

From the Editor

MAY–JUNE 2017

Are We Giving Shareholders Too Much Power?

MAGAZINE ARTICLE **Adi Ignatius**

Highlights of this month's issue.

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Idea Watch

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How Venture Capitalists Really Assess a Pitch

VENTURE CAPITAL MAGAZINE ARTICLE

The surprising behaviors that can make a difference

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Sometimes, Less Innovation Is Better

INNOVATION MAGAZINE ARTICLE **Scott Berinato**

If your industry is in turmoil, don't rush into the next big thing.

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State Street's CEO on Creating Employment for At-Risk Youths

SOCIAL RESPONSIBILITY MAGAZINE ARTICLE **Joseph Hooley**

The key is a system to support kids as they move through school and into the workforce.

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Spotlight

MAY–JUNE 2017

The Error at the Heart of Corporate Leadership

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Joseph L. Bower**
Lynn S. Paine

Most CEOs and boards believe their main duty is to maximize shareholder value. It's not.

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The CEO View: Defending a Good Company from Bad Investors

STRATEGY MAGAZINE ARTICLE **Sarah Cliffe**

A conversation with former Allergan CEO David Pyott

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The Board View: Directors Must Balance All Interests

CORPORATE GOVERNANCE MAGAZINE ARTICLE Sarah Cliffe

A conversation with corporate governance expert Barbara Hackman

The Data: Where Long-Termism Pays Off

FINANCIAL ANALYSIS MAGAZINE ARTICLE Dominic BartonJames ManyikaSarah Keohane Williamson

Research shows a correlation with better financial performance.

Features

MAY–JUNE 2017

What Sets Successful CEOs Apart

LEADERSHIP TRANSITIONS MAGAZINE ARTICLE Elena Lytkina BotelhoKim Rosenkoetter PowellStephen KincaidDina Wang

The four essential behaviors that help them win the top job and thrive once they get it

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Onboarding Isn't Enough

PROFESSIONAL TRANSITIONS MAGAZINE ARTICLE Mark ByfordMichael D. WatkinsLena Triantogiannis

Newly hired executives need to be fully integrated into the company's culture.

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The Talent Curse

PROFESSIONAL TRANSITIONS MAGAZINE ARTICLE Jennifer PetriglieriGianpiero Petriglieri

Why high potentials struggle—and how they can grow through it

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Neurodiversity as a Competitive Advantage

HIRING MAGAZINE ARTICLE Robert D. AustinGary P. Pisano

Why you should embrace it in your workforce

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The Problem with Product Proliferation

INNOVATION MAGAZINE ARTICLE Martin MockerJeanne W. Ross

Unmanaged innovation leads to excessive operational complexity. What's needed is product integration.

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What's Your Data Strategy?

STRATEGY MAGAZINE ARTICLE Leandro DalleMuleThomas H. Davenport

The key is to balance offense and defense.

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The World's Next Great Manufacturing Center

MANUFACTURING MAGAZINE ARTICLE Irene Yuan Sun

How Chinese investment is reshaping Africa

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Linear Thinking in a Nonlinear World

DECISION MAKING MAGAZINE ARTICLE **Bart de LangheStefano PuntoniRichard Larrick**

The obvious choice is often wrong.

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“Above All, Acknowledge the Pain”

STRESS MAGAZINE ARTICLE **Adi Ignatius**

A conversation about resilience with Sheryl Sandberg and Adam Grant

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Experience

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Reclaim Your Commute

MANAGING YOURSELF MAGAZINE ARTICLE **Francesca GinoBradley StaatsJon M. JachimowiczJulia LeeJochen I. Menges**

Getting to and from work doesn't have to be soul crushing.

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Case Study: Competing Against Bling

MARKETING MAGAZINE ARTICLE **Stephen NasonJoseph SalvacruzJP Stevenson**

How can an understated watch brand stand out in China?

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The Other Digital Divide

TECHNOLOGY MAGAZINE ARTICLE **Walter Frick**

The tech world is isolating itself just when it most needs to engage.

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Life's Work: An Interview with Alice Waters

LEADERSHIP MAGAZINE ARTICLE **Alison Beard**

On leading a food revolution

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