**THE LORDS OF STRATEGY**
The Secret Intellectual History of the New Corporate World
Walter Kiechel

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 posses created 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. Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair.

Walter Kiechel III has been the editorial director of Harvard Business Publishing and the managing editor at Fortune magazine.

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**FREE MARKET MADNESS**
Why Human Nature is at Odds with Economics—and Why It Matters
Peter A Ubel

We decide to roll over and hit the snooze button instead of going to the gym. We take out home loans we can’t possibly afford. And did you know that people named Paul are more likely to move to St. Paul than other cities? All too often, our subconscious causes us to act against our own self-interest. But our free-market economy is based on the assumption that we always do act in our own self-interest. In this provocative book, physician Peter Ubel uses his understanding of psychology and behavior to show that in some cases government must regulate markets for our own health and well-being. And by understanding and controlling the factors that go into our decisions, big and small, we can all begin to stop the damage we do to our bodies, our finances, and our economy as a whole.

Ubel’s vivid stories bring his message home for anyone interested in improving the way our society works.

Peter Ubel is a physician and behavioral scientist at the University of Michigan, where he directs the Center for Behavioral and Decision Sciences in Medicine.
GAMES AT WORK
How Games and Virtual Worlds Are Changing the Way People Work and Businesses Compete
Byron Reeves and J. Leighton Read

Can the workplace be more productive by including avatars, three-dimensional environments, and participant-driven outcomes? This grounded and thought-provoking book by Byron Reeves and Leighton Read proves that it is not only possible, it is inevitable. Implementing components of multiplayer computer games in the workplace will address a host of age-old problems. Games can not only stem boredom and decrease turnover, but also enhance collaboration and encourage creative leadership. Of course, the strong psychological power of games can have both positive and negative consequences for the workplace. That's why it's important to put them into practice correctly from the beginning and Reeves and Read explain how by showing which good design principles are a powerful antidote to the addictive and stress-inducing potential of games. Supported by specific case studies and years of research, Games at Work will completely change the way you view both work and play.

Byron Reeves is a professor at Stanford University. J. Leighton Read is a general partner with Alloy Ventures in Palo Alto, California.

STRATEGY FOR SUSTAINABILITY
A Business Manifesto
Adam Werbach

More than ever before, consumers, employees, and investors share a common purpose and a passion for companies that do well by doing good. So any strategy without sustainability at its core is just plain irresponsible - bad for business, bad for shareholders, bad for the environment. These challenges represent unprecedented opportunities for big brands - such as Clorox, Dell, Toyota, Procter & Gamble, Nike, and Wal-Mart - that are implementing integral, rather than tangential, strategies for sustainability. What these companies are doing illuminates the book’s practical framework for change, which involves engaging employees, using transparency as a business tool, and reaping the rewards of a networked organizational structure.

Sustainability is now a true competitive strategic advantage, and building it into the core of your business is the only means to ensure that your company - and your world - will survive.

Adam Werbach is Global CEO of Saatchi & Saatchi S.
THINK AGAIN
Why Good Leaders Make Bad Decisions and How to Keep It From Happening to You
Sydney Finkelstein, Jo Whitehead, Andrew Campbell

Why do smart and experienced leaders make flawed, even catastrophic, decisions? Why do people keep believing they have made the right choice, even with the disastrous result staring them in the face? And how can you be sure you’re making the right decision without the benefit of hindsight? Sydney Finkelstein, Jo Whitehead, and Andrew Campbell show how the usually beneficial processes of the human mind can become traps when we face big decisions. The authors show how the shortcuts our brains have learned to take over millennia of evolution can derail our decision making. Think Again offers a powerful model for making better decisions, describing the key red flags to watch for and detailing the decision-making safeguards we need.

Using examples from business, politics, and history, Think Again deconstructs bad decisions, as they unfolded in real time, to show how you can avoid the same fate.

Sydney Finkelstein, is a professor at the Tuck School of Business at Dartmouth. Jo Whitehead and Andrew Campbell direct the Strategic Management Centre at Ashridge Business School.

