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Current Awareness

Contents pages of current journals and magazines for

*January 25, 2010
3/2010*

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| 4. Current History | v. 109 n. 723 January 2010 |
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OF THE AMERICAN ACADEMY OF
POLITICAL AND SOCIAL SCIENCE

Volume 627

January 2010

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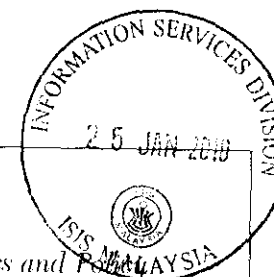
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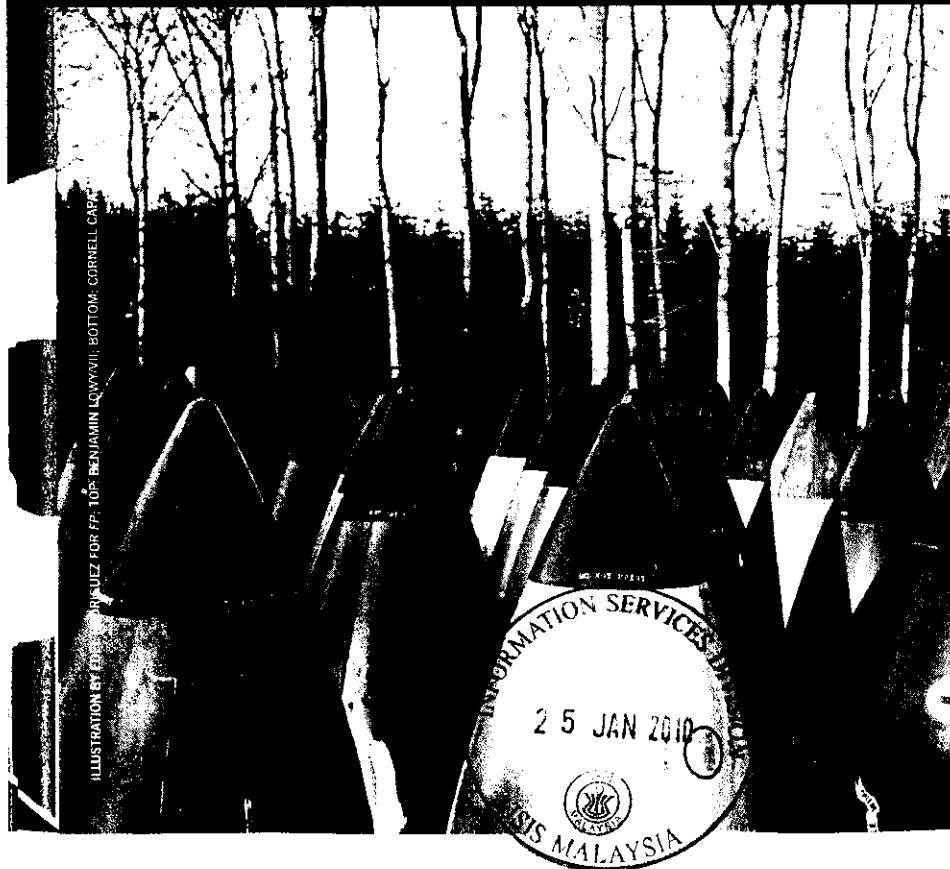
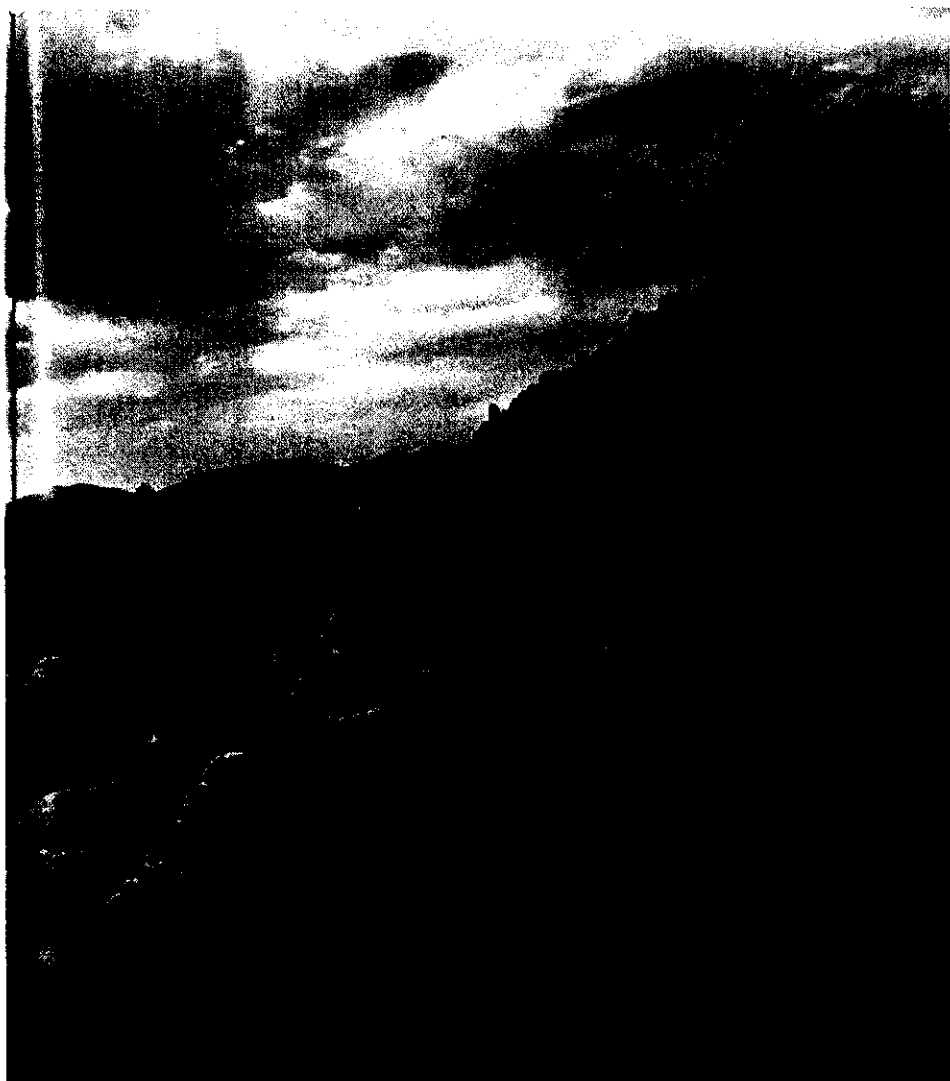
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The dollar didn't crash. Tariffs didn't come roaring back. The world's growing economies didn't grind to a halt. And other scary tales that failed to come true during the crisis. *By Moisés Naim*

