# Примечания

**От автора**

[1] Jim Collins, *Good to Great* (HarperCollins, 2001), James C. Collins and Jerry I. Porras, *Built to Last: Successful Habits of Visionary Companies* (HarperBusiness, 1994, 1997)

**Глава 1**

[1] Matt Ridley, *Nature Via Nurture: Genes, Experience, and What Makes Us Human* (HarperCollins, 2003).

[2] Качественное обсуждение влияния масштаба различных HR-интервенций на результативность компаний приводится в *The Emotionally Intelligent Workplace,* edited by Cary Cherniss and Daniel Goleman, особенно в главе 4, написанной Lyle M. Spencer, “The Economic Value of Emotional Intelligence Competencies and EIC Based HR Programs” (Jossey-Bass, 2001), p. 45.

[3] Monica C. Higgins, *Career Imprints: Creating Leaders Across an Industry* (Jossey-Bass, 2005).

[4] Хочу подчеркнуть, что Зендер уже вышел на пенсию и никоим образом более не влияет на мою карьеру, даже если бы того хотел.

[5] “The Awards for Alumni Achievement” (Harvard Business School, 2002).

[6] James M. Kouzes and Barry Z. Posner, *The Leadership Challenge* (Jossey-Bass, 2002), pp. 62, 256–257, 397.

[7] Egon Zehnder, “A Simpler Way to Pay,” *Harvard Business Review,* April 2001: 53–61.

[8] См. “Strategic Review at Egon Zehnder International”, Cases A, B and C (Harvard Business School, August 2, 2004). Зендер

завершил эту свою работу, указав на замечательного преемника, Дэна Майланда, который, в свою очередь, назначил Джона Грамбара своим CEO. После выхода Зендера на пенсию Майланд и Грамбар подняли фирму на еще более высокий уровень профессиональных услуг и успешности клиентов.

[9] Valerie I. Sessa and Jodi J. Taylor, *Executive Selection, Strategies for Success* (Jossey-Bass, 2000), pp. 19–26.

[10] Marcus Buckingham and Curt Coffman, *First Break All The Rules: What the World's Greatest Managers Do Differently* (Simon & Schuster, 1999), p. 57.

[11] Marcus Buckingham, *The One Thing You Need to Know… About Great Managing, Great Leading, and Sustained Individual Success* (Free Press, 2005), pp. 73, 83.

[12] См., например, "Drivers Rate Themselves Above Average", at www.ambulancedriving.com/research/WP65-rateaboveav.html, accessed September 15, 2005.

[13] T.R. Zenger, "Why Do Employers Only Reward Extreme Performance? Examining the Relationships among Performance, Pay, and Turnover," *Administrative Science Quarterly* 37, 1992: 198–219.

[14] B.M. DePaulo, K. Charlton, H. Cooper, J.J. Lindsay, and L. Muhlenbruck, "The Accuracy-Confidence Correlation in the Detection of Deception," *Personality and Social Psychology Review* 1, 1997: 346–357.

[15] Robert W. Eder and Michael M. Harris, *The Employment Interview Handbook* (Sage Publications, 1999), Chapter 14, "Are Some Interviewers Better Than Others?," Laura M. Graves and Ronald J. Karren, pp. 243–258.

[16] Malcolm Gladwell, *Blink*: *The Power of Thinking Without Thinking* (Little, Brown, January 2005), pp. 21–22.

[17] Larry Bossidy and Ram Charan, *Execution, The Discipline of Getting Things Done* (Crown Business, 2002), Chapter 5, p. 109.

[18] Malcolm Gladwell, *Blink: The Power of Thinking Without Thinking* (Little, Brown, January 2005), pp. 134–136.

[19] Там же, p. 182.

[20] Там же, p. 47.
[21] Jack Welch and Suzy Welch, *Winning* (HarperCollins, 2005), p. 95.
[22] "Strategic Review at Egon Zehnder International," Cases A, B and C (Harvard Business School, August 2, 2004).
[23] Daniel Goleman, *Working with Emotional Intelligence: A Discussion about Egon Zehnder International and Its Hiring Criteria* (Bloomsbury, 1998), pp. 303–311.
[24] Linda A. Hill, *Becoming a Manager: Mastery of a New Identity* (Harvard Business School Press, 1992), p. 93.
[25] P.A. Mabe, III and S.G. West, "Validity of Self-Evaluation of Ability: A Review and Meta-Analysis," *Journal of Applied Psychology* 67, 1982: 280–286.
[26] Mihaly Csikszentmihalyi; см., например, *Good Business: Leadership, Flow, and the Making of Meaning* (Coronet Books, Hodder & Stoughton, 2003) или *Flow: The Psychology of Optimal Experience* (Harper & Row, 1990).
[27] Dan Baker and Cameron Stauth, *What Happy People Know: How the New Science of Happiness Can Change Your Life for the Better* (St. Martin's Griffin, 2003).
[28] Martin E.P. Seligman, *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment* (Free Press, 2002).

