

Harvard Business Review On Breakthrough Leadership

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Explore essential strategies for breakthrough leadership, directly from Harvard Business Review. This comprehensive guide provides insights into cultivating innovative mindsets, driving significant organizational change, and empowering teams to achieve unprecedented success. Discover how top leaders transform challenges into opportunities for groundbreaking achievements.

All textbooks are formatted for easy reading and can be used for both personal and institutional purposes.

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Harvard Business Review on Breakthrough Leadership

The Harvard Business Review Paperback Series is designed to bring today's managers and professionals the fundamental information they need to stay competitive in a fast-moving world. From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, here are the leading minds and landmark ideas that have established the Harvard Business Review as required reading for ambitious businesspeople in organizations around the globe. This collection features an all-new roundtable discussion with a unique "closing essay" on followership. The collection also builds on the special leadership issue of Harvard Business Review.

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Breakthrough Leadership

Widely acknowledged as the world's foremost authority on leadership, John Kotter has devoted his remarkable career to studying organizations and those who run them, and his bestselling books and essays have guided and inspired leaders at all levels. Here, in this collection of his acclaimed Harvard Business Review articles, is an astute assessment of the real work of leaders, as only John Kotter can offer. To complement the HBR articles, Kotter also contributes a new piece, a thoughtful reflection on the themes that have developed throughout his work. Convinced that most organizations today lack the

leadership they need, Kotter's mission is to help us better understand what leaders--real leaders--do. True leadership, he reminds us, is an elusive quality, and too often we confuse management duties and personal style with leadership, or even mistake unworthy leaders for the real thing. Yet without leadership, organizations move too slowly, stagnate, and lose their way. With John Kotter on What Leaders Really Do, readers will learn how to become more effective leaders as they explore pressing issues such as power, influence, dependence, and strategies for change.

John P. Kotter on What Leaders Really Do

Stay on top of your leadership game. Leadership isn't something you're born with or gifted as a reward for an abundance of charisma; true leadership stems from core skills that can be learned. Get more of the leadership ideas you want, from the authors you trust, with HBR's 10 Must Reads on Leadership (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you maximize your own and your organization's performance. With insights from leading experts including Michael D. Watkins, Herminia Ibarra, and Michael E. Porter, this book will inspire you to:

- Identify areas for personal growth
- Build trust with and among your employees
- Develop a more dynamic and sophisticated communication style
- Try out different leadership styles and behaviors to find the right approach for you--and your organization
- Transform yourself from a problem solver to an agenda setter
- Harness the power of connections
- Become an adaptive and strategic leader

This collection of articles includes "Leadership Is a Conversation," by Boris Groysberg and Michael Slind; "How Managers Become Leaders: The Seven Seismic Shifts of Perspective and Responsibility," by Michael D. Watkins; "Strategic Leadership: The Essential Skills," by Paul J.H. Schoemaker, Steve Krupp, and Samantha Howland; "The Authenticity Paradox," by Herminia Ibarra; "'Both/And' Leadership," by Wendy K. Smith, Marianne W. Lewis, and Michael L. Tushman; "Are You a Collaborative Leader?" by Herminia Ibarra and Morten T. Hansen; "Cross-Silo Leadership," by Tiziana Casciaro, Amy C. Edmondson, and Sujin Jang; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; "The Best Leaders Are Great Teachers," by Sydney Finkelstein; "Nimble Leadership," by Deborah Ancona, Elaine Backman, and Kate Isaacs; and "The Focused Leader," by Daniel Goleman.

HBR's 10 Must Reads on Leadership, Vol. 2 (with bonus article The Focused Leader By Daniel Goleman)

A leader's singular job is to get results. But even with all the leadership training programs and "expert" advice available, effective leadership still eludes many people and organizations. One reason, says Daniel Goleman, is that such experts offer advice based on inference, experience, and instinct, not on quantitative data. Now, drawing on research of more than 3,000 executives, Goleman explores which precise leadership behaviors yield positive results. He outlines six distinct leadership styles, each one springing from different components of emotional intelligence. Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance. Coercive leaders demand immediate compliance. Authoritative leaders mobilize people toward a vision. Affiliative leaders create emotional bonds and harmony. Democratic leaders build consensus through participation. Pacesetter leaders expect excellence and self-direction. And coaching leaders develop people for the future. The research indicates that leaders who get the best results don't rely on just one leadership style; they use most of the styles in any given week. Goleman details the types of business situations each style is best suited for, and he explains how leaders who lack one or more of these styles can expand their repertoires. He maintains that with practice leaders can switch among leadership styles to produce powerful results, thus turning the art of leadership into a science. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

