

Hbr Case Study Experimenting In

Case Study Research: Principles and Practices aims to provide a general understanding of the case study method as well as specific tools for its successful implementation. These tools can be utilized in all fields where the case study method is prominent, including business, anthropology, communications, economics, education, medicine, political science, social work, and sociology. Topics include the definition of a 'case study,' the strengths and weaknesses of this distinctive method, strategies for choosing cases, an experimental template for understanding research design, and the role of singular observations in case study research. It is argued that a diversity of approaches - experimental, observational, qualitative, quantitative, ethnographic - may be successfully integrated into case study research. This book breaks down traditional boundaries between qualitative and quantitative, experimental and nonexperimental, positivist and interpretivist.

Revitalize your company and roar out of the recession. We're facing the second major global downturn in a decade. To survive, companies must balance managing the crisis in the short term with innovation and reinvention to return to growth in a changed world. HBR's 10 Must Reads for the Recession Collection offers the ideas and strategies you need to lead your company on the path to renewal. Included in this set are: HBR's 10 Must Reads on Managing in a Downturn (Expanded Edition) HBR's 10 Must Reads on Organizational Resilience HBR's 10 Must Reads on Managing Risk HBR's 10 Must Reads on Innovation HBR's 10 Must Reads on Business Model Innovation HBR's 10 Must Reads on Change Management It includes 60 articles selected by HBR's editors from renowned thought leaders such as Clayton Christensen, John Kotter, Rita Gunther McGrath, W. Chan Kim, and Renee Mauborgne, and features the indispensable articles "Global Supply Chains in a Post-Pandemic World" by Willy Shih and "Roaring Out of Recession" by Nitin Nohria and Ranjay Gulati. It's time for companies to be bold in the face extraordinary headwinds. HBR's 10 Must Reads for the Recession Collection will help you face them. 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.

Digital transformation is no longer news--it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In Driving Digital Strategy, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, Driving Digital Strategy is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

An architect of network theory summarizes his team's endeavor to create a blueprint of the world's networks, citing the scientific elements of the Internet, economies, terrorist organizations, and other knowledge-based groups. Reprint.

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.

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.

This edited volume aims at exploring the uniqueness and complexity of European CSR approaches, perspectives, and practices through a critical lens.

How organizations--including Google, StubHub, Airbnb, and Facebook--learn from experiments in a data-driven world. Have you logged into Facebook recently? Searched for something on Google? Chosen a movie on Netflix? If so, you've probably been an unwitting participant in a variety of experiments--also known as randomized controlled trials--designed to test the impact of different online experiences. Once an esoteric tool for academic research, the randomized controlled trial has gone mainstream. No tech company worth its salt (or its share price) would dare make major changes to its platform without first running experiments to understand how they would influence user behavior. In this book, Michael Luca and Max Bazerman explain the importance of experiments for decision making in a data-driven world.

The challenges to humanity posed by the digital future, the first detailed examination of the unprecedented form of power called "surveillance capitalism," and the quest by powerful corporations to predict and control our behavior. In this masterwork of original thinking and research, Shoshana Zuboff provides startling insights into the phenomenon that she has named surveillance capitalism. The stakes could not be higher: a global architecture of behavior modification threatens human nature in the twenty-first century just as industrial capitalism disfigured the natural world in the twentieth. Zuboff vividly brings to life the consequences as surveillance capitalism advances from Silicon Valley into every economic sector. Vast wealth and power are accumulated in ominous new "behavioral futures markets," where predictions about our behavior are bought and sold, and the production of goods and services is subordinated to a new "means of behavioral modification." The threat has shifted from a totalitarian Big Brother state to a ubiquitous digital architecture: a "Big Other" operating in the interests of surveillance capital. Here is the crucible of an unprecedented form of power marked by extreme concentrations of knowledge and free from democratic oversight. Zuboff's comprehensive and moving analysis lays bare the threats to twenty-first century society: a controlled "hive" of total connection that seduces with promises of total certainty for maximum profit -- at the expense of democracy, freedom, and our human future. With little resistance from law or society, surveillance capitalism is on the verge of dominating the social order and shaping the digital future -- if we let it.

