

## Harvard Business Review The End Of Solution Sales

CybersecurityHow Will You Measure Your Life? (Harvard Business Review Classics)Harvard Business Review on Thriving in Emerging MarketsManaging for ResultsHarvard Business Review on Managing Supply ChainsThe End of Competitive AdvantageHarvard Business Review on Finding & Keeping the Best PeopleThe End of Competitive AdvantageThe Progress PrincipleStrategy That WorksConfidenceHarvard Business Review Guides Ultimate Boxed Set (16 Books)HumanocracyHarvard Business Review on Increasing Customer LoyaltyStall PointsHBR's 10 Must Reads on AI, Analytics, and the New Machine Age (with bonus article "Why Every Company Needs an Augmented Reality Strategy" by Michael E. Porter and James E. Heppelmann)The Challenger SaleWhy Business Models MatterSimple SabotageHBR's 10 Must Reads on Strategic Marketing (with featured article "Marketing Myopia," by Theodore Levitt)Leading ChangeThe End of Accounting and the Path Forward for Investors and ManagersYou FirstHarvard Business Review on Greening Your Business ProfitablyThe End of Corporate ImperialismHarvard Business Review on Rebuilding Your Business ModelWho Do You Want Your Customers to Become?The Effortless ExperienceThe Experience EconomyUnscaledStop Listening to the CustomerHarvard Business ReviewSuperconsumersReinventing GiantsThe Three-Box SolutionReturn on CharacterSeven Strategy QuestionsThe Founder's DilemmasHarvard Business Review on Winning NegotiationsThe Challenger Customer

### Cybersecurity

From the boardroom to the locker room to the living room—how winners become winners . . . and stay that way. Is success simply a matter of money and talent? Or is there another reason why some people and organizations always land on their feet, while others, equally talented, stumble again and again? There's a fundamental principle at work—the vital but previously unexamined factor called confidence—that permits unexpected people to achieve high levels of performance through routines that activate talent. Confidence explains:

- Why the University of Connecticut women's basketball team continues its winning ways even though recent teams lack the talent of their predecessors
- Why some companies are always positively perceived by employees, customers, Wall Street analysts, and the media while others are under a perpetual cloud
- How a company like Gillette or a team like the Chicago Cubs ends a losing streak and breaks out of a circle of doom
- The lessons a politician such as Nelson Mandela, who resisted the temptation to take revenge after being released from prison and assuming power, offers for leaders in both advanced democracies and trouble spots like the Middle East

From the simplest ball games to the most complicated business and political situations, the common element in winning is a basic truth about people: They rise to the occasion when leaders help them gain the confidence to do it. Confidence is the new theory and practice of success, explaining why success and failure are not mere episodes but self-perpetuating trajectories. Rosabeth Moss Kanter shows why organizations of all types may be brimming with talent but not be winners, and provides people in leadership positions with a practical program for either maintaining a winning streak or

turning around a downward spiral. Confidence is based on an extraordinary investigation of success and failure in companies such as Continental Airlines, Seagate, and Verizon and sports teams such as the University of North Carolina women's soccer team, New England Patriots, and Philadelphia Eagles, as well as schools, health care, and politics. Packed with brilliant, practical ideas such as "powerlessness corrupts" and the "timidity of mediocrity," Confidence provides fresh thinking for perpetuating winning streaks and ending losing streaks in all facets of life—from the factors that can make or break corporations and governments to the keys for successful relationships in the workplace or at home.

### **How Will You Measure Your Life? (Harvard Business Review Classics)**

Intelligent machines are revolutionizing business. Machine learning and data analytics are powering a wave of groundbreaking technologies. Is your company ready? If you read nothing else on how intelligent machines are revolutionizing business, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you understand how these technologies work together, how to adopt them, and why your strategy can't ignore them. In this book you'll learn how: Data science, driven by artificial intelligence and machine learning, is yielding unprecedented business insights Blockchain has the potential to restructure the economy Drones and driverless vehicles are becoming essential tools 3-D printing is making new business models possible Augmented reality is transforming retail and manufacturing Smart speakers are redefining the rules of marketing Humans and machines are working together to reach new levels of productivity This collection of articles includes "Artificial Intelligence for the Real World," by Thomas H. Davenport and Rajeev Ronanki; "Stitch Fix's CEO on Selling Personal Style to the Mass Market," by Katrina Lake; "Algorithms Need Managers, Too," by Michael Luca, Jon Kleinberg, and Sendhil Mullainathan; "Marketing in the Age of Alexa," by Niraj Dawar; "Why Every Organization Needs an Augmented Reality Strategy," by Michael E. Porter and James E. Heppelmann; "Drones Go to Work," by Chris Anderson; "The Truth About Blockchain," by Marco Iansiti and Karim R. Lakhani; "The 3-D Printing Playbook," by Richard A. D'Aveni; "Collaborative Intelligence: Humans and AI Are Joining Forces," by H. James Wilson and Paul R. Daugherty; "When Your Boss Wears Metal Pants," by Walter Frick; and "Managing Our Hub Economy," by Marco Iansiti and Karim R. Lakhani.

