Harvard Business Review Onpoint Winter 2014 True

Eventually, you will enormously discover a new experience and skill by spending more cash. yet when? realize you understand that you require to get those all needs gone having significantly cash? Why dont you attempt to acquire something basic in the beginning? Thats something that will guide you to comprehend even more regarding the globe, experience, some places, similar to history, amusement, and a lot more?

It is your enormously own get older to take action reviewing habit. along with guides you could enjoy now is **harvard business review onpoint winter 2014 true** below.

Being the Boss Linda A. Hill 2011-01-11 You never dreamed being the boss would be so hard. You're caught in a web of conflicting expectations from subordinates, your supervisor, peers, and customers. You're not alone. As Linda Hill and Kent Lineback reveal in Being the Boss, becoming an effective manager is a painful, difficult journey. It's trial and error, endless effort, and slowly acquired personal insight. Many managers never complete the journey. At best, they just learn to get by. At worst, they become terrible bosses. This new book explains how to avoid that fate, by mastering three imperatives: · Manage yourself: Learn that management isn't about getting things done yourself. It's about accomplishing things through others. · Manage a network: Understand how power and influence work in your organization and build a network of mutually beneficial relationships to navigate your company's complex political environment. · Manage a team: Forge a high-performing "we" out of all the "I"s who report to you. Packed with compelling stories and practical guidance, Being the Boss is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting challenges of leadership.
Against the Odds - Jeffrey P. Bialos 2017-05 DoD leadership must ensure sustained U.S. military superiority, in a dynamic and uncertain world with multiple threats, by developing and fielding innovative nuclear, conventional and irregular warfighting capabilities. Accessing, developing, and handing off to the warfighter the best ideas from all sources, as rapidly and affordably as possible, is the key to making that happen. Unfortunately, the current DoD ecosystem makes the types of engagements highlighted above very challenging. Wedded to its existing, and successful, operational paradigms and capabilities, the Department's culture is inherently change-resistant to the introduction of new and innovative capabilities. DoD employs antiquated, cumbersome and slow R & D and procurement processes, and has demonstrated, time and again, an unwillingness to employ legally available non-traditional contracting and business alternatives--despite numerous calls for change by DoD leadership, Congress, business, and think tanks. While DoD's recent focus on innovation has unleashed some additional impetus toward change, it is limited in scale and scope; the overall DoD enterprise is still slow to move. Jeff Bialos, along with co-contributors Christine Fisher and Stuart Koehl, provide a strong range of recommendations that the Trump Administration should seriously consider as it looks to address the acquisition challenge in an across-the-board manner. There is little doubt that, as they suggest, we need a balanced approach across a range of contingencies we face, and we need a comprehensive approach. We need not only to develop "offsets" that can help to deter against potential high end threats but also to make sure that we do not short-change the development of the tools our war fighters need to address the range of low intensity conflicts that are likely in the years to come, if past is prologue.
Enhancing the Effectiveness of Team Science

National Research Council 2015-07-15
The past half-century has witnessed a dramatic increase in the scale and complexity of scientific research. The growing scale of science has been accompanied by a shift toward collaborative research, referred to as "team science." Scientific research is increasingly conducted by small teams and larger groups rather than individual investigators, but the challenges of collaboration can slow these teams' progress in achieving their scientific goals. How does a team-based approach work, and how can universities and research institutions support teams? Enhancing the Effectiveness of Team Science synthesizes and integrates the available research to provide guidance on assembling the science team; leadership, education and professional development for science teams and groups. It also examines institutional and organizational structures and policies to support science teams and identifies areas where further research is needed to help science teams and groups achieve their scientific and translational goals. This report offers major public policy recommendations for science research agencies and policymakers, as well as recommendations for individual scientists, disciplinary associations, and research universities. Enhancing the Effectiveness of Team Science will be of interest to university research administrators, team science leaders, science faculty, and graduate and postdoctoral students.

Social Commerce - Efraim Turban 2015-11-17
This is a multidisciplinary textbook on social commerce by leading authors of e-commerce and e-marketing textbooks, with contributions by several industry experts. It is effectively the first true textbook on this topic and can be used in one of the following ways: Textbook for a standalone elective course at the undergraduate or graduate levels (including MBA and executive MBA programs) Supplementary text in marketing, management or Information Systems disciplines Training courses in industry Support resources for researchers and practitioners in the fields of marketing, management and information management The book examines the latest trends in e-commerce, including social businesses, social networking, social collaboration, innovations and mobility. Individual chapters cover tools and platforms for social commerce; supporting theories and concepts; marketing communications; customer engagement and metrics; social shopping; social customer service and CRM contents; the social enterprise; innovative applications; strategy and performance management; and implementing social commerce systems. Each chapter also includes a real-world example as an opening case; application cases and examples; exhibits; a chapter summary; review questions and end-of-chapter exercises. The book also includes a glossary and key terms, as well as supplementary materials that include PowerPoint lecture notes, an Instructor's Manual, a test bank and five online tutorials.