Wall Street Journal Bestseller "The pick of 2014's management books." –Andrew Hill, Financial Times "One of the top business books of the year." –Harvey Schacter, The Globe and Mail Bestselling author, Robert Sutton and Stanford colleague, Huggy Rao tackle a challenge that determines every organization's success: how to scale up farther, faster, and more effectively as an organization grows. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries-- including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare-- Sutton and Rao

identify the key scaling challenges that confront every organization. They tackle the difficult trade-offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. They reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people-- rather than ruining or watering down the very things that have fueled successful growth in the past. They unpack the principles that help to cascade excellence throughout an organization, as well as show how to eliminate destructive beliefs and behaviors that will hold them back. *Scaling Up Excellence* is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field.

Case method teaching immerses students in realistic business situations--which include incomplete information, time constraints, and conflicting goals. The class discussion inherent in case teaching is well known for stimulating the development of students' critical thinking skills, yet instructors often need guidance on managing that class discussion to maximize learning. *Teaching with Cases* focuses on practical advice for instructors that can be easily implemented. It covers how to plan a course, how to teach it, and how to evaluate it. The book is organized by the three elements required for a great case-based course: 1) advance planning by the instructor, including implementation of a student contract; 2) how to make leading a vibrant case discussion easier and more systematic; and 3) planning for student evaluation after the course is complete. *Teaching with Cases* is ideal for anyone interested in case teaching, whether basing an entire course on cases, using cases as a supplement, or simply using discussion facilitation techniques. To learn more about the book, and to see resources available, visit teachingwithcases.hbsp.harvard.edu. You want the most important ideas on management all in one place. Now you can have them—in a set of HBR's 10 Must Reads, available as a 7-volume paperback boxed set or as an ebook set. We've combed through hundreds of Harvard Business Review articles on change, leadership, strategy, managing people, and managing yourself and selected the most important ones to help you maximize your own and your organization's performance. The HBR's 10 Must Reads Boxed Set includes seven bestselling collections: HBR's 10 Must Reads on Leadership (ways you can transform yourself from a good manager into an extraordinary leader); HBR's 10 Must Reads on Managing Yourself (the path to your own professional success starts with a critical look in the mirror and what you see there—your greatest strengths and deepest values—are the foundations you must build on); HBR's 10 Must Reads on Strategy (will help galvanize your organization's strategy development and execution); HBR's 10 Must Reads on Change (70% of all change initiatives fail, but the odds turn in your company's favor once you understand that change is a multi-stage process—not an event—and that persuasion is key to establishing a sense of urgency, winning support, and silencing naysayers); HBR's 10 Must Reads on Managing People (will help you determine what really motivates people, how to deal with problem employees, and how to build an effective team); HBR's 10 Must Reads: The Essentials (which brings together the best thinking from management's most influential experts); and HBR's 10 Must Reads on Emotional Intelligence (the trait that is twice as important as other competencies in determining outstanding leadership). HBR's 10 Must Reads Boxed Set with Bonus Emotional Intelligence also makes a smart gift for your team, colleagues, or clients. The ebook set is available in PDF, ePub and mobi formats.

In this fascinating book, New Yorker business columnist James Surowiecki explores a deceptively simple idea: Large groups of people are smarter than an elite few, no matter how brilliant—better at solving problems, fostering innovation, coming to wise decisions, even predicting the future. With boundless erudition and in delightfully clear prose, Surowiecki ranges across fields as diverse as popular culture, psychology, ant biology, behavioral economics, artificial intelligence, military history, and politics to show how this simple idea offers important lessons for how we live our lives, select our leaders, run our companies, and think about our world.

Use design thinking for competitive advantage. If you read nothing else on design thinking, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you use design thinking to produce breakthrough innovations and transform your organization. This book will inspire you to: Identify customers' "jobs to be done" and build products people love Fail small, learn quickly, and win big Provide the support design-thinking teams need to flourish Foster a culture of experimentation Sharpen your own skills as a design thinker Counteract the biases that perpetuate the status quo and thwart innovation Adopt best practices from design-driven powerhouses This collection of articles includes "Design Thinking," by Tim Brown; "Why Design Thinking Works," by Jeanne M. Liedtka; "The Right Way to Lead Design Thinking," by Christian Bason and Robert D. Austin; "Design for Action," by Tim Brown and Roger L. Martin; "The Innovation Catalysts," by Roger L. Martin; "Know Your Customers' 'Jobs to Be Done,'" by Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan; "Engineering Reverse Innovations," by Amos Winter and Vijay Govindarajan; "Strategies for Learning from Failure," by Amy C. Edmondson; "How Indra Nooyi Turned Design Thinking into Strategy," by Indra Nooyi and Adi Ignatius, and "Reclaim Your Creative Confidence," by Tom Kelley and David Kelley. 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.

