SPOTLIGHT: ARE INVESTORS BAD FOR BUSINESS?

60 The Capitalist's Dilemma Doing the right thing for our long-term prosperity is the wrong thing for most investors, according to the popular tools of finance. Clayton M. Christensen and Derek van Bever

70 The Price of Wall Street's Power The growing influence of the financial sector is distorting corporate decision making and government policy in ways that destabilize the economy. Gautam Mukunda

80 Managing Investors How IBM struck a balance between running the company for the long term and keeping shareholders happy Former IBM CEO Sam Palmisano, interviewed by Justin Fox
THE BIG IDEA

21st-Century Talent Spotting
Business is changing too rapidly to predict what competencies employees will need even a few years out. The question now is not what skills they have; it's whether they have the potential to learn new ones.
Claudio Fernández-Aráoz

Mastering the Intermediaries
Four strategies to help savvy suppliers reduce their dependence on powerful online platforms
Benjamin Edelman

Collective Genius
Smart leaders of innovation don't set a vision and motivate others to follow it; they create a community that is both willing and able to innovate. Linda A. Hill, Greg Brandeau, Emily Truelove, and Kent Lineback

Engaging Doctors in the Health Care Revolution
To bring resistant physicians on board, health care leaders need a new approach to motivation.
Thomas H. Lee and Toby Cosgrove

41 HOW I DID IT
The CEO of Zoetis on How He Prepared for the Top Job
Alaix embraced an aggressive two-year program of mentoring and communications training to ready himself for the company’s IPO. Juan Ramón Alaix

113 THE GLOBE
Unlocking the Wealth in Rural Markets
Lessons from companies that are successfully selling to India’s rural residents Mamta Kapur, Sanjay Dawar, and Vineet R. Ahuja
Departments June 2014

From the Editor
Interaction

Idea Watch

23 PRODUCTIVITY
Manage Your Team's Collective Time
Companies that make time management a group effort increase productivity as well as morale. PLUS Cross-border acquisitions can bring big gains at home, and how non-native speakers can crack their own glass ceiling

30 DEFEND YOUR RESEARCH
Being Early Beats Being Better
A new study examines the role that first-mover advantage plays in product adoption.

32 VISION STATEMENT
The Story of the First Charts, in Three Charts
They were invented by a Scottish engineer.

34 STRATEGIC HUMOR

COLUMNS
36 RAYMOND EDWIN MABUS JR.
To lead a large, complex organization, you must begin with a narrow focus.

38 EDWARD E. NUSBAUM
Business lessons from a hardware store

Experience

118 MANAGING YOURSELF
Women, Find Your Voice
Even otherwise dynamic female executives often struggle in meetings. Here's how they can make themselves heard. Kathryn Heath, Jill Flynn, and Mary Davis Holt

123 CASE STUDY
Career Choices When Life Is Short
Faced with a shattering diagnosis, a young man contemplates the paths he might take and what matters most to him. Joshua D. Margolis and Amy Gallo

134 SYNTHESIS
Has meritocracy been crushed by "supermanagers"? Tim Sullivan

137 EXECUTIVE SUMMARIES

140 LIFE'S WORK
Ruth Reichl The cook, critic, and fiction writer on her time as the editor of Gourmet

Time management is a group endeavor. page 23

"I can't not be who I am." page 140

Women can learn how to speak up in meetings. page 118

HBR.ORG

MANAGEMENT TIPS
Quick, practical advice delivered daily to your in-box. hbr.org/management-tips

THE SOUND OF...
What to do when an e-mail you send is met with silence. hbr.org/video/silence