

From the Editor

JULY–AUGUST 2017

## **The Truth About Globalization**

MAGAZINE ARTICLE **Adi Ignatius**

Highlights of this month's issue

Idea Watch

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## **How to Predict Turnover on Your Sales Team**

MAGAZINE ARTICLE

It's not enough to know who your stars are. You need to make sure they don't leave.

## **Crowded Places Make People Think More About the Future**

**DEMOGRAPHICS** MAGAZINE ARTICLE **Alison Beard**

How population density affects our life strategies

## **SoulCycle's CEO on Sustaining Growth in a Faddish Industry**

**MARKETING** MAGAZINE ARTICLE **Melanie Whelan**

It's all about friendship and community.

Spotlight

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## **Why CMOs Never Last**

**MARKETING** MAGAZINE ARTICLE **Kimberly A. Whitley****Neil Morgan**

And what to do about it

## **The Power Partnership**

**MARKETING** MAGAZINE ARTICLE **Kimberly A. Whitley****D. Eric Boyd****Neil Morgan**

CMO & CIO

## **Reflections of a Six-Time CMO**

**MARKETING** MAGAZINE ARTICLE **Daniel McGinn**

A conversation with Joe Tripodi

**HIRING** MAGAZINE ARTICLE **Greg Welch**

A recruiter's prescription

## **The Evolution of the CMO**

**MARKETING** MAGAZINE ARTICLE **Caren Fleit**

As marketing channels and tools grew over the decades, so did the status and responsibilities of top marketing executives.

Features

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## **Stop the Meeting Madness**

**MEETINGS** MAGAZINE ARTICLE **Leslie A. Perlow**  
**Constance Noonan Hadley**  
**Eunice Eun**

How to free up time for meaningful work

## **Being the Boss in Brussels, Boston, and Beijing**

**CROSS-CULTURAL MANAGEMENT** MAGAZINE ARTICLE **Erin Meyer**

If you want to succeed, you'll need to adapt.

## **Decoding CEO Pay\***

**EXECUTIVE COMPENSATION** MAGAZINE ARTICLE **Robert C. Pozen**  
**S.P. Kothari**

\*The truth is buried in the fine print—and that's a problem.

## **What's Your Best Innovation Bet?**

**TECHNOLOGY** MAGAZINE ARTICLE **Melissa Schilling**

By mapping a technology's past, you can predict what future customers will want.

## **Finding the Platform in Your Product**

**STRATEGY** MAGAZINE ARTICLE **Andrei Hagiu**  
**Elizabeth J. Altman**

Four strategies that can reveal hidden value

## **Managing Climate Change: Lessons from the U.S. Navy**

**SUSTAINABILITY** MAGAZINE ARTICLE **Forest L. Reinhardt**  
**Michael W. Toffel**

Military leaders are facing the consequences of global warming head-on.

## **Globalization in the Age of Trump**

**GLOBALIZATION** MAGAZINE ARTICLE **Pankaj Ghemawat**

Protectionism will change how companies do business—but not in the ways you think.

## **“Don’t Try to Protect the Past”**

**MANAGING ORGANIZATIONS** MAGAZINE ARTICLE **Adi Ignatius**  
A conversation with IBM CEO Ginni Rometty

Experience

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## **The Science of Pep Talks**

**MOTIVATING PEOPLE** MAGAZINE ARTICLE **Daniel McGinn**

To fire up your team, draw on a research-proven, three-part formula.

## **Case Study: Follow Dubious Orders or Speak Up?**

**ETHICS** MAGAZINE ARTICLE **Sandra SucherMatthew Preble**

An intern contemplates whether she should compromise her values for a job.

## **Liberal Arts in the Data Age**

**EDUCATION** MAGAZINE ARTICLE **JM Olejarz**

Why the hard sciences need the humanities

## **Life’s Work: An Interview with Alan Alda**

**COMMUNICATION** MAGAZINE ARTICLE **Alison Beard**

The veteran of stage and screen on improvisation, bonding with your colleagues, and other secrets of great communication