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Publishing

Abstract "Setting Aspirations-Mission, Vision, and Values" introduces students to the concepts of organizational aspirations and the link to strategy. The Reading presents a framework for analyzing aspirations, discusses the differences between mission and vision, and uses industry examples to explore how mission and vision form a firm's strategy.

Strategy Reading: Setting Aspirations—Mission, Vision, and ...

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citizens and citizen-leaders for our society. We do this through our commitment to the transformative power of a liberal arts and sciences education.

Mission, Vision, & History | Harvard

Today, Spain continues to epitomize that motto as a professor at his alma mater, teaching and mentoring students who strive to do the same. A Harvard Business School graduate, Spain has served his country with distinction as an Army ranger and master parachutist, leading troops in Kosovo, Iraq, and Germany. He also served at the Treasury ...

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Mission: At Harvard Business Publishing, our mission is to improve the practice of management in a changing world. We do this by bringing together experts from across the academic and business management spectrum—people of ideas, spirit, and vision.

How to close the gap between strategy and execution
Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap

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between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:

- Commit to what they do best instead of chasing multiple opportunities
- Build their own unique winning capabilities instead of copying others
- Put their culture to work instead of struggling to change it
- Invest where it matters instead of going lean across the board
- Shape the future instead of reacting to it

Packed with tools you can use for building these five practices into your

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organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

What I Didn't Learn in Business School is a compelling read---whether you're a recent business school grad struggling to apply your new knowledge or an experienced leader who already knows that no strategy is created in a vacuum. --Book Jacket.

A Washington Post Bestseller Three Principles for Managing—and Avoiding—the Problems of Growth Why is profitable growth so hard to achieve and sustain? Most

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executives manage their companies as if the solution to that problem lies in the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company ' s Chris Zook and James Allen, authors of the bestselling Profit from the Core, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability, proliferating processes and bureaucracy, to name only a few. What ' s more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed

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properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and Allen ’ s research is that managing these choke points requires a “ founder ’ s mentality ” —behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers:

- An insurgent ’ s clear mission and purpose
- An unambiguous owner mindset
- A relentless obsession with the front line

Based on the authors ’ decade-long study of companies in more than forty countries, *The Founder ’ s Mentality* demonstrates the strong relationship between these three traits in companies of all kinds—not just start-ups—and their ability to sustain performance. Through rich analysis and inspiring

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examples, this book shows how any leader—not only a founder—can instill and leverage a founder ' s mentality throughout their organization and find lasting, profitable growth.

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

Find your purpose at work. In an ideal world, our work lives would be completely fulfilling and intrinsically motivating. But what if you're stuck in a job and your heart isn't in it anymore? Or what if your company's

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mission seems unrelated to the work you do day in and day out? This book showcases the power of passion--and how you and your team can find it at work. This volume includes the work of: Morten T. Hansen Teresa M. Amabile Scott A. Snook Nick Craig

This collection of articles includes "Finding Meaning at Work, Even When Your Job Is Dull," by Morten Hansen and Dacher Keltner; "What to Do When Your Heart Isn't in Your Work Anymore," by Andy Molinsky; "You Don't Find Your Purpose--You Build It," by John Coleman; "How to Find Meaning in a Job That Isn't Your True Calling," by Emily Esfahani Smith; "You're Never Done Finding Purpose at Work," by Dan Pontefract; "From Purpose to Impact," by Nick Craig and Scott A. Snook;

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"Five Questions to Help Your Employees Find Their Inner Purpose," by Kristi Hedges; "How to Make Work More Meaningful for Your Team," by Lewis Garrad and Tomas Chamorro-Premuzic; "The Power of Small Wins," by Teresa M. Amabile and Steven J. Kramer; and "The Founder of TOMS on Reimagining the Company's Mission," by Blake Mycoskie. HOW TO BE HUMAN AT WORK. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to

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tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result?

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Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In

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the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization

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When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps

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you to stand out from the pack—whatever your role.

Two world-renowned strategists detail the seven leadership imperatives for transforming companies for success in the digital era. Yes, the world is chaotic, and no one knows the details of where we're headed. But leaders must not let themselves be held hostage by fear. More than ever, you need to take charge and write your vision for your company's future. This book is your guide. For companies to succeed in the digital age, executives must reimagine their businesses before they reimagine being digital. They must courageously shed the past to rethink their place in the world and how they compete and collaborate with others to create

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value. Companies need to undergo a fundamental transformation, building a new type of competitive advantage—one that is fueled by scale in their differentiating capabilities. They must focus on the few capabilities that power their value proposition. And they must be measurably better than their competitors. In their new book, Paul Leinwand and Mahadeva Matt Mani, both members of the PwC US partnership and its Strategy & global team, help leaders navigate these profound and historic shifts and provide a road map for reshaping their companies. Building on a major new body of research, along with case studies of companies on the vanguard of this major shift, the authors identify the seven imperatives that leaders must follow as the

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digital age continues to evolve: Reimagine your company's place in the world Build privileged insights into your customers Create value through ecosystems Break up the traditional organization Reposition your leadership team Reinvent the social contract with your people Disrupt your own leadership approach Together, these seven imperatives comprise a playbook for designing and executing the transformations that are required for companies to succeed in the digital age.

