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More than a buzzword, agile is a powerful business tool for all. To the uninitiated, agile is a software development and project management process involving white boards, colored Post-it Notes, and stand-up meetings. It may seem as though agile doesn't and won't ever apply to you. But agile is here to stay, and its benefits can be realized beyond IT and project management into other areas of your business. If you're a leader, it's worth exploring how your group can benefit from the higher productivity and morale agile brings. Agile: The Insights You Need from Harvard Business Review brings you today's most essential thinking on agile, from exploring the conditions under which agile is most effective and easiest to implement to reducing new-product development risk to bringing the most valuable products and features to market faster and more predictably. The lessons in this book will help you introduce agile into a broader range of activities and accelerate profitable growth for your company. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas--and prepare you and your company for the future.

**New tools for managing complexity** Does your organization manage complexity by making things more complicated? If so, you are not alone. According to The Boston Consulting Group's fascinating Complexity Index, business complexity has increased sixfold during the past sixty years. And, all the while, organizational complicatedness—that is, the number of structures, processes, committees, decision-making forums, and systems—has increased by a whopping factor of thirty-five. In their attempt to respond to the increasingly complex performance requirements they face, company leaders have created an organizational labyrinth that makes it more and more difficult to improve productivity and to pursue innovation. It also disengages and demotivates the workforce. Clearly it's time for leaders to stop trying to manage complexity with their traditional tools and instead better leverage employees' intelligence. This book shows you how and explains the implications for designing and leading organizations. The way to manage complexity, the authors argue, is neither with the hard solutions of another era nor with the soft solutions—such as team building and feel-good “people initiatives”—that often follow in their wake. Based on social sciences (notably economics, game theory, and organizational sociology) and The Boston Consulting Group's work with more than five hundred companies in more than forty countries and in various industries, authors Yves Morieux and Peter Tollman recommend six simple rules to manage complexity without getting complicated. Showing why the rules work and how to put them into practice, Morieux and Tollman give managers a much-needed tool to reinvigorate people in the face of seemingly endless complexity. Included are detailed examples from companies that have achieved a multiplicative effect on performance by using them. It's time to manage complexity better. Employ these six simple rules to foster autonomy and cooperation and to effectively handle business complexity. As a result, you will improve productivity, innovate more, reengage your workforce, and seize opportunities to create competitive advantage.

The key concepts every manager and aspiring leader must know—from strategy and disruptive innovation to financial intelligence and change management—from bestselling Harvard Business Review authors. Build your professional library, and advance your career with these five

timeless, ground-breaking business classics. Includes Financial Intelligence, Revised Edition; The Innovator's Dilemma; Leading Change; Playing to Win; and Blue Ocean Strategy, Expanded Edition.

A Wall Street Journal Bestseller Named a Financial Times top title How to unleash "human magic" and achieve improbable results. Hubert Joly, former CEO of Best Buy and orchestrator of the retailer's spectacular turnaround, unveils his personal playbook for achieving extraordinary outcomes by putting people and purpose at the heart of business. Back in 2012, "Everyone thought we were going to die," says Joly. Eight years later, Best Buy was transformed as Joly and his team rebuilt the company into one of the nation's favorite employers, vastly increased customer satisfaction, and dramatically grew Best Buy's stock price. Joly and his team also succeeded in making Best Buy a leader in sustainability and innovation. In *The Heart of Business*, Joly shares the philosophy behind the resurgence of Best Buy: pursue a noble purpose, put people at the center of the business, create an environment where every employee can blossom, and treat profit as an outcome, not the goal. This approach is easy to understand, but putting it into practice is not so easy. It requires radically rethinking how we view work, how we define companies, how we motivate, and how we lead. In this book Joly shares memorable stories, lessons, and practical advice, all drawn from his own personal transformation from a hard-charging McKinsey consultant to a leader who believes in human magic. *The Heart of Business* is a timely guide for leaders ready to abandon old paradigms and lead with purpose and humanity. It shows how we can reinvent capitalism so that it contributes to a sustainable future.

Today's leaders don't use command-and-control. Instead, they leverage their communication, collaboration, and conflict-resolution skills to inspire employees to ever higher levels of performance. Packed with practical tools and expert advice, *Leading People* shows managers how to bring out the best in their team.

