Contents

SPOTLIGHT ON MANAGING ACROSS BORDERS

58 Contextual Intelligence Best practices simply don’t travel well across borders. Global businesses must learn how to adapt. 
Tarun Khanna

70 What’s Your Language Strategy? Companies that hope to penetrate multiple markets and coordinate work among them must factor language skills into the hiring, training, assessment, and promotion of talent. Tsedal Neeley and Robert Steven Kaplan

77 Voices from the Front Lines Executives from Michelin, Telefónica, Hitachi, and Honeywell share their experiences managing global organizations.
THE BIG IDEA

Profits Without Prosperity
Executives are using massive stock buybacks to manipulate share prices and boost their own pay—at great cost to innovation and employment.
William Lazonick

Digital-Physical Mashups
Companies need to catch up with their customers—by fusing brick-and-mortar operations with online ones.
Darrell K. Rigby

The Danger from Within
The most common cybersecurity safeguards are designed to fend off outsiders. But what about people who exploit legitimate access to your systems? David M. Upton and Sadie Creese

41 HOW I DID IT

The CEO of Williams-Sonoma on Blending Instinct with Analysis
Analytics creates a more relevant, personalized experience for the company’s 57 million customers. Laura Alber

103 THE GLOBE

A Chinese Approach to Management
The entrepreneurs that prevail in China’s turbulent market are masters of improvisation, flexibility, and speed. Thomas Hout and David Michael

America’s preeminent home retailer uses data to make smarter decisions.