**Глава 2**

[1] Julia Kirby, "Toward a Theory of High Performance," *Harvard Business Review,* July-August 2005: 30–38.
[2] James C. Collins and Jerry I. Porras, *Built to Last: Successful Habits of Visionary Companies* (HarperBusiness, 1994, 1997).
[3] THE FOCUS online (http://www.ezifocus.com/content/thefocus/issue/article.php/article/54300471), vol. X/l, 2006. Заглавная тема от Jim Collins: "Filling the Seats: How People Decisions Help Build a Great Company." («Заполняя места: как решения о людях помогают строить великие компании»). Эта цитата в данной книге, наряду с еще несколькими, взята из ответов Коллинза на серию вопросов, которые я подготовил

специально для секции «Вопросы и ответы» нашего корпоративного журнала.

4 Там же.

5 William Joyce, Nitin Nohria, and Bruce Roberson, *What Really Works* (HarperCollins, 2003), p. 200.

6 Ed Michaels, Helen Handfield-Jones, and Beth Axelrod, *The War for Talent* (Harvard Business School Press, 2001).

7 Tsun-yan Hsieh and Sara Yik, “Leadership as the Starting Point of Strategy,” *McKinsey Quarterly* 1, 2005: 66–73.

8 Джек Уэлч, находившийся на вершинах большинства рейтингов в течение всего периода своей активной деятельности, оставался на самом верху даже после выхода на пенсию. В ноябре 2005 года Глобальный обзор CEO, проведенный газетой Financial Times, назвал Уэлча одним из двух наиболее уважаемых бизнес-лидеров и одним из двух наиболее влиятельных авторов и гуру менеджмента (в августейшей компании Питера Друкера).

9 Ram Charan and Geoffrey Colvin, “Why CEOs Fail,” *Fortune,* June 21, 1999.

10 Sydney Finkelstein, *Why Smart Executives Fail, and What You Can Learn from Their Mistakes* (Penguin Group, Portfolio, 2003).

11 Peter Drucker, “How to Make People Decisions,” *Harvard Business Review,* July-August 1985: 27.

12 Margarethe Wiersema, “Holes at the Top: Why CEO Firings Backfire,” *Harvard Business Review,* December 2002: 70–79.

13 Chuck Lucier, Rob Schuyt, and Edward Tse, “The World’s Most Prominent Temp Workers,” Booz Allen Hamilton, *Strategy + Business,* issue 39, summer 2005.

14 Claudio Fernández-Aráoz, “Managing CEO Succession,” *Глобальная повестка дня-2005* (официальные материалы Всемирного экономического форума в Давосе).

15 Ram Charan, “Ending the CEO Succession Crisis,” *Harvard Business Review,* February 2005: 72–81.

16 Claudio Fernández-Aráoz, “Getting the Right People at the Top,” *MIT Sloan Management Review* 46(4), summer 2005. Дальнейшее обсуждение темы содержится в написанной Lyle M. Spencer

главе 4 книги *The Emotionally Intelligent Workplace,* Cary Cherniss and Daniel Goleman (Jossey-Bass).

[17] N. Wasserman, N. Nohria, and B. Anand, “When Does Leadership Matter? The Contingent Opportunities View of CEO Leadership,” working paper no. 01–063 (Boston: Harvard Business School, April 2001).

[18] Irwin Gross, “The Creative Aspects of Advertising,” *Sloan Management Review* 14(1), fall 1972: 83–109.

[19] R.Y. Darmon, “Sales Force Management: Optimizing the Recruiting Process,” *Sloan Management Review* 20(1), fall 1978: 47–59.

[20] For a further elaboration on the value of good people decisions, refer to my article, “Getting the Right People at the Top,” *MIT Sloan Management Review* 46(4), summer 2005: 67–72.

[21] William A. Sahlman, “How to Write a Great Business Plan,” *Harvard Business Review,* July-August 1997: 98–108.

[22] “Private Equity Gets Personal,” *Financial Times Europe,* June 20, 2005.

