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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 adviser 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 drive the famous Toyota Production System. If this approach were applied more widely, billions upon billions of dollars—and thousands upon thousands of lives—would be saved.

94 All Strategy Is Local

Bruce Greenwald and Judd 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

Manfred F.R. Kets de Vries

Many executives harbor a wretched secret. They are convinced that they're not worthy of the powerful positions they hold and that someone, somewhere, will unmask them for the frauds that they are. These *neurotic impostors* 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.



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10 FROM THE EDITOR

Facing 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.

18 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 revenues...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 consumers 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.

39 HBR CASE STUDY

The Tug-of-War

Yossi Sheffi

Supply problems are hurting sales at Voici Brands. 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 Rottweiler or a more cautious breed to help pull the units together? Commentary by Shakeel Mozaffar; Robert W. Moffat, Jr.; John D. Blascovich; and Nick LaHowchic.

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A Stake in the Business

Chris T. 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.



106 STRATEGIC HUMOR

131 TOOL KIT

Building Loyalty in Business Markets

Das Narayandas

When it comes to business customers, consumer marketing strategies are bound to fail because the two 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.

140 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.

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Questions That Leave a Mark

Don Moyer

Inspired questions stretch our imaginations and expose our vulnerabilities.