# Harvard Busines Raviga



# We're Still Lonely at Work

It's time for companies to take a different approach to culture.

PAGE 68

\$19.95 U.S./CAN November-December 2024



"The problem for many leaders is that when they ask what employees think, they don't know what to do with what they hear."

"TURN EMPLÓYEE FEEDBACK INTO ACTION," PAGE 55

# Contents

# 43 Spotlight

What Companies Get Wrong About the Employee Experience

# Why Employees Ouit

New research points to some surprising answers. Ethan Bernstein, Michael Horn, and Bob Moesta

#### 55

#### Turn Employee Feedback into Action

Know what to listen for and how to respond. Ethan Burris et al.

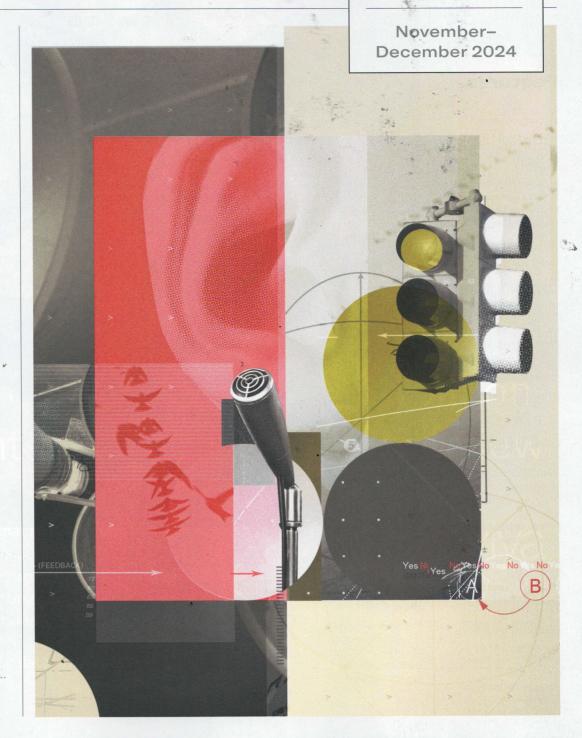
#### 61

## Reimagining Work as a Product

If companies listen to employees the way they do customers, they can increase retention and engagement. Eric Anicich and Dart Lindsley

#### **COVER PHOTOGRAPH**

Nina Papiorek



#### November-December 2024

#### 67 Features

#### 68 WORK ENVIRONMENTS

# We're Still Lonely at Work

It's time for organizations to take a new approach. Constance Noonan Hadley and Sarah L. Wright

#### **78 INNOVATION**

#### Scaling Up Transformational Innovations

Lessons for the C-suite Peter Koen et al.

# 86 ENVIRONMENTAL SUSTAINABILITY

#### How Robust Is Your Climate Governance?

Eight hallmarks of meaningful board engagement—and the challenges associated with each Lynn S. Paine and Suraj Srinivasan

#### 96 DESIGN THINKING

# Design Products That Won't Become Obsolete

Consumers change and grow. Your offerings should, too. Vijay Govindarajan, Tojin T. Eapen, and Daniel J. Finkenstadt



# 104 AI & MACHINE LEARNING

### Personalization Done Right

The five dimensions to consider—and how Al can help Mark Abraham and David C. Edelman

# 116 SALES & MARKETING

#### A Better Way to Link Sales and Marketing

Companies are inhibited by siloed customer data. Digital customer hubs can help.

Prabhakant Sinha, Arun Shastri, and Sally Lorimer

#### 126 STRATEGY

### How to Avoid the Agility Trap

In an environment of rapid change, trying to adapt to every shift can lead to chaos. Instead, keep your eye on what remains constant.

Jianwen Liao and Feng Zhu

# 134 SUCCESSION PLANNING

#### Should Your Next CEO Come from Your Board?

In some situations, it's an option well worth considering. Reshmi Paul et al.

#### November-December 2024

#### Our Commitment to Sustainability

We're proud that the paper we use in our print magazine is certified under the Sustainable Forestry Initiative® program, meaning that it comes from responsibly managed sources and is a renewable resource.



## 23 Idea Watch

New Research and Emerging Insights

#### 23 SOCIAL ISSUES

#### Reducing the Risks of Corporate Activism

How to avoid alienating your customers when supporting a social cause PLUS Immigrants' impact on firm performance, the drawbacks of certified reviews, and more

# 36 DEFEND YOUR RESEARCH

#### People Who Keep Company Secrets Find More Meaning at Work

Researchers assess the effects of organizational secrecy on employees' feelings of status, stress, frustration, isolation, and purpose.

#### 38 HOW WE DID IT

### The CEO of NatureSweet on What Happens When You Champion Workers

There's no conflict between doing the right thing and being profitable. Rodolfo Spielmann

#### 143 Experience

Advice and Inspiration

#### 143 MANAGING YOURSELF

#### Retire Without Regrets

Four keys to creating asatisfying postcareer life Teresa M. Amabile et al.

#### 148 CASE STUDY

# Should We Deploy a Gen Al Salesbot?

A CEO who wants to get an edge with technology faces pushback from a key customer and some of her team.

Jill Avery and Thomas Steenburgh

#### 154 SYNTHESIS

#### Getting Over Overwork

We know it's bad for us. Here's why we can't stop doing it—and what might help. Gretchen Gavett

#### 160 LIFE'S WORK

### Ketanji Brown Jackson



#### **Departments**

16 FROM THE EDITOR

18 CONTRIBUTORS

156 EXECUTIVE SUMMARIES

"NatureSweet team members are the beating heart of our business."

> -RODOLFO SPIELMANN, CEO OF NATURESWEET