"I often talk about the importance of trust when it comes to work: the trust of your employees and building trust with your customers. This book provides a blueprint for how to build and maintain that trust and connection in a digital environment." —Eric S. Yuan, founder and CEO of Zoom A Harvard Business School professor and leading expert in virtual and global work provides remote workers and leaders with the best practices necessary to perform at the highest levels in their organizations. The rapid and unprecedented changes brought on by Covid-19 have accelerated the transition to remote working, requiring the wholesale migration of nearly entire companies to virtual work in just weeks, leaving managers and employees scrambling to adjust. This massive transition has forced companies to rapidly advance their digital footprint, using cloud, storage, cybersecurity, and device tools to accommodate their new remote workforce. Experiencing the benefits of remote working—including nonexistent commute times, lower operational costs, and a larger pool of global job applicants—many companies, including Twitter and Google, plan to permanently incorporate remote days or give employees the option to work from home full-time. But virtual work has its challenges. Employees feel lost, isolated, out of sync, and out of sight. They want to know how to build trust, maintain connections without in-person interactions, and a proper work/life balance. Managers want to know how to lead virtually, how to keep their teams motivated, what digital tools they'll need, and how to keep employees productive. Providing compelling, evidence-based answers to these and other pressing issues, *Remote Work Revolution* is essential for navigating the enduring challenges teams and managers face. Filled with specific actionable steps and interactive tools, this timely book will help team members deliver results previously out of reach. Following Neeley's advice, employees will be able to break through routine norms to successfully use remote work to benefit themselves, their groups, and ultimately their organizations.

*The Power of Empowering Others* Leadership isn't easy. It takes grit, courage, and vision, among other things, that can be hard to come by

on your toughest days. When leaders and aspiring leaders seek out advice, they're often told to try harder. Dig deeper. Look in the mirror and own your natural-born strengths and fix any real or perceived career-limiting deficiencies. Frances Frei and Anne Morriss offer a different worldview. They argue that this popular leadership advice glosses over the most important thing you do as a leader: build others up. Leadership isn't about you. It's about how effective you are at empowering other people—and making sure this impact endures even in your absence. As Frei and Morriss show through inspiring stories from ancient Rome to present-day Silicon Valley, the origins of great leadership are found, paradoxically, not in worrying about your own status and advancement, but in the unrelenting focus on other people's potential. *Unleashed* provides radical advice for the practice of leadership today. Showing how the boldest, most effective leaders use a special combination of trust, love, and belonging to create an environment in which other people can excel, Frei and Morriss offer practical, battle-tested tools—based on their work with companies such as Uber, Riot Games, WeWork, and others—along with interviews and stories from their own personal experience, to make these ideas come alive. This book is your indispensable guide for unleashing greatness in other people . . . and, ultimately, in yourself. To learn more, please visit [theleadersguide.com](http://theleadersguide.com).

The perfect gift for aspiring leaders: 16 volumes of HBR Guide. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics, negotiating, business writing, and coaching. This set includes *Persuasive Presentations*, *Better Business Writing*, *Finance Basics*, *Data Analytics*, *Building Your Business Case*, *Making Every Meeting Matter*, *Project Management*, *Emotional Intelligence*, *Getting the Right Work Done*, *Negotiating*, *Leading Teams*, *Coaching Employees*, *Performance Management*, *Delivering Effective Feedback*, *Dealing with Conflict*, and *Managing Up and Across*. Arm yourself with the advice you need to succeed on the job, from the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges Also available as an ebook set.

The New York Times bestseller Shortlisted for the 2020 Financial Times & McKinsey Business Book of the Year Netflix cofounder Reed Hastings reveals for the first time the unorthodox culture behind one of the world's most innovative, imaginative, and successful companies There has never before been a company like Netflix. It has led nothing short of a revolution in the entertainment industries, generating billions of dollars in annual revenue while capturing the imaginations of hundreds of millions of people in over 190 countries. But to reach these great heights, Netflix, which launched in 1998 as an online DVD rental service, has had to reinvent itself over and over again. This type of unprecedented flexibility would have been impossible without the counterintuitive and radical management principles that cofounder Reed Hastings established from the very beginning. Hastings rejected the conventional wisdom under which other companies operate and defied tradition to instead build a culture focused on freedom and responsibility, one that has allowed Netflix to adapt and innovate as the needs of its members and the world have simultaneously transformed. Hastings set new standards, valuing people over process, emphasizing innovation over efficiency, and giving employees context, not controls. At Netflix, there are no vacation or expense policies. At Netflix, adequate performance gets a generous severance, and hard work is irrelevant. At Netflix, you don't try to please your boss, you give candid feedback instead. At Netflix, employees don't need approval, and the company pays top of market. When Hastings and his team first devised these unorthodox principles, the implications were unknown and untested. But in just a short period, their methods led to unparalleled speed and boldness, as Netflix quickly became one of the most loved brands in the world. Here for the first time, Hastings and Erin Meyer, bestselling author of *The Culture Map* and one of the world's most influential business thinkers, dive deep into the controversial ideologies at the heart of the Netflix psyche, which have generated results that are the envy of the business world. Drawing on hundreds of interviews with