Environmental, Social, and Governance (ESG) Investing - John Hill 2020-01-30
Environmental, Social, and Governance (ESG) Investing: A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio presents a balanced, thorough analysis of ESG factors as they are incorporated into the investment process. An estimated 25% of all new investments are in ESG funds, with a global total of $23 trillion and the U.S. accounting for almost $9 trillion. Many advocate the sustainability goals promoted by ESG, while others prefer to maximize returns and spend their earnings on social causes. The core problem facing those who want to promote sustainability goals is to define sustainability investing and measure its returns. This book examines theories and their practical implications, illuminating issues that other books leave in the shadows. Provides a dispassionate examination of ESG investing Presents the historical arguments for maximizing returns and competing theories to support an ESG approach Reviews case studies of empirical evidence about relative returns of both traditional and ESG investment approaches

Elite - Nick Hays 2019-05-29
Proven tools to take your team and yourself to the next level Elite: High Performance Lessons and Habits from a Former Navy SEAL is a practical, no-nonsense guide to elevate your leadership skills and drive your team to their maximum potential. Before you can push your team to the max, you must push yourself—elite teams require elite leaders. This invaluable guide supplies the tools you need to develop effective strategies to motivate, adapt, and

overcome. Author Nick Hays combines military training with Harvard education to present a comprehensive program that will unlock the potential in yourself and your team. The business environment has changed dramatically over the last several decades. Volatile market conditions, disruptive innovation, and digital transformations across entire sectors have rendered traditional business methods obsolete. To thrive, businesses must be adaptable, agile, and lean. Policies and procedures may change, but strong leadership and shared goals ensure a source of strength and continuity. Providing real-world methods and effective strategies, this essential resource will allow you to: Embrace the Warrior Mindset to always be proactive, never a victim Develop the trust of your team through strength and shared experience Devise durable and sustainable business strategies and contingency plans that adapt to fluid situations Promote a culture of innovation and authenticity to deliver a solid foundation for your team Elite: High Performance Lessons and Habits from a Former Navy SEAL is a must-read guide for everyone from aspiring entrepreneurs to established business leaders. No matter the stage of your business—development, exploitation, or disruption—Elite will change your approach to business and unlock the warrior within.

Athena Unbound - Henry Etzkowitz 2000-10-19
An inquiry into why there are so few women scientists discusses the subtle factors that contribute to the marginalization of women scientists and compares the status of women scientists in different countries.

Managing the Future - Haridimos Tsoukas 2009-02-09
In this book, leading authors explore ways in which organizationscan develop their ability to manage the future. An exploration of the ways in which organizations can developtheir ability to manage the future. Consists of ten papers written by authors from both sides ofthe Atlantic and from Asia, all of whom are distinguished scholarsin the fields of strategy or organizational learning. Addresses key questions about how organizational foresight canbe conceptualized and developed, and the extent to which it ispossible. The papers are prefaced by a foreword from Spyros Makridakisand an

introduction from the editors. Helps to shape a new research agenda, and so will be ofinterest to academics, as well as to students andpractitioners.

Built to Last - Jim Collins 2002-08-20
Drawing upon a six-year research project at the Stanford University Graduate School of Business, James C. Collins and Jerry I. Porras took eighteen truly exceptional and long-lasting companies and studied each in direct comparison to one of its top competitors. They examined the companies from their very beginnings to the present day -- as start-ups, as midsize companies, and as large corporations. Throughout, the authors asked: "What makes the truly exceptional companies different from the comparison companies and what were the common practices these enduringly great companies followed throughout their history?" Filled with hundreds of specific examples and organized into a coherent framework of practical concepts that can be applied by managers and entrepreneurs at all levels, Built to Last provides a master blueprint for building organizations that will prosper long into the 21st century and beyond.

Becoming a Manager - Linda A. Hill 2019-02-26
Making the leap to management and leadership In your career, or anyone's, there is one transition that stands out as the most crucial--going from individual contributor to competent manager. New managers have to learn how to lead others rather than do the work themselves, to win trust and respect, to motivate, and to strike the right balance between delegation and control. Many fail to make the transition successfully. In this timeless, indispensable book, Harvard Business School professor and leadership guru Linda Hill traces the experiences of nineteen new managers over the course of their first year in the role. She reveals the complexity of the transition, highlighting the expectations of these managers, their subordinates, and their superiors. We hear the new managers describe how they reframed their understanding of their roles and responsibilities, how they learned to build effective cross-functional work relationships, how and when they used individual and organizational resources, and how they learned to cope with

the inevitable stresses of leadership. Hill vividly shows that becoming a manager is a profound psychological adjustment--a true transformation--as well as a continuous process of learning from experience. Becoming a Manager, a veritable treasury of essential leadership wisdom, is a book you will turn to again and again no matter where you are on your career journey.

HBR's 10 Must Reads on Teams (with featured article "The Discipline of Teams," by Jon R. Katzenbach and Douglas K. Smith) - Harvard Business Review 2013-03-05

Most teams underperform. Yours can beat the odds. If you read nothing else on building better teams, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you assemble and steer teams that get results. Leading experts such as Jon Katzenbach, Teresa Amabile, and Tamara Erickson provide the insights and advice you need to: Boost team performance through mutual accountability Motivate large, diverse groups to tackle complex projects Increase your teams' emotional intelligence Prevent decision deadlock Extract results from a bunch of touchy superstars Fight constructively with top-management colleagues

The Handbook on Innovations in Learning Marilyn Murphy 2014-03-01

An innovation in learning improves upon the implementation of the standard practice or introduces a new practice, thus achieving greater learning outcomes. The Handbook on Innovations in Learning, developed by the Center on Innovations in Learning, presents commissioned chapters describing current best practices of instruction before embarking on descriptions of selected innovative practices which promise better methods of engaging and teaching students. Written by a diverse and talented field of experts, chapters in the Handbook seek to facilitate the adoption of the innovative practices they describe by suggesting implementation policies and procedures to leaders of state and local education agencies.

