

## **A New Look for a New Era**

MAGAZINE ARTICLE **Adi Ignatius**

Highlights of this month's issue.

### Idea Watch

## **The Power of Positive Surveying**

**CUSTOMERS** MAGAZINE ARTICLE

Nudging customers to reflect on good experiences goes sales.

## **Your Success Is Shaped by Your Genes**

**ECONOMICS & SOCIETY** MAGAZINE ARTICLE **Alison Beard** New research reveals that people who have certain genetic variants earn higher incomes, hold more prestigious jobs, and accumulate more assets.

## **T-Mobile's CEO on Winning Market Share by Trash-Talking Rivals**

**COMPETITIVE STRATEGY** MAGAZINE ARTICLE **John Legere**

First step: Eliminate all the things people hate about the wireless industry.

### Spotlight

## **Customer Loyalty Is Overrated**

**STRATEGY** MAGAZINE ARTICLE **A.G. Lafley****Roger L. Martin**

Focus on habit instead. A theory of cumulative advantage

### Features

## **Curing the Addiction to Growth**

**STRATEGY** MAGAZINE ARTICLE **Marshall Fisher****Vishal Gaur****Herb Kleinberger**

Lessons from the retail industry

## **Are You Solving the Right Problems?**

**MANAGING ORGANIZATIONS** MAGAZINE ARTICLE **Thomas Wedell-Wedellsborg**

Reframing them can reveal unexpected solutions.

## **The Neuroscience of Trust**

**ORGANIZATIONAL CULTURE** MAGAZINE ARTICLE **Paul J. Zak**

Management behaviors that foster employee engagement

## **The Stretch Goal Paradox**

**STRATEGIC PLANNING** MAGAZINE ARTICLE **Sim B. Sitkin****C. Chet Miller****Kelly E. See**

Audacious targets are widely misunderstood—and widely misused.

## **Getting Your Stars to Collaborate**

**MANAGING ORGANIZATIONS** MAGAZINE ARTICLE **Heidi K. Gardner**

How Dana-Farber turns rival experts into problem-solving partners

## **Kick-Ass Customer Service**

**CUSTOMER SERVICE** MAGAZINE ARTICLE **Matthew Dixon****Lara Ponomareff****Scott Turner****Rick DeLisi**

Consumers want results—not sympathy.

## **The Truth About Blockchain**

**TECHNOLOGY** MAGAZINE ARTICLE **Marco Iansiti****Karim R. Lakhani**

It will take years to transform business, but the journey begins now.

## **Africa's New Generation of Innovators**

**ENTREPRENEURSHIP** MAGAZINE ARTICLE **Clayton M. Christensen****Efosa Ojomo****Derek van Bever**

How some entrepreneurs have succeeded in creating new markets where many global giants have failed

## **Energy Strategy for the C-Suite**

**OPERATIONS** MAGAZINE ARTICLE **Andrew Winston****George Favaloro****Tim Healy**

Energy is no longer merely a cost to be managed.

Experience

## **Buying Your Way into Entrepreneurship**

**ENTREPRENEURSHIP** MAGAZINE ARTICLE **Richard S. Ruback****Royce Yudkoff**

Could taking over a small business be the right path for you?

## **Case Study: How Much Should a New CEO Shake Things Up?**

**CHANGE MANAGEMENT** MAGAZINE ARTICLE **Paul M. Healy**  
Ambitious change risks burning out staff.

## **Blockbuster Magic**

MAGAZINE ARTICLE **Tim Sullivan** Creating hits in today's cultural marketplace

## **Life's Work: An Interview with Jerry Seinfeld**

**CREATIVITY** MAGAZINE ARTICLE **Daniel McGinn**  
The comedian on innovation, sustaining popularity, and humor as a leadership tool