current and past Netflix employees from around the globe and never-before-told stories of trial and error from Hastings's own career, *No Rules Rules* is the fascinating and untold account of the philosophy behind one of the world's most innovative, imaginative, and successful companies.

An international business expert helps you understand and navigate cultural differences in this insightful and practical guide, perfect for both your work and personal life. Americans precede anything negative with three nice comments; French, Dutch, Israelis, and Germans get straight to the point; Latin Americans and Asians are steeped in hierarchy; Scandinavians think the best boss is just one of the crowd. It's no surprise that when they try and talk to each other, chaos breaks out. In *The Culture Map*, INSEAD professor Erin Meyer is your guide through this subtle, sometimes treacherous terrain in which people from starkly different backgrounds are expected to work harmoniously together. She provides a field-tested model for decoding how cultural differences impact international business, and combines a smart analytical framework with practical, actionable advice.

How to be human at work. HBR's Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master. This specially priced four-volume set includes *Happiness*, *Resilience*, *Mindfulness*, and *Empathy*.

The one primer you need to develop your managerial and leadership skills. Whether you're a new manager or looking to have more influence in your current management role, the challenges you face come in all shapes and sizes—a direct report's anxious questions, your boss's last-minute assignment of an important presentation, or a blank business case staring you in the face. To reach your full potential in these situations, you need to master a new set of business and personal skills. Packed with step-by-step advice and wisdom from Harvard Business Review's management archive, the *HBR Manager's Handbook* provides best practices on topics from understanding key financial statements and the fundamentals of strategy to emotional intelligence and building your employees' trust. The book's brief sections allow you to home in quickly on the solutions you need right away—or take a deeper dive if you need more context. Keep this comprehensive guide with you throughout your career and be a more impactful leader in your organization. In the *HBR Manager's Handbook* you'll find:

- Step-by-step guidance through common managerial tasks
- Short sections and chapters that you can turn to quickly as a need arises
- Self-assessments throughout
- Exercises and templates to help you practice and apply the concepts in the book
- Concise explanations of the latest research and thinking on important management skills from Harvard Business Review experts such as Dan Goleman, Clayton Christensen, John Kotter, and Michael Porter
- Real-life stories from working managers
- Recaps and action items at the end of each chapter that allow you to reinforce or review the ideas quickly

The skills covered in the book include:

- Transitioning into a leadership role
- Building trust and credibility
- Developing emotional intelligence
- Becoming a person of influence
- Developing yourself as a leader
- Giving effective feedback
- Leading teams
- Fostering creativity
- Mastering the basics of strategy
- Learning to use financial tools
- Developing a business case

*HBR Handbooks* provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, real-life stories, and concise explanations of research published in Harvard Business Review, each comprehensive volume helps you to stand out from the pack--whatever your role.

Managing Your Scarcest Resources Business leaders know that the key to competitive success is smart management of scarce resources.

That's why companies allocate their financial capital so carefully. But capital today is cheap and abundant, no longer a source of advantage. The truly scarce resources now are the time, the talent, and the energy of the people in your organization--resources that are too often squandered. There's plenty of advice about how to manage them, but most of it focuses on individual actions. What's really needed are organizational solutions that can unleash a company's full productive power and enable it to outpace competitors. Building off of the popular Harvard Business Review article "Your Scarcest Resource," Michael Mankins and Eric Garton, Bain & Company experts in organizational design and effectiveness, present new research into how you can liberate people's time, talent, and energy and unleash your organization's productive power. They identify the specific causes of organizational drag--the collection of institutional factors that slow things down, decrease output, and drain people's energy--and then offer a pragmatic framework for how managers can overcome it. With practical advice for using the framework and in-depth examples of how the best companies manage their people's time, talent, and energy with as much discipline as they do their financial capital, this book shows managers how to create a virtuous circle of high performance.