[23] Сэр Адриан Кэдбери являлся председателем совета директоров компании Кэдбери–Швеппс в период 1974–1989 гг., а также членом совета директоров Банка Англии в период 1970–1994 гг. Он был председателем комитета по финансовым аспектам корпоративного управления в период 1991–1995 гг., членом рабочей группы ОЭСР по корпоративному управлению и членом согласительной комиссии Международного центра урегулирования инвестиционных споров. Отчет Кэдбери считается одним из первых и наиболее качественных кодексов, отражающих лучшую практику корпоративного управления. Текст можно найти в целом ряде публикаций, включая исследование корпоративного управления в пяти странах под авторством Jonathan Charkham *Keeping Good Company* (Oxford, 1994).

[24] Jeffrey A. Sonnenfeld, “What Makes Great Boards Great,” *Harvard Business Review,* September 2002: 106–113.

[25] Richard Leblanc and James Gillies, *Inside the Boardroom* (John Wiley & Sons, 2005).

[26] Ram Charan, *Boards that Deliver: Advancing Corporate Governance from Compliance to Competitive Advantage* (Jossey-Bass, 2005), p. 184.
[27] Colin B. Carter and Jay W. Lorsch, *Back to the Drawing Board* (Harvard Business School, 2004), p. 113.
[28] Jeffrey Pfeffer, *The Human Equation: Building Profits by Putting People First* (Harvard Business School Press, 1998).
[29] Jeffrey Pfeffer, *Competitive Advantage through People* (Harvard Business School Press, 1994).
[30] Steven C. Brandt, *Entrepreneuring* (Addison-Wesley, 1982), pp. 1, 52.
[31] Alfred P. Sloan, *My Years with General Motors* (Doubleday, 1963).
[32] Geoffrey Colvin, “What Makes GE Great,” *Fortune* (Europe edition) 153(4), March 13, 2006.
[33] James C. Collins and Jerry I. Porras, *Built to Last* (HarperBusiness, 1997), Chapter 8 on “Home-Grown Management.”
[34] Peter Drucker, “Managing Oneself,” *Harvard Business Review,* special issue, January 2005: 100–109.
[35] Jon R. Katzenbach and Douglas K. Smith, *The Wisdom of Teams: Creating the High-Performance Organization* (Harvard Business School Press, 1993).
[36] Henry Chesbrough, *Open Innovation: The New Imperative for Creating and Profiting from Technology* (Harvard Business School Press, 2003), Chapter 5, p. 93.

**Глава 3**

[1] Claudio Fernández-Aráoz, “Hiring Without Firing,” *Harvard Business Review*, July-August 1999: 109–120. В данной главе воспроизводятся понятия и примеры, содержавшиеся в статье.
[2] Claudio Fernández-Aráoz, “Getting the Right People at the Top,” *MIT Sloan Management Review,* summer 2005: 67–72. В данной главе воспроизводятся понятия и примеры, содержавшиеся в статье.
[3] William Poundstone, *How Would You Move Mount Fuji?* (Boston: Little, Brown, 2003).

[4] Nathan Bennett and Stephen A. Miles, "Second in Command: The Misunderstood Role of the Chief Operating Officer," *Harvard Business Review,* May 2006: 70–78.

[5] David Dunning, Chip Heath, and Jerry M. Suls, "Flawed Self-Assessment: Implications for Health, Education, and the Workplace," *American Psychological Society* 5(3), 2004.

[6] Nigel Nicholson, *Managing the Human Animal* (Texere Publishing, 2000).

[7] Peter L. Bernstein, *Against the Gods* (New York: John Wiley & Sons, 1996); and Hersh Shefrin, *Beyond Greed and Fear* (Harvard Business School Press, 1996).

[8] Timothy D. Wilson, *Strangers to Ourselves* (Belknap Press of Harvard University Press, 2002), p. 17.

[9] Chuck Lucier, Rob Schuyt, and Eric Spiegel, "CEO Succession 2002: Deliver or Depart," *Strategy + Business* 31, 2003.

[10] Claudio Fernández-Aráoz, "Managing CEO Succession," *Global Agenda* 2005, pp. 182–184.

[11] David Dunning, Chip Heath, and Jerry M. Suls, "Flawed Self-Assessment: Implications for Health, Education, and the Workplace," *American Psychological Society* 5(3), 2004.

[12] Private conversation with Jack Welch, Boston, February 2006.