Inspired by the wide adoption of rigorous randomized controlled trials (RCTs) in medical research, economists and other social scientists have increasingly used RCTs in their research. As researchers pick up projects amenable to the RCT methodology, they likely leave out important questions to which RCTs cannot be directly applied. As a result, RCTs have been criticized for the proclivity of addressing trivial questions. As a matter of fact, in medical research RCTs are an integral part of adaptive sequential experiment design—a few steps must be taken to screen out drugs that have toxins and strong side effects before running any RCTs on humans. In this paper, we argue that economists can learn a great deal from the design principles implemented in medical research. We develop a theoretical model to show the logic of adaptive sequential experiment design in the presence of uncertainty over negative effects and discuss how to choose samples in a population to minimize the experiment cost. We also point out the applications of our proposed framework in the economic domain, such as economic reforms and new product design. Does your organization support creativity—or squash it? If you read nothing else on cultivating creativity at work, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you ignite the creative spark across your organization. This book will inspire you to: Discover the elements of creativity and learn how to influence them Harness the creative potential of a diverse team Encourage curiosity and experimentation Avoid breakdowns in

creative collaboration Overcome the fear that blocks your innate creativity Bring breakthrough ideas to life This collection of articles includes "Reclaim Your Creative Confidence" by Tom Kelley and David Kelley; "How to Kill Creativity" by Teresa Amabile; "How Pixar Fosters Collective Creativity" by Ed Catmull; "Putting Your Company's Whole Brain to Work" by Dorothy Leonard and Susaan Straus; "Find Innovation Where You Least Expect It" by Tony McCaffrey and Jim Pearson; "The Business Case for Curiosity" by Francesca Gino; "Bring Your Breakthrough Ideas to Life" by Cyril Bouquet, Jean-Louis Barsoux, and Michael Wade; "Collaborating with Creative Peers" by Kimberly D. Elsbach, Brooke Brown-Saracino, and Francis J. Flynn; "Creativity Under the Gun" by Teresa Amabile, Constance Noonan Hadley, and Steven J. Kramer; "Strategy Needs Creativity" by Adam Brandenburger; and "How to Build a Culture of Originality" by Adam Grant. 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.

Get five years of the latest, most significant thinking from the pages of Harvard Business Review in one library set. Every year, HBR editors examine the ideas, insights, and best practices from the past twelve months to select the articles that have provoked the most conversation, the most inspiration, and the most change. From how companies can proactively evolve their business models to stay ahead of the digital revolution to understanding why your strategy execution isn't working--and how to fix it--the articles in these volumes will help you manage your daily challenges and meet the changing competitive landscape head-on. Books in the HBR 10 Must Reads series offer essential reading from Harvard Business Review on topics critical to the success of every manager. Each book is packed with advice and inspiration from leading experts such as Clayton Christensen, Michael Porter, Herminia Ibarra, Daniel Goleman, Marcus Buckingham, Roger Martin, Adam Grant, Thomas Davenport, and Patty McCord. Company examples range from Unilever, Deloitte, and DHL to Facebook, Netflix, Google, and Uber. 5 Years of Must Reads: 2019 Edition brings the most current and important business conversations of the past few years to your fingertips.

NEW from the bestselling HBR's 10 Must Reads series. To innovate profitably, you need more than just creativity. Do you have what it takes? If you read nothing else on inspiring and executing innovation, 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 innovate effectively. Leading experts such as Clayton Christensen, Peter Drucker, and Rosabeth Moss Kanter provide the insights and advice you need to:

- Decide which ideas are worth pursuing
- Innovate through the front lines—not just from the top
- Adapt innovations from the developing world to wealthier markets
- Tweak new ventures along the way using discovery-driven planning
- Tailor your efforts to meet customers' most pressing needs
- Avoid classic pitfalls such as stifling innovation with rigid processes

Looking for more Must Read articles from Harvard Business Review? Check out these titles in the popular series: HBR's 10 Must Reads: The Essentials HBR's 10 Must Reads on Communication HBR's 10 Must Reads on Collaboration HBR's 10 Must Reads on Leadership HBR's 10 Must Reads on Making Smart Decisions HBR's 10 Must Reads on Managing Yourself HBR's 10 Must Reads on Strategic Marketing HBR's 10 Must Reads on Teams

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 Thomas H. Davenport to Michael E. Porter and company examples from Facebook to DHL, this volume brings the most current and important management conversations right to your fingertips. This book will inspire you to:

