

From the Editor

MARCH–APRIL 2018

How Tech Is Transforming HR

HUMAN RESOURCE MANAGEMENT MAGAZINE ARTICLE **Adi Ignatius**

Highlights of this month's issue

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Idea Watch

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Why You Should Rotate Office Seating Assignments

WORKSPACES MAGAZINE ARTICLE

Sometimes seating plans really matter.

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Cold Showers Lead to Fewer Sick Days

HEALTH MAGAZINE ARTICLE **Alison Beard**

Dousing yourself with freezing water may boost your physical resilience, a new Dutch study shows.

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AEI's President on Measuring the Impact of Ideas

ECONOMICS & SOCIETY MAGAZINE ARTICLE **Arthur C. Brooks**

Sales and shareholder returns—common for-profit metrics—can't measure a think tank's effect on society.

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Spotlight

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HR Goes Agile

PERSONNEL POLICIES MAGAZINE ARTICLE **Peter Cappelli**
Anna Tavis

Agile isn't just for tech anymore.

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Co-Creating the Employee Experience

PERSONNEL POLICIES MAGAZINE ARTICLE **Lisa Burrell**

A conversation with Diane Gherson, IBM's head of HR

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One Bank's Agile Team Experiment

PERSONNEL POLICIES MAGAZINE ARTICLE **Dominic Barton**
Dennis Carey
Ram Charan

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Features

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Better Brainstorming

CREATIVITY MAGAZINE ARTICLE Hal Gregersen

Focus on questions, not answers, for breakthrough insights.

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The B2B Elements of Value

CUSTOMERS MAGAZINE ARTICLE Eric Almquist
Jamie Cleghorn
Lori Sherer

How to measure—and deliver—what business customers want

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“Businesses Exist to Deliver Value to Society.”

RESEARCH & DEVELOPMENT MAGAZINE ARTICLE Adi Ignatius

A conversation with Merck CEO Kenneth Frazier

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Are Buybacks Really Shortchanging Investment?

FINANCIAL MARKETS MAGAZINE ARTICLE Jesse M. Fried
Charles C.Y. Wang

What the argument against stock repurchases gets wrong

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How to Be a Good Board Chair

BOARDS MAGAZINE ARTICLE Stanislav Shekshnia

The key is to remember you’re not the CEO.

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Is Lack of Competition Strangling the U.S. Economy?

ECONOMY MAGAZINE ARTICLE David Wessel

The troubling effect of industry consolidation and other forces on productivity, wages, and income inequality

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Why Compliance Programs Fail—and How to Fix Them

REGULATION MAGAZINE ARTICLE Hui Chen
Eugene Soltes

The key to success is better measurement.

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Beating the Odds

RACE MAGAZINE ARTICLE Laura Morgan Roberts
Anthony J. Mayo
Robin J. Ely
David A. Thomas

Leadership lessons from senior African-American women

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Diversity and Authenticity

LEADERSHIP & MANAGING PEOPLE MAGAZINE

ARTICLE **Katherine W. Phillips** **Tracy L. Dumas** **Nancy P. Rothbard**

Minorities hesitate to share information about themselves at work.
That's a problem for everyone.

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Experience

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Thriving in the Gig Economy

MANAGING YOURSELF MAGAZINE ARTICLE **Gianpiero Petriglieri** **Susan J. Ashford** **Amy Wrzesniewski**

How successful freelancers manage the uncertainty

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Case Study: Prune the Brand Portfolio?

STRATEGY MAGAZINE ARTICLE **Chekitan S. Dev**

After a big merger, a global hotel company must decide whether to keep or absorb its acquired chains.

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Our Brains on Drugs

MANAGING YOURSELF MAGAZINE ARTICLE **JM Olejarz**

What we do and don't know about psychoactive substances

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Life's Work: An Interview with Jane Fonda

MANAGING YOURSELF MAGAZINE ARTICLE **Gabriel Joseph-Dezaize**

The two-time Oscar winner and former fitness guru on what led her from acting to activism

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