[13] Boris Groysberg, Andrew N. McLean, and Nitin Nohria, "Are Leaders Portable?," *Harvard Business Review,* May 2006: 92–100.

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[15] Chris Argyris, *Teaching Smart People How to Learn* (Harvard Business School Press, 2004).

[16] Paul Ekman, *Telling Lies* (W.W. Norton, 2001, 1992, 1985), pp. 329–330.

[17] David Callahan, *The Cheating Culture* (Harcourt Books, A Harvest Book, 2004), p. 220.

[18] Malcolm Gladwell, *The Tipping Point* (Little, Brown, 2002, 2000), p. 155.

[19] Timothy D. Wilson, *Strangers to Ourselves* (Harvard University Press/Belknap Press, 2002), p. 137.

[20] Jack Welch, "How to Win: An Exclusive Excerpt from the New Book by the Legendary CEO," *Newsweek,* April 4, 2005: 41.

[21] THE FOCUS online (http://www.ezifocus.com/content/thefocus/issue/article.php/article/54300471), vol. X/l, 2006. Заглавная тема выпуска Jim Collins: "Filling the Seats: How People Decisions Help Build a Great Company."

**Глава 4**

[1] Valerie I. Sessa and Jodi J. Taylor, *Executive Selection: Strategies for Success* (Jossey-Bass: Center for Creative Leadership, 2000), p. 47.

[2] Сумма превышает сто процентов, поскольку в большинстве случаев в принятии решений задействовано множество человек.

[3] Valerie I. Sessa, Robert Kaiser, Jodi J. Taylor, and Richard J. Campbell, "Executive Selection: A Research Report on What Works and What Doesn't" (Center for Creative Leadership, 1998), p. 42. Вновь сумма превышает сто процентов, поскольку в большинстве случаев в принятие каждого из решений были вовлечены многие участники.

[4] Annita Florou and Martin J. Conyon, *Top Executive Dismissal, Ownership and Corporate Performance* (The Wharton School, University of Pennsylvania, and London Business School, February 2002), revised.

[5] Rachel M. Hayes, Paul Oyer, and Scott Schaefer, "Co-Worker Complementarity and the Stability of Top Management Teams," research paper no. 1846 (R) (Stanford Graduate School of Business, January 2005).

[6] McKinsey & Co., Egon Zehnder International Talent Management Survey, 2004.

[7] Jack Welch with Suzy Welch, *Winning* (HarperCollins, 2005), p. 65.

[8] Jeffrey Pfeffer and Robert I. Sutton, *Hard Facts, Dangerous Half-Truths and Total Nonsense* (Harvard Business School Press, 2006), p. 191.

[9] Michael Y. Yoshino and Karin-Isabel Knoop, "Argentina's YPF Sociedad Anónima," Cases A to E (Harvard Business School Publishing, 1995, 1998, 1999).

[10] "The Toughest Jobs in Business," *Fortune,* February 20, 2006: 54.

[11] Noam Wasserman, Bharat Anand, and Nitin Nohria, "When Does Leadership Matter? The Contingent Opportunities View of CEO Leadership," working paper no. 01–063 (Harvard Business School, 2001).

[12] Private conversation with Jack Welch, Boston, February 2006.

[13] Boris Groysberg, Andrew N. McLean, and Nitin Nohria, "Are Leaders Portable?," *Harvard Business Review,* May 2006: 92.

[14] David A. Light, "Who Goes, Who Stays?," *Harvard Business Review,* January 2001: 35–44.

[15] Michael Beer and Nitin Nohria, *Breaking the Code of Change* (Harvard Business School Press, 2000).

[16] Marc Gerstein and Heather Reisman, "Strategic Selection: Matching Executives to Business Conditions," from *The Art of Managing Human Resources,* edited by Edgar H. Schein, *Sloan Management Review* 24(2), winter 1983.

[17] Charles O'Reilly, David F. Caldwell, and Jennifer A. Chatman, *How Leadership Matters: The Effects of Leadership Alignment on Strategic Execution* (Stanford University, Santa Clara University, and the University of California, June 2005).

[18] Neal Schmitt and Walter C. Borman and Associates, *Personnel Selection in Organizations* (Jossey-Bass, 1993), Chapter 14.

[19] Jim Collins, *Good to Great* (HarperCollins, 2001), p. 41.

[20] Kathleen A. Farrell (University of Nebraska) and David A. Whidbee (Washington State University), "The Impact of Firm Performance Expectations on CEO Turnover and Replacement Decisions" (May 2003). JAE Boston Conference, October 2002. Available at SSRN: http://ssrn.com/abstract=318968.