### **Harvard Business Review on Thriving in Emerging Markets**

Inspired by the Simple Sabotage Field Manual released by the Office of Strategic Services in 1944 to train European resistors, this is the essential handbook to help stamp out unintentional sabotage in any working group, from major corporations to volunteer PTA committees. In 1944, the Office of Strategic Services (OSS)—the predecessor of today's CIA—issued the Simple Sabotage Field Manual that detailed sabotage techniques designed to demoralize the enemy. One section focused on eight incredibly subtle—and devastatingly destructive—tactics for sabotaging the decision-making

processes of organizations. While the manual was written decades ago, these sabotage tactics thrive undetected in organizations today: Insist on doing everything through channels. Make speeches. Talk as frequently as possible and at great length. Refer all matters to committees. Bring up irrelevant issues as frequently as possible. Haggle over precise wordings of communications. Refer back to matters already decided upon and attempt to question the advisability of that decision. Advocate caution and urge fellow-conferees to avoid haste that might result in embarrassments or difficulties later on. Be worried about the propriety of any decision. Everyone has been faced with someone who has used these tactics, even when they have meant well. Filled with proven strategies and techniques, this brief, clever book outlines the counter-sabotage measures to detect and reduce the impact of these eight classic sabotage tactics to improve productivity, spur creativity, and engender better collegial relationships.

### **Managing for Results**

#### **Harvard Business Review on Managing Supply Chains**

Simons presents the seven key questions a manager and his team must continually ask. Drawing on decades of research into performance management systems and organization design, "Seven Strategy Questions" is a no-nonsense, must-read resource for all leaders in any organization.

### **The End of Competitive Advantage**

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.

### **Harvard Business Review on Finding & Keeping the Best People**

Rev. ed. of: The experience economy: work is theatre & every business a stage. 1999.

### **The End of Competitive Advantage**

Are you at risk of being trapped in an uncompetitive business? Chances are the strategies that worked well for you even a few years ago no longer deliver the results you need. Dramatic changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now. In short, strategy is stuck. Most leaders are using frameworks that were designed for a different era of business and based on a single dominant idea—that the purpose of strategy is to achieve a sustainable competitive advantage. Once the premise on which all strategies were built, this idea is increasingly irrelevant. Now, Columbia Business School professor and globally recognized strategy expert Rita Gunther McGrath argues that it’s time to go beyond the very concept of sustainable competitive advantage. Instead, organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted. She shows how to do this with a new set of practices based on the notion of transient competitive advantage. This book serves as a new playbook for strategy, one based on updated assumptions about how the world works, and shows how some of the world’s most successful companies use this method to compete and win today. Filled with compelling examples from “growth outlier” firms such as Fujifilm, Cognizant Technology Solutions, Infosys, Yahoo! Japan, and Atmos Energy, *The End of Competitive Advantage* is your guide to renewed success and profitable growth in an economy increasingly defined by transient advantage.

### **The Progress Principle**

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 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 Innovation 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 Teams