Recommendations to the Congress - United States. Congress. Pepper Commission 1990

Shared Trauma, Shared Resilience During a Pandemic - Carol Tosone 2020-12-12

This contributed volume reflects on the collective wisdom and ongoing efforts of the social work profession that has been in the forefront of the global pandemic of COVID-19. The contributors are seasoned social work academics, practitioners, administrators, and researchers. Working on the frontlines with patients and families, these social workers have garnered experiences and insights, and also have developed innovative ways to mitigate the impact of the coronavirus on the psychosocial well-being of their clients and themselves. The 36 reflections, experiences, and insights in this curated collection address the behavioral, mental health, socioeconomic, and other repercussions of the coronavirus pandemic that have impacted their client base, most of whom are vulnerable populations: Repurposed, Reassigned, Redeployed Safety Planning with Survivors of Domestic Violence: How COVID-19 Shifts the Focus COVID-19 and Moral Distress/Moral Anguish Therapeutic Support for Healthcare Workers in Acute Care: Our Voice Shared Trauma and Harm Reduction in the Time of COVID-19 Wholeheartedness in the Treatment of Shared Trauma: Special Considerations During the COVID-19 Pandemic The Role of Ecosocial Work During the COVID-19 Pandemic: The Natural World Black Lives, Mass Incarceration, and the Perpetuity of Trauma in the Era of COVID-19: The Road to Abolition Social Work Teaching Social Work Practice in the Shared Trauma of a Global Pandemic The COVID-19 Self-Care Survival Guide: A Framework for Clinicians to Categorize and Utilize Self-Care Strategies and Practices Shared Trauma, Shared Resilience During a Pandemic: Social Work in the Time of COVID-19 is an early and essential work on the impact of the pandemic on the social work field with useful practice wisdom for a broad audience. It can be assigned in masters-level social work practice and elective courses on trauma, as well as inform both neophyte and experienced practitioners. It also would appeal to the general public interested in the work of social workers during a pandemic.

Growth-Oriented Entrepreneurship - Alan S. Gutterman 2018-08-30

This book provides an extensive introduction to research on growth-oriented entrepreneurship,

,/b> A number of different methods have been used to describe growth-oriented entrepreneurship; however, there is a consensus that there is a particularly desirable form of entrepreneurship that seeks to create and scale up businesses that will drive productivity growth, create new employment, increase innovation, promote business internationalization and achieve sustainable economic growth. Innovation is a condition of growth-oriented entrepreneurship that includes both the development and commercialization of new products and services and the development and implementation of new or improved processes that enhance productivity or reduce costs associated with manufacturing or distributing existing products. Innovation involves firms pursuing distinctive business strategies and doing new things in new ways to increase productivity, product development, sales and profitability, including finding and developing new ways of identifying the needs of new and existing customers and making and marketing products that satisfy those needs. The goal of the launch phase for growth-oriented entrepreneurial ventures is to reach the point of scale up and common goals and activities associated with the launch phase include market disruption and penetration; gaining access to capital and markets and mentorship opportunities; organizational growth through management capacity, systems, resources (i.e., people, product and assets) management; embedding organizational culture; development of stakeholder relationships; monitoring and evaluation; and governance and reporting. This book provides an extensive introduction to research on growth-oriented entrepreneurship and continues with an assessment of attempts to create the appropriate framework conditions for growth-oriented entrepreneurship to flourish and sustain including financial support; government policies; government programs; education and training; research and development transfer; commercial and professional infrastructure; internal market openness; access to physical infrastructure; cultural and social norms; and protection of intellectual property rights. The final chapter looks at growth-oriented entrepreneurs in practice as they work to launch and growth

emerging companies. This book is a unique compendium of research and analysis on a dynamic and important segment of entrepreneurship and will be useful to entrepreneurs, academics and policymakers.

A Sense of Urgency - John P. Kotter 2008
In his international bestseller "Leading Change," Kotter provided an action plan for implementing successful transformations. Now, he shines the spotlight on the crucial first step in his framework: creating a sense of urgency by getting people to actually see and feel the need for change.

Innovation Killers - Clayton M. Christensen 2010-07-22
In this seminal article, innovation experts Clayton Christensen, Stephen P. Kaufman, and Willy C. Shih explore the key reasons why companies struggle to innovate. The authors uncover common mistakes companies make—from focusing on the wrong customers to choosing the wrong products to develop—that can derail innovation efforts, and offer a better way forward for management teams who want to avoid these obstacles and get innovation right. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

Global Inequalities & Polarization - M. Mustafa Erdoğdu 2020-10-10
Inequalities are increasing across the world and living conditions are very unequal between different parts of the world. Some people can live healthy, rich, and happy lives while others continue to live in poor health, poverty, and grief. Inequalities have greatly strengthened the economic and political power of those people at the top. This volume is titled "Global Inequalities and Polarization" and contains eight selected articles that approach inequality and polarization from different angles.

Collective Genius - Linda A. Hill 2014-05-13
Why can some organizations innovate time and again, while most cannot? You might think the

key to innovation is attracting exceptional creative talent. Or making the right investments. Or breaking down organizational silos. All of these things may help—but there's only one way to ensure sustained innovation: you need to lead it—and with a special kind of leadership. Collective Genius shows you how. Preeminent leadership scholar Linda Hill, along with former Pixar tech wizard Greg Brandeau, MIT researcher Emily Truelove, and Being the Boss coauthor Kent Lineback, found among leaders a widely shared, and mistaken, assumption: that a "good" leader in all other respects would also be an effective leader of innovation. The truth is, leading innovation takes a distinctive kind of leadership, one that unleashes and harnesses the "collective genius" of the people in the organization. Using vivid stories of individual leaders at companies like Volkswagen, Google, eBay, and Pfizer, as well as nonprofits and international government agencies, the authors show how successful leaders of innovation don't create a vision and try to make innovation happen themselves. Rather, they create and sustain a culture where innovation is allowed to happen again and again—an environment where people are both willing and able to do the hard work that innovative problem solving requires. Collective Genius will not only inspire you; it will give you the concrete, practical guidance you need to build innovation into the fabric of your business.