[21] Rakesh Khurana and Nitin Nohria, "The Performance Consequences of CEO Turnover" (March 15, 2000). Available at SSRN (http://ssrn.com/abstract=219129) or DOI (10.2139/ssrn. 219129).

[22] Noam Wasserman, "Founder-CEO Succession and the Paradox of Entrepreneurial Success," *Organization Science* 14(2), March–April 2003: 149–172 (лауреат Мемориальной

премии имени Аага Соренсена 2003 г. за исследования в области социологии)

[23] George S. Day and Paul J.H. Schoemaker, *Peripheral Vision: Detecting the Weak Signals That Will Make or Break Our Company* (Harvard Business School Press, 2006), pp. 22–23.

[24] David Maister, “Strategy and the Fat Smoker” (this article can be accessed at David Maister’s web site: http://davidmaister.com).

[25] Keith Epstein, “Crisis Mentality,” *Stanford Social Innovation Review* 4(1), spring 2006.

[26] Jack Welch and Suzy Welch, *Winning* (HarperCollins, 2005), pp. 72–73.

[27] Там же, p. 35.

[28] Frederick F. Reichheld, *Loyalty Rules: How Today’s Leaders Build Lasting Relationships* (Bain & Company, 2001), p. 7.

[29] Frederick F. Reichheld, ed. *The Quest for Loyalty: Creating Value through Partnership* (Boston: Harvard Business School Press, 1990), Part II, Chapter 3, pp. 67–72.

[30] James M. Kouzes and Barry Z. Posner, *The Leadership Challenge,* 3rd ed. (Jossey-Bass, 2002), p. 25.

[31] John T. Horn, Dan P. Lovallo, and S. Patrick Viguerie, “Learning to Let Go: Making Better Exit Decisions,” *The McKinsey Quarterly* 2, 2006: 64–75.

[32] THE FOCUS online (http://www.ezifocus.com/content/thefocus/issue/article.php/article/54300471), vol. X/l, 2006. Keynote topic by Jim Collins: “Filling the Seats: How People Decisions Help Build a Great Company.”

**Глава 5**

[1] Frank L. Schmidt and John E. Hunter, “The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings,” *Psychological Bulletin* 124(2), 1998: 262–274.

[2] Boris Groysberg, Andrew N. McLean, and Nitin Nohria, “Are Leaders Portable?,” *Harvard Business Review,* May 2006: 92–100.

[3] Neil Anderson and Vivian Shackleton, *Successful Selection Interviewing* (Blackwell Publishers, 1993), p. 30.

[4] Критерий *совестливость* обладает крайне низким коэффициентом валидности (около 0,20). Чтобы разобраться с последствиями подобного низкого уровня, следует возвести уровень коэффициента в квадрат, чтобы определить процент отклонения результативности, который объясняется этим критерием. Возводя в квадрат 0,20, мы получаем 0,04, что означает, что лишь около 4% разницы результативности работы может быть объяснено этим критерием. Иными словами, он обладает крайне ограниченной полезностью.

[5] Этот пример детально обсуждается автором Annie Murphy Paul в *The Cult of Personality* (Free Press/Simon & Schuster, 2004).

[6] Daniel Goleman, *Emotional Intelligence: Why It Can Matter More Than IQ* (Bantam Books, October 1995).

[7] David C. McClelland, "Testing for Competence Rather Than for 'Intelligence'," *American Psychologist,* January 1973.

[8] Richard E. Boyatzis, *The Competent Manager: A Model for Effective Performance* (New York: John Wiley & Sons, 1982).

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[10] Cary Cherniss and Daniel Goleman, *The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in Individuals, Groups and Organizations* (Jossey-Bass, 2001), pp. 182–206.

[11] The CREIO web site (http://www.eiconsortium.org/) Сайт приводит широкий список источников, которые подтверждают данную мысль, наряду с описанием подхода «Эмоциональные компетенции» и возможностью скачать несколько относящихся к теме докладов и работ.

[12] Richard E. Boyatzis, Elizabeth D. Stubbs, and Scott N. Taylor, "Learning Cognitive and Emotional Intelligence Competencies through Graduate Management Education" (Case Western Reserve University, Academy of Management Learning and Education, 2002), vol. 1, no. 2, pp. 150–162.

[13] Richard E. Boyatzis, "Competencies Can Be Developed, But Not in the Way We Thought," HEC *Journal,* Capability volume 2(2), 1996.