Leadership That Gets Results (Harvard Business Review Classics)

If you read nothing else on leadership, read these definitive articles from Harvard Business Review. Leadership skills are not innate--they can be acquired and honed. HBR's 10 Must Reads on Leadership 2-Volume Collection provides enduring ideas and practical advice on how to harness inspiring, transformational leadership qualities and spearhead change. Bringing together HBR's 10 Must Reads on Leadership, Vol. 1 and HBR's 10 Must Reads on Leadership, Vol. 2, this collection includes twenty articles selected by HBR's editors and features the indispensable article "What Makes an Effective

Executive" by Peter F. Drucker. From timeless classics to the latest game-changing ideas from thought leaders Jim Collins, Daniel Goleman, John Kotter, and more, HBR's 10 Must Reads on Leadership 2-Volume Collection will inspire you to: Identify areas for personal growth Develop a more dynamic and sophisticated communication style Transform yourself from a problem solver to an agenda setter Embrace the challenges of adaptive work Draw strength from adversity Build trust with and among your fellow employees Inspire others to give their all HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever changing business environment.

HBR's 10 Must Reads on Leadership 2-Volume Collection

The Harvard Business Review Leadership Library offers the most important leadership ideas from authors such as Michael D. Watkins, Clayton M. Christensen, Michael E. Porter, and John P. Kotter, to name just a few. This must-have digital collection includes The First 90 Days (Updated and Expanded), Blue Ocean Strategy (Expanded Edition), The Innovator's Dilemma, Leading Change (With a New Preface by the Author), On Competition, Playing to Win, Remember Who You Are, HBR's 10 Must Reads on Leadership, HBR's 10 Must Reads on Strategy, HBR's 10 Must Reads on Managing Yourself, HBR's 10 Must Reads on Managing People, and HBR's 10 Must Reads on Emotional Intelligence.

Harvard Business Review Leadership Library: The Executive Collection (12 Books)

In his sixty-five-year consulting career, Peter F. Drucker, widely regarded as the father of modern management, identified eight practices that can make any executive effective. Leadership is not about charisma or extroversion. It's about these practices: Effective executives ask, "What needs to be done?" They also ask, "What is right for the enterprise?" They develop action plans. They take responsibility for decisions. They take responsibility for communicating. They focus on opportunities rather than problems. They run productive meetings. And they think and say "we" rather than "I." Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

What Makes an Effective Executive (Harvard Business Review Classics)

Use design thinking for competitive advantage. If you read nothing else on design thinking, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you use design thinking to produce breakthrough innovations and transform your organization. This book will inspire you to: Identify customers' "jobs to be done" and build products people love Fail small, learn quickly, and win big Provide the support design-thinking teams need to flourish Foster a culture of experimentation Sharpen your own skills as a design thinker Counteract the biases that perpetuate the status quo and thwart innovation Adopt best practices from design-driven powerhouses This collection of articles includes "Design Thinking," by Tim Brown; "Why Design Thinking Works," by Jeanne M. Liedtka; "The Right Way to Lead Design Thinking," by Christian Bason and Robert D. Austin; "Design for Action," by Tim Brown and Roger L. Martin; "The Innovation Catalysts," by Roger L. Martin; "Know Your Customers' 'Jobs to Be Done,'" by Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan; "Engineering Reverse Innovations," by Amos Winter and Vijay Govindarajan; "Strategies for Learning from Failure," by Amy C. Edmondson; "How Indra Nooyi Turned Design Thinking into Strategy," by Indra Nooyi and Adi Ignatius, and "Reclaim Your Creative Confidence," by Tom Kelley and David Kelley. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each

topic. Each title includes timeless advice that will be relevant regardless of an ever changing business environment.