### **Strategy That Works**

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

### **Confidence**

What's the secret to sales success? If you're like most business leaders, you'd say it's fundamentally about relationships—and you'd be wrong. The best salespeople don't just build relationships with customers. They challenge them. The need to understand what top-performing reps are doing that their average performing colleagues are not drove Matthew Dixon, Brent Adamson, and their colleagues at Corporate Executive Board to investigate the skills, behaviors, knowledge, and attitudes that matter most for high performance. And what they discovered may be the biggest shock to conventional sales wisdom in decades. Based on an exhaustive study of thousands of sales reps across multiple industries and geographies, *The Challenger Sale* argues that classic relationship building is a losing approach, especially when it comes to selling complex, large-scale business-to-business solutions. The authors' study found that every sales rep in the world falls into one of five distinct profiles, and while all of these types of reps can deliver average sales performance, only one—the Challenger—delivers consistently high performance. Instead of bludgeoning customers with endless facts and features about their company and products, Challengers approach customers with unique insights about how they can save or make money. They tailor their sales message to the customer's specific needs and objectives. Rather than acquiescing to the customer's every demand or objection, they are assertive, pushing back when necessary and taking control of the sale. The things that make Challengers unique are replicable and teachable to the average sales rep. Once you understand how to identify the Challengers in your organization, you can model their approach and embed it throughout your sales force. The authors explain how almost any average-performing rep, once equipped with the right tools, can successfully reframe customers' expectations and deliver a distinctive purchase experience that drives higher levels of customer loyalty and, ultimately, greater growth.

## **Harvard Business Review Guides Ultimate Boxed Set (16 Books)**

Four years ago, the bestselling authors of *The Challenger Sale* overturned decades of conventional wisdom with a bold new approach to sales. Now their latest research reveals something even more surprising: Being a Challenger seller isn't enough. Your success or failure also depends on who you challenge. Picture your ideal customer: friendly, eager to meet, ready to coach you through the sale and champion your products and services across the organization. It turns out that's the last person you need. Most marketing and sales teams go after low-hanging fruit: buyers who are eager and have clearly articulated needs. That's simply human nature; it's much easier to build a relationship with someone who always makes time for you, engages with your content, and listens attentively. But according to brand-new CEB research--based on data from thousands of B2B marketers, sellers, and buyers around the world--the highest-performing teams focus their time on potential customers who are far more skeptical, far less interested in meeting, and ultimately agnostic as to who wins the deal. How could this be? The authors of *The Challenger Customer* reveal that high-performing B2B teams grasp something that their average-performing peers don't: Now that big, complex deals increasingly require consensus among a wide range of players across the organization, the limiting factor is rarely the salesperson's inability to get an individual stakeholder to agree to a solution. More often it's that the stakeholders inside the company can't even agree with one another about what the problem is. It turns out only a very specific type of customer stakeholder has the credibility, persuasive skill, and will to effectively challenge his or her colleagues to pursue anything more ambitious than the status quo. These customers get deals to the finish line far more often than friendlier stakeholders who seem so receptive at first. In other words, Challenger sellers do best when they target Challenger customers. *The Challenger Customer* unveils research-based tools that will help you distinguish the "Talkers" from the "Mobilizers" in any organization. It also provides a blueprint for finding them, engaging them with disruptive insight, and equipping them to effectively challenge their own organization.

## **Humanocracy**

Persuade others to do what you want--for their own reasons. If you need the best practices and ideas for making deals that work--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Seal or sweeten a bargain by uncovering the other side's motives - Conquer faulty assumptions to make the right deals - Forge deals only when they support your strategy - Set the stage for a healthy relationship long after the ink has dried - Make promises you can keep - Gain your adversaries' trust in high-stakes talks - Know when to walk away

## **Harvard Business Review on Increasing Customer Loyalty**

How to Innovate and Execute Leaders already know that innovation calls for a different set of activities, skills, methods, metrics, mind-sets, and leadership approaches. And it is well understood that creating a new business and optimizing an already existing one are two fundamentally different management challenges. The real problem for leaders is doing both, simultaneously. How do you meet the performance requirements of the existing business—one that is still thriving—while dramatically reinventing it? How do you envision a change in your current business model before a crisis forces you to abandon it? Innovation guru Vijay Govindarajan expands the leader's innovation tool kit with a simple and proven method for allocating the organization's energy, time, and resources—in balanced measure—across what he calls “the three boxes”:

- Box 1: The present—Manage the core business at peak profitability
- Box 2: The past—Abandon ideas, practices, and attitudes that could inhibit innovation
- Box 3: The future—Convert breakthrough ideas into new products and businesses

The three-box framework makes leading innovation easier because it gives leaders a simple vocabulary and set of tools for managing and measuring these different sets of behaviors and activities across all levels of the organization. Supported with rich company examples—GE, Mahindra & Mahindra, Hasbro, IBM, United Rentals, and Tata Consultancy Services—and testimonies of leaders who have successfully used this framework, this book solves once and for all the practical dilemma of how to align an organization on the critical but competing demands of innovation.

