58 Managing Differences: The Central Challenge of Global Strategy
Parke (Shin) Kim
To build competitive advantage, executives need to manage cultural differences that arise at the borders of industry. These frictions of strategy are at the disposal of any global player. Are there any solutions, or is the chasm too wide to cross?

72 Leading Clever People
Rob Kellner and Susan Jeffe
It's not quite as bad as hiring cows, but attracting and retaining the smart, high-expense people on whom your organization depends can be a challenge-especially because they don't like to be led. Approaching them as a low-expectation person rather than as a traditional leader will improve your odds of success.

80 Crisis at the Summit
George D. Parsons and Richard T. Pitts Jr.
Some supernatural force in the sublime rush of mastering a challenge. Once they're in the top of their game, however, the rush disappears, and a dangerous illusion can set in. If they don't recognize the likely warning signs, these talented performers may doom what should be a triumphant moment.

94 Competitive Advantage on a Warming Planet
Jonathan Lack and Fred Wellington
Whenever businesses in your company will increasingly feel the effects of climate change, firms that manage and mitigate their exposure to the associated risks will be seeking the opportunity for perpetual sustainable competitive advantage and a golden egg in a golden-consumed future.

104 What It Means to Work Here
Tamara J. Erickson and Lynda Gratton
You won't find—-and keep—-deeply engaged employees by adopting your usual talent-management practices. Potential seeks need to know everything about your company. By drawing "signature experiences" that reveal your firm's values and heritage, you can attract the people who are most likely to be productive for the long term.
Departments

12 COMPANY INDEX

14 FROM THE EDITOR

Making a Difference
This issue is packed with the discipline and moves that good leaders make. Success belongs to those who think creatively in the face of adversity, who exploit every puff in the sails, and who seize the chance for a long run downwind.

20 FORETHOUGHT

Strategic planning-as a war game...
A worldwide gauge of happiness...Keep customers-not just recipients--satisfied...But think home base...Unknown innovators can lower your R&D risk...How unknown brands can get consumers' attention...Favorable bets on China as the new global scientific power...A better way to cut back-office costs...Loose tolerance leads to lower steel prices.

37 HBR DIGEST

Good Money After Bad?
John W. Sage Jr.
Jack Brandson is a prime example of how companies can use small proprietary technology to beat big marketing expertise. But it takes more than a great strategy. It has to be coupled with a high-quality product. In this case, the product was a portable wooden camera.

45 DIFFERENT VOICE

The Ethical Mind
A Conversation with Psychologist Howard Gardner
Leaders have to be ethical. It's not just about making the right decisions and acting with integrity, but also about being aware of the ethical dilemmas. Here's how.

90 STRATEGIC HUMOR

115 TOOL KIT

Maximizing Your Return on People
Loikle Diakakis and Daniel McMurr
An interesting test can measure how effectively your company manages human capital and establishes culture with metrics, current organizational performance, and the new survey to find out how your company's friends. Are you maximizing your return on people?

125 FIRST PERSON

Realizing What You've Made Of
Steven E. Sanger
If you hit rock bottom, will you recover? Here's the story of an executive who did and learned volumes about resilience and leadership in the process.

136 LETTERS TO THE EDITOR

Readers caution against overemphasizing cultural differences within teams and other marketing employees and customers by quoting their own emails or overemphasizing them with technical language.

140 EXECUTIVE SUMMARIES

146 PANEL DISCUSSION

Who's Next?
Don Meyer
Why do 40% of new CEOs fail in their first 18 months? It may be because of how they are chosen.