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### 62 Strategy and Your Stronger Hand

Geoffrey A. Moore

There are two dominant business models in the world. Knowing what they are—and which one your company follows—will guide you toward the right strategic moves.

### 74 Marketing Malpractice: The Cause and the Cure

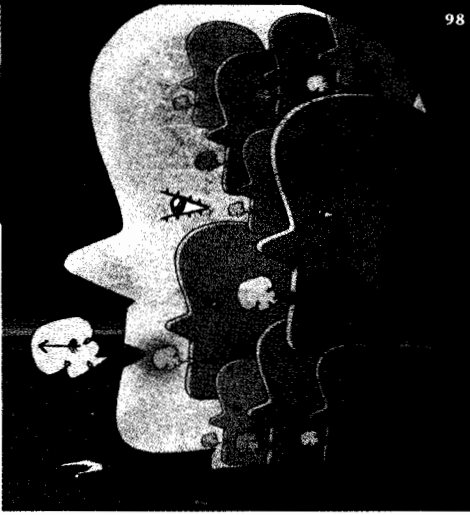
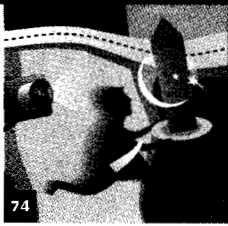
Clayton M. Christensen, Scott Cook, and Taddy Hall

Markets are simple when you look at them from the point of view of your customers. They have a job to do. You have a product or service. Does it do the job they need to get done?

### 86 Managing Authenticity: The Paradox of Great Leadership

Rob Goffee and Gareth Jones

No senior executive can become authentic by looking into a mirror and saying, "I am authentic." Authenticity is largely defined by what other people see in you and, as such, can to a great extent be controlled by you. Here's how to manage it and make yourself more effective as a leader.



### 98 Regional Strategies for Global Leadership

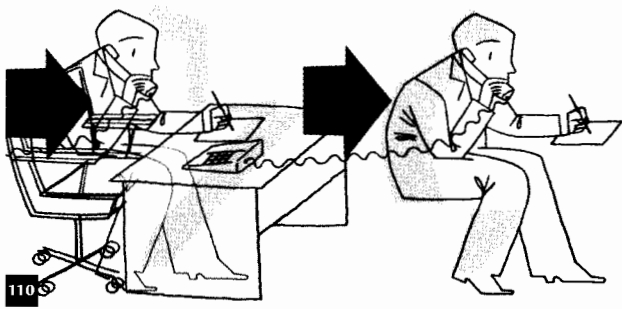
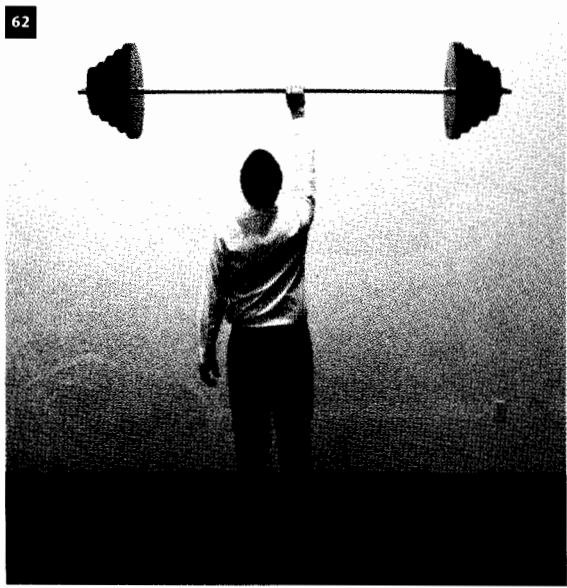
Pankaj Ghemawat

Successful border-crossing companies often apply a regionally oriented strategy in addition to—or even instead of—a global one. Five approaches can help global companies create value in a highly regionalized world.

### 110 "A Players" or "A Positions"? The Strategic Logic of Workforce Management

Mark A. Huselid, Richard W. Beatty, and Brian E. Becker

What good is an "A player" in a bit part? Rather than focus on the players, you should identify the critical jobs, then invest heavily in those positions and make sure the right people star in the most important roles.



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### 12 FROM THE EDITOR On the One Hand

The awkwardness a person feels when trying to use his weaker hand has found its way into our language: The words "adroit" and "gauche" come from the French for "right" and "left." It's similar with companies and the way they do business.

### 18 FORETHOUGHT

Do monopolies *really* stifle innovation?... The damage incompetent managers can do...Be selective when extending premium brands to other product categories...An ounce of prevention is worth tons of savings in health care costs...Is there a shortage of emotional intelligence in the C-suite?... Good writers can improve product development processes...Video games' influence on and in the workplace...The four cultural tensions facing Chinese executives... Porsche insources student expertise... Even stable, low-turnover businesses are vulnerable to social-capital leaks.

### 39 HBR CASE STUDY Just in Time for the Holidays

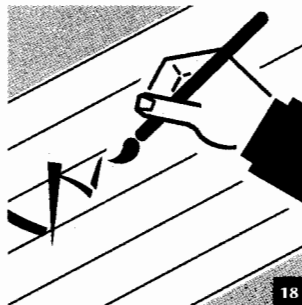
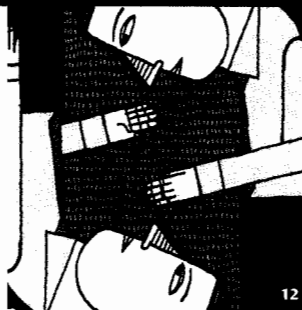
Eric McNulty

It's the busiest time of year for North Pole Workshops, and production is in high gear. But an unexpected surge in demand for one toy may leave children around the world disappointed on Christmas morning, whether they've been naughty or nice.

### 53 MANAGING YOURSELF How to Build Your Network

Brian Uzzi and Shannon Dunlap

Is your network as strong as you think? Maybe not, if you cultivated most of the connections yourself. Learn how to diversify your contacts and really expand your reach.



### 96 STRATEGIC HUMOR

### 122 BEST PRACTICE Up to Code: Does Your Company's Conduct Meet World-Class Standards?

Lynn Paine, Rohit Deshpandé, Joshua D. Margolis, and Kim Eric Bettcher

Codes of conduct have long been a feature of corporate life—but what should they say? New research sheds light on a growing global consensus.

### 135 TOOL KIT Getting Offshoring Right

Ravi Aron and Jitendra V. Singh

Only half the organizations that shift processes offshore generate the expected financial benefits. It's not that offshoring can't work; it's that companies aren't systematic enough in their efforts. A methodology for choosing which processes to send out—and where—can help.

### 145 LETTERS TO THE EDITOR

In the global era, companies can expand within one line of business across borders more easily than across lines of business within one country.

### 156 PANEL DISCUSSION Don't Fence It In

Don Moyer

Shielding your cherished products and business ideas from your competitors may thwart your attempts to innovate.

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HBR now includes an index of authors' affiliations and organizations mentioned in articles.

### 150 EXECUTIVE SUMMARIES