Business Model Management - Bernd W. Wirtz 2020-09-30
"How are business models purposeful designed and structured? How can the models be implemented professionally and managed successfully and sustainably? In what ways can existing business models be adapted to the constantly changing conditions? In this clearly structured reference work, Bernd W. Wirtz gives an answer to all these issues and provides the reader with helpful guidance. Although, 'Business Model Management' is first and foremost a scientific reference book, which comprehensively addresses the theory of business models, with his book Bernd W. Wirtz also turns to practitioners. Not least, the many clearly analyzed case studies of companies in different industries contribute to this practical relevance. My conclusion: 'Business Model

Management' is an informative and worthwhile read, both for students of business administration as a textbook as well as for experienced strategists and decision makers in the company as a fact-rich, practical compendium." Matthias Müller, Chief Executive Officer Porsche AG (2010-2015), Chief Executive Officer (2015-2018) Volkswagen AG "In dynamic and complex markets a well thought out business model can be a critical factor for the success of a company. Bernd Wirtz vividly conveys how business models can be employed for strategic competition and success analysis. He structures and explains the major theoretical approaches in the literature and practical solutions in an easy and understandable way. Numerous examples from business practice highlight the importance of business models in the context of strategic management. The book has the potential to become a benchmark on the topic business models in the German-speaking world." Hermann-Josef Lamberti, Member of the Board Deutsche Bank AG 1999-2012/ Member of the Board of Directors, Airbus Group "The business environment has become increasingly complex. Due to changing conditions, the executive board of a company is confronted with growing challenges and increasing uncertainty. Thus, a holistic understanding of the corporate production and performance systems is becoming more and more important. At this point, Bernd W. Wirtz introduces and presents the concept of the structured discussion of the own business model. Business models present operational service processes in aggregated form. This holistic approach channels the attention of management, supports a sound understanding of relationships and facilitates the adaption of the business to changing conditions. The management of business models is thus an integrated management concept. Through the conceptual presentation of complex issues the author makes a valuable contribution to the current literature. In particular, the referenced case studies from various industries make the book clear and very applicable to practice." Dr. Lothar Steinebach, Member of the Board, Henkel AG 2007-2012/ Supervisory Board, ThyssenKrupp AG
Case in Point - Marc Cosentino 2007

Organizational Imaginaries - Katherine K. Chen 2021-03-24
This volume explores an expansive array of organizational imaginaries, or conceptions of organizational possibilities, with a focus on collectivist-democratic organizations, to showcase how organizations can ultimately support and serve broader communities.

Operations in an Omnichannel World Santiago Gallino 2019-10-15
The world of retailing has changed dramatically in the past decade. Sales originating at online channels have been steadily increasing, and even for sales transacted at brick-and-mortar channels, a much larger fraction of sales is affected by online channels in different touch points during the customer journey. Shopper behavior and expectations have been evolving along with the growth of digital channels, challenging retailers to redesign their fulfillment and execution processes, to better serve their customers. This edited book examines the challenges and opportunities arising from the shift towards omni- channel retail. We examine these issues through the lenses of operations management, emphasizing the supply chain transformations associated with fulfilling an omni-channel demand. The book is divided into three parts. In the first part, "Omni-channel business models", we present four studies that explore how retailers are adjusting their fundamental business models to the new omni-channel landscape. The second part, "Data-driven decisions in an omni-channel world", includes five chapters that study the evolving data opportunities enabled by omni-channel retail and present specific examples of data-driven analyses. Finally, in the third part, "Case studies in Omni-channel retailing", we include four studies that provide a deep dive into how specific industries, companies and markets are navigating the omni-channel world. Ultimately, this book introduces the reader to the fundamentals of operations in an omni-channel context and highlights the different innovative research ideas on the topic using a variety of methodologies.

Pandemic Exposures - Fassin Didier 2021-11
An illuminating, indispensable analysis of a watershed moment and its possible aftermath. For people and governments around the world, the onset of the COVID-19 pandemic seemed to place the preservation of human life at odds with the pursuit of economic and social life. Yet this naive alternative belies the complexity of the entanglements the crisis has created and revealed not just between health and wealth but also around morality, knowledge, governance, culture, and everyday subsistence. Didier Fassin and Marion Fourcade have assembled an eminent team of scholars from across the social sciences to reflect on the myriad ways SARS-CoV-2 has entered, reshaped, or exacerbated existing trends and structures in every part of the globe. The contributors show how the disruptions caused by the pandemic have both hastened the rise of new social divisions and hardened old inequalities and dilemmas. An indispensable volume, Pandemic Exposures provides an illuminating analysis of this watershed moment and its possible aftermath.