THE PRACTICE OF ADAPTIVE LEADERSHIP
Tools and Tactics for Changing Your Organization and the World
Ron Heifetz, Marty Linsky, and Alexander Grashow

When change requires you to challenge people’s familiar reality, it can be difficult, dangerous work. Whatever the context, whether in the private or the public sector, many will feel threatened as you push though major changes. But as a leader, you need to find a way to make it work. Ron Heifetz first defined this problem with his distinctive theory of ‘adaptive leadership’ in Leadership Without Easy Answers. In a second book, Leadership on the Line, Heifetz and coauthor Marty Linsky highlighted the individual and organizational dangers of leading through deep change in business, politics, and community life. Now, Heifetz, Linsky, and coauthor Alexander Grashow are taking the next step: The Practice of Adaptive Leadership is a hands-on, practical guide containing stories, tools, diagrams, cases, and worksheets to help you develop your skills as adaptive leader, able to take people outside their comfort zones and assess and address the toughest challenges.

THE LEADERSHIP CODE
Five Rules to Lead By
Dave Elrich, Norm Smallwood, and Kate Sweetman

What makes a great leader? It’s a question that has been tackled by thousands. In fact, there are literally tens of thousands of leadership studies, theories, frameworks, models, and recommended best practices. But where are the clear, simple answers we need for our daily work lives? Are there any?

Dave Ulrich, Norm Smallwood, and Kate Sweetman set out to answer these questions to crack the code of leadership. Drawing on decades of research experience, the authors conducted extensive interviews with a variety of respected CEOs, academics, experienced executives, and seasoned consultants and heard the same five essentials repeated again and again. These five rules became The Leadership Code. In The Leadership Code, the authors break down great leadership into day-to-day actions, so that you know what to do Monday morning. Crack the leadership code and take your leadership to the next level.

Dave Ulrich is Professor of Business at the University of Michigan and a partner at The RBL Group. Norm Smallwood is cofounder of The RBL Group and coauthor of five books. Kate Sweetman is leadership development consultant and a former editor at Harvard Business Review.

SUCCESSION
Are You Ready?
Marshall Goldsmith

A leader’s greatest challenge can be knowing when it’s time to step aside. A great deal has been written for corporate boards on the issue of succession planning. But most executives have few resources to help guide them through the process. How do you start preparing yourself and your successor for your inevitable leadership transition?

In this concise book, leading executive coach and bestselling author Marshall Goldsmith offers candid advice on succession from the outgoing executive’s perspective. From choosing and grooming a successor while sidestepping political minefields, to finally handing over responsibility, Goldsmith walks you through each step in the succession process.

Done right, your successor can enter to applause while you gracefully bow out and start the next chapter of your life.

Marshall Goldsmith has coached scores of top executives at the world’s leading corporations.
DISCOVERY-DRIVEN GROWTH
A Breakthrough Process to Reduce Risk and Seize Opportunity
Rita Gunther McGrath, and Ian C Macmillan

In Discovery-Driven Growth, authors McGrath and MacMillan show how companies can plan and pan aggressive growth agenda with confidence. By carefully framing their strategic growth opportunities, testing each project assumption against a series of checkpoints, and creating a culture that acts on evidence and learning instead of blind stumbling, companies can better control their costs, minimizes surprises, and know when to disengage from questionable projects before it's too late. Providing tools that will help you select and better assess the potential of any strategic venture, from new product lines to entirely new businesses, the authors outline a comprehensive process that lets you identify, manage, and leverage your company’s full portfolio of opportunities. By reducing up-front costs and eliminating unnecessary risks, you'll be able to avoid missteps and explore more options to create the breakthrough growth that your business requires.

Rita Gunther McGrath is Associate Professor of Management at Columbia Business School. Ian C. MacMillan is the Dhirubhai Ambani Professor of Entrepreneurship and Innovation at the University of Pennsylvania’s Wharton School.

