

HBR.ORG MARCH-APRIL 2018

Harvard Business Review

46 SPOTLIGHT

HR Goes Agile
Peter Cappelli and Anna Tavis

72 MARKETING

The B2B Elements
of Value
Eric Almquist, Jamie Cleghorn,
and Lori Sherer

96 GOVERNANCE

How to Be a Good
Board Chair
Stanislav Shekshnia

140 MANAGING YOURSELF

Thriving in the
Gig Economy
Gianpiero Petriglieri, Susan Ashford,
and Amy Wrzesniewski



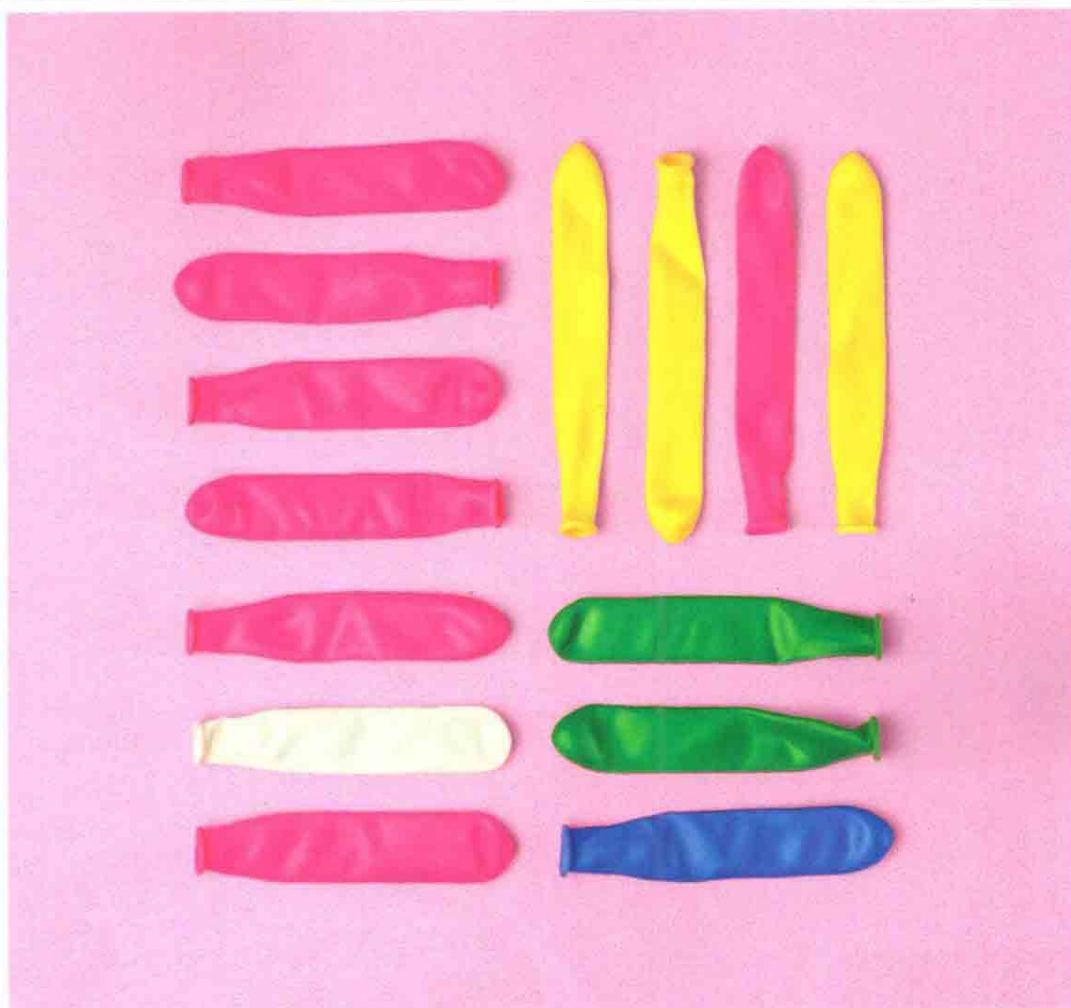
DOUBLE
ISSUE



BETTER BRAINSTORMING

Why questions matter
more than answers

PAGE 64



SPOTLIGHT
THE NEW RULES
OF TALENT
MANAGEMENT

45

46 **HUMAN RESOURCES**

HR GOES AGILE

Agile isn't just for tech anymore.
Peter Cappelli and Anna Tavis

54 **LEADERSHIP**

**CO-CREATING THE EMPLOYEE
EXPERIENCE**

A conversation with Diane Gherson,
IBM's head of HR
Lisa Burrell

59 **MANAGING PEOPLE**

ONE BANK'S AGILE TEAM EXPERIMENT

How ING revamped its retail operation
*Dominic Barton, Dennis Carey,
and Ram Charan*

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MARCH-APRIL 2018



FEATURES

MANAGING PEOPLE
Better Brainstorming
 Focus on questions, not answers, for breakthrough insights.
Hal Gregersen