Organizational Behavior Stewart Black 2019-06-05
A less-expensive grayscale paperback version is available. Search for ISBN 9781680922875. The field of management and organizational behavior exists today in a constant state of evolution and change. Casual readers of publications like the New York Times, The Economist and the Wall Street Journal will learn about the dynamic nature of organizations in today's ever-changing business environment. Organizational Behavior is designed to meet the scope and sequence requirements of the introductory course on Organizational Behavior. This is a traditional approach to organizational behavior. The table of contents of this book was designed to address two main themes. What are the variables that affect how, when, where, and why managers perform their jobs? What theories and techniques are used by successful managers at a variety of organizational levels to achieve and exceed objectives effectively and efficiently throughout their careers? Management is a broad business discipline, and the Organizational Behavior course covers many areas such as individual and group behavior at work, as well as organizational processes such as communication in the workplace and managing conflict and negotiation. No one individual can be an expert in all areas of management, so an additional benefit of this text

is that specialists in a variety of areas have authored individual chapters. Finally, we all made an effort to present a balanced approach to gender and diversity throughout the text in the examples used, the photographs selected, and the use of both male and female in alternating chapters when referring to generic managers or employees.

How I Did It - Harvard Business Review 2014-02-25
Powerful stories from the world's top CEOs to help prepare you for the hard decisions ahead. The essays in How I Did It teach and inspire. Pulled directly from the pages of one of the most popular columns in Harvard Business Review, these essays offer firsthand accounts of the most difficult management challenges faced by the men and women who occupy the corner office. It's the next best thing to sitting down and talking face-to-face with these corporate leaders. You'll hear from renowned global leaders including: Kevin Ryan, Gilt Groupe Mindy Grossman, HSN Kevin Plank, Under Armour Daniel P. Amos, Aflac Pramod Bhasin, Genpact Eric Schmidt, Google Ellen Kullman, DuPont Patrizio Bertelli, Prada Pierre Omidyar, Omidyar Network Jorge Cauz, Encyclopaedia Brittanica Richard Gelfond, IMAX Let these potent stories of strategic thinking—and often bold and unconventional action—be your guide as you step into your own future as a leader.

HBR's 10 Must Reads on Strategy (including featured article "What Is Strategy?" by Michael E. Porter) - Harvard Business Review 2011-02-08
Is your company spending too much time on strategy development—with too little to show for it? If you read nothing else on strategy, read these 10 articles (featuring "What Is Strategy?" by Michael E. Porter). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you catalyze your organization's strategy development and execution. HBR's 10 Must Reads on Strategy will inspire you to: Distinguish your company from rivals Clarify what your company will and won't do Craft a vision for an uncertain future Create blue oceans of uncontested market space Use the Balanced Scorecard to measure your strategy Capture your strategy in a memorable phrase Make

priorities explicit Allocate resources early Clarify decision rights for faster decision making This collection of best-selling articles includes: featured article "What Is Strategy?" by Michael E. Porter, "The Five Competitive Forces That Shape Strategy," "Building Your Company's Vision," "Reinventing Your Business Model," "Blue Ocean Strategy," "The Secrets to Successful Strategy Execution," "Using the Balanced Scorecard as a Strategic Management System," "Transforming Corner-Office Strategy into Frontline Action," "Turning Great Strategy into Great Performance," and "Who Has the D? How Clear Decision Roles Enhance Organizational Performance."

Farsighted - Steven Johnson 2018-09-04
The hardest choices are also the most consequential. So why do we know so little about how to get them right? Big, life-altering decisions matter so much more than the decisions we make every day, and they're also the most difficult: where to live, whom to marry, what to believe, whether to start a company, how to end a war. There's no one-size-fits-all approach for addressing these kinds of conundrums. Steven Johnson's classic Where Good Ideas Come From inspired creative people all over the world with new ways of thinking about innovation. In Farsighted, he uncovers powerful tools for honing the important skill of complex decision-making. While you can't model a once-in-a-lifetime choice, you can model the deliberative tactics of expert decision-makers. These experts aren't just the master strategists running major companies or negotiating high-level diplomacy. They're the novelists who draw out the complexity of their characters' inner lives, the city officials who secure long-term water supplies, and the scientists who reckon with future challenges most of us haven't even imagined. The smartest decision-makers don't go with their guts. Their success relies on having a future-oriented approach and the ability to consider all their options in a creative, productive way. Through compelling stories that reveal surprising insights, Johnson explains how we can most effectively approach the choices that can chart the course of a life, an organization, or a civilization. Farsighted will help you imagine your possible futures and appreciate the subtle intelligence of the choices

that shaped our broader social history.

Readings in the Philosophy of Science: From Positivism to Postmodernism - Theodore Schick 1999-12-10
This anthology traces the development of thinking in the philosophy of science from logical positivism to the present. Subsequent articles often clarify or critique preceding ones. As a result, students get a sense of how philosophical theories develop in response to one another.

HBR Guide to Building Your Business Case - Raymond Sheen 2015
"You've got a great idea that will increase revenue or productivity--but how do you get approval to make it happen? By building a business case that clearly shows its value. Maybe you struggle to win support for projects because you're not sure what kind of data your stakeholders will trust, or naysayers always seem to shoot your ideas down at the last minute. Or perhaps you're intimidated by analysis and number crunching, so you just take a stab at estimating costs and benefits, with little confidence in your accuracy. To get any idea off the ground at your company you'll have to make a strong case for it. This guide gives you the tools to do that"--

Managing Your Boss - John J. Gabarro 2008-01-08
Managing your boss: Isn't that merely manipulation? Corporate cozying up? Not according to John Gabarro and John Kotter. In this handy guidebook, the authors contend that you manage your boss for a very good reason: to do your best on the job—and thereby benefit not only yourself but also your supervisor and your entire company. Your boss depends on you for cooperation, reliability, and honesty. And you depend on him or her for links to the rest of the organization, for setting priorities, and for obtaining critical resources. By managing your boss—clarifying your own and your supervisor's strengths, weaknesses, goals, work styles, and needs—you cultivate a relationship based on mutual respect and understanding. The result? A healthy, productive bond that enables you both to excel. Gabarro and Kotter provide valuable guidelines for building this essential relationship—including strategies for determining how your boss prefers to process information and make decisions, tips for communicating mutual expectations, and tactics for negotiating priorities. Thought provoking and practical, Managing Your Boss enables you to lay the groundwork for one of the most crucial working relationships you'll have in your career.