HBR's 10 Must Reads on Design Thinking (with featured article Design Thinking By Tim Brown)

The one primer you need to develop your leadership skills. Put aside all the overhyped new frameworks, the listicles, the "10 best things you need to succeed as a leader today." The critical leadership practices--the ones that will allow a leader to make the biggest impact over time--are well established. They're about how you create a vision and inspire others to follow it. How you make difficult strategic choices. How you lead innovation. How you get results. These fundamental skills are even more important today as organizations and teams become increasingly networked, virtual, agile, fast-moving, and socially conscious. In this comprehensive handbook, strategy and change experts Ron Ashkenas and Brook Manville distill proven ideas and frameworks about leadership from Harvard Business Review, interviews with senior executives, and their own experience in the field--all to help rising leaders stand out and have a big impact. In the HBR Leader's Handbook you'll find: Concise explanations of proven leadership frameworks from Harvard Business Review contributors such as Clayton M. Christensen and Michael E. Porter In-depth case studies of senior leaders such as Jim Wolfensohn at the World Bank, Paula Kerger at PBS, Darren Walker at the Ford Foundation, and Jim Smith at Thomson Reuters Step-by-step guidance to help you understand and start implementing six core leadership practices: building a unifying vision, developing a strategy, getting great people on board, focusing on results, innovating for the future, and leading yourself

The Harvard Business Review Leader's Handbook

You want the most important ideas for executives all in one place. Now you can have them—in a set of HBR's 10 Must Reads, available as an 8-volume paperback boxed set or as an ebook set. We've combed through hundreds of Harvard Business Review articles on topics such as emotional intelligence, communication, change, leadership, strategy, managing people, and managing yourself and selected the most important ones to help you maximize your own and your organization's performance. The HBR's 10 Must Reads for Executives Boxed Set includes 8 bestselling collections: HBR's 10 Must Reads for CEOs HBR's 10 Must Reads on Boards HBR's 10 Must Reads on Leadership HBR's 10 Must Reads on Strategy Vol. 1 HBR's 10 Must Reads on Strategy Vol. 2 HBR's 10 Must Reads on Change Management HBR's 10 Must Reads on Risk HBR's 10 Must Reads on Organizational Resilience The HBR's 10 Must Reads for Executives Boxed Set makes a smart gift for your team, colleagues, clients, or yourself. The ebook set is available in PDF, ePub, and Mobi formats. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever changing business environment.

HBR's 10 Must Reads for Executives 8-Volume Collection

Is your business playing it safe—or taking the right risks? If you read nothing else on managing risk, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help your company make smart decisions and thrive, even when the future is unclear. This book will inspire you to: Avoid the most common errors in risk management Understand the three distinct categories of risk and tailor your risk-management processes accordingly Embrace uncertainty as a key element of breakthrough innovation Adopt best practices for mitigating political threats Upgrade your organization's forecasting capabilities to gain a competitive edge Detect and neutralize cyberattacks originating inside your company This collection of articles includes "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "How to Build Risk into Your Business Model," by Karan Girotra and Serguei Netessine; "The Six Mistakes Executives Make in Risk Management," by Nassim N. Taleb, Daniel G. Goldstein, and Mark W. Spitznagel; "From Superstorms to Factory Fires: Managing Unpredictable Supply-Chain Disruptions," by David Simchi-Levi, William Schmidt, and Yehua Wei; "Is It Real? Can We Win? Is It Worth Doing?: Managing Risk and Reward in an Innovation Portfolio," by George S. Day; "Superforecasting: How to Upgrade Your Company's Judgment," by Paul J. H. Schoemaker and Philip E. Tetlock; "Managing 21st-Century Political Risk,"

by Condoleezza Rice and Amy Zegart; "How to Scandal-Proof Your Company," by Paul Healy and George Serafeim; "Beating the Odds When You Launch a New Venture," by Clark Gilbert and Matthew Eyring; "The Danger from Within," by David M. Upton and Sadie Creese; and "Future-Proof Your Climate Strategy," by Joseph E. Aldy and Gianfranco Gianfrate.

HBR's 10 Must Reads on Managing Risk (with bonus article Managing 21st-Century Political Risk by Condoleezza Rice and Amy Zegart)

Leading Minds and Landmark Ideas In An Easily Accessible Format From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, The Harvard Business Review Paperback Series delivers the fundamental information today's professionals need to stay competitive in a fast-moving world. Creativity and innovation are the keys to competitive advantage, and yet many organizations view inspiration as an elusive, unmanageable phenomenon. In fact, proven strategies for fostering and managing creativity do exist—the Harvard Business Review has published some of the best thinking on how to organize for innovation. Harvard Business Review on Breakthrough Thinking highlights leading ideas for incorporating the power of creativity into your strategic outlook. A Harvard Business Review Paperback.