**Harvard
Business
Review**



Reinvent
YOUR COMPANY YOUR STRATEGY
YOUR MARKET YOUR CAREER



About the Artist

The artist featured throughout our Spotlight on Reinvention in this issue, Michel de Broin, is a native of Montreal who lives and works in Canada and Europe. He created the sphere, made from 72 chairs, on the cover.

His sculptural projects are known for their playful inventiveness and incorporate a diverse range of materials, such as paving asphalt, metal staircases, Plasticine, and office furniture, transforming the everyday into the extraordinary.

In 2007, he won the Sobey Art Award, Canada's pre-eminent award for contemporary art, which is given annually to a Canadian artist under 40.



SPOTLIGHT ON REINVENTION Ideas for transforming your company and your career

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68 Accelerating Corporate Transformations (Don't Lose Your Nerve!) The most successful change efforts are bold and fast. Keep up your momentum by avoiding six common mistakes. *Robert H. Miles*

70 Strategy Tools for a Shifting Landscape Reinvent how you develop strategy by writing a script to describe the characters, roles, and plots in your business. A three-step process can get you started. *Michael G. Jacobides*

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84 Rethinking Marketing In the new interactive world, companies need to shift their focus from building brands to cultivating relationships. *Roland T. Rust, Christine Moorman, and Gaurav Bhalla*

102 Wanted: A First National Bank of Innovation The current financial system chokes off funds for innovation. Nobel laureate Edmund S. Phelps and strategy adviser Leo M. Tilman propose a new institution that would reroute capital to entrepreneurial projects and restore U.S. dynamism.

