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Redefining Health Care
McKinsey Award Winners
Strategy Beyond the Hockey Stick
The DNA of Sustained Innovation
Lords of Strategy
Managerial Excellence
McKinsey Award Winners from the Harvard Business Review, 1970-1980
Classic Drucker
The Power of Trust
Reprints from Harvard Business Review
The Secret Intellectual History of the New Corporate World
Return on Character
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*Harvard Business
Review McKinsey
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Articles*

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ARI WARE

Why Long-Term Thinking Is Your Best

Short-Term Strategy Harvard Business Press

We live in a fundamentally changed world. It's time for your approach to strategy to change, too. The evidence is all around us. Extreme weather, driven

by climate change, is shattering records all over the planet. Our natural resources are in greater demand than ever before as a billion more people enter the global middle class, wanting more of everything. Radical transparency is opening up company operations and supply chains to public scrutiny. This is not some futuristic scenario or model to debate, but today's reality. We've passed an economic tipping point. A weakening of the foundations of our planetary infrastructure is costing businesses dearly and putting our society at risk. The mega challenges of climate change, scarcity, and radical transparency threaten our ability to run an expanding global economy and are profoundly changing "business as usual." But they also offer

unprecedented opportunities: multi-trillion-dollar markets are in play, and the winners of this new game will profit mightily. According to Andrew Winston, bestselling author (*Green to Gold*) and globally recognized business strategist, the way companies currently operate will not allow them to keep up with the current—and future—rate of change. They need to make the Big Pivot. In this indispensable new book, Winston provides ten crucial strategies for leaders and companies ready to move boldly forward and win in this new reality. With concrete advice and tactics, and new stories from companies like British Telecom, Diageo, Dow, Ford, Nike, Unilever, Walmart, and many others, *The Big Pivot* will help you, and all of us, create more resilient

businesses and a more prosperous world. This book is the blueprint to get you started.

Through the Labyrinth Harvard Business Review Press

In the spring of 2010, Harvard Business School's graduating class asked HBS professor Clay Christensen to address them—but not on how to apply his principles and thinking to their post-HBS careers. The students wanted to know how to apply his wisdom to their personal lives. He shared with them a set of guidelines that have helped him find meaning in his own life, which led to this now-classic article. Although Christensen's thinking is rooted in his deep religious faith, these are strategies anyone can use. 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. *The Power of Pull* Harvard Business Press From the world's most influential management consulting firm, McKinsey & Company, an insight-packed, revelatory look at how the best CEOs do their jobs based on extensive interviews with today's most successful corporate leaders—including chiefs at Netflix, JPMorgan Chase, General Motors, and Sony. Being a CEO at any of the world's

largest companies is among the most challenging roles in business. Billions, and even trillions, are at stake—and the fates of tens of thousands of employees often hang in the balance. Yet, even when “can’t miss” high-achievers win the top job, very few excel. Thirty percent of Fortune 500 CEOs last fewer than three years, and two out of five new CEOs are perceived to be failing within eighteen months. For those who shoulder the burden of being the one on whom everyone counts, a manual for excellence is sorely needed. To identify the 21st century’s best CEOs, the authors of *CEO Excellence* started with a pool of over 2400 public company CEOs. Extensive screening distilled that group into an elite corps, sixty-seven of whom agreed to in-depth, multi-hour

interviews. Among those sharing their views: Jamie Dimon (JPMorgan Chase), Satya Nadella (Microsoft), Reed Hastings (Netflix), Kazuo Hirai (Sony), Ken Chenault (American Express), Mary Barra (GM), and Peter Brabeck-Letmathe (Nestlé). What came out of those frank, no-holds-barred conversations is a rich array of mindsets and actions that deliver outsized performance. Compelling, practical, and unprecedented in scope, *CEO Excellence* is a treasure trove of wisdom from today’s most elite business leaders. *The Real Reason Leaders and Their Companies Win* Harvard Business Press Gathers essays about competition, capital stock, quality, office culture, change, productivity, diversification, strategy, training, corporate power, and

