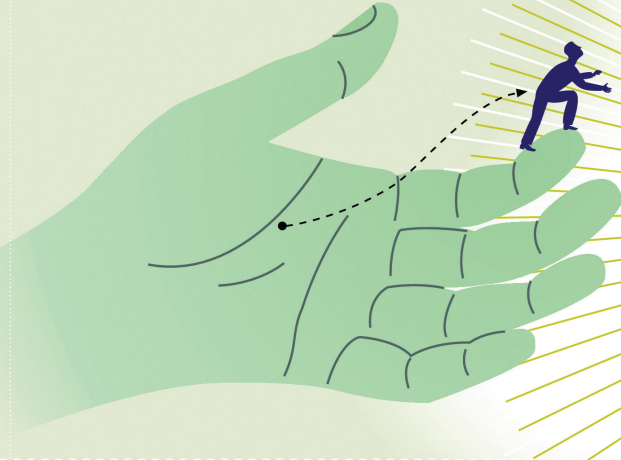




**Harvard
Business
Review**
Press



SPRING  2012



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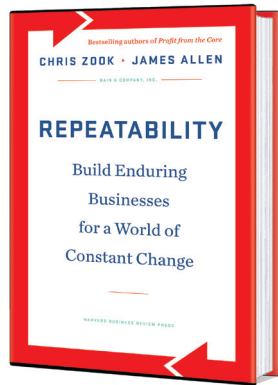
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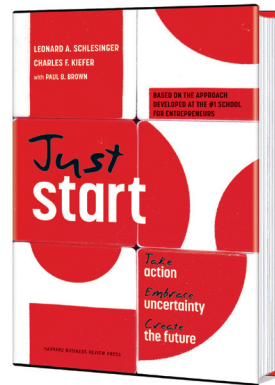
REPEATABILITY

Chris Zook | James Allen

From the author team of *Profit from the Core*, this book highlights the value of a repeatable business model, showcasing companies with simplicity at their core.

MARCH

US\$ 30.00 • 256 pages



5

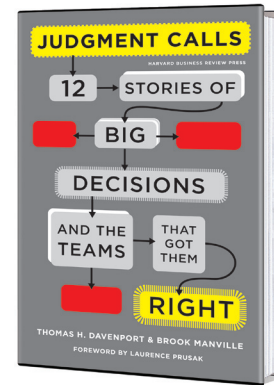
JUST START

Leonard A. Schlesinger | Charles F. Kiefer

Just Start builds on the idea of action in planning to achieve your goals — whether it's a new project or starting a new career.

MARCH

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6

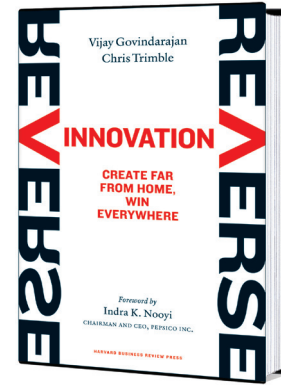
JUDGMENT CALLS

Thomas H. Davenport | Brook Manville

This book illustrates the power of collective decision making through twelve stories of organizations and teams that got it right.

APRIL

US\$ 30.00 • 256 pages



7

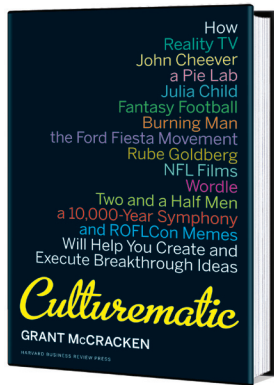
REVERSE INNOVATION

Vijay Govindarajan | Chris Trimble

Reverse Innovation introduces the idea of developing products in emerging markets first, in order to thrive in today's globalized marketplace.

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10

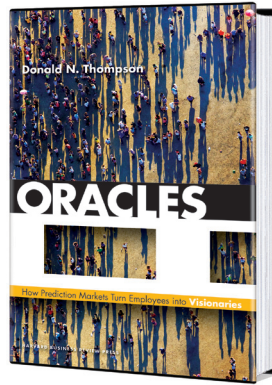
CULTUREMATIC

Grant McCracken

Culturematic examines how innovation and creativity aid in the development and sustainability of emerging cultural trends.

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13

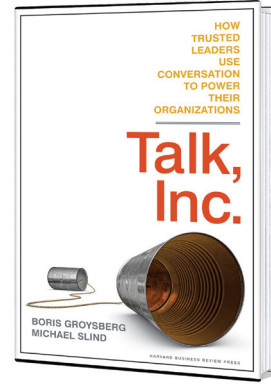
ORACLES

Donald N. Thompson

Gain a greater understanding of how organizations can use prediction markets to make better decisions, and change how business gets done.

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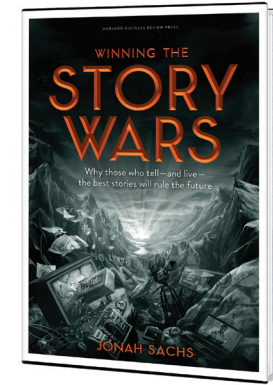
TALK, INC.

Boris Groysberg | Michael Slind

Talk, Inc. offers insight on making organizational culture more interactive and intentional through the power of conversation.

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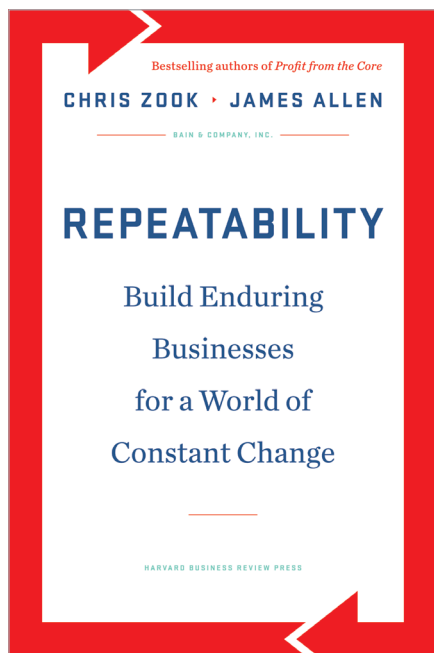
WINNING THE STORY WARS

Jonah Sachs

Story Wars highlights the importance of telling a value-driven story to revolutionize marketing — from simple selling to real inspiration.

JULY

US\$ 27.00 • 272 pages



Repeatability

Build Enduring Businesses for a World of Constant Change

Chris Zook | James Allen

STRATEGY

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Repeatability

CHRIS ZOOK AND JAMES ALLEN

Is constant reinvention the key to winning in today's fast-paced world? Apparently not, judging by the results of some of the world's best performing companies.

