

# Harvard Business Review

134 Marketing  
Meets Mission

147 The Strategic Side Gig

44 Why Sexual Harassment  
Programs Backfire

HBR.ORG  
May-June  
2020



# The Agile Executive

How to  
balance  
efficiency  
and  
innovation  
(even in  
tough  
times like  
these)

64

2

4

4



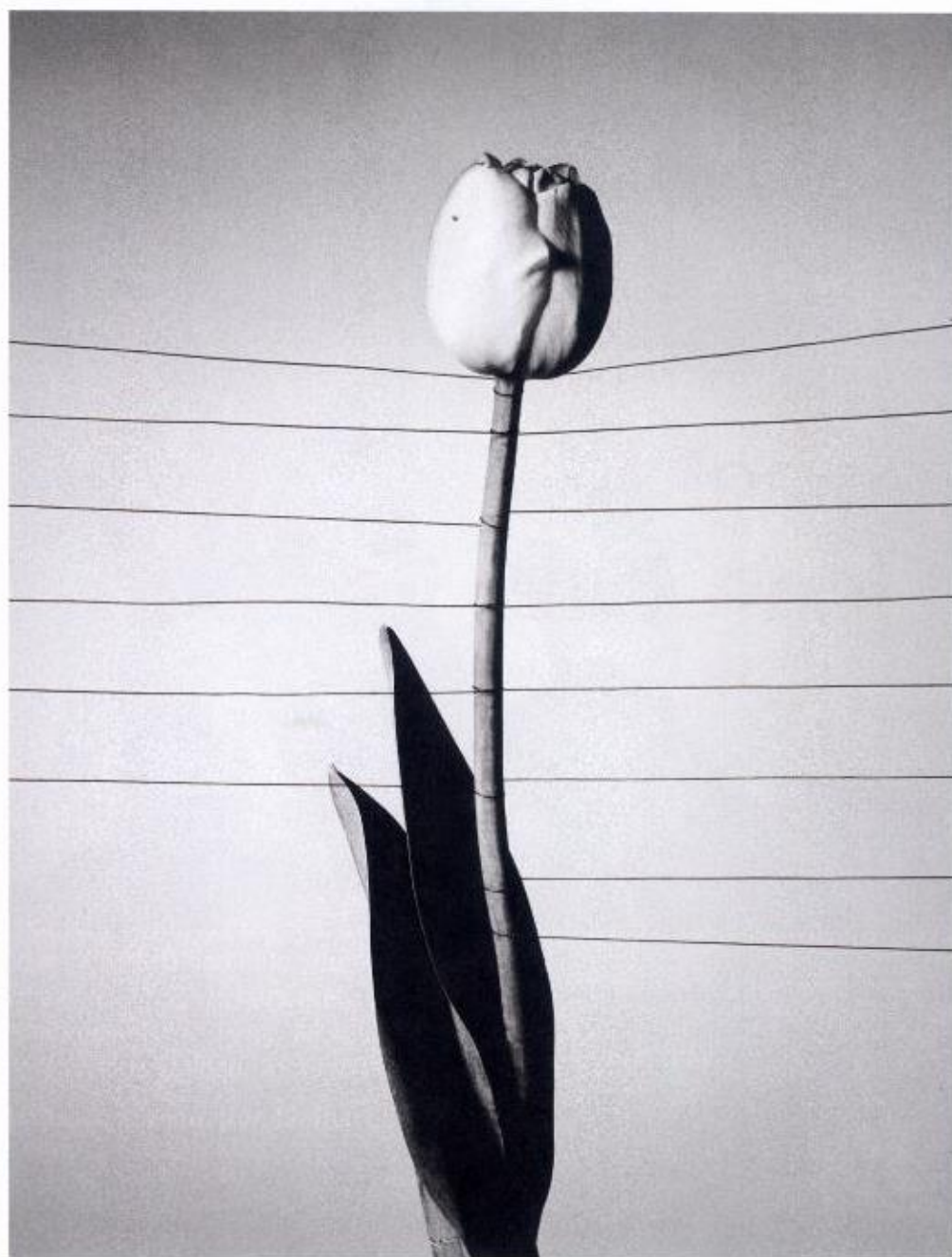
\$19.95





# Contents

May–June 2020



## 43 SPOTLIGHT CONFRONTING SEXUAL HARASSMENT

44 **MANAGING  
ORGANIZATIONS**

### Why Sexual Harassment Programs Backfire

And what to do about it  
*Frank Dobbin  
and Alexandra Kalev*

53 **MANAGING  
ORGANIZATIONS**

### Empower Managers to Stop Harassment

Smart solutions don't always  
require HR. *Adrienne Lawrence*

57 **Q&A**

### "If Something Feels Off, You Need to Speak Up"

*Asha Santos*

59 **MANAGING  
ORGANIZATIONS**

### What Happens When an Employee Calls the Ombudsman?

*Charles L. Howard*

COVER PHOTOGRAPH  
*Mackenzie Stroh*

# 63 FEATURES

## 64 LEADERSHIP

### The Agile C-Suite

A new approach to leadership for the team at the top *Darrell Rigby, Sarah Elk, and Steve Berez*

## 74 ENTREPRENEURSHIP

### The New-Market Conundrum

In emerging industries the usual rules of strategy don't apply. *Rory McDonald and Kathleen Eisenhardt*

## 84 FINANCE & ACCOUNTING

### What Managers Get Wrong About Capital

When measuring the performance of investments, companies need to consider the current value of an asset. *Roger L. Martin*