### **Stall Points**

Is your company's top talent jumping ship as good replacements become harder to get? If you need the best practices and ideas for winning the race for talent--but don't have time to find them--this book is for you. Here are 11 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you:

- Look for good people in all the right places
- Interview more effectively
- Make--and keep--compelling promises to candidates and employees
- Mitigate the risks of hiring stars from other companies
- Coach and mentor to shore up commitment
- Stretch promising employees' responsibilities
- Rotate high performers into a variety of teams
- Reverse the female brain drain

### **HBR's 10 Must Reads on AI, Analytics, and the New Machine Age (with bonus article "Why Every Company Needs an Augmented Reality Strategy" by Michael E. Porter and James E. Heppelmann)**

Often downplayed in the excitement of starting up a new business venture is one of the most important decisions entrepreneurs will face: should they go it alone, or bring in cofounders, hires, and investors to help build the business? More than just financial rewards are at stake. Friendships and relationships can suffer. Bad decisions at the inception of a promising venture lay the foundations for its eventual ruin. The Founder's Dilemmas is the first book to examine the early decisions by entrepreneurs that can make or break a startup and its team. Drawing on a decade of research, Noam

Wasserman reveals the common pitfalls founders face and how to avoid them. He looks at whether it is a good idea to cofound with friends or relatives, how and when to split the equity within the founding team, and how to recognize when a successful founder-CEO should exit or be fired. Wasserman explains how to anticipate, avoid, or recover from disastrous mistakes that can splinter a founding team, strip founders of control, and leave founders without a financial payoff for their hard work and innovative ideas. He highlights the need at each step to strike a careful balance between controlling the startup and attracting the best resources to grow it, and demonstrates why the easy short-term choice is often the most perilous in the long term. The Founder's Dilemmas draws on the inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, while mining quantitative data on almost ten thousand founders. People problems are the leading cause of failure in startups. This book offers solutions.

### **The Challenger Sale**

Hundreds of millions of people in China, India, Indonesia, and Brazil are eager to enter the marketplace. Yet multinational companies typically pitch their products to emerging markets' tiny segment of affluent buyers, and thus miss out on much larger markets further down the socioeconomic pyramid—which local rivals snap up. By applying the authors' recommendations, you can position yourself to compete innovatively in developing countries—and to unlock major new sources of revenue for your business. 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.

### **Why Business Models Matter**

Are you at risk of being trapped in an uncompetitive business? Chances are the strategies that worked well for you even a few years ago no longer deliver the results you need. Dramatic changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now. In short, strategy is stuck. Most leaders are using frameworks that were designed for a different era of business and based on a single dominant idea—that the purpose of strategy is to achieve a sustainable competitive advantage. Once the premise on which all strategies were built, this idea is increasingly irrelevant. Now, Columbia Business School professor and globally recognized strategy expert Rita Gunther McGrath argues that it's time to go beyond the very concept of sustainable competitive advantage. Instead, organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted. She shows how to do this with a new set of practices based on the notion of transient competitive advantage. This book serves as a new playbook for strategy, one based on updated assumptions about how the world

works, and shows how some of the world's most successful companies use this method to compete and win today. Filled with compelling examples from "growth outlier" firms such as Fujifilm, Cognizant Technology Solutions, Infosys, Yahoo! Japan, and Atmos Energy, *The End of Competitive Advantage* is your guide to renewed success and profitable growth in an economy increasingly defined by transient advantage.

### **Simple Sabotage**

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

### **HBR's 10 Must Reads on Strategic Marketing (with featured article "Marketing Myopia," by Theodore Levitt)**

*Managing for Results: Economic Tasks and Risk-taking Decisions* is a guidebook for those in management position. The book is comprised of 14 chapters that are organized into three parts. The first part talks about understanding the business; this part covers business realities, revenues, resources, and prospects. Part II discusses the opportunities and needs in economic dimensions of a business. Part III covers the key decision, business strategies, and building up economic performance. The book will be useful to managers, entrepreneurs, and individuals who are exposed to a decision-making situation that has an economic implication.