IMMUNITY TO CHANGE
How to Overcome It and Unlock the Potential in Yourself and Your Organization
Robert Kegan, and Lisa Laskow Lahey

In Immunity to Change, authors Robert Kegan and Lisa Lahey show how our individual beliefs along with the collective mindsets in our organizations combine to create a natural but powerful immunity to change. By revealing how this mechanism holds us back, Kegan and Lahey give us the keys to unlock our potential and finally move forward. And by pinpointing and uprooting our own immunities to change, we can bring our organizations forward with us.

This persuasive and practical book, filled with hands-on diagnostics and compelling case studies, delivers the tools you need to overcome the forces of inertia and transform your life and your work.

Robert Kegan and Lisa Lahey, coauthors of How the Way We Talk Can Change the Way We Work, have been research and practice collaborators for twenty-five years.
FIVE MINDS FOR THE FUTURE
Howard Gardner

World-renowned for his theory of multiple intelligences, Gardner takes that thinking to the next level in this book, drawing from a wealth of diverse examples to illuminate his ideas. Concise and engaging, Five Minds for the Future will inspire lifelong learning in any reader as well as provide valuable insights for those charged with training and developing organizational leaders—both today and tomorrow.

Howard Gardner is the John H. and Elisabeth A. Hobbs Professor of Cognition and Education at the Harvard Graduate School of Education and Senior Director of Harvard Project Zero.

INDIA’S GLOBAL POWERHOUSES
How They Are Taking On the World
Nirmalya Kumar

When the Indian auto manufacturer Tata Motors bought the iconic Jaguar and Land Rover brands complementing the Nano, its own innovative $2,500 car it opened up a new chapter in India’s economic story. In the coming years, such Indian multinationals as Bharat Forge, Hindalco, Infosys, Mahindra, and Suzlon will increasingly be making acquisitions and building their brands in Western markets. Never heard of them? Then read this book. India’s Global Powerhouses introduces you to the India’s preeminent global companies and explains how they differ from their international rivals. The book profiles India’s pioneering multinationals in detail, describing their transformation from leading domestic players to evolving global giants, as well as their unique approaches to globalization.

Nirmalya Kumar is Professor of Marketing, Faculty Dfor Executive Education, and Co-Director, Aditya Birla India Centre at London Business School.
THE DIFFERENTIATED WORKFORCE
Translating Talent into Strategic Impact
Brian E. Becker, Mark A. Huselid and Richard W. Beatty

Many companies fall into the trap of spending too much time and money on low performers, while high performers aren’t getting the necessary resources, development opportunities, or rewards. In The Differentiated Workforce, the authors expand on their previous books, The HR Scorecard and The Workforce Scorecard, and recommend that you manage your workforce like a portfolio - with disproportionate investments in the jobs that create the most wealth.

Based on two decades of academic research and experience working with hundreds of executives, The Differentiated Workforce gives you the tools to translate your talent into strategic impact.

Brian E. Becker is a professor of human resources in the School of Management at SUNY Buffalo. Mark A. Huselid and Richard W. Beatty are professors of human resource management in the School of Management and Labor Relations at Rutgers University.

THE ADVENTURES OF AN IT LEADER
Robert Austin, Richard Nolan and Shannon O’Donnell

Becoming an effective IT manager presents a host of challenges from anticipating emerging technology to managing relationships with vendors, employees, and other managers. A good IT manager must also be a strong business leader.

This book invites you to accompany new CIO Jim Barton to better understand the role of IT in your organization. You’ll see Jim struggle through a challenging first year, handling (and fumbling) situations that, although fictional, are based on true events.

Robert Austin is Professor at Copenhagen Business School and Associate Professor at Harvard Business School. Richard Nolan is Philip M. Condit Endowed Chair in Business Administration at the University of Washington and Professor of Business Administration at Harvard Business School. Shannon O’Donnell is a Consultant with Cutter Consortium’s Innovation Practice.
COLLABORATION
How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results
Morten T Hansen

In Collaboration, author Morten Hansen takes aim at what many leaders inherently know: in today's competitive environment, companywide collaboration is an imperative for successful strategy execution, yet the sought-after synergies are rarely, if ever, realized. In fact, most cross-unit collaborative efforts end up wasting time, money, and resources. How can managers avoid the costly traps of collaboration and instead start getting the results they need?