Get Backed - Evan Baehr 2015-10-27
"Anyone who comes to pitch on Shark Tank should read this book first!" —Barbara Corcoran, ABC's Shark Tank "I have seen literally thousands of companies trying to raise capital and know that a great pitch deck is critical. This book gives you the playbook for creating yours." —Naval Ravikant, cofounder and CEO, AngelList "I raised twice the amount of money I set out to in a mere five weeks. I'm naming my firstborn child after the Evans." —Slava Menn, cofounder and CEO, Fortified Bicycle HOW DO YOU LAUNCH THE VENTURE OF YOUR DREAMS? Get Backed isn't just about startup fundraising. It's a handbook for anyone who has an idea and needs to build relationships to get it off the ground. Over the last 3 years, entrepreneurs Evan Loomis and Evan Baehr have raised $45 million for their own ventures, including the second largest round on the fundraising platform AngelList. In Get Backed, they show you exactly what they and dozens of others did to raise money—even the mistakes they made—while sharing the secrets of the world's best storytellers, fundraisers, and startup accelerators. They'll also teach you how to use "the friendship loop", a step-by-step process that can be used to initiate and build relationships with anyone, from investors to potential cofounders. And, most of all, they'll help you create a pitch deck, building on the real-life examples of 15 ventures that have raised over $150 million. What's in the book? • The original pitch decks and fundraising strategies of 15 ventures that raised over $150 million • Email scripts that will get you a meeting with angel investors, venture capitalists, and potential board members • Pitching exercises developed by startup talent beds like Stanford University's d.school and Techstars • A breakdown of the 10 essential pitch deck slides, how to create them, and what questions you should answer with each • An overview of the 5 main funding sources for startups, the pros and cons of each, and who the big players are • A crash-course in visual and

presentation design that will make any deck beautiful • Templates for 4 stories every entrepreneur should know how to tell • The story of one entrepreneur who showed up in Silicon Valley with no network and six months later had investments from Fred Anderson, Bono, and Peter Thiel Get Backed will show you exactly what it takes to get funded and will give you the tools to make any idea a reality.

Integral Investing - Mariana Bozesan 2020-10-09
Today, early-stage investors and entrepreneurs find themselves in a dilemma in which they must choose between profit and impact; between traditional, for-profit-only models on the one hand, and multiple-bottom-line structures with a positive social or environmental impact on the other. At a time in which climate change, exponentially growing technologies, social polarization, and looming pandemics are calling into question humanity's priorities, this Report to the Club of Rome and the World Academy of Art and Science dissolves this dilemma by proposing a new investment paradigm, namely Integral Investing. Integral Investing incorporates and transcends the best practices of both traditional venture capital and impact investing. It provides a seamless integration and shows how technological progress need not be our rival, but can instead be our ally in ensuring the prosperous society we all want. Drawing on her own investments and stellar track record since 1995, the author reveals the mechanism of Integral Investing. At the heart of it is a powerful, 360-degree de-risking tool called the Theta Model, which reveals how to make smart investment decisions based on the comprehensive integration of traditional due-diligence criteria, sustainability metrics, and assessments of the founders' and team culture. But it doesn't stop there. In turn, this handbook demonstrates how to use human-centered AI to scale and digitalize the investment process. The goal here is to accelerate the use of exponential tech, capital, and consciousness leadership to transition to a sustainable global society: a process the author refers to as the Investment Turnaround. The 21 principles of Integral Investing, which she defines using Ken Wilber's Integral Theory, lead to her manifesto on how to implement the UN Sustainable Development Goals within Planetary Boundaries by 2050 through early-stage investing and entrepreneurship. Similar to the 15th century, when the Medicis inspired the Renaissance, today humanity is once again at a crucial turning point where pioneering public and private financiers, investors, entrepreneurs, and other committed individuals have the opportunity to leave behind the legacy of a prosperous society. This handbook provides a source of inspiration, and shows how self-actualization, a positive mindset, and a consciousness that is backed by a world-centric desire can become the driving force for solving the global grand challenges.

Becoming a Project Leader - Alexander Laufer 2017-12-05
This book blends academic rigor and real world experience on the agile and planning schools of project management and the process of becoming a project leader. To some, project management is all about logically and rationally planning out dependencies and mapping them out into a flawless plan; a plan that must be rigorously and undeviatingly followed in all its geometric perfection. To others it is about agility – 15 minute scrum meetings and responding on the fly to the unpredictable exigencies that the randomness of the living, breathing world throws up. In reality, smart project leaders do both. They understand that you can't deliver a project if you make an "either/or" choice between these approaches – you must do "both/and". These managers strive for stability and flexibility, they use formal and informal processes, and they function as managers and leaders. In Becoming A Project Leader the authors have applied their blend of intellectual rigor and hard-nosed practical experience to identify four concrete roles employed by successful project managers. The first three roles—planning, agility, and resilience—focus on coping with changes, with each role relating to a different kind of change. These three roles, which complement each other, can be implemented effectively only when they are supported by the fourth role, collaboration. Becoming an expert at understanding and delivering that blend requires constant reflection and interaction with peers – all part of the process of becoming a project leader. Based on years of experience, research and thinking

and refined through 20 in-depth interviews with practicing project managers and senior executives, Becoming A Project Leader delivers the solution to all those blown budgets, shot schedules and disappointing deliverables.

