
CEOs Step into the Fray

MAGAZINE ARTICLE **Adi Ignatius**

Highlights of this month's issue

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Idea Watch

“Sorry” Is Not Enough

CUSTOMER SERVICE MAGAZINE ARTICLE

Customer satisfaction depends on creative problem solving, not empathy.

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Negative Feedback Rarely Leads to Improvement

GIVING FEEDBACK MAGAZINE ARTICLE **Scott Berinato**

It mostly makes people avoid the peers who criticized them, new research shows.

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The Chairman of Ryohin Keikaku on Charting Muji's Global Expansion

STRATEGY MAGAZINE ARTICLE **Masaaki Kanai**

Why the Japanese retailer chose to grow slowly

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Spotlight

The Leader's Guide to Corporate Culture

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Boris Groysberg****Jeremiah Lee****Jesse Price****J. Yo-Jud Cheng**

How to manage the eight critical elements of organizational life

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What's Your Organization's Cultural Profile?

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Boris Groysberg****Jeremiah Lee****Jesse Price****J. Yo-Jud Cheng**

A survey to get the conversation started

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How to Shape Your Culture

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Boris Groysberg****Jeremiah Lee****Jesse Price****J. Yo-Jud Cheng**

Steps for setting an aspirational target

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Convergence Matters

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Boris Groysberg****Jeremiah Lee****Jesse Price****J. Yo-Jud Cheng**

When employees' views of the culture align, engagement and customer orientation benefit.

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Context, Conditions, and Culture

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Boris Groysberg****Jeremiah Lee****Jesse Price****J. Yo-Jud Cheng**

Consider geographic region, industry, strategy, leadership, and organizational design.

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Features

JANUARY–FEBRUARY 2018

Ads That Don't Overstep

MARKETING MAGAZINE ARTICLE **Leslie K. JohnTami KimKate Barasz**

How to make sure you don't take personalization too far

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Can MOOCs Solve Your Training Problem?

MANAGING PEOPLE MAGAZINE ARTICLE **Monika Hamori**

Insights from a study of 28,000 learners in 127 countries.

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The New CEO Activists

ECONOMICS & SOCIETY MAGAZINE ARTICLE **Aaron K. ChatterjiMichael W. Toffel**

A playbook for polarized political times

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How to Hire

HIRING MAGAZINE ARTICLE **Patty McCord**

Chances are you're doing it all wrong.

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Finding Your Company's Second Act

INNOVATION MAGAZINE ARTICLE **Larry DownesPaul Nunes**

How to survive the success of a big-bang disruption

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Artificial Intelligence for the Real World

TECHNOLOGY MAGAZINE ARTICLE **Thomas H. DavenportRajeev Ronanki**

Don't start with moon shots.

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More Than a Paycheck

ECONOMICS & SOCIETY MAGAZINE ARTICLE **Dennis CampbellJohn CaseBill Fotsch**

How to create good blue-collar jobs in the knowledge economy

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Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality

SHARED VALUE MAGAZINE ARTICLE **Robert S. KaplanGeorge SerafeimEduardo Tugendhat**

A road map for creating shared value

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The Case for Plain-Language Contracts

BUSINESS WRITING MAGAZINE ARTICLE **Shawn Burton**

Want to do deals faster and increase customer satisfaction? Start by stripping out the legalese.

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Experience

JANUARY–FEBRUARY 2018

The Best Leaders Are Great Teachers

They personalize instruction to help their employees soar.

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Case Study: Are Our Customer Liaisons Helping or Hurting?

MANAGING PEOPLE MAGAZINE ARTICLE **Sunanda NayakJyotsna Bhatnagar**

Leaders at an Indian hospital wonder whether new staff members are driving doctors away.

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The Triumph of Spin over Substance

MANAGING ORGANIZATIONS MAGAZINE ARTICLE **Jeff Kehoe**

Staying smart in a world of fake news and dubious data

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Life's Work: An Interview with John Adams

CREATIVITY MAGAZINE ARTICLE **Alison Beard**

The composer and conductor on his painstaking creative process

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