

# COMING ATTRACTIVEIONS

WHAT ARE THE IDEAS WHICH WILL  
SHAPE BUSINESS IN THE YEAR  
TO COME AND FILL BOOKSHELVES  
AND CONFERENCE AUDITORIUMS?  
WE ASKED A COLLECTION OF  
MANAGEMENT THINKERS WHAT  
EACH IS THINKING ABOUT AND  
WORKING ON RIGHT NOW.

Michael Blowfield  
Academic (Teaching Fellow,  
London Business School)

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If the scientists are right (and most business leaders seem to think they are), we have 15 years to avoid irreversible climate change. That means stopping rising greenhouse gas emissions and with them the rise in global temperatures. To achieve that will require major changes in economic and business life. For instance, the rule that has existed since the industrial revolution that economic growth equates with increased carbon will need to be broken: the talk is of decarbonizing the economy, and generating wealth without accelerating the use of non-renewable materials. And if emissions continue to rise, that too will require change from business which will find itself operating in an era of shifting climatic zones that is likely to be linked to major social and environmental disruption.

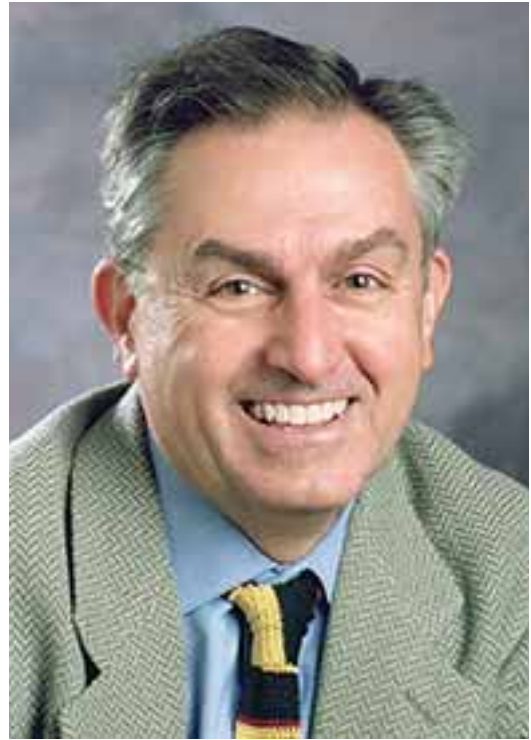
The challenge for business is how to achieve transformational change of the kind and at the speed required to meet the climate change challenge. My research is looking at what causes, prevents, assists, and hinders transformational change in corporations in the climate change context. It is a three-year programme working with a wide range of companies in developed and emerging economies: from investment houses to plantations to automakers to logging outfits. Early next year I hope to bring together leading thinkers from different fields including legal, strategy, organizational behaviour, government, economics and technological innovation to debate the possibilities and limitations of change. My research team will also be working with companies and business leaders, getting an in-depth view of what sustainability and change means for the modern corporation.  
[www.london.edu](http://www.london.edu)

Jim Champy  
Consultant

**Recent work:** *Outsmart!: How to Do What Your Competitors Can't* (FT Prentice Hall, 2008)

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I'm working on a series of books (four planned) that look at new, emerging business models through different lenses. I believe that there is not a lot new in management to research or write about, but there is a lot new in business. *Outsmart!* focuses on where ideas come from and how they are implemented. It's a form of strategy book. Next will come *Engage!*; it will examine how new business models are acquiring and keeping customers. It goes beyond marketing. The research for this series is based on my looking at over 1,000 high-growth companies – companies that have had double- or



Jim Champy

triple-digit growth over two or more years. From that group, I have selected companies that are really operating differently. My objective is to define the look of business (with advice as to how to get there) for the next decade.

[www.jimchampy.com](http://www.jimchampy.com)

Peter Cohan  
Commentator and consultant

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I have just finished my eighth book, *You Can't Order Change: Lessons from Jim McNerney's Turnaround at Boeing* (Portfolio, December 2008). It's my first in-depth analysis of a single CEO, Boeing's Jim McNerney, who uses a *post-Welchian* management style to motivate people, craft growth strategies, tighten operations, and harmonize with communities.