You can change your company's culture. Organizational culture often feels like something that has a life of its own. But leaders are the stewards of a company's culture and have the power to shape and even change

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it. If you read nothing else on building a better organizational culture, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you identify where your culture can be improved, communicate change, and anticipate and address implementation challenges. This book will inspire you to:

- See what your company culture is currently like--and what it could be
- Explore your company's emotional culture
- Gather input on what needs to be fixed or initiated
- Improve collaboration
- Foster a culture of trust
- Articulate the new culture's mission, values, and expectations
- Deal with resistance and roadblocks

This collection of articles includes "The Leader's Guide

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to Corporate Culture," by Boris Groysberg, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng; "Manage Your Emotional Culture," by Sigal Barsade and Olivia A. O'Neill; "The Neuroscience of Trust," by Paul J. Zak; "Creating a Purpose-Driven Organization," by Robert E. Quinn and Anjan V. Thakor; "Creating the Best Workplace on Earth," by Rob Goffee and Gareth Jones; "Cultural Change That Sticks," by Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley; "How to Build a Culture of Originality," by Adam Grant; "When Culture Doesn't Translate," by Erin Meyer; "Culture Is Not the Culprit," by Jay W. Lorsch and Emily Gandhi; "Conquering a Culture of Indecision," by Ram Charan; and "Radical Change, the Quiet Way," by Debra E.

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Meyerson.

The secret of achieving and sustaining organizational excellence revealed In an ever-changing world where only a third of excellent organizations stay that way over the long term, and where even fewer are able to implement successful change programs, leaders are in need of big ideas and new tools to thrive. In *Beyond Performance*, McKinsey & Company's Scott Keller and Colin Price give you everything you need to build an organization that can execute in the short run and has the vitality to prosper over the long term. Drawing on the most exhaustive research effort of its kind on organizational effectiveness and change

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management, Keller and Price put hard science behind their big idea: that the health of an organization is equally as important as its performance. In the book's foreword, management guru Gary Hamel refers to this notion as "a new manifesto for thinking about organizations." The authors illustrate why copying management best practices from other companies is more dangerous than helpful. Clearly explains how to determine the mutually reinforcing combination of management practices that best fits your organization's context. Provides practical tools to achieve superior levels of performance and health through a staged change process: aspire, assess, architect, act, and advance. Among these are new techniques for dealing

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with those aspects of human behavior that are seemingly irrational (and therefore confound even the smartest leaders), yet entirely predictable. Ultimately, building a healthy organization is an intangible asset that competitors copy at their peril and that enables you to skillfully adapt to and shape your environment faster than others—giving you the ultimate competitive advantage.

A distinguished Harvard Business School professor offers a compelling reassessment and defense of purpose as a management ethos, documenting the vast performance gains and social benefits that become possible when firms manage to get purpose right. Few

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business topics have aroused more skepticism in recent years than the notion of corporate purpose, and for good reason. Too many companies deploy purpose, or a reason for being, as a promotional vehicle to make themselves feel virtuous and to look good to the outside world. Some have only foggy ideas about what purpose is and conflate it with strategy and other concepts like “mission,” “vision,” and “values.” Even well-intentioned leaders don't understand purpose's full potential and engage half-heartedly and superficially with it. Outsiders spot this and become cynical about companies and the broader capitalist endeavor. Having conducted extensive field research, Ranjay Gulati reveals the fatal mistakes leaders

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unwittingly make when attempting to implement a reason for being. Moreover, he shows how companies can embed purpose much more deeply than they currently do, delivering impressive performance benefits that reward customers, suppliers, employees, shareholders, and communities alike. To get purpose right, leaders must fundamentally change not only how they execute it but also how they conceive of and relate to it. They must practice what Gulati calls deep purpose, furthering each organization ' s reason for being more intensely, thoughtfully, and comprehensively than ever before. In this authoritative, accessible, and inspiring guide, Gulati takes readers inside some of the world ' s most purposeful companies

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to understand the secrets to their successes. He explores how leaders can pursue purpose more deeply by navigating the inevitable tradeoffs more deliberately and effectively to balance between short- and long-term value; building purpose more systematically into every key organizational function to mobilize stakeholders and enhance performance; updating organizations to foster more autonomy and collaboration, which in turn allow individual employees to work more purposefully; using powerful storytelling to communicate a reason for being, arousing emotions and building a community of inspired and committed stakeholders; and building cultures that don't merely support purpose, but also allow employees to link the

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corporate purpose to their own personal reasons for being. As Gulati argues, a deeper engagement with purpose holds the key not merely to the well-being of individual companies but also to humanity ' s future. With capitalism under siege and relatively low levels of trust in business, purpose can serve as a radically new operating system for the enterprise, enhancing performance while also delivering meaningful benefits to society. It ' s the kind of inspired thinking that businesses—and the rest of us—urgently need.

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