# HBR APRIL 2008

## Departments

## 12 COMPANY INDEX

## 14 FROM THE EDITOR Magic by Design

For a company so famous, Google is very little known. We hear more about its cafeteria than about its management systems, as the popular press has focused mainly on the magic of the company's success and its rivalry with Microsoft. But in these pages we've kept an eye on the magician, not the magic, to show you how the trick is done.

#### 20 FORETHOUGHT

How to cope with the imminent explosion in international tourism. ...Managers overestimate their willingness to listen...Give promotions to leaders who effect change... The mom-and-pop channel can be a distribution classroom...Pump up your A players when they deflate...Losing good people has a silver lining...Support wikis in the workplace...Online ads drive off-line sales.

## 33 HBR CASE STUDY Open Source: Salvation or Suicide? Scott Wilson and Ajit Kambil

KMS makes a wildly popular electronicmusic game that transformed the modest music-software company into a thriving mass marketer. Now the game's fans and imitators are demanding that the company release its code to the open-source community, its resistance futile? With commentary by Jonathan Schwartz, Eric Levin, Gary Pisano, and Michael J. Bevilacqua.

## 47 DIFFERENT VOICE Creativity Step by Step

A Conversation with Choreographer Twyla Tharp

Creative genius is not a gift. It's the product of discipline, hardheaded practicality, willingness to fail – and perhaps a dash of tuthlessness.

## 53 2007 MCKINSEY AWARDS AND 2008 MCKINSEY JUDGES

### 92 STRATEGIC HUMOR

## 112 MANAGING YOURSELF Be a Better Leader, Have a Richer Life

Stewart D. Friedman

Executives can apply the leadership skills they use at work to other aspects of their lives – their families, their communities, and themselves – in ways that benefit all four domains. Through this systematic process, seemingly minor changes can lead to larger transformation.

## 121 FIRST PERSON Managing Hypergrowth

Alexander V. Izosimov

During a dramatic industry growth spurt, companies don't have much time to maximize their share of a new market, A CEG who did so gives some trenchant advise.

#### 129 LETTERS TO THE EDITOR

## 134 EXECUTIVE SUMMARIES

## 140 PANEL DISCUSSION Churn

Don Mover

The best way to keep your customers satisfied and loyal may be to establish a process for making amends when things go wrong.