I'm co-authoring *Capital Rising* with Srinivasa Rangan – which introduces a new model of entrepreneurship spawned by the explosion of private capital flows around the world and describes the implications of this model for managers.

I'm teaching Strategic Decision Making, Competitive Environment and Strategy, and Corporate Social Responsibility at Babson College. Earlier this spring, I gave a talk at Stanford on Sovereign Wealth Funds. And my consulting work has focused on helping an Asian government to analyze e-commerce opportunities in specific industry segments and conducting research for a law firm in support of civil litigation.

[www.petercohan.com](http://www.petercohan.com)

## Leif Edvinsson

**Academic (Lund University)**

**Recent work:** *Intellectual Capital for Communities: Nations, Regions and Cities* (co-edited with Ahmed Bounfour; Butterworth-Heinemann, 2005)

I am very much involved in spreading the learning which came out of the Future Centre, the very first of which started in Vaxholm, Sweden in 1996. Interest is growing in Europe, as well as Asia and South America.

I am also involved in spreading the learning from Intellectual Capital (IC) accounting. This subject is seeing phenomenal global growth. Very strong prototyping has come from the Bundes Ministerium für Wirtschaft und Arbeit, Germany. There are other related projects I'm tracking throughout Europe, Japan and China.

There are many other initiatives tied to IC that I'm tracking or are involved with. One quick example: in Austria, a 2007 law requires all universities to present an annual report on their own IC development efforts. The societal evolution of IC fascinates me. I'm chairing the New Club of Paris, which is encouraging nations to develop a knowledge policy and agenda for IC development. I'm also advising a Swedish governmental agency on societal innovation and entrepreneurship.

[www.corporatelongitude.com](http://www.corporatelongitude.com)

[www.open-futures.net](http://www.open-futures.net)

[www.wissensbilanz.org](http://www.wissensbilanz.org)

[www.the-new-club-of-paris.org](http://www.the-new-club-of-paris.org)

[www.kks.se](http://www.kks.se)

## Rob Goffee and Gareth Jones

**Academics (London Business School, IE Business School)**

**Recent work:** *Why Should Anyone Be Led by You?* (Harvard Business School Press, 2006)

Researching our 2006 book, we talked to many followers as well as leaders in a wide range of organizations, industries and institutions. It was clear that expectations had changed. Followers did not expect to be told what to do. They wanted leadership with respect as well as rewards. Followers wanted, expected and deserved the real thing from those who lead them.

There was a similar sense of shifting perspectives among the leaders we talked to. Leaders realized that certain of their followers generated huge amounts of value for the organization. Their most valuable people (MVPs) were crucial to the success of the organization and yet, at the same time, often the most difficult to lead.

We started asking CEOs who the key people in their organizations were. They were likely to say they



**Rob Goffee and Gareth Jones**

have a brilliant finance guy who spots all their mergers and acquisitions or a startlingly innovative woman in software development. Rarely did they point down the executive corridor and remark that one of their fellow directors was the key organizational inspiration. Sometimes we talked formally, other times informally. Along the way we developed a shorthand to explain who these key followers are. We called them the clever people.

Our new book, *Leading Clever People*, will be published in 2009. In it, we examine the leadership dynamics surrounding clever people. The issues we discuss in the book affect a rapidly increasing number of organizations and individuals. When we set out, we thought we would simply be talking to consultants, lawyers, investment bankers, R&D wizards and other similar smart professionals. We did; but we also found value-creating brilliance in unexpected places: in schools, hospitals – even breweries. Clever people can be any of these and more – schoolteachers, university and hospital administrators, curators at museums. But, as different as they are, they are all capable of creating huge amounts of value for their organizations. Indeed, we have come to the tantalizing conclusion that perhaps the organizations of the future will aspire to be clever all over.

