The Surprising Economics of a "People Business"
Felix Burbacher and Rainer Strick

When people are your most important resource, relying on capital-oriented management practices can be dangerously bad for business.

Competent Jerks, Lovable Fools, and the Formation of Social Networks
Tiziana Casciato and Miguel Sousa Lobo

Which colleague would people in your organization be quickest to work with—the competent one who's a pain to be around or the delightful one who doesn't know much? The answer may surprise you. The implications may surprise you even more.

The Coming Commoditization of Processes
Thomas W. Davenport

Despite the much-ballyhooed increase in outsourcing, most companies are in do-it-yourself mode for the bulk of their processes. That's changing. A broad set of forces standards will help make it easy to determine whether you can improve a business capability by outsourcing it—and with close handrails will stave commoditization on a massive scale.

Developing First-Level Leaders
Andreas Priestland and Robert Hanig

BP's 10,000 or so frontline supervisors—the backbone of the business—were feeling neglected and disconnected from the organization; they said so in employee surveys. The oil and energy giant reached out to these managers and created a training program to foster their commitment.

Every Employee an Owner. Really
Corby Robins, John Cotie, and Marlin Travadus

Give companies stock to a broad base of employees, and chances are they'll reward you by making up for performance. But create a true culture of ownership, and they'll work like—well, like owners.

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FROM THE EDITOR

As CEO, you have an array of management levers at your disposal—return on assets, EVA, and the like. But not all of them will help you drive your company forward. The trick is knowing which ones matter and which don't given the economics of your particular business.

FORESIGHT

The eurocycle myth is dangerously seductive. To frame performance integration so smoothly, outsource the details... Can the ad jungle be reimagined for a new age?... There's a tight way so to key shareholder votes...The menu, when informed, makes better decisions than the individual... A new approach to evaluating venture corporation's interactions with customers... Marketers depend too much on their sight when they interview job candidates... Corporate social responsibility doesn't play... Marketers don't need better measuring tools... They need better strategies... Workplace initiatives encourage motivation and productivity... Getting cleaner energy from coal.

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Managing Risk in an Unstable World

Tariq Khan, Xiuping C. Pang, and Zayen Sinha

Emerging markets can present a challenge, but instability makes them attractive. Political risk ranging from corrupt lead to disaffected youth are tough to quantify, so globalizing companies need a sophisticated framework to help them assess the threats.

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Your Alliances Are Too Stable

David firms and James Tansfield

Companies routinely fail to correct their vital performance problems, so address in the risk as soon as a defunct successful alliances. Their partnerships are too rigid and, as a result, underperform, which how to change that.

147 LETTERS TO THE EDITOR

Six Sigma and other process systems were not designed for mindless practices—just the make it easy for managers to substitute routine for thinking.

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Im perfect Storms

Don Noyes

There are no bad ideas in brainstorming, but any idea can get big and in practical last if it's not reined in.