

“Success with artificial intelligence will depend as much on people as it does on technology.”

“THE SECRET TO SUCCESSFUL AI-DRIVEN PROCESS REDESIGN,” PAGE 45

# Contents

January–February  
2025

## 37 Spotlight

### AI and Organizational Transformation

## 38 How to Marry Process Management and AI

Make sure your people and your technology work well together.  
*Thomas H. Davenport  
and Thomas C. Redman*

## 45 The Secret to Successful AI-Driven Process Redesign

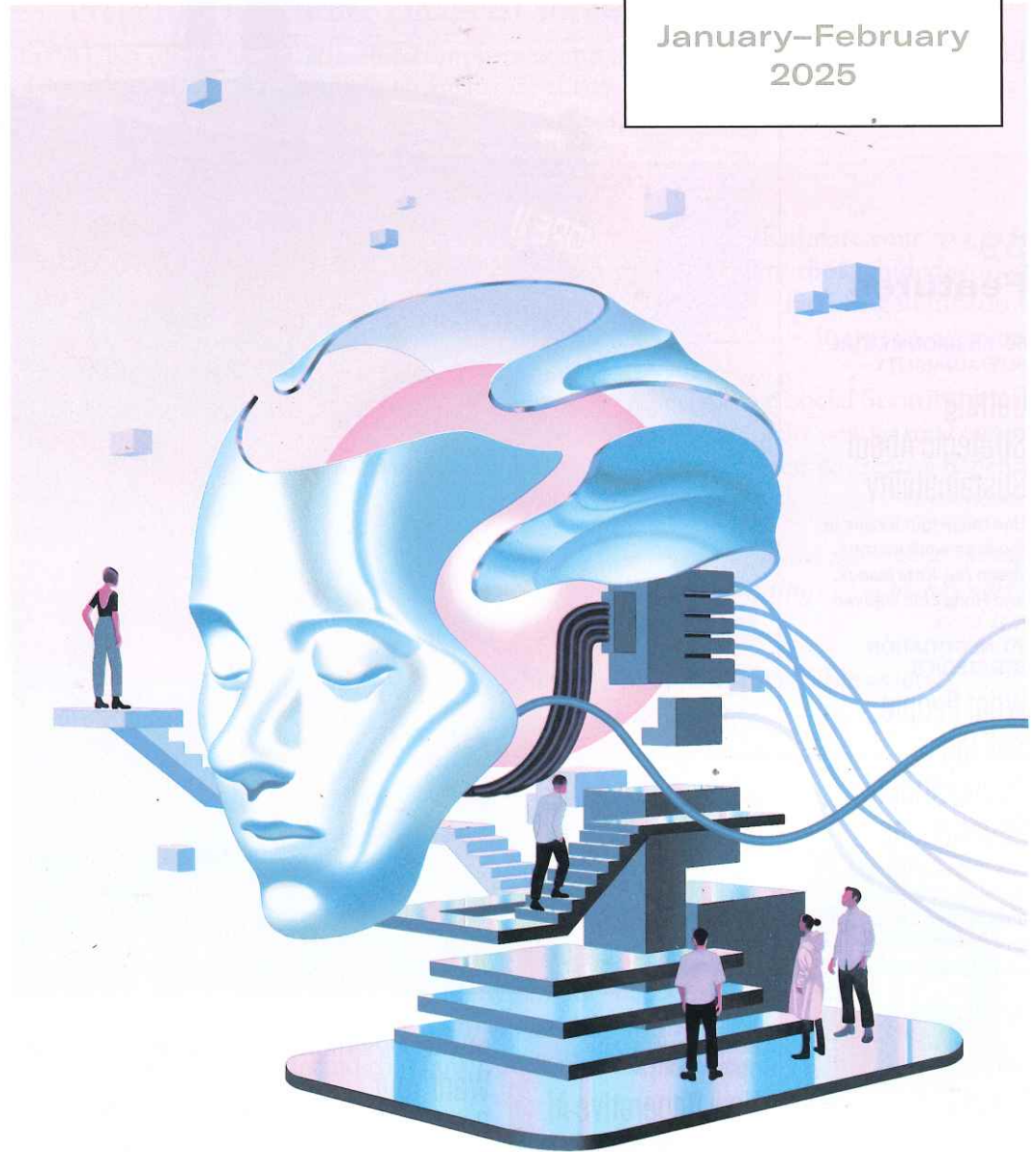
Strong leaders put business transformation in the hands of all employees.  
*H. James Wilson and  
Paul R. Daugherty*

