

Chapter 1 : Harvard Business Review December | Learning English Together

Publication Date: December 01, Harvard Business Review publishes new and authoritative ideas for improving the practice of management. Written by leading business thinkers and executives, HBR.

From Felix Salmon at Reuters Once in a while though Does this mean the first place finisher is three times as good as 2nd? Again, how much better was first over also-ran? In life the reward for being second is not much better than for being one of the pack A major piece from the HBR: We all sense that power is shifting in the world. We see increasing political protest, a crisis in representation and governance, and upstart businesses upending traditional industries. But the nature of this shift tends to be either wildly romanticized or dangerously underestimated. There are those who cherish giddy visions of a new techno-utopia in which increased connectivity yields instant democratization and prosperity. The corporate and bureaucratic giants will be felled and the crowds coronated, each of us wearing our own 3D-printed crown. There are also those who have seen this all before. Twitter supposedly toppled a dictator in Egypt, but another simply popped up in his place. We gush over the latest sharing-economy start-up, but the most powerful companies and people seem only to get more powerful. Both views are wrong. They confine us to a narrow debate about technology in which either everything is changing or nothing is. In reality, a much more interesting and complex transformation is just beginning, one driven by a growing tension between two distinct forces: Old power works like a currency. It is held by few. Once gained, it is jealously guarded, and the powerful have a substantial store of it to spend. It is closed, inaccessible, and leader-driven. It downloads, and it captures. New power operates differently, like a current. It is made by many. It is open, participatory, and peer-driven. It uploads, and it distributes. The goal with new power is not to hoard it but to channel it. The battle and the balancing between old and new power will be a defining feature of society and business in the coming years. In this article, we lay out a simple framework for understanding the underlying dynamics at work and how power is really shifting: New power models are enabled by peer coordination and the agency of the crowdâ€”without participation, they are just empty vessels. Old power is enabled by what people or organizations own, know, or control that nobody else doesâ€”once old power models lose that, they lose their advantage. Old power models tend to require little more than consumption. A magazine asks readers to renew their subscriptions, a manufacturer asks customers to buy its shoes.

Chapter 2 : Articles - Institute For Strategy And Competitiveness - Harvard Business School

A version of this article appeared in the December issue of Harvard Business Review. Jeremy Heimans is a cofounder and the CEO of Purpose, a social business that builds movements.

