

# Harvard Business Review

30 Slack's CEO  
on Responding to  
a Global Pandemic

76 What's Your  
Negotiation Strategy?

53 Helping Your Team Heal



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July–August  
2020

## Emerging From the Crisis

How to lead through  
uncertainty and strengthen  
your organization  
for the long  
haul

2

4

4

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# Contents

July–August 2020

## 37 SPOTLIGHT EMERGING FROM THE CRISIS

38 **RISK  
MANAGEMENT**

### Learning from the Future

How to make robust  
strategy in times  
of deep uncertainty  
*J. Peter Scoblic*

48 **MANAGING  
UNCERTAINTY**

### "What Is the Next Normal Going to Look Like?"

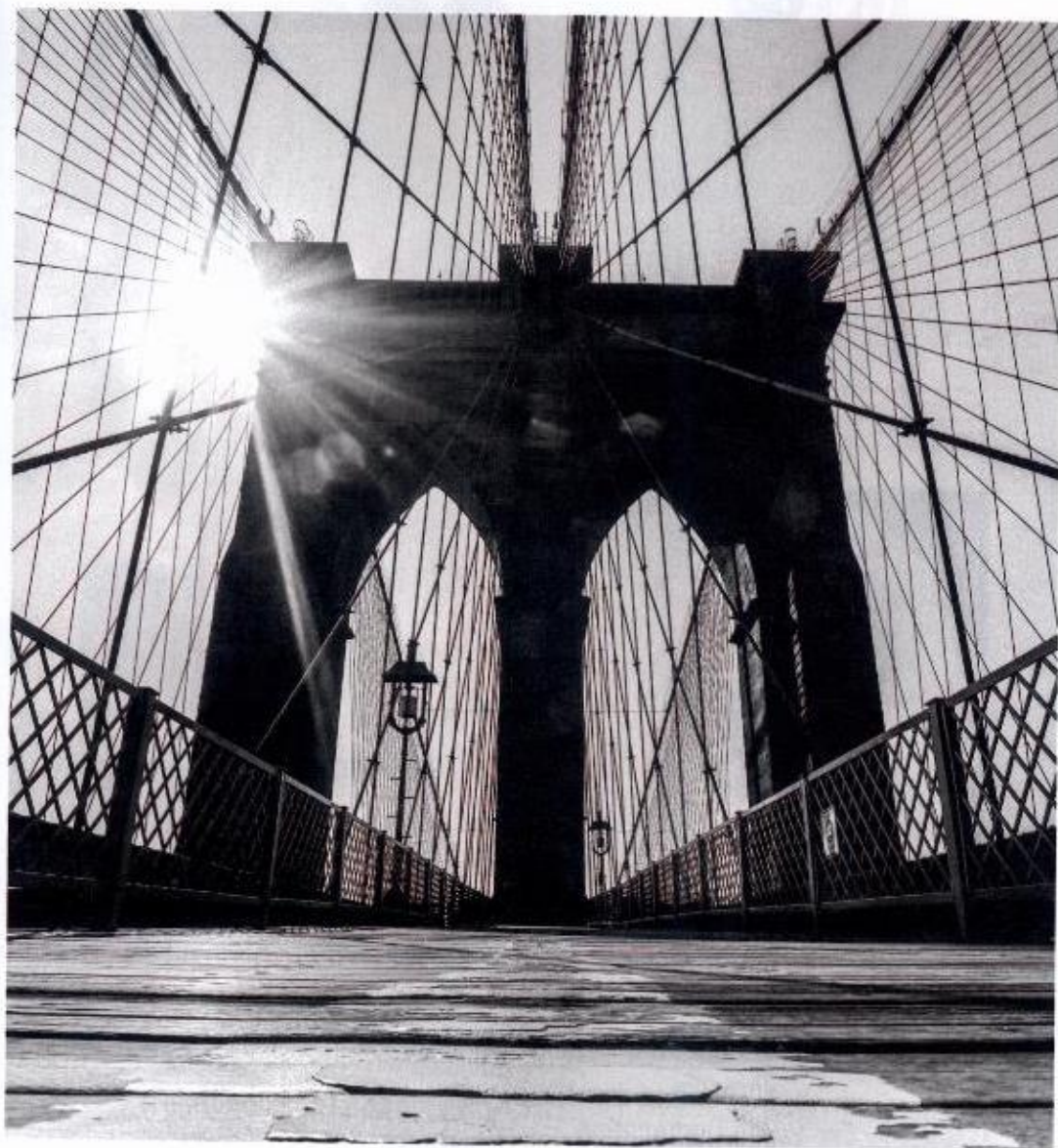
A roundtable with  
five CEOs

53 **PSYCHOLOGY**

### Helping Your Team Heal

Leaders must  
recognize people's  
grief and assist them  
in finding meaning.  
*David Kessler*

COVER ILLUSTRATION  
Sean McCabe



*"Organizations don't just prepare for  
the future. They make it."* **PAGE 38**



# 56 FEATURES

## 56 TECHNOLOGY

### A Better Way to Onboard AI

Understand it as a tool to assist rather than replace people.