[www.whysouldanyonebeledbyyou.com](http://www.whysouldanyonebeledbyyou.com)

[www.london.edu](http://www.london.edu)

## Vijay Govindarajan

**Academic (Tuck School of Business,  
Dartmouth College)**

**Recent work:** *The Quest for Global Dominance: Transforming Global Presence into Global Competitive Advantage* (with Anil K. Gupta and Haiyan Wang; Jossey-Bass, 2008)

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I am working with Chris Trimble on a new book, *Disciplined Innovation*, to be published in 2009. For some time, I have come to believe that companies invest extraordinary sums to produce a staggering number of “innovative” ideas on paper that never become anything more than ideas on paper. The real innovation challenge lies *beyond* the idea. It lies in a long, hard journey – from imagination to impact.

Over the past eight years, we have compiled the world’s largest and most deeply insightful collection of innovation case studies, rigorously researched histories of endeavours to move innovation initiatives forward inside large and established organizations such as IBM, Dow Jones and Deere & Company. Companies need a better model for innovation. It must begin with an acknowledgment that the forces that resist innovation are not the work of some sort of evil anti-change faction. They are not the result of laziness or timidity, nor can they be blamed on complacency, convention or conservatism.

On the contrary, these forces derive from the outcome of good people doing good work. They arise from efforts to achieve the most basic goals of every

business – serving today’s customers, defeating today’s rivals, operating with speed and efficiency and maximizing profits. This may sound routine. But to do all of this, and do it well, every hour of every day, organizations must operate like Porsches racing down the autobahn. They must be “performance machines”. Detailing what a performance machine corporation looks and acts like – and how a company becomes one – is the focus of the new book.

[www.vg-tuck.com](http://www.vg-tuck.com)

## Lynda Gratton

**Academic (London Business School)**

**Recent work:** *Hot Spots: Why Some Companies Buzz with Energy and Innovation – and Others Don’t* (FT Prentice Hall, 2007)

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I am still fascinated by the themes of energy and innovation and plan to continue to discover more in 2009. I have just finished a follow-up to *Hot Spots*, this time focusing on what we all have to do to become more innovative and energized. The book is called *Glow* and will be published in April 2009.

I am also working with my colleagues on a series of research and development initiatives around teams and innovation. We are partnering with a group of companies including ARM, Fujitsu, Philips, RBS and Sara Lee looking at how to increase performance and innovation in large, virtual teams. One of the most exciting of these projects is with Singapore’s Ministry of Manpower, which has commissioned us to research and write a report about the levels of innovation in the country and to make recommendations to increase innovation. I am increasingly of the view that, as companies globalize, working and learning virtually becomes the norm. With this in mind I am investing substantially in developing state of the art learning technologies capable of delivering tailor-made performance enhancements to individuals and teams.

[www.lyndagrattton.com](http://www.lyndagrattton.com)

[www.hotspotmovement.com](http://www.hotspotmovement.com)

## Monika Hamori

**Academic (IE Business School)**

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I have been doing research with Peter Cappelli, a management professor at Wharton Business School, on the changing profiles and career paths of senior executives over the past 20 years. Not that long ago an executive would start in the lower ranks of an organization and over many years work his or her way into a senior position. When an executive made CEO, he was usually well into his fifties or older and had turned in lengthy service at corporate HQ. Today, there is a new route to the top. →



Lynda Gratton

→ I have looked at a comparison of US and European CEOs leading the largest 500 corporations in Europe and in the United States; I also looked at the socioeconomic background and career experiences of the top 10 managers at each company in the Fortune 100 at two time points, 1980 and 2001. The first thing that became apparent is that the route to the top is not as long as it was a generation ago and it includes fewer jobs along the way. I'm continuing to study and report on this. [www.ie.edu/IE/php/en/claustro\\_detalle.php?id=606](http://www.ie.edu/IE/php/en/claustro_detalle.php?id=606)

## Oren Harari

**Academic (University of San Francisco)**

**Recent work:** *Break from the Pack: How to Compete in a Copycat Economy* (FT Prentice Hall, 2007)

I am becoming increasingly interested in the paradox that goes like this: on one hand, most leaders are now aware that they must initiate significant change in their organizations, strategies and management styles if they want their organizations to compete



**Oren Harari**

successfully in today's marketplace. On the other hand, many of them simply can't! Simple as that. They know they must, and they don't (for numerous reasons, some reasonable, some not), except for incremental changes at the margin.

