

The background features a vibrant, abstract design with overlapping geometric shapes in shades of purple, pink, orange, and yellow. Scattered throughout are various business-related icons: a bar chart with an upward arrow, a grid of data points, a magnifying glass over a bar chart, a pie chart with a 20% segment, and a horizontal bar chart with an arrow.

STRATEGY ROAD MAP

Thinkers50 celebrates the very
best of strategic thinking.



FIRST IMPRESSIONS

ANDRÁS TILCSIK

MANAGEMENT AND MY TWO LAWS OF GLOBALISATION

PANKAJ GHEMAWAT

HOW TO BUILD INVINCIBLE COMPANIES

ALEX OSTERWALDER AND
YVES PIGNEUR



NEW IDEAS FOR THE NEW AGE

STUART GRAINER AND DES DEARLOVE

They are the founders and directors of Thinkers50. Internationally recognised experts and commentators on management ideas, they are the authors of more than 15 books available in 20 languages. Former columnists to *The (London) Times*, they are editors of *The Financial Times Handbook of Management*.

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Who is the most influential living management thinker? Published every two years, we like to think that the Thinkers50 is the essential guide to which business thinkers and ideas are in, and which have been consigned to business history.

The ranking began life in 2001 and has been topped by Peter Drucker, Michael Porter, CK Prahalad and Clay Christensen. In 2017, a new name joined this pantheon of management greats: Roger L Martin.

The former dean of the Rotman School at the University of Toronto, Martin has consulted to dozens of corporations including a highly successful collaboration with Procter & Gamble. His influence on business strategy and thinking has been immense. He has championed the idea

of integrative thinking, arguing that ‘and’ rather than ‘or’ thinking yields better solutions. Since the financial crisis of 2008, Martin has led a re-evaluation of the functioning of capitalism, observing that widening economic inequality is unsustainable in the long term. His enlightened views on the role of the ‘socially effective executive’ have profound implications for society.

It was a good night for Canada, because moving up to the number two spot in the new ranking is the Canadian technology guru Don Tapscott. He is the author of *Wikinomics: How Mass Collaboration Changes Everything*, co-authored with Anthony Williams. His latest book *Blockchain Revolution*, co-authored with his son Alex, explores the impact of the technologies behind



Bitcoin and other cryptocurrencies and digital payment systems.

Following on behind Martin and Tapscott is Clayton Christensen, who topped the ranking in 2011 and 2013. He is the author of several best-selling books including his classic *The Innovator's Dilemma*, which introduced the idea of disruptive innovation to a generation of managers and explained why the management practices that have allowed them to become industry leaders also make it hard for them to develop the disruptive technologies that others may use to steal away their markets.

In fourth position are the INSEAD professors W Chan Kim and Renée Mauborgne. Kim and Mauborgne, Korean and American respectively, are the authors of *Blue Ocean Strategy* and a string of highly influential HBR articles. The

book has sold over two million copies, and has been embraced by companies, not-for-profits and national governments around the world: Malaysia has a National Blue Ocean Strategy. Their new book *Blue Ocean Shift: Beyond Competing* was published in September 2017.

Internationally renowned strategy and competitiveness expert Professor Michael Porter of Harvard Business School is ranked fifth. Regarded as the father of modern business strategy, Porter's Five Forces framework is taught in business schools all over the world. More recently, his theory of 'Shared Value' has led the way in a re-evaluation of the role and expectations of capitalism. He occupied the No. 1 slot in 2005 and 2015.

Marshall Goldsmith, the world-renowned executive coach, completes the top six. An adjunct professor at the Tuck School of Business at Dartmouth College, his recent books include *Triggers: Creating Behavior that Lasts*; *Becoming the Person You Want to Be*; and *Life Storming: Creating Meaning and Achievement in Your Career and Life*, co-authored with Alan Weiss.

The other headline stories to come out of the new 2017 ranking are:

The rise of a new generation of thinkers: The new ranking signals a passing of the baton to a new generation of gurus, with 11 newcomers featuring.

The guru industry used to be pale, male, and stale but that is no longer the case. There are a lot of great new ideas and thinkers coming through. As boundaries between disciplines blur, it is also getting harder to pigeon-hole them into traditional disciplines like strategy, marketing, or innovation.

WOMEN THINKERS CLAIM TWO OF THE TOP 10 PLACES IN THE NEW RANKING, DOWN FROM THE ALL TIME HIGH OF FOUR TOP TEN PLACES IN 2015. NILOFER MERCHANT, ORIGINATOR OF THE 'ONLYNESS' CONCEPT, WAS THE HIGHEST CLIMBER IN THE RANKING—MOVING UP 26 PLACES FROM 48 TO 22.

New to the ranking are: Simon Sinek, Hermann Simon, Scott Anthony, Erin Meyer, Susan David, Rachel Botsman, Haiyan Wang, Gianpiero Petriglieri, David Burkus, Francesca Gino, and Heidi Grant Halvorson.

The range of ideas and thinkers has never been broader. All intellectual life is there—from Rachel Botsman's work on trust to Susan David on emotional agility, Erin Meyer on culture mapping to Gianpiero Petriglieri on management insights from Bruce Springsteen.

Women thinkers on the rise: 2017 sees more women thinkers in the ranking than ever before—with 18 women in the top 50 places (up from 14 in 2015, 13 in 2013, 11 in 2011, and just five in 2009). Women thinkers claim two of the top 10 places in the new ranking, down from the all time high of four top ten places in 2015. Nilofer Merchant, originator of the 'Onlyness' concept, was the highest climber in the ranking—moving up 26 places from 48 to 22.

At No 4 in the ranking (with writing partner Chan Kim), INSEAD's Renée Mauborgne is the highest placed woman. Rita McGrath (10) from Columbia Business School also makes the top

ten. Sixteen more women make the top 50: Amy Edmondson (13); Linda Hill (15); Herminia Ibarra (20); Nilofer Merchant (22); Haiyan Wang (with her writing partner Anil Gupta, 28); Lynda Gratton (29); Whitney Johnson (30); Liz Wiseman (35); Tammy Erickson (37); Erin Meyer (39); Susan David (40); Amy Cuddy (43); Jennifer Aaker (44); Francesca Gino (49); and Heidi Grant Halvorson (50).

In addition, women won three of the eight Thinkers50 Distinguished Achievement Awards, regarded as the Oscars of management thinking. Susan David picks up the Thinkers50 Breakthrough Idea Award for her championing of the idea of emotional agility. Harvard's Amy Edmondson

wins the Talent Award for her work on teaming; and futurist Amy Webb collects the Thinkers50 Radar Award, presented to the most promising up-and-coming thinker, the fourth consecutive time the award has been awarded to a woman.

When you consider that women constitute half the world's population, they are still under represented in senior management roles, including the Thinkers50, but they are making exciting progress. What is particularly interesting is that many of the up-and-coming women thinkers are championing ideas that involve collaboration rather than old-fashioned competition.

It almost goes without saying that business thinkers are now truly global. The 2017 Thinkers50 is the most global to date—including thinkers from the US, Canada, Bangladesh, Denmark, Holland, Korea, China, Spain, the UK, India, and Cuba.

The world is open to ideas as never before. ♦