In *Repeatability*, the leaders of Bain & Company's influential strategy practice reveal a powerful truth: successful companies that endure and maintain a form of simplicity at their core. More than anything else, a "great repeatable business model" equips companies to deal successfully with complexity, the silent killer of profitable growth. Chris Zook and Jimmy Allen, co-authors of the bestselling *Profit from the Core*, detail the value of repeatability in business, showing how the "big idea" today is really made up of a series of successful, smaller ideas driven by a simple and repeatable business model.

In their book, which is based on a multiyear study of hundreds of companies, Zook and Allen show how well-known global firms — including IKEA, Vanguard, Starbucks, LEGO, DaVita, Nike, and FloraHolland — combine a core differentiation model with speed, adaptability, and simplicity to land them at the top of the competitor chain for longer periods of time. CEOs, senior executives, managers, and investors all need to read this blueprint for reaching the top — and staying there.

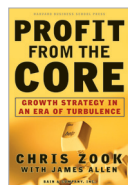
ABOUT THE AUTHORS

Chris Zook and James Allen are co-leaders of Bain & Company's global strategy practice.

[AMSTERDAM, NETHERLANDS – ZOOK],

[RICHMOND SURREY, UNITED KINGDOM – ALLEN]

ALSO BY ZOOK/ALLEN



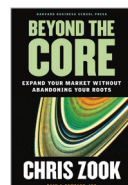
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Beyond the Core

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Just Start

**LEONARD A. SCHLESINGER AND CHARLES F. KIEFER,
WITH PAUL B. BROWN**

In a world where you can no longer plan your way to success, what is the best way to achieve your goals? It's a daunting question, but today — when change seems to be the only constant — it's one that everyone, from entrepreneurs and managers to newly minted grads, must resolve.

The simple answer, say the authors of *Just Start* is: you must act. And then go from there.

Written by a trio of seasoned business leaders — Babson College President Leonard Schlesinger, organization learning expert Charles Kiefer, and veteran journalist and author Paul B. Brown — *Just Start* draws both from academic research and proven practices in organizations to lay out a simple yet reliable method for moving forward on anything when you are faced with volatility. The key, say the authors, is not only to think differently (much like an entrepreneur would), but also to put that thinking into immediate action. They also explain how “smart steps” can help move you forward on your path of acting, learning from that action, and building off that learning to create a productive cycle of iteration.

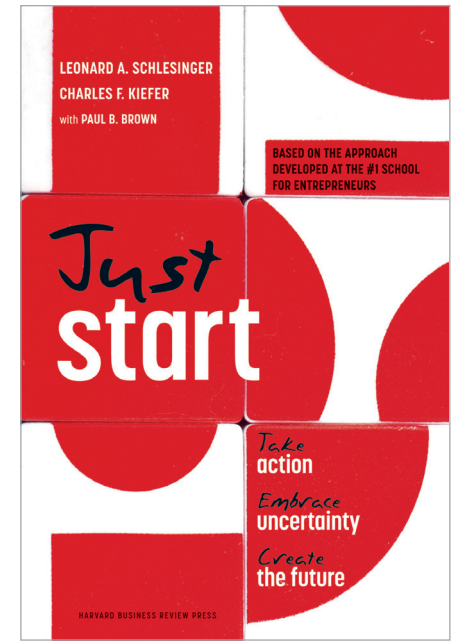
Building on an earlier version of the idea embraced by thousands of people to date, *Just Start* is a proven method to help you achieve your goals — whether you are starting a new project at the office, starting your own company, or starting a new career.

ABOUT THE AUTHORS

Leonard A. Schlesinger is the 12th president of Babson College, recognized as a leading educational institution for Entrepreneurship. Formerly, he was the vice chairman and chief operating officer of Limited Brands. [WELLESLEY, MA]

Charles F. Kiefer is president of Innovation Associates and a regular advisor to global companies on leveraging the human side of their enterprises. [SUDBURY, MA]

Journalist **Paul B. Brown** is a longtime contributor to the *New York Times* and a former writer and editor for *BusinessWeek*, *Forbes*, and *Inc.* magazines. [DUXBURY, MA]



Just Start

Take Action, Embrace Uncertainty,
Create the Future

Leonard A. Schlesinger |
Charles F. Kiefer | Paul B. Brown

GENERAL MANAGEMENT

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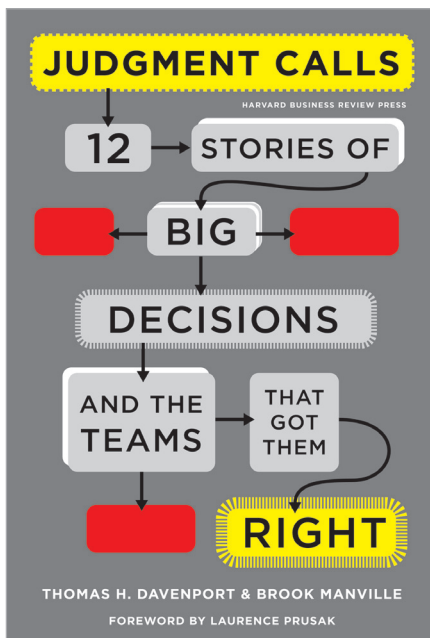
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PUBLICITY AND GLOBAL MARKETING



Judgment Calls

Twelve Stories of Big Decisions and the Teams That Got Them Right

Thomas H. Davenport | Brook Manville |
Laurence Prusak (Foreword)

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ADVERTISING AND WEB MARKETING CAMPAIGN

Judgment Calls

THOMAS H. DAVENPORT AND BROOK MANVILLE

FOREWORD BY LAURENCE PRUSAK

What's the story behind great decisions? Is decision making the responsibility of one leader or should it rest on the shoulders of the collective team?

In *Judgment Calls*, authors Tom Davenport and Brook Manville share twelve stories of organizations that have successfully tapped the diverse perspectives and deep knowledge of their people to build an organizational decision making capability — a competence they say can make the difference between success and failure.

We know great decisions depend on judgment calls — and in today's fast-moving world, there's more pressure than ever to make quicker decisions.

Through the stories in *Judgment Calls*, the authors — a seasoned duo of management thinkers and advisors — make the case for the wisdom of organizations and provide guidance for making better use of it. Each chapter is an engaging tale of one dilemma and how it was solved, which brings into high relief one key element of collective judgment. Individually, the stories inspire and instruct; together, they add up to a model for building an organizational capacity.

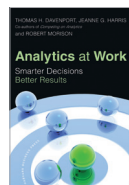
You've read *The Wisdom of Crowds*. Now read *Judgment Calls*. You, and your organization, will benefit.

ABOUT THE AUTHORS

Thomas H. Davenport is a leading management thinker and a professor at Babson College. He is the author of eleven books, including *Competing on Analytics*. [DOVER, MA]

Brook Manville is an independent consultant, and has previously served as CLO for Saba Software and the United Way of America. She was also formerly the chief knowledge officer at McKinsey & Company. [BETHESDA, MD]

ALSO BY THOMAS DAVENPORT

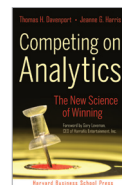


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Reverse Innovation

VIJAY GOVINDARAJAN AND CHRIS TRIMBLE

FOREWORD BY INDRA K. NOOYI

Do you have reverse innovation in your strategic plan? If you haven't asked yourself or your team this question, you will soon.