It takes more than a good product to keep a company successful--it takes a strong business model. In good times and bad, in established corporations and new startups, it's critically important to know when and how to innovate your business model. This collection of HBR articles shows you how to plan and execute transformational growth in your business.

In an age of unlimited data and research, why do more than 50 percent of new products fail to meet expectations? It boils down to a lack of customer insight. The revolutionary theory behind Jobs to Be Done argues that people purchase products and services to solve a specific problem or fulfill a distinct need. For example, people don't shovel down Rocky Road and Buttered Pecan ice cream because they want nuts, marshmallows, and gobs of frozen goodness, but because they feel the need to celebrate, indulge, or bond with friends and family. But how can this simple concept be best utilized for your company's success? This groundbreaking book, with its Jobs Roadmap, is intended to remake how companies approach their market. Successful innovation doesn't begin with a brainstorming session--it starts with the customer. Learn how to put that into practice by discovering how to:

- Gather valuable customer insights
- Turn those insights into new product ideas
- Test and iterate until you find success

Don't miss out on what Foreword Reviews described as "highly organized and expertly crafted. . . . Company leaders looking for ways to institutionalize innovation are sure to find it here." To maximize your company's success, begin with the customer!

As outspoken in his day as Richard Dawkins or Christopher Hitchens are today, American freethinker and author ROBERT GREEN INGERSOLL (1833-1899) was a notorious radical whose uncompromising views on religion and slavery (they were bad, in his opinion), women's suffrage (a good idea, he believed), and other contentious matters of his era made him a wildly popular orator and critic of 19th-century American culture and public life. As a speaker dedicated to expanding intellectual horizons and celebrating the value of skepticism, Ingersoll spoke frequently on such topics as atheism, freedom from the pressures of conformity, and the lives of philosophers who espoused such concepts. This collection of his most famous speeches includes the lectures: [ "The Gods" (1872) [ "Humboldt" (1869) [ "Thomas Paine" (1870) [ "Individuality" (1873) [ "Heretics and Heresies" (1874)

Ten years ago, world-renowned professors W. Chan Kim and Renee Mauborgne broke ground by introducing "blue ocean strategy," a new model for discovering uncontested markets that are ripe for growth. In this bound version of their bestselling Harvard Business Review classic article, they apply their concepts and tools to what is perhaps the greatest

challenge of leadership: closing the gulf between the potential and the realized talent and energy of employees. Research indicates that this gulf is vast: According to Gallup, 70% of workers are disengaged from their jobs. If companies could find a way to convert them into engaged employees, the results could be transformative. The trouble is, managers lack a clear understanding of what changes they could make to bring out the best in everyone. In this article, Kim and Mauborgne offer a solution to that problem: a systematic approach to uncovering, at each level of the organization, which leadership acts and activities will inspire employees to give their all, and a process for getting managers throughout the company to start doing them. Blue ocean leadership works because the managers' "customers"--that is, the people managers oversee and report to--are involved in identifying what's effective and what isn't. Moreover, the approach doesn't require leaders to alter who they are, just to undertake a different set of tasks. And that kind of change is much easier to implement and track than changes to values and mind-sets. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles 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--and will have a direct impact on you today and for years to come.

Is your company ready for the next wave of analytics? Data analytics offer the opportunity to predict the future, use advanced technologies, and gain valuable insights about your business. But unless you're staying on top of the latest developments, your company is wasting that potential--and your competitors will be gaining speed while you fall behind. Strategic Analytics: The Insights You Need from Harvard Business Review will provide you with today's essential thinking about what data analytics are capable of, what critical talents your company needs to reap their benefits, and how to adopt analytics throughout your organization--before it's too late. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas--and prepare you and your company for the future.