Harvard Business Review on Breakthrough Thinking

Balance being a leader with being an individual contributor. Collaborator. Communicator. Creator. Coach. Conduit. The pandemic, and the resultant ever-evolving landscape of hybrid work, highlighted that we're asking more of our mid-level managers than ever. You balance leading your team with maintaining your high-level individual performance. You provide feedback and coaching, support your people through tough times, field requests large and small, and communicate in every direction. Mid-level managers are the key to managing a hybrid workforce, leading innovation, managing talent, and helping your organization—and its people—adapt to our changing world. If you read nothing else on being an effective mid-level manager, read these 10 articles by experts in the field. We've combed through hundreds of Harvard Business Review articles and selected the best ones to help you manage up and down, interpret and distill important messages, lobby for time and resources for key projects and players, and lead change—all while getting things done. This book will inspire you to: Build teams and develop talent Transform your role from intermediary to innovator Encourage critical thinking Foster a culture of psychological safety Lead change by leveraging internal networks Understand the cognitive and emotional drain of having both high and low power Form partnerships at every level of the organization HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever changing business environment.

HBR's 10 Must Reads for Mid-Level Managers (with bonus article Managers Can't Do It All by Diane Gherson and Lynda Gratton)

When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision—the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities—but they are also essential. Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Psychologist and author Daniel Goleman first brought the term "emotional intelligence" to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with a 1998 classic Harvard Business Review article. In his research at nearly 200 large, global companies, Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. Without it, a person can have first-class training, an incisive mind, and an endless supply of good ideas, but he or she still won't be a great leader. The chief components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill—can sound unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly

readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

How to Choose a Leadership Pattern

Ten years ago, world-renowned professors W. Chan Kim and Renee Mauborgne broke ground by introducing "blue ocean strategy," a new model for discovering uncontested markets that are ripe for growth. In this bound version of their bestselling Harvard Business Review classic article, they apply their concepts and tools to what is perhaps the greatest challenge of leadership: closing the gulf between the potential and the realized talent and energy of employees. Research indicates that this gulf is vast: According to Gallup, 70% of workers are disengaged from their jobs. If companies could find a way to convert them into engaged employees, the results could be transformative. The trouble is, managers lack a clear understanding of what changes they could make to bring out the best in everyone. In this article, Kim and Mauborgne offer a solution to that problem: a systematic approach to uncovering, at each level of the organization, which leadership acts and activities will inspire employees to give their all, and a process for getting managers throughout the company to start doing them. Blue ocean leadership works because the managers' "customers"—that is, the people managers oversee and report to—are involved in identifying what's effective and what isn't. Moreover, the approach doesn't require leaders to alter who they are, just to undertake a different set of tasks. And that kind of change is much easier to implement and track than changes to values and mind-sets. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

What Makes a Leader? (Harvard Business Review Classics)

What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance.

Blue Ocean Leadership (Harvard Business Review Classics)

As CEO, you set the vision, the strategy, and the tone of your organization. You establish priorities, anticipate and address challenges, champion and lead change efforts, set people up for success, and manage risk. Though you may have a great senior executive team and a top-flight board, the success of your organization depends on your leadership. If you read nothing else on being an effective chief executive, read these 10 articles by experts in the field. We've combed through hundreds of Harvard Business Review articles and selected the best ones to help you toggle between long- and short-term views, manage risk and innovation, and cultivate productive relationships with your staff and your board. This book will inspire you to: Navigate the changing global business environment Customize your company's strategy to the environment you're working in Attract, engage, and retain the best talent Anticipate and address legislative and regulatory issues Sharpen your awareness of the tactical and soft skills you need to lead Adopt a founder's mindset and build new offerings, move into new markets, and create next-generation solutions Manage and build relationships with your board—and your shareholders This collection of articles includes "Your Strategy Needs a Strategy," by Martin Reeves, Claire Love, and Philipp Tillmanns; "Managing Your Innovation Portfolio," by Bansi Nagji and Geoff Tuff; "Leading Change: Why Transformation Efforts Fail," by John P. Kotter; "Reinventing Your

