Contents

59 SPOTLIGHT ON LEADING THE FOCUSED ORGANIZATION

60 Blue Ocean Leadership Most organizations don’t come close to tapping the full energy and talent of their employees. Here’s what leaders can do to realize all that potential. W. Chan Kim and Renée Mauborgne

74 Your Scarcest Resource Why you should bring as much discipline to your time budget as you do to your capital budget Michael Mankins, Chris Brahm, and Gregory Caimi

82 Get Your Team to Do What It Says It’s Going to Do A simple but effective tool for closing the execution gap Heidi Grant Halvorson
THE BIG IDEA

Beware the Next Big Thing
It's easy to get swept up in the glamour of a new idea, but not every management innovation will produce rewards for your company. Here's how to find the real value behind the hype.
Julian Birkinshaw

How to Outsmart Activist Investors
Six ways to fend off—or benefit from—activist challenges Bill George and Jay W. Lorsch

Managing the "Invisibles"
Many of the best people in an organization don't seek the spotlight—they simply want to do excellent work. It's important to know what they crave and give it to them. David Zweig

From Purpose to Impact
Purpose-driven leadership is increasingly seen as the key to high performance and well-being, but all too often, executives don't have a clear understanding of their purpose, much less a plan for putting it into action. A new framework shows the way. Nick Craig and Scott Snook

45 HOW I DID IT
The CEO of TJX on How to Train First-Class Buyers
Grooming a new generation of buyers is a pressing task as the company pursues further global expansion. Carol Meyrowitz

113 THE GLOBE
Right Up the Middle: How Israeli Firms Go Global
Small companies can become global giants by seizing the opportunities that lie between what multinationals find attractive and what local players find feasible. Jonathan Friedrich, Amit Noam, and Elie Ofek