

Harvard Business Review

37 THE BEST-PERFORMING CEOs IN THE WORLD, 2018

82 REINVENTING CUSTOMER SERVICE Matthew Dixon

128 HOW TO CULTIVATE EVERYDAY COURAGE James R. Detert



November-December 2018
HBR.ORG

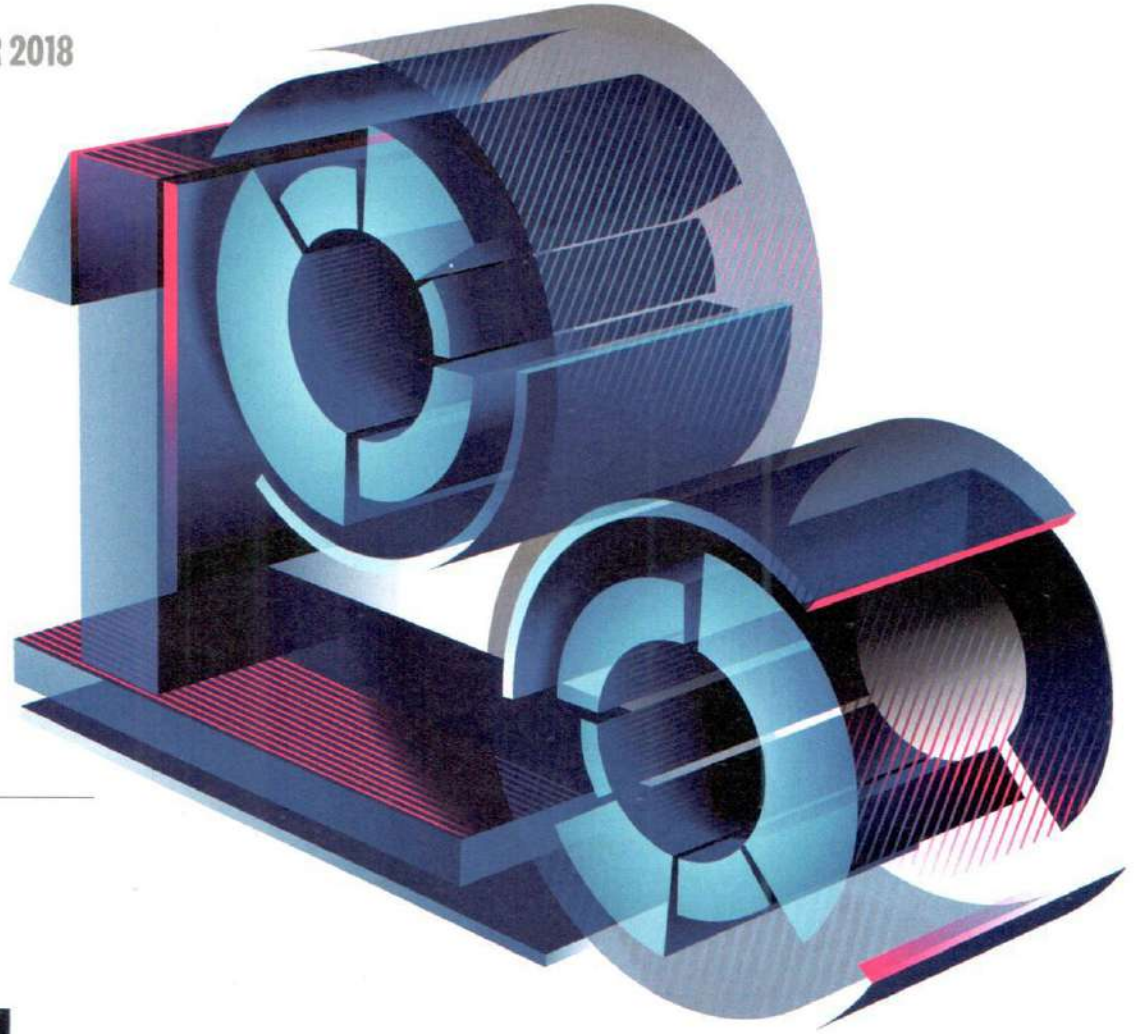
A photograph of a grey filing cabinet with several drawers open. Numerous red dynamite sticks with black bands and green wires are protruding from the drawers. A lit sparkler is visible in the bottom right corner of the image. The background is a solid teal color.