Reverse Innovation introduces the idea of developing in emerging markets first — instead of scaling down rich world products — to unlock a world of opportunities for your business. Written by Vijay Govindarajan and Chris Trimble of the Tuck School of Business at Dartmouth, and stemming from a pivotal article in *Harvard Business Review*, the book offers an important next step for companies looking to derive long-term value from emerging markets. According to the authors: “Reverse innovation is a potent force that will transform the global economy over the next few decades. It will redistribute power and wealth to countries and companies who understand it and diminish those who do not.”

With a foreword by the chairman and CEO of PepsiCo, Indra Nooyi, *Reverse Innovation* offers a glimpse at strategies from some of the world's leading companies — from EMC and Deere & Company to P&G and Logitech. There is no one industry that needs to reverse innovate; instead, *all* industries must have interest in the needs and opportunities in the developing world in order to thrive in tomorrow's global marketplace.

ABOUT THE **AUTHORS**

Vijay Govindarajan is the Earl C. Daum 1924 Professor of International Business, and the founding director of the Center for Global Leadership at the Tuck School of Business at Dartmouth College, and the 2008 professor-in-residence and chief innovation consultant for General Electric. [HANOVER, NH]

Chris Trimble, a well-known innovation speaker and consultant, is also on the faculty at Tuck. [HANOVER, NH]



Reverse Innovation

Create Far from Home, Win Everywhere

Vijay Govindarajan | Chris Trimble |
Indra K. Nooyi (Foreword)

INNOVATION

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PUBLICITY

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ADVERTISING AND WEB MARKETING CAMPAIGN

ALSO BY **VIJAY GOVINDARAJAN AND CHRIS TRIMBLE**



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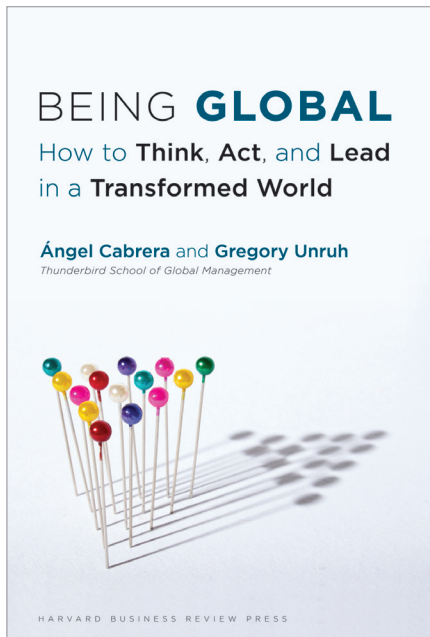


The Other Side of Innovation

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Being Global

How to Think, Act, and Lead in a Transformed World

Ángel Cabrera | Gregory Unruh

LEADERSHIP

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Being Global

ÁNGEL CABRERA AND GREGORY UNRUH

Why do we need global leaders? The voyage of a pair of blue jeans, from inception to product release, offers a glimpse into the international — and complex — world of business today: The cotton may be picked in Peru or Uganda, shipped to China for finishing, and then sent to Malaysia to be woven into yarn. The yarn goes to Thailand where the fabric is made, cut in Singapore, and sent to Indonesia for sewing. Labels from India. Zippers from Hong Kong. Thread from Malaysia. Buttons from Taiwan. The range of countries and systems involved in this production demonstrates that business in many industries (automotive and electronics, food and pharma) has become inescapably linked across borders.

But it's more than mastering geography and culture that makes a leader today. You must master the complex mind-set and competencies needed to lead in today's fully globalized world.

In *Being Global*, Ángel Cabrera and Gregory Unruh of the Thunderbird School of Global Management, set a new context for global leadership, illustrating both the challenges and opportunities facing today's executives.

Being Global is written for leaders at all levels of their careers who aspire to think and act globally, and who need some help getting there.

ABOUT THE AUTHORS

Ángel Cabrera is president of Thunderbird School of Global Management, which is widely recognized as the number one school in the international business field. The World Economic Forum named Dr. Cabrera a "Global Leader for Tomorrow" and chairman of the Global Agenda Council for promoting entrepreneurship. [GLENDALE, AZ]

Gregory Unruh is a professor of global business at Thunderbird School of Global Management and director of the Lincoln Center for Ethics in Global Management. He is the author of numerous articles and books. [SCOTTSDALE, AZ]

ALSO BY GREGORY UNRUH



Earth, Inc.

978-1-4221-2717-9

978-1-4221-5785-5 (eISBN)

US\$ 24.95 • Hardcover

The Intention Economy

DOC SEARLS

Who owns the marketplace? Is it business — or the customer?

According to Doc Searls, a widely read journalist, blogger and co-author of *The Cluetrain Manifesto*, customers are on the verge of becoming free and independent actors in the marketplace with the power to tell vendors what they want, how they want it, and where and when they should be able to get it. This imperative shift in customer power will alter the balance of the market and usher in what Searls calls the “intention economy.”

In the book, Searls lays out a map for an economy driven by consumer intent, where vendors can — and must — respond to the actual intentions of customers, instead of simply vying for customer attention in hopes of selling them what they *might* want. In the intention economy, individual power increases, demand drives supply, and information precedes money. Only the vendors and organizations that are ready for the change will survive, and thrive.

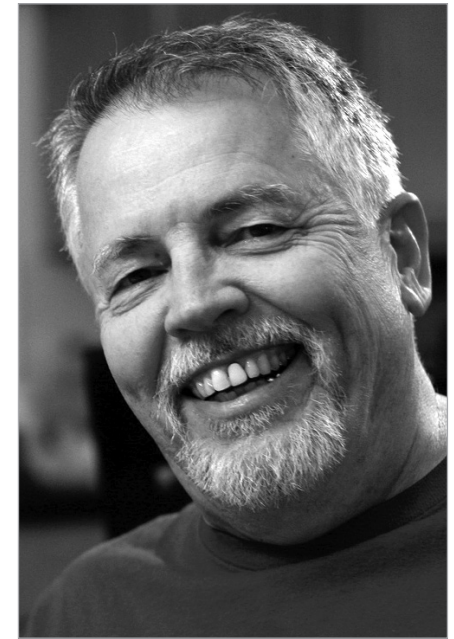
In fact, says Searls, this paradigm shift has already taken place in many concrete ways, with more indications on the horizon that the tipping point is not far behind.

The Intention Economy maps out the implications, both immediate and far-reaching, for business and the world.

