# **HBR**

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P&G is unapologetically a big, old company. That's what makes its "connect and develop" strategy so important to understand.

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In the world of adaptive markets, it's survival of the fittest...Product performance isn't always based on the feature you might think...Offshoring can be more about gain than relief from pain... Innovating by mixing disciplines...When is it wise to heed advice?...A radical example of "know the customer"...What's unique about M&A in China...Greenhouse gas emissions can affect firms' bottom lines...The importance of battling the IP theft within.

#### 33 HBR CASE STUDY Eliminate the Middleman? Ming-Hui Huang

USTech enjoys many of the benefits—and none of the hassles—of sourcing in China, thanks to the company's relationship with an original design manufacturer. But some executives want to source directly in Asia and to introduce USTech's brand in the hot China market. The problem? The ODM might launch its own branded goods there.

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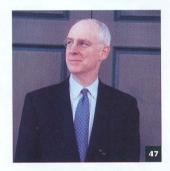
Leadership in Literature

A Conversation with Business Ethicist Joseph L. Badaracco, Jr.

Should MBAs also study literature? Joseph Badaracco argues that business students could learn plenty about leadership from Shakespeare's *Julius Caesar*. Lessons drawn from fiction can be just as valuable and pragmatic as those drawn from many business textbooks.











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Why It's So Hard to Be Fair Joel Brockner

Employees who believe their company treats them fairly—listens to them, consults with them on important decisions, and manages them with respect—respond in ways that bolster the bottom line. What's more, practicing process fairness costs little financially. So why don't more companies do it consistently?

## 131 TOOL KIT Knowing What to Sell, When, and to Whom

V. Kumar, Rajkumar Venkatesan, and Werner Reinartz

It's always been hard to work out what customers do and don't want, let alone when they do or don't want it. That's why marketers resort to offering them everything all the time. A new predictive technique makes it feasible for companies to avoid this trap.

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A change management plan should never treat the key factors as independent variables.

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Don Moyer

Vacations aren't just rewards; they're essential for doing one's job well. Anything less than a full commitment to recharging cheats the company.