At this point, I don't believe that writing more prose about why change is necessary or what sort of change is necessary would be terribly useful. Instead, in my next book, I'm asking a different question: *what can a leader do to create an environment in which significant change will be inevitable, regardless of what he or she does thereafter?*

For example, if a leader gets his or her company to post its research and development (R&D) dilemmas and current R&D projects online for customer input and active involvement, change *will* occur – period. Once the leader sets that environment, change will occur. The leader will then have a tiger by the tail.

My next book (I'll be finishing it in 2009) will be focused on specific initiatives that, if executed with authenticity and alacrity, will take on their own accelerated momentum. I will be discussing what can be done unconventionally with strategic plans, with Web 2.0 and 3.0 technologies, with job descriptions and personnel policy, with branding, with a variety of collaborations and alliances, with new green opportunities and much more. I will also be discussing some empirical research I've conducted that identifies the attributes and behaviours that leaders must have in order to create and follow through with my rather bold suggestions. [www.harari.com](http://www.harari.com)

## Kathryn Rudie Harrigan

**Academic (Columbia University)**

**Recent work:** *Strategic Flexibility* (Free Press, 2007)

I am looking at the acquisition of United States firms by Indian and Chinese firms. It appears that they will happily buy businesses that provide “greasy jobs” and even make greenfield investments in the US where upgraded capacity is needed. [www2.gsb.columbia.edu/faculty/kharrigan/index.html](http://www2.gsb.columbia.edu/faculty/kharrigan/index.html)

## Andreas Hinterhuber

**Consultant and academic (Bocconi University)**

**Recent work:** “Customer value-based pricing strategies: Why companies resist”, *Journal of Business Strategy* 29, no. 4, 2008

I am currently working on pricing, which (especially in a downturn) is a more important lever to increase profits than cost reduction or revenue growth. Two recent projects related to this come to mind. First, I have completed a research project on the implementation of value-based pricing strategies. A summary of this research was published in the *Journal of Business Strategy* in the July/August 2008 issue and was also featured in the “Executive Briefing” by The Economist Intelligence Unit.

In a nutshell: it is well known that leading companies link their prices to customer value, not costs and not competitive price levels. It is also well known that this approach (customer value-based pricing) is the overall “best” approach to pricing; seemingly, everybody would like to implement it. It is, however, a fact that only a small percentage of

companies (approximately 17 per cent) actually adopts this type of pricing approach. In my research project (involving companies from the US, China and Europe), I investigate the question of what prevents companies from implementing customer value-based pricing strategies. I identify five broad classes of obstacles: (1) value assessment, (2) value communication, (3) market segmentation, (4) sales force management and (5) top management support. I also identify how these obstacles can be overcome to successfully implement customer value-based pricing strategies.

Second, I am currently working on another project directed at understanding the benefits and risks of value-based pricing strategies. Value-based pricing strategies are the overall “best” strategies, according to many; little, however, is known about the financial consequences of adopting a cost-based pricing strategy versus a value-based pricing strategy. In addition, value-based pricing strategies also have risks and limitations. My research involves qualitative as well as quantitative research in business-to-business and business-to-customer industries worldwide, with over 200 executives participating. My aim is to advance our understanding under which circumstances value-based pricing strategies are more or less appropriate and what the financial benefits and risks (short- and long-term) are of adopting a value-based pricing strategy.