Practicing Leadership - Alan S. Gutterman 2019-03-20
Practicing Leadership is intended to serve as a guide to basic principles of leadership and begins with an overview of definitions and conceptions of leadership and then continues with discussions of the roles and activities expected from an effective leader; personality traits and attributes which can be learned and perfected by persons that aspire to leadership positions; styles of leadership, which encompass the strategies used by leaders to engage with their followers and leadership in developing countries. Leadership is a universal phenomenon that has preoccupied scholars, politicians and others for centuries. In the management context leadership has been consistently identified as playing a critical role in the success or failure of organizations and some surveys have pegged almost half of an organization's performance on the quality and effectiveness of its leadership team. Apart from organizational performance, researchers have consistently found a strong correlation between leadership styles and behaviors and the job satisfaction and performance of subordinates. When formal interest in the study of leadership first began in the 19th and early 20th centuries, the so-called "great man" theory, which assumed that certain individual characteristics or traits could be found in leaders but not in non-leaders and that those characteristics could not be developed but must be inherited, was quite popular and many assumed that leaders were simply "born and not made". As time passed, however, the consensus within the community of leadership scholars and consultants shifted significantly to the current working proposition that while some people do indeed appear to be natural leaders from birth it is nonetheless possible for many others with sufficient desire and willpower to develop into a "leader" by following a continuous process of work, self-study, education, training and experience.

Leading Change - John P. Kotter 2012
Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

HBR's 10 Must Reads Collection (12 Books) - Harvard Business Review 2014-12-16
This essential, comprehensive digital collection delivers the entire 12 books of the HBR's 10 Must Reads series with over 120 Harvard Business Review articles. With this essential collection from Harvard Business Review, you'll have the best management ideas and advice all in one place. Now offered as a comprehensive digital compilation, this set includes the entire library of Harvard Business Review articles (more than 120 of them) found in the HBR 10 Must Reads book series. From leadership and strategy to innovation and marketing, no other collection offers the top thinking from global experts on today's most essential management topics. The collection includes must-have articles on the following topics: Leadership, Managing Yourself, Strategy, Managing People, Change Management, Communication, Innovation, Making Smart Decisions, Teams, Collaboration, and Strategic Marketing. In addition, you'll get articles from the foundational HBR's 10 Must Reads: The Essentials, which offers seminal pieces chosen by the editorial team at Harvard Business Review. Each book is packed with enduring advice from the best minds in business such as: Michael Porter, Clayton Christensen, Peter Drucker, John Kotter, Daniel Goleman, Jim Collins, Ted Levitt, Gary Hamel, W. Chan Kim, Renée Mauborgne and much more. The HBR's 10 Must Reads Collection includes: HBR's 10 Must Reads: The Essentials This book brings together the best thinking from management's most influential experts. Once you've read these definitive articles, you can delve into each core topic the series explores: managing yourself, managing people, leadership, strategy, and change management. HBR's 10 Must Reads on Managing Yourself The path to your professional success starts with a critical look in the mirror. Here's how to stay engaged throughout your 50-year work life, tap into your deepest values, solicit candid feedback, replenish your physical and mental energy, and rebound from tough times. This book includes the bonus article "How Will You Measure Your Life?" by Clayton M. Christensen. HBR's 10 Must Reads on Managing

People Managing your employees is fraught with challenges, even if you're a seasoned pro. Boost their performance by tailoring your management styles to their temperaments, motivating with responsibility rather than money, and fostering trust through solicited input. This book includes the bonus article "Leadership That Gets Results," by Daniel Goleman. HBR's 10 Must Reads on Leadership Are you an extraordinary leader—or just a good manager? Learn how to motivate others to excel, build your team's confidence, set direction, encourage smart risk-taking, credit others for your success, and draw strength from adversity. This book includes the bonus article "What Makes an Effective Executive," by Peter F. Drucker. HBR's 10 Must Reads on Strategy Is your company spending too much time on strategy development, with too little to show for it? Discover what it takes to distinguish your company from rivals, clarify what it will (and won't) do, create blue oceans of uncontested market space, and make your priorities explicit so employees can realize your vision. This book includes the bonus article "What Is Strategy?" by Michael E. Porter. HBR's 10 Must Reads on Change Management Most companies' change initiatives fail—but yours can beat the odds. Learn how to overcome addiction to the status quo, establish a sense of urgency, mobilize commitment and resources, silence naysayers, minimize the pain of change, and motivate change even when business is good. This book includes the bonus article "Leading Change," by John P. Kotter. HBR's 10 Must Reads on Innovation To innovate profitably, you need more than just creativity. Learn how to decide which ideas are worth pursuing, innovate through the front lines, tailor your efforts to meet customer's needs, and avoid classic pitfalls. This book includes the bonus article "The Discipline of Innovation" by Peter F. Drucker. HBR's 10 Must Reads on Communication The best leaders know how to communicate clearly and persuasively. From connecting with the audience and establishing credibility to inspiring others to carry out your vision, get the skills you need to express your ideas with clarity and impact—no matter what the situation. This book includes the bonus article "The Necessary Art of Persuasion" by Jay A. Conger. HBR's 10 Must Reads on