communication

CREATE FAR FROM HOME, WIN EVERYWHERE

PublicAffairs

Despite real progress, women remain rare enough in elite positions of power that their presence still evokes a sense of wonder. In *Through the Labyrinth*, Alice Eagly and Linda Carli examine why women's paths to power remain difficult to traverse. First, Eagly and Carli prove that the glass ceiling is no longer a useful metaphor and offer seven reasons why. They propose the labyrinth as a better image and explain how to navigate through it. This important and practical book addresses such critical questions as: How far have women actually come as leaders? Do

stereotypes and prejudices still limit women's opportunities? Do people resist women's leadership more than men's? And, do organisations create obstacles to women who would be leaders? This book's rich analysis is founded on scientific research from psychology, economics, sociology, political science, and management. The authors ground their conclusions in that research and invoke a wealth of engaging anecdotes and personal accounts to illustrate the practical principles that emerge. With excellent leadership in short supply, no group, organisation, or nation can afford to restrict women's access to leadership roles. This book evaluates whether such restrictions are present and, when they are, what we can do to eliminate them.

Understanding Michael Porter

Harvard Business Press

* Instant WSJ bestseller * Translated into 18 languages * #1 Most Recommended Book of the year (Bloomberg annual survey of CEOs and entrepreneurs) * An Amazon, Bloomberg, Financial Times, Forbes, Inc., Newsweek, Strategy + Business, Tech Crunch, Washington Post Best Business Book of the year * Recommended by Bill Gates, Daniel Kahneman, Malcolm Gladwell, Dan Pink, Adam Grant, Susan Cain, Sid Mukherjee, Tim Ferriss Why do good teams kill great ideas? Loonshots reveals a surprising new way of thinking about the mysteries of group behavior that challenges everything we thought we knew about nurturing radical breakthroughs. Bahcall, a physicist and entrepreneur, shows why teams, companies, or any group with a

mission will suddenly change from embracing new ideas to rejecting them, just as flowing water will suddenly change into brittle ice. Mountains of print have been written about culture. Loonshots identifies the small shifts in structure that control this transition, the same way that temperature controls the change from water to ice. Using examples that range from the spread of fires in forests to the hunt for terrorists online, and stories of thieves and geniuses and kings, Bahcall shows how a new kind of science can help us become the initiators, rather than the victims, of innovative surprise. Over the past decade, researchers have been applying the tools and techniques of this new science—the science of phase transitions—to understand how birds

flock, fish swim, brains work, people vote, diseases erupt, and ecosystems collapse. Loonshots is the first to apply this science to the spread of breakthrough ideas. Bahcall distills these insights into practical lessons creatives, entrepreneurs, and visionaries can use to change our world. Along the way, readers will learn how chickens saved millions of lives, what James Bond and Lipitor have in common, what the movie Imitation Game got wrong about WWII, and what really killed Pan Am, Polaroid, and the Qing Dynasty. “If The Da Vinci Code and Freakonomics had a child together, it would be called Loonshots.”
—Senator Bob Kerrey

MCKINSEY AWARD WINNERS

Harvard Business Press

In a radical break with the past, information now flows like water, and we must learn how to tap into its stream. Individuals and companies can no longer rely on the stocks of knowledge that they've carefully built up and stored away. Information now flows like water, and we must learn how to tap into the stream. But many of us remain stuck in old practices -- practices that could undermine us as we search for success and meaning. In this revolutionary book, three doyens of the Internet age, whose path-breaking work has made headlines around the world, reveal the adjustments we must make if we take these changes seriously. In a world of increasing risk and opportunity, we must understand the importance of pull. Understood and used properly, the

power of pull can draw out the best in people and institutions by connecting them in ways that increase understanding and effectiveness. Pull can turn uncertainty into opportunity, and enable small moves to achieve outsized impact. Drawing on pioneering research, *The Power of Pull* shows how to apply its principles to unlock the hidden potential of individuals and organizations, and how to use it as a force for social change and the development of creative talent. The authors explore how to use the power of pull to: Access new sources of information Attract likeminded individuals from around the world Shape serendipity to increase the likelihood of positive chance encounters Form creation spaces to drive you and your

colleagues to new heights Transform your organization to adapt to the flow of knowledge *The Power of Pull* is essential reading for entrepreneurs, managers, and anybody interested in understanding and harnessing the shifting forces of our networked world.

