SPECIAL REPORT

THE AGE OF SUPER-TRANSPARENCY: ESSAY

25 Leading in the Age of Super-Transparency

Thanks to social media and an increasing flood of data, the capacity to generate causes and controversies almost instantly has become the new norm in today’s “super-transparent society.” Most business leaders have not yet come to grips with the new reality — and what it means for their organizations.

BY ROBERT D. AUSTIN AND DAVID M. UPTON

THE AGE OF SUPER-TRANSPARENCY: LEGAL STRATEGY

33 Using Social Media in Business Disputes

Until recently, the mere threat of litigation and the prospect of a prolonged and costly lawsuit was often all that it took to persuade a smaller business to acquiesce to a larger competitor’s legal demands. But that’s changing.

BY DAVID OROZCO

THE AGE OF SUPER-TRANSPARENCY: SUPPLY CHAINS

37 What’s Your Strategy for Supply Chain Disclosure?

With pressures to increase public disclosure of supply chain information mounting, executives need to appreciate the diverse forces and actors driving and enabling this trend — and learn how to cope with them.

BY DONNA MARSHALL, LUCY McCARthy, PAUL McGRATH, AND FIONA HARRIGAN

FOUR SUPPLY CHAIN DISCLOSURE STRATEGIES:

1. Transparent
2. Secret
3. Distracting
4. With

COVER ILLUSTRATION ALEX NABAUM
When Jobs was launching iTunes, Apple only had around 2% of the PC market. So he used that to his advantage in negotiating with music executives.”

— DAVID B. YOFFIE
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Intelligence

7 QUICK TAKES Notes on managing distributed teams, the benefits of rotating leadership, why companies need to respond swiftly to incorrect information, the need for business model innovation in biopharma — plus other observations and ideas from this issue.

8 WHAT EMAIL REVEALS ABOUT YOUR ORGANIZATION By studying data from email archives and other sources, managers can gain surprising insights about how groups should be organized and led — as well as about optimal participation and communications patterns.
   — Peter A. Gloor

12 GETTING WORKPLACE SAFETY RIGHT Most managers say employee safety is a top priority. So why do so many companies mismanage it — to the detriment of workers and the company — by fostering cultures that make safety the enemy of productivity?
   — Mark Pagell, Anthony Veltri, and David Johnston

15 HOW WORKPLACE FAIRNESS AFFECTS EMPLOYEE COMMITMENT New research offers insights into the effects that fair procedures and outcomes — or a lack of them — have on employees’ commitment to an organization.
   — Matthias Seifert, Joel Brockner, Emily C. Bianchi, and Henry Moon

18 HAS YOUR OFFICE BECOME A LONELY PLACE? A new study suggests that remote work may be contagious — and can create a less productive environment for those remaining at the office.
   — Martha E. Mangelsdorf

1 From the Editor
   Reflections on transparency.
   BY MARTHA E. MANGELSDORF

90 Executive Briefings
   For detailed summaries of articles in this issue.