## 52 Why People Resist Embracing AI

The five main obstacles—and how to overcome them  
*Julian De Freitas*

### COVER ART

Sasha Patkin using AI



59  
**Features**

60 ENVIRONMENTAL  
SUSTAINABILITY

Getting  
Strategic About  
Sustainability

Use these four lenses to  
focus on what matters.

*Jason Jay, Kate Isaacs,  
and Hong Linh Nguyen*

70 NEGOTIATION  
STRATEGIES

What People  
Still Get  
Wrong About  
Negotiations

They assume the size  
of the pie is fixed—and  
miss opportunities to  
create value.

*Max H. Bazerman*

78 LEADERSHIP

Leaders  
Shouldn't Try  
to Do It All

Many important tasks  
can be done by other  
people. Focus on what  
you can do a lot better  
than anyone else.

*A.G. Lafley and  
Roger L. Martin*



86 SUPPLY CHAIN  
MANAGEMENT

How Generative AI  
Improves Supply  
Chain Management

It can cut decision-making  
time from days to minutes  
and dramatically improve  
results.

*Ishai Menache et al.*

96 EXPERIMENTATION

Want Your  
Company to  
Get Better at  
Experimentation?

Learn fast by  
democratizing testing.

*Iavor Bojinov et al.*

104 ORGANIZATIONAL  
LEARNING

Three Ways to  
Lead Learning

Which one is best for  
your organization?

*Gianpiero Petriglieri*

114 BOARDS

How the Best  
Boards Engage  
with Management

In every case, consider  
the context before you act.

*Timothy J. Rowley and  
Laurence Capron*

**Our Commitment to Sustainability**

We're proud that the paper we use in our print magazine is certified under the Sustainable Forestry Initiative® program, meaning that it comes from responsibly managed sources and is a renewable resource.



**17  
Idea Watch**

New Research and Emerging Insights

**17 WORKFORCE DEVELOPMENT**

**Learning Emerging Skills Doesn't Always Pay Off**

Employees who focus on core skills perform far better. **PLUS** The benefits of corporate offsites, how to increase resilience in high-stress jobs, and more

**28 DEFEND YOUR RESEARCH**

**Just Because You Want to Lead Doesn't Mean You Should**

People overestimate their own abilities.

**31 HOW WE DID IT**

**The CEO of e.l.f. Beauty on Maintaining a Startup Culture While Scaling**

Alignment on mission and values, commitment to collaborative candor, and emphasis on employee share ownership has allowed the cosmetics company to thrive.

**Tarang Amin**

**124  
Experience**

Advice and Inspiration

**124 MANAGING YOURSELF**

**How Project Leaders Can Tame Unpredictability**

Use an agile method to deliver your product slice by slice.

**Anton Skorniyakov**

**128 CASE STUDY**

**The CEO Suffered a Breakdown. Now What?**

A board considers whether to replace or reinstate a company's leader.

**Jean-François Manzoni**

**134 SYNTHESIS**

**Will You Make Good on Your New Year's Resolution?**

Three new books offer strategies to help.

**Stefanie Fernández**

**140 LIFE'S WORK**

**Rick Steves**



**Departments**

**12 FROM THE EDITOR**

**13 CONTRIBUTORS**

**137 EXECUTIVE SUMMARIES**

**“Ambition, focus, and speed has been a part of e.l.f.’s culture since its founding.”**

**—TARANG AMIN, CEO OF E.L.F. BEAUTY**