Redefining Health Care Harvard Business Press

Does the character of our leaders matter? You may think this question was answered long ago. Countless business authors and analysts have assured us that great leadership demands great character. Time and again, we've seen that truth play out, as once-thriving organizations falter and fail under the guidance of leaders behaving badly. Why, then, do so many executives remain skeptical about the true value of

leadership character? A winning strategy and a sound business model are what really matter, they argue; character is just the icing on the cake. What's been missing from this debate is hard evidence: data that shows not only that leadership character matters for organizational success, but how it matters; and concrete evidence that it leads to better business results. Now, in this groundbreaking book, respected leadership researcher, adviser, and author Fred Kiel offers that evidence—solid data that demonstrates the connection between character, leadership excellence, and organizational results. After seven years of rigorous research based on a landmark study of more than 100 CEOs and over 8,000 of their employees'

observations, Kiel's findings show that leaders of strong character achieved up to five times the ROA for their organizations as did leaders of weak character. Return on Character goes on to reveal:

- How leadership character is formed, how it creates value, and how that value spreads throughout the organization
- How low-character leaders undermine the success of even the best business plans
- How leaders at any level can develop the habits of strong character and "unlearn" the habits of poor character

The book also provides a character-building methodology—step-by-step advice and techniques for assessing your own character habits and improving your performance and that of your organization. Return on Character

provides the blueprint for building your own leadership character and creating a character-driven organization that achieves superior business results.

McKinsey Award Winners Harvard Business Press

Written for business leaders and consultants who are trying to solve significant problems and create measurable value. Readers can view the templates used in consulting studies and how they are used. All the foundational strategy and business analyses tools are taught along with the soft skills and practical tools to solve any business problem. This is the only book of its kind walking the reader step-by-step through a complete consulting study. This book follows an engagement team as they assist a large company in diagnosing

and fixing deep and persistent organizational issues over an 8-week assignment. Readers will learn how they successfully navigate a challenging client environment, frame the problem and limit the scope, develop hypotheses, build the analyses and provide the final recommendations. We have placed the explanation of management consulting techniques within a lively and engaging storyline, which allows the reader to truly understand the challenges faced on consulting engagements, connect with the characters, and understand both how and why they debated elements of the study. It is written so that the reader may follow, understand, and replicate a strategic engagement using the same techniques used by the leading firms, such as McKinsey, Bain, and BCG. To

make the story realistic and useful, we have worked with one client engagement throughout the book. Using different examples and different clients to explain concepts would have made it difficult for readers to see the data linkages and development of the final recommendations. The client and engagement are fictitious. The data presented are also fictitious, but they are based on actual consulting engagements and the experiences of the author and the contributing McKinsey, BCG, et. al. partners at FIRMSconsulting.com & StrategyTraining.com. RESERVE YOUR SPOT FOR FREE EPISODES FROM EX-MCK ET AL. PARTNERS AT FIRMSCONSULTING.COM/PROMO FREE EPISODE FROM THIS BOOKS COMPANION

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STRATEGY BEYOND THE HOCKEY STICK

Harvard Business Press

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 Marcus Buckingham to Amy Edmondson and company examples from Lyft to Disney, this volume brings the most current and important management conversations right to your fingertips. This book will inspire you to: Rethink whether constant, candid

feedback really helps employees thrive
 Move beyond diversity and inclusion to
 creating a racially just workplace Adopt
 connected strategies that anticipate
 your customers' needs Navigate the
 challenges of dual-career relationships
 Understand when data creates
 competitive advantage—and when it
 doesn't Break through the organizational
 barriers that impede AI initiatives Lead in
 a new era of climate action This
 collection of articles includes “The
 Feedback Fallacy,” by Marcus
 Buckingham and Ashley Goodall; “Cross-
 Silo Leadership,” by Tiziana Casciaro,
 Amy C. Edmondson, and Sujin Jang;
 “Toward a Racially Just Workplace,” by
 Laura Morgan Roberts and Anthony J.
 Mayo; “The Age of Continuous
 Connection,” by Nicolaj Siggelkow and