Business Model," by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann; "Leadership Is a Conversation," by Boris Groysberg and Michael Slind; "Strategic Intent," by Gary Hamel and C.K. Prahalad; "When Growth Stalls," by Matthew S. Olson, Derek van Bever, and Seth Verry; "The Secrets to Successful Strategy Execution," by Gary L. Neilson, Karla L. Martin, and Elizabeth Powers; "The Focused Leader," by Daniel Goleman; "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "21st-Century Talent Spotting," by Claudio Fernandez-Araoz; and "How CEOs Can Work with an Active Board," by Ken Banta and Stephen D. Garrow.

The Progress Principle

Learn to be a better negotiator--and achieve the outcomes you want. If you read nothing else on how to negotiate successfully, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you avoid common mistakes, find hidden opportunities, and win the best deals possible. This book will inspire you to: Control the negotiation before you enter the room Persuade others to do what you want--for their own reasons Manage emotions on both sides of the table Understand the rules of negotiating across cultures Set the stage for a healthy relationship long after the ink has dried Identify what you can live with and when to walk away This collection of articles includes: "Six Habits of Merely Effective Negotiators" by James K. Sebenius; "Control the Negotiation Before It Begins" by Deepak Malhotra; "Emotion and the Art of Negotiation" by Alison Wood Brooks; "Breakthrough Bargaining" by Deborah M. Kolb and Judith Williams; "15 Rules for Negotiating a Job Offer" by Deepak Malhotra; "Getting to Si, Ja, Oui, Hai, and Da" by Erin Meyer; "Negotiating Without a Net: A Conversation with the NYPD's Dominick J. Misino" by Diane L. Coutu; "Deal Making 2.0: A Guide to Complex Negotiations" by David A. Lax and James K. Sebenius; "How to Make the Other Side Play Fair" by Max H. Bazerman and Daniel Kahneman; "Getting Past Yes: Negotiating as if Implementation Mattered" by Danny Ertel; "When to Walk Away from a Deal" by Geoffrey Cullinan, Jean-Marc Le Roux, and Rolf-Magnus Weddigen.

HBR's 10 Must Reads for CEOs (with bonus article Your Strategy Needs a Strategy by Martin Reeves, Claire Love, and Philipp Tillmanns)

Entire service businesses have been built around the ideas of Heskett, Sasser, and Schlesinger, pioneers in the world of service. Now they test their ideas against the actual experiences of successful and unsuccessful practitioners, as well as against demands of the future, in a book service leaders around the world will use as a guide for years to come. The authors cover every aspect of optimal service leadership: the best hiring, training, and workplace organization practices; the creation of operating strategies around areas such as facility design, capacity planning, queue management, and more; the use—and misuse—of technology in delivering top-level service; and practices that can transform loyal customers into “owners.” Looking ahead, the authors describe the world of great service leaders in which “both/and” thinking replaces trade-offs. It's a world in which new ideas will be tested against the sine qua non of the “service trifecta”—wins for employees, customers, and investors. And it's a world in which the best leaders admit that they don't have the answers and create organizations that learn, innovate, “sense and respond,” operate with fluid boundaries, and seek and achieve repeated strategic success. Using examples of dozens of companies in a wide variety of industries, such as Apollo Hospitals, Châteauform, Starbucks, Amazon, Disney, Progressive Insurance, the Dallas Mavericks, Whole Foods, IKEA, and many others, the authors present a narrative of remarkable successes, unnecessary failures, and future promise.

HBR's 10 Must Reads on Negotiation (with bonus article 15 Rules for Negotiating a Job Offer by Deepak Malhotra)

