

Harvard Business Review

35 Making Purpose
Real / 116 Customer
Experience in the Age
of AI / 126 The Secret
to Retaining Talent

HBR.ORG



Managing a Polarized Workforce



2

4

4

How to
promote trust
amid bitter
disagreement

62

\$19.95 U.S. / CAN
March-April 2022



0 09128 64803 3

"Practical idealism means refusing to sacrifice real albeit incomplete progress in the name of perfection."

"THE MESSY BUT ESSENTIAL PURSUIT OF PURPOSE," PAGE 44

Contents

March–April 2022

35 Spotlight Making Purpose Real

36 What Is the Purpose of Your Purpose?

Your why may not be what you think it is.

Jonathan Knowles et al.

44 The Messy but Essential Pursuit of Purpose

Win-win solutions are less common than we think.

Ranjay Gulati

52 Use Purpose to Transform Your Workplace

Unilever's values-based approach to difficult talent decisions

Leena Nair et al.

56 Purposeful Business the Agile Way

Turn squishy debates into concrete action.

*Darrell Rigby, Sarah Elk,
and Steve Berez*

COVER PHOTOGRAPH
Bruce Peterson



61 Features

62 MANAGING PEOPLE

Managing a Polarized Workforce

How to foster debate
and promote trust
*Julia A. Minson and
Francesca Gino*

74 DIVERSITY & INCLUSION

Data-Driven Diversity

To achieve your inclusion
goals, use a metrics-based
approach.
*Joan C. Williams and
Jamie Dolkas*

84 AI & MACHINE LEARNING

Robots Need Us More Than We Need Them

In our AI future, people—
not the algorithms they
deploy—will be the reason
most companies succeed.
*H. James Wilson and
Paul R. Daugherty*

96 MANAGEMENT

Managers Can't Do It All

It's time to reinvent
their role for the new
world of work.
*Diane Gherson and
Lynda Gratton*



126

106 LEADERSHIP

Creating High- Impact Coalitions

CEOs can lead the charge
on society's biggest
problems.
*Rosabeth Moss Kanter
and Tuna Cem Hayirli*

116 CUSTOMER EXPERIENCE

Customer Experience in the Age of AI

The case for building
"intelligent experience
engines"
*David C. Edelman and
Mark Abraham*

126 TALENT MANAGEMENT

The Real Secret to Retaining Talent

The subtle art of making
people feel special
Roger L. Martin

134 CORPORATE FINANCE

A Better Way to Assess Managerial Performance

A new measure gets
past the distortions of
total shareholder return
and puts buybacks into
perspective.
*Mihir Desai, Mark Egan,
and Scott Mayfield*

Our Commitment to Sustainability

We're proud that the paper we use in our print magazine is certified under the Sustainable Forestry Initiative® program, meaning that it comes from responsibly managed sources and is a renewable resource.



**17
Idea Watch**

New Research and
Emerging Insights

**17 HUMAN RESOURCE
MANAGEMENT**

**Rethinking Your
Approach to
the Employee
Experience**

Companies should focus on not just what they give employees but also how their offerings make employees feel. **PLUS** The cost of being a bad corporate citizen; risky business, on and off the job; and more

**28 DEFEND YOUR
RESEARCH**

**More-Experienced
Entrepreneurs
Have Bigger
Deadline Problems**

A new study examines why founders don't learn to anticipate delays.

30 HOW WE DID IT

**The CEO of Roblox
on Scaling
Community-
Sourced Innovation**

Racing toward the future of human coexperience in a safe and civil community
David Baszucki

**143
Experience**

Advice and
Inspiration

**143 MANAGING
YOURSELF**

**When to
Cooperate with
Colleagues and
When to Compete**

There's rivalry in every work relationship. Have a strategy for managing it.
*Randall S. Peterson and
Kristin J. Behfar*

148 CASE STUDY

**One Employee
Went Freelance.
Now Everyone
Wants the
Same Deal**

An advertising firm considers how to stem the tide of departures.
*Rakesh Bohra and
Jyotsna Bhatnagar*

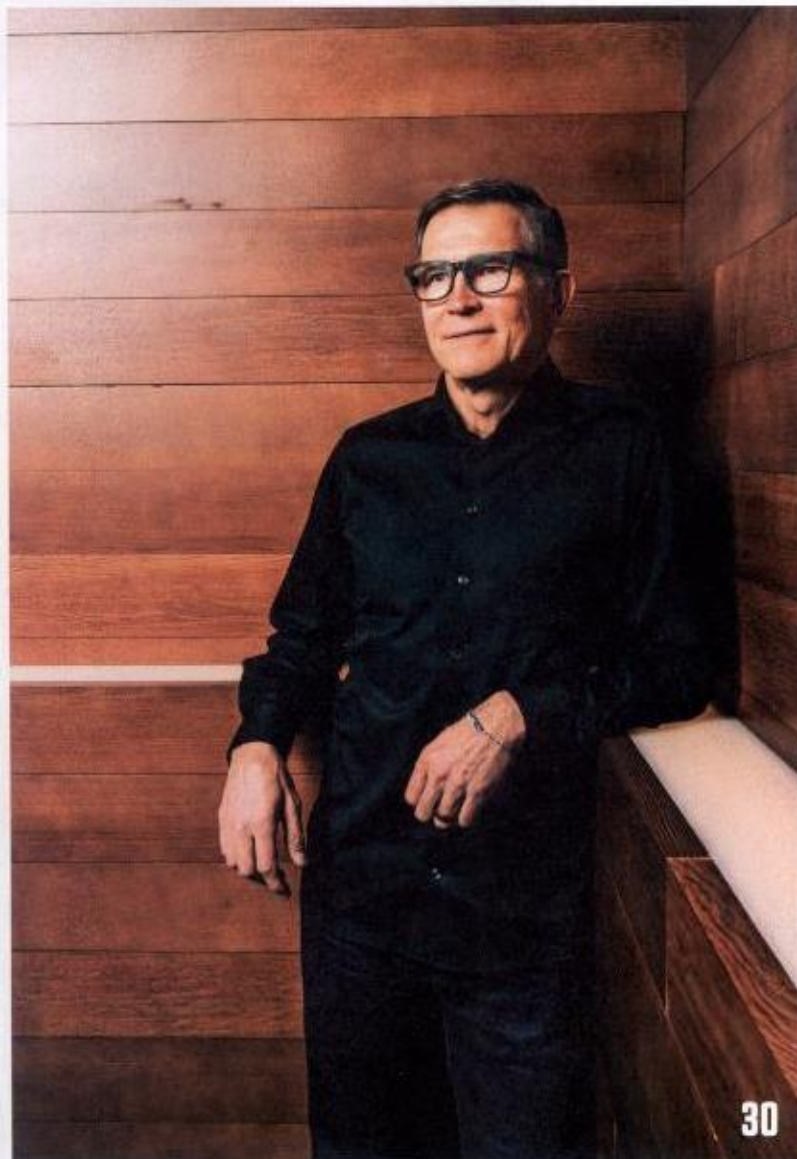
154 SYNTHESIS

**Finding Middle
Ground**

New takes on the class divide
Toby Lester

160 LIFE'S WORK

Sarah Cooper



Departments

10 FROM THE EDITOR

12 CONTRIBUTORS

156 EXECUTIVE SUMMARIES

"At Roblox user innovation is not a nice-to-have alongside other things. It's fundamental."

—DAVID BASZUCKI, CEO OF ROBLOX