[www.hinterhuber.org](http://www.hinterhuber.org)

## Philip Kotler

**Academic (Northwestern University)**

**Recent work:** *Strategic Marketing for Health Care Organizations: Building a Customer-Driven Health Care System* (with Joel Shalowitz and Robert Stevens; Jossey-Bass, 2008)

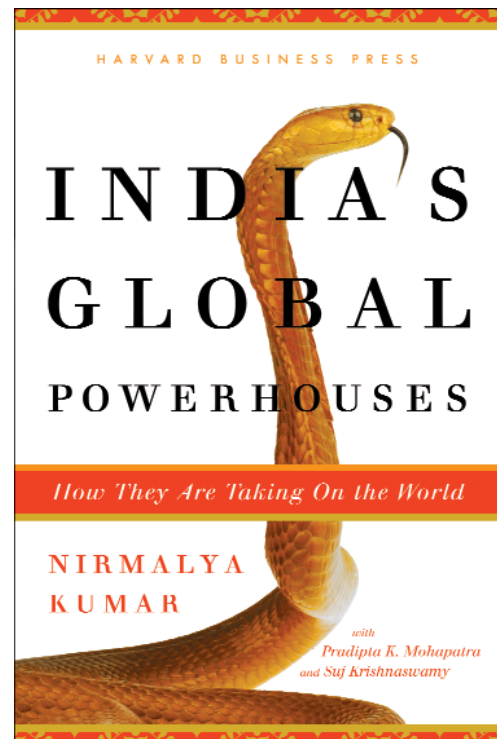
For the last two years, I have been researching how social marketing can contribute to lifting people out of poverty. I'm working on a book about this with Nancy Lee. The tentative title *Helping the World's Poor Succeed: Creating Poverty Solutions through Market Analysis and Social Marketing*.

[www.kellogg.northwestern.edu/faculty/bio/Kotler.htm](http://www.kellogg.northwestern.edu/faculty/bio/Kotler.htm)  
[www.kotlermarketing.com/phil1.shtml](http://www.kotlermarketing.com/phil1.shtml)

## Nirmalya Kumar

**Academic (London Business School)**

The project that is occupying all my time currently is a book scheduled to appear in 2009, *India's Global Powerhouses: How They Are Taking on the World*, to be published by Harvard Business School Press. The book is the outcome of two years of research that took me to India more than 10 times.



I interviewed more than 30 CEOs and top executives who are leading the globalization of Indian firms; from those interviews emerged 11 case studies presented on companies such as ArcelorMittal, Bharat Forge, Hindalco, Infosys, Suzlon and the Tata group.

Indian companies have made many high-profile foreign acquisitions in this decade including Arcelor, Corus, Land Rover, Novelis and Tetley Tea. The book argues that the globalization of Indian firms is the outcome of a journey that found the best of them shackled by government policies until the 1980s, took them through a tough corporate restructuring programme in the 1990s to gain competitiveness, and has them spreading their wings overseas in this decade. However, what we are observing is only the tip of the iceberg as many more leading Indian companies will use the scale they acquire in the domestic market to launch foreign operations. Unlike the previous waves of Japanese and Korean competitors, Indian companies have two special advantages: they are populated by many executives fluent in English and comfortable in the Western world; and, secondly, they enjoy a much larger domestic market to exploit. As overseas companies increasingly encounter Indian firms as competitors, customers and collaborators, the book outlines some unique tendencies of Indian companies in these roles. Finally, globalization is not an easy process; and, as such, the book concludes with some thoughts on the challenges Indian companies will encounter as they take on the world.

[www.london.edu/assets/documents/PDF/Nirmalya\\_Kumars\\_thoughts.pdf](http://www.london.edu/assets/documents/PDF/Nirmalya_Kumars_thoughts.pdf)

## Ed Lawler

**Academic (University of Southern California)**

**Recent work:** *Talent: Making People Your Competitive Advantage* (Jossey-Bass, 2008)

John Boudreau and I will be publishing a book next spring. It evolved from research done by the Centre for Effective Organizations (CEO) at the University of Southern California, which just completed its



Ed Lawler

fifth study of the human resources (HR) function in large corporations. Begun in 1995, it is the only long-term study of this important function.