ABOVE
Michel de Broin,
Révolutions,
2003, Aluminum,
5 x 5 x 8.5 m
Maisonnette-Cartier
Park, Montreal

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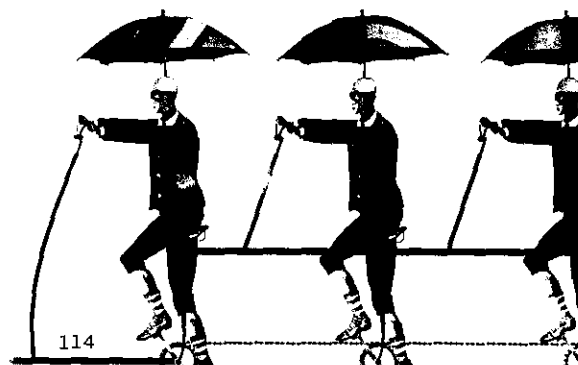
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The Best-Performing CEOs in the World

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Managing Alliances with the Balanced Scorecard

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There's money to be made as the Russian economy recovers, but CEOs must understand the state's priorities in order to craft an effective strategy. *Rawi Abdelal*

131 HOW I DID IT**Aflac's CEO Explains How He Fell for the Duck**

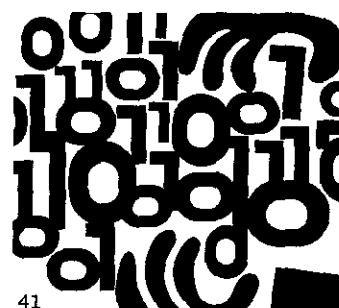
In the late 1990s, Aflac's name recognition was below 10%. Today it's above 90%. Credit goes to the duck. *Daniel P. Amos*

**TOP 100 CEOs**

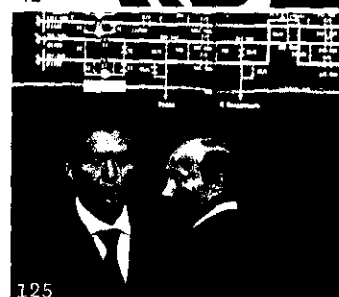
A more complete list, plus additional insights from the authors
hbr.org/top-ceos



world-class
chief executives



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Prime minister Vladimir Putin, right, on a visit to Gazprom with CEO Alexey Miller

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COMING UP

The next issue, March/April 2010, will highlight the DPJ-led Japanese government's economic and foreign policies. Economists and political scientists in and outside Japan will delve into the issues and challenges that the new government faces and what they expect from its policies.

Published by Japan Economic Foundation (JEF)

January 1, 2010

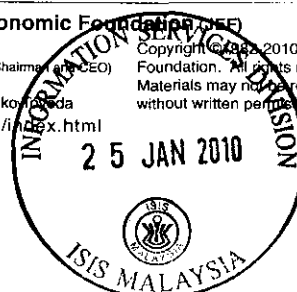
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THE NATIONAL INTEREST

The Realist

4 **Rescuing American Capitalism** *by Maurice R. Greenberg*

The current financial crisis was well over a decade in the making. Private greed, poor management and inept oversight combined to create disaster. The U.S. government has made error after error, both in the lead-up to the meltdown and in its attempts to pull the country out of the recession's grip. To course correct, Obama must cut taxes, pour money into infrastructure and, above all, promote entrepreneurship. For if we curtail economic innovation, the creativity that has seen us through past downturns will founder—and America along with it.

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Until recently, not many people outside of the Middle East had heard of Kirkuk. Rife with ethno-religious tensions, it is at the heart of the battle for oil. The very fate of Iraq may well rest with this disputed province—and its Arabs, Turkmen, Christians and Kurds. So far, the war between Baghdad and Kirkuk has taken place in a drawn-out political struggle. But with the American troop pullout to be finalized over the next year, will the Iraqis be able to resist the lure of violence for long?