- Make stronger connections and build greater trust among people who work on multiple teams
- Engage customers and employees alike with the help of artificial intelligence
- Channel your outrage about sexual harassment in the workplace into effective action
- Consider how CEO activism can generate goodwill for your company--and weigh its risks
- Pair data with qualitative research to increase diversity in your organization
- Remain competitive in a hub economy by using your company's assets and capabilities differently

This collection of articles includes: "The Overcommitted Organization," by Mark Mortensen and Heidi K. Gardner; "Why Do We Undervalue Competent Management?" by Raffaella Sadun, Nicholas Bloom, and John Van Reenen; "Numbers Take Us Only So Far," by Maxine Williams; "The New CEO Activists," by Aaron K. Chatterji and Michael W. Toffel; "Artificial Intelligence for the Real World," by Thomas H. Davenport and Rajeev Ronanki; "Why Every Organization Needs an Augmented Reality Strategy," by Michael E. Porter and James E. Heppelmann; "Thriving in the Gig Economy," by Gianpiero Petriglieri, Susan Ashford, and Amy Wrzesniewski; "Managing Our Hub Economy," by Marco Iansiti and Karim R. Lakhani; "The Leader's Guide to Corporate Culture," by Boris Groysberg, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng; "The Error at the Heart of Corporate Leadership," by Joseph L. Bower and Lynn S. Paine; and "Now What?" by Joan C. Williams and Suzanne LeBsock.

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator's Dilemma*, *The Innovator's Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building the code for innovation right into your organization's people, processes, and

guiding philosophies. Practical and provocative, *The Innovator's DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess.

What people get out of social media—and how businesses can get more out of it Almost no one had heard of social media a decade ago, but today websites such as Facebook, Twitter, and LinkedIn have more than 1 billion users and account for almost 25 percent of Internet use. Practically overnight, social media seems indispensable to our lives—from friendship and dating to news and business. What makes social media so different from traditional media? Answering that question is the key to making social media work for any business, argues Mikołaj Piskorski, one of the world's leading experts on the business of social media. In *A Social Strategy*, he provides the most convincing answer yet, one backed by original research, data, and case studies from companies such as Nike and American Express. Drawing on his analysis of proprietary data from social media sites, Piskorski argues that the secret of successful ones is that they allow people to fulfill social needs that either can't be met offline or can be met only at much greater cost. This insight provides the key to how companies can leverage social platforms to create a sustainable competitive advantage. Companies need to help people interact with each other before they will promote products to their friends or help companies in other ways. Done right, a company's social media should benefit customers and the firm. Piskorski calls this "a social strategy," and he describes how companies such as Yelp and Zynga have done it. Groundbreaking and important, *A Social Strategy* provides not only a story- and data-driven explanation for the explosion of social media but also an invaluable, concrete road map for any company that wants to tap the marketing potential of this remarkable phenomenon.

The one primer you need to develop your entrepreneurial skills. Whether you're imagining your new business to be the next big thing in Silicon Valley, a pivotal B2B provider, or an anchor in your local community, the *HBR Entrepreneur's Handbook* is your essential resource for getting your company off the ground. Starting an independent new business is rife with both opportunity and risk. And as an entrepreneur, you're the one in charge: your actions can make or break your business. You need to know the tried-and-true fundamentals--from writing a business plan to getting your first loan. You also need to know the latest thinking on how to create an irresistible pitch deck, mitigate risk through experimentation, and develop unique opportunities through business model innovation. The *HBR Entrepreneur's Handbook* addresses these challenges and more with practical advice and wisdom from Harvard Business Review's archive. Keep this comprehensive guide with you throughout your startup's life--and increase your business's odds for success. In the *HBR Entrepreneur's Handbook* you'll find: Step-by-step guidance through the entrepreneurial process Concise explanations of the latest research and thinking on entrepreneurship from Harvard Business Review contributors such as Marc Andreessen and Reid Hoffman Time-honed best practices Stories of real companies, from Airbnb to eBay You'll learn: Which skills and characteristics make for the best entrepreneurs How to gauge potential opportunities The basics of business models and competitive strategy How to test your assumptions--before you build a whole business How to select the right legal structure for your company How to navigate funding options, from venture capital and angel investors to accelerators and crowdfunding How to develop sales and marketing programs for your venture What entrepreneurial leaders must do to build culture and set direction as the business keeps growing *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.

