Contents

Spotlight on The Future of Knowledge Work

58 Redesigning Knowledge Work  How to free up prized experts so that they can spend more time on the tasks only they can perform  Martin Dewhurst, Bryan Hancock, and Diana Ellsworth

66 The Third Wave of Virtual Work  Community and shared space are curing a side effect of virtualization: worker isolation.  Tammy Johns and Lynda Gratton

74 Making Star Teams Out of Star Players  If you can manage the egos and provide the right incentives, putting a team of alpha players on a critical project can produce a huge payoff.  Michael Mankins, Alan Bird, and James Root

HBR.ORG
Welcome to the social era blogs.  hbr.org/ideacast
THE BIG IDEA
Smarter Information, Smarter Consumers
How a potent mix of modern technology and new government policy is about to transform disclosure—and with it the workings of many parts of the economy
Richard H. Thaler and Will Tucker

The Best-Performing CEOs in the World
One hundred chief executives who truly delivered the goods to shareholders over the long term Morten T. Hansen, Herminia Ibarra, and Urs Peyer
PLUS Amazon CEO Jeff Bezos is willing to be misunderstood

Negotiating with Emotion
Contrary to classic negotiation texts, skilled negotiators must be attuned to their own emotions and be able to relate affirmatively to those of their counterparts. Kimberly Leary, Julianna Pillem, and Michael Wheeler

Why IT Fumbles Analytics
Big data and analytics projects are like scientific research. The goal is not to implement a technology but to discover relationships and meaningful patterns in data. Donald A. Marchand and Joe Peppard

The Price of Incivility
Rudeness at work is rampant, and it can cost companies millions a year in lost employees, lost customers, and lost productivity. Managers can use several strategies to keep their own behavior and that of others in check. Christine Porath and Christine Pearson

39 HOW I DID IT
Burberry’s CEO On Turning an Aging British Icon into a Global Luxury Brand
Burberry’s historical core, the trench coat, dominates the company’s profitable new strategy. Angela Ahrendts

122 THE GLOBE
When the Crowd Fights Corruption
RosPi’s grassroots approach to battling corruption in Russia has implications for business leaders, especially those who head multinational companies. Paul M. Healy and Karthik Ramanna

HBR.ORG
How to master a skill blogs.hbr.org/best-practices

Alexey Navalny, cleaning up business
10 From the Editor

16 Interaction

21 Idea Watch

21 STRATEGY -
The Grass Isn’t Greener
Forget about shifting into a hot new industry—focus instead on winning in your own. PLUS: High rates of worker fatalities at “connected” Chinese companies, and rethinking marketing’s 4 P’s.

28 DEFEND YOUR RESEARCH
It’s Not Necessarily Best to Be First
New research shows that consumers gravitate toward choices in the middle of a list.

30 VISION STATEMENT
How People Really Use Mobile
Most of the time, they’re not on the go, and they’re using their smartphones to relax.

32 STRATEGIC HUMOR

COLUMNS
34 JOHN MACKEY
Helping people see that building a business can be good—even heroic

36 ROBERT B. ZOELLICK
An insider’s advice for the private sector executives joining Obama’s new team

131 Experience

131 MANAGING YOURSELF
Strategic Leadership: The Essential Skills
Six skills allow leaders to think strategically and navigate the unknown effectively. Learn how you measure up. Paul J.H. Schoemaker, Steve Krupp, and Samantha Howland

137 CASE STUDY
Will Our Partner Steal Our IP? A manufacturer of hybrid-car components signs its first major contract with an automaker—but the deal could put its proprietary technology at risk. Willy C. Shih and Jyun-Cheng Wang

142 SYNTHESIS
Protecting the American Dream Nitin Nohria

144 EXECUTIVE SUMMARIES

148 LIFE’S WORK
David McCullough The celebrated historian on leadership in our time