Christian Terwiesch; “The Hard Truth
 about Innovative Cultures,” by Gary P.
 Pisano; “Creating a Trans-Inclusive
 Workplace,” by Christian N.
 Thoroughgood, Katina B. Sawyer, and
 Jennica R. Webster; “When Data Creates
 Competitive Advantage,” by Andrei
 Hagiú and Julian Wright; “Your Approach
 to Hiring Is All Wrong,” by Peter Cappelli;
 “How Dual-Career Couples Make It
 Work,” by Jennifer Petriglieri; “Building
 the AI-Powered Organization,” by Tim
 Fountaine, Brian McCarthy, and Tamim
 Saleh; “Leading a New Era of Climate
 Action,” by Andrew Winston; and “That
 Discomfort You’re Feeling Is Grief,” by
 Scott Berinato.

The DNA of Sustained Innovation

PublicAffairs

This myth-busting book shows large

companies can construct a strategy, system, and culture of innovation that creates sustained growth. Every company wants to grow, and the most proven way is through innovation. The conventional wisdom is that only disruptive, nimble startups can innovate; once a business gets bigger and more complex corporate arteriosclerosis sets in. Gary Pisano's remarkable research conducted over three decades, and his extraordinary on-the-ground experience with big companies and fast-growing ones that have moved beyond the start-up stage, provides new thinking about how the scale of bigger companies can be leveraged for advantage in innovation. He begins with the simply reality that bigger companies are, well, different. Demanding that they "be like

Uber" is no more realistic than commanding your dog to speak French. Bigger companies are complex. They need to sustain revenue streams from existing businesses, and deal with Wall Street's demands. These organizations require a different set of management practices and approaches--a discipline focused on the strategies, systems and culture for taking their companies to the next level. Big can be beautiful, but it requires creative construction by leaders to avoid the creative destruction that is all-too-often the fate of too many.

Lords of Strategy Island Press

Describes the hallmarks of effective leadership, and covers power, influence, vision, and strategies for change

Managerial Excellence Harvard Business Review Press

This book gathers together Peter Drucker's articles from Harvard Business Review and frames them with a thoughtful introduction from the Review's Editor Tom Stewart. One of this century's most highly regarded students of management, Drucker has sought out, identified, and examined the most important issues confronting managers, from corporate strategy to management style to social change. Through his unique lens, this volume gives us the rare opportunity to trace the evolution of the great shifts in our workplaces, and to understand more clearly the role of managers. This book gathers together Drucker's articles from Harvard Business Review and frames them with a thoughtful introduction from the review's editor Thomas A. Stewart.

McKinsey Award Winners from the Harvard Business Review, 1970-1980
University of Pennsylvania Press

The U.S. health care system is in crisis. At stake are the quality of care for millions of Americans and the financial well-being of individuals and employers squeezed by skyrocketing premiums—not to mention the stability of state and federal government budgets. In *Redefining Health Care*, internationally renowned strategy expert Michael Porter and innovation expert Elizabeth Teisberg reveal the underlying—and largely overlooked—causes of the problem, and provide a powerful prescription for change. The authors argue that competition currently takes place at the wrong level—among health plans,

networks, and hospitals—rather than where it matters most, in the diagnosis, treatment, and prevention of specific health conditions. Participants in the system accumulate bargaining power and shift costs in a zero-sum competition, rather than creating value for patients. Based on an exhaustive study of the U.S. health care system, *Redefining Health Care* lays out a breakthrough framework for redefining the way competition in health care delivery takes place—and unleashing stunning improvements in quality and efficiency. With specific recommendations for hospitals, doctors, health plans, employers, and policy makers, this book shows how to move health care toward positive-sum competition that delivers lasting benefits

for all.