In times of constant change, adaptive leadership is critical. This Harvard Business Review collection brings together the seminal ideas on how to adapt and thrive in challenging environments, from leading thinkers on the topic—most notably Ronald A. Heifetz of the Harvard Kennedy School and Cambridge Leadership Associates. The Heifetz Collection includes two classic books: *Leadership on the Line*, by Ron Heifetz and Marty Linsky, and *The Practice of Adaptive Leadership*, by Heifetz, Linsky, and Alexander Grashow. Also included is the popular Harvard Business Review article, “Leadership in a (Permanent) Crisis,” written by all three authors. Available together for the first time, this collection includes full digital editions of each work. Adaptive leadership is a practical framework for dealing with today's mix of urgency, high stakes, and uncertainty. It has been used by individuals, organizations, businesses, and governments worldwide. In a world of challenging environments, adaptive leadership

serves as a guide to distinguishing the essential from the expendable, beginning the meaningful process of adaption, and changing the status quo. Ronald A. Heifetz is a cofounder of the international leadership and consulting practice Cambridge Leadership Associates (CLA) and the founding director of the Center for Public Leadership at the Harvard Kennedy School. He is renowned worldwide for his innovative work on the practice and teaching of leadership. Marty Linsky is a cofounder of CLA and has taught at the Kennedy School for more than twenty-five years. Alexander Grashow is a Senior Advisor to CLA, having previously held the position of CEO.

What Great Service Leaders Know and Do

What fuels long-term business success? Not operational excellence, technology breakthroughs, or new business models, but management innovation—new ways of mobilizing talent, allocating resources, and formulating strategies. Through history, management innovation has enabled companies to cross new performance thresholds and build enduring advantages. In *The Future of Management*, Gary Hamel argues that organizations need management innovation now more than ever. Why? The management paradigm of the last century—centered on control and efficiency—no longer suffices in a world where adaptability and creativity drive business success. To thrive in the future, companies must reinvent management. Hamel explains how to turn your company into a serial management innovator, revealing: The make-or-break challenges that will determine competitive success in an age of relentless, head-snapping change. The toxic effects of traditional management beliefs. The unconventional management practices generating breakthrough results in “modern management pioneers.” The radical principles that will need to become part of every company’s “management DNA.” The steps your company can take now to build your “management advantage.” Practical and profound, *The Future of Management* features examples from Google, W.L. Gore, Whole Foods, IBM, Samsung, Best Buy, and other blue-ribbon management innovators.

Adaptive Leadership: The Heifetz Collection (3 Items)

Decision making is a critical part of management, and bad choices can damage careers and the bottom line. This book offers the tools and advice managers need to avoid common biases and arrive at and implement decisions that are both sound and ethical. The Harvard Business Essentials series provides comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips.

The Future of Management

Today’s leaders don’t use command-and-control. Instead, they leverage their communication, collaboration, and conflict-resolution skills to inspire employees to ever higher levels of performance. Packed with practical tools and expert advice, *Leading People* shows managers how to bring out the best in their team.

Harvard Business Essentials, Decision Making

Gold Medal Winner for Best Leadership Book in the 2021 Axiom Business Book Awards Named one of the “Top Ten Technology Books Of 2020” — Forbes Named one of the “10 Best New Business Books of 2020” by Inc. magazine “Johnson and Suskewicz have raised a battle cry for the kind of leadership we need in these uncertain times.” -- Sandi Peterson, Member, Board of Directors, Microsoft We all know a visionary leader when we see one. They’re bold and prophetic and at the same time pragmatic. They don’t just promote change—they drive it, while inspiring and mobilizing others to do the same. Visionaries like Steve Jobs and Jeff Bezos possess a host of innate qualities that make them extraordinary, but what truly sets them apart is their ability to turn vision into action. In *Lead from the Future*, Innosight’s Mark W. Johnson and Josh Suskewicz introduce a new way of thinking and managing, called “future-back,” that enables any manager to become a practical visionary. Addressing the many barriers to change that exist in established organizations, they present a systematic approach to overcoming them that includes: The principles and mind-set that allow leadership teams to look beyond typical short-term planning horizons A method for turning emerging challenges into the growth opportunities that can define an organization’s future A step-by-step approach for translating a vision into a strategic plan that teams can align around and commit to Ways to ensure that visionary thinking

becomes a repeatable organizational capability As practical as it is inspiring, *Lead from the Future* is the guide you and your team need to develop a vision and translate it into transformative growth.