27 **Ennui Becomes Us** *by Randall L. Schweller*

We are living in a world of increasing randomness. Competing versions of the truth, whether from YouTube, the blogosphere or the million-channel universe, cause states and the people who live within them to become more polarized in their positions. National and international narratives in turn become more incoherent and more uncompromising. Our current shroud of apathy will only lead to violent extremism and fierce global economic competition.

40 **Karzai and 22,000 Villages** *by Ashraf Ghani*

A military surge is not enough to win in Afghanistan. Conquering the Taliban will require counterinsurgency economics. Karzai and his corrupt coterie of government officials have failed the Afghan people one too many times, making fortunes from illicit trade, monopolizing U.S. contracts and jailing their rivals. Let us hope with a renewed set of promises to keep that Kabul can lead the way to a functioning state.

Drawings AP Images: page 52; Corbis: pages 5, 10, 17, 20, 23, 28, 31, 35, 38, 43, 51, 55, 58, 78, 82, 85, 87, 88, 91, 93, 96; Getty: pages 7, 8, 13, 44, 47, 64, 69, 72; Images.com: pages 75, 77.

50 **The Revolution Will Be Mercantilized** *by Ali Ansari*

Founded as a people's army to support the overthrow of the shah, Iran's Revolutionary Guard Corps has become a fractured entity, encompassing zealous defenders of the Islamic theocracy, profiteers intent on protecting a burgeoning financial empire and disillusioned veterans who long for the ideals of old. As the Islamic Republic degenerates into a security state, the fight for supremacy among the hard-line elite can only lead to a crisis within the Iranian state.

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For millennia, the Catholic Church has been a predominantly Western institution. Yet as Europe secularizes and the global South becomes the new market for potential converts, Christianity is undergoing a painful evolution. Millions of believers will be tempted by charismatic preachers, who combine anticapitalist fervor with staunch social conservatism. Roman Catholicism must now compete in this marketplace. Westerners may well not like the new version of their faith.

73 **The Truth About China** *by Andrew J. Nathan*

Martin Jacques's just-released tome breathlessly informs us that China will soon rule the world. Its culture will dominate the West. Its military will threaten our own. Its authoritarian system will become an alternative to liberal democracy. This is alarmism at its best. Far from being a looming hegemon, Beijing is a status quo power. It will rule the world only if America—for reasons unknown and hardly likely—decides to put a halt to its own economic, technological and military growth.

81 **In the Shadow of War** *by Richard Overy*

Western society tends to see disaster all around, from climate change to terrorism. But we live in a time of unbridled prosperity, coddled by decades of unprecedented personal security. Historian Richard Bessel's book on postwar Germany serves as a key corrective to the self-indulgent panic of the present day, reminding us that our age has nowhere near as great a measure of crisis as the age of total war.

89 **An American Monarch** *by Gordon S. Wood*

The excesses of the Bush administration revived fears of the imperial presidency. Former-Justice Department official John Yoo argues that circumstance is the best yardstick by which to measure presidential power grabs. Times of conflict often require a more robust executive branch. As Obama struggles to move past the war-on-terror legacy, our newest chief executive is quickly finding out how hard it is to let go the powers of office. As ever, history will be the judge of his choices.