ABOUT THE **AUTHOR**

David “Doc” Searls is a journalist, a columnist, an author, a widely read blogger, and a fellow at the Center for Information Technology & Society (CITS) at the University of California, Santa Barbara, and a fellow alumnus (2006-2010) of the Berkman Center for Internet & Society at Harvard University. He is the co-author of *The Cluetrain Manifesto*.

[ARLINGTON, MA]



The Intention Economy

When Customers Take Charge

Doc Searls

MARKETING

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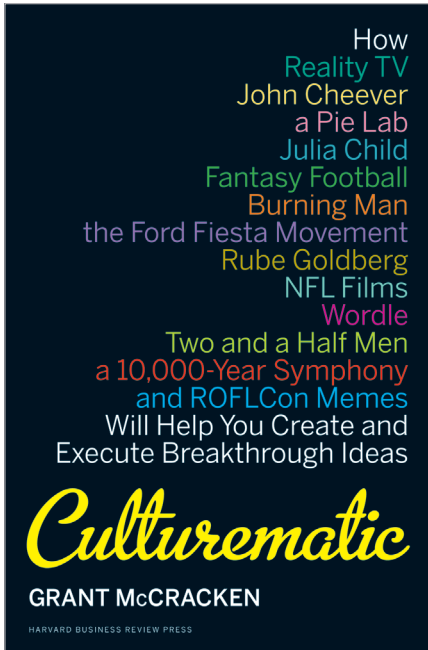
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PUBLICITY AND GLOBAL MARKETING



Culturematic

How Reality TV, John Cheever, a Pie Lab, Julia Child, Fantasy Football . . . Will Help You Create and Execute Breakthrough Ideas

Grant McCracken

GENERAL MANAGEMENT

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PUBLICITY

Targeted publicity campaign to business and consumer media.

Culturematic

GRANT McCracken

A Culturematic is a little machine for making culture.

Once wound up and released, the Culturematic acts as a probe into the world of contemporary culture, to test for atmosphere, to see what life it can sustain, who responds and how. Culturematics start small but can scale up ferociously.

Because they are so inexpensive, we can afford to fire off a variety and number of Culturematics. This is evolutionary strategy, iterative innovation, and rapid prototyping all at once. Culturematics are “fast, cheap, and out of control.” Perhaps as important, they “fail early and often.” They are the perfect antidote to a world where we cannot glean what’s coming next.

In *Culturematic*, Grant McCracken describes these little machines and helps the reader master them. For the traditional producers of culture, the creators of movies, design, advertising, publishing, magazine, newspapers, and corporate R&D, this book will produce new innovation and creativity. For the emerging producers of culture, the digital players, this book will serve as a practical handbook. Culturematic: our app for making the world anew.

Examples are drawn from NFL Films, Twitter, the Apple Genius Bar, Starbucks, Ford, SNL Digital Shorts, Restoration Hardware, UNICEF, J. Crew, USA Networks, and the GEICO gecko.

ABOUT THE AUTHOR

Grant McCracken, an anthropologist, has studied American culture and business for 25 years. He is the author of several books, most recently, *Chief Culture Officer*. [ROYATON, CT]

Sleeping with Your BlackBerry

LESLIE A. PERLOW

If you're like most of today's busy professionals, then you're always "on." You can't go an hour without checking your BlackBerry, iPhone, or the smart device of your choice. Surely this keeps you in tune with your team, but at what cost?

In *Sleeping with Your BlackBerry*, Harvard Business School professor and ethnographer Leslie Perlow delves into the new connected world of work and challenges the notion that you must be constantly plugged in to be successful. Instead, she finds this constant connectivity actually could be counterproductive.

In *Sleeping with Your BlackBerry*, Perlow tells the story of how a simple experiment she initiated at Boston Consulting Group, an elite and competitive organization, gave way to a powerful yet manageable process that actually changed the status quo at the company. The benefits of this experiment on "disconnecting" were extensive and changed the microdynamics of the way people there worked. In the book, she offers instructions on how to replicate the process and its benefits within your own organization.

For anyone who works with people — team leaders, managers, senior leaders, or HR professionals — *Sleeping with Your BlackBerry* provides a solution to the "always on" problem and reveals the power we all have to change the norms that guide behavior in the workplace.

ABOUT THE AUTHOR

Leslie A. Perlow is the Konosuke Matsushita Professor of Leadership in the organizational behavior area at Harvard Business School. She currently teaches in the program for leadership development and runs a seminar on qualitative, inductive research. Perlow is the author of the books *Finding Time* (2007) and *When You Say No But Mean Yes* (2003). [NEWTON, MA]



Sleeping with Your BlackBerry

How to Break the 24/7 Habit and Change the Way You Work

Leslie A. Perlow

GENERAL MANAGEMENT

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PUBLICITY

Mainstream media attention including broadcast media and consumer/mainstream print publications.



The Hidden Wealth of Customers

BILL LEE

Your firm is great at bringing in new customers. But what do you do with them once you have them? Try to upsell more products and services? Or do you have a strategy for extracting a different kind of value from customers, one that may prove to be even more powerful than the upsell?

In *The Hidden Wealth of Customers*, Customer Strategy Group CEO Bill Lee offers a compelling vision for a “return on relationship” with your most valued customers. A different type of ROI, this strategy of maximizing the relationship itself with existing customers is a modern approach to customer relations, one that will net increased business advantage.

The goal is to use a community marketing approach to engage this critical audience so they help to create value for the firm. When done right, these customers will prospect *for* you, while also improving product adoption, satisfaction, and long-term loyalty — and they will do all of this with more credibility than anyone in your firm.

Drawing from a wide variety of examples and case studies, *The Hidden Wealth of Customers* is a blueprint for making more out of your most promising relationships with existing customers.

ABOUT THE AUTHOR

Bill Lee is CEO of Customer Strategy Group. He is also president of Customer Reference Forum, CAB Exchange, and Communities-Exchange, all of which provide information, research, and educational conferences on key components of customer engagement efforts. He’s the author of several business articles and the book *Mavericks in the Workplace*. (New York, Oxford, 1998).
[DALLAS, TX]

The Hidden Wealth of Customers

Realizing the Untapped Value of Your Most Important Asset

Bill Lee

MARKETING

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Oracles

DONALD N. THOMPSON

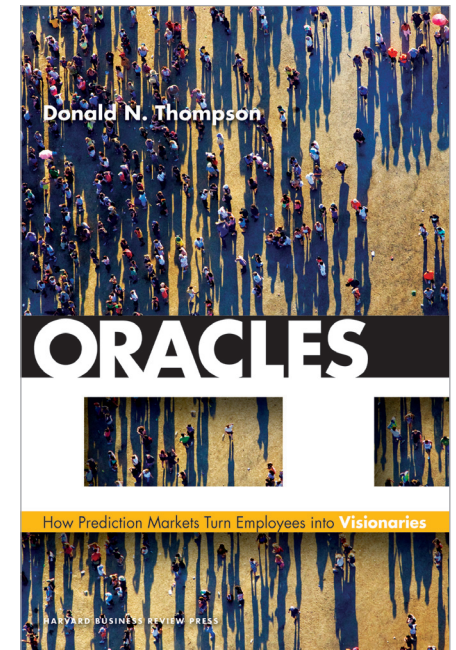
From the selection of the new lead in a Broadway musical to forecasting congressional elections to the delivery delay of the Boeing 787 Dreamliner, prediction markets have solved a fascinating range of problems by aggregating the so-called wisdom of crowds. For many companies, prediction markets have remained an interesting curiosity. But operating under the radar, a number of innovative organizations — General Electric and Google, Motorola and Microsoft, HP and Eli Lilly, plus the Central Intelligence Agency — have tapped employee insights and used markets to make better decisions and to allow employees to become visionaries.