### **Leading Change**

Find and fix your weakest links. If you need the best practices and ideas for making your supply chain strong and agile--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Use your supply chain as a competitive weapon - Gain customers' trust by revealing where your products come from - Collaborate with other companies--even rivals--to achieve scale - Make smart decisions about where to manufacture - Pick the most profitable supply chain for your products - Align partners' interests

with your own - Revamp your supply chain to meet green goals

### **The End of Accounting and the Path Forward for Investors and Managers**

Describes how many companies erroneously believe that customer loyalty is won by dazzling them, but that research and surveys show that loyalty is based on delivering on basic promises and offers insights for companies to use to improve brand loyalty.

### **You First**

How do you keep your customers coming back - and get them to bring others? This collection of HBR articles helps you: turn angry customers into loyal advocates; get more people to recommend you; boost customer satisfaction by satisfying your employees; and, focus on profitable customers - whether they're loyal or not.

### **Harvard Business Review on Greening Your Business Profitably**

A compelling profile of an emerging Chinese competitor Chinese firms are reinventing their business models, their corporate cultures, and themselves, becoming global competitors who increasingly offer knowledge rather than cheap labour in their quest to join the ranks of the "world's best" companies. This book offers a compelling profile of the most ambitious of these emerging Chinese competitors, the Haier Corporation (the world's largest manufacturer of home appliances), and shares insights on how one organization has repeatedly reinvented its business model and corporate culture in an effort to sustain its success. Reinventing Giants provides an exclusive look within the Haier Corporation and shows how managerial accountability and responsibility have been repositioned at every level of the organization, with the core value of market-centricity, while aligning strategy on each level of management. It includes actual work reports that show this process in detail from the ground up. The authors emphasize how a belief in the liberation of employee talent has consistently been the driving force underlying Haier's success. Includes the remarkable story of Haier's turnaround and how these lessons can be applied to other organizations. Contains information for any company grappling with competition in the global marketplace. Shows how to liberate employees' talent to drive business success. Written by Bill Fischer, Professor of Innovation Management at IMD in Switzerland, Umberto Lago, Professor of Management at Bologna University, Italy, and Fang Liu, Research Associate of IMD. Reinventing Giants helps global managers rethink their own business models and accompanying corporate cultures in order to be able to apply Haier's lessons directly to their own organizations.

### **The End of Corporate Imperialism**

How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:

- Commit to what they do best instead of chasing multiple opportunities
- Build their own unique winning capabilities instead of copying others
- Put their culture to work instead of struggling to change it
- Invest where it matters instead of going lean across the board
- Shape the future instead of reacting to it

Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

### **Harvard Business Review on Rebuilding Your Business Model**

*Unscaled* identifies the forces that are reshaping the global economy and turning one of the fundamental laws of business and society--the economies of scale--on its head. An innovative trend combining technology with economics is unraveling behemoth industries--including corporations, banks, farms, media conglomerates, energy systems, governments, and schools--that have long dominated business and society. Size and scale have become a liability. A new generation of upstarts is using artificial intelligence to automate tasks that once required expensive investment, and "renting" technology platforms to build businesses for hyper-focused markets, enabling them to grow big without the bloat of giant organizations. In *Unscaled*, venture capitalist Hemant Taneja explains how the unscaled phenomenon allowed Warby Parker to cheaply and easily start a small company, build a better product, and become a global competitor in no time, upending entrenched eyewear giant Luxottica. It similarly enabled Stripe to take on established payment processors throughout the world, and Livongo to help diabetics control their disease while simultaneously cutting the cost of treatment. The unscaled economy is remaking massive, deeply rooted industries and opening up fantastic possibilities for entrepreneurs, imaginative companies, and resourceful individuals. It can be the model for solving some of the world's greatest problems, including climate change and soaring health-care costs, but will also unleash new challenges that today's leaders must address.

### **Who Do You Want Your Customers to Become?**

Revise your game plan--and profit from the change. If you need the best practices and ideas for creating business models that drive growth--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you:

- Reinvent your business profitably
- Set your model up for success

with a winning competitive strategy - Test and change your assumptions about customers - Spot trends that could transform your business - Exploit disruptive technologies - Give traditional offerings a shot in the arm - Produce game changers for your industry or market - Build a new business in an established organization

### **The Effortless Experience**

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 Experience Economy**

What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance.