WORLD POLITICS

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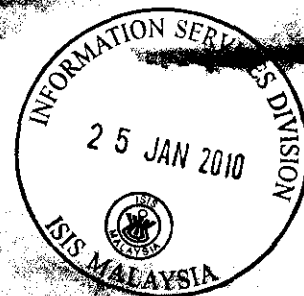
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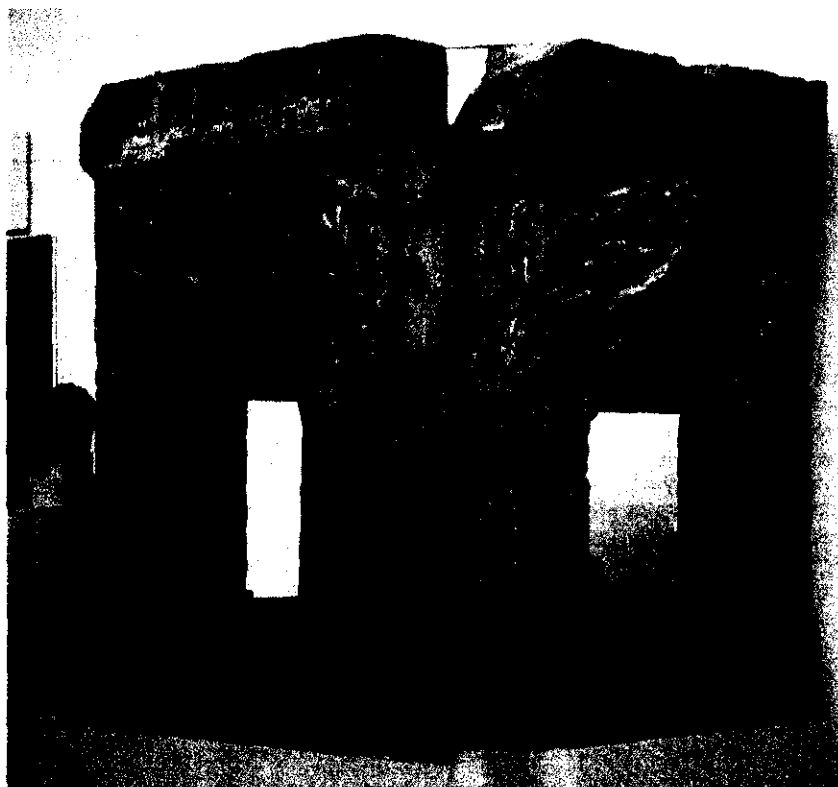
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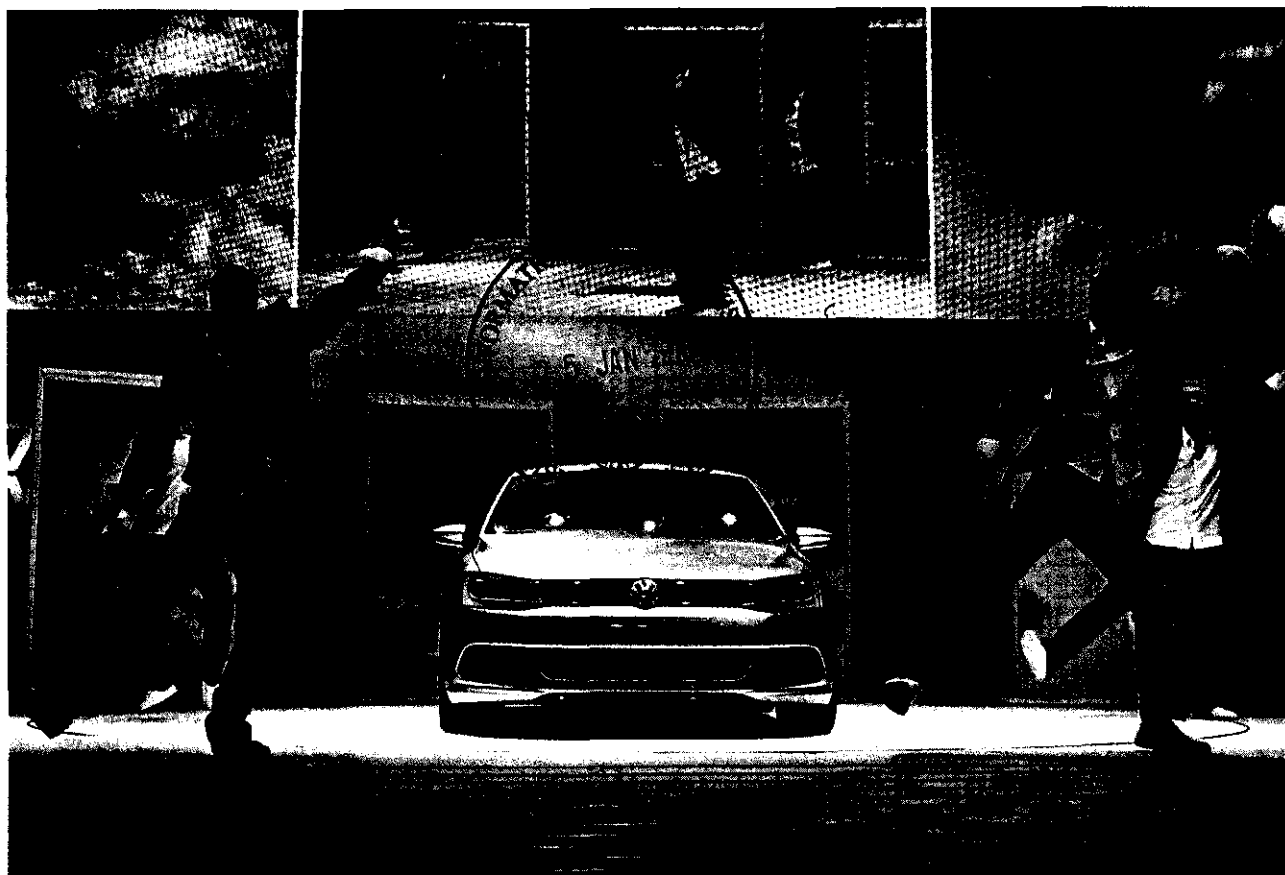