In *Oracles*, Donald N. Thompson explains how these organizations use prediction markets to change how business gets done. The successes and failures of these organizations, along with the roadblocks they face and overcome, provide a road map for leaders brave enough to test their expertise against the collective wisdom of their employees and the market — to the betterment of the bottom line.

ABOUT THE AUTHOR

Donald N. Thompson is a professor of marketing, emeritus, at the Schulich School of Business at York University. He is the author of ten books, most recently *The \$12 Million Stuffed Shark: The Curious Economics of Contemporary Art*.

[TORONTO, CA]



Oracles

How Prediction Markets Turn
Employees into Visionaries

Donald N. Thompson

GENERAL MANAGEMENT

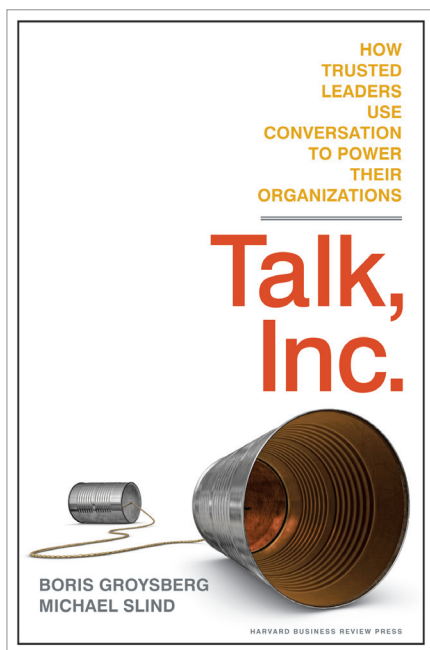
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Talk, Inc.

How Trusted Leaders Use Conversation
to Power Their Organizations

Boris Groysberg | Michael Slind

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PUBLICITY AND GLOBAL MARKETING

Talk, Inc.

BORIS GROYSBERG AND MICHAEL SLIND

How can leaders make their big or growing company feel small again? How can they recapture the “magic” — the tight strategic alignment and the high level of employee engagement — that drove and animated their organization when it was a start-up? As more and more executives have discovered in recent years, the answer to that conundrum lies in the power of conversation.

In *Talk, Inc.*, Boris Groysberg and Michael Slind show how trusted and effective leaders are adapting the principles of face-to-face conversation in order to pursue a new form of organizational conversation. The authors explore the promise of conversation-powered leadership — from the time-tested practice of talking straight (and listening well) to the thoughtful adoption of emerging social media. And they offer guidance on how to balance the benefits of open-ended talk with the realities of strategic execution.

Drawing on the experience of leaders at diverse companies from around the world, *Talk, Inc.* offers provocative insights and user-friendly tips on how to make organizational culture more intimate, more interactive, more inclusive, and more intentional — in short, more conversational.

ABOUT THE AUTHORS

Boris Groysberg is a professor in the organizational behavior unit at Harvard Business School. Previously, he worked at IBM. His first book, *Chasing Stars*, was published in 2010. [CHESTNUT HILL, MA]

Michael Slind is a communications professional. He has worked at *Fast Company* magazine and Harvard Business School. [PALO ALTO, CA]

Project Management for Profit

JOE KNIGHT, ROGER THOMAS, AND BRAD ANGUS WITH JOHN CASE

The holy grail of project management is knowing, in terms of both budget and time, where you stand at any given moment, while making course corrections in real time. Most project management systems don't even come close.

Joe Knight (co-author of the bestselling *Financial Intelligence*), Roger Thomas, and Brad Angus have the answer: an easy-to-implement system, developed and field-tested for almost two decades, that will teach you how to:

- **Track progress** on a weekly basis against budget and deadlines
- **Work flexibly** with your team to fix whatever goes wrong
- **Identify the need to change orders** as they happen and incorporate each change into the overall project financials
- **Use a detailed database of past projects** for calculating costs and hours for the most accurate possible budgets

Project-management professionals, entrepreneurs, and managers in companies both big and small cannot afford to find out after the fact that they missed their targets. *Project Management for Profit* introduces the Setpoint system to get you where you need to be, on time and on budget.

ABOUT THE AUTHORS

Joe Knight is CFO and co-owner of Setpoint, and co-owner and senior consultant with Business Literacy Institute. He is the co-author of the popular and highly acclaimed book *Financial Intelligence*.

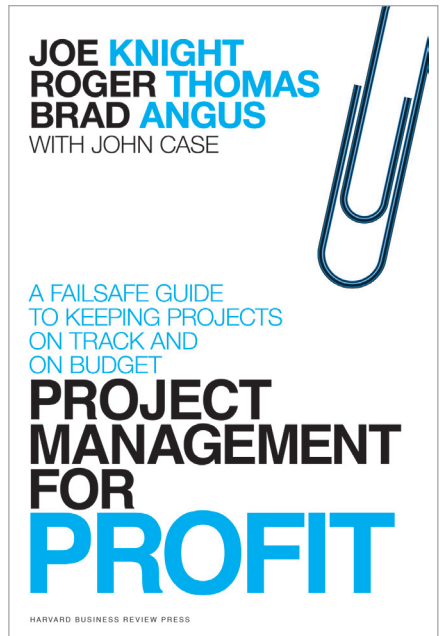
[LAYTON, UT]

Roger Thomas is vice president of operations and a project manager at Setpoint.

[OGDEN, UT]

Brad Angus is owner and president of Setpoint.

