SPOTLIGHT ON HAPPINESS

78 The Economics of Well-Being Much of what we value in life cannot be captured by GDP. Economists and national leaders are increasingly turning to other metrics for measuring progress. Justin Fox

84 The Science Behind the Smile The author of the best-selling book Stumbling on Happiness discusses new research into what makes us happy (or miserable) on the job and beyond. It isn't what you'd think. An interview with Daniel Gilbert by Gardiner Morse

92 Creating Sustainable Performance Thriving employees consistently show up at work, make major contributions, and are in it for the long haul. Encouraging all employees to thrive requires concerted attention, not huge financial resources. Gretchen Spreitzer and Christine Porath

100 Positive Intelligence Increasing your happiness can improve your chances of success. Developing a few new daily habits and changing your attitude toward stress are good ways to get started. Shawn Achor

104 The History of Happiness Culture is the result of choices. Over the past 250 years, we’ve chosen the pursuit of happiness. Peter N. Stearns
HBR’s List of Audacious Ideas
For Solving the World’s Problems
50 Fix the global debt crisis 51 Reform executive pay 52 Save the ocean 53 Fund breakthrough start-ups 54 End hunger and obesity 55 Give the bottom of the pyramid power 56 Find a cheaper way to Mars 57 Reinvent customer relationships 58 Change how we die 60 Create a future for Afghanistan 62 Transform management reviews 64 Keep people out of prison

THE BIG IDEA
Runaway Capitalism
In nature, runaway effects drive species to extinction. They could be the death of capitalism, too. But a cure is coming from emerging economies.
Christopher Meyer and Julia Kirby

How the Growth Outliers Do It
What characteristics enable a company to grow revenues by at least 5% year after year? Rita Gunther McGrath

A New Approach to Funding Social Enterprises
Unbundling societal benefits and financial returns can open up vast sources of capital.
Antony Bugg-Levine, Bruce Kogut, and Nalin Kulatilaka

Why “Good Jobs” Are Good for Retailers
Some retailers—even in the lowest price segment—have found that they can invest in employees, keep prices low, and improve the bottom line. Zeynep Ton

Gilt Groupe’s CEO On Building a Team Of A Players
Why managing talent is a chief executive’s most important job. Kevin Ryan

When One Business Model Isn’t Enough
Operating more than one business model at a time may seem like a foolish strategy. But LAN Airlines manages three simultaneously—with remarkable success. Ramon Casadesus-Masanell and Jorge Tarziján

Nonprofit-sector innovator Dan Pallotta blogs at blogs.hbr.org/pallotta.

Why doesn’t every airline do what LAN does?
From the Editor

Interaction

25 Idea Watch

25 FIRST
Avoid the Traps That Can Destroy Family Businesses
An emerging set of best practices can help these companies thrive. PLUS The effects of inequality on growth, and what Wall Street's reaction to the naming of a CEO really says about that person's future performance.

32 DEFEND YOUR RESEARCH
Improving Your Spatial IQ Can Lift Your Social IQ
A new study reveals a connection between spatial perception and social intelligence.

34 VISION STATEMENT
Before They Were Stars
Early photos at tech start-ups

36 STRATEGIC HUMOR

COLUMNS
38 NITIN NOHRIA
Lessons for business from the medical profession
40 KEITH FERRAZZI
Candor and criticism improve teamwork.

Experience

139 MANAGING YOURSELF
Three Skills Every 21st-Century Manager Needs
How to thrive in the new multicultural, non-hierarchical, distraction-filled world of work. Andrew L. Molinsky; Thomas H. Davenport and Bala Iyer; and Cathy Davidson

145 CASE STUDY
Play it Safe at Home, or Take a Risk Abroad? A lease-to-own company considers whether it should focus on profitability or expand into global markets. Michael Chu

150 SYNTHESIS
Artificial intelligence and the future of the workplace

152 EXECUTIVE SUMMARIES

156 LIFE'S WORK
Kareem Abdul-Jabbar Why the basketball legend turned to writing and filmmaking