64

MARKETING
The B2B Elements of Value
 How to measure—and deliver—what business customers want
Eric Almquist, Jamie Cleghorn, and Lori Sherer

72

THE HBR INTERVIEW
“Businesses Exist to Deliver Value to Society”
 A conversation with Merck CEO Kenneth Frazier
Adi Ignatius

82

FINANCE
Are Buybacks Really Shortchanging Investment?
 What the argument against stock repurchases gets wrong
Jesse M. Fried and Charles C.Y. Wang

88

GOVERNANCE
How to Be a Good Board Chair
 The key is to remember you’re not the CEO.
Stanislav Shekshnia

96

ECONOMY
Is Lack of Competition Strangling the U.S. Economy?
 The troubling effect of industry consolidation and other forces on productivity, wages, and income inequality
David Wessel

106

RISK MANAGEMENT
Why Compliance Programs Fail
 And how to fix them
Hui Chen and Eugene Soltes

116

LEADERSHIP
Beating the Odds
 Leadership lessons from senior African-American women
Laura Morgan Roberts, Anthony Mayo, Robin Ely, and David Thomas

126

DIVERSITY
Diversity and Authenticity
 Minorities hesitate to share information about themselves at work. That’s a problem for everyone.
Katherine W. Phillips, Tracy L. Dumas, and Nancy P. Rothbard

132

MARCH-APRIL 2018

IDEA WATCH

New Thinking and Research in Progress

22 **MANAGING ORGANIZATIONS**
Why You Should Rotate Office Seating Assignments

Sometimes seating plans really matter. PLUS A roundup of the latest management research and ideas

34 **DEFEND YOUR RESEARCH**
Cold Showers Lead to Fewer Sick Days

Dousing yourself with freezing water may boost your physical resilience, a new Dutch study shows.

HOW I DID IT

AEI's President on Measuring the Impact of Ideas

Sales and shareholder returns—common for-profit metrics—can't measure a think tank's effect on society. Arthur C. Brooks

37



EXPERIENCE

Managing Your Professional Growth

140 **MANAGING YOURSELF**
Thriving in the Gig Economy

How successful freelancers manage the uncertainty Gianpiero Petriglieri, Susan Ashford, and Amy Wrzesniewski

145 **CASE STUDY**
Prune the Brand Portfolio?

After a big merger, a global hotel company must decide whether to keep or absorb its acquired chains. Chekitan S. Dev

150 **SYNTHESIS**
Our Brains on Drugs

What we do and don't know about psychoactive substances JM Olejarz

LIFE'S WORK

JANE FONDA

156



DEPARTMENTS

- 12 From the Editor
- 14 Contributors
- 18 Interaction
- 152 Executive Summaries

INTERACTION



THE LEADER'S GUIDE TO CORPORATE CULTURE

HBR ARTICLE BY **BORIS GROYSBERG, JEREMIAH LEE, JESSE PRICE, AND J. YO-JUD CHENG**, JANUARY-FEBRUARY 2018

Executives are often confounded by culture, because much of it is anchored in unspoken behaviors, mindsets, and social patterns. Many leaders either let culture go unmanaged or relegate it to HR, where it becomes a secondary concern for the business. This is a mistake, because properly managed, culture can help them achieve change and build organizations that will thrive in even the most trying times.

This article describes four levers for evolving a culture. Here are a few observations about each one. *Articulate the aspiration:* Be strategic about who is articulating the aspiration. Public articulation of a culture change by someone other than key leaders significantly dilutes the message, delaying acceptance and readiness for execution by management and employees. While an expert initiative leader or program manager may have deeper knowledge or even keener insight about the needed change, having anyone other than the top executive introduce and endorse the aspiration creates a slow start. *Select and develop leaders who align with the target culture:* It is important to begin this

critical step as quickly as possible. Removing managers and executives who are clearly not supportive of the change is the most visible and authentic indicator to employees that the company is serious. *Use organizational conversations about culture to underscore the importance of change:* To this lever, I would add that managers should include the culture change as a regular agenda item for recurring meetings to support faster integration of the change into everyday thoughts and behaviors of managers, supervisors, and their teams. *Reinforce the desired change through organizational design:* Overrelying on training,

“Removing managers and executives who are clearly not supportive of the change is the most visible and authentic indicator to employees that the company is serious.”

— DOT PROUX

program changes, and processes without the other three levers can reduce the speed of change, create tension, and frustrate the people accountable for day-to-day process efficiency and effectiveness.

Dot Proux, retired partner, Ernst & Young, and executive coach

Is it meaningful to integrate all eight culture characteristics in a system of only two dimensions? Take, for example, the characteristic “caring”: Is there really a gap between “caring” and “authority” (a characteristic of paternalistic enterprise cultures)? Are “caring” and “enjoyment” mutually exclusive? A second question: Is it helpful to describe an enterprise by only one of the eight attributes (Tesla = learning, Disney = caring)? My last point:

There is no link between these eight characteristics and concepts of man. I am deeply persuaded that those companies based on the deepest human strivings (creating meaning in life and being appreciated as individuals) are able to unleash performance in the best and most enduring way.