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Project Management for Profit

A Failsafe Guide to Keeping Projects On Track and On Budget

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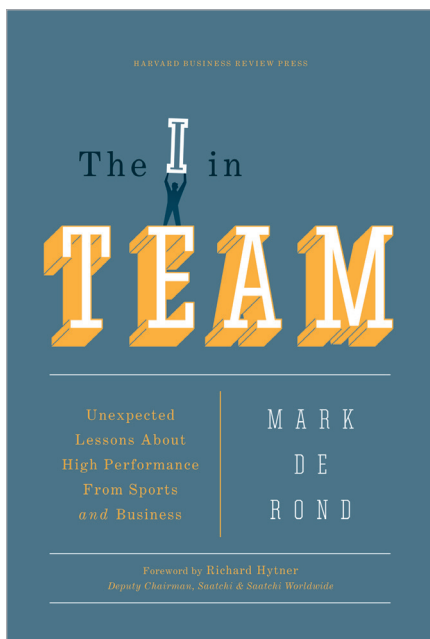
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The I in Team

Unexpected Lessons for Business
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Mark de Rond | Richard Hytner (Foreword)

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The I in Team

MARK DE ROND FOREWORD BY **RICHARD HYTNER**

How can people work more effectively together on teams? Why does conflict happen even when intentions are aligned?

Key business dilemmas such as these mimic many of the issues faced on sports teams. Yet the sports metaphors commonly used in business are often superficial comparisons that mask the lessons managers can learn from the world of sports.

In *The I in Team*, Cambridge University professor Mark de Rond combines the latest social and psychological research with stories from world-class sports teams and high performance athletes to show what teams can learn by focusing on the individuals within them.

You'll learn:

- Why the same qualities that make team members attractive can also make them bad teammates
- Why likability trumps competence in even the most technically sophisticated environments
- Why statistics, analytics, and other “moneyball” techniques can never replace the role of intuition in predicting performance

Both readable and teachable, *The I in Team* gives managers an understanding of the issues that permeate high performance teams and helps them apply those insights to their own work.

ABOUT THE **AUTHOR**

Mark de Rond is an associate professor of strategy and organization at Judge Business School, Cambridge University. His latest book, *The Last Amateurs*, was selected by the *Financial Times* as one of the best business books of 2008.

[CAMBRIDGE, UNITED KINGDOM]

Winning the Story Wars

JONAH SACHS

Does your brand tell a story?

In *Story Wars*, globally recognized storyteller, designer, entrepreneur, and co-founder of Free Range Studios Jonah Sachs argues that only those brands that tell *value-driven stories* through the *right* channels will revolutionize marketing.

Most of today's marketing messages are swallowed up the minute they hit the market. And recipients will often ignore you in favor of something they'd prefer to seek out themselves. Sachs cites a quote from the former advertising chief at Macy's and Citigroup to emphasize this point: "The irony is that while there have never been more ways to reach consumers, it's never been harder to connect with consumers."

Drawing on the wisdom of Carl Jung and Joseph Campbell, Sachs guides readers to harness myth-making powers of their very own. Weaving prescriptive tools throughout the book, Sachs helps communicators:

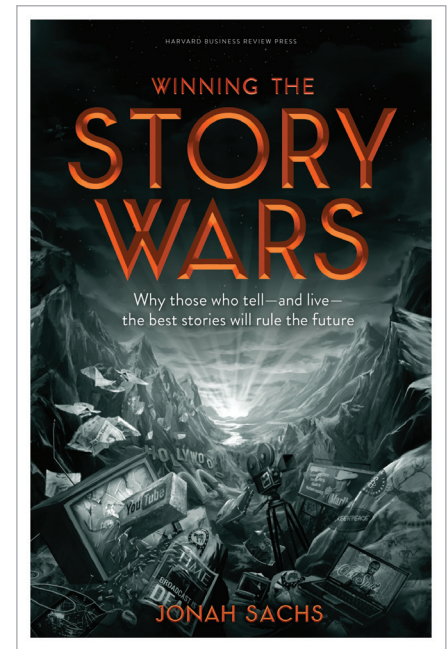
- **Identify** and learn the best myth structures at work today
- **Find** a tight-knit audience of evangelists to spread the word
- **Foster** the image of their audience as potential heroes
- **Watch** the message take on a life of its own

The *Story Wars* have long been underway, now it's time for heroic communicators to turn the tides away from simple selling and toward real inspiration.

ABOUT THE AUTHOR

Jonah Sachs is an internationally recognized storyteller, author, designer, and entrepreneur. As the co-founder and creative director of Free Range Studios, Jonah Sachs has helped hundreds of social brands and causes rise above the media din with breakthrough campaigns. Sach's work and opinions have been featured in the *New York Times*, in the *Washington Post*, on CNN, on FOX News, at the Sundance Film Festival, on NPR, and in *Fast Company* magazine, which named him one of the 50 most influential social innovators.

[OAKLAND, CA]



Story Wars

Why Those Who Tell — and Live —
the Best Stories Will Rule the Future

Jonah Sachs

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Us Plus Them

TODD L. PITTINSKY

You are asked to play a game of word association. The word you are given: prejudice. What do you associate with this loaded term? “Different” and “discrimination” come to mind. Possibly even the word “hate.”

Professor and researcher Todd L. Pittinsky believes that it is time for a new dialogue around this topic — one that swings the pendulum from negative to positive, and from “them” to “us.” In *Us Plus Them*, he argues against the assumption that simply reducing prejudice will improve relationships between different groups.

Pittinsky’s research offers a much-needed path to build helpful, active relationships between different groups in business and society. For decades, research and practice have adopted a “deficit model” for addressing the problem, assuming that the best we can do is eliminate our prejudice toward others or else try to ignore or eliminate their “otherness.” In today’s globalized world where difference is a constant (and is what former U.S. President Bill Clinton calls “our greatest opportunity”), we need a radical new approach to building bridges to move us forward.

Us Plus Them presents this new approach and clearly presents the opportunities and responsibilities for leadership the world over.

ABOUT THE AUTHOR

Todd L. Pittinsky is an associate professor in the department of technology and society at SUNY Stony Brook. Prior to that, he was an associate professor of public policy at the John F. Kennedy School of Government. Pittinsky’s research has been published in leading academic journals and business publications. He is the co-author of *Working Fathers: New Strategies for Balancing Work and Family* and the editor of *Crossing the Divide: Intergroup Leadership in a World of Difference*.

[PORT JEFFERSON, NY]

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Tapping the Positive Power of Difference

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The Future of Boards

JAY W. LORSCH (EDITOR)

Edited by Harvard Business School professor Jay W. Lorsch, the preeminent authority on corporate boards, this book gathers the leading voices from business and academia to address the challenges of governance in the 21st century.

We are at a crucial juncture in the evolution of business and the economy. We must now reshape the structures and practices of business leadership to avoid going down the same path again. To a large extent, this is a question of governance and the role of corporate boards, to help us wrestle with critical issues such as CEO performance and succession, compensation, and forward-looking strategy.

In *The Future of Boards*, governance sage Jay Lorsch has gathered thought leaders and some of the most experienced voices at Harvard Business School to describe the moment we are in, identify and analyze the salient issues, and chart a course for the future. Articles include Bill George on how boardroom conflicts can be understood and managed, Krishna Palepu on how directors can gain the knowledge necessary to effectively oversee strategy, Lorsch himself and colleague Rakesh Khurana on how boards can set reasonable compensation while still motivating top talent, and Ken Merchant and Kat Pick on group pathologies in the boardroom and how to overcome them.

