

# Harvard Business Review

## What Does Your Company *Really* Stand For?

Figuring that  
out is essential.  
Here's how.

40

2
4
4

59 Eight Leading  
CEOs on the Ideas  
That Inspire Them

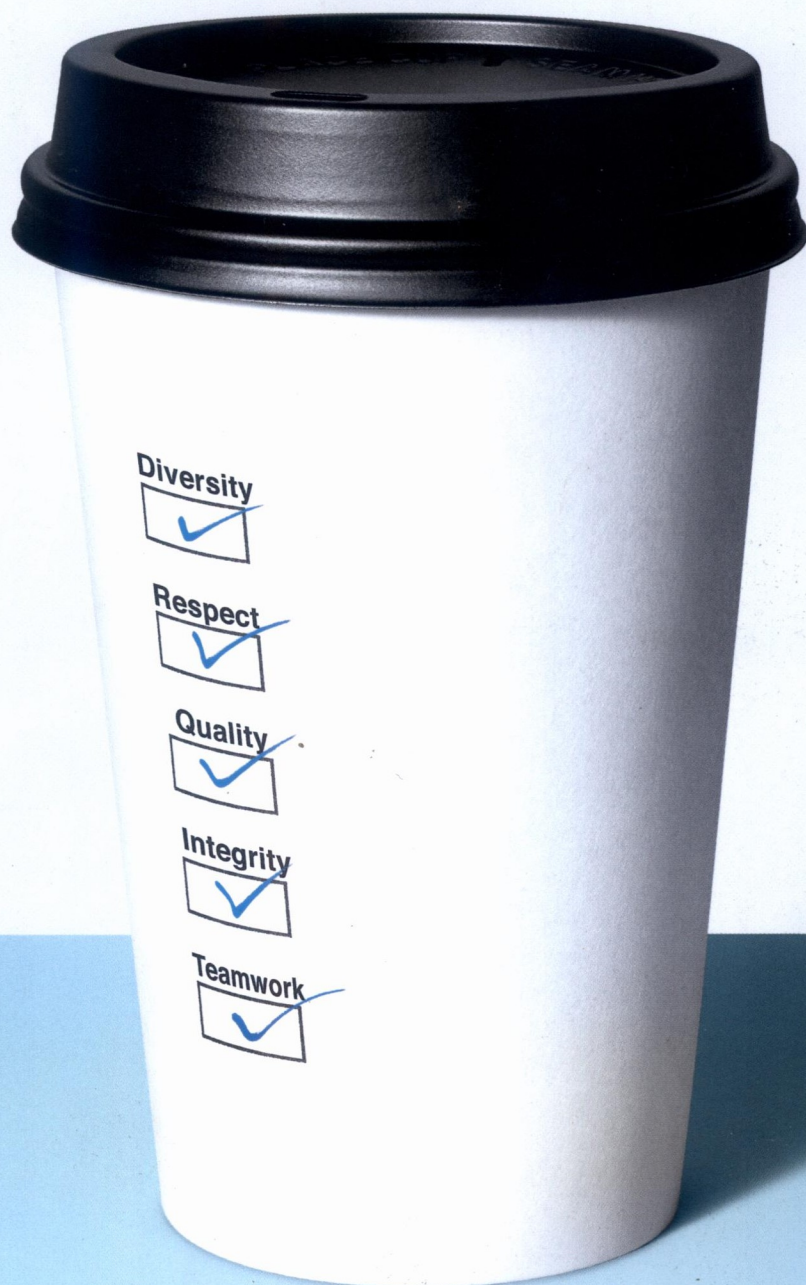
70 Number One in  
Formula One

139 Make the Most  
of Your One-on-Ones

HBR.ORG



November-  
December  
2022





"The stakes for organizations to get it right  
on values have never been higher."

"WHAT DOES YOUR COMPANY REALLY STAND FOR?" PAGE 40

# Contents

November–  
December 2022

## 39 Spotlight Defining Your Company's Values

40

### What Does Your Company Really Stand For?

Align what matters to  
you as an organization  
with what matters to  
your employees.

*Paul Ingram and  
Yoonjin Choi*

47

### Strategy in a Hyperpolitical World

How to make smart  
choices when values  
clash

*Roger L. Martin and  
Martin Reeves*

53

### To See the Way Forward, Look Back

Revisiting your founding  
ideals can help sharpen  
your purpose and values.

*Ranjay Gulati*

#### COVER PHOTOGRAPH

Dan Saelinger





## 59 Features

### 59 MANAGEMENT

#### HBR 100th: The Ideas That Inspire Us

To mark our centennial, we asked eight current and former CEOs from some of the world's top companies to describe the ideas that have propelled their own careers and organizations.

### 70 LEADERSHIP

#### Number One in Formula One

Leadership lessons from Toto Wolff and Mercedes, the team behind one of the greatest winning streaks in all of sports

*Anita Elberse*

### 80 INNOVATION

#### Your Company Needs a Space Strategy. Now.

Rapidly falling launch costs and fleets of new satellites are opening up big opportunities for business.

*Matthew Weinzierl et al.*

### 92 DIVERSITY & INCLUSION

#### The Five Stages of DEI Maturity

How to move from promises to results

*Ella F. Washington*



### 100 AI & MACHINE LEARNING

#### From Prediction to Transformation

To realize their potential, AI technologies need new systems that leverage them.

*Ajay Agrawal, Joshua Gans, and Avi Goldfarb*

### 110 MENTORING

#### How to Do Sponsorship Right

Mentorship isn't enough. To develop productive career relationships, you've got to be authentic.

*Herminia Ibarra*

### 120 SALES

#### Can AI Really Help You Sell?

It can, depending on when and how you implement it.

*Jim Dickie et al.*

### 130 SUSTAINABLE BUSINESS PRACTICES

#### Moving the Needle on Sustainability

You can't just get the product right—you may need to change consumer behavior too.

*Goutam Challagalla and Frédéric Dalsace*



**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 ORGANIZATIONAL  
CULTURE**

**Revitalizing Culture  
in the World of  
Hybrid Work**

Three strategies can help employees anywhere feel connected. **PLUS** One way to beat inflation, what umpires' calls reveal about our "attention budget," and more

**32 DEFEND YOUR  
RESEARCH**

**Negative Reviews  
Can Boost Sales  
Even More Than  
Positive Ones**

When people identify with a brand, they'll defend it from attack.

**34 HOW WE DID IT**

**The CEO of Hershey  
on Turning a Candy  
Company into  
a Snacks Empire**

To execute a bold new strategy, Hershey learned to be more entrepreneurial.

**Michele Buck**

**139  
Experience**

Advice and  
Inspiration

**139 MANAGING  
YOURSELF**

**Make the Most  
of Your One-on-  
One Meetings**

They can be a highly effective leadership tool.

**Steven G. Rogelberg**

**144 CASE STUDY**

**Does Facial  
Recognition Tech  
Enhance Security?**

The new system in a day-care center is producing biased results.

**Mary C. Gentile,  
David Danks, and  
Maralee Harrell**

**150 SYNTHESIS**

**Our Social Media  
Addiction**

How Facebook, Twitter, Instagram, YouTube, and TikTok took over our lives—and what to do about it

**Kelsey Gripenstraw**

**156 LIFE'S WORK**

**Jann Wenner**



**Departments**

10 **FROM THE EDITOR**

12 **CONTRIBUTORS**

152 **EXECUTIVE SUMMARIES**

**"Our organization was full of people who understood that we had to embrace disruptive thinking."**

**—MICHELE BUCK, CEO OF HERSHEY**