Leading People

Originally published in the Harvard Business Review between 1998 and 2001, these eight articles present the thinking of management professionals and academics on the successful qualities of top management in business organizations. Annotation c. Book News, Inc., Portland, OR (booknews.com)

Lead from the Future

In *The Discipline of Teams*, Jon Katzenbach and Douglas Smith explore the often counter-intuitive features that make up high-performing teams—such as selecting team members for skill, not compatibility—and explain how managers can set specific goals to foster team development. The result is improved productivity and teams that can be counted on to deliver more than just the sum of their parts. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

Harvard Business Review on what Makes a Leader

You're the boss: Should you call all the shots? Pick a course of action, then "sell" your idea to employees? Gather input from subordinates but make final decisions yourself? Let your group solve problems? Each approach has its advantages and disadvantages. *How to Choose a Leadership Pattern* offers strategies for selecting the best approach—depending on considerations such as your values, your subordinates' abilities, and the situation (including the degree of time pressure you're under). Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

How I Learned to Let My Workers Lead

Over a decade ago, renowned innovation expert Rosabeth Moss Kanter co-founded and then directed Harvard's Advanced Leadership Initiative. Her breakthrough work with hundreds of successful professionals and executives, as well as aspiring young entrepreneurs, identifies the leadership paradigm of the future: the ability to "think outside the building" to overcome establishment paralysis and produce significant innovation for a better world. Kanter provides extraordinary accounts of the successes and near-stumbles of purpose-driven men and women from diverse backgrounds united in their conviction that positive change is possible. A former Trader Joe's executive, for example, navigated across business, government, and community sectors to deal with poor nutrition in inner cities while reducing food waste. A concerned European banker used the power of persuasion, not position, to find novel financing for improving the health of the oceans. A Washington couple enticed global partners to join an Uber-like platform to match skilled refugees with talent-hungry companies. A visionary journalist-turned-entrepreneur closed social divides by giving fifty million social media users access to free local education and culture. When traditional approaches are inadequate or resisted, advanced leadership skills are essential. In this book, Kanter shows how people everywhere can unleash their creativity and entrepreneurial adroitness to mobilize partners across challenging cultural, social, and political situations and innovate for a brighter future.

HBR's 10 Must Reads on Leadership

Numerous studies show that people will rise, or fall, to the level where their superiors believe them capable. As a manager, it is up to you to have high expectations for your employees, and to communicate those expectations to them. In *Pygmalion in Management*, J. Sterling Livingston urges you to understand the power you have over your subordinates' success, and use it to benefit everyone involved. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity

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The Discipline of Teams

Set your company up for the long term. Every company needs a strategy. A focused strategy aligns decision making throughout the organization and helps establish a competitive edge in the marketplace. But with so many options to consider, how do you define a unique strategy that will ensure growth? Whether you're starting a business from scratch or in an existing company facing new threats, this book offers the direction you need. The HBR Guide to Setting Your Strategy provides practical tips and advice that break down the process of crafting strategy so you can identify the areas your company should build on and help it thrive long into the future. You'll learn to: Understand what strategy is--and what it isn't Define your mission, values, and purpose Recognize your company's distinct capabilities Conduct better strategic discussions with your team Communicate your strategy throughout the company Make a plan for pushing your strategy forward Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

How to Choose a Leadership Pattern

How to Innovate and Execute Leaders already know that innovation calls for a different set of activities, skills, methods, metrics, mind-sets, and leadership approaches. And it is well understood that creating a new business and optimizing an already existing one are two fundamentally different management challenges. The real problem for leaders is doing both, simultaneously. How do you meet the performance requirements of the existing business—one that is still thriving—while dramatically reinventing it? How do you envision a change in your current business model before a crisis forces you to abandon it? Innovation guru Vijay Govindarajan expands the leader's innovation tool kit with a simple and proven method for allocating the organization's energy, time, and resources—in balanced measure—across what he calls “the three boxes”:

- Box 1: The present—Manage the core business at peak profitability
- Box 2: The past—Abandon ideas, practices, and attitudes that could inhibit innovation
- Box 3: The future—Convert breakthrough ideas into new products and businesses

The three-box framework makes leading innovation easier because it gives leaders a simple vocabulary and set of tools for managing and measuring these different sets of behaviors and activities across all levels of the organization. Supported with rich company examples—GE, Mahindra & Mahindra, Hasbro, IBM, United Rentals, and Tata Consultancy Services—and testimonies of leaders who have successfully used this framework, this book solves once and for all the practical dilemma of how to align an organization on the critical but competing demands of innovation.