Like the previous studies, it is focused on measuring whether the HR function is changing and on gauging its effectiveness. The study focuses particularly on whether the HR function is changing to become an effective strategic partner. It also analyses how organizations can more effectively manage their human capital. The present study compares data from the earlier studies to data we collected in 2007. The results show some important changes and indicate what HR needs to do to be effective. HR practices and organization designs are identified that enable HR functions to be high value-added strategic partners.

[www.edwardlawler.com](http://www.edwardlawler.com)

## Babis Mainemelis

**Academic (Assistant Professor of Organizational Behaviour, London Business School)**

My research explores the relationship between creativity and deviance in organizations. The current thinking in the field is that companies boost creativity by encouraging creative performance;

by supporting the safe expression of new ideas; and by providing employees with some autonomy, some time, and some seed resources to play freely with new ideas. My research shows that highly creative work cultures calibrate the motivation of their employees to pursue new ideas to such a high degree that employees often find it difficult to abandon their ideas when they encounter social resistance or rejection. Instead, they often break the norms of their workplace (orders, rules, practices) in order to keep their ideas alive and evolving.

My research shows that the more supportive to creativity the work climate is, the more difficult it becomes for the company to suppress the rate of creativity-related deviant behaviours, and that is not necessarily a bad idea: companies can gain both instrumental and socio-relational benefits from tolerating some degree of creativity-seeking deviant behaviour.

[www.london.edu](http://www.london.edu)

## Henry Mintzberg

**Academic (McGill University)**

**Recent work:** *Strategy Bites Back* (with Bruce Ahlstrand and Joseph Lampel; Prentice Hall, 2007)

As you can guess, I am not a fan of next year's hot ideas. So, I am working on old, cold ideas that should be much warmer – well past next year. I am, in other words, writing a book called *Managing* that revisits the subject and argues that it is not leadership, but management combined with leadership, that needs our attention. I am also preparing a monograph called "Managing the Myths of Health Care".

Beyond that, I am having a ball with [www.CoachingOurselves.com](http://www.CoachingOurselves.com), a start-up that brings to fruition all that we have done in creating new programmes for management development – by having managers do it for themselves in small groups. It promises to be the hot new idea for the next two or three decades.

[www.henrymintzberg.com](http://www.henrymintzberg.com)

## John Mullins

**Academic (London Business School)**

**Recent work:** *The New Business Road Test: What Entrepreneurs and Executives Should Do Before Writing a Business Plan* (FT Prentice Hall, 2006)

My co-author, Randy Komisar, a partner at Kleiner Perkins Caufield & Byers, and I are working on a new book, tentatively titled *Getting to Plan B*. Harvard Business School Press will publish it in 2009. The book, which draws on Randy's 20+ years of working with and investing in nascent entrepreneurial companies and my research into companies that have created revolutionary business models and



**John Mullins**

which decomposes their elements, articulates a process by which entrepreneurs can evolve their initial business idea into one whose business model will actually work.

Our thesis is simple: the uncertainty that surrounds most innovations and most new ventures can be sharply reduced by considering alternatives to the initial plan and comparing the current idea with others – analogs and antilogs, we call them – already in existence. The working assumption is that part of or all of one's Plan A is wrong. By mixing and matching elements of business models that are already in use and systematically testing a series of hypotheses that can lead to a better Plan B, the entrepreneur identifies, through experimentation rather than impassioned persuasion, a set of customers that will actually buy and a business model that has a chance to work. Fortunately, there's a route out of the trap that is Plan A.

