A Better Way to Make Strategy Howto dramatically improve decision-\$19.95 U.S./CAN making and May-June 2025 performance **PAGE 42**

"Innovation tends to be serendipitous and social in nature—a melding of accidents, iterations, and false starts."

"WHAT THE LIKE BUTTON CAN TEACH US ABOUT INNOVATION," PAGE 70

Contents

May-June 2025



70

41 Features

42 STRATEGY

Lean Strategy Making

Standardizing your company's approach can pay off. Here's how. *Michael Mankins*

52 LEADERSHIP

What People Get Wrong About Psychological Safety

Six misconceptions that have led organizations astray.

Amy C. Edmondson and Michaela J. Kerrissey

60 GROWTH STRATEGY

Are You Missing Growth Opportunities for Your Platform?

Four ways to scale.

David J. Bryce, Jeff Dyer, and Marshall W. Van

Alstyne

70 INNOVATION

What the Like Button Can Teach Us About Innovation

The process is more accidental than people think. Martin Reeves and Bob Goodson

COVER PHOTOGRAPH

Jamie Chung

May-June 2025

80 SUSTAINABILITY

Sustainability as a Business-Model Transformation

Approach it as you would any innovation challenge. Ivanka Visnjic, Felipe Monteiro, and Michael L. Tushman

90 AI & MACHINE LEARNING

How Gen Alls Transforming Market Research

A guide to the most promising opportunities. Jeremy Korst, Stefano Puntoni, and Olivier Toubia

100 MANAGING PEOPLE

The Power of Mattering at Work

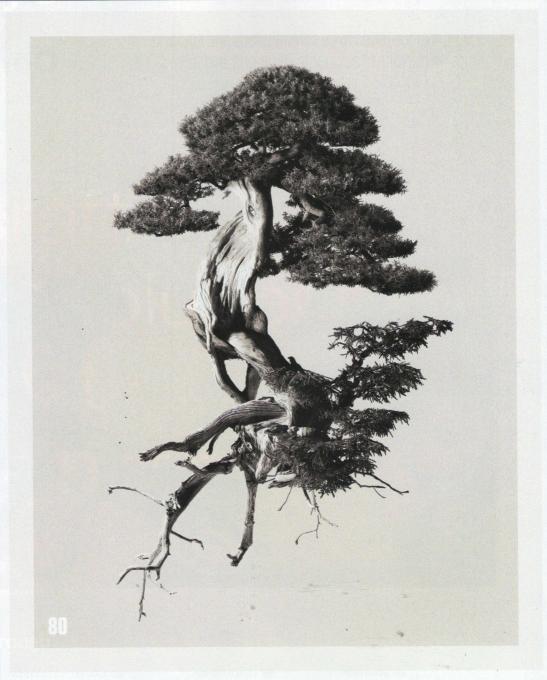
Improving everyday interactions can promote employee retention, engagement, growth, and well-being. Zach Mercurio

110 CROSS-CULTURAL MANAGEMENT

Leading Global Teams Effectively

Avoid the Western assumptions that often derail crosscultural work.

David Livermore



120 PRODUCT DEVELOPMENT

Balancing Digital Safety and Innovation

How user-centric product design can enable both. Tomomichi Amano and Tomomi Tanaka

128 ENTREPRENEURS & FOUNDERS

How to Unlock Value in Founder-Investor Partnerships

Take these steps to move from trepidation to trust. Samantha Hellauer et al.

CORRECTION

In "The Secrets of Extraordinary Low-Cost Operators" (March-April 2025), the author refers to Quadrant Homes as having "some of the lowest prices and costs in the industry." In fact, since its acquisition in 2014, the company (now called Tri Pointe—Washington) has shifted to become a premium home builder, and the practices described in the article have evolved to fit its new strategy. HBR regrets the error.