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# **HBR's 10 Must Reads 2017: The Definitive Management Ideas Of The Year From Harvard Business Review (with Bonus Article "What Is Disruptive Innovation?") (HBR's 10 Must Reads)**





## Synopsis

A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review to keep you up-to-date on the most cutting-edge, influential thinking driving business today. With authors from Clayton M. Christensen to Adam Grant and company examples from Intel to Uber, this volume brings the most current and important management conversations to your fingertips. This book will inspire you to:

- Rethink the way you work in the face of advancing automation
- Transform your business using a platform strategy
- Apply design thinking to create innovative products
- Identify where too much collaboration may be holding your people back
- See the theory of disruptive innovation in a brand new light
- Recognize the signs that your cross-cultural negotiation may be falling apart

This collection of articles includes:

- "Collaborative Overload," by Rob Cross, Reb Rebele, and Adam Grant;
- "Algorithms Need Managers, Too," by Michael Luca, Jon Kleinberg, and Sendhil Mullainathan;
- "Pipelines, Platforms, and the New Rules of Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary;
- "What Is Disruptive Innovation?," by Clayton M. Christensen, Michael Raynor, and Rory McDonald;
- "How Indra Nooyi Turned Design Thinking into Strategy," an interview with Indra Nooyi by Adi Ignatius;
- "Engineering Reverse Innovations," by Amos Winter and Vijay Govindarajan;
- "The Employer-Led Health Care Revolution," by Patricia A. McDonald, Robert S. Mecklenburg, and Lindsay A. Martin;
- "Getting to Sã-, Ja, Oui, Hai, and Da," by Erin Meyer;
- "The Limits of Empathy," by Adam Waytz;
- "People Before Strategy: A New Role for the CHRO," by Ram Charan, Dominic Barton, and Dennis Carey; and
- "Beyond Automation," by Thomas H. Davenport and Julia Kirby.

## Book Information

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## Customer Reviews

Harvard Business Review is the leading destination for smart management thinking. Through its flagship magazine, 11 international licensed editions, books from Harvard Business Review Press, and digital content and tools published on HBR.org, Harvard Business Review provides professionals around the world with rigorous insights and best practices to lead themselves and their organizations more effectively and to make a positive impact.

Empathy belly, collaboration bias and human vs. machine debate were outstandingly narrated. HBR 2017 to 'x' years is what leaders need to thrive over centuries.

The previous editions have better write-ups. Still good compilation and worth reading.

HBR strikes again with relevant articles by qualifies and experienced writers. As stated, a must read for business

This is the latest volume in a series of anthologies of articles selected by the editors of Harvard Business Review because they offer "the definitive management ideas of the year from Harvard Business Review." The bonus article, "What Is Disruptive Innovation?" all by itself is worth far more than the total cost of this volume. Moreover, the total cost of the eleven articles would cost about \$70 if purchased individually as reprints. The material provided will help executives to achieve strategic objectives that include these, each preceded by "How to":

- o Rethink the way they work in the face of accelerating automation
- o Transform their business using a platform strategy
- o Apply design thinking to create innovative products and/or services
- o Identify where excessive collaboration may be holding their people back
- o See the theory of disruptive innovation is a new light
- o Recognize the signs that their cross-cultural negotiation may be falling apart

According to the HBR editors, "Despite all the amazing advances new digital tools have brought, people still matter. Businesses need individuals who can exercise intuition and judgment, who can see the gaps in data, who can assess new ideas. Most of all, they need leaders who can inspire employees and set them up for success. Competitive advantage lies not in the

latest smart devices but in the way we effectively combine the potential of both technology and people.

In this context, I presume to add comments expressed in 1924 by 3M's then chairman and CEO, William L. McKnight: "If you put fences around people, you get sheep. Give people the room they need. If anything, that is even more important now than it was 92 years ago. Here in Dallas near the central business district, we have a Farmer's Market at which several merchants offer slices of fresh fruit as samples of their wares. In that spirit, I now share a representative selection of brief excerpts from four of the eleven articles in this volume.

First, "Collaboration is indeed the answer to many of today's most pressing business challenges. But more isn't always better. Leaders must learn to recognize, promote, and efficiently distribute the right kinds of collaborative work, or their teams and top talent will bear the costs of too much demand for too little supply. In fact, we believe that the time may have come for organizations to hire chief collaboration officers. By creating a senior executive position dedicated to collaboration, leaders can send a clear signal about the importance managing teamwork thoughtfully and provide the resources necessary to do it effectively. That might reduce the odds that the whole becomes far less than the sum of its parts."

Rob Cross, Reb Rebele, and Adam Grant, "Collaborative Overload"

Next, "Disruption theory does not, and never will, explain everything about innovation specifically or business success generally. But there is cause for hope: Empirical tests show that using disruptive theory makes us measurably and significantly more accurate in our predictions of which fledgling businesses will succeed. As an ever-growing community of researchers and practitioners continue to build on disruption theory and integrate it with other perspectives, we will come to a better understanding of what helps firms innovate successfully."