Classic Drucker Harvard Business School Press

A cutting-edge, relentless, objective approach to inclusion. Companies spend billions of dollars annually on diversity efforts with remarkably few results. Too often diversity efforts rest on the assumption that all that's needed is an earnest conversation about "privilege." That's not enough. To truly make progress we need to stop celebrating the problem and instead take effective steps to solve it. In *Bias Interrupted*, Joan C. Williams shows how it's done, and, reassuringly, how easy it is to get started. One of today's preeminent voices on inclusive workplaces, Williams explains how leaders can use standard business tools—data, metrics, and

persistence—to interrupt the bias that is continually transmitted through formal systems like performance appraisals, as well as the informal systems that control access to career-enhancing opportunities. The book presents fresh evidence, based on Williams's exhaustive research and work with companies, that interrupting bias helps every group—including white men. Comprehensive, though compact and straightforward, *Bias Interrupted* delivers real, practical value in an efficient and accessible manner to an audience that has never needed it more. It's possible to interrupt bias. Here's where you start.

The Power of Trust Harvard Business Review Press

A ground-breaking exploration of the changing nature of trust and how to

bridge the gap from where you are to where you need to be. Trust is the most powerful force underlying the success of every business. Yet it can be shattered in an instant, with a devastating impact on a company's market cap and reputation. How to build and sustain trust requires fresh insight into why customers, employees, community members, and investors decide whether an organization can be trusted. Based on two decades of research and illustrated through vivid storytelling, Sandra J. Sucher and Shalene Gupta examine the economic impact of trust and the science behind it, and conclusively prove that trust is built from the inside out. Trust emerges from a company being the “real deal”: creating products and services that work, having good

intentions, treating people fairly, and taking responsibility for all the impacts an organization creates, whether intended or not. When trust is in the room, great things can happen. Sucher and Gupta's innovative foundation for executing the elements of trust—competence, motives, means, impact—explains how trust can be woven into the day-to-day and the long term. Most importantly, even when lost, trust can be regained, as illustrated through their accounts of companies across the globe that pull themselves out of scandal and corruption by rebuilding the vital elements of trust. [Reprints from Harvard Business Review](#)
John Wiley & Sons
Imagine, if you can, the world of business - without corporate strategy.

Remarkably, fifty years ago that's the way it was. Businesses made plans, certainly, but without understanding the underlying dynamics of competition, costs, and customers. It was like trying to design a large-scale engineering project without knowing the laws of physics. But in the 1960s, four mavericks and their posse instigated a profound shift in thinking that turbocharged business as never before, with implications far beyond what even they imagined. In *The Lords of Strategy*, renowned business journalist and editor Walter Kiechel tells, for the first time, the story of the four men who invented corporate strategy as we know it and set in motion the modern, multibillion-dollar consulting industry: Bruce Henderson, founder of Boston Consulting Group Bill

Bain, creator of Bain & Company Fred Gluck, longtime Managing Director of McKinsey & Company Michael Porter, Harvard Business School professor Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair. At times inspiring, at times nearly terrifying, this book is a revealing account of how these iconoclasts and the organizations they led revolutionized the way we think about business, changed the very soul of the corporation, and transformed the way we work.

The Secret Intellectual History of the New Corporate World Simon and Schuster

A FINANCIAL TIMES BEST BOOK OF THE YEAR * An essential tool for individuals, organizations, and communities of all

sizes to jump-start dialogue on racism and bias and to transform well-intentioned statements on diversity into concrete actions--from a leading Harvard social psychologist. FINALIST FOR THE FINANCIAL TIMES AND MCKINSEY BUSINESS BOOK OF THE YEAR AWARD * LONGLISTED FOR THE PORCHLIGHT BUSINESS BOOK AWARD "Livingston has made the important and challenging task of addressing systemic racism within an organization approachable and achievable."--Alex Timm, co-founder and CEO, Root Insurance Company How can I become part of the solution? In the wake of the social unrest of 2020 and growing calls for racial justice, many business leaders and ordinary citizens are asking that very question. This book provides a compass for all those seeking to begin

