

Harvard Business Review

114 Designing
the Hybrid Office

HBR.ORG
March–April
2021



70 How Venture
Capitalists Make Decisions

39 What Leaders
Can Do to Drive Sales

How to Change Anyone's Mind

A more
practical
approach to
persuasion

131

Yes!

2

4

4

\$19.95 U.S./CAN



Contents

March–April 2021



39 SPOTLIGHT HOW LEADERS CAN DRIVE SALES

40 SALES

When CEOs Make Sales Calls

How top-management involvement in B2B relationships can drive—or kill—deals
Noel Capon and Christoph Senn

48 SALES

How to Shift from Selling Products to Selling Services

It takes different skills and a different focus.
Doug J. Chung

52 SALES

Selling After the Crisis

Senior executives must understand how dramatically the process needs to change.
Frank V. Cespedes

COVER PHOTOGRAPH
Peter Dazeley/Getty Images

HAND LETTERING
Leigh Wells

March–
April 2021

59 FEATURES

60 LEADING TEAMS

For an Agile Transformation, Choose the Right People

Identify your “hidden stars” and other vital players.

Rob Cross, Heidi K. Gardner, and Alia Crocker

70 ENTREPRENEURSHIP

How Venture Capitalists Make Decisions

An inside look at an opaque process

Paul Gompers et al.

80 LEADERSHIP

Are You Really Listening?

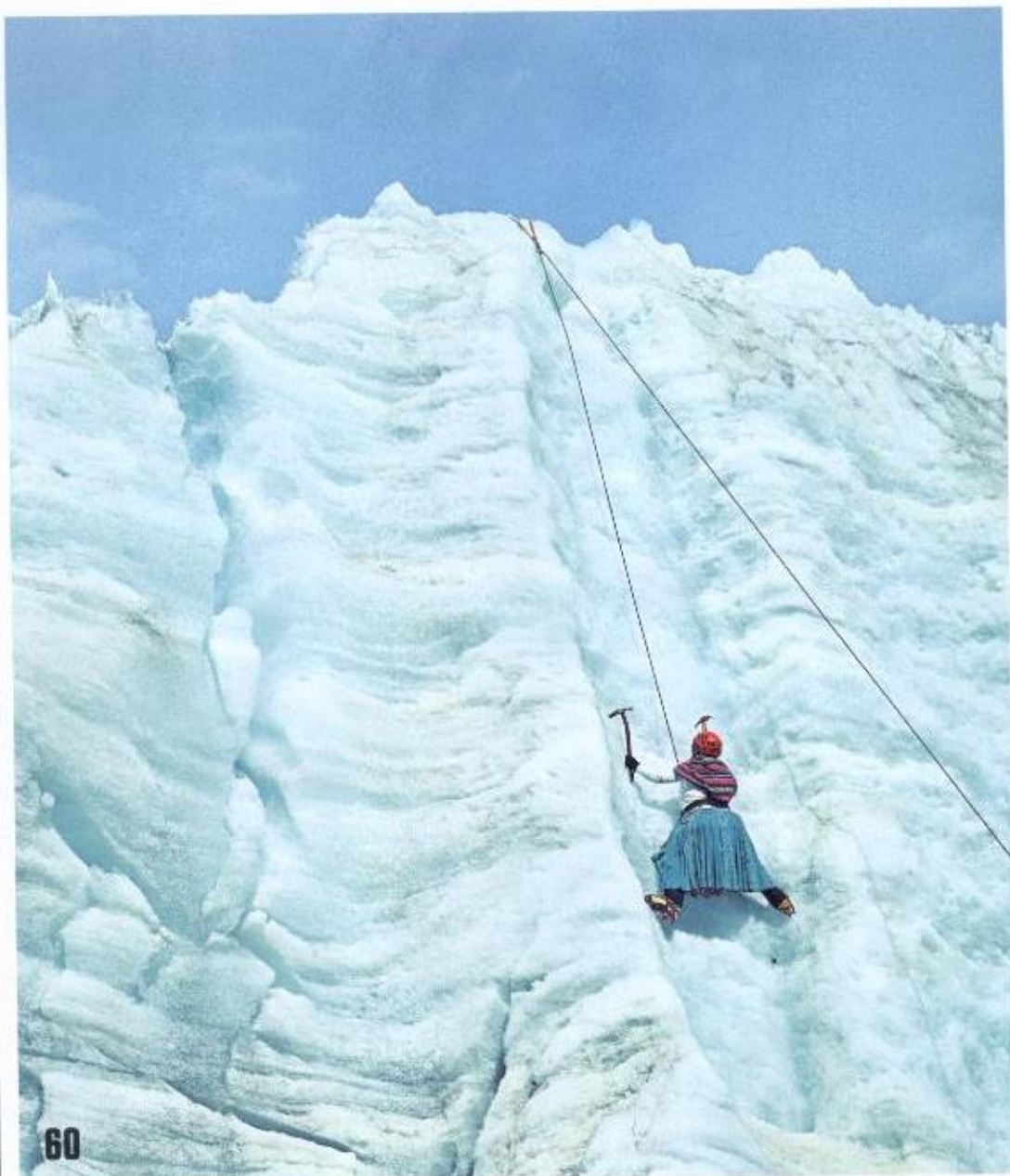
Senior leaders can become insulated from early signs of danger and opportunity. Here’s how to overcome that.

Adam Bryant and Kevin Sharer

88 HUMAN RESOURCES

Turn Departing Employees into Loyal Alumni

A holistic approach to offboarding
Alison M. Dachner and Erin E. Makarius



98 MANAGING ORGANIZATIONS

What Professional Service Firms Must Do to Thrive

They have to tightly align their practices and clients.

Ashish Nanda and Das Narayandas

108 SOCIAL RESPONSIBILITY

Manage the Suppliers That Could Harm Your Brand

Know when to avoid, engage, or drop them.

Jodi L. Short and Michael W. Toffel

114 ORGANIZATIONAL CULTURE

Designing the Hybrid Office

From workplace to “culture space”

Anne-Laure Fayard, John Weeks, and Mahwesh Khan

124 SUSTAINABILITY

“It Will Need to Be the Most Amazing Thing Humankind Has Ever Done.”

A conversation with Microsoft cofounder and philanthropist Bill Gates

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 HUMAN RESOURCES

Reengineering the Recruitment Process

PLUS Networking without
dread, bankruptcy in the
time of Covid, and more

30 DEFEND YOUR RESEARCH

Mocking Can Help an Initiative Succeed

The unexpected
upside of humor

32 HOW WE DID IT

The Former and Current Chairs of Mastercard on Executing a Strategic CEO Succession

From the very first day
of the new CEO's tenure,
planning for his successor
was in the air.

*Richard Haythornthwaite
and Ajay Banga*



131

EXPERIENCE

Advice and
Inspiration

131 MANAGING YOURSELF

Persuading the Unpersuadable

Lessons from science—
and the people who were
able to sway Steve Jobs
Adam Grant

136 CASE STUDY

Protect Your Company or Your Cousin?

A manager gets inside
information that could
affect the future of
her firm.

Joseph L. Badaracco

142 SYNTHESIS

What Do We Like About WFH?

Evaluating the pros
and cons
Vasundhara Sawhney

***“The imminent
CEO succession was
our focus...but we also
discussed the next
one—before Ajay even
had the job.”***

—RICHARD HAYTHORNTHWAITE AND AJAY BANGA

148 LIFE'S WORK

Takashi Murakami

DEPARTMENTS

10 FROM THE EDITOR

12 CONTRIBUTORS

144 EXECUTIVE
SUMMARIES