Growing Talent as If Your Business Depended on It

Jeffrey M. Cohn, Rakesh Khurana, and Laura Reeves

With lurid visions of missed earnings targets, fatal accounting blunders, and departing CEOs dancing in their heads, boards often pay little attention to an equally disturbing picture: the lack of quality leadership coming up through their organizations. Find out how some smart companies are developing their talent and building their bench strength.

The Office of Strategy Management

Robert S. Kaplan and David P. Norton

Your employees can help implement your strategy only if they understand it. Chances are, they don’t. Here’s a blueprint for setting up a small corporate unit that will make sure your strategy is well communicated—and well executed.

The Passive-Aggressive Organization

Gary L. Nelson, Bruce A. Pasternack, and Karen E. Van Noy

Decisions are routinely criticized, often ignored, and even reversed. Is it any wonder that, faced with some new directive, employees smile but refuse to budge? There is a way of getting companies with this problem moving again—but it’s a drastic one.

Information Technology and the Board of Directors

Richard Nolat and T. Warren McFarlan

Most boards remain largely in the dark when it comes to IT spending and strategy, despite the fact that corporate information assets can account for more than 50% of capital spending. That’s got to change, especially for companies whose very survival depends on state-of-the-art technologies.

The Hard Side of Change Management

Harold L. Sirkin, Perry Reefnan, and Alan Jackson

Many change management experts are obsessed with “soft” factors, such as culture and leadership. These factors are important, say these management consultants, but they alone won’t bring about change. The hard elements—like project duration and staffing requirements—must also be given due consideration.

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