Building a successful career starts with you. It's easy to get caught up in the day-to-day demands of your current job and lose sight of the big picture, but with a typical career spanning 50 years or more, you do so at your own peril. It's up to you to chart your own course to professional success. If you read nothing else on effectively managing your career, read

these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you develop yourself, make the right career moves, navigate inevitable detours and disruptions, and turn your professional dreams into reality. This book will inspire you to: Identify and leverage your strengths Cultivate the curiosity, skills, and knowledge you need to maintain your professional relevance far into the future Navigate messy job transitions gracefully Build and sustain a network that supports and encourages your growth Restore meaning and passion to your work Bounce back from career setbacks big and small Reinvent yourself, even in tough times This collection of articles includes "Managing Oneself," by Peter F. Drucker; "How to Play to Your Strengths," by Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Robert Quinn, Emily Heaphy, and Brianna Barker Caza; "How to Stay Stuck in the Wrong Career," by Herminia Ibarra; "Five Ways to Bungle a Job Change," by Boris Groysberg and Robin Abrahams; "Learning to Learn," by Erika Andersen; "The Strategic Side Gig," by Ken Banta and Orlan Boston; "How Leaders Create and Use Networks," by Herminia Ibarra and Mark Lee Hunter; "How to Bounce Back from Adversity," by Joshua D. Margolis and Paul G. Stoltz; "Rebounding from Career Setbacks," by Mitchell Lee Marks, Philip Mirvis, and Ron Ashkenas; "Reawakening Your Passion for Work," by Richard Boyatzis, Annie McKee, and Daniel Goleman; and "Next-Gen Retirement," by Heather C. Vough, Christine D. Bataille, Leisa Sargent, and Mary Dean Lee. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

The hidden truth about the French way of life: it's all about seduction—its rules, its pleasures, its secrets France is a seductive country, seductive in its elegance, its beauty, its sensual pleasures, and its joie de vivre. But Elaine Sciolino, the longtime Paris bureau chief of The New York Times, has discovered that seduction is much more than a game to the French: it is the key to understanding France. Seduction plays a crucial role in how the French relate to one another—not just in romantic relationships but also in how they conduct business, enjoy food and drink, define style, engage in intellectual debate, elect politicians, and project power around the world. While sexual repartee and conquest remain at the heart of seduction, for the French seduction has become a philosophy of life, even an ideology, that can confuse outsiders. In *La Seduction*, Sciolino gives us an inside view of how seduction works in all areas, analyzing its limits as well as its power. She demystifies the French way of life in an entertaining and personal narrative that carries us from the

neighborhood shops of Paris to the halls of government, from the gardens of Versailles to the agricultural heartland. *La Seduction* will charm you and encourage you to lower your defenses about the French. Pull up a chair and let Elaine Sciolino seduce you.

A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review to keep you up-to-date on the most cutting-edge, influential thinking driving business today. With authors from Michael E. Porter to Katrina Lake and company examples from Alibaba to 3M, this volume brings the most current and important management conversations right to your fingertips. This book will inspire you to: Ask better questions to boost your learning, persuade others, and negotiate more effectively Create workplace conditions where gender equity can thrive Boost results by allowing humans and AI to enhance one another's strengths Make better connections with your customers by giving them a glimpse inside your company Scale your agile processes from a few teams to hundreds Build a commitment to both economic and social values in your organization Prepare your company for a rapidly aging workforce and society This collection of articles includes "The Surprising Power of Questions," by Alison Wood Brooks and Leslie K. John; "Strategy Needs Creativity," by Adam Brandenburger; "What Most People Get Wrong about Men and Women," by Catherine H. Tinsley and Robin J. Ely; "Collaborative Intelligence: Humans and AI Are Joining Forces," by H. James Wilson and Paul R. Daugherty; "Stitch Fix's CEO on Selling Personal Style to the Mass Market," by Katrina Lake; "Strategy for Start-Ups," by Joshua Gans, Erin L. Scott, and Scott Stern; "Agile at Scale," by Darrell K. Rigby, Jeff Sutherland, and Andy Noble; "Operational Transparency," by Ryan W. Buell; "The Dual-Purpose Playbook," by Julie Battilana, Anne-Claire Pache, Metin Sengul, and Marissa Kimsey; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; and "When No One Retires," by Paul Irving.

