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After deciding to shrink an operation or a workforce, the leader should stay involved in executing the decision — treating employees with dignity, fairness, and respect; treating customers and suppliers like valued partners; and managing the process like a project.

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World-Class Bull
John Humphreys, Zafar U. Ahmed, and Mildred Pryan
To win a lucrative new account, the star sales performer at Specialty Fleet Services doesn’t go for a straightforward sales pitch. Instead, he researches the prospect’s interests, gives gifts to the guy’s wife, and engineers several “chance” encounters—some of them at the prospect’s home. Only after establishing a good rapport does he reveal his position at SFS. Is this a brilliant approach or an ethics violation? Commentary by Kirk O. Hanson, Don Peppers and Martha Rogers, and James Borg.