### **Unscaled**

Beat local companies at their game. If you need the best practices and ideas for gaining market share in developing

economies--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Manage risk in unstable environments - Ward off political threats to your business - Customize your business model for emerging markets - Tailor your strategy to capitalize on countries' strengths - Gain ground on emerging giants - Compete in China's new high-tech market - Win the war for talent in developing economies - Serve the bottom of the pyramid profitably

### **Stop Listening to the Customer**

The customer is not always right. Far from it. What the customer wants is often at odds with what is best for the business or brand. Adam draws on his years of creative agency experience, the wisdom of other voices, as well as marketing science to outline the dangers of listening to the customer too much and reveals what you can do about it. This book will show you how to build a strong brand or business.

### **Harvard Business Review**

An innovative new valuation framework with truly useful economic indicators The End of Accounting and the Path Forward for Investors and Managers shows how the ubiquitous financial reports have become useless in capital market decisions and lays out an actionable alternative. Based on a comprehensive, large-sample empirical analysis, this book reports financial documents' continuous deterioration in relevance to investors' decisions. An enlightening discussion details the reasons why accounting is losing relevance in today's market, backed by numerous examples with real-world impact. Beyond simply identifying the problem, this report offers a solution—the Value Creation Report—and demonstrates its utility in key industries. New indicators focus on strategy and execution to identify and evaluate a company's true value-creating resources for a more up-to-date approach to critical investment decision-making. While entire industries have come to rely on financial reports for vital information, these documents are flawed and insufficient when it comes to the way investors and lenders work in the current economic climate. This book demonstrates an alternative, giving you a new framework for more informed decision making. Discover a new, comprehensive system of economic indicators Focus on strategic, value-creating resources in company valuation Learn how traditional financial documents are quickly losing their utility Find a path forward with actionable, up-to-date information Major corporate decisions, such as restructuring and M&A, are predicated on financial indicators of profitability and asset/liabilities values. These documents move mountains, so what happens if they're based on faulty indicators that fail to show the true value of the company? The End of Accounting and the Path Forward for Investors and Managers shows you the reality and offers a new blueprint for more accurate valuation.

### **Superconsumers**

Five common problems your team is susceptible to—and the one thing you can do to fix all of them There are so many ways a team can go wrong. Does your team make decisions so slowly that nothing ever gets done, or does it go too fast and miss critical issues that come back to bite you later? Does your team bicker endlessly or smile and nod while avoiding the tough issues? Too often, team dysfunction leads to abysmal productivity and zero innovation for your organization, as well as misery and wasted time for you. Most team members sit and wait, feeling trapped in a team that just isn't working. You First: Inspire Your Team to Grow Up, Get Along, and Get Stuff Done presents a radical new idea: you can change your team. Author Liane Davey shows how you, from any seat at the table, even without support from your colleagues or your team leader, can transform even a toxic team. It starts with living up to five responsibilities that will change the workings of even the most dysfunctional team. Addresses the five most common ways your team can become toxic Gives you a diagnostic to see if your team is at risk Doles out practical suggestions to deal with the crisis in the short-term Instructs you on how to disrupt the patterns that leave you in an endless cycle of dysfunction Replaces those patterns with positive interactions and even productive conflict Gives you the right words to say to change your team for the better—starting today Written by Liane Davey, PhD, a highly sought-after consultant and Principal of Knightsbridge Leadership Solutions and the Vice President of Global Solutions and Team Effectiveness Designed for front line employees, middle managers, executives, or anyone who works regularly in teams, You First will help you figure out how to make your team happier, healthier, and more productive.

### **Reinventing Giants**

Who do you want your customers to become? According to MIT innovation expert and thought leader Michael Schrage, if you aren't asking this question, your strategic marketing and innovation efforts will fail. In this latest HBR Single, Schrage provides a powerful new lens for getting more value out of innovation investment. He argues that asking customers to do something different doesn't go far enough—serious marketers and innovators must ask them to become something different instead. Even more, you must invest in their capabilities and competencies to help them become better customers. Schrage's primary insight is that innovation is an investment in your client, not just a transaction with them. To truly innovate today, designing new products or features or services won't get you there. Only by designing new customers—thinking of their future state, being the conduit to their evolution—will you transform your business. Schrage explains how the above question (what he calls "The Ask") will incite you and your team to imagine and design ideal customer outcomes as the way to drive your business's future. The Single is organized around six key insights and includes practical exercises to help you apply the question to your current situation. Schrage also includes examples from well-known companies—Google, Facebook, Disney, Starbucks, Apple, IKEA, Dyson, Ryanair, and others—to illustrate just what is possible when you apply "The Ask." Marketing executives, brand managers, strategic innovators, and entrepreneurs alike should understand how successful innovation rebrands the client and not the product. A requisite question for its time, Who

Do You Want Your Customers To Become will liberate you and your team from 'innovation myopia'—and turn your innovation efforts on their head. HBR Singles provide brief yet potent business ideas, in digital form, for today's thinking professional.