With *The Firm*, financial journalist Duff McDonald pulled back the curtain on consulting giant McKinsey & Company. In *The Golden Passport*, he reveals the inner works of a singular nexus of power, ambition, and influence: Harvard Business School. Harvard University still occupies a unique place in the public's imagination, but the Harvard Business School eclipsed its parent in terms of influence on modern society long ago. A Harvard degree guarantees respect. But a Harvard MBA near-guarantees entrance into Western capitalism's most powerful realm—the corner office. And because the School shapes the way its powerful graduates think, its influence extends well beyond their own lives. It affects the organizations they command, the economy they dominate, and society itself. Decisions and priorities at HBS touch every single one of us. Most people have a vague knowledge of the power of the HBS network, but few understand the dynamics that have made HBS an indestructible and dominant force for almost a century. Graduates of HBS share more than just an alma mater. They also share a way of thinking about how the world should work, and they have successfully

molded the world to that vision—that is what truly binds them together. In addition to teasing out the essence of this exclusive, if not necessarily “secret” club, McDonald explores two important questions: Has the school failed at reaching the goal it set for itself—“the multiplication of men who will handle their current business problems in socially constructive ways?” Is HBS complicit in the moral failings of Western capitalism? At a time of soaring economic inequality and growing political unrest, this hard-hitting yet fair portrait offers a much-needed look at an institution that has had a profound influence not just in the world of business but on the shape of our society—and on all our lives.

A leader's singular job is to get results. But even with all the leadership training programs and "expert" advice available, effective leadership still eludes many people and organizations. One reason, says Daniel Goleman, is that such experts offer advice based on inference, experience, and instinct, not on quantitative data. Now, drawing on research of more than 3,000 executives, Goleman explores which precise leadership behaviors yield positive results. He outlines six distinct leadership styles, each one springing from different components of emotional intelligence. Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance. Coercive leaders demand immediate compliance. Authoritative leaders mobilize people toward a vision. Affiliative leaders create emotional bonds and harmony. Democratic leaders build consensus through participation. Pacesetter leaders expect excellence and self-direction. And coaching leaders develop people for the future. The research indicates that leaders who get the best results don't rely on just one leadership style; they use most of the styles in any given week. Goleman details the types of business situations each style is best suited for, and he explains how leaders who lack one or more of these styles can expand their repertoires. He maintains that with practice leaders can switch among leadership styles to produce powerful results, thus turning the art of leadership into a science. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles 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—and will have a direct impact on you today and for years to come.

Too many companies are managed not by leaders, but by mere role players and faceless bureaucrats. What does it take to be a real leader—one who is confident in who she is and what she stands for, and who truly inspires people to achieve extraordinary results? Rob Goffee and Gareth Jones argue that leaders don't become great by aspiring to a list of universal character traits. Rather, effective leaders are authentic: they deploy individual strengths to engage followers' hearts, minds, and souls. They are skillful at consistently being themselves, even as they alter their behaviors to respond effectively in changing contexts. In this lively and practical book, Goffee and Jones draw from extensive research to

reveal how to hone and deploy one's unique leadership assets while managing the inherent tensions at the heart of successful leadership: showing emotion and withholding it, getting close to followers while keeping distance, and maintaining individuality while "conforming enough." Underscoring the social nature of leadership, the book also explores how leaders can remain attuned to the needs and expectations of followers. *Why Should Anyone Be Led By You?* will forever change how we view, develop, and practice the art of leadership, wherever we live and work.

"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.

In *New Zealand's France*, Dr Alistair Watts investigates the origins of the New Zealand nation state from a fresh perspective — one that moves beyond the traditional bicultural view prevalent in the current New Zealand historiography. That New Zealand became British in the 1840s owes much, Dr Watts contends, to that other great colonial power of the time, France. The rich history of British antagonism towards the French was transported to New Zealand in the 1830s and 1840s as part of the British colonists' cultural baggage, to be used in creating an old identity in a new land. Even as the British colonists sought a new beginning, this defining anti-French characteristic caused them to override the existing Māori culture with their own constructs of time and place. Leaving their signature names in the cities of Wellington and Nelson and naming their streets after Waterloo and Collingwood, the British colonisers attempted to establish a local antithesis of France through a bucolic Little Britain in the South Pacific. It was this legacy, as much as the assumed bicultural origins of modern New Zealand, that produced a Pacific country that still relies on the symbolism of the Union Jack embedded in the national flag and the totemic constitutional presence of the British Crown to maintain its national identity. This is the story of how this came about.