*Boris Babic et al.*

## 66 LEADERSHIP

### A New Prescription for Power

Spend less time exerting control and more time mobilizing energy and commitment.

*Elizabeth Long Lingo and Kathleen L. McGinn*

## 76 NEGOTIATION

### What's Your Negotiation Strategy?

Here's how to avoid reactive dealmaking.

*Jonathan Hughes and Danny Ertel*

## 86 CHANGE MANAGEMENT

### Harnessing Everyday Genius

How Michelin gives its frontline teams the power to make a difference

*Gary Hamel and Michele Zanini*

## 96 PSYCHOLOGY

### Sarcasm, Self-Deprecation, and Inside Jokes

A user's guide to humor at work

*Brad Bitterly and Alison Wood Brooks*

## 104 MANAGING YOURSELF

### Make the Most of Your Relocation

How to reap the benefits and limit the costs when a job takes you far from home

*Prithwiraj Choudhury*

## 114 ECONOMICS & SOCIETY

### Fixing U.S. Politics

What business can—and must—do to revitalize democracy

*Katherine M. Gehl and Michael E. Porter*





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# 15

## IDEA WATCH

New Research and  
Emerging Insights

### 15 MARKETING

#### Why Employee Experience Initiatives Fall Short

Companies need to focus on how people feel about them, even in a recession. **PLUS** The unanticipated effect of price promotions, building trust during the pandemic, and more

### 28 DEFEND YOUR RESEARCH

#### CEOs from Working-Class Families Support Less-Labor- Friendly Policies

What's the connection?

### 30 HOW I DID IT

#### The CEO of Slack on Adapting in Response to a Global Crisis

A global surge in demand during the pandemic highlighted the company's readiness.

*Stewart Butterfield*

# 127

## EXPERIENCE

Advice and  
Inspiration

### 127 MANAGING YOURSELF

#### Growth After Trauma

Five steps for coming out of a crisis stronger  
*Richard G. Tedeschi*

### 132 CASE STUDY

#### Stick with a Bad New Job or Cut Your Losses?

A manager weighs whether to stay for the pay or explore other options.  
*Marcello Russo and  
Gabriele Morandin*

### 138 SYNTHESIS

#### True Friends at Work

The case for making deeper connections with colleagues  
*Alison Beard*

### 144 LIFE'S WORK

#### Megan Rapinoe



## DEPARTMENTS

8 FROM THE EDITOR

10 CONTRIBUTORS

140 EXECUTIVE  
SUMMARIES

*"This was a crisis, and we had a product that could genuinely help people get through it."*

—STEWART BUTTERFIELD, SLACK CEO



## Contributors



In 2013 **Katherine Gehl** was refining the competitive strategy for her high-tech food-manufacturing company and using HBS Professor Michael Porter's Five Forces model. She was also running a competitive analysis of U.S. politics. She had a "light bulb moment" as industry competition illuminated the root causes of political dysfunction—and potential solutions. After selling her company, Gehl developed the business case for political innovation and asked Porter to coauthor a book, *The Politics Industry* (Harvard Business Review Press, 2020), and the article in this issue.

114 Fixing U.S. Politics



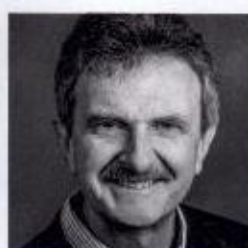
**David Kessler** had been pondering the idea that there might be more than the five stages of grief described in his and Elisabeth Kübler-Ross's landmark book *On Grief and Grieving* when tragedy befell him: He unexpectedly lost a son and had to deal with his own grief. He became convinced that there was a sixth stage: *meaning*, which he has experienced and which is the subject of his latest book, *Finding Meaning*. In this issue he helps the rest of us understand the grief we experience during the pandemic, navigate a return to normal, and begin to find meaning.

53 Helping Your Team Heal



When **Elizabeth Long Lingo** was growing up, she heard her father talk about the power dynamics at the companies where he was a middle manager. At Harvard Business School, Lingo took an organizational behavior course from Kathleen McGinn, her coauthor in this issue, who was developing an elective on power and influence, and the two have collaborated since. Now an assistant professor of innovative leadership and creative enterprise at Worcester Polytechnic Institute, Lingo continues to share McGinn's interest in leadership as "power with" rather than "power over."

66 A New Prescription for Power



**Richard Tedeschi** originated the concept of posttraumatic growth with his colleague Lawrence Calhoun during their years at the University of North Carolina at Charlotte. Now the distinguished chair of the Boulder Crest Institute, Tedeschi has recently worked to create innovative programs aimed at veterans and first responders. He is a coauthor of *Transformed by Trauma: Stories of Posttraumatic Growth* (2020), about the experiences of military families.

127 Growth After Trauma



"I like to make people laugh with my pictures," says **Helge Skodvin**, a Norwegian carpenter turned professional photographer. "I like to capture everyday surrealism." Skodvin shot the series that appears in this issue in 2014, when the Natural History Museum in Bergen, Norway, undertook the process of archiving its vast collection of taxidermic animals. "This project was special," he says, "because I was not allowed to touch the animals, nothing was staged, and I shot everything using available light; the result is sort of funny and very pleasing to the eye."

104 Make the Most of Your Relocation