Every company's ability to innovate depends on a process of experimentation whereby new products and services are created and existing ones improved. But the cost of experimentation often limits innovation. New technologies--including computer modeling and simulation--promise to lift that constraint by changing the economics of experimentation. Never before has it been so economically feasible to ask "what-if" questions and generate preliminary answers. These technologies amplify the impact of learning, paving the way for higher R&D performance and innovation and new ways of creating value for customers. In *Experimentation Matters*, Stefan Thomke argues that to unlock such potential, companies must not only understand the power of experimentation and new technologies, but also change their processes, organization, and management of innovation. He explains why experimentation is so critical to innovation, underscores the impact of new technologies, and outlines what managers must do to integrate them successfully. Drawing on a decade of research in multiple industries as diverse as automotive, semiconductors, pharmaceuticals, chemicals, and banking, Thomke provides striking illustrations of how companies drive strategy and value creation by accommodating their organizations to new experimentation technologies. As in the outcome of any effective experiment, Thomke also reveals where that has not happened, and explains why. In particular, he shows managers how to: implement "front-loaded" innovation processes that identify potential problems before resources are committed and design decisions locked in; experiment and test frequently without overloading their organizations; integrate new technologies into the current innovation system; organize for rapid experimentation; fail early and often, but avoid wasteful "mistakes"; and manage projects as experiments. Pointing to the custom integrated circuit industry--a multibillion dollar market--Thomke also shows what happens when new experimentation technologies are taken beyond firm boundaries, thereby changing the way companies create new products and services with customers and suppliers. Probing and thoughtful, *Experimentation Matters* will influence how both executives and academics think about experimentation in general and innovation processes in particular. Experimentation has always been the engine of innovation, and Thomke reveals how it works today.

Five years' worth of management wisdom, all in one place. Get the latest, most significant thinking from the pages of Harvard Business Review in *5 Years of Must Reads: 2021 Edition*. Every year, HBR editors examine the ideas, insights, and best practices from the past twelve months to select the definitive articles that have provoked the most conversation, the most inspiration, and the most change. From how you can lead with authenticity by moving past your comfort zone, to

understanding how blockchain will affect your industry, to creating a workplace where gender equity can thrive, the articles in this five-book collection will help you manage your daily challenges and meet the changing competitive landscape head-on. Books in the HBR 10 Must Reads series 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 leading experts such as Clayton Christensen, Michael Porter, W. Chan Kim, Renee Mauborgne, Herminia Ibarra, Marcus Buckingham, Joan C. Williams, Roger Martin, Adam Grant, and Katrina Lake. Company examples range from Pepsico, DHL, and Deloitte to Alibaba, Adobe, and Stitch Fix. 5 Years of Must Reads: 2021 Edition brings the most current and important business conversations to your fingertips.

New breakthrough thinking in organizational learning, leadership, and change Continuous improvement, understanding complex systems, and promoting innovation are all part of the landscape of learning challenges today's companies face. Amy Edmondson shows that organizations thrive, or fail to thrive, based on how well the small groups within those organizations work. In most organizations, the work that produces value for customers is carried out by teams, and increasingly, by flexible team-like entities. The pace of change and the fluidity of most work structures means that it's not really about creating effective teams anymore, but instead about leading effective teaming. Teaming shows that organizations learn when the flexible, fluid collaborations they encompass are able to learn. The problem is teams, and other dynamic groups, don't learn naturally. Edmondson outlines the factors that prevent them from doing so, such as interpersonal fear, irrational beliefs about failure, groupthink, problematic power dynamics, and information hoarding. With Teaming, leaders can shape these factors by encouraging reflection, creating psychological safety, and overcoming defensive interpersonal dynamics that inhibit the sharing of ideas. Further, they can use practical management strategies to help organizations realize the benefits inherent in both success and failure. Presents a clear explanation of practical management concepts for increasing learning capability for business results Introduces a framework that clarifies how learning processes must be altered for different kinds of work Explains how Collaborative Learning works, and gives tips for how to do it well Includes case-study research on Intermountain healthcare, Prudential, GM, Toyota, IDEO, the IRS, and both Cincinnati and Minneapolis Children's Hospitals, among others Based on years of research, this book shows how leaders can make organizational learning happen by building teams that learn.