The definitive guide to working with -- and surviving -- bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs, and all the other assholes who do their best to destroy you at work. "What an asshole!" How many times have you said that about someone at work? You're not alone! In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes...and why they can be so destructive to your company. Practical, compassionate, and in places downright funny, this guide offers: Strategies on how to pinpoint and eliminate negative influences for good Illuminating case histories from major organizations A self-diagnostic test and a program to identify and keep your own "inner jerk" from coming out The No Asshole Rule is a New York Times, Wall Street Journal, USA Today and Business Week bestseller.

An innovative history of the fashion industry, focusing on the connections between Paris and New York, art and finance, and design and manufacturing. Fashion is one of the most dynamic industries in the world, with an annual retail value of \$3 trillion and globally recognized icons like Coco Chanel, Christian Dior, and Yves Saint Laurent. How did this industry generate such economic and symbolic capital? Focusing on the roles of entrepreneurs, designers, and institutions in fashion's two most important twentieth-century centers, Paris to New York tells the history of the industry as a negotiation between art and commerce. In the late nineteenth century, Paris-based firms set the tone for a global fashion culture nurtured by artistic visionaries. In the burgeoning New York industry, however, the focus was on mass production. American buyers, trend scouts, and designers crossed the Atlantic to attend couture openings, where they were inspired by, and often accused of counterfeiting, designs made in Paris. For their part, Paris couturiers traveled to New York to understand what American consumers wanted and to make deals with local manufacturers for whom they designed exclusive garments and accessories. The cooperation and competition between the two continents transformed the fashion industry in the early and mid-twentieth century, producing a hybrid of art and commodity. Véronique Pouillard shows how the Paris–New York connection gave way in the 1960s to a network of widely distributed design and manufacturing centers. Since then, fashion has diversified. Tastes are no longer set by elites alone, but come from the street and from countercultures, and the business of fashion has transformed into a global enterprise.

Demonstrates how society favors the beautiful and how better-looking people experience startling but undeniable benefits in various aspects of life. This title shows that the attractive are more likely to be employed, work more productively and profitably, negotiate loans with better terms, and have more handsome and highly educated spouses.

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result? Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map

for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

In his defining work on emotional intelligence, bestselling author Daniel Goleman found that it is twice as important as other competencies in determining outstanding leadership. If you read nothing else on emotional intelligence, read these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you boost your emotional skills—and your professional success. This book will inspire you to: Monitor and channel your moods and emotions Make smart, empathetic people decisions Manage conflict and regulate emotions within your team React to tough situations with resilience Better understand your strengths, weaknesses, needs, values, and goals Develop emotional agility This collection of articles includes: "What Makes a Leader" by Daniel Goleman, "Primal Leadership: The Hidden Driver of Great Performance" by Daniel Goleman, Richard Boyatzis, and Annie McKee, "Why It's So Hard to Be Fair" by Joel Brockner, "Why Good Leaders Make Bad Decisions" by Andrew Campbell, Jo Whitehead, and Sydney Finkelstein, "Building the Emotional Intelligence of Groups" by Vanessa Urch Druskat and Steve B. Wolff, "The Price of Incivility: Lack of Respect Hurts Morale—and the Bottom Line" by Christine Porath and Christine Pearson, "How Resilience Works" by Diane Coutu, "Emotional Agility: How Effective Leaders Manage Their Negative Thoughts and Feelings" by Susan David and Christina Congleton, "Fear of Feedback" by Jay M. Jackman and Myra H. Strober, and "The Young and the Clueless" by Kerry A. Bunker, Kathy E. Kram, and Sharon Ting.

The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Books in the series serve as a mentor and guide to help managers understand business fundamentals such as financial tools, teams, change, hiring, and communication. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience, and will prove especially valuable for new and middle managers. Time Management discusses the various options for how to use your time effectively to achieve the best results both personally and organizationally. Topics include prioritizing tasks, scheduling, stress management, and work/life balance.

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 Britannica 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.

Examining the nature of management in France in a social and cultural context, this book looks at the position of French managers, their education and career development, formal work relations, business rituals and the changes that 1992 may bring. Case studies are also included.