Kaplan and Michael E. HBS Professors Robert Kaplan and Michael Porter detail how time-driven activity-based costing can be used to accurately measure costs at the patient level for the span of an entire medical condition. Kaplan and Derek A. Haas Health care providers are facing tremendous pressure to reduce costs—but evidence suggests that many of their responses are counterproductive, raising costs and sometimes decreasing the quality of care. Kaplan and Haas describe five mistakes commonly made in attempts to cut costs, uncovering multiple opportunities to improve processes in ways that lower total costs and deliver better care. Krosnrm Nirvan Mukerji, and Robert S. Kaplan Pressuring physicians to maximize the number of patients they see and minimizing the time they spend with each is a common mistake made in trying to reduce costs. When overworked physicians spend an inadequate amount of time with their patients, the patients may not fully understand the importance of complying with all aspects of their recommended treatments, which eventually leads to deteriorating health and higher treatment costs. In this study, the authors analyze historical data of dialysis patients and used TDABC to assess the costs of care associated with a suboptimal start—which could be reduced by additional upfront provider counseling. Meara, Erin Padden, Apurva S. Feeley This article describes early time-driven activity-based costing work at several leading healthcare organizations in the United States and Europe. It identifies the opportunities they found to improve value for patients and demonstrates how this costing method can serve as the foundation for new bundled payment reimbursement approaches. Donovan, Mike Hopkins, Benjamin M. Kimmel, Stephanie Koberna, and Carrie A. Montie Cleveland Clinic partnered with Harvard Business School to conduct a pilot project to explore the differences between time-driven activity-based costing TDABC and relative value unit costing. The goal was to determine whether TDABC could improve the accuracy of cost information and identify value-improvement opportunities for two types of heart-value procedures. Using TDABC, leaders gained a detailed look into process steps that could be consolidated, reduced, or performed with a lower cost mix of personnel. Kaplan This paper describes the HBS partnership with two orthopedic surgeons and an insurer, Harvard Pilgrim Health Plan, to co-create a bundled payment offering that covers a complete cycle of care for rotator cuff repairs. This innovative reimbursement approach should encourage value-based health-care delivery. The report illustrates the power of TDABC to drive operational changes within a delivery organization. Kaplan and Mary L. Witkowski The paper describes the theory and preliminary results for an action research program that explores the implications from better measurements of health care outcomes and costs. With valid outcome and cost information, managers and clinicians can standardize clinical and administrative processes, eliminate non-value added and redundant steps, improve resource utilization, and redesign care so that appropriate medical resources perform each process step. These actions enable costs to be reduced while maintaining or improving medical outcomes. Better measurements also allow payers to offer bundled payments, based on the costs of using efficient processes and contingent on achieving superior outcomes. The end result will be a more effective and more productive health care sector. The paper concludes with suggestions for accounting research opportunities in the sector. Kaplan The inventor of time-driven activity-based costing explains its applicability to health care delivery. TDABC traces the path of a patient throughout the continuum of care for a specific medical condition; identifies the actual cost of each resource used, such as personnel, space, consumables, and equipment, in both inpatient and outpatient settings; documents the amount of time the patient spends with each resource; and supports the ability to aggregate cost information across multiple organizations that deliver care to a patient throughout a defined episode of care. Greenhouse, and Anthony M. These sites are implementing the value approach, starting with accurate measurement of the outcomes and costs associated with repairing orthopedic conditions such as knee and hip arthritis and rotator cuff tears.

Chapter 3 : Harvard Business Review - December USA vk PDF download free

Harvard Business Review November The theme of this issue is The Internet of Everything and how intelligent information devices need to be part of any sophisticated product and how strategies need to be adjusted.

How to market in a downturn. Harvard Business Review April: What to do for a struggling colleague? Harvard Business Review May: Entering the fundamental state of leadership. Creating a purpose-driven organization. Envision an inspired workforce, discover the purpose, recognize the need of authenticity, turn the authentic message into a constant message, stimulate individual learning, turn midlevel managers into purpose-driven leaders, connect the people to the purpose, and unleash the positive energizers. Creating a purpose-driven organization: War planning and industrial mobilization. Harvard Business Review October: How to identify your enemies before they destroy you. Harvard Business Review November: A tool to distinguish signal from noise. Harvard Business Review June: Do you thank the taxpayer for your bailout? Why conglomerates thrive Outside the U. Harvard Business Review December: The global brand face-off. Harvard Business Review July-August: How the global slowdown is reshaping competition from emerging markets. Why "fair value" is the rule. Harvard Business Review March: Is a promotion worth hiding who you are? Building the co-creative enterprise. The co-creation approach to process and product design attempts to serve the interest of all stakeholders and focuses on their experiences and how they interact with each other. The truth about CSR. Firms must develop coherent corporate social responsibility strategies. Segmenting the base of the pyramid. Why sustainability is now the key driver of innovation. Harvard Business Review September: Selecting strategies that create shareholder value. Do not manage earnings or provide earnings guidance, 2. Make strategic decisions that maximize expected value, even at the expense of lowering near-term earnings, 3. Make acquisitions that maximize expected value, even at the expense of lowering near-term earnings, 4. Carry only assets that maximize value, 5. Return cash to shareholders when there are no credible value-creating opportunities to invest in the business, 6. Reward CEOs and other senior executives for delivering superior long-term returns, 7. Reward operating-unit executives for adding superior multiyear value, 8. Reward middle managers and frontline employees for delivering superior performance on the key value drivers that they influence directly, 9. Require senior executives to bear the risks of ownership just as shareholders do, Provide investors with value-relevant information. Leadership lesson from the Chilean mine rescue. The truth about customer experience. Three rules for making a company really great. Briefly the idea is to compete on the basis of differences other than price, make increasing revenue a priority over reducing costs, and change anything that prevents you from following those two rules. Making yours a winner will require the right people - and, increasingly, machines - on the front lines. How to grow great leaders. The power of collective ambition. Make your company a talent factory. Are you a high potential? Winning the race for talent in emerging markets. Building a game-changing talent strategy. Courage as a skill. Harvard Business Review January: Measuring investment center performance. Harvard Business Review May-June: The new competitive advantage. Your strategy needs a strategy. How Alibaba uses algorithmic thinking to constantly reinvent itself. The biology of corporate survival: Natural ecosystems hold surprising lessons for business. Government in your business. The one number you need to grow. What your customers tell their friends about you. Quality comes to services. Harvard Business Review September-October: Managing the high intensity workplace. How to sell services more profitably. Bringing the environment down to earth. How would you save this farm? Lessons from the U. The mismanagement of customer loyalty. Harvard Business Review July: When a turnaround stalls. Harvard Business Review February: Profitability index for investments. Harvard Business Review July-August: Making dumb groups smarter. Seize advantage in a downturn. Managing 21st-century political risk. Business policing itself through better business bureaus. Do business and politics mix? The organization of the copper market. Investments of banks and insurance companies. Changes in financial structure, and financing operations of railroads, since What ever happened to accountability: The appraisal of labor "efficiency". Structural features of shop-committee plans. The future of shopping: Successful companies will engage customers through "omnichannel" retailing: Companies need to fuse the

