

# Harvard Business Review

## Strategies for Turbulent Times

A new way  
to plan  
for the  
unknown

60

118 Performance  
Management Shouldn't  
Kill Collaboration

139 Dealing with  
Difficult Coworkers

HBR.ORG



September-  
October  
2022



2

4

4



"SHOULD YOUR COMPANY SELL ON AMAZON?" PAGE 38

## September–October 2022

## Choosing the Right Platform for Your Brand

## 38 Should Your Company Sell on Amazon?

Reach comes at a price.  
*Ayelet Israeli et al.*

## 47 Building Your Own Brand Platform

To sidestep the big online marketplaces, consider these four approaches.

**Julian R.K. Wichmann,  
Nico Wiegand, and  
Werner J. Reinartz**

## 54 Selling on TikTok and Taobao

The growing power of  
online video platforms  
**Thomas S. Robertson**

**COVER PHOTOGRAPH**  
**Dan Saelinger**



C.J. Burton/Getty Images (box)

Illustration by **RYAN SNOOK**

Harvard Business Review  
September–October 2022



## 60 Features

### 60 STRATEGY

#### Strategy-Making in Turbulent Times

A dynamic new model  
*Michael Mankins and  
Mark Gottfredson*

### 70 ORGANIZATIONAL CULTURE

#### Don't Let Cynicism Undermine Your Workplace

How to restore trust  
and confidence  
in your leaders—and  
your organization  
*Jamil Zaki*

### 80 DIVERSITY & INCLUSION

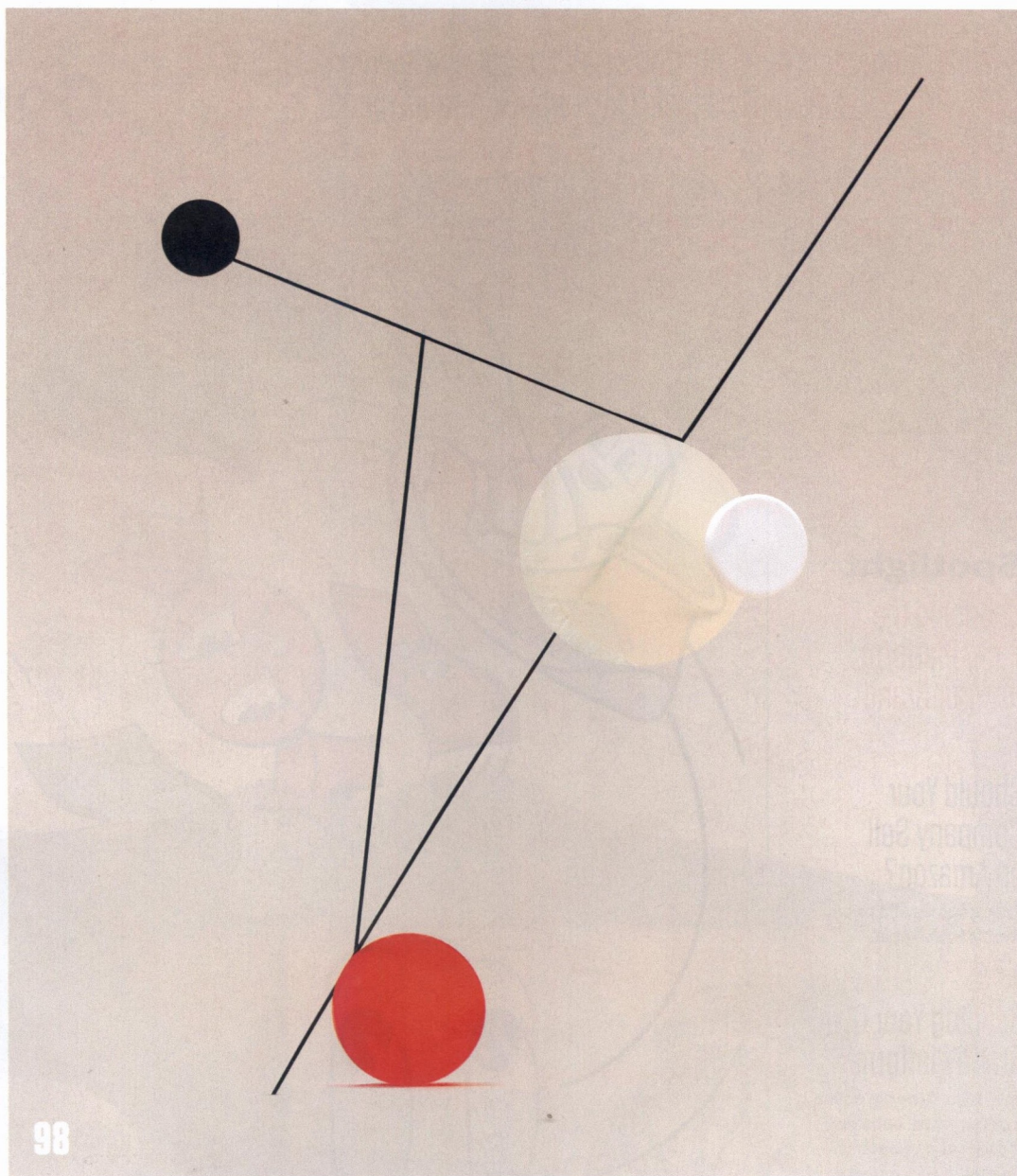
#### Dig, Bridge, Collectively Act

A proven approach to  
dismantling systemic  
inequities via authentic  
personal relationships  
*Tina Opie and  
Beth A. Livingston*

### 88 TEAMS

#### A New Social Contract for Teams

Members must commit  
to new behaviors to  
accelerate innovation  
and growth.  
*Keith Ferrazzi*



### 98 WORK/LIFE BALANCE

#### The Surprising Benefits of Work/Life Support

It's a secret weapon for  
achieving organizational  
diversity.

*Alexandra Kalev and  
Frank Dobbin*

### 108 SALES

#### How to Digitalize Your Sales Organization

Use technology, data, and  
analytics to do it right.

*Prabhakant Sinha et al.*

### 118 EMPLOYEE PERFORMANCE MANAGEMENT

#### Performance Management Shouldn't Kill Collaboration

How to align goals  
across functions

*Heidi K. Gardner and  
Ivan Matviak*

### 128 SUSTAINABLE BUSINESS PRACTICES

#### The Essential Link Between ESG Targets and Financial Performance

It's key to building a sus-  
tainable business model.

*Mark R. Kramer and  
Marc W. Pfitzer*