HBR

DEPARTMENTS

November 2005

10 FROM THE EDITOR Can You Be Too Creative?

Companies can become overwhelmed by too much choice, too much inventory, too much hassle. To identify the point where the costs of complexity exceed the benefits of innovation, go back to the beginning and recreate events, one by one, until you see where profits take a dive.

18 FORETHOUGHT

Why passivity cuts off oxygen to corporate consciences...Hanging in there when quick CFO turnover is the norm... A plea for linear thought...Boost performance by having workers clean house...It may be smarter to work around a trade barrier than to fight it... How investors and directors weathered the storm at Shell...Cloak-and-dagger types are after your valuables...Centralize travel and transportation to reduce costs and stress...The benefits of executive blogging...The burgeoning market for remote patient monitoring and chronic disease care.

39 HBR CASE STUDY Riding the Celtic Tiger

Eileen Roche

An executive in Dublin has been offered a fantastic promotion at his company's headquarters—in California. Should he take the job and uproot his family? Or should he have faith that the Irish economy will stay strong?

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A Conversation with Mind/Body Researcher Herbert Benson

Stress can spur you to do your best or wear down the body and the mind. You can harness the power of stress to avoid its dangers and to propel you and your team to a new level of performance.











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135 TOOL KIT Scanning the Periphery

George S. Day and Paul J.H. Schoemaker

Major threats to a company's business often start as weak signals on the periphery of an industry. Use this new framework to sharpen your peripheral vision and to answer the question, "What don't we know that might matter?"

150 BEST PRACTICE Defensive Marketing: How a Strong Incumbent Can Protect Its Position

John H. Roberts

Facing deregulation, the Australian telephone company Telstra developed a marketing strategy that blunted the attack of a potentially powerful new rival – and proved that marketing isn't just a tool for growth.

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After-action reviews work because soldiers act immediately on lessons learned—which is impossible in business. Also, a tribute to former HBR editor Kenneth Andrews.

172 PANEL DISCUSSION Different Strokes

Don Moyer

Managers forget that some employees are motivated less by money than by the satisfaction of solving tough problems.

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