digital and physical experiences to allow customers to easily move between the two. Now some companies are reaping strong returns on their CRM investments. Localization the revolution in consumer markets. Avoid the four perils of CRM. How to go from a few teams to hundreds. Innovation in turbulent times. Material control in the ship-building industry. The problem of railway terminal operation. Should you launch a fighter brand?

Chapter 4 : Harvard Business Review - December

A day trial plus your first audiobook, free. 1 credit/month after trial - good for any book, any price. Easy exchanges - swap any book you don't love.

By Bella DePaulo, Ph. The authors focused mostly on the MBAs between the ages of 26 and They wanted to know if they could discover anything new about the gender gap in leadership. Why do women end up rising to less impressive positions in the workplace than their male counterparts? It is happening even among the elite graduates of Harvard Business School. There is a popular narrative: We also learn whose career within a marriage really does end up dominant and who ends up doing the most childcare. But we learn nothing about women " or men " who are not married and who do not have children. The authors are sensitive to other potential biases and isms. They realize they are discussing an elite group, and address that head-on. We all know about racism and classism, white privilege and economic privilege. But singlism " the stereotyping, stigmatizing, and discrimination against single people " is hardly recognized at all. And the set of privileges that come with being married such as having your life considered important enough to be analyzed and discussed thoughtfully and respectfully in the HBR and the New York Times apparently merit not even a nod. Consider the title of the HBS article: The same is true of the article in the New York Times. Professionals are not supposed to disappear huge swaths of the human population, or pretend that the experiences of some people are representative of all people, or that the only experiences that matter are, for instance, those of white men. With singles, though, in the 21st century, it is still fair game to set them all aside with not even a shrug. Never mind the singlism and the insensitivity to matters of privilege inherent in that practice. Ignoring single people is counterproductive to the ostensible goals of the authors. For translations of some of my books into other languages, such as Spanish, Portuguese, Chinese, and Korean, [click here](#). D Bella DePaulo Ph. Redefining Home and Family in the 21st Century. DePaulo is in her sixties. She has always been single and always will be. She is "single at heart" -- single is how she lives her best and most meaningful life. Visit her website at [www](#). Retrieved on November 9, , from [https](#):

