

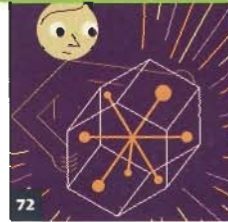


February 2006

72 The Why, What, and How of Management Innovation

Gary Hamel

Are you a management innovator? How can you become one? And why does it matter? Gary Hamel offers answers to these questions and gives leaders tools for creating management innovations that provide greater competitive advantage than product or process innovations.



88 The Great Intimidators

Roderick M. Kramer

These leaders are rough, loud, and in your face. They trample on people's feelings and set impossible standards. So what's the draw? Deep insight into human motivation and organizational behavior—and an ability to lead change when there's tremendous resistance or inertia.



98 Defeating Feature Fatigue

Roland T. Rust, Debora Viana Thompson, and Rebecca W. Hamilton

Consumers know that products loaded with features can be frustrating to use. But in the store, they choose the models with the most bells and whistles. What should manufacturers do?



110 The Seasoned Executive's Decision-Making Style

Kenneth R. Brousseau, Michael J. Driver, Gary Hourihan, and Rikard Larsson

Top executives approach decision making in a way that is nearly opposite that of first-level supervisors, new research shows. Failing to develop new decision skills or clinging to old habits as you progress in your career spells trouble.

122 Rediscovering Market Segmentation

Daniel Yankelovich and David Meer

Market segmentation was meant to be one of the most powerful weapons in a company's strategic arsenal. Wrested from the clutches of advertising and psychographics, it still can be. Here's how.



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14 **FROM THE EDITOR**
Where Ideas Come From

Is the world merely in motion? Is human nature immutable? Are companies' fortunes mainly a matter of market forces? Every issue of HBR argues otherwise: That the world is changing in fundamental ways. That human nature can be changed. And that better management makes a difference.

21 **HBR CASE STUDY**

The Nice Guy

Russ Edelman and Tim Hiltabiddle

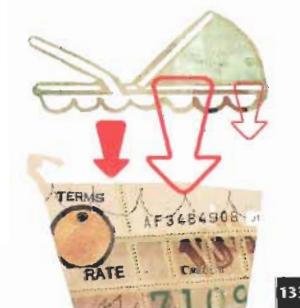
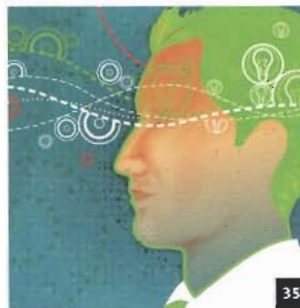
Paul is the most understanding boss in the world, so it's no surprise that he's a joy to work for. But does that sit well with his own boss? Will it prevent him from rising to CEO?

35 **THE HBR LIST**
Breakthrough Ideas for 2006

What's the one skill leaders can't do without? What's the best strategy for sourcing in China? How will body area networks change the way you live? This year's annual survey of important business ideas explores these questions and more.

68 **THE HBR READING LIST**

HBR looks at 18 books due out this year. They include Michael C. Jensen and Kevin J. Murphy's *CEO Pay and What to Do About It*, which proposes tying executive compensation to long-term value, and AnnaLee Saxenian's *The New Argonauts*, an examination of the "brain circulation" between high-tech talent émigrés and their home nations.



108 **STRATEGIC HUMOR**

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Where Babies Come From: Supply and Demand in an Infant Marketplace

Debora L. Spar

Assisted reproduction might not seem to have much in common with DVD players. But just as high-tech gadgets migrated to the mass market, the fertility trade could be headed toward greater accessibility and lower cost in the United States—but only if society can agree on a few ethical principles and basic rules.

144 **What Executives Should Remember**

Classic Advice from Peter F. Drucker

Here are select passages from the management maestro who taught us all to think broadly and deeply.

155 **LETTERS TO THE EDITOR**

Effective IT governance requires thoughtful design of highly creative strategies for wielding a company's unique data assets.

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Take a Giant Step

Don Moyer

You can cover lots of ground with a series of small steps. But will you go anywhere worthwhile?