The Future of Boards is essential reading for CEOs, business leaders, policy makers, and anyone involved in influencing and reshaping business in the 21st century.

ALSO BY **JAY W. LORSCH**



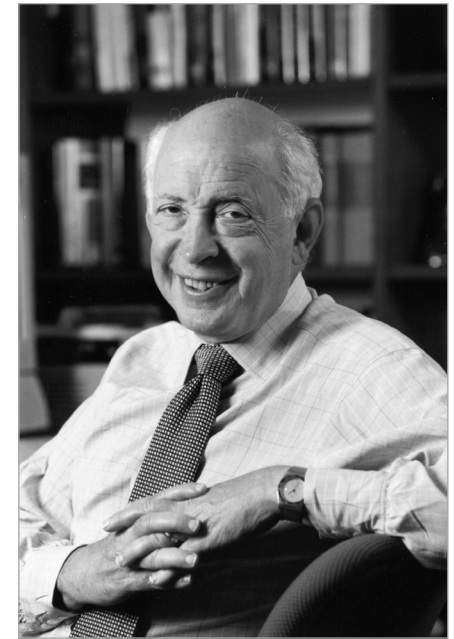
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ABOUT THE **AUTHOR**

Jay W. Lorsch is the Louis Kirstein Professor of Human Relations at Harvard Business School. He is the author of over a dozen books, including *Back to the Drawing Board: Designing Boards for a Complex World* (with Colin B. Carter, 2003), *Aligning the Stars: How to Succeed When Professionals Drive Results* (with Thomas J. Tierney, 2002), and *Pawns or Potentates: The Reality of America's Corporate Boards* (1989). [CAMBRIDGE, MA]



The Future of Boards

Leading HBS Thinkers on Meeting the Governance Challenges of the 21st Century

Jay W. Lorsch

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Heart, Smarts, Guts, and Luck

ANTHONY K. TJAN, RICHARD J. HARRINGTON, AND TSUN-YAN HSIEH

What are the defining traits of great entrepreneurs? Do you have what it takes to build a great business?

In *Heart, Smarts, Guts, and Luck*, three entrepreneurs and advisors-turned-venture capitalists delineate the traits in the title (“HSGL”) as absolutely critical. From their work with hundreds of executives and business builders around the globe, the authors found that every one of their subjects — from young founder to seasoned CEO — possesses these attributes in some combination.

In the book, the authors reveal that no single archetype for entrepreneurial success exists. But by figuring out your HSGL profile, you can develop an awareness of which traits you should “dial up” or “dial down.” Knowing your HSGL profile can improve your natural leadership style and improve your interactions with others.

So are you heart-dominant, like chef Alice Waters or Starbucks’ Howard Schultz? Smarts-dominant, like Jeff Bezos of Amazon? Guts-dominant, like Virgin’s Richard Branson or Nelson Mandela? Or do you carry the luck trait, like Tony Hsieh of Zappos? In *Heart, Smarts, Guts, and Luck*, the Entrepreneurial Aptitude Test (EAT) will help determine your profile. The book also provides additional tools and inspiration to offer a digestible, practical, useful, and engaging read.

ABOUT THE **AUTHORS**

Anthony K. Tjan is managing partner of the venture capital firm Cue Ball, and former entrepreneur of the pioneering Internet advisory group ZEFER. [BROOKLINE, MA]

Richard J. Harrington, a partner at Cue Ball, began his career as a small business owner and transformed a Canadian holding company into Thomson Reuters, now the largest information company in the world. [WESTPORT, CT]

Tsun-yan Hsieh is a widely respected business guru who over his 30-year career has become a trusted counselor to CEOs throughout the Americas and Asia. [BALMORAL HILLS, SINGAPORE]

Heart, Smarts, Guts, and Luck

What It Takes to Be an Entrepreneur and Build a Great Business

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Yes to the Mess

FRANK J. BARRETT

When faced with complexity and constant change at work, what do the best leaders and teams do? They iterate. They invent. They improvise. They string together a syncopated and rhythmic way of working that gets the job done but in a way that allows for flexibility, new ways of work, and new avenues for opportunity. In short, they say “yes” to the “mess” that is today’s fast-moving 24/7 business environment.

Frank J. Barrett, jazz pianist and management scholar, says this improvisational “jazz mind-set” — and the skills and competencies that go along with it — is crucial for effective leadership today. Like skilled jazz musicians, organizations must take this inventive approach to successfully deal with issues that range from crisis management to spontaneous decision making to unforeseen new realities of our globally connected world. Today’s shrewdest leaders are constantly forced to revise their assumptions and experiment with new strategies.

In this groundbreaking book, Barrett vividly shows and authentically articulates the jazz model, explaining the principles of jazz thinking and performance that can help anyone develop the competencies required in organizations today. Barrett urges readers to embrace the complexity of their lives and to take informed risks. Barrett’s engaging lessons range across functional areas and will be relevant for anyone who leads or works with teams.

Absorbing and insightful, *Yes to the Mess* is a seminar on collaboration and complexity, against the soulful backdrop of jazz.

ABOUT THE AUTHOR

Frank J. Barrett is an associate professor at the U.S. Navy’s Graduate School of Business and Public Policy. He holds a PhD from Case Western Reserve University, and is an accomplished jazz musician, having toured with the Tommy Dorsey Band and leading his own duos, trios, and quartets. His interests and expertise include change in complex organizations, empowerment, and appreciative enquiry.

[MONTEREY, CA]



Yes to the Mess

Surprising Leadership Lessons
from Jazz

Frank J. Barrett

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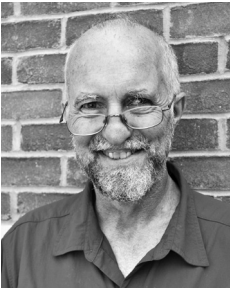
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Build, Borrow, or Buy

LAURENCE CAPRON AND WILL MITCHELL

How should you grow your organization? It's one of the most challenging questions an executive team faces — and the wrong answer can break your firm.

The problem is, most firms' growth strategies emphasize just one type of growth — some focus on organic growth, others on M&A. When these strategies falter, the common response is simply to try harder — but firms falling into this “implementation trap” usually end up losing out to a competitor whose approach is more inclusive.

So where do you start? By asking the right questions, argue INSEAD's Laurence Capron and coauthor Will Mitchell, of Duke University's Fuqua School of Business and the Rotman School of Management at the University of Toronto. Drawing on decades of research and teaching, Capron and Mitchell find that a firm's aptitude for determining the best “resource pathways” for growth has a defining impact on its success. They've come up with a helpful framework, reflecting practices of a variety of successful global organizations, to determine which path is best for yours.

