About the Spotlight Artist
This month’s featured artist is Felice Varini, a Swiss-born painter who eschews the traditional canvas for the three-dimensional urban landscape. Varini paints directly on existing architectural structures or natural landscapes, creating visually compelling geometric shapes that can be seen only from a single, specific vantage point. When you step away, the image turns into fractured swaths of color.

“The vantage point is a way to begin, to focus,” Varini has said. “But I’m really trying to discover things that we cannot normally see.” Varini lives in Paris.

53 Spotlight on Strategy in a Weak Recovery

54 Finding Your Strategy in the New Landscape The road ahead looks rocky, with weak global growth, overcapacity, high unemployment, financial volatility, costly capital, and more regulation and protectionism. To negotiate it, companies will need to shift—and maybe even reverse—their approach to global business. Pankaj Ghemawat

62 Roaring Out of Recession Though many companies never recover from a recession, a small percentage emerge stronger than ever. How do they break away from the pack? An analysis of 4,700 companies during three recent downturns reveals the answer. Ranjay Gulati, Nitin Nohria, and Franz Wohlgemuth

70 Are You Ready to Rebound? In the new world of irreducible uncertainty, companies need agility—the capability to consistently spot and execute on favorable openings before rivals do. Here are seven questions that will help you gauge your company’s fitness. Donald Sull
THE BIG IDEA

Funding Eureka!

To turbocharge progress, the world needs a capital system for inventions—one that would make it easier for inventors to get funding, for universities to turn scientific discoveries into marketable products, and for companies to buy and sell ideas. Nathan Myhrvold

Bold Retreat: A New Strategy for Old Technologies

When a new innovation threatens your business, the tendency is to fight it or transition to it. But a third option can offer great promise. Ron Adner and Daniel C. Snow

Harnessing Your Staff’s Informal Networks

Experts within companies often gather voluntarily to swap insights. With some structure and oversight, these communities can become powerful problem solvers. Richard McDermott and Douglas Archibald

Leadership Lessons from India

Over the past decade, a distinctive management style has helped India’s largest companies grow twice as fast as the country’s red-hot economy. Peter Cappelli, Harbir Singh, Jitendra V. Singh, and Michael Useem

How BMW Is Defusing the Demographic Time Bomb

Inexpensive changes on the factory floor—developed by frontline employees—are helping BMW maintain the productivity of an aging workforce. Christoph H. Loch, Fabian J. Sting, Nikolaus Bauer, and Helmut Mauermann

Giving Up the CEO Seat

A cofounder of Seventh Generation had guided his company through its infancy and adolescence. Then he suddenly realized it was time to go. Jeffrey Hollender