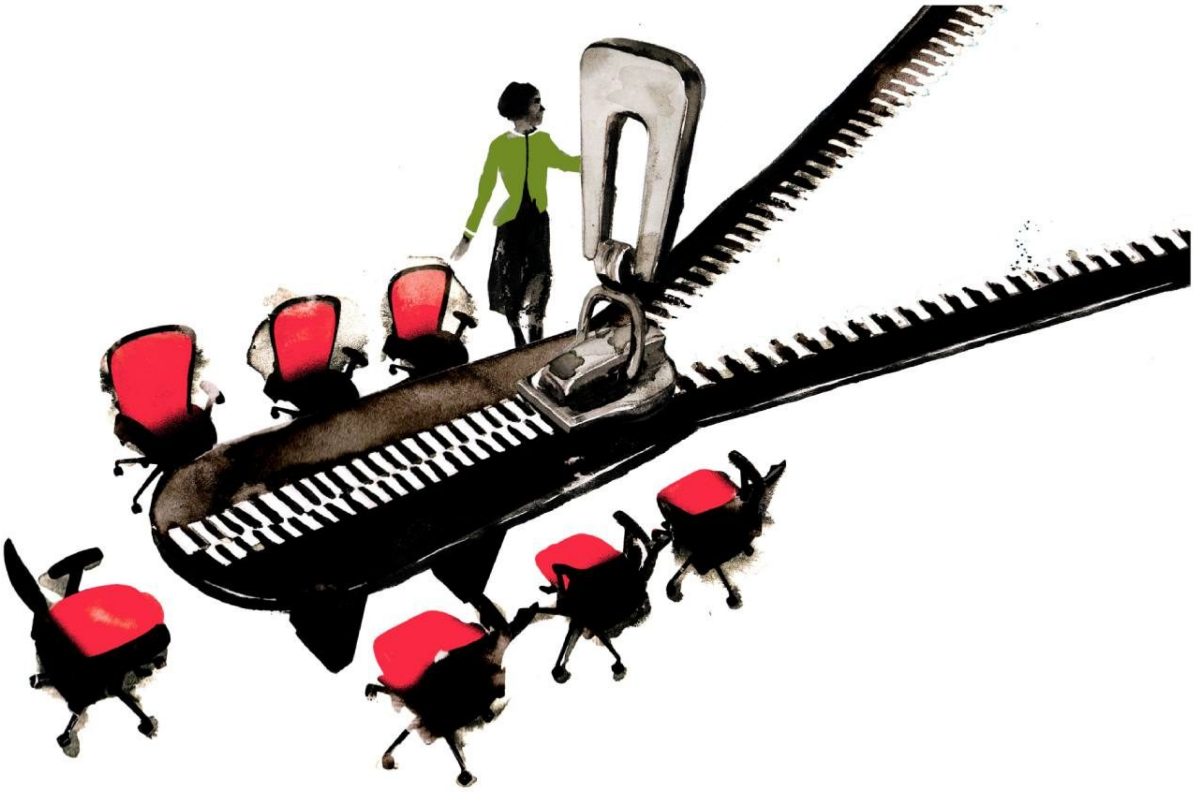
Why Good Governance Matters



April 1, 2014

Download *IESE Insight* magazine (Issue 21, Q2 2014) on Corporate Governance.

Boards need to close the rifts left by the global financial crisis and be open to change. Read our special report for the long-term success of business:

- **Jordi Canals** casts a clearer vision of the firm's purpose, calling for a drastic rethink of how the board can add long-term value.
- **José M. Campa** explains the trend toward greater transparency and an expanded

role for shareholders.

- **Gaizka Ormazabal & Allan L. McCall** believe proxy advisors' voting recommendations need to be handled with care.
- **Jay W. Lorsch** admits that while there have been significant, positive changes in boardroom practices over the past 25 years, there is still work to do.

Also in this magazine:

- **Sheila Heen** gives practical tips for improving the quality of feedback conversations between managers and subordinates.
- **Felipe Caro & Víctor Martínez de Albéniz** reveal the operational keys behind the fast-fashion business model.

Plus: **César Cernuda, President of Microsoft Asia-Pacific,** discusses the shift from PCs to devices and services.

Our case discussion: How can **Henkel** achieve its bold sustainability targets without hurting operating profits?

And finally, Olympic swimmer **Edward Sinclair** knows there's no room for negativity or complacency on the hard path to greatness in whatever your field.

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