Large organizations are seen to be struggling to keep up with today's fast changing market and technological developments. However, an increasing number of firms have started to engage in corporate venturing as a way to enhance their inno

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

We live in a world of continuous disruption. Before we have a chance to respond to one disruption, another hits. Before we finish one transformation journey, we need to embark on another. How do you prepare the organization for this new normal of continuous disruption? This is the challenge that every organization is now facing, no matter how successful their digital transformation of the past decade has been. Organizing for the New Normal explores how to prepare the organization for this unique challenge. How do you develop a strategy for what is coming next while you are busily driving your current transformation? And how do you convince emotionally exhausted employees to join you on the journey? The book does not provide a ready-made recipe for success, but rather explores how to put together the ingredients that will improve the odds of success. Organizing for the New Normal outlines the leadership competencies critical for success in the "new normal", such as: · How to create a "permanent" sense of urgency and an organization-wide unease with the status quo · How to convince people to exploit disruption as an opportunity when all they see around them are the negative consequences of disruption · How to institutionalize into the DNA of the organization the day to day behaviors that would allow us to identify and respond to change early—and how to achieve this in a decentralized way · How to develop a strategic response that is innovative and aims to attack the disruption rather than defend against it. From the author of The Little Black Book of Innovation, a new guide for using the power of habit to build a culture of innovation Leaders have experimented with open innovation programs, corporate accelerators, venture capital arms, skunkworks, and innovation contests. They've trekked to Silicon Valley, Shenzhen, and Tel Aviv to learn from today's hottest, most successful tech companies. Yet most would admit they've failed to create truly innovative cultures. There's a better way. And it all starts with the power of habit. In Eat, Sleep, Innovate, innovation expert Scott Anthony and his impressive team of coauthors use groundbreaking research in behavioral science to provide a first-of-its-kind playbook for empowering individuals and teams to be their most curious and creative—every single day. Throughout the book, the authors reveal a collection of BEANS—behavior enablers, artifacts, and nudges—they've collected from workplaces across the globe that will unleash the natural innovator inside everyone. In addition to case studies of "normal organizations doing extraordinary things," they provide readers with the tools to create their own hacks and habits, which they can then use to build and sustain their own models of a culture of innovation. Fun, lively, and utterly unique, Eat, Sleep, Innovate is the book you need to make innovation a natural and habitual act within your team or organization.

Is your business playing it safe—or taking the right risks? If you read nothing else on managing risk, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help your company make smart decisions and thrive, even when the future is unclear. This book will inspire you to: Avoid the most common errors in risk management Understand the three distinct categories of risk and tailor your risk-management processes accordingly Embrace uncertainty as a key element of breakthrough innovation Adopt best practices for mitigating political threats Upgrade your organization's forecasting capabilities to gain a competitive edge Detect and neutralize cyberattacks originating inside your company This collection of articles includes "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "How to Build Risk into Your Business Model," by Karan Girotra and Serguei Netessine; "The Six Mistakes Executives Make in Risk Management," by Nassim N. Taleb, Daniel G. Goldstein, and Mark W. Spitznagel; "From Superstorms to Factory Fires: Managing Unpredictable Supply-Chain Disruptions," by David Simchi-Levi, William Schmidt, and Yehua Wei; "Is It Real? Can We Win? Is It Worth Doing?: Managing Risk and Reward in an Innovation Portfolio," by George S. Day; "Superforecasting: How to Upgrade Your Company's Judgment," by Paul J. H. Schoemaker and Philip E. Tetlock; "Managing 21st-Century

Political Risk," by Condoleezza Rice and Amy Zegart; "How to Scandal-Proof Your Company," by Paul Healy and George Serafeim; "Beating the Odds When You Launch a New Venture," by Clark Gilbert and Matthew Eyring; "The Danger from Within," by David M. Upton and Sadie Creese; and "Future-Proof Your Climate Strategy," by Joseph E. Aldy and Gianfranco Gianfrate.

Business experimentation can not only create measurable value for organizations, it can provide the inspiration to break with the habits of the past by dealing with challenges and exploiting opportunities. This book is a step-by-step, practical guide to the six-stage business experiment process, from understanding the problem or opportunity to creating a hypothesis, planning the experiment and analysing the findings. It explores the top design criteria for successful and impactful business experiments and includes valuable case studies covering problem solving, performance improvement and strategic innovation. To support the process, Business Experimentation also includes downloadable, editable templates, worksheets and activities for use in ideation and planning sessions. This business experiment methodology can be used to support a one-off initiative or to underpin desired behaviours as part of a wider organizational change programme, as experimentation encourages people to be bold, take risks and seek new ways of doing things. Based on programmes the authors have run with a variety of leading organizations and with astonishing results, this practical guide provides businesses with the confidence to get started with experimentation and the tools to succeed.