Collaboration Join forces with others inside and outside your organization to solve your toughest problems. Learn how to forge strong relationships, build a collaborative culture, and manage conflict wisely. This book includes the bonus article "Social Intelligence and the Biology of Leadership" by Daniel Goleman and Richard Boyatzis. HBR's 10 Must Reads on Strategic Marketing Reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts provide the insights and advice you need to figure out what business you're really in, uncover your brand's strengths and weaknesses, and end the war between sales and marketing. This book includes the bonus article "Marketing Myopia" by Theodore Levitt. HBR's 10 Must Reads on Making Smart Decisions Discover why bad decisions happen to good managers—and how to make better ones. Get the skills you need to make bold decisions that challenge the status quo, support your decisions with data, and foster and address constructive criticism. This book includes the bonus article "Before You Make that Big Decision …" by Daniel Kahneman, Dan Lovallo, and Olivier Sibony. HBR's 10 Must Reads on Teams Most teams underperform. Yours can beat the odds. Learn how to boost team performance through mutual accountability, motivate large, diverse groups to tackle complex projects, and increase your teams' emotional intelligence. This book includes the bonus article "The Discipline of Teams" by John R. Katzenbach and Douglas K. Smith. About the HBR's 10 Must Reads Series: HBR's 10 Must Reads series is the definitive collection of ideas and best practices for aspiring and experienced leaders alike. These books offer essential reading selected from the pages of Harvard Business Review on topics critical to the success of every manager. Each book is packed with advice and inspiration from the best minds in business.

Who's in the Room? - Bob Frisch 2011-12-06 Is your company run by a team with no name? At the top of every organization chart lies a myth—that aSenior Management Team makes a company's critical decisions. Thereality is that critical decisions are typically made by the bossand a small group of confidants—a "team with noname"—outside of formal processes.

Meanwhile, other membersof the management team wonder why they weren't in the room or evenconsulted ahead of time. The dysfunction that results from this gapbetween myth and reality has led to years of unproductive teambuilding exercises. The problems, Frisch shows, are ones of processand structure, not psychology. In Who's in the Room? Bob Frisch provides a uniqueperspective to this widely misunderstood issue. Flying in the faceof decades of organizational psychology, he argues that thesolution lies not in addressing behaviors, but in unseating thesenior management team as the epicenter of decision making. Using abroad portfolio of teams—large and small, permanent andtemporary, formal and informal—great leaders match eachdecision to the appropriate team in a fluid, flexible approach thatyou won't find described in management textbooks. Who's in the Room? is based on interviews with CEOs atorganizations ranging from MasterCard to Ticketmaster to The RedCross. Understand and embrace the way decision-making actually happensin their organizations Use these "teams with no names" to best advantage Engage the Senior Management Team in the three critical tasksfor which it is ideally suited Organizations will get better decisions and superior results byunleashing the full potential of their Senior Management Teams. Andbosses will see a dramatic drop-off in people coming into theiroffices asking, "Why wasn't I in the room?"

Building a Growth Factory Scott D. Anthony 2012-11-20
Introducing the Four Components That Make Innovation Repeatable Even the best-performing companies eventually stall. Sustaining momentum—and remaining a great growth company—takes a system. Scott Anthony and David Duncan call this system a "Growth Factory." They've seen it work in a small set of elite companies that have created environments where innovation is both repeatable and reliable, not relegated to an off-site or isolated division that has no real connection to the organization's future. In this HBR Single, Anthony and Duncan draw on their extensive experience working with these growth factory organizations—most notably Procter & Gamble and Citigroup. They highlight the four main components that make innovation repeatable and reliable, citing real examples of what P&G, Citi, and even their own firm, Innosight, have gone through to stay firmly on a path toward growth despite huge challenges. They offer practical advice on how you can put their system into action in your own company—whether it's a large multinational or a small start-up. HBR Singles provide brief yet potent business ideas for today's thinking professional. They are available digitally at HBR.org and through the Kindle Store, the iBookstore, and other ebooksellers.

HBR's 10 Must Reads for New Managers (with bonus article "How Managers Become Leaders" by Michael D. Watkins) (HBR's 10 Must Reads) Harvard Business Review 2017-02-07
Develop the mindset and presence to successfully manage others for the first time. If you read nothing else on becoming a new manager, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you transition from being an outstanding individual contributor to becoming a great manager of others. This book will inspire you to: Develop your emotional intelligence Influence your colleagues through the science of persuasion Assess your team and enhance its performance Network effectively to achieve business goals and for personal advancement Navigate relationships with employees, bosses, and peers Get support from above View the big picture in your decision making Balance your team's work and personal life in a high-intensity workplace This collection of articles includes "Becoming the Boss," by Linda A. Hill; "Leading the Team You Inherit," by Michael D. Watkins; "Saving Your Rookie Managers from Themselves," by Carol A. Walker; "Managing the High-Intensity Workplace," by Erin Reid and Lakshmi Ramarajan; "Harnessing the Science of Persuasion," Robert B. Cialdini; "What Makes a Leader?" by Daniel Goleman; "The Authenticity Paradox," by Herminia Ibarra; "Managing Your Boss," by John J. Gabarro and John P. Kotter; "How Leaders Create and Use Networks," by Herminia Ibarra and Mark Lee Hunter; "Management Time: Who's Got the Monkey?" by William Oncken, Jr., and Donald L. Wass; and BONUS ARTICLE: "How Managers Become Leaders," by Michael D. Watkins.