Climate change is threatening our world. How are you responding? Heat waves, flooding, extreme storms, harsh winters. The effects of climate change are only getting worse. How can you ensure your organization is taking the right steps to mitigate this threat--and what can you, as an individual, do to help? These articles by experts and researchers will help you understand how climate change is affecting the future of business. Climate Change: The Insights You Need from Harvard Business Review will prepare you to join in the current discussion, identify immediate and long-term risks for your company, and plan for the future. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas--and prepare you and your company for the future.

Learn to be a better negotiator--and achieve the outcomes you want. If you read nothing else on how to negotiate successfully, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you avoid common mistakes, find hidden opportunities, and win the best deals possible. This book will inspire you to: Control the negotiation before you enter the room Persuade others to do what you want--for their own reasons Manage emotions on both sides of the table Understand the rules of negotiating across cultures Set the stage for a healthy relationship long after the ink has dried Identify what you can live with and when to walk away This collection of articles includes: "Six Habits of Merely Effective Negotiators" by James K. Sebenius; "Control the Negotiation Before It Begins" by Deepak Malhotra; "Emotion and the Art of Negotiation" by Alison Wood Brooks;

"Breakthrough Bargaining" by Deborah M. Kolb and Judith Williams; "15 Rules for Negotiating a Job Offer" by Deepak Malhotra; "Getting to Si, Ja, Oui, Hai, and Da" by Erin Meyer; "Negotiating Without a Net: A Conversation with the NYPD's Dominick J. Misino" by Diane L. Coutu; "Deal Making 2.0: A Guide to Complex Negotiations" by David A. Lax and James K. Sebenius; "How to Make the Other Side Play Fair" by Max H. Bazerman and Daniel Kahneman; "Getting Past Yes: Negotiating as if Implementation Mattered" by Danny Ertel; "When to Walk Away from a Deal" by Geoffrey Cullinan, Jean-Marc Le Roux, and Rolf-Magnus Weddigen.

Quick, practical management advice from Harvard Business Review to help you do your job better. Drawing from HBR's popular Management Tip of the Day newsletter, this concise, handy guide is packed with easy-to-read tips on a broad range of topics, organized into three major skills every manager must master: Managing yourself Managing your team Managing your business Management Tips 2: From Harvard Business Review puts the best management practices and insights, from top thinkers in the field, right at your fingertips. Pick it up any time you have a few minutes to spare, and you'll have a fresh, powerful idea you can immediately put into action. With this handy book as your guide, you'll stand the best chance of succeeding in your role as a manager.

In Japan it's called the "Ghosn Shock"—the stunning arrest of Carlos Ghosn, the jet-setting CEO who saved Nissan and made it part of a global automotive empire. Even more shocking was his daring escape from Japan, packed into a box and put on a private jet to Lebanon after months spent in a Japanese detention center, subsisting on rice gruel. This is the saga of what led to the Ghosn Shock and what was left in its wake. Ghosn spent two decades building a colossal partnership between Nissan and Renault that looked like a new model for a global business, but the alliance's shiny image fronted an unsteady, tense operation. Culture clashes, infighting among executives and engineers, dueling corporate traditions, and government maneuvering constantly threatened the venture. Journalists Hans Greimel and William Sposato have followed the story up close, with access to key players, including Ghosn himself. Veteran Tokyo-based reporters, they have witnessed the end of Japan's bubble economy and attempts at opening Japan Inc. to the world. They've seen the fraying of keiretsu, Japan's traditional skein of business relationships, and covered numerous corporate scandals, of which the Ghosn Shock and Ghosn's subsequent escape stand above all. Expertly reported, *Collision Course* explores the complex suspicions around what and who was really responsible for Ghosn's ouster and why one of the top executives in the world would risk everything to escape the country. It explains how economics, history, national interests, cultural politics, and hubris collided, crumpling the legacy of arguably the most important foreign businessman ever to set foot in Japan. This gripping, unforgettable narrative, full of fascinating characters, serves as part cautionary tale, part object lesson, and part forewarning of the increasing complexity of doing global business in a

nationalistic world.

Managing suppliers is a complex process that is often underestimated. This book presents research carried out by a practising manager in the automotive industry, coupled with over six hundred interviews with representatives from the automotive, aircraft and white goods industries, in order to describe the tools and techniques needed to better manage suppliers. The work offers a specification perspective, and includes analysis of models for outsourcing, visions for suppliers for capacity building, meaning of specification flow and the future of managing suppliers, including systems supply and digital procurement.

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