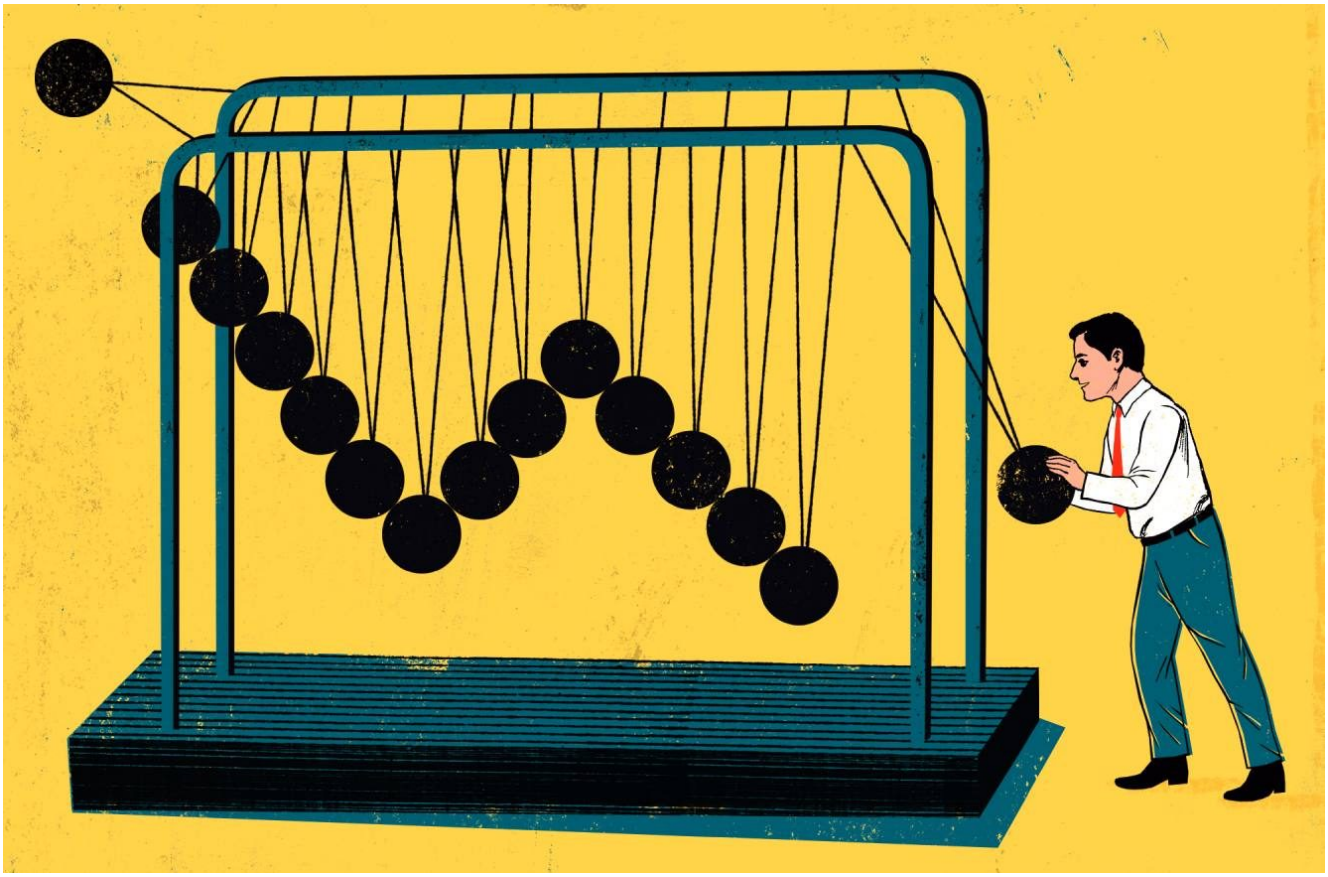
Competencies for Positive Impact



January 1, 2014

Download *IESE Insight* magazine (Issue 20, Q1 2014) on positive leadership.

Setting in motion a chain reaction of positive energy throughout your organization starts with *you*.

- The University of Michigan's **Kim Cameron** suggests 5 positive leadership practices to detox your workplace and spread the light, even among organizations that are

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downsizing, facing bankruptcy, experiencing loss of mission, or encountering fiscal disasters.
- IESE's **Alberto Ribera** & **J.L. Guillén** explain how mindfulness and flow strengthen a broad set of executive functions to boost productivity, improve decision-making and enhance well-being.
- IESE's **Anneloes Raes** poses key questions to ask yourself, aimed at improving your cognitive flexibility, integrative bargaining, mutual influencing and creativity in the pursuit of more fruitful interactions between upper and middle management.

Also in this magazine:

- IESE's **Mario Capizzani**, together with Ravi Shanmugam, Edward F. McQuarrie & Shelby H. McIntyre, builds up a picture of who online reviewers are and what motivates them, so that managers can engage with review sites and reap the business benefits.
- IESE's **Fred Krawchuk** draws on his experiences in Afghanistan to present a practical framework to guide businesses in their multistakeholder collaborations.

Plus: Unilever CEO **Paul Polman** sees the global financial crisis not as a blip until things go back to the way they were before, but as a springboard for change through sustainability and innovation.

In our case discussion, three executives discuss how to make sure that **superstar talent** doesn't overshadow the personality of your brand.

And finally, a former **Scotland Yard negotiator** explains the interpersonal and listening skills you need in order to negotiate effectively.

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