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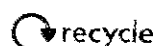
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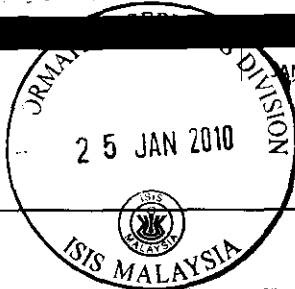


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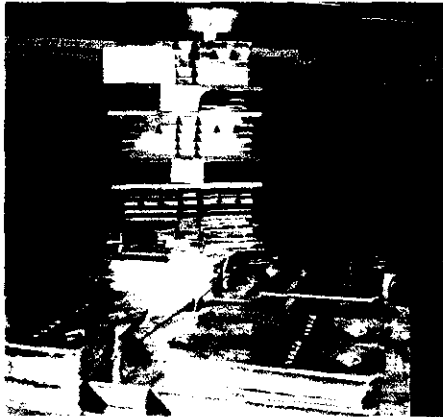
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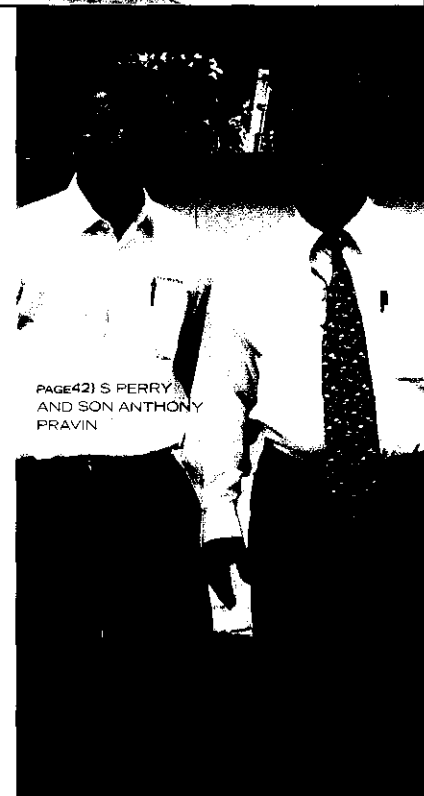
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JANUARY 25, 2010

CHINA VS. GOOGLE

THE REAL CLASH OF
CIVILIZATIONS
BY FAREED ZAKARIA



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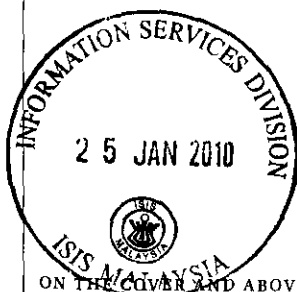
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