



FEATURES

May 2006

70 **Second in Command: The Misunderstood Role of the Chief Operating Officer**

Nathan Bennett and Stephen A. Miles

What does a COO do? The short answer is, it depends. New research sheds light on this most mysterious of executives, at once so critical and so situational.



80 **Creating New Growth Platforms**

Donald L. Laurie, Yves L. Doz, and Claude P. Sheer

For most companies, meeting markets' expectations of growth and delivering growth through new product development or acquisition are different things entirely. By creating new growth platforms, top managers can identify strategic opportunities to close the gap.



92 **Are Leaders Portable?**

Boris Groysberg, Andrew N. McLean, and Nitin Nohria

Stock prices spike when a company announces a new CEO from a big talent generator like GE. But how do these executives perform over the long term? Not always as well as you might think.

104 **Mapping Your Innovation Strategy**

Scott D. Anthony, Matt Eyring, and Lib Gibson

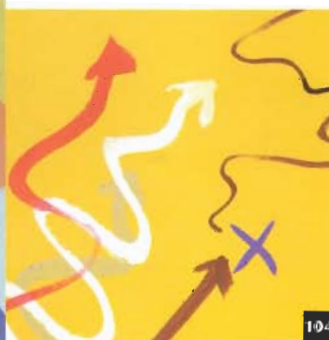
Creating innovative growth businesses seems like an unpredictable game, plagued by trade-offs in speed, quality, and investment. By recognizing the pattern of successful disruptive innovations and assessing projects against that pattern, companies can write their own playbooks for growth and throw rivals off balance.

114 **The Five Messages Leaders Must Manage**

John Hamm

Clear communication is a leader's best tool for inspiring the company to create a better future for itself. Learn how to ask such questions as, "What vague notion can I clarify or debunk today?"

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14 **FROM THE EDITOR**

The Health of Business and the Business of Health

No one yet knows if the H5N1 strain of avian flu will become the instrument of a global pandemic. But two things are certain: If it's not, some other pathogen will be. And if it is, no responsible business leader should be caught unaware.

20 **FORETHOUGHT**

Preparing for a Pandemic

If the avian flu becomes a human pandemic, we will see once again how socially and economically disruptive a virus can be. Here are steps that the world—and companies in particular—should take to prepare.

43 **HBR CASE STUDY**

Big Shoes to Fill

Michael Beer

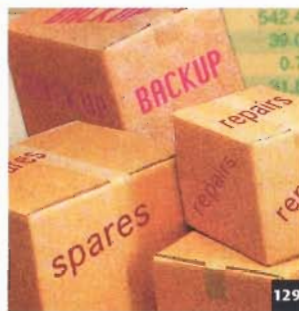
Jack Donally, CEO of surgical implants manufacturer Innostat, was a colossal figure who commanded a lot of respect, if not affection. Just before he died, the board appointed outsider Stephanie Fortas to head the struggling company, which at one time was the market leader. Should Stephanie now go for a total reorganization or follow in Jack's footsteps?

58 **BIG PICTURE**

Why Innovation in Health Care Is So Hard

Regina E. Herzlinger

Before launching the product that promises to revolutionize your industry and make a hefty profit, learn how to identify the barriers and forces that affect innovation so you can turn them to your advantage.



102 **STRATEGIC HUMOR**

129 **TOOL KIT**

Winning in the Aftermarket

Morris A. Cohen, Narendra Agrawal, and Vipul Agrawal

Most companies squander the aftermarket's potential, viewing after-sales services as a necessary evil. Here's how to make the most of those spare parts and service calls—and triumph in the aftermarket.

141 **BEST PRACTICE**

Change Management in Government

Frank Ostroff

Leaders of government agencies face obstacles to change that are largely unknown within the private sector. But the best of those organizations have improved performance by applying goals and methods first proven there.

149 **LETTERS TO THE EDITOR**

Some tough-minded bosses relish the chaos they create. Is it misguided to call these leaders' intimidating behavior a form of intelligence worth cultivating?

154 **EXECUTIVE SUMMARIES**

160 **PANEL DISCUSSION**

Follow the Leader

Don Moyer

Because anxiety about the path ahead is one of the most powerful work-related universals, people value leaders who provide a clear picture of the future.