[www.london.edu/faculty/jwmullins](http://www.london.edu/faculty/jwmullins)

### John Patrick

**Weblog author and conference speaker**

**Recent work:** *Net Attitude: What It Is, How To Get It and Why Your Company Can't Survive Without It* (Nicholas Brealey, 2001)

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I was part of the Supernova conference in San Francisco in June 2008. Among other issues I focused on, social networking really intrigued me. A social network is a structure consisting of nodes

(people or organizations) that have a common interest or increasingly a dependency. The tie that binds us can be one or more of many things: values, visions, ideas, financial exchange, friendship, kinship, food likes or dislikes, buy or sell trading, links to each other's blogs, epidemiology or airline routes. Research in a number of academic fields has shown that social networks operate on many levels, from families to countries. The use of the networks is beginning to be a key tool in collaboration to solve problems, how people achieve their goals, and even how organizations are run.

One of the first social networks was LinkedIn, and I have been a member of it from nearly the beginning. Hardly a day goes by that I don't get several invitations to become a "friend" or "colleague" with another LinkedIn member (or Plaxo Pulse or Facebook). To gain the real "network effect", I recommend being selective in dealing with these invitations. Otherwise you end up connected to everybody, which is as valuable as being connected to nobody. The real power is not in the numbers per se but to really know someone who knows someone who knows someone and to have the credibility with the person you know such that they are willing to help you to connect to someone else. I have 178 trusted friends and colleagues in my LinkedIn network. Two degrees away – friends of friends; each connected to one of my connections – there are more than 60,000 people. Three degrees



**John Patrick**



→ away – members who can be reached through a friend and one of their friends – is 3,200,000 people. If you are discerning about it, you can develop considerable social capital.

There are many issues in the social networking space. One of them is that there are so many networks. How many social networks should you belong to? Certainly not 40. I belong to LinkedIn, Plaxo Pulse, Facebook and MySpace. Four is enough for me. But is it? There are many niche networks, such as A Small World, that will be of interest to many. But do you want to create a profile of your personal information at each of the networks you choose? And keep them up to date? And tell your connected friends what you are doing and exactly where you are (latitude and longitude) and what music you like or even what song you are listening to at the moment? To me the glass is half full. I am hopeful that protocols will emerge (such as OAuth, OpenID, and OpenSocial) that will level the playing field. We will be able to use one single “sign-on” for all our websites, create *one* profile, and have control over which networks and which parts of the profile it appears in. For example, it would be nice to create a comprehensive profile that is encrypted and totally under the user’s control. You may choose to have your favourite songs be accessible through Facebook but not your medical records from Google Health or your Google Health electronic medical record to be accessible to your primary care physician and your hospital but nobody else. The application you create for your consulting business or a new game you created could be available through *all* the social networks.

Social networking is the next turn of the crank of the Internet. By combining networks, such as mobile phone networks, mobile payment systems, the Internet and a network of people all sharing a common cause, a viral effect can take place resulting in a lot of money or assistance flowing to the need – political, emergency response or (hopefully) humanitarian. I plan to keep a close eye on all of this.

<http://patrickweb.com>

Jörg Reckhenrich

**Painter and sculptor, consultant**

Martin Kupp

**Academic (European School of Management and Technology)**

Jamie Anderson

**Academic (TiasNimbas Business School and London Business School)**

We are currently working on a book for practicing managers titled *What is Creativity All About?* –

*Learning From the Arts.* Through close collaboration with artists in different executive education settings, we have discovered that a lot of “modern” business management concepts like strategic innovation, the transnational corporation, managing creativity and the like can well be observed in the ancient and modern art world. Learning from artists such as Picasso, Van Gogh or Beuys will not only enable readers to develop a sound and memorable sense of these concepts but will even provide new insights by adding a different perspective. This will be especially true when it comes to the burning topics of innovation and creativity. A close look into the art world can provide valuable and practical insights into questions such as: *How do I test for creativity? Can I train creativity? and How do I create an organizational environment that supports creativity?*

[www.nextmove-berlin.de](http://www.nextmove-berlin.de)

[www.esmt.org/eng/consulting/martin-kupp](http://www.esmt.org/eng/consulting/martin-kupp)

[www.jamieandersononline.com](http://www.jamieandersononline.com)

Lamia Walker

**Associate Director, Lehman Brothers Centre for Women, London Business School**

Management attention is increasingly focused on managing for value. At the same time, creating innovative and exciting products and services moves to the top of the business agenda as competition for market share increases. So, how best to combine the need for value creation with the need for innovation? Put more simply: how can executives ensure that the resources they invest in are really going to deliver value?