Heinrich Anker, lecturer, Bern University of Applied Sciences

Many consider doing business across different cultures to be risky and avoid it. They favor homogeneous management and working teams, and are noninclusive of people from culturally different backgrounds. My 20 years of business experience in Asia taught me something different. A multicultural team can easily outperform homogeneous teams if the working conditions are set right and the team is managed well. **Wilfried Schrupp**, principal, shubo - cross cultural business GmbH

THE NEW CEO ACTIVISTS

HBR ARTICLE BY **AARON K. CHATTERJI AND MICHAEL W. TOFFEL**, JANUARY-FEBRUARY 2018

Though corporations have been lobbying the government and making campaign donations for a long time, in recent years a dramatic new trend has emerged in U.S. politics: CEOs are taking very public stands on thorny political issues that have nothing to do with their firms' bottom lines. Business leaders like Tim Cook of Apple, Howard Schultz of Starbucks, and Marc Benioff of Salesforce—among many others—are passionately advocating for a range of causes, including LGBTQ rights, immigration, the environment, and racial equality. Not only are CEOs speaking out, but they're



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Q: How often do you feel hopeful about your future at work?



SOURCE "TAKE THIS QUIZ TO FIGURE OUT HOW TO BE HAPPIER AT WORK," BY ANNIE MCKEE

flexing their firms' economic muscles by threatening to move business activities out of states that pass controversial laws.

The authors missed an important point: the indirect impact on employees when business leaders become socially or politically vocal. To fit in—if not to keep their jobs—must employees overtly express the opinions and values of their leaders? What recourse is there if they don't share those values?

Tad Travis, research director, Gartner

In my opinion, politics and business are increasingly intertwined. Business leaders cannot live in a political or economic vacuum. And given the rage-fueled polarization and "otherizing" that defines the current political landscape, it is difficult to be political without being partisan. Impartiality is a fallacy. Kirsten Osolind, partner, RE:INVENTION

information now available to us. Augmented reality, a set of technologies that superimposes digital data and images on physical objects and environments, is closing this gap. By putting information directly into the context in which we'll apply it, AR increases our ability to absorb and act on it.

"To fit in—if not to keep their jobs—must employees overtly express the opinions and values of their leaders? What recourse is there if they don't share those values?"
— TAD TRAVIS

I agree that augmented reality is already playing a notable role in the B2B industry. However, for B2C we are still waiting for a mature tracking and visualizing technology that is both robust and minimal in appearance. Once attractive AR tech becomes available to consumers, this new product category could rival—and even dethrone—the smartphone. Businesses should utilize design thinking and value proposition methods to figure out which customer needs could be met with AR.

Michael Rocktaeschel, expert manager, Diconium

It looks like AR is not only making life easier and more productive but is also changing people's values. If this tendency continues, it is very likely that we are going to have social problems because of fading skills and poor education. AR could end up posing more problems than solutions in the near future.

Saul Esparza, doctoral student, Universidad Michoacana de San Nicolas de Hidalgo

Although certainly ominous, this article suggests some positive outcomes. Many very capable people are currently hindered by difficulty learning from 2-D images and words, and are confined to low-paying roles as a result. AR could help them break through that barrier. I see positive potential in many fields—for example, those in which standards for quality and safety are becoming more rigorous. In the future, AR could help people leapfrog the challenges of literacy, language, or inability to translate 2-D information to the real world. AR could also vastly increase the potential labor pool that organizations can draw from. This is a personal observation; I am not speaking on behalf of SGS.

John Douglas Britton, business and process improvement, SGS NZ

The mobile augmented reality market is expected to be worth nearly \$80 billion by 2022, at a CAGR of 69.85% between 2016 and 2022. Mobile augmented reality is one of the emerging technologies to view virtual information and content in a real-world environment using handheld devices.

Pooja Patange, corporate communicator, MarketsandMarkets



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BY KRISTI HEDGES

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BY RASMUS HOUGAARD AND JACQUELINE CARTER

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BY MATT PLUMMER

Emailing While You're on Vacation Is a Quick Way to Ruin Company Culture
BY KATIE DENIS

Why We Should Be Disagreeing More at Work
BY AMY GALLO

WHY EVERY ORGANIZATION NEEDS AN AUGMENTED REALITY STRATEGY

HBR ARTICLE BY MICHAEL E. PORTER AND JAMES E. HEPPELMANN, NOVEMBER-DECEMBER 2017

While the physical world is three-dimensional, most data is trapped on two-dimensional pages and screens. This gulf between the real and digital worlds prevents us from fully exploiting the volumes of

Idea Watch

MARCH-APRIL 2018

WHY YOU SHOULD ROTATE OFFICE SEATING ASSIGNMENTS 22

New research shows that in some circumstances, periodic office reshufflings not only increase collaboration but also boost the bottom line. *Plus* How the Great Recession changed banking, CEO succession in family businesses, and more

DEFEND YOUR RESEARCH 34

Cold Showers Lead to Fewer Sick Days

HOW I DID IT 37

AEI's President on Measuring the Impact of Ideas



Don't get too attached to your workstation.
page 22