SPOTLIGHT ON INFLUENCE

54 Connect, Then Lead  Most of us try to demonstrate competence above all in the workplace, but research suggests that the way to influence—and to lead—is to begin with warmth. Amy J.C. Cuddy, Matthew Kohut, and John Neffinger

62 The Network Secrets of Great Change Agents  A study of change initiatives at the UK’s National Health Service reveals what helps some leaders succeed at transforming their workplaces. Julie Battilana and Tiziana Casciaro

70 How Experts Gain Influence  Four competencies can help functional experts and groups in any organization compete for top management’s limited time and attention. Anette Mikes, Matthew Hall, and Yuval Millo

76 The Uses (and Abuses) of Influence  Persuasion works by appealing to certain deeply rooted human responses, and leaders who understand those responses and play to them in authentic ways can significantly elevate the probability of success. Social scientist Robert Cialdini, interviewed by Sarah Cliffe
THE BIG IDEA

Building Sustainable Cities
Business is far better positioned than government to make and benefit from strategic investments in resource efficiency.
John D. Macomber

Six Ways to Sink a Growth Initiative
Senior executives need to treat organic growth as seriously as they do quarterly profits—and make that commitment clear to the organization.
Donald L. Laurie and J. Bruce Harrelld

How to Drive Value Your Way
New corporate giants—such as Google and Facebook—follow the example of carmakers in gaining and holding on to strategic control of their value chains. These firms don't compete in their sectors; they reshape them.
Michael G. Jacobides and John Paul MacDuffie

Your Brain at Work
Recent discoveries in neuroscience offer invaluable insights into the best ways to approach innovation, motivation, decision making, and other key management tasks.
Adam Waytz and Malia Mason

36 HOW I DID IT

The CEO of IMAX on How It Became a Hollywood Powerhouse
Taking IMAX from science-museum nature documentaries to mainstream blockbusters was a long, hard journey—but one with a giant payoff.
Richard Gelfond

113 THE GLOBE

Leadership Lessons from the Chilean Mine Rescue
Three years ago, when a cave-in trapped 33 miners deep underground, the rescue team had to innovate fast and execute rapidly to save them. Foaiza Rashid, Amy C. Edmondson, and Herman B. Leonard

Value migration doesn't have to be inevitable
From the Editor

Interaction

Idea Watch

19 ENTREPRENEURSHIP
Use Customer Cash to Finance Your Start-Up
Five models allow founders to focus on strategy instead of hustling for early investors.
PLUS The costs of racial "color blindness," and what happens to creativity when people share their self-designed product prototypes on social media

24 DEFEND YOUR RESEARCH
If You Want to Motivate Someone, Shut Up Already
A new study shows that strong, silent coaches are most effective.

26 VISION STATEMENT
How Pinterest Puts People in Stores
Finding an item online often leads consumers to buy it from a brick-and-mortar retailer. Five typical paths from pin to purchase

30 STRATEGIC HUMOR

COLUMNS
32 CARLY FIORINA
Why and how to close the gender gap in economic participation
34 GEORGE HALVORSON
The winning culture of Kaiser Permanente

"Every creative idea is from stillness" page 136

Experience

120 MANAGING YOURSELF
Keep Up with Your Quants
Statistics may not be in your blood, but analytics-based decision making is in your future. You can learn how to do it well.
Thomas H. Davenport

125 CASE STUDY
Learning to Play in the New "Share Economy" An auto rental company debates how fully to integrate its new car-sharing start-up. Susan Fournier, Giana M. Eckhardt, and Fleura Bardhi

130 SYNTHESIS
Business fables on the decline
Kevin Evers

132 EXECUTIVE SUMMARIES

136 LIFE'S WORK
Russell Simmons
The founder of Def Jam Recordings on the diversity of his businesses, mentoring musicians and executives, and making decisions on instinct