[14] Daniel Goleman, Richard Boyatzis, and Annie McKee, *Primal Leadership: Realizing the Power of Emotional Intelligence* (Harvard Business School Press, 2002), pp. 111–112.

[15] David C. McClelland and David H. Burnham, "Power Is the Great Motivator," *Harvard Business Review,* January 2003: 117–126.

[16] См., например, Gretchen M. Spreizer, Morgan W. McCall, Jr., and Joan D. Mahoney, "Early Identification of International Executive Potential," *Journal of Applied Psychology* 82(1), 1997: 6–29.

[17] Jack Welch and Suzy Welch, *Winning* (HarperCollins, 2005), p. 83.

[18] Интернет-издание корпоративного журнала THE FOCUS online (http://www.ezifocus.com/content/thefocus/issue/article.php/article/54300471), vol. X/l, 2006. Авторская тема номера — Jim Collins: "Filling the Seats: How People Decisions Help Build a Great Company."

[19] Boris Groysberg, Ashish Nanda, and Nitin Nohria, "The Risky Business of Hiring Stars," *Harvard Business Review*, May 2004: 92–100.

[20] R. Meredith Belbin, *Management Teams* (Butterworth Heinemann, 1996), pp. 9–18.

[21] Boris Groysberg, Jeffrey T. Polzer, and Hillary Anger Elfenbein, "Too Many Cooks Spoil the Broth: How Too Many High Status Individuals Decrease Group Effectiveness," Harvard Business School Working Paper Series No. 06–002, 2005.

[22] Boris Groysberg, Andrew N. McLean, and Nitin Nohria, "Are Leaders Portable?" *Harvard Business Review,* May 2006: 93–100.

[23] Более детально я обсуждаю процесс подтверждения ключевых компетенций при проведении поиска в своей статье "Hiring Without Firing" in the July–August 1999 issue of *Harvard Business Review,* pp. 109–120.

**Глава 6**

[1] История Кеплера описана у Gerd Gigerenzer and Peter M. Todd, *Simple Heuristics That Make Us Smart* (Oxford University Press, 2000). См. главу "From Pride and Prejudice to Persuasion," p. 287.

[2] Valerie I. Sessa, and Jodi J. Taylor, *The Executive Selection: Strategies for Success* (Center for Creative Leadership, Jossey-Bass/Wiley, 2000), p. 65.

[3] “The War for Talent,” *The McKinsey Quarterly* 3, 1998: 47.

[4] В этом нет нашего эгоистического интереса: наш гонорар не зависит от того, будет ли финально назначенный кандидат внешним или внутренним.

[5] “The Performance Impact of New CEOs,” *MIT Sloan Management Review,* winter 2001, p. 14.

[6] Там же.

[7] “Leadership and Change,” *Knowledge Wharton,* March 23 — April 5, 2006.

[8] Эта история взята из выкладки в Википедию Роберта Айгера, к которой я обратился в августе 2006 г.

[9] Valerie I. Sessa and Jodi J. Taylor, *The Executive Selection: Strategies for Success* (Center for Creative Leadership, Jossey-Bass, 2000), pp. 73–74.

[10] Barry Jaruzelski, Ken Dehoff, and Rakesh Bordia, “Money Isn’t Everything,” Booz Allen Hamilton Inc, *Resilience Report,* 2005: 3.

[11] Alexander Kandybin and Martin Kihn, “Raising Your Return on Innovation Investment,” *Strategy + Business,* May 11, 2004, 35.

[12] Henry Chesbrough, *Open Innovation: The New Imperative for Creating and Profiting from Technology* (Harvard Business School Press, 2003).

[13] Keld Laursen and Ammon Salter, “Open for Innovation: The Role of Openness in Explaining Innovation Performance among UK Manufacturing Firms,” *Strategic Management Journal* 27(2), 2006, 131–150.

[14] John S. Hammond, Ralph L. Keeney, and Howard Raiffa, *Smart Choices: A Practical Guide to Making Better Decisions* (Harvard Business School Press, 1999), p. 47.

[15] Rakesh Khurana, “Finding the Right CEO: Why Boards Often Make Poor Choices,” *MIT Sloan Management Review,* fall 2001.

[16] Gerd Gigerenzer and Peter M. Todd, *Simple Heuristics That Make Us Smart* (Oxford University Press, 2000). См. главу “From Pride and Prejudice to Persuasion,” pp. 287–308.

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