

From the Editor

MARCH–APRIL 2017

The Insulated Leader

MAGAZINE ARTICLE **Adi Ignatius**

Highlights of this month's issue.

Do Search Ads Really Work?

MAGAZINE ARTICLE

They can be surprisingly effective, but most companies use them incorrectly.

Air Pollution Brings Down the Stock Market

FINANCIAL MARKETS MAGAZINE ARTICLE **Scott Berinato**

Dirty air can harm your investments as well as your health.

Tiffany's CEO on Creating a Sustainable Supply Chain

SUSTAINABILITY MAGAZINE ARTICLE **Frederic Cumenal**

The jewelry company has long led the industry in working to address environmental and human rights concerns.

Pioneers, Drivers, Integrators, and Guardians

MANAGING PEOPLE MAGAZINE ARTICLE **Suzanne M. Johnson
VickbergKim Christfort**

Every team is a mix of these personality types. Here's how to get the best out of any combination.

How Work Styles Inform Leadership

MANAGING PEOPLE MAGAZINE ARTICLE **Alison Beard**

Five executives explain how understanding personality has helped them become better leaders.

“If You Understand How the Brain Works, You Can Reach Anyone”

MANAGING PEOPLE MAGAZINE ARTICLE **Alison Beard**

A Brief History of Personality Tests

MANAGING PEOPLE MAGAZINE ARTICLE Eben Harrell

Three assessments that shaped the industry

Features

Strategy in the Age of Superabundant Capital

COMPETITIVE STRATEGY MAGAZINE ARTICLE Michael MankinsKaren HarrisDavid Harding

Money is no longer a scarce resource. That changes everything.

Bursting the CEO Bubble

LEADERSHIP MAGAZINE ARTICLE Hal Gregersen

Why executives should talk less and ask more questions

Hiring an Entrepreneurial Leader

HIRING MAGAZINE ARTICLE Timothy Butler

What to look for

“We Need People to Lean into the Future”

LEADERSHIP MAGAZINE ARTICLE Adi Ignatius

A conversation with Walmart CEO Doug McMillon

How to Get Ecosystem Buy-In

INNOVATION MAGAZINE ARTICLE Martin IhrigIan MacMillan

A tool kit for assessing the way an innovation will affect each stakeholder

What’s the Value of a Like?

MARKETING MAGAZINE ARTICLE Leslie K. JohnDaniel MochonOliver EmrichJanet Schwartz

Social media endorsements don’t work the way you might think.

The New Sales Imperative

SALES & MARKETING MAGAZINE ARTICLE Nicholas TomanBrent AdamsonCristina Gomez

B2B purchasing has become too complicated. You need to make it easy for your customers to buy.

Restructure or Reconfigure?

CHANGE MANAGEMENT MAGAZINE ARTICLE Stéphane J.G. GirodSamina Karim

The Edison of Medicine

PRODUCT DEVELOPMENT MAGAZINE ARTICLE **Steven Prokesch**

Lessons from one of the world's most productive and profitable research facilities

Experience

Surviving M&A

MERGERS & ACQUISITIONS MAGAZINE ARTICLE **Mitchell Lee MarksPhilip MirvisRon Ashkenas**

How to thrive amid the turmoil

Case Study: Is Holacracy for Us?

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Erik RoelofsenTao Yue**

A global construction company weighs the risk of extreme decentralization.

An Uneasy Codependence

MAGAZINE ARTICLE **Adi Ignatius**

China and the U.S. in the 21st century

Life's Work: An Interview with Mike Krzyzewski

MAGAZINE ARTICLE **Alison Beard**

On recruitment, retirement, and contentment