

From the Editor

NOVEMBER–DECEMBER 2018

Stability Amid Turmoil

MAGAZINE ARTICLE **Adi Ignatius**

Highlights from this issue

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Idea Watch

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Making Process Improvements Stick

CHANGE MANAGEMENT MAGAZINE ARTICLE

Early excitement usually leads to backsliding.

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A Tattoo Won't Hurt Your Job Prospects

JOB SEARCH MAGAZINE ARTICLE **Alison Beard**

Body art no longer has any stigma in the labor market, new research suggests.

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Cobra's Chairman on Turning an Indian Beer into a Global Brand

ENTREPRENEURSHIP MAGAZINE ARTICLE **Karan Bilimoria**

Karan Bilimoria on retaining his entrepreneurial spirit

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Spotlight

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The Best-Performing CEOs in the World 2018

LEADERSHIP MAGAZINE ARTICLE **Harvard Business Review Staff**

The latest edition of HBR's annual list

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Features

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The End of Bureaucracy

ORGANIZATIONAL STRUCTURE MAGAZINE ARTICLE **Gary Hamel****Michele Zanini**

How a Chinese appliance maker is reinventing management for the digital age

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Unite Your Senior Team

LEADERSHIP MAGAZINE ARTICLE **Bernard C. Kümmerli****Scott D. Anthony****Markus Messerer**

How Swisscom's leaders aligned around a growth strategy

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Better People Analytics

ANALYTICS MAGAZINE ARTICLE **Paul Leonardi****Noshir Contractor**

Measure who they know, not just who they are.

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Reinventing Customer Service

CUSTOMER SERVICE MAGAZINE ARTICLE **Matthew Dixon**

How T-Mobile achieved record levels of quality and productivity

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How to Sell New Products

SALES MAGAZINE ARTICLE **Thomas Steenburgh****Michael Ahearne**

Focus on learning, not performance.

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Bring Your Breakthrough Ideas to Life

INNOVATION MAGAZINE ARTICLE **Cyril Bouquet****Jean-Louis Barsoux****Michael Wade**

How the most successful innovators do it

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Africa: A Crucible for Creativity

EMERGING MARKETS MAGAZINE ARTICLE **Acha Leke****Saf Yeboah-Amankwah**

Lessons from the continent's breakout businesses

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Cultivating Everyday Courage

MANAGING YOURSELF MAGAZINE ARTICLE **James R. Detert**

The right way to speak truth to power

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Experience

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How to Keep Working When You're Just Not Feeling It

PRODUCTIVITY MAGAZINE ARTICLE **Ayelet Fishbach**

Four strategies for motivating yourself

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Case Study: Can You Fix a Toxic Culture Without Firing People?

HUMAN RESOURCE MANAGEMENT MAGAZINE ARTICLE **Francesca Gino**

A CFO wonders how to turn around a struggling division.

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Predicting the Future

MAGAZINE ARTICLE **Ania G. Wieckowski**

What's really preventing leaders from taking the long view?

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Life's Work: An Interview with John Kerry

GOVERNMENT MAGAZINE ARTICLE **Alison Beard**

The former senator and secretary of state talks about courage, collaboration, and recovering from setbacks.

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