In this book, Hansen shows managers how to get collaboration right through "disciplined collaboration".

Based on the author's long-running research, in-depth case studies, and company interviews, Collaboration

Morten T. Hansen, is a professor at the University of California, Berkeley, and INSEAD in France.

DESIGNING CARE
Aligning the Nature and Management of Health Care
Richard M J Bohmer

In Designing Care, Harvard Business School professor Richard Bohmer argues that these fundamental questions must be answered. A medical doctor himself, Bohmer explains that health-care professionals are tasked with providing two very different types of care - sequential and iterative. With sequential care, a patient can be quickly diagnosed and given predictable, reliable, and low-cost care. But in the case of iterative care, a patient's condition is unknown, and tremendous resources may be required for diagnosis and treatment, often with uncertain outcomes.

Bohmer shows that to reduce costs and manage care effectively, sequential and iterative care situations require different management systems. Through stories and cases drawn from years in the field, he reveals how health-care providers can successfully manage both modes. To do so, they must reevaluate traditional roles and embrace continuous learning across the organization. The benefits of this operational redesign? The predictable, responsive, and lower-cost care today's health-care leaders - and patients - seek.

Richard M J Bohmer is a physician and the MBA Class of 1973 Senior Lecturer of Business Administration at the Harvard Business School in the Technology and Operations (TOM) unit.
THE TRUTH ABOUT MIDDLE MANAGERS
Who They Are, How They Work, Why They Matter
Paul Osterman

Middle management is thought to be a professional wasteland that few aspire to join.

* But is this perception or reality? What has really happened to the ranks of middle managers?
* The Truth About Middle Managers seeks to uncover the truth and show the real picture of today’s workforce.

Understand the issues for yourself with The Truth About Middle Managers a refreshing and counterintuitive look at what’s really going on.

Paul Osterman is Professor of Human Resources and Management at the MIT Sloan School of Management, where he recently also served as Deputy Dean.

INNOVATION TOURNAMENTS
Creating and Selecting Exceptional Opportunities
Christian Terwiesch and Karl Ulrich

An innovation tournament, just like its counterpart in sports, starts with a large number of candidates, with opportunities as the players. These opportunities are pitted against each other until only the exceptional survive. This book provides a principled approach for the effective management of innovation tournaments identifying a wealth of promising opportunities and then evaluating and filtering them intelligently for greatest profitability. With a set of practical tools for creating and identifying new opportunities, it guides the reader in evaluating and screening opportunities. The book demonstrates how to construct an innovation portfolio and how to align the innovation process with an organization’s competitive strategy.

Innovation Tournaments employs quirky, fresh examples ranging from movies to medical devices. The authors’ tool kit is built on their extensive research, their entrepreneurial backgrounds, and their teaching and consulting work with many highly innovative organizations

Christian Terwiesch and Karl Ulrich are professors at The Wharton School, where they teach in the innovation and product development field.
In Design-Driven Innovation: How to Compete by Radically Innovating What Things Means, Roberto Verganti introduces a third strategy, a radical shift in perspective that introduces a bold new way of competing. Design-driven innovations do not come from the market; they create new markets. They don’t push new technologies; they push new meanings. It’s about having a vision, and taking that vision to your customers. Think of game-changers like Nintendo’s Wii or Apple’s iPod. They overturned our understanding of what a video game means and how we listen to music. Customers had not asked for these new meanings, but once they experienced them, it was love at first sight.

But where does the vision come from? With fascinating examples from leading European and American companies, Verganti shows that for truly breakthrough products and services, we must look beyond customers and users to those he calls “interpreters” - the experts who deeply understand and shape the markets they work in.

