

SEPTEMBER–OCTOBER 2017

## The Great Transformer

MAGAZINE ARTICLE **Adi Ignatius**

Highlights of this month's issue

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Idea Watch

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## When Hiring Execs, Context Matters Most

**HIRING** MAGAZINE ARTICLE

Move beyond a one-size-fits-all approach.

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## We Look Like Our Names

**PSYCHOLOGY** MAGAZINE ARTICLE **Scott Berinato**

Why people are uncannily good at putting names to faces

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## Souq.com's CEO on Building an E-Commerce Powerhouse in the Middle East

**ENTREPRENEURSHIP** MAGAZINE ARTICLE **Ronaldo Mouchawar**

Winning trust in regions where payments are made in cash

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Spotlight

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## How I Remade GE

**LEADERSHIP** MAGAZINE ARTICLE **Jeffrey R. Immelt**

And what I learned along the way

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## GE's Global Growth Experiment

**GLOBAL STRATEGY** MAGAZINE ARTICLE **Ranjay Gulati**

The company pushed cross-business collaboration.

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## Reinventing Talent Management

**TALENT MANAGEMENT** MAGAZINE ARTICLE **Steven Prokesch**

How GE uses analytics to guide a more digital, far-flung workforce

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Features

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## The Overcommitted Organization

**LEADING TEAMS** MAGAZINE ARTICLE **Mark Mortensen**  
**Heidi K. Gardner**

Why it's hard to share people across multiple teams—and what to do about it

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## Happiness Traps

**MANAGING YOURSELF** MAGAZINE ARTICLE **Annie McKee**

How we sabotage ourselves at work

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## The Surprising Power of Online Experiments

**EXPERIMENTATION** MAGAZINE ARTICLE **Ron Kohavi**  
**Stefan Thomke**

Getting the most out of A/B and other controlled tests

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## Managing Our Hub Economy

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

Strategy, ethics, and network competition in the age of digital superpowers

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## Competing on Social Purpose

**MARKETING** MAGAZINE ARTICLE **Omar Rodríguez Vilá**  
**Sundar Bharadwaj**

Brands that win by tying mission to growth

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## Comp Targets That Work

**EXECUTIVE COMPENSATION** MAGAZINE  
ARTICLE **Radhakrishnan Gopalan**  
**John Horn**  
**Todd Milbourn**

How to keep executives from gaming the system

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## Audacious Philanthropy

**NON-PROFIT** MAGAZINE ARTICLE **Susan Wolf Ditkoff**  
**Abe Grindle**

Lessons from 15 world-changing initiatives

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## Why Do We Undervalue Competent Management?

**OPERATIONS MANAGEMENT** MAGAZINE ARTICLE **Raffaella Sadun**  
**Nicholas Bloom**  
**John Van Reenen**

Neither great leadership nor brilliant strategy matters without operational excellence.

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## Management Is Much More Than a Science

**DECISION MAKING** MAGAZINE ARTICLE Roger L. MartinTony Golsby-Smith

The limits of data-driven decision making

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Experience

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## Could Your Personality Derail Your Career?

**MANAGING YOURSELF** MAGAZINE ARTICLE Tomas Chamorro-Premuzic

Don't take these traits to the extreme.

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## Case Study: When You Have to Choose Between Core and New Customers

**PRICING** MAGAZINE ARTICLE Marco BertiniNader Tavassoli

An extreme sports company considers a VIP tier.

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## Game-Changing Inventions

**INNOVATION** MAGAZINE ARTICLE Alison Beard

What makes an idea revolutionary?

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## Life's Work: An Interview with Michael Strahan

**MOTIVATING PEOPLE** MAGAZINE ARTICLE Alison Beard

The TV host and former athlete on leading people and making the leap to a successful second act