Think Outside The Building

-Identify your critical decisions. Focus on those that matter most to your company's performance. --

Pygmalion in Management

WHAT MAKES A LEADER? CAN YOU REALLY LEARN TO LEAD? You might believe that leaders are born, not made. Perhaps you think that you need to hold an important job to be a leader—that you need permission to lead. Leadership is one of the most important aspects of our society. Yet there is enormous disagreement and confusion about what leadership means and whether it can really be learned. As Harvard Business School professor Robert Steven Kaplan explains in this powerful new book, leadership qualities are not something you either have or you don't. Leadership is not a destination or a state of being. Leadership is about what you do, rather than who you are, and it starts with an ownership mind-set. For Kaplan, learning to lead involves three key elements:

- Thinking like an owner
- A willingness to act on your beliefs
- A relentless focus on adding value to others

Kaplan compellingly argues that great organizations are built around a nucleus of people who think and act with an ownership mind-set. He believes that leadership is not a role reserved only for those blessed with the right attributes or situated in the right positions of power. Leadership is accessible to each of us—today. It requires a process of hard work, willingness to ask questions, and openness to learning. This book aims to demystify leadership and outlines a specific regimen that will empower you to build your leadership skills. Kaplan tells real-life stories from his own experience of working with various types of leaders seeking to improve their effectiveness and make their organizations more successful.

He asks probing questions, provides exercises, and suggests concrete follow-up steps that will help you develop your skills, create new habits, and move you toward reaching your unique leadership potential. What You Really Need to Lead will help you develop your capacity to lead by unlocking your power to think and act like an owner.

HBR Guide to Setting Your Strategy

Put aside all the hypey new frameworks, the listicles, the "10 best things you need" to succeed as a leader today. The critical leadership practices--the ones that will allow a leader to make the biggest impact over time--are already well established. They're about how you relate to others. How you make difficult strategic choices. How you get results. How you scan the landscape around you, build a vision for the future, and inspire people to follow you. In fact, these fundamental skills are becoming more important today as organizations and teams become increasingly networked and fragmented and the nature of leadership hierarchies changes. What's hard is actually doing these things--and excelling at them. In this book, strategy and change experts Ron Ashkenas and Brook Manville distill the best proven ideas and frameworks about leadership from Harvard Business Review and from their careers in leadership development and transformation into a concise handbook that shows rising leaders how to have the most impact on their organizations. You'll learn how to build a unifying vision, set strategy, manage for results, hire and inspire great leaders and teams, drive innovation, and, finally, lead yourself on your own career journey. Each chapter of the book describes one of these six practices in depth, discussing the pitfalls that real leaders face and how to overcome them, with insights from well-known leaders such as Stanley McChrystal, Dominic Barton, Darren Walker, Jack Welch, and Ann Mulcahy. Each chapter also synthesizes the best Harvard Business Review thinking on the topic. This book gives you the tools you need to have more impact as a leader today, and into the future.

The Three-Box Solution

Does your organization support creativity—or squash it? If you read nothing else on cultivating creativity at work, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you ignite the creative spark across your organization. This book will inspire you to: Discover the elements of creativity and learn how to influence them Harness the creative potential of a diverse team Encourage curiosity and experimentation Avoid breakdowns in creative collaboration Overcome the fear that blocks your innate creativity Bring breakthrough ideas to life This collection of articles includes "Reclaim Your Creative Confidence" by Tom Kelley and David Kelley; "How to Kill Creativity" by Teresa Amabile; "How Pixar Fosters Collective Creativity" by Ed Catmull; "Putting Your Company's Whole Brain to Work" by Dorothy Leonard and Susaan Straus; "Find Innovation Where You Least Expect It" by Tony McCaffrey and Jim Pearson; "The Business Case for Curiosity" by Francesca Gino; "Bring Your Breakthrough Ideas to Life" by Cyril Bouquet, Jean-Louis Barsoux, and Michael Wade; "Collaborating with Creative Peers" by Kimberly D. Elsbach, Brooke Brown-Saracino, and Francis J. Flynn; "Creativity Under the Gun" by Teresa Amabile, Constance Noonan Hadley, and Steven J. Kramer; "Strategy Needs Creativity" by Adam Brandenburger; and "How to Build a Culture of Originality" by Adam Grant. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever changing business environment.

Decide & Deliver

What You Really Need to Lead