Roberto Verganti is Professor of Management of Innovation at Politecnico di Milano.

In Built to Win, authors Susskind and Movius argue that negotiation must be a strategic core competency. Drawing on their decades of training and consulting work, as well as a robust theory of negotiation, the authors provide a step-by-step model for building organizational competence. They show why the approach of training and more training is a weak strategy. The authors also describe the organizational barriers that so often plague even experienced negotiators, and recommend ways of overcoming them. Built to Win explains the crucial role that leaders must play in setting goals, aligning incentives, pinpointing metrics, and supporting learning platforms to promote long-term success. A final chapter provides practical how-to tools to help you start your own organizational improvement process. This book will be invaluable to CEOs, senior-level managers, HR business leaders, human resource professionals, sales and purchasing managers, and others who negotiate regularly.

Lawrence Susskind is Ford Professor of Urban and Environmental Planning at MIT, Director of the Public Disputes Program at Harvard Law School, and founder of the Consensus Building Institute. Hallam Movius is a principal at the Consensus Building Institute.
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June


Managing employee growth is critical to your organization’s success. But to develop your employees effectively, you must have certain skills, such as the ability to seek out opportunities, set goals, and provide feedback.

March


Ideas are not enough: successful innovation requires people to pick up where the creative process leaves off. These people must take the creative idea and apply it to a real-life problem to design a new product, service, or process. They must construct a carefully articulated vision for the project, draw up a feasible financial plan, and advocate the project over the whole course of its development and implementation. This book teaches you how to execute an innovation from start to finish.

February


Many organizations encourage diversity because providing equal opportunity for everyone is the right thing to do. A diverse workforce can also yield such important competitive advantages as a higher level of innovation, a better understanding of market opportunities, and stronger employee productivity. But as people with different backgrounds, beliefs, and values interact in the workplace, conflicts can arise. This book will help you foster diversity on your team and surmount the challenges that can come with it.

April


One of your most sensitive duties as a manager is conducting performance appraisals. How do you objectively evaluate another person’s performance? This book teaches you how to prepare for, conduct, and follow up on performance evaluations in ways that link employee performance to your company’s and group’s goals.

April


A budget is a financial action plan for an organization. But to get yours done right, you will need to forecast future business results, get organizational buy-in, and fine tune your budget over time. This guide will teach you how to do all this with confidence.
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PYGMALION IN MANAGEMENT
April 2009 • ISBN-13: 978-1-4221-4786-3 • 64 pages

Numerous studies show that people will rise, or fall, to the level where their superiors believe them capable. As a manager, it is up to you to have high expectations for your employees and to communicate those expectations to them. In Pygmalion in Management, J. Sterling Livingston urges you to understand the power you have over your subordinates’ success and to use it to benefit everyone involved.

SKILLS OF AN EFFECTIVE ADMINISTRATOR

While there is a widespread belief that some people are born to lead, the existence of an “ideal manager” is almost entirely a myth. Basic skills—the ones that most employees can learn—are often more important than personality traits. Robert Katz identifies the three fundamental abilities companies should seek to develop in their managers. Find out for yourself how these vital skills can be put to work today.

THE DISCIPLINE OF TEAMS

In The Discipline of Teams, Jon Katzenbach and Douglas Smith explore the often counterintuitive features that make up high-performing teams—such as selecting team members for skill, not compatibility—and explain how managers can set specific goals to foster team development. The result is improved productivity and teams that can be counted on to deliver more than just the sum of their parts.
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Few management topics generate as much discussion—and disagreement—as strategy. Should you grow from the core, or expand into new markets? Do you really need to take your company global? Should you make that next acquisition, or are you “going for broke”?

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Great managers can lead their teams through any challenge—but what if your people are the problem? From deciding whether an aggressive star performer is worth the trouble to knowing when team morale needs to come first, managers often face questions with no easy answers.

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Marketers today face growing expectations, but face the same basic questions: How can you offer customers what they really want? Is your brand strong enough to compete globally? How can you satisfy different customers without appearing to play favorites?