Chapter 5 : Harvard Business School

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Provided by James R. Harvard Business Review March: The CEO of Zoetis on how he prepared for the top job. Harvard Business Review June: Harvard Business Review September: How we did it Harvard Business Review December: Build an innovation engine in 90 days. Unlock the mysteries of your customer relationships. Focusing capital on the long term. Becoming a first-class noticer. Women too respond to sexual cues by taking more risks. Harvard Business Review April: Is it ever ok to break a promise? With big data comes big responsibility. Harvard Business Review November: To much openness can be counterproductive. Privacy is just as important to performance. Harvard Business Review October: Beware the next big thing. Harvard Business Review May: To raise productivity, let more employees work from home. The new rules of globalization. The rise of the chief marketing technologist. Synthesis how to keep learning and still have a life. Leverage data flows to integrate closely with supply chain partners, optimize customer value across the whole chain, cooperate with suppliers to rapidly improve manufacturing processes, and harness technical capabilities to offer a high degree of product customization for customers. Balancing "we" and "me". From purpose to impact. Figure out your passion and put it to work. De Swaan Arons, M. The ultimate marketing machine. Who can you trust? Strategies for dealing with the likes of Google, Amazon, and Kayak. Rethink what you "know" about high-achieving women. How I did it Getting virtual teams right. Managing change, one day at a time. Innovation, then and now. Skills for integrating every part of your life. Right up the middle: How Israeli firms go global. Leading your team into the unknown. Can a strong culture be too strong? The CEO of Ozon on building an e-commerce giant in a cash-only economy. How to outsmart activist investors. Four paths to business model innovation. Manage your work, manage your life. Should a female director "tone it down". How the other Fukushima plant survived. The limits of scale. A taxonomy of innovation. The chart that organized the 20th century. Women, find your voice. Find the coaching in criticism. New power actors are different from old power players. Old power is like a currency - jealously guarded, closed, inaccessible and leader driven. New power is like a current - open, participatory, and peer driven. Smart leaders are rewriting the rules of innovation. A Chinese approach to management. The best-performing CEOs in the world. How not to cut health care costs. The missteps that keep us paying too much for treatment. Cutting back on support staff, underinvesting in space and equipment, focusing narrowly on procurement prices, maximizing patient throughput, and failing to benchmark and standardize. Unlocking the wealth in rural markets. Kets De Vries, M. Coaching the toxic leader. Some managerial knowledge is universal and some is specific to a market or a culture. Shows how well industry profitability is correlated across countries? Are your employees fully engaged in moving your company forward? Turn your science into a business. Sustainability a CFO can love. Freemium is a business model combining "free" and "premium" where users get basic features at no cost and can access richer functionality for a subscription fee. Why corporate functions stumble. Mindfulness in the age of complexity. Paying attention to what's going on around us instead of operating on autopilot helps reduce stress, unlock creativity, and boost performance. How connections, sensors, and data are revolutionizing business. Stock buybacks manipulate the market and leave most Americans worse off. Shows how productivity and wages have parted ways. Engaging doctors in the health care revolution. How to survive climate change and still run a thriving business. An anthropologist walks into a bar Understanding customers requires observing them in their natural habitats. Time is money, but few organizations treat it that way. Career choices when life is short. Rebounding from career setbacks. Can an "ethical" bank support guns and fracking? The rise and likely fall of the talent economy. The big lie of strategic planning. How Netflix reinvented HR. The crisis in retirement planning. Our approach is all wrong: We need to think about monthly income, not net worth. Navigating the cultural minefield. Learn how to work more effectively with people from other countries. How I did it The CEO of Automattic on holding "auditions" to build a strong team. Case study second thoughts about a strategy shift. Sustainability in the boardroom. The new patterns of innovation.

Chapter 6 : leadership blogs from calendrierdelascience.com | Harvard Business Publishing Corporate Lea

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Chapter 7 : Harvard Business Review Magazine November USA online download pdf

Published by Harvard Business School Publishing Corporation, 60 Harvard Way, Boston, MA Managing Yourself With more and more companies doing business in far-flung places and more and more employees telecommuting, virtual teamsâ€”those made up of people in different physical locationsâ€”are on the rise.

Chapter 8 : Articles - Erin Meyer

December, Emotion and the Art of Negotiation Alison Wood Brooks Harvard Business Review April, Making Business Personal Robert Kegan Lisa.

Chapter 9 : Blog - Erin Meyer

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