The End of BUREAUCRACY

How to Free Your Company to Innovate
50

Harvard Business Review

NOVEMBER-DECEMBER 2018



SPOTLIGHT
THE CEO 100,
2018 EDITION

37

38 LEADERSHIP

THE BEST-PERFORMING CEOS IN THE WORLD

The latest edition of HBR's
annual list

CONNECT WITH HBR

JOIN US ON SOCIAL MEDIA

WWW.HBR.ORG

TWITTER @HarvardBiz

FACEBOOK HBR, Harvard Business Review

LINKEDIN Harvard Business Review

INSTAGRAM harvard_business_review

CONTACT HBR

PHONE 800.988.0886

EMAIL customerservice@hbr.org

editors@hbr.org

designers@hbr.org

publishers@hbr.org





FEATURES

MANAGING ORGANIZATIONS

The End of Bureaucracy

The Chinese giant Haier has been on a growth tear ever since it ditched hierarchy and rules for a radical new management structure.

Gary Hamel and Michele Zanini

50

LEADERSHIP

Unite Your Senior Team

A practical road map for achieving leadership alignment

Bernard C. Kümmmerli, Scott D. Anthony, and Markus Messerer

60

ANALYTICS

Better People Analytics

Measure who they know, not just who they are.

Paul Leonardi and Noshir Contractor

70

OPERATIONS

Reinventing Customer Service

How T-Mobile achieved record levels of quality and productivity

Matthew Dixon

82

SALES

How to Sell New Products

Focus on learning, not performance.

Thomas Steenburgh and Michael Ahearne

92

INNOVATION

Bring Your Breakthrough Ideas to Life

How the most successful innovators do it

Cyril Bouquet, Jean-Louis Barsoux, and Michael Wade

102

INTERNATIONAL BUSINESS

Africa: A Crucible for Creativity

Lessons from the continent's breakout businesses

Acha Leke and Saf Yeboah-Amankwah

116

MANAGING YOURSELF

Cultivating Everyday Courage

The right way to speak truth to power

James R. Detert

128

IDEA WATCH

New Thinking,
Research in Progress

16 OPERATIONS

Making Process Improvements Stick

Early excitement usually leads to backsliding.

PLUS A roundup of the latest management research and ideas

30 DEFEND YOUR RESEARCH

A Tattoo Won't Hurt Your Job Prospects

Body art no longer has any stigma in the labor market, new research suggests.

HOW I DID IT

Cobra's Chairman on Turning an Indian Beer into a Global Brand

The key to retaining entrepreneurial spirit
Karan Bilimoria

32



EXPERIENCE

Managing Your
Professional Growth

138 MANAGING YOURSELF

How to Keep Working When You're Just Not Feeling It

Four strategies for motivating yourself
Ayelet Fishbach

143 CASE STUDY

Can You Fix a Toxic Culture Without Firing People?

A CFO wonders how to turn around a struggling division.
Francesca Gino

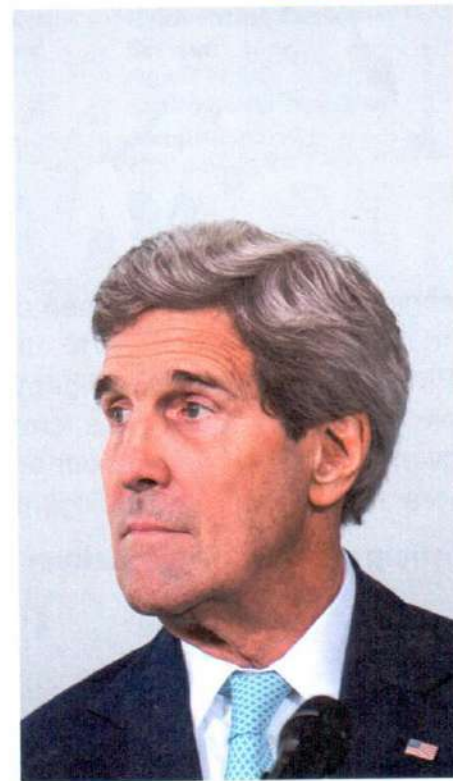
148 SYNTHESIS

Predicting the Future

What's really preventing leaders from taking the long view?
Ania G. Wieckowski

LIFE'S WORK JOHN KERRY

156



DEPARTMENTS

- 8 From the Editor
- 10 Contributors
- 14 Interaction
- 150 Executive Summaries