



## The Best of 2014: Refocusing for Change

**This year's most popular articles reflect a managerial yearning to cut distractions and destructive organisational behaviour to keep pace with the changes wrought by the digital revolution. But as ever, managers have to look inwards to look outwards and consider how they can maximise cross-cultural engagement to achieve efficiency and success. We wish you a happy holiday season!**



### **From Blue Ocean Strategy to Blue Ocean Leadership**

*W. Chan Kim and Renée Mauborgne, INSEAD Professors of Strategy and Co-Directors of the INSEAD Blue Ocean Strategy Institute*

The same way that blue ocean strategy can create uncontested market space, blue ocean leadership can unleash oceans of untapped talent and employee potential in organisations.

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### **First Know Yourself, Then Your Team**



*Manfred Kets de Vries, INSEAD Distinguished Professor of Leadership Development & Organisational Change*

Understanding how an organisation works is not enough. To be truly effective, a leader must understand the unconscious motivations of people around them.



### What Could Have Saved Nokia, and What Can Other Companies Learn?

*Quy Huy, INSEAD Associate Professor of Strategy and Timo Vuori, Assistant Professor of Strategic Management, Aalto University*

Nokia lost the smartphone battle despite having half of the global market share in 2007. Some argue that it was down to software, others that it was complacency. We argue that collective emotions within the company were a big part of the story.



### Leading Across Cultures: Learn to Adapt Your Style

*Erin Meyer, INSEAD Affiliate Professor of Organisational Behaviour*

Whether you feel the best boss is more of a facilitator among equals or a director who leads from the front, to succeed in international business you need the flexibility to adapt your style to your cultural context.



### How Can You Leverage Big Data?

*Theos Evgeniou, INSEAD Professor of Decision Sciences; Joerg Niessing, INSEAD Affiliate Professor of Marketing; and Sameer Hasija, INSEAD Assistant Professor of Technology and Operations Management*

Research and ideas shared at recent INSEAD alumni panel discussions shed light on the elements required to capture and effectively use big data.

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