## 94 OPERATIONS

### Building a Transparent Supply Chain

Blockchain can enhance trust, efficiency, and speed. *Vishal Gaur and Abhinav Gaiha*



112

## 104 LEADERSHIP

### The Case for a Chief of Staff

CEOs need more support than an executive assistant can provide. *Dan Ciampa*

## 112 MANAGING PEOPLE

### Begin with Trust

The first step to becoming a genuinely empowering leader *Frances Frei and Anne Morriss*

## 124 INNOVATION

### Discovery-Driven Digital Transformation

Learning your way to a new business model *Rita McGrath and Ryan McManus*

## 134 MARKETING

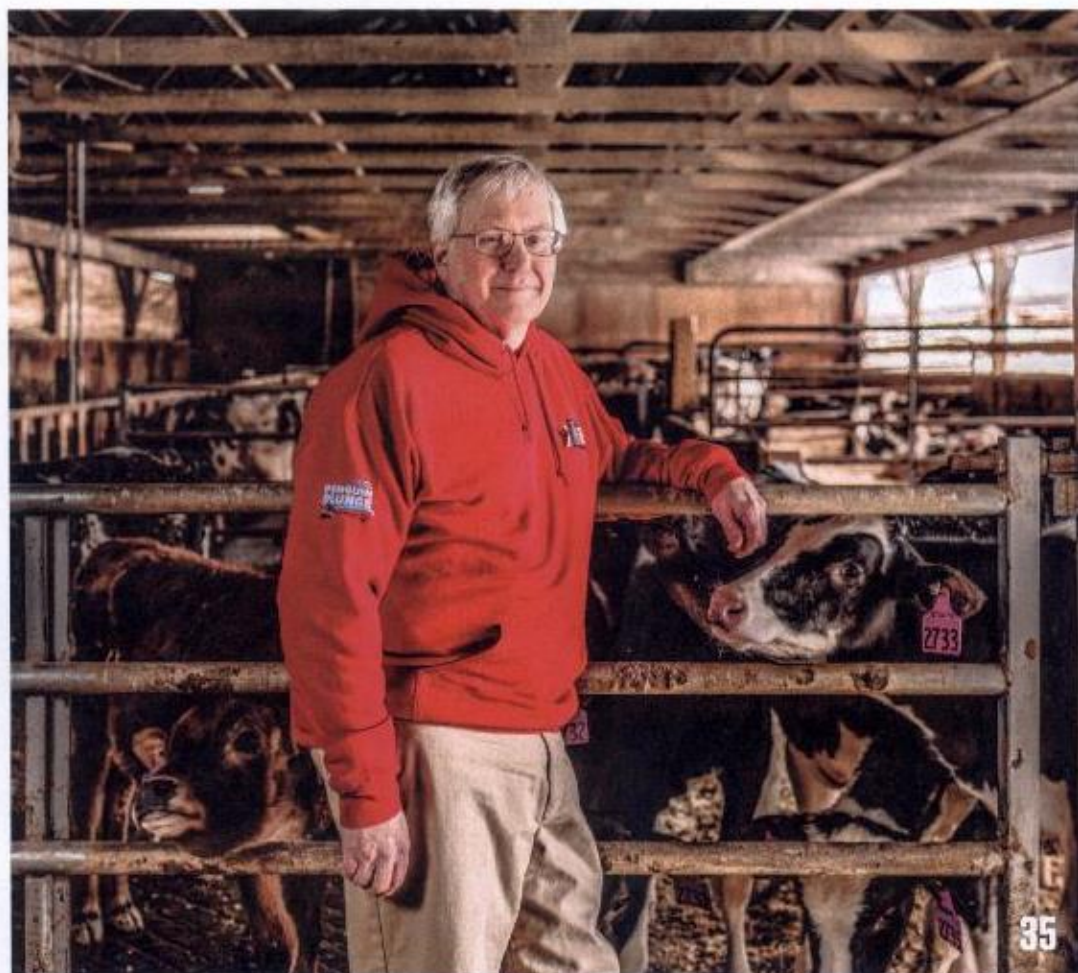
### Marketing Meets Mission

Learning from brands that have taken on global health challenges *Myriam Sidibe*



**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.



**147**

**EXPERIENCE**

*Advice and Inspiration*

**147 MANAGING YOURSELF**

**The Strategic Side Gig**

The right kind of outside work can boost your career. **Ken Banta and Orlan Boston**

**152 CASE STUDY**

**Should You Fight to Keep a Star?**

A leader at an investment bank weighs how to respond when his prize employee resigns. **Boris Groysberg**

**158 SYNTHESIS**

**Harnessing Artificial Intelligence**

We need new rules to avert serious risks. **Gardiner Morse**

**164 LIFE'S WORK**

**Marie Kondo**

**DEPARTMENTS**

**12 FROM THE EDITOR**

**14 CONTRIBUTORS**

**160 EXECUTIVE SUMMARIES**

**19**

**IDEA WATCH**

*New Research and Emerging Insights*

**19 SOCIAL PLATFORMS**

**How to Keep Complaints from Spreading**

Limiting the fallout from negative social media posts **PLUS** The gender gap in equity pay, the dark side of white lies, finding the right pace of expansion, and more

**32 DEFEND YOUR RESEARCH**

**Maybe Failure Isn't the Best Teacher**

When things go wrong, people often shut down and tune out.

**35 HOW I DID IT**

**The CEO of Cabot Creamery on Beating Sustainability Benchmarks**

Becoming a B Corp was affirmation of Cabot's existing mission. **Ed Townley**