68 Confessions of a Trusted Counselor
David A. Nadler

Push back, listen to the scuttlebutt. Don't seek glory. And don't fall in love. But perhaps the most important advice for a would-be advisor to CEOs is simply this: Know thyself.

78 Fixing Health Care from the Inside, Today
Steven J. Spear

Right now, there are doctors, nurses, technicians, and managers who are radically improving patient care and lowering its cost by applying the same operations techniques that drove the famous Toyota Production System. If this approach were applied more widely, billons upon billons of dollars—and millions upon thousands of lives—would be saved.

94 All Strategy Is Local
Bruce Greenwald and Jeff Kahn

What's the best way for a company to grow and remain profitable? Dominate a series of local markets and block the entry of rivals.

108 The Dangers of Feeling Like a Fake
Maynard F.E. Lipts de Vries

Many executives harbor a secret: They are convinced that they're not worthy of the powerful positions they hold, and that someone, somewhere, will find them out. They harbor the same doubts that they are. These neurotic impulses can ruin their careers and damage their companies. Are you one of them?

120 Strategy as Active Waiting
Donald N. Sull

Managers in turbulent markets cannot predict the timing of much less manufacture, the rare golden business opportunity. But there is a lot they can do to make sure they're ready to strike when the time comes.

continued on page 8
FROM THE EDITOR
Facts
At HBR, we like to talk about publishing ideas with impact. The ideas presented in this issue not only will shape the business landscape but could save lives—today.

FORETHOUGHT
A recent Supreme Court decision could mean big things for e-commerce...Cost-to-serve analysis can reduce a company's expenses and drive its revenue...Use team-based metrics to improve frontline workers' performance...Businesses can learn from GM's schizophrenic brand positioning...Want to increase knowledge sharing? It's the incentives, stupid...Don't throw away "bad" ideas...Integrate your physical and IT security systems...What size should your HQ be?...Intellectual property can be shared and retained—here's how...Give customers what they want before they get a chance to reach for what they need...Online markets can help determine the best marketing mix for your product.

HBR CASE STUDY
The Tug-of-War
Yossi Sheffi
Supply problems are hurting retailer at Woolworths. The apparel company's CEO wants to appoint a supply chain czar to straighten things out, but his unit heads might rebel. Should he hire a Rainwater or a more cautious breed to help pull the units together? Commentary by Shaked Mazzafer, Robert C. Mofitt, Jr., John D. Blascovich; and Nick Luhokowycz.

FIRST PERSON
A Stake in the Business
Christ F. Sullivan
When the founders of Outback Steakhouse decided to put employees first, they created a humane work environment and a powerful engine for uninterrupted growth.

STRATEGIC HUMOR

TOOL KIT
Building Loyalty in Business Markets
Das Narayandas
When it comes to business customers, consumer marketing strategies are bound to fail because the B2B markets are very different. Learn to use benefit stacks, decision-maker stacks, and loyalty ladders to manage relationships individually and reap the benefits of customer devotion.

FRONTIERS
Using VoIP to Compete
Kevin Werbach
Voice over Internet protocol isn't just a new technology for making phone calls cheaper. It is fundamentally changing how companies use voice communications.

LETTERS TO THE EDITOR
Business schools are working hard to maintain a fragile balance between obscure, long-term research and immediately applicable practice.

EXECUTIVE SUMMARIES

PANEL DISCUSSION
Questions That Leave a Mark
Don Moyer
Inspired questions stretch our imaginations and expose our vulnerabilities.