are the hallmark of the most successful organizations.

In this book, Thompson reveals the keys to successful teamwork that produces results. She also reveals a host of counterintuitive findings, such as:

- Left to their own devices, teams are less creative than individuals.
- Teams that have “no rules” are less creative than those with rules.
- The presence of newcomers enhances the creativity of “old-timers.”
- Most leaders cannot articulate the four rules of brainstorming.

Thompson brings together research and telling examples to reveal the core expertise required to operationalize the new mandate of successful collaboration and team effectiveness. *The Creative Conspiracy* challenges managers to adopt unconventional best practices — for the good of the team and the company.

ABOUT THE AUTHOR

Leigh Thompson is the J. Jay Gerber Distinguished Professor of Dispute Resolution and Organizations at the Kellogg School of Management. She directs the highly successful Kellogg executive course *Leading High Impact Teams* and the Kellogg Team and Group Research Center, and she co-directs the *Negotiation Strategies for Managers* executive course. She has published more than 100 research articles and has authored nine books, including *The Truth about Negotiation*, *Making the Team*, and *The Mind and Heart of the Negotiator*.
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Drawing on their years of experience working together and separately at P&G and the Rotman School of Management, Lafley and Martin present a deceptively simple set of exercises and questions that can guide the decisions of anyone in an organization. The book helps you and those who work with you to figure out the relationship of the day-to-day work to larger strategic goals — something woefully lacking in many strategy books but also in the real world.

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ABOUT THE AUTHORS

A.G. Lafley is the former chairman of the board, president and chief executive officer of Procter & Gamble. With Lafley at the helm, sales doubled, profits quadrupled, and the company's market value increased by over \$100 billion dollars, making P&G among the most valuable companies in the world.

[SARASOTA, FL]

Roger L. Martin is dean of the Rotman School of Management. Martin has been published extensively, including twelve *Harvard Business Review* articles and six books — most recently *Fixing the Game* (2011) and *The Design of Business* (2009). [TORONTO, CANADA]

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ABOUT THE AUTHORS

Karen Berman and Joseph Knight are the founders of the Los Angeles-based Business Literacy Institute. They train managers at organizations such as American Express, P&G, Pacific Life, GM, and Tyco International. They have been interviewed in a wide range of print media, including *BusinessWeek*, *USA Today* and the *Los Angeles Times*.
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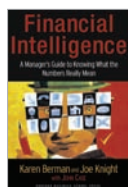
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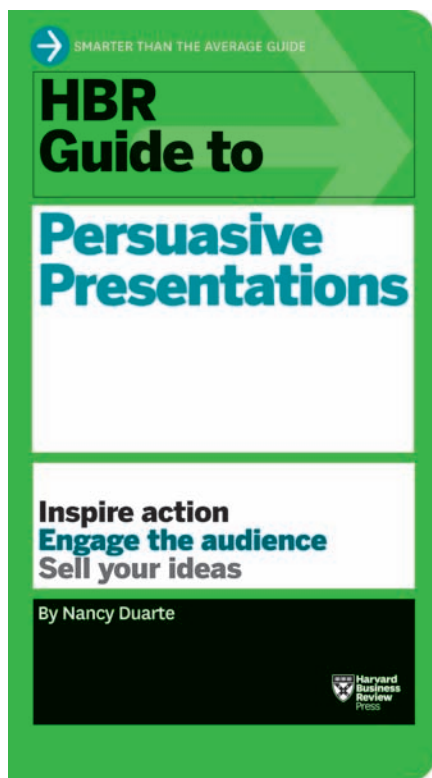
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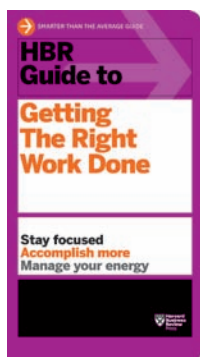
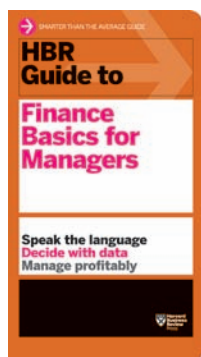
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ABOUT THE AUTHOR

Bryan A. Garner is the award-winning author or editor of more than twenty books. He is a prolific lecturer, having taught more than 2,500 writing workshops since the 1991 founding of his company, LawProse, Inc. His works include *Garner on Language and Writing* and *Making Your Case: The Art of Persuading Judges*, co-written with Justice Antonin Scalia. Garner has served as editor-in-chief of *Black's Law Dictionary* since 1995, and he is the author of the grammar-and-usage chapter in the venerable *Chicago Manual of Style*. [DALLAS, TX]

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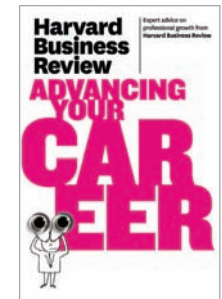
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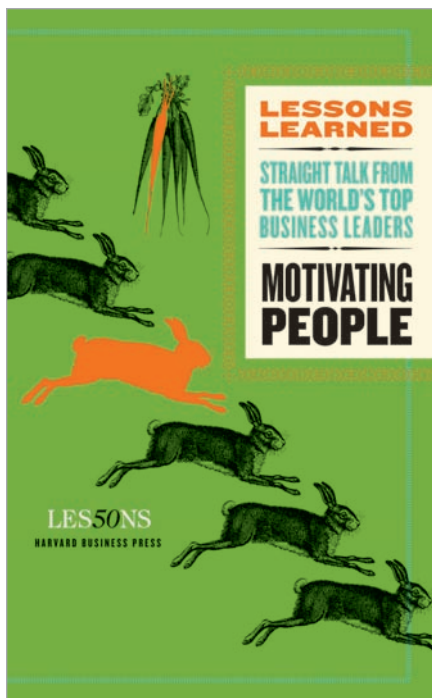
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