Clayton M. Christensen, Michael Raynor, and Rory McDonald, "What Is Disruptive Innovation?"

And then, "Chief executives have no choice but to start investing in the infrastructure, processes, and people needed to develop products in emerging market. Doing so will allow multinationals to benefit from the 'rural engineering' (as Renault's Carlos Ghosn labeled it) that's possible there. Because of abundant skilled talent "especially engineers" and relatively low salaries in those countries, the costs of creating products there are often lower than in developed nations. But no amount of investment will result in portfolios of successful new products and services if companies don't follow the design principles that govern the development of reverse innovations."

Amos Winter and Vijay Govindarajan, "Engineering Reverse Innovation"

Finally, "The strategy that will work in the long term, for employers and the employed, is to view smart machines as our partners and collaborators in knowledge work. By

emphasizing augmentation, we can remove the threat of automation and turn the race with the machine into a relay rather than a dash. Those who are able to smoothly transfer the baton to and from a computer will be the winners. • Thomas H. Davenport and Julia Kirby, • Beyond Automation • The material in this volume will be especially valuable to those who rely on only a few sources for a briefing on cutting-edge thinking in several separate but interdependent dimensions of doing business. The eleven articles in this volume average 14 pages in length and are exceptionally well-written as well as authoritative. I also highly recommend the previous HBR 10 Must Reads for 2015 and 2016. Some of the exemplar applications of key issues may be somewhat dated but the issues themselves are timeless.

'Pipelines, Platforms, . . .' by Alstytne was particularly interesting to me. He begins by pointing out that in 2007 the five major mobile-phone makers (Nokia, Samsung, Motorola, Sony, Ericsson, and LG) controlled 90% of industry profits. That year, Apple (then 4% of desktop market) introduced its iPhone. By 2015 Apple generated 92% of industry global profits, while four of the prior five made none at all. How did that happen? Apple had conceived its iPhone and operating system as more than just a consumer product, but also as a way to connect developers and app users. (Quite interesting, because previously Apple/Jobs had deliberately shut out clone-makers, contrary to IBM.) By January, 2015 its App Store offered 1.4 million apps and generated \$25 billion for developers. 'Platforms' had existed for years - malls (consumers and merchants), newspapers (subscribers and advertisers). IT makes this simpler and cheaper. New examples include Uber, , Airbnb. Walmart, Nike, G.E. are now scrambling to incorporate platforms into their business models. The Internet economy builds efficiencies in social networking, demand aggregation, app development. The larger the network, the better the matches between supply and demand. Google accounts for 94% of mobile search and Facebook dominates the 'friend business.' Porter's 'Five Forces' model regards external forces (eg. suppliers) as depletive (extracting value from the firm) and potential threats, and suggests building barriers against them. (Dr. Deming argues otherwise - long-term cooperative relationships.) Consumers and producers can now swap role - one can ride in a Uber vehicle, then become an Uber driver, stay at an Airbnb facility, then become a host. Platforms can abruptly change an incumbent set of competitors - eg. Swatch competed vs. Timex, then Apple's watch entered the fray, Siemens competed with Honeywell for thermostats, then found itself also competing with Nest. Positive spillovers can occur - those purchasing books on now often provide book recommendations that make the site more valuable. Clayton Christensen's article on Disruptive Innovation was not what I'd hoped it would have been. Admittedly he's made a great

contribution to management with his thinking in this area; however, this particular article simply refined some minor new issues that Internet platforms have recently created. Another excellent article in this booklet - 'Employer-Led Health Care Revolution,' largely written by those involved at Intel's Seattle and Hillsboro plants, in cooperation with Virginia Mason Medical Center in Seattle and local Intel employee/family healthcare providers. Actions included standardizing work and adapting best practices (paperwork, and clinical) to fit the local situation. The primary source of clinical insights came from Virginia Mason Medical Center in Seattle, already serving a good-sized Intel population of employees and dependents. They had utilized a version of the Toyota Production System to make processes lean (stripping out non-value-added) activities that also caused delays and waits, and more reliable/higher quality. Evidence-based care became the focus. Over the first five years working together they implemented new processes for treating 6 medical conditions and improved screening for immunizations and status of blood pressure and diabetes. Results included cutting the direct costs of treating three of those six conditions by 24% - 49%.' 'Engineering Reverse Innovations' addresses the process of designing/creating products for advanced economies within developing economies, rather than the traditional reverse process. The authors contend that the problem stems from failure to grasp the differing contexts of emerging markets. A major problem is that products derived from 'watered down' versions of those designed for developed nations generally are too expensive for the local middle class, or cannot meet all local requirements (eg. John Deere tractors for India received poor reception because their turning radius was more fitted to large American farms instead of small plots in India). Similarly, an innovative approach to powering water pumps in Africa turned out to be unsuitable because the designers hadn't realized what the children involved wanted - a merry-go-round that kept spinning after they quit powering it.

I found issues very light and insubstantial. Except two articles the rest are newless

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