Experimentation Works The Surprising Power of Business Experiments Harvard Business Press

Whether we're buying a pair of jeans, ordering a cup of coffee, selecting a long-distance carrier, applying to college, choosing a doctor, or setting up a 401(k), everyday decisions—both big and small—have become increasingly complex due to the overwhelming abundance of choice with which we are presented. As Americans, we assume that more choice means better options and greater satisfaction. But beware of excessive choice: choice overload can make you question the decisions you make before you even make them, it can set you up for unrealistically high expectations, and it can make you blame yourself for any and all failures. In the long run, this can lead to decision-making paralysis, anxiety, and perpetual stress. And, in a culture that tells us that there is no excuse for falling short of perfection when your options are limitless, too much choice can lead to clinical depression. In *The Paradox of Choice*, Barry Schwartz explains at what point choice—the hallmark of individual freedom and self-determination that we so cherish—becomes detrimental to our psychological and emotional well-being. In accessible, engaging, and anecdotal prose, Schwartz shows how the dramatic explosion in choice—from the mundane to the profound challenges of balancing career, family, and individual needs—has paradoxically become a problem instead of a solution. Schwartz also shows how our obsession with choice encourages us to seek that which makes us feel worse. By synthesizing current research in the social sciences, Schwartz makes the counter intuitive case that eliminating choices can greatly reduce the stress, anxiety, and busyness of our lives. He offers eleven practical steps on how to limit choices to a manageable number, have the discipline to focus on those that are important and ignore the rest, and ultimately derive greater satisfaction from the choices you have to make.

Getting numbers is easy; getting numbers you can trust is hard. This practical guide by experimentation leaders at Google, LinkedIn, and Microsoft will teach you how to accelerate innovation using trustworthy online controlled experiments, or A/B tests. Based on practical experiences at companies that each run more than 20,000 controlled experiments a year, the authors share examples, pitfalls, and advice for students and industry professionals getting started with experiments, plus deeper dives into advanced topics for practitioners who want to improve the way they make data-driven decisions. Learn how to

- Use the scientific method to evaluate hypotheses using controlled experiments
- Define key metrics and ideally an Overall Evaluation Criterion
- Test for trustworthiness of the results and alert experimenters to violated assumptions
- Build a scalable platform that lowers the marginal cost of experiments close to zero
- Avoid pitfalls like carryover effects and Twyman's law
- Understand how statistical issues play out in practice.

Can we solve big public problems anymore? Yes, we can. This provocative and inspiring book points the way. The huge challenges we face are daunting indeed: climate change, crumbling infrastructure, declining public education and social services. At the same time, we've come to accept the sad notion that government can't do new things or solve tough problems—it's too big, too slow, and mired in bureaucracy. Not so, says former public official, now Harvard Business School professor, Mitchell Weiss. The truth is, entrepreneurial spirit and savvy in government are growing, transforming the public sector's response to big problems at all levels. The key, Weiss argues, is a shift from a mindset of Probability Government—overly focused on safe solutions and mimicking so-called best practices—to Possibility Government. This means public leadership and management that's willing to boldly imagine new possibilities and to experiment. Weiss shares the three basic tenets of this new way of governing: Government that can imagine: Seeing problems as opportunities and involving citizens in designing solutions Government that can try new things: Testing and experimentation as a regular part of solving public problems Government that can scale: Harnessing platform techniques for innovation and growth The lessons unfold in the timely episodes Weiss has seen and studied: the US Special Operations Command prototyping of a hoverboard for chasing pirates; a heroin hackathon in opioid-ravaged Cincinnati; a series of experiments in Singapore to rein in Covid-19; among many others. At a crucial moment in the evolution of government's role in our society, *We the Possibility* provides inspiration and a positive model, along with crucial guardrails, to help shape progress for generations to come.