This question was at the heart of a recent study undertaken by the research team at our Centre for Women in Business. In the report of this research, “Innovative Potential: Men and Women in Teams”, we take a closer look at what drives value creation through innovation. The research team surveyed more than 100 teams of knowledge-based workers from 21 companies in 17 countries. Working with companies such as IBM and Volvo, we looked at what really made a difference to innovation and, in particular, looked at the impact made by the proportions of men and women. This is an important question since many of the teams that organizations create do not have gender parity. Our question was what the optimal point is for innovation and efficiency in professional teams. What clearly emerged is that the best mix to achieve value creation and innovation is 50:50 proportions of men and women in teams. Too many men (or indeed too many women) in the team tips the balance of value creation and innovation.

So as the recession bites and you want to ensure that every resource is really working, you would be wise to ensure that the teams you construct are



Lamia Walker

made up of equal proportions of men and women. By doing so you are ensuring that your company selects from the most diverse talent pool.

[www.london.edu/womeninbusiness.html](http://www.london.edu/womeninbusiness.html)

[http://www.london.edu/assets/documents/Word/Innovative\\_Potential\\_NOV\\_2007.pdf](http://www.london.edu/assets/documents/Word/Innovative_Potential_NOV_2007.pdf)

### Douglas Ready

**Academic (Visiting Professor of Organizational Behaviour at London Business School; founder and president of the International Consortium for Executive Development Research)**

Recent work: "Winning the talent race in emerging markets", *Harvard Business Review*, November 2008

I am working on three major themes at the moment:

**Winning the talent race in emerging markets.** Most companies today place *growth in emerging markets* as a core element to their enterprise strategies, yet few understand how to source, develop, motivate and retain the talent they will need to win in those markets. Companies that simply try to transfer in a wholesale fashion their current talent initiatives into emerging markets are finding it difficult to get and keep the people they need to stay out in front.



I have just finished a major research project on what some companies are doing to win this talent race in emerging markets (along with Linda Hill from Harvard Business School and Jay Conger from London Business School and Claremont McKenna College). We stress the importance of companies creating a *Talent Compact* with their people, and underline the importance of a simple message: that winning the talent race in emerging markets is about *promises made and promises kept*.

**Shaping your company's collective ambition.** Why is it that some companies can operate as integrated entities, where the whole is greater than the sum of their parts, while others struggle, without a sense that something greater is holding them together? Several years ago I wrote an article entitled: *Leading at the enterprise level*. In it I argued that effective enterprise leaders placed equal attention on driving performance (the doing aspects of leading) and creating climate (the being aspects of leading). But that work focused primarily on the role of leaders as they migrated from unit to enterprise leadership responsibilities. I am now taking this to the organizational unit of analysis by suggesting that great companies must also pay careful attention to the doing and being elements of running their organizations. As such, the companies that focus, not only on strategy and execution, but also on building the cultures conducive to making those strategies happen, will be more successful in the long run. In a sense, this work will be stories told about the journeys of companies coming together as one in times of high turbulence and change.

**What will it take to lead in next-generation organizations?** A great deal of attention is currently placed on gaining a better understanding of what new behaviours and perspectives will be required of leaders in the future, but many of these studies are done out of the context of the fundamental changes taking place in our organizations and in these companies' business models. This study will examine the interplay between building new organizations and the leaders who will guide them as parts of an integrated fabric. We will be working with our ICEDR company partners (40 companies from around the world) to take a look at how our organizations and leadership requirements are changing simultaneously, and the outputs will be presented at a forum at Harvard Business School in June 2009. ■