the work of anti-racism. In *The Conversation*, Robert Livingston addresses three simple but profound questions: What is racism? Why should everyone be more concerned about it? What can we do to eradicate it? For some, the existence of systemic racism against Black people is hard to accept because it violates the notion that the world is fair and just. But the rigid racial hierarchy created by slavery did not collapse after it was abolished, nor did it end with the civil rights era. Whether it's the composition of a company's leadership team or the composition of one's neighborhood, these racial divides and disparities continue to show up in every facet of society. For Livingston, the difference between a solvable problem and a solved problem is

knowledge, investment, and determination. And the goal of making organizations more diverse, equitable, and inclusive is within our capability. Livingston's lifework is showing people how to turn difficult conversations about race into productive instances of real change. For decades he has translated science into practice for numerous organizations, including Airbnb, Deloitte, Microsoft, Under Armour, L'Oreal, and JPMorgan Chase. In *The Conversation*, Livingston distills this knowledge and experience into an eye-opening immersion in the science of racism and bias. Drawing on examples from pop culture and his own life experience, Livingston, with clarity and wit, explores the root causes of racism, the factors that explain why some people care

about it and others do not, and the most promising paths toward profound and sustainable progress, all while inviting readers to challenge their assumptions. Social change requires social exchange. Founded on principles of psychology, sociology, management, and behavioral economics, *The Conversation* is a road map for uprooting entrenched biases and sharing candid, fact-based perspectives on race that will lead to increased awareness, empathy, and action.

RETURN ON CHARACTER

Harvard Business Review Press
As a manager, you make countless decisions every day. Some are straightforward, such as assigning a team member to a project. Others are

far more complex, such as determining how to handle an under-performing product line. How can you boost the odds of making the best decisions for your organization? Treat decision-making as a process. This volume reveals key strategies for handling each step in the process. You'll find out how to:

- Generate a diverse set of alternative courses of action for the decision at hand
- Assess the feasibility, risks, and ethical implications of each alternative
- Select the best course of action
- Communicate your decision and carry it out

Mastering the Five Skills of Disruptive Innovators Harvard Business Press

A year's worth of management wisdom, all in one place. We've examined the

ideas, insights, and best practices from the past year of Harvard Business Review to bring you the latest, most significant thinking driving business today. With authors from Marcus Buckingham to Herminia Ibarra and company examples from Google to Deloitte, this volume brings the most current and important management conversations to your fingertips. This book will inspire you to: Tap into the new technologies that are changing the way businesses compete Fuel performance by redesigning your organization's practices around feedback Learn techniques to move beyond intuition for better decision making Understand why your strategy execution isn't working—and how to fix it Lead with authenticity by moving beyond your

comfort zone Transform your physical office space to promote creativity and productivity This collection of best-selling articles includes: "Reinventing Performance Management," by Marcus Buckingham and Ashley Goodall "The Transparency Trap," by Ethan Bernstein "Profits Without Prosperity," by William Lazonick "Outsmart Your Own Biases," by Jack B. Soll, Katherine L. Milkman, and John W. Payne "The 3-D Printing Revolution," by Richard D'Aveni "Why Strategy Execution Unravels—and What to Do About It," by Donald Sull, Rebecca Homkes, and Charles Sull "The Authenticity Paradox," by Herminia Ibarra "The Discipline of Business Experimentation," by Stefan Thomke and Jim Manzi "When Senior Managers Won't Collaborate," by Heidi K. Gardner

“Workspaces That Move People,” by Ben
Waber, Jennifer Magnolfi, and Greg
Lindsay “Digital Ubiquity: How

Connections, Sensors, and Data Are
Revolutionizing Business,” by Marco
Iansiti and Karim R. Lakhani

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