

Harvard Business Review

- 41 Creating a Truly Digital Organization
- 76 How to Find a Second Growth Engine
- 112 Stop Selling and Start Collaborating

HBR.ORG



May-June
2022

Designing Work That People Love

How to enhance engagement and commitment

66



"Employees who develop digital mindsets are more successful in their jobs, have higher satisfaction at work, and are more likely to get promoted."

"DEVELOPING A DIGITAL MINDSET," PAGE 50

Contents

May–June 2022

41 Spotlight

The Digitally Literate Organization

42 Democratizing Transformation

Give your entire workforce the capacity to become innovators.

Marco Iansiti and
Satya Nadella

50 Developing a Digital Mindset

How to lead your organization into the age of data, algorithms, and AI

Tsedal Neeley and
Paul Leonardi

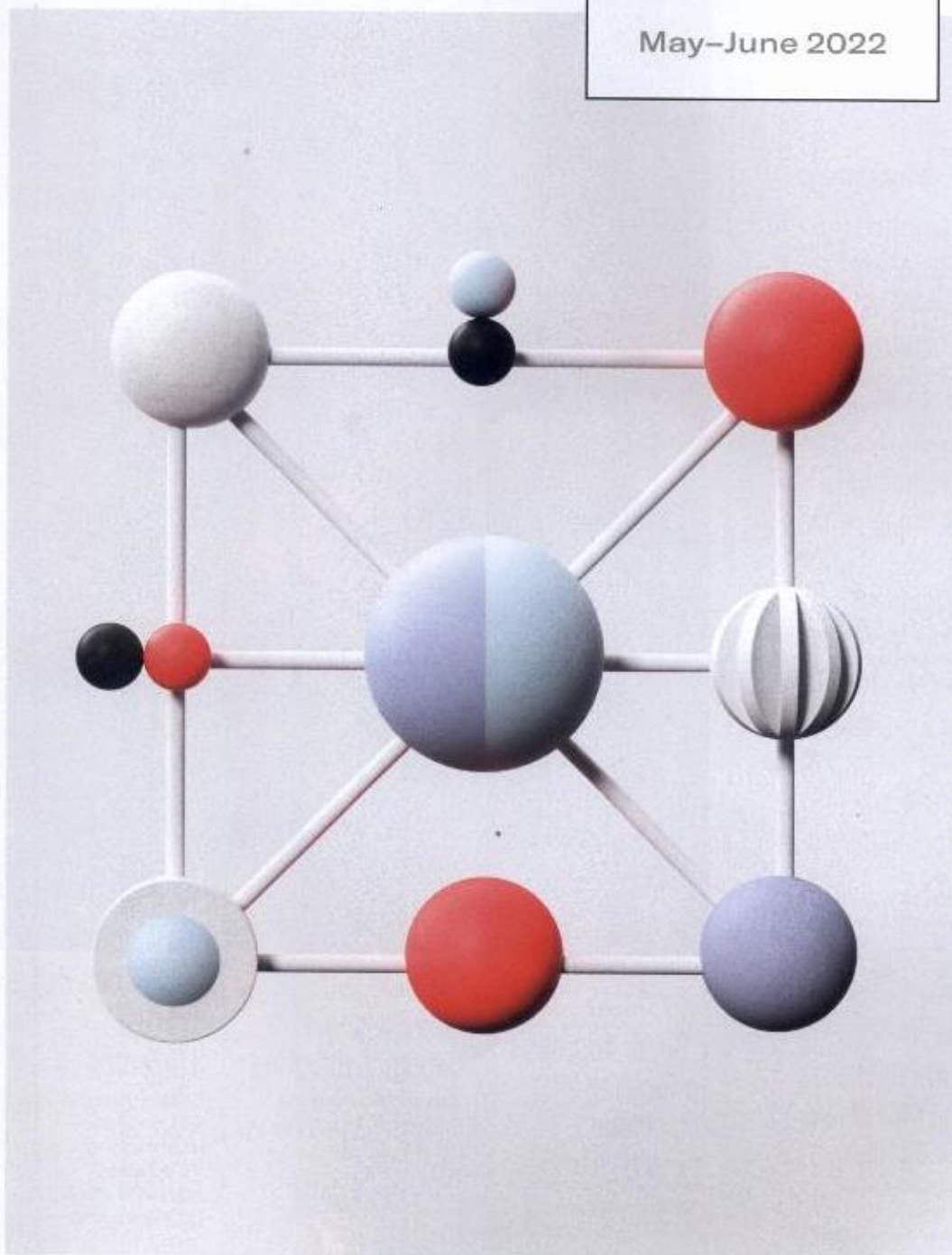
56 The Next Great Digital Advantage

Smart businesses are using datagraphs to reveal unique solutions to customer problems.

Vijay Govindarajan and
N. Venkat Venkatraman

COVER PHOTOGRAPH

Dan Saelinger



65 Features

66 TALENT

Designing Work That People Love

It's easier than you think.
Marcus Buckingham

76 STRATEGY

When Your Business Needs a Second Growth Engine

Here's how to build one.
*James Allen
and Chris Zook*

86 HEALTH CARE

The Telehealth Era Is Just Beginning

More gains in quality,
affordability, and
accessibility are on
the way.

*Robert Pearl and
Brian Wayling*

96 DIVERSITY

How to Build an Anti-Racist Company

A playbook for
fostering diversity,
equity, and inclusion
James D. White



104 RISK MANAGEMENT

A Better Approach to Avoiding Misconduct

Use nudges to comple-
ment traditional methods
of risk management.
*Wieke Scholten, Femke de
Vries, and Tijs Besieux*

112 SALES

Stop Selling. Start Collaborating.

The secret to fostering
lasting client relationships
Christoph Senn

120 EXPERIMENTATION

Act Like a Scientist

Great leaders challenge
assumptions, run
experiments, and follow
the evidence.
*Stefan Thomke and
Gary W. Loveman*

130 LEADERSHIP DEVELOPMENT

How to Get the Most out of Peer Support Groups

A guide to the benefits
and best practices
*Boris Groysberg and
Robert Russman Halperin*

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.



**19
Idea Watch**

New Research and
Emerging Insights

**19 HIRING AND
RECRUITMENT**

**Tap the Talent Your
Hiring Algorithms
Are Missing**

They may be turning great candidates away.
PLUS When chatbots are too human, how to achieve gender parity across the organization, and more

**32 DEFEND
YOUR RESEARCH**

**Impostor
Syndrome Has
Its Advantages**

A new study shows it may actually make you more likable.

35 HOW WE DID IT

**The CEO of New
Mountain Capital
on Using PE
Management to
Ignite Growth**

The unique benefits of private equity investment
Steve Klinsky



Steve Klinsky,
CEO of
New Mountain
Capital

**143
Experience**

Advice and
Inspiration

**143 MANAGING
YOURSELF**

**How to Stop
Procrastinating**

Seven strategies
backed by science
Alice Boyes

148 CASE STUDY

**What Does
Diversity Mean
in a Global
Organization?**

Needs may differ
between headquarters
and regional offices.
David S. Lee

154 SYNTHESIS

**The Case for
Welcoming
Immigrants**

New books show how newcomers enrich economies and cultures.
Alison Beard

160 LIFE'S WORK

Jhumpa Lahiri

Departments

12 **FROM THE EDITOR**

14 **CONTRIBUTORS**

156 **EXECUTIVE
SUMMARIES**