### **The Three-Box Solution**

In a world of unrelenting change and unprecedented challenges, we need organizations that are resilient and daring. Unfortunately, most organizations, overburdened by bureaucracy, are sluggish and timid. In the age of upheaval, top-down power structures and rule-choked management systems are a liability. They crush creativity and stifle initiative. As leaders, employees, investors, and citizens, we deserve better. We need organizations that are bold, entrepreneurial, and as nimble as change itself. Hence this book. In *Humanocracy*, Gary Hamel and Michele Zanini make a passionate, data-driven argument for excising bureaucracy and replacing it with something better. Drawing on more than a decade of research and packed with practical examples, *Humanocracy* lays out a detailed blueprint for creating organizations that are as inspired and ingenious as the human beings inside them. Critical building blocks include: Motivation: Rallying colleagues to the challenge of busting bureaucracy Models: Leveraging the experience of organizations that have profitably challenged the bureaucratic status quo Mindsets: Escaping the industrial age thinking that frustrates progress Mobilization: Activating a pro-change coalition to hack outmoded management systems and processes Migration: Embedding the principles of humanocracy—ownership, markets, meritocracy, community, openness, experimentation, and paradox—in your organization's DNA If you've finally run out of patience with bureaucratic bullshit . . . If you want to build an organization that can outrun change . . . If you're committed to giving every team member the chance to learn, grow, and contribute . . . . . then this book's for you. Whatever your role or title, *Humanocracy* will show you how to launch an unstoppable movement to equip and empower everyone in your organization to be their best and to do their best. The ultimate prize: an organization that's fit for the future and fit for human beings.

### **Return on Character**

Protect the earth and your bottom line. If you need the best practices and ideas for turning sustainability into competitive advantage--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Craft strategy to compete on green turf - Redesign your business model, products, and processes to achieve green goals - Parlay your efforts into lower costs and higher revenues - Capture more value from clean-tech investments - Launch sustainability programs with impact - Synchronize green initiatives by overhauling your supply chain - Engage constructively with environmental activist groups - Mitigate the risks of climate change

## Seven Strategy Questions

### The Founder's Dilemmas

No data is completely safe. Cyberattacks on companies and individuals are on the rise and growing not only in number but also in ferocity. And while you may think your company has taken all the precautionary steps to prevent an attack, no individual, company, or country is safe. Cybersecurity can no longer be left exclusively to IT specialists. Improving and increasing data security practices and identifying suspicious activity is everyone's responsibility, from the boardroom to the break room. *Cybersecurity: The Insights You Need* from Harvard Business Review brings you today's most essential thinking on cybersecurity, from outlining the challenges to exploring the solutions, and provides you with the critical information you need to prepare your company for the inevitable hack. The lessons in this book will help you get everyone in your organization on the same page when it comes to protecting your most valuable assets. 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.

### Harvard Business Review on Winning Negotiations

#### The Challenger Customer

Pork dorks. Craftsters. American Girl fans. Despite their different tastes, these eclectic diehards have a lot in common: they're obsessed about a specific brand, product, or category. They pursue their passions with fervor, and they're extremely knowledgeable about the things they love. They aren't average consumers—they're superconsumers. Although small in number, superconsumers can have an outsized impact on a company's bottom line. Representing 10% of total consumers, they can drive between 30% to 70% of sales, and they're usually willing to spend considerably more than the average consumer. And because they're so engaged and passionate, they can offer invaluable advice to managers looking to improve their products, change their business models, energize their cultures, and attract new customers. In *Superconsumers*, growth strategy expert Eddie Yoon lays out a simple but extremely effective framework that has helped

companies of all types and sizes achieve more sustainable growth: he'll show you how to find, listen to, and engage with your most passionate and profitable consumers, and then tailor your decisions to meet their wants and needs. Along the way, he'll let you into the minds and homes of superconsumers of all kinds, revealing what makes them tick and why they're willing to spend so much more than other consumers. Rich with data and case studies of companies that have implemented superconsumer strategies with great success, *Superconsumers* is a fun, practical, and inspiring guide for anyone interested in making their best customers even better.

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