Poll after poll has confirmed that an astonishing number of workers are disengaged from their work. Why is this happening? And how can we fix the problem? In this bold, enlightening book, social psychologist and professor Daniel M. Cable takes leaders into the minds of workers and reveals the surprising secret to restoring their zest for work. Disengagement isn't a motivational problem, it's a biological one. Humans aren't built for routine and repetition. We're designed to crave exploration, experimentation, and learning—in fact, there's a part of our brains, which scientists have coined "the seeking system," that rewards us for taking part in these activities. But the way organizations are run prevents many of us from following our innate impulses. As a result, we shut down. Things need to change. More than ever before, employee creativity and engagement are needed to win. Fortunately, it won't take an extensive overhaul of your organizational culture to get started. With small nudges, you can personally help people reach their fullest potential. *Alive at Work* reveals: How to encourage people to bring their best selves to work and use their greatest strengths to help your organization flourish How to build creative environments that motivate people to share ideas, work smarter, and embrace change How to enhance people's connection to their work and your customers How to create personalized experiences that help people feel a deeper sense of purpose Filled with fascinating stories from the author's extensive research, *Alive at Work* is the inspirational guide that you need to tap into the passion, creativity, and purpose fizzing beneath the surface of every person who falls under your leadership.

The #1 New York Times bestseller that has all America talking: as seen/heard on CNN's Fared Zakaria GPS, Morning Joe, CBS This Morning, The Bill Simmons Podcast, Rich Roll, and more. "The most important business—and parenting—book of the year." —Forbes "Urgent and important. . . an essential read for bosses, parents, coaches, and anyone who cares about improving performance." —Daniel H. Pink Shortlisted for the Financial Times/McKinsey Business Book of the Year Award Plenty of experts argue that anyone who wants to develop a skill, play an instrument, or lead their field should start early, focus intensely, and rack up as many hours of deliberate practice as possible. If you dabble or delay, you'll never catch up to the people who got a head start. But a closer look at research on the world's top performers, from professional athletes to Nobel laureates, shows that early specialization is the exception, not the rule. David Epstein examined the world's most successful athletes, artists, musicians, inventors, forecasters and scientists. He discovered that in most fields—especially those that are complex and unpredictable—generalists, not specialists, are primed to excel. Generalists often find their path late, and they juggle many interests rather than focusing on one. They're also more creative, more agile, and able to make connections their more specialized peers can't see. Provocative, rigorous, and engrossing, *Range* makes a compelling case for actively cultivating inefficiency. Failing a test is

the best way to learn. Frequent quitters end up with the most fulfilling careers. The most impactful inventors cross domains rather than deepening their knowledge in a single area. As experts silo themselves further while computers master more of the skills once reserved for highly focused humans, people who think broadly and embrace diverse experiences and perspectives will increasingly thrive.

How do you decide on the best course of action for your company to take advantage of new opportunities? By building a business case. This book provides a framework for building a business case. You'll learn how to: Clearly define the opportunity you'll want to address in your business case Identify and analyze a range of alternatives Recommend one option and assess its risks Create a high-level implementation plan for your proposed alternative Communicate your case to key stakeholders

Don't fly blind. See how the power of experiments works for you. When it comes to improving customer experiences, trying out new business models, or developing new products, even the most experienced managers often get it wrong. They discover that intuition, experience, and big data alone don't work. What does? Running disciplined business experiments. And what if companies roll out new products or introduce new customer experiences without running these experiments? They fly blind. That's what Harvard Business School professor Stefan Thomke shows in this rigorously researched and eye-opening book. It guides you through best practices in business experimentation, illustrates how these practices work at leading companies, and answers some fundamental questions: What makes a good experiment? How do you test in online and brick-and-mortar businesses? In B2B and B2C? How do you build an experimentation culture? Also, best practice means running many experiments. Indeed, some hugely successful companies, such as Amazon, Booking.com, and Microsoft, run tens of thousands of controlled experiments annually, engaging millions of users. Thomke shows us how these and many other organizations prove that experimentation provides significant competitive advantage. How can managers create this capability at their own companies? Essential is developing an experimentation organization that prizes the science of testing and puts the discipline of experimentation at the center of its innovation process. While it once took companies years to develop the tools for such large-scale experiments, advances in technology have put these tools at the fingertips of almost any business professional. By combining the power of software and the rigor of controlled experiments, today's managers can make better decisions, create magical customer experiences, and generate big financial returns. Experimentation Works is your guidebook to a truly new way of thinking and innovating.

NEW from the bestselling HBR's 10 Must Reads series. Stop pushing products—and start cultivating relationships with the right customers. If you read nothing else on marketing that delivers competitive advantage, 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 reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts such as Ted Levitt and Clayton Christensen provide the insights and advice you need to:

- Figure out what business you're really in
- Create products that perform the jobs people need to get done
- Get a bird's-eye view of your brand's strengths and weaknesses
- Tap a market that's larger than China and India combined
- Deliver superior value to your B2B customers
- End the war between sales and marketing

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