

“The right strategy for many firms may be saying no to faster growth—even if the opportunities are tempting.”

“HOW FAST SHOULD YOUR COMPANY REALLY GROW?,” PAGE 38

# Contents

March–April 2024

## 37 Spotlight

Why Consistent Growth Is So Challenging

## 38 How Fast Should Your Company Really Grow?

Why leaders should take a strategic perspective  
Gary P. Pisano

## 46 Create a System to Grow Consistently

Five elements can move you beyond episodic success.  
Paul Blase and Paul Leinwand

## 53 How to Succeed in an Era of Volatility

Invest in prediction, adaptability, and resilience.  
Dunigan O’Keeffe, Karen Harris, and Austin Kimson

COVER ILLUSTRATION  
Nishant Choksi



59  
Features

60 AI & MACHINE  
LEARNING

Bring Human  
Values to AI

Speed and efficiency used to be the priority. Now issues such as safety and privacy matter too.  
*Jacob Abernethy et al.*

70 CAREER  
TRANSITIONS

Redesigning  
Retirement

It's time for a new deal between employers and older workers.  
*Ken Dychtwald, Robert Morison, and Katy Terveer*

80 ENVIRONMENTAL  
SUSTAINABILITY

How to Market  
Sustainable  
Products

Three paths to success  
*Frédéric Dalsace and Goutam Challagalla*

88 INNOVATION

Nurturing  
Innovation

A great idea isn't enough. Leaders must create an environment that allows teams to collaborate successfully over time.  
*Anne-Laure Fayard et al.*



98 AI & MACHINE  
LEARNING

Heavy Machinery  
Meets AI

Combining digital and analog machines will upend industrial companies.  
*Vijay Govindarajan and Venkat Venkatraman*

108 MANAGEMENT  
COMMUNICATION

How Companies  
Should Weigh in  
on a Controversy

A better approach to stakeholder management  
*David M. Bersoff, Sandra J. Sucher, and Peter Tufano*

120 HEALTH CARE &  
TREATMENT

Retailers and  
Health Systems  
Can Improve Care  
Together

They should coordinate their complementary services.  
*Robert S. Huckman, Vivian S. Lee, and Bradley R. Staats*

128 SUPPLY CHAIN  
MANAGEMENT

How Machine  
Learning Will  
Transform Supply  
Chain Management

It does a better job of using data and forecasts to make decisions.  
*Narendra Agrawal et al.*

**Our Commitment to Sustainability**

We're proud that the paper we use in our print magazine is certified under the Sustainable Forestry Initiative® program, meaning that it comes from responsibly managed sources and is a renewable resource.



**17  
Idea Watch**

New Research and  
Emerging Insights

**17 AI & MACHINE  
LEARNING**

**Don't Let Gen AI  
Limit Your Team's  
Creativity**

Treat it as a partner in a  
structured conversation.

PLUS Why firms need  
leaders of all ages,  
bragging that doesn't  
backfire, and more

**28 DEFEND YOUR  
RESEARCH**

**For Start-Ups  
Seeking Talent,  
a Lofty Purpose  
Can Backfire**

People fear it will limit  
career opportunities  
and financial gain.

**31 HOW WE DID IT**

**The Chair of  
Honeywell on  
Bringing an  
Industrial Business  
into the Digital Age**

The company's digital  
transformation enabled it  
to navigate the challenges  
of recent years.

*Darius Adamczyk*

**139  
Experience**

Advice and  
Inspiration

**139 MANAGING  
YOURSELF**

**Negotiate  
Like a Pro**

Tips from a crisis veteran  
*Scott Walker*

**144 CASE STUDY**

**Navigating  
Labor Unrest**

A factory manager  
considers whether to  
accept or resist union  
demands.

*Jorge Tamayo*

**150 SYNTHESIS**

**Does Capitalism  
Need Reform—  
or Revolution?**

New books come down on  
both sides of the debate.

*Scott LaPierre*

**156 LIFE'S WORK**

**Renée Fleming**



**Departments**

**10 FROM THE EDITOR**

**12 CONTRIBUTORS**

**152 EXECUTIVE SUMMARIES**

**“I don't have stage fright  
anymore. But it's always  
in the back of my mind as  
a possibility.”**

—RENÉE FLEMING