Growth: Making It Happen

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No matter the season, harvesting value is possible. Prepare the ground, sow creativity and reap the rewards of high growth. Antonio Dávila and George Foster consider eight main categories that demand managerial attention if companies are ever to achieve high growth. Jeanne Liedtka reveals the new mindset, strategic questions and reframing techniques that operating managers need in order to develop successful growth leadership. M. Julia Prats and Marc Sosna identify four shifts of mindset that leaders in volatile work environments need to make if they are to deal better with the storms and bounce back more rapidly to the sunny

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days of growth. And Roy Thurik finds lessons from emerging and developed economies to cultivate entrepreneurial energy, a significant engine of growth.Elsewhere in this magazine, Michael OLeary, Mark Mortensen and Anita Woolley recommend effective ways of getting the most out of multiple team memberships. Brian Leggett and Conor Neill use case studies of prominent leaders of the past 50 years to discern the keys of effective leadership to inspire others and get things done.Among the columnists, Luís Cabral believes the music industry must start changing its tune. Michael C. Jensen argues that integrity is a necessary condition for value maximization. And Nobel Peace Prize winner Muhammad Yunus imagines a better, fairer future for all.Theres a business case on Victorinox, with three executives proposing what new tools the makers of the Swiss Army Knife will need to stay at the cutting edge. Henkels Kasper Rorsted discusses the challenges facing the German consumer goods giant related to the supply chain, private labels and emerging markets. And physicist Michio Kaku casts his bold vision of the future.

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