

14 Editorial: Business in a Dangerous Time.
Wallace Hopp, Christopher Ittner, and Kalyan Singhal.

MBR's three editors in chief offer their heartfelt thanks to everyone who took the time to send them encouraging, constructive, and thought-provoking feedback on the debut issue. Understanding the financial pressures that the crisis has imposed on both organizations and individuals, they have decided to distribute all four issues of the first volume free of charge.

16 Putting Purpose into Practice: How Companies Can Deliver.
Paul Washington and Thomas Singer

Two authors from the Conference Board find that, in the last five years, the number of companies with purpose statements has almost tripled. They stress that choosing a purpose is not to be undertaken lightly. To help businesses avoid the pitfalls of purpose and capitalize on the benefits, the authors offer practical guidance rooted in research.

20 Corporate Responsibility in a COVID-19 World.
Paul A. Argenti

Can corporate responsibility persist in the Covid-19 era? If so, how? The author explains why now is the time to focus on the long term and think about the opportunity that comes out of crisis.

25 Forget Dumb Luck - Try Smart Luck: Strategies to Get Lady Fortune on Your Side.
Paul J. H. Schoemaker

Life entails a great deal of uncertainty, shaping our careers and personal paths in unexpected ways. The author examines eight complementary approaches which can improve the odds of favorable outcomes, both in business and in life. This strategic road map will help you to increase the number of times luck smiles upon you and to incur risks only when you have a sufficient statistical advantage.

34 A Future of Work and Organizations
Arvind Malhotra, Ann Majchrzak, and Alpheus Bingham

Future organizations will be flash powered, recruiting freelancers looking for high-autonomy work and engaging them in a collective production process to generate innovative solutions for complex business and societal problems. The authors present frameworks through which to understand the rapidly evolving nature of work and organizations and to address the resulting issues.

44 Managing Mergers and Acquisitions: Perspectives from Human Resources.
Stefan Wuorinen, Brian A. Burgess, and Patrick M. Wright

CONTENTS

AT A GLANCE

The authors present a wide range of considerations and strategies to bolster acquisition success by expanding the influence of human resources on the processes. Using insights drawn from interviews with Fortune 500 chief human resource officers, they examine the role of HR in acquisitions and provide practical advice for increasing its effectiveness.

56

Why You Need an Operating Model: To Align Your People and Deliver Your Strategy.

Andrew Campbell and Mikel Gutierrez

Putting a new strategy into effect is always difficult. The authors provide a practical solution to designing the necessary changes: the Operating Model Canvas. They describe how they applied it to the merger between Siemens and Gamesa, demonstrating how this framework, along with its supporting tools, can help leaders to design changes in their organization and operations

68

Value Lab: A Tool for Entrepreneurial Strategy.

Teppo Felin, Alfonso Gambardella, and Todd Zenger

Managers and entrepreneurs should develop their own theory of value. The authors present Value Lab, a tool which provides the framework to help businesses create such theories. Their purpose is to help start-ups and established firms to be more scientific and experimental in creating new value.

78

Admiral Jacky Fisher and the Art of Disruptive Leadership.

Jan-Benedict Steenkamp

Firms around the world strive for disruptive leadership. Through a case study of Admiral Jacky Fisher, who completely disrupted the immensely powerful British Royal Navy at the beginning of the 20th century, preparing it for the onset, just four years later, of World War I, the author identifies six key characteristics of disruptive leadership.

87

Money or Friendship? Winning Over Customers.

Kihyun Hannah Kim and V. Kumar

Direct marketing communication is often seen as unnecessary. The authors ask: Can it still help firms to make money? How can they communicate with each customer to increase its effectiveness? Is it possible to determine whether money incentives or relationship building is more effective? More importantly, can firms discover their customers' preferences without asking?

97

Nobel Laureate Harry Markowitz: Creator of the Modern Portfolio Theory.

Suresh P. Sethi

Harry Markowitz developed the modern portfolio theory which earned him the Nobel Memorial Prize and is today used in managing trillions of dollars in assets. The author describes the fascinating life of a scholar whose footprints led the way to almost everything in finance.

CONTENTS

AT A GLANCE



100 MBR Announcements

101 Individual and Library Subscriptions

102 Prices and Customizing for Corporations

103 Customizing MBR for Schools

104 Share the First Four Issues with Everyone You Know

105 Join MBR in Social Media

106 Awards for Research That Has Benefitted Organizations and Society

108 Textbook Publishers

Cover -3 Papers to Appear in the Future Issues of MBR