Leading in Times of Uncertainty

Welcome to the launch edition of *IESE Insight* review!



April 1, 2009

Our cover dossier presents four articles to help managers deal with situations of business uncertainty from different areas of general management:

- **Santiago Alvarez de Mon** (IESE) explores the keys to embracing uncertainty, helping managers to increase their ethical capital.
- **Rita McGrath** (Columbia) presents a portfolio of opportunities that managers can

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employ to create conditions for internally generated growth.
- **George Westerman** (MIT) **& Richard Hunter** (Gartner) articulate a common language for building capabilities that increase the returns from IT risk management investments.
- **Manel Baucells** (IESE) **& Martin Weber** (University of Mannheim) explain how psychological biases manifest themselves in decision-making, so that you can keep them in check and make better decisions in situations of uncertainty.

Also in this magazine:

- **Gabriel Bitran** (MIT), **Juan Carlos Ferrer** (Pontificia Universidad Católica) **& Paulo Rocha e Oliveira** (IESE) share practical ideas to improve the service encounter, which will greatly impact customer satisfaction and ultimately profitability.
- **Julia Prats & Remei Agulles** (IESE) debunk the notion of the entrepreneur as a natural-born genius and instead propose a proper framework for classifying entrepreneurial competencies, which they say can be learned and developed through specific techniques and habits.

Our case discussion on Argentina's **Boca Juniors** will get readers thinking about how to turn around a flagging soccer club and see that it stays on the ball in sporting, marketing and economic terms.

Plus: **Narayana Murthy**, co-founder of **Infosys Technologies** in India, discusses innovation, offshoring and social responsibility.

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