The “Resource Pathways” framework is built around three strategic questions:

- **BUILD:** Are your existing internal resources relevant for developing the new resources that you have targeted for growth?
- **BORROW:** Could you obtain the targeted resources via an effective relationship with a resource partner?
- **BUY:** Do you need broad and deep relationships with your resource provider?

Written for large multinationals and emerging firms alike, *Build, Borrow, or Buy* will help solve a perennial question and guide you through change, while priming your organization for optimal growth.

ABOUT THE AUTHORS

Laurence Capron is the Paul Desmarais Chaired Professor of Partnership and Active Ownership at INSEAD and director of INSEAD executive education program on “M&As and corporate strategy.”

[FONTAINEBLEAU, FRANCE]

Will Mitchell is the J. Rex Fuqua Professor of international management at Duke University's Fuqua School of Business and holds the Anthony S. Fell Chair in new technology and commercialization as a visiting professor of strategic management at the University of Toronto's Rotman School of Management.

[TORONTO, CANADA]

Build, Borrow, or Buy

Solving the Growth Dilemma

Laurence Capron | Will Mitchell

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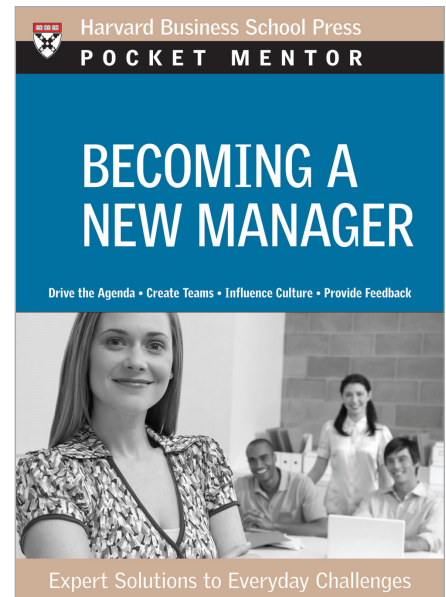
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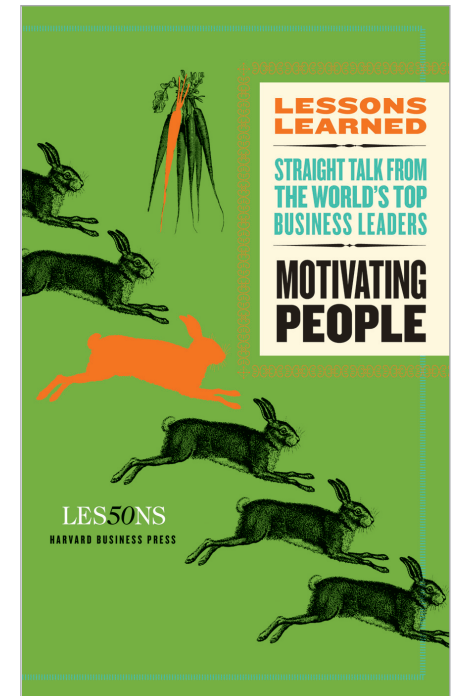
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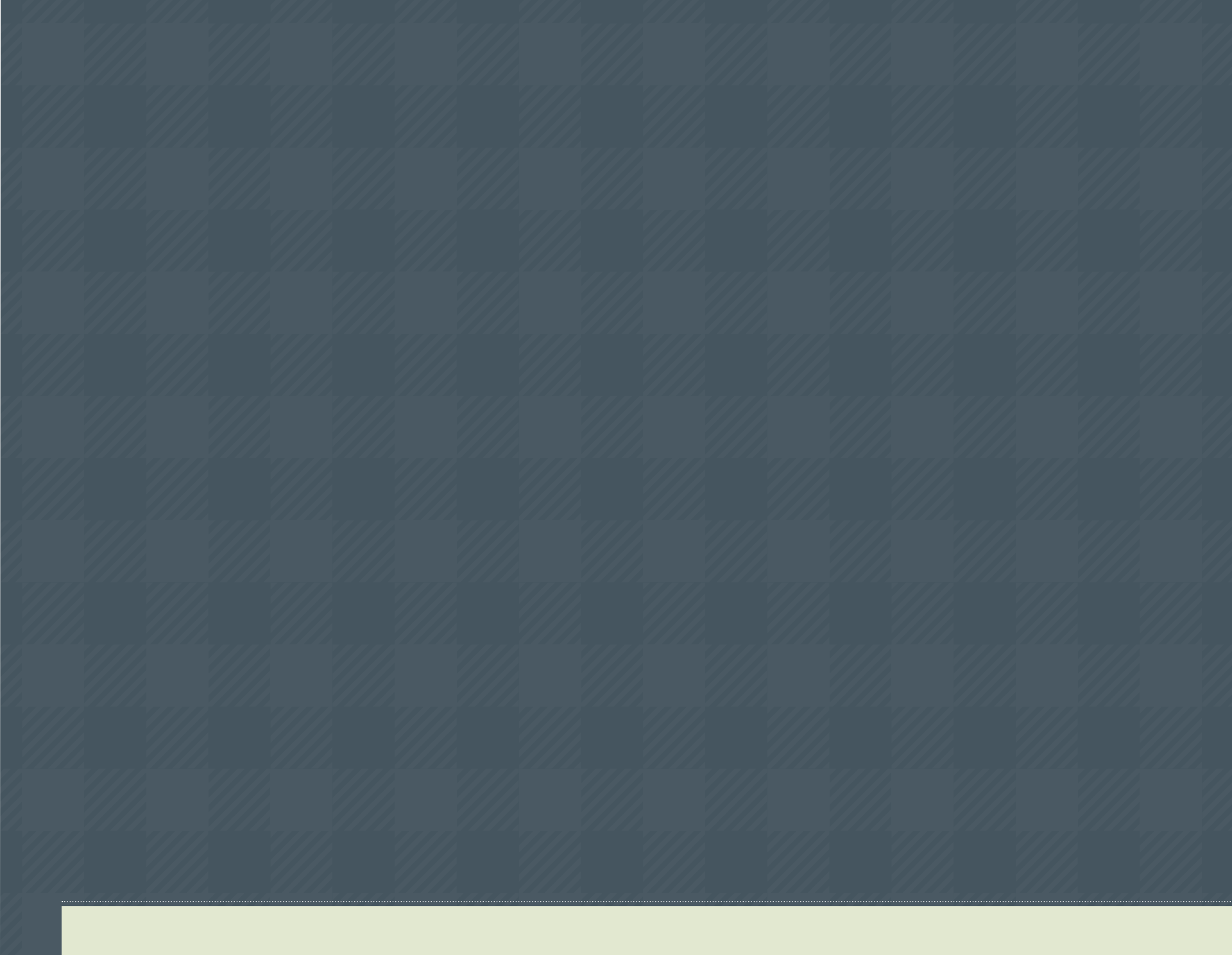
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